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# People and Culture 2021 Annual Report



Our 49 strong workforce is supported by a diverse and inclusive culture. Our investment in developing the skills of our people, supported by a focus on wellbeing, is delivering high levels of engagement and impact for the communities we serve.

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With the many challenges of 2021 we recognise that our organisational culture can have a huge impact on employee experience and retention which ultimately affects the experience and the impact created for the people and communities we serve.



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“Afaf and Halimah have helped me in giving me a chance to stand up in front of other students and coach them. talking in front of other people has always been something i do not enjoy doing but when they shared their fear of speaking in front of a crowd and that it is ok to make mistakes as no one is born perfect at doing something then it made it a lot easier to overcome something i didnt like doing.”

# INTEGRITY

The establishment of the People and Culture Sub-committee has enabled us to strengthen our compliance processes including a COVID safety policy, Working with Children Checks and Record Keeping processes.

Ethical Governance was introduced as a core agenda item, managed closely by the University of New South Wales team. A refresh of the Monitoring and Evaluation strategy occurred with the aim to establish robust policy guidelines around data collection and management and engaging ethically with diverse communities including Aboriginal and Torres Strait Islander communities in 2022.

## ENGAGING LEADERS THROUGH COLLABORATION

### HR CONTRACTOR - TALYA FINBERG

We have commenced the journey of developing our leadership capability with the first launch of our Leadership Competency Framework and Leadership Development Plans for our senior leaders. Part of this process has enabled senior leaders to engage in people and culture issues including compliance and team engagement. 2022 will be focused on finalising the implementation of this framework directed towards emerging leaders of the organisation.

The establishment of a COVID Safety team supported the development of the COVID Safety Championship Program and an update of the COVID Safety Plan.

# 106 DAYS OF LOCKDOWN WAS AN OPPORTUNITY FOR GROWTH, COLLABORATION AND INNOVATION

## Developing Team Members for the long-term

In response to the challenges and opportunities of 2021 we created chances for our people to learn and grow. Internal competency training on the following specialisations occurred: Online program development and delivery, Program design, Resource graphic design, Social Media engagement, Monitoring and Evaluation, Event Coordination.

This was enabled through Individual Flexibility Agreements where casual team members were able to engage in work outside of their usual facilitation responsibilities.

## Systems and Support

We created a system to identify our workforce priorities. We committed to team member's contracted hours throughout, and provided support for casual team members who were not eligible for COVID Disaster payment by rostering them for close-to pre-lockdown hours.

We were also able to provide casual team members who were eligible for government assistance, rostered hours close-to pre-lockdown hours.

Through the Social Sector Transformation Fund, the development of the Creating Chances' online Learning Management System has supported 40 regional and Sydney-based program facilitators to effectively and consistently deliver Creating Chances to hundreds of young people across NSW, through the provision of a digital resource library. It has also improved and streamlined the onboarding process of new team members by providing consistent training and messaging as well as comprehensive tracking of the process. It has improved the organisational culture for over 50 team members so that they feel welcome, prepared and understand their organisational rights and responsibilities. This system will require ongoing training and development and will continue to evolve with the creation of more digital resources and training that will build the capacity of all members of the organisation.

Internal Communication platforms such as Slack, Miro and monday.com supported workflow management, project tracking and people database management to support team members' remote working conditions and to promote collaboration.

## People Well-being and Safety

We created an environment to speak up and take “time-out” or “no zoom meeting” days. We introduced an internal Nike Run Club to facilitate positive healthy lifestyles and collaboration..

We created a facilitator wellbeing section in the Zoom session delivery guide to support the facilitators in their preparation for creating strong safety boundaries when engaging with young people online.

We organised weekly check-ins and Uber eats during meetings, and provided Woolworths vouchers for team members who were in isolation and needed extra support.

Mental Health support was also provided to team members where it was required, by providing tailored advice and referrals to programs and support services. In 2022, more work can be done to explore an Employee Assistance Program.

Our revamped COVID Safety Plan provided assurance to team members and stakeholders of safety measures implemented when returning back to school in term 4.

# TERM 4: BACK TO SCHOOL FACE TO FACE DELIVERY

Credit to the School coordination team (Ellis and Mark) who worked tirelessly to create a smooth transition and balanced workload for team members returning back to face to face delivery at schools - coupled with COVID Safety training - a total of 20 programs were implemented in Term 4.

## REGIONAL GROWTH AND COMMITMENT TO DIVERSITY AND INCLUSION

An increase in representation of team members in Central Coast and Armidale due to the number of growing programs in those regions supported by the Department of Education and the Vincent Fairfax Family Foundation.

With the growing number of Aboriginal and Torres Strait Islander young people we are working with, we refreshed our approach and commitment to cultural awareness by engaging Proud Anaiwan man and Creating Chances/Football United coach, Dave Widders, to deliver a training session on Aboriginal Culture.

# INSTILLING PASSION AND GROWTH OPPORTUNITIES FOR OUR FACILITATORS: *IT'S NOT JUST WHAT YOU DO, BUT HOW YOU DO IT*

The launch of the 2021 Pilot Facilitator Competency Framework was a significant gamechanger in seeking to maintain high standards, provide fairness and transparency on the rights and responsibilities of facilitators who are at the frontline of delivery and engagement with our key beneficiaries. The development team consisted of senior leaders and newly appointed Facilitator Leaders who gathered and consolidated previous checklists, conducted research, and consulted with team members. As a result, six competencies were identified:

1. Sports Coaching
2. Facilitation and Participation engagement
3. Planning, Administration and stakeholder engagement
4. Safety
5. Leadership (Developing Others)
6. Developing Self

To support the implementation of the framework a tracking system was introduced to include two formal review meetings each year facilitated by the Facilitator Leader. A shared folder is also provided to the facilitator to store completed work or key learnings that comprise their portfolio of evidence.

This creates transparency and accountability as it relates to pay point progression.

# CELEBRATING OUR PEOPLE

Our first rewards program launched with a COVID Safety Championship Program finalised with a judging panel. The COVID Safety Champion was: Abigail Nukuri

- Notable mentions include: Eve Wilcox, Sasha Hammoud, Ben Lawry. Emily Hikaiti, Halima Elsayed, Emily Shelley.



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# OUR PEOPLE IN NUMBERS



# THE CREATING CHANCES FAMILY

On 31 December 2021, Creating Chances had 42 employees (2020: 44).

On a full-time equivalent (or permanent) basis, CC had 20 employees on 31 December 2021 (2020: 10) a 100% increase. This is mostly due to the introduction of the School-Based Apprenticeship and Traineeship program where trainees are employed on a permanent basis.

## SCHOOL-BASED TRAINEE RETENTION

Creating Chances has retained 80% of the first cohort of SBAT as we enter 2022 and they complete their second year of their apprenticeship.

## NUMBER OF NEW HIRES AND NUMBER OF POSITIONS FILLED INTERNALLY

In total, Creating Chances hired 16 new employees in 2021 (2019: 11). Out of the 16, 2 employees were former team members taking up the position of Employment Pathways Coordinator and Partnerships Capacity Building Coordinator. In 2022 we will explore the development of a CC team member alumni program to communicate ongoing employment and training opportunities.

# OUR DIVERSITY

## By Age

148% are below the age of 25

## By Gender

57% identify as female

## By Region

57% identify as female

## Cultural Diversity

25 staff completed this survey:

- 40% Staff speak a language other than English
- Languages spoken: Anaiwan, Arabic, Dinka, Swahili, French, Pashto, Urdu, Kirundi, Luganda, Cook Islands
- 16% are/have been or have had parents who were refugees
- 8% identified as Aboriginal
- 32% were born outside of Australia
- Ethnic backgrounds represented:
  - Aboriginal - Anaiwan
  - Anglo/European - Dutch, French, American, Scottish, Irish, Eastern European, English, Australian, European
  - Middle Eastern - Lebanese, Iraqi, Egyptian
  - Asian - Filipino, Pakistani
  - Polynesian - Cook Islands, Maori
  - African - South Sudanese, Burundi

# HEALTH AND SAFETY

## Incidences, Injuries and Workers Comp Claims

- 3 injuries reported - 2 students and 1 employee
- 0 Workers Comp Claims
  
- Zero fatal accidents
- 0 Lost Time Injury Rate (LTIR)
- 3 Medical Treatment Injuries (MTI)

In 2022 we will work towards improving the safety culture through further embedding safety into every meeting and program, with a focus on lead indicators, such as incident and near miss reporting and hazard identification.

Grievances, complaints and claims

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# INTERNSHIPS

In 2021 we engaged 18 university students across 5 universities.

Our tertiary student internship programs provide a pathway to employment and aligns with our “Building Awareness” and “Building Capacity” pillars. Engaging interns allow Creating Chances to build a talent pipeline while students gain experience in their chosen field of study. Interns also bring fresh, new perspectives that can be impactful to Creating Chances. Internships inspire the next generation of educators, researchers, social workers and public health administrators and provide students with vocational experience and the skills to work effectively in a broad range of fields. Generally, internship programs are a source of recruitment for Creating Chances however this did not occur in 2021.

# VOLUNTEERS

Due to the number of events cancelled, 2021 saw a low number of volunteers engage with our programs and events.

We welcomed 3 volunteers in online sessions with young people from our partners at Cognizant and Macquarie Group Foundation

# LEARNING AND DEVELOPMENT ACTIVITIES

- First Aid: 0
- Legends Connect: 4
- Aboriginal Cultural Awareness Training: 1
- Football “Inclusive Coaching” Coach Education: 1
- Facilitator Training: 2 (Future Pathways and Springboard online)

