

Into Our Hands Community Foundation



2014 - 2017

Our Vision:

A community foundation that invests in projects and initiatives aimed at building the capacity, strength, cohesiveness and wellbeing of the many smaller communities within the Alpine and Indigo Shires and Wangaratta City.



Our Core Business:

- ✓ We distribute grants to community groups to undertake a range of community development projects and activities.
- ✓ We raise funds from within and outside our communities and from philanthropic funds to finance our activities.
- ✓ The Foundation is primarily a project funder and facilitator.

1. CONTEXT:

- ✓ Whilst our initial focus is on community recovery after the 2009 black Saturday bushfires, we now have a longer term role and view.
- ✓ Our initial funding of \$1 million comes from the Victorian Bushfire Appeal Fund. The Into Our Hands Foundation has the responsibility to distribute these funds for community building and community development purposes in the bushfire-affected areas in our region over the next 10 years.
- ✓ In the longer term, the Foundation's intention is to build a \$1 million public fund as a 'corpus' to fund our activities in the long term.

2. STRATEGIC PRIORITIES:

Community Engagement, Communications and Marketing:

- ✓ A well-known and respected brand and profile.
- ✓ Regular and direct contact and dialogue with the community at large and community organisations.
- ✓ Establish a marketing and communications sub-committee/working group with the input of a person with relevant expertise and experience.
- ✓ Develop a marketing and communications plan by 30 November 2014 to build the Foundation's name and brand and to establish it as a leading and respected community organisation in North East Victoria.
- ✓ Engage directly with local communities and community organisations on an ongoing basis, through directors and links with other community groups, to improve community awareness of the Foundation.
- ✓ Include a community consultation forum as part of the Foundation's AGM.

Partnering, Relationship-Building and Leverage:

- ✓ Autonomy and independence as an entity.
 - ✓ Partnership arrangements and joint projects with businesses and community organisations.
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- ✓ Leverage the foundation's resources by partnering with other philanthropic and community organisations in order to build a solid financial foundation for long-term sustainability and to maximise value for money.
 - ✓ Seek direct private donations and contributions from within the many communities that make up our catchment.
 - ✓ Seek financial support/sponsorship from local businesses.
 - ✓ Work closely and in collaboration with the local governments and agencies within our catchment area to maximise community benefit of our programs and activities.
 - ✓ Continue to pursue/explore opportunities for partnering and collaboration with a range of organisations, through the existing networks of directors (ie; including ABC Open, FRRR, Macpherson Smith Foundation, Charles Sturt University, Rotary, Lions Club, TAFCO Rural Supplies, local schools).
 - ✓ Develop a 'partnering framework and 'offer' policy to be used as a basis for consistency in exploratory discussions with potential partners and to guide board consideration of options and opportunities.

Financial Sustainability:

- ✓ A \$1 million 'corpus' (public fund).
 - ✓ Growing revenues from private, business and philanthropic sources.
 - ✓ Prudently managed funds and maximum investment returns within the parameters of the Foundation Trust Deed.
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- ✓ Build a public fund (the foundation corpus) of \$1 million by 30 June 2023 to sustain the Foundation's long-term financial self-sufficiency.
 - ✓ Over the next 10 years distribute the Foundation's VBAF funds to support projects and activities in the fire affected areas through an annual grants program.
 - ✓ Through the VBAF grants program, notionally allot an amount of \$100,000 annually (that may vary depending on merit), for distribution through individual grants of up to \$10,000.
 - ✓ Maintain a flexible approach to the Foundation's grants program to ensure that quality projects and initiatives are funded/supported based on merit.
 - ✓ Review the VBAF grant program parameters on an annual basis.
 - ✓ Eliminate the expression of interest stage of the Foundation's grant program for 2014/15, moving directly to the grant application stage.
 - ✓ Develop a financial plan/budget for the foundation based and review it each year.
 - ✓ Create the opportunity/capacity for the Foundation to receive conditional (or 'tagged') donations (from private individuals, public or philanthropic organisations) of \$10,000 or more.
 - ✓ Consider establishment of local community-based sub-funds to enable donations and contributions to be attracted and 'quarantined' within the Foundation for application/use within specific communities (of at least \$10,000).
 - ✓ Invest Foundation funds in a manner that enables sufficient liquidity to fund operational and granting requirements, maximises investment returns and is compliant with the Foundation's Trust Deed.
 - ✓ Investigate the potential/appropriateness of including a donation slip/pro-forma in the Foundation's Newsletter.

Organisational Capacity and Governance:

- ✓ Administrative support and resources proportionate to the scale of the Foundation's activities.
- ✓ Directors engaged directly as volunteers in the business of the foundation.
- ✓ A board with a balance of geographic, skills-based and network-based representation.

- ✓ Progressively establish the necessary organisational support and administrative capability to enable the Foundation to meet its goals.
- ✓ Reconsider the employment of a administrative support person in the latter half of 2014.
- ✓ Allocate each Foundation project to individual directors to take a lead coordination, liaison and oversight role on the board's behalf, reporting back periodically to the board on progress and outcomes.
- ✓ Progressively develop a set of governing policies and procedures for the Foundation, including:
 - role description/expectations - chairperson
 - role description /expectations - directors
- ✓ Consider the appointment of new/replacement directors taking into account/balancing the need for geographic representation across the region as well as the professional/technical skills and community profile/networking capacity of candidates.
- ✓ Ensure that the process of nomination of and sourcing of candidates for the position of director is closely coordinated through the chairperson.
- ✓ Obtain quotes for directors and officers insurance cover for the Foundation.

3. ORGANISATIONAL STRUCTURE:

