



*cutting through complexity*

# Murtpirra Connection strategic plan

December 2014



Murpurrmarra Connection is a not-for-profit organisation focussed on supporting the youth of Wiluna and surrounding regions in gaining access to educational options and accompanying programs that support them through to graduation, preparing them for sustainable employment.

The organisation's key point of difference is its method of engagement with the local communities within which it operates and the trust relationships that it has built over a long period of sustained commitment, in addition to an approach that focusses on individual outcomes through persistence and re-engagement if or when participants encounter challenges in their journey.

Murpurrmarra Connection has delivered some impressive outcomes since its inception in 2010, but is now concerned about the future sustainability of its program operations and how (and where) to best expand the program in response to significant demand in other areas including the regions in which it should operate, the services it should deliver and the target groups for its programs.

Momentum Partners were engaged by Murpurrmarra Connection to help the organisation develop its strategic plan in response to these issues. The Momentum Partners team met with members of the Murpurrmarra Connection board, the CEO and other key stakeholders to identify and assess priority issues, and ran a strategy workshop with these participants to agree the strategic direction on a range of critical decisions.

This strategic plan captures the outputs from the strategy development process, summarising the areas of focus for Murpurrmarra Connection and the critical activities that the organisation should focus on executing in order to deliver its mission.

Through the strategy development process, the board agreed that Murpurrmarra Connection should remain focussed on the Martu people with a program scope focussed on educational options and support through to graduation, preparing program participants for sustainable employment with support from partner organisations.

To deliver on this strategic direction, strategic initiatives were identified under three broad enablers:

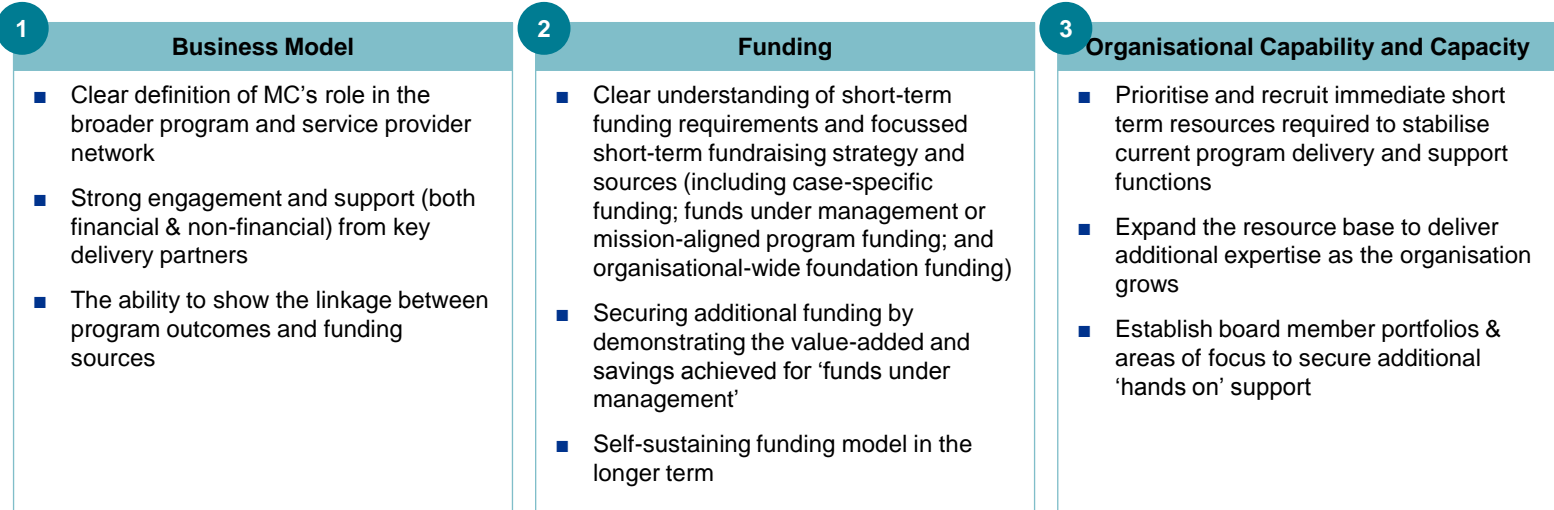
- Expanding the organisation's capacity and capabilities required to support its core programs
- Clarifying and communicating the Murpurrmarra Connection business model to key partner organisations and other stakeholders
- Stabilising short-term funding and developing a longer-term sustainable funding strategy

Murpurrmarra Connection connects a range of services to provide young Martu people with access to educational options and support through to graduation.

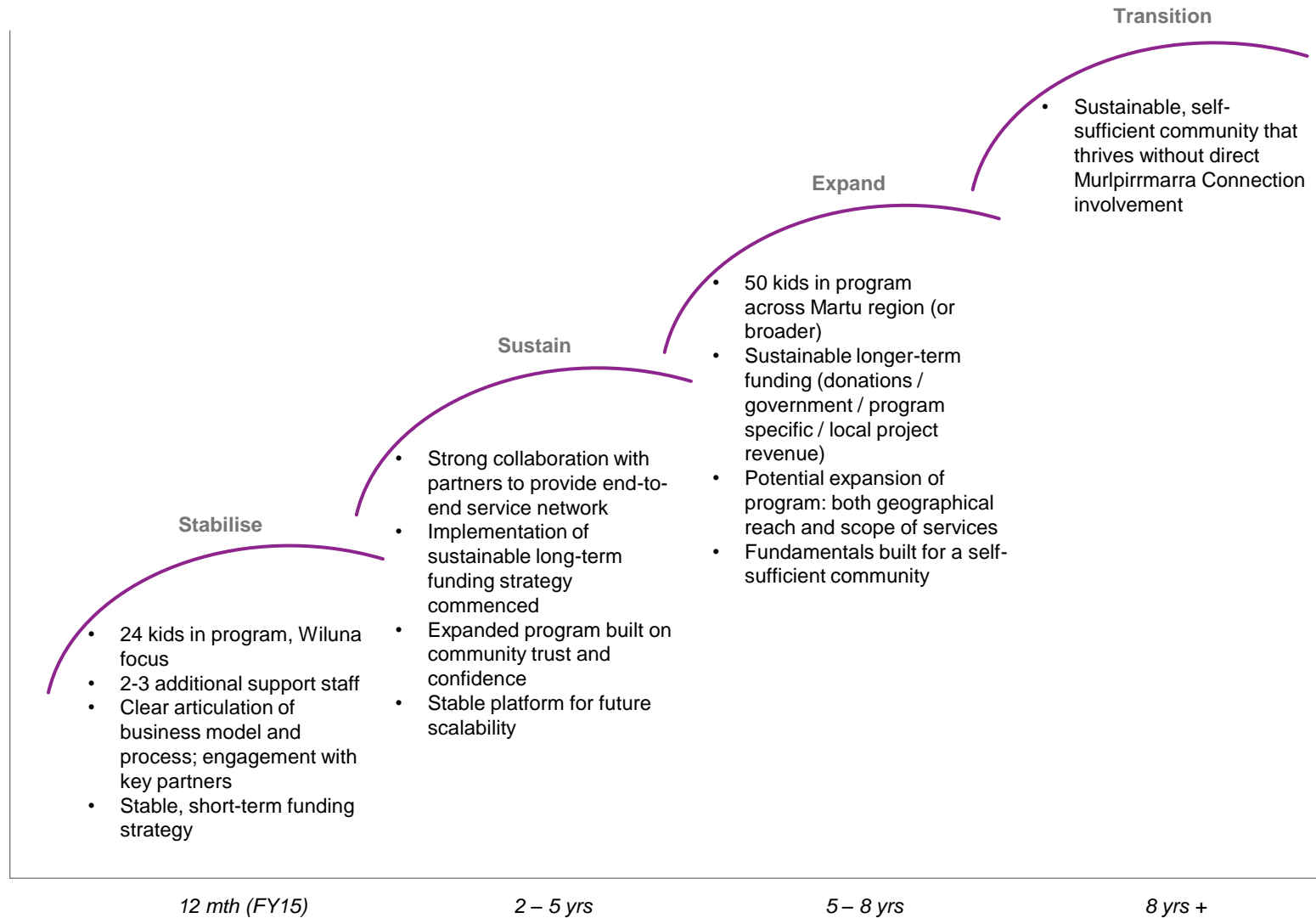
### Murpurrmarra Connection

- **Provides** young Martu men and women with education and life skills by supporting them into secondary education options, and through to graduation, preparing them for sustainable employment
- **By** coordinating an end-to-end process with other key service providers, and providing direct support and intervention to ensure that kids don't "fall between the cracks" and re-engaging those that disengage from their pathway
- **In order to** develop a critical mass of educated, employed and empowered community members that will provide positive outcomes for the entire Martu community.

In order to deliver on this aspiration, Murpurrmarra Connection's strategic plan is focussed on delivering enhancements in three critical areas:



In moving towards this aspiration, Murtpirrimarra Connection will undertake a program of initiatives to evolve the organisation over three broad time horizons.





In order to provide greater stability to the organisation and support the expansion of its operations, Murpurrmarra Connection will need to secure additional human resources and greater 'hands on' involvement from its board of directors.

### Resourcing

In order to address its current key manning risk and limits to organisational scalability, Murpurrmarra Connection needs to expand the team of resources supporting the organisations activities.

#### Additional Resourcing Requirements

- Mentoring support
- Psychiatric care
- Administrative assistance
- Funds sourcing and management
- Regional leads
- Community-based resources
- Stakeholder managers

- These functions will initially be shared, and will grow into specialised roles as the organisation expands
- Additional requirements may be added as the business model crystallises

### Board member portfolios & areas of focus

In addition, in order to provide much needed additional execution capacity, it is recommended that each member of the board take on leadership of a defined area of responsibility to provide hands-on support in critical areas including fundraising, programs, alliance partners etc, in addition to their overarching organisational governance roles.

These portfolios should be determined by the board and CEO in accordance with areas where the greatest support is required and leveraging the unique skills and experience of individual directors on the board.

Murpurrmarra Connection needs to clearly define its role within the network of organisations focussed on the Wiluna region, to focus its operations, provide guidance to decision making and support its interactions with partner organisations.

### Clear definition of role in the broader program and service provider network

There is a need for greater clarity regarding Murpurrmarra Connection's role – both to guide internal activities and decision making, but also to enable greater collaboration and engagement with partner organisations. There is a potential role for Murpurrmarra Connection to act as a 'hub' for a network of providers serving stakeholders in the Wiluna region, however further detail is required to develop a map of the end-to-end services in the region and the organisations involved in their delivery to better understand and communicate touchpoints with other organisations.

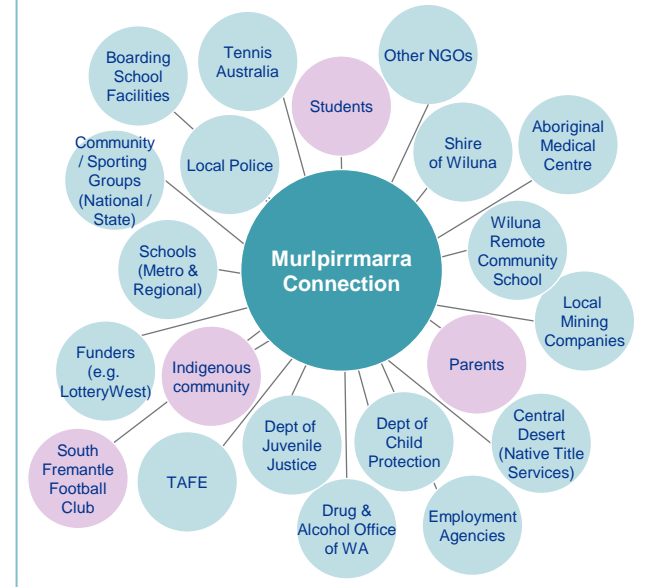
### Strong engagement and support (both financial & non-financial) from key delivery partners

Once key partners have been identified and touchpoints understood, Murpurrmarra Connection should implement a proactive engagement building plan to strengthen commitment and support (both financial and non-financial) from these stakeholders. Key contacts should be identified for each organisation, with a corresponding Murpurrmarra Connection representative and appropriate set of relationship building activities.

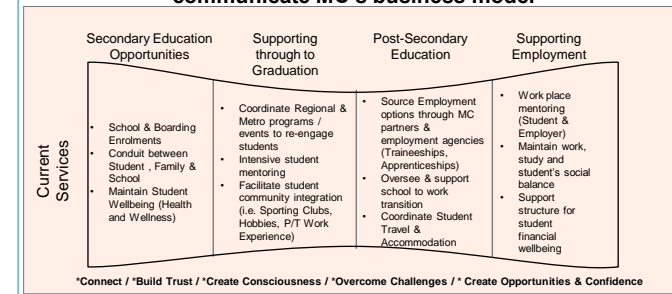
### The ability to show the linkage between program outcomes and funding sources

By clearly articulating its programs and the outcomes they deliver, Murpurrmarra Connection will be better able to link its activities with funding sources that are focussed on achieving targeted outcomes in a given area (education, sport, drug & alcohol programs, etc). This in turn will strengthen the organisations' ability to secure funding from public sector and NGO organisations that are increasingly required to demonstrate and report on the outcomes achieved for the programs they fund.

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**Murpurrmarra Connection will underpin the stability of its program operations into the future through a dedicated and sustained focus on funding and fundraising, in addition to core program delivery.**

There are three key aspects to the Murpurrmarra Connection funding approach.

### Short term funding

Murpurrmarra Connection needs to establish a clear understanding of short-term funding requirements and develop a focussed short-term fundraising strategy to meet these short term needs. In order to be most effective, this will require sustained focus by dedicated resource(s) and seen as a critical, ongoing, 'core' organisational activity.

Murpurrmarra Connections current funding sources can be broken into three broad categories:

- *organisational-wide foundation funding* – the funding raised for Murpurrmarra Connection's operations that is not tied to specific programs, outcomes or individual cases
- *mission-aligned program funding* – where funds are channelled through Murpurrmarra Connection to deliver specific outcomes in targeted areas, typically those that align with the mission of the donor organisation (e.g. funding for sporting equipment from the Department of Sport and Recreation)
- *case-specific funding* – funds secured for services in relation to a specific individual's circumstances or needs (e.g. funding for drug & alcohol programs, travel assistance etc)

### Demonstrate value-added for 'funds under management'

Murpurrmarra Connection will also seek to secure additional funding or resources from major government agencies (e.g. Centrelink) by demonstrating the value-added and savings achieved for 'funds under management'. By demonstrating the superior outcomes achieved with funds channelled via Murpurrmarra Connection, the organisation hopes to secure additional funding and support for its operations.

### Longer term funding

Murpurrmarra Connection will, over time, evolve its funding strategies towards a more stable and self-sustaining funding model. Further work is required in order to investigate potential options and evaluate the feasibility of these, however this may include multi-year funding from corporate, public or NGO sector organisations, establishing a trust fund from donors to generate interest income, and establishing revenue generating businesses aligned with the organisations' mission.







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