

Keep Them Safe
A shared approach to child wellbeing

Workforce and NGO Capacity Building Plan:
A Plan for building the capacity of NGOs to take an
extended role in services and for developing NGO and
government workforce to implement changes related to
KTS

FINAL

Glossary

AbSec		Aboriginal Child, Family and Community Care State Secretariat
ADHC		Ageing, Disability and Home Care - Department of Human Services
CALD		Culturally and Linguistically Diverse
COAG		Council of Australian Governments
community services		refers to the range of supports and services delivered by NGOs within a community setting. It is therefore broader than those services or agencies funded by the Department of Human Services: Community Services
Aboriginal (AA)	Affairs	Department of Human Services – Aboriginal Affairs NSW
DET		Department of Education and Training
Juvenile (JJ)	Justice	Department of Human Services – Juvenile Justice
FONGA		Forum of Non-Government Agencies
JHS CEOs		Justice and Human Services CEOs Committee
Community Services (CS)	Services	Department of Human Services - Community Services -
<i>Keep Them Safe</i>		the NSW Government’s five-year action plan to improve the safety and wellbeing of children and young people in NSW. Its aim is that all children in NSW are healthy, happy and safe, and grow up belonging in families and communities where they have opportunities to reach their full potential
KPIs		key performance indicators
NCOSS		Council of Social Services of NSW
NDS		National Disability Services NSW
NGOs		Non-Government Organisations
RCMGs		Regional Coordination Management Groups
SOG		Senior Officers Group led by Department of Premier and Cabinet

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Preamble

Fundamental to the success of *Keep them safe* is a respectful, intelligent and real collaboration between the non-government (NGO) sector and NSW Government agencies.

Key to this collaboration is recognising the values and strengths that each brings to the relationship. NSW children need the unique ability of NGO's to engage their families and connect them to communities. NSW children need the unique ability of the Government to support their families through housing, education, health and other support services.

The ambitions that we together are aspiring to achieve for NSW children and their families through *Keep them safe* will be more attainable if the skills, capabilities and commitment of both NGO's and Government agencies are mobilised and engaged to jointly care for our children.

This means we need to change the way that the NGO sector and Government agencies relate to each other; we all need to work to establish the trust and respect that is the foundation of any enduring collaboration.

The NGO sector needs to explore new ways of doing business, achieving efficiencies and delivering even greater innovation. Likewise the NSW Government agencies need to change their approach to the relationship with the NGO sector and develop positive, respectful and cooperative approaches to planning, policy and research, as well as local service delivery arrangements.

The NSW Government made a commitment in *Keep them safe* for a Plan to develop the capacity of the NGO sector and the workforce as a whole. This Plan has been crafted with direct input from the sector and reflects the views and priorities for change identified by the sector.

We now need to work together in putting this Plan to develop the NGO sector into practice, and for establishing a similar Plan to guide changes in Government agencies. Together we need to establish clear priorities and accountabilities for delivery. We anticipate that many of the actions in the Plan can be developed and delivered directly by NGO's , while others are clearly the responsibility of Government to deliver, such as commitments to improve and streamline funding administration arrangements.

We need to approach this work consistently with approaches at the national level, linking or augmenting our approaches with activities under the National Child Protection Framework, particularly in areas such as workforce development.

Justice and human service NSW Government agencies want to work with the NGO sector to put in place strong governance and management arrangements where both are represented; to jointly design the implementation plan; and to jointly make sure these strategies happen, linking them clearly with the other activities under *Keep them safe*. We need to be consistent with the principles in our *Working Together for NSW Agreement* and to use these mechanisms to oversight the delivery of this Plan.

This Plan is a start. We are mindful that it's only part of a broader need to develop our relationship if we are to move forward. It is time for a change, and this Plan gives us a starting point for that future.

Introduction

Keep Them Safe is the NSW Government's five-year action plan to improve the safety and wellbeing of children and young people in NSW. Its aim is that all children in NSW are healthy, happy and safe, and grow up belonging in families and communities where they have opportunities to reach their full potential.

The NSW Government recognises that the primary responsibility for caring for and supporting children lies with parents, families and communities. It also recognises that providing services to support families and communities in this vital role is not only the responsibility of the Department of Human Services, Community Services, but of a range of Government agencies as well as non-government organisations (NGOs). As a result, implementing *Keep Them Safe* will be characterised by a collaborative working partnership between the NGOs and Government sectors, and an expanded role for NGOs in the provision of supports and services.

Partnership approach

NGOs and Government bodies will need to work in a genuinely collaborative way in order to improve outcomes for children, young people and families. Hallmarks of the *Keep Them Safe* partnership approach will be reciprocity, responsibility-sharing and open communication information channels between Government and non-government partners, all of which will ultimately lead to a more flexible and responsive system.

This approach will involve Government and non-government agencies working together in a way that is coordinated and integrated to respond to the multiple needs of children and families and in the context of their community.¹ Where necessary, implementation will require establishment of new, shared governance arrangements and the development of partnerships across the sector.

Within NSW, this partnership approach is articulated in ***Working Together for NSW: An Agreement between the NSW Government and the NSW Non Government Human Services Sector***. Working Together was launched jointly in June 2006 by the NSW Government and the Forum of Non-Government Agencies (FONGA) and is a compact between the NGO sector and the NSW Government.

Another key policy that will inform the development of partnerships to support the implementation of *Keep Them Safe* is the NSW Aboriginal Affairs Plan ***Two Ways Together 2003-2012***, which is a 10 year plan to improve the well-being of Aboriginal people with a focus on those areas identified by Aboriginal communities as being of a priority – health, housing, education, culture and heritage, justice, economic development and families and young people. Under *Two Ways Together*, an initiative called the Partnership Community Program has been developed to improve service delivery and outcomes for Aboriginal people through partnerships between Aboriginal communities and the Commonwealth and NSW Governments. This program provides an important framework for informing the implementation of *Keep Them Safe*.

On 17 March 2010 a Memorandum of Understanding between the NSW Department of Human Services, Community Services and the Aboriginal Child, Family and Community Care State Secretariat (NSW) (AbSec) was signed. The MOU formally has a number of purposes including formally recognising the partnership required to ensure that a culturally appropriate and effective response to protecting Aboriginal

¹ Cappo, D. 2002 in Hayes, A., Gray, M. and Edwards, B. 'Social Inclusion: Origins, Concepts and Key Themes', Australian Institute of Family Studies, found at www.socialinclusion.gov.au/. Accessed at May 2009

children at risk of harm is provided across both government and non-government sectors.

Keep Them Safe requires Aboriginal Impact Statements to be completed for all aspects of Keep Them Safe (mainstream and Aboriginal-specific) and they must be designed and implemented with care and attention to the specific needs of Aboriginal children, their families and/or their carers. The intended outcomes of the Keep Them Safe reforms to better support Aboriginal children and young people, their families and/or their carers and their communities are to increase the number of Aboriginal children able to live safe and well in their families and communities of origin; and for Aboriginal children involved with child protection or in out-of-home care to be safe and well and have their cultural and developmental needs met.

Expanded role of NGOs in delivering Keep Them Safe

The NSW Government recognises the vital, existing role that NGOs play in delivering community services² and in building a fairer, more sustainable and inclusive society. A cornerstone of the *Keep Them Safe* action plan is the expansion of the role of NGOs in providing services and supports to children and their families and strengthening the capacity of communities to care for them. Key components of the new role of NGOs will be an increased responsibility for the delivery of out of home care and early intervention and prevention services by NGOs, as well as realigning the way these services will be delivered in NSW.

In order to support the NGO sector to meet the twin challenges of expansion and reform, *Keep Them Safe* commits to various strategies that aim to further develop the capacity of the non-government sector and equip them to effectively take on this expanded role in service delivery.

NSW Government initiatives that will contribute to further developing NGO capacity

The NSW Government has already committed to a number of reforms which are designed to improve the capacity of the NGO sector in NSW and improve the administrative and service delivery efficiency of programs where the NGO sector is a key contributor. These activities include:

- program specific strategies, including the commitment to invest in NGO capacity building under *Keep Them Safe* (this project), disability industry development under *Stronger Together*, the NSW Health NGO Review, and reviews of funding arrangements for Out of Home Care and Community Service Grants Program services
- a funding reform project established as part of the service delivery plan for the new Department of Human Services which will deliver a whole of agency approach to NGO funding aimed at reducing costs to NGOs and Government; improving service quality and better integrating and mobilising the NGO sector to utilise community resources
- commitments to reduce red tape in funding administration for NGOs following a review by the Department of Premier and Cabinet in 2009..

In NSW these reforms provide the impetus to drive additional efficiencies in the NGO sector and to build off improvements in productivity contributing to an offset to increasing costs for the sector, particularly wages.

² Throughout this document, the term “community services” is used to refer to the range of supports and services delivered by NGOs within a community setting. It is therefore broader than those services or agencies funded by the Department of Human Services Community Services.

On 11 February 2010 the Productivity Commission launched its report on the *Contribution of the Not For Profit Sector*. The report explores a wide range of reforms to remove unnecessary burdens and costs faced by the NGO sector and improve its efficiency. The report highlights the need for better regulation, improved funding arrangements and enhanced opportunities for innovation.

The Productivity Commission report is a key research tool to guiding policy to innovate NSW Government relationship management, selection and contracting arrangements with the NGO sector.

Objectives of the NGO Capacity Building Plan and Workforce Development Plan

The commitment in *Keep Them Safe* to develop strategies and commit to actions aim to develop the capacity of the non-government sector to take on an expanded role in service delivery present unique challenges, not the least being the significant diversity of the sector.

'There are barriers to non-government organisations and other state agencies working together in the interests of the safety, welfare and wellbeing of children and young people. Some can be cured by legislation, such as information exchange, but generally a change in attitude and approach including greater acceptance of working in collaboration, is needed'. – pg IV Wood Report

Applying a 'one-size-fits-all' approach to workforce and capacity building to support implementation of other reforms under *Keep Them Safe* is not possible or appropriate.

The focus of work to develop NGO capacity and broader workforce development must be focussed on improving outcomes for children and families by building partnerships between Government and the NGO sector, innovating service delivery approaches, improving the skills of the workforce and linking services to local communities.

To accommodate the diversity of needs in this context an integrated capacity and workforce development plan has been developed in close collaboration with the NGO sector. This plan provides a guide for NSW Government agencies and the NGO sector as they work together to implement specific initiatives under *Keep Them Safe*.

The strategies and actions included in the Plan are flexible and can be adapted to apply as appropriate to specific service delivery reforms, the development of new ways of working together, and responses to workforce challenges.

This approach will allow for:

- NGOs and NSW Government agencies to apply strategies in a consistent manner, but tailored to specific program and service delivery outcomes
- recognition of existing capacity and capability in the NGO sector that can be shared and applied across emerging reforms
- recognising the centrality of workforce development to the broader plan for NGO capacity development, and the two have been integrated into a single plan.

The workforce development components of the plan includes aspects of public sector workforce development, with a focus on areas of joint activity and a consistent framework for workforce planning specific to *Keep Them Safe* (the majority of actions on workforce development in NSW Government agencies will be set out in agency specific plans).

Coverage

The scope of the Plan includes NGOs involved in the delivery of services and supports to children and their families. The majority of these NGOs will be funded through programs administered by the Department of Human Services, although some will be funded by NSW Health and the Department of Education and Training. Mainly, these are services that focus on early intervention and prevention for children and families, specialist child protection services, and other support services

such as domestic and family violence services, drug alcohol and mental health services and crisis accommodation and support.

The Plan also includes:

- NGOs that are ultimately engaged to deliver, or support the referral and service delivery functions of, the new Family Referral Services which are being trialled by NSW Health
- the majority of Aboriginal specific NGO service providers in NSW on the basis that there is a limited number of such organisations, and that the holistic nature of the service delivery approach adopted by many Indigenous NGOs means that those who are not currently directly involved in providing services to children and families may have a role in doing so in the future.

Consultation

In order to develop the Plan, a discussion paper *Keep Them Safe – a shared approach to child wellbeing*. A plan for building the capacity of non-government organisation (NGOs) to take an extended role in service delivery and for developing the workforce was developed and released in February 2010. This discussion paper was built up from targeted conversations with key NGO representative groups involved in the *Keep Them Safe* partnership. A series of consultations with stakeholders was then conducted to draw on their experience and knowledge and consider the areas of focus described in the Discussion Paper. From information provided by stakeholders during the consultation process, a number of areas for focus, strategies and specific actions to be pursued have been identified. These have been used as the foundation for the Plan.

Principles supporting *Keep Them Safe*

The *Special Commission of Inquiry into Child Protection Services* in NSW was established on 14 November 2007. The Hon James Wood AO QC conducted the inquiry to determine what changes within the child protection system were required to improve outcomes for the children of NSW.

The Wood Report was released in November 2008 and contained 111 wide-ranging recommendations, including the implementation of numerous prevention and early intervention measures. The recommendations – formulated to improve systems, reporting arrangements, resources and the statutory framework for child protection in the State – were aimed at reducing the burden on the statutory child protection system and to provide more timely and effective responses for children and their families.

Justice Wood set out eight principles in the final report of the Special Commission of Inquiry into Child Protection Services in NSW. These principles underpin the *Keep Them Safe* initiative. They are:

- Child protection is the collective responsibility of the whole of government and the community.
- Primary responsibility for rearing and supporting children should rest with families and communities, with Government providing support where it is needed, either directly or through the funded non-government sector.
- The child protection system should be child-focused, with the safety, welfare and wellbeing of the child or young person being of paramount concern, while recognising that supporting parents is usually in the best interests of the child or young person.
- Positive outcomes for children and families are achieved through development of a relationship with the family that recognises their strengths and their needs.
- Child safety, attachment, wellbeing and permanency should guide child protection practice.
- Support services should be available to ensure that all Aboriginal and Torres Strait Islander children and young persons are safe and connected to family, community and culture.
- Aboriginal and Torres Strait Islander people should participate in decision making concerning the care and protection of their children and young persons with as much self-determination as possible, and steps should be taken to empower local communities to that end.
- Assessments and interventions should be evidence based, monitored and evaluated³.

Building the capacity of the NGO sector will assist the sector in delivering a range of services aligned to the above key principles.

³ NSW Department of Human Services. *Keep Them Safe: A Shared Approach to Child Wellbeing 2009-2014*. March 2009. NSW Government. Available at http://www.keepthemsafe.nsw.gov.au/what_is_keep_them_safe_a_shared_approach_to_child_wellbeing/principles_supporting_Keep_Them_Safe

Capacity building framework

This section provides an overview of the framework for NGO sector capacity building. The “sector” is considered to comprise all of the NGO organisations that have a key role to play in supporting children, young people, families and communities. It is not expected that the plan will extend to building the capacity of services where there are already actions in place as part of the NSW or national policy agenda.

The framework:

- identifies six focus areas for strengthening and building sector capacity
- identifies the sector reforms that are required to better position NGOs to deliver family and community services in line with *Keep Them Safe*
- describes the desired outcomes from the sector reforms and strengthened partnership between Government and NGOs.

The areas for focus for capacity building are:

1. Building on existing and developing new partnerships between NGOs and Government to support collaboration and planning
2. Aligning practice and services to outcomes
3. Reducing administrative burden to promote sector effectiveness and efficiency
4. Measuring outcomes and performance
5. Strengthening governance, management and leadership capacity
6. Building a workforce with the right skills.

These areas of focus are consistent with other NGO capacity building approaches being implemented within NSW human services, e.g. disability and community housing, and will ensure that strategies to strengthen the capacity of organisations and the sector as whole in relation to *Keep Them Safe* will build on, rather than duplicate, existing or planned strategies in those segments of the sector.

In terms of positioning the NGO sector to take an expanded role in the delivery of services to children, young people and families and for both government and non-government services to work in partnership to achieve better outcomes for children, the areas for focus should be seen as parts of a holistic and integrated approach. Not all of the areas for focus have a direct relationship to supporting the reforms envisaged under *Keep Them Safe*, but taken together are designed to provide a framework for capacity building to enable the sector to take on the expanded role in service delivery, and to implement new approaches to achieve the desired outcomes.

Implementation

Responsibility for the coordination and implementation of the *NGO Capacity Building and Workforce Development Plan* will be shared between NSW Government agencies and the NGO sector responsible for the delivery of supports and services to children, young people, families and communities in order to deliver on the mutual commitments in *Keep Them Safe*.

Specific responsibilities include:

- the Department of Human Services - will be the coordinating agency for the implementation of the plan and measuring the effectiveness of strategies within the plan
- the NGO sector - will be responsible for identifying and initiating opportunities to grow capacity within the sector to deliver on the outcomes required under *Keep Them Safe*
- the Child Protection Advisory Group (CPAG) – will function as a reference group to advise about NGO sector engagement and the implementation of the NGO Capacity Building and Workforce Development Plan within the broader *Keep Them Safe* reforms. Advice would be provided to the CPAG on prioritising actions within the context of specific reform areas, and informed by the views of both NGOs and agencies in the context of those reforms
- the *Keep Them Safe* Senior Officers Group - will function to draw in NSW Government agencies to achieve the outcomes sought for children, young people, families and communities
- individual NSW Government agencies - will be responsible for developing and implementing specific initiatives under *Keep Them Safe* and for working with NGOs to implement capacity building strategies where these are required to ensure that NGOs are appropriately positioned to deliver on specific initiatives.

Focus Area 1: Building on existing and developing new partnerships between NGOs and Government to support collaboration and planning

Keep Them Safe reshapes the way family and community services are delivered in NSW, sharing responsibility across Government agencies and NGOs. Building a stronger partnership between Government and NGOs is fundamental to changing the way children, young people and families are supported.

Across NSW human services, there are numerous examples of Government agencies and NGOs working together to plan, deliver and provide supports and services. *Keep Them Safe* recognises the need to build on this foundation and establish trusting partnerships so that children, young people and families can be supported by an integrated system that works together to ensure that children are safe and well.

The Wood Report and *Keep Them Safe* both highlight the importance of these partnerships between Government and NGOs and the need to further develop and deliver collaborative responses to better support children, young people and their families. They also recognise the critical importance of delivering services as close as possible to where children and families live and that a key to the success of family and community services is engaging with and including families and communities as participants in, and key agents of, community development and change.

The partnership arrangements described in *Keep Them Safe* are multifaceted and multi-layered. They include:

- **partnerships between NGO service providers** – to provide a basis for joint planning and delivery of supports and services to both individuals and target groups, achieving efficiencies within the system through sharing of resources (including sharing/amalgamating common “back office” functions) and maximising outcomes for children and families
- **partnerships between Aboriginal NGOs and non-Aboriginal NGOs** - to support information sharing and build the capacity of Aboriginal NGOs, while also providing a basis for building greater cultural competency among non-Aboriginal NGOs
- **partnerships between NGO services, peak and Government agencies** – to ensure effective planning and resource allocation at the local level that ensures that resources are available for services and supports where they are needed most, and make the best use of limited resources
- **partnerships between Government agencies** – to work together to support the delivery of a range of integrated supports and services, overcome traditional “silos” of funding, policy and service delivery, minimise the administrative burden for NGO service providers, and maximise the return for public investment by sharing resources and reducing duplication of expenditure.

It is also recognised that the nature of collaboration and partnership will vary and needs to reflect the variety and multiplicity of relationships that may exist across the sector. For example:

- local/sub-regional service delivery collaboration and partnership – between Government agencies and NGOs to improve service delivery to meet local community needs
- funder/provider relationships – where Government agencies fund service delivery by an NGO
- at the policy level – establishing strategic direction.

Current initiatives

In addition to working with NGOs to develop and implement *Working Together for NSW: An Agreement between the NSW Government and the NSW Non Government Human Services Sector* the NSW Government has committed to a number of initiatives that will further strengthen partnership arrangements across the human services sector.

These include:

- the Partnership Communities Program under *Two Ways Together*, which can provide a mechanism under *Keep Them Safe* as a support for communities to raise child protection issues. There is also a capacity for community governance structures in Partnership Communities to be used as ongoing touch points for NGO/Government consultation
- implementing the NSW Government's Regional Coordination Program, which has placed 10 regional coordinators across NSW to support NSW Government and communities to strategically manage projects
- establishing a Justice and Human Services Coordination Committee in each region to oversee the implementation of the *Keep Them Safe* Action plan – the Committee will develop and implement a regional action plan, provide a forum for interagency coordination at the regional level, and monitor interagency collaboration
- the development of a plan for the strategic directions for disability services in NSW based on a partnership approach between Government and NGOs.

Strategies and actions

In addition to the sector-wide initiatives already in place or in development, a range of strategies that will increase effective collaboration and a partnership approach to implementing *Keep Them Safe* have been identified.

Strategies	Actions
Bring together Government agencies, NGOs, Local Government and communities to identify and develop collaborative approaches to responding to local community needs in line with <i>Keep Them Safe</i>	Strengthen existing forums and structures that support NGO collaboration at the sub-regional and local level. Distribute information about existing forums to maximise participation.
	Establish and resource networks between key human service agencies, Local Government Agencies, and NGOs and communities to facilitate joint planning and development of responses to locally identified community needs in relation to <i>Keep Them Safe</i> . Formalise mechanisms under the Regional Coordination Program (Justice and Human Services Regional Clusters) for engagement of NGOs in planning related to <i>Keep Them Safe</i> initiatives.
Bring together Aboriginal and non-Aboriginal NGOs and Government agencies to share information and strengthen the capacity of Aboriginal NGOs to undertake a larger service delivery role in delivering the full range of services required under <i>Keep Them Safe</i> and non-Aboriginal NGOs and Government strengthen their capacity to deliver culturally appropriate services	Develop strategies that recognise and strengthen participatory processes and local representation, and link into existing structures within Aboriginal communities, to support the development of whole of community and place-based models.
	Develop and resource a program of mentoring between Aboriginal and non-Aboriginal NGOs, and between established and emerging or smaller Aboriginal NGOs to increase capacity and to encourage the expansion or establishment of Aboriginal NGOs in rural areas.
	Implement service funding mechanisms that support Aboriginal NGOs to achieve a larger portion of service funding in recognition that Aboriginal NGOs are uniquely placed to engage with and deliver services for Aboriginal children, young people and families, and work with Aboriginal communities.
	Redevelop service specifications for non-Aboriginal NGOs to encompass a genuine commitment to Aboriginal community and Aboriginal NGO capacity building – including partnering with Aboriginal NGOs, sunset clauses and handover provisions that will result in the transfer of contracts and delivery of services back to (community based) Aboriginal NGOs (as outlined in the SNAICC service development, cultural respect and service access policy paper ⁴).
	Support non-Aboriginal organisations and Aboriginal organisations to work together to develop plans and practical strategies to build the capacity of Aboriginal organisations to take on a greater

⁴ <http://www.snaicc.asn.au/policy/default.cfm?loadref=104> This paper outlines culturally appropriate service development by non Aboriginal NGOs and has been signed by ACWA and the major service providers

Strategies	Actions
	<p>role in the delivery of Aboriginal programs.</p> <p>Support non-Aboriginal organisations and Aboriginal organisations to work together to enhance the capacity of non-Aboriginal agencies to plan and deliver culturally proficient services to Aboriginal children, families and communities. This could include Aboriginal NGOs mentoring non-Aboriginal NGOs in terms of cultural competence and how to consult with Aboriginal communities.</p> <p>Provide funding to the Aboriginal Child, Family and Community Care State Secretariat (AbSec) to build the capacity of Aboriginal NGOs and communities (as is the case with the Aboriginal Health and Medical Research Council of NSW – AH&MRC).</p> <p>Support the development of a learning exchange for Aboriginal communities, NGOs and Government to share experience and good practice information to support the expansion of culturally proficient models of service for Aboriginal children, families and communities.</p>
Bring together CALD and other NGOs and Government agencies to share information and build additional capacity across the sector, and specifically strengthen capacity of CALD NGOs to deliver the full range of services required under <i>Keep Them Safe</i>	Support the development of a learning exchange for CALD communities, NGOs and Government to share experience and good practice information to support the expansion of culturally proficient models of service for children and families from culturally diverse communities.
	Support CALD and mainstream service providers to engage with communities to develop and implement collaborative service models for children and families from emerging CALD communities
	Implement service funding mechanisms that support CALD NGOs to achieve a large proportion of service funding in recognition that CALD NGOs are uniquely placed to engage with and deliver services for CALD children, young people and families and work with CALD communities.
Support NGOs to implement collaborative strategies and partnerships to improve efficiency	Develop resources to support successful evidence based approaches to foster local collaboration and partnership arrangements between complementary services.

Measuring results

Within the broader *Keep Them Safe* evaluation framework the following data should be collected to monitor the effectiveness of strategies to strengthen partnerships between service providers.

Evaluation question	
Is there an increased level of collaboration and partnership across the sector between Government, NGOs and the community to support children, young people and families?	
Indicators	Data sources
Number and location of local networks of government agencies and NGOs that undertake shared planning in relation to provision of local services for children, young people and their families.	Regional Coordinators Mapping
Number, type and location of additional services for Aboriginal children, young people and their families provided by Aboriginal NGOs or as a result of Aboriginal and non-Aboriginal NGOs working together.	Funding agreements
Number, type and location of additional services for children, young people and their families provided from CALD backgrounds provided by CALD specific NGOs or as a result of CALD and other NGOs working together.	Funding agreements
Number and type of resources developed to support the development of collaborative arrangements between service providers.	Output measure
Increased access to culturally appropriate services for Aboriginal children and their families and	Output measure
Additional number of CALD clients or proportion of services delivered to CALD clients or communities from NGOs	Output measure
Increased access to culturally appropriate services for CALD children and their families	Output measure
Additional number of CALD clients or proportion of services delivered to CALD clients or communities from NGOs	Output measure

Focus Area 2: Aligning practice and services to achieve desired outcomes

Keep Them Safe recognises that supporting children and their families within the community and working to prevent the need for children to enter the child protection system is essential. To this end, *Keep Them Safe* signals a number of reforms that will require NGOs to review, and where necessary realign, their practices, service models and services so that they are better able to deliver the outcomes articulated in *Keep Them Safe*.

Strengthening capacity in this area aims to support NGOs to:

- align service delivery with Government priorities, and deliver the right mix of services in the right locations
- promote innovation and the development of responsive, child and family centred services and support models
- increase the focus on delivering early intervention and prevention programs for regional and local Aboriginal communities
- expand the range and number of family preservation services available
- take an expanded role in delivering the Intensive Family Based Service (funded by Community Services and ADHC) to additional Aboriginal families
- take an expanded role in the delivery of out of home care services
- revise and expand training and support for foster and kinship carers
- build community capacity to support children, young people and families
- develop a continuum of early intervention models to be funded under *KTS* and delivered by NGOs.

Current initiatives

The NSW Government has already initiated a range of activities with the NGO sector to support the development of new service models and to improve the sharing of information to assist NGOs realign their services. Examples include:

- developing resources to support information sharing and provide access to good practice resources including *HSNet* and *communitybuilders.com*
- reviewing funding approaches to encourage innovation in service delivery
- ADHC and Community Services are working together to improve collaboration and consultation regarding out of home care for children and young people with a disability including exploring the development of additional models
- Community Services has established Regional Foster Care Advisory Groups to support the development of approaches to supporting foster carers and kinship carers
- tools have been developed to assist NGOs to determine costs associated with service delivery, including the Unit Costing Tool developed to help NGOs determine the costs of delivering ADHC-funded service types
- whole of government initiatives are in place to recognise and engage with Aboriginal governance groups (including DAA NSW Partnership Communities Program).

Strategies and actions

In addition to the sector-wide initiatives already in place or in development, a range of strategies have been identified to strengthen the capacities of NGOs to realign practices, service models and services so that they are better able to support children, young people and families as required by *Keep Them Safe*.

Strategies	Actions
Strengthen the evidence base and information sharing mechanisms to support the development of new models in line with <i>Keep Them Safe</i>	Establish a whole of sector approach to coordinate support for research to strengthen evidence-based practice and service models for children, young people and families (including a focus on building Aboriginal community evidence base).
	Support Aboriginal NGOs, peaks and community representatives to develop culturally appropriate service models for Aboriginal children, families and communities and to disseminate information about good practice.
	Support CALD NGOs, peaks and community representatives to develop evidence-based, culturally appropriate service models for children and families of from CALD communities including emerging refugee communities, and to disseminate information about good practice.
	Support the development of care models to strengthen supports for children, young people with a disability or challenging behaviours and their families, including therapeutic models of care, and the dissemination of information about good practice.
	Building on existing evidence to support the further development (where there are gaps) of evidence-based approaches to supporting foster carers and kinship carers, and dissemination of information about good practice.
	Develop an information site to bring together examples of good practice, research, evaluations and other information to assist in the development of new models of support and service for children, young people and families.
Support service providers to evaluate and enhance their ability to reconfigure their supports and practices in line with <i>Keep Them Safe</i>	Assess gaps in the range of resources (manuals, guides, training) and other supports available to assist service providers to enhance their ability to reconfigure their supports and practices towards providing more flexible and adaptive services, responsive to children, young people and families (particularly addressing Aboriginal service requirements).
	Work with NGOs to identify the most effective range of resources and other supports available or that need developing,
	Review/develop foster carer supports (manual, training, information provision) where this has not recently been done to ensure that they are inclusive of Aboriginal children, children with a disability, and children from other CALD groups including refugee communities.

Strategies	Actions
	Build on existing costing information to develop resources to enable NGOs to cost new service models for children, young people and families that involve multiple funding agencies.
Support service providers to develop innovative approaches to strengthening families and delivering prevention and early intervention programs, including delivering more than one service type	Implement funding mechanisms to redirect funding from long-standing, lower priority programs and services (whether by location, client group or service type) toward those that are aligned with <i>Keep Them Safe</i> outcomes.
	Support the development of strategies to draw upon the experience of Aboriginal NGOs in working across sectors to strengthen the capacity of non-Aboriginal NGOs to implement similar approaches.
	Establish a mechanism, such as an “innovation fund”, to support service providers to trial new models/approaches to supporting children, young people and families within a sustainable funding base. Ensure results are shared with sector.
Support NGOs to build capacity within the community to support children, young people and families	Develop strategies and resources to support NGOs to build on existing resources and their volunteer base to build capacity and social capital within communities.
	Support NGOs to develop and implement culturally appropriate approaches to community development in Aboriginal communities and among communities of people from different cultural and linguistic backgrounds to strengthen their capacity to support children, young people and families.

Measuring results

Within the broader KTS evaluation framework the following data should be collected to monitor the effectiveness of strategies to realign practices, service models and services so that they are better able to better deliver on the outcomes articulated in *Keep Them Safe*.

Evaluation question	
Has there been demonstrable strengthening of NGO capacity to align practice and service models with the requirements of <i>Keep Them Safe</i> ?	
Indicators	Data sources
Number and type of research activities funded or supported to increase evidence base re effective models to support children, young people and families	Output measure
Uptake and effective implementation of good practice resources to support the development and implementation of service models and approaches to supporting children, young people and families published	Output measure
Information site established	Output measure
Uptake and effective implementation of resources (manuals, guides, training) and other supports to assist service providers to enhance their ability to reconfigure their supports and practices developed	Output measure
Number, type and location of new service models implemented for children, young people and their families	Funding agreements
Number of strategies and resources to support NGOs to build on existing resources and their volunteer base to build capacity and social capital within communities	Output measure
Number of type of community building strategies implemented	Output measure Funding agreements

Focus Area 3: Reducing administrative burden to promote sector effectiveness and efficiency

Currently NGOs engaged in activities that support the delivery of *Keep Them Safe* outcomes may receive funding from a range of different programs, from more than one Government agency or divisions of the same agency.

Organisations that have a role to play in implementing *Keep Them Safe* may be subject to a number of different regulations, standards, and policy requirements – not all of which are consistent or aligned across programs, Government agencies or divisions. For an agency that receives multiple sources of funding, this can amount to significant ‘red tape’ and administrative burden.

Current initiatives

The NSW Government is already implementing a range of actions arising from a review of red tape to reduce the administrative burden of contracting, monitoring and reporting. Additionally, funding reform is already a focus for the newly established DHS, and over time this is likely to bring about consistent practice in tendering, contracting, monitoring and compliance across the new Department.

Aligning regulations, standards, and policy requirements and introducing recognition of compliance and accreditation across different regulations, standards or policy requirements, will also reduce red tape and administrative burden, and help create an environment focused on performance rather than compliance.

Government actions to realign and refocus funding and contracting approaches will indirectly build the capacity of NGOs by reducing the administrative burden.

Further, changing the focus of contracting towards outcomes and performance reinforces other areas of focus for capacity building – and in particular the focus on measuring outcomes and performance and building a culture of continuous improvement – further increasing NGO capacity to deliver better quality and efficient services for children and families.

Measuring results

Within the broader *Keep Them Safe* evaluation framework the following data should be collected to monitor the effectiveness of strategies to reduce administrative burden on NGOs to support increased efficiency and effectiveness.

The need to address issues of inconsistency, duplication and complexity in funding administration and management processes has been rightly emphasised by the NGO sector. These requirements are being taken seriously by the NSW Government and commitments are in place and are being rigorously monitored. These strategies are universal and therefore not exclusive to the function of this Plan which is to build capacity in respect to delivery of results under *Keep Them Safe*. For this reason specific strategies, actions and commitments have not been repeated in this Plan.

Evaluation question	
Has there been a reduction in administrative burden on NGOs involved in the deliver of <i>Keep Them Safe</i> ?	
Indicators	Data sources
Contracting mechanisms have been implemented to support capacity building and minimise cost of seeking funding.	Output measure
Performance based contracting and monitoring processes have been implemented to support alignment of practice and service to KTS outcomes.	Performance agreements

Focus Area 4: Measuring outcomes and performance

High-performing organisations are critical to achieving the *Keep Them Safe* desired outcomes, and for maximising the benefit of *Keep Them Safe* for children and families in NSW. High-performing organisations are those which are:

- effective, delivering quality services that achieve the desired outcomes for children and families
- efficient, utilising available resources for maximum benefit and delivering value-for-money by utilising the limited resources available for maximum client benefit
- innovative, willing to take risks and try new methods of service delivery with confidence.

Further building the capacity of NGOs to measure and monitor outcomes and performance will support NGOs to be 'high-performing' organisations. Building this capacity will result in:

- organisations, and the sector as a whole, that have a greater focus on the desired *Keep Them Safe* outcomes, and regularly monitor the impact and effectiveness of their interventions on children, families and communities – utilising agreed specific, measurable outcome indicators
- recognition of monitoring or accreditation results from other recognised systems or jurisdictions
- organisations that regularly monitor and report on their operational performance against key performance indicators relevant for *Keep Them Safe*, and use this information to improve their operational performance
- organisations that report on their *Keep Them Safe* performance periodically, and Government that undertakes external monitoring and review of organisations' *Keep Them Safe* performance, which does not place undue administrative burden on organisations and provides useful information and feedback to inform change and improvement
- simple, robust processes, systems and tools in place for monitoring and measuring performance at an organisational level, and for providing information and feedback to inform performance improvement.

Current initiatives

Human service agencies are already working on a number of strategies to strengthen the performance of NGOs, many of which will support performance monitoring in relation to delivering on the *Keep Them Safe* outcomes. These include:

- the development of whole-of strategy *Keep Them Safe* outcomes
- the refresh of National Standards for Disability services and associated resources
- mutual recognition of external quality systems, and cross-agency monitoring activities
- improvements to data collection, data sharing on service results through reforms to minimum data sets
- the performance and risk based contracting approaches utilised by Community Services and ADHC.

Strategies and actions

In addition to the sector-wide initiatives already in place or in development, a range of strategies to strengthen the capacities of NGOs to monitor and measure their performance in relation to supporting children, young people and families have been identified.

Strategies	Actions
Develop a strategy to regularly monitor outcomes and effectiveness based on a key set of <i>Keep Them Safe</i> outcome indicators – applicable at a whole-of-strategy level and at an organisational level.	Support the development of organisational-level outcome indicators, based on the <i>Keep Them Safe</i> whole of strategy outcomes, including indicators of Aboriginal cultural competency, against which organisations can monitor their effectiveness.
	Develop specific data collection and outcome measurement tools and processes to support NGOs to gather outcome data related to <i>Keep Them Safe</i> at an organisational level on a regular basis, utilising existing tools and processes where possible in order to minimise the administrative burden of measurement.
	Support the development of processes to enable regular reporting of organisational-level outcome data related to <i>Keep Them Safe</i> to Government, consolidation and analysis of this data at a whole of strategy level, and feedback to NGOs.
Strengthen the capacity of organisations to monitor their own performance in relation to the <i>Keep Them Safe</i> outcomes regularly to inform change and improvement.	Develop a strategy to further develop the skills of managers and Boards to measure and monitor their organisation's performance in relation to <i>Keep Them Safe</i> on a regular basis.
	Develop a data repository for <i>Keep Them Safe</i> outcome and performance data, which can draw data from existing data reporting systems and tools, as well as any additional system and tools, facilitate analysis of performance data at a Government level as well as organisational level (with user-friendly interface).
	As part of the broader strategy to reduce red tape, implement a process for mutual recognition of <i>Keep Them Safe</i> reporting to reduce the reporting burden for NGOs who receive funding from multiple agencies.

Measuring results

Within the broader *Keep Them Safe* evaluation framework the following data should be collected to monitor the effectiveness of strategies to improve the measurement of outcomes and performance.

Evaluation question	
What mechanisms are in place to support regular monitoring of outcomes and effectiveness based on a key set of <i>Keep Them Safe</i> outcome indicators?	
Indicators	Data sources
Common standards and accountabilities for delivery of services to children at risk and their families have been implemented.	Output measure
Organisational level outcome indicators related to <i>Keep Them Safe</i> are in place	Output measure
Data collection and outcome measurement tools and processes to support NGOs to gather outcome data related to <i>Keep Them Safe</i> at an organisational level are in place	Output measure
Processes to enable regular reporting of organisational-level outcome data related to <i>Keep Them Safe</i> are in place	Output measure
A strategy to develop skills of managers and Boards to measure and monitor their organisation's performance has been implemented	Output measure
A data repository for <i>Keep Them Safe</i> outcome and performance data has been established	Output measure
There is mutual recognition of <i>Keep Them Safe</i> outcome reporting between funding agencies.	Output measure

Focus Area 5: Strengthening governance, management and leadership

Keep Them Safe poses particular challenges for the NGO sector – in order to improve outcomes for children, families and communities in NSW NGOs and government agencies are being asked to not only change some of the ways they deliver services, but also to deliver additional services and move into locations where they may not have operated before, including remote/rural and isolated Aboriginal communities.

Effective governance and management of NGOs is crucial to ensuring a responsive and robust service system that achieves positive outcomes for children and families. It is recognised that there is widespread existing managerial and governance capacity in NGOs with rigorous business practices in place. There is also opportunity for further development of governance, management and leadership capacity – and to share this capacity across the sector.

Members of Boards or Management Committees and senior operational managers require a range of skills to govern and operate organisations so that they are high performing, i.e. effective, efficient and outcome orientated. These skills include:

- strategic thinking
- leadership
- effective strategic and corporate planning
- well-developed financial management
- human resource management capacity
- risk management.

There is an increasing recognition within contemporary human services of the benefits that can be realised from including service users in corporate governance, and the contribution that they can make to the effectiveness of organisations. Engaging service users in organisational decision-making can strengthen an organisation's cultural proficiency, ability to design and deliver innovative programs that are responsive to the needs and preferences of their target groups, and ensure an outcomes focus. This is particularly important in Aboriginal organisations and organisations working with people from other CALD communities.

In addition to effective governance and management, sector leaders have an important role in facilitating change, creating a new culture and fostering innovative approaches to service delivery which align with the *Keep Them Safe* principles. Sector leaders do not necessarily hold formal governance or management positions, but are recognised by colleagues as being influential within their sphere. Identifying and fostering the skills of leaders, including developing their capacity as "change champions", will assist individual organisations and the broader human services sector to adopt new approaches to supporting vulnerable children, young people and families.

Implementing a range of activities to strengthen governance, leadership and management within NGOs will result in:

- Boards/Management Committees that are skilled in corporate governance and strategic leadership, and understand the directions of the provision of services to children and families described in *Keep Them Safe*

- managers who are skilled in business management and are able to operate, re-orientate and expand effective, efficient and responsive services in line with *Keep Them Safe*
- the development of leaders from within the sector with a particular focus on the improvement of services and supports for children, young people and families and who are able to lead organisations through the changes required of services to deliver on the *Keep Them Safe* outcomes
- inclusive practices that promote the engagement of service users in decision-making and shaping of services that are responsive, culturally proficient and outcome focused.

Current initiatives

The NSW Government supports a number of strategies to strengthen governance, management and leadership capacity across the human services NGO sector, including:

- the *NGO Training Program*, established by Community Services in 2004, that provides a range of online and face-to-face training modules and resources to assist with improving governance in small and medium NGOs
- support to NCOSS for the *Management Support Unit (MSU)* that aims to develop the management capacity of NGOs
- the *Good Governance Program*, funded by ADHC and coordinated by National Disability Services NSW (NDS), that consists of a range of innovative strategies to build the capacity of NGOs in the disability sector based on quantitative data about current capacity and needs
- Department of Premier and Cabinet funds *scholarships to the Sydney University Graduate School of Government for NGO sector students* to develop strategic leadership capacity. The scholarships also allow participation in joint work-based projects which contribute to better partnerships between the Government and non-government sectors
- whole of government initiatives are in place to recognise and engage with Aboriginal governance groups (including DAA NSW Partnership Communities Program)
- an *Indigenous women's leadership program* to develop the leadership capacity of Indigenous women in the NSW community sector and establish an ongoing Indigenous Leaders Network is being funded by Community Services and implemented jointly by NCOSS and Tranby Aboriginal Cooperative College
- Governance training is provided by the Office of the Registrar of Indigenous Corporations and Office of Fair Trading
- support for Aboriginal training providers is provided by Tranby Aboriginal Cooperative College
- Community Services implemented the *Pay It Forward (PIF)* initiative between 2005 and 2008 to enhance the leadership, mentoring and collaborative skills of people already in a community leadership role
- *HSNet* provides an electronic platform to support interest groups to share ideas and exchange information.

Strategies and actions

In addition to the initiatives that have already been developed and implemented to strengthen the governance, management and leadership capacity within human services NGOs in NSW, a range of strategies to strengthen their capacity to reorient and expand services to better meet the needs of children, families and communities as described in *Keep Them Safe* have been identified. Additional strategies have also been identified for implementation within Focus Areas 1-4 and 6.

Strategies	Actions
Strengthen the capacity of Boards/Management Committees in relation to corporate governance and strategic leadership, and understanding of the directions for the provision of services to children and families described in <i>Keep Them Safe</i>	Support the development of tools and resources to enable Boards to assess current performance and lead their NGOs through the process of realigning and expanding services in line with strategic directions described in <i>Keep Them Safe</i> .
Develop a range of mechanisms to strengthen the skills of Managers so that they are able to re-orientate services and operate effective, efficient and responsive services as required under <i>Keep Them Safe</i>	<p>Develop and implement a program of targeted training for senior managers of human services NGOs with a particular focus on building capacity to implement change in response to the directions for sector reform outlined in <i>Keep Them Safe</i>.</p> <p>Foster a culture of continuous, informal learning and develop opportunities for the exchange of ideas and experiences to support managers to implement change processes to reform and expand services in line with <i>Keep Them Safe</i>. This may include:</p> <ul style="list-style-type: none"> • facilitating and supporting CEO/senior management networks at a local level, across human service NGOs • conducting industry workshops • establishing a mentoring program. <p>In consultation with Aboriginal community leaders and organisations, develop and implement culturally proficient approaches to and tools for building further governance, leadership and management capacity within Aboriginal NGOs.</p> <p>In consultation with CALD community leaders and organisations, develop and implement culturally</p>

Strategies	Actions
	proficient approaches to building further leadership and management capacity within CALD specific NGOs.
Develop a strategy to promote the engagement of communities, families and children and young people in shaping services that are responsive, culturally proficient and outcome focused.	Develop a strategy that also acknowledges the strategies that NGOs currently have to support children, young people and their families and communities to participate in processes where they are able to influence decision-making in relation to planning the number, type and location of services provided to better meet their needs. This includes planning for reshaping existing services and new services and connecting with mainstream services.
	Develop a strategy that also acknowledges the strategies that NGOs currently have to support Aboriginal children, young people and their families and communities to participate in processes where they are able to influence the development of services that are responsive, culturally proficient and outcome focused
	Develop a strategy to support CALD children, young people and their families and communities to participate in processes where they are able to influence the development of services that are responsive, culturally proficient and outcome focused.

Measuring results

Within the broader *Keep Them Safe* evaluation framework the following data should be collected to monitor the effectiveness of strategies to strengthen governance, leadership and management capacity with the NGO sector.

Evaluation question	
Has there been a strengthening of governance, leadership and management capacity within the NGO sector particularly in Aboriginal and CALD NGOs?	
Indicators	Data sources
Number of tools and resources (manuals, guides, training) and other supports to assist Boards to lead the organisations to deliver services and supports in line with the directions articulated in <i>Keep Them Safe</i> . Attach a Training/promotion/coaching program to each resource is developed.	Output measure
Training for senior managers to implement change in response to the directions for sector reform outlined in <i>Keep Them Safe</i> is in place.	Output measure
Number of activities to foster on-going learning implemented.	Output measure
Number and type of stakeholder engagement mechanisms established to inform the delivery of services to children, young people, families and communities.	Output measure

Focus Area 6: Building a workforce with the right skills

For the purpose of this plan, workforce development is considered a component of wider sector capacity building. The quality of workforce needed to deliver a broader range and quantum of services, and to achieve desired *Keep Them Safe* outcomes relies not only on workforce development strategies but on broader sector capacity building and change described in sections 1-4 of the Plan . Workforce development is effectively involves managing the size and composition of the workforce, retaining and managing that workforce, and skilling that workforce⁵.

Critical to delivering *Keep Them Safe* will be ensuring that Government agencies work together to better share information, resources and decision making processes and to develop open and genuine partnerships and collaborations with NGOs. A effective approach to workforce development should assist with meeting current priorities as well as position the workforce for future change and the capacity and capability to respond.

Principles for workforce development

Principles of workforce development have been articulated to guide the implementation of a workforce development framework for *Keep Them Safe* The principles support action across Government agencies and NGOs, and the inclusion of common elements in Government agency workforce development plans to support *Keep Them Safe* implementation (recognising that Government agencies will continue to move forward with major workforce development activities for their own staff).

Government agencies and NGOs should consider the principles for each element of the workforce development framework – and reflect those principles in their own local workforce development strategies.

The principles are:

- **Shared approach to service delivery** – consider a shared approach to service delivery by collaborating on workforce development strategies – including exploring opportunities for joint activities across the elements described in the workforce development framework (e.g. joint training, or recruitment activities)
- **Collaboration and partnership** – consider explicit measures to support and enhance joint working by incorporating shared approaches and activities (e.g. implement strategies to support placements across Government agencies, develop common approaches to caseworker supervision)
- **Aboriginal cultural proficiency** - explicit consideration and articulation of workforce development strategies to build cultural competency of staff in supporting Aboriginal children and their families and communities
- **Culturally and Linguistically diverse cultural proficiency** - explicit consideration and articulation of workforce development strategies to build cultural competency of staff in supporting CALD children and their families and communities

⁵ Carson, E et al (2007). *Careers At the Coal-Face? Community Services in South Australia: Workforce Development*. University of South Australia and SACOSS, in The Council of Social Services New South Wales (NCOSS) 2007 Models of workforce development <http://ncoss.org.au/projects/workforce/workforce-development-models.pdf> - viewed December 2009

- **Rural and remote area focus** - explicit consideration and articulation of rural/remote areas in workforce development (including consideration of strategies that focus on attracting and retaining skilled staff).

Workforce development framework

The framework at Appendix B sets out the elements of workforce development needed to support the delivery of outcomes for *Keep Them Safe*. The framework reflects the importance of strategies for:

- workforce planning
- recruitment and retention (with particular emphasis on identifying strategies for use in regional and remote areas)
- expanding and enhancing Aboriginal workforce and building the cultural competency of all staff in supporting Aboriginal children and their families and their communities
- building the proficiency of all staff to support CALD children and their families
- building on and further developing a culture of continuous learning
- identification of joint training opportunities across the sector for Government agencies and NGOs will assist to support partnering and to support collaborative service delivery .

The framework is also designed to guide public sector *Keep Them Safe* workforce development to ensure consistency across NSW Government.

Shared approach

Keep Them Safe describes a move towards shared responsibility for care and protection of children and young people, and an increased focus on earlier intervention. This move can be facilitated through shared practice, shared training and a shared approach to coordinated service delivery.

There is opportunity for sector participation in shared workforce development and sharing of good practice. This is likely to include implementation of integrated sector-wide initiatives, based on existing practice within parts of the sector. As with other capacity building strategies identified in this Plan, there is the opportunity to establish sector-wide governance arrangements to lead and monitor initiatives.

Component 1: Planning

Workforce planning is fundamental to all other elements of workforce development. *Keep Them Safe* provides the opportunity for the sector to work together to collectively improve workforce planning at a sector level, locally and regionally, as well as supporting organisational based planning. This approach requires consideration of both Government and NGO workforces and recognition of existing strategies and current activity. Consideration must also be given to the increased need for Aboriginal focused services reflecting the younger demographic and the increasing size of the Aboriginal population in rural and remote communities.

In addition to direct workforce profiling and analysis, the Planning component includes tools and guidelines to facilitate consistent approaches to workforce planning.

Current initiatives

The NSW Government supports a number of strategies and has invested in research to inform strategic workforce planning across the human services sector, including:

- Community service workforce profile – national project to identify characteristics of the community services sector workforce - Community & Disability Services Ministers' Advisory Council (CDSMAC) (NSW Government membership)
- Labour Dynamics and the non-government community services workforce in NSW
- Forward planning targeting in Community Services particularly equitable distribution of Aboriginal staff – includes strategies to enhance skills and qualifications, by providing mentoring, support and training
- Charles Sturt University profile of social work/welfare professionals – profile and career progression aspirations in rural areas

Strategies and actions

In addition to the initiatives already in place or in development, a range of strategies and actions have been identified to support effective sector workforce planning, and enable practical action at the organisational level.

Strategies	Actions
Develop sector workforce planning, with a particular focus on addressing the needs of vulnerable children, young people and their families	Share workforce profiling and analysis to enable the development of a shared sector view and collaborative response (including volunteer workforce) for vulnerable children, young people and their families
	Implement an integrated workforce planning approach between government and non-government sector partners
	Support regional and local planning for the Aboriginal workforce to recognise existing capabilities and areas of need for local workforce development initiatives
	Identify rural and remote specific planning requirements
	Identify specific learning and development requirements related to KTS (particularly for changing role and scope of role by key service provider)
	Develop links with tertiary educational institutions to provide input into course content and identify placement opportunities
	Work with Universities, TAFE, professional associations and accreditation bodies to review training courses, competency and capability frameworks and accreditation standards

Measuring results

Within the broader KTS evaluation framework the following evaluation questions regarding workforce planning should be considered to assist measuring process, outputs and results:

Evaluation question	
What mechanisms have been put in place to support effective workforce planning?	
Indicators	Data sources
Demonstration of sharing of workforce profiling and analysis at community, regional and state level	Output measure
Demonstration of community/ stakeholder planning – with a particular focus on vulnerable communities (including Aboriginal and CALD communities).	Output measure
Demonstration of Aboriginal NGO led workforce planning leveraging existing strengths and utilising Government agencies and mainstream NGOs to further build the Aboriginal NGO workforce.	Output measure
Demonstration of rural and remote specific requirements identified in planning documentation (as appropriate).	Output measure
KTS related learning and development requirements identified	Output measure

Component 2: Recruitment and retention

Recruitment and retention are highlighted in *Keep Them Safe* as significant issues across the sector. Government agencies and NGOs need to work together to build on existing initiatives to increase the profile and attractiveness of the sector. There should also be a focus on ensuring that recruitment practices and employment models contribute to the overall attractiveness of the sector, and that there are well supported career pathways within the sector.

Actions identified include a focus on improving the efficiency and effectiveness of existing recruitment strategies, and adopting techniques that have proved successful. Rural and remote areas and recruiting and retaining Aboriginal staff are identified as warranting particular attention at the sector, regional and organisation level.

Current initiatives

The NSW Government supports a number of strategies to strengthen recruitment and retention across the human services sector, including:

- ADHC and National Disability Services (NDS) – Workforce recruitment and development – a joint project to grow the pool of labour available to Not for Profit, Government and NGO providers of disability and community care services in NSW in order to meet the demand for services

- a program of caseworker recruitment by Community Services and creation of permanent and temporary caseworker pools
- programs of student placement and final year student recruitment by Community Services
- there are a number of strategies that focus on Aboriginal recruitment and retention including:
 - Aboriginal recruitment and retention strategy (DJJ)
 - Making it our business: Improving Aboriginal Employment in the NSW Public Sector 2006-2008 (DAA)
 - Aboriginal human resource development plan 2009-11 (DET).

There are also a number of strategies that focus on regional/rural recruitment and retention including:

- remote area attraction and retention program (RAARP) (DPC)
- targeted recruitment campaigns – Specific advertising campaigns targeting rural locations, including an annual graduate recruitment program with scholarships for people of Aboriginal and Torres Strait Islander backgrounds and targeting geographical areas of need including rural and remote (DET)
- rural short term secondment program (Community Services).

Strategies and Actions

Strategies	Actions
Develop a whole of sector approach to recruitment and retention strategies	Explore opportunities to increase the attraction and retention of staff within services for vulnerable children, young people and their families by drawing on the successes of current workforce recruitment initiatives such as <i>Carecareers</i> auspiced by National Disability Services (NSW)
	Develop a sector approach to share and expand NGO strategies to attract and retain staff specifically focusing on staff providing services for vulnerable children, young people and their families, including developing career paths that establish incentives to retain workers

Measuring results

No additional KTS specific measurement is suggested.

Component 3: Aboriginal workforce/ Aboriginal cultural proficiency

This component of workforce development has two components:

- Strategies to expand and maintain a competent and resilient Aboriginal workforce in both the Government and nongovernment sectors.
- Developing cultural proficiencies of non-Aboriginal staff when working in partnerships with local Aboriginal staff, children, young people, community organisations and elders.

Current initiatives

The NSW Government supports a number of strategies to strengthen the Aboriginal workforce and strengthen Aboriginal cultural proficiency across the human services sector, including:

- Memorandum of Understanding between Community Services and AbSec to formally recognise the partnership required to ensure a culturally appropriate response to protecting Aboriginal children at risk of harm
- Aboriginal resources and pathway project (ADHC)
- Community Services has a range of initiatives including:
 - Aboriginal employment and development framework
 - CDC enhancement, cadetship program
 - Aboriginal mentoring for management program
- an annual graduate recruitment program by DET has scholarships for people of Aboriginal and Torres Strait Islander backgrounds and targeting geographical areas of need including rural and remote areas
- Aboriginal Specialist Client Service Officers are employed by Housing NSW who provide case coordination for clients with complex needs whose tenancies are at risk, and is committed to the ongoing support of these positions.

There are also a number of strategies that focus on developing the Aboriginal cultural proficiency of non-Aboriginal workforce including cultural awareness training for managers, induction packages and administration traineeships (Community Services). AHMRC/AECG Agreements also strengthen recognition of the role of all Aboriginal NGOs in the community, and the relationship that Government has with peak bodies.

Strategies and actions

Strategies to build and maintain a competent and resilient Aboriginal workforce in both the Government and nongovernment sectors

In addition to effective recruitment initiatives, there is a need for strategies to specifically support Aboriginal workers with peer support networks which provide regular opportunities to share experiences, particularly in remote communities. Culturally competent professional supervision and mentoring can seek to address the added challenges workers face of working in their own communities.

In addressing child protection and family violence, workers particularly need to be equipped to address the safety needs of children and respond to the effects of trauma on children, young people, families and communities and to facilitate culturally appropriate approaches to healing.

Strategies	Actions
Build and maintain a competent and resilient Aboriginal workforce in both the Government and nongovernment sectors to provide services for vulnerable Aboriginal children, young people, families and communities	Prioritise locally-driven service models that recognise, empower and actively engage with the special needs of local Aboriginal communities
	Provide training and support resources to develop a stronger and larger Aboriginal workforce (across all job types and levels, particularly management positions, not just entry level positions) – recognising the unique position that Aboriginal NGOs have to engage with local Aboriginal communities, particularly to provide services for vulnerable Aboriginal children, young people, families and communities
	Expand on Aboriginal mentoring programs (including a focus on provision of services for vulnerable Aboriginal children, young people, families and communities)
	Expand shared training opportunities (e.g. Aboriginal Mental Health first aid instructors) to organisations delivering services for vulnerable Aboriginal children, young people, families and communities
	Strengthen the capacity of Aboriginal NGOs in partnership with AbSec and other Aboriginal peak organisations and communities so that they are empowered with a stronger voice in determining and delivering care to Aboriginal children, young people and their families.
	Government agencies actively encourage consultation between NGOs and Aboriginal organisations to form culturally-sensitive partnerships to develop the capacity of Aboriginal organisations

Strategies and actions for developing cultural proficiencies of non-Aboriginal staff when working in partnerships with local Aboriginal staff, children, young people, community organisations and elders

Strategies	Actions
Develop cultural proficiencies of non-Aboriginal staff when working in partnerships with local Aboriginal staff, children, young people, community organisations and elders	Strengthen the cultural proficiency of community service workers
	Establish cultural proficiency standards for all Government and NGO child and family service workers in consultation with Aboriginal and non-Aboriginal organisations
	Include compliance with standards of Aboriginal cultural proficiency as an explicit condition of Government engagement with service providers
	Support Aboriginal people/organisations to mentor non-Aboriginal people and organisations
Expand training and support resources to support the development of Aboriginal cultural proficiency and cultural capability	Deliver cultural training (approved by AbSec) to all non-Aboriginal sector workers/managers who work with Aboriginal families and communities
	Deliver training in Aboriginal placement principles to managers and caseworkers which encompasses Aboriginal consultation and engagement at all stages of the child protection continuum.

Measuring results

Within the broader KTS evaluation framework the following evaluation questions regarding Aboriginal workforce/ Aboriginal cultural proficiency should be considered to assist measuring process, outputs and results:

Evaluation question	
Has there been a demonstrable increase in the size, proficiency and resilience of the Aboriginal workforce in both the Government and nongovernment sectors - reflective of the level of needs for Aboriginal children, young people, families and community?	
Indicators	Data sources
Development and implementation of locally-driven service models that recognise, empower and actively engage with the special needs of local Aboriginal communities	Output measure
Measure of expansion and increased completion of training and use of support resources to develop a stronger and larger Aboriginal workforce	Output measure
Expansion of Aboriginal mentoring programs	Output measure
Growth in size of and level of services provided by Aboriginal NGOs to more closely reflect the level of Aboriginal community need	Output measure
Evaluation question	
Has there been a demonstrable improvement in the cultural proficiencies of non-Aboriginal staff when working in partnerships with local Aboriginal staff, children, young people, community organisations and elders?	
Indicators	Data sources
Measure of expansion of training and support resources to support the development of Aboriginal cultural awareness and cultural capability	Output measure
Provision of training for Aboriginal placement principles	Output measure

Component 4: Culturally and Linguistically Diverse proficiency

This component of workforce development seeks to support explicit consideration and articulation of strategies to build cultural competency of staff in supporting CALD children and their families.

This component seeks to reinforce the importance of ensuring services are appropriately delivered to families from CALD communities, including a focus on delivering culturally sensitive models of care to children from CALD backgrounds.

Supporting these models of care are strategies that seek to develop and maintain workforce proficiency to deliver services and support to CALD children and their communities.

Current initiatives

Current initiatives focus on:

- developing CALD workforce and mainstream workforce CALD proficiencies
- building on and expanding information sharing to build capacity between CALD NGOs and other NGOs and Government agencies.
- Community Services establishment and recruitment to Multicultural Casework positions to support the needs of local CALD communities.

Strategies and actions

The strategies and actions identified below seek to improve service delivery for vulnerable children, young people and their families from CALD backgrounds.

Strategies	Actions
Expand and develop CALD workforce and mainstream workforce CALD proficiencies for working with vulnerable children, young people and their families from CALD backgrounds	Support the development of cultural competency that is tailored to specific initiatives for working with vulnerable children, young people and their families (such as mandatory reporting – for CALD communities)
	Government and NGOs work with CALD NGOs to build capacity to deliver and coordinate where appropriate with other services to expand service provision for CALD communities (supporting self-determination, self service local communities)
Develop and implement culturally sensitive models of practice for working with vulnerable children, young people and their families from CALD backgrounds	Adopt measures and indicators of cultural proficiency to aid implementation of the strategy
Build on and expand information sharing to build capacity between CALD NGOs and other NGOs and Government agencies.	Review and seek to adopt Aboriginal NGO information and resource sharing practices for NGOs targeting CALD communities (Aboriginal organisations are adept at cross-sector working)

Measuring results

Within the broader KTS evaluation framework the following evaluation question regarding Culturally and Linguistically Diverse proficiency should be considered to assist measuring process, outputs and results.

Evaluation question	
Has there been a demonstrable improvement in sector proficiency to respond to children, young people and families from CALD backgrounds?	
Indicators	Data sources
Measure of increase in CALD workforce and mainstream workforce CALD proficiency working with CALD children, young people and families (e.g. delivery of CALD sensitive practice to frontline staff)	TBD
Culturally sensitive models of practice developed and implemented in identified areas of particularly vulnerable CALD populations	Output measure
Increased information sharing to build capacity between CALD NGOs and other NGOs and Government agencies to better align CALD NGOs to deliver the range of services commensurate with the needs of communities from CALD backgrounds	Report on information sharing by region

Component 5: Continuous learning

This component of workforce development seeks to identify strategies that support continuous learning and skill development of the sector workforce through relevant training and supporting a culture of continuous learning. Key elements include training, supervision, professional development, and supporting further qualifications. *Keep Them Safe* highlights the opportunity for shared standards, professional training and development focused on collaborative casework and shared responsibility for outcomes – for community services workers across Government agencies and NGO organisations.

As well as joint training for Government and NGO workers, *Keep Them Safe* highlights merits of specific training packages available to organisations to allow them to do follow-up training (as required and necessary). It is envisaged that these training initiatives will help Government agencies and NGOs collaborate better in sharing their skills and knowledge so that they can support each other in a spirit of trust when they work together to deliver services.

Current initiatives

The NSW Government supports a number of strategies to support and strengthen continuous learning across the human services sector, including:

- joint training strategies:
 - Child protection training for NGOs (Community Services)
 - Induction training and assessment program (Juvenile Justice and staff from Justice Health, DET and DHS - Community Services)
 - Whole of government short course project for staff from multiple agencies in rural and remote locations (Community Services)
- professional development through a five year plan for professional supervision framework for child and family staff
- supporting further qualification and training, including a study assistance program by Community Services to combining study leave and financial assistance
- enhancing leadership, mentoring and collaborative skills including organisational mentoring (Community Services)
- learning and development strategies to support the development of governance knowledge and board management skills - *It's your business* Good Governance Program (ADHC)
- online and face to face training modules and resources to assist with improving governance in small to medium NGOs (Community Services).

Strategies and actions

In addition to the initiatives already in place or in development, a range of strategies and actions have been identified to support continuous learning, and in particular the learning and development requirements for the sector as a result of the additional and expanding role for Government agencies and NGOs to support vulnerable children, young people and their families described in *Keep Them Safe*.

Strategies	Actions
Develop joint training strategies that address the requirements of the sector to take on a wider range of roles and an expansion of existing roles as described in <i>Keep Them Safe</i> .	NGO role to support needs analysis and planning processes for joint training initiatives
	Develop/ expand the following elements of joint training that relate to working with children, young people and families: <ul style="list-style-type: none"> • training on Aboriginal placement principles and cultural proficiency • induction training and assessment for working with children, young people and families • targeted training for all mandatory reporters • training to emphasise collaborative casework and shared responsibility for outcomes (at the sub regional level) • training to assist NGOs (especially Aboriginal NGOs) to transition to providing more out of home care services and early intervention services • continuing and expanding focus on managerial/governance training • training in culturally sensitive succession planning.
Support the continuous professional development of staff working with children, young people, their families and communities	Develop and implement supervision processes (including facilitated monthly case practice review)
	Develop and implement peer support networks (across local community networks)

Measuring results

Within the broader KTS evaluation framework the following evaluation questions regarding continuous learning should be considered to assist measuring process, outputs and results.

Evaluation question	
Has the sector adopted effective mechanisms to support continuous learning and skill development of the sector workforce to support the implementation of <i>Keep Them Safe</i> (including an expanded role for parts of the sector to have a greater role working children, young people and their families)?	
Indicators	Data sources
Demonstration of joint training on Aboriginal placement principles and cultural proficiency implemented (Direct report of training provided and no. of attendees)	Output measure
Demonstration of joint induction training and assessment for working with children, young people and families implemented (Direct report of training provided and no. of attendees)	Output measure
Demonstration of targeted joint training implemented for all mandatory reporters (Direct report of training provided and no. of attendees)	Output measure
Demonstration of joint training implemented to emphasise collaborative casework and shared responsibility for outcomes (at the sub regional level) (Direct report of training provided and no. of attendees)	Output measure
Demonstration of joint training implemented to assist NGOs (especially Aboriginal NGOs) to transition to providing more out of home care services (Direct report of training provided and no. of attendees)	Output measure
Demonstration of supervision processes (including facilitated monthly case practice review) in place across the sector (Report of supervision structures in place and active by region)	Output measure
Demonstration of peer support networks established and operational (across local community networks). (Report of peer support networks in place and active by region)	Output measure

Appendix A – Relationship between capacity building focus areas and reform outlined in *Keep Them Safe*

Sector reforms	Areas for capacity building focus					
	Building on existing and developing new partnerships between NGOs and Government to support collaboration and planning	Aligning practice and service to outcomes	Reducing administrative burden to promote sector effectiveness and efficiency	Measuring outcomes and performance	Strengthening governance, management and leadership capacity	Building a skilled workforce
Responsiveness to the needs of the most vulnerable children and young people	✓✓	✓✓✓		✓✓✓	✓✓✓	✓✓✓
Culturally sensitive models delivered by culturally proficient staff		✓✓✓			✓	✓✓✓
Well supported foster and kinship carers	✓✓	✓✓✓				✓✓✓
Expanded NGO role in delivery of out of home care services	✓✓	✓✓✓			✓✓✓	✓✓✓
Easy access and integrated service delivery through collaborative, cross agency efforts at the regional level	✓✓✓	✓✓✓			✓✓	✓
Access to infrastructure, training opportunities for Aboriginal NGOs	✓✓✓					✓✓✓
Engagement and information sharing between Aboriginal NGOs and non-Aboriginal NGOs	✓✓✓	✓✓✓			✓✓	✓✓
Engagement and information sharing between CALD NGOs and other NGOs	✓✓✓	✓✓✓			✓✓	✓✓
Effective leadership and management			✓✓	✓✓	✓✓✓	✓✓✓
Quality services measured against consistent standards	✓	✓✓✓	✓✓✓	✓✓✓	✓	✓
Coordinated funding, performance based contracting		✓✓	✓✓✓	✓✓✓	✓	✓

Key: ✓✓✓ Very strong/direct relationship ✓✓ Strong relationship ✓ Supporting/indirect relationship

Appendix B – Workforce development framework

Element	Planning	Recruitment & retention	Aboriginal workforce/ Aboriginal cultural proficiency	Culturally and Linguistically Diverse proficiency	Culture of continuous learning
Descriptor	Workforce profiling, tools and guidelines to support consistent, quality planning	Including focus on minimum qualifications, and strategies targeting rural and remote areas	Aboriginal employment strategies and non-Aboriginal staff cultural proficiencies	Proficiency to deliver and support CALD children and their communities	Including supervision, professional development, further qualifications.
Target	All workers involved in delivery of services to families and children. Consider frontline, management and Board (NGO).				
Supporting principles	<p>Shared approach to service delivery – consider opportunities for supporting a shared approach to service delivery by collaborating on workforce development strategies – including exploring opportunities for joint activities across the elements described in the workforce development framework (e.g. joint training, or recruitment activities, embedding shared approach to service delivery, i.e. regional networks).</p> <p>Collaboration and partnership – consider explicit measures to support and enhance joint working by incorporating shared approaches and activities (e.g. implement strategies to support placements across Government agencies, enhanced networking, develop common approaches to caseworker supervision).</p> <p>Aboriginal cultural proficiency - explicit consideration and articulation of workforce development strategies to build cultural competency of staff in supporting Aboriginal children and their families.</p> <p>CALD cultural proficiency - explicit consideration and articulation of workforce development strategies to build cultural competency of staff in supporting CALD children and their families.</p> <p>Rural and remote area focus - explicit consideration and articulation of rural/ remote areas in workforce development (including consideration of strategies that focus on attracting and retaining skilled staff).</p>				
Common themes	<p>Agency and NGO workforce intersection</p> <p>Relationship + alignment between workforce development and sector capacity building strategies</p>				

Appendix C - Strategies and actions

This appendix provides additional detail regarding the strategies and actions that could be considered to support implementation of *Keep Them Safe* in terms of supporting NGO capacity building and sector workforce development. These ideas were identified through consultations with stakeholders in the non-government sector and are provided for consideration by the NGO sector and Government agencies when implementing strategies under *Keep Them Safe* that require additional capacity within the NGO sector or involve sector workforce development. They are proposed as additional specific actions that would assist to build NGO sector capacity in relation to *Keep Them Safe* and to strengthen whole of sector workforce planning, and as such they would complement broader sector capacity building strategies and initiatives already under way.

The appendix presents a table for each of the six areas of focus identified in this report with indicative timeframes. For focus area six – *Building a workforce with the right skills*, there are five sub-sections reflecting the components of workforce development.

1. Developing partnerships between NGOs and Government to support collaboration and local planning

No.	Action
Continue to strengthen the cross-Government agency arrangements to support the implementation of KTS	
1a	Develop and expand the role of cross–agency Regional Coordination Management Groups (RCMGs) involving NSW state agency Regional Managers) to facilitate interagency and cross-sectoral work at the local level to implement projects under <i>Keep Them Safe</i> .
Build on existing, or establish new, local planning mechanisms to bring together Government agencies, NGOs and communities	
1b	Establish mechanisms to engage with communities to determine local priorities for improving outcomes for children, families and communities in line with the directions in <i>Keep Them Safe</i> and develop indicators to measure of effectiveness of local initiatives. Local priorities and indicators should link to statewide planning priorities and indicators at the regional and statewide level.
Build on and where necessary establish mechanisms at the local and regional level to bring together Aboriginal and non-Aboriginal NGOs and Government agencies to share information and build additional capacity across the sector, and specifically strengthen capacity of Aboriginal NGOs to allow a larger service delivery role for Aboriginal NGOs	
1c	Reform funding arrangements to recognise the importance of participatory processes and the need to link into existing

No.	Action
	structures within Aboriginal communities to support the development of whole of community and place-based models under <i>Keep Them Safe</i> .
1d	Support the development of a learning exchange for Aboriginal communities, NGOs and Government to share experience and good practice information to improve service delivery and outcomes for Aboriginal children, families and communities.
1e	Support non-Aboriginal organisations and Aboriginal organisations to work together to develop plans and practical strategies to build the capacity of Aboriginal organisations to take on a greater role in the delivery of programs for Aboriginal children, families and communities.
Build on existing and where necessary establish mechanisms at the local and regional level to bring together CALD and other NGOs and Government agencies to share information and build additional capacity across the sector, and specifically strengthen capacity of CALD NGOs to allow a larger service delivery role for CALD NGOs	
1f	Support the development of a learning exchange for CALD communities, NGOs and Government to share experience and good practice information to improve service delivery and outcomes for children, families and communities from CALD backgrounds.
1g	Reform funding arrangements to recognise the importance of participatory processes and the need to link into existing structures within CALD communities to support the development of whole of community and place-based models under <i>Keep Them Safe</i> .
1h	Support non-CALD organisations and CALD organisations to work together to develop plans and practical strategies to build the capacity of CALD organisations to take on a greater role in the delivery of programs for CALD children, families and communities.

2. Aligning practice and services to achieve desired outcomes

No.	Action
Examining and expanding the evidence base and promoting information sharing mechanism to support the development of new models in line with KTS.	
2a	Engage with Aboriginal NGOs, peaks and community representatives to develop evidence-based culturally appropriate service models for children, families and communities in line with the <i>Keep Them Safe</i> objectives
2b	Engage with CALD NGOs, peaks and community representatives to develop evidence-based culturally appropriate service models for children, families and communities in line with the <i>Keep Them Safe</i> objectives

No.	Action
2c	Examine the evidence base and undertake stakeholder engagement including people with disability and their families, disability sector NGOs and peaks to develop care models to improve supports for children, young people and parents with a disability including therapeutic foster care.
2d	Examine the evidence base and undertake stakeholder engagement, and draw on this to develop evidence-based approaches to supporting children and young people with challenging behaviours and their families including therapeutic foster care arrangements.
2e	Examine the evidence base and undertake stakeholder engagement and draw on this to develop evidence-based approaches to supporting foster carers and kinship carers. Establish a whole of sector approach to developing/reviewing Community Services foster carer supports (manual, training, information provision) to ensure that they are inclusive of children with a disability, Aboriginal children, and children from other CALD groups including refugee communities.
2f	Develop an information-sharing site to disseminate examples of good practice, research, evaluations and other information to assist in the development of new models of support and service to deliver on the <i>Keep Them Safe</i> outcomes.
Support providers to evaluate and enhance their ability to reconfigure their supports and practices to provide more supports and services in line with <i>Keep Them Safe</i>	
2g	Develop and provide resources and other supports to assist service providers to evaluate and enhance their ability to reconfigure their supports and practices towards providing more flexible and adaptive services, responsive to children, families and communities.
Incentivise the NGO sector to develop innovative approaches to strengthening families and delivering prevention and early intervention programs, including delivering more than one service type	
2h	Develop a cross-agency approach to redirecting funding from long-standing lower priority providers and programs (whether by location, client group or service type) toward those that are aligned with <i>Keep Them Safe</i> outcomes.
2i	Establish an “innovation fund” to support trialling of new models/approaches at the organisation/local/regional level.
Support NGOs to build capacity within the community to support children, young people and families	
2j	Support the sector to build capacity and social capital within the community with a focus on achieving the outcomes envisaged by <i>Keep Them Safe</i> by assisting them to: <ul style="list-style-type: none"> • undertake specific capacity building activities, utilising and leveraging organisations’ existing resources and volunteer-base • develop and implement approaches to raise community awareness about vulnerable children and families, including

No.	Action
	<p>establishing community champions/ambassadors, and identifying other key people in community to connect with (business people, childcare, education, health) developing resources, tools and training to support NGOs to engage in community capacity building</p> <ul style="list-style-type: none"> develop an evidence base to support culturally appropriate approaches to community development in Aboriginal communities and among communities of people from different cultural and linguistic backgrounds.
2k	In partnership, Government and NGOs should develop resources that are culturally appropriate for different CALD groups within NSW and develop a plan to target community capacity building to communities identified as being high risk/high priority e.g. emerging refugee communities.
Support Aboriginal NGOs to build capacity within Aboriginal communities to support children, young people and families in culturally appropriate ways.	
2l	Undertake research including stakeholder engagement and draw on this to develop evidence based culturally appropriate approaches to community development in Aboriginal communities. Disseminate the results to the sector to inform community development activities.
2m	Develop a cross-agency strategy for capacity building within Aboriginal communities. AbSec, Aboriginal peaks and community representatives should be engaged to inform the development of the strategy.
2n	Establish local collaborations between regional Aboriginal and non-Aboriginal NGOs to share information and resources to build the capacity of Aboriginal NGOs to engage in building the capacity of communities to support children and families.

3. Reducing administrative burden to promote sector effectiveness and efficiency

No.	Action
3a	<p>Review the current funding allocation and tendering processes and timeframes for all programs and initiatives that contribute to <i>Keep Them Safe</i>, with a view to aligning processes and timeframes and developing a consistent methodology across programs to allocate funding, including consistent principles for selecting appropriate funding allocation methods for allocating new funding.</p> <p>Ensure that value for money criteria recognise the 'value' of smaller NGOs being better placed to work directly with communities (esp. CALD and Aboriginal communities and relevant NGOs).</p>
3b	Examine different contract models and requirements across programs, divisions within DHS and across agencies to identify commonalities and differences, which can be used to inform the development of a standard contracting approach across the

No.	Action
	<p>range of programs and services which contribute to <i>Keep Them Safe</i>.</p> <p>The development of a standard contracting approach should include consistent contract clauses, reporting requirements, incentives and sanctions, and a standard 'template' for service description schedules (see below). This may also include consideration of a 'lead-agency' approach to contracting, monitoring and reporting, and consideration of longer-term contracting with funding certainty (eg 3-5 years).</p>
3c	<p>Examine different contract monitoring and reporting, data reporting, and other reporting requirements and timeframes across programs, divisions within DHS, and across agencies to identify commonalities and differences, which can be used to inform the development of a more aligned monitoring and reporting approach across the range of programs and services which contribute to <i>Keep Them Safe</i>. This should include consideration of a single reporting regime where agencies can report for a number of different programs at the same time, and consistent monitoring and reporting cycles and timeframes.</p>

4. Measuring outcomes and performance

No.	Action
<p>Regular monitoring of outcomes and effectiveness based on a key set of <i>Keep Them Safe</i> outcome indicators – applicable at a whole-of-strategy level and at an organisational level.</p>	
4a	<p>Support Government and NGO representatives to jointly develop a key set of organisational-level outcome indicators, based on the <i>Keep Them Safe</i> desired outcomes including standards of Aboriginal cultural competency, against which organisations can monitor their effectiveness.</p>
4b	<p>Develop a specific data collection and outcome measurement tools and processes to gather outcome data related to <i>Keep Them Safe</i> at an organisational level on a regular basis (ideally utilising existing tools and processes so as to minimise the administrative burden of measurement). This should build on existing data collection and reporting requirements such as the Integrated Monitoring Framework for disability service providers.</p>
4c	<p>Establish processes to enable regular reporting of organisational-level outcome data related to <i>Keep Them Safe</i> to Government, and consolidation and analysis of this data at a whole of strategy level. Establish and implement systems and processes to feed back results to organisations.</p>

No.	Action
4d	Increase the focus of organisations in measuring and analysing their own performance in relation to <i>Keep Them Safe</i> through: <ul style="list-style-type: none"> • robust, comprehensive and consistent set of key performance indicators (KPIs) which organisations can use to measure their own performance, and which Government can use to review performance on a periodic basis. This should include indicators of quality and effectiveness, efficiency and value-for-money, and other indicators important to organisations and Government. • performance feedback mechanisms, systems, tools or online portals utilising existing data collected and reported by organisations to support performance measurement against these KPIs. • industry benchmarks based on the set of KPIs to enable service providers to compare their performance against established benchmarks • further developing the skills of managers and Boards to measure and monitor their organisation's performance on a regular basis.
Simple, robust processes, systems and tools in place for monitoring and measuring performance	
4e	Develop a data repository for <i>Keep Them Safe</i> outcome and performance data, which can draw data from existing data reporting systems and tools, as well as any additional system and tools, facilitate analysis of performance data at a government level as well as organisational level (with user-friendly interface)
4f	Government agencies should agree and implement a process for mutual recognition of <i>Keep Them Safe</i> reporting to reduce the reporting burden for NGOs who receive funding from multiple agencies.

5. Strengthening governance, management and leadership

No.	Action
Boards/Management Committees are skilled in corporate governance and strategic leadership, and understand the directions the provision of services to children and families described in <i>Keep Them Safe</i>	
5a	Support Boards to assess their performance in relation to <i>Keep Them Safe</i> against indicators of high performance and industry benchmarks, taking into account the different expectations of Boards with different legal entity status. Develop and distribute a self-assessment tool to assist NGOs to measure performance and identify areas for development.

No.	Action
Managers are skilled in business management and are able to operate effective, efficient and responsive services that are well positioned to deliver the outcomes articulated in <i>Keep Them safe</i>	
5b	In partnership with educational providers, explore opportunities to develop relevant courses or enhance existing management programs to ensure that industry requirements for managers are reflected in available programs.
5c	<p>Develop and implement a program of targeted training for senior managers of Human Services NGOs with a particular focus on building capacity to implement change in response to the directions for sector reform outlined in <i>Keep Them Safe</i>. Areas for focus should include:</p> <ul style="list-style-type: none"> • business planning and operation within a changing policy context • ensuring that policies and processes are consistent with the principles of child and family centred practice (person-centred approaches) • incorporating KTS-related quality outcomes and measurement into current systems • workforce management and development • leading and managing change – cultural, service delivery • strengthening business systems to maximise efficiency and effectiveness –finance, payroll, HR, client management • reconciling funding and service delivery • risk-based funding and accountability <p>Consolidate existing funding and resources into an integrated strategy to maximise benefit and reduce duplication. An integrated approach, with development opportunities available to managers of NGOs from across human services sectors can also promote networking and collaboration between organisations at the local level.</p>
Inclusive practices promote the engagement of service users in decision-making and shaping of services that are responsive, culturally proficient and outcome focussed.	
5d	Develop strategies to support children, young people and their families to participate in processes where they are able to influence and participate in corporate decision-making.
5e	Develop a training program to support Aboriginal children, young people and their families and communities to participate in processes where they are able to influence and participate in corporate decision-making.

No.	Action
5f	Develop a training program to support children, young people and their families and communities from CALD backgrounds to participate in processes where they are able to influence and participate in corporate decision-making.

6.1 Workforce planning

	Actions
6.1a	<ul style="list-style-type: none"> • Share direct workforce profiling and analysis to enable shared sector view and collaborative response (including volunteer workforce).
6.1b	<ul style="list-style-type: none"> • Integrate planning with sector partners including Aboriginal community/stakeholder engagement practices.
6.1c	<ul style="list-style-type: none"> - Support regional planning for Aboriginal workforce to recognise capabilities and need for local development initiatives. Consider planning for transfer all Aboriginal early intervention programs to the NGO Aboriginal sector by 2015.
6.1d	<ul style="list-style-type: none"> • Identify rural and remote specific workforce planning requirements.

6.2 Recruitment and retention

	Actions
6.2a	<ul style="list-style-type: none"> • Develop a sector approach to recruitment and retention strategies to increase the workforce with the skills required to deliver services in line with <i>Keep Them Safe</i> <p>expand Carecareers recruitment initiative</p> <p>establish on-going professional training and development standards that are reflected in performance-based contracts</p> <p>consider student placement and final year recruitment programs</p> <p>consider a temporary and permanent caseworker pool</p> <p>explore opportunities to develop a study assistance program</p> <p>consider career pathway development including for unskilled volunteers via traineeships and cadetships at a whole of sector level</p>

Actions	
6.2b	<ul style="list-style-type: none"> Develop and implement targeted Aboriginal recruitment and retention strategies.
6.2c	<ul style="list-style-type: none"> Develop and implement targeted regional/rural recruitment and retention strategies <p>short term rural secondment</p> <p>student placement and final year recruitment programs.</p>
6.2d	<ul style="list-style-type: none"> Develop a sector wide approach to share and expand existing NGO strategies to attract and retain experienced staff.

6.3 Building Aboriginal workforce/ Aboriginal cultural proficiency

Actions	
6.3a	<p>Develop strategies to build and maintain a competent and resilient Aboriginal workforce in both the government and nongovernment sectors, including:</p> <p>prioritising locally-driven service models that recognise, empower and actively engage with the special needs of local Aboriginal communities.</p> <p>providing training and support resources to develop a stronger and larger Aboriginal workforce.</p> <p>expanding on Aboriginal mentoring programs (including management).</p> <ul style="list-style-type: none"> strengthening the capacity of Aboriginal NGOs in partnership with AbSec, Aboriginal peak organisations and communities so that they are empowered with a stronger voice in determining and delivering care to Aboriginal children, young people and their families <p>Actively encourage consultation between NGOs and Aboriginal organisations to form culturally-sensitive partnerships to develop the capacity of those Aboriginal organisations to deliver on <i>Keep Them Safe</i>.</p>
6.3B	<p>Develop cultural proficiencies of non-Aboriginal staff when working in partnerships with local Aboriginal staff, children, young people, community organisations and elders:</p> <p>strengthen the cultural competence of community service workers.</p> <p>establish cultural competency standards which will be compulsory for all Government and NGO child and family service workers.</p> <p>standards of Aboriginal cultural competency to be an explicit condition of Government engagement with service providers</p> <ul style="list-style-type: none"> consult with Aboriginal and non-Aboriginal organisations to establish standards for Aboriginal cultural competency.

Actions	
6.3C	<ul style="list-style-type: none"> • Expand training and support resources to support the development of Aboriginal cultural awareness and cultural capability <ul style="list-style-type: none"> - cultural training (approved by AbSec) is provided to all non-Aboriginal NGO sector workers/managers who work with Aboriginal families and communities - training for Aboriginal placement principles.
6.3d	<ul style="list-style-type: none"> • Build the capacity of the workforce to further develop culturally sensitive partnerships with Aboriginal services and communities, engage in appropriate consultation and provide culturally responsive services.

6.4 Building proficiency in working with culturally and linguistically diverse communities

Actions	
6.4a	<ul style="list-style-type: none"> • Develop CALD workforce and mainstream workforce CALD proficiencies <ul style="list-style-type: none"> - support the development of cultural competency that is tailored to specific initiatives such as mandatory reporting - establish a mechanism for Government and NGOs working with Aboriginal and CALD NGOs to build capacity to delivery and coordinate where appropriate with other services (supporting self-determination, self-serve local communities).
6.4b	<ul style="list-style-type: none"> • Develop and implement culturally sensitive models of practice in line with <i>Keep Them Safe</i> including actions to move toward a 'culturally reflective' model with cultural competencies implemented across the sector including the adoption of measurements and indicators of cultural competencies.
6.4c	<ul style="list-style-type: none"> • Expand and develop geographic locational responses to CALD communities.
6.4d	<ul style="list-style-type: none"> • Build on and expand information sharing to build capacity between CALD NGOs and other NGOs and Government agencies. • Leverage CALD NGO information and resources sharing practices (Aboriginal organisations adept at cross-sector working).

6.5 Continuous learning

	Actions
6.5a	<ul style="list-style-type: none">• Develop joint training strategies for service providers involved in delivering services to children, young people and families that consider:<ul style="list-style-type: none">- NGO role to support needs analysis and planning processes for joint training initiatives- specific training on Aboriginal placement principles and cultural competence- induction training and assessment- targeted training for all mandatory reporters- training to emphasise collaborative casework and shared responsibility for outcomes (at the sub-regional level)- training to assist NGOs (esp. Aboriginal NGOs) to transition to providing more out-of-home-care services- continuing and expand focus on managerial/governance training.
6.5b	<ul style="list-style-type: none">• Support further qualification and training for staff involved in designing and delivering services for children, young people, families and communities.