



A NSW Government Initiative

NGO Support Stocktake

Developing and supporting
human service non-government
organisations in NSW:

A stocktake of current activities

Introduction

Non-government organisations (NGOs) play an essential role in the planning and delivery of human services in NSW and are significant contributors to the evolution of government policy and community development.

The NGO sector is highly complex. There is significant diversity in organisational philosophy, the range of services provided, the scale of operations, the sophistication of the business model and geographic spread.

Close to \$2 billion is provided annually to a core group of around 3,000 NGOs to deliver ongoing community-based services across NSW. Many more NGOs provide a significant contribution to the wider community in the arts, sport, environment, animal welfare and other sectors.

The NSW Government has invested significant resources to develop and support the human service NGO sector in NSW. The focus of this investment has been on ensuring the sustainable delivery of a key set of services to vulnerable people in NSW, and on bolstering a healthy and inclusive community life, maximising community participation opportunities.

The NSW Government has a strong track record in the development and support of community-based organisations, that track record provides the foundation and framework for further policy development and collaboration with the sector within the context of the *NSW State Plan*. Specifically, the *State Plan* commits the NSW Government to building and maintaining partnerships with the non-government sector and with other tiers of government to provide better services to the community.

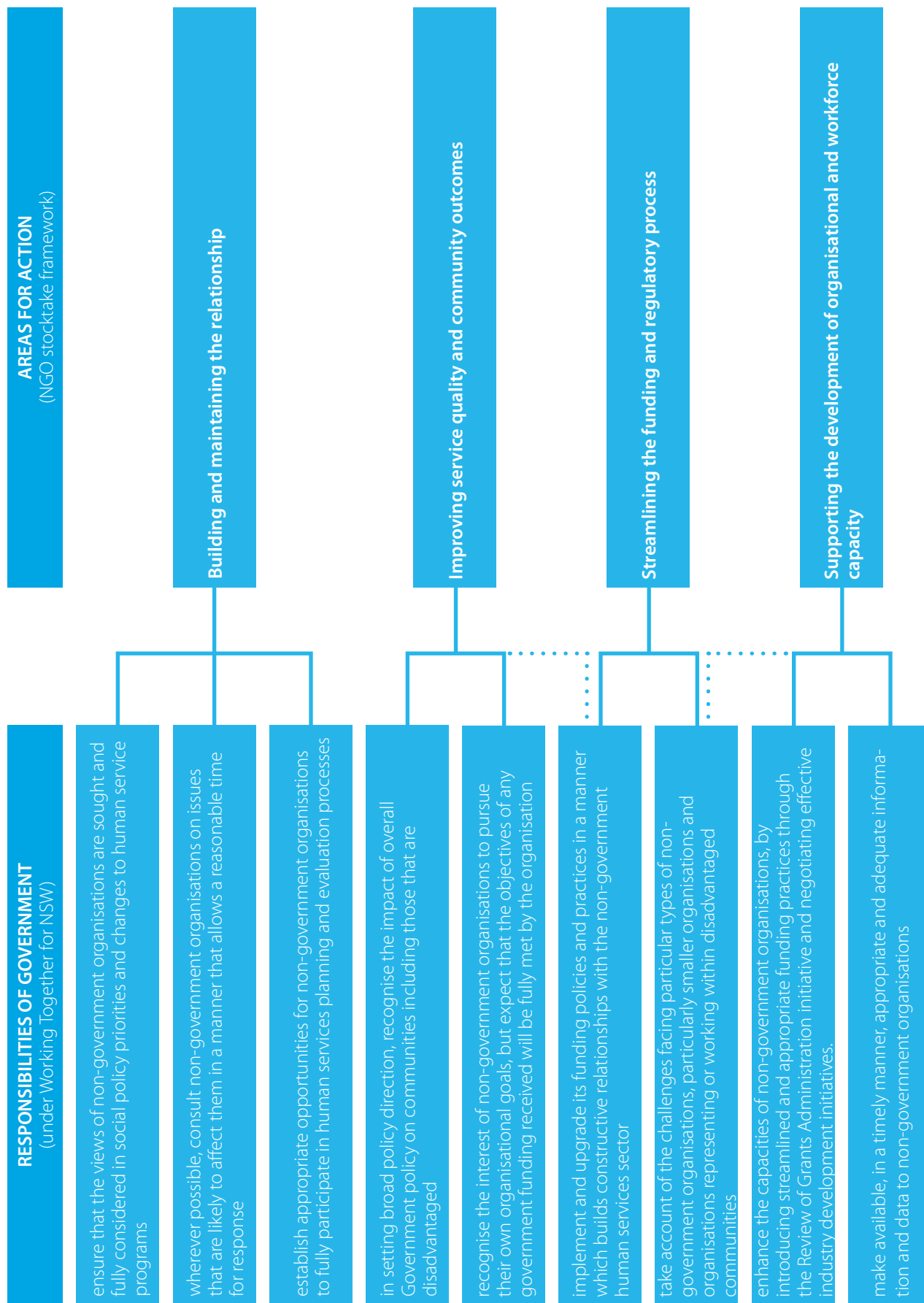
The actions that are set out in this document reflect the commitments under the *NSW State Plan* and other sector specific policies. They also reflect the purpose, goals, principles and values of our agreement with NSW non-government human services organisations – *Working Together for NSW* (figure 1). This stocktake is focused on the following areas of activity, and reflects our responsibilities under that agreement:

1. Building and maintaining the relationship
2. Improving service quality and community outcomes
3. Streamlining funding and regulatory processes
4. Supporting organisational and workforce capacity building.

This stocktake does not encompass the full range of funding activities undertaken by agencies, but instead sets out some of the major investments underway to support and develop this critical sector. The stocktake includes some examples of the types of work planned for the future. That list is by no means exhaustive.

This information will be used by agencies as a framework for targeting future actions to support, develop and collaborate with the human service NGO sector, particularly the delivery of actions under Chapter 6 of the NSW Government's Action Plan *Keeping them safe: A shared approach to child wellbeing* which are designed to build stronger partnership between government and non-government organisations by building capacity, supporting workforce development and cultural change, providing training and development for non-government sector workers, and consultation.

The stocktake will also be used as an information sharing tool to improve awareness across agencies and NGOs of the body of work underway in this regard.



Building and maintaining the relationship

What is it?

The *NSW State Plan* commits the NSW Government to building and maintaining partnerships with the non-government sector and with other tiers of government to provide better services to the community. *Working Together for NSW* provides a framework for how NSW Government human service agencies and non-government organisations will work together to support individuals, families and communities across NSW.

In the spirit of *Working Together*, NSW Government agencies maintain an extensive network of consultative and advisory structures with their NGO partners to inform implementation and improvements to major program areas and to inform policy development for key target groups.

The *NSW State Plan* creates further opportunities for the NSW Government to understand and be informed by the thinking of non-government sector peaks and providers on key social policy issues and to incorporate those into the forward plan for NSW. These opportunities complement the direct advice and input that the NSW Government gets from the people of NSW through a raft of other consultative mechanisms.

The NSW Government has also established some practical structures and networks which are designed to build informal relationships between front-line workers in the public and NGO sectors, and well as other mechanisms to meaningfully involve non-government organisations in local planning decisions and in evaluating current service responses and policies that affect them.

Building and maintaining the relationship

What are we doing?

Consultative and advisory mechanisms

Activity	Description	Agency
DADHC committees and advisory bodies	The Department of Ageing, Disability and Home Care (DADHC) builds and maintains relationships with non-government organisations through a number of committees and advisory groups that are focused around services for particular client groups and programs. Currently there are over twelve committees and advisory bodies providing advice and expertise to the Department.	DADHC
NGO Housing Partners Reference Group	The NGO Housing Partners Reference Group was established in September 2007 to maximise outcomes for social housing clients and communities in NSW by providing a forum for non-government peak organisations to provide expert advice and feedback to Housing NSW on a range of areas including the implementation of the NSW Housing and Human Services Accord, new products and initiatives and aspects of policy development.	Housing NSW
Community Housing Advisory Committee	Established in 2001, the Community Housing Advisory Committee provides advice to the Minister and Housing NSW executive on community housing issues, emerging policy and reforms to the administration and resourcing arrangements for community housing services. The Committee has representatives from non-government organisations and individuals with particular expertise and experience of the community housing sector.	Housing NSW
Partnership Action Resource Group (PARG)	The Partnership Action Resource Group (PARG) brings together State, Commonwealth and non-government organisations to work collaboratively to address homelessness issues in NSW. The PARG provides strategic advice to NSW Government agencies responsible for homelessness service provision on issues such as service improvements, service planning and coordination, and policy development. There is also an Inner Sydney Homelessness Action Committee, which is an advisory and decision making body overseeing the implementation of the NSW Government's <i>Inner City Homelessness Action Plan Phase 2</i> .	Housing NSW

Activity	Description	Agency
Joint Guarantee of Service (JGOS) Implementation Reference Group	The Joint Guarantee of Service (JGOS) Reference Group provides advice on the regional implementation of the cross-agency agreement for people with mental health problems and disorders living in Aboriginal, community or public housing. The group assists with the dissemination of information about the JGOS arrangements with key stakeholders and helps to facilitate engagement with those stakeholders, as well as identifying priorities and giving advice on training priorities and other issues.	Housing NSW
Community Regeneration Expert Advisory Committee	The Community Regeneration Expert Advisory Committee provides advice to Housing NSW in relation to community regeneration including essential frameworks to underpin work in primary locations, resource allocation, effective implementation, and the development of consultation and communication strategies.	Housing NSW
NSW Health NGO Advisory Committee	The NSW Health NGO Advisory Committee is a senior level forum to encourage collaboration between NSW Health and the non-government sector on the development and implementation of NSW Health policy, NSW Health's NGO Grant Program and the relationship with the non-government organisations that it funds. The Committee provides peak NGOs with an opportunity to provide advice to NSW Health on current issues impacting on them.	NSW Health
Mental Health Program Council	The NSW Mental Health Program Council considers, provides advice and makes recommendations on a full range of finance, activity and management issues of the mental health program and includes representation from the Mental Health Coordinating Council (the peak body representing mental health non-government organisations). The Council is complemented by other mechanisms for engagement with the non-government organisations under major mental health strategies coordinated through the Mental Health Drug and Alcohol Office, including: • Housing and Accommodation Support Initiative (HASI) • The Family and Carer Program • The Resource and Recovery Program, and • The Aboriginal Mental Health and Wellbeing Reference Group	NSW Health

Building and maintaining the relationship

Activity	Description	Agency
Performance Monitoring Framework Implementation Working Group	The Performance Monitoring Framework Implementation Working Group exists to enable collaboration between DoCS and Supported Accommodation Assistance Program (SAAP) Peaks (the Women's Refuge Resource Centre, the Youth Accommodation Association NSW and Homelessness NSW/ACT) on the implementation of Performance Monitoring Framework in NSW SAAP Services. The direct contribution of SAAP services to the development of service specifications, costings and reporting tools and guides ensures that the policy reflects the unique nature of the work undertaken by SAAP, particularly by women's refugees and services with on-call arrangements.	DoCS
Community Services Grants Program (CSGP) Roundtable	The Community Services Grants Program (CSGP) Roundtable is a consultative group that includes representation from DoCS, local government and CSGP peaks, providing strategic input into the review of the Program. The Roundtable is also involved in the development of the Service Framework and Service Specifications for the program.	DoCS
Community Volunteering Forums	To build capacity within the community and volunteering sectors and to assist in increasing volunteer numbers and diversity, community forums on specific issues related to volunteering have been held. Forums have focused on culturally and linguistically diverse communities and volunteering, and volunteering in growing regional areas. Several smaller local community forums on volunteering have also been held and continuing engagement with the community will contribute to the NSW Government's policy development on this important issue.	DPC

Activity	Description	Agency
Child Protection Consultative Mechanisms	Three stakeholder groups have been established as a means of facilitating input to the Government Action Plan following the release of the report of the <i>Special Commission of Inquiry into Child Protection Services in NSW</i>: Child Protection Advisory Group (CPAG); Service System Advisory Group (SSAG); and Community and Carers Advisory Group (CCAG).Groups. The main function of these groups is to provide high level policy advice and informed stakeholder input on issues arising in the development and implementation of the NSW Government's Action Plan.	DoCS

Networking Tools

Activity	Description	Agency
Website: communitybuilders.nsw	The website communitybuilders.nsw was developed in response to communities wanting to access information about what others are doing and what works to make their community safer, healthier, inclusive, and more vibrant and enterprising. It is an interactive clearing house where the users contribute content and ongoing development publishing their stories and tips. Users include community members of all ages, different community organisations, community workers and all levels of government and business. The site includes current information about funding and awards programs, an events calendar, discussion forum, resources and tools relevant to assessing community strengths and needs, planning and managing community projects and case studies and information about existing and previously run projects.	DoCS
Service Provider Portal	The Department of Ageing, Disability and Home Care (DADHC) Service Provider Portal is a secure web-based application which provides access to a range of information for service providers and opens new channels of communication between providers and the Department. The objectives of the Service Provider Portal are to improve the information flow between service providers and the Department, establish e-business processes and streamline reporting and accountability processes.	DADHC
Human Service Network (HSNet)	Human Services Network (HSNet) provides NSW government agencies and NGOs with a number of tools to assist in day-to-day service delivery including, ServiceLink (an online directory of human services in NSW) and ReferralLink (an electronic client referral system). HSNet also serves as a central meeting place for information exchange for all community-based workers. HSNet has online discussion forums which offer organisations the facility to exchange information, to publish and share documents, and online learning (e-learning) opportunities.	Commerce

Joint Planning

Activity	Description	Agency
Regional Co-ordination Management Program	The Department of Premier and Cabinet (DPC) manages the Regional Coordination Program (RCP). Under the RCP senior regional managers of State Government agencies work with the DPC Regional Coordinator to: • identify and prioritise local issues that require a multi-agency response. • develop, manage and review regional strategic projects. • enhance interagency networks and information exchange. NGOs are key contributors to many RCP initiatives – with over 30 percent including NGOs as direct partners.	DPC
Program Planning Frameworks – Examples:	All of the funding programs managed by human service agencies include NGOs as key partners in the design and identification of local priorities. Examples of successful joint planning frameworks include:	
	Families NSW: Families NSW is an early childhood prevention and early intervention strategy jointly governed by five government agencies (NSW Health, Department of Community Services, Housing NSW, Department of Education and Training and Department of Ageing Disability and Home Care) as well as non-government organisations and local councils. At the core of planning for Families NSW is interagency partnership, an outcomes focus based on Results Based Accountability and utilising universal initiatives as the basis for any targeting of services determined by local population level need. Home and Community Care (HACC): Department of Ageing, Disability and Home Care (DADHC) regions prepare regional plans outlining key objectives and strategies for the Home and Community Care (HACC) Program to improve outcomes for frail older people, people with a disability and their carers living in the region. These plans are informed by consultation, including current and potential HACC clients, service providers, and local, state and Australian government agencies.	DoCS DADHC

Activity	Description	Agency
Disability Action Plan	The Department of Ageing, Disability and Home Care (DADHC) is responsible for developing whole-of-Government frameworks to assist NSW Government agencies develop Disability Action Plans. Agencies are required to consult with the disability sector in the development of Disability Action Plans. This can be done in a variety of ways, for example, some of the larger agencies may establish consultative committees which have membership from the sector. Such committees would have a role guiding the development of Disability Action Plans and monitoring plans once they are in place. DADHC is also proposing to work with the NGO sector to develop a streamlined and co-ordinated approach to assisting agencies with the consultation process. To this end, DADHC is canvassing the idea of establishing a small network of disability sector 'experts' who could work with the Department to provide a link between NSW Government agencies and the sector more broadly. This would be particularly important for smaller agencies that may not have the resources to establish a separate consultative committee.	DADHC

What are we proposing to do in the future?

- The Department of Premier and Cabinet's Volunteering Unit will develop a plan for the delivery of the Minister for Volunteering's proposed extensive program of local community volunteering forums throughout the State in 2009.
- To coincide with the local community volunteering forums being run throughout 2009, the Volunteering Unit will be conducting sessions with members of the Volunteer Referral Centres to consider risk management issues for community organisations utilising volunteers.
- Work in partnership with peak non-government agencies and service providers to deliver on joint initiatives under *Keeping them safe*

Improving service quality and community outcomes

What is it?

Providing good quality, sustainable services is a foundation principle for any organisation. The NSW Government has accountability to the people of NSW to ensure that public funds are used in the most effective and value-for-money way. This applies to services provided directly by NSW government agencies and the organisations that it funds or from which it purchases goods and services.

The NGO sector provides a wide range of services to people in NSW, funded through state and national programs and often administered by NSW government agencies. As funders, agencies are responsible for ensuring that services are effective and relevant. This responsibility does not detract from the corporate governance responsibilities of service providers.

Priorities for the main funding agencies are designing and implementing quality assurance and monitoring systems that are sufficiently robust to reflect the effectiveness and value for money of particular services, and creating an evidence base for what works both at an individual service level and in a regional service system and industry-wide context. The results of quality assurance and monitoring activities are also critical to NGOs in accounting to their stakeholders and for continually improving the services they provide in their local communities.

Many of the programs administered by the NSW Government are funded through bilateral agreements with the Australian Government. As a result, monitoring and quality assurance arrangements need to reflect the national service standards applicable to those programs.

In 2004, NSW human service agencies worked together with NGO representative groups (including the Mental Health Coordinating Council) to develop a generic quality framework for human service organisations. That framework forms the basis for the design and implementation of contemporary monitoring and quality assurance activities across human service funding agencies.

Improving service quality and community outcomes

What are we doing?

Activity	Description	Agency
Service Development and Reporting Framework (SDRF) for Aboriginal Community Controlled Health Services	The SDRF has been implemented to improve the action planning process and its capacity to serve the need of Aboriginal Community Controlled Health Services funded by the NSW Health and the (Commonwealth) Office for Aboriginal and Torres Strait Islander Health (OATSIH). The SDRF action planning process provides a comprehensive framework for service planning and significantly reduces the burden of reporting. The SDRF provides a comprehensive framework for services to plan for, and report against their non-financial activities. Performance is monitored jointly by NSW Health and OATSIH.	NSW Health
Integrated Monitoring Framework (IMF)	The Department of Ageing, Disability and Home Care (DADHC) is responsible for monitoring service delivery to older people and people with a disability and their carers by both NSW government agencies and the NGO sector. In consultation with community care industry peaks and service providers, DADHC has developed the Integrated Monitoring Framework (IMF). The IMF integrates the various monitoring activities currently undertaken by DADHC and is consistent with the general approaches taken by other human services. The IMF applies to services operated by the Department and funded service providers.	DADHC
DADHC Quality Policy and Quality Requirements	DADHC is also currently working to develop a new Quality Framework. The DADHC Quality Framework consists of the DADHC Quality Policy and DADHC Quality Requirements. The project has developed a single set of Service Outcomes that combines the Disability Standards, HACCC standards and other key standards into the Quality Requirements. The framework aims to establish a third party (JAS-ANZ) certification assessment applicable to all DADHC operated and DADHC funded services from 2009. It will provide a consistent approach to the monitoring of services across the sector and will be supported by an extensive program of support and resources.	

Activity	Description	Agency
Performance Monitoring Framework (PMF)	The Performance Monitoring Framework for Funded Services (the PMF) describes the approach DoCS uses to demonstrate that funds are used efficiently and effectively, consistent with government priorities and community needs. The Framework is designed to support funded services in: • complying with the <i>Service Agreement</i> • achieving results set out in the <i>Service Specification</i> • making progress in integrating the DoCS <i>Good Practice Guidelines</i> into their practice, and • where necessary, developing a plan to fix any issues that prevent full compliance with the <i>Service Specification</i>. The PMF replaces a range of DoCS accountability and performance management strategies with a single, standardised and streamlined approach to performance monitoring.	DoCS
Registrar of Community Housing	Amendments to the <i>Housing Act 2001</i> passed by Parliament in October 2007 provided the legislative framework for a new regulatory system for community housing providers in NSW. The Registrar undertakes the role of regulator. The code contained in <i>Housing Regulation 2008</i> described nine required outcomes including a sound governance framework and high standards of probity and conduct. The regulation was released for public consultation and the Office of the Registrar was established.	Housing NSW

What are we proposing to do in the future?

- Commonwealth/State Accreditation and Reporting project will assess the extent to which mutual recognition of other quality systems across other government agencies can be applied in NSW particularly focusing on generic aspects of service delivery, such as governance, financial management and human resources.
- The Mental Health Drug and Alcohol Office (MHDAO) is developing monitoring and reporting systems for both Housing and Accommodation Support Initiative (HASI) and the Family and Carers program.
- The Department of Community Services (DoCS) will be progressively implementing their Performance Monitoring Framework across all programs.

Streamlining funding and regulatory processes

What is it?

Through their monitoring and review activities funding agencies are looking at ways to streamline the administration burden on NGOs while still maintaining an appropriate level of accountability for public funds. This is in recognition that funding should be directed to the provision of direct front-line services rather than meeting administration costs. Key activities include streamlining funding agreements, simplifying tendering arrangements, and applying consistent approaches to grants administration.

The Office of Fair Trading (OFT) has also been leading an extensive review of legislation to reduce the regulatory burden on NGOs.

The Australian Government will also be considering ways to improve regulatory and governance arrangements for NGOs, considering the recommendations of the December 2008 Senate Inquiry into the Disclosure Regimes for Charities and not-for-profit organisations. NSW will continue to work with the Australian Government and other states and territories on these matters through the COAG process.

What are we doing?

Activity	Description	Agency
Reducing the regulatory burden	The Office of Fair Trading has undertaken extensive community consultation as part of a review of the <i>Associations Incorporation Act 1984</i> . The <i>Associations Incorporation Amendment Bill 2008</i> modernises and streamlines the operation of that law proposed provisions will improve the efficiency and effectiveness of the Act in achieving its objectives. As a result, the regulatory burden on Associations will be reduced in certain areas. For example, reducing administration for board activities including meeting arrangements, use of 'common seal' and financial reporting obligations on smaller associations.	OFT
Streamlining funding arrangements with peak bodies	A standard framework for peak body funding and performance agreements was developed in conjunction with the sector. 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. DADHC has developed guidelines and standardised the service specification for its funded peaks based on the framework. A sub-group of representatives from human services agencies and peak bodies has developed a reference paper, <i>Service Outcomes for Peak Bodies</i>, which clarifies the role of peak bodies and the contribution that they make to the sector. It also explicitly outlines the role of peaks in capacity building. This paper has been endorsed by Human Services CEOs (21 June 2007), the Forum of Non Government Agencies (FONGA), the Council of Social Services in NSW (NCOSS) and other represented peaks, including National Disability Services NSW, Women's Health NSW and the NSW Federation of Housing Associations. The paper particularly provides guidance on the types of activities, service outcomes and indicators that should be included in service specifications negotiated with respective funded peaks.	DADHC DoCS NSW Health Housing NSW

Streamlining funding and regulatory processes

Activity	Description	Agency
Good Practice Guidelines for Funded Services	The <i>Good Practice Guidelines for Funded Services</i> are a key initiative of DoCS' funding policy and form the basis of the quality improvement component of DoCS' Performance Monitoring Framework, which provides a policy and procedural framework for monitoring expectations and outcomes for DoCS funded services. The <i>Guidelines</i> support organisations in service development to promote quality outcomes for clients and to enable quality improvement, evaluation and accountability. They include tools and information about best practice in governance, systems and human resource management, a tool for services to assess their practices against the <i>Guidelines</i>, and a quality work plan to assist services to develop an improvement plan based on self-assessment.	DoCS
Good Practice Guidelines to Grants Administration	The NSW Government has a policy and accompanying guidelines for NSW Government grant giving agencies to facilitate consistent and good practice grants administration. These tools are the product of the Grants Administration Review conducted by the Department of Premier and Cabinet (DPC) in consultation with grant giving agencies and grant recipients. They provide an operating framework for NSW grant giving agencies to develop, document and publicise their grants administration practice. The guidelines include good practice processes, tools and resources for each step in the grants administration cycle: 1. Plan and design the program 2. Promote the program 3. Receive and process applications 4. Offer grants and enter into a funding agreement 5. Monitor and acquit grants 6. Evaluate the program. Resources have also been established to provide information on: • categories of grants and recipients • available grants programs • financial reporting by non-profit organisations • references used to develop this policy and guidelines, and • related NSW Government policies and procedures.	DPC

Activity	Description	Agency
Grantseeker Manual	In collaboration with Philanthropy Australia, DoCS Communities Division is producing a <i>Grantseeker Manual</i> which will provide small to medium sized non-government organisations with an easy-to-read guide on how to source and apply for a variety of grants. The <i>Manual</i> will cover a variety of areas including researching and communicating with potential funders, recognising good project planning and writing an effective grant application.	DoCS
Funding Acquisitions	The Department of Ageing, Disability and Home Care (DADHC) has streamlined the acquittal process for small non-government organisations. The threshold for requiring annual accounts to be audited was lifted from \$25,000 to \$100,000 and to allow for three yearly acquittals. The Department continues to work with the sector to improve financial performance and accountability including using a the NSW Standard Chart of Accounts and delivery of information and training sessions to service providers on financial management and strategic financial planning and reporting.	DADHC

Supporting organisational and workforce capacity building

What is it?

Capacity building is the process of developing and strengthening the skills, processes and resources that organisations need to grow and adapt. Capacity building can be directed at developing organisational capacity – the ability to manage, govern and evaluate activities, and the capacity of the workforce needed to deliver the business of the organisation – the supply of appropriately skilled workers, their ongoing training, development and support to deliver against organisational responsibilities and strategies.

NSW Government is investing significant resources to develop and support the NGOs that it funds. Agencies are participating in national activities to develop the non-government workforce across a range of critical sectors such as health, disability, ageing, children's and community services. Agencies are also investing substantially in training and development activities to target the specific needs of particular groups of NGOs, as well as developing information and other resources to address particular skill requirements.

What are we doing?

Capacity building

Activity	Description	Agency
Financial Management Training	The Department of Ageing, Disability and Home Care (DADHC) has been conducting Financial Management Training workshops for service providers. The financial management training program is offered in face-to-face and online workshops in introductory (Level 1) and advanced (Level 2) levels. Follow-up support is also available to participants.	DADHC
Unit Costing Tool (UCT)	The Unit Costing Tool (UCT) is a spreadsheet based tool to help service providers develop unit costs for DADHC tendering processes. The UCT has been developed to: • provide service providers with a single Microsoft Excel based tool to develop accurate estimates of the unit costs of delivery of individual DADHC funded services • provide a flexible and user-friendly format for costing services, with the ability to accommodate a range of programs and service types • report unit cost components for each service • run "what-if" scenario analyses to assess the cost impact of changes to inputs and assumptions.	DADHC
Tender Training and Assistance Program	The Tender Training and Assistance Program supports not-for-profit service providers to better participate in DADHC tendering processes. This training aims to develop the skills and knowledge of key individuals within organisations who are responsible for preparing tender applications on behalf of the organisation.	DADHC
Building Capacity – Professional Services for Disability Service Providers	Service providers funded by DADHC have the opportunity to obtain specialist consultancy services from Social Enterprise Consulting to help improve their governance, planning and organisational performance. Services are tailored to each provider's special needs and include a comprehensive needs assessment.	DADHC

Supporting organisational and workforce capacity building

Activity	Description	Agency
Preschool Investment Reform Plan Service Analysis and Business Development Support Project	DoCS is providing business development support and tools to the NSW preschool sector through the Service Analysis and Business Development Support Project, funded under DoCS' Preschool Investment Reform Plan. Under this Project, two independent consultants contracted by the Department worked with 307 NSW preschool services to deliver facilitated and intensive support and advice on business planning and service analysis. The support was aimed at providing basic business management skills, and intensive face-to-face training with individual services to assist them in improving their business practices. The tools and resources developed for the project are available to non-government children's services through the DoCS website.	DoCS
Models of Shared Services in Community Housing	Housing NSW (Office of Community Housing) has undertaken a review of models of shared services in community housing to determine the extent to which collaborative approaches across organisations might lead to operating and cost efficiencies, improved viability and improved client service delivery. A shared services evaluation framework has been developed by an Interagency Reference Group and will be used to evaluate the shared service pilot projects.	Housing NSW
NSW Cooperative Housing Strategy	Housing NSW (Office of Community Housing), in collaboration with the Association to Resource Cooperative Housing Ltd (ARCH), is considering arrangements for the co-operative housing sector that enable better utilisation of available resources within the sector and leverage additional funds to increase the supply of social and affordable housing. An analysis of the feasibility of establishing an asset holding company in NSW, based upon the current Common Equity Housing Ltd (CEHL) model operating in Victoria, has been undertaken. The project will examine the issues associated with translating the CEHL model to a NSW setting, the viability of this approach and the capacity for new arrangements to support future growth in the sector.	Housing NSW

Activity	Description	Agency
Capacity Building Framework	Housing NSW (Office of Community Housing) is developing a framework to structure and integrate capacity building initiatives to be undertaken or resourced by the Office of Community Housing, to identify roles, responsibilities and priorities, and to develop a three year strategy for implementing capacity building initiatives across the sector.	Housing NSW
Creating partnerships and forming consortia	DoCS has initiated a project in partnership with NCOSS to develop and pilot a training and resource kit that can be used by small NGOs to support and resource them in creating partnerships and forming consortia.	DoCS
Aboriginal Out-of-Home Care Capacity Building	A project to explore opportunities and identify strategies for a number of Aboriginal out-of-home care services funded by DoCS. The objective of the project is to expand the capacity and capability of these services. An independent consultant undertook a business analysis of participating services and services were given the results of the assessment and a plan to guide their future expansion over three years.	DoCS
Infrastructure Grants – Mental Health	NSW Health has funded an Infrastructure Grants Program (IGP). The IGP supports mental health NGOs by providing funding (through the Mental Health Coordinating Council) to: • develop facilities and operations • enhance corporate governance structures • strengthen management practices, and • modernise business operations and expertise.	NSW Health
Management Support Unit	NSW Health provides funding to NCOSS for the Management Support Unit (MSU). The MSU aims to develop the management capacity of NSW Health funded NGOs. This is achieved through developing resources, providing details on available training/courses and providing clients with information and referral on issues relevant to management and governance.	NSW Health

Supporting organisational and workforce capacity building

Activity	Description	Agency
Planning for the Future: New directions for community housing in NSW	<i>Planning for the Future: New directions for community housing in New South Wales 2007-2012</i> outlines the NSW Government's strategy to grow the community housing sector. New business models and new structural arrangements will be developed to meet the target of growing the community housing sector to 30,000 homes over 10 years. A key focus of the strategy is developing the capacity of the sector, including high performing 'growth providers'.	Housing NSW

Workforce development

Activity	Description	Agency
Research base	The Department of Premier and Cabinet (DPC) has commissioned a research project through the Social Policy Research Centre (SPRC) of the University of New South Wales to consider labour market dynamics in the non-government community services sector, including job design, education and training and recruitment and retention.	DPC/DoCS
Leadership and management programs	Five scholarships are available to the Sydney University Graduate School of Government for NGO sector students to develop strategic leadership capacity. The scholarships would also allow participation in joint work-based projects which contribute to better partnerships between the government and non-government sectors.	DPC
	An Indigenous women's leadership program to develop the leadership capacity of Indigenous women in the NSW community sector and establish an ongoing Indigenous Leaders Network will be implemented jointly by NCOSS and Tranby Aboriginal Cooperative College.	DPC / DoCS
	DoCS Communities Division ran the Pay It Forward (PIF) initiative between 2005 and 2008. The PIF Program enhances the leadership, mentoring and collaborative skills of people already in a community leadership role. The program provides participants with the opportunity to evaluate their leadership styles and learn new leadership strategies and skills. The format of the program also allows participants to establish an effective network of community leaders from a diverse range of settings.	DoCS

Activity	Description	Agency
NGO Training Program	The NGO Training Program, established in 2004, provides a range of online and face-to-face training modules and resources to assist with improving governance in small and medium NGOs. Courses are offered on a range of topics, including occupational health and safety, understanding financial statements and auditing reports, staff supervision and management committee training. Funded services can register for both accredited and non-accredited training at regional venues across NSW free of charge. The NGO Training Program aims to assist DoCS funded agencies to: • keep pace with changes and developments in DoCS policy • strengthen their organisational capacity, particularly around governance and financial management • develop their skills and knowledge to meet their obligations under service agreements and the <i>Good Practice Guidelines</i>.	DoCS
NSW Health – Mental Health	The mental health NGO workforce has been supported in numerous ways. The Mental Health Coordinating Council was funded to develop an extensive NGO Development Strategy. As a direct result of this strategy the need for a Learning and Development Unit for mental health NGOs in NSW was identified. The MHLDU has been funded for three years from 2007/08 financial year to supply training to the mental health NGO sector in NSW.	NSW Health
Workforce Development Strategy	Housing NSW (Office of Community Housing) is a participant in the workforce development strategy led by the NSW Federation of Housing Associations, ensuring that non-government community housing providers have access to staffing and capabilities to sustain growth.	Housing NSW

Supporting organisational and workforce capacity building

Information and resources

Activity	Description	Agency
It's Your Business	The Department of Ageing, Disability and Home Care (DADHC) has developed a resource kit, <i>It's Your Business</i> , that is designed to enhance the capacity of boards of management to improve the delivery of services and support the increased funding and extra services being provided through the NSW Government's Stronger Together strategy. The tool includes guidance and other resources relating to corporate governance, financial management, risk assessment, legal issues, strategic business planning and strategic human resources.	DADHC
Costing Manual for Child and Family Services	DoCS has developed a <i>Costing Manual</i> to determine the indicative unit costs for a range of child and family services. The intention is to provide detailed and comprehensive information which services can adapt for their own purposes. The <i>Costing Manual</i> is intended to be a useful reference for DoCS and NGOs when planning, developing and reviewing their services and has been developed in close consultation with the sector.	DoCS
Regional Human Service Planning Project	The Regional Human Service Planning Project was aimed at identifying key success factors of NGO participation in regional human services planning processes, as well as developing a practical document that could be used as a planning resource for Government and NGOs. Three case studies were used as examples of good practice in Home and Community Care services (New England), Families NSW (Nepean) and the Illawarra Area Management Group. The resulting <i>Good Practice Guide</i> is now being actively promoted across NSW Government agencies and by NCOSS.	DoCS

Activity	Description	Agency
Standard Chart of Accounts	A <i>Standard Chart of Accounts</i> has been developed for use by NSW NGOs – the tool was adapted from work done by the Queensland University of Technology and Queensland Treasury. Training on the tool has been provided to NGOs across health, community services, HACC and disability sectors and is designed to make financial data consistent across human services community organisations. The <i>Standard Chart of Accounts</i> consists of a set of accounts, which can be set up in most accounting software systems, and a data dictionary which provides the guidance for how to process transactions and to decide which transactions go to which accounts. Adoption of the Chart by community organisations is voluntary.	DoCS
NSW Government Volunteering Web Portal	A key strategy in achieving the <i>State Plan Priority R4 Increased Participation and Integration in Community Activities</i> is to establish a NSW Government Volunteering Web Portal to engage potential volunteers, inform them of the opportunities to participate in government-related volunteering and other community volunteering and link them to volunteering opportunities and volunteer support. The resource acts as an introduction to volunteering across a number of areas of interest and directs users to specialist information on specific agency websites. Information has been developed by the Department of Premier and Cabinet's Volunteering Unit in consultation with agencies via the R4 Senior Officers' Group. The <i>Guide to Government Community Grants</i> is a resource for small- to medium sized organisations that utilise volunteers and serves as an introduction to community grants and the agencies that provide them. The web-based <i>Guide</i> will sit on the NSW Government Volunteering Web Portal and will direct NGOs to more specific information. The <i>Guide to Volunteering</i> to assist small to medium sized community organisations that utilise volunteers, negotiate the range of issues impacting on the provision of services and the functioning of organisations. Issues introduced by the <i>Guide</i> include financial management, volunteer management, compliance with legislative requirements, organisational management and risk management	DPC

Supporting organisational and workforce capacity building

Activity	Description	Agency
Housing and Accommodation Support Initiative (HASI) Resource Manual	The <i>HASI Resource Manual</i> informs the development and implementation of HASI across NSW for use by NGOs, NSW Health and Area Health Services and by Housing NSW. The Manual defines a common approach to housing and accommodation support for people with a mental illness in NSW and clarifies the differing aspects which affect the day-to-day running of the program.	NSW Health Housing NSW

What are we proposing to do in the future?

- DADHC is currently working jointly with National Disability Services (NDS), the peak disability service provider, on the further development of projects to assist disability workforce retention and development.
- Housing NSW (Office of Community Housing) is establishing a Business Development Fund to resource strategic changes in the community housing sector that will facilitate the implementation of *Planning for the Future: New directions for community housing in New South Wales 2007/08-2012/13*.
- As part of the implementation of the *Recommendations of the Special Commission of inquiry into child protection services in NSW (SCOI)*, DoCS is exploring a range of possible development training options for NSW Aboriginal NGOs.
- Given the *Recommendations from the Special Commissions of Inquiry into Child Protection Services*, DoCS is also considering Service Analysis and Business Development (SABD) issues as part of the funding review
- The second phase of development of the NSW Government Volunteering Web Portal will include the Volunteering Unit working with key agencies to enhance the provision and accessibility of information on agency web sites that relates to volunteering and volunteering opportunities to encourage greater consistency of information and resources across government.



NSW Government

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