

Evaluation of Sector Support Services for Community Resource Centres

for the Department of Primary Industries and
Regional Development

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Key findings

1. Current sector support services provided by Linkwest are generally well utilised by CRCs. Seven in ten CRCs said that they had accessed three or more types of support services and one in two had accessed four or more. Services most utilised are resources (videos, templates, manuals and guides), general advice and guidance, and training.
2. From April 2015 to December 2018, Linkwest had 1,987 recorded contacts with CRCs, largely by telephone. Of these, 79% were for matters within the brief of Linkwest's sector support grant with DPIRD. Contacts averaged five per CRC per year. However, distribution of contacts shows two sub-populations - a group of CRCs that have low to medium contact with Linkwest and a group that have medium to high contact with Linkwest.
3. CRCs that are incorporated associations are more likely to access support services than those run by local government. CRCs run by Aboriginal corporations have generally not accessed support services or been engaged with the program. Regions that have the highest concentration of CRCs that are incorporated associations generally have the highest proportion of participation in sector support activities. The exception to this is the Mid West, which has a high concentration of CRCs that are incorporated associations, but where engagement with sector support appears to be relatively under represented. Conferences and professional development days attract the greatest spread of participation.
4. CRCs value the services provided by Linkwest and general satisfaction sits at 82%, with one in two survey respondents saying that they are very satisfied with Linkwest sector support services. Satisfaction levels amongst CRCs operated by local government is lower and show higher levels of ambiguity, possibly correlated with lower levels of participation in support services overall.
5. Nine in ten CRCs responding to the evaluation survey agreed that Linkwest provides their CRC with the training and resources they require to enhance knowledge and skills. Four in five agreed that Linkwest provides their CRC with the governance and management support they require to enhance capability and sustainability; Linkwest support has increased their CRC's ability to deliver services; and Linkwest support has strengthened their CRC's capability to explore and develop new opportunities.
6. Most CRCs are performing within DPIRD contractual expectations. However, from time to time, some CRCs experience acute internal performance issues and require intensive support. Such support is resource intensive for the Department, Linkwest and specialist advisors. In the past four years, 24 CRCs have received intensive support from Linkwest, with 11 of these being referred to specialist advisors (Linkwest paying for the first two hours of consultancy). Intensive support and referral to specialist advisers is available to all CRCs, but access to two hours paid consultancy is on a triage basis and only available to full members of Linkwest.
7. Linkwest has undertaken a range of promotional activities on behalf of CRCs in order to increase utilisation of the CRC Network, support sustainability and facilitate growth opportunities. Some of these activities link with their contracted role to provide sector support and some connect to their role as the peak body for CRCs. Linkwest representation and promotion of the Network is highly valued by CRCs, but contributes to some ambiguity around the demarcation between DPIRD contracted services and membership based peak functions.

8. Future priority support needs include ongoing training and maintaining current services in relation to governance, management and community engagement capacity building. Within this, CRCs would like to increase networking opportunities, Linkwest site visits and customised support options.
9. The annual health checks administered by DPIRD is a systemised mechanism for identifying performance concerns or support needs. The system has the potential to be enhanced by combining self-assessment with onsite visits (as occurred in 2015) and aggregating results to provide evidence on sector wide trends, needs and capacity improvement achievements.
10. In addition to the continuance of governance, management and community engagement capacity building, a priority for future sector support is around strategic thinking, planning and business development. This need includes areas such as partnerships, business opportunities, revenue diversification, financial planning, marketing, strategic communications and improved efficiencies.
11. CRCs are keen to network and collaborate more with each other and with other organisations. Whilst they acknowledge that strategic planning and business development is a task that each CRC must drive and take ownership of themselves, they are also seeking an element of leadership and representation to facilitate collaboration and opportunities for growth. Any future model that includes a focus on regional/sector wide initiatives that benefit CRCs collectively will require a recalibrated contractual arrangement and greater clarity around functions such as representation, research and Network decision making.
12. A future model of CRC sector support needs to be able to:
 - Provide general capacity building services for all CRCs, as well as customised and intensive support where required.
 - Attend to internal functioning (e.g. governance, management and operations), as well as external strategic functioning (e.g. engagement, business development and marketing).
 - Empower CRCs to develop their own solutions and strategies for growth and viability, as well as facilitate sector wide strategies and initiatives.
 - Clarify the processes by which CRCs access specialist support; and clarify the functions of research and representation in developing sector/regional wide initiatives.
 - Provide systems for extrapolating sector wide support trends from current DPIRD and Linkwest service data, benchmarking outcomes and regularly evaluating sector needs.
 - Have a strategy for engaging all CRCs in the Network and a system for identifying and targeting those CRCs that are not engaging. In particular, a strategy is required for engaging Aboriginal controlled CRCs and regions where engagement is under-represented.
13. Future sector support that seeks to maintain current support activities, as well as extend services to reflect new and emerging needs (such as business development or increased regional visits), will have capacity and resource implications that need to be considered in any next stage model design and procurement specifications.

Introduction

The Western Australian Community Resource Centre (CRC) Program began in 1991 as the WA Telecentre Network Program and since then has expanded to 105 CRCs located around the State the Indian Ocean Territories. CRCs currently deliver against three service level outcomes as part of the community services contract: Government and Community Information and Access; Business and Workforce Development; and Social Development and Community Capacity Building.

Linkwest has been funded under a Financial Assistance Agreement (Grant Agreement) with the Department of Primary Industries and Regional Development (DPIRD) since 2015 to provide sector support services to CRCs. Three agreements have been in place since then, with the purpose to 'provide governance and management support to enhance the capacity of Community Resource Centres (CRCs) to remain sustainable in order to provide services and information to their local community in regional and remote Western Australia'.

In 2016, Linkwest merged with the Association of WA Community Resource Centres Inc. and commenced acting as a peak body for CRCs, which extended their role of supporting the sector. DPIRD was encouraging of the merger but maintained that their funding arrangement does not include peak functions beyond the purpose of the grants.

The current grant agreement between DPIRD and Linkwest address four outcome areas:

- CRCs support needs are met.
- CRCs have the knowledge, skills and capacity to operate effectively and deliver on their outcomes.
- CRCs are better aware of, and can better address, the issues that may affect the effective delivery of service as well as better aware of opportunities that may enhance service delivery.
- Department and State Government have a better understanding of emerging trends and issues affecting CRCs and their regional and remote communities.

The current agreement is due to expire in November 2019. Before a new service is procured, DPIRD wishes to assess the effectiveness and efficiency of the current service provision; and future sector support needs. In December 2018, DPIRD commissioned an evaluation of the sector support services provided by Linkwest and the identification of future support needs.

Evaluation questions

1. To what extent has Linkwest provided services to CRCs as detailed in the Grant Agreement including meeting the stated outcomes? Was Linkwest services, widespread, effective and valued?
2. What are the future sector support needs of CRCs? What is the best methodology for future sector support service provision for CRCs?

Scope

In relation to future sector support needs, the scope of this review was to identify potential future needs and ideas for support. The scope did not include detailed investigation of specific, alternative sector support models (for example, through a comparative review) or the capacity of existing arrangements (including resource allocations) to match potential future needs. The consultant was asked to present key findings but not recommendations.

Methodology

The following methods were used to collect evidence for this evaluation.

Interviews

Stakeholder interviews were held with:

- Department of Primary Industries and Regional Development (DPIRD), Manager and Principal Project Officer, Core Programs, Industry and Economic Development.
- Linkwest, CEO and Sector Development Officers (past and present).
- Department of Communities, Director Inclusion and Manager Inclusion, Policy and Service Design.
- Two consultants utilised by DPIRD for specialised CRC support.

In addition, two CRCs contacted the consultant during the evaluation period to provide additional feedback on the evaluation and survey questions and the Executive Officer, Wheatbelt Business Network, contacted the consultant to provide information on work that the Network has been doing with CRCs in their region.

Review of current support services

Linkwest service data on current sector support was analysed using progress reports provided to DPIRD and additional data provided by Linkwest for the purpose of the evaluation. Additional information included the results of a recent survey of members undertaken by Linkwest for the purpose of future planning (Linkwest Directions Survey 2018).

Survey of CRCs

An online survey was conducted of CRCs to assess the utilisation and value of current sector support services and CRC perspectives on future sector support needs (CRC Sector Support Survey 2019). In total 84 CRCs responded to the survey, representing a response rate of 80%.

Three in four responses (76%) were completed by the CRC Manager/Coordinator, 12% by Management Committee member/s, 7% by a combination of Manager and Committee and the remaining four responses were completed by 'other'.¹

Data tables of survey results and service data analysis are presented in Appendix 1. Table 7 (Appendix 1) shows details of survey respondents and a comparison of the survey respondents to the CRC Network in relation to the following variables:

Region: refers to the nine regions of Western Australia². No survey responses from the Kimberley region or Indian Ocean Territories (IOT) appear to have been received, although 10 respondents did not state the region that their CRC is located in. In the case of the South West, a total of 16

¹ Manager and staff, Councillor, CEO and CRC member.

² Gascoyne, Goldfields-Esperance, Great Southern, Kimberley, Mid West, Peel, Pilbara, South West and Wheatbelt.

respondents identified their CRC as being in the South West region, however only 13 CRCs are actually located within this region.

Type of CRC: refers to legal structure and whether or not the CRC is an incorporated association, Aboriginal corporation or run by a local government authority. No survey responses appear to have been received from a CRC run by an Aboriginal corporation, although eight respondents did not state their type of CRC.

Number of paid staff: refers to both fulltime and paid staff combined. The median number of staff across survey respondents was four. For the purpose of cross tabulation, the variable 'number of staff' was recoded to those CRCs that had 3.5 staff or less, and those that had 4 staff or more.

The survey also asked CRCs about the number of volunteers that they have. However, this information has not been used for analysis as responses show the question was interpreted differently by different CRCs – some included management committee members as volunteers, some did not and some said they were unclear on what the question was asking for. This represents a fault in question design that was not picked up in the piloting stage.

Apart from an over count in the South West as discussed above, and the apparent under-representation of CRCs from the Kimberley and those run by Aboriginal corporations, the survey sample demographics is generally within 1% to 4% of the CRC Network demographics. The largest variance is in the Goldfields-Esperance region, where there are 10 CRCs but only five survey respondents stated that they are from that region. As with the Kimberley, it is possible that some of the 10 respondents that did not state their region are situated in these localities, which would reduce the variance, but this is not known.

Data tables show frequency rates and cross tabulations against the above three variables. Cross tabulations in relation to regions was based on the respondent identified region, so represents a slight over count in relation to the South West. Statistical significance in cross tabulations for regions could not be tested due to small cell counts. Fisher's exact test was used to test significance for utilisation of each service area against type of CRC (e.g. accessed service yes or no against legal structure) and number of paid staff (3.5 staff or less or 4 staff or more). Data tables only detail significant P values ($P < 0.05$).

Qualitative responses to open-ended survey questions were thematically analysed using an inductive approach. Themes were further examined to better understand their interaction with the variables of regional location, type of CRC and relative size of a CRC (based on number of staff).

A copy of the CRC Sector Support Survey is provided in Appendix 2.

Current sector support

A range of support services are available to individual CRCs and for the benefit of the Network as a whole, including:

- Services provided by Linkwest and funded through a grant agreement with DPIRD. See below for details of specific support services.
- Capacity building services provided by Linkwest to its members in its role as the peak body for Neighbourhood and Community Resource Centres. Whilst Linkwest is not funded by DPIRD for peak functions, all CRCs have access to associate member training and resources as part of the DPIRD grant. CRCs that are members of Linkwest receive full member benefits.
- Specific sector support projects funded by DPIRD in addition to the Linkwest grant. This can include training (approximately once a year, with recent examples including Theory of Change and contract related outcomes), resources (such as the New Coordinator Pack) and grants for network marketing or specific business development initiatives. For example, the Wheatbelt Business Network recently received a grant to progress a range of potential initiatives to improve Government utilisation of CRCs.
- DPIRD individualised assistance. Where DPIRD identifies a CRC as requiring intensive assistance, an action plan is developed with the CRC that may include support being provided by DPIRD, Linkwest or an expert adviser. In the latter case, DPIRD may agree to contribute to the costs of expert advice, depending on the circumstances of the CRC. An annual, self-assessed 'health check' helps DPIRD identify CRCs requiring intensive support.
- Services that individual CRCs chose to access that are offered by other providers and networks. These services are outside the formal support mechanisms put in place by DPIRD and Linkwest. In the CRC Sector Support Survey 2019, respondents identified such services as being regional or local business support agencies, regional training providers, localised networks, local government and other CRCs.

Linkwest receives a grant from DPIRD to provide for sector support to CRCs. Support is provided by a dedicated position (Sector Development Officer), other Linkwest staff as required (such as CEO, Finance Officer, Marketing Manager and Sector Development Manager), subcontracted specialist services (e.g. HR) and management of the video conferencing platform. Within the parameters of the grant agreement, Linkwest provides the following support services to CRCs:

- *Training*: delivered through the video conferencing platform BeingThere (covering Asset Based Community Development, governance, HR, constitution training, fundraising and grant writing), training delivered through a biennial conference and professional development day in non-conference years and ad hoc training.
- *Resources*: either developed within the scope of the DPIRD grant agreement, produced by Linkwest independently but available to all CRCs, or developed with additional DPIRD project funding. Full Linkwest members can access various other resources and all CRCs have associate member status, which allows them to order other resources at discounted rates. CRCs were given free access to policies and procedures for Family Centres, a resource developed by Linkwest. A YouTube page provides video resources on a range of topics.
- *General advice and guidance*: one-on-one advice and guidance is provided to CRC staff and management committees, including in areas such as HR, governance, community development, planning and evaluation.

- *Referral to specialist support and access to two hours consultancy support:* for CRCs requiring intensive support beyond that provided by Linkwest, referrals are offered to specialist service providers for expert advice. Up to two hours paid consultancy support is available to CRCs that are Linkwest members, on a triage basis and subject to certain eligibility requirements (e.g. request for support must be approved by the CRC's management committee).
- *Sector wide support services:* in addition to the support services listed above that can be accessed by individual CRCs, Linkwest provides sector wide services as part of the grant agreement, including:
 - Information and communication, such as CRC e-updates (fortnightly), e-bulletins (weekly) and other updates as required.
 - Management of the video conferencing platform, contracted through BeingThere.
 - Promotion of CRCs to external stakeholders and potential partners. For example, in 2017 Linkwest facilitated connections between CRCs and Indigenous Business Australia, which launched training through CRCs.
 - Opportunities for CRCs to network together through video conferencing, the Conference and professional development days.

Utilisation of support services

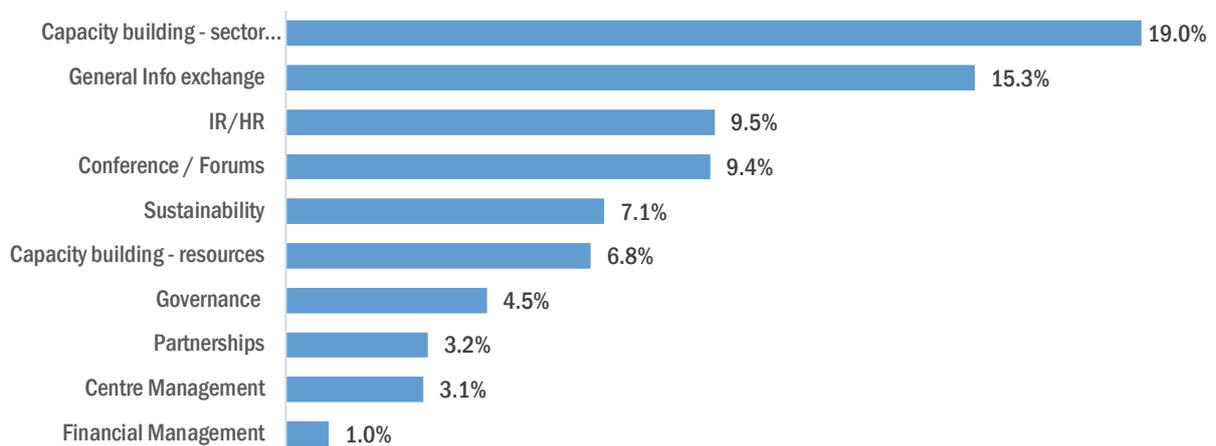
Evidence of CRC utilisation of Linkwest sector support services has come from two main sources - Linkwest service data as provided through progress reports or requested by the consultant and data from the CRC Sector Support Survey 2019.

Linkwest service data

Contacts with CRCs

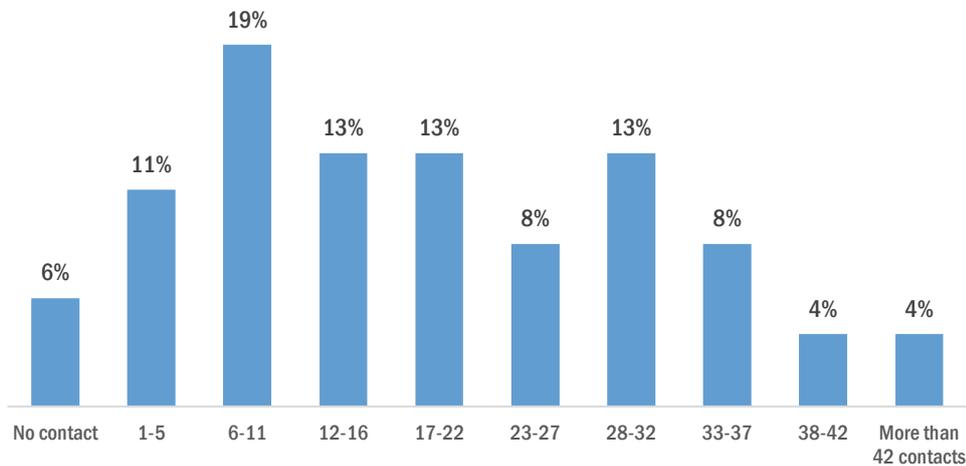
Linkwest collects data on formal contacts with CRCs and the purpose of the contact. The contact is usually by telephone and initiated either by the CRC or Linkwest. Data from these reports show that from 7/4/15 to 31/12/18, a total of 1,987 contacts were made with 100 different CRCs, representing approximately 10 contacts per week. During this time, the number contacts per CRC ranged from 1 to 67, with an average of 19 contacts per CRC over 194 weeks, or an average of 5 contacts per CRC per year. These contacts can be for a variety of purposes and may include matters outside the direct scope of the DPIRD grant, such as membership or projects funded from other sources. Figure 1 shows the top ten reasons for contact that are *within grant scope*, representing 1,570 contacts or 79% of all contacts.

Figure 1: Purpose of contacts with CRCs within scope of DPIRD grant, April 2015 to December 2018



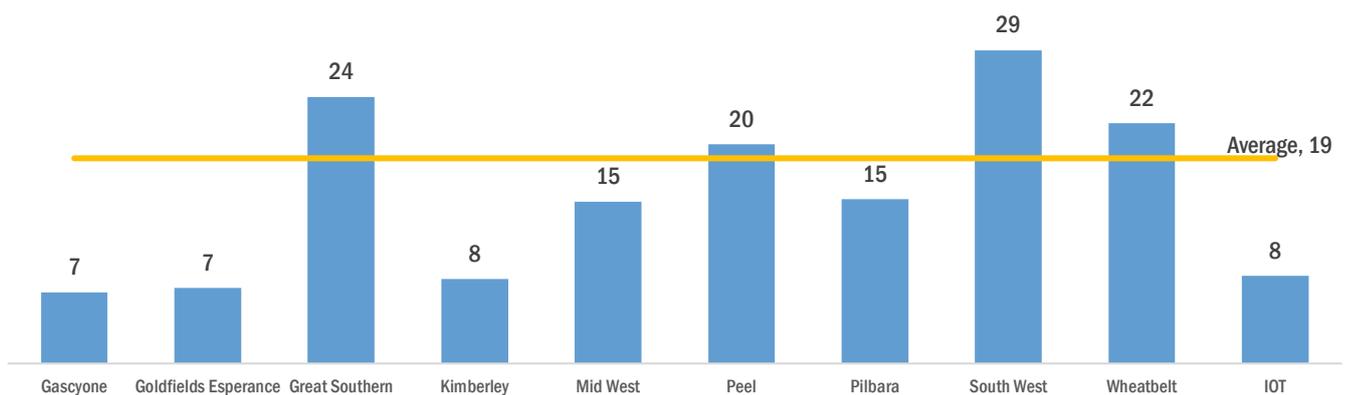
The number of contacts that each CRC had with Linkwest were recoded into categories and are presented in Figure 2. The slightly bimodal distribution of contacts suggests two different populations within CRCs - one group that has less contact with Linkwest and one group that has more.

Figure 2: Intensity of contact with Linkwest, April 2015 to December 2018



Examining contacts from a regional and agency type perspective (i.e. incorporated association, Aboriginal corporation or run by a local government authority) helps shed light on trends within the contacts between CRCs and Linkwest. Because CRCs are not evenly distributed across Western Australia's regions, those with the highest number of CRCs, such as the Wheatbelt, are likely to have the highest number of contacts overall. For this reason, Figure 3 shows the number of contacts per CRC within each region. The South West region had the highest concentration of Linkwest contacts per CRC, followed by the Great Southern, Wheatbelt and Peel.

Figure 3: Average contacts with Linkwest per CRC by region, April 2015 to December 2018



Whilst Figure 3 shows that regions closest to Perth have a higher concentration of contacts with Linkwest, the variance is not simply due to geography. Rather, this is also a factor of type of CRC. Over nine in ten contacts with Linkwest since April 2015 have been with CRCs that are incorporated associations (Table 1).

Table 1: CRC contacts by type of CRC, April 2015 to December 2018

	# of contacts	% of all contacts	contacts per CRC
Incorporated association	1916	96.4%	22.8
Aboriginal association	12	0.6%	1.2
Local government	59	3.0%	4.6
Total	1,987	100.0%	18.7

Cross tabulating type of CRC by region (Appendix 1, Table 6) shows that the highest proportion of CRCs run by incorporated associations are in the Wheatbelt, South West, Great Southern and Mid West. Given that most contacts are with incorporated associations, it can be expected that most contacts will come from regions with a high proportion of CRCs run by incorporated associations. Using this logic, CRCs in the Mid West appear to be under represented in overall contacts. For example, they have only slightly less CRCs that are incorporated associations than the Great Southern (10 vs 11), but 37% less contacts per CRC than the Great Southern.

CRCs run by Aboriginal corporations represent the smallest proportion of all CRC contacts. Six CRCs have had no recorded contact with Linkwest - all are run by Aboriginal corporations, with four located in the Kimberley and two in Goldfields-Esperance.

Training and resources

According to the CRC Project Final Report (Linkwest April 2017), from April 2015 to March 2017, 127 CRC participants attended 12 training sessions delivered through the DPIRD grant, specifically targeting CRCs. There were 89 CRC enrolments in these sessions. The focus of the first year of training was IR/HR (with training delivered by Jobs Australia) and the focus of the second year was governance (with training delivered by Linkwest). In addition to the 12 training sessions provided within the scope of the grant, Linkwest provided an additional 11 localised training workshops through CRCs, which included participants from other organisations.

From April 2017 to December 2018, 67 CRC participants attended 9 training sessions delivered through the DPIRD grant across 67 CRC enrolments. The focus of the training was on Assets Based Community Development, constitutional basic, fundraising and grant writing. Participants came from 34 different CRCs.

Additional to training run through BeingThere, Linkwest offers training through a conference and professional development days in alternate years³, with the following participation rates:

- Linkwest conference 2015: 17 participants from 11 CRCs attended.
- Professional development days 2016: 78 participants from 54 CRCs attended, representing 64% of all attendees and registered organisations.
- Linkwest conference 2017: 109 participants from 60 CRCs attended, representing 59% of all attendees and 60% of all registered organisations.

³ Available for CRCs and Neighbourhood Centres.

- Professional development days 2018: 52 participants from 37 CRCs attended, representing 51% of all attendees and 55% of all registered organisations.

In examining spread of training participation, the evaluation has drawn upon Linkwest data in relation to training sessions run through BeingThere (April 2017 to December 2018), conference registration data for 2017 and professional development days registration for 2018 (Table 2). A breakdown of training participation for the period April 2015 to March 2017 was not available from the 2017 Final Report.

Patterns of participation in training show similar trends to those found in overall contacts with Linkwest, that is, it is largely CRCs who are incorporated associations that are attending, and mainly from the Wheatbelt, South West, Great Southern regions. The conference attracts the greatest spread of registrations across the regions and the highest participation from CRCs run by local government. No CRCs run by Aboriginal corporations participated in these events.

Table 2: Participation in training by region and CRC type

	BeingThere training April '17-Dec '18		2017 Conference		2018 Professional Development Days	
	#	%	#	%	#	%
Gascyone	1	3%	1	2%	0	0%
Goldfields Esperance	3	9%	3	5%	1	3%
Great Southern	5	15%	5	8%	3	8%
Kimberley	2	6%	3	5%	0	0%
Mid West	0	0%	3	5%	3	8%
Peel	1	3%	3	5%	1	3%
Pilbara	0	0%	1	2%	1	3%
South West	6	18%	10	17%	9	24%
Wheatbelt	16	47%	29	48%	18	49%
IOT	0	0%	2	3%	1	3%
Incorporated association	32	94%	56	93%	36	97%
Aboriginal corporation	0	0%	0	0%	0	0%
Local government	2	6%	4	7%	1	3%
Total	34	100%	60	100%	37	100%

From April 2015 to December 2018 there have been 1,059 downloads of Linkwest resources from the Linkwest website by CRCs. This total excludes multiple downloads by the same individual, resources sent directly to a CRC via email and resources that are accessed by CRCs through the CRC portal administered by DPIRD.

Intensive support

According to the CRC Project Final Report (Linkwest April 2017), from April 2015 to March 2017, seven CRCs were provided intensive support in the areas of IR/HR, governance, sustainability, and centre management. Of these seven, five were recommended to seek further advice from an IR/HR expert, of which three accepted the recommendation and were referred, with Linkwest paying for the first two hours of consultation.

From April 2017 to December 2018, 17 CRCs received intensive support. Linkwest staff was able to meet most of these support needs, with a referral to external support services in eight cases and Linkwest paying for the first two hours of consultation.

Sector wide promotion and representation

Promotion and representation of CRCs connects with Linkwest's contractual role with DPIRD to support CRCs, enhance service delivery and assist the State Government have a better understanding of emerging issues affecting CRCs and their communities; as well as connecting with their role as the peak body for CRCs. The demarcation between these two roles in relation to promotion and representation is not always easy to establish, a point raised in some of the interviews conducted for this evaluation.

Much of Linkwest's work in this regard has been around encouraging increased utilisation of CRCs by other agencies and assisting CRCs explore alternative income streams. Highlights of promotion and representation undertaken on behalf of the CRCs is provided below and illustrate ways in which Linkwest has sought to build overall sector capacity and add value for CRCs:

- As a result of the Linkwest and AWACRC Merger in 2016, Linkwest established a CRC subcommittee to ensure the views of CRCs are represented. Linkwest received a grant from DPIRD to facilitate this merger.
- In 2016 and 2017 Linkwest provided grant opportunities to member CRCs to hold activities during national Neighbourhood House Week, totalling \$16,215 for 33 activities.
- Linkwest partnered with Lifeline to run two Domestic Violence Alert workshops, which were offered for free to CRCs and included provision of travel allowance.
- Promotion of how other agencies can utilise CRCs for the delivery of services, including the Wheatbelt Community Legal Centre, Indigenous Business Australia, Helping Minds, the Stroke Foundation WA, Advocare, Council on the Ageing WA, Consumers of Mental Health WA and Australian Seniors Computing Club of Australia.
- Linkwest collaboration with the WA State Library to assist consultation with regional communities on their public library strategy. This included setting up a video conferencing session to consult with CRCs co-located with a public library.
- Working with the Health Consumers' Council to utilise CRCs for their consumer engagement for the Sustainable Health Review. This included video conferencing sessions in CRCs with community members and CRC hosted community conversations.
- Representation of CRCs at various conferences, events and forums to promote the Network, such as the WA Peaks Forum, Supporting Communities Forum and Sustainable Health Review.
- Feasibility investigation of Container Deposit Scheme Social Enterprises income for CRCs.
- Facilitation of CRC involvement in consultations for the WA Youth Engagement Strategy.
- Development of resource materials for grants and tenders.
- Supporting promotional activities by CRCs, such as Triple M's program Rural Focus and having a booth at Farmer on your Plate, a Perth based expo.
- Educating member CRCs on the use of the ANHCA Public Fund for DGR status, so as to increase grant and donation opportunities.
- Partnering with People with Disabilities WA to promote their Disability Friendly Organisation service, free through Wheatbelt CRCs as a pilot program.
- Linkwest's WA Regional Resource Connect project, which aims to connect regional and remote people to digital resources via CRCs and Neighbourhood Centres.
- Linkwest's contract with the Education and Care Regulatory Unity to produce an online interactive governance course for community managed childcare centres. A number of CRCs will benefit from this as they provide childcare services in addition to their core services.

Survey data

The CRC Sector Support Survey 2019 found that the Linkwest support services most utilised by respondents were resources provided online or by email (e.g. videos, manuals, templates and policies) and general advice and guidance, with both categories of service being accessed by four in five CRCs (Figure 4). Access to two hours consultancy support was the least utilised support service, with 1 in 5 respondents stating that they have used this service.

Figure 4: CRC utilisation of Linkwest support services

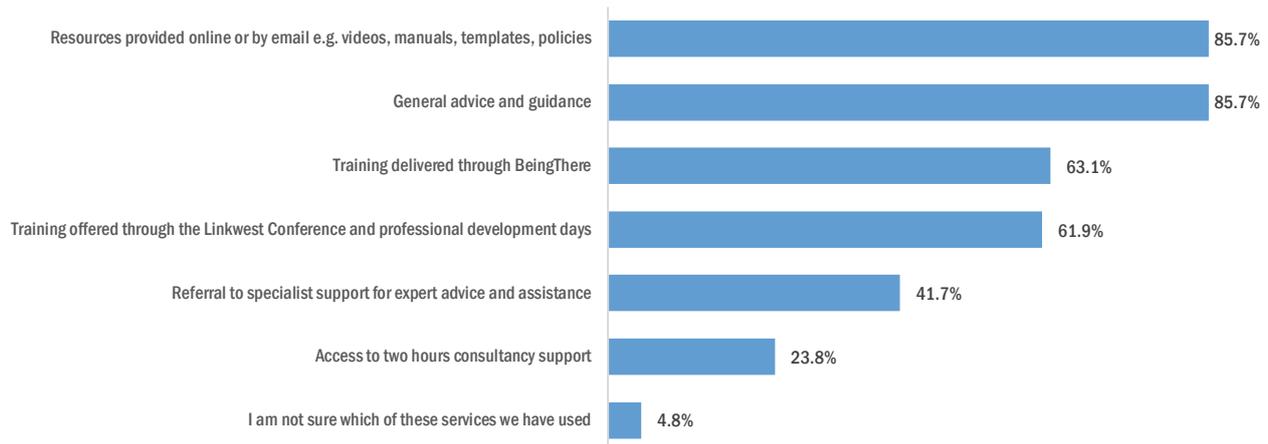


Table 3 shows that 55% of respondents have accessed four or more support service types and 70% have accessed three or more.

Table 3: CRC utilisation of multiple Linkwest services

Total # of services accessed	# of CRCs	%
1	11	13%
2	12	14%
3	13	15%
4	14	17%
5	18	21%
6	14	17%
Not sure	2	2%
Total	84	100%

Tables 9 to 15 in Appendix 1 show cross tabulations of services accessed by region, type of CRC and number of paid staff. Statistical significance based on region could not be established due to low cell counts and differences on the basis of number of paid staff were not found to be significant. However, testing did show significance in the difference between the type of CRCs accessing Linkwest support services, with incorporated associations more likely to utilise services than CRCs run by local government.

These results triangulate with the analysis of Linkwest service data. As with the service data analysis, the Wheatbelt, Great Southern, South West and Mid West had the highest proportions of service utilisation. No survey respondents identified as being from the Kimberley region or run by an Aboriginal corporation.

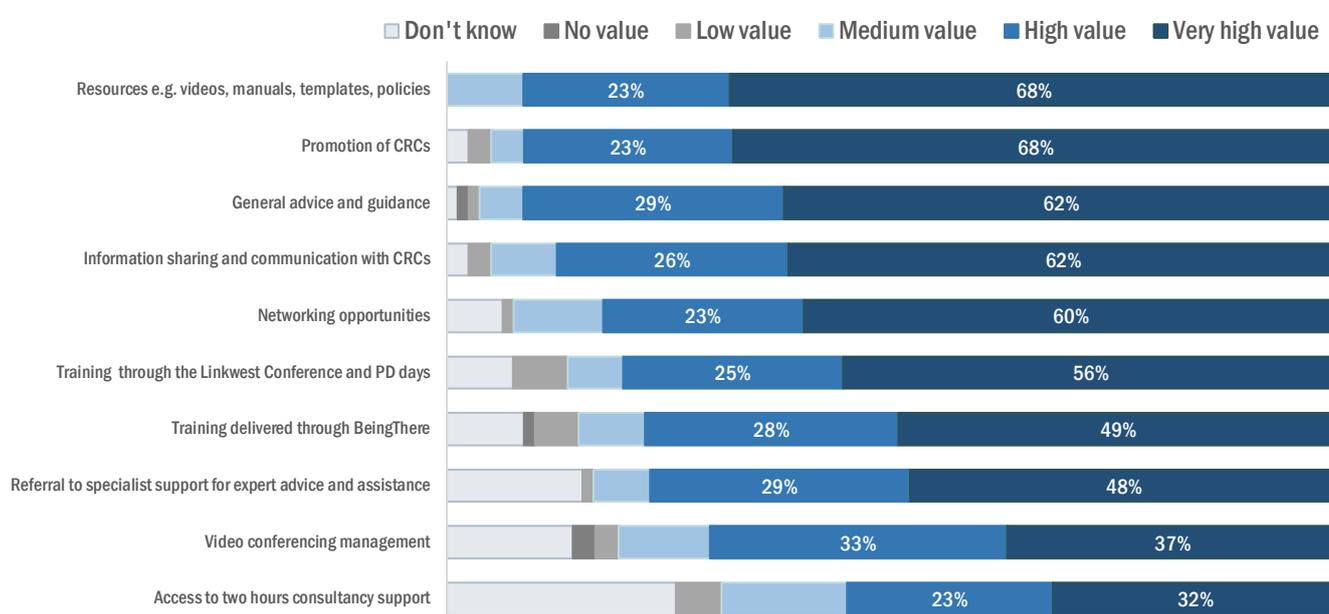
Value of Linkwest sector support services

Survey findings

Respondents to the CRC Sector Support Survey were asked to rate the value of sector support services provided by Linkwest, regardless of whether they had utilised a particular service or not. For example, a CRC may not have accessed two hours of consultancy support, but still view it as a valuable service.

Figure 5 (and Table 16, Appendix 1) shows that resources, promotion of CRCs, general advice and guidance, information sharing/communication and networking are the most valued support services provided by Linkwest (valued by nine in ten respondents). The least valued services are access to two hours consultancy support and video conferencing management.

Figure 5: Value of Linkwest support services to CRCs

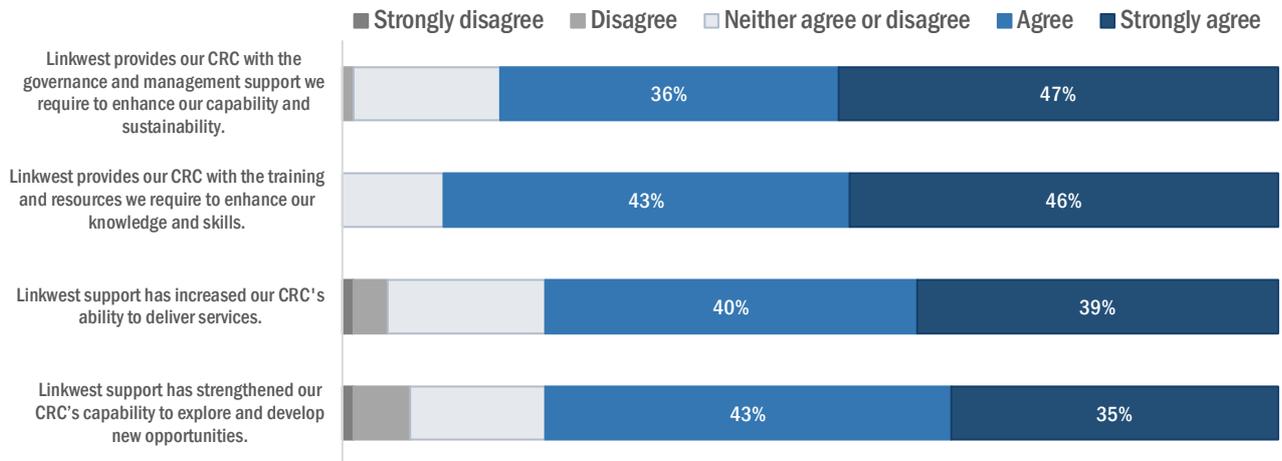


In an opened ended question of other Linkwest services of value to CRCs, the most frequently cited services identified by respondents were:

- Advocacy, policy input and representation of CRCs.
- Information and assistance with grants and tenders.
- Communication and knowledge exchange.
- Quality of support by Linkwest staff.

When asked to express agreement or disagreement with a range of outcome statements, 9 in 10 respondents agreed that Linkwest provides their CRC with the training and resources they require to enhance knowledge and skills. Four in five CRCs agreed that Linkwest provides their CRC with the governance and management support they require to enhance capability and sustainability; Linkwest support has increased their CRC's ability to deliver services; and Linkwest support has strengthened their CRC's capability to explore and develop new opportunities (Figure 6 below and Table 17, Appendix 1).

Figure 6: Outcomes of Linkwest sector support services



These survey results are similar to those found in the Linkwest Directions Survey 2018⁴, where training, resources and support were all highly valued by CRC Linkwest members (Figure 7). The Linkwest survey also included 'Advocacy' as a member service, a function that is not included in the DPIRD grant and one which links with Linkwest's role as a peak body, more than their contracted role with DPIRD.

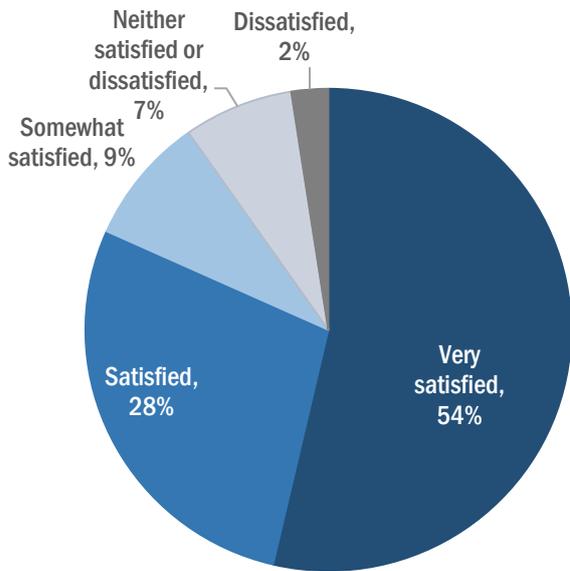
Figure 7: Linkwest Directions Survey 2018



Overall, 54% of respondents to the CRC Sector Support Survey said that they were very satisfied with sector support services provided by Linkwest and 28% were satisfied (Figure 8). Just under one in ten respondents were somewhat satisfied and 2% were dissatisfied with Linkwest support services (representing two CRCs).

⁴ 48 responses were received by CRC members.

Figure 8: Overall satisfaction with Linkwest sector support services



In Tables 18-20 (Appendix 1), overall satisfaction was cross tabulated with region, type of CRC and number of paid staff. Cell counts are too small to test significance of differences, however satisfaction as a proportion of all CRC respondents was highest in the Pilbara, Great Southern, South West, Peel and Wheatbelt.⁵ Fifty per cent of CRCs run by local government were satisfied or very satisfied with Linkwest services overall compared to 85% of CRCs that are incorporated associations. CRCs with 4 paid staff or more expressed higher levels of satisfaction than CRCs with 3.5 paid staff or less (83% compared to 75%).

CRCs were asked what they would like to say about the sector support services provided by Linkwest. Almost half of all respondents (45%) chose to provide a response to this question. Of these, 95% of responses (36) were comments of positive feedback. A selection of these comments is shown below.

It is comprehensive, knowing the high level of governance support is only a call/email away is reassuring. Good governance underpins the CRC organisation and all we do.

An essential element in the cohesiveness of the CRC system, providing suitable advice and support.

The regular emails informing us of new requirements from Government and how we manage the issue is very valuable.

Having that support to hand has meant we have been able to concentrate on our day to day work.

Linkwest is an excellent central repository of information and connection.

The services provided by Linkwest are professional and of a very high standard. The resources and training provided are excellent,

relevant and adaptable for CRCs. The videoconferencing training opportunities make professional development much easier for regional participants.

Linkwest is an important element of the Network as a whole. They are the link to ensure we as an organisation are up-to-date with association and governance rules. They ensure we feel supported with knowing who and how to engage with our stakeholders. They ensure we do not miss opportunities from each other and DPIRD.

Linkwest has proved to be a mainstay for the CRC network.

Linkwest is very professional, the support and templates provided are great. The Constitution template was fantastic and saved heaps of work. The development of a Coordinator/Manager

⁵ Only one response was received for this question in the Pilbara, resulting in a 100% 'very satisfied' rating.

Information pack and the Policies and Procedures Manual were also very good.

The support services are excellent. They have been very helpful in a number of different issues that I have had in my time as coordinator.

Linkwest provide a critical service to weave together the effort that is occurring across the region...and most critically, they are not state government and we can be assured of their independence in policy support and training.

For new managers just starting out, Linkwest support is vital.

Just knowing Linkwest are there to support us and back us up is great for peace of mind and I love that we get ideas from the Neighbourhood Centre aspect of their service delivery as it helps inspire our services. Their passion for community development is clear and flows through all of their services and is very uplifting.

The network would not be where it is or as strong as it is today without Linkwest's ongoing mentoring, advocacy, support and resources.

Linkwest are the most valued support our centre could possibly have, thank you DPIRD for funding this essential support option

One comment expressed dissatisfaction with Linkwest services, saying that phone support was pushed them to 'go to the templates' and that the conference and video conferencing training did not meet their CRC's needs. Two comments suggested improvements to Linkwest services. One suggestion was to expand the exploration of new opportunities and the other was to do more face-to-face travel to regional towns. Both these comments are reflected in the survey responses around future support needs, as detailed in the next section.

Service data outcomes

Linkwest collects and reports on training evaluation outcomes. In the grant period 7 April 2015 to 6 April 2017, Linkwest reported that 99% of participants in video conferencing training agreed that the trainer was knowledgeable, 93% reported a better understanding of the topic and 29% reported a total increase in knowledge (CRC Project Final Report, April 2017)⁶.

Drawing upon progress reports and service data from 6 April 2017 to 31 December 2018, training evaluation responses during this time show 100% agreement that the trainer was knowledgeable, 89% reported a better understanding of the topic and 31% reported a total increase in knowledge.

In relation to conference and professional development (PD) day participation, evaluations showed the following:

- 2015 Conference: 100% agreed that content presented will help them to improve performance in their current role and overall satisfaction was 87%.
- 2016 PD days: 92% agreed that content presented will help them to improve performance in their current role and overall satisfaction was 95%.
- 2017 Conference: 78% agreed that content presented will help them to improve performance in their current role and overall satisfaction was 87%.
- 2018 PD days: 91% agreed that event that helped them feel more connected within the network, 86% agreed that they had a better understanding of the wider value of the CRC to society, 84% said that the event had made them feel more refreshed in their role and 89% agreed that the event had inspired them in their role.

⁶ Increase in knowledge is based a change in distance points along a Knowledge Scale.

Feedback from interviews

Interviews with two expert advisers utilised by DPIRD to provide specialised support concur that Linkwest has developed a significant body of resources, templates and tools to assist CRCs in areas such as human resource management, governance, stakeholder engagement and centre management, although one of these advisers expressed some uncertainty around how well some CRCs understand and apply the policy templates. Themes of concern around current sector support arrangements were that:

- Some CRCs require intensive support that is outside the current scope of support arrangements. This was particularly identified in the areas of governance, internal conflicts, risk, HR and financial controls.
- Current support arrangements largely rely on CRCs self-identifying need and seeking help. Both advisers felt that the support system needs to be more proactive and robust in ensuring good practices and policies are in place, without relying solely on CRCs' self-assessment of performance.
- CRCs need assistance with developing business orientated skills that will help them attract more revenue and address sustainability concerns. This theme is explored further in the next section on future needs and ideas.

Interviews with DPIRD staff show a similar concern about high intensity support needs and that some CRCs may be operating sub-optimally but be 'under the radar' of current support service engagement. Linkwest agrees that some CRCs require more intensive support than others and notes that the current grant arrangements do not cover the full costs of staff support if a CRCs begins to experience high needs.

In relation to systems for proactively identifying and addressing performance concerns, DPIRD requires all CRCs to undertake an annual 'health check'. Originally instigated in 2015 by commissioning an external consultant to undertake site visits, the checks are now based on a self-assessment template. Where concerns with an individual CRC are highlighted, the Department will work with them on an action plan that may include support being provided by DPIRD, Linkwest or an expert adviser. According to DPIRD staff, approximately 2 to 3 CRCs a year are required to enter into some form of intensive action planning and support. These health checks are designed for individual CRC assessment and results are not aggregated to show overall sector trends.

The evaluation was not able to find any quantifiable data on how many CRCs require higher levels of remedial support at any one time and all those interviewed agreed that such needs are highly fluid. As small organisations, with most CRCs managed by volunteer committees, a centre can move from functioning well to not functioning well in a short period of time and overall performance is dependent on the skills and experience of managers/coordinators, committee members and the level of conflict or cohesion between these two groups.

Linkwest stated that their philosophy is to coach and mentor small, community based organisations such as CRCs, rather than 'audit', assess or dictate performance. In this sense, Linkwest adopts a developmental, assets based and leadership focused model. DPIRD also spoke of preferring to work proactively with CRCs on capacity building and coaching rather than telling centres what to do and how to do it.

The interview with Department of Communities focused on their role and learning as a key purchaser of sector support services, through their Sector Support, Development and Advocacy Program. The program has been reviewed and future outcomes and specifications in relation to

sector support are under development. Whilst all organisations funded under the Sector Support, Development and Advocacy Program are membership based peaks, the Department of Communities requires funded services to be available to members and 'related organisations', so as to capture providers in a particular sector that choose not to be a member of a peak body.

Reflecting on their experience, the Department of Communities staff interviewed felt that the role of peak bodies in advocating for and representing a particular service sector cannot be easily separated from overall sector capacity building. To this end, the Department of Communities is looking to explicitly include sector advocacy, representation and policy advice in their program's service activities. This view in relation to advocacy and representation is not shared by DPIRD, with Department staff stating strongly that DPIRD sector support funding does not include advocacy and representation activities, rather these functions should be funded from membership fees or alternative sources.

Future sector support needs

The scope of this project did not include a deep examination of potential, future sector support models, such as comparative reviews, co-design or feasibility testing. However, the interviews and CRC Sector Support Survey both sought to harvest feedback on priority needs and ideas for the future. The feedback is intended to inform next stage research and planning. This section outlines priority sector support needs as identified in the survey and interviews, and ideas for enhancing capacity building across the Network.

Throughout all the themes identified, two approaches to capacity building emerge. The first approach has a focus on building capacity in *individual CRCs* and much of this feedback spoke about ongoing training and increasing customised support - working with individual CRCs that are seeking assistance, particularly in relation to strategic planning, management and business development. The second approach has a focus on *collective* strategies that develop the sector as a whole. This approach supports stronger sector representation and includes ideas around regional or sector wide collaborations and whole of sector or whole of region initiatives to attract new opportunities.

Ongoing training

Training needs was the strongest theme in relation to sector support and ideas for future support services. Most of these comments simply said 'more staff development', without detailing specific training needs. However, those comments that provided further detail tended to be grouped into comments around who the training is for, how the training is delivered and what the training is about. Support for more training was fairly evenly spread between CRCs with more than four paid staff and those with less, however there was a concentration of training related comments from CRCs that are incorporated association as opposed to local government run CRCs.

In relation to who training is targeted for, new staff and management committee members were the most frequently cited groups, with ongoing, training for all staff (not just managers) a common theme. One CRC suggested that training for committee members should be mandatory, irrespective of past experience or skills.

Comments around training through video conferencing were mixed. Some comments were that video conferencing was less engaging and did not work well for their CRC, these centres preferred an increase in face-to-face training opportunities through regional centres. Others felt that video conferencing and online training was a useful technology that could be built upon and improved, including access to after hours' courses and more interactive training.

Some CRCs would like assistance (subsidies or scholarships) to access accredited courses offered by other training providers and a number spoke about linking into regional based training. There were also suggestions that training programs become more targeted to suit the requirements of different CRCs and that there is more follow-up post training to support implementation.

Training opportunities are good - however sometimes in the busy world we are in putting it into action is a whole other matter (maybe physical or VC follow ups.

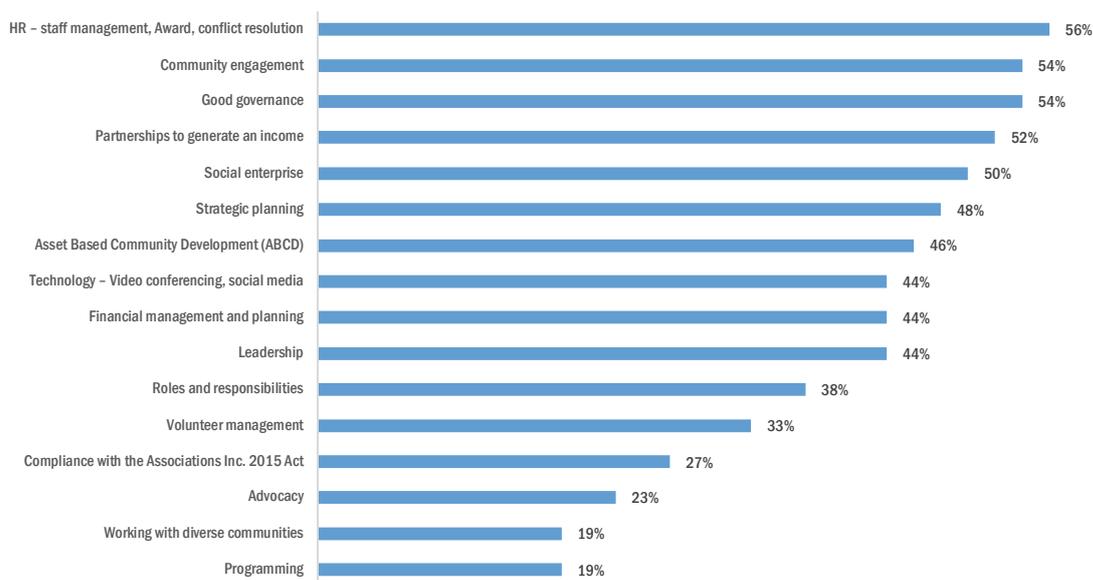
Investment/partnership with TAFE at a state level to support the network of trainees.

Less fluffy stuff more hard management skills.

30 minute online training for new staff in a variety of areas.

Areas of desired training include continuing with those topics Linkwest sector support services have focused on over the past three years (IR/HR, governance, fundraising, ITC and community development/engagement). However, new areas of desired training also emerged from the qualitative data. The most common theme for new training was in relation to general business development skills - tender writing, financial knowledge, partnership development and how to work up business proposals. This desire of CRCs to ensure a balance of training across internal operational demands; external community and stakeholder engagement; and strategic, financial and business orientated skills, is reflected in future training and development needs to emerge in the Linkwest Future Directions Survey of its members in late 2018 (Figure 9).

Figure 9: Future training and development needs, Linkwest Future Directions Survey 2018, CRC responses only



Strategic planning and business development

The second most common theme around future needs can generally be called strategic thinking, business development and long term planning. Evidence from across the evaluation shows that CRCs are acutely aware of viability and sustainability challenges. Whilst centres spoke highly of the work under taken to increase community and stakeholder engagement so that they can better understand and respond to their local communities, there was a strong sense in the qualitative data that more needs to be done to add business skills and acumen to sector capacity building. Ideas for what is needed took many forms within this theme, with key ones listed below:

- The facilitation of more collaborations and partnerships between CRCs within the same region to strengthen opportunities for growth.
- More concerted effects by DPIRD and Linkwest to increase the utilisation of CRCs as a way of delivering local and state government services. This can include the delivery of ongoing services, such as the Centrelink model, or short-term projects such as utilising CRCs as a vehicle for community consultation, as occurred in the Sustainable Health Review.
- Almost one in two of all respondents said that they would like further training and personalised assistance with understanding and responding to tenders and grants.

- Collective strategies to reduce overheads, such as group purchasing.
- Assistance with how to seek corporate sponsorships.
- Increased skills in long term financial planning and asset development.
- Improved understanding of business diversification options. Shared approaches to identifying and sourcing alternative income sources, and improved knowledge and skills around feasibility testing, social enterprises and how to develop proposals.
- Increased advice, advocacy and representation in negotiating funding/revenue contracts and ensuring the true cost of delivery services is acknowledged and built into business models.
- Increased partnerships with local and regional business support networks; and increased collaborations with place based support services.
- Collective approaches to marketing, higher visibility and a sector wide promotion strategy. One in two CRCs providing feedback on future needs and ideas felt that marketing was an area needing greater attention.

Understanding business diversification options.

Provide more professional development for tender applications and provide more template examples. As this is a relevantly new area for CRC's, we need to strengthen our skills.

Identify future opportunities for CRC as a group or individual CRCs.

Improved buying power for the network.

Key partnership to be developed with RCCIWA for CRC's to be able to be active in business development and support.

The sentiments expressed in this theme reflect comments received in interviews with the specialist advisers, namely, that CRCs need to develop a knowledge and skill set that will enhance business diversification and long term sustainability. The interview with the Wheatbelt Business Network shared initiatives that they have been undertaking (with assistance from a DPIRD grant) to link CRCs with the Australian Electoral Commission and Western Australian Electoral Commission to deliver education and electoral services; and with the Australian Bureau of Statistics for CRCs to possibly have a role in 2021 Census data collection.

Continue with current sector support services

There was strong support across all the survey questions for the role that Linkwest currently plays in sector support and many comments spoke directly of their desire for this role to continue. In particular, CRCs felt that there was on going need for training, support and resources in the areas of:

- Governance, committee recruitment and succession planning (noted by 52% of all CRCs responding to the question of future priority areas).
- Community engagement and Asset Based Community Development (noted by 45% of all CRCs responding to the question of future priority areas).
- Industrial relations and human resource management (noted by 38% of all CRCs responding to the question of future priority areas).
- Information technology and communication (noted by 33% of all CRCs responding to the question of future priority areas).
- General advice, assistance, resources and mentoring (noted by 24% of all CRCs responding to the question of future priority areas).

- Knowledge exchange and information sharing (noted by 20% of all CRCs responding to the question of future priority areas).

Nevertheless, CRCs also shared ideas for how Linkwest support services could improve. The most common improvement suggestion is that Linkwest visit CRCs more and run events within the regions. The second most common improvement was for there to be greater capacity for customised support and follow-up. Many CRCs expressed a desire for onsite visits and individual consultancy - not necessarily in times of crisis, but more generally, for example being able to ask Linkwest to review a budget or request a targeted training workshop. A few comments suggested that the scope of sector support provision should be extended beyond Linkwest.

In the interview with Linkwest, staff acknowledged the low participation of Aboriginal controlled CRCs in accessing sector support services and that improvements could be made in better engaging this group of CRCs.

A voice to continue to advocate the effectiveness of CRC's and how we are supporting regional communities state wide.

More flexibility in delivery of support - come to us rather than us having to come to you all the time.

Maintain Linkwest support services.

Research other organisations beyond Linkwest.

Secure funding and clear expectations

One in four CRCs expressed priorities around the adequacy and security of ongoing funding. These comments include concerns about the true cost of providing services and how CRCs can sustainably meet their legal requirements under the SCHADS award.

Comments in relation to funding also include a lack of clarity around funding requirements and mechanisms for modifying current contracts if they are not reflective of the local context. There were also some comments regarding improved reporting systems, streamlined grant arrangements (so as to reduce red tape) and a clearer understanding of outcomes based funding.

Some CRCs felt that the relationship between CRCs and DPIRD could benefit from more communication with the Network as a whole, possibly more visits by Department staff and a more collaborative approach. A number of comments spoke about recent threats to funding and the supportive role that Linkwest provided. In relation to potential role tensions, one CRC suggested a statement of agreement/intentions between Linkwest and DPIRD about "how they intend to manage any role conflicts which arise (between advocacy and government paid support)".

Communication with the network, particularly relevant to DPIRD outcome delivery.

Consideration for the SCHADS award, when considering costing our services

It is definitely in the interests of Government to provide such sector support, even if the advocacy function is sometimes a challenge for Government. There is no way I can see around the tension between the advocacy and support roles, other than both parties continuing to demonstrate sensitivity, ongoing awareness and transparency around this tension.

Networking and collaboration

CRCs are keen to see more networking, connecting, and sharing of ideas. One in two CRCs responding to the question on ideas going forward felt that this was an important sector support strategy. Whilst some of the comments felt that this could occur through video conferencing, most comments preferred face-to-face gatherings. Regional network meetings and cluster meetings were commonly referred to.

Many comments simply named having more networking events, without a surrounding discussion of purpose. However, where comments were more detailed, the main benefits of networking were seen to be knowledge exchange and building collaborations that could assist business objectives, such as combined tenders.

Facilitation of CRCs in close proximity working together on projects.

More cluster meetings and CRC Network opportunities to share experiences and ideas.

Finding a way to better utilise the knowledge of individual centres. For example, share events learnings, procedure that work well for one centre could be useful to another centre as well and would save time and cost amongst all community centres.

Figure 10: Word cloud of future sector support needs and ideas



Conclusion

To what extent has Linkwest provided services to CRCs as detailed in the Grant Agreement including meeting the stated outcomes? Was Linkwest services, widespread, effective and valued?

The evidence obtained in this evaluation found that Linkwest has delivered services in accordance to its grant agreement with DPIRD. In keeping with the purpose of the grant, training and resource development has focused on governance and management support; and building the capacity of CRCs to understand and engage with their local communities, so as to maximise service delivery that is responsive to local need.

From April 2015 to December 2018, Linkwest had 1,987 contacts with 100 different CRCs. Four in five contacts were in relation to matters within the grant brief, namely capacity building, IR/HR, training, networking, sustainability, governance, partnerships and management. These contacts average five per CRC per year, however, there was a wide spread in the distribution of contacts – almost one in five CRCs (17%) had five or less contacts during this period, and six CRCs had no formal contact. At the other end of the spectrum, a similar number (16%) had 33 or more formal contacts with Linkwest. The distribution of contacts is bimodal, suggesting two populations within CRCs – one that has less contact with Linkwest and another that has more.

Twenty-one training sessions for CRCs were provided under the grant up to the end of 2018 through video conferencing, with 193 participants from 156 registrations. In addition, 256 participants from 162 CRCs registrations attended across either an annual conference or professional development day. Training topics aligned with a focus on governance, HR, constitution training, grant writing and community engagement. Over one thousand downloads of CRC related resources (policy templates, guides and tools) have been made, with further distribution via emails and the CRC portal administered by DPIRD. Linkwest has provided intensive support to 24 CRCs (approximately one in five CRCs in the Network) and 11 have been referred to specialist advice, with Linkwest paying for the first two hours of consultancy.

The survey data shows that Linkwest sector support services are highly valued as a whole by CRCs, particularly the resources available, the work Linkwest does on promoting CRCs and access to general advice and guidance. Access to two hours consultancy support was least valued. Whilst the latter service is only a benefit for CRCs that are Linkwest members, there appears to have been a lack of clarity about this amongst CRCs and DPIRD staff.

Overall satisfaction with Linkwest support services sits at 82% with one in two survey respondents very satisfied. Satisfaction amongst CRCs operated by local government is lower and show higher levels of ambiguity than CRCs operated by incorporated associations (30% of survey respondents from local government CRCs were neither satisfied or dissatisfied). This finding is correlated with lower levels of participation in support services by local government CRCs overall. Less participation may be resulting in higher levels of satisfaction ambiguity or higher levels of satisfaction ambiguity may be resulting in lower levels of participation.

Training evaluations show positive outcomes in regard to building capacity and knowledge - 93% of participants reported an improved understanding and 29% reported an increase in knowledge. Nine in ten survey respondents agreed that Linkwest provides their CRC with the training and resources they require to enhance knowledge and skills. Four in five agreed that Linkwest provides their CRC with the governance and management support they require to enhance capability and sustainability; Linkwest support has increased their CRC's ability to

deliver services; and Linkwest support has strengthened their CRC's capability to explore and develop new opportunities.

Service data and feedback from interviews indicate that some CRCs are more highly engaged with sector support services than others. CRCs that are incorporated associations are significantly more likely to be engaged with sector support services than those centres run by local government. Over nine in ten recorded contacts with Linkwest since April 2015 have been with incorporated associations. This finding is likely to reflect two things – firstly, the majority of CRCs are incorporated associations (79%) and secondly, small incorporated associations are possibly more likely to require governance and management assistance than CRCs supported by local government. In keeping with this trend, regions with the highest concentration of CRCs that are incorporated associations have the highest engagement in sector support services (the Wheatbelt, South West and Great Southern). The exception to this is the Mid West, where engagement with sector support appears to be under represented. Conferences and professional development days attract the highest spread of participation.

Where engagement with support is most underrepresented is in relation to CRCs run by Aboriginal corporations and, correlated with this, CRCs located in the Kimberley region (the majority of which are run by Aboriginal corporations). Aboriginal controlled CRCs, which represent almost 10% of the Network, represent 0.6% of all formal contacts with Linkwest from April 2015 to December 2018, and 0% of participation in training workshops, conferences and developments days during the period analysed (April 2017 to December 2018).

In summary, Linkwest services are generally well accessed and strongly valued by CRCs that are incorporated associations and appear to have had positive outcomes in line with the grant agreement. Sector support services are somewhat less important for CRCs that are run by local government. It is unlikely that sector support services have any significant impact on CRCs that are run by Aboriginal corporations because they are not engaging with these services.

What are the future sector support needs of CRCs? What is the best methodology for future sector support service provision for CRCs?

The CRC Network model is one that is based on multiple (105) place based centres - the majority of which are run with a small number of staff and volunteer management committees. The evidence from survey responses and interviews is that CRCs will continue to require the type of sector support which is currently provided by Linkwest, namely governance, management and community/stakeholder engagement capacity building, as delivered by activities such as training, resource development, networking, general advice and referral to specialist assistance. As identified in the interviews, such capacity building is ongoing - CRCs have a turnover of staff and committee members, contextual circumstances change and there is a need for governance and management support to be renewed and strengthened regularly. Issues such as IR/HR support, community engagement, governance, ITC and volunteer management will continue to be high priority areas in training and support.

CRCs, particularly those that are incorporated associations, have expressed satisfaction with the support they receive. Suggestions for future improvements include an ability for the support model to include on-site visits, customised training and more proactive contact with CRCs, especially with those that are not naturally contacting Linkwest for support or participating in training on a regular basis.

In addition to services that seek to generally build the capacity of individual CRCs, there is a proportion of CRCs that require intensive support at times when a centre is experiencing acute governance or management difficulties. These CRCs become identified either through self-

referral to Linkwest or via DPIRD's annual health checks or contract management processes. In these cases, Linkwest draws upon its internal expertise in working with small, place based organisations and/or refers the CRC to external, specialist providers. Such referrals are also initiated by DPIRD. Dedicated resourcing for intensive support is limited. Linkwest notes that intensive support requires considerable staff time beyond that provided for and DPIRD notes that access to two hours external consultancy support is limited to full Linkwest members. Where intensive support is required, it is unlikely that two hours consultancy will suffice, a point acknowledged by DPIRD, Linkwest, and the specialist advisers interviewed. In such cases, the CRC must have the funds to purchase additional hours or seek the assistance of the Department. It is not quantifiably known how many hours in external, specialist support is purchased by CRCs in the Network per year. Linkwest has provided intensive support and or referral to approximately one in five CRCs over the past four years. DPIRD and the specialist advisers suggest that the number of CRCs requiring intensive support may be slightly higher than this (one third was a proportion that was often mentioned), but the exact proportion is not clear.

Annual health checks, as conducted by DPIRD is one method for identifying intensive support needs, but is based upon self-assessment, so has the potential to under-estimate need. DPIRD complements these self-assessments with checks by qualified auditors (6-9 per year) and annual visits by DPIRD Project Officers. A larger sample by audits each year may be beneficial, but this is dictated by budget constraints. Annual health checks operate on an individualised basis and are not aggregated across the Network. If aggregated, these checks may provide a valuable source of information for identifying overall sector needs and outcome improvements.

The sector support grant agreements to date have had a focus on internal capacity building around governance and management. Less attention in procurement has been given to strategic capacity building such as partnerships, business development, revenue diversification, financial planning, marketing and strategic communications. Having said this, the training program developed by Linkwest currently has a strong focus on community engagement and community development as a means to assisting CRCs identify and respond to local circumstances and opportunities, and at a sector wide level, Linkwest has undertaken promotion of the Network to try and connect CRCs with agencies that could utilise the sector for service delivery and community engagement/consultation purposes. Additionally, DPIRD has recently funded the Wheatbelt Business Network to explore region-wide business opportunities and has commissioned training across the Network to improve the sector's ability to recognise, measure and report on outcomes and impact.

A clear message in this evaluation is that the majority of CRCs recognise that they require additional skills and increased support in strategic planning and business development in order to maximise viability and sustainability. This theme was the second most cited area of future priority need after ongoing training. Examples of strategies within this theme include those that diversify revenue, as well as those that assist with reducing costs and increasing efficiencies.

Business development for not-for-profits is not divorced from social mission and community engagement, a point recognised by CRCs in their comments and reflected in the current Linkwest training program. Place based community connection and business acumen are intrinsically linked. The general sense from analysing survey comments is that CRCs do not wish to depart from the current focus of sector support; but they do wish to add to it knowledge and skills which they believe that the sector is not currently strong on.

Another dimension of this theme is the difference between support that is focused on empowering individual CRCs to identify and plan for their future; and support that facilitates collective initiatives, either at a local, regional or state level. CRCs are keen to network and collaborate more with each other and with other organisations to create strategic opportunities.

Whilst CRCs acknowledge that this is a task that they must drive and take ownership of themselves, they are also seeking an element of leadership and representation to facilitate collaboration and opportunities for growth.

If a future model of sector capacity building includes both individualised support to specific CRCs and regional/sector wide collective initiatives (such as negotiating opportunities on behalf of CRCs) questions around representation become more complex and require clearer understandings. This is because the very nature of collective initiatives often necessitates some level of group representation. Whilst at one end of the scale DPIRD and Linkwest are both clear on what the Department does not wish to fund (e.g. member based advocacy and services), when is promoting and speaking on behalf of a sector a legitimate part of capacity building? For example, when Linkwest holds discussion on behalf of CRCs to include the Network as a vehicle for state government consultations – is this within or out of procurement scope? This is a question which appears to be unclear and requires clarification if future models include more network-wide developmental initiatives. The same can be said of research functions. A model that seeks to include sector wide business development (e.g. social enterprise, contracts of service that cover a whole region or multiple regions or group purchasing) will necessitate some level of research, feasibility testing and modelling. The current model of sector support isn't clear on the extent to which these functions are part of the activities being procured.

In conclusion, drawing upon the evaluation evidence, a future model of CRC sector support needs to be able to:

- Provide general capacity building services for all CRCs, as well as customised and intensive support where required.
- Attend to internal functioning (e.g. governance, management and operations), as well as external strategic functioning (e.g. engagement, business development and marketing).
- Empower CRCs to develop their own solutions and strategies for growth and viability, as well as facilitate sector wide strategies and initiatives.
- Clarify the processes by which CRCs access specialist support; and clarify the functions of research and representation in developing sector/regional wide initiatives.
- Provide systems for extrapolating sector wide support trends from current DPIRD and Linkwest service data, benchmarking outcomes and regularly evaluating sector needs.
- Have a strategy for engaging all CRCs in the Network and a system for identifying and targeting those CRCs that are not engaging. In particular, a strategy is required for engaging Aboriginal controlled CRCs and regions where engagement is under-represented.

Future sector support that seeks to maintain current support activities, as well as extend services to reflect new and emerging needs (such as business development or increased regional visits), will have capacity and resource implications that need to be considered in any next stage model design and procurement specifications.

Substantial gains have been made in enhancing the capacity of the CRC Network in the past four years and CRCs as a whole believe that they are stronger in their governance, management and ability to deliver services. These gains require ongoing maintenance and consolidation, with particular attention to customising advice and support, especially for those CRCs that experience periods of higher need in relation to internal functioning. Building upon these gains, and reflecting CRC identified priorities, future sector support models should consider extending scope to include capacity building, facilitation and leadership around new service and business models and collaborative strategies that address long term viability and sustainability, grounded in the CRC model of being place based, localised and responsive to the communities they serve.

Appendix 1: Data tables

The following tables show the secondary analysis undertaken of Linkwest service data, with cross tabulations of key services areas by region and agency type (i.e. incorporated association, Aboriginal corporation or run by a local government authority).

Table 4: CRC contacts with Linkwest by region, 4/7/15 to 31/12/18

Region		Number of Contacts, 7/4/17 to 31/12/18										Total	
		No contact	1-5	6-11	12-16	17-22	23-27	28-32	33-37	38-42	More than 42		
Gascyone	# of CRCs	0	0	2	0	0	0	0	0	0	0	0	2
	% within Region	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Goldfields Esperance	# of CRCs	2	5	1	0	0	1	1	0	0	0	0	10
	% within Region	20.0%	50.0%	10.0%	0.0%	0.0%	10.0%	10.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Great Southern	# of CRCs	0	0	2	1	3	1	2	1	0	1	1	11
	% within Region	0.0%	0.0%	18.2%	9.1%	27.3%	9.1%	18.2%	9.1%	0.0%	9.1%	9.1%	100.0%
Kimberley	# of CRCs	4	2	1	1	1	0	0	1	0	0	0	10
	% within Region	40.0%	20.0%	10.0%	10.0%	10.0%	0.0%	0.0%	10.0%	0.0%	0.0%	0.0%	100.0%
Mid West	# of CRCs	0	0	5	3	0	0	1	1	0	0	0	10
	% within Region	0.0%	0.0%	50.0%	30.0%	0.0%	0.0%	10.0%	10.0%	0.0%	0.0%	0.0%	100.0%
Peel	# of CRCs	0	0	2	0	0	0	1	1	0	0	0	4
	% within Region	0.0%	0.0%	50.0%	0.0%	0.0%	0.0%	25.0%	25.0%	0.0%	0.0%	0.0%	100.0%
Pilbara	# of CRCs	0	1	1	0	0	0	0	1	0	0	0	3
	% within Region	0.0%	33.3%	33.3%	0.0%	0.0%	0.0%	0.0%	33.3%	0.0%	0.0%	0.0%	100.0%
South West	# of CRCs	0	0	1	2	1	3	2	2	1	1	1	13
	% within Region	0.0%	0.0%	7.7%	15.4%	7.7%	23.1%	15.4%	15.4%	7.7%	7.7%	7.7%	100.0%
Wheatbelt	# of CRCs	0	4	3	7	9	4	7	2	3	2	2	41
	% within Region	0.0%	9.8%	7.3%	17.1%	22.0%	9.8%	17.1%	4.9%	7.3%	4.9%	4.9%	100.0%
IOT	# of CRCs	0	0	2	0	0	0	0	0	0	0	0	2
	% within Region	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Total	# of CRCs	6	12	20	14	14	9	14	9	4	4	4	106
	% within Region	5.7%	11.3%	18.9%	13.2%	13.2%	8.5%	13.2%	8.5%	3.8%	3.8%	3.8%	100.0%

* Total is CRCs 106 because one CRC has ceased operating since Linkwest commenced support service provision

Table 5: CRC contacts with Linkwest by CRC type, 4/7/15 to 31/12/18

		Number of Contacts, 7/4/17 to 31/12/18										
		No contact	1-5	6-11	12-16	17-22	23-27	28-32	33-37	38-42	More than 42	Total
Incorporated association	# of CRCs	0	1	17	12	14	9	14	9	4	4	84
	% within Type	0.0%	1.2%	20.2%	14.3%	16.7%	10.7%	16.7%	10.7%	4.8%	4.8%	100.0%
Aboriginal organisation	# of CRCs	6	3	1	0	0	0	0	0	0	0	10
	% within Type	60.0%	30.0%	10.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Local government	# of CRCs	0	8	2	2	0	0	0	0	0	0	12
	% within Type	0.0%	66.7%	16.7%	16.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Total	# of CRCs	6	12	20	14	14	9	14	9	4	4	106
	% within Type	5.7%	11.3%	18.9%	13.2%	13.2%	8.5%	13.2%	8.5%	3.8%	3.8%	100.0%

* Total is CRCs 106 because one CRC has ceased operating since Linkwest commenced support service provision

Table 6: CRCs - regions by type

		Gascyone	Goldfields Esperance	Great Southern	Kimberley	Mid West	Peel	Pilbara	South West	Wheatbelt	IOT	Total
Incorporated association	# of CRCs	1	2	11	3	10	4	2	13	36	2	84
	% within Type	1.2%	2.4%	13.1%	3.6%	11.9%	4.8%	2.4%	15.5%	42.9%	2.4%	100.0%
Aboriginal organisation	# of CRCs	0	2	0	7	0	0	1	0	0	0	10
	% within Type	0.0%	20.0%	0.0%	70.0%	0.0%	0.0%	10.0%	0.0%	0.0%	0.0%	100.0%
Local government	# of CRCs	1	6	0	0	0	0	0	0	5	0	12
	% within Type	8.3%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	41.7%	0.0%	100.0%
Total	# of CRCs	2	10	11	10	10	4	3	13	41	2	106
	% within Type	1.9%	9.4%	10.4%	9.4%	9.4%	3.8%	2.8%	12.3%	38.7%	1.9%	100.0%

* Total is CRCs 106 because one CRC has ceased operating since Linkwest commenced support service provision

The following tables show results from the CRC Sector Support Survey 2019. Cross tabulations in relation to regions is based on the respondent identified region. In the case of the South West, a total of 16 respondents identified their CRC as being in the South West region, however only 13 CRCs are actually located within this region.

Table 7: Survey respondents

Total responses = 84, 80% response rate of 105 CRCs in the CRC Network.

Region	Respondents		CRC Network	
	#	%	#	%
Wheatbelt	30	36%	41	39%
South West	16	19%	13	12%
Goldfields- Esperance	5	6%	10	10%
Midwest	9	11%	10	10%
Great Southern	10	12%	11	10%
Kimberley	0	0%	9	9%
Peel	2	2%	4	4%
Pilbara	1	1%	3	3%
Gascoyne	1	1%	2	2%
IOT	0	0%	2	2%
Region not stated	10	12%	-	-
Type of CRC				
Incorporated Association	66	78.6%	83	79.0%
Local Government	10	11.9%	12	11.4%
Aboriginal Corporation	0	0.0%	10	9.5%
Type of CRC not stated	8	9.5%	-	-
# of paid staff*				
3.5 staff or less	34	40.5%	-	-
4 staff or more	41	49.8%	-	-
# of staff not stated	9	10.7%	-	-

* fulltime and part-time combined

Table 8: Linkwest support services accessed by survey respondents

Linkwest support service	%	#
General advice and guidance	85.7%	72
Resources provided online or by email e.g. videos, manuals, templates, policies	85.7%	72
Training delivered through BeingThere	63.1%	53
Training offered through the Linkwest Conference and professional development days	61.9%	52
Referral to specialist support for expert advice and assistance	41.7%	35
Access to two hours consultancy support	23.8%	20
I am not sure which of these services we have used	4.8%	4
	Answered	84

Table 9: Services accessed by region

Region	General advice and guidance	Access to two hours consultancy support	Referral to specialist support	Training delivered through BeingThere	Training through Conference & PD days	Resources provided online or by email	Don't know	Total CRCs in each region - survey result
Gascoyne	1	0	0	1	0	1	0	1
Goldfields-Esperance	3	1	1	1	2	3	1	5
Great Southern	10	2	5	8	9	10	0	10
Mid West	9	2	4	3	5	7	0	9
Peel	2	0	0	1	0	2	0	2
Pilbara	1	0	1	1	1	1	0	1
South West	14	7	11	13	13	16	0	16
Wheatbelt	23	5	9	18	16	24	1	30
Region not stated	9	3	4	7	6	8	2	10
Total	72	20	35	53	52	72	4	84

Table 10: Percentage of regions represented within each support type accessed

Region	General advice and guidance	Access to two hours consultancy support	Referral to specialist support	Training delivered through BeingThere	Training through Conference and PD days	Resources provided online or by email	Don't know
Gascoyne	1.4%	0.0%	0.0%	1.9%	0.0%	1.4%	0.0%
Goldfields-Esperance	4.2%	5.0%	2.9%	1.9%	3.8%	4.2%	25.0%
Great Southern	13.9%	10.0%	14.3%	15.1%	17.3%	13.9%	0.0%
Mid West	12.5%	10.0%	11.4%	5.7%	9.6%	9.7%	0.0%
Peel	2.8%	0.0%	0.0%	1.9%	0.0%	2.8%	0.0%
Pilbara	1.4%	0.0%	2.9%	1.9%	1.9%	1.4%	0.0%
South West	19.4%	35.0%	31.4%	24.5%	25.0%	22.2%	0.0%
Wheatbelt	31.9%	25.0%	25.7%	34.0%	30.8%	33.3%	25.0%
Region not stated	12.5%	15.0%	11.4%	13.2%	11.5%	11.1%	50.0%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 11: Percentage of CRCs within a region accessing each support type

Region	General advice and guidance	Access to two hours consultancy support	Referral to specialist support	Training delivered through BeingThere	Training through Conference and PD days	Resources provided online or by email	Don't know
Gascoyne	100.0%	0.0%	0.0%	100.0%	0.0%	100.0%	0.0%
Goldfields-Esperance	60.0%	20.0%	20.0%	20.0%	40.0%	60.0%	20.0%
Great Southern	100.0%	20.0%	50.0%	80.0%	90.0%	100.0%	0.0%
Mid West	100.0%	22.2%	44.4%	33.3%	55.6%	77.8%	0.0%
Peel	100.0%	0.0%	0.0%	50.0%	0.0%	100.0%	0.0%
Pilbara	100.0%	0.0%	100.0%	100.0%	100.0%	100.0%	0.0%
South West	87.5%	43.8%	68.8%	81.3%	81.3%	100.0%	0.0%
Wheatbelt	76.7%	16.7%	30.0%	60.0%	53.3%	80.0%	3.3%
Region not stated	90.0%	30.0%	40.0%	70.0%	60.0%	80.0%	20.0%

Statistical significance based on region could not be established due to small expected cell counts.

Table 12: Support services accessed by type of CRC (incorporated association and local government authority)

	General advice and guidance		Access to two hours consultancy support		Referral to specialist support		Training delivered through BeingThere		Training - Conference and PD days		Resources provided online or by email		Don't know		Total	
	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#
Local Government Incorporated Association	50.0%	5	0.0%	0	0.0%	0	30.0%	3	20.0%	2	60.0%	6	20.0%	2	100.0%	10
Incorporated Association	90.9%	60	25.8%	17	47.0%	31	66.7%	44	66.7%	44	89.4%	59	1.5%	1	100.0%	66
Total	85.5%	65	22.4%	17	40.8%	31	61.8%	47	60.5%	46	85.5%	65	4.0%	3	100.0%	76

* 8 respondents did not provide details of type of CRC

Table 13: Types of CRCs (incorporated association and local government authority) represented within each support area accessed

	General advice and guidance		Access to two hours consultancy support		Referral to specialist support		Training delivered through BeingThere		Training - Conference and PD days		Resources provided online or by email		Don't know		Total	
	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#
Local Government Incorporated Association	7.7%	5	0.0%	0	0.0%	0	6.4%	3	4.3%	2	9.2%	6	66.7%	2	13.2%	10
Incorporated Association	92.3%	60	100.0%	17	100.0%	31	93.6%	44	95.7%	44	90.8%	59	33.3%	1	86.8%	66
Total	100.0%	65	100.0%	17	100.0%	31	100.0%	47	100.0%	46	100.0%	65	100.0%	3	100.0%	76
Fisher's exact test	0.004		0.105		0.004		0.037		0.011		0.033		-		-	

* 8 respondents did not provide details of type of CRC

Fisher's exact test was used to test significance for each service area individually against type of CRC (i.e. accessed service yes or no against local government authority or incorporated association). CRCs that are incorporated associations were found to be significantly more likely to access Linkwest support services than CRCs located in local government authorities, with the exception of access to two hours consultancy support (no significance between the two agency types).

Table 14: Support services accessed by number of paid staff a CRC has (fulltime and part-time)

	General advice and guidance		Access to two hours consultancy support		Referral to specialist support		Training delivered through BeingThere		Training - Conference and PD days		Resources provided online or by email		Don't know		Total	
	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#
3.5 staff or less	79.4%	27	17.6%	6	41.2%	14	64.7%	22	61.8%	21	85.3%	29	5.9%	2	100.0%	34
4 staff or more	87.8%	36	26.8%	11	34.1%	14	56.1%	23	58.5%	24	82.9%	34	4.9%	2	100.0%	41
Total	84.0%	63	22.7%	17	37.3%	28	60.0%	45	60.0%	45	84.0%	63	5.3%	4	100.0%	75

* 9 respondents did not provide details on number of staff

Table 15: Size of CRCs (fulltime and paid staff) represented within each support area accessed

	General advice and guidance		Access to two hours consultancy support		Referral to specialist support		Training delivered through BeingThere		Training - Conference & PD days		Resources provided online or by email		Don't know		Total	
	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#
3.5 staff or less	42.9%	27	35.3%	6	50.0%	14	48.9%	22	46.7%	21	46.0%	29	50.0%	2	45.3%	34
4 staff or more	57.1%	36	64.7%	11	50.0%	14	51.1%	23	53.3%	24	54.0%	34	50.0%	2	54.7%	41
Total	100.0%	63	100.0%	17	100.0%	28	100.0%	45	100.0%	45	100.0%	63	100.0%	4	100.0%	75

* 9 respondents did not provide details on number of staff

Fisher's exact test was used to test significance for each service area individually against number of paid staff (i.e. accessed service yes or no against CRCs with staff numbers higher or lower than the median, which was four). No statistical significance was found between the types of Linkwest support services accessed by CRCs and their number of paid staff (fulltime and part-time combined).

Table 16: Value of Linkwest support services for CRCs

Linkwest support service	No value		Low value		Medium value		High value		Very high value		Don't know		Total
	%	#	%	#	%	#	%	#	%	#	%	#	
Resources e.g. videos, manuals, templates, policies	0.0%	0	0.0%	0	8.5%	7	23.2%	19	68.3%	56	0.0%	0	82
Promotion of CRCs	0.0%	0	2.5%	2	3.7%	3	23.5%	19	67.9%	55	2.5%	2	81
General advice and guidance	1.2%	1	1.2%	1	4.9%	4	29.3%	24	62.2%	51	1.2%	1	82
Information sharing and communication with CRCs	0.0%	0	2.5%	2	7.4%	6	25.9%	21	61.7%	50	2.5%	2	81
Networking opportunities	0.0%	0	1.3%	1	10.0%	8	22.5%	18	60.0%	48	6.3%	5	80
Training offered through the Linkwest Conference and professional development days	0.0%	0	6.2%	5	6.2%	5	24.7%	20	55.6%	45	7.4%	6	81
Training delivered through BeingThere	1.2%	1	4.9%	4	7.4%	6	28.4%	23	49.4%	40	8.6%	7	81
Referral to specialist support for expert advice and assistance	0.0%	0	1.3%	1	6.3%	5	29.1%	23	48.1%	38	15.2%	12	79
Video conferencing management	2.6%	2	2.6%	2	10.3%	8	33.3%	26	37.2%	29	14.1%	11	78
Access to two hours consultancy support	0.0%	0	5.1%	4	14.1%	11	23.1%	18	32.1%	25	25.6%	20	78

Table 17: Outcomes of Linkwest support services

Outcome statement	Strongly disagree		Disagree		Neither agree or disagree		Agree		Strongly agree		Total
	%	#	%	#	%	#	%	#	%	#	
Linkwest provides our CRC with the governance and management support we require to enhance our capability and sustainability.	0.0%	0	1.2%	1	15.7%	13	36.1%	30	47.0%	39	83
Linkwest provides our CRC with the training and resources we require to enhance our knowledge and skills.	0.0%	0	0.0%	0	10.8%	9	43.4%	36	45.8%	38	83
Linkwest support has increased our CRC's ability to deliver services.	1.2%	1	3.6%	3	16.9%	14	39.8%	33	38.6%	32	83
Linkwest support has strengthened our CRC's capability to explore and develop new opportunities.	1.2%	1	6.0%	5	14.5%	12	43.4%	36	34.9%	29	83

Table 18: Overall satisfaction with sector support services provided by Linkwest

Very dissatisfied		Dissatisfied		Somewhat dissatisfied		Neither satisfied or dissatisfied		Somewhat satisfied		Satisfied		Very satisfied		Total	
%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#
0%	0	2.4%	2	0%	0	7.3%	6	8.6%	7	28.0%	23	53.7%	44	100	82

* 2 respondents skipped this question

Table 19: Overall satisfaction by region

	Very dissatisfied		Dissatisfied		Somewhat dissatisfied		Neither satisfied or dissatisfied		Somewhat satisfied		Satisfied		Very satisfied		Total	
	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#
Gascoyne	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	100.0%	1	0.0%	0	1.4%	1
Goldfields-Esperance	0.0%	0	0.0%	0	0.0%	0	20.0%	1	20.0%	1	20.0%	1	40.0%	2	6.9%	5
Great Southern	0.0%	0	0.0%	0	0.0%	0	0.0%	0	10.0%	1	0.0%	0	90.0%	9	13.7%	10
Mid West	0.0%	0	0.0%	0	0.0%	0	11.1%	1	11.1%	1	44.4%	4	33.3%	3	12.3%	9
Peel	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	50.0%	1	50.0%	1	2.7%	2
Pilbara	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	100.0%	1	1.4%	1
South West	0.0%	0	0.0%	0	0.0%	0	0.0%	0	6.7%	1	33.3%	5	60.0%	9	20.6%	15
Wheatbelt	0.0%	0	6.7%	2	0.0%	0	13.3%	4	10.0%	3	23.3%	7	46.7%	14	41.1%	30
Total	0.0%	0	2.7%	2	0.0%	0	8.2%	6	9.6%	7	26.0%	19	53.4%	39	100.0%	73

Table 20: Overall satisfaction by CRC type (local government or incorporated association) and number of paid staff (fulltime and part-time)

	Very dissatisfied		Dissatisfied		Somewhat dissatisfied		Neither satisfied or dissatisfied		Somewhat satisfied		Satisfied		Very satisfied		Total	
	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#
Local government	0.0%	0	10.0%	1	0.0%	0	30.0%	3	10.0%	1	20.0%	2	30.0%	3	13.3%	10
Incorporated association	0.0%	0	1.5%	1	0.0%	0	4.6%	3	9.2%	6	27.7%	18	56.9%	37	86.7%	65
3.5 staff or less	0.0%	0	3.1%	1	0.0%	0	9.4%	3	12.5%	4	31.3%	10	43.8%	14	100.0%	32
4 staff or more	0.0%	0	2.4%	1	0.0%	0	7.3%	3	7.3%	3	29.3%	12	53.7%	22	100.0%	41

Appendix 2: CRC Sector Support Survey 2019

Sector support services provided by Linkwest

Since April 2015, the Department has provided Linkwest with grants to offer a range of sector support services to CRCs - this includes advice and guidance, training, resources, networking, promotion and management of the video conferencing service contract.

Linkwest also provides CRCs with services that are linked to its role as the peak body for CRCs, e.g. representation, special projects and advocacy.

1. Which of the following Linkwest services has your CRC used? *Select all that apply.*

- General advice and guidance
- Access to two hours consultancy support
- Referral to specialist support for expert advice and assistance
- Training delivered through BeingThere
- Training offered through the Linkwest Conference and professional development days
- Resources provided online or by email e.g. videos, manuals, templates, policies
- I am not sure which of these services we have used

2. Please rate the value of the following Linkwest support services for CRCs, regardless of whether your CRC has used a particular service or not. *For example, your CRC may consider access to consultancy support as valuable, but your CRC hasn't directly used that service as such.*

	No value	Low value	Medium value	High value	Very high value	Don't know
General advice and guidance	<input type="checkbox"/>					
Access to two hours consultancy support, if required	<input type="checkbox"/>					
Referral to specialist support for expert advice and assistance, if required	<input type="checkbox"/>					
Training delivered through BeingThere	<input type="checkbox"/>					
Training offered through the Linkwest Conference and professional development days	<input type="checkbox"/>					
Resources e.g. videos, manuals, templates, policies	<input type="checkbox"/>					
Networking opportunities	<input type="checkbox"/>					
Information sharing and communication with CRCs	<input type="checkbox"/>					
Promotion of CRCs	<input type="checkbox"/>					
Video conferencing management	<input type="checkbox"/>					

3. What other Linkwest services are of value to your CRC?

4. To what extent do you agree or disagree with the following statements?

	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
Linkwest provides our CRC with the governance and management support we require to enhance our capacity and sustainability.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Linkwest provides our CRC with the training and resources we require to enhance our knowledge and skills.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Linkwest support has increased our CRC's ability to deliver services.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Linkwest support has strengthened our CRC's capability to explore and develop new opportunities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. Overall, how satisfied or dissatisfied is your CRC with the sector support services provided by Linkwest?

- Very dissatisfied
- Dissatisfied
- Somewhat dissatisfied
- Neither satisfied or dissatisfied
- Somewhat satisfied
- Satisfied
- Very satisfied

6. What would you like to say overall about the sector support services provided by Linkwest?

7. Apart from services offered by Linkwest, what other types of services does your CRC use to meet your centre's support needs? *For example, local networks, local business support services, collaborations with other agencies, mentoring arrangements, regional training opportunities etc.*

Support needs going forward and ideas for improvement

8. Looking forward to the next 3-5 years, what are the top five areas where you think CRCs most require support to enhance capability and sustainability? *For example, governance requirements, business model development, industrial relations & HR, tender writing, ITC support, staff development, collaborations, community engagement, marketing etc.*

- Support area 1
- Support area 2
- Support area 3
- Support area 4
- Support area 5

9. What could be done to improve sector support services for CRCs?

- Idea 1
- Idea 2
- Idea 3
- Idea 4
- Idea 5

10. Is there anything else you would like to say about CRC sector support needs and services?

These questions will help us understand how support needs may vary between different types of CRCs

11. How many paid positions (full-time or part-time) does your CRC have?

12. How many volunteers do you have in your CRC?

13. Which region is your CRC located in?

- Peel
- Wheatbelt
- South West
- Great Southern
- Goldfields-Esperance
- Mid West
- Gascoyne
- Pilbara
- Kimberley
- Indian Ocean Territories

14. Which best describes the legal structure of your CRC?

- Local Government
- Aboriginal Corporation
- Incorporated Association

15. How was this survey response completed?

- By the Manager/Coordinator
- By a Management Committee member/s
- Combination of Manager and Committee
- Other (please specify)

Thank you for your feedback

16. Does your CRC wish to be included in the survey draw for a \$250 Officeworks voucher?

- Yes
- No

17. Please provide your contact details for the draw, or if you are happy for Kalico Consulting to contact you for any survey follow-up e.g. to clarify a particular response.