

Profiling non-government community service organisations in New South Wales

Final Report

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Abbreviations

ABN	Australian Business Number
ABS	Australian Bureau of Statistics
ACOSS	Australian Council of Social Services
ADHC	Ageing, Disability and Home Care
ASU	Australian Services Union
ATSI	Aboriginal and Torres Strait Islander
CALD	Culturally and linguistically diverse
CBSR	Colmar Brunton Social Research
CS	Community Services
FBT	Fringe benefits tax
FTE	Full time equivalent
HACC	Home and community care
NAPSA	Notional Agreement Preserving a State Award
NCOSS	New South Wales Council of Social Services
NGO	Non-government organisation
PBI	Public Benevolent Institution
SACS	Social and Community Services
SPRC	Social Policy Research Centre

Executive Summary

Introduction

This report presents the findings of a research project undertaken to profile non-government community service organisations funded by the NSW Government. The Social Policy Research Centre (SPRC) at the University of New South Wales was commissioned to undertake this research by Ageing, Disability and Home Care (ADHC), Department of Human Services. The research was partly motivated by the NSW Government's desire to provide evidence-based submissions to Fair Work Australia regarding the Equal Remuneration Case. To this end, specific data on use of the SACS award was collected. However, government stakeholders also expressed a desire to have a greater understanding of the size, characteristics and concerns of these organisations. This unique focus on industrial arrangements and organisational structures has contributed new information to the growing body of evidence about non-government community service organisations. The findings will also inform government planning and policy efforts.

The research project

This research project was undertaken in two stages:

- Stage 1 consisted of survey design, data collection, and preliminary analysis;
- Stage 2 consisted of further data analysis and a literature and data review to inform interpretation of findings.

Findings from the preliminary analysis conducted in stage 1 were made available via a summary report:

http://www.sprc.unsw.edu.au/media/File/Report8_10_ProfilingNSWNGOs.pdf

and an interim report:

http://www.arts.unsw.edu.au/media/File/NSW_NGO_Prof_Survey_IntRept.pdf.

Stage 1 was conducted with the assistance of researchers at Colmar Brunton Social Research (CBSR).

The findings from stage 2 of this project are presented in this final report which supersedes all previous findings.

Methodology and sampling framework

Limitations in existing datasets make it impossible to comprehensively profile the non-government community services sector in NSW. To this end, we chose to undertake primary data collection by surveying a sample of organisations. Our sampling framework consisted of all non-government community service organisations who received funding from three core human service agencies: ADHC, CS, and NSW Health. Each organisation funded by these three agencies was sent an email inviting them to participate in an online survey.

Out of a total population of 2,100 funded organisations, 713 (34 per cent) returned a completed survey.

Organisations funded primarily by ADHC are slightly over-represented in the respondent sample, however, this has been accounted for in all estimations provided throughout the report.

Much of the analysis presented in this report has been disaggregated by two key variables: primary funding body and funded amount. This information is known for all organisations, and analysis indicates that funded amount strongly correlates with organisational size. Further, we present results for some questions excluding childcare organisations. This project was commissioned to inform government submissions to Fair Work Australia in relation to the SACS award, and workers within childcare organisations are not traditionally covered by this award. This is evident within the data which shows that only 12 childcare organisations employed any staff member using the SACS award.

Survey findings

Key findings from the survey data are summarised below:

- The largest proportion of respondent organisations reported that their primary activity was support for children, families and carers (43 per cent). The next most common activity was personal and social support (21 per cent), however, when childcare providers were excluded from the analysis these rankings swapped with personal and social support reported to be the main activity of the highest proportion of organisations (29 per cent), and support for children, families and carers ranked second (27 per cent).
- Almost three quarters of respondent organisations had only 1 agency. Large, multi-agency organisations were few in number but large in size - 97 organisations reported 1,439 agencies between them.
- Agencies were almost evenly split between metropolitan and rural agencies (1,194 and 1,108 respectively).
- There was great variance in FTE staff numbers across organisations with numbers ranging from less than 1 FTE to more than 800. Thirty one per cent of organisations were very small (0-3 FTE), 23 per cent were small (4-7 FTE), 22 per cent were mid-sized (8-14 FTE) and 24 per cent of organisations were large (15+ FTE).
- Organisations relied upon a variety of revenue sources (including client contributions, income from commercial business activities and funding raising), but were predominantly dependent upon government funding, particularly state government funding. This is to be expected in this population because they were defined by the fact that they receive government funding.
- There was also great variance in reported volunteer numbers – ranging from organisations with no volunteers to those with 700. Across all organisations there were a total of 20,775 volunteers and around half of these were in HACC organisations (49 per cent).

- Eighty five per cent of the workforce in these organisations was female. The gender profile of organisations changed across organisations funded by different government agencies (NSW Health funded organisations had a lower proportion of female staff at 72 per cent), as well as primary activity (organisations mainly providing support for children, families and carers had a higher proportion of female staff at 91 per cent).
- This study confirms an under-representation of ATSI and CALD staff in non-government community service organisations relative to the proportions of these groups as service users.
- The majority of workers within non-government community service organisations were covered by awards, including SACS and the NAPSA, however, a significant proportion of staff were also employed on enterprise agreements (17 per cent of staff in CS funded organisations; 23 per cent of staff in NSW Health funded organisations).
- Staff paid under the SACS award were concentrated on low to mid grades. Staff employed in organisations primarily funded by ADHC were concentrated on the lowest grade classifications (2 and 3), whereas those from CS funded organisations were concentrated on slightly higher grades (3 and 4).
- Organisations utilising a NAPSA were identified for ADHC funded organisations only. Whilst these organisations were not a homogeneous group, the majority were large, multi-agency organisations that provide mainly residential care and support, and that receive a large average amount of state government funding (\$8.4 million).
- Just under half of the organisations using the SACS award reported that at least one staff member was paid above award wages. Average above-award payments for staff on grades 1-5 was 6.8 per cent with relative consistency evident across large and small organisations. However, for staff on grade 6 there was a large discrepancy in average above-award payments. Grade 6 staff in very large organisations were paid an average of 18.3 per cent above-award, while staff in small organisations were paid an average of 4.2 per cent.
- Salary sacrificing was inequitably accessed by workers. Organisations' eligibility to provide this benefit (that is, PBI status) did not ensure access to salary sacrificing for their staff. Organisational size appeared to be a key determinant in whether staff were able to access this benefit, with increasing proportions of staff accessing the benefit in larger organisations.
- Funding was the issue of primary importance to organisations. Many organisations were concerned that the amount received does not accurately reflect the expenditure required to provide high quality services within an increasingly complex service context.

Conclusions

The NGO Profiling Project highlights the diversity of the sector and the complexity of related research. Non-government community service organisations deliver government funded services that promote social inclusion and improve the quality of life for many groups within the community. These organisations are united by a common purpose – to care for the vulnerable and disadvantaged within our community – yet they are diverse in terms of organisational structure, size, and use of industrial arrangements. The large range of FTE staff and volunteer worker numbers highlights the structural differences of respondent organisations. This is reflected in the industrial relations environment which includes widespread use of enterprise agreements and awards other than the Social and Community Services (SACS) award. Findings from this study indicate that the majority of staff employed under the SACS award were concentrated on the low to mid grades. This suggests that restructuring of the award through the introduction of higher grades to expand the pay scale will not affect the majority of staff. There was a minority of SACS staff on grade 6, and a significant proportion of these have been on this grade for more than 5 years. This finding points to limitations in the career progression of SACS workers. This is confirmed by the Labour Dynamics Study (Cortis et al, 2009b) which found that committed and highly skilled frontline workers often need to move into management positions to earn more money or advance their careers.

Any restructuring of the SACS award should take into account the fact that salary sacrificing is not a universal benefit, enjoyed by all – or even most workers in non-government community service organisations. On the contrary, the majority of workers do not access this benefit. Workers from small organisations were more likely not to benefit from salary packaging.

Finally, this project highlights the inter-dependent relationship between government human service agencies and non-government community service organisations. Many organisations were concerned that this relationship is largely determined by funding policy rather than a partnership approach to the management and delivery of programs and services. There was a great deal of concern in the sector regarding the current funding amounts and models. Other issues of importance reported by organisations include organisational governance, particularly accountability to volunteer committees or boards; low levels of pay; an increasingly complex service context; and labour dynamics.

Limitations of the research project

It is important to interpret these findings in the context of the limitations of the research project. Two issues are of particular significance:

Generalisability

The results reported here relate only to non-government community service organisations funded by three core human service agencies (ADHC, CS, and NSW Health) through specific programs (disability, community care, community services and some Health programs). Caution should be taken in generalising our conclusions to the whole non-government community services sector, as this is likely to include a proportion of organisations that do not receive funding through these agencies. These organisations may rely on other revenue sources such as commonwealth funding, or

they may receive funding through other state government agencies (for example, the NSW Department of Education and Training, Housing NSW, and/or Transport NSW). The size and number of these excluded organisations cannot be determined with our existing dataset. It is most likely however that the entire sector is bigger than is estimated herein, and that this report under-estimates the number of workers utilising the SACS award.

Data quality

There are limitations to the quality of some of the information collected. Two issues contributed to this, firstly due to time constraints, the survey was conducted in a very short period of time. Secondly the survey instrument was quite challenging in that it asked for some very specific and technical information, including approximations of both industrial relations and Human Resources information. At times, it proved difficult to reconcile conflicting information.

1 Introduction

1.1 Background

This report presents findings from a research project undertaken to profile non-government community service organisations in NSW. The project was commissioned by Ageing, Disability and Home Care (ADHC), Department of Human Services and undertaken by researchers at the Social Policy Research Centre (SPRC), at the University of New South Wales (UNSW) and Colmar Brunton Social Research.

The NGO Profiling Project was commissioned to address a critical gap in the NSW community service workforce and organisational data and to complement and build on work previously undertaken by SPRC for the NSW government reported in 'Labour Dynamics and the Non-Government Community Services Workforce in NSW' (Cortis et al, 2009b). Unlike the Labour Dynamics survey which collected data from workers about their personal experiences and perspectives, the survey designed and implemented as part of this project collected data from managers about workforce composition, challenges to sectoral expansion, and industrial relations arrangements at the organisational level. Whereas the Labour Dynamics study asked workers about their experiences of work and working conditions, the NGO Profiling Project sought information at the organisational level from the person responsible for human resources or industrial relations issues, such as a human resources manager or CEO. Together, these studies provide a comprehensive and multi-level profile of non-government community service organisations. However, methodological differences, particularly in regards to sampling, prevent any straightforward integration of these studies and so findings from the Labour Dynamics project are only used throughout this report to add descriptive detail.

This project was undertaken during a period of significant developments in award reform for workers in the non-government community services sector including the award modernisation process. In March 2010, the Australian Services Union (ASU) lodged an application for pay equity for Social and Community Service (SACS) workers. The national test case of the Federal Equal Remuneration Laws is currently being heard by Fair Work Australia (formerly the Australian Industrial Relations Commission). The Equal Remuneration Case will test the pay equity provisions of the Fair Work Act which acknowledge the right of men and women to be paid equally for work of comparative value.

To inform the NSW Government's submission to Fair Work Australia, this project sought information on sectoral size, award coverage within the sector, and grade classification distribution in a sample of funded non-government community service organisations. Along with the data collected on workforce composition, sectoral challenges and strategies for reform, the information will be used to inform government policy and planning efforts. Given the sector's rapid rate of growth¹, and the expanding role of NGOs in the provision of social, community and disability services, evidence-based planning and capacity building is a priority requirement.

¹ The Social and Community Services workforce expanded by 66.2 per cent in the decade to 2006, compared with a national employment growth of 19.2 per cent (Meagher & Cortis, 2010).

Methodology

This project seeks to profile non-government community service organisations in NSW. In order to develop a comprehensive profile the project consisted of three separate tasks:

1. Designing and implementing a survey for collecting data from community service organisations funded by relevant NSW government agencies (see Appendix A for survey);
2. Analysis of survey data; and
3. Review of new data and other secondary sources released since the publication of SPRC's report 'Labour Dynamics and the Non-Government Community Services Workforce in NSW' (Cortis et al, 2009b);

These tasks were undertaken in two distinct project stages. Tasks 1 and 2 above were undertaken in stage 1 of this project. The preliminary results from stage 1 of this project have been made available via an interim and summary report.

The interim report (Brosnan & Gordon, 2010) is available at:

http://www.arts.unsw.edu.au/media/File/NSW_NGO_Prof_Survey_IntRept.pdf

The summary report (Hilferty et al, 2010) is available at:

http://www.sprc.unsw.edu.au/media/File/Report8_10_ProfilingNSWNGOs.pdf

Task 3 was undertaken in conjunction with more refined analysis of the survey data during stage 2 of this project. Results for stage 2 are presented in this final project report.

1.2 Project aims and data sources

As indicated above, this project was designed to profile non-government community service organisations – a task which greatly depends upon reliable evidence. To achieve this aim, researchers chose to collect data from a sample of organisations directly via a survey, as limitations in existing national data make it impossible to comprehensively profile the sector. Unlike other industry sectors, the community services sector cannot be easily described in aggregated statistical terms. Questions such as *how many non-government organisations and employees comprise the social and community services sector?* are difficult to answer with existing datasets. This is because national statistical data sources provide only limited information about community services. The Australian Bureau of Statistics' (ABS) Community Services Survey provides information on the numbers of community service organisations and their expenditure across a limited range of community services (aged care, childcare, residential and non-residential care) however this survey provides no information about occupations within the sector nor labour dynamics. Moreover, the ABS' Labour Force Survey and the Census of Population and Housing (the 'Census') do not report data specifically about those employed in non-profit organisations. As Cortis et al (2009b) recommended in the Labour Dynamics report, evidence in the field would be substantially improved if ABS statistical data were collected in ways that disaggregate employment in non-profit and commercial organisations, and between community service occupations and industries.

Another issue that complicates any attempt to profile community services is the sector's fragmented and diffuse nature, and the lack of a consistent definition of what comprises the social and community services industry. The SACS industry comprises multiple sub-sectors (e.g. aged care, child care, disability services, juvenile justice, child and family support) which often operate within different sub-cultures defined partly by the delivery of different services to different client groups by practitioners with different training and qualifications. Yet many organisations provide services across these sub-sectors and so are difficult to categorise. Further, social and community services often overlaps with other industries such as allied health, education and employment services. This means that it is a complex task to achieve this project's aim of profiling non-government community service organisations as they are such a diverse group. While the sector is united by the goal of relieving poverty, social disadvantage, social distress and hardship for a variety of disadvantaged groups (Productivity Commission, 2010), the organisations that make up the sector have diverse compositions, operate within multiple and broad industrial arrangements, and are affected by a vast range of issues.

This circumstance results in researchers having to redefine what is meant by social and community services, and develop a related sampling framework every time research is undertaken. Research findings are therefore often inconsistent or fragmentary because projects rarely have the same aims, adopt the same scope, and/or use the same sampling framework. This situation undoubtedly results in duplication of research effort and highlights the fact that the sector requires the development and application of consistent and agreed definitions and samples. It also indicates that research needs to draw upon multiple data sources if profiling work is to provide comprehensive coverage. To this end, we refer to multiple secondary literature sources throughout this report to inform interpretation of survey findings.

In acknowledging this situation we provide detail in the section below on the sectoral scope and sampling framework that we have adopted. The detail given provides an audit trail for interested researchers who may wish to interrogate findings further.

This report presents much analysis broken down by two key variables. These are primary funding body for organisations (e.g. ADHC, CS, NSW Health, or multiple agencies), and funded amount (that is the amount of state government funding each organisation received). These two variables are the only pieces of information that we know about all organisations. Funded amount is used throughout this report as a proxy for organisational size. To this end, we categorise organisations according to whether they received <\$0.5 million; \$0.5 - \$1 million; \$1 - \$10 million; or +\$10 million. While there are some limitations to this approach, there is a moderate to strong correlation between reported FTE staff and funded amount, and this is significant². The analysis of data by funding agency further illuminates the diversity of the sector.

Finally, in some of the analysis presented herein we have excluded childcare organisations. This is because these organisations operate within different funding arrangements to the majority of non-government community service organisations.

² $r(686) = .64$ $p < .001$, note that large organisations with relatively few staff showed larger errors, once these were removed the relationship between funded amount and FTE staff became stronger.

Further, this project was commissioned to inform government submissions to Fair Work Australia in relation to the SACS award, and workers within childcare organisations are not traditionally covered by the SACS award. This is apparent within the data which confirms that only 12 childcare organisations employed any staff member using the SACS award.

1.3 Sampling framework

Our sampling framework consists of all non-government community service organisations who received state government funding from three core human service agencies (ADHC, Community Services and NSW Health). These agencies selected the relevant funding programs in the scope of the project, including disability, community care, community services and some Health programs. The population was generated by selecting unique Australian Business Numbers (ABNs) for each organisation funded under these programs. Contact details for each organisation were provided to the researchers by the government agencies, and we used these details to send representatives from each organisation an email inviting them to participate in an online survey. The online survey was administered by Colmar Brunton Social Research (CBSR) in April and May, 2010. Due to the method of sampling, an organisation with more than one service with the same ABN will have been surveyed only once. Correspondingly, organisations operating as part of the same business but with different ABNs will have been surveyed once for each ABN.

The final sample was 713 completed surveys out of a total sample of 2,100 funded organisations. This represents a return rate of 34 per cent. This is a high response rate for a 'cold' survey of organisations which only ran for two weeks – a result that shows the willingness of the sector to engage with government around workforce development issues, despite some evidence of survey fatigue in open ended responses³. Calculations using this sample provide a margin of error of about 3 per cent, which means that if 50 per cent of the respondent organisations indicate a certain quality, the actual figure in the population can be assumed to lie within the range of 47 – 53 per cent.

Preliminary analysis reported in the interim and summary reports was conducted with a slightly larger sampling framework. However for the final report, additional information was provided that assisted with identifying a small number of duplicated organisations in the original sample. This additional information included Health funding information, Health and Community services ABNs and additional information from ADHC about HACC and disability funded organisations. The lower survey response rate is due to a small number of surveys being excluded from the final response sample due to duplicated responses and where organisations were merged together due to having the same ABN. These two issues affected a total of 30 surveys. This also meant that the population figure is now a lower number than originally reported because organisations were able to be identified that were previously counted as two or more organisations. This affected all Health funded organisations and some Community Services and ADHC funded organisations,

³ A small proportion of survey responses were critical of the time involved and detail required to complete online.

revising the total population of organisations down from 2,382 in the interim report to 2,100 in this final report.

No funding information was provided about organisations receiving funding from sources other than the programs selected by the NSW Health, CS and ADHC. To help ascertain the extent to which our findings are representative of organisations who receive funding through these government agencies, we provide further information below on who returned surveys. Further, our analysis section begins with a descriptive analysis of the total population. We make no claim that our results are generalisable to organisations that do not receive state government funding under these programs, but do consider the impact of the exclusion of these organisations in the report's conclusion.

1.4 Survey data analysis

Overall quantitative analysis

Surveys were analysed using two computer programs: Statistical Package for Social Sciences (SPSS) and Microsoft Excel. Where estimates of numbers across NSW are provided, these were computed by using proportions of primary funding body and grouped funded amount against aggregated sampled numbers. Summary data has been provided for all questions across funded amount and primary funding body, and in some instances separate descriptions have been provided for certain subsectors of the organisations, namely HACC funded, disability funded, childcare, and Aboriginal organisations. With regards to categorising these organisations, HACC and Disability organisations were identified through information provided by ADHC. As no population based information was provided to the study to identify childcare or Aboriginal organisations, these were manually estimated using text searches and manual cross checks. Childcare organisations were manually labelled by identifying organisations with 'child care', 'pre school', 'kindergarten', 'day care' or 'Out of school/OOSH' in their name. Aboriginal organisations were also manually identified through both searching for Aboriginal medical services, nominally Aboriginal services and other Aboriginal organisations that had more than 50 per cent Aboriginal staff. These organisations were manually checked to determine that the organisations predominantly worked with Aboriginal and Torres Strait Islander populations. ADHC also provided a list of organisations that they identified as using the NAPSA award.

Valid figures are used throughout – that is responses that have indicated a 'don't know' or missing response have been excluded from the valid total, as with responses that are illogical (such as total proportions that add up to >100%). In some instances a small number of responses were manually excluded based on responses being unusually influential (such as an organisation receiving \$100,000 funding but reporting 800 FTE staff) however these exclusions were only made when estimating staff numbers. These issues affected a small number of questions, and no surveys were excluded outright due to being incomplete. Valid figures have been accounted for when estimating figures across NSW, and no estimates were provided that were based on questions with extremely low response rates.

In determining staff numbers it was necessary to combine a number of methods to compute estimates, and these are described Appendix C.

Analysing open-ended responses

The NGO Profiling Survey contained four questions that required participants to complete open-ended responses (questions 16a, 16b, 16c, 20). A coding frame was developed to code all open-ended textual responses (see Appendix B). The textual data was coded using Microsoft Excel (2007). Responses were double coded if they related to more than one code and this allowed a series of relationships to be identified in the data, for example, a high correlation between funding and sustainability codes. Coded responses were thematically analysed using a process of data filtering which enabled examination of specific codes for the whole sample and for sub-samples. Analysing the data as an entire set provided a picture of the overall group and revealed general patterns (such as a sector wide concern with limited funding). However, sub-sample analysis revealed a more nuanced understanding of certain issues. The results of this analysis are reported on in chapter 5. Sub-samples explored within the data replicate the sub-sectors reported in the quantitative data analysis. Summaries were written for each code in relation to the whole sample and for the sub-samples listed above.

2 What do we know about the population of NGOs?

As discussed above, the sampling framework used for this project consisted of a list of non-government community services organisations that have received funding by ADHC, CS and/or NSW Health. In this chapter we outline key characteristics (that is, funded amount and funding agency) of the total population of funded non-government community service organisations contained in the contact list, and compare these with those of organisations that completed surveys.

2.1 The NGO population and response rates

As detailed above, the primary population of interest for this research were organisations funded by ADHC, CS and NSW Health. Organisations that did not receive funding from these three departments were not been included in the survey.

Number of organisations by funding source

There were 2,100 funded non-government community service organisations in the total population. Of these, a total of 593 organisations (or 28 per cent) were childcare providers, and the remaining 1,507 community service organisations provided other services.

Table 2.1 below shows the number and proportion of organisations by funding body. Data is provided for all organisations, as well as for organisations excluding childcare providers. As mentioned previously, we have excluded childcare organisations from some analysis, particularly in relation to the SACS award as workers within childcare organisations are not traditionally covered by this award.

Table 2.1: Number and proportion of organisations by primary funder

	All organisations		Response	
	N	%	N	%
All organisations				
CS funded	1,315	63	388	29.5
ADHC funded	542	26	245	45.2
NSW Health funded	51	2	11	21.6
Multiple funded	192	9	69	35.9
Total	2,100	100	713	34.0
All organisations excluding childcare				
CS funded	727	48	224	30.8
ADHC funded	542	36	245	45.2
NSW Health funded	51	3	11	21.6
Multiple funded	187	13	67	35.8
Total	1,507	100	547	36.3

As shown above, CS and ADHC funded the largest proportions of organisations within the total population. We also conducted descriptive analysis of the sampling framework to determine numbers and proportions of organisations by other funding information including whether they use the NAPSA award, receive HACC or disability funding, and whether they are an Aboriginal organisation.

Table 2.1 shows that ADHC funded organisations are over-represented in respondents. Organisations funded only by ADHC represent 45 per cent of returned

surveys compared to only 26 per cent in the total population. This means that HACC and Disability funded organisations are also over-represented in the sample.

This over-representation has been accounted for in all estimations which take account of funding body and funded amount. Further comparative data on the organisations comprising the sampling frame, and those who returned surveys is available in Appendix D.

Number of organisations by funded amount

The majority of organisations in the total population received very small amounts of funding, with 1,641 or 78 per cent of all organisations receiving less than \$0.5 million, and a further 204 organisations (10 per cent) receiving \$0.5 to \$1 million. Only 2 per cent of all organisations received more than \$10 million in funding.

When childcare providers were excluded from the analysis the proportions changed slightly, however, it is still clear that the majority of organisations received small amounts of funding. 70 per cent of these organisations received less than \$0.5 million, and 83 per cent received less than \$1 million. This result points to the dominance of small organisations within this sector.

Table 2.2: Number and proportion of organisations by funded amount

	All organisations		Response	
	N	%	N	%
All organisations				
<0.5 million	1,641	78	547	33.3
0.5 – 1 million	204	10	72	35.3
1 – 10 million	222	10	83	37.4
10 million +	33	2	11	33.3
All organisations excluding childcare				
<0.5 million	1,058	70	381	36.0
0.5 – 1 million	199	13	72	36.2
1 – 10 million	217	15	83	38.2
10 million +	33	2	11	33.3

Finally, as Table 2.2 shows, roughly similar proportions of small, medium and large organisations, as determined by funded amount, returned surveys. These proportions are fairly similar even when childcare organisations were removed.

2.2 Indigenous-specific organisations

Indigenous-specific organisations make up a small proportion of organisations in the population we sampled from (4.8 per cent or 101 of 2,100 organisations) but were relatively under-represented in the returns, with a response rate of around 13 per cent (compared with 34 per cent for all organisations). It is worth noting again that Indigenous-specific organisations have been estimated manually - see Chapter 3 for more information.

2.3 Representativeness of the sample

Overall, therefore, it appears that the sample of organisations who responded to the survey are reasonably representative of the total population of NGOs funded by the three government agencies, and therefore the findings are likely to be generalisable to the whole population of such organisations.

3 Profiling non-government community service organisations: Key findings

This chapter presents key findings from the ‘Survey of Non-Government Community Services Organisations in NSW’. The findings in this chapter outline the characteristics of participant organisations and their workforce, as well as the employment arrangements in use. To help understand the survey data in context, some findings are compared with other data sources including ACOSS (2009) and ABS (2006) data, and secondary sources such as the recent report on the ‘Contribution of the Not-for-Profit Sector’ by the Productivity Commission (2010).

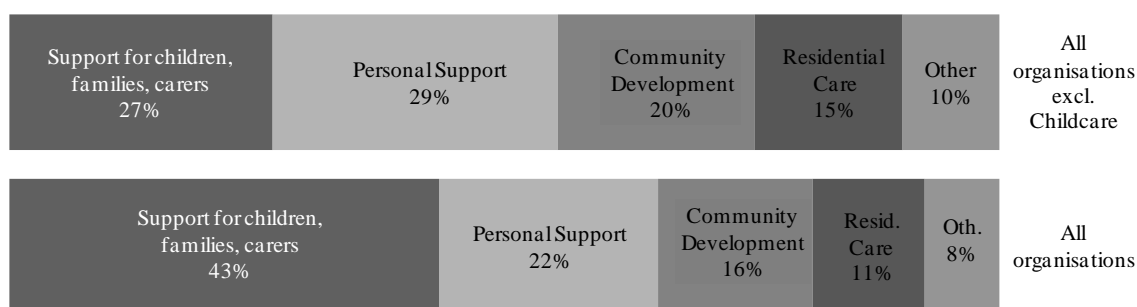
3.1 Characterising organisations

Primary services/activities

The NGO Profiling Survey asked respondents to select the main activity undertaken by their organisation. Many organisations operating in the sector deliver several services simultaneously. However, we sought to categorise organisations by their primary activity. All other information presented in this chapter relates to the entire organisation and not just their primary activity.

Response categories were drawn from the National Classification of Community Services (Version 2). Figure 3.1 shows that the most common primary activity was support for children, families and carers with 43 per cent of respondents (310 of 713 organisations). This classification includes services such as childcare and preschool as well as more targeted services for disadvantaged groups such as family support and out of home care. The dominance of this classification is therefore not surprising as a total of 164 organisations (22 per cent) were childcare providers. When childcare organisations were excluded from the analysis, the number of organisations who reported support for children, families and carers as their primary activity, reduced to 27 per cent, and the largest category became personal and social support (29 per cent).

Figure 3.1: Proportions of state government funded NGOs by primary activity



Note: All organisations funded by Community Services, Ageing, Disability & Home Care and Health in NSW

This latter category includes services targeted to particular populations or those in need, such as information, advice, referral, advocacy, counselling, domestic and personal assistance. Personal and social support also includes most Home and Community Care (HACC) services. Twenty-two per cent (157 of 713) of respondent organisations reported this as their primary activity. Service and community development work and residential care and supported accommodation were the primary activities for 16 and 11 per cent of organisations respectively. The dominance

of personal and social support over residential care and support may reflect a trend in service delivery towards home-based care and away from institutional care that has changed where staff work within the sector (ABS, 2001). Between 1996 and 2001 the Census showed a decline in the number of people employed in residential care services and a substantial increase in the numbers employed in non-residential care services (Meagher and Healy, 2006).

Analysis of primary activity by funding agency indicates that the majority of CS funded organisations were engaged in providing support for children, families and carers – a classification that includes childcare. Sixty-four per cent of CS funded respondent organisations reported this as their main activity, with most of the remaining respondent organisations spread quite evenly across service and community development; residential care and supported accommodation; and personal and social support (at 13 per cent; 11 per cent and 10 per cent respectively). ADHC funded organisations were more likely to provide personal and social support, with 40 per cent of organisations in this category reporting this as their main activity. The remaining ADHC funded organisations were quite evenly spread across the four remaining categories (other activities; support for children, families and carers; service and community development; and residential care and supported accommodation).

The pattern of primary activities was different again for organisations funded by NSW Health but because the sample size was so small here, no conclusions can be made about their representativeness. Organisations that received funding from multiple agencies show a similar distribution of activities across categories compared to that for all organisations, with the exception of a high proportion of organisations involved in service and community development (30 per cent). Again though, the sample size was small for this group of organisations.

Number and location of service agencies

The 713 organisations that participated in this survey were asked to provide their organisation's total number of service agencies in NSW. Service agencies are defined here as organisational offices or outlets that provides services on behalf of the organisation. This information was collected from participant organisations as agency numbers are an indicator of organisational size.

The vast majority of respondent organisations reported having only one agency (72.7 per cent, 517 organisations). A further 95 organisations responded that they had either two or three agencies each (comprising 13.4 per cent of all respondents). The remaining 97 organisations between reported having 1,439 agencies between them. In total, the respondent organisations reported a total of 2,302 agencies. This highlights the immense variation in the sector, and also shows that a very small proportion of organisations represent a very large physical presence in the community, and with it, the political and structural power that is associated with larger organisations due to increased bargaining power and savings due to scale.

Most of the organisations with fewer than three agencies were solely funded by CS or ADHC, with a comparatively smaller proportion of single agency organisations receiving funding from multiple funders. Of the remaining organisations, it was organisations solely funded by ADHC that represented the largest proportion of

respondents, with ADHC-only organisations representing half of the organisations with more than three agencies. To explore this further, we examined the average number of agencies for a selection of organisation characteristics.

The data showed a clear distinction between organisations that received disability funding from ADHC and those that did not, with disability organisations reporting significantly higher average numbers of agencies (5.6 compared with 2.5, $p < .001$). Organisations that received funding from multiple sources had the highest average number of agencies (5.4).

Surprisingly, directly comparing funded amount with the number of offices showed only a weak to moderate but significant linear relationship ($r(711) = .43$, $p < .001$). A scatter plot of this information is shown in Appendix D, Figure D.1. The likely reason behind this is that there were a number of outlier organisations that received very little funding but reported multiple agencies. It is likely that these organisations – including services such as employment and research and advocacy - were receiving the majority of their funding from other sources. Although this result precludes the use of number of agencies as a direct proxy for organisational size, there is still a clear and significant difference between the average number of agencies of larger and smaller organisations. Those that received more than 10 million in funding had an average of 23.7 agencies per respondent organisation which was significantly larger than all other funding amount categories ($p < .001$).

Our analysis also examined agency numbers for organisations that utilised the SACS award and for those that utilised the NAPSA (ADHC funded organisations only). Section 4.3 below provides further information on organisations that used the NAPSA. Descriptive analysis suggests that these are not a coherent group of organisations – and so are difficult to profile, however, agency numbers indicate that organisations using the NAPSA are generally large, multi-agency organisations. These organisations averaged 10.7 agencies. This is in contrast to the average number of agencies for organisations that employed any staff on the SACS award which was 4.2. Refer to Appendix D for data related to this information.

Table 3.1 Number of agencies by region across primary funders

	CS funded	ADHC funded	Health funded	Multiple funded	Total
Metropolitan agencies					
1 – 3 agencies	113	107	8	34	262
4+ agencies	15	28	0	12	55
Total metropolitan agencies	128	135	8	46	317
Rural agencies					
1 – 3 agencies	89	99	3	17	208
4+ agencies	14	25	1	12	52
Total rural agencies	103	124	4	29	260
Number metropolitan-only respondent organisations	120	120	7	38	285
Number rural-only respondent organisations	94	110	3	21	228

Note: An agency is defined as an office or service outlet of a respondent organisation, excludes childcare organisations

The total number of agencies (2,302) was fairly evenly split between metropolitan and rural locations (1,194 and 1,108 respectively). Categorising the reported number of metropolitan and rural/regional agencies by primary funder shows that there appears to be a fairly even split between the number of agencies in both metropolitan and rural/regional areas across both CS and ADHC funded organisations, as shown above in Table 3.1.

Organisations with multiple funders reported more agencies located in Metropolitan regions. The table above also indicates that there were more organisations with agencies in Sydney metropolitan region than organisations with rural-only agencies.

Staff numbers

The NGO Profiling Survey asked respondents to indicate how many full-time equivalent (FTE) staff were employed by their organisation. Full time equivalence takes into account those who work less than full-time, and so this measure is most applicable to those employed in delivering community services – a sector characterised by a high proportion of part time and casual staff (Cortis et al, 2009b).

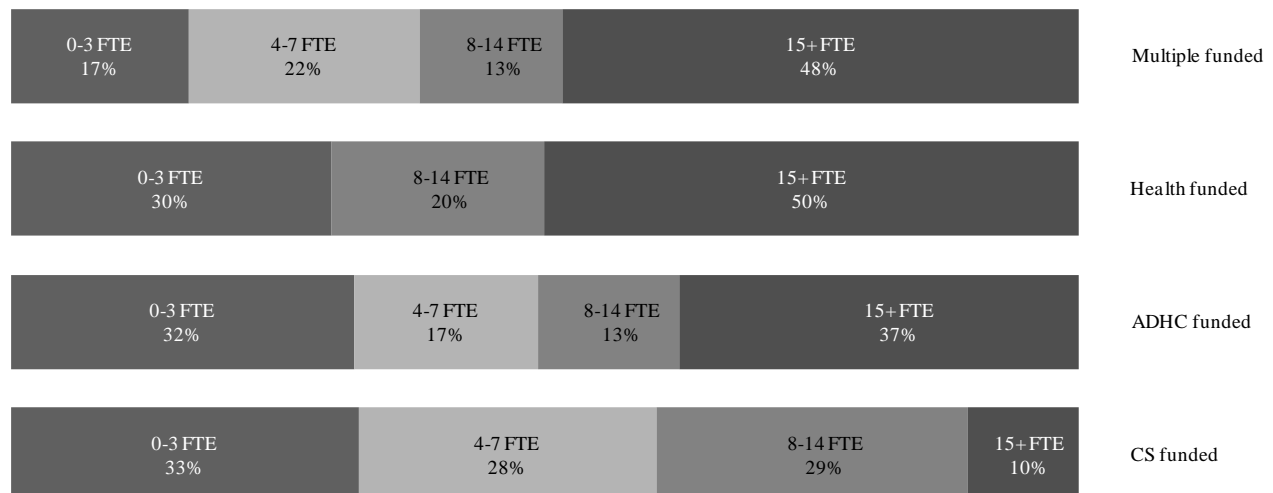
Results indicate great variance in FTE staff numbers across organisations with large differences between mean and median numbers. For example, organisations providing residential care and supported accommodation reported a total of 3,985 FTE staff across 78 organisations. On average, this equates to 51 FTE staff per organisation, however, the median figure of 10 indicates that at least half of these organisations had 10 or fewer FTE staff. Because of this variance we report FTE results by proportions according to the following categories: 0-3 FTE; 4-7 FTE; 8-14 FTE; and 15+ FTE. This categorisation groups FTE staff into figures roughly representing a quarter of respondents. Thirty-one per cent of organisations had 0-3 FTE staff; 23 per cent of organisations had 4-7 FTE staff; 22 per cent of organisations had 8-14 FTE staff; and 24 per cent of organisations had 15 or more FTE staff.

Further analysis indicates that the majority of the very small organisations (0-3 FTE staff) were funded by CS (57 per cent), and not surprisingly they received the smallest amounts of funding (98 per cent received less than \$0.5 million). The majority of these organisations reported providing support for children, families and carers as their main activity (38 per cent). This same pattern is repeated for both small (those with 4-7 FTE staff) and mid-sized organisations (those with 8-14 FTE staff), with the majority funded by CS, for relatively small amounts of money, and providing support for children, families and carers as their main activity.

A different pattern is evident for larger organisations (those with 15 or more FTE staff). The majority of these were funded by ADHC (55 per cent). Funded amounts were generally higher for these large organisations with the largest proportion receiving \$1-10 million. However, a significant proportion of these organisations (32 per cent) received less than \$0.5 million in state government funding. This suggests that larger organisations may have alternative sources of funding, such as commonwealth or other state agencies (for example, NSW Department of Housing, NSW Department of Education and Training, NSW Department of Transport) and/or income.

Finally, when examining the proportions of organisations with FTE categories across different funding bodies, it is evident that the profile of organisational size, as determined by FTE numbers, differs by funding body.

Figure 3.2: Proportions of organisations with FTE categories by primary funder



As Figure 3.2 above illustrates, only a small proportion of the organisations that were solely CS funded were large in size (15+ FTE), with the remaining organisations fairly evenly split across micro (0-3 FTE, 33 per cent), small (4-7 FTE, 28 per cent) and mid-sized categories (8-14 FTE, 29 per cent). ADHC funded organisations, on the other hand, generally employed larger numbers of staff with 37 per cent comprising 15 or more FTE staff. Larger proportions of NSW Health and multiple funded organisations were large according to FTE staff numbers (50 per cent and 48 per cent respectively), however, given the smaller sample sizes these results should not be generalised to all Health and multiple funded organisations. Tabulated data is available in Appendix D.

Employment contracts

As part of the NGO Profiling Survey we asked organisations to approximate the proportions of their staff on permanent or ongoing contracts; fixed term contracts; casual contracts; or other (responses for 'other' included 'on call contractor'; 'consultant'; and 'employed as permanent employee subject to funding'). Results are shown in Table 3.2 below.

Table 3.2: Employment contracts by primary funded body

	Permanent contracts	Fixed term contracts	Casual	Other
	%	%	%	%
All organisations	79	8	12	2
CS funded	81	8	10	1
ADHC funded	78	5	14	3
Health funded	50	37	13	0
Multiple funded	78	8	13	0

A high proportion of staff in non-government community service organisations were on permanent contracts: 79 per cent across all organisations. This result corresponds with findings from the Labour Dynamics study where almost 80 per cent of respondents indicated that they were on permanent or ongoing contracts (Cortis et al, 2009b). As pointed out by Cortis et al (2009b), this suggests that the proportion of permanent workers may be on par with the NSW public sector workforce in which 80 per cent were also found to be employed on a permanent or ongoing basis (Department of Premier and Cabinet, 2008).

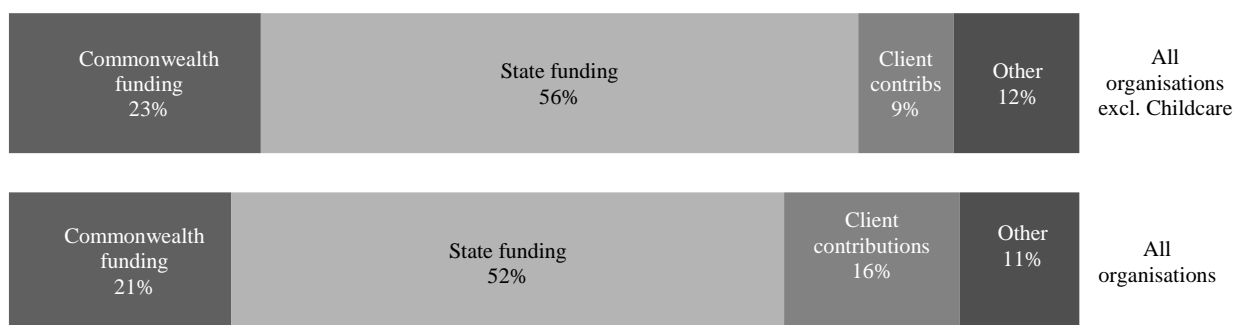
The distribution of staff on permanent contracts in non-government community service organisations was relatively stable across ADHC, CS, and multiple funded organisations, however, the proportion of staff on permanent contracts from respondent NSW Health funded organisations was considerably lower at only 50 per cent.

One-fifth of staff from non-government community service organisations were employed on non-permanent fixed or casual contracts. Across all organisations, only 8 per cent of staff were reported to be on fixed term contracts, however, this number inflates to 37 per cent for staff from NSW Health funded organisations. An average proportion of 12 per cent of organisational staff were reported to be employed on casual contracts, and this proportion changed little when results were disaggregated by funding body, although slightly higher proportions of staff from organisations that received disability funding, and those utilising a NAPSA were reported to be on casual contracts (18 and 16 per cent respectively). Further, the proportion of staff on casual contracts increased in correspondence with increased funding amounts, with 11 per cent of staff from organisations that received less than \$0.5 million reported to be on casual contracts, in comparison with 19 per cent of staff from organisations that received more than \$10 million.

Revenue Sources

Organisations were asked in the NGO Profiling Survey to provide estimates of the percentage of each revenue source for their organisation. Response categories included: state government funding; commonwealth government funding; client contributions; local government funding; donations and fundraising; commercial business activities; art unions and lotteries; and other. The findings for all organisations and those excluding childcare providers are graphically represented in Figure 3.3 below, note that the last five response categories have been combined into 'other'.

Figure 3.3: Average proportions of revenue sources for organisations



Note: All organisations funded by Community Services, Ageing, Disability & Home Care and Health in NSW

It is clear from Figure 3.3 that respondent organisations were heavily reliant upon government funding as their main source of income. As shown, 73 percent of the total revenue of all organisations that participated in the NGO Profiling Survey came from state and federal government agencies. It is not surprising that our figure is higher than that reported by the ABS⁴, given that our sampling framework comprised only organisations that had received funding by three government agencies (ADHC, CS and NSW Health). Income from client contributions, business activities, private donations and other sources accounted for a much smaller proportion of organisational revenue. Sixteen per cent of income for all organisations came from client contributions – a figure that was reduced to only nine per cent when childcare organisations were excluded from the sample. As childcare organizations charge client contributions their inclusion in the analysis was inflating this figure overall. On average, only 11 per cent of all participant organisations’ income was a result of commercial business activities, fundraising and donations, and local government funding.

Further analysis of organisational revenue was undertaken for this final report. Full details of this analysis disaggregated by funding agency is provided in Appendix D. A clear finding is that organisations primarily funded by CS received significantly more income through client contributions than organisations funded by ADHC. This result is weakened but still holds even when childcare organisations were excluded from the analysis.

Another finding is that mid-sized organisations (as determined by funding amounts of \$0.5-\$1 million and \$1-10 million) received a larger proportion of their income from state government funding (62 and 64 per cent) in comparison to organisations that received less than \$0.5 million (48 per cent) and more than \$10 million (57 per cent).

Organisations funded the largest amounts (\$10 million or more) also received a higher proportion of their revenue through commercial business activities (7 per cent in comparison to 4 per cent across all organisations). This pattern was particularly pronounced in large ADHC funded organisations (\$10 million or more) where 13 per cent of their revenue was obtained through commercial business activities.

⁴ ABS Community Services 2008-2009 (2010) reported that 61 per cent of the total income for all NSW community service NGOs came from government sources.

Confirming the patterns reported in previous sections, the organisations that received less than \$0.5 million in funding received a larger proportion of their income from client contributions than any other size organisation, and they also reported a wider range of income sources than other sized organisations. This may explain why some of these organisations are reporting much higher staff and office numbers than other organisations, however many of these organisations are childcare providers and do not fit this pattern.

We also excluded childcare providers from this analysis to determine their influence on revenue source distribution. Parents or carers are required to pay for childcare services in Australia and so it was expected that the inclusion of these organisations in the total sample would inflate the results for client contributions. Results for organisations that received less than \$0.5 million in funding confirm this hypothesis. Amongst these organisations, average client contributions significantly decreased when childcare providers were excluded (from 20 to 10 per cent). Further, when childcare organisations were removed from the analysis, the total proportions of income received from commonwealth and state government agencies increased, although the difference only relates to organisations that received less than \$500,000 in funding.

3.2 Worker characteristics

Volunteers

The non-government community services sector is characterised by high numbers of volunteer workers. Numbers vary among data sets because of different definitions but they do provide insight into the extent of volunteer labour. According to the ABS (2010) there were 77,761 volunteers nationwide who performed on average 229 hours between 2008-09 in social and community service NGOs. The Australian Community Sector Survey (ACOSS, 2010b) also reported limited information about volunteers within the sector, reporting that in 2008-09 their 582 respondent organisations in NSW engaged 8,905 volunteers.

In an effort to address a research gap about the use of volunteer labour specifically within funded organisations, the survey asked organisations to indicate the approximate number of volunteer workers with their organisation, and the total weekly hours that volunteers contribute to their organisation. The results for all organisations, and for organisations excluding childcare are shown in Table 3.3 below. Averages do not show the vast range of reported volunteer numbers (from nil to 700), however, the table below does indicate general differences in organisations funded different amounts by different agencies.

Table 3.3: Reported totals and average numbers of volunteers per organisation

	Average N volunteers per org	Total N volunteers	Proportion of all volunteers (%)	Total reported volunteer hours per week	Hrs per volunteer per week
All organisations incl. childcare	30	20775	-	35293	1.7
All organisations excl. childcare	37	19910	-	34179	1.7
Primary funding body (all organisations)					
CS funded	12	4481	22	12387	2.8
ADHC funded	50	12005	58	15318	1.3
Health funded	11	120	1	79	0.7
Multiple funded	62	4169	20	7509	1.8
Funded amount					
<0.5m	24	12867	62	19425	1.5
0.5 - 1m	40	2851	14	5026	1.8
1-10m	38	3149	15	8744	2.8
10m+	173	1908	9	2099	1.1
Other funding information					
Receives any HACC funding	72	12866	49	17147	1.3

Across all respondent organisations, a total of 20,775 volunteers assisted in delivering services, and around half of these were in HACC organisations (49 per cent). The total of volunteer workers excluding childcare service providers decreases to 19,910 indicating that few volunteers work in childcare organisations. The reliance of HACC organisations on volunteer labour has also been documented in previous research that reported an average of 100 volunteers per HACC funded organisation, spending a total of 1,642 hours per week volunteering their time in these organisations (Eastman, 2006). In the Nepean and Cumberland/Prospect Local Government Areas of Sydney alone, around 2,000 volunteers regularly worked for 50 organisations, working an estimated 4,663 hours per week (Eastman, 2006). Looking at the respondents in detail, it is clear that these findings echoes our data - there are two main groups of organisations using the majority of volunteers, these are organisations, with large amounts of funding from multiple funders and large overall staff numbers, and in contrast very small HACC services, particularly meals on wheels and community transport receiving very low amounts of funding but using many volunteers.

When volunteer numbers were disaggregated by primary funding body it is clear that organisations receiving funding from multiple government agencies, as well as ADHC average the highest number of volunteers (62 and 50 volunteers respectively), and that Health and CS funded organisations have far fewer volunteers (11 and 12 respectively).

The number of volunteer workers varied between organisations but the average number of volunteers was 30 per organisation. Predictably the average number of volunteers per organisation increased as the funded amount increased. Small organisations (funded less than \$0.5 million) had an average of 24 volunteers, medium sized organisations (funded for \$0.5 million-\$1 million and \$1 million – \$10

million) had on average 38-40 volunteers while large organisations funded for over \$10 million had an average of 173 volunteers.

The value of this contribution in kind to the sector is significant. While the NGO Profiling Survey did not collect data on the types of tasks volunteers performed within organisations, other sources show that they undertake varied roles including supporting service delivery, and administration, and that they play a key role in organisational governance by staffing management boards (ACOSS, 2010b). Information collected specifically on HACC volunteer services show a heavy reliance on volunteers, confirming the large numbers of volunteers reported here, with a staff/volunteer ratio of up to 1:63 for food services such as meals on wheels, and 1:13 for community transport organisations.

Paid workers: Demographic characteristics

The NGO sector is a major employer of workers delivering core social and community services. The homogeneity and female domination of this workforce is frequently discussed in the research literature and so we asked organisations to estimate the proportions of staff that fit into the following three categories: female; Aboriginal or Torres Strait Islander; and culturally and linguistically diverse (CALD).

Results disaggregated by primary funding body, location, and primary activity are shown in Appendix D. Key findings are presented below.

Female workers

Organisations throughout the sector employ high proportions of female staff, on average 85 per cent. This compares with Australia's overall working population where women make up just 45 per cent of employees (ABS, 2010).

Results indicate that the gender profile of organisations when analysed by funding source does vary, although all employ very high proportions of women. More than three quarter of workers were reported to be female in organisations funded by all agencies except NSW Health, where the proportion was slightly lower at 72 per cent female. The highest proportion of women workers was reported to be in organisations funded by CS (90 per cent female staff), and this pattern remains even when childcare organisations were excluded (86 per cent female staff). Further, the gender profile of organisations differed according to their primary activity with organisations mainly providing support for children, families and carers reporting a higher proportion of women workers (91 per cent female staff) than those mainly providing residential care and supported accommodation, and personal and social support (both 77 per cent female staff). There was also a small difference in the proportions of women working in organisations mainly located in rural and metropolitan locations, with a higher proportion of women working in rural based organisations (87 per cent in comparison to 83 per cent female staff for metropolitan organisations).

In general, these figures accord with evidence of high levels of female domination emerging from other sources such as the Labour Dynamics Survey and Census analysis although each use different definitions. Census analysis showed that 79 percent of care workers in social and community service industries in NSW were female, while the NSW Labour Dynamics Survey found that 83 percent of survey respondents from non-government community service organisations were women

(Cortis et al, 2009b: 27, 32). Census analysis shows that across Australia in 2006, 88 percent of care workers in all community service industries were women, although this figure was lower (80 percent) when the subsectors of aged care homes, other accommodation for the aged, childcare, employment placement and interest groups were omitted (Meagher and Cortis, 2010: 20).

Indigenous workers

Indigenous Australians make up eight per cent of service users in Australia (ACOSS, 2010b) and so are overrepresented as clients relative to their overall population (ACOSS, 2010b). As such, we investigated the extent of Indigenous employment as one strategy for ensuring services are appropriate to the needs of Indigenous service users. There was great variety in the proportions of Indigenous staff employed by respondent organisations. Thirteen organisations employed 75 per cent or more Indigenous staff and another 12 employed between 50 per cent and 75 per cent Indigenous staff members. Altogether, 185 organisations (25.9 per cent) employed at least one Indigenous staff member, and results showed an over representation of Indigenous workers relative to the total Indigenous population. Across all respondent organisations, Indigenous workers represented an average of 5 per cent of the workforce. There were large differences however, in the proportions of Indigenous staff when these were analysed by funding body and by location. The highest proportions of Indigenous workers were employed in NSW Health funded organisations and the lowest were in ADHC and multiple funded organisations (12 and 3 per cent respectively). Further, in organisations where most offices were located in rural areas the proportion of Indigenous staff was reported to be 7 per cent, whereas in metropolitan locations, the proportion of Indigenous staff was only 3 per cent.

Although a substantial number of organisations employed Indigenous staff, there were still 74 per cent of organisations that did not employ any Indigenous staff at all. More of these organisations had a majority of their agencies in Metropolitan regions. Interestingly when childcare organisations were examined separately, childcare organisations had a much lower proportion of Indigenous staff with 13 per cent of childcare organisations employing at least one Indigenous staff member compared with 30 per cent of non-childcare organisations.

CALD workers

The NGO Profiling Survey also collected information on proportions of culturally and linguistically diverse (CALD) workers within non-government community service organisations. Results indicate a possible mismatch between the characteristics of the workforce and client groups. While CALD people make up 18 per cent of the service user population (ACSS, 2010, p. 2), the NGO Profiling Survey found that on average they make up on average only 11 per cent of the workforce across all respondent organisations. When the data was disaggregated according to the primary funding body, the picture was more promising in NSW Health and multiple funded organisations where people with a CALD back ground comprised approximately 19 per cent of the staff. However, CS and ADHC funded organisations had lower proportions of CALD workers (10 and 12 per cent respectively).

Finally, results show a stark difference in the proportion of CALD staff employed in organisations based in metropolitan and rural locations. Organisations where all or

most offices were located in metropolitan areas employed on average 17 per cent CALD staff, whereas rural organisations only employed 4 per cent of CALD staff.

3.3 Employment arrangements

Use of industrial awards and enterprise agreements

The work undertaken in the non-government sector is relatively labour intensive (Briggs et al, 2007) and therefore a large proportion of expenditure is on labour costs (salaries, wages and on costs). In NSW in 2008-09, NGOs spent \$1,33 million on labour costs, which accounted for well over half of all expenditure (ABS, 2010). Within the sector, labour costs vary widely for both service delivery and organisational staff. This is partly due to the complex industrial relations system that informs the sector. Use of awards within the sector is influenced by a range of complex factors like government funding arrangements, state and federal industrial relations policies, the historical development of the sector from charitable organisations to professional service providers, and the late development of an award for community service workers.

To inform government about the use of awards and enterprise agreements throughout the sector, the NGO Profiling Survey asked organisations to estimate the proportion of FTE staff employed under the following arrangements: the NSW Social and Community Services (SACS) award; other state and/or national awards such as the NAPSA; enterprise agreements; or any other arrangements.

Reported proportions of staff on awards and enterprise agreements are shown below in Table 3.4.

Table 3.4: Average proportions of staff on awards/agreements by funding body (excluding childcare organisations)

	Average % staff on SACS	Average % staff on other state / national e.g. NAPSA	Average % on enterprise agreement	Average % staff on other
CS funded	41	41	17	0
ADHC funded	47	42	9	3
Health funded	49	27	23	0
Multiple funded	76	17	6	0

As shown, diversity characterises industrial relations arrangements within the sector. The majority of workers within the sector were covered by awards, predominantly the Social and Community Services (State) award (the SACS award), and NSW Notional Agreements Preserving State Awards (NAPSAs). Within CS funded organisations, staff were split between the SACS award (41 per cent) and other state/national awards such as the NAPSA (41 per cent). In ADHC funded organisations, around half of staff were on the SACS award, and this was the same for NSW Health funded

organisations. A little more than three quarters of staff in organisations funded by multiple funders were on the SACS award.

The SACS Awards: use and coverage

A significant proportion of employees within Social and Community Services in NSW are covered by the Social and Community Services award (the SACS award). The state-based SACS award is currently involved in a national modernisation process that includes rationalising 47 existing state and federal awards to create a system of ‘modern awards’ that will operate within the commonwealth workplace relations system.

As part of the modernisation process, workers employed under the SACS award will be transitioned to the national Social, Community, Home Care and Disability Services Award (2010). However, because Fair Work Australia’s Equal Remuneration Case has significant implications for the modern award, particularly in relation to pay rates, implementation of this new award has been delayed until 1 July 2011. It is hoped that the pay equity case will have concluded by this time. It is within this context that specific data was collected on use of the SACS award throughout the sector. Results of this analysis are presented throughout this section.

Table 3.5 below reports the proportions and estimated numbers of organisations employing at least one staff member using the SACS awards. As shown, the majority of respondent organisations did employ at least one staff member using the SACS award (55 per cent), and the proportion of organisations increased when childcare providers were removed from the sample (64 per cent). There was considerable variability in the proportion of organisations using the SACS award across different funding bodies – and this pattern remained when childcare providers were excluded from the analysis. NSW Health funded organisations had the lowest proportion of respondent organisations using the SACS award at 36 per cent, and multiple and ADHC funded organisations had the highest proportion of respondent organisations using the SACS award at 77 and 79 per cent respectively.

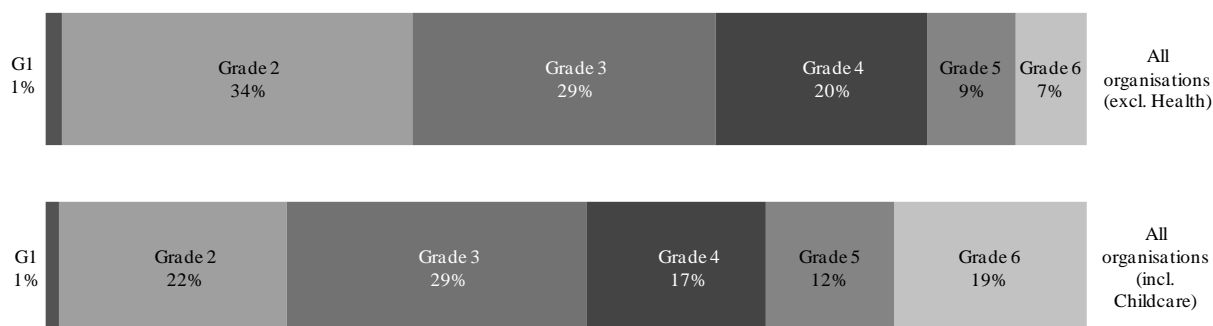
As shown below, when childcare providers were removed from the analysis, CS funded organisations had a significantly higher proportion of organisations that use the SACS award.

Table 3.5: Number of organisations using the SACS award

	% organisations using SACS	Estimated N organisations (incl. Childcare)
Primary funding body		
CS funded	42	555
ADHC funded	70	381
Health funded	36	19
Multiple funded	77	147
Primary funding body (excluding childcare)		
CS funded	69	502
ADHC funded	70	381
Health funded	36	19
Multiple funded	79	148

The SACS Awards: grade distribution

Figure 3.4 below shows the grade distribution of staff on the SACS award. The bottom row presents the grade distribution of SACS staff from all respondent organisations employing at least one staff member utilising the SACS award, and the top row shows the grade distribution when NSW Health funded organisations were removed from analysis. NSW Health funded organisations were removed for some comparative analysis as these organisations have a disproportionately high number of staff employed on grade 6 and this circumstance was inflating results for grade 6 across all organisations.

Figure 3.4: Average proportions of staff on each SACS award grade


As shown, most staff employed under the SACS award were concentrated on the low to mid grades – that is, grades 2, 3 and 4. This represents a total of 68 per cent of SACS staff in all respondent organisations employing at least 1 staff on this award, and an even larger 83 per cent of SACS staff when NSW Health funded organisations were removed from the analysis). The pay scale for these grades ranges from \$34,422 to \$52,102 (\$660 to \$999 per week gross).

The largest proportion of SACS staff in organisations funded by ADHC was on grade 2 (43 per cent). It is likely that many of these staff were Home and Community Care (HACC) workers – that is, workers that provide care in home and community settings

to frail aged people, and younger people with disabilities and their carers. According to the award, a community services worker on grade 2 is required to perform duties under the general supervision of a more senior employee. A total of 69 per cent of the SACS staff in organisations funded by ADHC were on grades 2 and 3.

SACS staff in CS funded organisations were distributed slightly further along the grade scale, with only 12 per cent on grade 2. The majority of SACS staff from CS funded organisations were on grades 3 and 4 (61 per cent).

SACS staff in NSW Health funded organisations were distributed even further along the pay scale with a surprising 71 per cent of staff on the two highest grades (5 and 6). Due to the small sample size for this category, these results should be interpreted with caution, and this is why we have provided an analysis of grade distribution excluding NSW Health funded organisations. The likely reason that these organisations were paying above other NGOs is that the Health organisations in the sample are generally large advocacy and research organisations or community health services and do not necessarily perform the same type of work as the majority of the non-government community service organisations.

These figures changed very little when childcare workers were excluded from the analysis. This is because only a very small number of childcare organisations reported employing any staff using the SACS award (12 in total), so their inclusion was not altering overall results.

Numbers of staff on the SACS award

Respondent organisations reported a total of 5,137 staff using the SACS award. Once these figures were adjusted to represent the proportion of respondents according to their primary funder and their size, we estimated a total SACS workforce for this population of 15,179.

As Table 3.6 shows, the majority of SACS staff were in ADHC funded services, these comprised 39 per cent of the estimated total of staff using SACS, and this represents around 15.7 SACS staff for each ADHC funded organisation. Staff in CS funded organisations comprised only 24 per cent of the overall SACS workforce with around 6.5 SACS staff per organisation, and NSW Health funded organisations represent a very small minority of staff. Staff in organisations funded by multiple agencies comprised about 35 per cent of the SACS workforce, however they represented the highest ratio of SACS staff per organisation, with around 36.7 SACS staff for each organisation. As we saw in section 4.1, multiple funded organisations reported having many more service agencies than other organisations, so it is not surprising that they also had many more SACS staff for every respondent organisation, as these staff were spread across many agencies.

Table 3.6: Estimated numbers and proportions of SACS staff by primary funder

	N staff on SACS in sample	Estimated N organisations using SACS	Estimated N staff total	Proportion of staff (%)	SACS staff per organisation
CS funded	1033	555	3626	24	6.5
ADHC funded	2603	381	5989	39	15.7
Health funded	35	19	176	1	9.3
Multiple funded	1467	147	5388	35	36.7
Total	5137	1101	15179	100	13.8

Looking further into the distribution of the SACS workforce Table 3.7 outlines the distribution of the estimated overall workforce by funded amount.

Table 3.7: Estimated proportions of SACS staff by funding amount

	Estimated N staff total	Proportion of staff (%)
<0.5m	4206	28
0.5 - 1m	2775	18
1-10m	6338	42
10m+	1860	12
Total	15179	100

Interestingly, organisations that received the highest amounts of funding (\$10 million or more) employed only 12 per cent of the SACS workforce. This is likely to be because less than half of the staff within these large organisations were on the SACS award. The majority of staff in these large organisations (56 per cent) were employed on other awards (including NAPSA) (34 per cent) or enterprise agreements (22 per cent). For full details refer to Appendix D.

The SACS Award: Grade 6

Because SACS award grade 6 ends at the second year of service we felt it would be useful to find out the length of time that staff had stayed on this grade. We grouped responses into three groups, those staff that had been on Grade 6 for less than two years, between two and five years, and five years and over.

Recall from above that staff on this highest grade of the award made up approximately seven per cent of all staff on the SACS award (once the NSW Health respondents were excluded). This represents just under 350 staff in our survey⁵.

⁵ For this question, a number of responses were excluded due to respondents not knowing how long staff members had been on Grade 6, so the total N staff in this question is 283.

Figure 3.5: Staff on SACS Grade 6 by length of time on the grade



Note: All organisations funded by Community Services, Ageing, Disability & Home Care and Health in NSW

As Figure 3.5 shows, around 40 per cent of these staff had been on Grade 6 for five years or longer; 39 per cent had been on the grade for between two and five years, and only 21 per cent of staff had been on the grade for less than two years.

Looking at organisational size, there were two relatively small differences between this overall distribution, firstly that organisations receiving between \$1-10 million in funding had more staff on Grade 6 for two years or less (28 per cent compared with 21 per cent of all organisations). This may indicate that there were more new staff in these organisations and a higher turnover of staff than organisations of other sizes. Secondly organisations receiving between \$0.5 – 1 million reported that almost half their staff on Grade 6 had been on that grade for five years or more (47 per cent compared with 40 per cent overall). This, as well as the high proportion of long term staff on this grade, indicates that there were a substantial number of staff in these organisations that have committed to working long term in the sector.

Above award payments

The survey asked organisations to indicate if any staff were being paid above the NSW SACS award rates, and if so, to indicate the percent of above award payment. Just under half of the organisations using the SACS award reported at least one staff member was paid above award wages (194/408, 47 per cent), however many respondents were unsure exactly what the percentage of above award payments were. Only 58 organisations in total provided valid responses to this question, however, despite the small sample size there was only small variation within responses. As such some results are clear, such as the amount of above award payments for staff on all grades of the SACS award. Table 3.8 below shows that the average above award payment for staff on Grades 1-5 was 6.8 per cent, with staff in CS funded and very large (\$10 million+) organisations receiving the highest payments above award (7.2 per cent and 8.3 per cent respectively).

Table 3.8: Above award payments, proportion of organisations and percent above award

	Proportion of organisations paying above award		Proportion of organisations paying above award	
	Percent payment above award		Percent payment above award	
	Grades 1-5		Grade 6	
	%	%	%	%
All organisations	31	6.8	24	10
Primary funding body				
CS funded	27	7.2	22	4.3
ADHC funded	28	6.7	20	7.2
Multiple funded	25	6.0	25	6.0
Funded amount				
<0.5m	26	6.8	21	4.2
0.5 - 1m	29	6.5	24	5.7
1-10m	58	6.8	42	10.6
10m+	67	8.3	50	18.3

Note: N=58 valid responses, total of 194 organisations that paid above SACS award.

In contrast, staff on Grade 6 in CS funded organisations had the lowest above award payments compared with other organisation types. Staff on Grade 6 in very large organisations (\$10 million+) were paid an average of 18.3 per cent above the SACS award, which was much higher than staff in smaller organisations. Staff on Grade 6 in very small organisations (<\$0.5 million) were paid on average 4.2 per cent above the SACS award.

This indicates that smaller organisation are less able to provide differential payments to more senior staff, whereas large organisations are able to offer larger incentives to senior staff compared to staff on lower grades.

The Notional Agreement Preserving a State Award (NAPSA)

With the introduction of WorkChoices in May 2006, organisations that were constitutional corporations in NSW became part of the federal industrial relations system, and the terms and conditions of the state awards were preserved as a Notional Agreement Preserving a State Award (NAPSA). Some employees of non-government community service organisations are paid under a NAPSA. This highlights the diversity of the industrial relations arrangements used to pay community service workers within the non-government sector. While the award modernisation process aims to simplify some of these arrangements, the current environment is one of complexity and diversity.

The beginning of this section highlights the extent to which other awards including NAPSA's and enterprise agreements are used throughout the sector. Limitations in survey design prevented us from providing specific information on the use of NAPSA's across respondent organisations, however, as part of this project we were given identifying information on ADHC funded organisations utilising the NAPSA. In this section we provide some specific information on these organisations.

From the entire sampling framework, twenty seven ADHC funded organisations were identified as utilising the NAPSA. Of these 27 organisations, only 9 returned a survey. One organisation out of the nine also used the SACS award, and reported that 20 per cent of its staff were on this award. The remaining eight organisations that did not use the SACS award mostly utilised NAPSA (this is estimated because the response option was 'other state and national awards e.g. NAPSA').

Six NAPSA organisations that responded to the survey classified themselves as mainly providing residential care and support; another as providing personal and social support, and another as providing service and community development. The NAPSA organisations that responded to the survey had more offices than the general population of organisations with an average of 10, compared with 3 for the total sample, however, this was not a statistically different figure due to the small sample size.

The majority of funding received by NAPSA organisations that returned a survey was through the state government, with only one organisation responding that the majority of their funding was provided by the commonwealth government. All of the NAPSA organisations received disability funding and six also received HACC funding. All but two organisations were solely funded by ADHC, with one other organisation also receiving funding from NSW Health, and another receiving funding from ADHC and CS.

Organisations utilising the NAPSA received a large amount of funding, with a mean amount of \$8.4 million and a median amount of \$4.8 million. The large difference between the mean and median highlights the small sample size and variance in the distribution, and suggests that while some organisations received large amounts of funding, not all did. However, compared with the other organisations in the population, NAPSA organisations received significantly (i.e $p < .001$) larger amounts of funding, with 85 per cent of the organisations receiving more than \$1 million compared to only 11 per cent of other organisations in the population. When comparing results against organisations that received funding from ADHC (that is, removing organisations solely funded by NSW Health or CS) there was also a significant difference between NAPSA and other organisations, with other ADHC funded organisations receiving an average of \$1.86 million compared with \$1.92 million for NAPSA organisations ($p < .01$).

Employment conditions: PBI status and salary sacrificing

Tax concessions are available to some non-government community service organisations through status as a Public Benevolent Institution (PBI). PBI status attracts generous tax concessions such as exemptions from Fringe Benefits Tax (FBT). Exemption from FBT allows organisations to offer staff salary sacrificing for a range of expenses including mortgage payments, credit cards, and car repayments. To explore this issue in detail, the NGO Profiling Survey asked organisations whether they had PBI status, and if so, to estimate the proportion of their staff that makes use of salary sacrificing as part of their remuneration package.

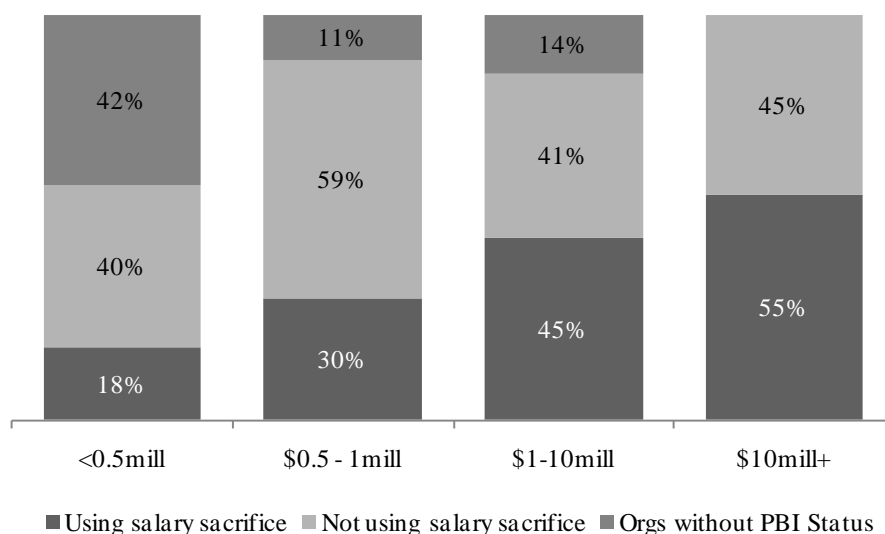
The benefits of using salary sacrificing to boost the remuneration package of workers in the not-for-profit sector are contested. In a recent review of the FBT concession for not-for-profit hospitals, aged care, and Public Benevolent Institutions, Lateral

Economics (2010) argued that the tax exemptions provide substantial benefits by enabling organisations to attract staff and reduce their operating costs. In a submission to Fair Work Australia's equal remuneration case, the Australian Industry Group (2010) argued that this results in an unfair labour market advantage for not-for-profit organisations. The Productivity Commission (2010), on the other hand, maintained that this is a benefit that is inefficient by imposing substantial administrative costs on not-for-profit organisations, and is inequitable as it is not universally accessed throughout the sector (Productivity Commission, 2010). It is within this context that the Labour Dynamics and the NGO Profiling Survey collected data on the use of salary sacrificing from both an organisational and a worker perspective.

The Labour Dynamics survey (Cortis et al, 2000b) found that whilst there was no evidence of significant differences between the rates of pay of those who reported that their employer offered salary packaging and those who did not, workers with access to salary packaging reported higher levels of satisfaction with their pay. This suggests that access to salary sacrificing offers a psychological benefit to workers. Measured on an 11 point scale, the mean score for the question 'how satisfied or dissatisfied are you with your total pay?' was higher for respondents who reported that their employer offered salary packaging options (6.42) compared with 5.76 for those whose employers did not offer salary packaging – and the difference was statistically significant ($p < .05$).

Further, those who reported that their employer offered salary packaging options also reported agreeing more strongly with the statement 'I get paid fairly for the things I do in my job' (mean of 3.89 compared to 3.37, measured on a 7 point scale). This difference was also statistically significant ($p < .01$).

Despite these positive results, evidence from both studies suggests that the benefits of PBI status and salary sacrificing for employees may be overstated. The availability of salary sacrificing is far from universal and varies according to funding sources, and industry sub-sector. However, as shown in Figure 3.6 below, the size of the organisation, as measured by funding level, is a key determinant to the availability of PBI status and salary sacrificing for staff.

Figure 3.6: Proportions of staff utilising salary sacrificing arrangements


Note: All organisations excluding childcare funded by Depts CS, ADHC and Health in NSW

Figure 3.6 shows clearly that as the funding amount increases for organisations, so too does the proportion of organisations with PBI status, and staff accessing salary sacrificing. This result suggests that smaller organisations may not have the capacity and/or expertise to provide staff with access to this benefit.

Full results for our analysis of the extent of PBI status throughout the sector and staff use of salary sacrificing is shown in Table 3.9 below.

Table 3.9: PBI status of organisations, and proportions of staff utilising salary sacrificing arrangements

	Does not have PBI status		Has PBI status		Average % staff using salary sacrifice
	N	%	N	%	
All organisations	299	45	360	55	35
Primary funding body					
CS funded	230	67	114	33	32
ADHC funded	47	20	189	80	33
Health funded	5	50	5	50	77
Multiple funded	17	25	52	75	47
Funded amount					
<0.5m	279	57	214	43	30
0.5 - 1m	8	11	64	89	34
1-10m	12	14	71	86	52
10m+	0	0	11	100	55

As shown, only 55 per cent of the total population of organisations had PBI status. Results show however that PBI status was unevenly distributed by primary funder and as well funded amount. A significantly higher proportion of ADHC funded organisations had PBI status (80 per cent) although take-up appeared to be limited

with only 33 per cent of staff using salary sacrificing. In contrast only 33 per cent of CS only organisations had PBI status.

Over all organisations, the take up of salary sacrificing was on average only around 35 per cent within organisations that had PBI status. This suggests that some eligible organisations have the resources to facilitate access to Fringe Benefit Tax concessions for their employees, and others do not.

A closer examination of the data shows that size is one of the key barriers to providing workers with salary sacrificing. Small organisations, those with less than \$0.5 million in funding, were least likely to be offer salary sacrificing, with only half of the organisations of this size having PBI status, and of those only an average of 30 per cent take up of salary sacrifice amongst staff. Compare this with organisations with over \$10 million in funding, all of which have PBI status and on average around 55 per cent of staff used salary packaging in each organisation. This is also supported by the findings from the Labour Dynamics survey (Cortis et al, 2009b) that found 31.6 per cent of respondents from small organisations reported that they were not offered salary packing options (or were not sure), compared with 16.2 per cent in medium organisations (20 to 100 employees) and 6 per cent in large organisations (with more than 100 employees).

Both the Labour Dynamics survey (Cortis et al, 2009b) and the present survey have found that lower income workers gain inequitable benefit from salary sacrificing and it appears that small organisations are at a disadvantage either through financial constraints or because of the administrative complexity in negotiating the FBT system. These results suggest that some organisations may need assistance in ensuring that their workers access this benefit so that more universal and equitable use of this benefit can be provided throughout the sector.

4 Issues affecting the non-government community services sector

Chapter 4 provides information on the characteristics, composition, and industrial arrangements of organisations within the sector. The survey also included four open ended questions that asked organisations to report the three most important issues currently affecting non-government community service organisations. As the data was provided by organisational leaders – by CEO’s or human resource managers, it is likely that these are strategic issues affecting organisational operations rather than just individual workers.

Results are presented below according to themes of significance, as determined by data analysis. As described in the methodology chapter, this data was analysed for all organisations and then according to specific characteristics. These included funded amount; funding agency; and whether the organisation is a childcare or HACC provider, or an Aboriginal organisation.

Survey responses were coded to key themes emerging with frequency from the data. Broadly, data tended to fall into five main categories – funding, service context, governance, labour dynamics and working conditions. However these categories are not mutually exclusive and they do affect each other. For example, working conditions and pay cannot be divorced from funding. Likewise, issues to do with labour dynamics and recruitment and retention difficulties, cannot be isolated from funding, working conditions and pay. Overall, the primary concern for organisations was funding.

Funding

Many NGOs competitively tender for funding from a mixture of federal, state and local government agencies (Meagher & Cortis, 2010). While some organisations received a proportion of their income in fees for services, the findings presented in chapter 4 highlight a heavy reliance in the sector on government funding. NGOs that can source their income primarily through alternative funding streams are in the minority (ACOSS, 2010).

The majority of organisations (62 per cent) identified funding as the most important issue for the sector and a higher proportion listed funding issues in their top two priorities for the sector (82 per cent). When data was disaggregated by specific characteristics, funding was listed as the most important issue facing the sector by those who received only small amounts of funding (less than \$0.5 million), and HACC and Aboriginal organisations. The only exception to this was childcare services where funding was listed as the most important issue by only one third of organisations. While still substantial, this lower figure may be indicative of these organisations’ ability to charge fees for services and attract ‘funding’ to the sub-sector through government tax concessions & subsidies to parents in the form of child care rebates.

Unsurprisingly, those organisations that had received the lowest amount of funding (those with less than \$0.5 million in funding) were more concerned about funding than any other issue relative to organisations that received larger funding amounts. 66 per cent of small organisations listed funding first followed by work conditions and labour movement, both codes closely related to funding.

Organisations funded for smaller amounts were concerned with having insufficient revenue to deliver quality services in the context of complex community needs and increased costs of infrastructure:

The great gap between funding grants available and the actual costs for services.

Resources don't keep up with growing community needs.

Inadequate funding – CPI etc does not keep up with the real cost of service delivery.

Funding doesn't cover everything - not all of service delivery let alone infrastructure, training & development of staff.

Demand for service provision is greater than the funding allocated.

The nature of funding contracts was also reported as an important issue for NGOs. In particular, respondents mentioned a need for more secure and consistent funding arrangements. It was unsurprising that for many organisations the issue of short-term funding cycles was linked with short-term job tenure, poor workplace morale and an inability to retain skilled staff:

Uncertainty on how we will be funded into the future, this creates workplace morale issues.

Securing ongoing funding which actually covers the expense of supplying the service.

Recurrent funding that is adequate to keep experienced staff to provide high quality service.

Renewable funding sources to ensure viable and sustainable service provision (an end to the endless pilots and fixed term projects which are inefficient, unrealistic and ultimately let the community down).

Hand to mouth funding arrangements - governments have 'outsourced' their function at a bargain base price.

Data also indicates a concern amongst many organisations that funding formulas do not take account of local particularities and instead are based on general rules. There was a strong belief that funding needs to be proportionately higher for organisations providing services in rural and/or regional locations. This is a valid concern as other research undertaken by SPRC confirms that expenditure for community service delivery rises as the location becomes more remote (Fisher, Maynard, Rajkovic and Abelson, 2009).

In addition, many commented about the rigidity of some funding service models which were seen as discouraging innovation in service delivery, and sometimes the ability of organisations to meet community needs:

Matching government funding to community need – changing demands for services are usually funded around 3 years behind.

Menu-based approach to funding and service provision, which strangles innovation and meeting identified needs.

Limitations on service provision due to stringent eligibility criteria.

Service context

Almost 10 per cent of respondents listed an increasing demand for services as the issue of most concern for NGOs. In correspondence with this increasing demand, many organisations also reported that their clients' needs were becoming increasingly complex. As a result, some organisations reported that their capacity to meet the demand had been exceeded:

Requests for service – demand is exceeding capacity in many cases.

High demand for services well above their capacity to deliver.

Expectation for more services to be provided on limited finances.

Clients needs becoming more and more complex.

Higher levels of disadvantage in community placing a greater strain on services.

These findings align with those of ACOSS' Australian Community Sector Survey (2010) where community service agencies reported a 4 per cent increase in the demand for services, as well as a client base with increasingly complex needs. As reported in the Labour Dynamics study (Cortis et al, 2009b), this underpins a need for further investment in the sector so that more skilled staff can be recruited. This is one strategy to ensure that an increasingly complex and demanding service context does not compromise organisations' ability to provide quality services.

Governance

Two features of organisational governance were frequently cited as important issues for respondent organisations: excessive administrative processes involved in funding compliance and fund seeking; and inefficiencies of some governance structures, particularly volunteer boards or management committees.

For small organisations there was a high incidence of comments indicating a concern with the administrative burden relative to attaining and administering funding contracts. This extended to concerns about a lack of time and resources to meet reporting requirements. Organisations mentioned 'excessive bureaucratic requirements' and 'unnecessary paper work' which indicated that the small organisations are being overwhelmed by reporting and accountability requirements relative to the funding available:

The increasing amount of paperwork required by funding bodies especially for small organisations.

The result of this also appeared in comments from smaller organisations that the complex funding requirements disadvantaged them in competitively tendering for funds:

Fair chance at funding (we do not always have the logistical abilities to compete against larger services).

Funding going to large charities rather than local, community based organisations.

Very onerous competitive tendering processes favouring very large state and nation wide organisations.

Excessive administration and accountability requirements for government grants disproportionate to funding levels and small NGO's capacity.

By comparison, for organisations receiving \$10 million dollars in funding or more, the amount of funding was not the most dominant theme arising from the survey but rather issues of governance. While some still indicated that funding was the most important issue facing the sector, others tended to emphasise concerns about the administration of government funding and the need for better partnership with government.

Increasing administrative burden of contracting to government, e.g. the attempts to transfer all risks to the service delivery agency.

Being over governed and too much interference in day to day issues by (department name).

The increased demand of these bureaucratic requirements on particularly volunteer management committees was also reported as a issue of concern.

Pay and working conditions

Working conditions such as job insecurity, a lack of workplace safety, high workloads, staffing ratios, and limited career progression were all raised as issues of importance for NGOs, however, the most frequently identified issue of concern was low pay for workers.

Organisations reported that low pay was a direct result of limited funding. This issue was particularly challenging for smaller organisations, who as shown in chapter 4 above, are generally unable to pay above award rates. Findings from the Labour Dynamics study (Cortis et al, 2009b) indicate that insufficient funding can result in work intensification, the under classification of staff relative to the roles they perform, and the working of unpaid hours.

Numerous responses reported how low wages contributed to a problem of maintaining quality staff:

Lower pay rates - staff move on for more money.

Wages too low to encourage skilled staff.

Poor wages make it difficult to attract and retain staff of the calibre required.

Responses coded to pay issues were also frequently framed in terms of fairness and equity, particularly in terms of pay parity with the government sector and the need for a restructured and changed pay scale:

Paying staff what they are worth - equity with the public sector.

Pay equity with government for equivalent work.

Wage increases to match equivalent work in the private and government sectors, that validates the quality of work.

Salary range does not adequately recognise skills and responsibility.

In addition, some responses called for changes to funding contracts to follow any increase to the SACS award following the pay equity decision by Fair Work Australia.

Achieving funding levels to accommodate increased pay rates.

Pay equity with the Government sector and funding to cover the increased cost.

Labour dynamics

Chronic problems with poor pay and insufficient opportunities for career development contribute to recruitment and retention problems for NGOs and threaten workforce sustainability. More than 20 per cent of respondents indicated that the recruitment of skilled staff was an important issue, that they had difficulty 'attracting high quality staff for relatively poor pay', and that retaining staff was a challenge:

Unable to attract professional staff due to limited funding for wages.

Recruitment and staffing turnover

Attracting and retaining suitable employees.

Engaging and retaining suitably qualified staff, particularly in rural areas.

As indicated in the last quote, some respondents indicated that staff recruitment and retention was more difficult in rural areas.

Disparity in pay between community service workers in government agencies and non-government organisations was seen as significantly impacting staff movement between the sectors:

Attracting and keeping skilled and qualified staff given the wage inequities in comparable positions.

NGOs pay their workers 20 per cent less than government for doing the same job. Salary ranges need to be equivalent.

Underpaid staff – often lose experienced staff to government organisations as they can pay at a more realistic rate.

5 Conclusions

This report has presented evidence specific to non-government community service organisations in NSW. In this chapter, key findings are synthesised into the conclusions presented below.

5.1 Profiling the sector

This research was undertaken to profile non-government community service organisations in NSW. As organisations driven by a service ethic, and established to promote access, participation, social inclusion and improved quality of life, they provide a vast array of necessary services to different groups within the community. Diversity characterises the structure, size, and workforce of these organisations, yet they also share many similarities. The sector is heavily dependent upon government funding and is dominated by small organisations. The overwhelming majority of workers are women on relatively low levels of pay. Most workers are employed on permanent contracts. All non-government community service organisations operate within a complex and changing industrial relations environment, and the fragmentary nature of the sector is reflected in the results which show widespread use of enterprise agreements and awards others than the SACS award.

Findings from this study also highlight the inter-dependent relationship between the government and the non-government sector. Most non-government community service organisations are heavily reliant upon government funding, with the sustainability of smaller organisations particularly impacted by changes to funding policy. This study shows that while the sector is under some pressure from what many organisations perceive to be underfunding by government for necessary community services, it continues to expand and adapt. However, despite this growth, the concerns of the sector in relation to underfunding, the process of accessing and complying with funding requirements, the low levels of pay for its workers, and the governance of some organisations should not be dismissed. These issues have been repeated in research projects and the literature for at least the last decade (see for example Healy, 2002, KPMG, 2006; MacDermott, 2006) and so are not transitory concerns. They are recurrent issues that need to be addressed, especially given the expanding role of NGOs in delivering services.

Finally, this report presents a snapshot of organisations that we have developed from a number of static descriptors. It is evident however, that this is a rapidly changing and expanding sector, with the current context of award modernisation and review likely to have a significant impact. This circumstance suggests the need for the regular collection and analysis of data that will enable necessary performance monitoring and forward planning. This suggestion is further discussed below.

5.2 Industrial relations environment

Project findings in relation to award coverage, use of the SACS award, distribution of SACS staff along the grade scale, and the extent to which staff from non-government community service organisations receive benefits through above award payments and/or salary packaging are a significant addition to this area of research. Award coverage findings again point to a diversity within the sector. While a significant proportion of staff are employed under the SACS award, an even greater proportion of organisational workers are employed under different awards, agreements or

arrangements. The benefit of such diverse industrial arrangements to staff within non-government community service organisations is unknown as we only collected salary information about those on the SACS award. We are unable to comment therefore if such diversity has resulted in improved pay and conditions for workers being paid for example through organisation specific enterprise arrangements. This circumstance also makes it difficult to comment on the extent to which changes to the SACS award will impact workers on other arrangements such as a NAPSA or an organisation specific award, as we do not know how tied these are to each other.

Project findings in relation to the SACS award show that the majority of workers are concentrated on the low to mid grades and so any change to the top end of the grade scale will not impact the majority of these workers. However, while only a minority of SACS workers are on grade 6, a significant proportion of these have been so for more than five years. These workers are unable to progress without award restructuring. Survey results suggest however that large organisations are able to offer senior staff above award payments, whereas smaller organisations are unable to do so. This situation results in two possibilities. It contributes to staff movement within the sector, with some grade 6 staff moving to larger organisations in an attempt to secure above award payments, alternatively, senior staff in small organisations may remain 'stuck' on the same pay rate for years.

The small proportion of valid responses in relation to above award payments, suggests that this is a benefit offered to only a small minority of staff in non-government community service organisations. The overwhelming majority of these staff are in large organisations, indicating that smaller organisations – that is, those that make up the majority of the sector - do not possess the bargaining power to offer staff this incentive. More concerning are the findings in relation to salary sacrificing which indicate that this benefit is far from universally accessed. Not all non-government community service organisations are eligible for PBI status, and of those that are, not all staff access salary sacrificing. These findings highlight the inequity of this benefit which is accessed by greater proportions of staff within large organisations. Indeed, our analysis highlights the strengths of large organisations in relation to industrial arrangements and staff benefits.

Finally, survey findings point to the centrality of funding amounts and arrangements to workforce capacity and sustainability. The overwhelming majority of organisations used the survey to protest at what they believe to be sectoral underfunding by government agencies.

5.3 Project limitations

The results reported here relate only to non-government community service organisations funded by ADHC, CS and NSW Health. The generalisability of our conclusions relies heavily on the extent to which state government funded organisations are representative of the entire sector. While no definitive information is available, it is likely that the sector also comprises a number of organisations that do not receive any funding, or do so from other state agencies (e.g. Department of Education and Training). These are likely to be small organisations, however, this group may also include larger organisations that rely upon commonwealth funding. These organisations are excluded from our analysis.

Due to the limitations of existing industry datasets, we are unable to estimate the number and/or proportionate size of these organisations, and so we are unable to confidently comment on the extent to which our results are understated by their omission. It is most likely, however, that the entire sector is bigger than is estimated herein, and that we are under-estimating the number of workers utilising the SACS award.

This circumstance highlights the need for a national register of not-for-profit organisations as recommended by Cortis et al (2009b) and the Productivity Commission (2010). Organisations may be initially resistant to this idea as they are concerned about retaining a level of autonomy and would want to restrict increased regulatory procedures, however, such a register would be beneficial to the sector as well as government funders, as it would enable informed workforce planning and development, and would reduce the research burden currently imposed on sectoral representatives.

5.4 Implications for future research

This project makes an important contribution to profiling research of the non-government community services sector. The project's focus on industrial arrangements within organisations is new and necessary research and in conducting this study, further gaps in knowledge have been highlighted. This project collected evidence of high use of enterprise agreements and other awards within the sector and whilst this is an important finding in itself, further exploration is required. Such a study could investigate the extent to which other awards and enterprise agreements are tied to the SACS award. Research of this nature is necessary to determine the impact that any changes to the SACS award would have throughout the sector, including workers employed under different awards or enterprise agreements.

This research has again highlighted problems with funding policy. The high level of concern regarding underfunding throughout the sector suggests that further research is required in this area. Funding formulas may need to be reviewed if significant increases to pay rates in the SACS award are determined as part of Fair Work Australia's Equal Remuneration Case. This circumstance would present an opportunity to undertake timely and significant research. Such research could examine funding policy responses to award changes in other jurisdictions, and funding policy options for the sector including ways to simplify compliance tasks and accountability requirements. The Productivity Commission (2010) argued that government could do more to reduce administrative and compliance burdens in relation to funding grants, and further research could be conducted to explore different funding models and their likely impact on funding agencies and service providers.

Finally, as indicated above, this study highlights the difficulty in accessing reliable data about non-government community service organisations and the subsequent necessity to survey specific populations within the sectors. This circumstance not only results in much duplication of research effort, it also imposes an unnecessary burden on sectoral workers and organisations to participate in research. Our research found evidence of survey fatigue within the sector that suggests that it would be more efficient for government to collect brief administrative data through funding compliance mechanisms. Use of organisational administrative data is preferential to

ad hoc survey data as it is likely to be more reliable, complete and of a higher quality. Moreover, as administrative data is already collected as part of the day to day running of organisations, it should be easier to access and less burdensome on organisational staff. However, caution would need to be taken to ensure that data requirements as a condition of funding not exceed that considered necessary by key sectoral stakeholders. Research including sectoral consultation could be undertaken to determine the scope of data requirements, efficient methods for collection, and guidelines for data usage.

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Appendix A



Survey of Non-Government Community Service Organisations in NSW

INFORMATION FOR PARTICIPANT ORGANISATIONS

The Social Policy Research Centre at the University of New South Wales invites you to participate in research about non-government community service organisations in NSW. The study has been commissioned by NSW Ageing, Disability and Home Care and NSW Industrial Relations, on behalf of multiple NSW government agencies.

The study is designed to collect specific data that will improve sector development and workforce planning initiatives in NSW. All non-government agencies funded to deliver community services in NSW are invited to participate. The questions relate to working arrangements and classification levels of staff in your organisation; and priorities for workforce development within your organisation.

Completing the survey is **voluntary**. Answers will be **confidential** and will not be divulged to anyone outside the research team. In any report about the study, information will be provided in such a way that individual organisations cannot be identified.

The survey will be conducted online and should take around 10-15 minutes to complete. The survey should be completed by the person responsible for human resources or industrial relations issues in NSW, such as a human resources manager or CEO.

If you have any questions about the survey, or need help answering any of the questions, please call Fiona Hilferty at SPRC during business hours on 9385 7836 or f.hilferty@unsw.edu.au.

Complaints may be directed to the Ethics Secretariat, the University of New South Wales, Sydney 2052 (phone 9385 4234, fax 9385 6648, email ethics.sec@unsw.edu.au). Any complaint you make will be investigated promptly and you will be informed of the outcome. Human Research Ethics Advisory Panel Social/Health Research and ratified by the Human Research Ethics Committee of the University of New South Wales (HREC reference number 10121)

Yours sincerely,

Professor Ilan Katz, Director

Social Policy Research Centre

University of New South Wales

Welcome

Thank you for agreeing to complete our new survey.

This research has been approved by the Human Research Ethics Advisory Panel, and ratified by the Human Research Ethics Committee of the University of New South Wales (HREC Reference Number 10121).

This survey requires knowledge of both staffing and workplace issues within your organisation. As such, we suggest that a manager responsible for human resources or industrial relations is best placed to answer these questions. If the answers to each question are not immediately available, the survey can be saved at any point for later completion.

I have read and understood the participant information sheet. I acknowledge that my participation is voluntary and my answers will be confidential. Yes / No

Name of your organisation: _____

Your position: _____

Section A: About your organisation

The following section relates to your organisation in NSW, if your organisation has locations in other states please respond for those in NSW.

If your organisation has a number of service outlets within NSW please provide answers for all of them combined.

For the questions relating to staffing, please provide information for staff currently employed as at the 1st of April 2010.

1. Please indicate the classification that best describes the primary activity of your organisation.

If more than one classification applies, please choose the classification that describes the majority of your activity as at 1st April 2010.

The classifications are taken from the National Classifications of Community Services (version 2). If you would like further information on the scope of activities covered in each classification please visit

<http://www.aihw.gov.au/publications/hwi/nccsv2/nccsv2.pdf>

a)	Personal and Social Support	Includes information, advice and referral; personal support; community living support; community nursing care; allied health and paramedical care (such as drug and alcohol support or intervention); and daily living support
b)	Support for children, families and carers	Includes child care and preschool; child protection; early intervention and prevention; adoption; out of home care; family and child assistance; carer support
c)	Training, vocational rehabilitation and employment	Includes pre-vocational/vocational training; and employment, job placement and support

d)	Financial and material assistance	
e)	Residential care and supported accommodation	Includes residential care and supported accommodation for aged persons; residential care and supported accommodation for people with disabilities; residential rehabilitation services; and transitional and crisis accommodation
f)	Corrective services	Includes correctional and rehabilitative supervision; and court and parole board advice
g)	Service and community development and support	Service support and development; community/group development and support; social planning, social action and group advocacy;
h)	Other community services activities	Please specify:

2. What is the total number of service agencies (outlets/offices/centres) your organisation has in NSW? _____

b) What is the total number of service agencies (outlets/offices/centres) your organisation has in the following areas?

Metropolitan areas (i.e. inner and outer Sydney including Newcastle, Wollongong and the Blue Mountains): _____

Rural and remote regions of NSW: _____

3. Please provide an estimate of the percentage of each revenue source for your organisation

- a) Commonwealth government funding _____ %
- b) State government funding _____ %
- c) Local government funding _____ %
- d) Client contributions _____ %
- e) Donations, bequests and fund raising _____ %
- f) Commercial business activities _____ %
- g) Art unions, lotteries _____ %
- h) Other (please specify) _____ %

Total 100%

4. Approximately how many FTE⁶ staff does your organisation employ within NSW? (Include all full time, part-time and casual workers) _____

⁶ FTE or full-time equivalence is a measure of the amount of time an employee works that takes into account those who work less than fulltime. The number of full-time equivalent workers equals the number of workers multiplied by the average weekly hours worked, divided by the number of hours in a 'standard' full-time working week. The 'standard' working week differs between occupations but is usually between 35 and 45 hours.

b) Please indicate the number of hours that constitutes a standard working week for your staff (e.g. 35 hours, 38 hours, 40 hours or other) _____

5. Approximately what proportion of FTE staff fit into the following categories:

- a) Permanent or ongoing contracts _____%
 - b) Fixed term contracts _____%
 - c) Casual _____%
 - d) Other (please specify) _____%
- Total 100%

6. In addition to FTE staff, approximately how many volunteers work with your organisation within NSW? _____

7. If you have volunteers, on an average week approximately how many hours do your volunteers work in total? _____

For example, if you have 10 volunteers and they each work an average of 2 hours per week, then the total is $10 \times 2 = 20$ hours.

8. Approximately what proportion of staff fit into the following categories:

- a) Female _____%
- b) Aboriginal or Torres Strait Islander _____%
- c) From a culturally and linguistically diverse (CALD) background _____%

9. Approximately what proportion of FTE staff are employed under the following industrial awards:

- a) NSW Social and Community Services (SACS) award _____%
- b) Other state and/or national awards e.g. the NAPSA award _____%
- c) Enterprise agreements _____%
- d) Other (*please specify award name*):

10. If you do employ some staff under the SACS Award, please indicate approximately how many FTE staff are paid at each grade classification.

SACS Award	Approx number of FTE staff
Community Services Worker Grade 1 or equivalent	
Community Services Worker Grade 2 or equivalent	
Community Services Worker Grade 3 or equivalent	
Community Services Worker Grade 4 or equivalent	
Community Services Worker Grade 5 or equivalent	
Community Services Worker Grade 6 or equivalent	

11. For all FTE staff employed at Grade 6, please estimate how many have been on Grade 6 for more than 2 years.

12. For all FTE staff employed at Grade 6, please estimate how many have been on Grade 6 for more than 5 years.

13. Approximately how many FTE staff are paid above the NSW SACS award rates (i.e. under an enterprise agreement or through some other arrangements)?

14. If any staff are paid above the NSW SACS Award rates (i.e. under an enterprise agreement or through some other arrangement) please estimate the percentage of above award payment.

Estimate of average %
above award payment

Grades 1-5

Grade 6+

Section B: Community Services Workforce Planning

Of the total number of organisational staff, please estimate the proportion who have worked for the organisation for the following time:

Less than one year _____%

One year to three years _____%

Four years to nine years _____%

Ten years or more _____%

Total 100%

15. In order of priority, what do you think are the three most important issues for non-government community service organisations today?

16. The following list presents a number of strategies for community services workplace development. Please rank the list in order of priority to your organisation. Indicate 1 as the most important and 8 the least important.

- a) Establishment of minimum qualification standards for workers
- b) Reform to funding contracts⁷
- c) Industry regulation and accreditation⁸
- d) Promotion of community services within broader community
- e) Award classification that recognises the skills of expert practitioners
- f) Portability of leave entitlements for workers
- g) Improved training, support and professional development for workers
- h) Improved job security and career path opportunities

17. Does your organisation have Public Benevolent Institution (PBI) status that enables employees to salary sacrifice a range of purchases and living expenses?

18. What proportion of your staff make use of salary sacrificing options as part of their remuneration package? _____%

19. Do you have any other thoughts about workforce issues in community services?

Thank you for participating in this survey. Would you like to be emailed a summary of project findings? Yes / No

SPRC may hold follow up focus groups to discuss these issues further. Would you like to be contacted by the Social Policy Research Centre if focus groups are held? Yes / No

Please include your contact details below for us to contact you

Name: _____

Phone: _____

Email: _____

⁷ Including extending funding terms, changes to the tendering process, increased levels of funding.

⁸ Including establishing agreed occupational classification structures and standards of practice across community services.

Appendix B

NGO Profiling Survey			
Coding Framework for open-ended questions (16a, 16b, 16c and 20)			
Funding	Amount of funding	FUND-AMT	All data relating to funding amount e.g. limited funding
	Other data relating to funding e.g. short cycle; competitive process; burdensome process	FUND-OTHER	All data relating to problems with funding
Governance	Management structures; boards; committees, quality.	GOV-MS	All data relating to governance of non-govt. community service orgs.
	Administration, bureaucracy, standards, regulations, legislation etc.	GOV-ADMIN	All data relating to governance administration, bureaucracy, standards, regulations, legislation etc.
	Autonomy	GOV-AUTO	All data relating to governance autonomy
	Interaction with funding agencies	GOV-FUND	All data relating to interaction with funding agencies re organisational governance
Income	Income e.g. client contributions	INCOME	All data relating to income for organisations
Labour Dynamics	Recruitment; retention; movement of staff	LABOUR-MOVE	All data relating to labour dynamics
Miscellaneous Data	Miscellaneous data	MISC	Any un-coded data that is considered significant
Recognition	Recognition of sectors value by government	REC-GOVT	All data relating to recognition of sectors' value by government.
	Recognition of sectors' value within community	REC-COM	All data relating to recognition of sectors' value within the community.
Sector Development	Sustainability	SECDEV-SUS	All data relating to sustainability of sector e.g. increasing costs, capacity building, business planning, financial management
	New Initiatives e.g. National Disability Insurance Scheme, Early Year Learning Framework	SECDEV-NEW	All data relating to sector initiatives
	Research	SECDEV-RES	All data relating to research of sector
Volunteers	Recruiting, retaining and supporting	VOLUNTEER	All data relating to recruiting and retaining volunteers
Worker Characteristics	Ageing workforce	WORKER-AGE	All data relating to ageing workforce
	Female workforce	WORKER-FEM	All data relating to female dominated workforce
	Other	WORKER-OTHER	All data relating to worker characteristics not previously

Working Conditions	Remuneration and awards	WC-PAY	coded e.g. CALD/ATSI staff All data relating to workers pay and pay awards
	Caseloads	WC-LOAD	All data relating to workers caseloads
	Qualifications and Training	WC- QUAL/TRAIN	All data relating to qualifications and training for workers
	Other	WC-OTHER	All other data relating to working conditions
	Nature of work	WC-NATURE	All data relating to nature of work e.g. clients with complex needs, increased demand for services
	Service Delivery	WC-SERVICE	All data relating to delivery of services to clients

Appendix C

Estimating numbers of staff

The estimated numbers of staff on each award was used to present the breakdown of proportions of staff on various awards across NSW. These estimates were calculated using a combined method using three questions – the total number of staff in each organisation, the proportion of staff on each award and the numbers of staff on each SACS grade (which was calculated to total the number of SACS staff).

It has been challenging to provide accurate estimates as the survey data show discrepancies between:

- a) the total staff and the total SACS staff;
- b) the proportions of SACS staff and the numbers of SACS staff; and
- c) the remaining staff (and therefore proportions of staff) and the total number of staff once the SACS staff reported are removed.

These errors appear to arise because respondents were either unsure of numbers and guessed overall numbers of FTE workers and/or numbers of workers on SACS, or they guessed proportions; or misinterpreted the questions in the survey. It is worth noting that these issues only affected organisations that had staff on multiple awards – many organisations only used one award.

To illustrate this issue, two organisations are used to represent the possible reporting errors. Organisation A reported having 21 FTE staff, and reported having 13 on the SACS award. They also reported a staff breakdown of 85 per cent on SACS and 15 per cent on another award. Organisation B reported having 25 staff total but also reported having 33 staff on the SACS award. The proportions of staff in each award was reported to be 85 per cent on SACS and 15 per cent on another award.

There are multiple ways to provide an estimate of the totals taking these issues into consideration, but because the main priority of this report was to examine numbers of SACS staff in the sector, we took the decision to calculate an adjusted total using actual numbers of SACS staff and keep the reported proportions of other staff.

In order to compute these estimates we took the total number of SACS staff, then allocated the staff on other awards by dividing the total number of staff by the reported proportions of staff on other awards. Returning to the examples above, the total staff for organisation A would have had an adjusted total of 16.15, comprised of 13 SACS staff (actual figure reported) and 3.15 other staff (15 per cent of 21 reported total staff). This represents an error of -4.85 staff compared to the original reported total. Organisation B would have an adjusted total of 36.75 staff comprised of 33 SACS (reported total) and 3.75 other (15 per cent of 25) giving an error of 3.75 compared to the original reported total.

It is worth noting that 25 responses were removed due to very large discrepancies between these figures – it appeared to be that these responses were either reporting proportions of SACS staff instead of total numbers, or actual numbers instead of proportions on the various awards.

These numbers will therefore need to be interpreted with caution. As there is no 100 per cent accurate method to determine actual numbers, we can assume that if the actual numbers of staff on each SACS have been reported accurately, then the estimates for SACS staff in NSW will accurately reflect the reported numbers of staff on the SACS award across each grade as no adjustments were made to these figures.

The outcome of this is that if we take the number of SACS staff reported to be accurate, we will have underestimated the numbers of staff on other awards. This conclusion can be made because of the discrepancies between the reported number of SACS staff and the reported proportion SACS staff and staff on other awards. If on the other hand the reported numbers of SACS staff are inaccurate, and instead the reported proportions of SACS staff are accurate along with the total reported staff, then our estimates will have over counted the number of SACS staff across NSW, but the numbers of staff on other awards will be an accurate representation of the survey results.

A further issue that stems from this analysis is that the adjusted proportions of staff on the various awards across the state are different to the reported proportions of award usage across the state. To ensure consistency throughout the report, we report the adjusted proportions instead of the reported proportions.

Appendix D

Table D.1: Primary funding body by primary activity, all organisations

	Number orgs in sample	Estimated N in NSW
All organisations (a)		
Personal and Social Support	157	414
Support for children, families and carers	310	993
Residential care and supported accommodation	81	232
Service and community development and support	111	327
Other (combination of all activities not shown)	54	134
Total	713	2100
CS funded		
Personal and Social Support	38	129
Support for children, families and carers	248	841
Residential care and supported accommodation	42	142
Service and community development and support	51	173
Other (combination of all activities not shown)	9	31
Total	388	1315
ADHC funded		
Personal and Social Support	97	215
Support for children, families and carers	38	84
Residential care and supported accommodation	33	73
Service and community development and support	35	77
Other (combination of all activities not shown)	42	93
Total	245	542
Health funded		
Personal and Social Support	5	23
Support for children, families and carers	1	5
Residential care and supported accommodation	0	0
Service and community development and support	4	19
Other (combination of all activities not shown)	1	5
Total	11	51
Multiple funded		
Personal and Social Support	17	47
Support for children, families and carers	23	64
Residential care and supported accommodation	6	17
Service and community development and support	21	58
Other (combination of all activities not shown)	2	6
Total	69	192

Notes:

a) Estimated are calculated using aggregated proportions of respondent organisations

Table D.2: Primary funding body by primary activity, all organisations excluding childcare organisations

	Number orgs in sample (a)	Estimated N in NSW
All organisations (b)		
Personal and Social Support	157	409
Support for children, families and carers	146	426
Residential care and supported accommodation	81	226
Service and community development and support	109	314
Other (combination of all activities not shown)	54	132
Total	547	1507
CS funded		
Personal and Social Support	38	123
Support for children, families and carers	85	276
Residential care and supported accommodation	42	136
Service and community development and support	50	162
Other (combination of all activities not shown)	9	29
Total	224	727
ADHC funded		
Personal and Social Support	97	215
Support for children, families and carers	38	84
Residential care and supported accommodation	33	73
Service and community development and support	35	77
Other (combination of all activities not shown)	42	93
Total	245	542
Health funded		
Personal and Social Support	5	23
Support for children, families and carers	1	5
Residential care and supported accommodation	0	0
Service and community development and support	4	19
Other (combination of all activities not shown)	1	5
Total	11	51
Multiple funded		
Personal and Social Support	17	47
Support for children, families and carers	22	61
Residential care and supported accommodation	6	17
Service and community development and support	20	56
Other (combination of all activities not shown)	2	6
Total	67	187

Notes:

- a) Childcare estimated from original data source and includes for example childcare centres, OOSH centres and long day care centres.
- b) Estimated are calculated using aggregated proportions of respondent organisations

Table D.3: Average and total number of agencies in NSW per respondent organisation

	Average N agencies per respondent organisation			Estimated total agencies		
	All	Metro	Rural/ Regional	All	Metro	Rural/ Regional
All organisations	3	2	2	6809	3532	3277
Service type						
Personal and Social Support	4	1	2	-	-	-
Support for children, families and carers	2	1	1	-	-	-
Residential care and supported accommodation	6	4	2	-	-	-
Service and community development and support	4	2	2	-	-	-
Other (combination of all activities not shown)	3	2	2	-	-	-
Primary funding body						
CS funded	2	1	1	2948	1315	1633
ADHC funded	4	2	2	2312	1268	1044
Health funded	2	1	1	97	51	46
Multiple funded	5	3	2	1038	626	412
Any source of funding (a)						
Receives any CS funding	3	1	1	4047	1997	2050
Receives any ADHC funding	5	3	2	3250	1829	1422
Receives any Health funding	3	1	2	250	112	138
Funded amount						
<0.5m	2	1	1	3741	1614	2127
0.5 - 1m	3	1	2	595	244	351
1-10m	7	4	3	1581	933	647
10m+	24	20	3	783	672	111
Other funding information						
Utilise SACS award for staff (b)	4	2	2	-	-	-
Utilise NAPSA award (ADHC only) (c)	11	5	5	-	-	-
Receives any HACC funding	4	2	2	1641	939	701
Receives disability funding	6	3	2	2245	1282	963
Childcare organisation (d)	1	1	1	658	341	316
Primary funding body (excluding childcare)						
CS funded	3	1	2	2226	957	1269
ADHC funded	5	2	2	2312	1268	1044
Health funded	2	1	1	97	51	46
Multiple funded	5	3	2	1024	614	410

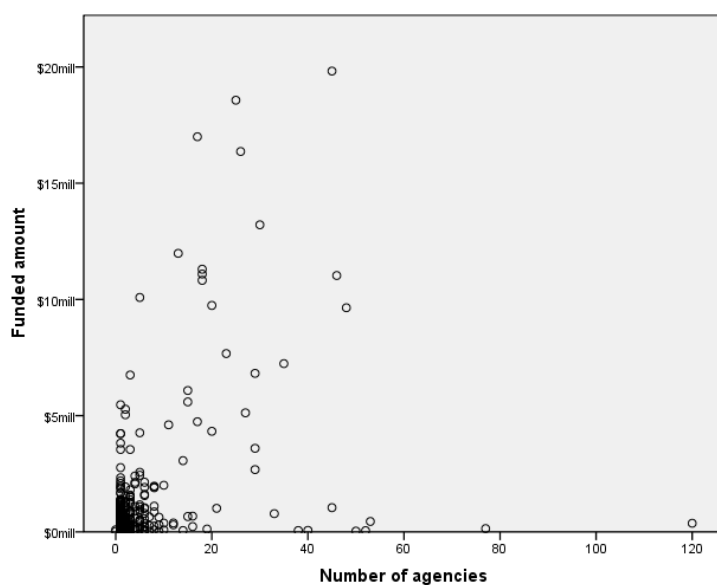
Notes:

a) Multiple choice, organisations are listed by whether they receive any of these types of funding

b) At least 1% of staff on SACS award

c) NAPSA information available for ADHC funded organisations only

d) Childcare organisations estimated from original information

Figure D.1: Scatter plot of funded amount and number of agencies

Table D.4: Revenue sources of respondent organisations

	Average % Commonwealth funding	Average % State funding	Average % client contributions	Average % Other
All organisations	21	52	16	11
All organisations excl. Childcare	24	56	9	12
Primary funding body				
CS funded	17	46	25	12
ADHC funded	26	58	6	11
Health funded	22	60	6	11
Multiple funded	22	60	7	10
Primary funding body, excluding childcare				
CS funded	22	52	12	13
ADHC funded	26	58	6	11
Health funded	22	60	6	11
Multiple funded	21	60	8	10

Table D.5: Median and mean numbers of FTE staff per organisation

	Median	Mean
All organisations	21	52
All organisations excl. Childcare	24	56
Primary Activity of organisation		
Personal and Social Support	7	27
Support for children, families and carers	7	16
Residential care and supported accommodation	10	51
Service and community development and support	5	9
Other	4	40
Primary funding body		
CS funded	6	10
ADHC funded	8	36
Health funded	15	15
Multiple funded	15	50
Funded amount		
<0.5m	5	8
0.5 - 1m	14	35
1-10m	39	73
10m+	249	298
Other funding information		
Receives any HACC funding	7	33
Receives disability funding	16	55
Childcare organisation	6	8

Note: uses reported numbers, not estimates numbers as shown in the estimated staff tables

Table D.6: Proportion of organisations with various grouped numbers of FTE

	0-3 FTE %	4-7 FTE %	8-14 FTE %	15+ FTE %
All organisations	31	23	22	24
Primary funding body				
CS funded	57	65	72	23
ADHC funded	37	26	21	55
Health funded	2	0	1	3
Multiple funded	5	9	6	18
Funded amount				
<0.5m	98	144	94	113
0.5 - 1m	1	8	5	27
1-10m	2	1	1	6
10m+	0	0	0	0

Table D.7: Proportion of organisations using different contract types

	Average % permanent contracts	Average % Fixed term contracts	Average % Casual	Average % Other
All organisations	79	8	12	2
Primary funding body				
CS funded	81	8	10	1
ADHC funded	78	5	14	3
Health funded	50	37	13	0
Multiple funded	78	8	13	0
Funded amount				
<0.5m	79	8	11	2
0.5 - 1m	78	6	16	0
1-10m	77	5	16	2
10m+	77	4	19	0
Any source of funding (a)				
Receives any CS funding	80	8	10	1
Receives any ADHC funding	78	6	14	2
Receives any Health funding	55	32	13	0
Other funding information				
Utilise SACS award for staff (b)	77	9	12	2
Utilise NAPSA award (ADHC only) (c)	76	1	16	7
Receives any HACC funding	79	4	13	4
Receives disability funding	74	7	18	1
Childcare organisation (d)	83	6	11	1

Notes:

a) Multiple choice, organisations are listed by whether they receive any of these types of funding

b) At least 1% of staff on SACS award

b) NAPSA information available for ADHC funded organisations only

d) Childcare organisations estimated from original information

Table D.8: Average and total numbers of volunteers

	Average N volunteers per org	Estimated N volunteers in NSW
All organisations	30	61189
Primary funding body		
CS funded	12	15187
ADHC funded	50	26558
Health funded	11	556
Multiple funded	62	11601
Primary funding body (excluding childcare)		
CS funded	17	11736
ADHC funded	50	26558
Health funded	11	556
Multiple funded	64	11636
Funded amount		
<0.5m	24	38601
0.5 - 1m	40	8078
1-10m	38	8423
10m+	173	5724
Other funding information		
Receives any HACC funding	72	30068

Table D.9: Demographic characteristics of workers

	Average proportion of female staff (%)	Average proportion of Aboriginal / Torres Strait Islander staff (%)	Average proportion of Culturally and Linguistically diverse staff (%)
Primary funding body			
CS funded	90	6	10
ADHC funded	77	3	12
Health funded	72	12	19
Multiple funded	83	3	19
Total	85	5	11
Primary funding body (excluding childcare)			
CS funded	86	8	12
ADHC funded	77	3	12
Health funded	72	12	19
Multiple funded	84	3	19
Total	82	5	13
Primary funding body (excluding Aboriginal-specific organisations) (a)			
CS funded	-	5	-
ADHC funded	-	1	-
Health funded	-	5	-
Multiple funded	-	3	-
Total	-	3	-
Location of organisations			
Metropolitan (b)	83	3	17
Rural (c)	87	7	4
Primary Activity of organisation			
Personal and Social Support	77	5	13
Support for children, families and carers	91	5	9
Residential care and supported accommodation	77	6	14
Service and community development and support	85	3	16
Other	80	3	7

Notes:

a) Aboriginal organisations estimated using original information provided for the study. These organisations include for example Aboriginal Medical Services

b) All or most offices located in Metropolitan Sydney and surrounds

c) All or most offices located in rural or remote areas of NSW

Table D.10: Estimated number of staff on various awards

	Estimated N staff on SACS Award	Estimated N staff on Other State/National Awards (e.g. NAPSA)	Estimated N staff on Enterprise Agreements	Estimated N staff on other awards	Estimated total N staff
Primary funding body					
CS funded	3626	7234	1465	35	12361
ADHC funded	5989	5347	1107	434	12876
Health funded	176	97	83	0	357
Multiple funded	5388	1284	426	30	7128
Total	15179	13962	3081	499	32722
Primary funding body (excl. Childcare organisations)					
CS funded	3348	3297	1399	34	8079
ADHC funded	5989	5347	1107	434	12876
Health funded	176	97	83	0	357
Multiple funded	5340	1222	428	30	7020
Total	14854	9963	3018	498	28333

Note: Number of staff on awards other than SACS are provided for information only. Estimated staff numbers for SACS awards are based on actual reported numbers and have been adjusted according to proportions of respondent organisations, however estimates for other awards have been derived from reported proportions of staff on other awards in each organisation and may not accurately reflect the true number of staff in each organisation

Table D.11: Estimated proportions of staff on various awards by funded amount

Col % awards by organisational size	Estimated % staff on SACS Award	Estimated % staff on Other State/National Awards (e.g. NAPSA)	Estimated % staff on Enterprise Agreements	Estimated % staff on other awards
Funded amount				
<0.5m	28	48	17	0
0.5 - 1m	18	11	0	0
1-10m	42	31	56	100
10m+	12	10	27	0
Total	100	100	100	100

Table D.12: Funded amount of organisation by the distribution of awards used

Row % awards by funded amount	Estimated % staff on SACS Award	Estimated % staff on Other State/National Awards (e.g. NAPSA)	Estimated % staff on Enterprise Agreements	Estimated % staff on other awards	Total %
Funded amount					
<0.5m	36	59	5	0	100
0.5 - 1m	65	35	0	0	100
1-10m	48	34	14	4	100
10m+	44	34	22	0	100

Table D.13: Number and proportion of organisations using the SACS award

	% organisations using SACS in sample	Estimated N organisations (incl. Childcare)
Primary funding body		
CS funded	42	555
ADHC funded	70	381
Health funded	36	19
Multiple funded	77	147
Total	55	1,101
Primary funding body (excluding childcare)		
CS funded	69	502
ADHC funded	70	381
Health funded	36	19
Multiple funded	79	148
Total	64	1,049

Note: Applies to respondent organisations with at least one staff member on the SACS award

Table D.14: Number of staff in organisations using SACS

	Sample N staff on SACS	Estimate N staff (incl. Childcare)
Primary funding body		
CS funded	1033	3626
ADHC funded	2603	5989
Health funded	35	176
Multiple funded	1467	5388
Total	5137	15179
Primary funding body (excluding childcare)		
CS funded	999	3348
ADHC funded	2603	5989
Health funded	35	176
Multiple funded	1467	5340
Total	5103	14854
Primary funding body		
CS funded		
<0.5m	130	1981
0.5 - 1m	22	864
1-10m	7	782
10m+	0	0
10m+	159	3626
ADHC funded		
<0.5m	106	1608
0.5 - 1m	27	1232
1-10m	32	2964
10m+	1	185
10m+	166	5989
Health funded		
<0.5m	2	53
0.5 - 1m	1	90
1-10m	1	33
10m+	0	0
10m+	4	176
Multiple funded		
<0.5m	24	564
0.5 - 1m	11	589
1-10m	10	2559
10m+	4	1675
10m+	49	5388

Table D.15: Distribution of SACS grades for staff on SACS award

	% staff on each grade	Estimated N staff on each grade
All SACS workers		
Grade 1	1	243
Grade 2	22	4755
Grade 3	29	4503
Grade 4	17	3123
Grade 5	12	1399
Grade 6	18	1156
Total	100	15179
All SACS workers (excluding organisations funded primarily by Dept Health)		
Grade 1	2	231
Grade 2	34	5059
Grade 3	29	4371
Grade 4	20	3042
Grade 5	9	1280
Grade 6	7	1021
Total	100	15003
CS Funded		
Grade 1	3	115
Grade 2	12	451
Grade 3	38	1380
Grade 4	23	840
Grade 5	13	473
Grade 6	10	368
Total	100	3626
ADHC Funded		
Grade 1	1	68
Grade 2	43	2588
Grade 3	26	1566
Grade 4	18	1086
Grade 5	6	358
Grade 6	5	323
Total	100	5989
Health Funded		
Grade 1	0	0
Grade 2	0	0
Grade 3	23	40
Grade 4	6	10
Grade 5	20	35
Grade 6	51	91
Total	100	176
Multiple Funded		
Grade 1	1	61
Grade 2	32	1716
Grade 3	28	1517
Grade 4	22	1187
Grade 5	10	533
Grade 6	7	375
Total	100	5388

Table D.16: Length of time on Grade 6

	% on Grade 6 < 2yrs	% on Grade 6 2 – 5 yrs	% on Grade 6 5+ yrs
All organisations	21	39	40
Primary funding body			
CS funded	27	32	41
ADHC funded	19	44	37
Health funded	25	50	25
Multiple funded	17	38	45
Funded amount			
<0.5m	21	43	36
0.5 - 1m	14	39	47
1-10m	28	31	41
10m+	0	100	0

Table D.17: Proportion of organisations paying above award and percentage points paid above award

	Proportion of organisations paying above award		Percent payment above award	
	Grades 1-5 %	Grade 6 %	Grades 1-5 %	Grade 6 %
All organisations	31	24	6.8	10
Primary funding body				
CS funded	27	22	7.2	4.3
ADHC funded	28	20	6.7	7.2
Multiple funded	25	25	6.0	6.0
Funded amount				
<0.5m	26	21	6.8	4.2
0.5 - 1m	29	24	6.5	5.7
1-10m	58	42	6.8	10.6
10m+	67	50	8.3	18.3

Notes: Valid N=58 most respondents did not know the exact percent of above award payment, however there was little variance between responses in each category

Table D.18: Proportions of staff working for various lengths of time in respondent organisations

	% staff working <1 yr	% staff working 1 – 3 yrs	% staff working 4 – 9 yrs	% staff working 10+ yrs
All organisations	14	30	35	22
Primary funding body				
CS funded	13	26	35	26
ADHC funded	13	34	34	18
Health funded	29	38	22	10
Multiple funded	17	39	33	11
Funding amount				
<0.5m	13	28	34	24
0.5 - 1m	16	36	35	13
1-10m	15	37	36	12
10m+	17	35	30	18
Primary funding body				
CS funded				
<0.5m	13	25	36	27
0.5 - 1m	16	35	31	17
1-10m	15	40	37	8
10m+	0	0	0	0
ADHC funded				
<0.5m	12	32	33	22
0.5 - 1m	16	35	36	13
1-10m	14	36	37	13
10m+	20	30	29	20
Health funded				
<0.5m	36	44	14	6
0.5 - 1m	10	20	60	10
1-10m	19	30	29	22
10m+	0	0	0	0
Multiple funded				
<0.5m	18	39	31	12
0.5 - 1m	14	38	39	8
1-10m	19	38	31	12
10m+	15	39	30	16