

## MANAGERS NETWORK

**Minutes**  
**Friday 24 April 2009**

### **ATTENDANCE:**

Gloria Bates	MTC Work Solutions
Kate McInerney	Centacare
Peter Presdee	Nagle Centre
Lyn Williamson	Focus on New Families
Silvia Tedeski	Sector Connect
Jane McIvor	Sector Connect
Mark Pepping	Wingecarribee Shire Council
Gay Hardwick	Wollondilly Shire Council
Debbie Graham	Campbelltown Family Support Service
Kim McCausland	W.I.L.M.A Women's Health Centre

### **APOLOGIES:**

Lee Rowell	Community Links Wollondilly
Kylie Richardson	Macarthur Ozanam Centre
Marilyn Soulsby	The Junction Works
Linda Campbell	Camden Council
Mark Populin	Interchange Wingecarribee
Patricia Berrutti	AFFORD
Eric Rode	GROW

### **Welcome to Country/Acknowledgement to Country**

Jane spoke about the significance of Welcome to Country/Acknowledgement to Country and doing so respectfully. Protocols will be circulated- see attached

### **Welcome and Apologies**

***What is your main concern as a manager within the community services sector currently?***

- Workloads
- Duplication & competition
- Retention of skilled workforce
- Shrinking funding and core funding cuts
- Reporting time vs report writing time/administrative tasks
- Ability to pay adequate wages to retain and attract staff
- Concern regarding clients with mental health issues being housed in remote places like Appin where there are transport issues and requiring them to return to Campbelltown for basic, necessary services
- Having to "shelf" important projects in order to manage workloads because of reduced funding or reductions in staff numbers
- No back-filling/replacing of staff as positions become available.

### **Current Opportunities/Information Share**

It was highlighted in the survey "Future of the Managers Network" that Managers are keen to address local issues rather than broader systemic issues. Current opportunities below were noted and if anyone is interested in further information please contact Jane on [director@sectorconnect.org.au](mailto:director@sectorconnect.org.au) .

- Association Incorporation Bill passed by Government. There is concern across the sector that the Bill does not reflect the needs of community services despite the advocacy and input into the inquiries. There are now much harsher penalties including incarceration for not meeting with the requirements. NCOSS are currently seeking funding to provide training to the sector on the new Bill.
- New Community Services Training Packages- more extensive use of Recognition of Prior Learning and work based assessment and some new courses have been added. To view the Community Services Training Package visit [www.cshisc.com.au](http://www.cshisc.com.au)
- Competitive Tendering- the next seminar will be held in Parramatta on the 22 May (flyers will be circulated over the next few weeks). This evidence based research is the result of a partnership between UWS, Western Sydney Community Forum and Sector Connect. The resulting paper will be circulated when it has been finalised and approved.
- CSGP Campaign - All peaks continue to lobby on this issue but no decision from Cabinet has been made available relating to the Woods Report that has held up fund allocation to date. DoCS are in support of the changes but Treasury is the sticking point. A community consultation is scheduled for 8 May 2009 in Parramatta re the Area Assistance Scheme. Services are still encouraged to lobby and a fact sheet is attached to ensure that we maintain a consistent message.
- Productivity Commission Issues Paper "Contribution of the Not for Profit Sector" now open for submissions. Submissions close on 29 May 2009. For further information please view the website [www.pc.gov.au](http://www.pc.gov.au) (under projects).
- CDSE (registered Clubs) funding round closes on the 8 May 2009. For further information contact Jane on [director@sectorconnect.org.au](mailto:director@sectorconnect.org.au)
- Jane meeting with the School of Social Entrepreneurs on 7 May 2009 to discuss the potential for cohorts to support leaders across the region. Jane will report any outcomes to the next meeting.
- Jobs Funds- the first round closes 22 May 09. It offers flexible opportunities and incentives to generate jobs. The process is complex. There will be a second round. Jane meeting with Chris Hayes to raise some issues and offer to work in partnership to support the community service sector in this region make best use of the funds. Managers provided issues of concern for Jane to present to Chris. A local Employment Coordinator will also be hired to support this process - the role will be similar to the old Grow ACC to support services write funding applications and develop effective projects. Applications for these coordinators close 24.4.09. Information will be circulated as it becomes available.

### **Presentation: "Funding the Cost of Service Delivery"**

#### **INTRODUCTION:**

- How do we do our work without government funding? There are no fixed answers but there are a few points to think about.
- It is becoming essential that community services access new ways to raise money that does not just rely on government funding. Examples that Sector Connect are currently exploring:
  - Partnerships with for profit organisations that ethically work within the sector e.g. Brief Therapy Solutions and training packages outside the region
  - Partnerships with corporate / banks e.g. Sector Connect currently negotiating a partnership with the Macarthur Credit Union to explore affordable appropriate

banking services for NFP and providing expertise, training and financial advice pro bono.

- What have we got to offer someone who can pay e.g. Corporates pay large sums of money for training and the community service sector has some very high quality trainers to offer
- Charging real costs to funding bodies / consistent management fees (to know what we have) to remain viable. Google SNOW Project to access a report about the real costs of service delivery that looks at standard formulas and guidelines to achieve this. NFP are able to charge fees for service as long as the profits are put back into service provision.

#### ISSUES TO CONSIDER / QUESTIONS TO ASK

(taken from presentations at the ACOSS Conference and presented by Jane)

#### Questions to ask about your organisation:

- Do we know who we are, what we do and what we have to offer "Why is your organisation on this earth?"
- Do you recognise your real worth to others beyond the sector?
- Are you relevant?
- How are your relationships with other stakeholders – vital to survival

#### Review what is working:

- What is working? Why is it working? Can it be replicated?
- Where are the organisations vulnerabilities? Can they be plugged in any way?
- Consider threats to your organisation and act on them e.g. IT & websites

#### Look at new opportunities:

- Think laterally and beyond core business when sourcing grants
- Are partnerships a way to share costs and get extra funding?
- Are there any groups you have a good relationship with already that would fit the work that you do?

#### Understand where your organisation is currently at:

- Determine current workloads: are you under, at or over capacity
- Determine resourcing: are you under, at or over capacity – are we "under-funded or over servicing and does any imbalance bring you adequate gains?"
- Current funding levels and terms of contracts:
  - What are the real costs per project (always allow extra)?
  - Do you have a model for understanding the true costs of your project?
- Consider whether corporate partners are an option and find common ground

#### 6 ways to raise funds:

1. Grants – government, corporate, philanthropic
2. Affinity – members, supporters
3. Individuals
4. Community events & fundraising
5. Partnerships

## 6. Business contracts

Consider the list against what you have and what could be best for your organisation.

Audit the value of your current fundraising avenues:

ACTIVITY/PROJECT	FUNDRAISING TYPE	REVENUE EARNED	% OF TOTAL INCOME
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### Business contracts

- Focus on shared goals not differences – see organisations with related core business. If you focus on the goals rather than the funding you are more likely to get outcomes
- Focus on the person you meet NOT the whole organisation – they will advocate on your behalf within the organisation if impressed
- Be prepared to invest time developing the relationship (long term benefits vs. short term gains)
- Will need to be prepared and in particular able to satisfy that your organisation has the capacity to do the work, strong governance structures and strong accountability framework. Corporate have high levels of accountability they must satisfy and so need some level of confidence that this will be addressed

### **Can the Managers Network help you further with these issues? If so how?**

- The government only encouraged corporate industries to be more socially responsible- not enforceable

Points for further discussion:

- Umbrella organisations- shared services, amalgamations that allow autonomy
- Managers sharing their skills by assisting other organisations with SWOT analysis and objective view of their service- secondments especially related to the above costing questions.

### **Future Direction of the Managers Network**

A survey was conducted and feedback collated.

#### **Common themes to focus on:**

- Partnerships & collaborative work practices across large & small NGOs and local government
  - Resource sharing
  - Support as Managers when issues arise
  - Sharing of skills / experience
- Funding constraints
- Input and action at a local level rather than broad issues
  - Need to focus on one or two specific issues to get outcomes

#### **Thoughts / ideas for further development:**

- How do we develop stronger partnerships and relationships of trust?
- Can the Managers Network provide this space? What are the constraints?
  - Trust / confidentiality – how can this be developed?
  - Ability to leave your role at the door and genuinely address the issues together
  - What structure would be helpful for this to happen?

- What other options will support the common themes e.g. forum
- What role can the Managers Network have in driving the core business of Sector Connect especially related to advocacy and service system development?

**Ideas on how the Managers Network might further some of these points:**

Forum: involving large and small organisations to discuss:

- How we best work together
- The impact on organisations involved

Include a service mapping exercise of the area and invite government and funding bodies to attend and hear the discussion

Next Meeting:

- Future direction of the Managers Network- attach to minutes
- Local issues at the local level – Managers to consider how the network can work on this issue further
- Follow up on issues raised at this meeting
- Feedback from visit to Chris Hayes

**Recommended reading: "Who Moved the Cheese?"**

**NEXT MEETING: Friday 19 June 2009 @ 9.30am**

**Venue: Sector Connect  
351 Welling Drive, Mt Annan**