



State of the Community Service Sector in NSW 2015

Never Stand Still

Faculty of Arts & Social Sciences

Social Policy Research Centre



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SPRC
Social Policy Research Centre

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Contents

Executive Summary	1
1 About the Research	5
1.1 Background	5
1.2 Methodology	5
2 About Organisations	8
2.1 Location of organisations	8
2.2 Service type	8
2.3 Size of organisations	10
2.4 Structure of organisations	11
2.5 Taxation status	12
3 Governance	15
3.1 Strategic planning	15
3.2 Financial reserves.....	15
3.3 Composition of boards and management committees.....	17
3.4 Functioning of boards and management committees	18
3.5 Recruiting, retaining and training board and management committee members	20
4 Workforce and Volunteers	23
4.1 Organisational leadership	23
4.2 Workforce composition	24
4.3 Workforce challenges	25
4.4 Workforce development strategies	26
4.5 Volunteers	28
5 Working Together in the Community Sector	30
6 Engaging with Government	32
6.1 Types of involvement with government.....	32
6.2 Contact with Government Agencies.....	33
6.3 Relationships with the NSW Government.....	35
7 Resourcing the Community Sector	38
7.1 Total revenue.....	38
8 Revenue from Government Sources	40
8.1 Perspectives on their main source of NSW Government funding	41
8.2 Perspectives on funding arrangements in NSW	45
8.3 Loss of government funding	48
8.4 Responses to loss of government funding.....	52

8.5 Organisations turning away clients	52
9 Income from Private Sources	55
9.1 Accessing philanthropic supports	56
9.2 Access to finance.....	58
10 Perspectives on the Emerging Funding Environment.....	60
10.1 Future sources of funding	60
10.2 Funding as a challenge for the next 12 months	60
11 Effectiveness of Policy Initiatives in NSW.....	64
11.1 Adapting to policy change	65
12 Conclusion.....	69
References	71

Tables

Table 1	Operations in NSW and other states.....	8
Table 2	Location of operations in NSW.....	8
Table 3	Main service type	9
Table 4	Organisation delivered Aboriginal health and support services.....	10
Table 5	Number of paid staff in NSW.....	10
Table 6	Annual revenue for 2013-14 financial year, whole organisation.....	11
Table 7	Organisations by legal structure, by annual revenue	11
Table 8	PBI status by total annual revenue	12
Table 9	DGR status by total annual revenue	13
Table 10	Organisations with PBI and DGR status by main service type	14
Table 11	Whether or not organisations have and use a strategic plan.....	15
Table 12	Organisations with a strategic plan by total annual revenue.....	15
Table 13	Groups represented on boards and management committee	18
Table 14	Indicators of effectiveness of governance body	19
Table 15	Difficulties in recruiting, retaining and training members.....	21
Table 16	Proportion of organisations who reported difficulties affected their organisation ‘none of the time’, by numbers of staff (%)	22
Table 17	Source of most recently recruited senior manager.....	24
Table 18	Gender composition of paid workforce.....	24
Table 19	Organisations employing CALD and ATSI staff, and staff with a disability, by main service type.....	25
Table 20	Organisations that have a budget to assist with various training costs	27
Table 21	Organisations with a formal workforce diversity strategy in place	27
Table 22	Agreement with statements on collaboration	30
Table 23	Types of involvement with the NSW Government, by total annual revenue..	32
Table 24	Main source of NSW Government funding in last 12 months (%)	34
Table 25	Relationships strengthened in previous 12 months, by main funding agency in NSW	37
Table 26	Relationships weakened in previous 12 months, by main funding agency in NSW	37
Table 27	Annual revenue from all sources for 2013–2014 financial year, by main source of NSW Government funding	39
Table 28	Mean percent of revenue from government sources, by main service type ..	40
Table 29	Mean percentage of revenue from government sources, by staff numbers ..	41
Table 30	Perspectives on funding processes in NSW (%).....	42
Table 31	Perspectives on the adequacy of funding NSW	43
Table 32	Perspectives of funding arrangements in NSW.....	45
Table 33	Organisations for which statements applied ‘all of the time’ or ‘most of the time, 2014 and 2015 (%).....	47

Table 34	Organisations affected by loss of government funding, by main source of NSW Government funding	48
Table 35	Loss of government funding by main service type	50
Table 36	Loss of government funding among organisations delivering Aboriginal health and support services	51
Table 37	Loss of government funding among organisations delivering disability services.....	52
Table 38	Organisations turning away clients, by main NSW government funding source	53
Table 39	Mean percentage of revenue from main private sources	56
Table 40	Mean percentage of revenue from private sources, by number of staff in NSW	56
Table 41	Agreement with statements on philanthropic funding.....	57

Figures

Figure 1	Incorporated associations and companies limited by guarantee, by annual revenue (%)	12
Figure 2	Organisations with a financial reserve that would cover expenses for at least 3 months, n=497 (%)	16
Figure 3	Financial reserves of organisations providing Aboriginal health and support services, n=509 (%)	17
Figure 4	Engagement between governance body and management.....	19
Figure 5	Effectiveness of governance body	20
Figure 6	Difficulties retaining, recruiting and training the governance body	21
Figure 7	Proportion of organisations with female CEOs, by annual revenue	23
Figure 8	How often organisation had difficulties recruiting staff in the last 12 months (%).....	26
Figure 9	Perspectives on recruiting, managing and training volunteers (%)	29
Figure 10	Perspectives on collaboration (%).....	31
Figure 11	Involvement with government, by organisations' annual revenue (%)	33
Figure 12	Organisations that reported relationships with the NSW Government strengthened and weakened over the previous 12 months (%)	36
Figure 13	Organisations by total annual revenue (% , n=501)	38
Figure 14	Annual revenue of organisations which received most funding from FACS (% , n=374).....	39
Figure 15	Organisations which agreed or disagreed with statements about funding processes in NSW (%).....	42
Figure 16	Organisations which agreed or disagreed with statements about funding adequacy in NSW (%).....	44
Figure 17	Organisations' perspectives on funding arrangements in NSW	46

Figure 18	Organisations which reported statements applied ‘all of the time’ or ‘most of the time’, 2014 and 2015 (%).....	47
Figure 19	Organisations affected by loss of government funding, by main source of NSW Government funding (%).....	49
Figure 20	Loss of government funding among organisations delivering Aboriginal health and support services	51
Figure 21	Number of clients being turned away, by size of organisation (%).....	53
Figure 22	Number of clients being turned away compared with last year, by main NSW government funding source, n=454 (%).....	54
Figure 23	Proportion of respondents who agreed with statements on philanthropic funding in 2014 and 2015 (%)	58
Figure 24	Which funding sources are expected to become more important in the next few years.....	60
Figure 25	Word cloud: key issues for the next 12 months.....	61
Figure 26	Perspectives on the effects of recent policy reforms.....	64

Glossary

ADHC	Ageing, Disability and Home Care, NSW Department of Family and Community Services
ATSI	Aboriginal and Torres Strait Islander
CALD	Culturally and Linguistically Diverse
DGR	Deductible Gift Recipient
DSS	Australian Government Department of Social Services
FACS	NSW Department of Family and Community Services
HACC	Home and Community Care
NCOSS	Council of Social Service of NSW
NDIS	National Disability Insurance Scheme
SD	Standard deviation
SPRC	Social Policy Research Centre
PBI	Public Benevolent Institution
UNSW	The University of New South Wales

Executive Summary

This report presents information collected in early 2015 about the characteristics of non-government, not-for-profit community service organisations operating in New South Wales (NSW), and the issues and challenges they face. Not-for-profit community service organisations are major providers of services and supports to people experiencing poverty and disadvantage. They work together with agencies across all levels of government, with other community organisations, and with service users and volunteers to improve individual and community wellbeing and address complex social problems. Community service organisations are also important employers, and their workforce reflects principles of diversity and inclusion.

About the 2015 survey

The survey was conducted online over three weeks from late April 2015. It was completed by leaders from 513 out of 1429 organisations, representing a 35.9% response rate. The 2015 survey repeated many questions which were asked when the survey was first conducted in 2014, the findings of which are contained in a previous report (Cortis & Blaxland, 2014). As in 2014, the 2015 survey was designed to gather information to improve understanding of the community sector, and capture organisations' experiences of the operating environment, to help support the development of more productive and sustainable models of engagement. Many questions were asked in identical ways in 2014 and 2015 to enable assessment of change in the sector. New questions were also included to explore additional themes, relating to governance, leadership and the funding and policy environment.

About responding organisations

Respondents were spread across NSW. Most reported their organisations were incorporated associations (70.5%), although larger organisations were more likely to be companies limited by guarantee. The majority said their organisation operated in NSW only (83.6%). More than two in five organisations (42.7%) were operating in non-metropolitan areas only, while 31.8% were in metropolitan areas only and 25.5% were in a mix. More than a quarter (26.2%) had five or fewer paid staff. More than half (57.2%) had less than 20 paid staff. Around half (50.5%) had annual revenues under a million dollars, and for a third, annual revenue was under \$500,000.

Governance of community service organisations

Community service organisations have strong governance arrangements in place. The vast majority (87.2%) had a strategic plan, and most organisations (69.0%) had a financial reserve to cover expenses for 3 months. Most organisations (78.2%) have financial or business management experts on their boards or management committees. The overwhelming majority of respondents agreed that their organisations' governance body was working effectively with management. However, compared with larger organisations,

small organisations faced more difficulties recruiting, retaining and training board and management committee members.

Workforce and volunteers

Community service organisations are female dominated. More than three quarters of responding organisations said that most or all of their paid staff were women. The sector is also led by women: 69.6% of responding organisations reported having a female chief executive officer. However, the proportion of female-led organisations was lower for larger organisations: less than half of organisations with revenues over \$5 million were led by women (48.4%).

Community sector organisations are also diverse. More than two thirds (68.5%) said they employed staff from culturally or linguistically diverse backgrounds, and more than half of responding organisations (54.9%) reported employing at least one paid staff member from an Aboriginal or Torres Strait Islander background.

Most community sector organisations (83.0%) involve volunteers. However, almost half of these (46.8%) reported that it is becoming harder to recruit volunteers, and 39.3% said their organisation was not adequately resourced to manage their volunteers.

Collaboration with the community sector

Collaboration is integral to community sector capacity. Based on respondents' reports, community service organisations are collaborating with each other more frequently, expanding their partnerships, and improving their effectiveness. More than three in five organisations (62.4%) agreed they were collaborating more than they were 12 months ago, and the same proportion reported they were collaborating with a wider range of organisations. More than half of organisations (57.1%) felt they were collaborating more effectively than a year ago and two thirds (66.0%) said they were becoming more strategic in their collaborations. A little under half (45.0%) felt collaboration was becoming more complex. Around a third (32.2%) agreed that the NSW Government supported their organisation to collaborate.

Engaging with government

Most organisations (95.6%) reported that they received funding from the NSW Government to deliver programs. Relationships with the NSW Government appear to be strengthening in some ways, but weakening in others. Many organisations felt reporting and compliance arrangements had improved, and most agreed funding was received on time. More than half (54.4%) agreed or strongly agreed that compliance and acquittal processes were fair and transparent. However, more than half (53.0%) felt that funding contracts were not long enough to achieve outcomes, and 58.1% said they did not know enough in advance whether funding would be renewed. Compared with 2014, respondents were less likely to feel positive about the operating environment, with smaller proportions feeling funding

models were sustainable; that they could influence funding reform; and that support for industry development, collaboration and organisational governance was available.

Resourcing the community sector

Funding from the NSW Government is the most important income source, comprising a little over half (54.1%) of organisations' revenue, on average. There was much variation however, with organisations whose main activity involved delivering family, child or youth services relying on the NSW Government for 63.6% of annual revenue, on average. Most respondents (69.3%) agreed that their main stream of funding from the NSW Government enabled them to provide high quality services. However, 35.0% felt funding did not enable them to employ staff for the hours necessary to do the job, and 35.2% felt they were unable to pay staff rates appropriate to their skills. Only small proportions felt funding covered the costs of research and evaluation, or the costs of necessary capital purchases.

Each organisation has a unique and dynamic funding mix, shaped by access to market and donated resources, as well as government funding. In the previous 12 months, most organisations have been affected by loss of funding from either a government, commercial or philanthropic source. The survey did not capture information about how much funding was lost from each source, nor whether the organisation was able to replace funds from other sources, or whether they experienced a net loss of funds.

With respect to government funds, the survey did not capture whether experiences of loss of funding were due to contraction of government outlays or a redistribution of funds to other providers or other parts of the sector. However, it shows that almost one in three organisations (29.0%) had been affected by loss of funds from the NSW Government in the previous 12 months. One in five respondents (21.2%) reported that their organisation had been affected by loss of Federal Government funding in the previous 12 months. Around one in nine organisations (11.1%) had been affected by loss of funding from both the NSW and Federal Governments. Smaller proportions had experienced loss of funds from donations or a philanthropic source (9.4%), from commercial sources such as client fees or business activities (8.4%), or from local government (3.9%).

Organisations whose main activity was to deliver housing and homelessness services were most likely to have been affected by loss of NSW Government funding (41.8% compared with 29.0% of all organisations). Organisations whose main activity was delivering family, child and youth services were more likely than others to be affected by loss of Federal Government funding (29.8% compared with 21.2% overall). Organisations delivering Aboriginal health and support services (whether it was their main activity or a secondary activity) were more likely than others to report they were affected by loss of NSW funding, Federal Government funding, or both, compared with organisations that did not deliver these service types.

Loss of funding has caused many services to reduce capacity in the previous 12 months. One in four organisations (25.5%) said they had reduced staff numbers in response to loss of funding, and 24.8% had reduced staff hours. 19.5% had reduced the amount of service

on offer and 19.1% had reduced the range of services on offer, as a result of loss of government funding. Substantial numbers reported that they tightened eligibility, increased fees, increased waiting times or turned away clients. One in twelve organisations reported closing an office or service delivery site as a result of loss of government funding.

Reduced capacity is also indicated in turn away rates. While around half of organisations said they didn't turn away clients (50.9%), three in 10 (29.6%) said they were turning away more clients than the same time last year, and only 5.9% said they were turning away fewer clients. Larger organisations (20 or more staff) were more likely than small organisations to report that they were turning away more clients than the same time last year.

Perspectives on policy initiatives in NSW

Respondents were asked about the effects of recent policy reforms. In terms of Federal policy, more than half of organisations reported that the impact of Australian Government Department of Social Services (DSS) funding reforms was negative (54.1%), and a relatively small proportion (8.8%) felt the effects were positive. In terms of NSW reforms, higher proportions felt the effects of the Going Home Staying Home reforms were negative than positive (39.1% compared with 21.9%), although almost one in four (24.3%) felt the effects were neutral, and 14.7% said they were unsure. Similarly, more organisations felt the effects of the transition of out-of-home care (OOHC) to the non-government sector were negative (32.6%) than positive (21.1%), while a high proportion felt the reform had neutral effects (30.1%) and 16.2% were unsure.

Issues for the future

Finally, respondents were asked what they thought the key issues for their organisation might be over the next 12 months. A majority of organisations used this opportunity to describe the demands imposed by recent and impending policy developments, and many were concerned about the sustainability of their organisation, and replacing lost funding. Often organisations were concerned about how to continue to provide services in a new policy context: many said service demands are higher, funds are tighter and the organisation is implementing significant change. There was also a feeling of exhaustion or being overwhelmed by the extent of the current policy change.

A number of organisations used the opportunity to describe the challenge of dealing with recent funding losses. To manage with less funding, many organisations had introduced changes to their governance and management, and had sought new funding from other government agencies or levels of government, or from market income or philanthropy. Some had closed services, stopped programs, reduced staff hours or made staff redundant, and some had completely restructured their service. A number of organisations cited DSS funding reforms as having already caused difficulties which they expected to continue in the coming year. A number of organisations were further concerned that their focus on securing funding to survive was detracting attention and efforts from delivering community services and expanding capacity to meet community need.

1 About the Research

1.1 Background

In December 2013, the Social Policy Research Centre (SPRC) was commissioned by the Council of Social Service of NSW (NCOSS) to conduct two waves of 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 with the NSW Government
- Identify non-government organisation (NGO) stakeholders' priorities and perspectives on key aspects of NSW Government Family and Community Services (FACS) policy reforms
- Build an evidence base to raise awareness of current issues affecting community services agencies in NSW, and strategies for building engagement, capacity and sustainability.

Two waves of the online survey were conducted. The first was conducted over three weeks in February 2014, and reported in Cortis and Blaxland (2014). In 2015, the survey was repeated over three weeks during April and May. This report contains detailed information from 2015. Comparison is made with some of the 2014 data, to help assess changes over time in sector characteristics and levels of engagement, and other measures of sector capacity and sustainability.

1.2 Methodology

The survey instrument was developed in consultation with NCOSS and the project Steering Committee, and approved by the 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 the Australian Council of Social Service (ACOSS, 2013). In both 2014 and 2015, the survey was structured around a series of modules, related to service delivery and staffing; engagement with government, sector agencies, volunteers and service users; financial capacity and sustainability; and future priorities for the sector. The 2014 survey items were refined for 2015 and additional questions were added to explore governance of community organisations, and to capture experiences relating to sector resourcing, including loss of funding and organisational responses.

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 FACS and NSW Health programs, and a list of NCOSS members. 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. In some cases, different parts of the same organisations received government funding, resulting in multiple records on the lists per organisation. Further, the survey was aimed at chief executive officers and senior managers, but government records sometimes included other contact officers for funded programs.

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, email addresses or Australian Business Numbers. 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, as we expected that generic organisational addresses would be less likely to bounce back. Where there was more than one generic email address per organisation, the most senior was selected (e.g. 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 back were checked and replaced where possible, resulting in a final sampling frame of 1429 organisations. This was notably less than in 2014, when there were 1532 organisations in the final list, as lists of government funded organisations were shorter in 2015.

Strategies to maximise survey response

To maximise survey responses, NCOSS and peak bodies provided advance notice of the survey to member organisations and FACS similarly alerted funded organisations. Email addresses which bounced back were checked and corrected or substituted where possible. Non-respondents were followed up with a reminder mid-way through the survey period, and were provided with a final reminder four days before the survey closed. In addition, through the survey period SPRC provided assistance to any respondents requiring it, by email and over the phone. To encourage participation, the research team offered participants the opportunity to enter a prize draw to win an iPad for their organisation on completion of the survey.

Response analysis

Out of the 1429 organisations invited to participate, 513 completed surveys, representing a response rate of 35.9%. This is slightly lower than in 2014, when the response rate was 37.6%. However, as for the 2014 survey, this response rate remains well within the acceptable range for web-based organisational surveys requiring input from senior executives, and is higher than for other large-scale surveys of the community sector conducted in NSW and Australia. Further, as intended, the survey was in most cases completed by a chief executive officer (CEO), director or general manager (71.2%), or by a state, area, or other senior manager (15.8%). This gives good credibility to the survey findings.

Analysis and reporting

Survey responses were analysed to identify key characteristics and perspectives across the sector, and to examine any differences among groups of respondents. Analysis involved a range of comparisons, but 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. Numbers and percentages are reported here. Where respondents skipped questions, or where questions were asked of only a subset of respondents, the sample for each question may be less than 513.

2 About Organisations

Respondents were asked to select which areas of NSW their organisation operated in, whether they operated in other states, 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 about the legal structure of organisations, and whether or not they had Public Benevolent Institution (PBI) and Deductible Gift Recipient (DGR) status. The organisations that responded in 2015 were broadly similar to those in 2014, in terms of their locations, service type, and structure.

2.1 Location of organisations

Table 1 shows that most community service organisations that responded were operating in NSW only (83.6%). Within NSW, the largest number of organisations (219, or 42.7%) were operating in non-metropolitan areas only, while 163 (31.8%) were operating in metropolitan areas only. A further 131 (25.5%) were operating in a mix of metropolitan and non-metropolitan areas.

Table 1 Operations in NSW and other states

Area	n	%
Operates in NSW only	427	83.6
Operates in NSW and at least one other state or territory	63	12.3
Operates in all states and territories	21	4.1
Total	511	100.0

Table 2 Location of operations in NSW

Area	n	%
All operations in non-metropolitan areas	219	42.7
Operates in both metropolitan and non-metropolitan areas	131	25.5
All operations in metropolitan areas	163	31.8
Total	513	100.0

2.2 Service type

Respondents were asked to select the main type of service they were providing in NSW (i.e. the service for which they received most funding) and to list other service types they delivered. Table 3 provides a breakdown of main service type.

Table 3 Main service type

	n	%
Aboriginal Health & Support Services	(23)	(4.5)
Ageing, Disability & Carer	(161)	(31.4)
Disability services	94	18.3
Non-residential services for the elderly	41	8.0
Transport	13	2.5
Carer support	8	1.6
Residential aged care	5	1.0
Community	(82)	(16.0)
Neighbourhood centre	53	10.3
Community development, arts and culture	29	5.5
Employment & Financial Support	(10)	(2.0)
Employment / training	4	0.8
Financial support (e.g. financial counselling, gambling, emergency relief)	6	1.2
Family, Children & Youth	(84)	(16.4)
Child welfare, children's services	36	7.0
Domestic violence and sexual assault	12	2.3
Family and relationship services	19	3.7
Youth Service	17	3.3
Health Related Services	(44)	(8.6)
Alcohol and other drugs services	11	2.1
Women's health	8	1.6
Mental health	9	1.8
Health condition-specific services	6	1.2
Other health	10	1.9
Housing & Homelessness	(55)	(10.7)
Homelessness services	34	6.6
Community housing	21	4.1
Advocacy, Information, Legal & Migrant services	(54)	(10.6)
Peak body, sector support	22	4.3
Legal services	12	2.3
Information, advice and referral	6	1.2
Advocacy (other than legal services)	9	1.8
Migrant, refugee and asylum seeker services	5	1.0
Total	513	100

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 (23 organisations), or as one of the other types of services their organisation provides in NSW (67 organisations). In total, 90 organisations, or 17.5% of respondents, provided Aboriginal health or support services. There were slightly more Aboriginal services among respondents in 2015 than in 2014, when 80 services (13.9%) reported this was the case.

Table 4 Organisation delivered Aboriginal health and support services

	n	%
Provides Aboriginal health or support services	90	17.5
Does not provide Aboriginal health or support services	423	82.5
Total	513	100.0

2.3 Size of organisations

As Table 5 shows, just over a quarter of organisations (26.2%) had five or fewer paid staff in NSW. Almost a third (31.0%) had 6- 19 staff. Together, more than half (57.2%) of community sector organisations were small, consisting of less than 20 paid staff. Around one in eight (12.9%) employed 100 or more staff.

Table 5 Number of paid staff in NSW

	n	%
5 or fewer	134	26.2
6 to 19	159	31.0
20 to 49	107	20.9
50 to 99	47	9.2
100 or more	66	12.9
Total	513	100.0

Annual revenue also indicates organisational size (see Table 6). Survey respondents were asked to estimate the total annual revenue from all sources for the 2013–2014 financial year, including revenue for the entire organisation, not just their NSW operations. Around half of respondent organisations (50.5%) reported their annual revenue for the previous financial year was under \$1 million. Around one in five (20.4%) indicated their revenue was under \$250,000 (see Table 6).

Table 6 Annual revenue for 2013-14 financial year, whole organisation

	n	%	Cumulative percent
Less than \$50,000	13	2.6	2.6
\$50,000 to \$250,000	76	15.2	17.8
\$250,000 to \$500,000	77	15.4	33.1
\$500,000 to \$1 million	87	17.4	50.5
\$1 million to \$2 million	81	16.2	66.7
\$2 million to \$5 million	72	14.4	81.0
\$5 million to \$10 million	36	7.2	88.2
\$10 million to \$20 million	33	6.6	94.8
\$20 million to \$50 million	12	2.3	97.2
\$50 million or more	14	2.8	100.0
Total	501	100.0	100.0

2.4 Structure of organisations

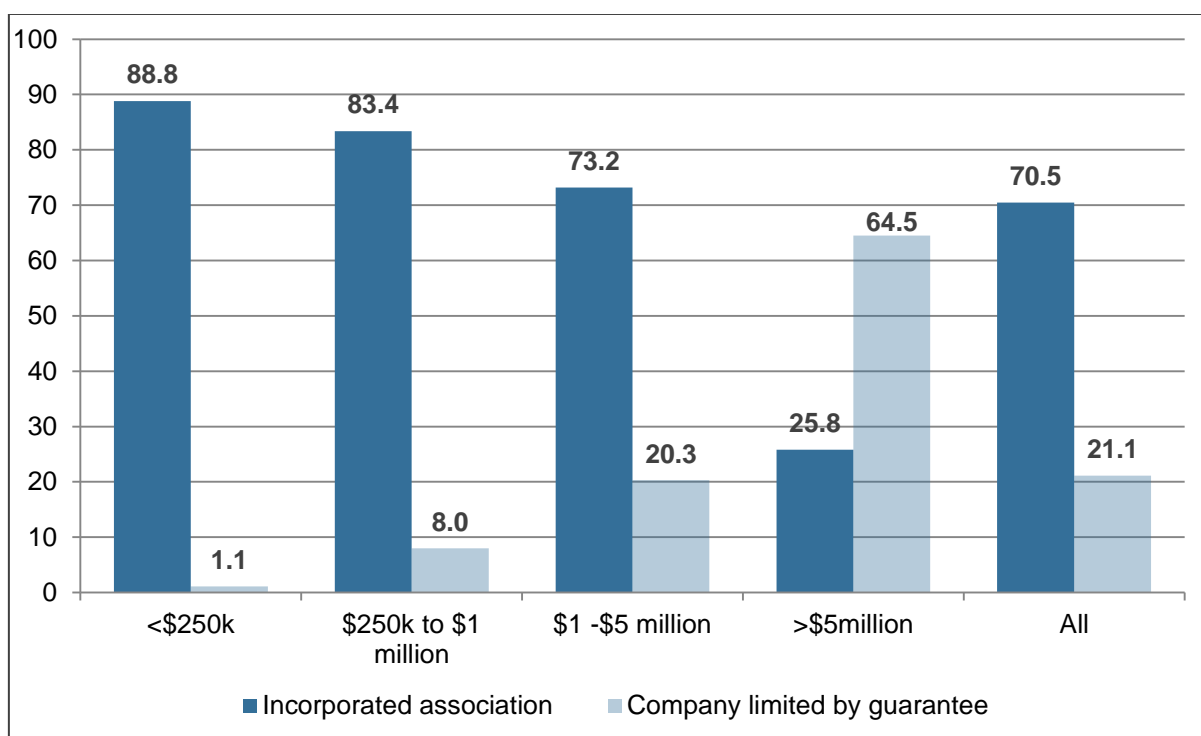
Most respondents (351) were in organisations which were incorporated associations (70.5%), followed by companies limited by guarantee (105 organisations or 21.1%) (see Table 7 and Figure 1). Change from 2014 to 2015 was not expected; arrangements in 2015 reflect those of organisations which responded to the 2014 survey, in which 69.3% were incorporated organisations and 23.6% were companies limited by guarantee.

As in 2014, the 2015 survey found the structure of organisations differed according to organisations' annual revenue (see Table 7 and Figure 1). Smaller organisations tended to be incorporated associations. Nearly nine in 10 organisations with annual revenues under \$250,000 were incorporated associations (88.8%), compared with a quarter of organisations with annual revenues over \$5 million (25.8%). Larger organisations were more likely to be companies limited by guarantee (see Table 7 and Figure 1).

Table 7 Organisations by legal structure, by annual revenue

	Under \$250,000		\$250,000 to \$1 million		\$1 to \$5 million		More than \$5 million		All	
	n	%	n	%	n	%	n	%	n	%
Incorporated association	79	88.8	136	83.4	112	73.2	24	25.8	351	70.5
Company limited by guarantee	1	1.1	13	8.0	31	20.3	60	64.5	105	21.1
Other	9	10.1	14	8.6	10	6.7	9	9.7	42	8.4
Total	89	100.0	163	100.0	153	100.0	93	100.0	498	100.0

Figure 1 Incorporated associations and companies limited by guarantee, by annual revenue (%)



2.5 Taxation status

Respondents were also asked if their organisation was a PBI, as assessed by the Australian Charities and Not-for-profits Commission. PBI status may be granted to organisations whose main purpose is to relieve poverty or distress. Having PBI status enables charities to apply for some tax concessions and for endorsement as deductible gift recipients. Overall, 77.2% of respondents had PBI status. This was slightly higher than in 2014, when 74.5% of respondents reported having PBI status.

The proportion of organisations with PBI status was notably low among small organisations. Only 53.9% of organisations with revenues under \$250,000 had PBI status, compared with 88.2% of those in the \$1 to \$5 million range and 85.1% of those with revenues over \$5 million. This is shown in Table 8.

Table 8 PBI status by total annual revenue

	Under \$250,000		\$250,000 to \$1 million		\$1 to \$5 million		More than \$5 million		All	
	n	%	n	%	n	%	n	%	n	%
Is a PBI	48	53.9	123	75.0	135	88.2	80	85.1	386	77.2
Not a PBI	27	30.3	31	18.9	10	6.5	11	11.7	79	15.8
Not sure	14	15.7	10	6.1	8	5.2	3	3.2	35	7.0
Total	89	100.0	163	100.0	153	100.0	93	100.0	498	100.0

The 79 organisations which did not have PBI status were then asked if they had applied. The largest group of these (30 organisations, or 37.5%) said they had not applied, although they may meet requirements. Slightly fewer (26 organisations, or 32.5%) said they had not applied as they would not meet the requirements. Twelve organisations (15.2%) reported that they had applied but had been found to not meet the requirements, while a further eight organisations (10.1%) were waiting for a decision.

Organisations were also asked if they had status of 'deductible gift recipients'. This enables them to receive tax deductible donations and other contributions or gifts. Table 9 shows that overall, 82.6% of organisations had DGR status. Organisations may also be able to access DGR status through another organisation, such as a peak body, although relatively small number of organisations (28) accessed DGR status in this way (see Table 9).

The proportion of organisations with DGR status was lower for organisations with revenues under \$250,000, although almost a quarter of these organisations were not sure if they had DGR status (23.6%). Of those organisations that did not have DGR status, almost half had not applied, on the basis that they didn't meet the requirements (23 organisation, or 48.9%). A further 31.9% had not applied but felt they may meet the requirements.

Table 9 DGR status by total annual revenue

	Under \$250,000		\$250,000 to \$1 million		\$1 to \$5 million		More than \$5 million		All	
	n	%	n	%	n	%	n	%	n	%
Has DGR status	56	62.9	135	82.3	141	92.2	81	86.2	413	82.6
Does not	12	13.5	21	12.8	5	3.3	7	7.4	45	9.0
Not sure	21	23.6	8	4.9	7	4.6	6	6.4	42	8.4
Total	89	100.0	164	100.0	153	100.0	94	100.0	500	100.0

Table 10 shows the number and proportion of survey respondents who had PBI and DGR status, according to their main service type. Organisations whose main activity was in the 'community' category were least likely to have PBI status (58.5%) along with those in advocacy, information and legal services (63.3%). Those whose main activity was health related services were most likely to have DGR status (93.2%). The small numbers of organisations whose main activity was employment and financial support services makes proportions unreliable for this category.

Table 10 Organisations with PBI and DGR status by main service type

	PBI Status		DGR status	
	n	%	n	%
Aboriginal Health & Support Services	22	82.6	19	82.6
Ageing, Disability & Carer	133	82.6	138	85.7
Community	48	58.5	65	79.3
Employment & Financial Support	8	80.0	6	60.0
Family, Children & Youth	68	81.0	64	76.2
Health Related Services	37	84.1	41	93.2
Housing & Homelessness	47	85.5	47	85.5
Advocacy, Information, Legal & Migrant	34	63.0	40	74.1
Total	394	76.8	420	81.9

Note that totals differ slightly from figures in Table 8 and Table 9 due to missing data.

3 Governance

In 2015, organisations were asked a series of questions about governance of their organisation, including whether they had a strategic plan in place, the characteristics of their governance body, and how governance arrangements were working. A question was also asked about whether their organisation had a financial reserve to cover expenses for three months, as an indicator of financial management and financial precarity. These questions were not asked in 2014, providing important new information that depicts governance as a strength of the community sector.

3.1 Strategic planning

Table 11 shows that most organisations (70.8%) reported that they had, and regularly referred to, a current strategic plan. A further 16.4% said they had a strategic plan which did not get referred to often. Together, this shows the vast majority of organisations (87.2%) had a strategic plan; only around one in eight organisations (12.8%) did not, and the majority of these organisations had had a strategic plan in the past.

Table 11 Whether or not organisations have and use a strategic plan

	n	%
Has a strategic plan that is regularly referred to	363	70.8
Has a strategic plan but don't refer to it often	84	16.4
Does not currently have a strategic plan but has had one in the past	51	9.9
Does not have a strategic plan and has not had one in the past	15	2.9
Total	513	100.0

Table 12 shows the number and proportion of organisations with or without a strategic plan, according to their revenue level. As expected, given their increasing complexity, larger organisations were the most likely to have a strategic plan in place (see Table 12).

Table 12 Organisations with a strategic plan by total annual revenue

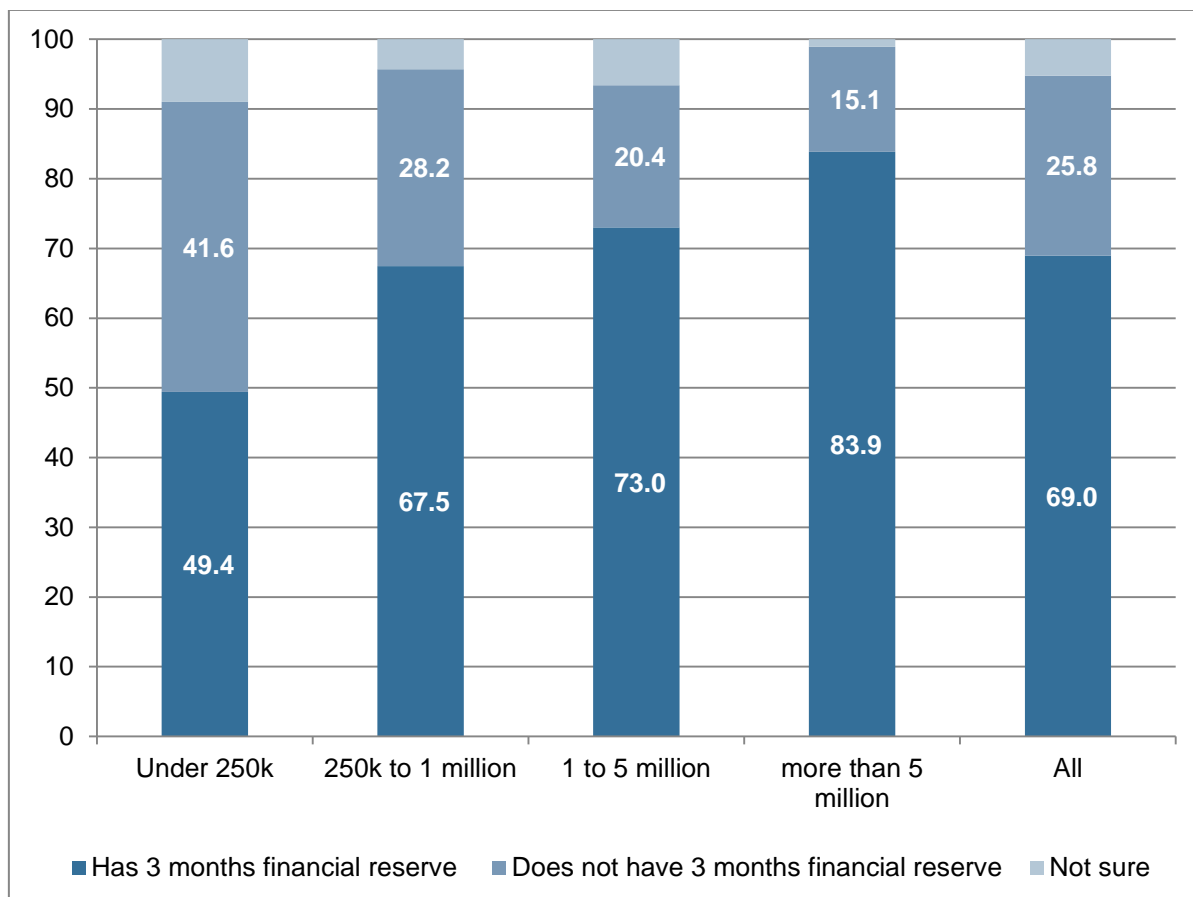
	Under \$250,000		\$250,000 to \$1 million		\$1 to \$5 million		More than \$5 million		All	
	n	%	n	%	n	%	n	%	n	%
Has a strategic plan	64	79.9	140	85.4	142	92.8	90	95.7	436	87.2
Does not	25	28.1	24	14.6	11	7.2	4	4.3	64	12.8
Total	89	100.0	164	100.0	153	100.0	94	100.0	500	100.0

3.2 Financial reserves

Respondents were asked if their organisation had a financial reserve which would cover expenses for at least three months. This was included as an indicator of financial health and governance. Overall, nearly seven in 10 organisations had a reserve of this size

(69.0%). However, a quarter did not (25.8%) and 5.2% were not sure. Small organisations were less likely to have a reserve to cover expenses for three months, suggesting a risk to their sustainability. Organisations with revenues of \$5 million or more were substantially more likely to have a financial reserve to cover their expenses for three months.

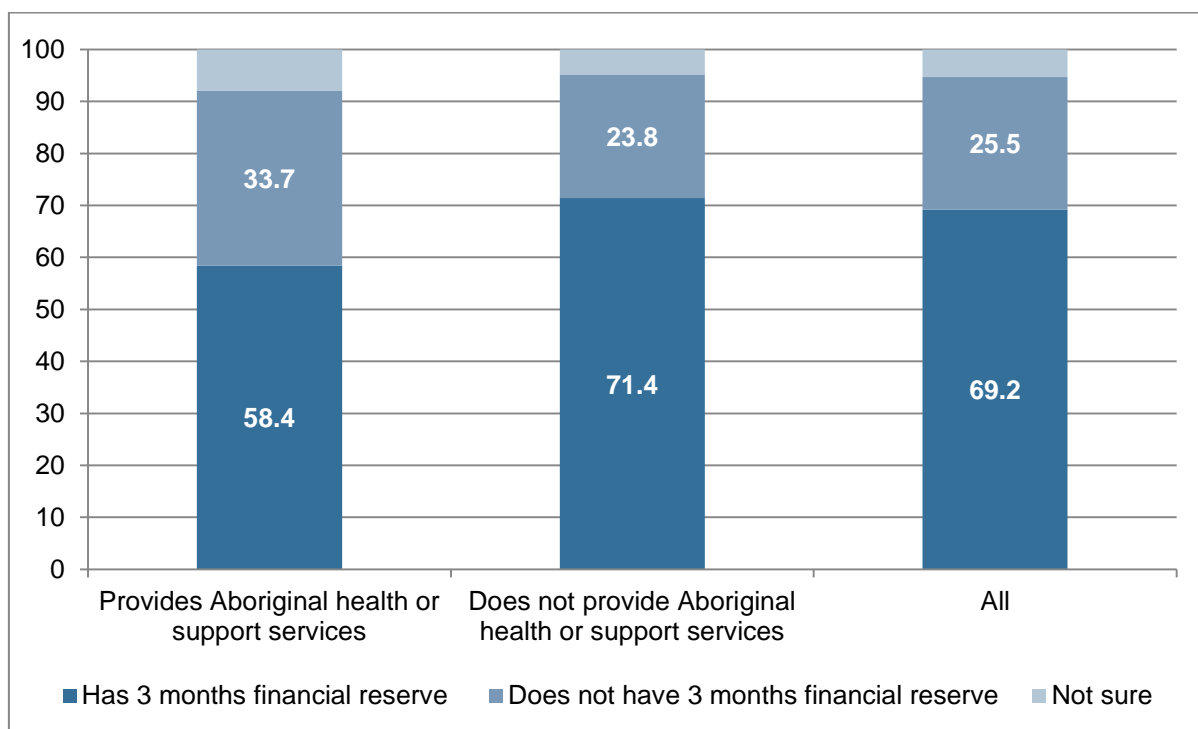
Figure 2 Organisations with a financial reserve that would cover expenses for at least 3 months, n=497 (%)



These findings may relate to the different financial strategies associated with the different legal structures of organisations; 84.8% of organisations which were structured as companies limited by guarantee had financial reserves to cover three months of expenses or more, while 65.4% of incorporated associations had reserves of this size (data not shown).

It is also interesting to note that organisations providing Aboriginal health and support services were significantly less likely than others to have a financial reserve to cover their expenses for three months or more. As Figure 3 shows, 58.4% of organisations which provided Aboriginal health or support services had a financial reserve at the threshold level, compared with 71.4% of organisations which did not provide Aboriginal health or support services. The reasons for higher levels of financial risk in these services is worthy of further exploration in future research.

Figure 3 Financial reserves of organisations providing Aboriginal health and support services, n=509 (%)



3.3 Composition of boards and management committees

The 504 respondents who said their organisation had a board or management committee were asked a series of questions about the composition of this structure, and their perspectives on how well it was functioning, and any challenges faced. Of course, findings reflect perspectives of the CEOs, senior managers and others who participated in the survey, and may not necessarily reflect the perspectives of members of boards or management committees. Only 16 respondents answered the survey as representatives of their board or management committee.

Of the 504 respondents who were asked, more than three quarters (78.2%) said their board or management committee included somebody with financial or business expertise, and two in three (65.5%) said their board or management committee included someone from another community service organisation. Around two in five included a client representative (41.5%) and around one in three included a staff representative (35.3%). Among those who answered 'other', many reported that their board or management committee included an Aboriginal Elder or community member, a person with marketing expertise, or a person working in a voluntary capacity within the organisation.

Table 13 Groups represented on boards and management committee

	n	%
Somebody with financial or business expertise	394	78.2
Someone from another community service organisation	330	65.5
Somebody from a private sector organisation	291	57.7
Someone with human resource expertise	233	46.2
Somebody with legal expertise	219	43.5
Client representative	209	41.5
Staff representative	178	35.3
A donor or someone with links to philanthropy	56	11.1
Other	164	32.5

3.4 Functioning of boards and management committees

Respondents were asked to report how strongly they agreed or disagreed with seven statements relating to the functioning of their board or management committee, including how effectively their governance body worked with management. This showed that respondents largely considered their governance body to be working effectively with management, and to be functioning well.

As shown in Table 14, Figure 4 and Figure 5, the overwhelming majority of respondents agreed or strongly agreed that their governance body worked effectively with management. Almost 90% felt there was good two-way flow of information between their governance body and management (88.8%); that their governance body worked with management on the important issues facing the organisation (88.0%) and that there was mutual trust between the governance body and management (89.0%).

Other indicators also point to engagement between governance and management as a strength of the sector, with 80.2% saying their governance body encouraged robust and constructive debate. An area for possible improvement is time allocated to governance, as smaller proportions of respondents (67.7%) agreed or strongly agreed their governance body had sufficient time to address the important issues facing their organisation.

Table 14 Indicators of effectiveness of governance body

	Strongly agree	Agree	Neutral	Disagree / Strongly disagree
There is good two way flow of information between governance body and management (n=501)	46.5	42.3	6.6	4.6
Governance body works collaboratively with management on important issues facing organisation (n=501)	48.3	39.7	8.2	3.8
There is mutual trust and respect between governance body and management (n=498)	51.4	37.3	8.8	2.4
The roles and responsibilities of management and our governance body are clearly distinguished (n=498)	42.6	37.6	13.6	6.2
Our governance body encourages robust and constructive debate (n=501)	39.2	41.0	15.0	4.8
Our governance body has sufficient time to deal with important issues (n=499)	21.8	45.9	20.1	12.2
Our governance body makes timely decisions (n=500)	29.1	45.5	17.0	8.4

Figure 4 Engagement between governance body and management

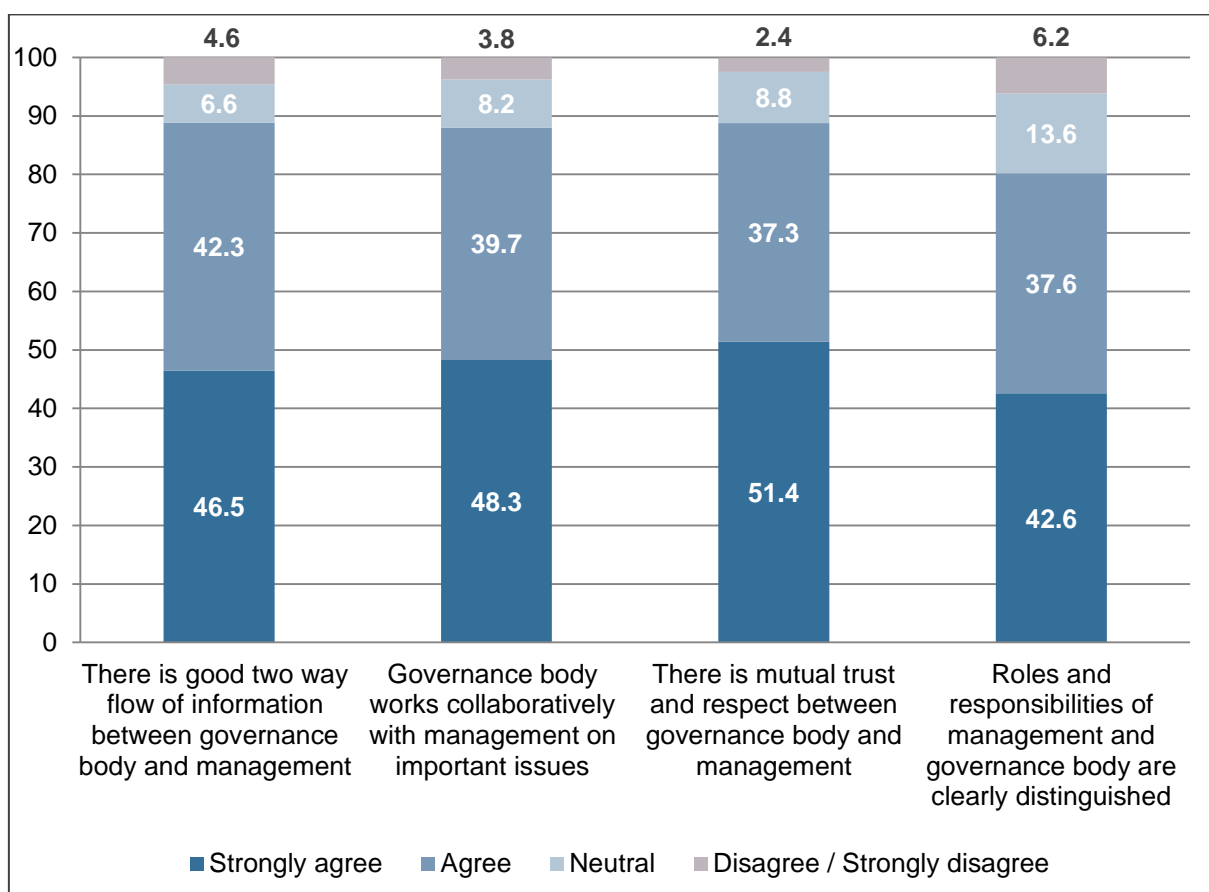
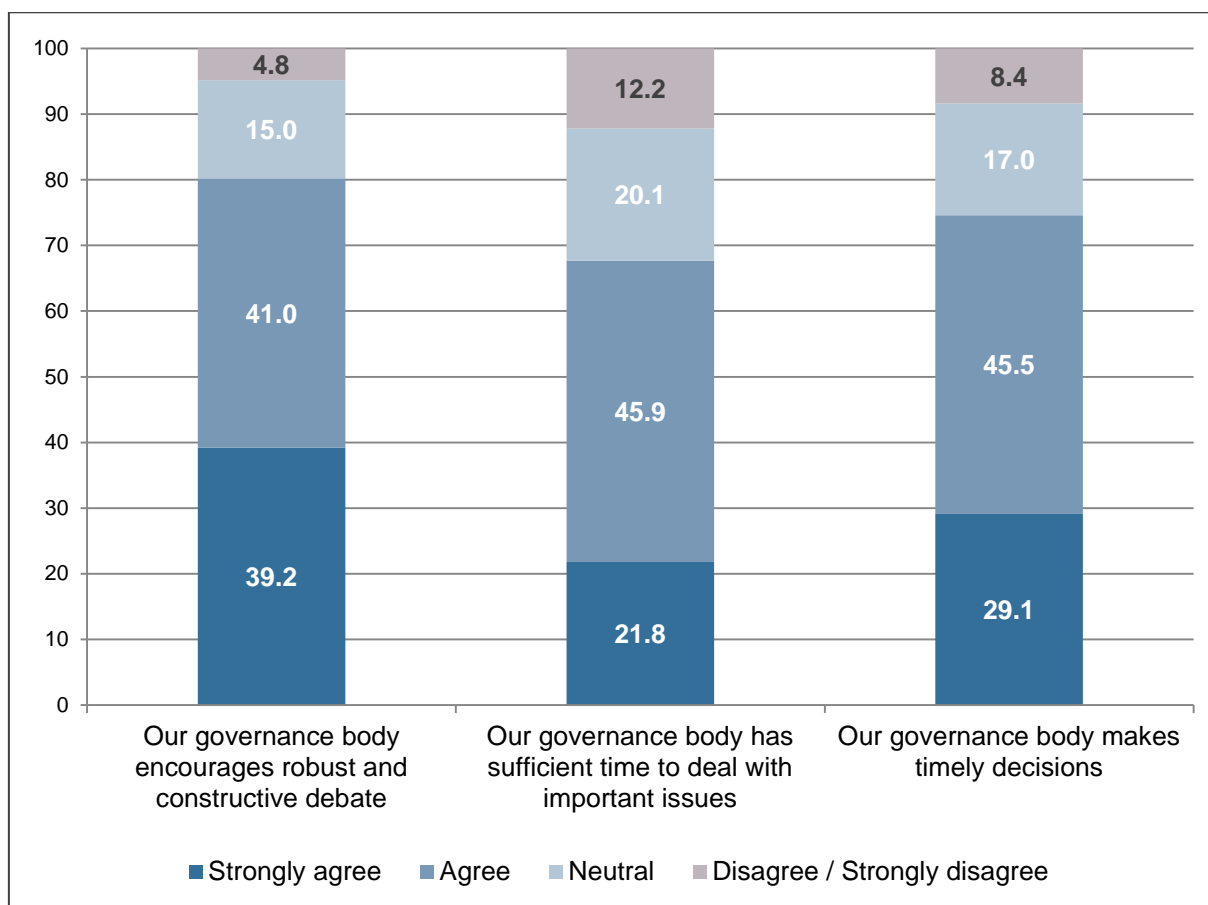


Figure 5 Effectiveness of governance body



3.5 Recruiting, retaining and training board and management committee members

Most respondents reported that they did not often have problems recruiting, retaining or training board and management committee members.

As Table 15 and Figure 5 show, around half of respondents (51.4%) said they rarely had trouble filling positions (26.9% reported it was difficult ‘none of the time’ while 24.5% said it was difficult ‘a little of the time’). Nearly three-quarters of respondents (71.7%) reported only infrequent problems retaining board or committee members, on the basis that it was difficult ‘none of the time’ for 42.8% and ‘a little of the time’ for 28.9%. More respondents had difficulty finding members with appropriate skills with over one in four (28.0%) saying this was difficult most or all of the time.

When asked about finding resources in order to provide governance training, over half of respondents (58.0%) said this was an issue either never or only a little of the time. Persuading members to take up training was more difficult. Nearly a third of organisations (31.4%) said it was difficult to get members to take up governance training most or all of the time, and a nearly a further third (30.6%) said it was difficult ‘some of the time’ (see Table 15).

Smaller organisations were more likely than others to report difficulties recruiting, retaining and training board and management committee members. As Table 16 shows, 40.0% of organisations with 50 or more staff said that filling positions was difficult for their organisation 'none of the time', compared with 19.8% of respondents from organisations with five or fewer staff. Around half of organisations with 50 or more staff (49.5%) said they never had difficulty finding resources to provide governance training, compared with 25.2% of organisations with five or fewer staff and 29.7% of organisations with six to 19 staff (see Table 16).

Table 15 Difficulties in recruiting, retaining and training members

	Fill positions	Retain members	Recruit members with appropriate skills	Find resources to provide governance training	Get members to take up governance training
None of the time	26.9	42.8	21.3	34.0	16.2
A little of the time	24.5	28.9	26.8	24.0	21.7
Some of the time	28.0	22.0	23.8	25.7	30.6
Most of the time	15.1	4.3	18.6	10.0	23.6
All of the time	5.5	2.0	9.4	6.2	7.8

Figure 6 Difficulties retaining, recruiting and training the governance body

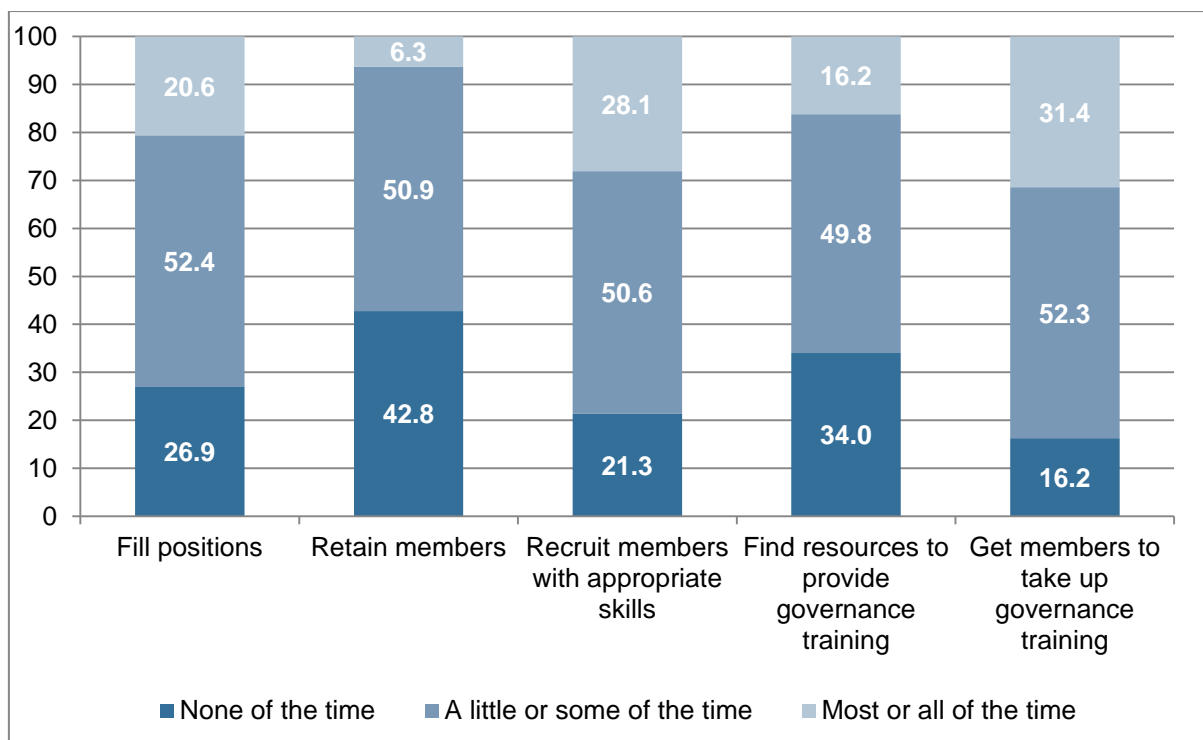


Table 16 Proportion of organisations who reported difficulties affected their organisation 'none of the time', by numbers of staff (%)

	5 or fewer staff	6 to 19	20 to 49	50 or more staff	All
Fill positions	19.8	19.1	30.8	40.0	26.3
Retain members	31.3	40.6	51.0	48.6	42.1
Recruit members with appropriate skills	16.9	21.0	19.4	26.4	20.8
Find resources to provide governance training	25.2	29.7	26.5	49.5	32.2
Get members to take up governance training	14.4	13.9	13.6	20.0	15.3

4 Workforce and Volunteers

The survey asked a series of questions about staffing and leadership in the organisation, as well as organisational strategies for filling positions and supporting staff, and any challenges faced.

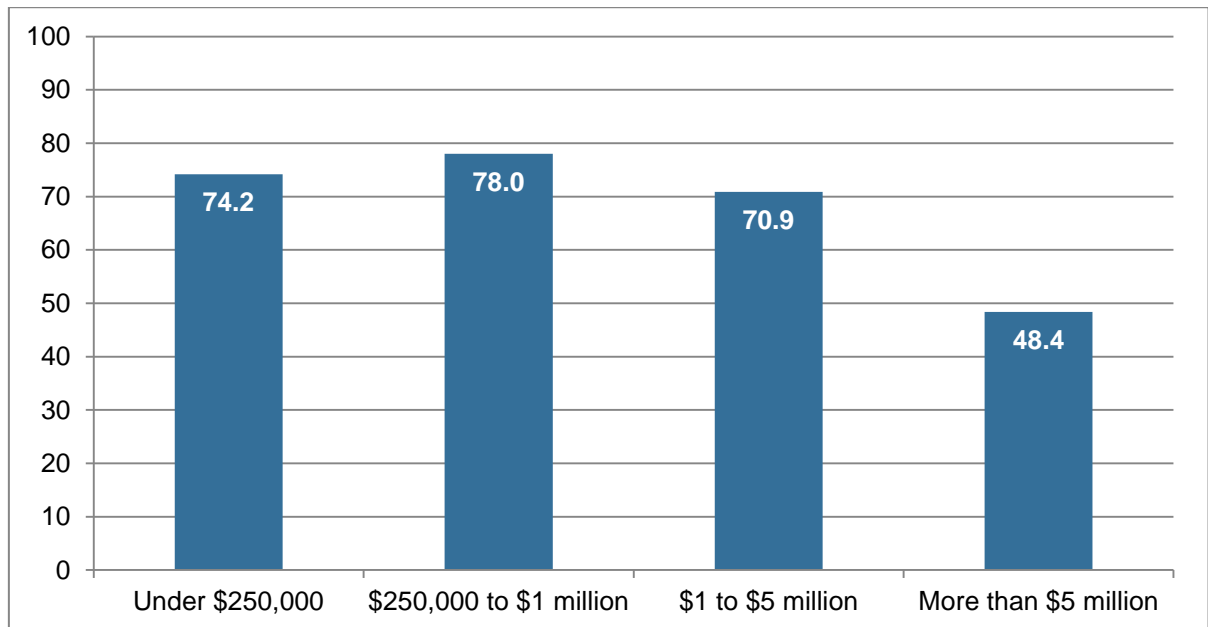
4.1 Organisational leadership

In terms of leadership, respondents were asked whether the head of their organisation was female, how senior management positions were filled, and whether the organisation had difficulty recruiting senior and middle level managers. The survey also asked if the organisation had a formal strategy in place for supporting women to reach senior management positions, and experiences of implementing this strategy.

Female-led organisations

Overwhelmingly, the community sector is led by women, with 69.6% of organisations having a female CEO (see Figure 7). The proportion of female-led organisations was lower for organisations with annual revenues over \$5 million, for who less than half had a female leader (48.4%). Reflecting this, organisations operating in multiple areas were less likely than more localised services to have a female CEO, and proportions were also lower for those who also had operations outside NSW (data not shown).

Figure 7 Proportion of organisations with female CEOs, by annual revenue



Recruitment of senior managers

The survey also asked whether the last senior management position in the organisation was filled with an existing staff member or a new recruit from the community, public or private sector. Around one in three organisations (33.7%) had recruited from within the

organisation, while roughly the same proportion (32.3%) recruited from another community organisation (see Table 17). Recruitment from the public sector (15.3%) or the private sector (12.3%) was less common. However, there were differences according to the size of an organisation. Large organisations with annual revenues of more than \$5 million were most likely to recruit their last senior manager from a private sector or government organisation, whereas very few small organisations did so.

Table 17 Source of most recently recruited senior manager

	Under \$250,000		\$250,000 to \$1 million		\$1 to \$5 million		More than \$5 million		All	
	n	%	n	%	n	%	n	%	n	%
From within the organisation	32	36.0	62	38.0	50	33.1	23	24.7	167	33.7
Another community organisation	25	28.1	55	33.7	55	36.4	25	26.9	160	32.3
A private sector organisation	4	4.5	10	6.1	22	14.6	25	26.9	61	12.3
The public sector	17	19.1	25	15.3	16	10.6	18	19.4	76	15.3
Not sure/ other	11	12.3	11	6.8	8	5.3	2	2.2	32	6.4
Total	89	100.0	163	100.0	151	100.0	93	100.0	496	100.0

4.2 Workforce composition

Overwhelmingly, the community sector workforce is dominated by women. More than one in five organisations employed only women (21.1%). More than half of organisations (54.7%) employed 'mostly women'. A small minority of organisations (3.5%) were male-dominated.

Table 18 Gender composition of paid workforce

	n	%
All women	108	21.2
Mostly women	279	54.7
About equal	105	20.6
Mostly men	14	2.7
All men	4	0.8
Total	510	100.0

As well as being female dominated, the community sector is highly diverse. As Table 19 shows, more than half of organisations employed a staff member from an Aboriginal and Torres Strait Islander (ATSI) background (54.9%) and more than two in three organisations employed a staff member from a culturally and linguistically diverse (CALD) background (68.5%). A little under half of organisations employed a staff member with a disability (45.3%).

These figures differed according to main service type. As would be expected, a very high proportion of organisations whose main services were Aboriginal health and support services employed a member of staff from an Aboriginal or Torres Strait Islander background (90.9%). However, less than half of organisations in the community category (comprised mainly of neighbourhood centres) employed an Aboriginal or Torres Strait Islander member of staff, as was the case in health related services and advocacy, information and legal services.

Organisations delivering ageing, disability and carer services were most likely to employ a staff member from a CALD background (75.3%), while lower than average proportions of organisations in the housing and homelessness sector did so.

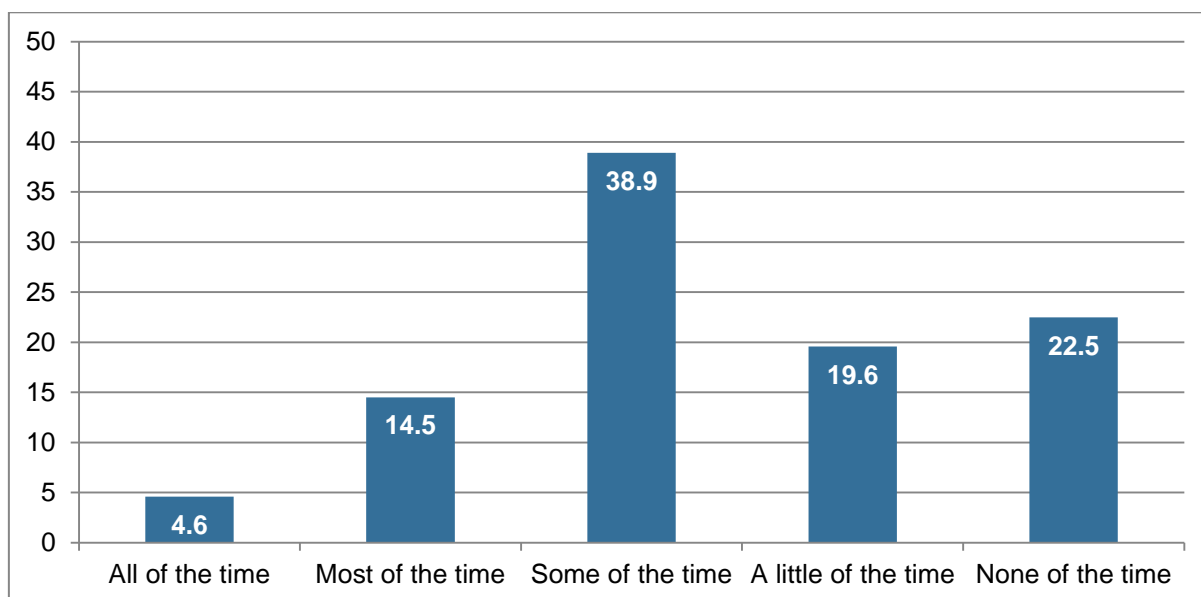
Table 19 Organisations employing CALD and ATSI staff, and staff with a disability, by main service type

	Employed any staff from an ATSI background (n=481)		Employed any staff from a CALD background (n=463)		Employed any staff with a disability (n=448)	
	n	%	n	%	n	%
Aboriginal Health & Support	22	90.9	7	46.7	6	37.5
Ageing, Disability & Carer	89	57.4	116	75.3	83	56.1
Community	33	44.0	44	63.8	25	37.9
Employment & Financial Support	6	66.7	6	60.0	8	88.9
Family, Children & Youth	50	63.3	52	67.5	34	44.2
Health Related Services	17	43.6	30	69.8	15	37.5
Housing & Homelessness	33	61.1	26	56.5	15	34.1
Advocacy, Information, Legal & Migrant	16	33.3	35	73.5	17	35.4
Total	264	54.9	317	68.5	203	45.3

4.3 Workforce challenges

The survey asked respondents how often their organisations had difficulty recruiting staff. As Figure 8 shows, organisations most often reported that this was difficult 'some of the time' (38.9%) or 'a little of the time' (19.6%). Just over one in five organisations (22.5%) reported recruitment was never difficult.

Figure 8 How often organisation had difficulties recruiting staff in the last 12 months (%)



Respondents were also asked which positions were difficult to recruit. Near a quarter (22.8%) said it was difficult to recruit professionals with degree level qualifications (such as social workers, teachers, registered nurses, and allied health workers). The same proportion of organisations (22.8%) said it was difficult recruiting other practitioners, such as personal care and support workers or childcare workers. Fewer organisations reported difficulties recruiting middle level managers (16.6%), senior managers (11.9%) or administrative staff (9.0%).

4.4 Workforce development strategies

Respondents were asked about their workforce development strategies, in particular, whether they had a budget to assist with various training costs, and whether they had formal strategies in place to support workforce diversity, specifically, by employing staff from Aboriginal and Torres Strait Islander and CALD backgrounds, people with disability, older workers, or supporting women to reach senior management positions. The numbers of respondents and proportions in organisations which had budget for training and workforce diversity strategies in place are reported in Table 20 and Table 21 respectively.

Almost two in five organisations (37.9%) had budget to assist with the costs of staff studying towards a university or TAFE qualification, while more than nine in 10 organisations (91.6%) had budget for participation in other kinds of training. Training for board and committee members was fairly common (69.8% of organisations had this in place), while less than half offered training for volunteers (48.5%).

The majority of organisations did not have formal workforce diversity strategies in place. Among those that did have formal strategies, the most common related to employing staff from Aboriginal and Torres Strait Islander backgrounds (37.2%) while almost a quarter of organisations had strategies to employ staff from CALD backgrounds and people with disability (23.8% and 23.0% respectively).

Table 20 Organisations that have a budget to assist with various training costs

	n	%
Staff participation at other kinds of training (n=501)	459	91.6
Training for board and committee members (n=490)	342	69.8
Training for volunteers (n=425)	206	48.5
Staff studying towards a university or TAFE qualification (n=458)	180	39.3
Temporarily filling positions while staff attend training (n=457)	173	37.9

Table 21 Organisations with a formal workforce diversity strategy in place

	n	%
Employing staff from Aboriginal or Torres Strait Islander backgrounds	191	37.2
Employing staff from CALD backgrounds	122	23.8
Employing people with disability	118	23.0
Employing and retaining older workers	102	19.9
Supporting women to reach senior management positions	86	16.8

Challenges associated with workforce diversity strategies

Respondents were given an opportunity to describe any challenges in acting on formal strategies relating to the employment of people from Aboriginal or Torres Strait Islander backgrounds; culturally and linguistically diverse backgrounds; people with disability; older workers; or relating to supports for women to reach senior management positions.

As noted above, the majority of organisations did not have formal workforce diversity strategies. Some of those without formal strategies felt that it was unnecessary because they always recruited the 'best candidate' for the job. A minority felt that employing people from target groups could pose challenges, where applicants had insufficient experience or training, faced language barriers or had issues around physical access.

Other respondents described how their organisation was seeking to implement formal strategies to recruit and retain employees from particular groups, and to support and develop a diverse workforce. Most often, respondents in this category described workforce initiatives which were focused on recruiting, supporting and retaining Indigenous workers, and some mentioned that their organisation had Aboriginal-identified positions. However, many organisations faced barriers to developing and implementing initiatives to promote employment of these groups, or filling identified positions.

When citing organisational barriers to implementing workforce strategies, respondents most often felt constrained by insufficient or insecure funding:

Uncertainty of funding periods makes it hard for people to consider moving to this agency. (Medium-sized health service)

Remuneration is not high enough to attract the best candidates. (Large community development service)

Common challenges for organisations were too little funding to pay good wages, no funding to support the development of workforce strategies, or too few resources to pay for training or other supports that workers might require. Some organisations lacked resources to devise appropriate strategies, with one commenting:

[We] Do not have the staff with the time to write all the strategies and then implement them. (Small organisation providing non-residential services for the elderly)

For another, it was a challenge to both recruit and retain Aboriginal people, with one explaining the challenges as:

Identifying Aboriginal people who have the potential and capacity to be in the health profession. Maintaining Aboriginal people once they have been trained as they can secure higher paid positions in mainstream due to our salary ranges and funding limitations. (Medium-sized Aboriginal health and support service)

Others spoke of limited opportunity for promotion within their organisation:

Lack of employment opportunities, advancement in positions and funding constraints. (Small neighbourhood centre)

Very flat structure and not much opportunity for progression within the organisation. (Medium-sized organisation providing non-residential services for the elderly)

Often, limited opportunity for advancement or for implementing a workforce diversity strategy was due to the organisation being very small, with very low staff turnover. One respondent from a small organisation providing child welfare, child or day care services, wrote:

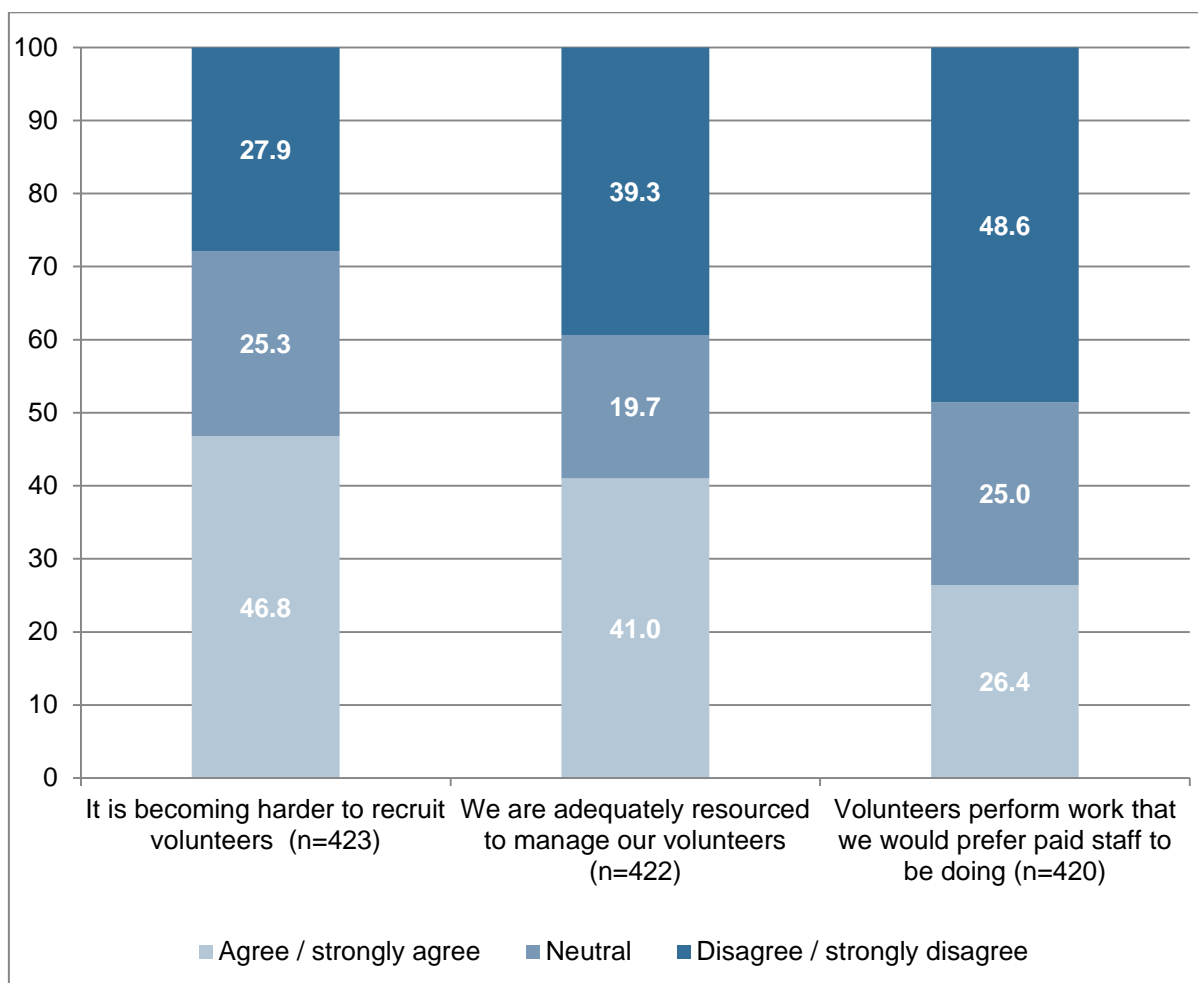
As we are a small service with extremely low staff turnover, we don't have the need for a formal strategy for employing any of the above.

Organisations seeking staff in rural or remote areas discussed the difficulties they had recruiting in their local area where very few people had the requisite skills.

4.5 Volunteers

Overall, 83.0% of organisations reported that volunteers were involved in their organisation in some way. This group were then asked how strongly they agreed or disagreed with three statements relating to volunteers. This was measured on a 5-point scale ranging from 'strongly disagree' to 'strongly agree'. Figure 8 shows that a little under half of organisations reported it was becoming harder to recruit volunteers, and less than half (two in five organisations or 41.0%) felt they were adequately resourced to manage their volunteers. Around a quarter (26.4%) felt volunteers were performing work they would prefer paid staff to be doing.

Figure 9 Perspectives on recruiting, managing and training volunteers (%)



5 Working Together in the Community Sector

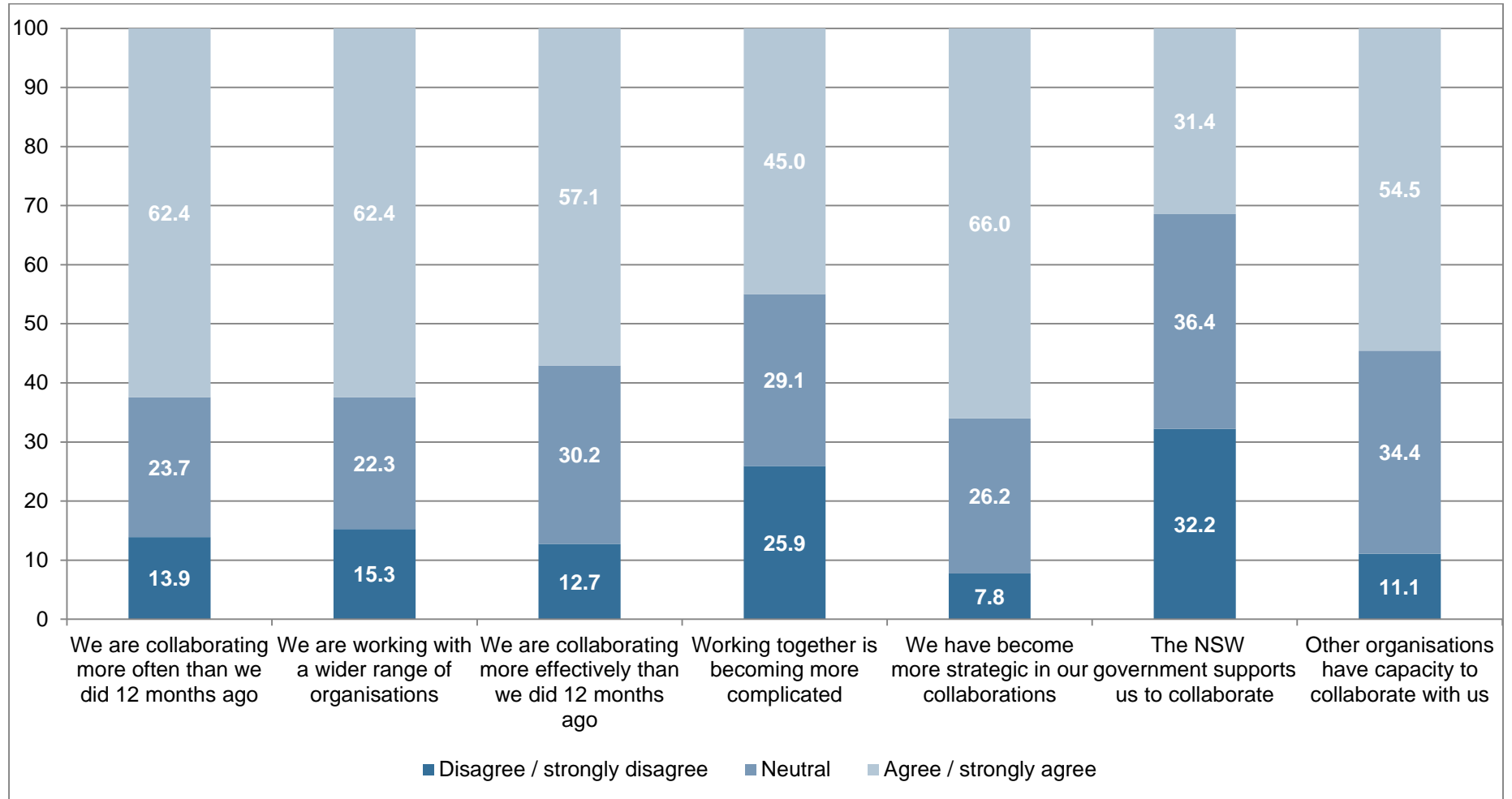
Collaboration is critical to organisations' capacity to meet complex needs. To explore experiences of collaboration, respondents were asked to report how strongly they agreed or disagreed with several statements about working with other community organisations. As shown in Table 22 and Figure 10:

- More than three in five organisations agreed or strongly agreed that they were collaborating more compared to 12 months ago (62.4%), and the same proportion said they were working with a wider range of organisations (62.4%). Relatively small numbers felt this was not the case.
- More than half of organisations (57.1%) reported they were collaborating more effectively than a year ago.
- Two thirds (66.0%) reported their organisation was becoming more strategic in its collaborations.
- Just under half agreed or strongly agreed collaboration was becoming more complex (45.0%).
- Less than one in three organisations (32.2%) felt the NSW Government supported them to collaborate, and one in nine organisations (11.1%) did not agree that other organisations had the capacity to collaborate with them.

Table 22 Agreement with statements on collaboration

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
We are collaborating more often than we did 12 months ago (n=511)	5.1	8.8	23.7	45.6	16.8
We are working with a wider range of organisations (n=511)	4.7	10.6	22.3	46.4	16.0
We are collaborating more effectively than we did 12 months ago (n=510)	4.3	8.4	30.2	41.6	15.5
Working together is becoming more complicated (n=509)	4.3	21.6	29.1	35.4	9.6
We have become more strategic in our collaborations (n=503)	3.0	4.8	26.2	53.7	12.3
The NSW government supports us to collaborate (n=506)	9.5	22.7	36.4	26.3	5.1
Other organisations have capacity to collaborate with us (n=506)	4.0	7.1	34.4	48.4	6.1

Figure 10 Perspectives on collaboration (%)



6 Engaging with Government

Respondents were asked about the ways their organisation was involved with the NSW Government, and the agency with which they had most contact. They were also asked a series of questions to capture their perceptions of their relationships with the NSW Government, and which aspects of their relationships had strengthened or weakened over the previous 12 months.

6.1 Types of involvement with government

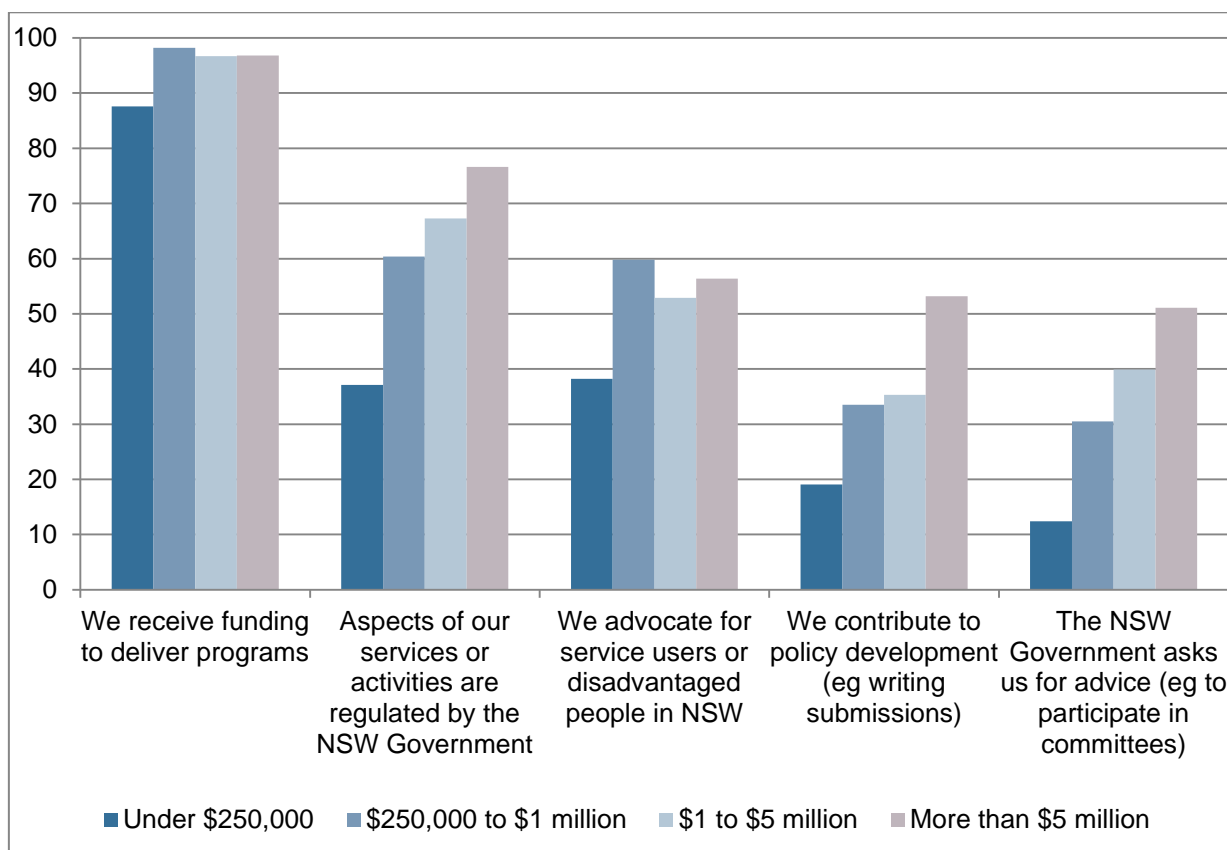
Table 23 and Figure 11 show the number and proportion of organisations involved with the NSW Government in various ways, according to annual revenue. Almost all organisations received funding to deliver programs (95.6%), although the proportion was lower (87.6%) among small organisations.

Organisations with over \$5 million in revenue were most likely to contribute to policy development (53.2% did so compared with 35.2% of all organisations). Large organisations were also most likely to report that the NSW Government asked for advice (51.1% compared with 34.0% overall). By contrast, organisations whose annual revenue was under \$250,000 were less likely than larger organisations to report being involved with the NSW Government in any way.

Table 23 Types of involvement with the NSW Government, by total annual revenue

	Under \$250,000		\$250,000 to \$1 million		\$1 to \$5 million		More than \$5 million		All	
	n	%	n	%	n	%	n	%	n	%
We receive funding to deliver programs	78	87.6	161	98.2	148	96.7	91	96.8	478	95.6
Aspects of our services or activities are regulated by the NSW Government	33	37.1	99	60.4	103	67.3	72	76.6	307	61.4
We advocate for service users or disadvantaged people in NSW	34	38.2	98	59.8	81	52.9	53	56.4	266	53.2
We contribute to policy development (e.g. writing submissions)	17	19.1	55	33.5	54	35.3	50	53.2	176	35.2
The NSW Government asks us for advice (e.g. to participate in committees)	11	12.4	50	30.5	61	39.9	48	51.1	170	34.0

Figure 11 Involvement with government, by organisations' annual revenue (%)



6.2 Contact with Government Agencies

Organisations were asked which NSW Government agency provided them with most funding in the previous 12 months. The most common was FACS (73.1%). Within FACS, one in three organisations received most funding from Ageing, Disability and Home Care (ADHC) (32.0%) and almost the same proportion received most funding from community services programs (30.2%). A little over one in 10 responding organisations (10.7%) received most funding from NSW Health and 3.9% received most from the Department of Attorney General and Justice (see Table 24).

Table 24 Main source of NSW Government funding in last 12 months (%)

	n	%
Family and Community Services		
Ageing, Disability and Home Care (ADHC)	164	32.0
Community services programs^	155	30.2
Housing programs^	21	4.1
Other area of FACS	35	6.8
Subtotal- FACS	(375)	(73.1)
Other agencies		
NSW Health	55	10.7
Department of Attorney General and Justice	20	3.9
Department of Education and Communities	16	3.1
Department of Premier and Cabinet	12	2.3
Other agency	24	4.6
No funding from NSW government in last 12 months	11	2.1
Total	513	100

Note: 'Community services programs' and 'housing programs' accord with previous structures in FACS (i.e. Community Services and Housing NSW). This ensures the 2015 data is comparable with 2014.

As well as indicating the NSW Government agency they received most funding from, respondents were asked which other areas of the NSW government their organisation had contact with in the previous 12 months. The vast majority had contact with multiple agencies, with only 21 organisations (4.1%) reporting that they hadn't had contact with any additional agency.

Of the 164 organisations whose main source of NSW Government funding was ADHC, one in three organisations (32.9%) said they also had contact with Community Services, and a quarter (25.6%) said they were also in contact with another area of FACS. Almost a quarter (23.2%) said they also had contact with housing programs. A high proportion was also in contact with NSW Health; two in five of organisations whose main source of funding was ADHC had contact with NSW Health (40.9%).

Of the 155 organisations whose main funding stream came from Community Services, around half (51.0%) also had contact with NSW housing programs and 50.3% also had contact with NSW Health. Around two in five of these organisations (39.4%) also had contact with ADHC, and around a quarter (26.5%) also had contact with the Commission for Children and Young People in the Office of Communities.

Of the 55 organisations whose main source of funding was NSW Health, 24 (43.6%) also had contact with community service programs in FACS, 30.9% also had contact with housing programs in FACS, and 27.3% also had contact with ADHC.

6.3 Relationships with the NSW Government

To examine the nature of relationships between community sector organisations and government, respondents were asked to reflect on their relationship with the NSW Government over the previous 12 months and indicate which aspects of their relationships had strengthened and which had weakened. In 2014, organisations were asked the same questions in relation to the previous five years, and for every domain, higher proportions of organisations reported that relationships had strengthened than weakened. This was not the case in 2015, with higher proportions tending to report weakening relationships.

Figure 11 shows that in 2015, higher proportions of organisations felt relationships were improving around reporting and compliance (33.9%), communication (31.4%), and co-operation and collaboration to deliver services (24.8%). However, substantial proportions perceived their relationships on these domains to be weakening.

Other aspects of their relationships were more often described as weakening. More than one in three organisations (36.3%) felt funding relations had weakened in the previous 12 months, while a quarter (25.1%) felt they had strengthened. This compares to the findings in 2014, when 46.0% felt funding relations had strengthened over the previous five years and 33.0% reported they had weakened. In 2015, more than a quarter (27.5%) reported relationships had weakened around consultation, and around one in five organisations (19.7%) felt their relationships around policy advice and development had weakened. Smaller proportions felt their relationships had strengthened on these domains.

Figure 12 Organisations that reported relationships with the NSW Government strengthened and weakened over the previous 12 months (%)

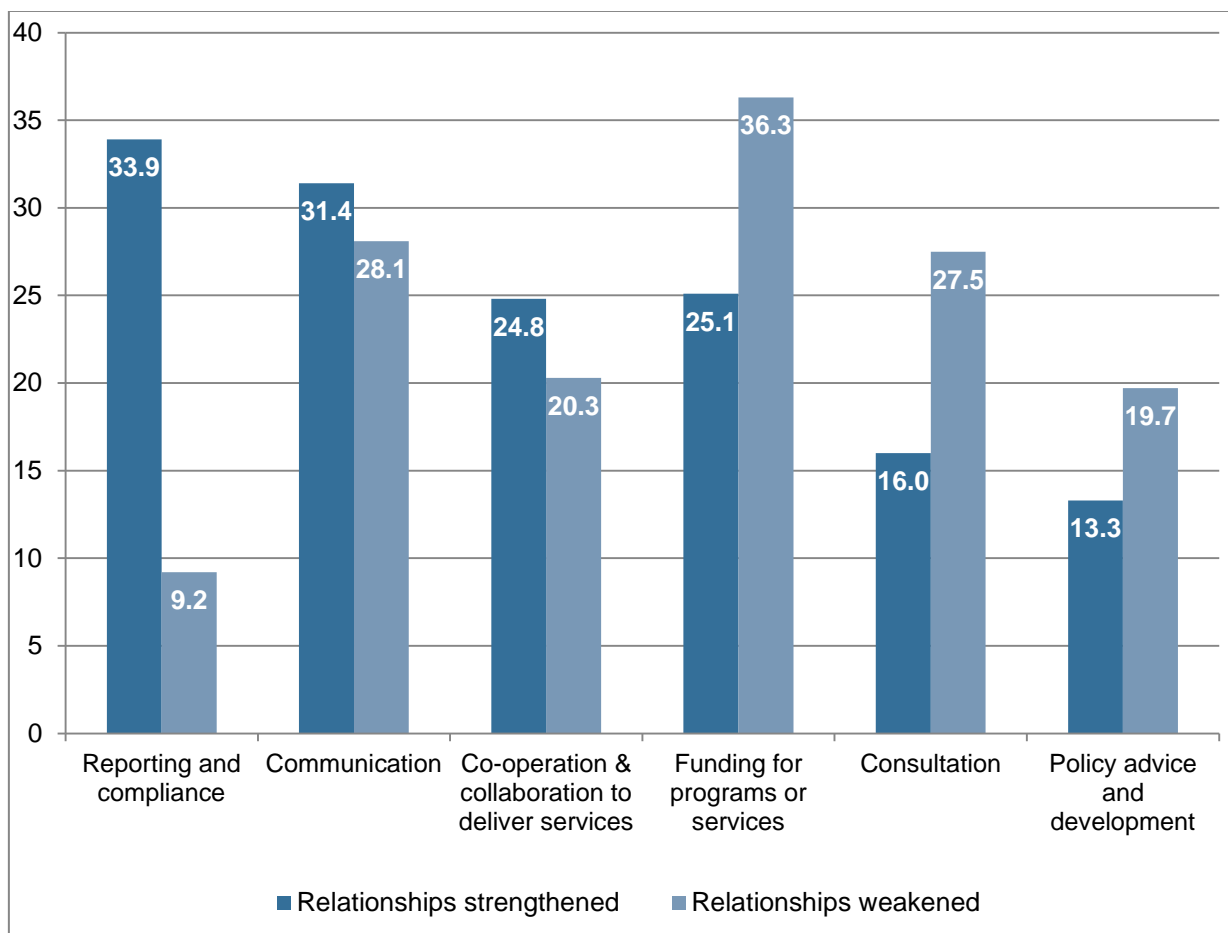


Table 25 provides a breakdown of the organisations which reported relationships had strengthened on key domains, according to whether their main funding source in NSW was FACS, NSW Health, or another agency. Table 26 shows the number of organisations who felt relationships weakened in the previous 12 months.

Among both FACS and NSW Health funded organisations, the proportion of organisations that reported funding relationships and consultation had weakened was higher than the proportion reporting that relationships in these domains had strengthened over the previous 12 months. Among NSW Health funded organisations, relatively high proportions of organisations felt communication had strengthened over the previous 12 months (47.3%), and higher proportions felt co-operation and collaboration to deliver services had strengthened (32.7%) rather than weakened (23.6%).

Table 25 Relationships strengthened in previous 12 months, by main funding agency in NSW

	FACS		Health		Other		Total	
	n	%	n	%	n	%	n	%
Reporting and compliance	124	33.2	25	45.5	25	34.2	174	34.7
Funding for programs or services	90	24.1	14	25.5	25	34.2	129	25.7
Communication	114	30.5	26	47.3	21	28.8	161	32.1
Consultation	58	15.5	13	23.6	11	15.1	82	16.3
Co-operation and collaboration to deliver services	91	24.3	18	32.7	18	24.7	127	25.3
Policy advice and development	53	14.2	9	16.4	6	8.2	68	13.5
Advocacy	22	5.9	6	10.9	11	15.1	39	7.8

Table 26 Relationships weakened in previous 12 months, by main funding agency in NSW

	FACS		Health		Other		Total	
	n	%	n	%	n	%	n	%
Reporting and compliance	37	9.9	4	7.3	6	8.2	47	9.4
Funding for programs or services	142	38.0	18	32.7	26	35.6	186	37.1
Communication	106	28.3	10	18.2	28	38.4	144	28.7
Consultation	108	28.9	14	25.5	19	26.0	141	28.1
Co-operation and collaboration to deliver services	74	19.8	13	23.6	17	23.3	104	20.7
Policy advice and development	82	21.9	4	7.3	15	20.5	101	20.1
Advocacy	48	12.8	2	3.6	7	9.6	57	11.4

7 Resourcing the Community Sector

The survey asked a series of question about the financial resources of community service organisations, including their total annual revenue and their income sources. It also asked questions about perspectives on funding arrangements, access to finance, and capacity to attract philanthropic support.

7.1 Total revenue

Respondents were asked to estimate their organisation's total annual revenue from all sources for the 2013-14 financial year, and the proportion of revenue coming from various government and private sources. As shown in Figure 13, around one in three organisations (33.2%) had annual revenues of under \$500,000. Almost half (48.0%) had revenues between \$500,000 and \$5 million.

Figure 13 Organisations by total annual revenue (% , n=501)

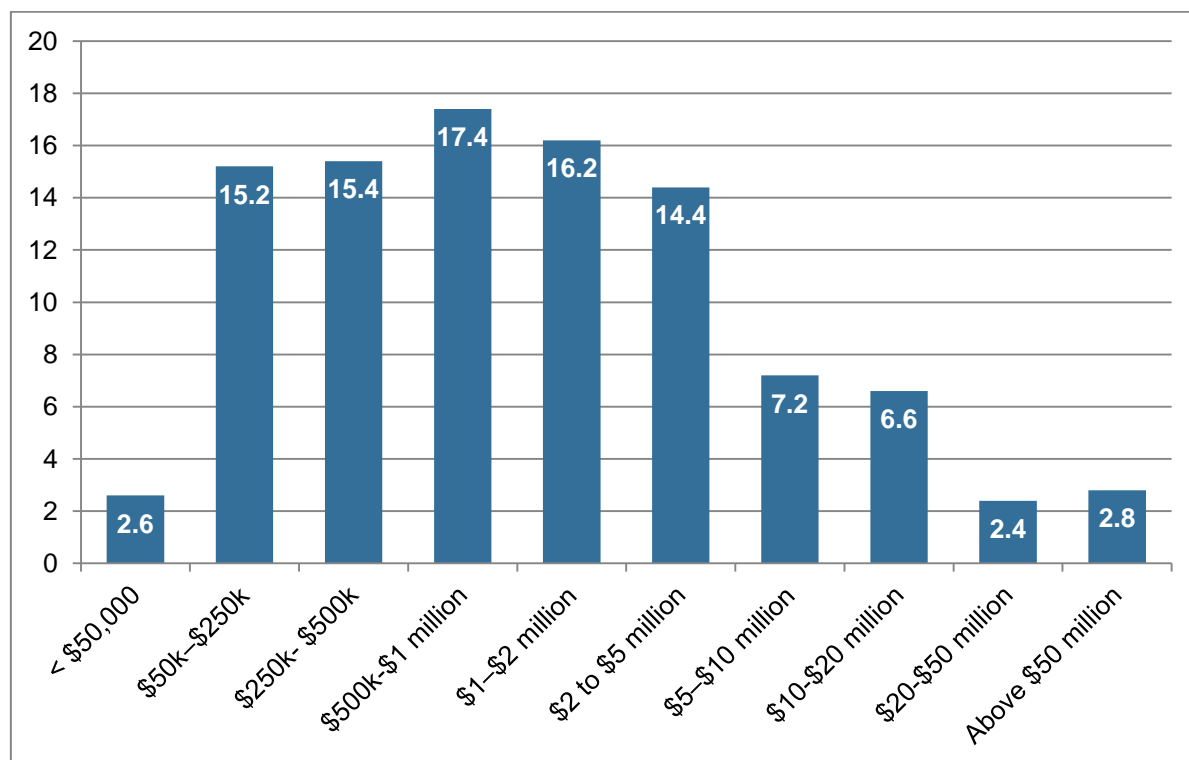
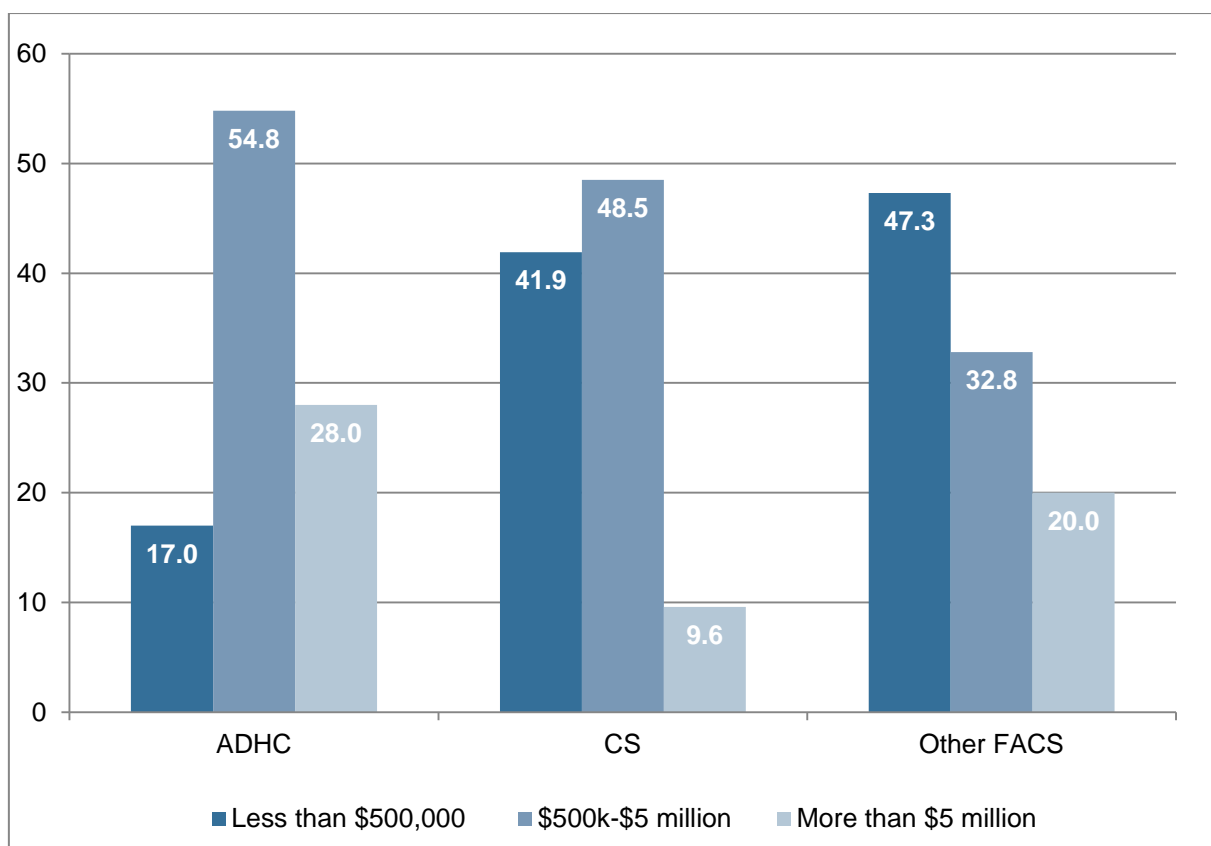


Table 27 shows organisations' total annual revenue according to their main source of NSW government funding in the previous 12 months. For those who received most funding from FACS, a further breakdown is provided in Figure 14, to show differences across ADHC, community service programs and other areas. This shows that ADHC is generally working with larger organisations: among organisations which received most funding from ADHC, a relatively small proportion of organisations had revenues of less than \$500,000 (17.0%), and higher proportions of organisations had revenues of more than \$5 million (28.0%).

Table 27 Annual revenue from all sources for 2013–2014 financial year, by main source of NSW Government funding

	ADHC		CS		Other FACS		Health		Other Agency		Total	
	n	%	n	%	n	%	n	%	n	%	n	%
< \$50,000	1	0.6	3	1.9	3	5.5	2	3.6	4	5.6	13	2.6
\$50k–\$250k	12	7.3	34	21.9	12	21.8	8	14.5	10	13.9	76	15.2
\$250k- \$500k	15	9.1	28	18.1	11	20.0	5	9.1	18	25.0	77	15.4
\$500k-\$1 million	22	13.4	37	23.9	9	16.4	7	12.7	12	16.7	87	17.4
\$1–\$2 million	34	20.7	19	12.3	5	9.1	11	20.0	12	16.7	81	16.2
\$2 to \$5 million	34	20.7	19	12.3	4	7.3	8	14.5	7	9.7	72	14.4
\$5–\$10 million	21	12.8	3	1.9	3	5.5	5	9.1	4	5.6	36	7.2
\$10-\$20 million	13	7.9	8	5.2	5	9.1	4	7.3	3	4.2	33	6.6
\$20-\$50 million	5	3.0	1	0.6	2	3.6	3	5.5	1	1.4	12	2.4
Above \$50 million	7	4.3	3	1.9	1	1.8	2	3.6	1	1.4	14	2.8
Total	164	100	155	100	55	100	55	100	72	100	501	100

Figure 14 Annual revenue of organisations which received most funding from FACS (% , n=374)



8 Revenue from Government Sources

Respondents were asked to report the percentage of their organisation's total revenue that came 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 28. This shows that organisations tended to receive more than half of their revenue from the NSW Government (54.1%, on average). However, there was much variation, as indicated by the high standard deviations. Organisations whose main activity was family, children and youth services had higher levels of receipt of NSW Government funding; on average two-thirds (63.6%) 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 (20.1%) from Federal Government agencies. Smaller amounts of government funding were received from other state or territory, or local government sources.

Table 28 Mean percent 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 Health & Support Services (<i>n</i> = 22)	51.8	31.8	2.7	9.0	30.0	29.8	2.9	8.8
Ageing, Disability & Carer (<i>n</i> = 160)	51.0	33.0	3.5	12.4	26.2	31.6	1.0	3.3
Community (<i>n</i> = 79)	57.1	32.9	0.5	3.0	15.1	23.9	2.9	6.6
Employment & Financial Support (<i>n</i> = 9)	31.1	40.5	12.2	23.2	34.4	39.4	0.0	0.0
Family, Children & Youth (<i>n</i> = 83)	63.6	29.6	4.3	13.3	13.8	20.7	1.1	5.4
Health Related Services (<i>n</i> = 43)	54.7	32.5	3.3	11.3	19.6	25.6	0.2	0.7
Housing & Homelessness (<i>n</i> = 54)	51.3	37.8	3.8	14.2	8.1	13.8	0.9	4.3
Advocacy, Information, Legal & Migrant (<i>n</i> = 51)	51.2	33.6	0.8	3.1	25.3	29.0	1.3	4.9
Total (<i>n</i> = 501)	54.1	33.6	3.0	11.3	20.1	27.3	1.3	4.8

Table 29 provides average levels of funding from government sources, by the number of staff in NSW. This shows that for organisations with more than 20 staff, NSW government funding constituted a lower proportion of total revenue, whereas for smaller organisations, NSW Government funding constituted more than half of income, on average. Federal Government funding contributed less to the revenue mix of very small organisations (13.7% compared with 20.1% for all organisations).

Table 29 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 (n = 126)	61.5	37.1	1.3	8.0	13.7	26.7	2.4	7.1
6–19 paid staff (n = 156)	56.9	32.1	1.7	8.5	20.1	27.4	0.9	3.8
20 to 49 paid staff (n = 106)	48.8	32.5	5.5	16.2	23.9	27.8	1.2	4.0
50 or more paid staff (n=113)	47.1	30.7	4.3	11.8	23.7	26.5	0.8	3.6
Total (n = 501)	54.1	33.6	3.0	11.3	20.1	27.3	1.3	4.8

8.1 Perspectives on their main source of NSW Government funding

Respondents were asked to think about their main source of funding from the NSW Government, and report how strongly they agreed or disagreed with a series of statements about their experiences of receiving this funding. Some of the questions related to funding processes (see Table 30 and Figure 15) while others related to funding adequacy (see Table 31 and Figure 16).

In terms of funding processes, 80.2% of organisations agreed or strongly agreed that funding is received on time, and only 10.7% disagreed (see Table 30). A little over half (54.4%) agreed or strongly agreed that compliance and acquittal processes are fair and transparent. On the other hand, more than half disagreed or strongly disagreed that funding contracts are long enough to achieve outcomes, and 58.1% said they did not know enough in advance whether funding would be renewed (see Table 30).

In terms of funding adequacy, the majority of respondents agreed or strongly agreed that funding covers the minimum amount of service they are contracted to provide (71.6%) and enables them to provide high quality services (69.3%). Around half agreed or strongly agreed that funding enables them to employ staff for the hours necessary to do the job (50.9%) and that they can pay staff rates appropriate to their skills (48.1%). In contrast, the majority of respondents disagreed or strongly disagreed that funding covered the costs of research and evaluation (72.0%), that funding enables them to operate with some money in reserve (70.5%) and that funding helps with purchasing the capital they need (65.6%). Around two in five organisations agreed, and a similar number disagreed, with the statements 'Funding covers the costs of managing and supervising staff' and 'Funding covers the costs of data collection and reporting' (see Table 31).

Table 30 Perspectives on funding processes in NSW (%)

	Strongly disagree		Disagree		Neutral		Agree		Strongly agree	
	n	%	n	%	n	%	n	%	n	%
Compliance and acquittal processes are fair and transparent	17	3.5	66	13.8	136	28.3	229	47.7	32	6.7
Funding contracts are long enough to achieve outcomes	115	23.7	142	29.3	80	16.5	129	26.6	19	3.9
Funding is received on time	11	2.3	41	8.4	45	9.2	279	57.2	112	23.0
We know enough in advance whether funding will be renewed	126	25.7	159	32.4	74	15.1	109	22.2	23	4.7

Figure 15 Organisations which agreed or disagreed with statements about funding processes in NSW (%)

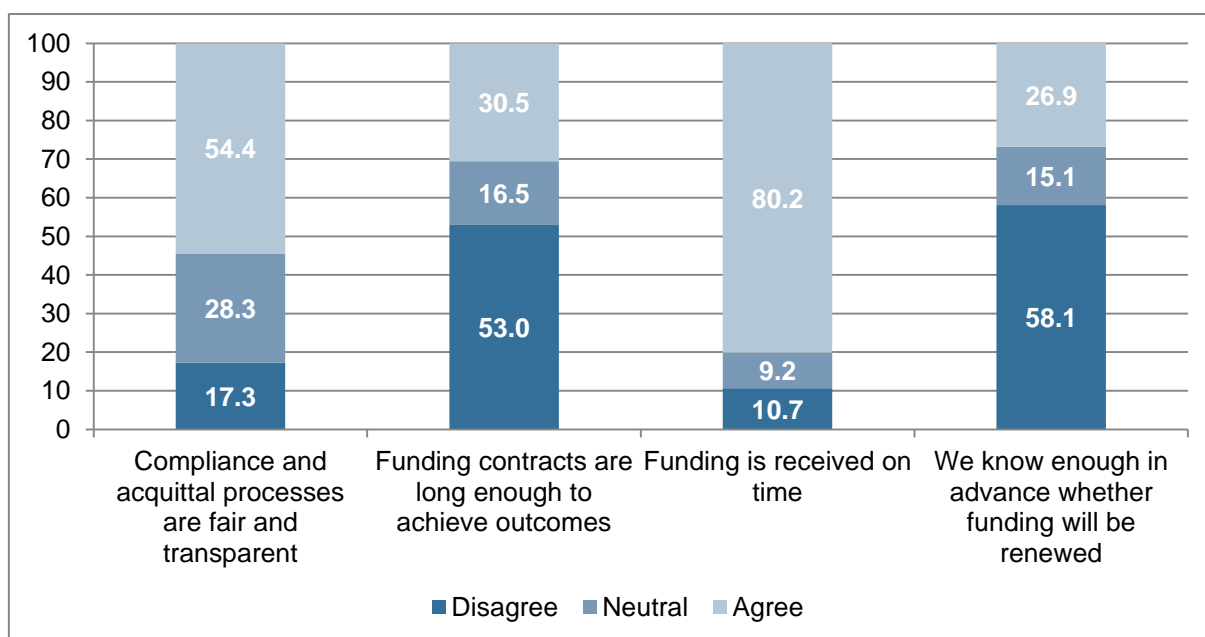
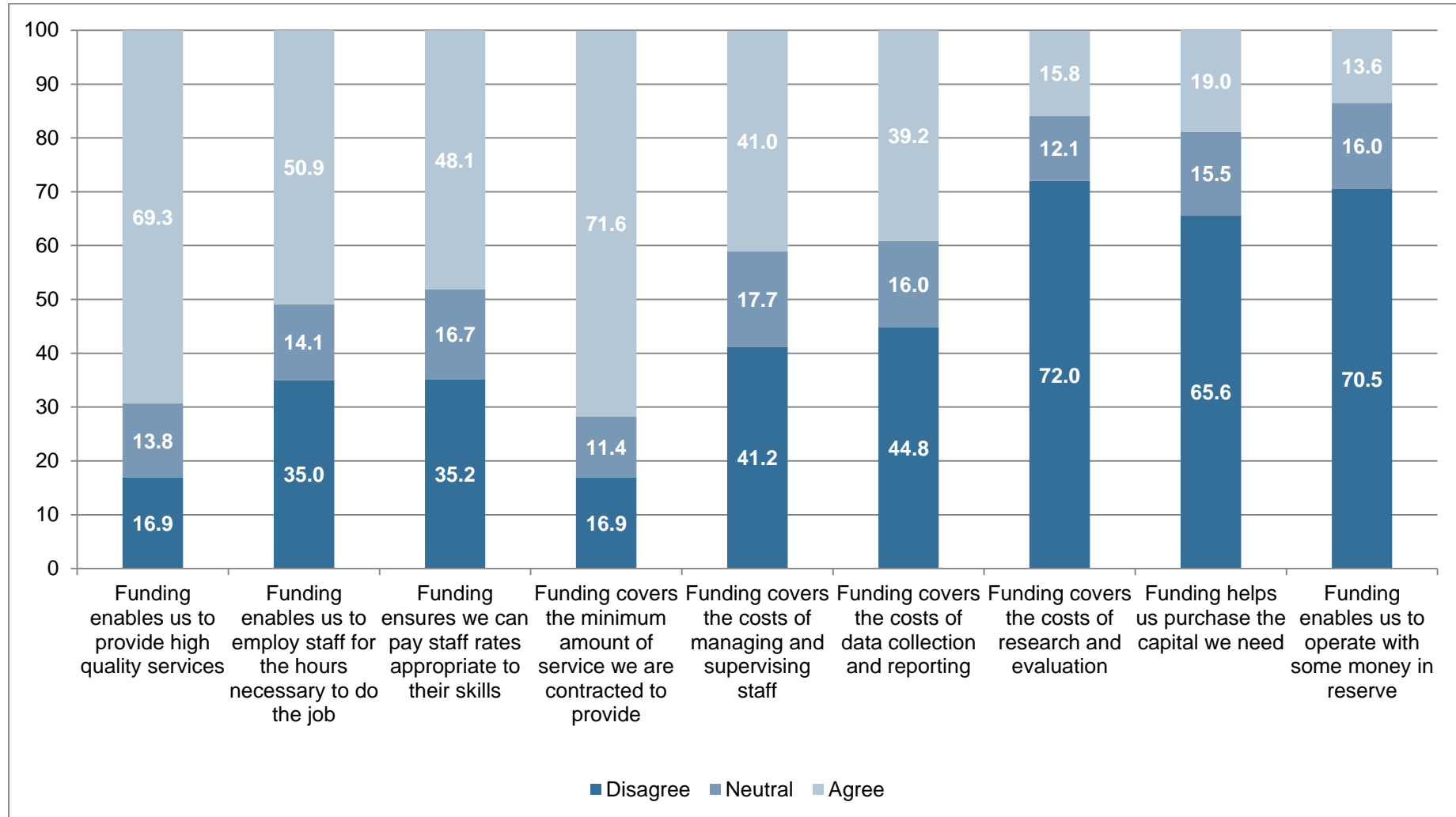


Table 31 Perspectives on the adequacy of funding NSW

	Strongly disagree		Disagree		Neutral		Agree		Strongly agree	
	n	%	n	%	n	%	n	%	n	%
Funding enables us to provide high quality services	16	3.3	67	13.6	68	13.8	208	42.4	132	26.9
Funding enables us to employ staff for the hours necessary to do the job	48	9.8	123	25.2	69	14.1	163	33.3	86	17.6
Funding ensures we can pay staff rates appropriate to their skills	47	9.7	124	25.5	81	16.7	161	33.1	73	15.0
Funding covers the minimum amount of service we are contracted to provide	25	5.1	58	11.8	56	11.4	270	55.1	81	16.5
Funding covers the costs of managing and supervising staff	37	7.6	163	33.6	86	17.7	164	33.8	35	7.2
Funding covers the costs of data collection and reporting	41	8.4	178	36.4	78	16.0	163	33.3	29	5.9
Funding covers the costs of research and evaluation	122	25.1	228	46.9	59	12.1	57	11.7	20	4.1
Funding helps us purchase the capital; we need, such as vehicles and equipment	154	31.4	168	34.2	76	15.5	74	15.1	19	3.9
Funding enables us to operate with some money in reserve	150	30.7	194	39.8	78	16.0	55	11.3	11	2.3

Figure 16 Organisations which agreed or disagreed with statements about funding adequacy in NSW (%)



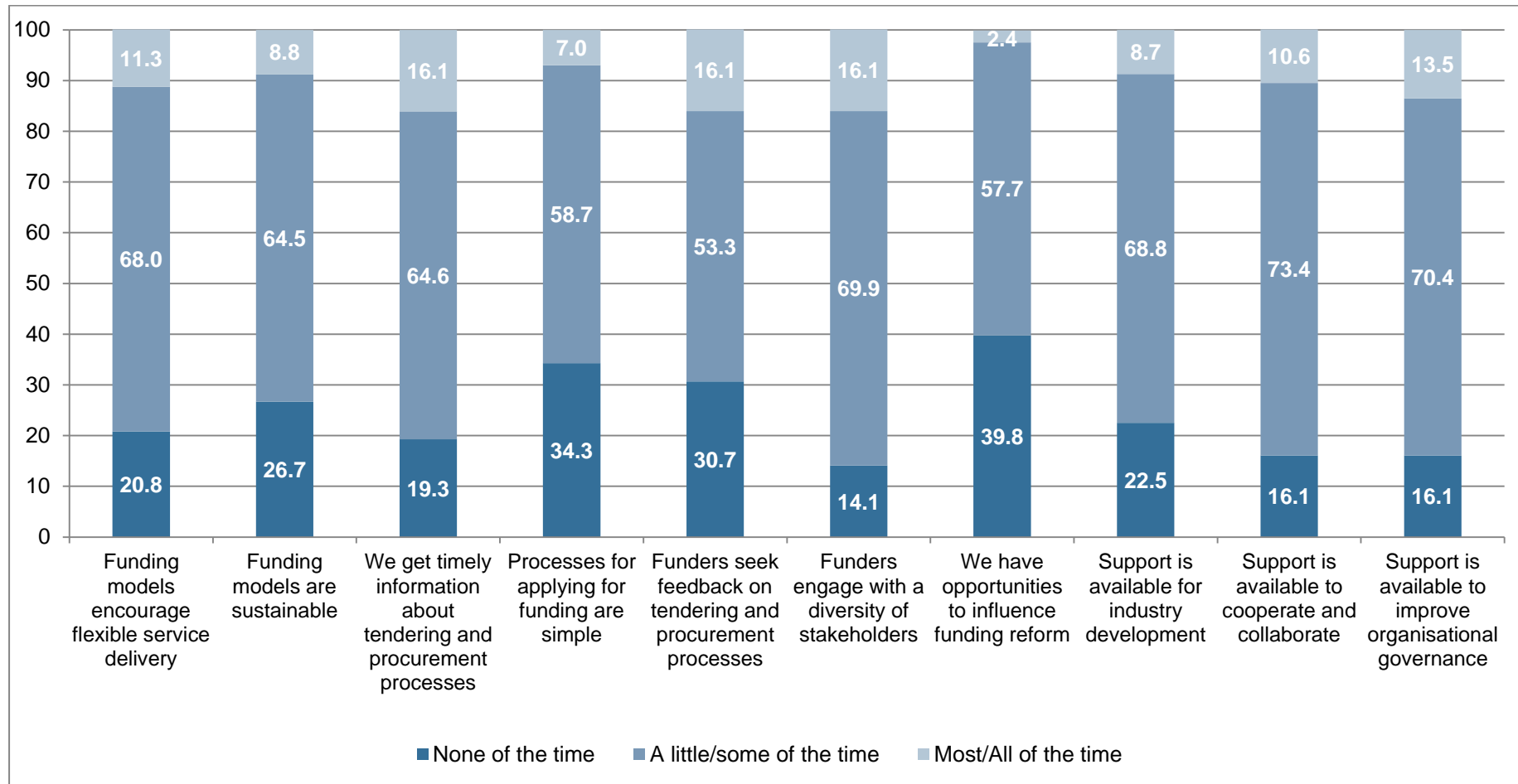
8.2 Perspectives on funding arrangements in NSW

Respondents were given a series of statements about funding arrangements and asked how often they reflected their experiences of funding in NSW. Results are shown in Table 32 and Figure 17. This shows scope for improvement across all domains. Notably, around two in five organisations (39.8%) said they had opportunities to influence funding reform 'none of the time' and roughly the same proportion (38.0%) said they had opportunities to influence it 'a little of the time'. More than a third (34.3%) said processes for applying for funding were simple 'none of the time', and roughly the same number said they were simple only 'a little of the time' (35.5%).

Table 32 Perspectives of funding arrangements in NSW

		None of the time	A little of the time	Some of the time	Most of the time	All of the time
Funding models encourage flexible service delivery	n	103	167	170	51	5
	%	20.8	33.7	34.3	10.3	1
Funding models are sustainable	n	131	179	137	41	2
	%	26.7	36.5	28	8.4	0.4
We get timely information about tendering and procurement processes	n	96	162	159	76	4
	%	19.3	32.6	32	15.3	0.8
Processes for applying for funding are simple	n	171	177	116	33	2
	%	34.3	35.5	23.2	6.6	0.4
Funders seek feedback on tendering and procurement processes	n	151	146	116	63	16
	%	30.7	29.7	23.6	12.8	3.3
Funders engage with a diversity of stakeholders	n	69	183	160	71	8
	%	14.1	37.3	32.6	14.5	1.6
We have opportunities to influence funding reform	n	198	189	98	11	1
	%	39.8	38.0	19.7	2.2	0.2
Support is available for industry development	n	111	184	156	41	2
	%	22.5	37.2	31.6	8.3	0.4
Support is available to cooperate and collaborate	n	79	187	174	47	5
	%	16.1	38	35.4	9.6	1
Support is available to improve organisational governance	n	80	195	155	62	5
	%	16.1	39.2	31.2	12.5	1

Figure 17 Organisations' perspectives on funding arrangements in NSW



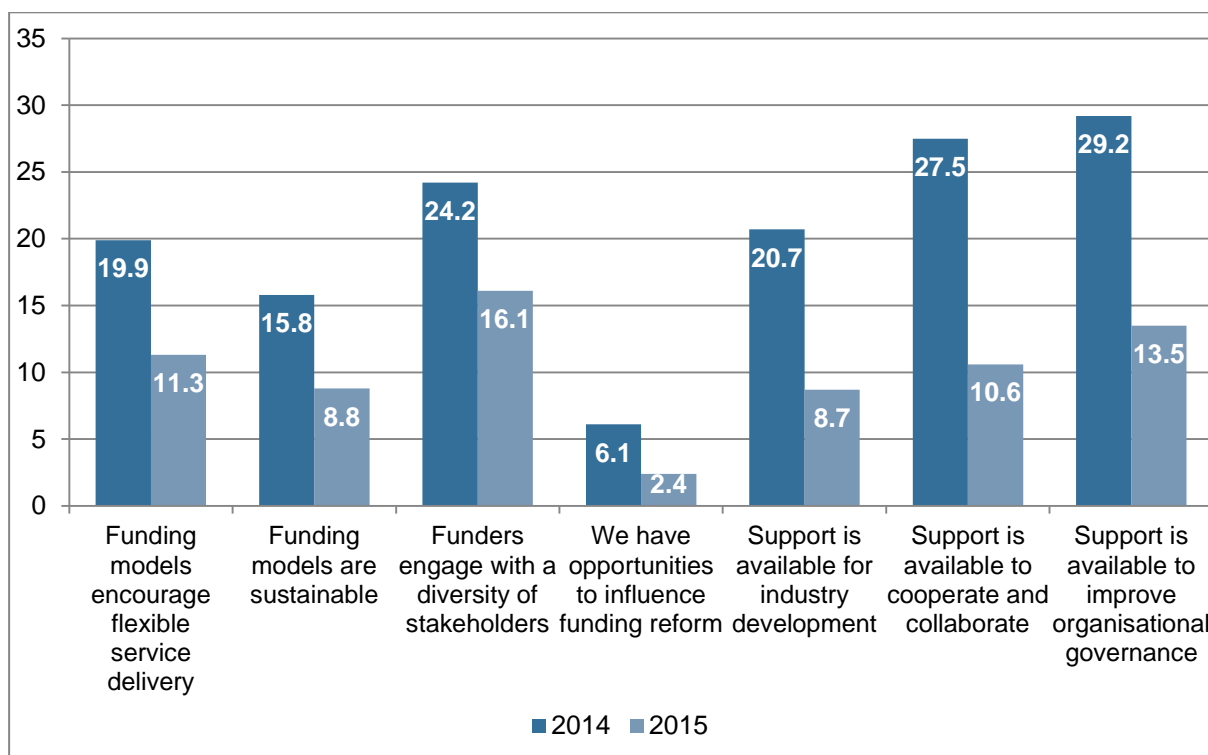
Perspectives on the operating environment in 2014 and 2015

In 2015, community sector leaders' rated the operating environment in NSW less favourably than in 2014. Whereas in 2014 almost one in five organisations reported funding models encourage flexible service delivery 'all of the time' or 'most of the time' (19.8%), the figure was closer to one in nine in 2015 (11.3%). Similarly, there were falls in the proportions of organisations that reported that funding models are sustainable 'all of the time' or 'most of the time', with this figure falling from 15.8% to 8.8%. Further evidence of falls is provided in Table 33 and Figure 18.

Table 33 Organisations for which statements applied 'all of the time' or 'most of the time, 2014 and 2015 (%)

	2014	2015
Funding models encourage flexible service delivery	19.9	11.3
Funding models are sustainable	15.8	8.8
Funders engage with a diversity of stakeholders	24.2	16.1
We have opportunities to influence funding reform	6.1	2.4
Support is available for industry development	20.7	8.7
Support is available to cooperate and collaborate	27.5	10.6
Support is available to improve organisational governance	29.2	13.5

Figure 18 Organisations which reported statements applied 'all of the time' or 'most of the time', 2014 and 2015 (%)



8.3 Loss of government funding

The survey asked whether organisations had been affected in the previous 12 months by loss of funds from state government, federal government, local government, a commercial source, or from donations or a philanthropic source. Organisations were also able to report if they experienced no loss of funds in the previous 12 months. Just under half (46.2%) reported their organisation did not experience loss of funds from any source in the previous 12 months. Conversely, over half of organisations (53.8%) did experience some loss of funds. Overall, 29.0% of organisations had experienced loss of funds from the NSW Government, and 21.2% experienced loss of funds from the Federal Government. Fewer were affected by loss of funds from other sources: 9.4% from donations or a philanthropic source, 8.4% from commercial sources such as client fees or business activities, and 3.9% from local government.

Table 34 and Figure 19 show the proportion of organisations affected by loss of funding, according to their main source of NSW Government funding. A little over a third of organisations whose main funding source was from community services programs in FACS (35.5%) reported that they were affected by loss of funding from the NSW Government, and 34.5% of those whose main income source was another area of FACS were affected. A similar proportion (32.9%) of those whose main funder was an agency other than FACS and NSW Health were affected by funding loss, and a relatively high proportion of this group was also affected by loss of Federal Government funding (28.8%). Organisations whose main funder was NSW Health or ADHC were less likely to be affected by loss of NSW Government funding or loss of Federal Government funding.

Table 34 Organisations affected by loss of government funding, by main source of NSW Government funding

	ADHC (n=164)		CS (n=155)		Other FACS (n= 55)		Health (n=55)		Other NSW Govt Agency (n=73)		Total (n=502)	
	n	%	n	%	n	%	n	%	n	%	n	%
Affected by loss of NSW Government funding	38	23.2	55	35.5	19	34.5	12	21.8	24	32.9	148	29.5
Affected by loss of Federal funding	22	13.4	43	27.7	14	25.5	8	14.5	21	28.8	108	21.5

Figure 19 Organisations affected by loss of government funding, by main source of NSW Government funding (%)

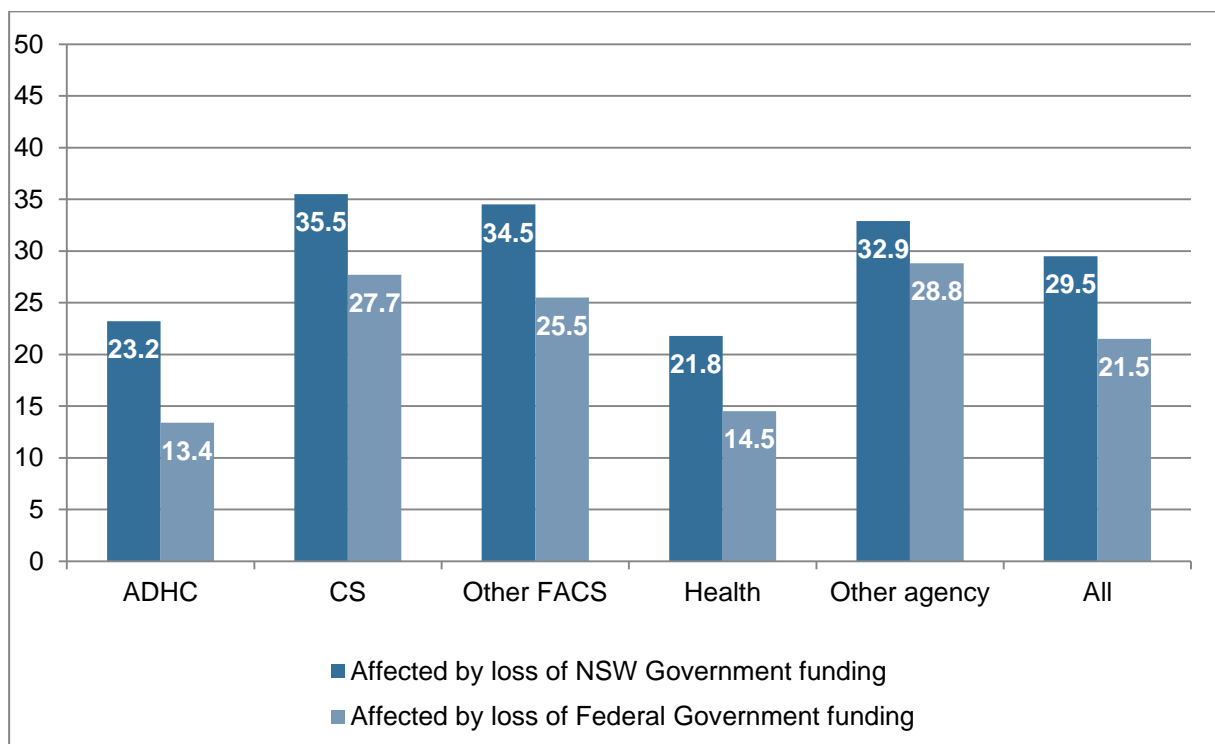


Table 35 shows the number and proportion of organisations which experienced loss of funding from the NSW and Federal Governments only, as these are the sources of revenue that are most important to community service providers. This shows that organisations whose main activity was to deliver housing and homelessness services were most likely to have been affected by loss of NSW Government funding (41.8%), along with those in the Aboriginal health and support services category (39.7%) and family, children and youth services (34.5%). Aboriginal health and support services, and family child and youth services were also more likely than others to be affected by loss of Federal funding.

Table 35 Loss of government funding by main service type

	Affected by loss of funding from NSW Government		Affected by loss of funding from the Federal Government	
	n	%	n	%
Aboriginal Health & Support Services (n=23)	9	39.1	7	30.4
Ageing, Disability & Carer (n=161)	36	22.4	23	14.3
Community (n=82)	23	28.0	16	19.5
Employment & Financial Support (n=10)	4	40.0	6	60.0
Family, Children & Youth (n=84)	29	34.5	25	29.8
Health Related Services (n=44)	8	18.2	6	13.6
Housing & Homelessness (n=55)	23	41.8	12	21.8
Advocacy, Information, Legal & Migrant (n=54)	17	31.5	14	25.9
Total (n=513)	149	29.0	109	21.2

As discussed previously, 109 organisations in the sample delivered Aboriginal health or support services, either as their main or secondary activity. As Table 36 and Figure 20 show, these organisations were more likely than others to experience loss of government funding. Around two in five organisations delivering Aboriginal health or support services (40.0%) were affected by loss of funding from the NSW Government, compared with 29.0% overall. Around a third of organisations providing Aboriginal health or support services were also affected by loss of Federal Government funding (32.2%) compared with 21.2% of organisations overall. More troubling, organisations delivering Aboriginal health or support services were more likely than others to have been affected by loss of funding from both the NSW and Federal Government in the previous 12 months. Almost a quarter (23.3%) of organisations delivering Aboriginal health or support services experienced loss of funding from both sources, compared with 8.5% of other organisations.

The survey also identified which organisations were less likely to experience loss of government funding. Organisations providing disability services (either as their main or secondary service type) were significantly less likely to be affected by funding loss, in the previous 12 months, perhaps because of the investment in disability service provision supporting transition to consumer-directed care and the National Disability Insurance Scheme (NDIS). Table 37 shows that 22.9% of organisations providing disability services were affected by loss of funding from the NSW Government compared with 29.0% of organisations overall, and 14.1% were affected by loss of Federal Government funding compared with 21.2% overall.

Table 36 Loss of government funding among organisations delivering Aboriginal health and support services

	Experienced loss of funding from NSW Government		Experienced loss of funding from the Federal Government		Experienced <u>both</u> loss of funding from NSW and Federal Governments	
	n	%	n	%	n	%
Provides Aboriginal health or support services (n=109)	36	40.0	29	32.2	21	23.3
Does not provide Aboriginal health or support services (n=404)	113	26.7	80	18.9	36	8.5
Total (n=513)	149	29.0	109	21.2	57	11.1

Figure 20 Loss of government funding among organisations delivering Aboriginal health and support services

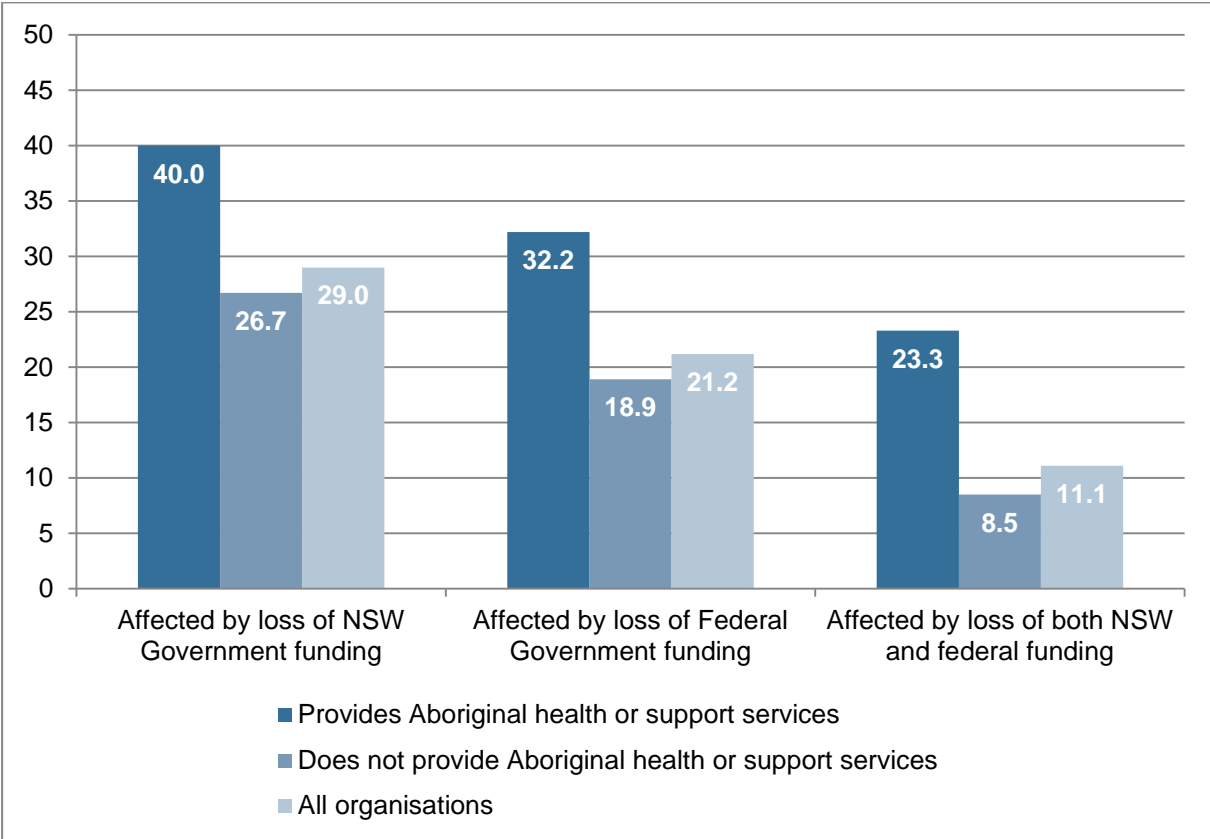


Table 37 Loss of government funding among organisations delivering disability services

	Experienced loss of funding from NSW Government		Experienced loss of funding from the Federal Government		Experienced <u>both</u> loss of funding from NSW and Federal Governments	
	n	%	n	%	n	%
Provides disability services (n=170)	39	22.9	24	14.1	14	8.2
Does not provide disability services (n=343)	110	32.1	85	24.8	43	12.5
	149	29.0	109	21.2	57	11.1

8.4 Responses to loss of government funding

Respondents were asked whether, in the previous 12 months, their organisation had taken any action as a result of reduced government funding. The most common actions taken by organisations were those which appear intended to avoid adverse impacts on service delivery. These included introducing more efficient processes to reduce overheads, which 30.4% of organisations implemented; undertaking strategic business planning to reconfigure activities (28.1% of organisations), commencing new fundraising activities (23.6%), and partnering with another organisation (14.8%).

However, substantial numbers of organisations responded to loss of funding with measures which could be expected to compromise the level and quality of service delivery available in NSW; one in four organisations had reduced staff numbers in response to loss of funding (25.5%), and a similar proportion had reduced staff hours (24.8%). One in five organisations had reduced the amount of service on offer to clients (19.5%), and a similar proportion had reduced the range of services on offer (19.1%). Seventeen percent had tightened eligibility for services as a result of reduced government funding, 16.4% had introduced or increased fees for services, and 15.4% said that as a result of lost funding, they had turned away clients who would previously have been accepted. Fifteen percent of organisations had increased waiting times for services. Further, around one in 12 organisations (8.6%) reported closing an office or service delivery site, and 5.5% had merged or amalgamated with another service.

8.5 Organisations turning away clients

To explore change in the capacity of the community services sector, the 2015 survey asked respondents how many clients their organisation was turning away, compared with the same time in the previous year. While around half of organisations said they didn't turn away clients (50.9%), three in 10 (29.6%) said they were turning away more clients than the same time in the previous year, and only 5.9% said they were turning away fewer clients.

These figures differed slightly according to the size of organisations. Smaller organisations were more likely than others to report that they didn't turn away clients (56.0% compared

with 44.8%), and larger organisations were more likely to report that they were turning away more clients than the same time in the previous year (33.3% compared with 26.4% of small organisations) (see Figure 21).

Figure 21 Number of clients being turned away, by size of organisation (%)

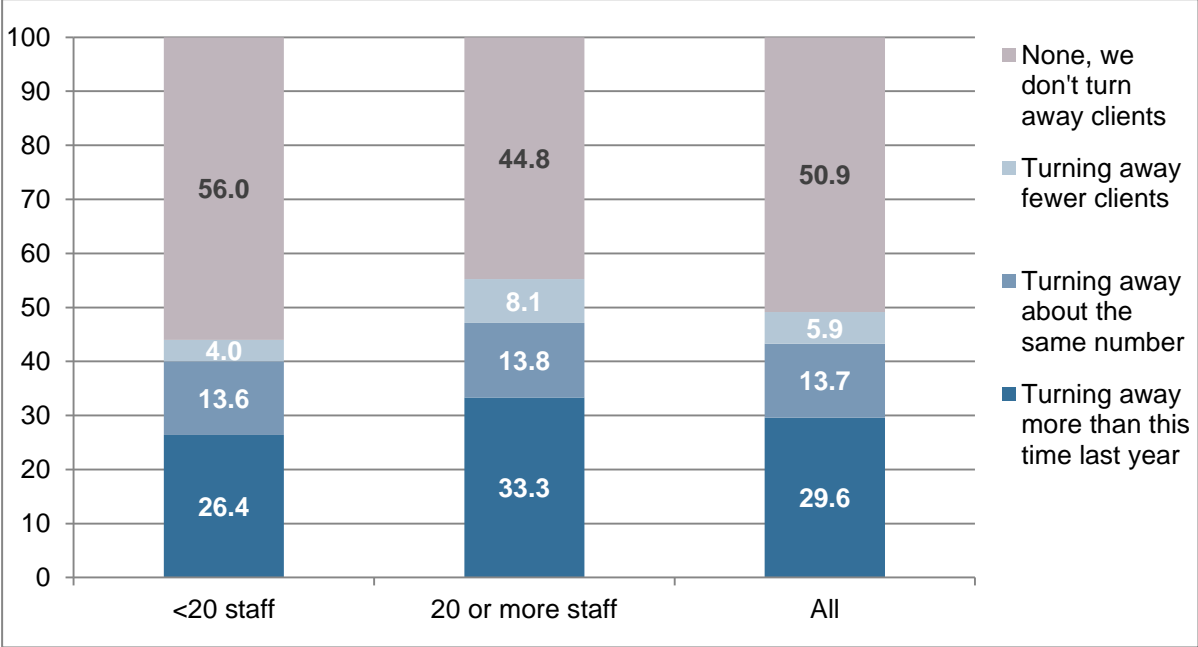
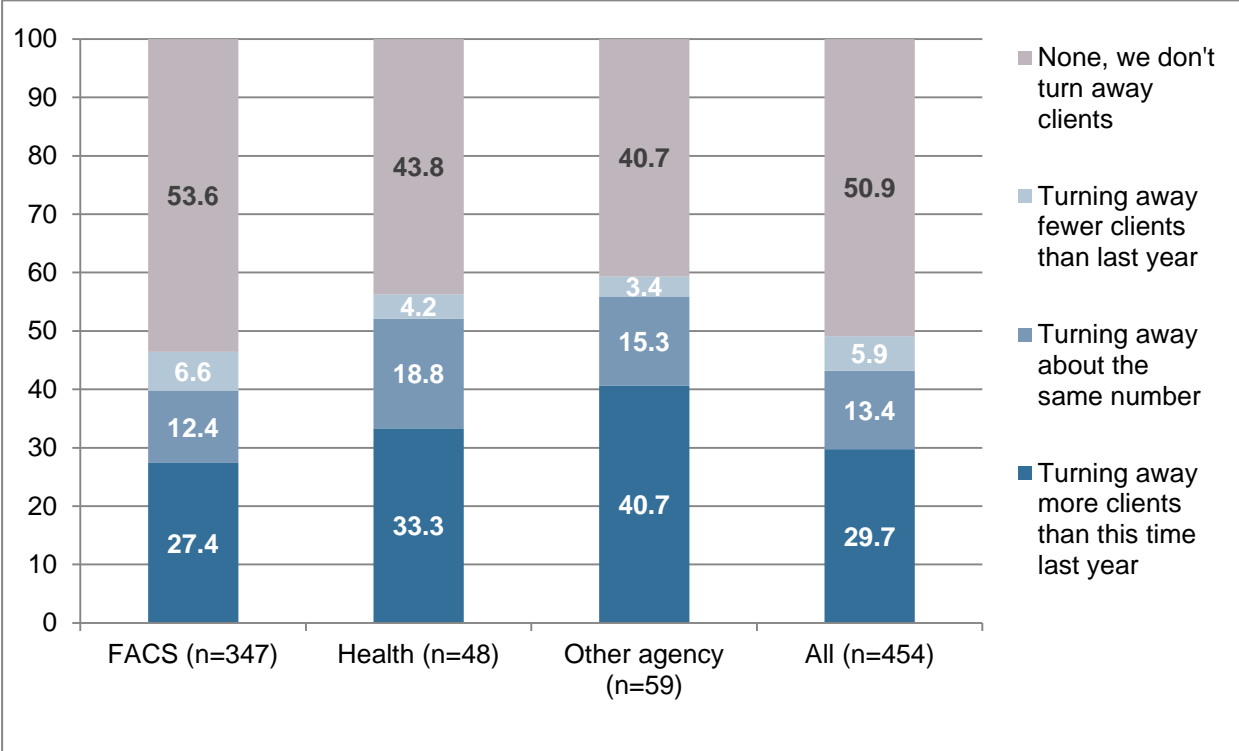


Table 38 and Figure 22 provide a breakdown according to the main source of government funding in NSW. Organisations for which FACS was the main source of funding were both more likely to say they didn't turn away clients, and less likely than others to say they were turning away more clients than the same time in the previous year.

Table 38 Organisations turning away clients, by main NSW government funding source

	FACS		Health		Other		Total	
	n	%	n	%	n	%	n	%
Turning away more clients than this time last year	95	27.4	16	33.3	24	40.7	135	29.7
Turning away about the same number	43	12.4	9	18.8	9	15.3	61	13.4
Turning away fewer clients	23	6.6	2	4.2	2	3.4	27	5.9
None, we don't turn away clients	186	53.6	21	43.8	24	40.7	231	50.9

Figure 22 Number of clients being turned away compared with last year, by main NSW government funding source, n=454 (%)



9 Income from Private Sources

While government funding is the most important source of income for the community sector, organisations also receive funds from a range of private sources. Survey respondents were asked to report the percentage of their organisation's total revenue coming from the main private sources.

More than three quarters (77.0%) reported receiving private funding. Less than half (45.7%) received income from client fees and charges. Around three in 10 organisations (31.5%) received income from business activities, including investment income and social enterprise and around the same number (30.5%) received income from individual donations or fundraising activities. Around one in four received income from philanthropic foundations or funds (23.4%) and 18.4% received some income from membership fees. Smaller numbers (14.8%) received income from other private sector funding (such as business sponsorship) or other (unspecified) sources (13.6%).

In terms of the amounts received from private sources, client fees and charges made the most important contribution to organisation's income, constituting 7.5% of revenue on average. This was similar to the 2014 figure (7.4%). The next most important source was business activities, including investment income and social enterprise, which constituted 4.2% of income on average, again, close to the mean figure for 2014, of 4.0%. Individual donations and fundraising contributed 2.6% on average, while grants from philanthropic foundations or funds contributed 1.6% of income on average, and membership fees constituted 1.0% on average. These figures are shown in Table 39. Note that large standard deviations indicate much variation from the mean. In particular, figures are affected by the fact that many organisations did not receive income from these sources.

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. Business income was of higher relative importance to employment and financial support services, while donations from individuals (or fundraising) were of higher relative importance to health related services.

Table 39 Mean percentage of revenue from main private sources

	Client fees and charges		Business activities		Individual donations (incl. fundraising)	
	Mean	SD	Mean	SD	Mean	SD
Aboriginal Health & Support Services (<i>n</i> = 22)	3.6	9.1	0.7	2.2	0.0	0.0
Ageing, Disability & Carer (<i>n</i> = 160)	8.6	13.0	3.3	8.0	1.8	4.8
Community (<i>n</i> = 79)	4.1	7.7	6.4	17.1	2.6	5.5
Employment & Financial Support (<i>n</i> = 9)	0.6	1.7	14.3	25.0	5.6	10.4
Family, Children & Youth (<i>n</i> = 83)	6.6	15.1	2.3	6.4	2.7	7.2
Health Related Services (<i>n</i> = 43)	5.0	9.2	4.7	10.8	5.9	11.8
Housing & Homelessness (<i>n</i> = 54)	20.3	33.3	4.5	15.7	2.5	13.6
Advocacy, Information, Legal & Migrant (<i>n</i> = 51)	2.6	11.6	5.5	12.2	2.6	11.3
Total (<i>n</i> = 501)	7.5	16.3	4.2	12.2	2.6	8.2

Table 40 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 which were larger in terms of numbers of paid staff. Client fees and charges contributed less than 4% to the annual revenues of organisations with five or fewer paid staff, but 10.7% on average to organisations with 50 or more paid staff.

Table 40 Mean percentage of revenue from private sources, by number of staff in NSW

	Client fees and charges		Business activities		Individual donations (incl. fundraising)	
	Mean	SD	Mean	SD	Mean	SD
5 or fewer paid staff (<i>n</i> = 126)	3.8	11.5	5.5	2.5	3.0	10.1
6 to 19 paid staff (<i>n</i> = 156)	7.2	16.6	4.2	5.6	2.0	7.6
20 to 49 paid staff (<i>n</i> = 106)	9.1	17.6	1.9	6.4	2.5	6.5
50 or more paid staff (<i>n</i> =113)	10.7	18.5	4.8	3.6	3.0	8.3
Total (<i>n</i> = 501)	7.5	16.3	4.2	4.8	2.6	8.2

9.1 Accessing philanthropic supports

As in the 2014 survey, respondents were asked to rate their level of agreement with six statements about philanthropic funding on a 5-point scale from 'strongly disagree' to 'strongly agree'. Similarly to 2014, relatively large proportions of organisations were neutral on these topics, suggesting some ambivalence to philanthropic grants in the community service

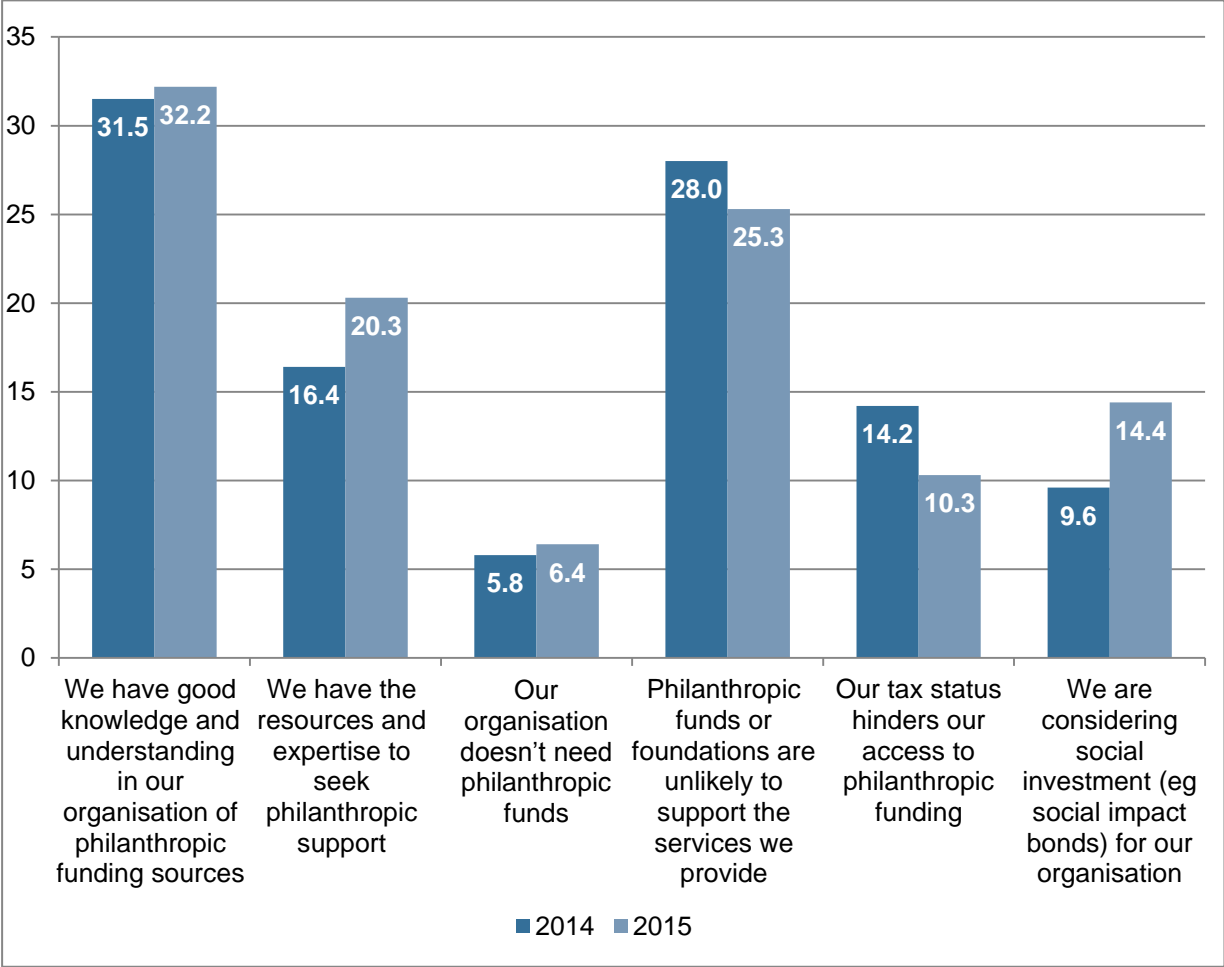
sector. However, more than a third of organisations did not feel they had good knowledge and understanding of sources of philanthropic funds (35.5%), and more than half (52.6%) disagreed that their organisation had the resources and expertise to seek philanthropic support.

Table 41 Agreement with statements on philanthropic funding

	Strongly disagree or disagree		Neutral		Agree or strongly agree	
	n	%	n	%	n	%
We have good knowledge and understanding in our organisation of philanthropic funding sources (n=496)	182	35.5	154	31.0	160	32.2
We have the resources and expertise to seek philanthropic support (n=492)	259	52.6	133	25.9	100	20.3
Our organisation doesn't need philanthropic funds (n=483)	367	75.9	85	16.6	31	6.4
Philanthropic funds or foundations are unlikely to support the services we provide (n=486)	190	39.1	173	35.6	123	25.3
Our tax status hinders our access to philanthropic funding	324	67.9	104	21.8	49	10.3
We are considering social investment (eg social impact bonds) for our organisation	214	44.0	203	39.6	70	14.4

Figure 23 shows the proportion of respondents who agreed with statements about philanthropic funding. Although trends need to be monitored over a longer period, from 2014 to 2015 there appears to be a small improvement in organisations' orientation of and preparedness to attract philanthropic funding. From 2014 to 2015, there were small increases in the proportions of organisations reporting they had good knowledge and understanding of philanthropic funding sources, that their organisation had the resources and expertise to seek philanthropic support, and that they were considering social investment. There were decreases in the proportion who felt foundations or funds would be unlikely to support their organisation, as well as the proportion who felt their tax status hindered access to philanthropy. This apparent increase in community service organisations' orientation toward philanthropy should be monitored over a longer period.

Figure 23 Proportion of respondents who agreed with statements on philanthropic funding in 2014 and 2015 (%)



9.2 Access to finance

Whereas in 2014 respondents were asked a hypothetical question about which sources of finance their organisation would draw on if they needed to, in 2015 respondents were asked whether their organisation had applied to a bank or other financial institution for a new line of credit, or tried to increase their credit limit. Only a small number of organisations had applied for a new line of credit (35 organisations or 7.1% of those who answered the question), and 15 organisations (3.1% of those who answered) had applied to increase their credit limit.

Organisations were also asked to describe what challenges (if any) they encountered when dealing with financial institutions. Around 100 participants made comments. In these comments, the strongest feeling was that organisations felt banks often lacked understanding of how non-profit organisations work, and many felt it had taken a long time and excessive paperwork to open accounts or obtain credit:

They are set up for dealing with for profits, and don't seem to really understand how we operate or our needs; our strategy is to be self-sufficient and avoid having to rely on them. (Disability service)

Another respondent listed the difficulties their organisation faced when engaging with financial institutions:

Difficulty in understanding our structure. Difficulty in convincing institutions that we are a financially sound and viable organisation, when our funding contracts are very time limited. (Refugee / migrant service)

Another respondent described their experience in more detail:

We have purchased houses for our clients over the past nine years and have built up our assets. The deposits for these assets have come from donations. As these assets have appreciated and we have paid more off the principle, we are in a position to purchase new properties, which will be needed by our future clients. Getting banks to understand what we are doing and why is difficult. We want residential loan rates, not business loan rates, as these houses are for our clients. It is their home for life. (Disability service)

Some respondents felt they were too small to get adequate service from financial institutions, or that banks lacked recognition that non-profits were financially viable, while others described being located in areas where financial institutions were closing, leaving them with little choice between a local provider and a lack of personal, face to face service. On the other hand, a small minority had positive experiences:

Banks have been very supportive of our business model and our leveraging aims. Feedback is that our business is sound and that we are a low risk investment for the bank. Banks are also showing strong interest in investments that deliver a social return. (Housing and homelessness service)

These experiences call for further research, and suggest the need for capacity building initiatives for both community service organisations and financial institutions.

10 Perspectives on the Emerging Funding Environment

10.1 Future sources of funding

Organisations were asked which sources of funding they expect will become more important to their organisation in the next few years. Although a large group had experienced loss of funding from the NSW or Federal Governments or perceived funding to be inadequate insecure, more than half of respondents reported that government funding would become more important. Almost half (47.0%) expected that grants from philanthropic foundations or funds would become more important.

Figure 24 Which funding sources are expected to become more important in the next few years

	n	%
NSW Government funding	318	62.0
Federal Government	278	54.2
Grants from philanthropic foundations or funds	241	47.0
Business activities (including investment income and social enterprise)	214	41.7
Individual donations (including fundraising activities)	192	37.4
Client fees and charges (including rent for community or social housing)	181	35.3
Other private sector funding (eg business sponsorship)	181	35.3
Local Government	84	16.4
Membership fees	51	9.9
Other State or Territory government funding	42	8.2
Other	27	5.3

10.2 Funding as a challenge for the next 12 months

When asked 'What are likely to be the key issues for your organisation over the next 12 months?', a majority of respondents wrote of their concerns about maintaining funding. This is reflected in Figure 25.

Funding was an issue for all kinds of organisations, regardless of size, type of service, location, or access to private or philanthropic funding. Changes at all levels of government and new developments in policies and funding mechanisms, discussed in more detail in Section 10, have created much uncertainty for continued funding. While many respondents wrote simply of the need to secure or replace lost funding, many others discussed funding more broadly as part of the sustainability of their organisation:

Moving to the CHSP [Commonwealth Home Support Programme] from July introduces a lot of unknowns; the impact of fees could lead to the demise of our services such as Meals on Wheels, home maintenance including gardening and client advocacy. We

are being forced into a position where we have to be competitive with other local services. We receive significant in-kind and financial support from our local council. This will be significantly jeopardised if the local council mergers go ahead. (medium sized non-residential service for the aged)

Uncertainty with the future of funding from NSW Government affects not only our forward planning, but also our relationships with other community organisations, who are reluctant to plan too far into the future as they are uncertain whether they will still be operating in a few months. (small peak body)

Figure 25 Word cloud: key issues for the next 12 months



A number of organisations spoke specifically of dealing with the impact of recently incurred funding losses:

Finding the ability to maintain momentum and continue to grow activities to accommodate community demand, given that we have suffered a loss of Federal Government funding and only have a small amount of funding from NSW Government specifically for one little project that is due to conclude in June 2016. (small community development service)

- 1. Cut of DSS funding in October 2015 - this is a cut of nearly 10% of our funding for our core activities.
- 2. Our NSW Health NGO funding is likely to not be renewed - likely to be cut in December 2015.
- 3. The cuts outlined in 1 and 2 will result in making our

current premises unviable. Finding alternative suitable premises at a lower rental will be an almost impossible challenge. (small advocacy service)

Staff are under duress with the volume of work they have, we cannot afford more workers under the funding we currently receive from our lead agency. Due to our funding cut, our staff hours have been reduced but the client load has not. This is a huge issue for our service. (small homelessness service)

These services were more likely to be small organisations with less than 20 staff or a budget of under \$1 million.

To manage with less funding, organisations had closed services, stopped programs, reduced staff hours or made staff redundant and sometimes completely restructured their service, reflecting the findings from analysis reported in Section 8.4. Respondents listed some of their challenges as follows:

Changing our focus after loss of significant emergency relief funding and the opportunity to work with these clients on other projects. (small neighbourhood centre)

Closing down an Aboriginal organisation under our auspice due to federal funding cuts. (small peak body)

Loss of 24% of our income and therefore, loss of valued staff because of DSS changes to HACC [Home and Community Care] and removal of funding for HACC Sector Support roles. (small community development service)

In response to this uncertainty, many services reported that they were adopting new strategies in order to maintain funding. These included organisational reforms, changes to governance processes and management committees, and seeking new sources of funding from other government departments, other levels of government, market income and philanthropy. Some respondents explained challenges their organisation was facing:

Getting the organisation into a strong governance and financial position to be ready for the possibility of us having to tender for the current funds we receive. Having the skills to write a tender if that is the future way of obtaining our historical funding. Being competitive against the larger charities which the governments (on all levels) appear to be favouring in the tender process. At the moment it is the unknown as to what the future will be as FACS continues in its reviews of the funding program. (small neighbourhood centre)

Diversifying our funding sources. Exploring and establishing possible social enterprise. Marketing and promotion of service and activities to possible donors. Reforms to other sources of government funding e.g.: EIPP [Early Intervention & Placement Prevention]. Meaningful collaborating with other like-minded/oriented services. (small youth service)

As the world changes we will need to be well informed of change and up to date with regulation. A key issue will be having a strong management who is committed to our community. Securing support and funding into the future will be a key issue. (small neighbourhood centre)

A number of organisations were concerned that their focus on securing funding to survive detracted their attention and efforts from delivering community services and expanding capacity:

Survival for the benefit of our community and our clients. The fact that all we can focus on is mere survival means that there is little scope for expansion, planning etc. All we can do is try to survive for another year. We have spent 40 years developing the organisation and its services so that we can contribute meaningfully to a stronger and safer community and region, only to see all that work slowly being eroded by massive cuts and increasing paperwork and red tape in spite of ongoing rhetoric. (small neighbourhood centre)

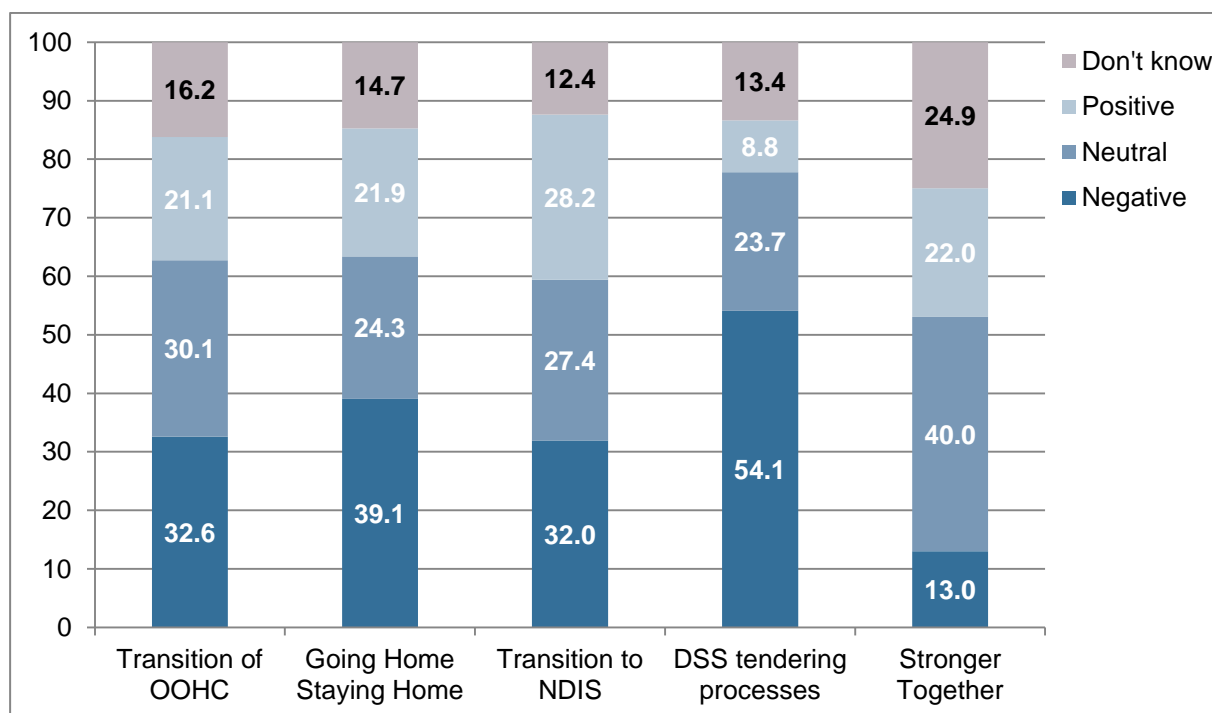
We need to grow to meet the demand but don't have the funds to address this. Writing funding submissions become more important than service delivery. (small peak body)

The perspectives provided in the open-ended question reflect how securing funding, and responding to loss of funding, is presenting key challenges to the community service sector. The emphasis respondents placed on funding reflects and reinforces the findings from the quantitative analysis reported in Section 8, which indicated loss of funding was affecting a wide range of organisations.

11 Effectiveness of Policy Initiatives in NSW

Figure 26 shows figures on respondents' perspectives on key policy reforms affecting community service provision in NSW. Respondents were asked whether they felt the effect of each reform was positive or strongly positive, neutral, negative or strongly negative. They were also given the opportunity to report 'don't know'. These have been summarised in Figure 26 to combine positive with strongly positive, and negative with strongly negative, to give a broad indication of the mix of perspectives.

Figure 26 Perspectives on the effects of recent policy reforms



For each reform, higher proportions of organisations felt the effect had been negative than positive, although large proportions also felt effects were neutral. This was the case with respect to the transition of out-of-home care (OOHC) to the non-government sector. More organisations felt the effect was negative (32.6%) than positive (21.1%). However, a high proportion (30.1%) felt the reform had neutral effects, and a significant proportion 16.2% said they didn't know.

For Going Home Staying Home, a much higher proportion felt the effects were negative than positive (39.1% compared with 21.9%) although a high proportion (almost one in four, or 24.3% of respondents), again felt the effect was neutral, and 14.7% said they didn't know.

More organisations also felt the transition to NDIS was negative than positive, although more than a quarter felt it was neutral and one in eight (12.4%) didn't know.

More than half of organisations reported that the impact of DSS funding reforms was negative (54.1%), and a relatively small proportion (8.8%) felt the effects were positive.

For Stronger Together, a relatively high proportion felt the reform had neutral effects (40.0%), and a significant proportion said they didn't know (24.9%). However, there were larger numbers of organisations who felt Stronger Together was positive than negative (22.0% compared with 13.0%).

11.1 Adapting to policy change

Perspectives on policy developments are also evident from survey participants' responses to open ended questions. Towards the end of the survey, respondents were given an opportunity to answer two opened ended questions:

- 'What are likely to be the key issues for your organisation over the next 12 months?'
- 'Before we finish, is there anything else you would like to tell us about the community sector in NSW?'

A majority of organisations used this opportunity to describe the demands imposed by recent and impending policy developments. For many, multiple and repeated policy reforms posed significant challenges:

Surviving as an organisation [through] continued reforms and finding cuts. Maintaining morale in staff and board in the face of the onerous and constant reforms. (Large child or day care service)

Managing the NSW reforms to Community Builders, Families NSW, etc. Not knowing what form the reforms will take - will it be open tender, will it be re-negotiations or selective tenders? Working with exceedingly more complex and high risk families in Brighter Futures and Youth Hope. Preparing for NDIS, and being able to take up the opportunities of ADHC privatising. (Large Aboriginal health and support service)

Often organisations were concerned about how to continue to provide services in a new policy context: many said service demands are higher, funds are tighter and the organisation is implementing significant change. A small youth service, for example, said a key struggle would be:

Stretching the budget to deliver a 24hr/7day a week service with reduced funding. We [now] pay our lead agency an administration fee that greatly reduces our revenue...The expectation also being that we provide direct service delivery to many more clients than ever before with less funding!

This organisation is attempting to comply with a requirement that the service always remain open, in a funding context that leaves them with less funds to do so.

There was also a feeling of exhaustion or being overwhelmed by the extent of the current policy change. This sense was summed up well by a medium-sized disability service:

All I talk to feel threatened, unsure, overworked and told to work smarter and harder. It's challenging to come up with new ideas in this type of environment.

Importantly, of those organisations that said managing policy change was going to be a key issue in the coming year, around half were ageing, disability and carer organisations and another quarter provided family, children and youth services. Managing policy change was an issue regardless of the size of the organisation or their location.

Impact of particular policies

The open-ended responses also provide insight into the impact of particular policies. A number of specific policy reforms were raised as being particularly challenging in the coming year. Not surprisingly, given the scale of the reform, the roll-out of the NDIS was one of the most frequently mentioned. Organisations described completely re-designing their service, which has given clients, staff and management considerably anxiety. There remains much uncertainty as to how organisations and their service users will manage the breadth and depth of the change required. The following comments are typical descriptions of the extensive impact that organisations expect from the NDIS in the coming year:

Further transition to the NDIS. There are still a lot of issues that are not resolved and there are issues that no one wants to address, such as funding increases that do not keep pace with cost increases, the movement of for profit organisations into the sector and skills atrophy under market based systems. (Large disability service)

Obtaining basic understanding regarding NDIS to know what future is in store for this service. The Management Committee and the staff are very concerned as to what decisions to make because we have not been advised of anything definite. It has been in draft form for too long. We are all in limbo. (Small disability service)

As we're going to be the last region in NSW to have NDIS introduced we are trying to educate all carers, collaborate closely with ADHC to have a smooth transition to the NDIS situation. There seems to be a lot of anxiety by all carers and some people with disability that the system is too complicated, or too complex to understand (especially the ageing parent carer group). We will be trying to alleviate these anxieties by running special meetings and functions. (Medium disability service)

The rollout of NDIS and reduction of block funding as a result will impact us most. Particularly, as information from the NDIA [National Disability Insurance Agency] is unsatisfactory, incomplete and seemingly haphazard, planning processes not transparent and consultation with stakeholders unsatisfactory. We will require a considerable increase of revenue from philanthropy to continue with program delivery that will no longer be funded under the NDIS, and we are up against a continually growing number of DGRs in a highly competitive market. (Large disability service).

The Going Home Staying Home reforms were another commonly mentioned initiative. Respondents were critical of the process of policy development and tendering, and of the nature of the new policy:

I see, for the most part, a fractured community still reeling from the impact of "Going Home Staying Home"...It will take time for the community to heal and rebuild trust in Government and we will hopefully recover from the loss of expertise in our sector. (Small youth service)

...the state government's approach to Going Home Staying Home was shocking. Changing the parameters of tenders after they have been written. The service system down for a period of time to our most vulnerable (Small peak body)

Implementation of Going Home Staying Home should of been done in a better with more consultation with the organisations on the ground. (Small homelessness service)

With the policy newly in place, there is considerable confusion and difficulty for a number of organisations:

There is great confusion in the sector of services who are still operating. There is greater difficulty in finding crisis bed placements for young people since the reform. (Small youth service)

In the wake of the GSHS [Going Home Stay Home] reforms, many services are struggling to understand who is offering what in the new service system, which has a negative impact on the ability to meet client needs. Relationships between services that have been built up over 30 years have been badly damaged, in an environment where each has to compete for funding. (Small youth service)

Small to medium-sized organisations were most likely to describe difficulties or frustration with the Going Home Staying Home reforms.

A number of organisations cited DSS funding reforms as having already caused difficulties which they expected to continue in the coming year. A medium-sized organisation that provides community development services, for example, wrote that they had experienced:

Loss of 24% of our income and, therefore, a loss of valued staff because of DSS changes to HACC and removal of funding for HACC Sector Support roles.

Particular mention was made of the Emergency Relief program:

The key issues over the next 12 months for the organisation is about getting the DSS Grant under an Emergency Relief Program. Service demand is very highly rising, given big influx of refugees into Australia, particularly in NSW in recent years; but DSS has cut the funding for the next two years. We ask DSS of the Federal Government to increase funding for the ER [Emergency Relief] program if we are to adequately meet the need for ER service. (Small neighbourhood centre)

Others were uncertain of what impact new funding rules would have:

Financial viability. Fear of the unknown due to the lack of communication and last minute communication in particular from Federal Government. Loss of support from local government. Service losses. Staff job losses. Dealing with the dissatisfaction from the community not being able to access Emergency Relief under the new models of service delivery as a result of the last DSS tender processes. (Large organisation offering non-residential services for the elderly)

Reforms to the Community Builders program was another development that many organisations expected to be a key issue in the coming year. Organisations describe trying to prepare in anticipation of changes which are as yet unknown. Small organisations were more likely than larger organisations to be concerned about Community Builders:

As rumours abound that funding for Community Builders will no longer exist as we know it, our organisation is amalgamating with two others to put us in a stronger position to obtain funding. (Small neighbourhood centre)

We are already operating under pressure with limited funding and as we have only one core funding stream. We are vulnerable if not re-funded under the Community Builders Reforms. (Small community development service)

Pending changes to FACS funding models CFYS [Children Youth and Family Support] and Community Builders. [If they become] like the recent changes to the homeless funding with a single agency funded for a whole district. Without our funding it would turn our standalone frontline community centre, into an outreach post of another agency who would have no actual connection to the community. (Small Aboriginal health and support service)

Running through much of the commentary on these policy changes was a concern that larger organisations are being preferred in the new policy environment. While these were often concerns of small and medium-sized organisations, a number of large organisations with larger budgets also commented on the change mix of services in the sector:

Why does government think that bigger multi-layered organisations are better equipped to deliver on social policy? They are losing the tapestry of the sector. (Small organisation offering non-residential services for the elderly)

I am concerned that with government spending cuts and constant reforms we will lose a lot of smaller, local community based organisations, their experience and the experience of the staff that work at them. (Large homelessness service)

We are a small rural community run and locally based organisation that provides services for only one rural LGA [local government area]. We see the "writing on the wall" that government departments no longer want to fund services at the LGA level and are taking a regional approach to fund larger organisations on a regional level. (Small neighbourhood centre)

Small Aboriginal organisations shouldn't have to compete with big multinational organisations for funding when they have tender/grant writers and we don't. We rely on our staff and the CEO to write the tenders and submissions and they do it in their spare time. (Small organisation offering non-residential services for the elderly).

Most organisations with these concerns were providing ageing, disability or carer services; or family, children and youth services.

12 Conclusion

Not-for-profit community service organisations are major providers of services and supports to people experiencing poverty and disadvantage and are a means for achieving social change. This report has provided new information about the characteristics of these organisations in NSW in 2015, including their organisational structure and income streams; the characteristics of their workforce and leadership; leaders' experiences of operating and attracting resources; and their experiences of engaging with each other, volunteers, and government.

Together with data collected in 2014, the results of 'State of the Community Services Sector in NSW 2015' contribute a robust data set, which can be used as the basis for continued monitoring of sector characteristics and perspectives over time. Unlike other surveys, this survey used a sampling frame which was purposefully constructed to consist of community service organisations which receive funding from the main NSW Government funding agencies, and members of NCOSS. The survey was completed by leaders from 513 out of 1429 organisations, representing a 35.9% response rate. This means the findings can be interpreted with confidence.

In addition to describing important organisational characteristics, the survey findings provide important insight into community sector leaders' perspectives, and the challenges for sector capacity and sustainability.

In 2015, we found respondents had strong confidence in the governance of their organisations. The vast majority had strategic plans in place, and reported that their governance bodies were working effectively with management, although small organisations faced some difficulties in recruiting, retaining and training board and management committee members.

The 2015 survey also shows collaboration to be a strength of the sector. Community service organisations felt they were collaborating more frequently, more widely, and more effectively than the previous 12 months, and nearly half felt collaboration is becoming more complex.

Female leadership is also a defining characteristic of the community service sector, with around seven in 10 organisations being led by women. However, less than five in 10 organisations with annual revenues of over \$5 million are led by women, suggesting barriers to women's leadership of larger organisations, which should be explored further.

The 2015 survey enabled comparison of change over the previous year, and more detailed exploration of key themes. Compared with 2014, the funding environment and rapid pace of policy change appear to have intensified challenges for the sector. More than half of organisations had experienced loss of funding in the previous 12 months, and many reported they had reduced capacity in response, through cuts to staff numbers, hours, or the amount and range of services on offer. One in eight had also closed entire offices or service delivery sites.

Respondents were also less optimistic about the operating environment in NSW in 2015 than in 2014, in terms of the sustainability of funding arrangements, the support available to the sector, and their opportunities to influence funding reform.

Perhaps reflecting these challenges, community service leaders see some aspects of their relationships with government to have weakened in the previous 12 months. While relationships around reporting and compliance appear to be improving, relatively high proportions of respondents felt relationships around funding and consultation were weakening. Many leaders reported funding arrangements were less than optimal, with more than half disagreeing that funding contracts are long enough to achieve outcomes, and relatively high proportions reported funding levels fail to cover the full costs of service delivery.

Many organisations are also facing challenges in adapting to the new policy environment. More than half of organisations reported that the DSS funding reforms have had negative effects on the sector in NSW, and large proportions reported that the Going Home Staying Home reforms have had negative effects. Organisations are concerned about their capacity to continue to provide services in a context of higher demands, tighter funds, and a rapid pace of policy change. Ongoing research would reveal how well organisations adapt to this challenging time and whether they develop sustainable modes of operating in the new policy and funding environments.

Perhaps in response to the challenges of government funding and the policy environment, there is some evidence that organisations are becoming more prepared for attracting philanthropic funding, with small increases in levels of knowledge and capacity to seek philanthropic support. However, levels of preparedness, and experience of engaging with philanthropic foundations and funds, should be monitored over a longer period, to ensure evidence of change is sustained, and to assess the implications of funding diversification for service delivery.

Overall, the report provides robust information about the issues and challenges the community services sector has been facing. The intention is that this information will underpin strategies to build sector capacity, sustainability, and engagement, to ensure the sector fully realises its potential to address poverty and social disadvantage and improve social and community wellbeing.

References

Cortis, N. and Blaxland, M. (2014) *The State of the Community Service Sector in New South Wales 2014*, SPRC Report 04/2014. Sydney: Social Policy Research Centre, UNSW