

update

Issue 87 • Autumn 2019 •
**Funding models that ensure
 vital community services thrive**

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Save the dates!

ACT Budget Forum for the Community Sector – 6 June 2019

Keynote event: Cultivating workers, sustaining community services – 5 July 2019, 9.30am-12.30pm



Funding models that ensure vital community services thrive

By Susan Helyar, Executive Director, ACT Council of Social Service Inc. (ACTCOSS)

Prompted by ongoing discussions in civil society, services, government and with other funding bodies, this journal aims to bring together current ACT thinking about procurement and funding models that will enable community services to thrive.

ACTCOSS believes that the diversity of operating models, service types and focus areas is a strength in social services. This diversity enables a range of approaches to respond to different needs, preferences and expectations of people and communities being supported to deal with difficult circumstances and improve their wellbeing. However, current funding models are not fit for purpose and can undermine diversity, quality, effectiveness and sustainability of services.

There is universal doubt that current funding models effectively resource organisations to deliver the outcomes the community and

fundors seek from social service provision. This doubt is evidenced in research and analysis by the Productivity Commission ([Contribution of the Not-for-Profit Sector](#)¹ and [Introducing Competition and Informed User Choice into Human Services](#)²), by ACOSS in their [Commissioning and Getting Better Outcomes](#)³ briefing note, and by ACOSS and CHOICE in [Competition Policy and Human Services: Where Theory Meets Practice](#)⁴.

The articles below provide clear advice on how to shift funding approaches so that instead of doubt, there is increased community confidence that vital community services will be there for all of us to call on when we, our family or community face difficult circumstances and need backup and support from services to overcome, recover from and prevent these circumstances arising again.

See page 13 for footnotes.

Competition in the community sector

By Philippa Moss, Executive Director, AIDS Action Council of the ACT

For many of us in the community services sector, negotiating contracts with ACT Government Directorates as our primary funders is an annual, biennial or (if we are lucky) triennial event. As we all well know, this can involve rather repetitive discussions about shifting requirements, onerous reporting obligations and outcome accountabilities far in excess of grant values. All of this happens without much attention to trusted relationships, service user expectations or outcomes which really should set the agenda.

Like many community organisations, the AIDS Action Council is an established organisation with 30 solid years of history with a board of governance and responsibilities to ACNC and compliance and regulatory requirements. We are not new to delivering a quality service and providing value for money. So why do experienced organisations with a proven track record go through the same hoops as brand-new untested providers not just once, but for every contract?

There was a commitment at one time to prequalification for tenders, being able to satisfy the probity, governance and compliance checks and use that qualification for future tenders. Properly used prequalification could be a benefit both to government (providing certainty about the capacity of a provider) and to the sector (by reducing red tape).

For those organisations navigating or facing competitive funding, a very useful report was written by ACOSS and CHOICE on competition in the human services sector.¹ Essentially, they concluded that introducing competition into human service has largely failed to deliver better outcomes for people, and undermined community collaboration.

How could funding arrangements work better for the community, for government, and for the community services sector?

The length of service agreements and contracts should reflect the length of the period required to achieve and measure agreed outcomes rather than having arbitrary or standard contract periods.

The nature of transition out clauses and the other clauses in contracts that say – they can ‘end funding’ at any given time is a major risk for community sector organisations. Within this construct we can only employ fixed term and casual staff. Yet the outcome expectations do not change. A better system ties continued funding to continued performance with clear descriptions of what will cause funding to cease.

When making significant purchases of services for the community, frank and open communication between potential supplier and customer is not just desirable but crucial. Competitive tendering as it is currently formulated is not conducive to open communication; in fact, it often discourages deep dialogue because all discussions between government and service providers become public. Any question asked by a provider becomes part of the FAQs provided to all potential tenderers. This means community sector organisations may avoid asking certain questions because the questions or answers may help other community sector organisations. The impact is that this actively works against effective partnerships and consortia although the government claims it wants us to aspire to partnerships!

ACT Government funding service provision should respect the independence of funded organisations. This means that conditions associated with the general operations of the funded organisation beyond those essential to ensure the delivery of agreed funding outcomes should not be imposed.

Imagine if government, as part of the social contract, was required to fund the reporting and evaluation it requires of the community services sector, consolidate and report this information back to the sector.

In order to ensure that not-for-profits can sustain and develop their workforces, Australian governments purchasing community services need to base funding on relevant market wages for equivalent positions. If organisations cannot pay market rates (not just award rates) they cannot attract the depth and breadth of staff required. Costings need to take into account the skill sets

required to perform the purchased services and be indexed appropriately to market wage growth within that industry sector.

The ACT is different to other jurisdictions in many ways. We are geographically compact and have a small and efficient peer-based community sector. We are in direct competition for staff, resources and funding with better resourced, more consistently funded, larger and diversified for profit and not-for-profit organisations, not to mention government. But... we have good visibility of our sector, we know what works, we have talented and committed boards who live and work in the ACT and we know (and government knows) who is providing quality services.

It's time for a better procurement model to ensure community sector organisations thrive

The solution to competitive tendering may vary depending on the project, scope of works, price and supply. However, the following key principles should apply to the majority of procurement decisions:

- Pre-qualification should be available and encouraged
- Trusted relationships with the community sector which allow the free flow of ideas and information should be of high value
- Thorough research of the purchasing requirement and/or alternatives
- Open communication with current suppliers
- Developing a long-term and healthy relationship with reputable community organisations.

See page 13 for footnotes.

AIDS Action Council of the ACT: aidsaction.org.au



Is your organisation LGBTIQ inclusive?



The AIDS Action Council and A Gender Agenda are proud to partner to deliver LGBTIQ Awareness and Inclusivity Training. We take pride in delivering a diverse suite of education and training programs that can be tailored to meet the needs of your organisation. All training programs are delivered by skilled and dynamic staff and supported by up to date knowledge and research. Contact the AIDS Action Council to discuss how our training and education programs can support your organisation to grow and become more inclusive.



training@aidsaction.org.au
02 6257 2855

joel.radcliffe@genderrights.org.au
02 6162 1924



For better decisions for the common good, support the community to decide

By Tim Hollo, Executive Director, The Green Institute

For too long, the political debate about funding decisions, in social services as across the whole of society, has been presented as a binary choice: government or market. One side argues that a central government should make the decisions about what gets spent where, for whom, and for what purposes. The other insists that these decisions should be left to the market to allocate based on the principle of supply and demand.

Thankfully, this narrow construction – an invention of the last couple of centuries – is increasingly being challenged by the return of ancient, commons-based, participatory principles and practices. We don't face a choice between government and market. We can determine our own future ourselves. And, when we do so, we tend to get the highest quality and longest lasting decisions.

This doesn't mean we should abolish the market or abolish government. It's not a radical libertarian or anarchist position. Or it doesn't have to be. It's an approach based, most recently at least, on the work of Nobel Prize winning economist Elinor Ostrom – still the only woman to have been awarded that prize. With a tremendous weight of research, she established a set of principles for managing common resources that show that well-managed participation works best.¹

One of the basic principles

of commons governance is subsidiarity – the idea that decisions should be made at the 'lowest' level practical – the level closest to the community. While there will always be some benefits to centralisation, to reduce duplication and, of course, to deal with large-scale or global issues such as climate change, many decisions can and should be made by local communities for themselves within democratically determined limits. It's a sensible, thoughtful, evidence-based practice of allowing the people most impacted by any decisions to have a proper say, and to decide together, through deliberative discussions, what is best for themselves.

This has important lessons for how we fund social services, whether managed by government, civil society or private corporations. In all cases, participatory decision making can be implemented to great effect. As long as we provide the opportunity and resources.

Government-run services can and should enable community members – clients, staff and service providers, family members and other stakeholders – to make decisions that are important to them and their future, within certain parameters. Importantly, this builds trust in government and leads to better, more informed decisions. Civil society providers will also find that, by creating space for the

community they serve to make decisions, they get better buy in, provide better services, and can even reduce the workload on always-overworked staff. For for-profit providers to make this work, genuine corporate democracy will be necessary. This will entail creating thorough mechanisms for workers and clients to participate in decision making, rather than making those decisions on the basis of profit. That creates a hurdle, but is by no means impossible. Indeed, it has been found that worker- and user-owned cooperatives frequently have greater productivity and success than other forms of businesses.

It's worth noting one extraordinary project at the far end of the spectrum, which is having remarkable success. 'Participatory City' is a project trialled in south London and now in its third year of implementation at scale across the huge and very disadvantaged Borough of Barking.² With a goal of supporting those who need it most, within and with the community as a whole, they have thrown out the rulebook and asked the community to decide what should be done. The project involved opening drop-in centres on high streets where community members are encouraged to make suggestions about projects which could be funded. They are then assisted to get their ideas off the ground – anything from cooking co-ops to knitting groups, from

popup shops to creative cafes. Participatory City has already demonstrated that this approach reduces a vast range of social ills from homelessness to drug addiction to family violence, by making people across the area feel included, feel they have more control over their own lives. They see it as a different mode of politics: not public, not private, not paternalistic, but participatory.

This approach doesn't replace the array of amazing work that goes on in community service organisations, but it both supplements it and points the way to what can be achieved when we provide the enabling environment and then step back and let the community lead the way.

See page 13 for footnotes.

The Green Institute:
greeninstitute.org.au



the green
institute

Bulk funding – still the best but...

Personal opinion of Lee-Ann Akauola, Finance Manager of an NFP organisation

In the recent productivity report released by the government, it explained that to government there are three types of funding:

1. Provider of services
2. Procurement of services
3. Subsidy for services.

In my opinion, the bulk funding model (one method of procurement of services) is the best method because it is able to target the money in specific areas in response to local and regional needs at any particular time.

The subsidy of service model requires the clients to pay up front the costs, which in most cases is not possible or the provider is out of pocket until the administration is completed and hoops are jumped through. In defence of this model, there is now some very clever software available to streamline a lot of the administration *if* you are able to invest in them.

Too big

Why doesn't the government provide all of the services needed?

They are too big. They can't possibly be able to know what is needed in each different area/region and provide the essential specialised skills needed to deliver those services. Plus, the centralisation of management and corporate services provides no link between decisions and what is needed on the ground. The large cumbersome entity is not

flexible or nimble enough to respond to the differing community needs. So governments, both state and federal, outsource the services that require targeted and specialised skills to those who demonstrate they are able to provide the services in an efficient and effective manner.

Bulk funding is becoming very competitive and more corporations are evolving to make the most of economies of scale to provide competitive and comprehensive services. The end result is that they, too, are becoming too big and once again we have decisions being made from corporate offices separate from the service delivery.

The larger corporations pass breadcrumbs to smaller organisations who are willing to be part of the solutions to the community problems, only to find that it is not viable to do so. The local knowledge of community needs and culture must come at a premium and it is not cheap!

Unrealistic future funding

The contract negotiations for 5-year terms with no indexation or CPI growth mentioned at all is a very real concern for many organisations. The outcomes which contracts will be able to deliver on the same funding for a 5-year period will decline as the true costs inflate each year.

The supplementation funding to cover the costs of the Equal Remuneration Order is to stop by December 2020 which will add another layer of

difficulty for community sector to provide ongoing quality services at their current level.

Administrative costs

When increase in funding is announced there is the initial excitement of how we can increase service delivery. It is not very long later that the reality of only a % of this is actually able to get to the front line. The bulk of the funding does but there is still the need for administration, ICT, governance and research that all needs to happen and all costs money.

There is always the public perception that donations and funding should all go to the service delivery and all efforts are made to ensure as much as possible is directed that way. But all services require support.

Each year, the administrative costs increase, as do all costs. The ability to provide accurate data and research to prove the efficiency and effectiveness of services is becoming more sophisticated and complex, requiring investment in new technology. Therefore, more money is not making it to direct service delivery.

Another issue is when government increases funding to targeted areas which are required to submit more data. So how does that work? Does government build

in the increased administration costs to provide the data needed to claim the increased funding?

Solutions???

Are there solutions other than investing more money to cover the ever-increasing costs of service delivery and support to these services???

With the predicted growing aging population there will only be more and more need for community services and a reducing workforce from which taxes can be collected to source the funding.

We have to rise to the challenge of finding more creative ways to provide services to our community. We will find ways to engage in more solution focussed strategies to provide targeted services to those who need help. We just need to be open to change and feel comfortable in the unknown and be courageous enough to try new things.

We need to stay close to the ground so that we don't lose sight of those we are trying to help. We need to invest as much as possible into streamlining the administration tasks so as much of the funding is either directly helping the clients or is supporting them.

HELP MAKE THE AGED CARE SECTOR LGBTI INCLUSIVE.

Silver Rainbow LGBTI Awareness Training for the Aged Care Sector is a half day course delivered by AIDS Action Council on behalf of the National LGBTI Health Alliance and the Australian Government Department of Health.

This program supports people working in the aged care sector to deliver best practice services that are inclusive and respectful of LGBTI people and their experiences.

Contact our team to discuss in-house training options, or visit www.aidSACTION.org.au/silverrainbow to view current training dates.

SILVER RAINBOW LGBTI Awareness Training for the Aged Care Sector

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Not-for-profit funding co-operatives

By Kevin Cox, Director, Pre Power One Co-op

Funding

money provided, especially by an organization or government, for a particular purpose.

‘funding for the project was provided by the Housing Corporation’

- Definition from the Oxford Dictionary

In today’s world, the funds for community projects, such as public housing or childcare centres, are typically provided by an intermediary such as a government department, a bank, private equity, or a superannuation fund.

Community projects are evaluated using cost-benefit calculations. A good value proposition is one where the costs today are less than discounted benefits tomorrow. Cost-benefit calculations use this approach because of the way funding works. Funding itself usually costs money, and those costs can significantly change the value proposition.

Not-for-profit funding co-operatives (NPFCs) provide an alternative way to fund projects. They remove the need for intermediaries. Removing intermediaries removes the costs of money such as interest and fees, and consequently no discount need be applied to future benefits.

Administrative overheads evaporate when a community funds its own projects with an NPFC. The cost of governance

within a community is reduced if the community is relatively small and able to govern itself. The cost of administration and compliance is further reduced when communities collaborate with each other to use common administrative and information systems.

An NPFC costs little to establish, little to operate, is fair to all members, and typically reduces the lifetime costs of community infrastructure by half. A community can use the approach for most projects. The following expands on the idea and outlines two possible community project examples.

The cost of money

The existing financial system lends money and expects a return of more money than it lends. For long-lasting projects, the amount of interest is typically about the same as the cost of the infrastructure. Removing the cost of money often halves the cost of a project.

Governments evaluate community projects as though money was lent even though the money is given without interest. If more government-funded grant projects used NPFCs, many more projects would become financially viable.

An alternative to lending money

An NPFC changes the way funding works by insisting on ‘lenders’ becoming fully invested in the project they are funding, rather than simply lending money and expecting more money in return. ‘Lenders’ in this context are people

who will consume the goods and services the project will produce. They become ‘lenders’ by prepaying for those goods and services. The ‘return’ they receive comes in the form of a discount when they use their prepayments. This is equivalent to the interest they would receive on a different kind of investment.

The downside is that the risk of the loan not being repaid has moved from the financial intermediary to the community. However, by using an NPFC to administer the funds, the risk of loan default is shared across the community and the community can work together to reduce the risk. The amount of money to repay is less and is spread over many years, further reducing the risk.

The administrative cost of funding with co-operatives

Financial intermediaries charge for administration as well as lending money. These administrative costs are substantial and typically an NPFC will have lower administrative costs as there is less work to do. Prepayments and discounts are normal and familiar aspects of purchasing and their use to repay a loan remove the cost of operating a money market. Discounts are not a financial product and this reduces risk and removes opportunities for gaming the system.

Clean energy produced by a co-op

Pre Power Co-op One in Canberra will produce electricity from co-op owned solar panels and

batteries. It finances the purchase, installation, and operations from members prepaying for electricity from Pre Power One. When the prepayments are redeemed up to a 50% discount applies to the purchase. If the tokens are not redeemed when due the funds are reinvested in the co-op. The reduction of finance costs and the low cost of administration gives an investment that returns twice as much as the current average Australian superannuation fund.

Member Customers share some of the savings by paying 70% of the cost of electricity funded using traditional finance. Customer members also get

priority when the co-op needs new investment dollars.

Affordable housing

Building societies and mutual funds were formed as a way to provide loans to members for housing. They use the same financial instruments as banks to provide loans to members. These loans have the same cost of interest and in practice are little different from bank loans.

An NPFC can provide loans without the cost of interest. Most of the savings from the removal of interest are returned to investors. In practice, this means a housing funding co-op can give investors an inflation-

adjusted return on their money as an annuity that lasts twice as long as the average Australian superannuation fund.

Members who occupy a dwelling benefit in other ways. They all pay what they can afford. This is typically a percentage of their disposable income plus any rental allowances. Half the payment buys equity in the home and half pays investor member annuities. In practice, this means buyers require no deposit and purchase their homes in less time than with a traditional loan. As occupiers gain equity in the dwelling, they have the same security of tenure as traditional home buyers.

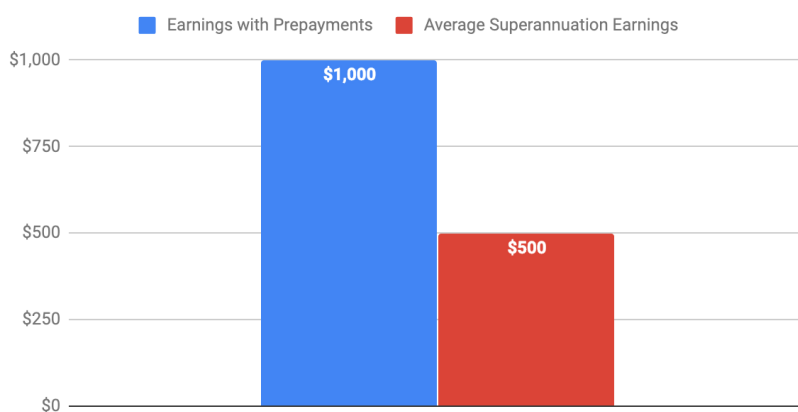
As a further incentive, members who occupy dwellings get the first option to invest in the co-op. This is attractive to members who have superannuation money to invest or need a savings account. Members can also sell equity if their income drops and they can no longer cover their payments.

Find out more

Contact Kevin Cox at Pre Power One Co-op: one.prepower.com.au

Earnings from NPFC versus Superannuation

Return per year on investment of \$10,000



Core Capacity Assessment Tool

Supporting your NFPs effectiveness

ACTCOSS, through a partnership with TCC Group, has a new service offer to support the capability development of not-for-profit organisations.

The Core Capacity Assessment Tool (CCAT) measures nonprofits' effectiveness in relation to four core capacities — leadership, adaptability, management, and technical capacities — as well as organisational culture.

The tool also helps organisations identify their lifecycle stage and provides a real-time findings report, a prioritised capacity-building plan and the technology to generate self-selected benchmark reports from a database of more than 5500 nonprofits.

For more detailed information and a quote, please contact samantha.quimby@actcoss.org.au





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Westlund Counselling is a leader in the provision of counselling services to the LGBTIQ community and their allies. Westlund Counselling is specifically committed to the health and wellbeing of LGBTIQ and allied community services sector employees.

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Procurement: We know what we want

By Samantha Quimby, Capability Manager, ACT Council of Social Service

When we have conversations about funding models in the community services industry, the discourse tends to find its way to government procurement processes. After all, governments are the primary funder and a significant key stakeholder of services that are delivered predominantly by community organisations to benefit the wellbeing of individuals, families and communities. Government funding arrangements (through grants, contracts, subsidies) and/or controls (through policy, legislation and/or regulation) shape business models for community services in Australia, including in marketised arrangements such as the NDIS or in mixed markets such as healthcare.

The mediating role of community organisations between government and service user leads to a complicated dynamic in the flow of accountability (for cost effectiveness, quality and outcomes) between service funders, service providers and service users that creates significant challenges, such as:

- It's difficult for funders to have visibility of both the true cost and the real value of services they fund
- It's difficult for service providers to meet the emerging and changing needs and expectations of users when their accountability arrangements focus on the relationship with the funder of activities
- It's difficult for individuals, families and communities to have visibility of how and why services are made available or unavailable to them.

This is not new. These dynamics in procurement for community services have been evident for decades.

While we all recognise the dynamics at play, there have been a variety of approaches to addressing the issues arising, and varying levels of success. Approaches to navigating and managing these dynamics that have been used in the ACT include prequalification of services, establishment of panels of providers, accreditation tools and processes, co-design of services, adoption of commissioning frameworks and individualised funding models. This mix of approaches could demonstrate we don't yet

know how best to manage the different expectations and imperatives faced by funders, service providers and service users.

Or do we?

A fit-for-purpose procurement framework

In 2016, ahead of the ACT Election, 19 ACT community sector organisations released a shared statement that sought a commitment from the government appointed for the 2016-2020 term of office to:

Develop a fit-for-purpose service procurement framework that includes processes that engage directly with the community to ensure services that meet expectations, improve quality, continuity, diversity and sustainability of both the service offer and the workforce. The procurement framework should ensure funder accountability to the community entitled to and/or accessing the service and drive ongoing improvement of procurement processes and outcomes from the perspectives of service users.¹

A fit-for-purpose procurement framework will:

Start with the reason for procurement

ACTCOSS believes a fit-for-purpose procurement framework begins with stakeholder clarity and agreement about the reason for procurement – as opposed to direct provision by government or a market-based solution. It recognises the role of government in determining and directing funding for community services, but also requires government accountability to the community for the priorities set and the services developed. This requires governments and service providers to be aware of community assets, needs and service gaps, and to partner to develop service offers and systems of support that will improve the wellbeing of the people and communities for whom the service is developed. This awareness improves the alignment of knowledge of the funder and the knowledge of service users so that there is both clarity and agreement about the reason for the procurement, and measures of success.

Match procurement methodology to service purpose

Secondly, a fit-for-purpose procurement framework recognises the diversity of services and support offered via 'community services' and matches appropriate procurement methodologies with the kind of service or support that is required. For example, community development is an essential municipal service that develops social capital, reduces social isolation and improves social justice and equity in communities. Like other municipal services, funding for community development should be ongoing and the focus of activity is community wide. Procurement processes for ongoing community-wide services necessarily looks different than funding for services aiming to provide support at the individual or family level where the service needs to be individually tailored and service users need to be able to access the right support, at the right time, at the right level of intensity for the right duration.

Recognise service and service user expertise

Thirdly, a fit-for-purpose procurement framework will recognise expertise of service providers and service users in understanding and responding to community need through service design and development and policy development. The framework needs to articulate the infrastructure needed to support information flows from service users to policy makers and funding decision makers through reporting/evaluation and/or design processes. Increasingly, this needs to be a whole-of-government flow of information and insights as improved responses to adversity and improvements in individual, family and community wellbeing require multiple touch points in legislation, regulation, policy and service design, implementation, evaluation and redesign. For example, data from personal development programs working with young people may offer relevant information for legislative, regulatory, policy and or service development in housing and homelessness, income support, concessions, employment services, education, justice and health.

Appreciate workforce development

Finally, a fit-for-purpose procurement framework will appreciate the investment required to develop high-quality service models and development of people and infrastructure to support these models being delivered effectively. Effective service delivery

in the community services sector relies on the foundation of a skilled and adaptive workforce, including front line, management, executive and governance workforces, both paid and volunteer. People are our greatest asset, reflected through the large percentage of community service provider expenditure on employment costs in addition to high levels of volunteer participation. Community service workers bring professional skills and experience, infuse the values that underly the community work into their practice and preserve system learnings and knowledge. In order to sustain and grow quality, a fit-for-purpose procurement framework will prioritise the continuity of the workforce and incorporate investment into ongoing skill development and reflective practice.

Conclusion

As we continue the trajectory toward 'Commissioning for Outcomes', a fit-for-purpose procurement framework is an essential foundation for sustaining vital community services that can:

- Deliver quality services to create more connected communities which will support vulnerable individuals and families to be empowered and to fully participate in their communities and to take charge of their own future;
- Undertake community development to create social value, build social capital and improve living conditions;
- Put the needs of our clients and communities at the centre of everything we do;
- Be a trusted voice on the needs of our communities with a strong evidence base that will shape policies and engage in social planning for the Territory and its regions.²

See page 13 for footnotes.

Procurement is one of ACTCOSS' advocacy focus areas for 2019.

If you'd like to speak with someone about your experiences with procurement, please contact Samantha Quimby on 02 6202 7234 or email samantha.quimby@actcoss.org.au.

Learning & development calendar

Training / Forum	Date / Time	Cost: Member / Non-member / Corp. or Govt.
Reconciliation		
Aboriginal Cultural Awareness Training Facilitated by Koorimunication	9 Apr 2019 9.30am-4.30pm	\$300 / \$330 / \$360
Strategic Indigenous Awareness: To Understand Our Present, We Must Understand Our Past Facilitated by Grant Sarra Consultancy	6 May 2019 9.30am-4.30pm	\$300 / \$330 / \$360
Cultural Awareness on Country Tour Facilitated by Richie Allan	31 May 2019 9am-4pm	\$540 / \$600 / \$660
Reconciliation Peer Network Facilitated by ACTCOSS	Thu 25 Jun 2015 10am - 11.30am	Free
Justice Connect Not-for-Profit Law Series		
Session 1: Managing Conflicts & Disputes	15 May 2019 9.30am-12.30pm	\$220 / \$250 (one session)
Session 2: Social Media & The Law	15 May 2019 2pm-5pm	\$400 / \$450 (both sessions)
Improving Quality and Impact of Services		
ACT Community Development Peer Network Facilitated by ACTCOSS	11 Apr 2019 13 Jun 2019 9.30am-11.30am	Free
Leading Social Change: A Networking Event for Community Sector Board Members Facilitated by ACTCOSS	2 May 2019 5.30pm-6.30pm	Free
Opening up Equality in the ACT: The New Discrimination Grounds, and Beyond Facilitated by the ACT Human Rights Commission	8 May 2019 9.30am-1pm	Free
ACT Social Enterprise Peer Network Facilitated by ACTCOSS	9 May 2019 5.30pm-7pm	Free
ACT Communications Peer Network Facilitated by ACTCOSS	TBC May 2019 2pm-3pm	Free

Find out more about our learning and development opportunities and how to register at the ACTCOSS website: actcoss.org.au/learn

Staff welcome

Vony Ramadhani, Intern Intern

ACTCOSS is fortunate to have Vony Ramadhani joining us for three months, working as an intern in our Operations Team. Vony is a Masters student at the Australian National University (ANU), studying Project Management, and joins us through the ANU College of Business and Economics Internship Program. Vony holds a degree in economics and business from University of Brawijaya, Indonesia.

Vony will be supporting the Operations Team to scope requirements and prepare a business case for the implementation of a client relationship management system. In addition, she will be assisting the Operations Manager with various finance activities.



Strategic Plan 2019-2022

We've just unveiled our Strategic Plan 2019-2022! It outlines our vision, purpose, objectives and other guiding principles for the next 4 years.

We developed the Strategic Plan following consultation with our members on strategic directions for 2019-2022. Thank you to all the members who helped shape our priorities.

The plan will help us decide what we focus on and how we work.

You can check out the ACTCOSS Strategic Plan 2019-2022 here:

actcoss.org.au/strategic-plan

Article footnotes

Funding models that ensure vital community services thrive, p.1

1. Australian Government Productivity Commission, *Contribution of the Not-for-Profit Sector: Productivity Commission Research Report*, Commonwealth of Australia, Canberra, 2010, <<https://www.pc.gov.au/inquiries/completed/not-for-profit/report>>.
2. Australian Productivity Commission, *Introducing Competition and Informed User Choice into Human Services: Reforms to Human Services: Productivity Commission Inquiry Report*, Commonwealth of Australia, Canberra, 2017, <<https://www.pc.gov.au/inquiries/completed/human-services/reforms/report>>.
3. ACOSS, *Commissioning and Getting Better Outcomes*, ACOSS, 2019, <https://www.acoss.org.au/wp-content/uploads/2018/10/ACOSS-Briefing-note_Commissioning-and-Getting-Better-Outcomes.pdf>.
4. RL Smith and A Merrett, *Competition Policy and Human Services: Where Theory Meets Practice*, commissioned and edited by ACOSS and CHOICE, 2018, <<https://www.acoss.org.au/wp-content/uploads/2018/09/ACOSS-Choice-Final-Report.pdf>>.

Competition in the community sector, pp.2-3

1. RL Smith and A Merrett, *Competition Policy and Human Services: Where Theory Meets Practice*, commissioned and edited by ACOSS and CHOICE, 2018, <<https://www.acoss.org.au/wp-content/uploads/2018/09/ACOSS-Choice-Final-Report.pdf>>.

For better decisions for the common good, support the community to decide, pp. 4-5

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Next issue:

Update Issue 88, Winter 2019 edition

Cultural competency: Working together with Aboriginal &/or Torres Strait Islander peoples & communities

Members are welcome to contribute articles on the theme.

Copy deadline: 13 May 2019

Space is limited! To guarantee your spot, let us know as soon as possible.

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The ACT Council of Social Service Inc. (ACTCOSS) is the peak representative body for people living with low incomes or disadvantage, and not-for-profit community organisations in the Australian Capital Territory.

ACTCOSS acknowledges Canberra has been built on the land of the Ngunnawal people. We pay respects to their Elders and recognise the strength and resilience of Aboriginal and/or Torres Strait Islander peoples. We celebrate Aboriginal and/or Torres Strait Islander cultures and ongoing contributions to the ACT community.

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Update is a quarterly journal that provides an opportunity for issues relevant to ACTCOSS' membership to be discussed and for information to be shared. Views expressed are those of individual authors and do not necessarily reflect the policy views of ACTCOSS.