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2014**

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**The state of the community service sector in
New South Wales 2014**

Never Stand Still

Faculty of Arts & Social Sciences

Social Policy Research Centre

FINAL REPORT

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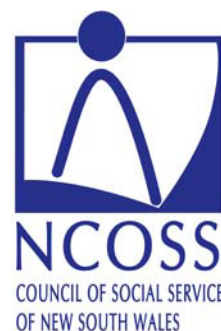
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ABBREVIATIONS

ACOSS	Australian Council of Social Service
ADHC	Ageing, Disability and Home Care, NSW Department of Family and Community Services
ATSI	Aboriginal and Torres Strait Islander
CALD	Culturally and linguistically diverse
CEO	Chief Executive Officer
DGR	Deductible Gift Recipients
FACS	NSW Department of Family and Community Services
HREA	Human Research Ethics Advisory
NCOSS	Council of Social Service of NSW
NDIS	National Disability Insurance Scheme
NGO	Non-government organisation
NSW	New South Wales
OOHC	Out-of-Home Care
SD	Standard deviation
SPRC	Social Policy Research Centre
PBI	Public Benevolent Institution
UNSW	The University of New South Wales

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COUNCIL OF SOCIAL SERVICE OF NSW

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1 EXECUTIVE SUMMARY

This report presents findings from a survey of non-government, not-for-profit community service organisations operating in New South Wales (NSW). These organisations are major providers of supports to people experiencing poverty and disadvantage, and engage extensively with government agencies, each other, and service users and volunteers.

The survey was conducted online over three weeks during February 2014. It was completed by 576 organisations, representing a 37.6% response rate. The findings provide information about the characteristics of organisations, and trends in experiences and perceptions across the sector as a whole, along with notable differences based on the size of organisations, their location, and the main type of services they deliver. The information is intended to improve understandings of the community sector and experiences of the operating environment, and to support the development of more productive and sustainable models of engagement.

Respondents were spread across NSW, with 43.1% of organisations operating in metropolitan areas only, 38.2% operating in non-metropolitan areas, and 18.8% operating in a mix of metropolitan and non-metropolitan areas. Over a quarter of responding organisations (27.4%) had 5 or fewer paid staff in NSW, and 61.0% employed less than 20 people. More than half (54%) indicated the annual revenue for their whole organisation was under \$1 million in the 2012–2013 financial year. For more than one in five (21.5%), revenue fell under \$250,000.

WORKFORCE CHARACTERISTICS

The community sector workforce in NSW is highly feminised, and diverse. In around two-thirds of organisations, women comprised around 80% or more of all paid staff. More than a third of those who answered the question had at least one paid staff member from an Aboriginal or Torres Strait Islander (ATSI) background (35.9%); and around two-thirds employed a staff member from a culturally and linguistically diverse (CALD) background (65.9%). In terms of working arrangements, part-time work and fixed term contracts are prevalent, especially in smaller organisations.

Around a third of organisations reported problems recruiting or filling positions in the last 12 months, and recruitment was a particular problem for larger organisations in non-metropolitan areas. High turnover was a problem for one in five organisations, affecting larger organisations more than those with five or fewer staff. Just under two-thirds of organisations reported that they had developed a plan for improving workforce quality, capacity or sustainability. Workforce planning was less common among organisations with annual revenues under \$250,000. However, it should be noted that the content of these plans and how formalised they were was not captured in the survey, and should be examined in future research.

WORKING TOGETHER

Community service organisations are linked together in a multitude of ways, and this is a key feature and strength of the sector. Indeed, 99% of organisations had at least one arrangement in place to support working with other community organisations. Most commonly, organisations reported being linked through interagency networks, and referral arrangements. However, smaller organisations reported having fewer arrangements in place to support collaborative activities, and may require particular supports to promote working together for service users, and in tendering and service planning.

The sector is also strongly linked and represented through a range of peak bodies, with 88.7% of organisations reporting they were members of at least one. More than 4 in 5 (or 82.5% of organisations) were members of service-based peaks. Almost half (48.1%) were members of NCOSS. Around a third (34.2%) of organisations were members of a local or regional peak, although this was more common among organisations operating in metropolitan areas.

ENGAGEMENT WITH VOLUNTEERS AND SERVICE USERS

Engagement between organisations and volunteers and service users are distinctive features of the community sector. Volunteers were involved in more than 4 in 5 responding organisations, most commonly through their participation in management committees or advisory boards; in providing services; and assisting with fundraising. As well as receiving services, service users or members were commonly engaged through providing feedback, participating in consultation meetings and participating on management committees or advisory boards.

ENGAGEMENT WITH GOVERNMENT

Nearly all organisations (96.3%) received funding from the NSW Government to deliver programs, and more than half (54.0%) were involved in advocating for service users or disadvantaged people in NSW. Organisations with 20 or more paid staff were more likely than smaller organisations to contribute to policy development, or to be approached by Government for advice.

In the last twelve months, the majority of responding organisations (70.1%) had more contact with the Department of Family and Community Services than any other NSW Government agency, and 14.0% had most contact with the Department of Health. Higher proportions of organisations reported that relationships with government had strengthened rather than weakened in the last five years. In particular, high proportions reported that relationships around reporting and compliance, and funding for services, had strengthened over the last five years.

However, there is considerable scope for relationships with government to improve. Only a minority of organisations (15.8%) felt funding models were sustainable 'all of the time' or 'most of the time'. More than a third of organisations (36.6%) said they never had opportunities to influence funding reform, and only a small minority (6.1%) reported they had these opportunities either 'all of the time' or 'most of the time'.

GOVERNMENT FUNDING

The NSW Government is the main source of funds for the sector. On average, organisations obtained over half their revenue (53.6%) from NSW Government agencies. This figure was higher for some service types, including for those who mainly delivered family, children or youth services, for which NSW Government funding accounted for 65.7% of total revenue, on average. The next most important source of funding is the federal government, accounting for around a fifth of revenue, on average.

The survey also captured respondents' perceptions of government procurement processes. Across all indicators, there is ample room to improve. Only a quarter of organisations (24.4%) felt government funding covered the full costs of service delivery 'all of the time' or 'most of the time'. With respect to communication around tendering and procurement, only a quarter of respondents (26.8%) felt funders sought feedback on tendering and procurement 'all' or 'most of the time', and a similar proportion (27.5%) reported receiving timely information about tendering and procurement processes 'all' or 'most of the time'.

PRIVATE SOURCES OF SUPPORT

Compared with government funding, private sources of funding, such as client fees and charges, business activities, and donations, tend to comprise small components of organisation's revenue. However, private funds tend to be more important to the revenue mix of larger organisations, and those in the housing, and ageing and disability sectors. Some organisations also reported receiving in-kind support from the private sector or a philanthropic source, including legal and governance support, and skilled volunteering.

However, there is scope to improve knowledge of, and access to, philanthropic supports. More than half of organisations (58.7%) felt they did not have the resources and expertise to seek philanthropic support, and only 16.4% agreed they did have these resources.

PRIORITIES FOR THE FUTURE

According to survey findings, the key priorities for community sector organisations in NSW are to:

- adjust to service delivery reforms (a priority for 55.0% of organisations);
- diversify their funding base (a priority for 49.8%), and
- secure higher levels of funding (43.1%).

Other priorities include developing the workforce (35.2%) and improving the quality and effectiveness of services (34.4%).

Respondents also articulated a range of priorities for addressing poverty and disadvantage in NSW, including increasing access to affordable housing; ensuring income support covers living costs; improving employment conditions and opportunities for disadvantaged people; promoting responsive and accessible education opportunities; ensuring access to early intervention and affordable early childhood services; and promoting more effective collaboration among services.

CONCLUSION

Together, these findings provide unprecedented detail about the status of the community sector in NSW. A second wave of the survey is planned for 2015, providing an important opportunity to examine changes in these issues over time and to investigate in more detail some of the findings reported here.

2 ABOUT THE RESEARCH

2.1 BACKGROUND

In December 2013, the Social Policy Research Centre (SPRC) was commissioned by the Council of Social Service of NSW (NCOSS) to conduct a survey of community service organisations operating in NSW. The research was designed to:

- Establish a database of core sector information which identifies the characteristics of the NSW community sector and the diversity in the issues and challenges faced by different parts of the sector;
- Develop an understanding of current models of engagement between the NSW community sector and government, and models of engagement among community agencies;
- Support the development of more productive and sustainable models of engagement, and provide the basis for input into the engagement strategy to be developed by the NSW Department of Family and Community Services (FACS) for non-government organisations (NGOs);
- Identify NGO stakeholders' priorities and perspectives on key aspects of the FACS reform agenda, such as those associated with NSW's Keep Them Safe reforms, and individualised funding and the National Disability Insurance Scheme (NDIS); and
- Build an evidence base to raise awareness of current issues affecting community service agencies in NSW, and strategies for building engagement, capacity and sustainability.

The survey was conducted online over three weeks in February 2014. A repeat of the survey is planned for 2015, to help assess changes over time in sector characteristics and levels of engagement, and other measures of sector capacity and sustainability.

2.2 METHODOLOGY

SURVEY DESIGN

The survey instrument was developed in consultation with NCOSS and the project Steering Committee, and approved by UNSW Human Research Ethics Advisory Panel. Particular effort was made to build on and not duplicate other large-scale surveys of the community sector, including the annual Australian Community Sector Survey conducted by ACOSS (ACOSS, 2013). For NSW, the survey was structured around a series of modules, related to:

- Service delivery and staffing
- Engagement with government
- Engagement among sector agencies
- Engagement with volunteers and service users
- Financial capacity and sustainability
- Future priorities for the sector.

SAMPLING FRAME AND DISTRIBUTION

To develop a sampling frame consisting of organisations operating in NSW, the survey team combined lists of community service organisations currently receiving funding from NSW Department of Family and Community Services and NSW Health programs, and a list of NCOSS members. This was complicated in that while the NCOSS membership list consisted of 'organisations', the government lists contained a mix of 'organisations', 'outlets', 'programs' and 'projects', depending on how funding was allocated. Different parts of the same organisations had also received government funding, resulting in multiple records on the lists per organisation. Further, government records included contact officers for funded programs, and were not necessarily the CEOs and senior managers the survey was aimed at.

To address these issues, lists were cleaned to ensure that only not-for-profit community sector organisations were contacted; that only one survey invitation was sent to each organisation; and that the invitation to participate was sent to a senior representative in that organisation, where possible. This involved removing government and educational organisations, as indicated by the name of the organisation or funded entity, or by the suffix '.gov.au' and '.edu.au' in their email address.

Duplicate records for organisations were also removed, where they were indicated by identical names, Australian Business Numbers, or email addresses. Where there were multiple listings for different parts of a single organisation, we sought a head office contact for NSW. Where there was more than one contact email per organisation but no clear state head office, the most generic email address was selected. For example, admin@sample was selected over marta@sample, on the basis that generic organisational addresses are less likely to bounce. Where there was more than one generic email address per organisation, the most senior was selected (eg ceo@sample was selected over info@sample).

Invitations to participate in the survey and unique survey links were then distributed to email addresses on the cleaned list. Addresses that bounced were checked and replaced where possible, resulting in a final sampling frame of 1532 organisations. To encourage participation, the research team offered participants the opportunity to enter a prize draw to win an ipad for their organisation, upon completion of the survey.

STRATEGIES TO MAXIMISE SURVEY RESPONSE

To maximise survey responses, NCOSS provided advance notice of the survey to member organisations and FACS similarly alerted funded organisations. Email addresses which bounced were checked and corrected or substituted where possible. Non-respondents were followed up with a reminder mid-way through the survey period, and were notified once more that the survey was extended, to allow an additional week to respond. In addition, through the survey period SPRC provided assistance by email and over the phone, to any respondents requiring it.

RESPONSE ANALYSIS

In total, 576 responses were received, representing a response rate of 37.6%. This is within the typical range for web-based organisational surveys requiring input from senior executives, as reported in peer reviewed literature (Baruch & Holtom, 2008; Cycyota & Harrison, 2006; Shih & Fan, 2008). The response rate is higher than for other large-scale surveys of the community sector conducted in NSW and Australia (eg Hilferty et al., 2010; Cortis & Eastman, 2011). Further, as intended, the survey was in most cases completed by a CEO, Director or General Manager (67.2%), or by a state, area, or other senior manager (26.3%). This gives good credibility to the survey findings.

ANALYSIS AND REPORTING

Analysis of survey responses was performed to obtain key findings across the sector, and to examine any differences among respondents. While analysis involved a range of comparisons, for the purposes of brevity we report notable differences only. Most often, these differences were based on the size of organisations (measured as either staff numbers in NSW or the annual revenue of the whole organisation); the main type of service delivered by the organisation; and whether the organisation operated in metropolitan, non-metropolitan areas, or a mix of areas.

3 ABOUT ORGANISATIONS

Respondents were asked to select which areas of NSW their organisation operated in, and the types of services they offered. As an indicator of the size of organisations in the sector, we asked how many paid staff their organisation employed in NSW, and the total annual revenue for their organisation as a whole, in the last financial year. The survey also asked information about the legal structure of organisations, and whether or not they had Public Benevolent Institution (PBI) and Deductible Gift Recipient (DGR) status.

3.1 LOCATION OF ORGANISATIONS

To indicate location, respondents selected which of the 15 FACS areas or Local Health Districts their organisation was operating in. Almost two-thirds (65.3%) operated in one area only, and 59.9% had some operations in a rural or regional area¹. Further analysis (see Table 1) showed that 43.1% of organisations operated only in metropolitan areas, 18.8% in a mix of metropolitan and non-metropolitan areas, and 38.2% only in non-metropolitan areas. Of the 108 organisations operating in a mix of metropolitan and non-metropolitan areas, most (77 organisations, or 71.3%) reported they operated across all areas of NSW.

Table 1: Location of organisations

	<i>n</i>	%
All operations in metro areas	248	43.1
Mix of metro and non-metro areas	108	18.8
All operations in non-metro areas	220	38.2
Total	576	100.0

3.2 MAIN SERVICE TYPE

Respondents were asked to select the main type of service they were providing in NSW, for example, the service they were receiving most funding for, then to list any other types of services they delivered. Table 2 provides a breakdown of organisation's main service type.

¹ The classification of areas was based on FACS areas and Local Health districts (see <http://www.health.nsw.gov.au/lhd/pages/default.aspx>). Metropolitan districts included Central Coast; Illawarra Shoalhaven; Nepean Blue Mountains; Northern Sydney; South Eastern Sydney; South Western Sydney; Sydney; and Western Sydney. Rural and Regional areas included Far West; Hunter New England; Mid North Coast; Murrumbidgee; Northern NSW; Southern NSW; and Western NSW.

Table 2: Main service type

	<i>n</i>	%
Aboriginal & Multicultural	(15)	(2.6)
Aboriginal health and support	10	1.7
Migrant, refugee & asylum seeker	5	.9
Ageing, Disability & Carer	(190)	(33.0)
Disability services	119	20.7
Non-residential services for the elderly	46	8.0
Transport	12	2.1
Residential aged care	6	1.0
Carer support	7	1.2
Community	(91)	(15.8)
Neighbourhood Centre	60	10.4
Community development	31	5.4
Employment & Financial Support	(13)	(2.3)
Employment / training	9	1.6
Financial support (eg financial counselling, gambling, emergency relief)	4	0.7
Family, Children & Youth	(96)	(16.7)
Child welfare, children's services	42	7.3
Domestic violence and sexual assault	14	2.4
Family and relationship services	13	2.3
Youth Service	27	4.7
Health related services	(60)	(10.4)
Alcohol and other drugs services	18	3.1
Women's health	8	1.4
Mental health	8	1.4
Palliative care	7	1.2
Health condition-specific services	7	1.2
Other health	12	2.1
Housing & Homelessness	(60)	(10.4)
Homelessness services	36	6.3
Community housing	24	4.2
Advocacy, Information & Legal	(50)	(8.7)
Peak body, sector support	16	2.8
Legal services	14	2.4
Information, advice and referral	11	1.9
Advocacy (other than legal services)	9	1.6
Total	575	100.0

ABORIGINAL HEALTH AND SUPPORT SERVICES

Organisations were identified as 'Aboriginal services' if they selected 'Aboriginal health and support services' as either their main service type, or as one of the other types of services their organisation provides in NSW. This identified that 80 organisations, or 13.9% of respondents, provided Aboriginal health or support services.

Table 3: Aboriginal services

	<i>n</i>	%
Provides Aboriginal health or support services	80	13.9
Does not provide Aboriginal health or support services	496	86.4
Total	576	100.0

3.3 SIZE OF ORGANISATIONS

The size of organisations was captured in terms of numbers of staff in NSW, and the annual revenue of the organisation as a whole. In terms of staff numbers, more than one-quarter (157 organisations, or 27.4%) reported having 5 or fewer paid staff in NSW and 61% employed less than 20 people in NSW. Around 1 in 8 responding organisations (12.0%) were very large, with 100 or more paid staff in NSW.

Table 4: Number of paid staff in NSW

	<i>n</i>	%
5 or fewer employees	157	27.4
6 to 19	193	33.6
20 to 49	103	17.9
50 to 99	52	9.1
100 or more	69	12.0
Total	574	100.0

Annual revenue also indicates the size of organisations. Respondents were asked to estimate the total annual revenue from all sources for the 2012–2013 financial year, including revenue for the entire organisation, not just their NSW operations. More than half of respondent organisations (54%) reported their annual revenue for the previous financial year was under \$1 million. More than one in five (21.5%) indicated their revenue was under \$250,000 (see Table 5).

Table 5: Annual revenue for 2012–13 financial year, whole organisation

	<i>n</i>	%
Less than \$50,000	22	4.0
\$50,000 to \$250,000	97	17.5
\$250,000 to \$1 million	180	32.5
\$1–5 million	151	27.3
\$5–10 million	52	9.4
\$10–20 million	21	3.8
\$20–50 million	20	3.6
More than \$50 million	11	1.9
Total	554	100

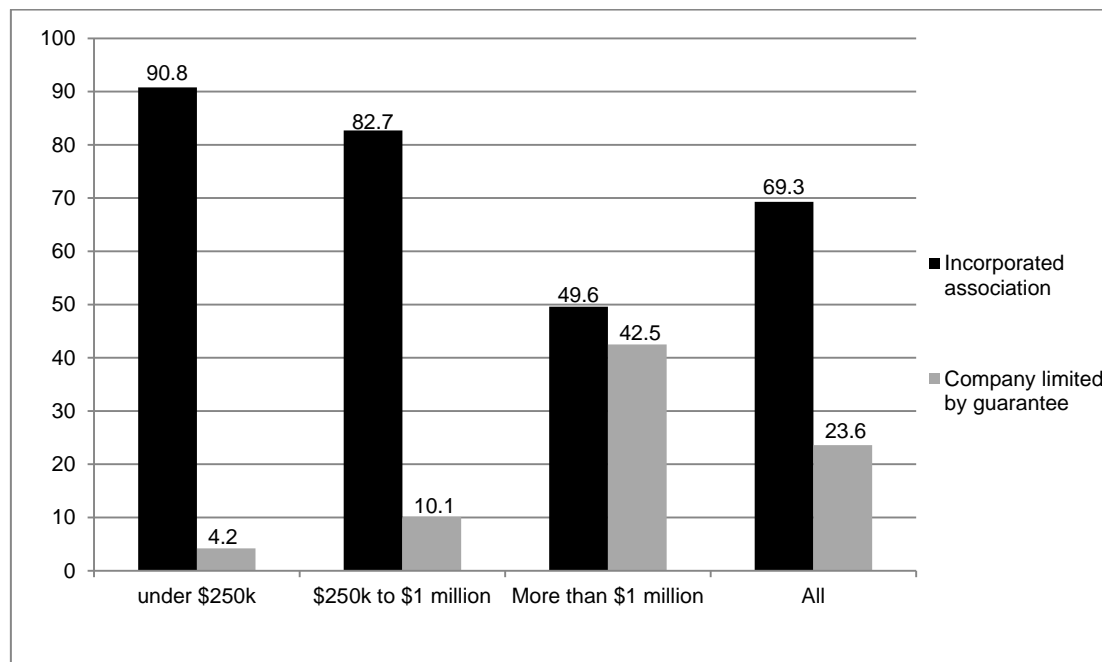
3.4 STRUCTURE OF ORGANISATIONS

Most respondents (381) were in organisations which were incorporated associations (69.3%), followed by companies limited by guarantee (130 organisations or 23.6%). However, as depicted in Table 6 and Figure 1, this differed according to organisations' annual revenue. Smaller organisations tended to be incorporated associations. More than 9 in 10 organisations with annual revenues under \$250,000 were incorporated associations, compared with around half (49.6%) of organisations with annual revenues over \$1 million. Compared with smaller organisations, larger organisations were more likely to be companies limited by guarantee.

Table 6: Structure of organisations by annual revenue

	Under \$250,000		\$250,000–\$1 million		More than \$1 million		Total	
	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%
Incorporated association	108	90.8	148	82.7	125	49.6	381	69.3
Company limited by guarantee	5	4.2	18	10.1	107	42.5	130	23.6
Co-operative	–	–	3	1.7	4	1.6	7	1.3
Aboriginal organisation registered with ORIC	3	2.5	5	2.8	4	1.6	12	2.2
Not sure / other	3	2.5	5	2.8	12	4.8	20	3.6
Total	119	100	179	100	252	100	550	100

Figure 1: Organisations which are incorporated associations and companies limited by guarantee, by annual revenue (%)



3.5 TAXATION STATUS

Respondents were also asked if their organisation was a Public Benevolent Institution (PBI), as assessed by the Australian Charities and Not-for-profits Commission, and if they had deductible gift recipient (DGR) status, as endorsed by the Australian Taxation Office. Around three-quarters of organisations had PBI status (74.5%). However, this figure differed by organisational size. Just over half (53.4%) of organisations with annual revenue under \$250,000 reported having PBI status. In contrast, 87.3% of organisations with revenues of more than \$1 million had PBI status (see Table 7). It should also be noted that a number of respondents were unsure whether their organisation had PBI status (7.1% overall), especially in organisations with revenue under \$1 million (16.1%). Research should explore in more depth how organisations use and obtain benefit from PBI status, and any barriers to obtaining and utilising it.

Table 7: PBI status by total annual revenue

	Under \$250,000		\$250,000– \$1 million		More than \$1 million		Total	
	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%
Is a PBI	63	53.4	125	70.2	220	87.3	408	74.5
Not a PBI	36	30.5	37	20.8	28	11.1	101	18.4
Not sure	19	16.1	16	9.0	4	1.6	39	7.1
Total	118	100	178	100	252	100	548	100

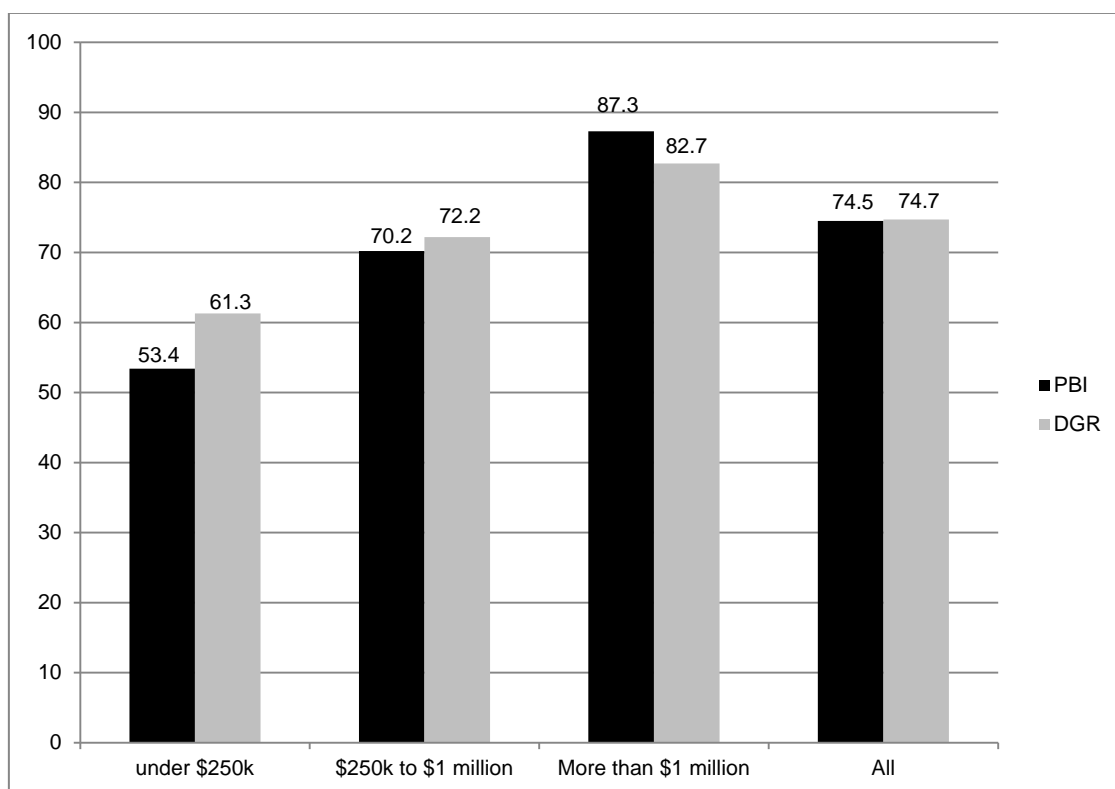
As shown in Table 8, deductible gift recipient status also differed by organisational size. Overall, around three-quarters of organisations had DGR status (74.7%). However, for those with revenues under \$250,000, around three in five organisations (61.3%) had DGR status, compared with 82.7% of organisations with revenues of over \$1 million. Together, this indicates that larger organisations have greater access to the benefits of PBI and DGR status, such as tax concessions, as depicted in Figure 2.

Table 8: DGR status by total annual revenue

	Under \$250,000		\$250,000 to \$1 million		More than \$1 million		Total	
	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%
Has DGR status [^]	73	61.3	130	72.2	211	82.7	414	74.7
Does not have DGR status	29	24.4	36	20.0	27	10.6	92	16.6
Don't know	17	14.3	14	7.8	17	6.7	48	8.7
Total	119	100	180	100	255	100	554	100

[^]Note that 12 organisations reported having access to DGR status through another entity, such as a peak body.

Figure 2: Organisations with PBI and DGR status, by annual revenue (%)



The proportion of organisations with PBI and DGR status also varied across the main service areas (see Table 9). Organisations in the 'Community' category, whose main service types were neighbourhood centres and community development services, had relatively low proportions of organisations with PBI and DGR status (52.9% and 50.0% respectively). A relatively small proportion of organisations in the 'Advocacy, Information and Legal services' category (58.3%) also reported having PBI status.

Table 9: Organisations with PBI or DGR status by main service type

	PBI Status		DGR status	
	<i>n</i>	%	<i>n</i>	%
Aboriginal & Multicultural	12	85.7	10	71.4
Ageing, Disability & Carer	147	82.6	145	80.6
Community	46	52.9	44	50.0
Employment & Financial Support	12	92.3	10	76.9
Family, Children & Youth	67	73.6	67	73.6
Health related services	48	81.4	50	84.7
Housing & Homelessness	48	82.8	50	84.7
Advocacy, Information & Legal	28	58.3	38	76.0
Total	408	74.5	414	74.7

4 COMMUNITY SERVICE WORKFORCE IN NSW

4.1 WORKFORCE CHARACTERISTICS

To explore issues of workforce diversity and sustainability, respondents were asked to estimate, to the nearest 10%, what proportion of their organisation's workforce were female, from an Aboriginal or Torres Strait Islander background, from a culturally and linguistically diverse background, aged 55 years or older, and how many were people with disability. The full distribution for each of these measures is in Appendix A. The following sections present data on key workforce characteristics, with breakdowns provided for the main type of services delivered and the size of organisations. Note that substantial numbers of respondents did not answer some questions. Item non-response may lead to bias if there are differences in the characteristics of those who responded compared with those who did not.

WOMEN IN THE COMMUNITY SERVICE WORKFORCE

Community sector organisations tend to be highly feminised. When asked to estimate to the nearest 10% the proportion of paid staff that were female, 30% selected "all staff" (see Table 10 and Appendix A). This was higher in health-related services, where half of organisations (50.8%) reported employing all women.

Table 10: Organisations that reported that all their paid staff were female

	<i>n</i>	%
Aboriginal & Multicultural (<i>n</i> = 14) [^]	0	0.0
Ageing, Disability & Carer (<i>n</i> = 183)	32	17.5
Community (<i>n</i> = 87)	32	36.8
Employment & Financial Support (<i>n</i> = 13) [^]	3	23.1
Family, Children & Youth (<i>n</i> = 93)	35	37.6
Health related services (<i>n</i> = 59)	30	50.8
Housing & Homelessness (<i>n</i> = 60)	21	35.0
Advocacy, Information & Legal (<i>n</i> = 48)	14	29.2
All organisations (<i>n</i> = 557)	167	30.0

[^] Interpret with caution, due to low response numbers in these categories.

Nearly two-thirds of organisations (64.7%) can be considered highly feminised, in that around eight out of ten staff or more were female (see Table 11). For some service types, the proportion of highly feminised organisations was higher, including 'advocacy, information and legal advice' (75.0%); 'community' (74.7%) and 'health related services' (74.6%).

Table 11: Organisations which were highly feminised

	80% or more female staff		less than 80% female staff		Don't know		All	
	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%
Aboriginal & Multicultural [^]	5	41.6	7	50.0	2	14.3	14	100
Ageing, Disability & Carer	111	60.7	71	38.8	1	0.5	183	100
Community	65	74.7	22	25.3	0	0.0	87	100
Employment & Financial Support [^]	5	38.5	8	61.5	0	0.0	13	100
Family, Children & Youth	67	72.0	25	26.9	1	1.1	93	100
Health related services	44	74.6	15	25.4	0	0.0	59	100
Housing & Homelessness	39	65.0	20	33.3	1	1.7	60	100
Advocacy, Information & Legal	36	75.0	12	25.0	0	0.0	48	100
All organisations	372	64.7	180	32.3	5	0.9	557	100

[^] Interpret with caution, due to low response numbers in these categories.

STAFF FROM ATSI BACKGROUNDS

When asked to estimate the proportion of paid staff from Aboriginal or Torres Strait Islander backgrounds, 43.3% reported 'none' (see Table 12). Around 7.4% were unsure. Note that these figures should be interpreted with a very high degree of caution as a large number of organisations (128) did not answer this question. If people skipped the question because they did not employ ATSI staff, the percentages reportedly employing ATSI staff will be inflated.

Notwithstanding the caveat, it appears that indigenous employment was proportionally highest in organisations where the main services delivered were 'Aboriginal or multicultural' services, although the number of responding organisations was low. Indigenous employment appears lowest among organisations whose main services were health-related.

Table 12: Organisations employing staff from ATSI backgrounds[^]

	ATSI staff		No ATSI staff		Don't know		All	
	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%
Aboriginal & Multicultural ^{^^}	12	85.7	1	7.1	1	7.1	14	100
Ageing, Disability & Carer	71	74.7	63	42.3	15	10.1	149	100
Community	28	45.2	29	46.8	5	8.1	62	100
Employment & Financial Support [^]	6	66.7	1	11.1	2	22.2	9	100
Family, Children & Youth	46	56.1	32	39.0	4	4.9	82	100
Health related services	13	30.2	27	62.8	3	7.0	43	100
Housing & Homelessness	32	64.0	15	30.0	3	6.0	50	100
Advocacy, Information & Legal	13	33.3	26	66.7	0	0.0	39	100
All organisations	161	35.9	194	43.3	33	7.4	448	100

[^] Note also that 128 organisations did not answer the question, which is likely to skew results in favour of those who did report

^{^^} Interpret with caution, due to low response numbers in these categories.

STAFF FROM CALD BACKGROUNDS

As can be seen in Table 13, 302 organisations, or almost two-thirds (65.9%), employed at least one staff member from a culturally and linguistically diverse (CALD) background. However, a large number of organisations (118) did not answer this question, which may inflate the percentages reported. Lower levels of CALD employment were evident in the housing and homelessness sector (52.2% of organisations) but this figure may be affected by the high proportion of respondents from housing and homelessness organisations (19.6%) which reported not knowing if they employed CALD staff.

Table 13: Organisations employing staff from CALD backgrounds[^]

	CALD staff		No CALD staff		Don't know		All	
	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%
Aboriginal & Multicultural ^{^^}	7	58.3	3	25.0	2	16.7	12	100
Ageing, Disability & Carer	104	68.9	40	26.5	7	4.6	151	100
Community	46	67.6	18	26.5	4	5.9	68	100
Employment & Financial Support ^{^^}	6	60.0	1	10.0	3	30.0	10	100
Family, Children & Youth	50	62.5	29	36.3	1	1.3	80	100
Health related services	30	65.2	15	32.6	1	2.2	46	100
Housing & Homelessness	24	52.2	13	28.3	9	19.6	46	100
Advocacy, Information & Legal	35	77.8	10	22.2	0	0.0	45	100
All organisations	302	65.9	129	28.2	27	5.9	458	100

[^] Note that 118 organisations did not answer the question

^{^^} Interpret with caution, due to low response numbers in these categories.

EMPLOYEES WITH A DISABILITY

A little under a half of those who answered the question (44.1%) reported that their organisation employed at least one person with a disability (see Table 14). A large proportion of organisations whose main service type was in the 'ageing, disability and carer' category employed at least one person with a disability (60.0%). Those who were least likely to say they employed people with disability were organisations whose main service type was 'housing and homelessness' (23.3%) and 'family, children and youth' services (25.7%). As for the previous tables, it is important to interpret these figures with a high degree of caution, as 126 organisations did not answer the question, which may inflate the percentages reported.

Table 14: Organisations employing any staff with a disability^^

	Staff with a disability		No staff with a disability		Don't know		All	
	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%
Aboriginal & Multicultural^	6	40.0	7	46.7	2	13.3	15	100
Ageing, Disability & Carer	90	60.0	53	35.3	7	4.7	150	100
Community	33	47.8	32	46.4	4	5.8	69	100
Employment & Financial Support^	8	72.7	3	27.3	0	0	11	100
Family, Children & Youth	19	25.7	51	68.9	4	5.4	74	100
Health related services	17	37.0	29	63	0	0	46	100
Housing & Homelessness	10	23.3	31	72.1	2	4.7	43	100
Advocacy, Information & Legal	18	42.9	24	57.1	0	0	42	100
All organisations	201	44.7	230	51.1	19	4.2	450	100

^ Interpret with caution, due to low response numbers in these categories.

^^ Note that 126 organisations did not answer the question.

OLDER WORKERS

To explore the age profile of the community sector workforce, respondents were asked to estimate the proportion of staff in their organisation aged 55 years or older. As shown in Table 15, 94 organisations (or 18.7% of those who answered the question) said that around half their staff or more were aged 55 years or over. Organisations delivering mainly health related services were slightly more likely to report an older workforce profile (26.0%), as were community development services and neighbourhood centres (captured in the 'community' category) (24.1%).

Table 15: Organisations in which half or more of employees were aged 55 years or over

	More than half of employees aged 55 years or over		Less than half of employees aged 55 years or over		Don't know		All	
	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%
Aboriginal & Multicultural^	1	7.7	10	76.9	2	15.4	13	100
Ageing, Disability & Carer	33	19.6	130	77.4	5	3	168	100
Community	19	24.1	59	74.7	1	1.3	79	100
Employment & Financial Support^	0	0.0	9	81.8	2	18.2	11	100
Family, Children & Youth	14	16.7	68	81.0	2	2.4	84	100
Health related services	13	26.0	36	72.0	1	2	50	100
Housing & Homelessness	7	12.7	47	85.5	1	1.8	55	100
Advocacy, Information & Legal	7	15.9	37	84.1	0	0	44	100
All organisations	94	18.7	396	78.6	14	2.8	504	100

^ Interpret with caution, due to low response numbers in these categories.

4.2 WORKING ARRANGEMENTS

Respondents were asked to estimate to the nearest 10% the proportion of their staff who worked part-time, on fixed term contracts or who were casual or agency staff.

PART-TIME WORK

Part-time work is prevalent in the community sector. More than half of respondents, or 303 organisations (58.9%), reported that around half their workforce or more were in part-time positions (see Table 16). Part-time employment was most common among small organisations. Indeed, among organisations with 5 or fewer staff, nearly three-quarters (92 organisations, or 72.4%), said that around half their staff or more worked part-time, compared with less than half of respondents in organisations with 20 or more staff (45.9%).

Table 16: Organisations with half or more staff working part-time

	Around half or more staff working part-time		Less than half of staff working-part-time		Not sure		All	
	<i>n</i>	%	<i>n</i>	%			<i>n</i>	%
5 or fewer staff	92	72.4	35	27.6	0	0.0	127	100
6 to 19 staff	116	64.4	64	35.6	0	0.0	180	100
20 plus staff	95	45.9	104	50.2	8	3.9	207	100
Total	303	58.9	203	39.5	8	1.6	514	100

FIXED TERM CONTRACTS

Twenty percent of respondents, or 92 organisations, reported that at least half their staff worked on fixed-term contracts, as can be seen in Table 17. Table 17 also demonstrates that fixed-term contracts are much more common among small organisations. Among organisations with 5 or less staff, close to a third (32 organisations, 31.4%) said that around half of their staff or more were in fixed-term positions. In comparison, the figure was 20.0% for organisations with 6 to 19 staff in NSW, and 13.9% for organisations with 20 or more staff.

Table 17: Fixed term contracts

	Around half or more staff on fixed term contracts		Less than half of staff on fixed term contracts		Not sure		All	
	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%
5 or fewer staff	32	31.4%	70	68.6%	0	0.0	127	100
16 to 19 staff	33	20.0%	132	80.0%	0	0.0	180	100
20 plus staff	27	13.9%	154	79.4%	13	6.7	207	100
Total	92	20.0%	356	77.2%	13	2.8	514	100

CASUAL AND AGENCY STAFF

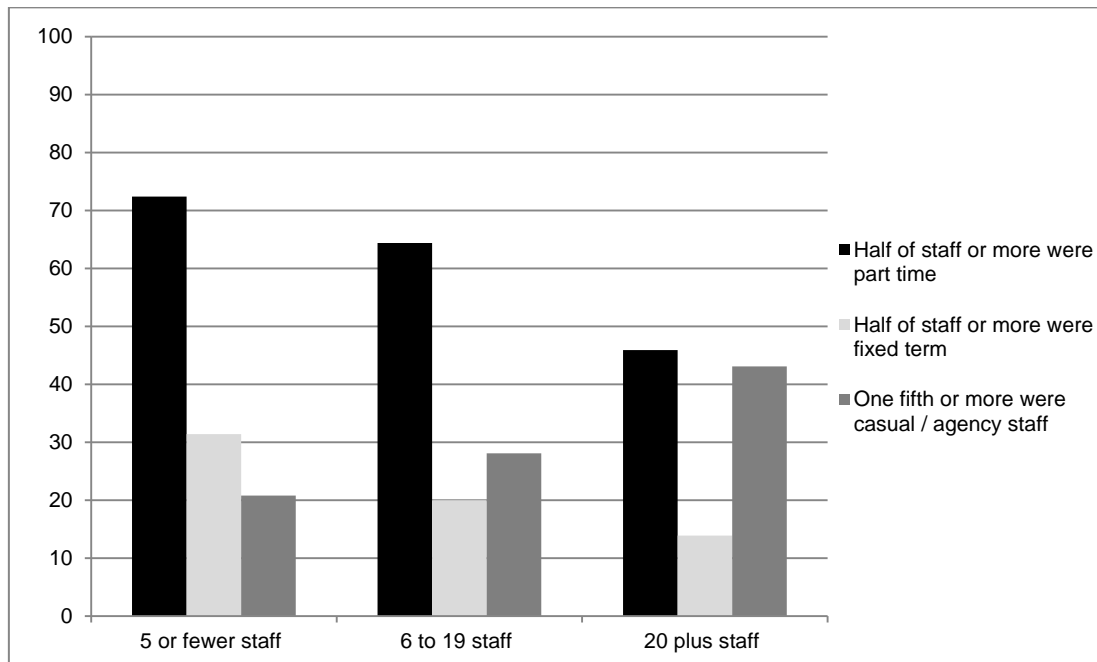
As shown in Table 18, a third of organisations (33.3%) reported that around one in five of their employees or more were casual or agency staff. These levels of casual and agency employment were much more common among larger organisations. Among organisations employing 20 or more staff, 43.1% (91 organisations) reported that one in five or more staff were casual or from agencies, compared to 28.1% in organisations of 6 to 19 staff, and 20.8% in organisations with 5 or less staff.

Table 18: Casual and agency staff

	20% or more staff are casuals		Under 20% of staff are casuals		Not sure		All	
	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%
5 or fewer staff	20	20.8	76	79.2	0	0.0	96	100
16 to 19 staff	47	28.1	119	71.3	1	0.6	167	100
20 plus staff	91	43.1	109	51.7	11	5.2	211	100
Total	158	33.3	304	64.1	12	2.5	474	100

Figure 3 depicts key information from Table 16, Table 17 and Table 18. This shows that the prevalence of part-time and fixed term work decreases with organisational size, while the use of high levels of casual or agency staff increases with size.

Figure 3: Organisations with high levels of part-time, fixed-term and casual/agency workers, by number of staff



4.3 RECRUITMENT AND TURNOVER

Respondents were asked if their organisations had been unable to fill positions, or had difficulty in recruiting suitable staff in the preceding year. Respondents were also asked to rate their experience of staff turnover in their organisation.

Around a third of respondents (195 organisations, or 34.3%) reported having recruitment difficulties in their organisations (see Table 19). Over a quarter said staff turnover was a problem, with most (19.9% of all organisations) reporting it was too high, and 7.8% reporting it was too low.

Table 19 provides a breakdown of recruitment and turnover experiences based on the size of organisations, and whether they were based in metropolitan areas, non-metropolitan areas or a mix of areas. It shows that larger organisations were more likely than small organisations to have problems with recruitment and turnover and suggests these differences are exacerbated by operating outside metropolitan areas.

Those most likely to report difficulties with recruitment and turnover were organisations with 20 or more staff which were operating outside metropolitan areas. Among this group, more than half (51.9%) said they had difficulties filling positions or recruiting suitable staff and 33.8 per cent said that turnover was too high.

Table 19: Recruitment and turnover by number of staff and location

	Number of staff	Difficulty recruiting/ filling positions		Turnover too high		Turnover too low	
		<i>n</i>	%	<i>n</i>	%	<i>n</i>	%
All operations non-metro	5 or fewer	14	21.2	8	12.1	7	10.6
	6 to 9	23	30.7	13	17.6	10	13.5
	20 plus	40	51.9	26	33.8	8	10.4
Total		77	35.3	47	21.7	25	11.5
Mix of metro and non-metro	5 or fewer	7	23.3	3	10.3	2	6.9
	6 to 9	7	20.0	3	8.6	2	5.7
	20 plus	18	42.9	18	42.9	0	0.0
Total		32	29.9	24	22.6	4	3.8
All operations metro	5 or fewer	10	16.9	6	10.2	1	1.7
	6 to 9	29	35.8	13	15.7	5	6.0
	20 plus	47	45.2	23	22.5	9	8.8
Total		86	35.2	42	17.2	15	6.1
All organisations	5 or fewer	31	20.0	17	11.0	10	6.5
	6 to 9	59	30.9	29	15.1	17	8.9
	20 plus	105	47.1	67	30.3	17	7.7
Total		195	34.3	113	19.9	44	7.8

4.4 CHANGES IN SKILL LEVELS

Respondents were asked whether and how much skill levels in their organisation had changed in the past five years, and whether and how much they felt skills would need to change in the next five years (see Table 20). Most respondents (91.9%), reported that skill levels had increased in recent years, and nearly all respondents (95.8%) reported skill levels would need to increase in coming years, with little variation across the main service types.

Table 20: Perceptions of skill increases

	Skills have increased in past 5 years		Skills will need to increase in next 5 years	
	n	%	n	%
Aboriginal & Multicultural [^]	11	73.3	14	93.3
Ageing, Disability & Carer	167	89.8	176	94.6
Community	82	90.1	84	92.3
Employment & Financial Support [^]	13	100.0	13	100
Family, Children & Youth	91	95.8	93	96.9
Health related services	55	91.7	59	98.3
Housing & Homelessness	58	96.7	59	98.4
Legal, Info & Advocacy	47	94.0	49	98.0
Total	524	91.9	547	95.8

[^] Note: Low cell counts for Aboriginal and multicultural services and for Employment and financial support reduce the reliability of these figures.

4.5 WORKFORCE DEVELOPMENT

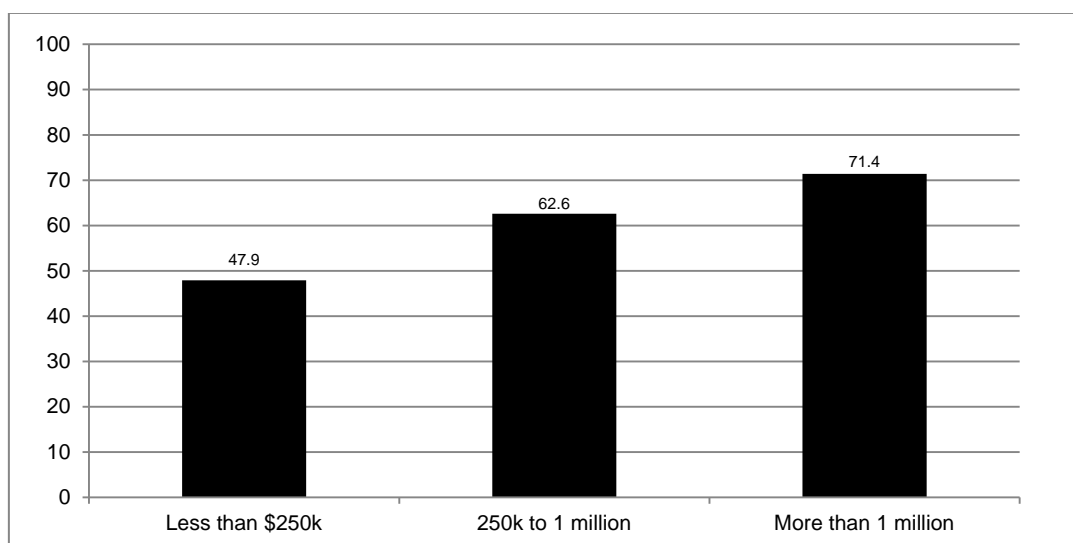
Respondents were asked if their organisation had developed a plan for improving workforce quality, capacity or sustainability. Just under two-thirds of organisations (63.5%) reported having done so. However, as neither the content of plans, nor their status within the organisation, were captured, these findings should be interpreted with caution, and explored in further research.

No significant differences in the proportions of organisations with workforce plans were found across the main service types. However, larger organisations were more likely to report having developed workforce plans. As shown in Table 21, among small organisations with annual revenue of less than \$250,000, 47.9% said they had developed a plan. Among large organisations with revenue over \$1 million, 71.4% had developed a plan. Further studies should examine the content and status of workforce plans, including the ways they are enacted by organisations in practice.

Table 21: Organisations with a plan for workforce development

	<i>n</i>	%
Less than \$250k	56	47.9
250k to 1 million	112	62.6
More than 1 million	182	71.4
Total	350	63.5

Figure 4: Organisations with a plan for workforce development, by annual revenue (%)



WHAT WOULD HELP DEVELOP THE WORKFORCE?

The survey included an open ended question 'What would help your organisation improve workforce quality, capacity and sustainability?' Nearly all organisations which answered reported that increased funding would help. Overwhelmingly, organisations said security of funding would help, and referred to the need for funding that was ongoing, predictable and sufficient to cover organisational administrative costs as well as program delivery. Some very small organisations operating with unpredictable funding streams reported facing particular difficulties, as this respondent explained:

[We] cannot sustain poverty programs as we need guaranteed or renewable long term funding for our programs. Two programs and two staff members will be terminated in June due to funding contracts finishing. We will go back to having a part-time community worker who is Jacqueline of all trades and I will be a lone worker again from June. This will have an impact on the face-to-face service, as I cannot open the centre if I am on my own. (Senior manager, metro, community organisation)

Many organisations also wished for funding to cover the cost of professional development. Very small organisations, consisting of 5 staff or less, reported struggling to send staff to training. These respondents reported that costs were prohibitive and that it was too hard to replace staff while they attended training. Often sending staff to training meant closing the service. For these reasons, many very small organisations said that training was impossible, and this was especially the case in regional and remote parts of the state.

Unfortunately, we receive little state funding and the cost of travel for training is, most times, out of our reach financially. (CEO of non-metropolitan legal, information and advocacy organisation)

We would like to provide training to part-time [staff] and still be able to run the service by employing casuals to fill in. On the job training would help instead of travelling miles and miles. (Senior Manager in non-metropolitan ageing, disability and carer organisation)

Some organisations, especially disability and aged care services, spoke with uncertainty about the future, the need for training to prepare them for upcoming policy changes and concern

about the implications for their staff conditions. One respondent, echoing the worries of a number of others, said:

Already we are seeing problems with individual funding with current staff contracts having to be reviewed and minimum hours paid even if the resident goes home for a short period of time. There must be a realistic approach to ensuring we can retain our skilled workforce and not be forced into casualisation. (CEO, metro, Ageing, disability and carer organisation)

Employment conditions were mentioned in other contexts too. A few organisations reported having trouble recruiting and retaining staff because the wages they could offer were low compared to other employment in the same location, and others felt that they were unable to recruit staff with appropriate skills due to low remuneration.

5 WORKING TOGETHER IN THE COMMUNITY SECTOR

5.1 ARRANGEMENTS SUPPORTING WORKING TOGETHER

Respondents were asked which arrangements their organisations had in place to support working together with other community sector organisations in NSW. Clearly, the sector is extensively linked, with only 6 organisations (1%) reporting no arrangements in place to support working together.

As shown in Table 22, the most common ways of working together are participating in interagency networks, with 90.9% of organisations participating in these. Community organisations are also linked through referral networks. Nearly 4 in 5 organisations (79.3%) referred service users to other NGOs, and more than three-quarters (76.7%) received service users who were referred from other NGOs.

Importantly, the data suggests that organisations with fewer staff may have fewer arrangements in place to support collaborative activity. Organisations with 5 or fewer staff were less likely than others to report having MOUs in place, to work closely with others to support service users, and to exchange information about service users. They were also less likely to report working with other NGOs to plan local services, collaborate to develop and advocate for policy positions, and be involved in joint service delivery or consortium arrangements (see Table 22).

Table 22: Organisations involved in collaborative activities, by number of staff

	5 or less paid staff		6 to 19 paid staff		More than 20 paid staff		All	
	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%
Participate in interagency networks	134	85.4	181	93.8	207	92.4	522	90.9
Refer service users to other NGOs	122	77.7	161	83.4	172	76.8	455	79.3
Other NGOs refer service users to us	114	72.6	155	80.3	171	76.3	440	76.7
Memorandums of Understanding	87	55.4	141	73.1	167	74.6	395	68.8
Work closely with other organisations to support service users (eg case conferencing)	93	59.2	130	67.4	168	75.0	391	68.1
Work with other NGOs to plan local services	83	52.9	119	61.7	140	62.5	342	59.6
Exchange information about service users	85	54.1	110	57.0	136	60.7	331	57.7
Collaborate with other NGOs to develop or advocate for our position on policy issues	66	42.0	103	53.4	133	59.4	302	52.6
Joint service delivery	47	29.9	72	37.3	90	40.2	209	36.4
Consortium arrangements	22	14.0	47	24.4	84	37.5	153	26.7
Share organisational policies	27	17.2	57	29.5	69	30.8	153	26.7
Joint tendering arrangements	18	11.5	56	29.0	71	31.7	145	25.3
Co-located with another service	28	17.8	36	18.7	55	24.6	119	20.7
Auspice services for another NGO	16	10.2	27	14.0	50	22.3	93	16.2
Share administrative systems, such as finance, IT, or training	17	10.8	31	16.1	32	14.3	80	13.9
Staff are seconded between our organisation and another	3	1.9	23	11.9	27	12.1	53	9.2
Services are auspiced by another NGO	7	4.5	4	2.1	11	4.9	22	3.8
None of these arrangements	4	2.5	1	0.5	1	0.4	6	1.0

Analysis also examined whether there were any differences in collaborative activity across location types. There were location-based differences for five forms of collaborative activity. These are shown in Table 23. Those operating in metropolitan areas were significantly more likely than others to work with other NGOs to plan local services, and to collaborate to develop or advocate for a policy position. Those in non-metropolitan areas were more likely than others to participate in inter-agency networks, to work closely with other organisations to support service users, and to exchange information about service users.

Table 23: Involvement in selected collaborative activities, by region[^]

	Only metropolitan areas		Mix of areas		Only non-metropolitan areas		All	
	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%
Participate in interagency networks	224	90.4	92	85.2	206	93.6	522	90.6
Work closely with other organisations to support service users (eg case conferencing)	167	67.3	61	56.5	163	74.1	391	67.9
Work with other NGOs to plan local services	158	63.7	53	49.1	131	59.5	342	59.4
Exchange information about service users	145	58.5	51	47.2	135	61.4	331	57.5
Collaborate with other NGOs to develop or advocate for our position on policy issues	138	55.6	68	63.0	96	43.6	302	52.4

[^]Note that the table consists of only those collaborative activities where differences were evident based on location

5.2 MEMBERSHIP OF PEAK BODIES

Community sector organisations are well linked through the peak bodies that represent service sectors, local areas, and the sector as a whole. Almost 9 in 10 organisations (88.9%) reported being members of at least one peak body. Table 24 and Table 25 provide information about membership of NCOSS, peak bodies for services or industries, and peak bodies for local areas or regions.

Table 24 indicates that just under half of respondents were members of NCOSS, although rates were higher for those whose main service was in the 'Advocacy, Information & Legal' category (which includes peak bodies), and for providers of family, children and youth services. Membership of NCOSS was lower for organisations which operated only in non-metropolitan areas (see Table 25).

Around 1 in 3 respondent organisations were members of a local or regional peak (34.2%), although this was highest for those whose operations were only in metropolitan areas (50.8%) (see Table 25). The most common local or regional peaks were Western Sydney Community Forum (13.7% of responding organisations) and Illawarra Forum (6.1%).

Membership of peak bodies for industries or services was fairly high (over 80%) across all service types, with the exception of health-related services (see Table 24). The most common peak bodies were National Disability Services (NDS), of which 31.8% of respondents were members, followed by the Local Community Services Association (19.1%).

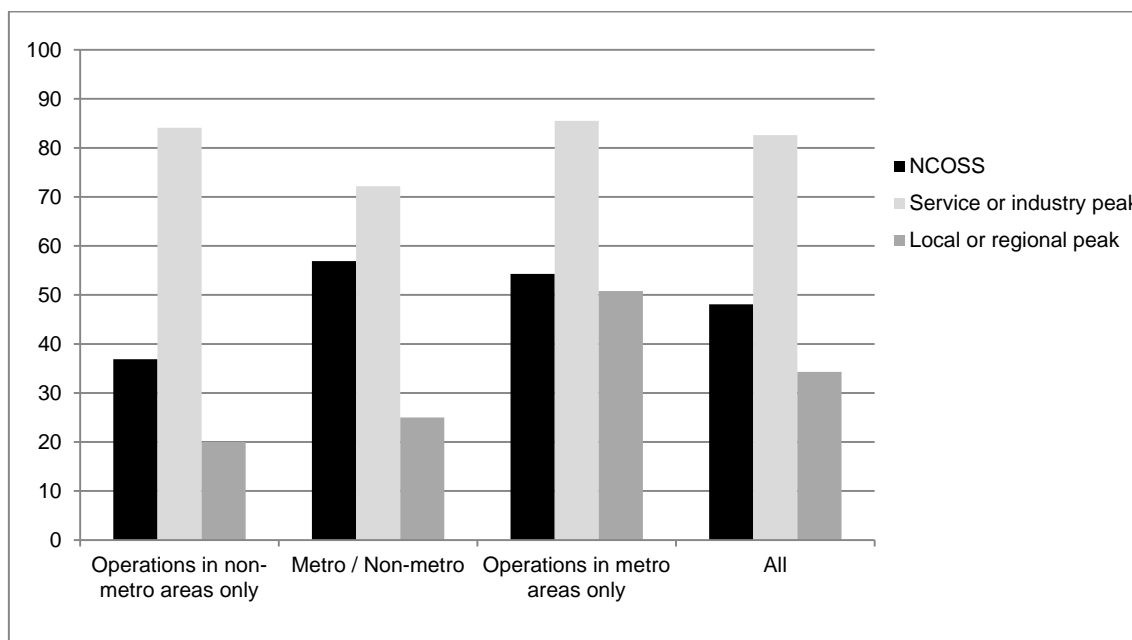
Table 24: Peak body membership by main service type

	Member of NCOSS		Member of any industry peak		Member of any local or regional peak		Member of any peak	
	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%
Aboriginal & Multicultural	6	40.0	12	80.0	6	40.0	12	80
Ageing, Disability & Carer	64	35.0	158	83.2	63	33.2	172	90.5
Community	47	52.2	77	84.6	42	46.2	81	89.0
Employment & Financial Support	4	33.3	11	84.6	5	38.5	13	100
Family, Children & Youth	54	58.1	80	83.3	33	34.4	85	88.5
Health related services	31	51.7	42	70.0	15	25.0	48	80.0
Housing & Homelessness	27	45.8	52	86.7	11	18.3	52	86.7
Advocacy, Info & Legal	37	75.5	43	86.0	22	44.0	48	96.0
Total	270	48.1	475	82.6	197	34.3	511	88.9

Table 25: Peak body membership by region

	Member of NCOSS		Member of any industry peak		Member of any local or regional peak		Member of any peak	
	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%
All non-metro	79	36.9	185	84.1	44	20.0	195	89.0
Metro/ non-metro	58	56.9	78	72.2	27	25.0	90	83.3
All metro	133	54.3	212	85.5	126	50.8	226	91.1
Total	270	48.1	475	82.6	197	34.3	511	88.9

Figure 5: Organisations that were members of peak bodies, by region (%)



6 ENGAGING VOLUNTEERS AND SERVICE USERS

Respondents were asked whether volunteers were involved in their organisations in any way. If so, they were asked which activities, of a series of options, volunteers were involved with. Respondents were also asked if organisations engage with service users, clients or members in a series of ways.

6.1 ENGAGING VOLUNTEERS

Overall, 83.5% of respondents reported that volunteers were involved in their organisation (see Table 26). Volunteer involvement was highest for those in the 'community' category (which captures community development services and neighbourhood centres) and lowest in the housing and homelessness category (63.3%). Table 27 shows that organisations most commonly reported volunteers were involved in a management committee or advisory board (70.8% of organisations had volunteers involved in this way), or in providing services to users or members (59.2%).

Table 26: Organisations which involved volunteers, by main service type

	<i>n</i>	%
Aboriginal & Multicultural	11	73.3
Ageing, Disability & Carer	156	83.9
Community	90	98.9
Employment & Financial Support	9	69.2
Family, Children & Youth	76	79.2
Health related services	51	85.0
Housing & Homelessness	38	63.3
Advocacy, Info & Legal	46	92.0
Total	477	83.5

Table 27: Types of volunteer involvement

	<i>n</i>	%
Management committee or advisory board	408	70.8
Provide services to users or members	341	59.2
Assist with fundraising	249	43.2
Feedback after events or services	227	39.4
Comment boxes	227	39.4
Comment on issues papers/ service planning or organisational policies	224	38.9
Taskforces or planning or steering committees	207	35.9
Surveys or focus groups	205	35.6
Consultation meetings	196	34.0
Work in administration	15	2.6
Other	50	8.7

Table 28 shows the number and percentage of organisations which reported having a volunteer involved in a management committee or advisory board, according to the structure of the

organisation and number of staff. This shows that a high proportion of incorporated associations (79.1%) involved volunteers in this way, as did higher proportions of smaller organisations.

Table 28: Organisations with a volunteer involved in a management committee or advisory board, by structure of organisation and number of staff in NSW

		Had a volunteer involved in a management committee or advisory board	
		<i>n</i>	%
Incorporated association	5 or fewer staff	113	83.1
	6 to 9 staff	118	78.1
	20 plus staff	83	75.5
Total		314	79.1
Company limited by guarantee	5 or fewer staff	7	58.3
	6 to 9 staff	14	53.8
	20 plus staff	48	51.6
Total		69	52.3
Other	5 or fewer staff	4	44.4
	6 to 9 staff	9	64.3
	20 plus staff	9	47.4
Total		22	52.4
All organisations	5 or fewer staff	124	79.0
	6 to 9 staff	141	73.8
	20 plus staff	140	63.1
Total		405	70.8

6.2 ENGAGING WITH SERVICE USERS

The survey also asked organisations how they engaged with service users or members. This is shown in Table 29. Apart from providing services to users or members, the most common ways organisations sought to involve service users or members was through feedback after events or services, providing comment boxes and inviting input through surveys or focus groups.

Table 29: Involvement of service users or members by activity

	<i>n</i>	%
Provide services to users or members	504	87.5
Feedback after events or services	448	77.8
Comment boxes	404	70.1
Surveys or focus groups	400	69.4
Consultation meetings	348	60.4
On a management committee or advisory board	345	59.9
Comment on issues papers/ service planning or organisational policies	303	52.6
Assist with fundraising	181	31.4
Taskforces or planning or steering committees	209	36.3
Other	9	1.6

7 ENGAGING WITH GOVERNMENT

Respondents were asked about the ways their organisation was involved with the NSW Government, and the main agency they had contact with. They were also asked a series of questions to capture their perceptions of relationships with the NSW Government, and which aspects of relationships had strengthened or weakened over the last five years.

7.1 TYPES OF INVOLVEMENT WITH THE NSW GOVERNMENT

Very few organisations had no direct involvement with the NSW Government. Just five organisations (0.9%) reported that this was the case. Nearly all organisations, 96.3%, said that they received funding from the NSW Government to deliver programs (see Table 30). The next most common type of engagement was through advocacy: more than half of respondents (54.0%) reported that their organisation advocated for service users or disadvantaged people in NSW. Just over a third of respondents (35.4%) reported contributing to policy, for example through writing policy submissions. A little under a third indicated that the NSW Government asked them for advice, for example, by requesting their participation in committees (31.2%).

Table 30: Types of involvement with the NSW Government, by number of staff

	5 or less paid staff		6–19 paid staff		20 or more paid staff		All	
	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%
We receive funding to deliver programs	143	91.1	190	98.4	220	98.2	553	96.3
We advocate for service users or disadvantaged people in NSW	73	46.5	109	56.5	128	57.1	310	54.0
We contribute to policy development (eg writing submissions)	32	20.4	64	33.2	107	47.8	203	35.4
The NSW Government asks us for advice (eg to participate in committees)	34	21.7	59	30.6	86	38.4	179	31.2
We have no involvement with the NSW Government	3	1.9	1	0.5	1	0.4	5	0.9

As Table 30 shows, larger organisations were most likely to engage with the NSW Government. Indeed, 47.8% of organisations with 20 or more paid staff contributed to policy development, and 38.4% were asked for advice. By contrast, among organisations with 5 or fewer paid staff, just one in 5 reported contributing to policy development (20.4%) or being asked for advice (21.7%).

7.2 CONTACT WITH GOVERNMENT AGENCIES

Organisations were asked which NSW Government agency they had most contact with in the last twelve months. The most common was the Department of Family and Community Services (FACS) (70.1%). Within FACS, organisations most often had contact with ADHC (32.5%) and Community Services (26.7%). Fourteen percent of organisations had contact with NSW Health and 5.3% with the Department of Education and Communities (see Table 31).

Table 31: NSW Government agency of main contact

	<i>n</i>	%
Department of Family and Community Services	399	70.1
Ageing, Disability and Home Care (ADHC)	185	32.5
Community Services	152	26.7
Housing NSW	44	7.7
Other area of FACS	18	3.2
Department of Education and Communities	30	5.3
Aboriginal Affairs	5	0.9
Commission for Children and Young People	6	1.1
Youth	4	0.7
Other Section of Department of Education and Communities	15	2.6
NSW Health	80	14.0
Department of Attorney General and Justice	17	3.0
Department of Premier and Cabinet	15	2.6
Community Relations Commission	8	1.4
Transport for NSW	7	1.2
Other	10	1.8
No contact with NSW government in last 12 months	4	0.7
Total	570	100

As well as indicating which NSW Government agency they had most contact with, respondents were also asked which other areas of the NSW their organisation had contact with in the last 12 months. Fifty organisations (8.7%) reported not having had contact with any other areas of the NSW Government, indicating that the vast majority (526 organisations, or 91.3%) had contact with more than one agency.

Of the 185 organisations which reported their main contact was with ADHC, 78 organisations (42.2%) also had contact with NSW Health. Almost two in five (73 organisations, or 39.5%) also had contact with Community Services, and over a third (66 organisations, or 35.7%) also had contact with Housing NSW.

Of the 152 organisations that indicated their main contact was with Community Services, 89 organisations (58.6%) had also had contact with Housing NSW, and 68 organisations (44.7%) reported they had also had contact with NSW Health. High proportions of these organisations had had contact with ADHC (34.9%), the Commission for Children and Young People (35.5%) other sections of FACS (27.6%), other sections of the Department of Education and Communities (27%) and Department of Attorney General and Justice (20.4%)

Of the 44 organisations that reported their main contact was with Housing NSW, 38 (86.4%) reported having also had contact with Community Services; 17 (38.6%) with another area of FACS, and 14 (31.8%) also had contact with ADHC.

Of the 80 organisations that reported their main contact was with NSW Health, 31 (38.8%) had also had contact with Community Services. Twenty-one organisations (26.3%) had also had contact with the Department of Attorney General and Justice, and 20 (25%) had also had contact with ADHC.

7.3 RELATIONSHIPS WITH NSW GOVERNMENT

To examine the nature of relationships between community sector organisations and government, respondents were asked to indicate which aspects of their relationship with the NSW Government had strengthened in the last five years. A second question was asked to identify which aspects of relationships had weakened in the last five years. Importantly, for every domain, higher proportions of organisations reported that relationships had strengthened than weakened. This is evident in Figure 6, based on figures presented in Table 32 and Table 33.

Figure 6: Organisations that reported relationships strengthened or weakened over the last five years (%)

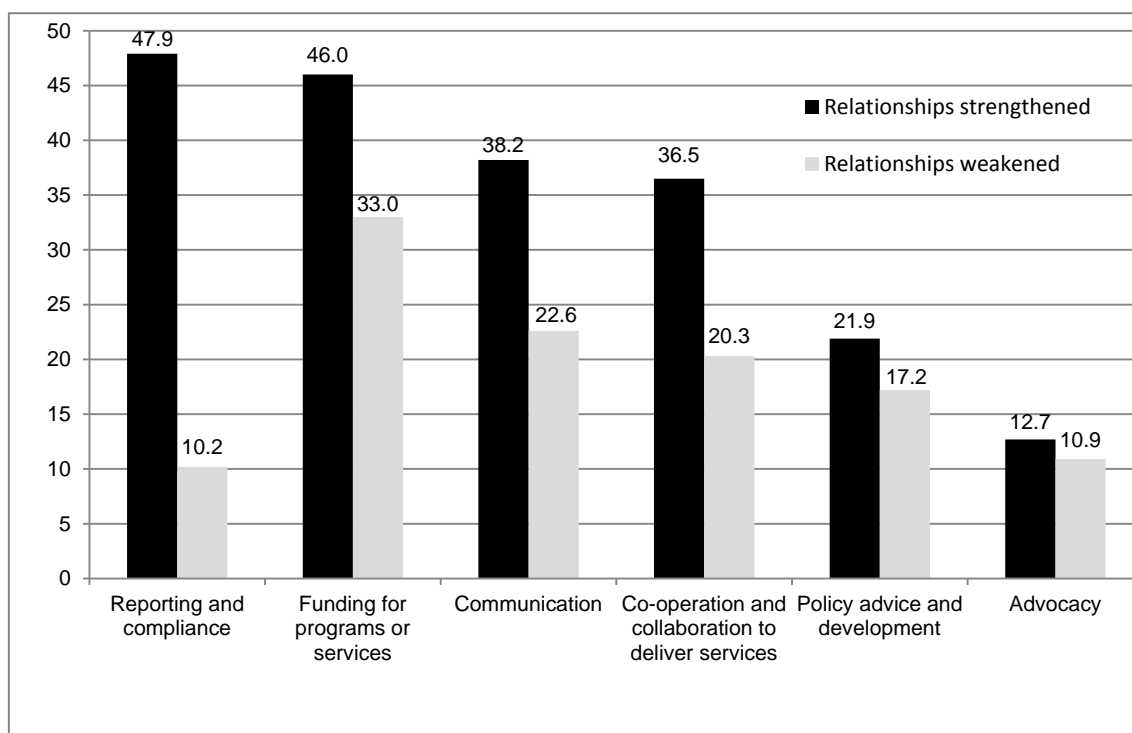


Table 32 shows the numbers and proportions of organisations which perceived each aspect of relationships to have strengthened, according to the main agency organisations had contact with. Table 33 indicates the aspects of relationships which were perceived to weaken.

Table 32: Relationships strengthened in the last 5 years, by main agency of contact

	FACS		Health		Other		Total	
	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%
Reporting and compliance	196	49.1	42	52.5	38	41.8	276	47.9
Funding for programs or services	191	47.9	29	36.3	45	49.5	265	46.0
Communication	158	39.6	30	37.5	32	35.2	220	38.2
Co-operation and collaboration to deliver services	151	37.8	27	33.8	32	35.2	210	36.5
Policy advice and development	92	23.1	17	21.3	17	18.7	126	21.9
Advocacy	51	12.8	13	16.3	9	9.9	73	12.7
No aspects of relationships strengthened	76	19.0	18	22.5	18	19.8	112	19.4

As shown in Table 32, relationships around reporting and compliance had strengthened for almost half of organisations (47.9%). Relatively small proportions overall (10.2%) reported this aspect of relationships had weakened (see Table 33). Organisations which had most contact with NSW Health were slightly more likely to indicate that reporting and compliance relationships had strengthened, with over half saying this was the case (52.5%). Nearly half of organisations who had most contact with FACS said that relationships around reporting and compliance had strengthened (49.1%).

Almost half of organisations (46.0%) reported relationships around funding programs or services had strengthened (see Table 32). However, a third of organisations (33.0%) reported this dimension of relationships had weakened in the last five years (see Table 33). Organisations in most contact with NSW Health were less likely than others to report funding relationships had strengthened and more likely than others to report they had weakened.

Many organisations reported that communication with government agencies had improved (38.2%), and a similar proportion reported that relationships had strengthened in the area of co-operation and collaboration to deliver services (36.5%). However, more than one in five organisations reported these relationships had weakened (see Table 33).

Table 33: Relationships weakened in the last 5 years, by main agency of contact

	FACS		Health		Other		Total	
	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%
Reporting and compliance	46	11.5	5	6.3	8	8.8	59	10.2
Funding for programs or services	131	32.8	29	36.3	30	33.0	190	33.0
Communication	95	23.8	18	22.5	17	18.7	130	22.6
Co-operation and collaboration to deliver services	86	21.6	15	18.8	16	17.6	117	20.3
Policy advice and development	73	18.3	13	16.3	13	14.3	99	17.2
Advocacy	42	10.5	9	11.3	12	13.2	63	10.9
No aspects of relationships weakened	141	35.3	27	33.8	34	37.4	202	35.1

Perceptions of which aspects of relationships had strengthened and weakened were also examined by organisational size. On most indicators, there were no consistent differences. However, organisations with more than 20 staff were much more likely to report that relationships around funding for programs or services had improved. Larger organisations were also less likely than others to report that funding relationships had weakened (see Table 35).

Table 34: Organisations who reported that relationships around funding for programs and services strengthened or weakened in the last five years, by number of staff in NSW

	Relationships strengthened		Relationships weakened	
	<i>n</i>	%	<i>n</i>	%
5 or fewer staff	60	38.2	52	33.1
6–19 staff	72	37.3	78	40.4
More than 20 staff	133	59.4	60	26.8
All	265	46.2	190	33.1

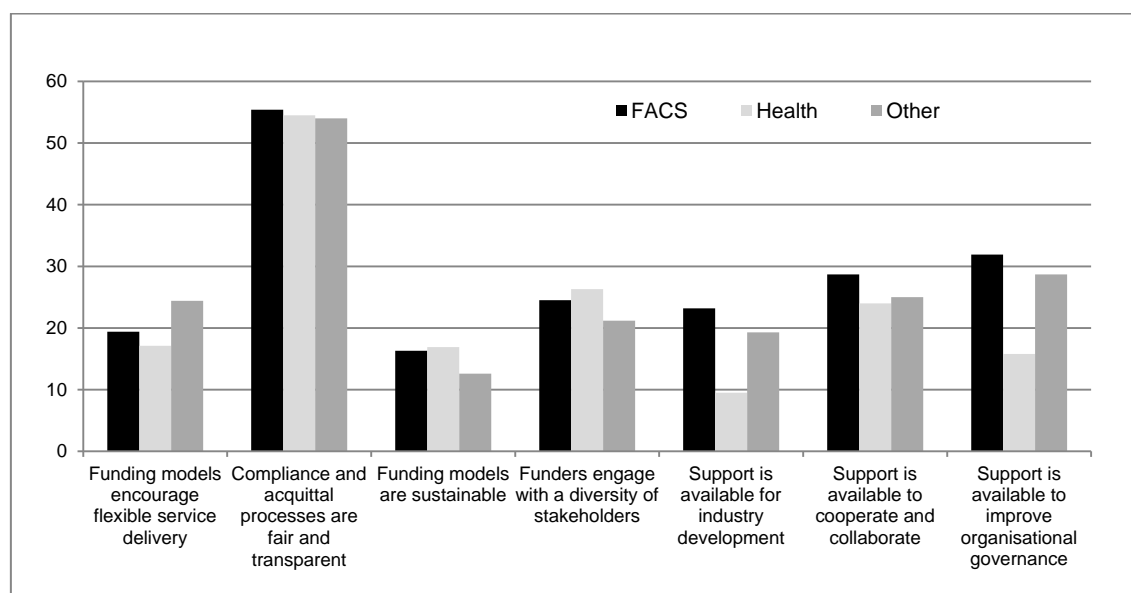
7.4 EXPERIENCES OF OPERATING IN NSW

Respondents were asked about key aspects of their experiences of operating in NSW and, in particular, their perceptions of funding arrangements. The full distribution of responses is provided in Appendix B. Table 35 and Figure 7 show the proportion of organisations who reported statements reflected their experiences 'all of the time' or 'most of the time' (combined). This indicates that more than half of responding organisations felt compliance and acquittal processes were fair and transparent 'all of the time' or 'most of the time' (55.1%). However, responses were less positive in relation to the other statements. Low proportions of organisations felt funding models were sustainable 'all of the time' or 'most of the time' (15.8%). Organisations reporting NSW Health as their main contact tended to be particularly pessimistic about the support available for industry development and organisational governance.

Table 35: Organisations for which statements about funding reflected experiences of operating in NSW 'all of the time' or 'most of the time'

	FACS		Health		Other		Total	
	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%
Funding models encourage flexible service delivery (<i>n</i> = 548)	75	19.4	13	17.1	21	24.4	109	19.9
Compliance and acquittal processes are fair and transparent (<i>n</i> = 543)	210	55.4	42	54.5	47	54.0	299	55.1
Funding models are sustainable (<i>n</i> = 545)	62	16.3	13	16.9	11	12.6	86	15.8
Funders engage with a diversity of stakeholders (<i>n</i> = 541)	93	24.5	20	26.3	18	21.2	131	24.2
Support is available for industry development (<i>n</i> = 532)	88	23.2	7	9.5	16	19.3	110	20.7
Support is available to cooperate and collaborate (<i>n</i> = 542)	110	28.7	18	24.0	21	25.0	149	27.5
Support is available to improve organisational governance (<i>n</i> = 545)	124	31.9	12	15.8	25	28.7	159	29.2
We have opportunities to influence funding reform (<i>n</i> = 543)	24	6.3	6	7.8	3	3.6	33	6.1

Figure 7: Organisations reporting 'all of the time' or 'most of the time', by main agency of contact (%)



7.5 ENGAGEMENT WITH POLICY REFORM IN NSW

Respondents were asked if their organisation had been offered any training or support to adjust to key government reforms. A summary of relevant policy reforms affecting community sector organisations in NSW is contained in Appendix C.

In the tables below, percentages were calculated based on only those who answered yes or no. Those who did not answer, or indicated the reform was not relevant to their organisation, were excluded. Table 36 shows that almost three-quarters of respondents (257 organisations, or 72.6%) reported receiving training or support to adjust to Keep Them Safe. Two-thirds (242 organisations, or 66.3%) of those for whom it was relevant reported that they had received support to adjust to the NDIS.

However, larger organisations were more likely to report receiving training or support related to NDIS. More than 4 in 5 organisations with 20 or more staff received support (81.4%), compared with just over half of organisations with 6 to 19 staff (56.9%) and under half of organisations with 5 or fewer staff (47.6%). Similarly, a smaller proportion of small organisations received support to adjust to Stronger Together 2 / Ready Together than larger organisations (see Table 36). The same was the case for Out-of-Home Care Transition training, which was targeted to larger organisations.

Table 36: Organisations offered training or support, by staff numbers in NSW

	5 or less paid staff		6–19 paid staff		20 or more paid staff		All	
	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%
Keep Them Safe (<i>n</i> = 354)	63	70.8	90	72.6	104	73.8	257	72.6
National Disability Insurance Scheme (<i>n</i> = 365)	40	47.6	62	56.9	140	81.4	242	66.3
Stronger Together 2 / Ready Together (<i>n</i> = 305)	20	31.7	34	36.6	105	70.5	159	52.1
Going Home Staying Home (<i>n</i> = 252)	24	37.5	48	50.5	45	48.4	117	46.4
Planning for the Future Community Housing Reforms (<i>n</i> = 201)	17	34.7	18	27.7	33	37.9	68	33.8
Out-of-Home Care transition (<i>n</i> = 177)	4	9.3	7	13.0	33	41.3	44	24.9
Build and Grow Aboriginal Housing reforms (<i>n</i> = 135)	4	10.3	4	7.4	6	14.3	14	10.4
Funding and tendering processes in general (<i>n</i> = 416)	43	39.4	59	40.1	72	45.0	174	41.8

SUPPORTS TO ADJUST TO POLICY REFORMS

Respondents were given the opportunity to answer two open-ended questions, about what supports had been useful for their organisation, and what kinds of supports would help them to further implement and adapt to reforms. On the whole, where organisations had been involved in workshops and training on a policy issue they felt that this was useful and informative.

Responses from organisations whose main service type was in the 'ageing, disability and carer' category reflect the current focus of those services on transitioning to consumer-centred arrangements, including the NDIS. Those who had received support generally spoke favourably about it, including support from ADHC's Industry Development fund and National Disability Services, as well as NDIS reform email updates, guides, and forums. A number of respondents

mentioned representatives from key funding or regional bodies had been important conduits for information, and face-to-face contact was described as especially useful.

Reflecting the findings reported in Table 36, smaller organisations were less likely to mention accessing useful support, especially if they were operating outside metropolitan areas, and some described barriers, including travel, to accessing support. The director of a disability service said, for example:

As a small service we get little to no support just requests for more and more paperwork/information.

Another director, of a small non-residential service provider said:

We have received minimal NDIS support, it's not flexible and it's hard to obtain consultant support.

Some comments related specifically to reforms in the child welfare field, with organisations mentioning supports relating to Keep Them Safe and Out-of-Home Care Transition, for example:

The local Keep Them Safe meetings have been very valuable (Supervisor, Child welfare service)

Training and presentations are useful; the mandatory reporter guide is useful. (CEO, Family and relationships service)

When asked what other supports would help organisations to implement and adapt to policy reforms, many wanted more of the same. Some said they wanted better communication with clearer information, a better understanding of the practical impact of reforms among government agencies, and more training about the details of policies and how changes would affect organisations.

Supports that were sought included: more funding for training, employing staff and infrastructure; the capacity to retain a modest surplus from grants; access to relevant and local training; good contacts within funding bodies and peak organisations; and high quality information and communication, for example, regular bulletins detailing key policy developments. Small organisations were particularly likely to ask for practical support in the form of examples of policies and procedures. Many referred to the need for more affordable or free workshops and training in the local area, and to have more opportunities to advise the NSW Government, for example through roundtable discussions and forums.

8 RESOURCING THE NSW COMMUNITY SECTOR

8.1 TOTAL REVENUE

Respondents were asked to estimate their organisation's total annual revenue from all sources for the 2012–2013 financial year and what percentage of revenue came from various government and private sources. Around a third of organisations received annual revenue of between \$250,000 and \$1 million (32.5%). A further quarter (27.3%) had revenues between \$1 million and \$5 million.

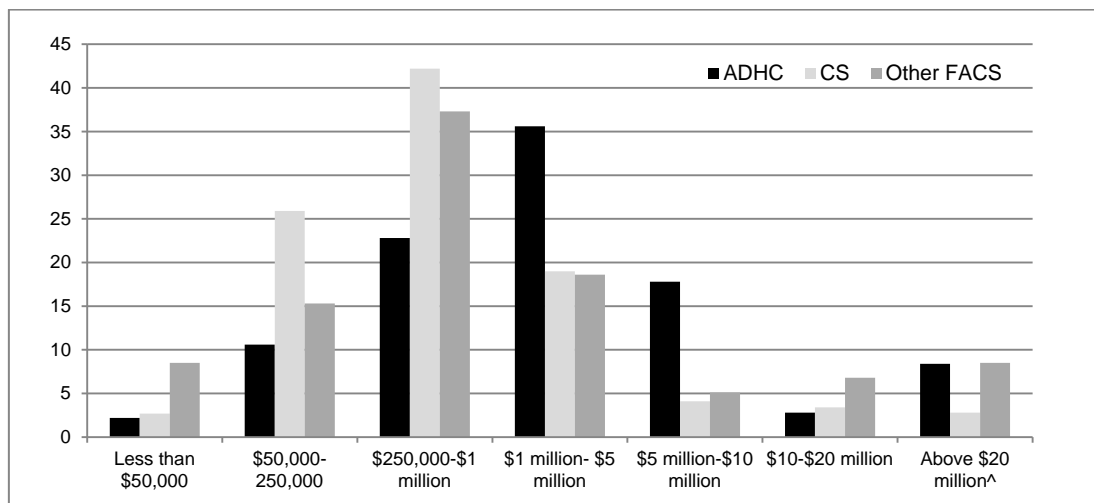
Table 37 provides a breakdown of levels of annual revenue, according to the agency with which organisations had most contact in the previous year. For those who had most contact with FACS, a further breakdown is provided, to show differences across ADHC, Community Services and other areas. In particular, among organisations which had most contact with ADHC, a relatively high proportion had revenues of over \$1 million (64.6%). Among organisations that had most contact with Community Services, 70.8% reported annual revenue *under* \$1 million. The breakdown for organisations in most contact with FACS is also depicted in Figure 8.

Table 37: Annual revenue from all sources for 2012–2013 financial year

	ADHC		CS		Other FACS		Health		Other Agency		Total	
	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%
< \$50,000	4	2.2	4	2.7	5	8.5	5	6.4	4	4.5	22	4.0
\$50k–\$250k	19	10.6	38	25.9	9	15.3	14	17.9	16	18.0	96	17.4
\$250k- \$1 million	41	22.8	62	42.2	22	37.3	18	23.1	37	41.6	180	32.5
\$1–\$5 million	64	35.6	28	19.0	11	18.6	26	33.3	22	24.7	151	27.3
\$5–\$10 million	32	17.8	6	4.1	3	5.1	8	10.3	3	3.4	52	9.4
\$10–\$20 million	5	2.8	5	3.4	4	6.8	4	5.1	3	3.4	21	3.8
> \$20 million [^]	15	8.4	4	2.8	5	8.5	3	3.8	4	4.5	31	5.5
Total	180	100	147	100	59	100	78	100	89	100	553	100

[^] Although the survey question captured information in the bands '\$20–50million', '50–100 million' and 'Above \$100 million', these had small cell sizes so are combined and reported in the 'above \$20 million' category.

Figure 8: Annual revenue of organisations in most contact with FACS (%)



8.2 REVENUE FROM GOVERNMENT SOURCES

Respondents were asked to report the percentage of their organisation's total revenue from various sources. Mean percentages of revenue coming from government sources, and standard deviations (as measures of variation in responses from the mean), are provided in Table 38. This shows that on average, organisations received more than half of their revenue from the NSW Government (53.6%, on average). However, there was much variation, indicated by the high standard deviation. Organisations whose main service type was in the 'Family, Children and Youth' category had higher levels of receipt of NSW Government funding; on average two-thirds (65.7%) of their total revenue was from this source.

After the NSW Government, the next most important source of funding was the Federal Government. On average, organisations received around a fifth of their revenue (20.6%) from Federal Government agencies. Smaller amounts of government funding were received from other State or Territory, or Local Government sources.

Table 38: Mean percentage of revenue from government sources, by main service type

	NSW Government		Other State or Territory Government		Federal Government		Local Government	
	Mean	SD	Mean	SD	Mean	SD	Mean	SD
Aboriginal & Multicultural (<i>n</i> = 14)	18.1	17.8	1.4	5.3	59.0	30.8	0.7	2.2
Ageing, Disability & Carer (<i>n</i> = 177)	54.1	33.6	3.7	13.6	23.2	28.7	0.9	3.5
Community (<i>n</i> = 81)	58.2	30.0	0.5	4.4	14.6	19.3	4.6	12.3
Employment and Financial Support (<i>n</i> = 13)	39.8	27.0	0.0	0.0	42.3	33.1	0.0	0.0
Family, Children & Youth (<i>n</i> = 80)	65.7	30.5	2.1	10.9	16.1	22.3	1.7	6.4
Health related services (<i>n</i> = 57)	49.6	35.0	4.1	16.2	14.3	23.3	0.5	1.9
Housing & Homelessness (<i>n</i> = 52)	56.2	35.6	0.4	2.8	13.0	22.3	0.3	1.0
Advocacy, Information & Legal (<i>n</i> = 48)	51.4	31.7	1.5	4.8	25.8	26.2	1.4	7.5
Total (<i>n</i> = 522)	53.6	33.2	2.3	10.8	20.4	26.5	1.5	6.4

Table 39 provides average levels of funding from government sources, by the number of staff in NSW. This shows organisations with 20 or more staff received a lower proportion of their revenue (47.9%, on average) from the NSW Government than organisations with 5 or fewer staff (58.5%) and 6 to 19 staff (56.5%).

Table 39: Mean percentage of revenue from government sources, by staff numbers

	NSW Government		Other State or Territory Government		Federal Government		Local Government	
	Mean	SD	Mean	SD	Mean	SD	Mean	SD
5 or fewer paid staff (<i>n</i> = 140)	58.5	36.5	2.0	10.6	12.7	23.5	1.5	5.8
6–19 paid staff (<i>n</i> = 176)	56.5	30.7	2.1	11.0	22.1	26.4	1.6	6.1
20 or more paid staff (<i>n</i> = 206)	47.9	32.2	2.7	10.9	24.3	27.6	1.4	7.1

Total (<i>n</i> = 572)	53.6	33.2	2.3	10.8	20.4	26.5	1.5	6.4
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8.3 PERSPECTIVES ON GOVERNMENT FUNDING

The survey explored respondents' perceptions of government funding levels and procurement processes. Respondents were asked whether they felt particular statements reflected their experience in NSW on a five point scale from 'none of the time' to 'all of the time'. A full distribution is provided in Appendix D. Table 40 shows the percentage of organisations that felt the statements reflected their experiences either 'all of the time' or 'most of the time' (combined), according to the NSW Government agency which they had most contact with.

The findings show there is substantial room for improvement across all indicators. In particular, few organisations reported that processes for applying for funding were simple 'all of the time' or 'most of the time' (16.0%). Only a quarter of organisations (24.4%) felt government funding covered the full costs of service delivery 'all of the time' or 'most of the time'. Proportions were, however, higher for organisations in contact with FACS (26.8%) than for those in most contact with Health (21.6%) or Other agencies (16.7%) (see Table 36).

It also appears that communication around tendering and procurement processes could be improved. Just over a quarter of organisations (26.8%) reported that funders seek feedback on tendering and procurement processes all or most of the time, and a similar proportion (27.5%) reported getting timely information about tendering and procurement processes all or most of the time.

Table 40: Organisations for whom statements reflected experiences of funding 'most of the time' or 'all of the time', by agency of main contact

	FACS		Health		Other		All	
	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%
The funding we receive enables us to provide high quality services	189	51.5	34	45.3	42	50.0	265	50.4
We know enough in advance whether funding will be renewed	128	34.4	25	31.1	33	38.3	184	34.6
Our funding is stable from year to year	174	46.6	38	51.4	44	51.7	256	48.1
Processes for applying for funding are simple	60	16.2	15	19.7	10	11.9	85	16.0
We receive funding on time	196	79.6	57	75.0	64	74.4	417	78.1
Government funding covers the full costs of service delivery	99	26.8	16	21.6	14	16.7	129	24.4
Funding levels enable us to pay wages at appropriate levels	154	41.7	26	35.2	27	32.1	207	39.2
The funding we receive covers our overheads	152	41.2	28	37.9	29	35.8	209	39.9
Funders seek feedback on tendering and procurement processes	91	25.5	23	31.1	24	28.3	138	26.8
We get timely information about tendering and procurement processes	103	27.8	23	29.4	21	24.7	146	27.5

8.4 REVENUE FROM PRIVATE SOURCES

As well as government funding, the sector is supported by several sources of private funding. The survey findings suggest the most important private sources are client fees and charges, business activities, and individual donations. The mean percentage of organisations' funding coming from these sources is presented in Table 41. Note that large standard deviations indicate much variation in scores from the mean.

Not surprisingly, client fees and charges comprised a large average proportion of revenue for housing and homelessness services, as this included rent from social housing. Donations from individuals (or fundraising) were of relative importance to organisations whose main services were health related, comprising on average 10.9% of their revenue.

Table 41: Mean percentage of revenue from main private sources

	Client fees and charges		Business activities		Individual donations (inc. fundraising)	
	Mean	SD	Mean	SD	Mean	SD
Aboriginal & Multicultural (<i>n</i> = 14)	4.4	13.3	5.9	12.5	0.4	1.3
Ageing, Disability & Carer (<i>n</i> = 177)	9.2	14.5	3.9	9.8	2.4	7.2
Community (<i>n</i> = 81)	4.4	8.3	5.2	13.6	3.8	12.3
Employment & Financial Support (<i>n</i> = 13)	1.6	4.3	6.7	10.4	1.9	3.4
Family, Children & Youth (<i>n</i> = 80)	4.4	12.0	2.0	5.9	3.2	9.6
Health related services (<i>n</i> = 57)	5.7	11.3	3.2	7.7	10.9	21.7
Housing & Homelessness (<i>n</i> = 52)	21.2	31.2	2.9	8.0	1.8	4.2
Advocacy, Information & Legal (<i>n</i> = 48)	0.5	1.9	6.3	13.3	3.3	7.2
Total (<i>n</i> = 522)	7.4	15.7	4.0	10.1	3.6	10.9

Table 42 presents a breakdown of the three main sources of private revenue (client fees and charges, business activities, and donations), by number of staff in NSW. This shows that client fees and charges comprised a higher proportion of revenue, on average, for organisations with 20 or more paid staff, compared with others (9.9%, compared with an average of 7.4% for all organisations). Business activities were also of slightly higher importance for organisations with more than 20 paid staff. Donations comprised 7% of revenue for organisations with 5 or fewer staff compared with less than 3% of revenue in larger organisations.

Table 42: Mean percentage of revenue from private sources, by number of staff in NSW

	Client fees and charges		Business activities		Individual donations (inc. fundraising)	
	Mean	SD	Mean	SD	Mean	SD
5 or fewer paid staff (<i>n</i> = 140)	6.0	14.9	3.3	10.6	7.0	17.4
6 to 19 paid staff (<i>n</i> = 176)	5.6	10.8	3.6	10.1	2.6	6.7
20 or more paid staff (<i>n</i> = 206)	9.9	19.1	4.8	9.9	2.2	6.9
Total (<i>n</i> = 572)	7.4	15.7	4.0	10.1	3.6	10.9

8.5 TYPES OF PRIVATE FUNDING

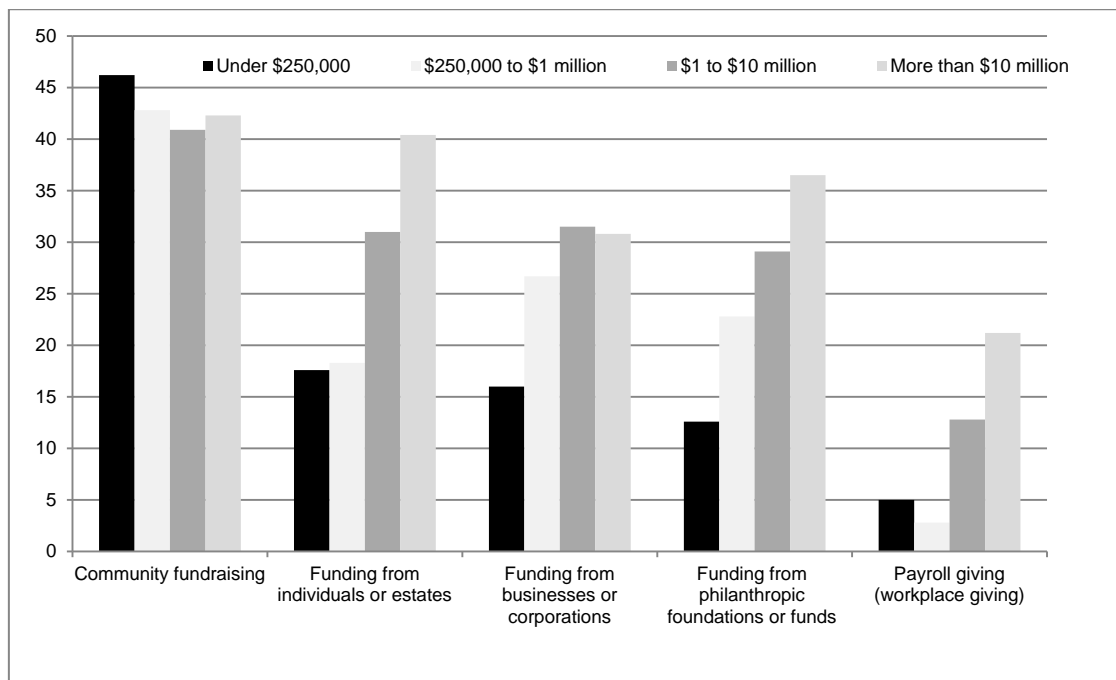
To capture more detail about organisation's access to private sources of funding, respondents were asked some more direct questions about whether, in the last 12 months, they received any funding from community fundraising, individuals or estates, businesses, philanthropic foundations or funds, or payroll giving. The results are shown in Table 43.

The most common source of private funding was community fundraising (237 organisations, or 42.8%). Across all revenue bands, more than four in ten organisations received income from community fundraising in the last 12 months. Receipt of funding from individuals or estates was reported more often among organisations with annual revenues over \$1 million. Over 30% of organisations with revenues over \$1 million received funding from individuals or estates, and over 40% of organisations with revenues over \$10 million received it. Funding from businesses or corporations was more common among organisations receiving over \$250,000 than those with lower revenue levels. Receipt of funding from philanthropic foundations or funds appeared to increase with funding level. This is depicted in Figure 9.

Table 43: Funding from private sources, by annual revenue

	Under \$250,000		\$250,000 to \$1 million		\$1 to \$10 million		More than \$10 million		All	
	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%
Community fundraising	55	46.2	77	42.8	83	40.9	22	42.3	237	42.8
Funding from individuals or estates	21	17.6	33	18.3	63	31.0	21	40.4	138	24.9
Funding from businesses or corporations	19	16.0	48	26.7	64	31.5	16	30.8	147	26.5
Funding from philanthropic foundations or funds	15	12.6	41	22.8	59	29.1	19	36.5	134	24.2
Payroll giving (workplace giving)	6	5.0	5	2.8	26	12.8	11	21.2	48	8.7

Figure 9: Organisations which received funding from private sources, by funding level (%)



8.6 IN-KIND SUPPORT

In addition to asking about sources of funds, respondents were asked whether their organisations were receiving in-kind support from government and non-government sources. Over half (57.1%) reported they did not receive in-kind support from any source (see Table 44). The most important source of in-kind support was local government, with 17.7% of organisations receiving this kind of support.

Table 44: Organisations that receive in-kind support from government and private sources

	<i>n</i>	%
Did not receive in-kind support from any source	329	57.1
Local Government	102	17.7
Another community organisation	68	11.8
Private sector	67	11.6
NSW Government	60	10.4
Philanthropic source	27	4.7
Federal Government	11	1.9
Another State or Territory Government	3	0.5

8.7 ACCESS TO FINANCE

Respondents were asked about which sources their organisation would draw on, if they needed additional finance. This was posed as a hypothetical question: 'If you needed additional finance, which of the following sources could your organisation draw on?', with the options being loans, an overdraft or credit card, another source, or 'none, we don't have access to finance'. Interpretation should take into account that this question was posed hypothetically, and did not ask about organisations' *actual* financial practices or experiences.

More than half (58%) reported they would not access any of these sources, as they had no access to additional finance. Around 1 in 5 organisations (20.3%) reported they would access loans, while 16.4% would use an overdraft or credit card. A small number (3.4%) said they would draw on savings or investments, such as term deposits, and a few reported 'other', saying they would draw on funds from a parent organisation, or would apply for grants or undertake fundraising activity (see Table 45).

Table 45: Organisations' access to additional finance

	<i>n</i>	%
No access to finance	294	58.0
Loans	103	20.3
Overdraft or credit card	83	16.4
Savings or Investment	17	3.4
Other	10	2.0
Total	507	100.0

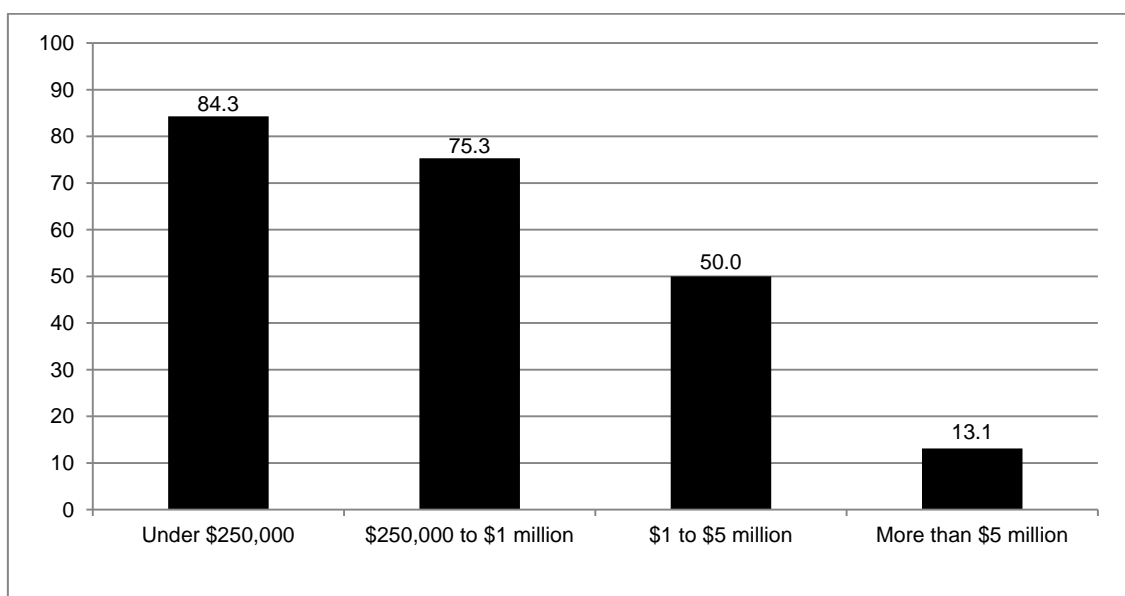
As shown in Table 46, access to finance is positively associated with annual revenue levels. Of organisations with revenue under \$250,000 last financial year, 84.3% reported no access to finance. Rates were lower for those with higher revenue levels. This underlines the point made

by the Productivity Commission (2010), that there is a need to strengthen not-for-profit organisations' capacity to access finance. The survey data builds on this, suggesting that within the community service sector in NSW, access to finance may be especially limited for smaller organisations.

Table 46: Organisations with no access to finance by funding levels

	<i>n</i>	%
Under \$250,000	86	84.3
\$250,000 to \$1 million	125	75.3
\$1 to \$5 million	70	50.0
More than \$5 million	13	13.1
Total	294	58.0

Figure 10: Organisations with no access to finance, by funding levels



9 CORPORATE AND PHILANTHROPIC SUPPORT

9.1 IN-KIND SUPPORT FROM THE CORPORATE SECTOR

Respondents were asked if their organisations had received specific forms of support from the corporate sector, relating to professional development and capacity building. Just over a half (54.2%) did not receive any of these forms of assistance (see Table 47). The most common type of assistance was legal and governance support (22.2%) followed by skilled volunteer support (17.0%). For each form of support, over half reported that it was 'very useful'. Indeed, many respondents added comments about the value of this support, reporting for example that:

We have corporate volunteers and we would be lost without them (non-metropolitan organisation providing ageing, disability and carer support).

Others had a more nuanced view, stating, for example:

Corporate support has potential, but is time consuming to build relationships (metropolitan Neighbourhood Centre).

For others, requests from corporates could place pressure on limited resources:

Sometimes too many people come from one organisation for a bonding day and we do not have a huge garden at the time. Also there is a build-up of requests in December when we are trying to finish up for the year. Last year we received 35 requests from businesses for a corporate day in December. (non-residential service for the elderly, metropolitan area)

Table 47: Organisations that accessed corporate support

	Received assistance		Found it 'very useful' [^]	
	<i>n</i>	%	<i>n</i>	%
Legal and governance support	128	22.2	79	63.2
Skilled volunteer support	98	17.0	62	63.9
Unskilled volunteer support	77	13.4	41	53.2
Mentoring and peer support	59	10.2	33	56.9
Individual employee or volunteer training	56	9.7	34	60.7
Organisational capacity building	48	8.3	32	66.7
None of these	312	54.2	–	–

[^] Note that large proportions also reported that these forms of support were 'moderately useful'.

9.2 ATTITUDES TO PHILANTHROPIC FUNDING

Respondents were asked to rate their level of agreement with six statements about philanthropic funding on a five point scale from strongly disagree to strongly agree. These questions were placed towards the end of the survey, and were completed by around 54% of respondents. Further, of those who responded, between 20 and 40% reported they were neutral on each issue.

However, Table 48 shows that high proportions of organisations did not feel they had the resources and expertise to seek philanthropic support (186, or 58.7%). Further, a high proportion of respondents felt they lacked good knowledge and understanding of sources of philanthropic funding sources (126 organisations, or 39.7%). A large number (88, or 28.0%) agreed or strongly agreed that philanthropic funds or foundations would be unlikely to support the services they provide.

Table 48: Agreement with statements on philanthropic funding

	Strongly disagree or disagree		Neutral		Agree or strongly agree	
	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%
We have good knowledge and understanding in our organisation of philanthropic funding sources	126	39.7	91	28.7	100	31.5
We have the resources and expertise to seek philanthropic support	186	58.7	79	24.9	52	16.4
Our organisation doesn't need philanthropic funds	233	74.7	61	19.6	18	5.8
Philanthropic funds or foundations are unlikely to support the services we provide	101	32.2	125	39.8	88	28.0
Our tax status hinders our access to philanthropic funding	183	58.1	87	27.6	45	14.2
We are considering social investment (eg social impact bonds) for our organisation	165	52.7	118	37.7	30	9.6

10 PRIORITIES FOR ORGANISATIONAL DEVELOPMENT

Respondents were asked what the key priorities were for the development of their organisation in the next five years. These are shown in Table 49, ranked from most to least important. The highest priority, selected by 55% of organisations, was adjusting to service delivery reforms, including individualised funding. High proportions were also prioritising obtaining funding from a wider range of sources (49.8%) and obtaining higher levels of funding (43.1%).

Table 49: Priorities for organisational development

	<i>n</i>	%
Adjusting to service delivery reforms	317	55.0
Obtaining funding from a wider range of sources	287	49.8
Obtaining higher levels of funding	248	43.1
Developing our workforce	203	35.2
Improving quality and effectiveness of our services	198	34.4
Obtaining funding that is more stable	188	32.6
Improving organisational governance	176	30.6
Expanding the range of services we provide	164	28.5
Measuring and reporting our results	151	26.2
Improving management and leadership	150	26.0
Improving administrative and financial systems	116	20.1
Working more effectively with other services	112	19.4
Delivering services more efficiently	108	18.8
Providing services in additional locations	108	18.8
Obtaining funding from a narrower range of sources	1	0.7
Providing services in fewer locations	3	0.5
Reducing the range of services we provide	2	0.3

When asked what support they required around these priorities for organisational development, the most commonly mentioned issues were funding increases, and access to secure funding. Beyond that, respondents gave wide ranging answers. Very small organisations sought many forms of support. Some just wanted to know that some form of support was available at all, as one respondent said, 'Just to know there is support!!' (senior manager, neighbourhood centre in a non-metropolitan area).

Examples of support organisations wanted included:

- help with applying for PBI and DGR status;
- advice on developing a more secure funding base;
- advice on alternate funding sources including funding from business or philanthropists;
- advice and training in tender writing;
- training in evaluation and access to software for outcomes measurement;
- advice on organisational policy and procedures;
- training in capacity building and governance; and
- advice and access to technology to support communication and service administration.

Organisations that operated outside metropolitan areas commonly asked that training be provided locally and/or be subsidised or free. As one commented:

The cost of travel is often more than the training if offered more than 200KM from the office (CEO, non-residential aged service, non-metro).

Several organisations identified support they would like from funders in particular. A number mentioned the uncertainty they faced when approaching the end of a funding period. They wanted more advance notice of funding decisions so that they could plan for the future in terms of staff, services and infrastructure. Organisations also asked for more consistent reporting requirements across programs and funders and for good quality information that made it easy to understand policy developments and their implications for NGOs.

In addition, responses made it clear that there is significant uncertainty among organisations about their ability to adapt to the new policy environments. Many do not know how funding and policy changes will be implemented and what they will mean for their staffing and administration. This comment from the CEO of a metropolitan homelessness service is an example:

We don't know what our service will exactly be until we know if we are successful in the SHS [Specialist Homelessness Services] tender. So our support needs are not really known at this stage.

Another felt unable to prepare for the introduction of new disability funding packages due to funding constraints, saying they wanted:

...flexibility by funding organisations to use our existing funding to transition to the new era of self-managed funding (CEO, disability services, mix of metro and non-metro areas)

A CEO in a non-metropolitan disability service expressed concerns that disability sector reforms would be more expensive to implement for rural service providers:

Rural agencies are disadvantaged because they are often smaller...We worry that smaller agencies than ours will fail because of the reforms, and we will be expected to go and help communities by delivering services - at a time when we are trying to cope with the major reforms being implemented. We need assistance for training staff in rural and remote locations so that we offer our staff opportunities for professional development (CEO, disability service, non-metropolitan area)

Finally, a number of organisations felt their services lacked recognition for the important, at times difficult, and rewarding work that they do.

11 ADDRESSING POVERTY AND DISADVANTAGE IN NSW

In a final open-ended question, the survey asked: 'What do you think are the most important issues for reducing poverty and disadvantage in NSW?' Respondents suggested a wide range of approaches. The following three responses provide examples of the many suggestions that respondents gave.

Increased welfare payments, more social housing, affordable early childhood/childcare services, increased funding for TAFE courses, NDIS rollout, better funding for Indigenous services, stronger workplace laws for job security to stop the casualisation of the workplace, increase minimum wage, bulk billing, dental Medicare. (CEO, Legal service)

Whole range of issues. in summary: employment pathways for those in need; accessible counselling services for gambling and drugs and alcohol; housing models that really work; building social networks; policy changes; welfare provisions to those in need; in local government areas, community organisations working together to communicate and case conference individuals and families who are chronically in need. The list is long... (CEO, Migrant, refugee and asylum seeker service)

Financial support that provides for living expenses, more meaningful job opportunities, affordable housing, choices for people to enable them to achieve their goals. Building more resilience in the community and at the individual level. More emphases on human rights and social justice. Organisations need to change practices and enable people to drive their own service delivery not choose from bowls on Thursday, bingo on Friday. Work from strengths-based approach not the deficits approach. (CEO, Disability service)

The above quotes canvas the wide range of issues that respondents felt needed to be addressed. Common themes were:

- better access to affordable housing;
- income support that can cover the cost of living;
- better employment conditions and opportunities;
- more responsive and accessible education;
- affordable early intervention and early childhood services; and
- more effective collaboration among services.

The area of need which arose more than any other was housing. This was raised by many respondents, regardless of the type of organisation they represented. Often, respondents connected secure housing with other difficulties that people living in poverty or experiencing disadvantage face. This is reflected in the following comment:

Government led approaches to reducing poverty and disadvantage continue to be hampered by a service specific approach to consultation. Homelessness, for example, is far more than an issue about housing. It involves housing supply, development consent, mental health support, low cost options, etc. The most important issue then is for facilitated and

supported cross sector collaboration, joint service delivery, sharing of information and resources, etc. through collaborative initiatives. (CEO, Non-residential service for the aged and elderly)

Often, respondents called for societal or attitudinal change, for instance to stop violence against women and children and to end discrimination against people with disability.

With regard to the delivery of services, respondents called for more responsive and flexible service delivery that can adapt to the needs of local communities or specific individuals and for greater collaboration and cooperation between NGOs, between government agencies, and between the community sector and government. They also sought reporting and compliance processes that better captured the impact of services on people's lives. These kinds of responses are captured in this quote from a senior manager at a homelessness service:

Issues need to be looked at holistically. Government departments must not operate in silos when creating policy. Policy debate about human issues needs to include human elements - outcomes should be measured in terms of social/ health and wellbeing as well as economic terms.

Organisations that operated outside of metropolitan areas were more likely to mention the difficulties disadvantaged people have in accessing services, either because no appropriate services were available locally, or because access to transport was limited. A number of small organisations argued that small services were better positioned to understand the needs of local communities, and were more responsive to those needs.

12 CONCLUSIONS

This report has provided unprecedented detail about the characteristics of community service organisations in NSW; their experiences of operating in NSW; and their ways of engaging with each other, with service users and volunteers, and with government.

The report has shown how the sector is well-linked internally, being characterised by extensive connections among organisations, and high levels of peak body membership. Along with organisations' strong links with service users and volunteers, connections between organisations are a key strength of the sector, and a resource for reducing poverty and disadvantage.

Organisations engage extensively with government, primarily through funding relationships, but also through advocacy, advisory, and policy development roles. While relationships with government are generally perceived to have improved in recent years, there is considerable scope for improvement. In particular, the findings suggest a need for government agencies to expand opportunities for the sector to influence the direction of funding reform; to ensure funding covers full costs of service delivery; to improve the sustainability of funding; and to improve communication around tendering and procurement processes.

The data also show that as well as engaging with government, community organisations are extensively engaged with the private sector, as recipients of corporate and philanthropic funding and in-kind support. Larger organisations are more likely to receive private sources of funding. However, organisations across the sector appear to confront a number of barriers to accessing these sources of support. In particular, knowledge and expertise about sources of philanthropic funds and how to obtain them is limited, which is likely to constrain the capacity of organisations to diversify their funding sources, especially for smaller organisations. Further, limited access to finance, especially among small organisations, may constrain sector growth and innovation.

These, and other issues facing the sector, should be explored in further research. SPRC will run a second wave of the survey in 2015. This will be an opportunity to examine what changes have occurred in the sector during 2014–2015, including how ongoing policy reforms are experienced and implemented, and the status of relationships across the sector, with government, the private sector, and communities.

The second wave will also allow for a more detailed investigation of some of the matters first explored in the 2014 survey. This report has shown considerable uncertainty about PBI and DGR status, for example, especially among small organisations. The next survey is an opportunity to explore this to promote better understanding of organisations' understandings of DGR and PBI status, how organisations obtain information about their tax status, if at all, and what would help them attain and make the best use of DGR or PBI status.

Similarly, with regard to philanthropy as a source of funding, the next survey is an opportunity to explore particular issues faced by small organisations and others who have reported that they face barriers in attracting philanthropic funding, including that they lack the knowledge or expertise to seek it. The large proportion of respondents in the 2014 survey who said their organisation did not have access to finance also raises questions that warrant further inquiry. Accordingly, the next wave will investigate actual practices in more depth, and identify any differences between organisations that choose not to draw on finance, and those who are unsure how to do so, or face other barriers to access. Finally, this survey has confirmed that the community sector has a highly feminised workforce. As the 2015 survey, like the 2014 one, will be completed by CEOs, directors and senior managers, this presents an excellent opportunity to explore experiences and perceptions with regard to the representation of women in management positions.

Overall, the findings reported here provide a strong evidence base on which to understand and track changing sector characteristics, issues and challenges, in coming years, and to build sector capacity, sustainability, and engagement in NSW.

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APPENDIX A: WORKFORCE CHARACTERISTICS

	Female		ATSI		CALD		55 or over		Disability	
	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%
None	6	1.0	194	33.7	129	22.4	53	9.2	230	39.9
10 percent	7	1.2	148	25.7	112	19.4	146	25.3	144	25.0
20 percent	2	0.3	21	3.6	57	9.9	103	17.9	25	4.3
30 percent	6	1.0	13	2.3	37	6.4	65	11.3	6	1.0
40 percent	8	1.4	5	0.9	27	4.7	29	5.0	2	0.3
50 percent	24	4.2	8	1.4	20	3.5	38	6.6	7	1.2
60 percent	44	7.6	7	1.2	14	2.4	18	3.1	5	0.9
70 percent	83	14.4	3	0.5	9	1.6	13	2.3	3	0.5
80 percent	99	17.2	4	0.7	7	1.2	6	1.0	2	0.3
90 percent	106	18.4	7	1.2	8	1.4	6	1.0	2	0.3
All staff	167	29.0	5	0.9	11	1.9	13	2.3	5	0.9
Not sure/missing	24	4.2	161	28.0	145	25.2	86	14.9	145	25.2
Total	576	100.0	576	100.0	576	100.0	576	100.0	576	100.0

APPENDIX B: EXPERIENCES OF FUNDING ARRANGEMENTS

	None of the time		A little of the time		Some of the time		Most of the time		All of the time	
	n	%	n	%	n	%	n	%	n	%
Funding models encourage flexible service delivery	97	17.7	183	33.3	160	29.1	96	17.5	13	2.4
Compliance and acquittal processes are fair and transparent	23	4.2	87	16.0	468	24.8	232	42.6	67	12.3
Funding models are sustainable	111	20.3	170	31.1	179	32.8	78	14.3	8	1.5
Funders engage with a diversity of stakeholders	66	12.2	161	29.7	184	33.9	107	19.7	24	4.4
Support is available for industry development	106	19.9	163	30.6	154	28.9	96	18.0	14	2.6
Support is available to cooperate and collaborate	48	8.8	163	30.0	183	33.7	135	24.9	14	2.6
Support is available to improve organisational governance	78	14.3	144	26.4	165	30.2	137	25.1	22	4.0
We have opportunities to influence funding reform	199	36.6	200	36.8	112	20.6	30	5.5	3	0.6

APPENDIX C: SUMMARY OF POLICY REFORMS IN NSW

1. KEEP THEM SAFE (KTS)

Keep Them Safe: A shared approach to child wellbeing is a five-year (2009-14) action plan to re-shape the way family and community services are delivered in NSW to improve the safety, welfare, and wellbeing of children and young people. The key elements of KTS include:

- increasing the threshold for reporting children and young people to the Child Protection Helpline from "risk of harm" to "risk of significant harm"
- establishing Child Wellbeing Units in the major government reporting agencies
- establishing a network of Family Referral Services
- enhanced service provision, including prevention and early intervention services and acute services
- increasing the role of non-government organisations in delivering services
- changes to out-of-home care
- changes to processes in the Children's Court, and
- providing better services to Aboriginal children and young people with the aim of reducing their over-representation in the child protection system.

2. OUT-OF-HOME CARE TRANSITION

FACS has been transitioning the management of statutory Out-of-Home Care (OOHC) to the non-government sector. The transition, which began in March 2012, will see the number of placements provided by the non-government OOHC sector in NSW grow substantially up to 2022. Transition aims to increase capacity in the OOHC non-government sector to take up future growth placements transitioning from FACS. An essential principle of transition is a commitment that Aboriginal children and young people are cared for by Aboriginal carers and Aboriginal caseworkers within accredited community-controlled Aboriginal agencies. This ensures that, wherever possible, Aboriginal children remain within their community and maintain cultural connections. In keeping to this principle, FACS has funded the Aboriginal Child, Family and Community Care State Secretariat to lead a project to build capacity in the Aboriginal OOHC non-government sector, including supporting the growth of Aboriginal NGOs to gain and maintain accreditation, build partnerships between Aboriginal and non-Aboriginal NGOs, and support accredited Aboriginal NGOs to broaden service provision.

3. NATIONAL DISABILITY INSURANCE SCHEME

The NDIS is a generational reform that will deliver a national system of disability support focused on the individual needs and choices of people with disability. The NDIS will provide people with disability reasonable and necessary supports to live life their way, achieve their goals, and participate in social and economic life. The NSW Government was the first to enter an historic agreement with the Commonwealth Government for the full implementation of the NDIS across the whole of NSW by 2018. Transition to the NDIS in NSW builds on the disability reforms already underway. Ready Together continues the NSW Government's commitment to deliver over \$2

billion in growth to the NSW disability system. NSW will continue to transform the current system to be NDIS-ready, providing person-centred disability supports and expanding individual funding arrangements to give people with disability more choice and control.

4. READY TOGETHER

Ready Together continues the NSW Government's Stronger Together 2 reforms, which committed \$2 billion in new funding for disability services from 2011–2012 to 2015–2016, to deliver 47,200 new places for people with disability to access support. Ready Together focuses this investment on what people say they most want—more flexibility, more choice and more control—implemented through the Living Life My Way framework. Ready Together also prepares NSW for the transition to the National Disability Insurance Scheme by July 2018. As part of this, there will be two new laws in NSW. The Disability Inclusion Bill protects the rights of people with disability and promotes community inclusion now and into the future. The National Disability Insurance Scheme (NSW Enabling) Act enables Government services to transfer to the non-government sector.

5. BUILD AND GROW

Build and Grow Aboriginal Community Housing Strategy (Build and Grow) is a 10 year framework introduced to by the Aboriginal Housing Office in 2010, to support the Aboriginal community housing sector to best meet the needs of Aboriginal people now and well into the future. Developed in consultation with Aboriginal organisations and the Aboriginal Lands Council, initiatives detailed in the Build and Grow aim to improve housing for Aboriginal people by strengthening the sector, making it more financially sustainable, establishing new standards, and opening the door to a whole new range of opportunities beyond Build and Grow. Key aspects of the strategy include addressing the backlog of maintenance on homes owned by participating Aboriginal Community Housing Providers, a new registration system and rent policy, and providing time-limited capacity subsidies, business development and capacity-building training and advice for eligible providers.

6. COMMUNITY HOUSING REFORMS

There are a number of community housing reforms underway, including:

- introduction of the National Regulatory System for Community Housing, intended to provide a consistent regulatory environment and support the growth and development of the community housing sector;
- reforms to transitional housing managed by Specialist Homelessness Services, including new rent policy for transitional housing, and transfer of responsibility for property management to organisations managing transitional housing; and
- establishment of two specialist not-for-profit housing companies, one for vulnerable young people, and one for women with children experiencing domestic and family violence.

APPENDIX D: PERSPECTIVES ON GOVERNMENT FUNDING IN NSW

	None of the time		A little of the time		Some of the time		Most of the time		All of the time	
	n	%	n	%	n	%	n	%	n	%
The funding we receive enables us to provide high quality services	28	5.3	70	13.3	163	31.0	203	38.6	62	11.8
We know enough in advance whether funding will be renewed	104	19.5	131	24.6	114	21.4	135	25.3	49	9.2
Our funding is stable from year to year	68	12.8	85	15.9	124	23.3	180	33.8	76	14.3
Processes for applying for funding are simple	131	24.6	146	27.4	170	32.0	74	13.9	11	2.1
We receive funding on time	12	2.2	40	7.5	65	12.1	220	41.1	198	37.0
Government funding covers the full costs of service delivery	178	33.7	104	19.7	117	22.2	94	17.8	35	6.6
Funding levels enable us to pay wages at appropriate levels	94	17.8	102	19.3	125	23.7	133	25.2	74	14.0
The funding we receive covers our overheads	100	19.0	89	17.0	127	24.2	156	29.7	53	10.1
Funders seek feedback on tendering and procurement processes	157	30.4	128	24.8	93	18.0	81	15.7	57	11.0
We get timely information about tendering and procurement processes	78	14.7	145	27.3	162	30.5	123	23.2	23	4.3