



Finance,  
Services &  
Innovation

# NGO Benchmarking Model: Your Results & What Does This Mean?


AbSec Conference

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**HOW DO WE DELIVER  
CUSTOMER-CENTRED SERVICES  
THAT DELIVER OUTCOMES FOR  
VULNERABLE PEOPLE WHEN  
THE LANDSCAPE IS BECOMING  
INCREASINGLY CHALLENGING?**



# **BY PREPARING OURSELVES FOR THE FUTURE IN ADVANCE**

## The Goal

The NGO Benchmarking Model is about NSW Government working with NGOs, like you, to build & strengthen the capability needed to tackle challenges we'll collectively face in the future.

## But first... The Social Innovation Council

- A **partnership** between the NSW Government and FONGA to:
  - Help **foster innovation** in the way human services are developed, delivered and measured.
  - **Fast track the delivery of innovative projects** that significantly improve customer outcomes.
- Co-chaired by Minister for Finance, Services & Property and Chair of Forum of Non-government Agencies (FONGA).
- **Membership:** six representatives elected by FONGA and senior executives from government agencies.

## How is the NGO Benchmarking Model designed to help you?

1. It encourages continuous improvement by highlighting strengths & areas for improvement, rather than forcing immediate changes. It provides room for you to grow & evolve as the sector grows & evolves.
2. It prioritises customer-centred design & delivery, which often leads to improved outcomes for vulnerable people more efficiently.
3. Provide a low cost option for measuring organisational capability. This is helpful for organisations who can't afford expensive accreditations, but want an additional tool to show that they do good work.
4. It promotes partnerships, so NGOs support each other & share knowledge.
5. It promotes cultural proficiency & inclusion to minimise barriers to participation.
6. It provides a roadmap for organisational capability development & allows you to assess results against your peers and track changes over time.

## How is the NGO Benchmarking Model designed to help the customer?



1. Get services that better meet their needs & deliver better outcomes.
2. Increase the inclusivity & accessibility of government-funded services to minimise barriers to their participation.
3. Greater confidence in government & NGOs to deliver services that help the community in measurable ways.
4. Greater confidence that taxpayer dollars are being spent on effective services.

## How is the NGO Benchmarking Model designed to help government?



It allows government agencies to see training & capability gaps and deliver targeted training to support your needs, so that you can deliver the services efficiently & effectively.

It is part of a cultural shift towards government & NGOs working more collaboratively together to solve challenges in the sector.





# **PRACTICALITIES OF THE NGO BENCHMARKING MODEL: WHAT, WHEN & HOW**

# What does the NGO Benchmarking Model cover?

## Customer-centred standards

Services designed around customer experience

Customer engagement

Reporting back to the community

Collaborative work practices and partnerships

Innovation leading to adaptive change and better customer outcomes

Equity and cultural proficiency

## Corporate leadership standards

Leadership and strategic business planning

Governance and management

Continuous improvement

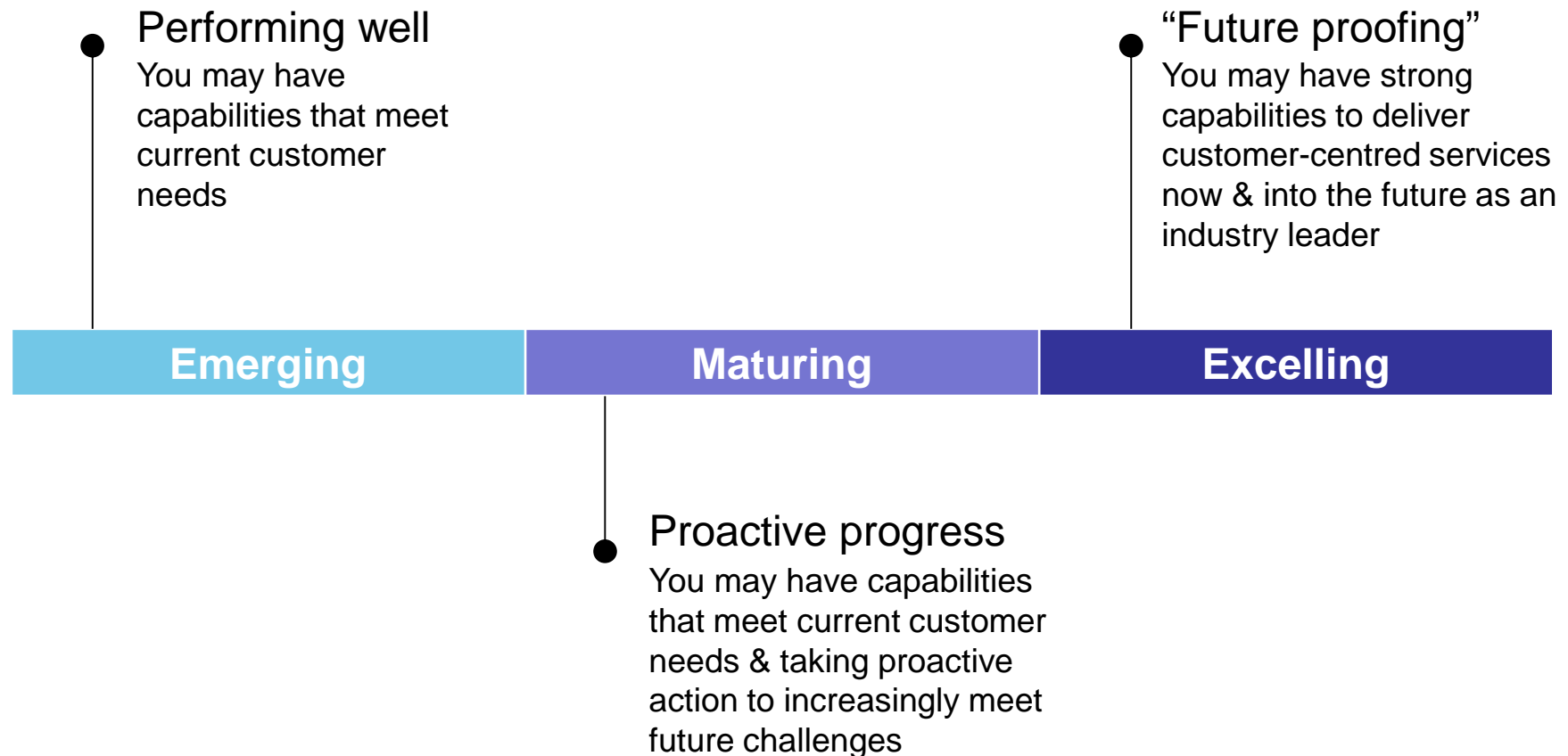
Data management

## There are 3 levels for each standard



1. Emerging
2. Maturing
3. Excelling

# What does each level mean?





# Welcome to the NGO Benchmarking Model

The non-government organisation (NGO) Benchmarking Model is a capability development tool to help not-for-profit organisations deliver high quality programs and drive innovation across the human services sector.

It has been developed by the Social Innovation Council - a strategic partnership between the NSW Government and NGOs established to foster innovation in the way human services are developed, delivered and measured.

The Model includes 10 standards designed to help NGOs implement the robust, customer-centred operations needed to deliver efficient, high quality and innovative programs and services. Each standard has three levels of attainment that builds on the one before:

1. Emerging
2. Mature
3. Excelling

To test your organisation's performance against the model, you can use our online self-assessment platform. To progress from emerging to mature, your organisation must meet the requirements of the model at as little or as many of the levels as you like.

For those of you who participated in the public consultation, thank you for your input and thanks to your feedback we have made improvements to the model.

If you would like further information on other Social Innovation NSW website by going to this link: <https://www.innovation-council.nsw.gov.au>



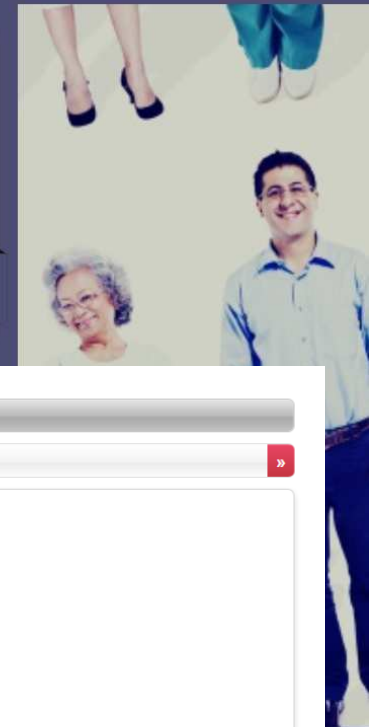
## Login

Username

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COURSE: NGO BENCHMARK LEVEL – EMERGING    MODULE: EMERGING: STANDARD 1 TO 10

« **S1** S2 S3 S4 S5 S6 S7 S8 S9 S10 »

## Services designed around customer experience

The organisation understands the needs of its **customers** and deliberately designs its **services** to address their needs. It recognises **customers** as key stakeholders in planning, developing, delivering and evaluating **services**.

### Criteria

- The organisation knows who its **customers** are and what their service needs are.

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### Question(s)

Does your organisation have documented policies and processes for learning what **customers** need?

Yes  
 No

Does your organisation ask **customers** or their representatives for input when planning, developing, delivering and evaluating its **services**?

Yes  
 No

Does your organisation engage with **customers**, including target groups and the community, when managing its **services**?

Yes  
 No

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### Examples of Evidence

**Policies or processes**

- Business planning policy and processes
- Feedback management policy
- Customer** feedback processes

**Information**

## How is this different to accreditation?

Accreditation acts as a front-end risk management & due diligence process. It:

- does not apply to all NGO sectors
- is often mandatory for government funding
- is based on current requirements
- is a point-in-time assessment.

The NGO Benchmarking Model is about building capability to meet current and future community needs. It is:

- designed for all NGOs funded by NSW Government
- currently voluntary
- anticipates future needs & capabilities
- a commitment to ongoing learning.



# HOW CAN YOU USE YOUR RESULTS?

# Imagine your organisation got these results...

Standard	Your Score	Summary of results from all participants
1. Services designed around customer experience	Emerging	
2. Customer engagement	Not Met	
3. Reporting back to community	Emerging	
4. Collaborative work practices and partnerships	Emerging	
5. Innovation leading to adaptive change and better customer outcomes	Emerging	
6. Equity and cultural proficiency	Emerging	
7. Leadership and strategic business planning	Emerging	
8. Governance and management	Emerging	
9. Continuous improvement	Emerging	
10. Data management	Emerging	



## With those results, you may...

- Review results at an organisational or Board level
- Build an action plan around strengths & areas for improvement
- Access resources and training focused around your chosen capability development areas
- Study the plan to see if it worked
- Repeat.

# Emerging – Evidence Checklist

## Standard 2: Customer engagement

### Policies or processes

- Access to services policy
- Eligibility and prioritisation of admission policy
- Feedback management policy
- Service assessment and planning policy
- Referrals processes, including for ineligible prospective customers
- Waiting list management processes
- Complaints and appeals processes
- Assessment of customer needs processes

### Information

- Customer forums, meetings, files and records

### Systems or practices

- Identifying eligibility criteria, target groups, prioritised needs and the requirements of the funding program
- Informing the community and potential customers of the services, eligibility and access
- Recognising customers from different backgrounds and vulnerable or marginalised groups, including people:
  - from culturally diverse backgrounds, such as Aboriginal or Torres Strait Islander peoples
  - with disabilities
  - in out-of-home care
  - from gender and sexual minorities (LGBTIQA)

## Possible future uses



In the future, you may be able to use your benchmarking results to:

- demonstrate your organisation's customer-centred service delivery capability when applying for NSW Government contract opportunities
- promote your organisation's capabilities to customers, the community, key stakeholders or other funding bodies
- build a targeted capability development plan for your organisation to improve service delivery outcomes
- support funding bids outside of the NSW Government to demonstrate capability and to attract diverse funding sources.



# WHAT NEXT?

# We are currently evaluating the Benchmarking Model – stage one

The evaluation will help us to:

- test demand, usefulness and applicability of the model
- measure if the model delivers the outcomes we expect
- explore the need for verification and different verification options
- gather evidence to determine the best mode of delivery in the long term
- better understand the intersections with existing accreditation regimes.

# Questions?

<https://ngobenchmarking.finance.nsw.gov.au>

You can also email us anytime:

[SocialInnovation@finance.nsw.gov.au](mailto:SocialInnovation@finance.nsw.gov.au)