



# FRRR

Foundation for Rural  
Regional Renewal

Junee

Data Collection # 4

March 2022

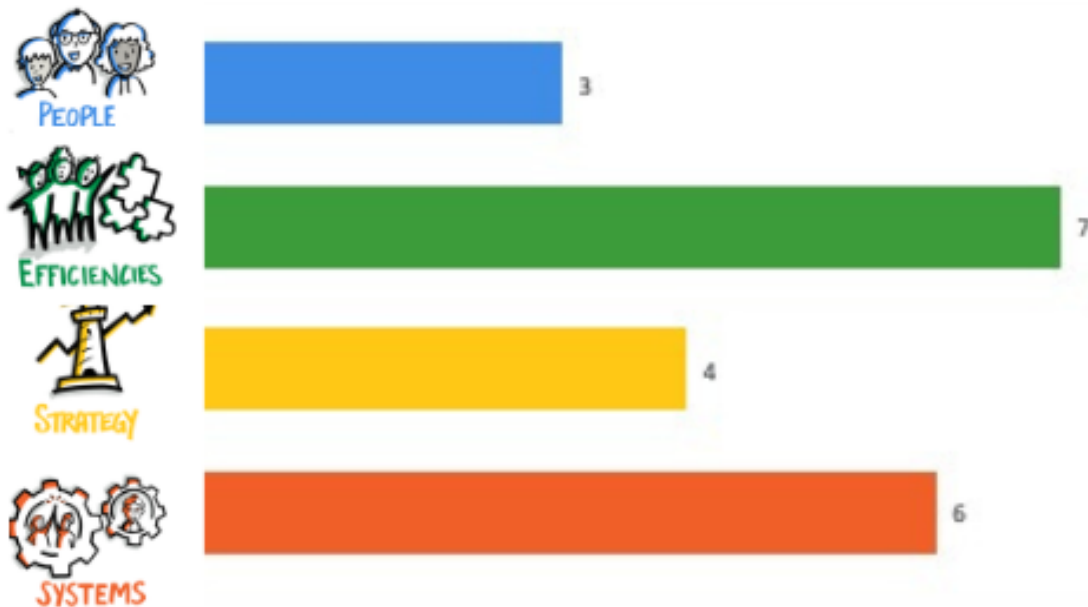
## Investing in Rural Community Futures

### Overview

#### Participating NFP's



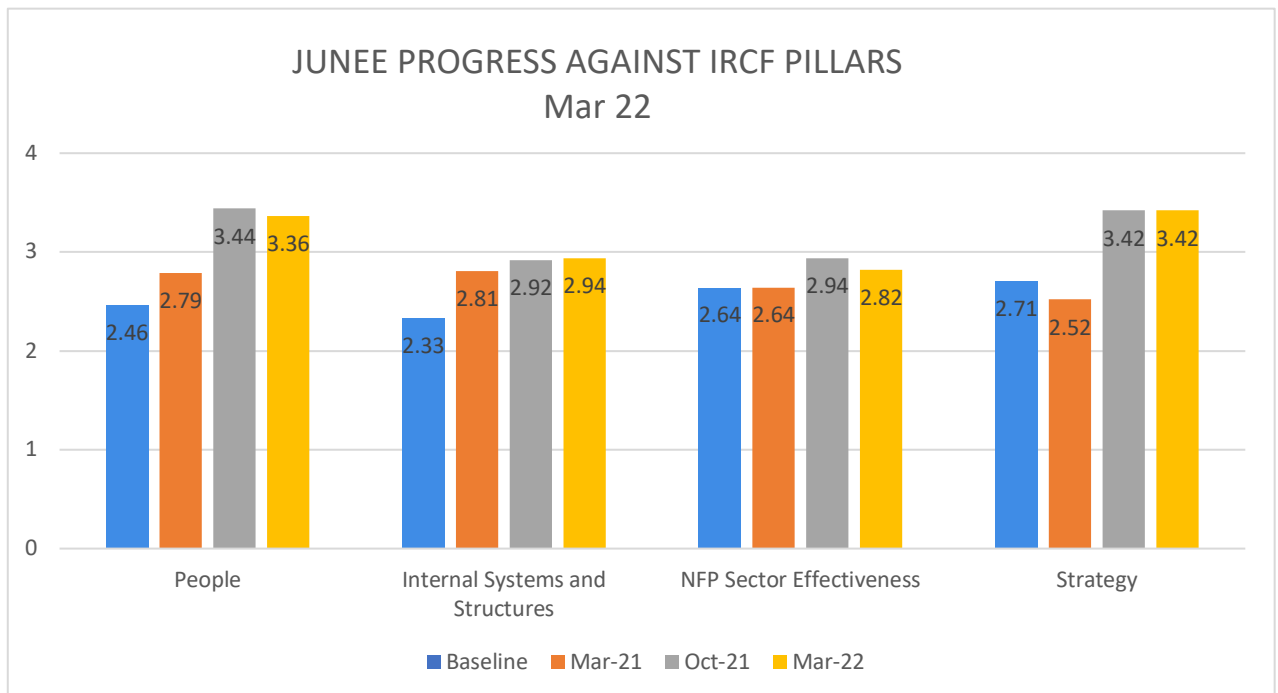
#### IRCF Projects Funded by strategic pillar





**Progress Against Pillars compared to baseline  
October 2020 – March 2022**

Average of responses from self-assessment survey completed by all participating NFPs in Junee



As part of this evaluation, the change and impact on the capacity and sustainability of the individual NFP organisations involved in the program is being measured by using a series of tools. One of these tools is an organisational self-assessment for committees to collectively discuss the current health of their organisation. It was designed specifically for the program looking at the four pillars of People, Systems, Efficiencies, Strategy. The assessment measures each pillar using a five-point scale out of 12 areas of organisational competency, giving organisations a score out of 60. We use an average of this score across the funded organisations to monitor the overall health of these organisations and to track any impacts the program may have. All funded organisations take part in the self-assessment.

**Funds Leveraged Since Project Start<sup>1</sup>**

*Junee leveraged funds*  
**\$1,761,511**

**Total FRRR Funding Contribution Since Project Start**

*FRRR contribution*  
**\$564,032**

<sup>1</sup> This is an estimated figure provided by NFP's. 'Leverage' was described to NFP's in their interviews as 'what additional non-IRCF funding has your organisation secured as a result of the IRCF funded projects - either direct additional grant funds secured or increased capability (ie fundraising) which then secured funds or funding which the NFP directly related in any other way to their involvement with IRCF'.





## People Employed through IRCF funds this reporting period – 4

# FOUR - 4

*NFP's have engaged people in a range of roles to help them realise their projects.*

*This ranges from **Embedded** salaried staff (either FT or PT), **Casual** employees, **Consultants** and **Contractors** like tradespeople.*

### Areas of greatest capacity building need:

At the March 2022 data collection point several NFP's across all three communities are starting to **ponder, consider and talk about what will happen when the IRCF program finishes in their community**. In Leeton and Junee, both Leeton Connect and JBT (Junee) have recognised that they are positioned well to potentially take on the post IRCF world - 'Community Facilitator' role, where they can provide grant preparation advice, networking opportunities, build and make connections between NFPs and provide access to information. From this point there is value in continuing the transparency of communication around a good transition out of IRCF and ensuring that community scaffolding such as Leeton Connect, JBT and potentially the Valley Hub in Nambucca continues to strengthen and has community support and buy-in.



**Succession Planning and managing key person risk** still featured across all three communities. There are still several NFP's who rely on one key person to manage their administration, write and acquit their grants, be the key Board contact and participate in the evaluation. The non-participation of two NFP's in this round is partly due to the reliance on one key person in those organisations. There would be value in ongoing training/ strategic and supportive conversations in supporting NFP's where this is a vulnerability to develop practical ways of bringing others into the organisations. Sustainability of their organisations is a risk if this isn't addressed.





## Results at March 2022


This section reports on the evaluation Theory of Change against the four strategic pillars - People, Systems, Efficiencies and Strategy.

| <p style="text-align: center;"><b>People</b></p>  <p style="text-align: center;">PEOPLE</p>   | <p style="text-align: center;"><b>Systems</b></p>  <p style="text-align: center;">SYSTEMS</p>   |
|--|--|
| <p><b>Governance</b></p> <p>There are active discussions taking place about Board succession planning.</p> <p><b>Stakeholder Engagement/ Collaboration</b></p> <p>4 organisations reported that they were actively supporting/collaborating with multiple other organisations.</p> <p><b>Confidence with using computers/ internet</b></p> <p>One NP noted that their (staff and Board) IT confidence had improved with their FRRR funding.</p> <p>3 organisations said they had a high degree of IT confidence across the Board and staff.</p> <p>One organisation has had their core business/ income generation significantly impacted due to delays with Telstra servicing.</p> <p><b>Use of volunteers</b></p> <p>Volunteers still play a very significant role in actual service delivery and at a governance level. There is some level of volunteer support happening, ie. inductions, position descriptions, organisation via spreadsheet. Still a desire for more volunteers and in two cases the organisation is struggling to get a Board meeting or run their core event because they can't engage enough volunteers.</p> | <p><b>Policy and Procedures</b></p> <p>Policy capacity varies widely across NFP's. For NFP's engaged with NDIS/Aged Care standards they have a high compliance with policies, whereas two others NFP's don't have any policies at all. In between there are varying levels of policies in development and review.</p> <p><b>Equipment, machinery, tools to deliver on the organisation's vision</b></p> <p>Several NFP's were hesitant to share any equipment as they deliver a specialised program. Aside from one NFP all orgas said they had the equipment they need to deliver on their program/ core purpose.</p> <p><b>Financial Management</b></p> <p>Three NFP's are using Excel to manage finances, while four are using Xero or MYOB online systems.</p> |





## Efficiencies



**Partnerships with other organisations or programs**

There is a strong commitment across nearly all organisations to either increase their partnerships (3) or have active collaborations in place (2). One NFP noted that they can see the value of partnering but don't know how to do it. One organisation noted that they felt stifled while they were waiting for some of their partners to become ready to work together.

**Shared Business Systems**

Shared resources mostly look like sharing venues or some office access, again 3 organisations said they don't share their business systems as it's not really appropriate.

## Strategy



**Mission and Goals**

One NFP noted that Covid had impacted on their ability to deliver their mission and have felt like they have been in maintenance mode.

**Organisational Planning Tools and Processes**

One NFP noted they wanted to get a fundraising plan together and do more fundraising but had limited 'manpower'

**Grassroots problem solving in new and different ways and creativity**

There is an innovative solution to building governance capacity where the Junee Community Centre is going to lend two of its staff to join the Senior Citizens Board to both make quorum but also bring in an energised cohort of new members and contribute to growth of the Senior Citizens..

One NFP noted that they had made a lot of positive changes in the past year - which has improved how people see us.

