



Frontier Services
Standing with people in the bush

Frontier Services Strategy

June 2022

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Frontier Services is an agency
of Uniting Church in Australia

Strategic Plan

2022 - 2025



Vision

Our vision is that all people can live a holistic and fulfilled life in remote areas of Australia.

Mission

Frontier Services is standing with people in the bush to provide practical, pastoral and spiritual care to enable well-being and quality of life. As an agency of the Uniting Church in Australia we will foster collaboration with its other agencies as well as external partners in order to fund chaplaincy, advocate for people and communities, and mobilise volunteers and resources where they are needed most.

Goals

- 1. 30 Bush Chaplains covering remote Australia**
- 2. Be strategic with our disaster response.**
- 3. Increase fundraising revenue to above \$6.4m**
- 4. Improve brand presence and voice for the bush**
- 5. Improve measurable outcomes for our programs**

Values

Innovation
Compassion

Integrity
Accountability

Learning Organisation
Courage

Why a New Strategic Plan?



2022 - 2025

With the primary objective of Financial Sustainability achieved and the balance sheet back in the black we needed to shift the focus.

There is a continued growing divide in the bush from those on the ground and for our Bush Chaplains this is the worst it has been in their living memory. The crisis in mental health issues mean that all of our Bush Chaplains are dealing with suicide and suicide ideation. There is increased homelessness, domestic violence, less employment and education opportunities on top of the growing digital divide. This community is also dealing with some of the worst natural disasters in Australian recorded history, yet these communities are last on the list when it comes to government intervention and support.

Frontier Services was started by John Flynn to bring a mantle of safety to the bush. He had a vision that those who lived in the bush should have access to assistance when needed. However, the gap is growing and we need to act. We need to act now.

Understanding that we cannot and should not be all things to all people. Our new strategic plan is really focused how to act smarter, act braver and address the growing divide.

We need to play to our core strengths and understand what we are being called to do. We also have a financial opportunity to invest in our strategic and sustainable growth.

In developing the plan we wanted to answer a couple of key questions. What could Frontier Services look like in 5 years if we were true to why we exist? Understanding our history and future is to address the gap between metro and rural Australia. How do we do that? What can we measure? What do we want to be accountable for?

Why a New Strategic Plan?



2022 - 2025

How can we change lives?

30 Bush Chaplains covering more of remote Australia

Improve the reach of our Bush Chaplaincy network. With unprecedented weather events and back to back disasters impacting the lives of tens of thousands of Australians, a mental health crisis has been brewing across rural and remote areas of the country. There is a growing need to have Bush Chaplains in areas that have little to no mental health coverage. Almost every Frontier Services Bush Chaplain has a story of how they have saved a life. We think that all their lives are important and worth saving. In addition we intend to track the evidence of the effectiveness of Chaplaincy so that we can also advocate for their importance in a care continuum.

Be strategic with our disaster response

We are increasingly being called into this space and want to ensure that we not stretching ourselves but also responding to the significant needs in rural and remote Australia. We will recruit staff to support our volunteer team to respond to the rebuilding efforts. There is a significant gap in the market for disaster response after the 3 month mark and very little in remote. There is a large need not being met. Collecting evidence and research as we go through our response. We would ensure we focus our disaster response volunteer team efforts collaboratively alongside our Bush Chaplains.

Improve Brand Presence and voice for the Bush

This is again with evidence. Our policy and advocacy position would develop a position and issue 3 times a year. This would be supported by our media and PR. It is essential that we publish position papers that work at the same time as our appeals and PR. This integrated communication means that we can raise issues alongside our appeals.

Improve measurable outcomes for our programs

This is about moving towards social return on investment in order to prove our worth. What does it cost? And what is the true impact of having a Bush Chaplain or a volunteer? With detailed measures this provides a strong position on why chaplaincy is so critical.

5 Focus Areas

- Mental Health
- Natural Disasters
- Housing: Affordability and Suitability
- Digital Access
- Access to Education and opportunities



Why?



Part of the Fabric

Enduring

Practical

Frontier Services
hasn't left.
We are still there helping

100 Years

Turn Up

Trust & Transparent

Results



- **Grow respect for the brand – Create a peak body for those in the bush**
- **What John Flynn would expect & want**
- **Be the expert through believable evidence**

Budget for 3 years



	Total	2023	2024
Income			
Grants	200,000	400,000	600,000
Donations - Tax deductible	2,960,000	3,800,000	4,100,000
Legacies	1,250,000	1,250,000	1,250,000
Investment Income	384,302	380,000	380,000
Other Income	150,000	150,000	150,000
Total Income	4,944,302	5,980,000	6,480,000
Expenses			
Salaries	1,521,306	1,800,000	2,000,000
Payroll Oncosts	410,383	485,563	539,514
Occupancy	72,336	73,000	73,000
Communications	70,731	70,000	70,000
Finance	151,301	150,000	150,000
Board/Governance	6,000	6,000	6,000
Information Technology	60,000	50,000	50,000
Professional & Consultancy Fees	496,884	500,000	500,000
Advertising and Promotions	348,021	350,000	350,000
Subscriptions	12,000	12,000	12,000
Travel	100,000	80,000	80,000
Grants	2,437,500	2,550,000	2,600,000
Other Expenses	93,000	93,000	93,000
Total Expenses	5,779,461	6,219,563	6,523,514
Profit (Loss)	-835,159	-239,563	-43,514

Increase fundraising revenue to above \$6.4m

This should be achievable outside any major bequest revenue wins. As we continue to invest and grow our regular giving program within the next 12-18 months **from \$450,000 to \$900,000**. With a resource we can move our corporate partnerships from **\$40,000 to \$350,000**. With resourcing we can move our trusts and foundations income from **0 to \$250,000**. As we acquire new donors from our regular giving program we can also increase our appeals revenue from **\$1.1mill to \$1.5mill**. Again with resourcing we can increase our events from **\$100,000 to \$250,000**

This strategy will mean a deficit of \$850k year one and a planned deficit of \$250k in year two but back into surplus budget for year 3.

This increase should be achievable given that last year

2021- \$7.1 mill

2020 - \$6.3 mill

2019 - \$4.8 mill

Strategic Plan Phase 1



2022 - 2025

Year One

First year is an investment in growth in our internal resources to ensure we are growing our revenue capabilities alongside our increased level of professionalism for our bush chaplains and volunteers. We have already made the material gains in our efficiencies now we need to increase our internal capacity.

Recruit a Corporate Partnerships Manager - This role is to increase fundraising revenue. They will focus on fundraising from corporate sponsors and trusts and foundations. This position will allow us to find additional NRMA like sponsors for Outback Links. Between the trusts and corporate income we are projecting 600,000 over the two years but it will take between 12 – 18 months for this position to get into a break even position.

Recruit a Disaster Recovery Coordinator - This role will be working in the outback links team to recruit skilled volunteers responding to the natural disasters. This role will be focused on responding to the long tail of recovery for bushfires, floods and cyclones that we do but allow us to recruit the specialised volunteer team required for rebuilding those communities

Recruit a Policy Officer - to develop the research and data regarding the primary issues we are being told are relevant from our Bush Chaplains. These issues will allow us to do more with less. As we see and understand the issues and substantial gaps from Metro & Rural, Frontier Services does not need to be the agency that delivers programs and the solution but can develop partnerships and policy which advocates for those changes.

Recruit a Bush Chaplain Manager - This position will oversee bush chaplaincy and to enable an increase Bush Chaplains from 19-30 to also provide the care and support that our bush chaplaincy team deserve. This role will do the “on-boarding & off-boarding” of these roles. This role will also be the first point of contact for our Bush Chaplains, including ensuring The second part is to ensure that the bush chaplain roles that are in place that we know are underfunded to increase the funding for those positions to ensure that their positions are viable.

Recruit a Fundraising Coordinator - to manage the increase regular giving revenue and donor retention. As this program is now generating revenue not just for the regular giving program but beyond.

Recruit a Marketing Graduate - to increase our brand presence and PR through online and support the marketing manager. This resource will help produce the collateral for integrated marketing campaigns that go across digital, hard copy, and PR.

Strategic Plan Phase 2



2022 - 2025

Year Two and Three

Second Year Objective is to build on the first year plan and continue to grow our revenue but also our reach. The growth in income will mean we will be meeting year one increase in expenditure and be able to minimise budget deficit to \$250,000 for this year with returning to surplus in following year. As we continue with the new revenue opportunities will depend on how fast the next phase can be implemented.

Create **A State of the Nation Rural Report** combined with the John Flynn Lecture. This will allow Frontier Services to be on the front foot for what is happening in rural and remote Australia inviting others who have similar issues to share as well.

Communications Manager - This position is to support Policy Officer position focusing on media and PR. This is being able to develop a proactive media engagement strategy for media and policy decision makers on how our information can be turned into action that can change peoples lives.

Human Resources Officer - to support the team

Bush Chaplaincy Expanded to **30 Bush Chaplains** including Disaster Chaplains like we have in place already in Victoria and Western Australia.

Recruit a Trusts and Foundations Manager to grow revenue that requires grant writing and reporting

Disaster Manager to develop the strategy to support coordinators and bush chaplains. This role will also allow Frontier Services the opportunity to raise funds to support areas of high need as we will be able to plan our response.

Outback Links Team to have **3 Outback Coordinators** in the larger states to be a liaison point for key relationships. Like volunteers, farmers, speaking engagements, key stakeholders, CWA, rural financial counsellors. The primary KPI is about getting more "boots on the ground" in remote areas.

Recruit a Marketing Graduate - to increase our brand presence and PR through online and support the marketing manager. This resource will help produce the collateral for integrated marketing campaigns that go across digital, hard copy, and PR.

Strategic Plan Measures



2022 - 2025

Each unit under all of the strategic objectives has KPI's

The new strategic plan is phased to ensure we are meeting the revenue targets and KPIs in the plan to allow for continued growth. This plan could be done in 3 years. If we find the right talent to support the growth.

- We have already achieved the income levels above \$6.4mill across the last couple of years but I am not counting on this due to bequest revenue.
- With clear defined targets for each area of the business we will be able to respond to the market before waiting until we hit end of year results.

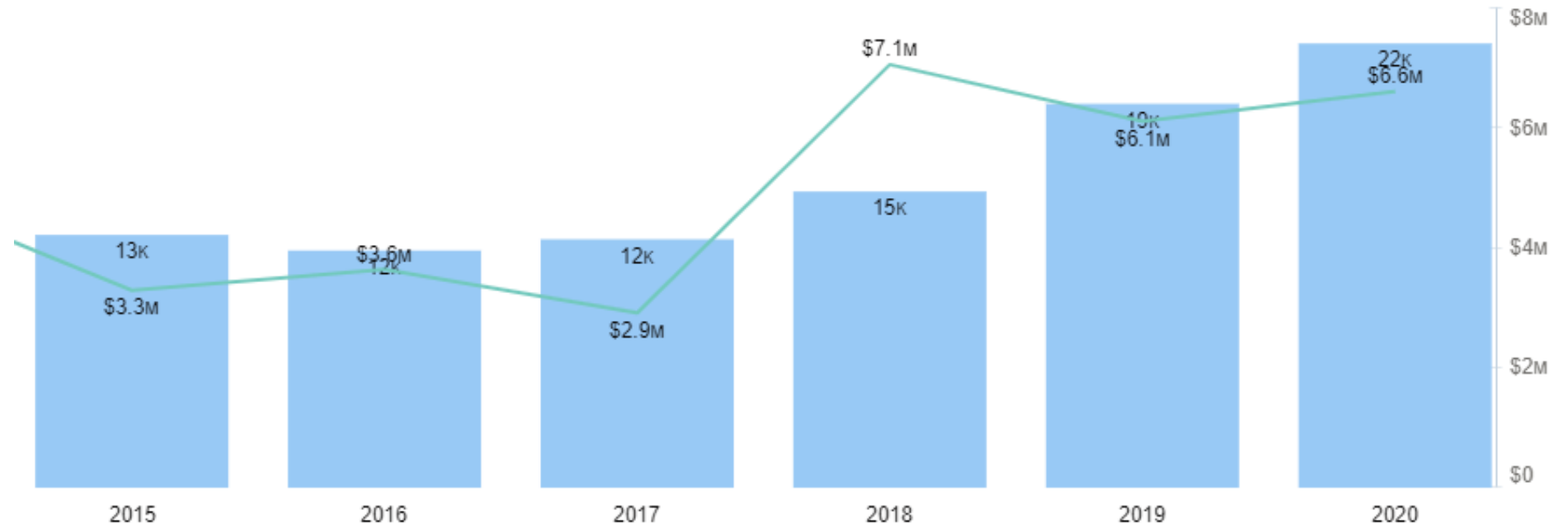
Significant Growth



Frontier services has continued growth despite being in a COVID year and an incredibly challenging period for all the team involved.

We finished the 2021 year with \$7.2 mill with only 8 staff. We need more staff as we are burning out staff.

In 2017 we were generating about \$3 million and this was an average year for the previous 3 years it was consistent at \$3 mill and with about 12,000 donations.



Q & A