



**FRRR**  
Foundation for Rural  
Regional Renewal

**Leeton**  
Data Collection # 4  
March 2022

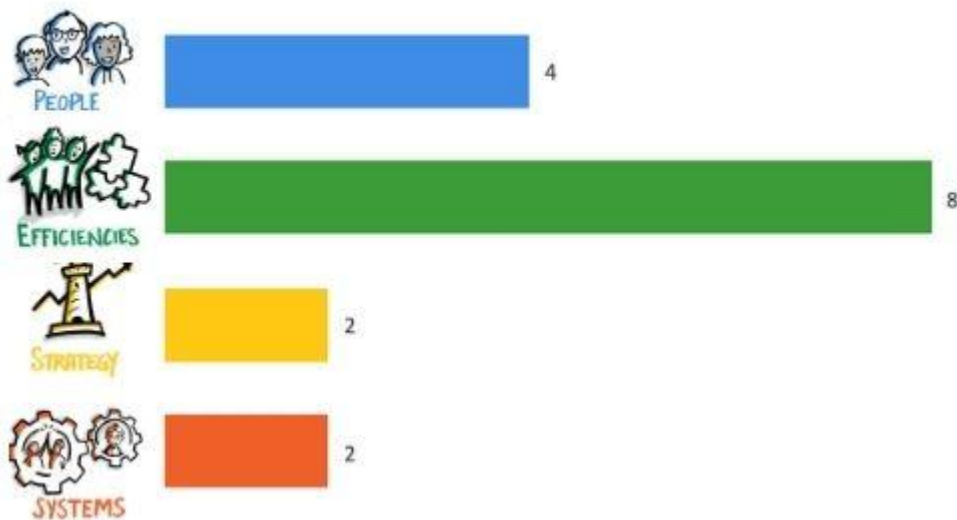
## Investing in Rural Community Futures

### Overview

#### Participating NFP's



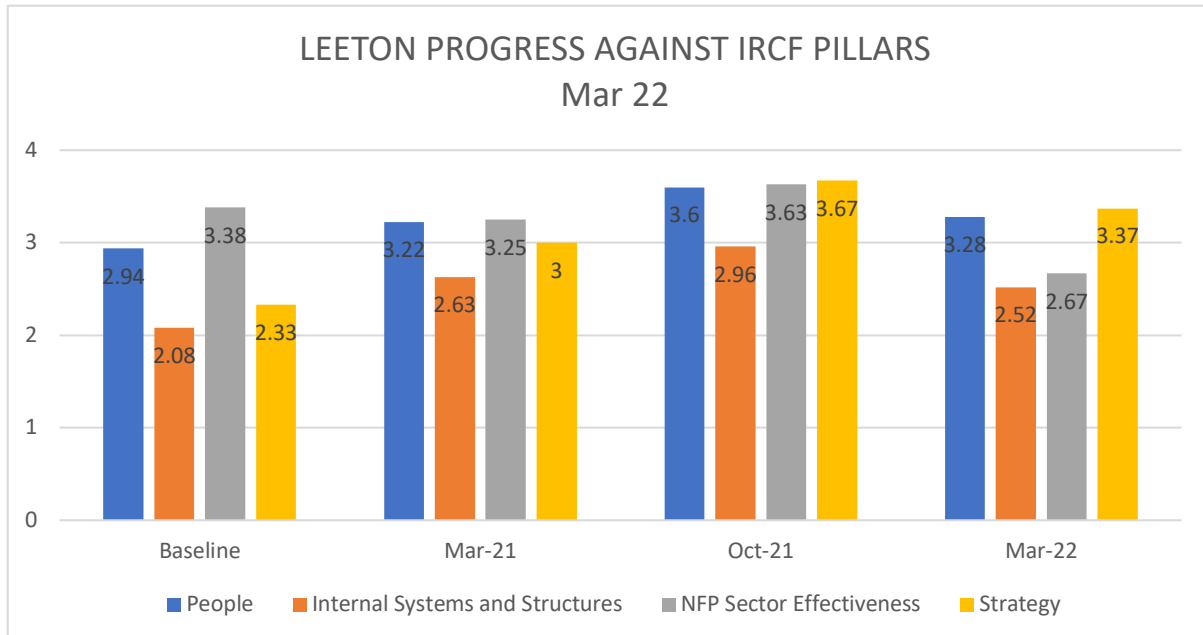
#### IRCF Projects Funded by strategic pillar





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

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



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>**

*Leeton leveraged funds*  
**\$213,300**

**Total FRRR Funding  
Contribution Since Project start**

*FRRR contribution*  
**\$762,424**

<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 for this reporting period:

# Thirty Five - 35

*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>Strong sense that Board members know their roles, one NFP has run a Board audit.</p> <p><b>Stakeholder Engagement/ Collaboration</b></p> <p>There is a rebuilding of partnerships taking place following the disruption of Covid.</p> <p><b>Confidence with using computers/ internet</b></p> <p>There is a recognised increased competency and confidence within the Board and staff in IT as a result of Covid.</p> <p><b>Use of volunteers</b></p> <p>A blend of stories in the volunteer space. For some NFP's there is a re-engagement happening with volunteers following the disruption of Covid, where for others there is a strong reliance on 1-2 key people increasing the key person risk.</p> <p>The Volunteer Bank (Roxy/ Rotary project) has continued demand, despite Covid, including requests to access the entire database which has been declined, citing privacy and confidentiality reasons. This indicates strong demand to access and use this valuable community resource.</p>	<p><b>Policy and Procedures</b></p> <p>There is a strong awareness about the role of policies and many NFP's indicated they are in the process of updating policies or aware they need to do it. Only one NFP indicated they don't have policies due to the simple nature of what they do.</p> <p><b>Equipment, machinery, tools to deliver on the organisation's vision</b></p> <p>A mix of equipment conditions- some NFP need more equipment while others have the equipment they need. One noted they would love a smartboard!</p> <p><b>Financial Management</b></p> <p>All NFP's indicated they felt confident with their financial management, with either Xero or MYOB in place.</p>





**Efficiencies**



**Partnerships with other organisations or programs**

There is strong evidence of creative and lateral approaches to partnering/co-location with other organisations, such as Leeton Council and Leeton Connect.

**Shared Business Systems**

The approach to shared business systems continues to be either venue sharing (space provided by Council or rental of halls) or NFP's don't share equipment as they have very specific equipment and it isn't feasible to share it with others.

**Strategy**



**Mission and Goals**

For the most part NFP's either have a strategic plan or a draft or have intent to develop one. One organisation noted that they needed to not be everything to everyone and to focus their service delivery.

**Organisational Planning Tools and Processes**

Two NFP said they have a Strategic Plan while another is working on theirs.

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

One NFP noted that they have been resolving some issues through lobbying funders so that they can use grants differently to adapt to Covid demands.

