

Workforce Development and NGO Capacity Building plans

Keep Them Safe

Overview

KPMG has been engaged by Community Services, Department of Human Services to undertake the project: *Development of Workforce and NGO Capacity Building Plans to support implementation of Keep Them Safe*.

The aim of the project is to develop NGO capacity building and workforce development plans (the Plans) in order to improve outcomes for children and families as part of the broader *Keep Them Safe* child protection initiative.

The Plans will capture activities already underway that contribute to the development and support of the non-government sector, and the capacity of the child and family workforce.

The Plans will be developed under a single project which will ensure that the intersection between NGO capacity building and workforce development is recognised. The plans will also reflect an appropriate sequencing of actions to reflect the interdependencies between various actions in the Plans and allow for take up of recommendations and actions from emerging reviews.

The **Workforce Development plan** will focus on joint areas of action across Government and the NGO sectors and include the development of a common framework to guide public sector KTS workforce development. NSW Government agencies involved in KTS implementation will continue to move forward with major workforce development activities for their own staff, particularly strategies to recruit and retain skilled workers, to build the cultural competency of our staff particularly in supporting Aboriginal children and their families, and to attract and retain skilled staff in rural and remote communities. An aspect of this Plan will be the development of a framework that ensures that this work is undertaken consistently across the KTS workforce.

The **NGO Capacity Building plan** will focus on the specific capacity requirements for NGOs taking on an expanded or changed role in service delivery as a result of other KTS initiatives, including service growth. This Plan will be developed along side other activities to enhance the overall efficiency of the NGO sector, rather than duplicating those activities, particularly for NGOs who have multiple funding arrangements. This includes activities to reduce the regulatory burden of funding administration arrangements, and other major reforms underway in NSW that involve sector support, for example disability and community housing.

Both plans will incorporate specific actions in KTS which are scheduled to be delivered in the short term or are already underway. The development of the Plans will involve extensive consideration with key NGO peaks on the design, content and coverage of these plans starting in November 2009. It is expected that the Plans will be in place by mid 2010.

Coverage

The **NGO Capacity Building Plan** will cover NGOs involved in the delivery of services and supports to children and their families. The majority of these NGOs will be funded through programs administered by the Department of Human Services, although some will be funded by NSW Health and the Department of Education and Training. It will also cover:

- NGOs that are ultimately engaged to deliver, or support the referral and service delivery functions of, the new Regional Intake and Referral Services (RIRS) which are being trialled by NSW Health; and
- the majority of indigenous specific NGO service providers in NSW on the basis that there is a limited number of such organisations, and that indigenous NGOs that are not currently involved in providing services to children and families may have a role in the future.

Part of the project will involve defining the NGO groups against actions in the Plan

Workforce Development plan will cover both the public sector and NGO workforces, with a focus on areas of joint activity (the majority of actions on workforce development in NSW Government agencies will be set out in agency specific plans).

Areas for consideration

NGO Capacity Building:

- Service quality – indicators and performance contracting that reflects KTS results
- Tools to support/guide meeting KTS deliverables
- Build governance capacity
- Role of NGOs in KTS system and service mix (link to resource planning allocations for growth)
- Risk based intervention model to target capacity building to NGOs that need support
- Specific strategies to develop services in critical areas (using existing approaches as appropriate): ATSI managed NGOs; RIRS, and emerging roles in early intervention / out of home care

Workforce Development:

- Joint training networking and skill development, including face-to-face training and on-line/e-training resources for shared issues (e.g. cultural competency, information sharing), establishing local networks and forums
- Supporting access to tertiary education, and program design
- Tools and guidelines for workforce planning
- Consistent framework for NSW Government KTS workforce development

Timing

- Consultation commences with NGO industry peaks and NSW Government agencies on design and content of Plans (November 2009)
- Broader consultation and validation workshop February/ March 2010
- Finalise Plans for consideration by NSW Government April 2010
- Implementation commences June 2010