

Management Resource Kit

(A practical guide about service agreements and Management Committee responsibilities)

For services funded by the
Department of Community Services



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Disclaimer

Every effort has been made to ensure the information in this Kit is accurate and up to date. The Kit is intended as a guide only and should not be used as a substitute for legal or professional advice.

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Purpose of the Kit

This Kit is a useful resource for new and existing management committee members and workers. It aims to:

- help management committee members and workers better understand the Service Frameworks and Service Agreements for funding through the Department of Community Services
- provide guidelines about Department of Community Services funded programs, i.e. the Community Services Grants Program (CSGP), Supported Accommodation Assistance Program (SAAP) and the Children's Services Program (CSP)
- give management committee members and workers information to assist them to develop an effective service, which meets community needs, as well as Department of Community Services' requirements
- identify resources and avenues of support to assist in delivering high quality services to clients and community groups
- define common terms and acronyms used in the community sector.

IMPORTANT NOTE

- Although this Kit *does* provide information to give you a better understanding of the Department of Community Services (DoCS) Funding Agreement and reporting requirements, it *does not replace* the information contained in the Service Framework, Service Specification and Service Agreement or other DoCS directives and documentation.
- It is very important that you also read the Service Agreement carefully and thoroughly.

If you have further queries about the Service Agreement or reporting requirements after reading this Kit, contact your Community Program Officer or Children's Services Adviser at Cumberland Network Office on Ph. (02) 9630 0199.

Background Information

The initiative for the resource kit for management committees came from the Cumberland Prospect Integrated Community Services Planning Group and the Cumberland Network Office of the Department of Community Services.







The project developed as a collaborative effort between the community partners on the Steering Committee (Western Sydney Community Forum Inc., Karabi Community & Development Services Inc., the Family Worker Training & Development Programme Inc. and Auburn City Council) and staff from the Service Planning and Performance Unit of Cumberland Network Office.

Input into sections of the kit also came from workers who attended the Workplan training sessions in Parramatta during October and November 1998, organised by the Cumberland Network Office. Additional information sessions were held in October / November 2002 to ensure the content of the kit meets the needs of community based management committees.

The project was managed by the Management Training and Resource Unit (MTRU) of Western Sydney Community Forum.

Section 1 – About Department of Community Services funded Programs

This section looks at DoCS funded Programs, DoCS Program Officers, and important DoCS policies:

-  The Community Services Grants Program (CSGP)**
-  The Supported Accommodation Assistance Program (SAAP)**
-  The Children’s Services Program (CSP)**
-  The Out-of-Home Care Program (OOHC)**
-  The role of the Community Program Officer (CPO) and the Children’s Services Adviser (CSA)**
-  Department policies and publications about Aboriginal and Torres Strait Islander services and communities**

Community Services Grants Program (CSGP)

The key objectives within CSGP are:

- Supporting children, young people, individuals and families so that they can enhance their independence, safety, self-esteem and/or quality of life within the community
- Building strong communities and social capital / undertaking community development, so that communities are well informed, resourced and connected and equity and diversity are embraced.
- Building and sustaining the capacity of the community services sector at a state or regional level to deliver responsive services through sector development policy and advocacy.
(Community Services Grants Program Service Framework, Department of Community Services February 2002 p.9)

In March 2002, DoCS established a new Service Framework for the CSGP. The Service Framework moves away from defining CSGP services in terms of their service type (ie. Youth Centres, Family Support Services, Neighbourhood Centres, Peaks, etc.), and focuses on what services clients receive. For example, a client seeking parenting assistance might approach any of a number of traditional CSGP service types such as Neighbourhood Centres, Family Resource Centres, Family Support Services, or supported playgroups. Whether the client participates in a parenting support group, or receives practical assistance, or receives counselling, the Service Framework aims to describe the activities undertaken by a CSGP project using a coherent framework. It moves the focus to the outputs involved in providing the service, rather than attempting to describe a service type that a client uses.

Program	Community Services Grants Program
Agency	Department of Community Services
Coverage	Local, regional and state-wide communities
Objectives	<p><i>OBJECTIVE 1: Supporting children, young people, individuals and families so that they can enhance their independence, safety, self-esteem and/or quality of life within the community</i></p> <p><i>OBJECTIVE 2. Building strong communities and social capital / undertaking community development, so that communities are well informed, resourced and connected and equity and diversity are embraced.</i></p> <p><i>OBJECTIVE 3. Building and sustaining the capacity of the community services sector at a state or regional level to deliver responsive services through sector development, policy and advocacy</i></p>
Activities	<p>Re Objective 1.</p> <p>1.1 Provide information, options and referrals</p> <p>1.2 Provide professional counselling / therapeutic intervention /group work to individuals and families</p> <p>1.3 Provide support and /or practical physical/material assistance</p> <p>1.4 Provide support, recreation/vocational activities (including drop in)</p> <p>1.5 Coordinate case work and /or advocate access to services for individuals and families</p> <p>Re Objective 2:</p> <p>2.1 Provide community information or education to raise awareness of issues, services and activities</p> <p>2.2 Building and maintaining community networks with a community/service system focus</p> <p>2.3 Plan, develop and support new and existing services to meets the community's needs including those services experiencing difficulty.</p> <p>2.4 Plan , develop and support community building events</p> <p>2.5 Advocate on community/ social issues affecting local communities</p> <p>2.6 Undertake research and inclusive local needs based planning</p> <p>2.7 Recruit, train and support volunteers¹</p> <p>2.8 Coordinate and promote the use of community facilities.</p> <p>2.9 Undertake strategies to improve access to the service system for ATSI and NESB clients</p> <p>Re Objective 3</p> <p>3.1 Facilitate and coordinate collaboration and partnerships in planning and service development at a state or regional level</p> <p>3.2 Disseminate information and provide advice on policy, operational and management issues to the sector and the broader community.</p> <p>3.3 Conduct and contribute to research, policy development and evaluation</p> <p>3.4 Advocate on social justice and related policy issues on behalf of the sector to address disadvantage within communities.</p> <p>3.5 Identify and promote emerging community services initiatives with regional or state significance to address disadvantage within communities</p> <p>3.6 Undertake organisational and practitioner development including training</p> <p>3.7 Lead or facilitate industry change and the development of community services infrastructure</p>
Means of delivery	Services purchased form community partners and local government
Partners	NGO's , local councils and other Government agencies
Resources	\$75.64 million for 2001/2002
Training & development	Organisational development and some skills training provided through DoCS funded peak and regional NGO's

Evaluation	Current development of a service framework for the program being conducted for improved monitoring and accountability at a project and program level
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All CSGP services will be required to meet at least one of the above key objectives, although many services will undertake activities across 2 or even all 3.

Current CSGP services include:

- family support workers
- family counsellors
- adolescent support
- detached family counsellors
- Aboriginal detached family counsellors
- neighbourhood centres and resource projects
- local government community workers
- family and children's development projects
- social isolation projects for older people
- parent resource centres
- youth drop-in centres
- youth development projects
- mobile resource projects
- multicultural community development projects
- Aboriginal family resource centres

DoCS information for CSGP Programs:

- Community Services Grants Program Service Framework
- Community Services Grants Program Service Application Template
- Community Services Grants Program Service Specification User Guide
- The I-A Guidelines on Child Protection
- The DoCS Corporate Plan
- The NSW Government Social Justice Statement

This information is available from the DoCS Cumberland Network Office, Ph. (02) 9630 0199 or Blacktown Network Office on 9208 4459.

Supported Accommodation Assistance Program (SAAP)

SAAP is a joint Commonwealth/State program administered by the Department of Community Services. SAAP is a support program assisting people who are at risk of homelessness, through a range of support and supported accommodation services. SAAP continues to be a major crisis response to people affected by domestic violence, whose personal safety who have acute needs and require immediate support.

The types of services that can be provided include:

- Causal client one-off service
- Day programs
- Outreach services
- Residential services
- Intensive services
- Community development, structural advocacy and networking.

There are four levels of service types:

- Casual. This type provides a discrete one-off service only, even though clients may have high and complex needs.
- Low. This type provides some short-term assistance to access a range of services.
- Moderate. Clients here may require some on-going but time limited assistance to access external services.
- High or Complex. This provides intensive on-going support and assistance.

Examples of service activities that can be provided under SAAP include:

Case management

Assessment and referral

Supported accommodation

Brokerage

Early intervention

Outreach

Mediation, including the re-establishment of family links where appropriate

Counselling; and advocacy

(Supported Accommodation Assistance Program (SAAP) Service Framework, Department of Community Services, October 2001)

Since 1985 there have been four Bilateral Agreements between the Commonwealth, State and Territories. The SAAP IV Memorandum of Understanding has four strategic themes as priority areas for action over the next five years;

Client focused service delivery

Integration and collaboration between SAAP and other service systems

Increased performance, knowledge and skills

Working Together

The 2002-12005 Memorandum of Understanding states that SAAP will:

Ensure services are flexible and responsive to client needs and include timely intervention

Ensure services are accessible and clients are not excluded on the basis of capacity to pay

Frame service delivery around a continuum of care approach, principles of access and equity and a commitment to protect client's rights and dignity

Be preserved as a transitional safety net for homeless people and those at risk, which maximise independence on their path to safe and secure living

- include intervention at the earliest of crisis as a key feature in the service response to minimise ongoing dependency on chronic or acute services within SAAP and beyond
- ensure the service system does not exclude clients on the basis of complexity of need
- focus on outputs and outcomes
- promote continuous improvement by learning from evaluation, research and demonstration and promoting innovation and good practice
- collaborate with other programs and the community to encourage an environment of shared responsibility to address client needs, including those with long term needs.

Department policies and publications for SAAP Programs

- Supported Accommodation Assistance Program (SAAP) Service Framework
- Supported Accommodation Assistance Program (SAAP) Service Specification Kit
- Supported Accommodation Assistance Program (SAAP) 2002-2005 Memorandum of Understanding
- SAAP Standards
- Case Management Resource Kit for SAAP Services
- Training & Development Program
- Case Management Policies – developed in 1998 by the Case Management Working Group
- State and National Regional Plan
- Executive Summary of the SAAP Evaluation
- NSW Strategic Plan for SAAP
- National Strategic Plan for SAAP

Copies of these policies have been sent to funded SAAP projects. To obtain an additional copy contact your Community Program Officer at Cumberland Network Office, Ph. (02) 9630 0199.

Children's Services Program (CSP)

The Department of Community Services provides funding as a contribution towards the operating costs of a number of education and care, support and resource services for children.

When new or growth operational funding becomes available, a notice is published in statewide newspapers. Organisations that the Department knows are eligible to apply are contacted by the Children's Services Advisers (CSAs) and told about the funding opportunity.

Pre-School

A program of education, care and development for children before entry into formal schooling.

- Pre-schools generally operate for less than eight hours per day during school terms.
- Parents may be working or non-working.
- Children generally attend for one year before entering formal schooling.
- Some children may attend for two years if sufficient child places are available, or if there are special needs for the child or the family.

Occasional Child Care

A program of education, care and development for children before entry into formal schooling.

- Care is provided on an irregular or part-time basis.
- These services cater for parents who need care for their children while they attend part-time courses or appointments, go shopping or just take a short break.

Long Day Care

A program of education, care and development for children before entry into formal schooling.

- These services generally operate for eight or more hours per day.
- Under policies of the Commonwealth Government, long day care services give priority to the needs of working parents.

Mobile Pre-School

A program of education, care and development for children before entry into formal schooling.

- These pre-school programs are generally offered at different venues on different days of the week.
- Staff move from one venue to the next and may carry all play equipment used in a special mobile pre-school van.

Toy Libraries

These services provide access to quality toys and child play equipment on loan - similar to a book library. Some toy libraries provide specialist equipment such as multicultural resources, child safety equipment and specially adapted equipment for children with additional needs.

Multi-Purpose Rural Centre

A program of education, care and development for children before entry into formal schooling.

- These services are specifically funded to provide a combination of pre-school, long day care and occasional care services.

Vacation Care Services

A program of care and recreation during school vacation periods for children who attend school.

- These services allow parents to work, study, train or participate in other activities.

Mobile Resource Project

These services provide a program of education, care, development and other services for children and their parents.

- These services are not licensed and children remain in their parent's care during playgroup or other activities.

Access Support - Disability

These services support the access requirements of children with a disability or provide direct services to these children.

Access Support – non-English speaking background

These services support the access requirements of children from non-English speaking backgrounds or provide direct services to these children.

Access Support - Aboriginal and Torres Strait Islander children

These services support the access requirements of Aboriginal and Torres Strait Islander children or provide direct services to these children.

Peak Bodies

These are agencies or organisations that represent the interests and needs of a particular sector of the children's services industry. Examples include the Community Child Care Cooperative and Network of Community Services. See Section 6 for contact details of peak bodies.

Resource Support

These services support, resource, or provide a service to a particular sector or other particular interests other than a Peak agency. Examples include Lady Gowrie Rural Resource Van.

Department Policies about Children's Services Programs

Each licensee of a child care service should have copies of policies and regulations that apply to them. These include:

- *Children's Services in New South Wales Policy Statement for Funded Services*
- *Centre Based and Mobile Child Care Services Regulation (No 2) 1996*
- *The Licensing Process for Establishing a New Centre Based Child Care Service in NSW*
- *Furniture & Play Equipment Checklist for a Child Care Centre in NSW*
- *Authorised Supervisors' Policy & Procedures for Child Care Services in NSW (Licensee's Handbook)*
- *Information Pack on Risk Assessment - Practices and tools for all Licensed Child Care Services in NSW*

Vacation Care Services should also have a copy of:

- *Voluntary Code of Practice for Out of School Hours Services in New South Wales*

If your service is building new premises, expanding or renovating for licensed childcare, you must contact your Children's Services Adviser about the following Department publications:

- *Design & Planning Checklist for a New Child Care Centre in NSW*
- *Best Practice Guidelines in Early Childhood Physical Environments*

(Note: These publications are only available in draft form at the time of writing – January 1999)

Out-of-Home Care Program

Under the Out-of-Home Care Program the Department of Community Services (DoCS) provides two main types of services.

Placement services

- These services help children who can't stay with their families. Services are provided for crisis, short, medium or extended periods and sometimes permanently. They include foster care, kinship care and residential services in the form of small group homes in the community. These arrangements are often determined by the Children's Court.
- DoCS provides the majority of out-of-home care placements. The rest are provided by our community partners who are funded by DoCS.
- DoCS also funds advocacy and support services for children and young people who are in care, leaving care or who have left care, and foster carers.

Support services

- Support services are additional services that assist children and young people in out-of-home care placements. They include services such as mentoring, therapy, youth work and tutoring. Support services often work with natural families to assist them to regain the care of their children. This is known as restoration.

The role of the Community Program Officer (CPO) and the Children's Services Adviser (CSA)

The Community Program Officers (for CSGP and SAAP funded programs) and Children's Services Advisers (for Children's Services Programs) are responsible for a range of activities.

CPOs and CSAs:

- advise on aspects of program and service provision
- make recommendations on planning and developing funded services in the Area
- regularly monitor and review services to ensure they are delivered to agreed standards and make sure services have the appropriate policies and procedures in place.

They:

- monitor and evaluate the use of funds provided by the Department
- evaluate and assess the Funding Proposals and the Annual Service Plan and Reporting Documents (ASPARD).

In addition, CSAs:

- make recommendations on planning and developing child care services
- assess licence applications for child care services against regulatory requirements
- assess and validate the Risk Assessment Tool and recommend licensing actions
- assess applications for an Authorised Supervisor
- investigate complaints and concerns from clients or members of the community regarding the provision of childcare.

Department policies and publications about Aboriginal and Torres Strait Islander services and communities

Draft Better Service to Aboriginal Communities Policy Framework

Aboriginal Foster Care Manual

Bridging Cultures Training Package

NSW Government Programs for Aboriginal People (Council on the Cost of Government)

The NSW Government Statement of Commitment to Aboriginal People

Bringing Them Home: the Report of the National Inquiry into the Separation of Aboriginal and Torres Strait Islander Children from their Families, Human Rights and Equal Opportunities Commission, 1997

Recommendations of the Royal Commission into Aboriginal Deaths in Custody

Fair Go, Fair Share, Fair Say, NSW Government Social Justice Directions Statement, 1996

Learning from the Past (An Aboriginal perspective on the effects and implications of welfare policies and practices on Aboriginal families in New South Wales)








For further information about these policies and publications contact the Aboriginal CPO at Cumberland Network Office.

Important

All agencies must follow government policy on Access & Equity, Equal Employment Opportunity, Occupational Health & Safety and Anti-Discrimination as well as the specific government policies referred to on previous pages that affect how you must run your program or service.

Section 2 – DoCS Service Frameworks for Funding Non-Government Services

This section covers:

-  **Purchasing Services**
-  **Service Frameworks for CSGP and SAAP**
-  **Service Specifications for CSGP and SAAP**
-  **Service Agreements**
-  **Common questions about the Service Agreement**
-  **The Annual Service Plan & Reporting Document (ASPARD)**
-  **DoCS Continuation of Funding Cycle**

Purchasing Services

All government departments are increasingly accountable for how resources are allocated. As part of this accountability, the government has a broad policy requiring its Departments to change the way non-government organisations are assisted to provide services. In line with this policy, DOCS is changing its current practices from **funding** community services, to a **purchasing** model.

By purchasing, the Department is referring to a shift from allocating funding based on inputs to allocating funding based on specific outputs. These outputs are designed to deliver a range of outcomes.

The Government also needs better information about the benefits which clients and the broader community gain from non-government services that DoCS purchases. This means that human services programs funded by Government must have a better description of their objectives, key groupings of activities and appropriate performance measures.

These are the two key elements of the new Service Frameworks for the CSGP and SAAP.

Service agreements will change with this change in direction. Previously non-government organisations were funded on the basis of an annual service and performance agreement. Now services will be contracted on the basis of a Service Agreement. DOCS are moving to change service agreements so that they become three-year contracts, which are negotiated between the Area Office and the non-government organisation.

The services provided by the organisations will also need to meet identified community needs.

Resource: *Purchasing, a Partnership Model: Position Paper*

DoCS has redesigned its two major funding programs for non-government organisations to reflect the directions of the Purchasing Paper.

This Section looks at the three forms of documentation now required by DoCS from non-government organisations looking to provide services funded in part or wholly through DoCS.

- **Service Specifications** for CSGP and SAAP
- **Service Agreements** for CSGP and SAAP
- The **Annual Service Plan and Reporting Document** (ASPARD) for Children's Services projects.

If you want to read more about DoCS new directions with Service Frameworks and funding arrangements, you can find more on the DOCS web-site at www.community.nsw.gov.au or by contacting your local DOCS Area office.

Service Specifications for CSGP and SAAP

A Service Specification is the mechanism by which the Department's and community partners' plans for service provision are translated into contractual terms.

It's format is similar to the former Funding Proposals the Department required.

Individual Service Specifications are developed in line with the Service Framework and form part (as a schedule) of the Service Agreement

Approximately 50% of CSGP funded projects will utilise these guidelines to develop service specifications by June 2002 that will cover the 2002/03 financial year.

The remaining 50% of CSGP services will develop service specifications by April 2003 that covers the 2003/04 financial year. For those services included in this second group, the DoCS local office should be in contact with you by October 2002 to confirm these requirements and commence this process.

Community Program Officers (CPOs) will generally be responsible for negotiating individual service specifications with agencies. However, the Directors Partnerships and Planning (DPPS) ultimately determine the appropriate DoCS' representative to undertake these negotiations. Negotiations will take place between an Area representative of DoCS and the chosen representative(s) of each agency.

The agency representative should be prepared to enter into negotiations with authorisation from their management to negotiate to at least a draft level stage (recognising that management will want to have comment and final sign-off). Agency representation may also include participation from the relevant peak organisation.

CSGP Service Specification User Guide

Before entering into negotiations for funding under the CSGP, agencies should obtain and be thoroughly familiar with *Community Service Grants Program Service Specification User Guide* March 2002. This is available from the Cumberland or Blacktown/Baulkham Hills Network Office. The Guide covers the business rules and guidelines for the operation of the Service Specification Template. The business rules are the terms covering:

- the process of negotiating the service specification
- negotiating change
- data collection
- mediation process
- re-allocation of funds
- monitoring

The guidelines take you step by step through what's involved in completing a Service Specification with a complete example of provided.

CSGP Service Specification Template

This is the form that outlines the results of the negotiations between the agency and DoCS and is only completed when the negotiations are finalised. Its format is similar to previous funding applications. It asks for information about the service and for information about the service or project. In particular, the Template asks the following:

- The primary target/client group for the project or service
- Other significant client group(s)
- Level of client support needs for some projects
- Eligibility criteria
- Details of negotiated service specifications. These are the various Objectives, Key Activities, Output Measures, Outcome Measures, and the Frequency of Data collection. NB. The information here must be selected from the activities, outputs and outcomes within the CSGP Framework.

- Other contextual information impacting on the project's performance (External barriers/challenges; internal barriers/challenges; other activities of the project or service)
- Project inputs – budget; staff positions, hours, numbers, etc.
- Insurance details

The form has to be authorised by both the agency and DoCS, with DoCS having to agree that the Specification has been finalised.

SAAP Service Specification Kit

This Kit combines the above elements for SAAP funding proposals. It contains:


- The business rules, covering the same areas as for the CSGP business rules
- A User Guide
- A Service Specification form covering:
 - (a) agency information
 - (b) project information
 - (c) operational and performance information
 - (d) provision of support services
 - (e) allocation of time for service types specified
 - (f) linkages with external services
 - (g) performance monitoring
 - (h) agency policy and procedure obligations
 - (i) agency support provided by DoCS
 - (j) project budget
 - (k) management inputs
 - (l) service diversity
 - (m) insurance details
- Performance requirements and service measurements based on the SAAP Service Framework

The Service Agreement

What is the Service Agreement?

When services are awarded government funds they must sign a Service Agreement. This is an agreement between the Department of Community Services and a community organisation that specifies guidelines for the use of the money provided by the Department.

- The Service Agreement provides details of the purpose and conditions of the grant.
- It is a legally binding contract. At present it is renewed each year as a condition of recurrent funding for all projects except Family Support Projects. However, the Department is moving to change Service Agreements so that they become three year contracts.
- It is a legal requirement of the Service Agreement that the Management Committee prepares an Annual Budget and ensures that an Audited Statement is completed and sent to the Department of Community Services Area Office by a specified time.

 **This section of the Kit is a guide only and is not intended to replace the Service Agreement. It is important that members of Management Committees and workers carefully read and understand the Service Agreement.**

The following Table identifies the Section in the Service Agreement and the main points covered in them.

Section	Description of Content
1 We Agree	This commits DoCS to working with the funded organisation in a partnership based on co-responsibility. It states that funds will be provided under certain conditions and that payments will be made via electronic transfer
2 You Agree	Here you organisation agrees to provide service under the terms of the Agreement with your Constitution. It sets out the process for making changes to the Agreement and commits the organisation to working with DoCS in Area Planning processes.
3 Your status	This asks for certain guarantees from the organisation of its legal and financial status and acknowledges the autonomy of the parties to the Agreement
4 Service provision and access	This commits the organisation to making funded services and premises accessible, including to people with disabilities, and to protecting the rights of users to privacy and freedom from recrimination for complaints they may make.
5 Performance monitoring	This commits the organisation to allowing a DoCS representative to visit the project for the purpose of performance monitoring, and to inspect and if necessary copy and extract material from the organisation's records. The organisation also agrees to supply DoCS with any papers presented at an AGM.
6 Evaluation	This commits the organisation to co-operation with evaluations conducted by DoCS of the service and to work with DoCS to address issues that arise.
7 Financial reporting requirements	This identifies the elements that must be included in an audited statement that must be supplied to DoCS from any organisation funded by it. It outlines criteria for acceptable auditors.
8 Financial obligations	This outlines what organisations are to do with funds received by DoCS. It commits you to applying an interest gained to the service funded and makes it clear that unexpended funds will be deducted from future payments. Organisations must return to DoCS funds used contrary to the terms of the Agreement. Organisations must refund DoCS monies left unspent when a funded service or program ceases.
9 Withholding of funds	DoCS can withhold funds where there are concerns about the safety or welfare of clients of a funded project, or where they think there is a risk of misappropriation.
10 Asset management	Organisation must maintain an asset register for assets purchased through DoCS funds.
11 Good and Services Tax	If the organisation is registered for GST, DoCS will pay the organisation GST. DoCS will supply the organisation with its own Tax Invoice. DoCS accepts liability for understated GST.
12 Insurance	Organisations must have or must get all Workers Compensation insurance, public liability insurance and a fire and all-risk insurance.
13 Dispute resolution	This sets out a step by step process for resolving disputes. The key element is negotiation between the two parties, but there is provision for facilitated mediation if necessary. Where the issue remains unresolved, DoCS may seek a project review.
14 Variation	Variations to the Agreement must be made in writing and a variation on one occasion does not automatically mean a variation on a future occasion.
15 Termination	The Minister may terminate the Agreement with 14 days notice. The organisation may terminate the Agreement with 3 months notice.
16 Management	The organisation commits itself to having a management structure responsive to the community it serves. DoCS employees cannot be voting members on management committees.
17 Staff and volunteers	Organisations commit themselves to the principles of EEO, anti-discrimination and affirmative action. This section also identifies the conditions under which organisations need not advertise to fill a vacant position.
18 Sub-contracting	Organisations can sub-contract services funded with the prior approval of DoCS.
19 Confidentiality	Both parties agree to ensure clients' and staff rights to confidentiality.
20 Correspondence	Outlines what constitutes official correspondence in relation to this Agreement.
21 Data collection	Commits the organisation to complying with any data collection requirements in the Agreement

22 Indemnity	This is a general indemnity for DoCS, the Minister, the State of NSW for acts committed by the organisation.
23 Obligations to publicise	DoCS funding support must be appropriately acknowledged by the organisation.
24 Laws	The Agreement is covered by all laws of NSW relevant to it.

Attachments to the Agreement are:

- DoCS policy on Volunteers in projects funded by DoCS.
- The principles of the Privacy and Personal Information Act 1998

Six Common Questions about the Service Agreement

1. Do I need to advertise a vacant position?

Yes, you do, except when:

- the proposed employment is for less than three months
- an existing staff member is transferred to a position at a salary level no greater than their current salary
- an appointment is made from an eligibility list or pool of casual employees created for the position after advertising within the previous six months
- the proposed employment is for one day per week or less
- a temporary appointment is made for an existing employee to replace an employee on leave. Where the leave is expected to extend beyond six months, you must notify the Area Director of this appointment
- the Area Director has given a written exemption from advertising the position at that time.

See the Service Agreement 17.2

2. Can I advertise locally instead of in a metropolitan newspaper?

The organisation may undertake advertising to fill a vacancy through some or all accessible media sources such as newspapers, employment agencies and the Internet.

See the Service Agreement 17.2

3. Should employed staff be present at management committee meetings?

Employed staff can be present at management committee meetings. This is up to your management committee to decide. Having staff at management committee meetings often helps in decision-making processes, as they can provide the committee with information to make effective decisions. Sometimes staff need to speak about recommendations or suggested actions outlined in their reports.

The Constitution of the organisation outlines whether staff have voting rights at management committee meetings. However, the organisation will ensure that individual staff of the organisation do not have voting rights at board / committee meetings in matters relating to their own salary or conditions.

See the Service Agreement 10.2

4. If there are several funded projects, is it necessary to have separate financial statements?

There can be one audited statement for the organisation but this must include a separate Income and Expenditure statement for each project unless otherwise specified.

See the Service Agreement 7.2

5. Does the audited statement need to be on the auditor's letterhead?

Yes, the audited statement must be on the auditor's letterhead, signed by the auditor and accompanied by an auditor's report.

See the Service Agreement 7.3

6. What if some of the grant isn't used? Can we use it as we wish?

Unless there is joint agreement on the use of any unexpended funds, remaining from funds advanced by DoCS for each project, these funds will be deducted from future payments. The amount to be returned will be calculated on the agreed level of surplus funds identified through the financial report and based on the percentage of project income represented by DoCS payments for each project.

See the Service Agreement 8.5













Annual Services Plan and Reporting Document (ASPARD)

For Children's Services funded services the Planning and Reporting Document is known as the *Annual Services Plan and Reporting Document (ASPARD)*. This covers the same information required for Service Specifications. It also requires specific, detailed information on the service, including:

- numbers of children
- children from high needs groups
- usage based on parent income.

Section 3 – Management Committee Roles and Responsibilities

This section looks at:

-  **Management Committee Responsibilities**
-  **Legal issues for Management Committees**
-  **Occupational Health and Safety**
-  **Duty of Care**
-  **Industrial Relations and Awards**
-  **Common questions about Awards**
-  **Enterprise Agreements**
-  **Employers Unions**
-  **Induction**
-  **Code of Behaviour for Management Members**
-  **Professional Development for Management Committee Members and Workers**
-  **Suggested Reading**

Management Committee Responsibilities

Below is a checklist that outlines important areas of legal, financial and other responsibilities of community management committees. Management committees are legally responsible to ensure that the following work practices are carried out. Use the management committee responsibilities as a guide when you develop objectives for your Workplan.

Legal

- develop and follow your organisation's constitution and rules (review as required)
- follow incorporation procedures and requirements
- ensure adequate insurance coverage, including public liability
- ensure that duty of care minimum standards are met
- ensure organisation meets basic occupational health and safety requirements
- comply with relevant Parliamentary Acts & Regulations
- comply with relevant Awards regarding employment conditions

Financial

- ensure an annual audit is done (where organisation's budget is in excess of \$10,000)
- develop a separate budget for each funded project
- monitor organisational and project budgets
- develop a bookkeeping and financial reporting system
- ensure salaries, holiday pay, long service leave, superannuation are paid
- submit financial reports and audits to funding bodies

Employment

- provide equal employment opportunities
- advertise positions
- develop and regularly update and review job descriptions
- develop job contracts
- provide adequate and safe working conditions in line with OH & S policies and regulations
- be accessible and supportive to workers
- develop employment policies and procedures
- provide professional development and training opportunities for staff
- provide professional development and training opportunities for committee members

Policy Development

It is important that organisations develop a Policies and Procedures Manual with appropriate policies and procedures. Some standard examples include:

- employment policies and procedures (EEO)
- grievance policies and procedures (for staff)
- complaints policies and procedures (for service users)
- staffing policies and procedures
- codes of conduct for both staff and management committee members
- confidentiality policy and procedures
- duty of care policy and procedures
- occupational health and safety policy and procedures
- access and equity policy and procedures
- child protection policy and procedures
- volunteer policy and procedures
- student policy and procedures

Licensed children's services must have certain additional policies as specified in the Regulations (Refer to Information about DoCS Programs: DoCS Policies and other useful documents in Section 1)

Premises

- ensure premises meet occupational health and safety guidelines
- ensure premises are adequately insured
- ensure premises are adequately protected
- notify appropriate authorities and services in the event of damage
- notify appropriate authorities before planned structural changes to building

Promotion and Marketing

- help raise community awareness of the organisation, its philosophy, aims and objectives
- develop promotional strategies so management and staff can effectively publicise the organisation and any events, programs or activities

Ongoing Functioning of Organisation

- attend management committee meetings (as outlined in Constitution)
- develop appropriate lines of communication within your organisation
- establish and maintain consultation processes with clients and community
- represent the organisation at relevant meetings and other activities as required
- work collaboratively with other services on joint projects as required, to meet community needs
- ensure the organisation is accessible and equitable in its work practices

Legal Issues for Management Committees

It is the Management Committee's responsibility to be aware of legal issues that impact on the organisation if due care is not taken to ensure that conditions of funding and other organisational responsibilities are not met.

Most of the information outlined below is based on *Duty of Care Trainers Guide* by Nick Manning & Ruth Barlow 1997, Macquarie Legal Centre, prepared for use by trainers of SAAP funded services.

Complaint about your organisation's service or staff: The Community Services Commission handles complaints about services run by, or funded by, the NSW Department of Community Services. The Commission can investigate the complaint, mediate and report to the Minister and Parliament.

Breach of your funding agreement: If your service breaches a condition of its funding agreement, the funding body may decide to negotiate with your service to improve the situation, or may decide to reduce or cancel the funding. This is a dispute between the organisation and the funding body, not between the individual workers and the funding body.

Breach of a licensing regulation: If your service breaches a licensing regulation, it may be an offence under the law. The licensing body may decide to negotiate a correction with your service, or may decide to recommend a suspension, to recommend revocation of the licence, or to recommend prosecution. This is an issue between the organisation and the funding body, not between the individual workers and the funding body.

Breach of a job contract or code of ethics/code of conduct: If a worker breaks a condition of their job contract, or breaks a condition of the organisation's code of ethics or code of conduct, this may (not definitely) give the management committee (as the employer) the grounds to warn them or to dismiss them.

Breach of Incorporation: Management committees need to be aware of their responsibilities under the Incorporations Act and meet their obligations to the Department of Fair Trading.

Breach of duty of care: If someone is harmed (physically, psychologically, or even financially) and thinks that the harm occurred because someone else (or your organisation) failed to take reasonable care, the injured person can sue the other person (or the organisation). If the court agrees that the other person didn't take reasonable care, the court can award damages (money as compensation) to the injured person, which the other person (or their insurer) must pay.

Discrimination: If someone thinks that they received a lesser service or were discriminated against in employment, because of their:

- sex, pregnancy or marital status
- sexuality
- transgender status
- race, colour or ethnicity
- age
- disability
- or because of who they associate with.

A person with the complaint can complain to the Anti-Discrimination Board (ADB). The ADB will conciliate (mediate) between the parties. The person may choose to take the case to the Equal Opportunity Tribunal which, if the discrimination is proved, can award compensation to the victim.

Injury in a workplace:

1. If there is an injury at a workplace (or even if a Workcover Inspector finds that there is a serious risk of injury) the NSW Workcover Authority can fine the employer (and possibly even the individual members of the Management Committee or Board).

2. A worker injured in the course of their employment can apply for Workers Compensation (see below), which is paid by the employer's insurance company for a limited period of time. Sometimes the employer is required to help the worker to rehabilitate, or to give them other duties while they are recovering.

Workers compensation: From August 1998, new legislation for managing and compensating workplace injuries came into effect. *The Workplace Injury Management and Workers Compensation Act 1998* fundamentally affects how workplace injuries are handled.

The scheme focuses on early intervention and injury management and return to work practices. It applies a performance based approach to injury management and the management of claims. Mandatory provisions will be placed on insurers, injured workers and employers.

The key features of the Act are:

- Early reporting
- Injury Management
- Compensation Benefits
- Injury Management Initiatives.

Suspected child abuse or neglect: If someone suspects that a child under 16 is at risk of abuse (physical or sexual) or neglect, they should notify the NSW Department of Community Services. The Department can investigate and take action to protect the child, including bringing Care proceedings before the Children's Court. The Department works with the police if criminal charges may be necessary against the offender.

Public liability: Your organisation needs public liability insurance in case of injury of a client or person visiting the premises. If the service is not covered, or is inadequately covered, individual management committee members could be personally liable and may be prosecuted.

Community legal centres in the Cumberland Prospect area

Macquarie Legal Centre

Level 1, 250 Pitt St
Merrylands
Ph. (02) 9760 0111
Fax. (02) 9760 2255

Women's Legal Resources Centre

PO Box H154, Harris Park 2150
Ph. (02) 9637 4597 or Freecall 1800 801 501
Fax. (02) 9682 3844

Working Women's Centre NSW

157 Wardell Rd
Dulwich Hill 2203
Ph. (02) 9559 5355 or 1800 062 166
Fax. (02) 9559 5942

Occupational Health & Safety

Your management committee is responsible for ensuring that the organisation meets basic occupational health and safety requirements, as outlined in the *Occupational Health and Safety Act 2000*.

WorkCover New South Wales states:

We have recognised that health and safety have an important place at work. To create a healthy and safe workplace, two things are a must:

1. Duty of Care

Employers have a duty of care to provide a safe and healthy workplace. They cannot expect employees to take care also unless they can see that management consider health and safety important.

2. Duty to Consult

Under the duty, employers must consult with their employees to enable the employees to contribute to the making of decisions affecting their health, safety and welfare at work (Act 13).
(*Occupational Health and Safety Consultation Handbook*, p. 9)

Employees and employers have rights and responsibilities around ensuring occupational health and safety standards are met:

Rights

- Employees have the right to a safe and healthy workplace
- Employers have the right to expect employees to work safely and to cooperate with each other, their employers, their volunteers and their clients.

Responsibilities

- Employees have the responsibility to work safely and cooperate with each other, their employers, their volunteers and their clients
- Employers have the responsibility to ensure a safe and healthy workplace for all.

Health and safety issues in the workplace

In order to develop a safe and healthy workplace, management committees, as employers, need to:

- be aware (as much as possible) of the causes and prevention of work-related illness and injury
- be aware of the legislative requirements, outlined in the Occupational Health and Safety Act 1983
- be kept informed of any changes in the law
- ensure that at least *one* committee member and *one* staff member receive training on occupational health and safety issues.

Factors that cause illness and injury in the workplace

Some of the factors which cause work-related illness and injury in community organisations include:

- poorly designed furniture and equipment
- inadequate ventilation for photocopiers
- spillage when replacing toner in photocopiers
- eye strain relating to heavy use of visual display units
- stress due to poor working conditions
- abusive or violent behaviour from co-workers or clients
- smoking inside the workplace
- hazards in the workplace (e.g. electrical cords spread across the floor, desks jutting out into the passageways)
- accidents
- infectious and communicable diseases.

Occupational Health & Safety sub-committees

It is a good idea for any organisation no matter how small, to form an Occupational Health & Safety sub-committee to take the necessary steps so that successful occupational health and safety (OH&S) standards are met in your workplace.

Occupational Health & Safety policies and procedures document

One of the tasks for the Occupational Health & Safety sub-committee (or a Policies sub-committee) is to develop appropriate policies and procedures about occupational health and safety (and duty of care) in your workplace.

Some of the main reasons (or objectives for your Workplan) for developing an occupational health and safety policy and procedures document are:

1. To create a safe and healthy place in which employees and volunteers can work and where clients and members of the community can visit.
2. To support the development, implementation and maintenance of a safe and healthy workplace.
3. To ensure that the occupational rehabilitation process is started as soon as possible after an injury in a manner consistent with medical judgement is a normal practice and expectation.
4. To ensure that a return to work as soon as possible after an injury is a normal practice and expectation.
5. To always consult with workers and the relevant union to ensure rehabilitation programs operate effectively and do not prejudice the injured worker.

(Based on *Katoomba Neighbourhood Centre's Occupational Health & Safety Policy*, 1998)

Western Sydney Community Forum, Ph. (02) 9897 2677, can give you more information about developing an Occupational Health and Safety Policy.

Further information

WorkCover Authority of New South Wales

400 Kent St, Sydney 2000

Ph. (02) 9370 5000 After hours emergency: Ph. (02) 9214 9220

Workers Health Centre

Level 2, 12 Railway St

Lidcombe 2141

Ph. (02) 9897 2466

Fax. (02) 9749 7566

National Occupational Health & Safety Commission, Worksafe Australia

Ph. (02) 9577 9555

Duty of Care

As a management committee member, a worker or a volunteer in a community organisation, you have a 'duty of care' to provide a safe and healthy workplace for your clients, other management committee members, staff, volunteers and anyone visiting your centre.

Duty of care means "*being in the position where someone else is relying on you to be careful and where, if you are not careful, it is reasonably predictable that the other person might suffer harm*". (Villamanta, 1996)

In a DoCS funded service, duty of care includes:

- ensuring that *occupational health and safety* standards are met (note: occupational health and safety responsibilities also include duty of care)
- ensuring you take reasonable precautions to prevent injury to others and to yourself
- ensuring that your own behaviour, and the behaviour of others working in your centre is not negligent
- being aware of current legislation and Acts of Parliament relating to your particular place of work
- developing both 'Duty of Care' and 'Occupational Health and Safety' policy and procedures documents to ensure that proper precautions are taken in your workplace to meet (at least) the minimum standard of care as required by law
- ensuring that workers are appropriately trained for the work they are required to do (at times, this may mean that you allow them to undertake training courses, attend seminars and forums etc. as required).

Standard of care

The standard of care expected of you by law is the standard that a reasonable person would provide. This means that you would do things according to:

- the law
- relevant policies and procedures established by the Department and your organisation
- reasonable instructions
- your own skills, training and professional knowledge
- common sense.

If minimum standards of care are not met either the employee or the organisation may be sued for negligence. Under the *Employees Liability Act 1991* the employee is not liable in cases where the employer is also liable. See also Section 3 on 'Legal Issues for Management Committees' and 'Definition of Terms' in the Appendices section of the Kit for further information about duty of care.

Further information on duty of care

Macquarie Legal Centre

Level 1, 250 Pitt St
Merrylands 2160
Ph. (02) 9760 0111 Fax. (02) 9760 2255

Western Sydney Community Forum

62 Railway Pde.
Granville 2124
PO Box 3546, Parramatta 2124
Ph. (02) 9897 2677 Fax. (02) 9897 2655

WorkCover Authority of NSW

Ph. (02) 9370 5000

Industrial Relations and Awards

The Community Services Industry (CSI) is part of the broader human services industry covering education, health and social welfare. It is sometimes known as the Community Services & Health Industry (CSHI).

The term 'Industry' is a professional shift from the traditional notions of *welfare as charity* to the idea of *welfare programs based on service delivery, community needs and strategic planning*.

Being identified as an Industry links community services and community-based organisations to the economic, social and public policy systems. This gives them added status and (potential) political and industrial muscle and a stronger framework from which to operate.

An Industry Framework assumes that organisations:

- provide programs run by a professional workforce
- work to industrial awards or contracts
- provide training and professional development opportunities for staff and management committee members
- have regulated or contracted wages and working conditions
- develop industrial and training policies and procedures
- have staff that belong to unions.

Awards

- It is the responsibility of management committees to ensure that staff are paid under the appropriate awards and conditions.
- Staff employed at your service must have access to a copy of the Award or Enterprise Agreement under which they are employed.
- In the community services sector, workers' pay and conditions are covered by a range of different unions and awards.
- Contact the NSW Department of Industrial Relations Award Enquiry Centre or the Labor Council of NSW (the peak trade union council) on Ph. (02) 9264 1691 if you have any questions about relevant unions, awards or conditions for your employees.

For more detailed information on industrial relations contact the relevant union or any of the departments below:

NSW Department of Industrial Relations Award Enquiry Service Centre
Ph. 131 628 Website: www.dir.nsw.gov.au

Federal Department of Workplace Relations and Small Business
Ph. (02) 9282 0888

WorkCover Authority of New South Wales
Ph. (02) 9370 5000 After hours emergency Ph. (02) 9214 9220

Common questions about awards

What is an award?

Awards are a legal requirement which deal with conditions of employment which organisations are obliged to follow when they are employing particular people to do particular jobs. These conditions of employment include: hours of employment, pay rates, penalty rates, loadings, allowances, leave entitlements, employment protection provisions and part-time or casual work.

An award sets out the rights and obligations of employers and employees engaged in particular types of work. There are many different types of awards to cover different industries and occupations. (NSW Department of Industrial Relations; Award Enquiry Service Centre, *Information sheet*)

Who is covered by NSW awards?

A NSW Award covers all employers and employees in the industry or occupation to which it relates, whether or not they were parties to the making of the award. Every NSW award has a clause which sets out the industry or occupation covered by the award. (NSW Department of Industrial Relations; Award Enquiry Service Centre, *Information Sheet*)

Why must you pay according to the award?

- organisations as employers are legally obliged to pay their staff according to relevant awards and conditions
- an employee could sue your organisation in an industrial or criminal court if the employer does not meet these obligations
- the union could also sue the employer in an industrial or criminal court
- an employee might take an unfair dismissal action if the employer fails to follow the correct procedures, as outlined in the particular award
- if found guilty, the organisation may pay fines, court costs or the amounts owing to the worker. If a suit is brought against your organisation, the court process is a costly and time-consuming process.

Enterprise Agreements

Some organisations may require that their staff enter into an enterprise agreement regarding their salary and working conditions instead of following the relevant industry award.

What is an enterprise agreement?

- An enterprise agreement sets out the rights and obligations of employers and employees engaged in particular types of work in an enterprise. It may be negotiated between an employer and either the employees concerned or a union on behalf of those employees.
- An enterprise agreement must comply with all NSW laws which provide employment rights and obligations, such as minimum entitlements to parental, annual and long service leave.
- Every enterprise agreement must be in writing and signed by or on behalf of the parties. The parties to the agreement must be named and the agreement must state the employees who will be covered by the agreement.
- Enterprise agreements are generally for a fixed term of between one and three years. However, an enterprise agreement continues in force beyond that term until rescinded.
- Enterprise agreements override inconsistent award provisions.
(NSW Department of Industrial Relations; Award Enquiry Service Centre *Information Sheet*)

Enterprise Agreements under the *Industrial Relations Act 1996*

The 1996 Industrial Relations Act changed the requirements and process for the approval of enterprise agreements. The purpose and effect of enterprise agreements has not changed, and existing enterprise agreements will be preserved until the expiration of their term.

However, there are important new safeguards to avoid exploitation.

An agreement will be approved by the Commission only if:

- the agreement complies with all relevant statutory requirements
- the agreement does not, on balance, provide a net detriment to employees when compared with the aggregate package of employment conditions that would otherwise be available under the relevant award
- the parties understand the effect of the agreement
- the parties are entering the agreement free from duress
- the agreement does not unfairly exclude some employees.

When negotiating an enterprise agreement without union involvement, an employer must notify the Commission's Industrial Registrar who will then notify any relevant industrial organisations. The Registrar will also assist the Commission to determine whether the agreement should be approved, by preparing a report comparing the proposed agreement against the prevailing award conditions.

Relevant Unions will have a right to be heard when the Commission is processing an agreement, but will not have a right of veto over the agreement, State peak councils, the President of the Anti-Discrimination Board and the Minister for Industrial Relations also have a capacity to intervene in such proceedings.

(The above information is quoted in part from NSW Department of Industrial Relations/Workplace Change NSW information sheet under the same title. For more detailed information, contact Workplace Change NSW on Ph. (02) 9243 8895 or 1800 803 836, or speak with your Union representative.)

Employers' Unions

Jobs Australia (formerly national Skillshare Association Ltd.)

Jobs Australia is the national peak industry association for not-for-profit community sector organisations which assists unemployed people in Australia to gain and retain work.

Services Jobs Australia provides to members include:

- Information and consultation on policy
- Professional development and training
- Legal, financial and industrial relations advice and insurance
- Market research and marketing.

For more information contact

Jobs Australia

PO Box 299, Carlton South 3053

Ph. (03) 9349 3699 or 1800 060 098

Fax. (03) 9349 3655

Employers' Federation of NSW

The Employers' Federation is an independent, non-profit, private sector association funded by members. It helps member employers and employing organisations. It:

- provides the expertise you need to manage your employees;
- provides you with information about the awards covering your employees;
- can represent employers in award negotiations;
- keeps you up-to-date on changes and answers all your questions (it can also sell you a loose-leaf awards document);
- can represent employers in any employment-related issues or court cases;
- gives you specialised information which you cannot get from a government department, an accountant or an industry association which does not specialise in employer services;
- offers over 80 training courses at reduced cost to members and runs free briefings and seminars on current issues, that come as part of membership;
- provides occupational health & safety information;
- can arrange audits.

For more information contact

Employers' Federation of NSW

313 Sussex St, Sydney 2000

PO Box A233, South Sydney 1235

Ph. (02) 9264 2000 (Membership Co-ordinator)

Fax. (02) 9261 1968

Induction Package for New Management Committee Members

New management committee members often feel overwhelmed by the amount of information, jargon and responsibilities they face. Giving them an induction package when they first join the organisation can make a new member more informed and confident about becoming involved in decision-making processes.



- Ask an experienced person from your management committee to go through the Induction Package with the new member.
- Organise a buddy or mentoring system between new and more experienced members.

Information in the induction package could include:

- Organisation's Vision, Philosophy, Aims and Objectives
- Pamphlet on Organisation / service
- Annual Report for the past year
- Annual Plan
- An Organisational Calendar, highlighting key dates
- Accountability details, e.g. attendance at management committee meetings, reading of monthly financial and workers' reports, supervision, staff performance appraisal
- Dates and times of management committee meetings
- Copy of recent committee meeting agenda and minutes and workers' monthly reports
- Roles and Responsibilities (or job descriptions) of Executives of Committee: Chair, Secretary, Treasurer and other key members, e.g. Publicity Officer
- Addresses and telephone numbers of management committee members
- Names of other staff and their roles (plus work telephone or extension numbers)
- Job descriptions of all workers (and their individual Workplans if developed)
- Code of Ethics of Organisation
- Diagram of Organisational Structure
- List of Policies and Procedures
- Copies of Grievance and Disciplinary Procedures for staff
- Annual budget and copies of monthly financial reports of organisation / service / programs
- Referral networks: contact lists
- Meetings to attend, e.g. committee, sub-committee, supervision, staff appraisals
- Information about practical systems, such as:
 - Phone / fax / photocopier
 - Filing system, e.g. staff records, funding agreement etc.
 - Location of important management committee correspondence
 - Location of minutes book
 - Tea and coffee
 - Security and keys
 - Stationery
 - Lights / heating etc.
 - Emergency procedures
 - Location of Policies and Procedures Manual
 - Location of Induction Package
 - Location of the DoCS Management Resource Kit

You can add to or delete some of these suggestions, depending on what is relevant to your organisation.

Induction Package for New Workers

A new worker needs guidance and support when starting work. It is important to allow the new worker some time to orient themselves to their new position. During this period, the worker can become familiar with the organisation's aims and objectives, meet other staff and management committee members and begin networking in the sector.

An induction package (in a loose-leaf folder) will help the worker settle into the new position and provide the starting point for further questions and discussion about the position or the organisation.

Information in your Induction Package could include:

- Organisation's Vision, Philosophy, Aims and Objectives
- Letter of appointment, outlining salary and conditions of employment, agreed starting date etc.
- Annual Report for past year
- Annual Plan
- Code of Ethics of Organisation
- Diagram of Organisational Structure
- Accountability details, e.g. management committee meetings, monthly report requirements, supervision, staff performance appraisal, staff meetings
- Job description (and Workplan if developed)
- Job contract, with conditions and rights
- List of Organisational Policies and Procedures
- Copies of Grievance and Disciplinary Procedures for staff
- Annual Budget and Financial Reports
- Pamphlet on Organisation/service
- Referral networks: contact list, referral agencies, interagencies etc.
- Employment Details forms: taxation, bank details, superannuation, union membership
- Meetings to attend, e.g. staff, interagency, management committee, staff appraisals and supervision
- Information about practical systems, such as:
 - Phone, fax, photocopier, computers, email
 - Tea and coffee
 - Petty cash
 - Security and keys
 - Stationery
 - Team functions / obligations
 - Lights, heating etc.
 - Emergency procedures
 - Location of Policy and Procedures Manual
 - Location of Induction Package
 - Location of the DoCS Management Resource Kit
 - Location of staff meeting minutes
 - Location of management committee minutes

You can add to or delete some of these suggestions, depending on what is relevant to your organisation.

Code of Behaviour for Management Committee Members

The Department of Community Services expects funded organisations to develop Codes of Behaviour for staff and for management committees.

Below is an example of a Code of Behaviour for management committees.

Sample Code of Behaviour for Committee Members

Members agree to:

- Support the aims and objectives of the organisation
- Observe the rules of the organisation, including those set out in the Constitution, the *Associations Incorporation Act 1984* and any other rules set by the management committee or the membership of the organisation.
- Follow policies and practices in the organisation's Policy & Procedures Manual.
- Attend committee meetings and send apologies if unable to attend.
- Not act on matters without the consent of the committee including not interfering in the day to day operations of the organisation.
- Represent the organisation in a positive way.
- Not discuss confidential issues with people outside of the organisation or with staff or members of the organisation without the consent of the management committee.
- Follow grievance procedures set down by the management committee to resolve conflicts with staff, other management committee members or members of the organisation.
- Not abuse, physically or verbally, consumers, staff or members of the organisation.

Signed:

Date:

(*Managing a Community Organisation* LGCMS, 1995)

Professional Development for Management Committee Members and Workers

In order to provide high quality services to clients it is important to offer professional development and training opportunities for all members of your organisation, including volunteers. It could be in the form of short workshops, longer courses or attendance at important conferences and forums.

Below are some of the training areas which are relevant to the issues discussed in the Kit.

Training to assist in planning, developing and evaluating services

- Community development and assessing community needs
- Strategies for advocacy and lobbying
- Developing, writing and analysing client surveys or feedback sheets
- Report and submission writing
- Policy development
- Monitoring, reviewing and/or evaluating services and programs
- How to promote and market your service or program.

Training in staff management issues

- Industrial relations issues for employees and employers including union options
- Legal issues affecting management committees
- Equal Employment Opportunity regulations
- Affirmative Action
- Occupational health and safety and duty of care responsibilities
- Developing disciplinary procedures for staff and management
- Complaints handling policies and procedures
- Processes for staff appraisal
- Developing policies and procedures for your organisation
- Professional supervision.

Training in team building, conflict resolution and mediation

Some specific areas of focus could be:

- staff/management relations, communication skills, conflict resolution and negotiation strategies
- communication between workers and clients in a culturally diverse workplace – particularly around areas of misperception and miscommunication.

Best practice training – training in cultural awareness

A deeper understanding and awareness of cultural issues and confidence in communicating cross culturally is essential for groups and individuals to work well together. Training sessions in cultural awareness could explore such areas as:

- looking at the importance of first language
- developing an open mind and a non-judgemental attitude
- the consequences of stereotyping, labelling and prejudice
- challenging racism in the community and changing racist attitudes and practices
- examining and clearing common myths and looking at the realities of people from other cultures and Aboriginal and Torres Strait Islander people living in the region
- identifying the value and purpose of Access and Equity policies in relation to people from other cultures and disadvantaged groups.

Access and Equity training

Training in Access and Equity issues can help make management committee members and workers more aware of how to best help your services reach disadvantaged and disempowered members of your community.

Access and Equity training sessions could include:

- defining the concept of access and equity
- addressing access and equity issues in relation to different sets of needs, e.g. people from Aboriginal and Torres Strait Islander communities and those from non-English speaking backgrounds, families with children, people with disabilities, young people, homeless people, geographically and socially isolated groups, sole parents and other disadvantaged groups
- how to undertake an Access and Equity Audit in your organisation and then put strategies it into practice.

If you want to find out more about training in these areas contact the relevant training provider or ring the Management Training and Resource Unit at Western Sydney Community Forum on (02) 9897 2677 to be referred to the appropriate trainer/facilitator. Section 6 on 'Resource Organisations and Training Providers' gives more information about training opportunities.

Suggested Reading on Management Responsibilities / Duty of Care

Management Committee Leaflet Series, (LCSA) 1998

10 leaflets @ \$2 or \$4 per leaflet. See Section 6 for a full list of titles.

Local Community Services Association (LCSA) 6/66 Albion St, Surry Hills 2010, Ph. (02) 9211 3644 Fax. (02) 9281 0386.

Practical Policy Making: a guide to policy development for Community Organisations, Volume 2. Local Community Services Association, Sydney Ph. (02) 9211 3644.

Legalities: guidelines for running a community organisation

Graham Wheeler, 1994. Cost: \$15 or \$ \$13.50 (NCOSS members).

Incorporation: an explanation of the Associations Incorporation Act, Revised 4th Edition 1997 Graham Wheeler, \$17.50, \$15 (NCOSS members).

Both of the above books are excellent books that help community organisations on the legalities of running an organisation. Available from: NCOSS, 66 Albion St, Surry Hills 2010. Tel. (02) 9211 2599 ext. 501 or Fax.(02) 9281 1968.

Duty of Care Trainers Guide (for SAAP Funded Services),

Nick Manning & Ruth Barlow, 1997, Macquarie Legal Centre, Level 1, 250 Pitt St, Merrylands. Prepared for use by trainers of SAAP funded services.

Duty of Care: a guide for carers supporting people with disabilities

Ian Parsons, 1996, Villamanta Publishing Service.

EEO for Community Organisations

Office of the Director of Equal Opportunity (DEOPE), 1997

To obtain copies contact DEOPE, Level 11, 28 Margaret St, Sydney 2000 Ph. (02) 9248 3555, Fax. (02) 9248 3500.

Resources on Industrial Relations

Enterprise Bargaining in NSW - enhancing productivity innovation and equity - A step-by-step guide - 54 pages, \$10

Joint Consultation - 30 pages, \$10

Small Business Employer's Handbook - 80 pages, \$20

Employment Handbook - 74 pages \$20

Workplace Change NSW, NSW Department of Industrial Relations.

For these and other booklets Ph. (02) 9243 8894 or (02) 9243 8895 or Fax (02) 9243 8896.

Just Relations: Industrial relations for the community services industry, Deb Tipper, 1998.

Provides information and assistance for workers and management on industrial relations issues. Cost: \$23 or \$19.50 to members. Available from NCOSS, 66 Albion St, Surry Hills 2010 Ph. (02) 9211 2599

Preventing violence in the accommodation services of the social and community services industry, NSW Department of Community Services / WorkCover Authority of NSW, 1996, Ph. (02) 99370 5000.

WorkCover child care information

WorkCover Authority/NSW Department of Community Services. Contact WorkCover Authority of New South Wales. Ph. (02) 99370 5000.


For more information about duty of care see relevant Government and Departmental policies (contact your Community Program Officer or Children's Services Adviser for details. Refer also to section 1 'About DoCS funded Programs' in this Kit)

Section 4 – Planning Processes

This section looks at the planning processes for your organisation required by the Department of Community Services
It includes:

 Why take a planned approach to community management?

 Planning and delivering services

 Access and Equity

 The Planning Cycle

 Organisational Planning

 Management Committees' Planning Responsibilities

 Organisational Calendar

 Annual General Meeting (AGM) Checklist

 Networking

 Suggested reading

Why take a Planned Approach to Community Management?

Taking a *planned approach* to managing your organisation will assist your organisation to:

- reduce and/or limit panic or a management-by-crisis approach
- avoid missed deadlines and rushed submissions
- achieve its aims and objectives in a considered manner
- encourage your committee to respond - rather than to react - to issues
- enable various tasks to be completed in time and to plan for the future
- increase the confidence of committee members to be more involved in your organisation and in decision-making processes
- promote improved management practices.

(*Community Management Matters, the Committee Cycle*, Western Sydney Community Forum, 1991 – updated 2002)

Access and Equity

Ensuring all people have equal access to services and that funds are distributed fairly is an important criteria for DoCS funded projects.

The Department is committed to ensuring that:

- there is fairness in the distribution of resources
- diversity is recognised and promoted
- people have fairer access to services that will help them achieve a better quality of life for themselves and for their families
- people have better opportunities for genuine participation and consultation about decisions affecting their lives.

(NSW Government Programs for Aboriginal People)

DoCS requires you to run your services and programs fairly. Sometimes people from non-English speaking backgrounds, Aboriginal and Torres Strait Islander people, people who are isolated, or people with disabilities find it difficult to use services.

To make your service more equitable and accessible, ensure that:

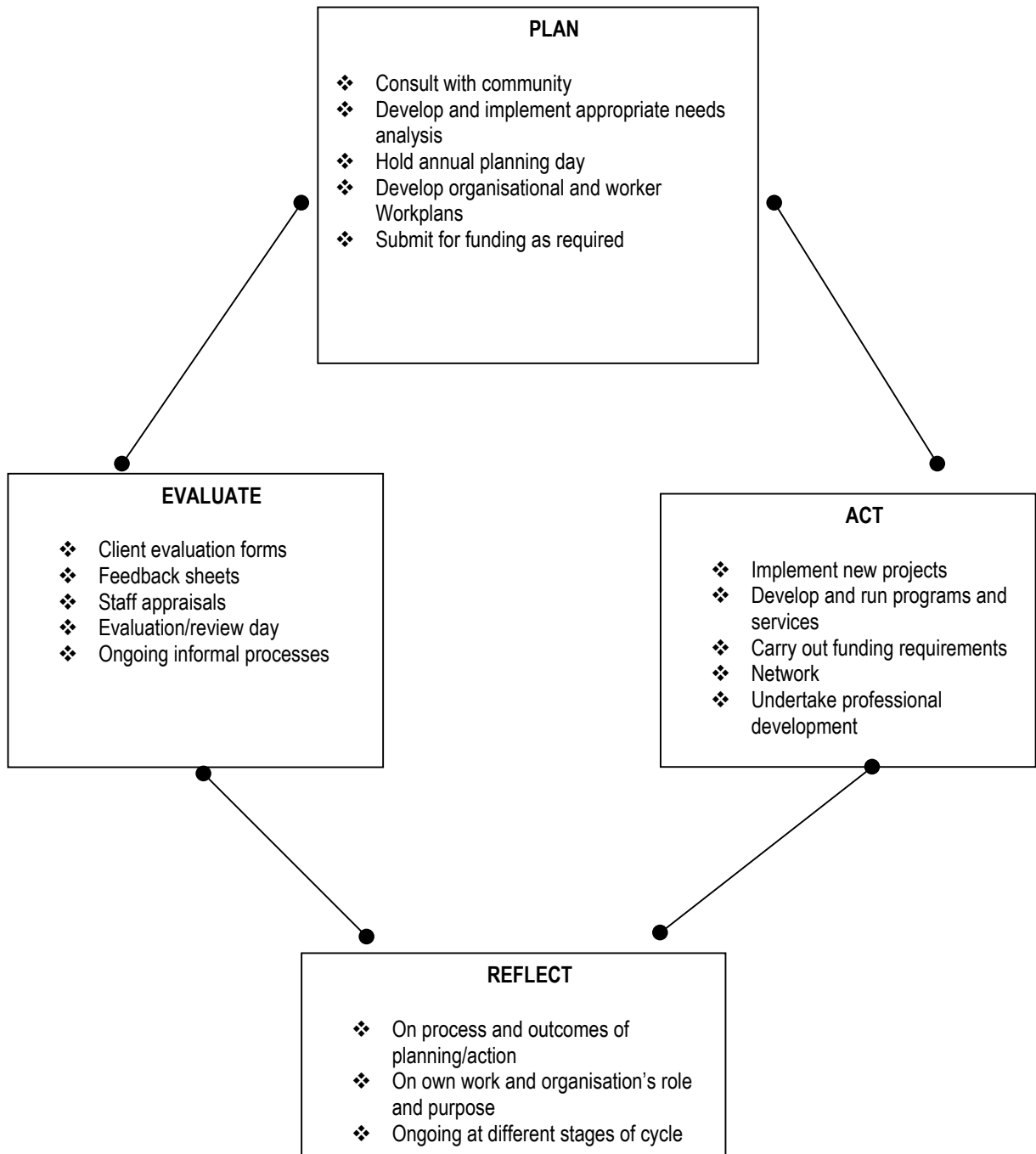
- it is in a location which is easy to get to (preferably near public transport)
- you use written and spoken language that is easy to understand and culturally appropriate
- you consider translating relevant brochures or publications into community languages
- toilet facilities and other rooms in the building are wheelchair accessible
- your service is available to people who need it, without discrimination on the grounds of gender, age, sexuality, sexual preference, race, ethnicity or disability. (While this is generally the case, some programs, e.g. gender specific services, may apply for exemption under the Anti-Discrimination Act.)

(Community Services Grants Program: Aims, Objectives and Outcomes, 1991, p. 20)

Strategies to ensure Access and Equity

- Develop access and equity policies and procedures for your organisation.
- Gather statistics and other demographic information and consult with disadvantaged groups in your community. This will help you form a picture of your local area and to identify needs so you can develop strategies to address them.
- Provide training in issues of cultural diversity and crosscultural communication for workers and management committee members.
- Regularly monitor and review your organisation's objectives and strategies relating to access and equity issues.

The Planning Cycle



Organisational Planning

As a management committee you need to be actively involved in the ongoing planning and evaluation of your organisation as a whole, as well as developing strategies for future needs assessment, planning and evaluation of particular programs and services.

Organisational planning takes place in four different yet interrelated ways:

1. Planning when Starting Off (sometimes called the Establishment Phase)
2. Ongoing Planning
3. Annual Planning and Evaluation, in a formally structured, regular way which meets your own organisational planning needs as well as DoCS Service Framework and Specification requirements
4. Informally, in an unstructured, periodic way.

Here are some key tasks needed for different stages of the organisation:

- 1) Starting Off (for organisations seeking funding)
 - Develop the organisation's or service's Aims and Objectives
 - Develop a Constitution
 - Make sure your organisation is incorporated, or under the umbrella of another incorporated service. This is also known as auspicing
 - Put in applications for funding to possible funding sources
 - Get approval of initial funding
 - Create job descriptions for all positions
 - Create a Workplan
 - Develop written policies and procedures for your organisation or service.

(The last three may happen before your funding submission, and you may need to review for small improvements - but *not* radical changes - before you employ anyone.)

2) Ongoing Planning

Once your organisation is up and running you need to:

- Develop Induction Packages for committee members and workers
- Ensure that new management committee members and staff are inducted into the organisation by a more experienced member (develop a buddy or mentoring system)
- Plan and hold regular committee meetings (normally monthly or bi-monthly)
- Ensure staff provide reports to regular committee meetings
- Assess community and organisational needs on a regular basis
- Assess training and professional development needs of staff and management committee members
- Establish a Calendar of Events for your organisation, including all of the above.

3) Annual Planning and Evaluation

You need to consider your organisation's Workplan and individual worker's Workplans:

- Hold Annual Evaluation and Planning Sessions for direction setting (this may occur after needs assessment or community consultations)
- Review previous Workplan and develop a new Workplan for all projects with staff and management involvement. Consider:
 - funding body requirements and funding proposals
 - the aims and objectives of the service or the project
 - what you've achieved in your previous Workplan
 - what still needs to be completed from previous Workplan
 - organisational assessment
 - performance appraisal of workers
 - review of job descriptions.

4) Informal annual events

It is good practice to organise some non-work-related informal activities for the management committee, volunteers and staff as well as the formal events outlined above.

Informal occasions give everyone an opportunity to have fun and informally share experiences and memories. They are a good team building opportunity for all people involved in the organisation and provide an opportunity to recognise the efforts of volunteers during the year.

Management Committees' Planning Responsibilities

(The following information on the Management Committee Cycle is adapted from *Community Management Matters 1*, Western Sydney Community Forum, 1991, updated 2002)

As outlined in 'Organisational Planning' on previous pages, community-based organisations move through an annual planning cycle of events, activities and tasks.

Some tasks may be a legal obligation, such as an Annual General Meeting, the preparation of the audited financial statement or the development of the Workplan.

Events, such as Evaluation and Planning Days, are a tool for more effective planning and service delivery and are an aid to successful completion of the funding requirements.

Professional activities, such as attending meetings, inter agencies and training workshops, provide management committee members and workers with the opportunity to develop new skills, to network with others and to develop collaborative working relationships.

These events, activities and tasks may vary from organisation to organisation. However, there are a number of KEY ELEMENTS to any management year. These elements are:

Annual General Meeting (AGM)

This requires you to:

- Present an Annual Report of the organisation's activities. This is a good way to let your organisation and your members know what you have done in the last year.
- Elect an Auditor.
- Present a Financial Report, which also needs to be sent to DoCS and the Department of Fair Trading.

The AGM could be linked with a guest speaker, a consultation process or the launch of a new service or publication. For more detailed information on Annual General Meetings, refer to the AGM checklist in this section.

Induction of new management committee members

When you orientate or induct a new member you can:

- Introduce new members to other committee members and staff
- Provide new members with the Induction Package
- Provide training for new management committee members (see list of training providers in Section 6 of this Kit)
- Make sure all committee members (incoming and current) are aware of the organisation's aims and objectives, structure, job descriptions, current plans and the roles and responsibilities of management and staff (these should all be included in the Induction Package).

Consultation or needs assessment for planning days

Part of your organisation's work includes finding out what the local community and your clients' needs are. You should develop mechanisms to consult service users, the local community, special needs groups, co-workers and interagency members (e.g. focus groups and surveys) to find out:

- what issues / needs they consider should be addressed by your organisation in the next year
- their views on the operation of the organisation - strengths and weaknesses.

Evaluation and review days

These are a chance for the management committee and staff to reflect on the previous 12 month's work.

The sessions can be full or half day sessions (it is important not to rush it).

In an evaluation session you would:

- Evaluate the extent to which intended outcomes (objectives) were met

- Review aims, objectives, strategies and structure in light of any needs or issues raised

Evaluation is an important part of your organisation's planning processes and can be an ongoing process throughout the year.

Planning days

These are crucial for your organisation's own needs

In a planning session you can:

- Reconfirm your organisation's vision, aims and objectives
- Decide future work, based on identified community needs
- Set objectives for management and staff
- Share ideas on strategies to meet objectives
- Look at how objectives will be measured
- Prepare (organisational and worker) Workplans for the year.

Staff appraisal

Staff appraisals help to keep you informed about how the workers are going as well as giving them vital feedback. They are an important tool to plan for professional development and training needs. They should be done at least once a year.

Staff Appraisals can:

- be carried out by an Employment Sub-committee or Appraisal Panel (including at least one management committee member)
- appraise and evaluate a worker's achievements, concerns and ideas regarding their positions in relation to their job descriptions and Workplan.

Submissions to funding bodies

- Submit Service Specifications, ASPARD or other funding agreements annually or as required by funding bodies. (Use the information gathered from planning processes, Annual Report etc. to complete the Planning Document. If necessary, seek assistance from Western Sydney Community Forum (WSCF), the Local Community Services Association (LCSA) or the Department of Community Services (DoCS).
- Explore options for funding for new projects from various funding sources. (You can obtain a copy of the Funding Calendar from WESTIR. See Section 6 for WESTIR contact details.)

Organisational Calendar

The Organisational Calendar below is a guide to key DoCS funding-related events as well as a reminder of other significant dates. Add other dates that are relevant and important to your organisation and/or your Workplan.

January	26	Quarterly payment due from DoCS CSAs review ASPARDS and provide feedback to organisations
February	19	Negotiation regarding service specifications with DoCS – in the future this will be three yearly (SAAP, CSGP, OOHC)
March		CSAs assess ASPARDS and recommend services that meet service standards for continuation of funding
April		Quarterly payment due from DoCS
May		Service Agreement sent to services for signature
June		Signed Service Agreement to be sent to DoCS Network Office
July	5-11	Quarterly payment due from DoCS ASPARD for next financial year sent to organisations from DoCS Parent Survey for Children's Services due
August		Representative Week for Children's Services
September		
October		Quarterly payment due from DoCS Report of Achievements to be sent to DoCS (SAAP & CSGP) Audited Financial Statements to be sent to DoCS Annual General Meeting Report to be sent to DoCS
November		
December		ASPARD due for all CSP projects

Checklist: Preparing for Your Annual General Meeting (AGM)

(Adapted from Mountain Community Resource Network's AGM Checklist)

Action	Timing	Who is responsible?
Set date for AGM Make decision about activity for AGM, e.g. guest speaker, consultation, launch Discuss ideas for suitable, accessible venue	13 weeks before	Management Committee
Organise guest speaker Arrange officials for AGM - AGM Chairperson - Returning Officer	8 weeks before	Chairperson/ Co-ordinator
Review previous year's Annual Report and previous year's AGM agenda - make decisions about changes etc.		Management Committee and all staff
Decide on any Special Motions, changes to the Constitution etc. to be put to the meeting		Management committee
Book venue		Staff member
Ask for Certificate of Currency from Insurers		Staff member
Workers & executive committee members to write AGM Reports	6 weeks before (due 4 weeks before)	All workers Chairperson/ President, Secretary
Send out AGM invitations to members. Include Notice of Special Motions, nomination forms and other relevant information. (Invitations should include a RSVP and a childcare booking time)	5 weeks before	Staff member
Canvas members for Management Committee	from 5 weeks before	Management Committee and all staff
Make administrative arrangements e.g. <ul style="list-style-type: none"> • Organise printer (if necessary) • Public Announcement (PA) system • Photographer for meeting • Childcare: workers and play equipment • Refreshments 	3-4 weeks before	Staff members
Advertise AGM and associated event: Place Public Notice in local paper Write press releases and send them to newspapers	4 weeks before 3 and 2 weeks before	Publicity Officer or Co-ordinator
Begin to prepare Annual Report Collect Reports from: <ul style="list-style-type: none"> • Chairperson • Treasurer (including Audited Statement) • Co-ordinator • Other workers. Select photographs and graphics	From 4 weeks before	Staff member

<p>Start to finalise Annual Report Type drafts as they come Edit drafts Type final version of Report Design cover page Organise final layout, including photos/graphics Organise printing / photocopying</p>	<p>4-3 weeks before</p>	<p>Staff member</p>
<p>Final Preparations Prepare Agenda and list of any Special Motions Photocopy for those attending and for mailing out to relevant people</p> <p>Check AGM Report Confirm administrative arrangements</p>	<p>From one week before</p>	<p>Co-ordinator and staff members</p>
<p>After the AGM Inform Department of Fair Trading of new management committee members and Executive and send Form 12 Financial Statement to the Department of Fair Trading</p> <p>Send copy of Annual Report and Audited Financial Statement to Department of Community Services</p>	<p>Within one month after AGM</p> <p>Within 3 months</p>	<p>Public Officer</p> <p>Chairperson and treasurer</p>

Networking

A network is a structure of committed relationships where people are working together out of an aligned intention. A network is an opportunity for full partnership and contribution.

(Source unknown)

Networking involves finding areas of common interest and information from others (individuals, groups, agencies and organisations). The goal of networking is to create lines of communication which may be helpful to all parties and open up opportunities for support and co-operation.

Networking involves cultivating *formal* and *informal* links with:

- individuals and groups elsewhere *in your organisation*
- individuals and groups working *within your particular service area*
- workers and organisations *in the broader human services area*.

Networks can be developed:

- to establish a base for political action
- as a source of support, information, co-operation and collaboration
- to develop effective working relationships with workers from other sections of your organisation
- to develop effective working relationships with workers from other services
- to increase effectiveness of your project by making links with related organisations
- to reduce workload and duplication of effort
- a combination of all of the above.

Informal network opportunities often happen at:

- conferences, workshops and training sessions
- professional and union meetings
- social events
- during collaborative work projects or activities

(*Working in Human Service Organisations*, Jones, A. & May, J, 1992 Longman: Melbourne Australia)

Networking in Cumberland, Blacktown/Baulkham Hills

Consultative meetings with CSGP, SAAP and CSP services occur on a regular basis. For information about dates and times contact your Community Program Officer or Children's Services adviser at Cumberland on Ph. (02) 9630 0199 or at Blacktown/Baulkham Hills on 9208 4459.

Other formal networks in the Cumberland Prospect Area

There are a number of interagencies that cover local government areas in Cumberland Prospect, e.g.:

- Migrant interagencies/Multicultural networks
- Generalist interagencies
- Children's networks
- Youth networks
- Disability forums.

For information about interagencies and networks and when they meet:

- **For Generalist and Migrant Interagencies and Disability Forums** in Western Sydney, contact Western Sydney Community Forum on Ph. (02) 9897 2677.
- **For Children's Services Networks**, contact the Children's Service Development (or Planning) Officer at your local Council.
- **For Youth Networks or Interagencies** in Western Sydney, contact Youth Action & Policy Association (YAPA), Western Sydney Project on Ph. (02) 9687 1466.

Central Western Sydney Planning Group
PO Box 4033, Parramatta 2124
Ph. (02) 9683 2173
Fax. (02) 9683 2259
Email: ice@pnc.com.au

The Central Western Sydney Planning Group works with community development workers and social planners based in the Auburn, Parramatta and Holroyd Local Government Areas. It aims to promote Central Western Sydney as an identifiable region, identify the needs and issues affecting residents and communities throughout the region and review and consider plans of services and facilities to meet these needs.

Network Opportunities with Aboriginal Groups
Metro West Area Aboriginal Advisory Group (MWAAG)

This is a representative group of aboriginal people who meet monthly to discuss DoCS funding issues relating to services.

- Aboriginal Communities meetings and functions
For more information about Aboriginal meetings and functions and networking with the Aboriginal community, contact the Community Program Officer (Aboriginal) at DoCS on Ph. (02) 9208 4541

When working with Aboriginal families and communities, networking should extend beyond these boundaries, as extended family ties go outside of existing boundaries.

Reconciliation Groups and Reconciliation Circles
Contact ANTaR for your local reconciliation circle:

ANTaR: Australians for Native Title and Reconciliation
19a Quirk St, Rozelle 2039
PO Box 1176, Rozelle 2039
Ph. (02) 9555 6138
Fax. (02) 9555 6991
Email: antar@antar.org.au
Web page: www.antar.org.au

A reconciliation group is held at Karabi in Wentworthville. For more information Ph. (02) 9631 6575.

Suggested Reading

Resources by Paul Bullen

Writing a service delivery plan , 5 pages

Evaluation Tools and Activities for ongoing evaluation in community organisations, 8 pages

Strategic Planning Outline, 2 pages

Policy: Documenting Your Organisation, 8 pages

The resources above are by Paul Bullen, Management Alternatives Pty. Ltd. Sydney. They are available free of charge on Paul Bullen's Website: www.mapl.com.au

Paul Bullen also has short papers and other articles and publication information available on his website.

The above booklets are also available from the Council of Social Service of NSW (NCOSS) and the Local Community Services Association (LCSA).

For more information and booklists contact:

Local Community Services Association (LCSA) on Ph. (02) 9211 3644 Freecall 1800 646 545

Council of Social Service of New South Wales (NCOSS) Ph. (02) 9211 2599

Section 5 – Developing Workplans

This section looks at:

 **What is a Workplan?**

 **Underlying needs, social and organisational issues**

 **Objectives and Key Activities**

 **Measures**

 **Objectives, Key Activities and Measures – CSGP & SAAP**

What is a Workplan?

A Workplan is a document where your organisation identifies what you will be doing for the next twelve months (*identifying objectives*), how you will be doing it (*identifying activities*), and how you will know it has been successful (*identifying output and outcome measures*).

A Workplan is a **planning document**. It is a plan for the work to be carried out. It tells you and funding bodies what you are trying to achieve or improve for your clients or for your community. It tells where you are heading for the year and how you are going to get there.

Workplans should respond to arising and changing needs in your community and in your organisation through the development of Objectives and Key Activities.

The Workplan Objectives and Key Activities should **relate to the purpose of the funding AND link to the aims of the service**.

When developing Workplans for CSP , they need to be developed consistent with the ASPAARD.

CSGP, SAAP,OOHC will not be required to develop workplans to be submitted to the department as they have been replaced by service specifications. However the development of a workplan is useful to guide service development and as a basis for the service specifications.

Organisations should base their Workplans on the financial year (July to June), as the funding year is the financial year. A few projects - such as funded pre-schools - can base their Workplans on the calendar year.

Underlying needs, social and organisational issues

- Workplans should reflect local (community) needs.
- Local needs should be constantly monitored, as there can be changes in need over time and services should be responsive to these changes.
- Workplans must **identify the needs of the people who use the service**:
 - What input do clients have in the service provision?
 - How is the service responding to the needs of clients?

Therefore, the planning process needs to clarify how you identify what people in your community, including the users of your service, need from your service.

Workplans also need to reflect the needs of the organisation, management committee members and workers.

For example, have you identified through your planning processes a need for:

1. specific or ongoing training or other professional development opportunities for workers to give the best quality service to clients?
2. new or ongoing publicity of services and programs?
3. special projects?
4. review of roles and responsibilities?
5. development of policies?
6. links to the community
7. maintenance?
8. special needs groups?

Booklets, pamphlets and information on needs assessment and needs analysis are available from the Local Community Services Association (refer to Section 6 on 'Resource Organisations and Training Providers' of the Kit) and the Council of Social Service of NSW (NCOSS).

Objectives and Key Activities

Objectives state what improvements you aim to achieve to provide a better service to your clients.

Objectives are developed from identified needs or goals. They are specific statements of what you intend to achieve in order to reach your goal or to meet an identified need. A number of objectives are often attached to each goal or identified need.

Ideally, objectives are **SMART**:

- 📌 **Specific**
- 📌 **Measurable**
- 📌 **Achievable**
- 📌 **Realistic (also Relevant and Results oriented)**
- 📌 **Time-framed**

It is not essential for an objective to have a time-frame attached to it. However, sometimes it makes it easier for planning and evaluation purposes if it has.

When writing objectives it helps **NOT** to use words such as:

- to eliminate
- to stop
- to prevent.

They are not really objectives, because they are neither achievable or realistic. They could, however, be seen as visions or long term goals.

When you develop your organisation's Workplan, it makes it easier to read and understand when you write the objectives under headings that clearly identify which group or service you are writing the objectives for and what you hope to achieve for that particular group. Start a new page for each new heading.

Key Activities are the things your organisation will actually do to achieve the Objectives. It will usually take more than one Key Activity to achieve an Objective

Developing Objectives and Key Activities

For the CSGP the Objectives and Key Activities for services provided to **clients** are identified in the Service Specifications. Organisations must use these descriptions when completing Service Specifications in the way outlined in the Specification and the Service Frameworks.

Workplans should also include objectives and activities for effective **management committee operations**. When developing objectives and activities for ensuring effective management committee operations, the following are examples of questions which you may need to address:

- How are you going to ensure that you are managing the service effectively and efficiently?
- Do your objectives address occupational health and safety issues?
- What management skills training do you need?
- How will you ensure good money management and financial reporting practices?
- What policies and procedures are in place and do any need to be developed or updated?

The Workplan also needs to address **staff management issues**.

- How are staff to be supervised and supported?
- Are there complaints and disputes procedures in place?
- How are Occupational Health and Safety issues addressed?
- What training is to be undertaken during the year?

The Workplan needs to show **service development**. No service should remain the same year after year. No Workplan should be the same year after year. The service should be following the planning cycle throughout the

year (plan, act / implement, evaluate, review/reflect). The Workplan should be written according to the outcomes of the planning cycle.

Measures

Measuring what you do is the basis for organisational evaluation and planning. Measures are the way your organisation and funding bodies know whether the Key Activities you have undertaken have been effective in meeting Objectives.

CSGP and SAAP Service Specifications identify the Outcome and Output measures appropriate to particular Objectives and Key Activities.

Outcome measures assess the impact of the services provided on clients, the community or the organisation itself.

Output measures show that the products or service provided by an organisation are actually used by the client or community, or that the organisation had produced specific policies, systems and so on as a result of its organisational Key Activities.

Objectives, Key Activities and Measures – CSGP & SAAP

CSGP

For the **CSGP** the Objectives and Key Activities for services provided to **clients** are identified in the Service Specifications. Organisations must use these descriptions when completing Service Specifications in the way outlined in the Specification and the Service Framework. The following examples of Objectives, Key Activities and Measures of service provision are taken from the Service Specification User Guide for the **CSGP**.

Objective	Key Activity	Output measures	Outcome measures	Frequency of data collection
Supporting children, young people, individuals and families so that they can enhance their independence, safety, self-esteem and/or quality of life within the community	Provide counselling/intensive or crisis casework or support/ therapeutic intervention/ group work to individuals and families	<ol style="list-style-type: none"> 1. No of clients/cases by number of sessions 2. No of requests not able to be met 3. No of case closures 	<ol style="list-style-type: none"> 1. Percentage of cases where the risk of crisis is reduced or prevented according to staff assessment 2. Percentage of families or individuals with improved self-esteem independence, safety and/or quality of life according to staff assessment 	1. Outputs collected weekly and averaged per quarter
Building strong communities and social capital/undertaking community development, so that communities are well informed, resourced and connected and equity and diversity are embraced	Advocate on community issues and related social justice issues affecting local communities	<ol style="list-style-type: none"> 1. No of submission/ representations made on policy issues on behalf of community members. 2. No of social action groups resourced 	1. No and example of goal or changes achieved as a result of advocacy	Bi-monthly

SAAP

The approach for **SAAP** is different. SAAP does not use the terms Objectives and Key Activities. The SAAP Service Framework identifies:

- Types of support services that may be provided
- Four support levels for each service type
- A number of client outcomes and outputs

The first two of these roughly correspond to Key Activities as the term is used in the CSGP.

IT IS ESSENTIAL THAT ORGANISATION FAMILIARISE THEMSELVES WITH THESE DIFFERENT APPROACHES WHEN NEGOTIATING AND COMPLETING SERVICE SPECIFICATIONS.

Section 6 – Resource Organisations and Training Providers


This section looks at:


 Resource organisations and training providers, including peak bodies

 Useful Publications on Community Management

Resource Organisations and Training Providers

This section gives you information on many organisations and training providers who can assist you in better managing your organisation. It is a selection of key organisations. If there are changes to the details or you think something important has been omitted please let us know on the feedback sheet on the inside pocket of the Kit.


The organisations are listed in alphabetical order and provide a range of services, publications and training. **The symbol  is used to highlight organisations that provide training.**

 Anti-Discrimination Board (ADB)
Level 17, 201 Elizabeth St, Sydney 2000
Ph. (02) 9268 5555 Freecall: 1800 670812
TTY (02) 9268 5522
Fax. (02) 9268 5500
PO Box 12122, Sydney South 1235

Website: www.lawlink.nsw.gov.au/adb


The ADB provides:

- training courses on the scope of the Anti-Discrimination Act, The Board and Developing Strategies on advising clients about their rights under the Law, and handling problems.
- a free, specialist advisory service to any NSW employer, manager or their representative and more 'in depth' consultancy services
- a range of practical publications.

 The Association of Children's Welfare Agencies (ACWA)
Level 2, 323 Castlereagh St Sydney 2000
Ph. (02) 9281 8822 Freecall 1800 649 613
Fax. (02) 9281 8827
PO Box 1240
Locked Bag 13
Haymarket 1240

Website: www.acwa.asn.au

ACWA supports non-government agencies that provide services to children and young people and their families. Some of the services they provide include policy development for organisations and governments, advocacy support, and training (through the Centre for Community Welfare Training). They also distribute a newsletter and organise conferences, seminars and forums.

 The Centre for Community Welfare Training (CCWT)
Level 2, 323 Castlereagh St, Sydney 2000
Ph. (02) 9281 8822
Fax. (02) 9281 8827
PO Box 1240
Locked Bag 13
Haymarket 1240
Email: ccwt@acwa.asn.au
Website: www.acwa.asn.au/ccwt/

CCWT is the training arm of ACWA. It provides an extensive range of training opportunities to management committee members and workers from member and non-member organisations. CCWT provides training for people working with children, young people and families, as well as general professional self-development and management workshops.

Examples of management courses run by CCWT include:

- Conflict resolution and mediation for Managers and Co-ordinators

- Team development and time management
- Strategic Planning
- Service Evaluation
- Project Management
- Managing grievances and complaints
- Making your service accessible
- Policy development

Call CCWT for their course handbook that outlines details of courses.

 Australian Council of Social Service (ACOSS)
 Locked Bag 477
 Strawberry Hills 1420
 Ph. (02) 9310 4844
 Fax. (02) 9310 4822
 Email: acoss@acoss.org.au
 Website: www.acoss.org.au

ACOSS is the national peak council of the social and community welfare sector across Australia. It plays a key advocacy role in working towards creating a more just and equitable society.

ACOSS Publications include:

Impact - a monthly magazine on current issues in the community welfare sector

Australian Journal of Social Issues - a quarterly journal featuring detailed reports of current social research, exploring practical and theoretical issues and problems.


ACOSS Papers - cover major policy issues and present the results of ACOSS research

A number of one-off broadsheets, discussion papers and updates on current social policy issues.

Australians for Native Title and Reconciliation (ANTaR)
 19a Quirk St, Rozelle 2039
 PO Box 1176 Rozelle 2039
 Ph. (02) 9555 6138
 Fax. (02) 9555 6991
 Email: antar@antar.org.au
 Website: www.antar.org.au

ANTaR is a national coalition, which emerged from the work of community organisations in support of Native Title. ANTaR acts in consultation with the National Indigenous Working Group (NIWG) to support them on Native Title. ANTaR provides a link between that group and the Australian community, particularly with non-indigenous Australians.

ANTaR produces a set of facts sheets on Native Title issues. It works closely with the Council for Aboriginal Reconciliation (details in this section), the National Native Title Tribunal and the Aboriginal & Torres Strait Islander Commission to work towards Native Title rights and reconciliation.

 Burnside
 13 Blackwood Close
 North Parramatta 2151
 PO Box 6866, Parramatta 2150
 Ph. (02) 9768 6866
 Fax. (02) 9630 0664

Website: www.burnside.org.au

Burnside is an agency of the Uniting Church in Australia which assists vulnerable children and families. Burnside provides a wide range of services including:

- Family counselling
- Substitute care
- Educational support
- Parent education programs in Western Sydney

- Group leader training throughout NSW

Burnside provides a Certificate in Groupwork Skills - a Vocational Education and Training Board (VETAB) accredited 40 hour training course which covers all aspects of groupwork practice.

 Centre for Education and Information on Drugs and Alcohol (CEIDA)

Rozelle Hospital Campus Rozelle
Private Mail Bag No 6, Rozelle 2039
Ph. (02) 9818 0444 Freecall 1800 816210
TTY: (02) 9818 2993
Fax. (02) 9818 0441
Website: www.ceida.net.au

CEIDA provides professional development courses, workshops, seminars and forums on alcohol and other drugs and related issues for workers in that field and other areas. Their courses include accredited Train-the-Trainer courses and accredited competency based courses. Telephone them for an Annual Training Calendar.

 Centre for Training and Community Development (CTCD)

15a Twin Rd, North Ryde 2113
PO Box 6394 North Ryde 2113
Ph. (02) 9878 2598
Fax. (02) 9878 3650

CTCD provides training for disability and other support workers. Their courses include:

- Support Worker Orientation Course
- Management Orientation Course
- Documentation
- Challenging Behaviour (VETAB Accredited).

They also provide courses for consumers, such as living skills based courses and courses in sexuality and protecting yourself from abuse. Contact CTCD for a training calendar that outlines their full range of courses.

 Community Child Care Co-op (CCC)

Hut 6/142 Addison Rd, Marrickville 2204
Locked Bag 19
Newtown 2042
Ph. (02) 9560 4771
Fax. (02) 9560 4781
Email: cccnsw@localnet.com.au

The Co-op provides managers (including management committee members) of long day care centres, pre-schools and other children's services with information, advocacy, publications, management advice, professional support and training.

Project officers will visit individual services to discuss particular professional support and training needs and will tailor their training to suit your need.

Support and/or training can address issues such as:

- Management roles and responsibilities
- Policy development
- Staff development and staff appraisal
- Meeting procedures
- Legal issues
- Grievances and complaints
- Conflict resolution
- Stress management
- A healthy workplace
- Communication styles and techniques for new managers
- Working relationships

- Financial management

They also publish and sell a range of books and manuals on these and other areas relating to community management.

 Community Services Commission (CSC)
 Level 3, 128-136 Chalmers St, Surry Hills 2010
 Locked Bag 16, Strawberry Hills 2012
 Ph. (02) 9384 4999 Freecall: 1800 060 409
 TTY: (02) 9384 4984
 Fax. (02) 9384 4948
 Email: mail@csc.nsw.gov.au
 Website: www.csc.nsw.gov.au

The Commission is an independent watchdog body that deals with complaints about community services.

It provides information for people who receive a service from the Department of Community Services, Home Care Service of NSW, or a service funded by DoCS, Home Care Service of NSW, or the Ageing and Disability Department, and for their families, close friends, advocates or guardians acting on their behalf. It produces a variety of leaflets for community service providers as well as consumers. Some leaflets, such as *Getting it write: Information for community service providers on the requirements to give consumers reasons for certain decisions*, are published jointly with the Community Services Appeals Tribunal. It also conducts complaints handling workshops.

 Conflict Resolution Network (CRN) Community Based Projects
 PO Box 195, Chatswood 2057
 Ph. (02) 9419 8012
 Fax. (02) 9419 4305
 Email: resolvit@gaspari.com.au
 Website: www.gaspari.com.au

The CRN provides community seminars, applied skills training, in-house support and training resources in:
 Conflict Resolution and Grievance Handling
 Decision-Making
 Problem-Solving and Team Building
 Negotiation and mediation
 Assertive communication

It sells a wide range of books, manuals, video and audiotapes on conflict management and conflict resolution.

 Council of Social Service of New South Wales (NCOSS)
 66 Albion St, Surry Hills 2010
 Ph. (02) 9211 2599
 Fax. (02) 9281 1968
 Email: info@ncoss.org.au
 Website: www.ncoss.org.au

NCOSS is the State peak body for the social and community services sector in New South Wales playing a key coordination, policy development, leadership and information role.

NCOSS produces a monthly newsletter (except for January) to member organisations. They also publish a wide range of publications on community management, social policy and research issues. Contact them for their publications list.

NCOSS holds an Annual Conference early each year, focusing on a particular theme. They also run training workshops and forums on a regular basis, on topics such as competitive tendering.

Ethnic Communities Council of NSW (ECC)
 221 Cope St, Waterloo 2017
 Ph. (02) 9319 0288

Fax: (02) 9319 4229
Email: eccnsw@thepla.net

Website: www.eccnsw.org.au

ECC is a peak state umbrella organisation that actively promotes the principles of multiculturalism and is involved in important issues which touch ethnic communities. They actively campaign for the rights of ethnic communities and to establish relevant services.

The ECC produces a news magazine *INFOCUS* which informs subscribers of developments in multiculturalism and ethnic affairs. They have a wide range of useful publications for people working with people from non-English speaking backgrounds, including the Ethnic Communities Reference Yearbook. Contact ECC for a list of publications.

 Family Planning Association of NSW (FPA)
328-336 Liverpool Road, Ashfield 2131
Ph. (02) 9716 6099
TTY: (02) 9916 8360
Fax. (02) 9716 6164

Website: www.fpahealth@fpahealth.org.au

FPA provides educational programs on health, welfare, sexual & reproductive health promotion. Consultants run sessions on counselling, communication, working with anger and the culture of sex racism.

 Family Support Services Association (FSSA)
PO Box 223 Glebe 2037
Ph. (02) 8512 9850
Fax. (02) 8512 9866


FSSA is a peak organisation for family support services and workers. It develops policies and programs for family support. Members are DoCS funded services. The FSSA has **training resource kits** covering topics such as child protection and working with families in crisis. They can send a trainer to work through the kit with workers and committee members.

 Family Worker Training & Development Programme (FWTDP)
51 – 59 Allawah Rd, Blacktown 2148
PO Box 512, Blacktown 2148
Ph. (02) 9831 4835
Fax. (02) 9621 8165
Email: fwtdp@pnc.com.au

FWTDP co-ordinates training for workers and management committee members in Western Sydney who work with families and their dependent children. Workshops include:

- Domestic violence – its impact on children
- Drugs and alcohol – how family members cope with the user
- Disabilities – working with people with disabilities (intellectual and mental health)
- Management committee training
- Counselling issues
- Child sexual assault
- Working with children
- Group workers' training

A training calendar and quarterly newsletter is provided to members.

 The Gowrie Resource Centre, Lady Gowrie Child Centre
Elliott Ave, Erskineville 2043
Ph. (02) 9517 2755
Fax. (02) 9550 5312/9519 7349

Website: www.gowrie/sydney.com.au or www.csnfw.org.au

The Gowrie Resource Centre provides a vast range of information, resources and support to organisations, workers and students in the child care field. This includes:

- The Gowrie Library and Books Sales (mainly mail order)
- Gowrie Information and Referral Services
- The Children's Services Switchboard
- The NSW Vacancy Register
- JET Child Care Resource
- Consultation Services

Gowrie Training Services has a separate Ph. (02) 9557 6156

Training about issues relating to quality service provision and access and equity. Staff will tailor training to meet the needs of individual services or communities.

Gowrie Vocational Training

Provides pre-service training through Child Care Access programs, through Traineeships or through training to support the delivery of either of these (Workplace Trainer Category 1 & 2).

The QI&AS Training and Support Service

Provides training and telephone and on site consultation for long day care centres working through the Accreditation process.

The SUPS Training and Support Co-ordination Project

Provides assistance to SUPS workers around NSW and co-ordinates with the SUPS Association the delivery of a training program for SUPS workers.



Immigrant Women's Speakout Association of NSW (IWS)

42 Station St East, Harris Park 2150

PO Box 31, Harris Park 2150

Ph. (02) 9635 8022

Fax. (02) 9635 8176

Email: women@speakout.com.cen.au

Website: www.speakout.org.au

IWS is a peak advocacy, information/referral and research body representing the ideas and issues of immigrant and refugee women in NSW. It undertakes community education and training, is active in community development projects and provides direct services in domestic violence and employment, education and training. Speakout produces a quarterly newsletter for members.



Local Community Services Association (LCSA)

6/66 Albion St, Surry Hills 2010

Ph. (02) 9211 3644 or 1800 646 545

Fax. (02) 9281 0386

Email: lcsa@pnc.com.au

LCSA is a statewide representative body which links and promotes locally managed, generalist community organisations. It assists and supports their work by providing training information and referral, telephone support and regular newsletters, as well as the production of a range of leaflets and handbooks.

They can provide members and others in the community with practical information, ideas and skills relating to community management, community consultation and service provision.

LCSA have a list of skilled people and can assist member organisations with appropriate training, facilitation or consultancy.

 Macquarie Legal Centre
Level 1, 250 Pitt St, Merrylands
Ph. (02) 9760 0111 (for legal advice and support)
Ph. (02) 9893 8866 (for information on training)
Fax. (02) 9760 2255
Email: macquarie_NSW@sct.fl.asn.au

Macquarie Legal Centre is a community legal centre that provides advice and support to individuals and groups in the local community on a range of legal issues. Macquarie provides training in the legal aspects of domestic violence and family law, and training for youth workers on such issues as duty of care, employment, police and social security issues.

Migrant Resource Centres / Migrant Services

The following centres provide information and referral, community and policy development, advocacy and direct services.

Auburn Migrant Resource Centre
17 Macquarie Rd, Auburn 2144
PO Box 788, Auburn 1835
Ph. (02) 9649 6955
Fax. (02) 9649 4688
Email: amrc@qpa.com.au

Website: www.amrc.org.au

Baulkham Hills Holroyd Parramatta Migrant Resource Centre
169 Macquarie St., Parramatta 2124
PO Box 1081, Parramatta 2124
Ph. (02) 9687 9901
Fax. (02) 9687 9990
Email: enquiries@bhhpmmc.org.au


Website: www.bhhpmmc.org.au

Blacktown Migrant Resource Centre
Level 2, 125 Main St, Blacktown 2148
PO Box 869, Blacktown 2148
Ph. (02) 9621 6633
Fax. (02) 9831 5625
Email: bmrc@qpa.com.au

Granville Multicultural Community Centre
8 Factory St, Granville 2142
Ph. (02) 9637 7600
Fax. (02) 9637 9446

Website: www.qmcc.org.au

Holroyd Parramatta Migrant Services
10a Octavia St, toongabbie 2146
Ph. (02) 9631 1777
Fax. (02) 9631 1376

 Multicultural Disability Advocacy Association (MDAA)
40 Albion St, Harris Park 2150
PO Box 381 Harris Park 2150
Ph. (02) 9891 6400 Freecall: 1800 629 072
Fax. (02) 9635 5355

Website: www.mdaa.org.au

MDDA aims to promote, protect and secure the rights and interests of people who are of a non-English speaking background (NESB) with a disability, and their families or carers in NSW.

Services are available to individuals with disabilities from NESB, their carers, parents and relatives and service providers in the government and non-government services and ethnic communities in general who are seeking information and advice about rights issues for people with disabilities from NESB.

MDDA conducts training for service providers, community organisations and government departments.



Network of Community Activities (Network)

66 Albion St, Surry Hills 2010

Ph. (02) 9212 3244

Fax. (02) 9281 9645

Email: network@netoosh.org.au

Website: www.netoosh.org.au

Network advocates for the rights of children. It acts as a resource for Out of School and Vacation Care Services. It also resources, informs, empowers and lobbies organisations and communities at local, state and national levels to be responsive to issues affecting school aged children in out of school hours (OOSH). Services include:

Information – library

- Reports, publications, newsletters
- Audiovisual material about OOSH services, community arts and activities for all ages and activities for people with disabilities

Advice on:

- Funding for OOSH programs and community activities
- Establishing new OOSH services/management
- Community development and networking
- Artists and course presenters to work on community projects and training
- Location of OOSH services

Resources (Guide available) and training

- Sale of “How to” series for OOSH Services and Vacation Care
- Videos for sale and hire to members
- Equipment for craft and outdoor games for hire to members
- Training and workshops on management, quality programming and activities
- Community activities – skills and information exchanges.



NSW Working Women’s Centre (WWW)

157 Wardell Rd, Dulwich Hill 2203

Ph. (02) 9559 5355 Freecall 1800 062 166

Fax. (02) 9559 5943

The Centre provides free and confidential information, advice and support for working women on:

- pay, work conditions and rights
- discrimination and harassment
- equal employment opportunity and affirmative action
- enterprise bargaining
- work injury, rehabilitation and health at work
- work and family issues
- education and training opportunities.

Information sessions can be arranged on the above topics for groups of women at their workplace or at a community venue. The Centre has information sheets on the above topic areas as well as a library of books and publications on women and work issues.



Public Interest Advocacy Centre (PIAC)
Level 1, 46-48 York St, Sydney 2000 DX 643 Sydney
Ph. (02) 9299 7833
Fax. (02) 9299 7855

Website: www.piac.asn.au

PIAC is an independent and non-profit legal centre which provides its services free or at minimal cost to people who have the least access to economic, social and legal resources and opportunities and their advocates.

PIAC's services include:

- **Legal Actions**, including test cases, representative actions, 'friend of the court' and other public interest legal interventions
- **Policy** - research, submissions, publications, advocacy, law reform and policy advice
- **Utility Consumers Advocacy Program (UCAP)**
- **Training** - advocacy skills for community workers, consumers, activists and lobbyists and in-house training for organisations

Reconciliation Australia
4G 65 Canberra Ave, Griffith ACT 2603
PO Box 4773 Kingston ACT 2604
Ph. (02) 6295 9266
Fax. (02) 6295 0855



Relationships Australia
149 Hawkesbury Rd, Westmead 2145
PO Box 206 Westmead, 2145
Ph. (02) 9635 9311
Fax. (02) 9633 4370

Website: www.relationship.com.au

Relationships Australia is the professional education training unit of the Australian Institute for Relationship Studies. It offers a broad range of professional education and training opportunities for people working in areas that deal with family and relationship issues. These include:

- Counselling Skills Program
- Graduate Diploma in Couple or Family Therapy
- Mediation Training
- Supervision Program
- Workshops on a wide range of topics

Their professional educational programs handbook is available on request.



Unifam Counselling and Mediation Service
Head Office 27-29 Hassall St, Parramatta 2150
PO Box 3156 Parramatta 2124
Ph. (02) 9891 1628
Fax. (02) 9891 5675

Website: www.unifamcce@yahoo.com.au

Unifam is a professional non-government, community-based counselling, mediation and relationship education service. Unifam's Training and Development Unit provides a range of training courses in:

- Communication
- Self awareness

- Coping with separation
- Domestic Violence

They also offer a wide range of accredited courses for people who want to develop a career in counselling, graduates who want to develop practical counselling skills and professional counsellors and mediators who want to expand their skills.

 Western Sydney Community Forum (WSCF)

62 Railway Pde, Granville, 2124

Ph. (02) 9897 2677

Fax: (02) 9897 2655

Email: wscf@wscf.org.au

Website: under construction (October 02)

WSCF is a regional peak organisation representing community managed groups and organisations in fourteen local government areas of Western Sydney.

The Forum:

- provides up to date information on issues affecting Western Sydney
- advocates on behalf of community managed organisations
- gives management support through the Management Training and Resource Unit (MTRU)
- facilitates public forums (e.g. the Issues and Strategies Forum), seminars and campaigns
- produces a monthly newsletter (*The Forum Flash*) to members
- organises training for management committee members in a range of areas.

The MTRU receives a small grant from DoCS to assist community managed organisations in the western Sydney region. (It also brokers specific assistance to HACC funded services.) The assistance is free or low cost.

The MTRU provides management information and resources. The MTRU has a list of specialist trainers and facilitators, whom it employs on a casual basis to suit your organisation's particular needs and to whom you can be referred.

Training available includes:

- An overview of Community Management
- Legal / Accountability issues for management committees
- Roles and Responsibilities of management committee members
- Meeting Procedures
- Financial Management
- Employer Responsibilities / Staff Management
- Policy Development
- How to do service planning and evaluation
- Access & Equity / Cross Cultural Awareness
- Team Building and Managing Conflict

Western Sydney Regional Organisation of Councils (WSROC)

49 Campbell St, Blacktown 2148

PO Box 63, Blacktown 2148

Ph. (02) 9671 4333

Fax. (02) 9621 7741

Email: admin@wsroc.com.au

Website: www.wsroc.com.au

WSROC is a key research and lobbying organisation which resources and supports the work of nine member councils in the Western Sydney region, including Baulkham Hills, Blacktown, Blue Mountains, Fairfield, Hawkesbury, Holroyd, Liverpool, Parramatta and Penrith.

WSROC has a comprehensive library of current journals, policies and legislation relating to a broad range of social, economic and environmental issues at the Federal, State and local government levels. Although these resources cannot be borrowed, community groups, campaigners, consultants, students etc are welcome to use the library reading room for research purposes and selective photocopying.

The WSROC website is also an excellent source of information on social, environmental, transport, economic and other regional government issues.



Western Sydney Regional Information and Research Service (WESTIR)

Level 2, Lain St, Blacktown
PO Box 457, Blacktown 2148
Ph. (02) 9622 3011
Fax. (02) 9622 3500
Email: westir@pnc.com.au

Website: www.westir.org.au

WESTIR provides a range of relevant and up-to-date social and economic data and information about Western Sydney. Their statistics are useful for developing submissions. Their service is broad and includes:

- statistical and demographic data
- advice and referral on information sources
- reports, publications and resources
- assistance with design of client statistical collection forms and developing sampling frameworks
- speakers on the social, economic and demographic profile of Western Sydney
- training on how to use and interpret statistical data.

WESTIR publications include:

- *WESTIR Funding Calendar*: An annual publication outlining funding sources available to NSW community groups from State and Federal governments and non-government funding sources.
- *Western Sydney Newsletter*: covers social and economic issues about community-based programs and initiatives in the Western Sydney region.



Westnet/Tricomcommunity Exchange

688 High St, Penrith 2750
PO Box 63, Emu Plains 2750
Ph. (02) 4721 1866
Fax. (02) 4721 1510
Email: tri@pnc.com.au

Website: www.tricomm.org.au/communitynet/

The Westnet Internet site provides information that is accessible to the general public including:

- Positions vacant
- Public events calendar
- Consultants database (a directory of community sector consultants who can assist with training or facilitation)
- Links to other websites for community workers.

The Westnet Intranet site sits on the Internet site and is a private, password protected network for community services. The Westnet Intranet offers the following services to subscribers:


- Discussion forums
- Notice boards of daily news, buy and sell, positions vacant, comings and goings
- An electronic filing cabinet, where agencies can share information and document policies and resources
- Email address book
- Community Services database
- Online accommodation vacancy register.

Westnet also has an online chat facility.

Westnet provides Internet and Westnet training to management committee members and staff of all community sector organisations. The training includes:


- Switching On to the Westnet Intranet
- Introduction to the Internet for community workers.

It also offers a Help and Support Desk (open 9am – 5pm, Monday to Friday) and Internet and Intranet development support to community groups.

 The Workers Health Centre
Level 2, 12 Railway St, Lidcombe 2141
PO Box 524, Lidcombe 1825
Ph. (02) 9897 2466
Fax. (02) 97497566
Email: whealthc@ozemail.com.au

Website: www.workershealth.com.au

The Workers Health Centre provides independent occupational health and safety advice and workplace inspections. They provide training in occupational health and safety issues and training for occupational health and safety committees. They can do a safety audit of your organisation.

 Youth Action & Policy Association (YAPA) - Western Sydney Project
Suite 7, Level 1, 48 Macquarie St, Parramatta 2150
Postal: as above
Ph. (02) 9687 1466
Fax. (02) 9687 1229

Website: www.yapa.org.au

YAPA supports and represents young people, youth centres and other services that work with young people. It keeps young people and youth services informed and up-to-date on issues affecting young people. It helps bring young people and youth workers together to act on issues that affect young people. YAPA has produced a number of publications.

YAPA Western Sydney Project provides:

- lobbying and advocacy on youth issues in Western Sydney
- training and seminars on youth issues
- support and assistance in program development and implementation.



Useful Publications on Community Management

A range of books and publications are available to community organisations to help improve your service and give ideas for action.

Management Committee Leaflet Series, (LCSA) 1998 - 10 leaflets @ \$2.20 or \$4.40 each

1. Conflicts of interest
2. Ethics in community organisations
3. Using consultants
4. Getting a good committee
5. Keeping the committee
6. Encouraging participation
7. Dealing with conflict in committees
8. Keeping the records in community organisations
9. Making more money
10. Insurance for community organisations

Practical Policy Making: A guide to policy development for Community Organisations, Volumes 1 & 2, Local Community Services Association and ITRAC Wyong Shire Inc, \$22.00 each

We Just Grew Like Topsy – a resource manual for understanding and managing Multi Purpose Neighbourhood Centres

Researched and produced by the Local Community Services Association, 1994

Making Your Mark, A guide to promoting Neighbourhood Centres and their services, Gael Kennedy, Local Community Services Association, (undated). Cost \$22.00

Case Studies and Readings in Community Action

Paul van Reyk, A Joint Project of ITRAC Wyong Shire, Ettinger House Fairfield, TRI Community Exchange Penrith and the Local Community Services Association (LCSA), 1994.

The above publications are available from the Local Community Services Association (LCSA) 66 Albion St Surry Hills, 2010 Ph. (02) 9211 3644 Fax. (02) 9281 0386. LCSA sells a range of other publications that are very useful for community services organisations. LCSA will send a publications catalogue on request.

EEO for Community Organisations, Office of the Director of Equal Opportunity (DEOPE), 1997

To obtain copies contact DEOPE, Level 11, 28 Margaret St, Sydney 2000 Ph. (02) 9248 3555, Fax. (02) 9248 3500.

The Law Handbook, 6th edition, Redfern Legal Centre Publishing (RLCP) 1997

Contact Redfern Legal Centre Publishing Ph.(02) 9698 3066 or fax (02) 9698 3077

RLCP also has a catalogue that contains many publications relevant to community management. Call RLCP for details.

Incorporation: an explanation of the Associations Incorporation Act, Revised 4th Edition, Graham Wheeler, 1997.

Helps community groups understand more about the Associations Incorporation Act 1984. Available in book or disk format. Both cost \$17.50 or \$15 to NCOSS members.

Just Relations: Industrial relations for the community services industry

Deb Tipper, 1998, NCOSS

Provides information for workers and management. Looks at the ingredients for good industrial relations in the workplace, how you can avoid disputes and what to do if there is a dispute in your community organisation.

Cost: \$23 or \$19.50 to NCOSS members.

Legalities: guidelines for running a community organisation, Graham Wheeler, 1994.

Helps community groups deal efficiently with the legalities of running an organisation.

Cost: \$15 or \$13.50 to NCOSS members.

The Finance, Accounting and Bookkeeping Manual, 2nd edition, 1990
Deals with basic bookkeeping and budgeting: designed for people with little, or no knowledge in these areas.
Cost: \$23.50 or \$21 to NCOSS members.

The Community Action Handbook, 2nd edition, 1994, NCOSS
Draws together ideas and information useful to new groups and individuals wanting to become activists.
Contains information to help activists develop their organising and lobbying skills. Cost: \$17 or \$15 to members.

Above publications are available from NCOSS, 66 Albion St, Surry Hills 2010. Ph. (02) 9211 2599 or Fax. (02) 9281 1968

Traditional Management for Today's Community: a handbook for Aboriginal Community Management, Jack Gibson
Developed by Butacarbin Aboriginal Corporation and TRI Community Exchange.
Contact Western Sydney Community Forum about availability. Ph. 02 9637 5397 or fax 02 9897 2655

Resources by Paul Bullen

Writing a Service Delivery Plan, 5 pages

Using Consultants – a guide to good results and value for money, 7 pages

Making More Money: Neighbourhood and Community Centres, Providing Services, Building Community, Financial Independence, 16 pages

Evaluation Tools and Activities for ongoing evaluation in community organisations, 8 pages

Strategic Planning Outline, 2 pages

Policy: documenting your organisation, 8 pages

All of the above resources are available free of charge on Paul Bullen's Website: www.mapl.com.au. They are also available from the Local Community Services Association (LCSA) Ph. (02) 9211 3644 Fax. (02) 9281 0386.

Resource Manual for Facilitators in Community Development
Jeremy McArdle, 1998 (2nd edition) People Projects, Ph. (03) 9525 3384.

Embracing the Challenge: Quality Personnel Management of Volunteer Workers C. Regan, M. Sumner, R. Horton, and A. Murray, 1992
Available from Western Sydney Community Forum, \$8 and \$2 postage Ph. (02) 9687 1456 Fax. (02) 9687 1229.

Ethnic Communities Reference Yearbook

Contains a directory of ethnic, multicultural and mainstream services working with people from non-English speaking backgrounds in the youth, community, education, media, government and health sectors. Available from the Ethnic Communities Council Ph. (02) 9319 0288 Fax: (02) 9319 4229.

Planning Manual for Community Services

Blacktown City Community Services Network, Blacktown Migrant Resource Centre, Ethnic Communities Council, 1996.

A manual to assist services to better target people from non-English speaking backgrounds, Indigenous backgrounds and people with disabilities. Contact Western Sydney Community Forum on Ph. (02) 9687 1456, about availability.

A Step-By-Step Guide for Improving Access to Your Service for People from NESB - Coming out in 1999.
This guide was developed by the Ethnic Access Programme in response to a need expressed by service providers for a clear and easy-to-follow guide to assist them in their efforts to make their services more accessible to Australians from non-English speaking backgrounds. Available from the Ethnic Access Programme, Ethnic Child Care, Family and Community Services Cooperative Ltd, Hut 13A, 142 Addison Road, Marrickville 2205 Ph. (02) 9569 1288 Fax. (02) 9564 2772.

Multicultural Practice: A Resource Kit for Disability Service Providers

Popi Amanatidis and David Arblaster.

Produced by MALSSA: Advocacy-Disability-Multiculturalism, South Australia.

Available from: MALSSA 85 Grange Road, Welland 5007 Ph. (08) 8346 1488

The 'A' Files: A for Access and disAbility - A Youth Worker's Guide to Working with Young People with a Disability Edited by Evelyn Bir, 1997

A booklet which provides a guide about Access and Equity issues for youth workers working with young people with a disability.

Available from Youth Access & Policy Association, Western Sydney Project, Suite 7, Level 1, 48 Macquarie St, Parramatta 2150

Telephone: (02) 9687 1466 Fax. (02) 9687 1229

Access and Equity Guide for services working with young people: how to develop and implement your own A&E policy, produced by the Youth Action and Policy Association (YAPA) and the Multicultural Development Project, Botany Migrant Resource Centre.

Available from Youth Access & Policy Association, Western Sydney Project, Suite 7, Level 1, 48 Macquarie St, Parramatta 2150

Telephone. (02) 9687 1466 Fax. (02) 9687 1229.

Some publications available from the Anti-Discrimination Board

- Anti-Discrimination & Equal Employment Opportunity Guidelines for Managers, Supervisors and Team Leaders
- How to implement EEO in any Organisation
- Harassment in the Workplace Guidelines
- Anti-Discrimination Guidelines for People providing Goods or Services.

Phone the Anti-Discrimination Board for further information. Ph. (02) 9318 5442.

References

Managing Human Service Organisations

Donovan, F & Jackson, A. 1991, Prentice Hall of Australia, Sydney.

Working in Human Services Organisations

Jones A. & May J. 1992, Longman Aust. Pty. Ltd, Melbourne.

Developing Communities for the Future: Community Development in Australia

Kenny, S. 1994, Nelson Publishing Co, Melbourne.

Guidelines for Program Development - Resource Notes

TAFE, 1997.

Interact: Using Interpersonal Communication Skills


Verderber, R.F. & Verderber, K.S., 1992, Wadsworth Publishing Co. California.

Everyday Evaluation on the Run

Wadsworth, Y. 1991, Victorian Council of Social Service, Melbourne.

Appendices

This section contains the following:

 **Glossary of Acronyms**

 **Definition of Terms**

 **Letter accompanying service agreement 2002-2003**

Glossary of Acronyms

Department Of Community Services

ACS	Aboriginal Children's Services
ADG	Assistant Director General
AM	Area Manager
AO	Area Office
ARG	Aboriginal Reference Group
ASPARD	Annual Service Plan and Reporting Document
AU	Aboriginal Unit
CAP	Crisis Accommodation Program
CO	Central Office
CP	Child Protection
CPO	Community Program Officer
CSA	Children's Services Adviser
CSC	Community Service Centre
CSGP	Community Services Grants Program
CSP	Children's Services Program
DDG	Deputy Director General
DG	Director General
DO	District Officer
DoCS	Department of Community Services
FAU	Finance and Administration Unit
GLBT	Gay, Lesbian, Bi-sexual, Transgender
ICSP	Integrated Community Services Plan
IDC	Inter Departmental Committee
MAC	Ministerial Advisory Committee
PPO	Principal Program Officer
SAAP	Supported Accommodation Assistance Program
SAC	State Advisory Committee
SP	Service Planning
SPME	Service Planning, Monitoring and Evaluation
SPPU	Service Planning and Performance Unit
Sub-Care	Substitute Care

Other (Federal, State And Regional) Government Bodies, Commissions, Government-Run Programs and Legislation

ABS	Australian Bureau of Statistics
ADB	Anti-Discrimination Board (<i>Federal</i>)
ADD	Ageing and Disability Department (<i>NSW</i>)
HACC	Home and Community Care Program (<i>State / Federal</i>)
ATO	Australian Taxation Office (<i>Federal</i>)
ATSIC	Aboriginal and Torres Strait Islander Commission (<i>Statutory Authority</i>)
CES/DSS	<i>Now Centrelink (Federal)</i>
CSC	Community Services Commission (<i>State</i>)
CSDA	Commonwealth State Disability Agreement (<i>State / Federal</i>)
DAA	Department of Aboriginal Affairs (<i>State</i>)
DCS	Department of Corrective Services (<i>NSW</i>)
DETYA	Department of Education, Training & Youth Affairs (<i>Federal</i>)
DHFS	Department of Health & Family Services (<i>Federal</i>)
DIMIA	Department of Immigration and Multicultural and Indigenous Affairs (<i>Federal</i>)
DIR	NSW Department of Industrial Relations (<i>NSW</i>)
DJJ	Department of Juvenile Justice (<i>State</i>)
DSA	Disability Services Act (<i>State</i>)
DUAP	Department of Urban Affairs and Planning (<i>NSW</i>)

EAC	Ethnic Affairs Commission (<i>NSW</i>)
HCC	Holroyd City Council (<i>Local Government</i>)
HCCC	Health Care Complaints Commission (<i>NSW</i>)
HREOC	Human Rights and Equal Opportunity Commission (<i>Federal</i>)
HRC	Human Rights Commission (<i>Federal</i>)
ICAC	Independent Commission Against Corruption (<i>NSW</i>)
OIA	Office of Indigenous Affairs
PCC	Parramatta City Council (<i>Local Government</i>)
TAFE	Technical and Further Education (<i>NSW</i>)
UAC	University Admissions Centre
UWS	University of Western Sydney (<i>Federal./ Regional</i>)
WSAAS	Western Sydney Area Assistance Scheme (<i>Regional</i>)
WSAHS	Western Sydney Area Health Service (<i>State / Regional</i>)
WSIT	Western Sydney Institute of TAFE (<i>State / Regional</i>)

Peak and state non-government organisations

ACCA	Australian Chinese Community Association
ACON	AIDS Council of New South Wales Inc.
ACOSS	Australian Council of Social Service
ACTU	Australian Council of Trade Unions
ACWA	Association of Children's Welfare Agencies
AFCA	Australian Family Childhood Association
ANTaR	Australians for Native Title and Reconciliation
AYPAC	Australian Youth Policy & Action Coalition
CCSA	Country Children's Services Association
FECCA	Federation of Ethnic Communities' Councils of Australia
FPA	Family Planning Association
FSSA	Family Support Services Association
KU	KU Children's Services (formerly Kindergarten Union)
LU	Link-Up (NSW)
LCSA	Local Community Services Association
MRSA	Mobile Resources Services Association
NETWORK	Network of Community Services
NCOSS	Council of Social Service of New South Wales
NIWG	National Indigenous Working Group
NNTT	National Native Title Tribunal
PIAC	Public Interest Advocacy Centre
WSCF	Western Sydney Community Forum
WESTIR	Western Sydney Regional Information and Research Service
YAPA	Youth Access & Policy Association

Other key organisations and groups

AECG	Aboriginal Education Consultative Group
AFR	Australians for Reconciliation
ARB	Aboriginal Reconciliation Branch
AIHW	Australian Institute of Health and Welfare
ASU	Australian Services Union of New South Wales
CACOM	Centre for Australian Community Organisations and Management
CCC	Community Childcare Co-op
CCWT	Centre for Community Welfare Training
CSN	Community Support Network
CTCD	Centre for Training and Community Development
FANC	Forum of Action for Neighbourhood Centres
FSS	Family Support Services
FWTDP	Family Worker Training and Development Programme
HPMS	Holroyd Parramatta Migrant Services
HYS	Holroyd Youth Services
IARC	Immigration Advice & Rights Centre
LGSA	Local Government & Shires Association
MDDA	Multicultural Disability Advocacy Association
MRC	Migrant Resource Centre
PCYC	Police and Community Youth Clubs
PYP	Parramatta Youth Project
PYSN	Parramatta Youth Services Network
SDN	Sydney Day Nurseries
WESTS	Western Sydney Tenants' Services
WHY	Western Housing for Youth
WWC	Working Women's Centre

Positions

CASW	Community Access & Support Worker
CDO	Community Development Officer
CDW	Community Development Worker
CPO	Community Projects Officer (Local Council / WSAAS)
NAID	Neighbourhood Aid
SSDO	Service Support and Development Officer (ADD position)
SUPS	Supplementary workers
YDW	Youth Development Worker

Other frequently used acronyms

A&E	Access and Equity
AGM	Annual General Meeting
ATSI	Aboriginal & Torres Strait Islander
CEAPS	Community Ethnic Affairs Policy Statement
CALD	Culturally and Linguistically Diverse
CROC	Convention for the Rights of the Child
CSHI	Community Services and Health Industry
CSI	Community Services Industry
EAP	Ethnic Affairs Policy Statement
EEO	Equal Employment Opportunity
ESD	Ecologically Sustainable Development
IT	Information Technology
LEAPS	Local Ethnic Affairs Policy Statement
LGA	Local Government Area OR Local Government Authority
MOW	Meals on Wheels
MYOB	Mind Your Own Business (computer program)
NAIDOC	National Aboriginal and Islander Day Observance Committee

NES	Non-English Speaking
NESB	Non-English Speaking Background
NGO	Non-government organisation (also known as NGA: non-government agency)
OH&S	Occupational Health and Safety
OOSH	Out of School Hours
PLWA	People living with AIDS
PWD	People with disabilities
SACS	Social and Community Services Award
TIL	Time in Lieu

Definition of Terms

Access and Equity

Access: A fair and equal opportunity for disadvantaged people to use services that are important to their quality of life, without physical, social or economic barriers.

Equity: A fairer distribution of economic resources and power through the design and delivery of services.

Implementing access and equity may at times mean that a service needs to “positively discriminate in favour of specified groups to compensate for unequal opportunities”. (Jones A. & May J. 1992)

Accountability

“Accountability means being responsible and answerable. Community organisations are accountable for the money they receive and for the services they provide.” (Kennedy, G. 1995, Booklet No. 2, p.37) Most community organisations would be accountable to the following groups:

- the clients / consumers of the service
- the broader community
- professional colleagues
- funding bodies (government / public authority)
- to ourselves (for our professional ethics and values).

Funding bodies are also accountable to the community sector and the broader public for the effective management of public funds.

Advocacy

Advocacy is an effort to influence the behaviour of decision-makers in relation to ourselves, another or a group of others.

Advocacy is about promoting *rights* for ourselves and others. It involves being a voice, speaking out and working along with an individual or a group to stand up for and pursue certain rights.

An Advocate is a person who has been given the power by consumers to speak on their behalf, who represents the concerns and interests of the consumer as directed by the consumer.

Affirmative Action

Taking action that positively discriminates towards a particular dis empowered, disadvantaged or marginalised group in the community.

Audited Statement

An audited statement (or audit) is “an annual check of the financial and business records by an independent authorised auditor”. (Kennedy, G. 1995, Booklet No. 5)

Auspice (or auspicing body)

A larger incorporated organisation or association that undertakes the responsibility of developing and managing new or existing services or projects. Sometimes auspiced services or projects go on to become separately incorporated and independent from the original auspicing (or ‘umbrella’) organisation.

Community development

Community development is a form of work practice that aims to develop a sense of community and solidarity and to develop processes which encourage community or citizen self-help through participation.

“Community development is really helping people let go of their powerlessness and providing them with opportunities and skills to participate in their lives, their communities and the wider world.”
(*Community Quarterly*, F. Dent, C. Mitchell, L. Stewart, June 1989)

Community (or citizen) participation

People have the right to be involved (either directly or through a representative) in all decisions that affect them.

Citizen participation involves including others in the planning and delivery of particular services and programs. It aims to ensure that people from a range of different circumstances - including ethnic backgrounds, family differences, sexual preferences and sex specific differences - are involved in service planning, delivery and evaluation.

Constitution

A Constitution is a set of rules outlining how an organisation should formally operate. A Constitution includes:

- the broad goals and powers of the organisation
- how to become a member of the organisation
- how to elect the management committee
- the roles and responsibilities of the management committee and the duties of the office bearers (Chair, Secretary, Treasurer and Public Officer)
- specific information about committee meetings, e.g. how often the meetings will be held, how many members are needed to form a quorum (minimum number of committee members present at a meeting to legally be able to make decisions).

Consultation

Consultation is seeking opinions from your communities, clients, co-workers and/or committee members as part of your organisation's planning processes.

Consultation in the community sector is an open communication process, where ideas, opinions and values are shared. It helps to reveal and develop the needs of a community or group and to ascertain how those needs can best be met.

Consumer

An individual or a group who use or have the potential to use a particular service voluntarily or involuntarily.

Consumer rights

All people have the right to be informed, have choices and seek redress where necessary. This applies to human services such as transport, housing, health and institutional care, as well as to goods and services which are paid for.

Duty of care

Duty of care ... means being in the position where someone else is relying on you to be careful and where, if you are not careful, it is reasonably predictable that the other person might suffer harm.

Issues about standard of care relate to:

- the way in which direct care is provided
- the way in which an agency supports and trains its staff.

An organisation ... has a responsibility to ensure that its direct care staff are appropriately trained and supervised in carrying out their duties.

(Duty of care: who's responsible? A guide for carers supporting people with disabilities, Villamanta, 1996)

Duty of care is a balancing act:

risk of harm

vs benefit to client

vs other rights such as privacy and non-discrimination

vs aims of service

vs limits of time, money, staffing, resources

It is important to be fully aware of any specific safety and/or legal issues and ensure that activities and location are covered by a current insurance policy.

Ensure that people are aware of the service and activity rules and that participants and guardians are aware of all the program's dangers.

Keep records and notes of all incidents and follow up action. Ensure that emergency procedures are established and that everyone is aware of them.

(Nick Manning, Macquarie Legal Centre, Sydney - Materials/handouts from workshops for community organisations)

Empowerment

Empowerment involves people knowing their rights, having adequate resources, having the information to make decisions and choices and having relationships based on equality and sharing.

The concept of empowerment is closely related to recognition of *rights*. The aim of empowerment is to increase people's control over their own lives by encouraging a sense of personal rights and responsibilities. The focus is on building on people's strengths, resources and competencies.

To empower

To empower means giving the power to someone so that they control their own life and make choices about all aspects of their life.

Equal Employment Opportunity (EEO)

Equal Employment Opportunity (EEO) is about:

- making sure that workplaces are free from all forms of unlawful discrimination and harassment
- providing programs to assist people and groups to overcome past or present disadvantage.

"This means having workplace rules, policies, practices and behaviours that are fair and do not disadvantage people because they belong to particular groups."

(*Fairways*, a supplement by the Director of Equal Opportunity in Public Employment, January 1998)

Evaluation, Monitoring and Reviewing

Evaluation is a process "in which effectiveness, efficiency and/or appropriateness are measured" (Donovan, F & Jackson, A, 1991, p.179)

In the community organisation context, evaluation could also be described as a process which "reflects upon the value, merit or worth" of an event, program, project, piece of written work, or any other activity used in carrying out a community service (Wadsworth, 1991, p.1).

Different forms of evaluation could also be useful as a form of accountability to an organisation's client base or funding body.

Monitoring is described as a "process in which specified aspects of practice are routinely recorded and assessed".

Reviewing is normally "either a one-off or regular process in which a designated situation or function is analysed" (Donovan & Jackson, 1991, p.180)

Harass

To persistently disturb, worry or attack someone (verbally, physically or sexually).

Indemnity

Security against damage or loss; legal exemption from penalties incurred etc.; compensation for loss incurred; sum paid for this.

Licencee

A person or organisation who has authorised use of particular premises for a certain purpose. This is especially relevant for child care services.

Networking

The goal of networking is to create lines of communication which may be helpful to all parties, and to open up opportunities for support, sharing ideas, working collaboratively and taking collective action.

Networking involves finding out areas of common interest and information from other individuals, groups, agencies and organisations. Interagencies and forums are good avenues for effective networking.

Recurrent funding

Funding which is received at regular intervals over an extended period of time.

Rights

Rights are part of what it means to be human. They are things that we have as a matter of course - not things we have to earn.

Rights involve how we wish to behave and how we wish to be treated by others. All people have the right to be informed and to have choices. People have the right to be involved (either directly or through a representative) in all decisions that affect them.

Service Provider

A person or organisation who delivers a particular service in a paid or voluntary capacity.

Social justice

Social justice recognises that the way we organise and live in our society is not just, fair or equitable. It assumes there are groups in society who are often marginalised, discriminated against, oppressed and are rendered largely 'voiceless'.

Social justice believes in the fair distribution of resources, power, rights and opportunities.

It has four key elements:

1. *equity* - to promote fairness in the distribution of economic resources and political power;
2. *equality of rights* - to establish equal rights (including political, legal and industrial rights) for all people, regardless of income or social background;
3. *access to essential services* - to provide equal access to good quality services, such as housing, health, employment, education and transport;
4. *participation* - to provide opportunities for all people to participate in personal development, social and community life and decision-making which affects them.

Social justice relies on an understanding that Australia is a multicultural, multilingual, multi-expressive and politically diverse society. All members of Australian society have the right to access and equality of services and resources, regardless of their ethnicity, religion, cultural background, language, disability, age, gender, sexuality and socioeconomic position.

Standard

A standard is something established by authority, custom or general consent as a model or example.

Something set up and established by an Authority as a rule for the measure of quantity, quality, weight, extent or value.

Stigma

Stigma is a set of commonly held negative beliefs about a particular group of people. It is brought about usually by fear, ignorance, misunderstanding and misinformation.

Support

Support can be thought of as the essential ingredient in bringing about any kind of growth and/or stability. It can be thought of as a reaching out to another to give assistance. The assistance may be emotional, physical, spiritual, financial, cultural or by way of information, and may come from family, friends, community, organisations, agencies, employers or educators etc.

Values and Ethics

Values

"Values are the attitudes or beliefs - economic, aesthetic, social, political and religious - a person holds that serve as guidelines for measuring the worth of various aspects of life. ... Values serve as frames of reference to determine the relative worth of any object, situation or behaviour." (Verderber & Verderber, 1992, p. 301)

Promoting and protecting human rights is a core value when working with others in the community services sector.

Ethics

the discipline dealing with moral duty and obligation; a set of moral principles or values; the principles of conduct governing an individual or group.

Ethical

conforming to accepted professional standards of conduct.

Professional
characterised by or conforming to the technical or ethical standards of a profession.

Letter accompanying service agreement 2002-2003

Dear Community Partner

I am pleased to advise you that the continuation of funding, administered by the Department of Community Services, for the project(s) auspiced by your organisation and listed on the Schedule attached to the enclosed Service Agreements, has been approved for the 2002/2003 financial year. Two copies of the Service Agreement, which set out the conditions of funding are enclosed. Where applicable, the planning document(s) for project(s) you auspice are attached to the agreement and form part of it.

Funds will be provided to your organisation as specified in the Schedule A, or Schedule A1 for Children's Services, by direct deposit transfer to your nominated bank account. The Schedule also lists any special conditions relating to the use of these funds or the provision of services.

You will note that the Service Agreement (formerly the Funding and Performance Agreement) has been significantly changed in its presentation and outlay. However, the overall content has not been altered. The changes were made to increase the "plain English" contained in the Agreement as well as bringing together those sections which had a direct relationship, eg, the Financial reporting/responsibilities sections.

The changes have been made in consultation with the Crown Solicitor's Office. Before finally agreeing to the changes, I sought the advice of the Director of NCOSS, who confirmed our view that the responsibilities of both parties have been made clearer in this updated document with virtually no changes to our respective responsibilities.

The major variations between the previous Agreement and the enclosed document are:-

1. The inclusion of explanatory paragraphs which had appeared in a previous funding agreement, but were subsequently removed. This change had been requested by both community partners and DoCS staff. These paragraphs are particularly evident in the area of financial reporting.
2. The name of the Agreement has been changed from "Funding and Performance Agreement" to "Service Agreement". This reflects DoCS' commitment to service provision of which funding and performance monitoring are components.
3. A Contents page has been included in the new Agreement.
4. The old "Service Provision" and "Access to Services" Sections have been amalgamated in a Section entitled "Service Provision and Access". A new Section, "Goods and Services Tax", has been included although the Clauses which appear under this Section were in the "DoCS Commitment" Section of the old Agreement.
5. The old heading of "Reporting Requirements – general" has been changed to a heading of "Data Collection" with Clauses on service plans and Annual General meetings moved to more appropriate Sections.
6. The Section on "Reporting Requirements – financial" has a new title, "Financial Reporting Requirements". In a number of the Clauses in this Section summaries have been inserted as to the expected content of various reporting documents. This is a re-statement of information previously contained in the Agreement as described in 1. above.
7. Past funding agreements have required that all unexpended funds be returned to DoCS, although DoCS and funded organisations have frequently negotiated the use of unexpended funds. In the proposed new Agreement Clause 8.5 under the heading "Financial Obligations" has been amended and now allows for, and gives assent to, organisations negotiating with DoCS to use their unexpended funds. This acknowledges current practice, and assists organisations in their financial planning.
8. Section 25 entitled "Interpretation of Terms" has been included and re-instates a Section removed from a past version of the Agreement. A number of additional definitions have been included for the first time.
9. Previously referred to as Schedules, pages relating to "Key Documents Relevant to this Agreement", "Volunteers" and the state "Privacy Act" are now described as Information Pages to ensure the distinction between this supportive information and the Schedules A, A1 and B. Schedules A and A1 (for Children's Services) describe projects funded under the Agreement and any conditions relating to that funding. Schedule B is the generic title given to Service Specifications or Work Plans for each project described in the Agreement.

Many of you have completed or will be completing service specifications in the near future, some for the first time. I encourage you to see this as an opportunity to take a fresh look at the services you provide and an opening to introduce innovative ideas which will enhance outcomes for those we serve.

Please ensure that both copies of the Service Agreement, as issued, are signed by Authorised Representatives of your organisation and returned within 1 month from the date of this letter to the Area Director specified on page one of the Agreement.

Thank you for your cooperation and continued commitment to the delivery of high quality services to the people of New South Wales.

Yours sincerely

Mary-Jane Clark
Executive Director
Partnerships and Communities