

Literature Review – FACS engagement strategy project

The Literature Review is an annotated bibliography listing a range of resources that develop and consolidate our understanding of the Community Services not-for-profit sector and its effectiveness. These resources provide context to the work of our sector and/or point to measures that could improve how we operate and engage with each other, our funders (government and non government) and our clients and their communities.

The Review contains reports, research, statistical analysis, discussion papers and articles that have been released post the Productivity Commission's 2010 research report *Contribution of the Not-for-Profit Sector*.

The documents relate to non-government organisations working within the NSW Community Sector in a range of areas including governance, reform delivery, funding models and management, planning and innovation, capacity building and workforce development.

These reports and resources provide a foundation to analyse, develop and refine our approaches to the sector. They have the potential to provide the basis for and influence future planning and the development of effective strategies to increase capacity and build a sustainable future.

The material has been grouped under the type of agency publishing the material:

- [Federal Government](#)
- [NSW Government](#)
- [Victorian Government](#)
- [Not-for-profit organisations](#)
- [Universities, research centres and think tanks](#)
- [Consultants](#).

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Hyperlinks to all documents were working correctly at 17 June 2014.

Federal Government					
Author	Year	Title	Pub	Brief Overview	External hyperlink to Document
Australian Bureau of Statistics	2010	<i>Non-Profit Institutions: A Draft Information Development Plan, Information Paper (Cat no 5256.0.55.001)</i>	ABS	The Draft Plan for the Non-profit Institutions Sector was prepared in response to a recommendation in the PC Report <i>Contribution of the Not-for-Profit Sector</i> . The plan refers to statistical information that is in the public domain that can be used to inform policy, research, advocacy and other information needs of governments, the NPI sector and researchers and contribute to a wider public understanding and debate around the dimensions of the sector and its role in delivering a wide range of social and other services. It extends to the information needs of the volunteer sector.	www.abs.gov.au/AUSSTATS/abs@.nsf/Lookup/5256.0.55.001Main+Features2Jul+2010
Australian Bureau of Statistics	2011	<i>Australian Social Trends September 2011 Community service workers (Cat no. 4102.0)</i>	ABS	Statistical analysis with commentary providing an overview of Community Service workers in residential care services, child care services and other social assistance services in Australia. It addresses trends and data on growth rates in employment, gender and age breakdowns, qualifications, full vs part-time status, jobs performed, average earnings, and community service providers.	www.abs.gov.au/AUSSTATS/abs@.nsf/Lookup/4102.0Main+Features30Sep+2011
Australian Charities and Not-for-profits Commission	2013	<i>Australian Charities and Not-for-profits Commission Annual Report 2012-13</i>	ACNC	Report outlines activities taken by the ACNC to facilitate the reduction of unnecessary red tape for charities, as well as the educative processes engaged in to ensure effective charity governance in the 12 month period to July 2013.	www.acnc.gov.au/ACNC/About_ACNC/Corporate_info/Annual_Reports/2012_13/ACNC/Publications/Reports/Annual_Report_2013/AR2013TOC.aspx?hkey=c697887d-127d-49e5-ad11-44d19dc74ce7
Australian Charities and Not-for-profits Commission	2014	<i>Measuring and reducing red tape in the not-for-profit sector: Forum Report</i>	ACNC	The Forum's participants considered five aspects of issues pertaining to red tape: what it is and where it sits in relation to good administration, how the alignment between internal and external reporting can be improved; what is the cost; what is the balance between ensuring transparency and accountability in the use of public funds and reasonable reporting requirements; and what data can be collected to assist an understanding of the sector by both government and the general public and influence effective policy development.	www.acnc.gov.au/ACNC/Report/rtrforumreport.aspx

Australian Charities and Not-for-Profits Commission	2013	<i>Public trust and confidence in Australia charities</i>	ACNC	Research commissioned by the ACNC, it noted respondents placed the highest importance on charities providing information about the impact of their work and the distribution of donations. They supported a national regulator of charities and public trust and confidence in charities increased significantly when the public understood the role of the ACNC.	www.acnc.gov.au/ACNC/Pblctns/Rpts/PublicTrust/ACNC/Publications/Reports/Trust_con.aspx
Author	Year	Title	Pub	Brief Overview	External hyperlink to Document
Australian Charities and Not-for-profits Commission	2013	<i>Australian Charities and Not-for-profits Commission Six month progress report</i>	ACNC	Report on the first six months of the ACNC including work towards reducing red tape at a Federal Government level. (eg Changes to Commonwealth Grant Guidelines; National Standard Chart of Accounts; streamlining across federal government departments and agencies.)	www.acnc.gov.au/CMDownload.aspx?ContentKey=5dc2f056-8b85-437d-8018-4588e2db57c1&ContentItemKey=e0fff69c-3b62-4c18-beda-c7a6fa35175d
Department of Education, Employment and Workplace Relations	2013	<i>Industry employment outlook reports - Health care and social assistance ISSN 2201-3660</i>	DEEWR	Based on ABS data and DEEWR Projections, it covers sectoral employment, geographic, age, gender, employment status distribution, qualifications and main employing occupations, earnings, future prospects and skills shortages. Similar information is now available from the <i>Australian Workforce and Productivity Agency - Health care and social assistance</i> website	Available in hardcopy from the National Library, Canberra. <i>Australian Workforce and Productivity Agency - Health care and social assistance</i> www.awpa.gov.au/our-work/Workforce-development/national-workforce-development-strategy/2013-workforce-development-strategy/Documents/2013_Industry_Snapshots/Q-Health-care-and-social-assistance.pdf
Department of Finance and Deregulation	2013	<i>Commonwealth Grant Guidelines 2nd edition</i>	Australian Government	The Federal Government guidelines, produced under the Gillard Government, aimed to reduce red tape and improve collaboration between Government and the NFP sector. It was intended that agency staff would not seek information from grant applicants and recipients where the information was already collected elsewhere in Commonwealth government, notably information provided to the ACNC by registered charities. Express Law release an overview of the changes. www.ags.gov.au/publications/express-law/el180.pdf	www.finance.gov.au/publications/fmg-series/docs/FMG-3-Commonwealth-Grant-Guidelines-June-2013.pdf

Department of the Prime Minister and Cabinet	2011	<i>National Compact: Working Together</i>	Australian Government	Under the Gillard Government, the National Compact: working together provided a framework for the Government and NFP sector to work together to promote trust and collaboration. It set out ten shared principles (including authentic consultation, recognition of the value of the sector, need for transparency and accountability, etc), aspirations to achieve a more effective working relationship and eight priority areas for action. The impact of the Compact was evaluated in 2013. See <i>Compact in Action Report</i> .	pandora.nla.gov.au/pan/142935/20130923-1458/www.notforprofit.gov.au/sites/default/files/documents/national_compact_web.pdf
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Not-for-profit Reform Council	2013	<i>Compact in Action Report</i>	Australian Government	The report assessed the <i>National Compact: working together</i> . The Compact had identified eight priority areas for action. The report noted key reforms including the establishment of the ACNC; changes to the Commonwealth Grant Guidelines to reduce red tape and regulatory duplication; and the Not-for-profit Sector Freedom to Advocate Act 2013 which prohibits gag clauses from Commonwealth agreements.	pandora.nla.gov.au/pan/142935/20130923-1458/www.notforprofit.gov.au/news/2013-08/compact-action-report.html
Office for the Not-for-Profit Sector	2013	<i>Code of Best Practice for Engagement with the Not-for-Profit Sector</i>	Australian Government	The Code was co-developed by the Office for the NFP Sector on behalf of the Federal Government and the NFP Sector Reform Council, in consultation with the broader NFP sector. It was an operational tool for Government and NFP organisations to support the work of the <i>National Compact: working together</i> , particularly in the context of formal public consultations. Under the Gillard Government, all departments were committed to the implementation of the Code and better partnerships with NFP organisations.	pandora.nla.gov.au/pan/142935/20130923-1458/www.notforprofit.gov.au/sites/default/files/files/EngagementCode%20Final.pdf
Office for the Not-for-Profit Sector	2013	<i>Post Consultation Report - Code of Best Practice for Engagement with the Not-for-Profit Sector</i>	Department of the Prime Minister and Cabinet	Brief paper identifying the main issues raised during the consultation process with the Sector and how/where these have been incorporated into the Code. Main changes were around how the sector is perceived/presented and the timing of consultations. See <i>Code of Best Practice for Engagement with the Not-for-Profit Sector</i>	pandora.nla.gov.au/pan/142935/20130923-1458/www.notforprofit.gov.au/sites/default/files/files/Post%20Consultation%20Report.pdf
Productivity Commission	2010	<i>Contribution of the Not-for-Profit Sector, Research Report</i>	PC	Key message of the report is the need for wide-ranging reforms to remove unnecessary burdens and costs faced by the not-for-profit sector and improve its accountability. It noted that better regulation, improved funding arrangements and enhanced opportunities for innovation would improve	www.pc.gov.au/data/assets/pdf_file/0003/94548/not-for-profit-report.pdf

			outcomes for the community and the public's confidence in the sector. Contains nearly 40 recommendations covering smarter regulation (Recs 6.1-6.6); Building capacity and improving governance (Recs 9.1-9.3); workforce issues (Recs 10.1-10.3); stimulating innovation (Rec 9.4-9.6); funding models (Recs 11.1-11.3; 12.1-12.8); and implementation of reforms (Recs 14.2 -14.3).	
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Productivity Commission	2011	<i>Early Childhood Development Workforce, Research Report</i>	PC	Research report into the needs of the early childhood care and education sector, including NFP services funded outside the education sphere. It noted that Federal Government reforms will result in a significant undersupply of suitably qualified staff and have a significant impact on the demand for vocational training and appropriate and accessible professional development.	www.pc.gov.au/data/assets/pdf_file/0003/1139/07/early-childhood-report.pdf
Productivity Commission	2011	<i>Identifying and evaluating regulation reforms</i>	PC	Overview of Federal Government regulation reform (ie not restricted to NFP regulation) identifying lessons from past attempts to review and reform the regulatory "stock". Also analysed frameworks and approaches for identifying poorly performing areas of regulation and regulatory reform priorities, and qualitative and quantitative methods for evaluating regulation reform outcomes." Contains findings about the efficacy of different approaches, best practice principles and 16 recommendations to improve Australia's regulatory system.	www.pc.gov.au/projects/study/regulation-reforms
Senate Economics References Committee	2011	<i>Investing for good: the development of a capital market for the not-for-profit sector in Australia</i>	The Senate	<p>The PC research report, Contribution of the Not-for-Profit Sector, identified inadequate access to debt capital as a potential barrier to growth. In 2011 the Senate Economics References Committee examined the issue within the context of national and international trends in social impact investing and recommended establishing a social finance taskforce; intermediaries and capacity building; education of financial and corporate stakeholders; promoting social investment products; strengthening social enterprise; and developing a measurement framework.</p> <p>The Government reviewed the 15 recommendations in the Investing for Good report accepting five in principle, noted eight recommendations and did not support two.</p>	<p>Senate Economics References Committee Report http://www.aph.gov.au/Parliamentary_Business/Committees/Senate/Economics/Completed_inquiries/2010-13/capitalmarket2011/report/index Government response www.dpmc.gov.au/publications/docs/government-response-investing-for-good.pdf</p>
Steering Committee for the Review of Government Service Provision	2014	<i>Report on Government Services, Vols E-G (Series)</i>	PC	Annual review of government services (including government funded services provided by NFP organisations) by service delivery type, providing contextual and high level performance information.	<p>2014 www.pc.gov.au/gsp/rogs 2013 www.pc.gov.au/gsp/rogs/2013 2012 www.pc.gov.au/gsp/rogs/2012 2011 www.pc.gov.au/gsp/rogs/2011 2010 www.pc.gov.au/gsp/rogs/2010</p>

New South Wales Government					
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Committee on Community Services, Legislative Assembly, NSW Parliament	2013	<i>Outsourcing community service delivery: Final report</i>	NSW State Parliament	The final report on the consultation process contains 25 recommendations which built on the recommendations in the Interim Report. It provides a history of outsourcing of community services. The recommendations refer to contracting processes and compliance requirements; governance issues in relation to management of procurement of processes; service planning and program reform, workforce issues (skills, attraction and retention, volunteers) and alternative funding sources.	www.parliament.nsw.gov.au/prod/parliament/committee.nsf/0/89A082DFE5E9AAECCA257C280018805C
Committee on Community Services, Legislative Assembly, NSW Parliament	2013	<i>Outsourcing community service delivery: Interim report</i>	NSW State Parliament	Initial consultation report making six recommendations covering more effective oversight of NSW Government's community service outsourcing arrangements including the development of a database of funded service providers, standardised procurement system across government and more effective consultation processes.	www.parliament.nsw.gov.au/Prod/Parliament/committee.nsf/0/c4085d8b56552970ca257bc6001e2f70/\$FILE/Interim%20Report.pdf
Department of Family and Community Services	2013	<i>Department of Family and Community Services (FACS) Annual Report 2012-13</i>	FACS	Overview of the work overseen by the three areas within FACS, Aging, Disability and Home Care, Housing and Community Services for the financial year 2012-3. It also provides a list of grants and subsidy payments to organisations under each division. Similar documents are available for the Ministry of Health, Department of Education and Communities and the Department of Attorney-General and Justice.	<p>FACS www.facs.nsw.gov.au/publications</p> <p>Health http://www.health.nsw.gov.au/publications/pages/annualreport13.aspx</p> <p>Education & Communities www.dec.nsw.gov.au/about-us/how-we-operate/annual-reports</p>
Independent Commission Against Corruption	2012	<i>Funding NGO Delivery of Human Services in NSW: A Period of Transition Consultation Paper August 2012</i>	ICAC	The discussion paper identified a range of fraud and corruption risks that currently exist within and between government agencies and the NGO Human Services sector in NSW as well as the broader operational environment. The paper raised a series of questions on controls and mechanisms that could eliminate or manage fraud and corruption risks.	<p>ICAC Discussion Paper: www.icac.nsw.gov.au/component/docman/doc_download/3955-funding-ngo-delivery-of-human-services-in-nsw-a-period-of-transition</p> <p>NCOSS Submission: www.ncoss.org.au/resources/121004-NCOSS-submission-ICAC-Consultation-Paper.pdf</p>

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Independent Commission Against Corruption	2012	<i>Funding NGO Delivery of Human Services in NSW: A Period of Transition Position Paper December 2012</i>	ICAC	33 submissions were received. The paper includes 18 recommendations focusing on the activities of both government agencies and the Human Services Sector. The recommendations included that the role of designing broad policy and need determinations, along with the oversight of regions and local service areas, would be retained by the central office. The decision-making around human service delivery and the funding of NGOs, however, would take place at the community level by establishing, where appropriate, local service areas by agencies across NSW and the devolution of decision-making authority to those local service areas. Such arrangements would provide transparency and sharing of information that makes corrupt conduct more difficult. The Commission also recommended that aspects of financial authority and budgets be devolved to the regions so that basic service contracting and management of supplier performance can be carried out using local knowledge. NCOSS' response to the Report: http://www.ncoss.org.au/content/view/7931/100/	ICAC Position paper: http://www.google.com.au/url?sa=t&rct=j&q=&esrc=s&source=web&cd=1&ved=0CCAQFjAA&url=http%3A%2F%2Fwww.icac.nsw.gov.au%2Fcomponent%2Fdocman%2Fdoc_download%2F4044-funding-ngo-delivery-of-human-services-in-nsw-a-period-of-transition&ei=upGeU5Xyls6KkgXiklDgBg&usg=AFQjCNGu6QXcTkc9h9YLcA9FcZmZffUGA&bvm=bv.68911936,d.dGI&cad=rja NCOSS Response: www.ncoss.org.au/content/view/7931/100/
NSW Ministry of Health	2012	<i>Grants Management Improvement Program Taskforce Report</i>	MOH	Report was based on extensive consultation with NSW Health funded NFP NGOs resulting in 43 recommendations with an emphasis on improved contracting and funding models which included interaction between the funder and service providers, data collection & storage; training & support for funder staff; reporting frameworks, record keeping, ICT, procurement processes, etc. Acknowledges the need for capacity building including use of peak organisations to facilitate progress. See <i>Partnerships for Health</i> for Ministry of Health's response.	GMIP Report www.health.nsw.gov.au/business/partners/Documents/gmip-taskforce-report.pdf Discussion Paper www.ncoss.org.au/resources/120919-Grants-Management-Improvement-Taskforce-Discussion-Paper.pdf
NSW Ministry of Health	2013	<i>Partnerships for Health: A response to the Grants Management Improvement Program Taskforce report</i>	MOH	The paper is a response to the 43 recommendations in the <i>Grants Management Improvement Program Taskforce Report</i> with reference to planning and prioritising service provision; managing, contracting and reporting; flexible funding models; across government approaches; and implementation.	www.health.nsw.gov.au/business/partners/Pages/gmip-taskforce-report-response.aspx
NSW Office of Communities & The Centre for Volunteering	2012	<i>Recognition of the rights of volunteers in NSW: A Report on the 2012 State-wide Consultation</i>	NSW Office of Communities	Report, based on consultation with over 3,000 volunteers contains six key principles that will help encourage greater community understanding and better recognition of the rights of volunteers and how they should be treated an outlines seven best practice principles for volunteer management.	www.volunteering.nsw.gov.au/documents/23672909/23725145/Recognition_Consult_%20Report_FI_NAL.pdf

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NSW Ombudsman	2010	<i>Improving probity standards for funded organisations. Special report to Parliament</i>	NSW Ombudsman	The report assesses the adequacy of probity checking standards government agencies have put in place for government funded health and human services NGOs. "It focuses on the inconsistency of requirements relating to probity checking of prospective employees, board members and others involved in the planning or delivery of funded services to vulnerable people." Some of the concerns raised regarding Working with Children Checks no longer apply due to the phasing in of new Working with Children Check processes from 2013.	www.ombo.nsw.gov.au/news-and-publications/publications/reports/community-and-disability-services/previous-community-and-disability-services-reports/improving-probity-standards-for-funded-organisations
Public Service Commission Advisory Board	2013	<i>Doing things differently: Raising productivity, improving service and enhancing collaboration across the NSW Public Sector</i>	NSW Public Service Commission	The report details research commissioned by the PSC Advisory Board to improve productivity and assist in measuring customer satisfaction. The third section looks at collaboration including definitions, models, benefits and challenges and, enablers and barriers. See also the Nous Report: <i>Collaboration between sectors to improve customer outcomes for citizens of NSW</i>	http://www.psc.nsw.gov.au/ArticleDocuments/948/2014%20April%20-%20NSW%20Public%20Service%20Commission%20-%20Doing%20Things%20Differently.pdf.aspx
NSW Treasury	2013	<i>Social Benefit Bonds Trial in NSW</i>	NSW Treasury	NSW Treasury information on social bonds and an overview of the Newpin and Benevolent Society project with links to further information.	www.treasury.nsw.gov.au/site_plan/social_benefit_bonds/social_benefit_bonds_trial_in_nsw_FAQs
Victorian Government					
Office of the Community Sector Department of Planning and Community Development, State Government Victoria	2011	<i>Community Sector Workforce Capability Framework</i>	State Government Victoria	The Capability Framework was developed for use by the Victorian NFP community sector workforce to: improve staff skill requirements; improve service provision and client outcomes; improve opportunities for professional development and learning; provide career pathways and recognition for community sector employees; enhance professional and management practice; and, improve recruitment and retention.	www.dhs.vic.gov.au/_data/assets/pdf_file/0008/770066/Workforce-Capability-Framework-Tool-Kit-1-July-2013.pdf
Victorian Department of Health	2012	<i>Victorian Innovation and Reform Impact Assessment Framework</i>	State Government Victoria	This framework aims to provide meaningful translation of the principles, concepts and structure of the national Impact Assessment Framework to workforce innovation and reform projects being undertaken in the Victorian context.	docs.health.vic.gov.au/docs/doc/Victorian-Innovation-and-Reform-Impact-Assessment-Framework

Not for Profit Organisations					
Author	Year	Title	Pub	Brief Overview	External hyperlink to Document
Australian Council of Social Service	2010	<i>Australian Community Sector Survey (Series)</i>	ACOSS	The survey is held annually, primarily focussing on national issues impacting on NFP organisations/clients in the previous year. It includes demand for and capacity to provide services, workforce, income and expenditure, sector capacity and relationships with government. In 2011 it included a special focus on financial support and emergency relief services. In 2010 and 2011 a separate volume was produced for NSW.	National 2010 http://acoss.org.au/images/uploads/ACOSS_-_Community_Sector_Survey_2010_Final.pdf 2011 http://acoss.org.au/images/uploads/ACSS_2011_Report_Volume_1_National.pdf 2012 http://www.acoss.org.au/images/uploads/Community_Sector_Survey_2012.pdf 2013 http://www.acoss.org.au/images/uploads/Australian_Community_Sector_Survey_2013_ACOSS.pdf NSW 2010 http://www.acoss.org.au/images/uploads/ACOSS%20-%20Community%20Sector%20Survey%20-%20NSW%202010.pdf 2011 http://www.acoss.org.au/images/uploads/ACSS_Report_Volume_3_New_South_Wales.pdf
Australian Institute of Company Directors & Curtin University	2013	<i>Directors Social Impact Study 2013: Examining governance challenges and opportunities in Australia's not-for-profit sector (Series)</i>	Curtin University	Annual national survey on NFP governance which highlighted the similarities between for-profit and not-for-profit boards in terms of requirements and capacity level. In 2014 it noted that the perception that governance is less effective in NFP organisations is unfounded. The survey also looked at the impact of the reform processes in Disability services and noted concerns regarding unintended consequences that may have substantial impacts on the finances and strategies of NFP organisations.	2013 http://www.companydirectors.com.au/Director-Resource-Centre/Not-for-profit/~media/Resources/Director%20Resource%20Centre/NFP/Directors%20Social%20Impact%20Study%202013.ashx 2012 http://business.curtin.edu.au/local/docs/Directors-Social-Impact-Study_2012.pdf 2011 http://www.companydirectors.com.au/~media/754828C5958C45C58A482009E2D1DFC2.ashx 2010 http://www.companydirectors.com.au/Director-Resource-Centre/Not-for-profit/~media/Resources/Media/Media%20Releases%20and%20Speeches/2010/Directors%20Social%20Impact%20Study_April%202010.ashx

Author	Year	Title	Pub	Brief Overview	External hyperlink to Document
Council of Social Service of NSW	2014	<i>NCOSS Sector Development Survey Report</i>	NCOSS	The survey identified how the sector perceived the current environment, what were the issues and what was working well. The results showed the sector saw its strengths as providing quality, efficient and accessible services that build social inclusion and make a positive difference for people and communities. The three areas of greatest concern were funding security, maintaining a sustainable workforce and the impact of current government program reform processes. The results align with similar surveys released in 2013.	www.ncoss.org.au/content/view/8447/100/
Council of Social Service of NSW	2012 ff	<i>Not-for-Profit Sector Reform</i>	NCOSS	NCOSS blog tracking the Federal Government's regulatory reform process from June 2012.	http://www.ncoss.org.au/content/view/6487/111/#NCOSSbriefing%20paper
Council of Social Service of NSW	2012 ff	<i>NSW Health NGO Funding Reforms</i>	NCOSS	NCOSS blog tracking the NSW Ministry of Health (previously NSW Health) reform process from June 2012	http://www.ncoss.org.au/content/view/5404/111/
Forum of Non Government Agencies	2011	<i>The New South Wales Community Sector Charter</i>	FONGA	The NSW Charter provides a definition of the community sector. Its purpose is to communicate beyond the sector what it is and raise awareness of its role and contribution to society. It was endorsed by the Forum of Non Government Agencies (FONGA) on 7 Oct 2011.	http://ncoss.org.au/charter/NSW-Charter.pdf
ProBono Australia	2013	<i>Not for Profit Sector Election Survey 2013</i>	ProBono Australia	Identified the sector's perception of its performance over the previous three years and its expectations of the next Federal Government. Questions also covered the national reform agenda, specifically the ACNC; workforce; governance; funding; and capacity building. Results aligned with other similar surveys released in 2013/2014.	http://www.probonoaustralia.com.au/sites/www.probonoaustralia.com.au/files/news/archive/nfp_election_survey_2013.pdf
ProBono Australia & Centre for Social Impact	2010	<i>Manifesto Towards a Thriving Not for Profit Community Sector</i>	ProBono Australia	The Manifesto was the result of national consultation and outlines strategies that could be pursued by government to support and build both the sector and the government/NFP organisation's engagement. Strategies fall under two headings, <i>Regulation and the institutional framework of government</i> and <i>Policy and cover regulatory oversight, capacity building, alternative funding sources, workforce, etc.</i>	http://www.probonoaustralia.com.au/manifesto-towards-thriving-not-profit-community-sector or http://www.communitycouncil.com.au/sites/default/files/Manifesto%20toward%20a%20Thriving%20Community%20Sector_Aug%202010.pdf
Tasmanian Council of Social Service	2009	<i>What's culture got to do with it? The Role of Organisational Culture in the Recruitment and Retention of Staff in the Community Services Sector Literature Review</i>	TASCOSS	Literature review designed to explore the recruitment and retention of staff in Tasmanian community services. It examines connections between organisational culture and worker satisfaction and how this impacts on willingness to continue to work for an organisation.	http://www.tascoss.org.au/Portals/0/IDU/Whats%20Culture%20Got%20to%20Do%20With%20It.pdf

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UnitingCare Australia	2013	<i>Increasing our impact: Reducing red tape for the not-for-profit sector</i>	UnitingCare Australia	Argues, from the perspective of a large national NGO that the ACNC is adding another level of bureaucracy to an already burdened NFP sector. However, the criticism of the ACNC falls short of supporting the Coalition's plans to dismantle the charity regulator.	http://www.unitingcare.org.au/images/stories/publications/2013/130826_pub_rep_UA_Increasing_Our_Impact-Reducing_Red_Tape_for_the_NFP_Sector.pdf
Victorian Council of Social Service	2012	<i>Sustainable sector – changes and challenges, Insight Issue 7</i>	VCOSS	Series of articles assessing the future of the sector at a point of major funding and program reform at a time of political, structural and social change. The articles consider what is required both internally and externally to strengthen and enhance the NGO sector to help improve the lives of vulnerable individuals and communities. Contributors include P. Shergold, M. McGregor-Lowndes, T. Boyd-Caine, J Whelan etc	http://vcoss.org.au/documents/2012/09/VCOSS-Insight-07.pdf
Victorian Council of Social Service	2012	<i>Sustaining the Frontline</i>	VCOSS	VCOSS proposes a 5-point plan to improve the sustainability and consistency of services delivered by the sector. It includes: Accepting the Allen's funding formula (ie combining the Melbourne Consumer Price Index with Wage Price Index); better coordination of programs and policy across levels of government; reduction of red-tape and compliance burden; streamlining of funding application processes; and, government to fund a comprehensive study of the economic and social contribution of the community sector.	http://www.vcoss.org.au/documents/VCOSS%20docs/Community%20Sector/REP_120418_Sustaining_the_frontendline.pdf
Shergold, Peter	2013	<i>Service Sector Reform: A roadmap for community and human services reform</i>	VCOSS	Shergold consulted widely across the NFP sector in Victoria. 10 themes emerged including exploring new funding models, workforce capabilities, a greater focus on outcomes and more effective collaboration both intersectorally and, with and between Government agencies. These themes are supported by 25 recommendations which include a <i>Statement of Principles</i> to drive government/NFP sector engagement.	http://vcoss.org.au/documents/2013/11/FINAL-Report-Service-Sector-Reform.pdf
Universities, Research Centres and Think Tanks					
Anderson, Gina	2013	<i>Where the Money Goes: Private Wealth for Public Good</i>	CSI	The study analysed 4119 philanthropic grants worth \$207.3 million dollars in 2009-12. 80% of the grants were less than \$50000 and described as 'small and fragmented'. The report recommended that an expert panel be established to undertake a technology review and determine 'interest and potential to develop a publicly accessible data platform on philanthropic grants in Australia'.	http://csi.edu.au/media/content/download/file/Where_the_Money_Goes.pdf or http://community.generositymovement.org/uploads/resources/files/13261/Where_the_Money_Goes.pdf

Author	Year	Title	Pub	Brief Overview	External hyperlink to Document
Bateman, Jenny; Rosen, Tully; Smith, Tina & Hughes, Kay	2010	<i>The NSW Community Managed Mental Health Sector Mapping Report 2010</i>	Mental Health Coordinating Council of NSW	The purpose of the study was to scope and define the NSW community managed mental health sector. It includes an international literature review on capacity building in this sector, identifying support structures that have been employed in its development; capacity building framework for this sector based on four key areas of organisational operation; a snapshot of the size, location and activity of the sector; eleven recommendations to further the development of mental health community organisations.	http://mhcc.org.au/media/7724/mhcc-sector-mapping-report-2010.pdf
Community Services & Health Industry Skills Council	2014	<i>Environmental Scan: Agenda for Change 2014 (Series)</i>	Community Services & Health Industry Skills Council	Annual report assessing the challenges facing the sector in relation to workforce development. In 2014 this included: <ul style="list-style-type: none"> • Strong and changing service demand in the context of finite public resources • A shifting policy landscape • Need for better training and workforce data • Gaps in workforce supply • Difficulty recruiting and retaining staff • Threats to training capacity 	<p>2014 www.cshisc.com.au/learn/cshisc-environmental-scan/escan-2014/</p> <p>2013 http://www.cshisc.com.au/media/171360/Environmental_Scan_2013_2.7mb.pdf</p> <p>2012 http://www.cshisc.com.au/media/66186/ESCAN_2012_3.5mb.pdf</p> <p>2011 http://www.cshisc.com.au/media/83687/2011_EScan_March.pdf</p> <p>2010 http://www.cshisc.com.au/learn/cshisc-environmental-scan/escan-2010/ http://www.cshisc.com.au/learn/cshisc-environmental-scan/escan-2014/</p>
Cortis, N; Meagher; Chan, S; Davidson, B; & Fattore, T	2013	<i>Building an Industry of Choice: Service Quality, Workforce Capacity and Consumer-Centred Funding in Disability Care</i>	SPRC	The report assesses the impact of market-based funding models designed for disability service on workers. It particularly focuses on the workers' capacity to provide high quality services. The findings suggest service quality and workforce capacity may be best safeguarded where: direct employment and contracting models are carefully managed or avoided; overall levels of government funding and payments to consumers and providers support decent pay and safe working conditions; workers are supported to upgrade and develop skills; and there is a properly resourced strategy to build workforce capacity and sustainability.	https://www.sprc.unsw.edu.au/media/SPRCFile/2013_2_Building_an_Industry_of_Choice_Final_Report.pdf

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Cortis, Natasha; Hilferty, Fiona; Chan, Sharni & Tannous, Kathy	2009	<i>Labour dynamics and the non - government community services workforce in NSW.</i>	SPRC	The research report's findings. Indicate that many challenges facing the sector are long-standing and chronic. However the sector will continue to grow due to the increase of governments outsourcing service delivery to the sector, as well as increasing need caused by population ageing and the economic downturn. "Workforce reform and development is critical for workers to meet a growing demand and increasing complexity of need ...(and)... requires the government to undertake a leadership or champion role in implementing them. It also requires sectoral representatives taking a stronger lead in advocating the role of the sector and the needs of its workers". Includes literature review.	https://www.sprc.unsw.edu.au/media/SPRCFile/2009_Report10_09_LabourDyanamics_and_NGOs.pdf
Duniam, Mary & Eversole, Robyn	2013	<i>Social enterprises and local government: a scoping report</i>	ACELG	The literature research paper identifies projects where local governments in Australia and overseas have worked with social enterprises to achieve collaborative place-based solutions to challenges facing communities. It reviews relevant literature in Australia, the US, Canada, the UK and Europe, but found few studies address the actual or potential relationship between local government and social enterprise. It concludes that the research demonstrates social enterprise-local government interaction has great potential and needs more thorough exploration.	http://www.acelg.org.au/news/social-enterprises-and-local-government
Elliott, Cameron	2013	<i>Whatever happened to the Big Society?</i>	CDP	<i>Whatever happened to the Big Society?</i> was an update on the report <i>Big Society and Australia 2012</i> by Cameron Elliot (See above). Primarily a progress report on the UK experience, it also looked at the Australian Federal Coalition's response to Big Society principles. It suggested that the pre-Federal election comments by Coalition politicians and actions by conservative State Governments were following the UK.	http://cpd.org.au/wp-content/uploads/2013/03/CPD_OP25_Whatever-happened-to-the-Big-Society_Cameron-Elliott.pdf

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Hilferty, F & Cortis, N	2012	<i>Analysis of Workforce Indicators Suitable for the Ageing, Disability and Home Care Sectors</i>	SPRC	Research report presents findings that could be used to develop workforce indicators for ageing, disability and home care services in NSW. The Project addresses gaps in the collection and availability of workforce data related to community service NGOs providing aged, disability and home care. It identifies a set of core and supplementary indicators to monitor workforce characteristics and trends which support sector capacity building and inform long term workforce planning. It also contains key findings from a literature and data review; alternative workforce indicators; key findings from interviews with representatives from funded organisations and other sectoral stakeholders; core and supplementary indicators; and next steps to enhance sectoral support and policy engagement.	www.sprc.unsw.edu.au/media/SPRCFile/2012_5_Workforce Indicators for Ageing Disability and Home Care_Final Report with ADHC Comments Aug 11_FINAL v2.pdf
Hilferty, F., Eastman, C., Chan, S., Katz, I. & Cortis, N.	2010	<i>Profiling non-government community service organisations in New South Wales Final Report</i>	SPRC	Research report describing the size, characteristics and concerns of non-government community organisations in NSW focussing on industrial arrangements and organisational structures.	https://www.sprc.unsw.edu.au/media/SPRCFile/2010_12_Report12_10_NGO_Profiling.pdf
Martin, Bill & Healy, Josh	2010	<i>Who works in Community Services? : A profile of Australian workforces in child protection, juvenile justice, disability services and general community services</i>	NILS	The first nationally-representative survey of the community services workforce in Australia aimed to present a profile of current working conditions and inform future workforce planning in four key sectors: child protection, juvenile justice, disability services, and a 'general' community services category (covering other social support and assistance services provided to children and families).	http://www.flinders.edu.au/sabs/nils/publications/reports/who-works-in-community-services-a-profile-of-australian-workforces-in-child-protection-juvenile-justice-disability-services-and-general-community-services.cfm
Price Waterhouse Cooper & Centre for Social Impact	2013	<i>PwC-CSI Community Index Report: Not for profit sector survey (Series)</i>	CSI & PWC	The Index provides a national measure of confidence across four key drivers in the NFP sector: Demand; Funding; People; and, Relationships. It also considered strategic and macro factors. The Index aims to represent the economic and social importance of the not-for-profit sector in Australia. The research only surveyed NFP organisations with annual revenue exceeding \$250,000. It data is also available by industry groups including Health, Social Services, etc. Reports available for 2012 & 2013.	http://www.pwc.com.au/about-us/corporate-responsibility/publications/community-index/download.htm

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Whelan, James & Stone, Christopher	2012	<i>Big Society and Australia: How the UK Government is dismantling the State and What It Means for Australia.</i>	CPD	The report analyses the United Kingdom's 'Big Society' policies and programs and examines their potential impact if adopted and implemented in Australia. The report aims to contribute to an informed debate in Australia about the merits of 'small government' ideologies and policies.	http://cpd.org.au/wp-content/uploads/2012/05/cpd_big_society-FINAL-WEB-VERSION.pdf
Consultants					
BDO Australia	2014	<i>BDO Not-For-Profit Fraud Survey 2014 (Series)</i>	BDO Australia	The fraud survey has been held every 2 years since 2006. The results have consistently indicated a need for robust controls and effective strategies to protect against fraud. Unfortunately whilst organisations recognise fraud is an issue for the sector few believe it will a problem for their organisation.	<p>2010 www.bdo.com.au/_data/assets/pdf_file/0020/113546/2010-Not-for-Profit-Fraud-Survey.pdf</p> <p>2012 www.bdo.com.au/_data/assets/pdf_file/0006/137706/Fraud-Survey2012_A4_FINAL-PRINT.pdf</p> <p>2014 www.bdo.com.au/_data/assets/pdf_file/0010/155359/BDO-Not-For-Profit-Fraud-Survey2014.pdf</p>
Deloitte Private	2012	<i>Survey into the Not for Profit Sector: 2012 Fundraising</i>	Deloitte Private	Survey results suggest that an increase in demand for services will require NFPs to diversify operations to reduce reliance on Government funding and/or do more with less. Operation efficiency is a key requirement for survival however survey respondents were positive overall about the sector's future. Survey had 100 responses from the NFP sector with annual incomes ranging between under \$1 million to \$100 million.	www.deloitte.com/assets/Dcom-Australia/Local%20Assets/Documents/news-research/Press%20releases/Jane%20Kneebone/Survey%20into%20the%20Not%20for%20Profit%20Sector%202012%20-%20Fundrasing.pdf
Digital Business insights	2013	<i>Not For Profit e-business 2013</i>	Digital Business insights	Effective use of ICT has the potential of creating savings and ensuring efficient, transparent and effective service delivery. Survey results show that the NFP sector is less confident in use of ICT than other sectors, while many NFPs have little money for hardware, software and training. Includes case studies showing effective use of ICT.	http://www.db-insights.com/wp-content/uploads/2013/06/NFP2013.pdf

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Grant Thornton	2014	<i>Doing good and doing it well? Grant Thornton Australia and New Zealand Not for Profit sector survey 2013/14</i>	Grant Thornton	Results from the survey included that funding is the major issue in both countries with organisations competing for a limited pool of money. Limited funding was also perceived as impacting on planning. It noted that the recent introduction of the ACNC was welcomed by 83% of Australia respondents. Most respondents were ready to meet their ACNC obligations. Smaller NFPs were more likely to struggle with governance however NFP Boards are "...increasingly being run by experienced people, typically from a business background". There is an expectation there will be fewer NFPs in the next year however many are engaging with the community in new and innovative ways. Social media is reshaping the way organisations market themselves and communicate with members, donors, potential funders and the communities they service.	www.grantthornton.com.au/Industry-specialisation/not_for_profit.asp
Knowles, D.	2014	<i>Non Profit Leadership Emerging Themes Series</i>	JBWere Philanthropic Services	Produced twice yearly, JBWere identifies emerging trends within the NFP Sector. The May 2014 edition cited reform fatigue and a change in paradigm whereby there is a new readiness to explore impact investing with philanthropic funds; the capability to collaborate with other organisations; and openness to innovation.	<p>June 2014 http://www.jbwere.com.au/jbwere/assets/File/Non-Profit%20Leadership%20Emerging%20Themes_by%20David%20Knowles_June%202014_V2.pdf</p> <p>Oct 2013 http://www.jbwere.com.au/jbwere/assets/File/Non-Profit%20Leadership%20Emerging%20Themes%20October%202013.pdf</p>
KPMG Australia	2014	<i>Evaluation of the Joint Development Phase of the NSW Social Benefit Bonds</i>	KPMG Australia	KPMG's report on the NSW Social Benefit Bonds trial evaluated the scheme's planning and development. It also canvasses the schemes future potential for other organisations and the sector generally.	http://www.treasury.nsw.gov.au/_data/assets/pdf_file/0006/123189/KPMG_Evaluation_SBB_JDP_Final_Report_290114.pdf
Maxxia	2013	<i>Not-for-Profit Sentiment Study 2013</i>	Maxxia	Survey of NFP workplaces looked at the type of individuals attracted to working in NFPs and why they leave; motivation for staying; impact of size and potential 'corporatising' of large NFPs on staff retention; factors that may improve NFP recruitment models.	http://www.maxxia.com.au/media/927322/maxxikg_nfpreport_web_0613.pdf

Nous Group	2013	<i>Collaboration between sectors to improve customer outcomes for citizens of NSW</i>	NSW Public Service Commission	The paper analyses leading practice in collaboration in Australia and overseas. The findings were used to build on leading practice and develop a framework aimed at improving customer outcomes. It considers what needs to be assessed when considering collaboration. It is based on a review of collaboration literature as well as insights and experience from practitioners in the public, private and not for profit sectors. It is intended to guide consideration of the potential or existing collaboration.	http://www.psc.nsw.gov.au/sector-support/collaboration/collaboration
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ACRONYMS

ABS	Australian Bureau of Statistics
ACELG	Australian Centre of Excellence for Local Government
ACNC	Australian Charities and Not-for-profits Commission
COAG	Council of Australian Governments
CPD	Centre for Policy Development
CSI	Centre for Social Impact, University of NSW
DEEWR	Federal Department of Education, Employment and Workplace Relations
FACS	NSW Department of Family and Community Services
FONGA	Forum of Non Government Agencies in NSW
ICAC	NSW Independent Commission Against Corruption
MOH	NSW Ministry of Health
NCOSS	Council of Social Services of NSW
NFP	Not for profit
NILS	National Institute of Labour Studies, Flinders University
PC	Productivity Commission, Australian Government
PWC	Price Waterhouse Cooper
SPRC	Social Policy Research Centre, University of NSW
TASCOSS	Tasmanian Council of Social Service
VCOSS	Victorian Council of Social Service