



The Mumbulla Foundation

Exploring our future impact in the Bega Valley

Summary of key findings from initial consultations

21 December 2021

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1. Introduction

After more than two decades helping a broad range of community organisations, groups and individuals improve the quality of life in The Bega Valley, the Mumbulla Foundation has decided to take a step back and explore what kind of impact it could have on the communities of the region over the next 20 years.

Whilst this will ultimately lead to a long-term strategy for the Foundation, the first phase of the exploration of the organisation's possible future impact involved a number of conversations with current & past Foundation Board members, Community Foundation sector experts, key individuals from Bega Valley Shire Council and selected community leaders.

These conversations were supported by some background research that explored both the key challenges & opportunities currently facing the communities in the region, and the organisations looking to support change. The current trends in Community Foundations in Australia and around the world were also looked at.

The intent of the conversations and research was to generate a range of insights and ideas that could be fed into a vision, purpose and strategy development process planned to commence in January and conclude by August 2022. An overview of the full strategy development process can be found on page 39.

This document summarises the key findings from these conversations, loosely grouped against a number of key themes that emerged as the most relevant when considering the future role of the Mumbulla Foundation in the Bega Valley.

It was prepared by Richard Plumpton of 2iis Consulting in late November/early December 2021 as the initial consultations reached their conclusion.



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2. Process overview | Initial Consultations

The consultations took place between 13 September and 17 December 2021, led by Richard Plumpton of 2iis Consulting.

Initially intended to involve current Foundation Board members only, the process expanded to include a number of past Board members, selected stakeholders and some key representatives of Bega Valley Shire Council. Broader consultation is planned for the later phases of the strategy development process in 2022.

The individuals consulted were:

1. Current & recently joined Board members

- Leanne Atkinson, Lynne Koerbin, Ian Battersby, Cayce Hill and Michael Pryke.
- Frank Muller and Richard Northam (recently joined the Foundation Board).
- Jo Dodds (BVSC representative at time of consultation) – *not able to be interviewed in 2021.*

2. Previous Board members/community leaders

- Christine Welsh and Leanne Barnes (challenge sessions).

3. Bega Valley Shire Council representatives

- Alice Howe, Director Community, Environment & Planning.
- Alex Cunningham, Economic Development Manager.
- Rebecca Jones, Community Development and Engagement Officer.

4. Other individuals/stakeholders

- Gerlinde Scholz, Executive Officer, Community Foundations Australia (CFA).
- Alicja Borowska, Mumbulla Foundation CRM Project Lead.

The full consultation schedule can be found in Appendix 6.1



Image © Bega Valley Shire Council | Cuttagae Lake open to the Ocean in 2020

2. Process overview | Initial Consultations (continued)

Each consultation was conducted virtually and was based around a base interview framework that can be found in Appendix 6.2.

The interviews were semi-structured; exploring the challenges facing the region, ways that the Mumbulla Foundation could evolve to help address them, barriers that might prevent this evolution and any organisations in the region worth reviewing.

Other areas of interest were also explored, depending on the interviewees' area of expertise and how each interview unfolded.

The discussions with Christine Welsh and Leanne Barnes were structured as 'challenge sessions' to test some of the initial ideas and identify gaps.

Gerlinde Scholz of Community Foundations Australia was consulted twice, once ahead of the consultations for general guidance and then after all the consultations had been concluded for input to the draft findings.

The majority of the interviews were conducted individually by Richard Plumpton of 2iis Consulting, except for the group consultation with representatives of the Bega Valley Shire Council and both discussions with Gerlinde Scholz of ACP which also involved Mick Pryke, Chair of the Mumbulla Foundation.



Image © Bega Valley Shire Council | Cuttagoe Lake open to the Ocean in 2020

2. Process overview | Future Scenarios

Underpinning the consultations were five Potential Future Scenarios developed in early October as a way of exploring how the Mumbulla Foundation could support the communities of the Bega Valley (and possibly beyond) into the future.

An overview of the Future Scenarios, including a summary of how they were created, and the three scenarios that were identified as being of most relevance to developing a preferred way forward, can be found on pages 9-14; details of all the draft Future Scenarios can be found at the back of this document in Appendix 6.3.

None of the scenarios developed were intended to show exactly how the Foundation could operate, but were rather designed to prompt discussion and debate as to what the Foundation's role could be in supporting a thriving and resilient region.

An initial idea of what this future role could look like is included in the key findings on the following pages, along with some thoughts on what the implications of such a role might be for the Foundation and the changes that would be needed to facilitate it.

A possible future purpose has also been drafted based on the exploration of the future scenarios that took place through all the conversations held.

Both the 'initial idea' of a future role and draft future purpose are very much starting points; they will both be used as key inputs to help support the more detailed discussions planned for the Mumbulla Foundation Board workshops in February, and subsequent strategy development process in 2022.



2. Process overview | Background Maps & Research

Draft Landscape, Opportunities and Organisation Maps were also used to help support the conversations, with the consultations being used to further develop these maps as both key inputs to future strategy discussions, and as longer-term resources.

The final versions of these maps can be found in Appendix 6.4. It should be noted that they remain work in progress; the Landscape and Opportunities Maps, in particular, will need updating with the latest findings from the Bega Valley Shire Council's 'Towards 2042' community surveys once they become available in mid-December.

In addition to the mapping, some general background research was also undertaken to inform the findings contained in this document; this research focused on both the Bega Valley and surrounding regions, and on key current/future trends in Community Foundations both in Australia and overseas.

Whilst this background research was necessarily limited by the overall scope of the project, it did provide some additional context as well as some key insights into what the optimal future direction for the Mumbulla Foundation could be.



Image © Bega Valley Shire Council | Cuttagoe Lake open to the Ocean in 2020

3.1 Key findings | Overall

Whilst there were some areas of divergence that will require further discussion amongst Foundation Board members, there was clear consensus around the most important areas being explored in the consultations, particularly when looking at what the possible future role of the Foundation could be.

All consulted could see a future need for an evolved and growing Foundation, with an initial clear geographical focus on the Bega Valley & the diverse communities within it.

Playing a lead role in understanding & prioritising the needs of the communities within the Bega Valley (both indigenous and non-indigenous) was seen as an area to seriously consider, with using the findings from Bega Valley Shire Council's 'Towards 2042' community consultation/other key research as the basis for in-depth annual research led by the Foundation an obvious initial opportunity.

Keeping the support areas broad rather than limiting them to a specific demographic or sector was also seen as important, with the idea of the Foundation being 'a gap filler' and providing funding, support or guidance to organisations, groups or individuals that don't receive help from more traditional sources one that resonated with all.

All highlighted the current complexity & high number of overlapping community focused organisations/groups as something that was restricting rather than fully supporting the region's development (the organisation mapping supports this view). Being a thought-leader, convenor, catalyst, broker and 'social capital grower' within this complexity is a good starting point for describing what the Foundation's purpose could become.

Lastly, the idea that the Foundation could be a supporter of 'social innovation' and new approaches (and take more risks) was also supported; whilst recognising that there are a number of things the Foundation currently does that would ideally be retained.



Image © NSW National Parks Service | Biamanga/Mumbulla Mountain

3.2 Key findings | What the Foundation shouldn't do

Before focusing on what the Mumbulla Foundation could or should do, it is worth briefly summarising the areas that shouldn't be explored further.

The following were identified by the majority or all of those consulted as not worth pursuing as a possible future direction:

- 1) Becoming a 'resilience service provider', particularly with regards to bushfires**
 - A number of Community Foundations in Australia have focused on Bushfire resilience & recovery; this is a crowded space and not seen as the right option for the Foundation.
- 2) Focusing on single issues or specific sectors**
 - Whilst specific areas like housing, youth education & mental health are clearly current priorities, no-one believed focusing on just one of these areas was the right approach.
- 3) Expanding beyond the Bega Valley in the short-term**
 - The issues might be similar in adjoining areas like Snowy Monaro & Eurobodalla in NSW and East Gippsland & Towong in VIC, but the focus should be on the Bega Valley and finding a way to work more effectively to support the disparate communities here (whilst acknowledging that there might be a role to play in sharing best practise regionally).
- 4) Continuing to operate as a wholly volunteer-run organisation**
 - The current organisational structure does not support growth and increased impact; the Foundation needs to find a way to develop a suitable structure (including paid staff) that is less reliant on Board members' voluntary involvement in day-to-day operations.
- 5) Maintaining the status quo**
 - No-one was advocating the status quo as a viable way forward.
- 6) Shutting down the Mumbulla Foundation**
 - Considered as a possible option earlier in 2021, the increasing need for Community Foundations identified globally, and the clear need within the Bega Valley for increased rather than reduced community support, means this was also not seen as a viable option.



3.3 Key findings | Exploring Future Scenarios

In looking to explore what the Mumbulla Foundation could become, five Potential Future Scenarios were developed prior to the initial consultations to support an in-depth discussion of how the Foundation could most effectively support the diverse and diffuse communities of the Bega Valley into the future.

The scenarios developed were:

- 1) **The Mumbulla Foundation as a Catalyst, Convenor & Broker;**
- 2) **The Mumbulla Foundation as an Innovation Supporter & ‘Gap Filler’;**
- 3) **The Mumbulla Foundation as a ‘Resilience Service Provider’;**
- 4) **The Mumbulla Foundation as a Youth Leadership Organisation (or focused on other key sectors/demographics); and**
- 5) **The Mumbulla Foundation as a Regional ‘Pathfinder’.**

None of these scenarios were intended to describe exactly how the Foundation could operate in the future, but were rather designed to support a full exploration of what the Foundation’s role could be in supporting a thriving & resilient region.

To avoid limiting or skewing the discussions, the Potential Future Scenarios were not shared in full during the majority of consultations held, but were used as prompts with details from them being highlighted as and when required.

The exceptions to this were the consultations held with BVSC, Community Foundations Australia and the two new Mumbulla Foundation Board members, when the scenarios were pre-circulated as part of a background summary document.

A detailed outline of the five Potential Future Scenarios can be found in Appendix 6.3.



Image © Eugene Tan | Wallaga Lake

3.3 Key findings | Exploring Future Scenarios (cont.)

In considering these different Potential Future Scenarios, the one that was seen as being closest to what the Foundation should seek to become was **Scenario 1: The Mumbulla Foundation as a Catalyst, Convenor & Broker**.

In exploring Scenario 1, the idea of also being a capacity/capability builder or, more interestingly, a 'builder of resilient social capital', was an idea raised in a number of separate conversations. Understanding what this could mean as part of a future 'catalyst, convenor and broker' role is definitely worth investigating further.

Scenario 1 was not viewed as exactly what the Foundation should become however, with elements from **Scenario 2: The Mumbulla Foundation as an Innovation Supporter & 'Gap Filler'** also seen as both relevant to a possible future role, and as providing more detail around exactly how the Foundation could operate. It should be noted that in talking about 'innovation', we really mean 'social innovation' when considering what the Foundation could focus on more in the future.

The other scenario that has elements of potential interest was **Scenario 5: The Mumbulla Foundation as a Regional 'Pathfinder'**. A number of those consulted, particularly from Bega Valley Shire Council, were interested in the potential for the Foundation to become an independent, fact-based thought leader for the Bega Valley through this scenario. No organisations are focused clearly on the region's long-term opportunities at the moment; a clear gap that the Foundation could move into.

These three potential scenarios can be found on the following pages for reference.

It is recommended that they be used as the basis for some more detailed development work around the future role of the Mumbulla Foundation at the Board workshops in February 2022. They have also been used to help draft the future purpose in section 4.



Image © Eugene Tan | Wallaga Lake

3.3 Key findings | Exploring Future Scenarios (continued)

POTENTIAL FUTURE SCENARIO 1

The Mumbulla Foundation as a Catalyst, Convenor & Broker

The first possible scenario sees the Foundation take on a role as a ‘spark’ in the Bega Valley community; looking to catalyse the region’s development by first helping identify what needs to change, and then bringing together (or supporting) the organisations and people best able to deliver that change.

It would see the Foundation having a strong understanding of the challenges and opportunities facing the community and then playing an ongoing role in prioritising what needs to change to either address the challenges or embrace the opportunities.

Strong community connections would be essential, as would up-to-date knowledge of the funding opportunities available to the region & how to leverage this funding.

Being a catalyst, convenor & broker would likely mean staying relatively broad in terms of the areas that funding and support could be directed towards, although this could change over time as the challenges and opportunities became clearer (and certain organisations addressing the key challenges in the region became stronger).

This scenario potentially positions the Mumbulla Foundation as a bridge between the Community/Civil Society (and their needs) and Government/Business/Academia (and their, often limited, resources). Over time it would see the Foundation becoming one of the ‘go-to organisations’ in the region for supporting the development of its Communities.



Image © Bega Valley Shire Council | Bega Multicultural Centre

3.3 Key findings | Exploring Future Scenarios (continued)

POTENTIAL FUTURE SCENARIO 2

The Mumbulla Foundation as an Innovation Supporter & 'Gap Filler'

The second scenario sees the Foundation focus its efforts on supporting organisations and individuals in the Bega Valley who do not currently receive any substantive support, normally because they are either newly established, innovative and/or viewed as higher-risk (or just too small) by more established funders.

This could see the Foundation focus on 'leading-edge' solutions to some of the region's challenges, providing support (whether financial or in-kind/expertise-based) to smaller/ nascent organisations that are exploring new approaches with high-potential impact.

Given the Bega Valley's growing focus on the Circular Economy, it could also see the Foundation focus on supporting this particular initiative given it is likely to be key to the region's future as a thriving and resilient community.

Note: 'innovation' in this context should be viewed as meaning 'social innovation'.

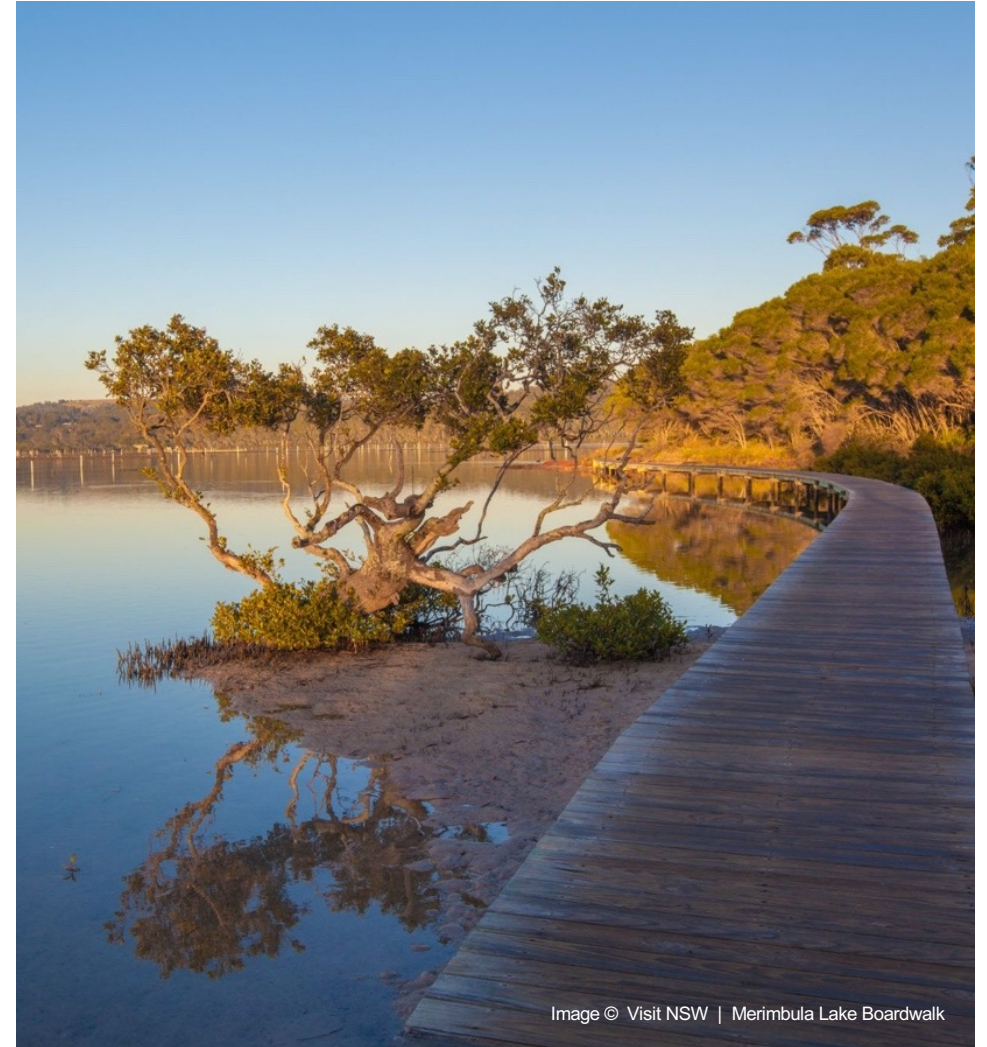


Image © Visit NSW | Merimbula Lake Boardwalk

3.3 Key findings | Exploring Future Scenarios (continued)

POTENTIAL FUTURE SCENARIO 5

The Mumbulla Foundation as a Regional 'Pathfinder'

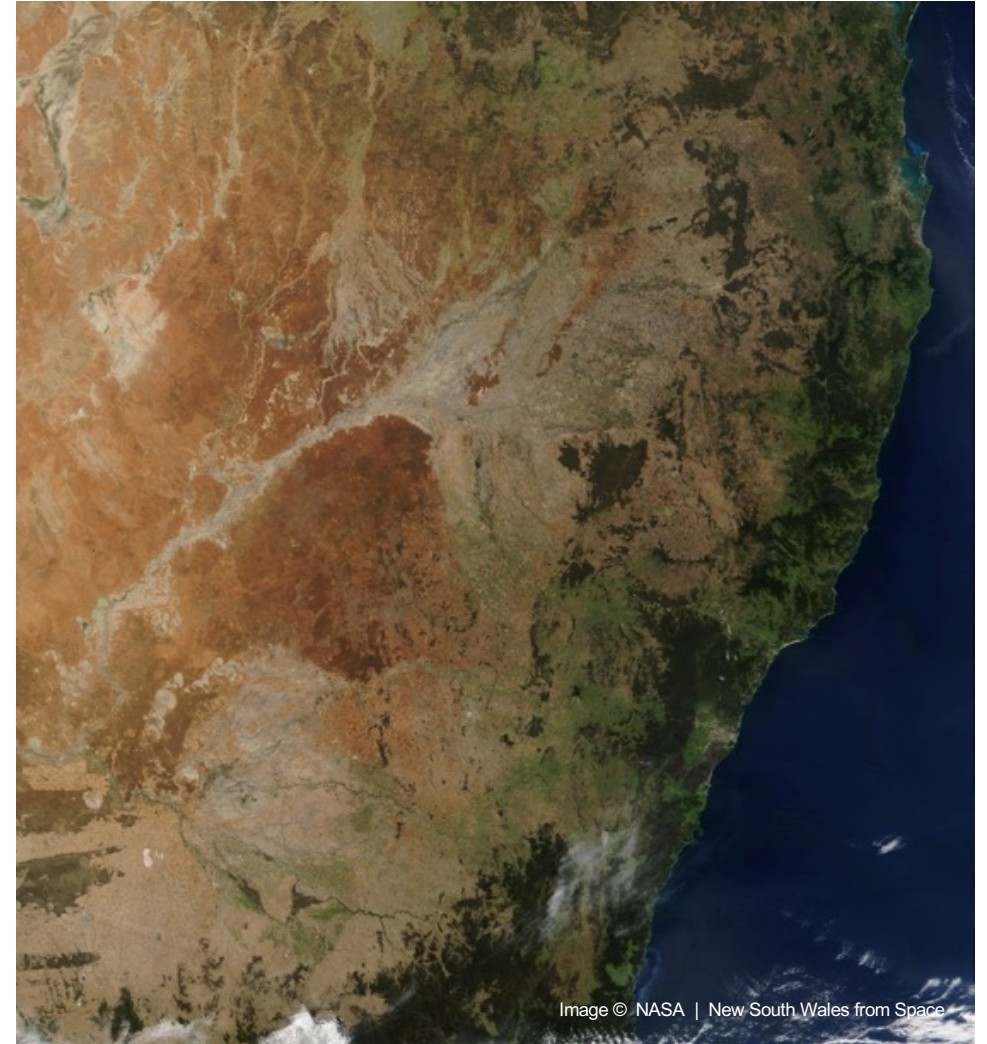
The fifth scenario sees the Foundation playing a lead role in identifying and facilitating the future development path for communities across Southeast New South Wales.

Recognising that the challenges facing the Bega Valley are shared by communities in the Eurobodalla & Snowy Monaro LGAs, this scenario would see the Foundation extend its impact across the Southeast corner of NSW (and possibly into northeast Victoria).

Similar to scenario 1, it would require the Foundation to have a deep understanding of the challenges and opportunities facing the broader region, as well as a deep connection to the key organisations and networks that are currently operating here.

As well as funding research into the future of the region, the Foundation would provide seed-funding to the individuals and organisations working to create thriving and resilient communities in the area. Facilitating the development of future leaders through capacity building and training could also be a key focus.

Note: the areas identified as of interest in this scenario relate to the Foundation being a 'pathfinder' for the Bega Valley region and helping to identify a long-term vision that all communities buy into, not the potential broader geographical role described in this scenario.



3.3 Key findings | Exploring Future Scenarios (cont.)

In terms of the other Potential Future Scenarios explored, **Scenario 3: The Mumbulla Foundation as a 'Resilience Service Provider'** was not seen as worth exploring further as it is both a crowded space and one that is already well-represented in the region. That is not to say the Foundation could not play a role in helping to facilitate outcomes and assist as a 'convenor' or 'broker', but it should not be its sole focus.

With regards to **Scenario 4: The Mumbulla Foundation as a Youth Leadership Organisation**, focusing solely on youth leadership was not seen as the right way to go, with keeping the support areas broad rather than limiting them to a specific sector or demographic seen as important if we want to be a true Community Foundation.

Again, that is not to say the Mumbulla Foundation will not support youth-focused initiatives or address youth-specific issues (young people are a key part of the region's future, so will always be important and receive support from the Foundation in some way), just that it should not be the only thing the Foundation does.

The same goes for having a sole focus on the ageing population or another specific demographic which were options explored as a subset of Scenario 4; neither of these were seen as approaches the Foundation should pursue.



Image © Eugene Tan | Wallaga Lake

3.4 Key findings | Overall role & purpose

In exploring the idea of the Mumbulla Foundation as a thought leader, convenor, catalyst and broker, combined with being an innovator/risk taker, 'gap filler' and 'social capital builder', some ideas as to exactly what the Foundation's role and purpose could be – and how they could be fulfilled – were also unearthed:

- 1) Being a thought-leader, convenor, catalyst & broker means the Foundation needs to more fully understand the region's challenges and opportunities**
 - See the following section 3.5 for more detail on this area.
- 2) It also means understanding which organisations, groups and individuals currently support the Bega Valley (and finding new ways to work with them)**
 - The high number of overlapping community focused organisations and groups (and their complexity) is something that is restricting rather than supporting the region's development. Becoming a convenor, catalyst and broker means finding ways to address this complexity.
 - Some initial organisation mapping has been drafted to start to better understand this area (see Appendix 6.4) and the ongoing investment in CRM is also focused on this area.
 - Continued investment will be needed to ensure the Foundation's understanding of 'who's who' in the region is up-to-date and accurate (and therefore a valuable asset).
- 3) However, it is not just about knowledge and understanding. It is also about playing a suitable role in identifying and then prioritising the needs of the communities within the Bega Valley**
 - This speaks to the idea of becoming a thought-leader for the Bega Valley, focused beyond the next 1-2 years and looking at the risks that need to be managed and opportunities embraced to deliver a resilient & thriving region in 20, 30 or even 50 years' time.
 - This will likely mean additional skills will be needed within the Board, as well as suitable staff members and effective processes that credibly prioritise the Community's needs.



3.4 Key findings | Overall role & purpose (continued)

Some thoughts around what the Foundation's role and purpose could be (continued):

4) Once the needs are prioritised, the Foundation would then need to play some kind of role as 'a catalyst' for developing and implementing solutions

- However elements from scenarios 1, 2 & 5 are combined, the belief is that the Foundation needs to play a more active role than is currently the case; there are a range of different ways the Foundation could play this kind of role that will need further exploration.

5) Ensuring independence and neutrality will be critical

- Already important, operating independently and remaining neutral in everything the Foundation does will be even more important in this kind of evolved role.
- In the consultations, there was some mention of perceived bias in past grant distribution for example; ensuring full transparency will be needed to guard against this in the future.

6) The Foundation will need to make choices about where to focus

- There are a range of issues and opportunities; making choices about which to focus on initially will need to be a focus of Phases 2 & 3 of the Strategy Development process.
- The idea of 'flagship' programmes or 'pillars' was highlighted as worth considering.
- The areas mentioned most often during the consultations were (in alphabetical order): bushfire resilience & recovery, circular economy, demographic shifts (inc. sea changers), education, 'the future economy', health (& other) service limitations, housing security/homelessness, indigenous disadvantage, rural inequality, social capital development, social cohesion, sustainability & climate change (connected to bushfires and future energy systems), Tech/IT industry growth and youth opportunities. See Appendix 6.4 for detail.

7) The opportunity exists to be more innovative and become a true 'gap filler'

- An appetite exists for the Foundation to be a supporter of social innovation/new approaches (and to take more risks); supporting individuals is also seen as a good way to drive impact.
- Continuing the Foundation's role as a funding 'gap filler' was also seen as important.



Image © Bega Valley Shire Council | Bega Multicultural Centre

3.4 Key findings | Overall role & purpose (continued)

Some thoughts around what the Foundation's role and purpose could be (continued):

- 8) **There is also something potentially very powerful about focusing on social capital/capability building for both organisations and individuals in the region**
 - Becoming an organisation that focused on building the capacity & capability of individuals & organisations in the region seemed to strike a chord with a number of those interviewed.
 - This could lead to a very strong and clear positioning for the Foundation, particularly if individuals were supported as well as organisations/groups, as that would lead to long-term strengthening of the human capital in the Bega Valley.
 - The idea of being a 'builder of social capital' vs. just capability building is an interesting one.
- 9) **Building the Foundation's capacity & capability should be considered first**
 - If building social capital becomes a focus, the Foundation should lead by example by prioritising the development and growth of its own social capital (e.g. through staff training, expert seminars, workshops/regular speakers at Board meetings).
- 10) **A different, more structured, approach to grant-giving would be needed**
 - Providing 'seed funding' to new initiatives and larger grants should both be considered.
 - Future grants would underpin the Foundation's role as a catalyst & social capital builder.
- 11) **To take on the kind of role outlined in this document will require the Mumbulla Foundation to evolve and grow**
 - All consulted recognised that a new, expanded role will require change and investment – and that time should be taken to plan carefully so that the change happens 'thoughtfully'.
- 12) **But it doesn't mean losing everything the Foundation is currently good at**
 - Retaining the best parts of the grant giving process, education scholarships and existing strong community connections for example, whilst staying as nimble and responsive as possible, rather than becoming overly process driven and unapproachable.



Image © Bega Valley Shire Council | Bega Multicultural Centre

3.5 Key findings | Understanding the region

However the Mumbulla Foundation decides to operate in the future, there will be an ongoing need to understand the challenges, issues & opportunities facing the communities of the Bega Valley and broader region; and if the Foundation wants to take on a more central role as a thought leader/pathfinder in the region, it will need to understand them at least as well, if not better, than anyone else.

Some initial mapping of the key issues and opportunities in the region was undertaken during the consultation process (see Appendix 6.4), summarising the findings of the Bega Valley Shire Council's community consultations in 2016 and 2021, alongside the various insights generated during the consultations and background research.

The issues identified range from increasing bushfire impacts, inconsistent education opportunities and poor public transport; to accelerating socio-demographic shifts, growing mental health issues/suicide and the ongoing housing crisis.

The opportunities that were mapped both reflected these issues and also covered a number of other areas that are either just starting to emerge or have the potential to emerge if the right policies, investment and structures are put in place. They include the future economy (e.g. Tech, IT, remote work, the digital and circular economies), improved bushfire resilience, local renewable energy systems/industry, voluntourism/nature-based tourism, improved remote education, enhanced value from natural resources management and increased social cohesion.

This area is very much a 'work in progress'. The initial maps included in this document are a starting point only, but do give an idea of the sort of work the Foundation could produce as a resource for the region if thought leadership was part of its future role.



Image © SEWACS | Youth Homelessness Campaign, Bega

3.5 Key findings | Understanding the region (cont.)

Based on this mapping, the consultations generated a number of ideas about how the Foundation could become a 'go to organisation' for others both in the region and further afield when considering the issues & opportunities facing the region, including:

1) Consider producing an annual report on 'The Future of the Bega Valley'

- The BVSC's 'Towards 2042' report could be used as a starting point in 2022, with more research, analysis and, potentially, consultations used to broaden it into a proper look at the future of the region (i.e. supports Foundation's possible role as a thought-leader).
- The report could be updated each year and used to support the identification and development of 'key pathways' for the future development of the region.

2) Explore potential research partnerships to facilitate a sustainable approach to being a 'thought-leader' for the Bega Valley

- The University of Canberra already undertakes the annual 'Regional Wellbeing Survey' that could form the basis of a partnership; the University of Wollongong is another obvious potential partner that the Foundation could work with in this area.
- The Foundation for Rural & Regional Renewal (FRRR) is also an interesting potential partner (they recently released the 'Heartbeat of Rural Australia' research study in collaboration with Seer Data & Analytics, www.frrr.org.au/heartbeat/).

3) Convene a series of round tables on key issues, opportunities & pathways

- This could become a key part of a structured events calendar, positioning the Mumbulla Foundation as central to driving change in the region.
- Could be just one part of a structured mechanism that helps to drive change in the region (such a mechanism was identified as being missing currently, and something Council believes is needed but is unable to develop).

Overall, this greater understanding of the region would be a key part in enabling the Foundation to help the diverse and diffuse communities of the Bega Valley identify, agree on and then start to facilitate an agreed vision for the future.



Image © SEWACS | Youth Homelessness Campaign, Bega

3.6 Key findings | Organisational implications

Any future changes to the Foundation's role and purpose will have implications on how the organisation operates. A number of these possible implications were raised during the various consultations, whilst a number were implicit but are made explicit here:

- 1) Increasing the Foundation's impact will not be possible without paid staff**
 - The Foundation has operated on a voluntary basis for the past 21 years, often using this fact as evidence of efficiency in driving impact when it is not necessarily the case.
 - Community Foundations that are thriving and increasing their impact tend to have some form of paid staff structure; if the Mumbulla Foundation wants to deliver the greatest impact in the Bega Valley possible, it will need to invest in a suitable staff structure.
 - See section 3.11 points 4–7 for more detail around staff considerations (page 31).
- 2) Operational costs will also need to grow if increased impact is the goal**
 - As well as staff costs, investment will be needed to support research, 'convenor/catalyst/broker' costs, internal systems development, events and marketing & communications.
- 3) Internal systems and processes will need to be developed over time**
 - Whilst some systems and processes exist, the voluntary basis of the Foundation means they are currently underdeveloped (and under-resourced).
 - Creating a proper process for measuring impact should be a priority.
 - Making improvements in this area will not only assist in driving impact, but could also result in 'best practise' that can be shared with other community organisations in the region.
- 4) A fully functioning and properly used CRM will be key**
 - Already under development, it will need to be configured correctly to ensure it supports the Foundation's objectives, that the data held on it is up-to-date and there is a robust process to support its use (by all).
 - Continued investment and training will be needed to ensure it stays relevant.



3.6 Key findings | Organisational implications

Possible organisational implications (continued):

5) The Foundation's structure would ideally change to fully support the region

- An idea emerged through the consultations process about better representing the region through having more individuals from the different villages, towns and settlements connected to the Foundation in some way.
- An example of this could be creating a Grants Committee/Advisory Board made up of individuals from all the Bega Valley's settlements or identifying issue/sector experts in each settlement and involving them in key projects or processes.
- Having Ambassadors across the Bega Valley was also mentioned as another possible way of properly representing and engaging the communities of the region.

6) Board evolution will need to occur to support the future role & purpose

- The Board would ideally reflect the region's diversity as much as possible, whilst also having the necessary skills to support the Foundation's goals and objectives.
- Once the future direction is agreed, the current skills of the Board should be mapped to identify any gaps and additional members recruited as relevant.

7) Governance processes may need strengthening to support future growth

- Having a paid staff structure will have a number of implications that may mean adjustments to current governance processes.
- As with any strengthening of governance, care should be taken to find the right balance that takes into account the size and needs of the organisation.

8) The constitution will likely need updating to reflect a renewed purpose

- Once the Foundation's future purpose and a strategy to facilitate it is finalised, the current constitution should be reviewed to ensure it fully supports it.



3.7 Key findings | Awareness and name

During the briefing for the consultations, low levels of general awareness of the Mumbulla Foundation and issues with the name sometimes being mistakenly associated with the Mumbulla School for Rudolf Steiner Education were mentioned.

This was one of the secondary areas explored during the consultations and, interestingly, whilst the low levels of awareness of the Foundation and what it does were mentioned by a number of people, only 3 of the 15 people consulted referred to any confusion around the name.

The low levels of awareness of the Foundation, though not surprising, is certainly an issue, and will need to be addressed through a comprehensive communications plan that should be developed once a new vision, purpose and role are agreed upon.

In terms of the name confusion, I would suggest that dealing with the low levels of awareness (provided the role of the Foundation and its independence from the Mumbulla School is made clear) will go a long way towards minimising this particular issue. I would therefore advise against spending too much time and money on considering whether the name needs changing, but rather prioritise getting the Foundation better known around the Bega Valley for its impact.

The Mumbulla Foundation has 21 years of history to build on – and some not insignificant latent brand recognition amongst past grant recipients, supporters and partners. Building on this hidden strength rather than starting from scratch would definitely be my recommendation based on what I have seen and heard to date.

One smaller detail to consider with regards to branding is whether the base logo should be tweaked slightly to include a stronger reference to ‘community’.



3.8 Key findings | Geographical coverage

Whether the Mumbulla Foundation should extend its reach beyond the Bega Valley was one of the questions raised right at the start of the strategy development process.

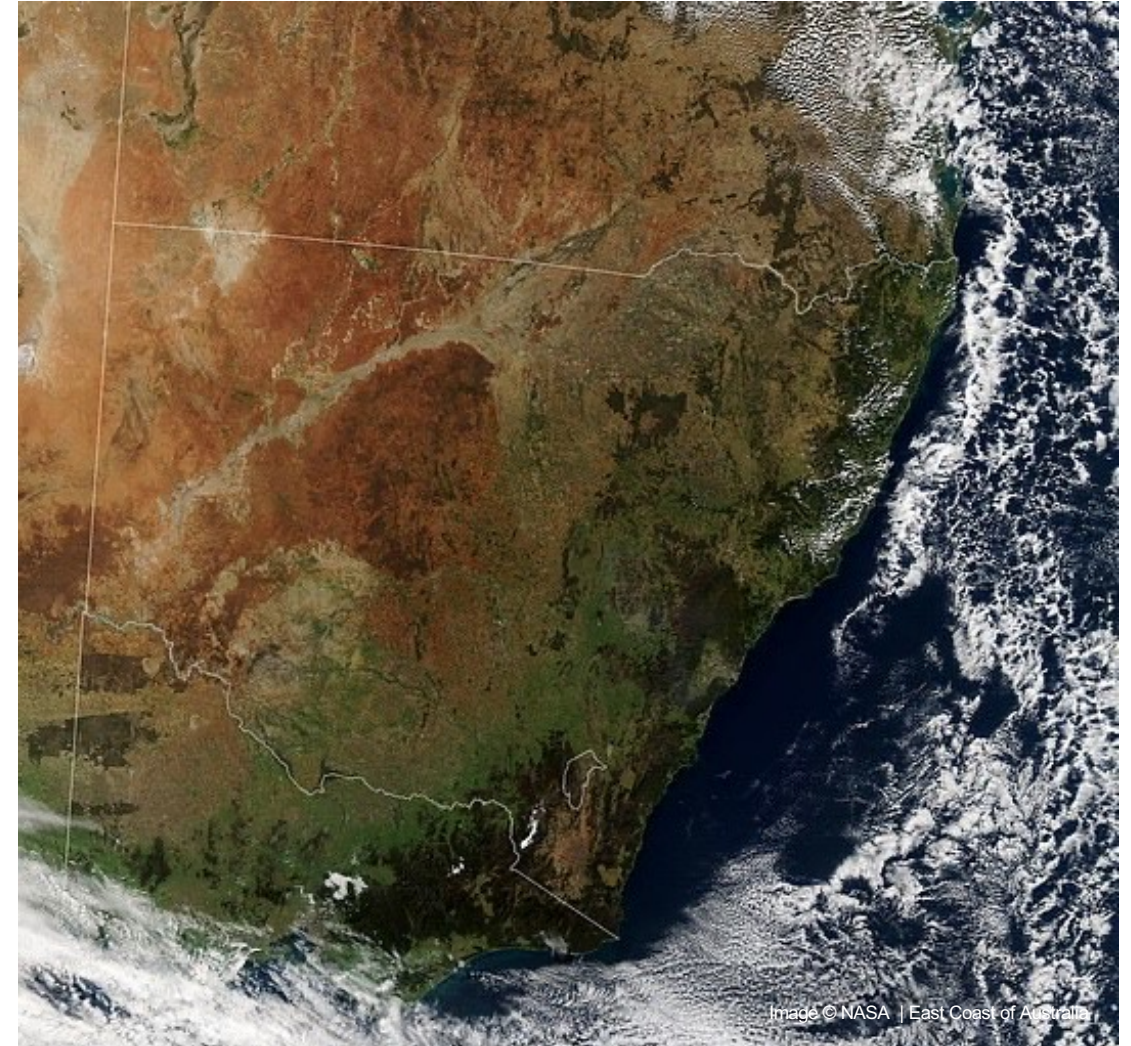
The adjacent Snowy Monaro & Eurobodalla regions in New South Wales, and East Gippsland & Towong regions in Victoria all face similar issues to the Bega Valley and, as can be seen on the Community Foundation coverage map on page 26, have limited to no Community Foundation coverage currently.

To help the Foundation Board consider this question as objectively as possible, some geographic coverage mapping was undertaken prior to the consultations (a summary of which can be found on the following pages). The question about coverage was then asked of all those consulted, with the mapping used to support the resulting discussion.

Through this process, a clear consensus emerged that, though the issues might be similar in adjoining regions, one of the critical elements for successful Community Foundations rests in how local they remain – the phrase ‘Give Where You Live’ resonates with donors to these kinds of organisations for a reason.

Given this consensus, it is recommended that the Foundation’s focus should remain on the Bega Valley in the short-term, with some thought given to how it could work more effectively with the disparate communities, villages & groups that make up the region (this was an area that a number of people thought the Foundation could improve on).

In saying all this, a number of individuals also acknowledged that that there might be a role for the Foundation to play in sharing best practise with other organisations and/or assisting in the establishment of new Community Foundations in the broader region. It was also suggested that developing a partnership with Community Foundations Australia could be one way of doing this in a structured (and time efficient) way.



Overall intent of geographic coverage mapping

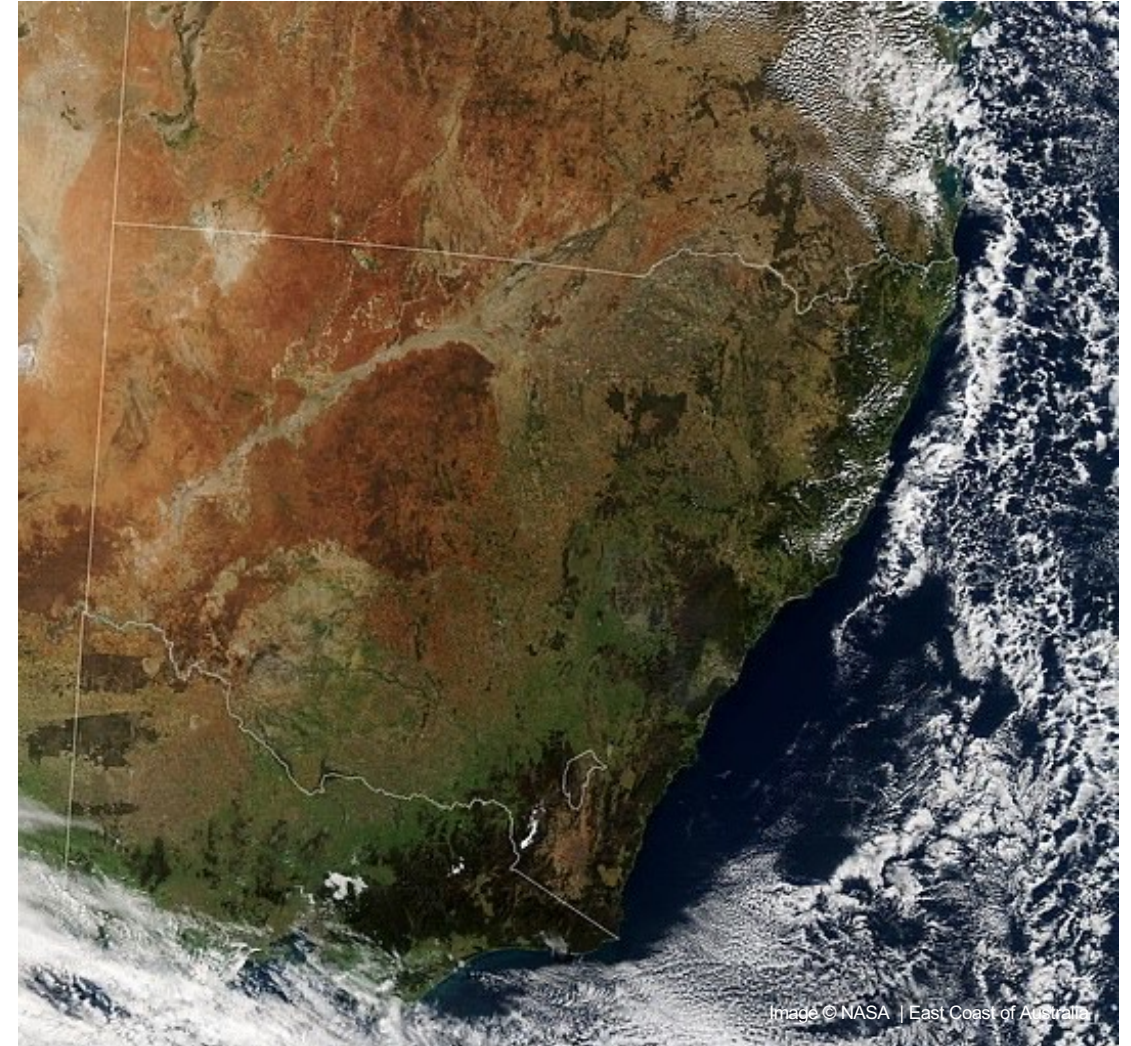
Explore options for future geographic reach of the Mumbulla Foundation.

Undertaken right at the beginning of the consultation process, the mapping in this document was undertaken to provide some context for considering how far the Mumbulla Foundation could extend in terms of overall impact.

The mapping looked at current Community Foundation coverage in the South East of Australia and what some possible extension options might look like.

Initial mapping

- 1) **Current Community Foundation coverage in SE NSW & NE VIC.**
- 2) **Future coverage options for the Mumbulla Foundation:**
 - a) Bega Valley Shire;
 - b) South East NSW (additional LGAs); and
 - c) South East NSW & North East Victoria (i.e. cross-border).



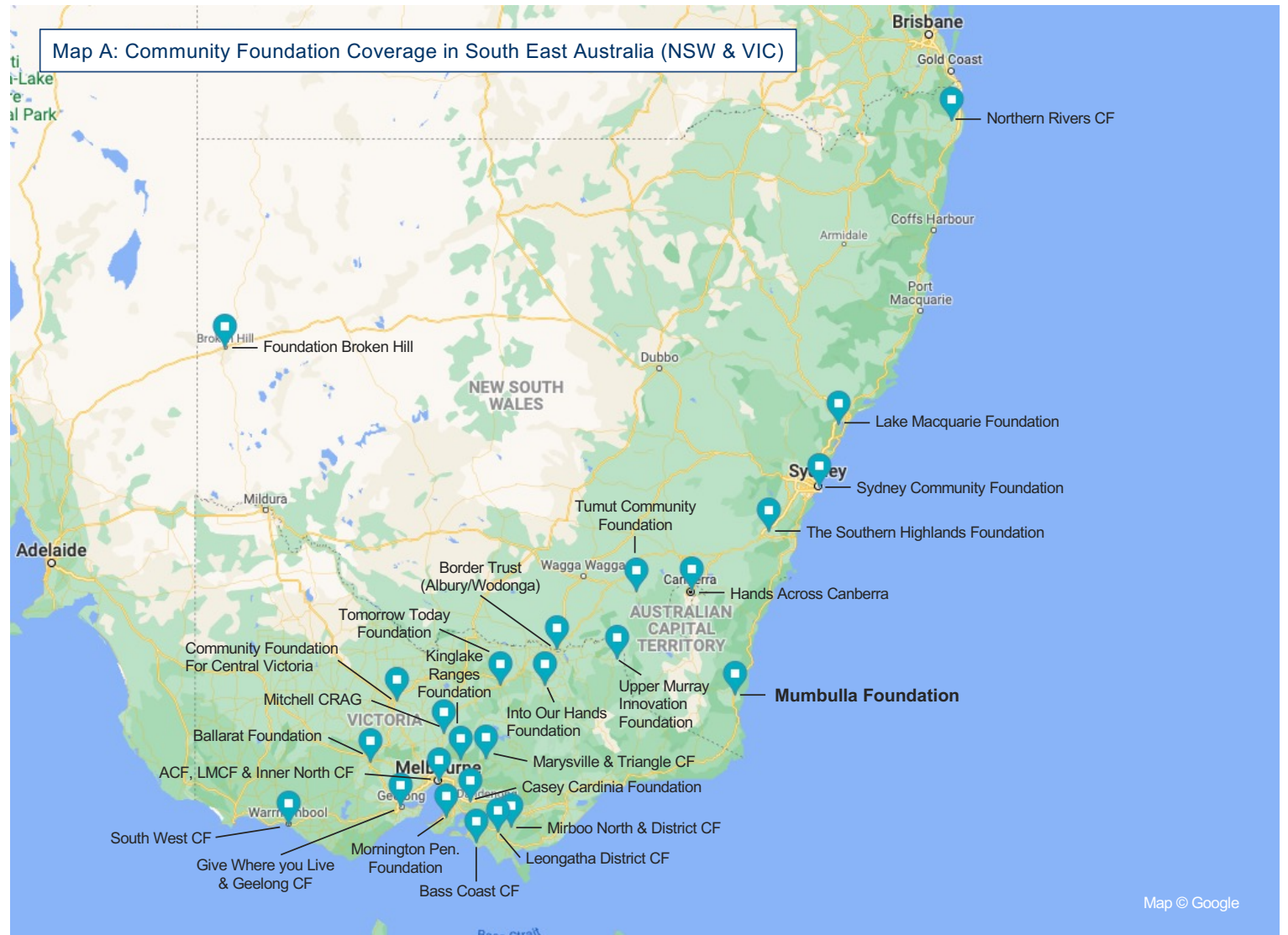
Community Foundations in SE Australia

27 Community Foundations mapped:

- All NSW & ACT Community Foundations (7 & 1).
- All Victorian Community Foundations (18).
- 1 cross-border CF (Border Trust).
- Source for current Community Foundation details: Community Foundations Australia (CFA).

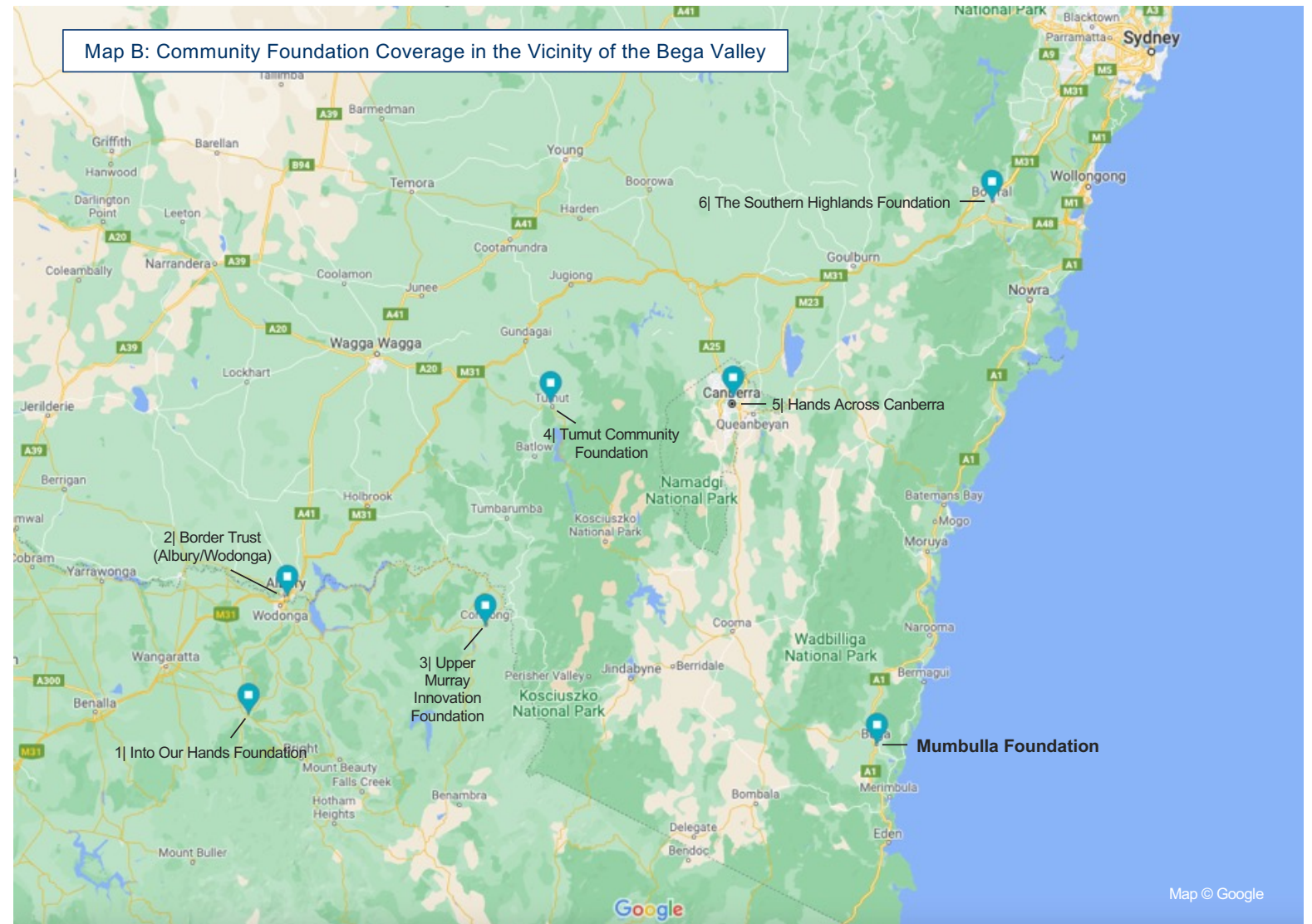
Key Observations

- Limited Community Foundation presence in both SE New South Wales and NE Victoria.
- No Community Foundation on the coast other than Mumbulla Foundation from Sydney to Bega Shire (425kms) & from Eden to the Bass Coast (500kms).



Key Observations (continued)

- The 6 closest Community Foundations to the Bega Valley geographically are:
 - 1) **Into our Hands Foundation (VIC);**
 - www.intoourhandsfoundation.com.au
 - 2) **Border Trust (NSW/VIC);**
 - www.bordertrust.org.au
 - 3) **Upper Murray Innovation Foundation (VIC);**
 - www.acnc.gov.au/charity/3780c971a92fa9a826349ef74248ff94
 - 4) **Tumut Community Foundation (NSW);**
 - www.tumutfoundation.org.au
 - 5) **Hands Across Canberra (ACT);** and
 - www.handsacrosscanberra.org.au
 - 6) **The Southern Highlands Foundation (NSW).**
 - www.shfoundation.org.au



Potential 3 LGA Focus (could also consider NE VIC)

1) Bega Valley

- Population: 34,952 (2021), and is forecast to grow to 38,138 (2036)
- Land area: 6,277 km²
- Population Density: 0.06 per hectare

2) Eurobodalla

- Population: 39,757 (2021), and is forecast to grow to 45,515 (2036)
- Land area: 3,422 km²
- Population Density: 0.11 per hectare

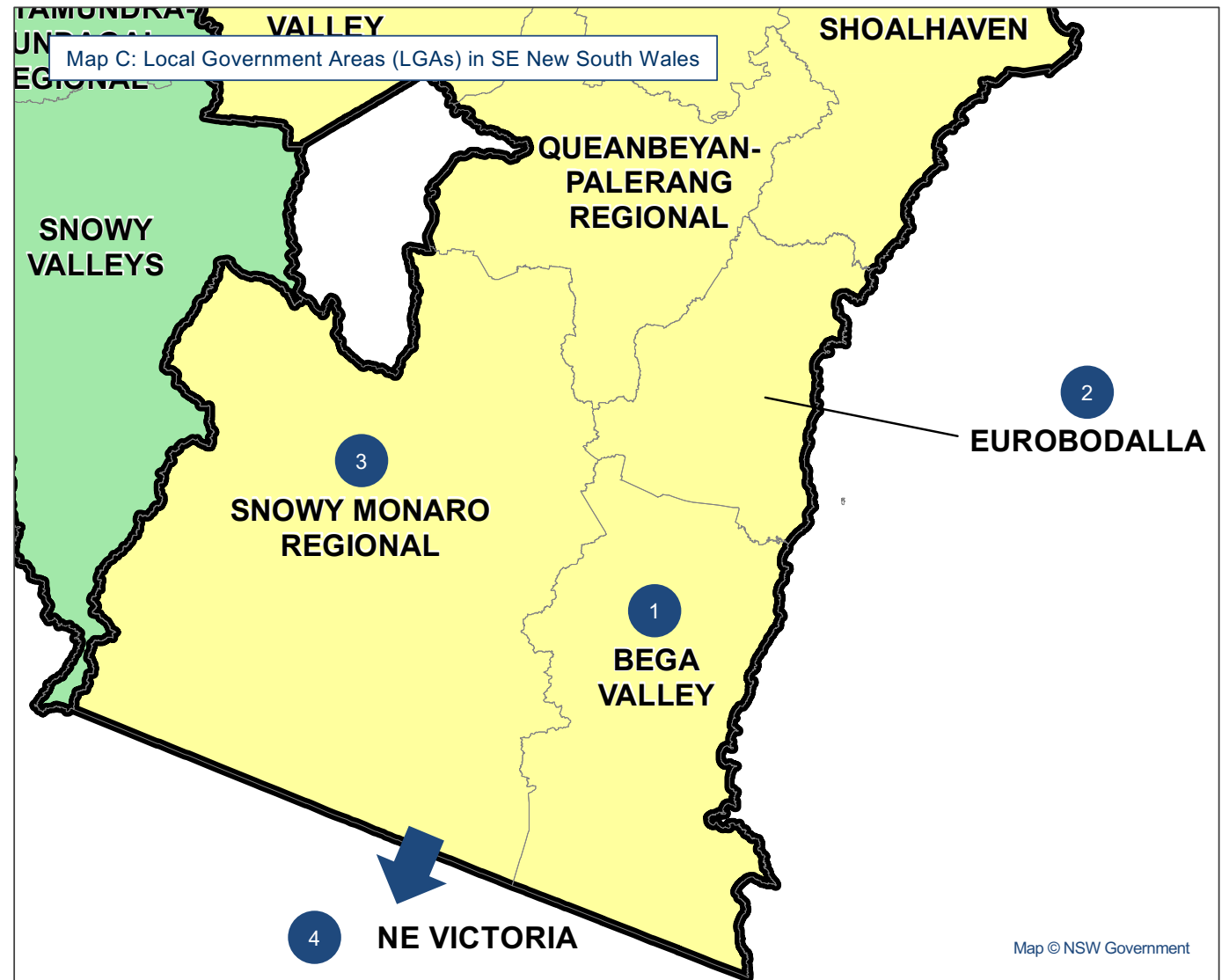
3) Snowy Monaro Regional

- Population: 20,935 (2021), and is forecast to grow to 21,885 (2036)
- Land area: 15,158 km²
- Population Density: 0.01 per hectare

4) Combined LGAs

- Population: 95,644 (2021), and is forecast to grow to 105,538 (2036)
- Land area: 24,857 km²
- Population Density: 0.04 per hectare

More detailed maps of the Bega Valley can be found in Appendix 6.5.



3.9 Key findings | Building partnerships

Establishing new, and strengthening existing, partnerships is going to be an essential part of how the Foundation operates if it is to successfully grow its impact.

Given the current complexity of community focused organisations and groups in the region, selecting the right partnerships to develop is going to be particularly important.

Whilst the Foundation's future role needs to be established before any decisions can be made on who future strategic partners should be, a number of current or potential partners were mentioned consistently throughout the consultation process:

1) Bega Valley Shire Council (BVSC)

- The founding partner of the Mumbulla Foundation, the partnership with BVSC is clearly currently a central one and will need to remain so in the future, even if it evolves over time.
- Ensuring flexibility exists in the partnership should be a priority, as should reducing the Foundations current reliance on Council funding as a key source of income.

2) Wollongong University and the University of Canberra (or others/TAFE)

- Potential to collaborate on long-term community-focused 'pathways' research.

3) Community Foundations Australia/Foundation for Rural & Regional Renewal

- A growing relationship already exists with ACP & FRRR; there may be an opportunity to create more formal partnerships once the Mumbulla Foundation's evolution is underway.

4) Bendigo Community Funding and Rabobank

- Both sources of funding, but also involved in some key community initiatives in the region.

5) iAccelerate/Bega Valley Innovation Hub

- Key supporters/facilitators of entrepreneurship and innovation; particularly relevant if the Foundation looks to focus more on these areas.

6) Bega Cheese/Bega Circular Valley 2030

- One of the main employers in the region and a key driver of the circular economy initiative.



Image © Connecting Communities Australia | Bushfire Recovery Volunteers in Eden

3.10 Key findings | Bega Valley Shire Council input

The Bega Valley Shire Council (BVSC) is a key partner of the Foundation and it was obviously important to involve them in the early stages of strategy development.

To that end, a meeting was held in late November with Alice Howe, Rebecca Jones and Alex Cunningham of the BVSC; an overview of the strategy development process, Potential Future Scenarios and draft mapping was provided to them in advance of the meeting to help facilitate their input.

Whilst the discussion covered a lot of ground, there were four key outcomes from the discussion that are of particular relevance to this document:

- 1) A number of gaps in the draft landscape mapping were identified**
 - Additional socio-economic challenges facing the region were identified for inclusion.
- 2) The opportunity to undertake some opportunities mapping was highlighted**
 - The landscape & organisational maps are powerful tools, but they only tell part of the story.
 - Including a 'future opportunities' map was suggested (and actioned) as another useful input to the strategic planning process, and as a potentially useful tool for the Council.
- 3) Their view on what the Mumbulla Foundation's role could be in the future aligned very closely with that of the Foundation's Board members**
 - They liked what a focus on Scenario 1 could bring to the region in terms of cutting through the complexity and providing a mechanism for collaboration that doesn't exist currently.
 - Also saw the potential for being a 'gap filler' and risk taker as outlined in Scenario 2.
 - The longer-term focus of Scenario 5 (for the Bega Valley vs. wider), particularly as no one else currently operates in this space, was also seen as potentially being very compelling.
- 4) Scope seems to exist for the partnership to evolve & become more strategic**
 - With the challenges facing the region, a more strategic partnership with an evolved Foundation would appear to be one that the BVSC would see value in.



3.11 Key findings | Some general considerations

During the various discussions, a number of ideas emerged and some general observations were made that are captured here for further consideration:

1) The speed the Foundation can (or should) change needs to be considered

- There is always a balance to be found between how fast an organisation wants to change and how fast it is realistically capable of changing.
- Need to change/evolve at a pace that the organisation can sustain, preferably in a series of carefully planned phases (and within the resource/funding limits that exist).
- Building as much time as possible into funding timelines was one specific suggestion in this area to make sure we allow for the delays that are likely in staff sourcing, stakeholder engagement and programme implementation – and to manage COVID-19 related issues.

2) Outlining the DNA of the organisation could be an interesting way to help define the Foundation's values and/or approach

- The 'Mumbulla Foundation's DNA' was mentioned in a number of the consultations, with the strengths & skills of the Board members being seen as what it is currently make up of.
- Defining what the Foundation's DNA should be – and why it's important – could be a useful way of helping capture what it stands for and how it will operate into the future.
- It is particularly important to consider this area carefully as the Foundation starts to transition from a wholly volunteer to a paid-staff and volunteer model; can be a challenging transition to manage (so take the time to do it properly).

3) Connecting to the Sustainable Development Goals (SDGs) could be beneficial

- It is worth considering what benefits a connection to the SDGs could bring; a starting point could be to identify the goals that the Foundation could focus on (see Appendix 6.6).
- Aligning with the SDGs could be a relatively easy first step to take to start to move the Foundation towards being a more future-focused organisation.
- It could also be beneficial when looking to access new sources of funding.



Image © About Regional | Wyndham Basketry Weavers at the Candelo Village Festival 2019

3.11 Key findings | Some general considerations

Other areas highlighted through the consultations for further consideration (continued):

4) Having paid staff rather than relying on volunteers will enhance impact

- The Foundation has had an impact on the development of the region over the past 21 years despite, rather than because of, its voluntary structure.
- Continuing with this way of operating is clearly one possible course of action, but not if the organisation wants to grow its impact and funding, whilst achieving all that it could for the region's communities over the next 20 years.

5) In looking at a potential staff structure, aim to be bold from the start

- A staff of 3 was mentioned as a start point; to be fully explored during strategic planning.

6) Any staff employed should reflect the Foundation's values & objectives

- One interesting idea explored in a few of the consultations was that any staff employed should be individuals from the Bega Valley who have faced some of the challenges identified in the Landscape Mapping.
- This would enable the Foundation to 'walk the talk' with regards to supporting the Bega Valley in everything it did, as well as ensuring detailed local knowledge was held by anyone working on the day-to-day operations of the Foundation.
- It should be noted, however, that the realities of the job market could prevent this.

7) Introducing a paid staff structure will free up the Board's potential

- Whilst outside the direct scope of this project, one of my 'other' observations from the research and consultations undertaken thus far, would be that the Board is currently too focused on trying to 'do the doing' rather than opening up the future.
- Having staff member(s) would free up the Board to more fully bring their strengths to bear on supporting the delivery of the Foundation's purpose and objectives.
- It is also worth noting, that changing the organisational structure will naturally lead to gaps in the Board's makeup that will need to be identified and filled.



Image © About Regional | Wyndham Basketry Weavers at the Candelo Village Festival 2019

3.11 Key findings | Some general considerations

Other areas highlighted through the consultations for further consideration (continued):

8) Volunteerism will be important in the future – need to ensure it is ‘done right’

- Having some kind of volunteer structure is likely to be needed for future impact; need to think carefully how volunteerism is done and make sure any volunteer programme is run in a sustainable way that respects and acknowledges the volunteers appropriately.
- Also an opportunity for the Mumbulla Foundation to build the capacity of other organisations in the region to manage their volunteer programmes more effectively.

9) Structuring the Foundation’s giving to enable strategic funding on top of the current small grants programme would seem a good model to explore

- Broadly speaking, creating a structure that allows for larger amounts of (seed) funding to be provided to areas that are identified as strategic priorities for the region, whilst maintaining smaller grants funding seems to be the optimal direction.
- This potential model, including where ‘seed funding’ could fit, should be developed further in the workshops and subsequent strategic planning process.

10) Although more structure will be useful, having the flexibility to be opportunistic and grab opportunities as they arise is also important

- The Foundation should be careful it does not become too structured and bureaucratic; i.e. aim for ‘freedom within a framework’.
- An example of this would be potentially approaching some of the larger Community Foundations and exploring a ‘fee for service’ model to help fill capability gaps the Foundation has without having to invest in full service delivery.

11) Being a catalyst &/or broker is preferable to being too much of a doer

- Becoming an organisation that is fully resourced for doing is not seen as being the best direction to take; aim should be to remain as a more of ‘a broker’ vs. ‘a doer’.



Image © About Regional | Wyndham Basketry Weavers at the Candelo Village Festival 2019

3.11 Key findings | Some general considerations

Other areas highlighted through the consultations for further consideration (continued):

12) The Foundation's impact on the Community needs to be better measured

- This is an area that has not historically been a strength of the Mumbulla Foundation (or Community Foundations in general).
- Establishing clear metrics and how to measure progress against them will need to be a priority in the future (to be explored in Phases 2 & 3 of the strategy development process).
- Should also ensure 'stories of impact' are captured right from the start of any programme.

13) The current website doesn't accurately reflect the Mumbulla Foundation

- www.mumbulla.org.au does not clearly articulate what the Foundation does and why – because of this the organisation is underselling its historical and potential future impact.
- There is also a lack of storytelling in the current website (and other materials). Given the organisations supported over time (and the stories that already exist because of that support), changing this in a revised website will be a relatively straightforward process.

14) Don't need everyone in the Bega Valley on board to move forward

- Whilst the future role identified for the Mumbulla Foundation involves bringing people and groups together around a common vision for the Bega Valley, do not need to get everyone on board initially.
- Building some form of consensus amongst key groups will be needed to get started, but will need to accept that not all will come on board from the start and will need to see some outcomes and progress before becoming involved.
- Again, key will be in careful planning and not rushing the transition process.



Image © About Regional | Wyndham Basketry Weavers at the Candelo Village Festival 2019

3.12 Key findings | COVID-19 implications

The exploration of the Mumbulla Foundation's future impact is occurring at the end of the second year of the COVID-19 pandemic, which itself began straight after the severe bushfires of 2019–20; drought remains an ever-present risk.

Community organisations in rural & regional Australia have been severely impacted by the pandemic, whether through reduced revenue (or closure), a drop off in volunteers or the inability to meet in person which is often a key delivery mechanism for them.¹

Looking forward, an uncertain 'COVID impacted landscape' will exist for the next few years; a landscape the Foundation will need to navigate as it looks to its future role:

- 1) Migration from urban to rural/regional Australia is on the rise**
 - The shifting demographics that this migration will bring are both a challenge & opportunity.
 - From a Foundation point of view, could lead to a greater potential pool of short-term (e.g. pathways research funding) and long-term (e.g. bequests for corpus building) funding.
- 2) The funding landscape could look very different to pre-pandemic**
 - Government funding is likely to be stretched, Trusts and Foundations may be more risk averse (with lower overall funds availability), Philanthropists may be in high demand and corporates could be much more inwardly focused.
 - Will need to target prospects carefully and develop a compelling case for support.
- 3) Uncertainty will remain a much-used term to describe the short-term future**
 - Never has it been truer that the only certainty for the next 18 months is more uncertainty.
 - Focusing on the longer-term will help, but this reality will still need to be managed.
- 4) New models and approaches to community-based support could emerge**
 - A lot of smart people & innovative organisations are looking at new ways to drive change.
 - Ensuring 'eyes are up' and on the look out for these new ways will be essential.



Image © Bega District News | Cobargo Relief Centre food donations during COVID-19

¹ Source: Foundation for Rural & Regional Renewal 'Heartbeat of Rural Australia Research Study 2021'.

3.13 Key findings | Areas for further discussion

Lastly, eight areas were highlighted through the consultation process as needing further discussion and/or more detailed exploration:

- 1) Ensuring the Foundation represents the region as effectively as possible**
 - If the Foundation’s future role involves understanding and supporting the Bega Valley to the best of its ability, then it needs to be as fully representative of the region as possible.
 - Given the region is made up of a number of distinct towns, villages and areas, need to think about ways the Foundation can be structured to reflect this diversity and diffusion (e.g. having a representative from each area on a Grants Committee or Advisory Board).
- 2) Focusing more on supporting individuals as well as organisations/groups**
 - The Foundation already supports individuals through its scholarship programme; the potential impact of supporting more individuals leading change in the region was highlighted (i.e. supporting and growing social capital as a key part of any future role).
- 3) Building a corpus to deliver sustainable, long-term community funding**
 - This was not covered in any detail through the consultations, but was touched on in a few of the conversations with current & past Board members.
 - Having a robust and growing corpus (primarily derived from bequests) is usually a feature of a more established Community Foundation.
 - Growing a corpus has never been a strong focus of the Mumbulla Foundation, but serious consideration needs to be given to whether one is needed to provide a sustainable source of funding to support the communities of the Bega Valley (& how it would be done).
- 4) Establishing the future role (if any) of fundraising events &/or gala dinners**
 - The Foundation has had some success with gala dinners in the past, although the impacts of the 2019-20 bushfires and COVID-19 have meant they have not been a recent priority.
 - Working out if they have a role to play in any future approach should be part of the strategy development process, with one idea being that fundraising would be integrated into future collaboration/networking events convened by the Foundation.



Image © Bega Valley Shire Council | Bermagui & Fisherman's Wharf

3.13 Key findings | Areas for further discussion

Eight areas needing further discussion and/or more detailed exploration (continued):

5) Identifying the best sources for future funding

- Once the vision & purpose of the Foundation is clearer, need to understand exactly who the best audiences for potential funds are and have a clear plan for how to target them.
- If the Foundation embraces a more future focused purpose, then more potential might exist to target both Philanthropic donors and certain sources of Government funding.
- A large 'intergenerational transfer of wealth' opportunity also exists that is worth exploring.
- Further discussion is needed about where funds could be sourced from in the future (and a fundraising plan developed as part of an overall strategy for growth).

6) Building the Mumbulla Foundation's 'case for support'

- Developing suitable 'engagement materials' is a key step in Phase 2 of the draft roadmap.
- Need to consider how an initial 'case for support' could be developed as part of these materials – and discuss what could be included in this.

7) Being accessible and humble as a 'thought leader'/'pathfinder'

- Organisations that position themselves as 'thought leaders' can become elitist over time.
- Need to make sure the Foundation remains humble and accessible to all in the community
 - using the term 'pathfinder' vs. thought leader could be one way to manage this.

8) Learning from other structures, e.g. 'The Committee for the Hunter'

- Question raised about ensuring we stay open to learning from other relevant approaches and structures (both within the Community Foundation sector and from elsewhere).
- An example of another approach highlighted as worth looking at was the 'Committee for the Hunter'. See website for further details: www.hunter.org.au.
- Other similar Committees exist, including one for Sydney that describes itself as an 'independent think tank and champion for the whole of Sydney, providing thought leadership beyond the electoral cycle'.



Image © Bega Valley Shire Council | Bermagui & Fisherman's Wharf

3.14 Key findings | What will prevent change?

At or near the end of each conversation, a question was asked about what could prevent the Foundation from evolving to take on a new role.

Encouragingly, the answers given most frequently were either **'nothing significant'** or **'the only thing that will stop us is the lack of will or desire to change'**.

In projects such as this, when those are the kinds of answers being given, the benefits of changing and taking on a new role can be said to be clearly seen within the organisation as outweighing any negatives of that change.

It also means the natural inertia and reluctance to change that always exist in situations like this is going to be one of the main barriers to that change happening.

Other answers that were significant when considering future strategic planning include:

- 1) **'A lack of budget/funding'**;
- 2) **'Evolving at the wrong speed – need to build momentum, but plan carefully'**;
- 3) **'Not being ambitious enough'**;
- 4) **'No paid part- or full-time staff to keep the day-to-day operations moving'**; and
- 5) **'Failing to change the organisation's make up to more accurately reflect the diversity of the region'** (i.e. representing all communities & Board make up).

Whilst not insignificant when taken together, none of these barriers are insurmountable (or surprising) when considered individually. They should certainly be planned for – securing additional funding will definitely need to be a priority for example – but nothing was said in the consultations that would cause me to doubt the changes being explored in this document are anything other than possible.



4. Where to from here?

This document, along with the Landscape, Opportunities & Organisation Maps included in the Appendix, have been developed as key inputs for 2 Mumbulla Foundation Board planning workshops planned for February 2022 to kick start the full strategy development process. A proposed agenda for the workshops can be found on page 40.

At the workshops, the future direction of the Foundation will be explored with all current Board members, with the intent being that overall agreement is reached on both an outline future role for the Mumbulla Foundation, a draft purpose and an overall process for strategy development. Phases 2 and 3 of the full strategy development roadmap on the next page provide a starting point for what this process could look like.

A starting point for what a purpose could look like is included on page 41; this will be used to help facilitate agreement on the Foundation's future purpose at the workshops.

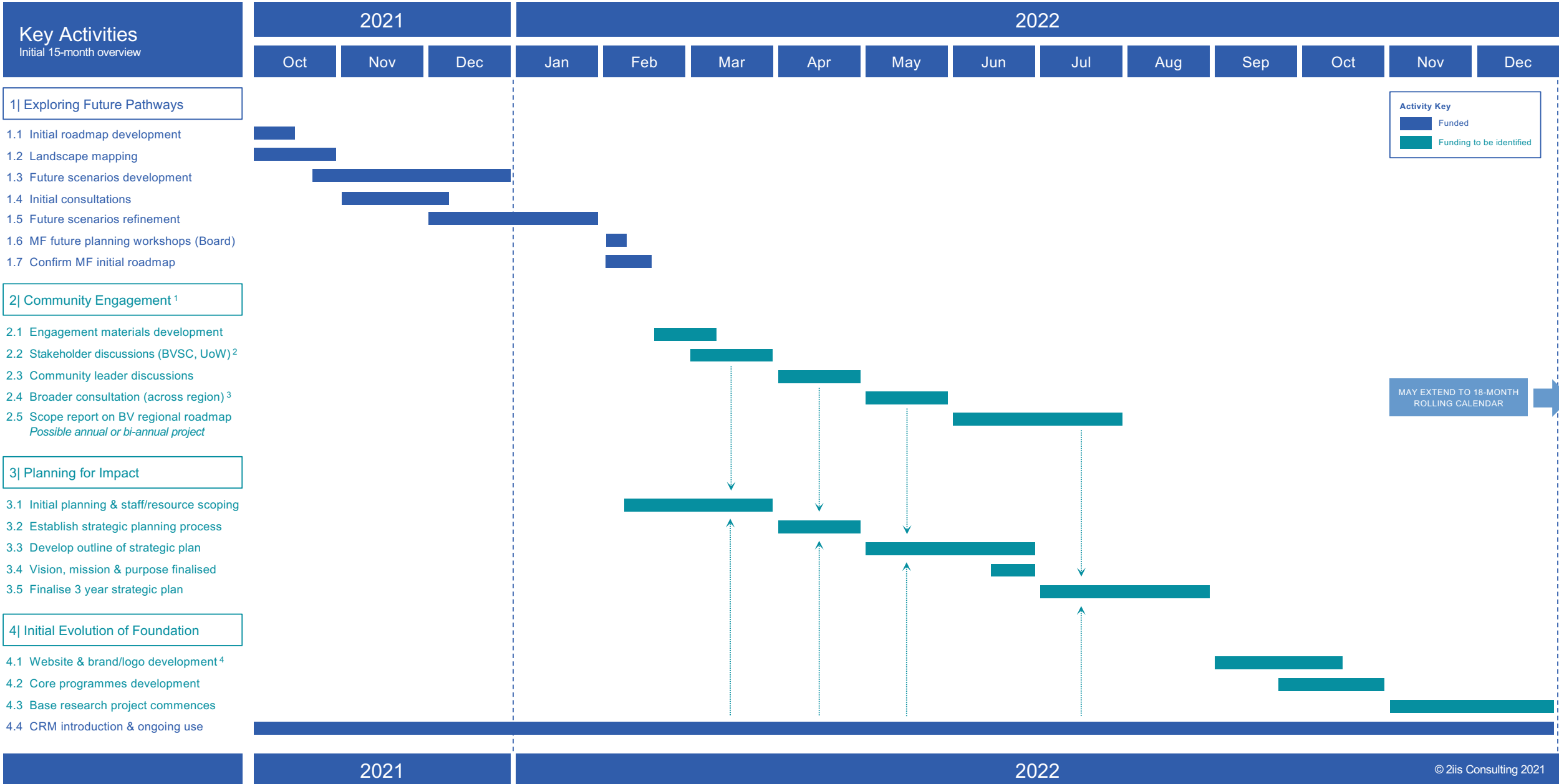
Beyond the workshops, funding will need to be sourced for the next phases of work & it would also be advisable to start exploring funding options for paid Foundation staff members who would ideally be involved in strategy development in, whilst also starting to drive some of the day-to-day operations and begin some internal process evolution.

The type of person needed for this initial paid role will obviously depend on the outcomes of the Board workshops, but starting to think about a suitable long-term staffing structure ahead of the workshops is recommended so that recruitment can begin as soon as some key decisions are made in that session.

Given this document focused on the findings of the initial phase of consultations, it should be remembered that further consultations are planned as a key part of the next phase of strategy development. Starting to identify the individuals and groups who should be involved in this is also something that should be done in the short-term.



Image © Ben Marden | Audience members at the 2021 Four Winds Festival



¹ Phases are shown concurrently here, but may need to be amended to allow time for sourcing of funding; ² Other stakeholders could include Bega Cheese, FRRR and ACP; ³ Could involve community roundtables with key groups in the Bega Valley; ⁴ Limited brand & logo development will be required.

Exploring the Foundation's Future Impact | 9/02/22 & 17/02/22, 5.30–7.00pm

Attendees: Cayce Hill, Frank Muller, Ian Battersby, Leanne Atkinson, Lynne Koerbin, Mick Pryke, Richard Northam, Alicja Borowska & Richard Plumpton

WORKSHOP 1 | Wednesday 9th February

- 1. Introduction** 5.30–5.35
 Purpose of the workshops; some ground rules.
- 2. Brief review of key findings from Phase 1** 5.35–5.50
 Recap of key findings (full document circulated in mid-December); opportunity for discussion and general questions about the findings.
 - 1 *Key Findings Summary*
- 3. Agreeing on a future direction** 5.50–6.30
 Explore optimal future direction based on the Future Scenarios identified as preferred in Phase 1; discuss & agree on draft future direction for further development.
 - 2 *Future Scenarios*
- 4. Considering a purpose for the Foundation** 6.30–6.55
 Use draft purpose developed through the consultations process to support a discussion & initial agreement about the future purpose of the Foundation.
 - 3 *Draft Future Purpose*
- 5. Confirm Workshop 2 agenda** 6.55–7.00
 Confirm agenda for next workshop; final questions.

WORKSHOP 2 | Thursday 17th February

- 1. Recap of outcomes from Workshop 1** 5.30–5.45
 Recap of outcomes from Workshop 1 and review/discussion of any input received between the workshops.
- 2. Exploring what the agreed direction could mean** 5.45–6.45
 Start to explore what proceeding with the agreed direction/ purpose could mean for the Foundation; what issues/ opportunities/projects could be focused on initially; what structure(s) will be needed for impact; organisational implications (including Board & staff); potential partners; funding opportunities/building a corpus.
 - 4 *Issues Map*
 - 5 *Opportunities Map*
 - 6 *Organisation Map*
- 3. What's next?** 6.45–7.00
 Agree next steps and refine the draft roadmap developed during Phase 1; plan involvement of Board members/ other key stakeholders; agree scope for Phase 2.
 - 7 *Draft roadmap*
 - 8 *Draft Scope*

The Mumbulla Foundation's Future Purpose

INITIAL DRAFT FOR DISCUSSION & DEVELOPMENT

The Mumbulla Foundation is an independent community foundation focused on unlocking pathways to socio-economic development, growing social capital and strengthening community collaboration to support a thriving and resilient Bega Valley for the generations to come.

We do this through a deep understanding of the challenges and opportunities facing the Bega Valley, a strong knowledge of, and connection to, the organisations, groups and individuals that are working to change our region for the better and a unique approach that recognises the role we can play in accelerating that change.

As a **thought leader**, we highlight the pathways that exist to a better future for every community in the region.

As a **convenor**, we look to bring the right people together to collaborate and find ways to follow these pathways.

As a **catalyst**, we provide support & advice and facilitate funding to help start the journey.

As a **broker**, we are always seeking ways to make the destination easier to reach.

As a **grower** of social capital, we identify, support & mentor the future leaders of the change our communities need.

As a **fundraiser**, we source funds to both support the projects and programmes we undertake, and to build a financial asset that will support the communities of the Bega Valley forever.

5. Some final observations

Whilst the initial consultations identified a clear potential way forward for the Mumbulla Foundation, as evidenced by the range of findings summarised in this document, they also identified an exciting niche and opportunity that is not easily captured in a structured document such as this one.

During every conversation, there was tangible excitement when the potential for the Foundation to become more of a catalyst, convenor and broker in the Bega Valley was explored, especially if that potential role included more of an innovative, risk taking and 'gap-filling' approach than is currently the case.

Being a 'future pathfinder' and 'grower of social capital' for the Bega Valley are also interesting and potentially high impact areas worth exploring in more detail as the Foundation searches for its unique, 'niche' role for the next 20 years.

Although not perfectly articulated (yet), there was a real sense that moving thoughtfully into this space could deliver some significant and long-lasting benefits to those that most need it in all the communities of the Bega Valley.

Doing so will need careful planning, a commitment to changing how the Foundation currently operates and some not insignificant targeted investment; but becoming one of the key architects of a thriving, resilient and growing Bega Valley is an exciting and inspiring goal to be aiming for.

This document is just one small step in the journey towards this goal, but is hopefully itself a catalyst for the change that all those most closely involved with the Foundation have identified as being possible – and desirable.



6 Appendices

- 6.1 Consultation schedule
- 6.2 Base interview framework
- 6.3 Potential Future Scenarios
- 6.4 Initial Landscape, Opportunities and Organisation Mapping
- 6.5 Bega Valley Shire Maps
- 6.6 The Sustainable Development Goals (SDGSs)



Initial Consultations Schedule | September – December

#	NAME	POSITION	CONSULTATION DATE
1	Gerlinde Scholz	CEO, Community Foundations Australia	Monday 13 September
2	Leanne Atkinson	Board Member, Mumbulla Foundation Owner, Merger Consulting	Monday 1 November
3	Lynne Koerbin	Board Member, Mumbulla Foundation Manager Access at Ageing Disability & Home Care, Department of Human Services	Monday 1 November
4	Ian Battersby	Board Member, Mumbulla Foundation	Thursday 4 November
5	Cayce Hill	Board Member, Mumbulla Foundation Founder, Funhouse Studio	Friday 5 November
6	Christine Welsh	President, Sapphire Community Projects Inc.	Monday 8 November
7	Leanne Barnes	Liaison Specialist for Canberra Region JO Previous GM of Bega Valley Shire Council	Friday 12 November
8	Alicja Borowska	Mumbulla Foundation CRM Project Lead	Friday 19 November
9	Frank Muller	Board Member, Mumbulla Foundation Company Director & Climate Change Specialist	Monday 22 November
10	Mick Pryke	Chair, Mumbulla Foundation Director CCDC and Southern Cross Housing	Thursday 25 November
11	Alice Howe	Director Community, Environment & Planning Bega Valley Shire Council (BVSC)	Friday 26 November
12	Alex Cunningham	Economic Development Manager, BVSC	Friday 26 November
13	Rebecca Jones	Community Development & Engagement Officer, BVSC	Friday 26 November
14	Richard Northam	Board Member, Mumbulla Foundation Director at Research Data Services Project	Monday 6 December
15	Jo Dodds	Board Member, Mumbulla Foundation & BVSC Representative (Councillor)	Unable to interview in 2021



Image © Bega Valley Shire Council | Bega Valley Farmland

Base Questions/ Framework for Conversation

Please note that the following questions provide a basis for each conversation only; depending on the individual's area of expertise, each conversation will vary according to the responses they provide and insights they uncover.

1. How are you involved with the Mumbulla Foundation?

- Follow-up re general connection to the region.

2. What do you see as the challenges (and opportunities) facing the Bega Valley?

- Follow-up re are the same challenges facing the broader area?
- Use draft landscape mapping to support conversation.

3. What other organisations are already tackling some of these challenges?

4. How do you think the Mumbulla Foundation could help address some of the challenges and/or facilitate some of the opportunities into the future?

5. What would need to be done to enable the Foundation to play this role?

- Follow-up re any barriers to the Foundation changing its role?

6. Do you know of any other organisations we could learn from?

7. Any final comments or questions?

8. Conclude with brief next steps overview.

- Using draft 18-month roadmap if needed.



An aerial photograph of Wallaga Lake, showing a large body of water with several forested islands and peninsulas. The water is a vibrant blue-green color. In the foreground, a peninsula with a small residential development is visible. The background shows rolling hills and mountains under a clear sky.

APPENDIX 6.3

Potential Future Scenarios

Overall intent of the Potential Future Scenarios

To outline 4–5 future scenarios of how the Mumbulla Foundation could support the Bega Valley community (& possibly beyond) into the future.

None of these scenarios are intended to show exactly how the Foundation could operate, but are rather designed to prompt discussion & debate as to what the Foundation’s role could be in supporting a thriving & resilient region.

It is likely that the final role decided on for the Foundation will include elements from a number of the future scenarios outlined on the following pages, along with other elements identified over the coming weeks.

Process summary

- | | |
|--|---------------------|
| 1. Develop draft future scenarios 2iis & MF Chair | by mid-October |
| 2. Use future scenarios to guide consultations 2iis | October & November |
| 3. Identify preferred future scenarios MF Board & 2iis | December |
| 4. Scenarios used to inform February workshops MF & 2iis | February 2022 |
| 5. Ideal future scenario finalised MF & 2iis | Early February 2022 |



Image © Eugene Tan | Wallaga Lake

Some general observations

All of the future scenarios outlined on the following pages involve the Mumbulla Foundation changing in some way – and all involve growth (both in terms of the funds raised and distributed, and the impact had on the community).

Some scenarios will require evolution rather than transformation, but all will require increased revenue and a likely move to an organisational structure that does not rely so heavily on volunteers for its' day-to-day operations.

It is likely that all will also require the building of some form of corpus in the medium-term, so that the organisation becomes sustainable and can continue to support the Bega Valley's community for many generations to come.



The Mumbulla Foundation as a Catalyst, Convenor & Broker

The first possible scenario sees the Foundation take on a role as a 'spark' in the Bega Valley community; looking to catalyse the region's development by first helping identify what needs to change, and then bringing together (or supporting) the organisations and people best able to deliver that change.

It would see the Foundation having a strong understanding of the challenges and opportunities facing the community and then playing an ongoing role in prioritising what needs to change to either address the challenges or embrace the opportunities.

Strong community connections would be essential, as would up-to-date knowledge of the funding opportunities available to the region & how to leverage this funding.

Being a catalyst, convenor & broker would likely mean staying relatively broad in terms of the areas that funding and support could be directed towards, although this could change over time as the challenges and opportunities became clearer (and certain organisations addressing the key challenges in the region became stronger).

This scenario potentially positions the Mumbulla Foundation as a bridge between the Community/Civil Society (and their needs) and Government/Business/Academia (and their, often limited, resources). Over time it would see the Foundation becoming one of the 'go-to organisation' in the region for supporting the development of its Communities.



Image © Bega Valley Shire Council | Bega Multicultural Centre

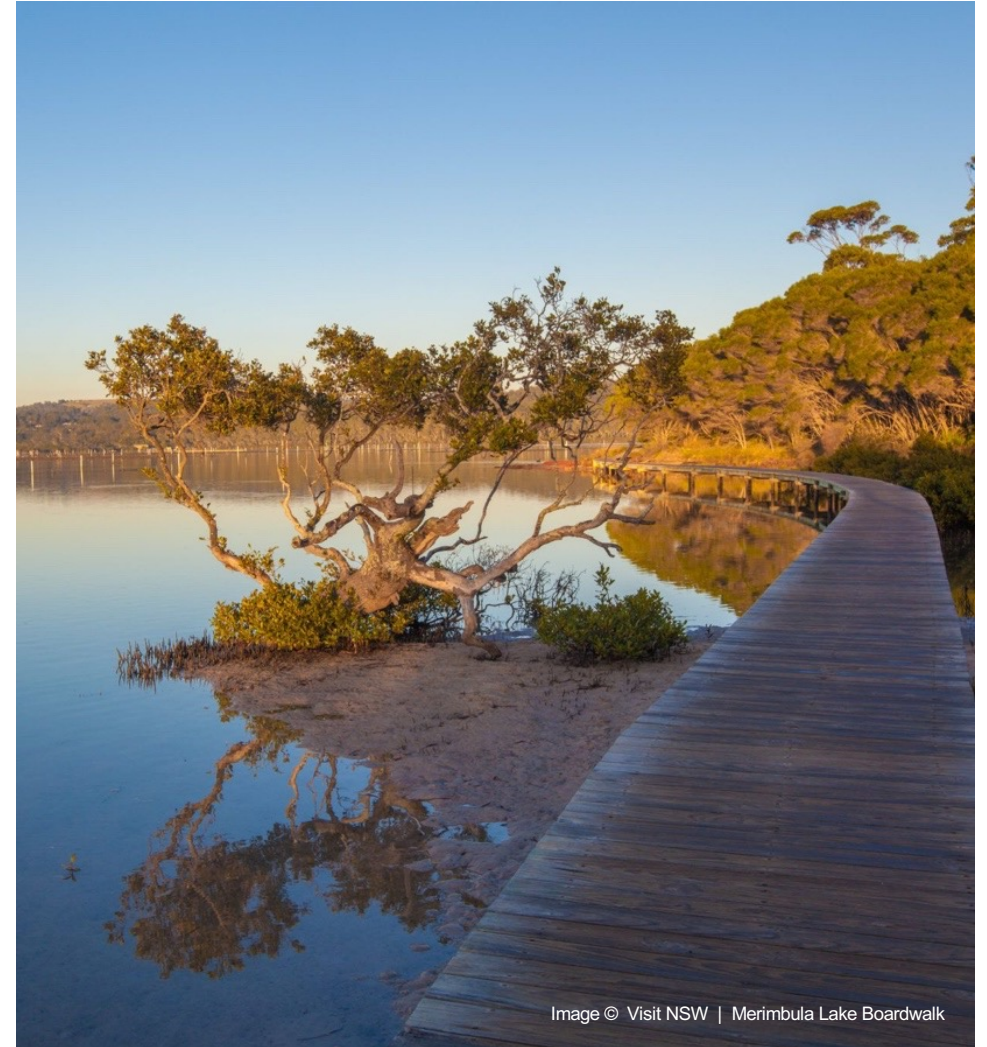
The Mumbulla Foundation as an Innovation Supporter & ‘Gap Filler’

The second scenario sees the Foundation focus its efforts on supporting organisations and individuals in the Bega Valley who do not currently receive any substantive support, normally because they are either newly established, innovative and/or viewed as higher-risk (or just too small) by more established funders.

This could see the Foundation focus on ‘leading-edge’ solutions to some of the region’s challenges, providing support (whether financial or in-kind/expertise-based) to smaller/nascent organisations that are exploring new approaches with high-potential impact.

Given the Bega Valley’s growing focus on the Circular Economy, it could also see the Foundation focus on supporting this particular initiative given it is likely to be key to the region’s future as a thriving and resilient community.

Note: ‘innovation’ in this context should be viewed as meaning ‘social innovation’.



The Mumbulla Foundation as a 'Resilience Service Provider'

This scenario would involve transforming the Foundation into an organisation focused on developing community resilience in the face of the growing threat of natural disasters.

A number of larger Community Foundations in Australia have begun to operate in this way and for the Mumbulla Foundation it would necessitate the addition of a number of full-time staff to provide ongoing programmes aimed at developing the region's capacity and capability to deal with future bushfires, droughts and other natural disasters.

It would also see the Foundation becoming one of the go-to-organisations for expertise and local knowledge when natural disasters impact the Bega Valley, including as a key channel for the provision of funding from Government and Philanthropic sources to aid in disaster recovery.

As with all the scenarios outlined, it would require ongoing investment in systems to ensure the Foundation had the necessary knowledge, understanding and networks within the Bega Valley and neighbouring regions; in this scenario it would also require strong State, Interstate and National connections with relevant organisations.



Image © Rural Fire Service | 2019 Bushfires on the South Coast of NSW

The Mumbulla Foundation as a Youth Leadership Organisation

The fourth scenario sees the Foundation evolve to focus all of its efforts on supporting and developing the future leaders of the Bega Valley Community.

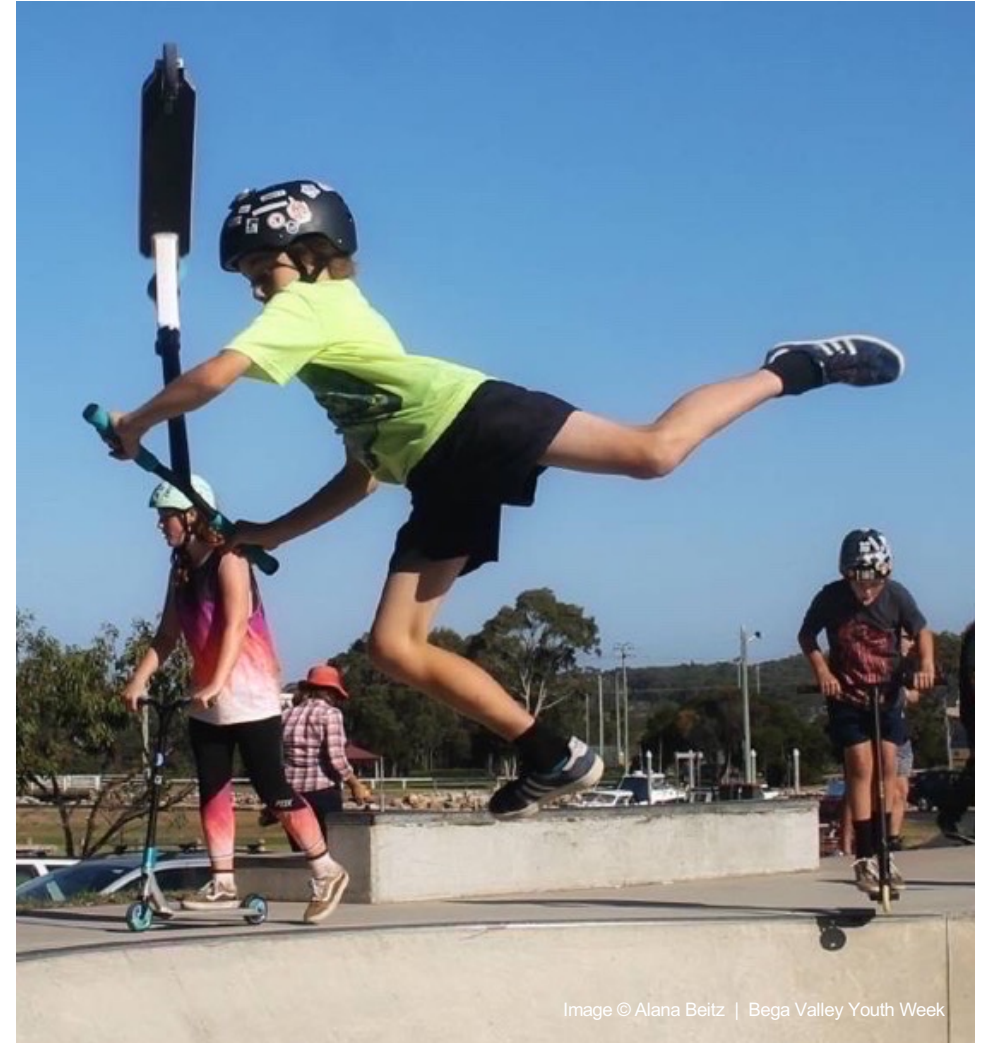
This would involve building on the success the Foundation has had in the past with providing scholarships, but having a broader focus and looking to support a wide range of initiatives and activities that develop leadership capabilities in young people.

It would mean becoming an expert in how to support young people in rural and regional Australia, learning from best practise in Australia and overseas.

Given the issues facing young people in the Bega Valley, it would likely involve becoming more deeply involved in mental health issues, providing access to education and employment opportunities, supporting bushfire resilience, and, possibly, supporting, advocating for & funding the growth of youth-focused activities & infrastructure.

Of all the scenarios, it has the tightest focus but potentially the greatest impact given it focuses on sustainably providing the region with the leaders it will need in the future.

Note: a similar, demographic-focused, scenario could see the Mumbulla Foundation focus on the ageing population of the region.



The Mumbulla Foundation as a Regional ‘Pathfinder’

The fifth scenario sees the Foundation playing a lead role in identifying and facilitating the future development path for communities across Southeast New South Wales.

Recognising that the challenges facing the Bega Valley are shared by communities in the Eurobodalla & Snowy Monaro LGAs, this scenario would see the Foundation extend it’s impact across the Southeast corner of NSW (and possibly into northeast Victoria).

Similar to scenario 1, it would require the Foundation to have a deep understanding of the challenges and opportunities facing the broader region, as well as a deep connection to the key organisations and networks that are currently operating here.

As well as funding research into the future of the region, the Foundation would provide seed-funding to the individuals and organisations working to create thriving and resilient communities in the area. Facilitating the development of future leaders through capacity building and training could also be a key focus.

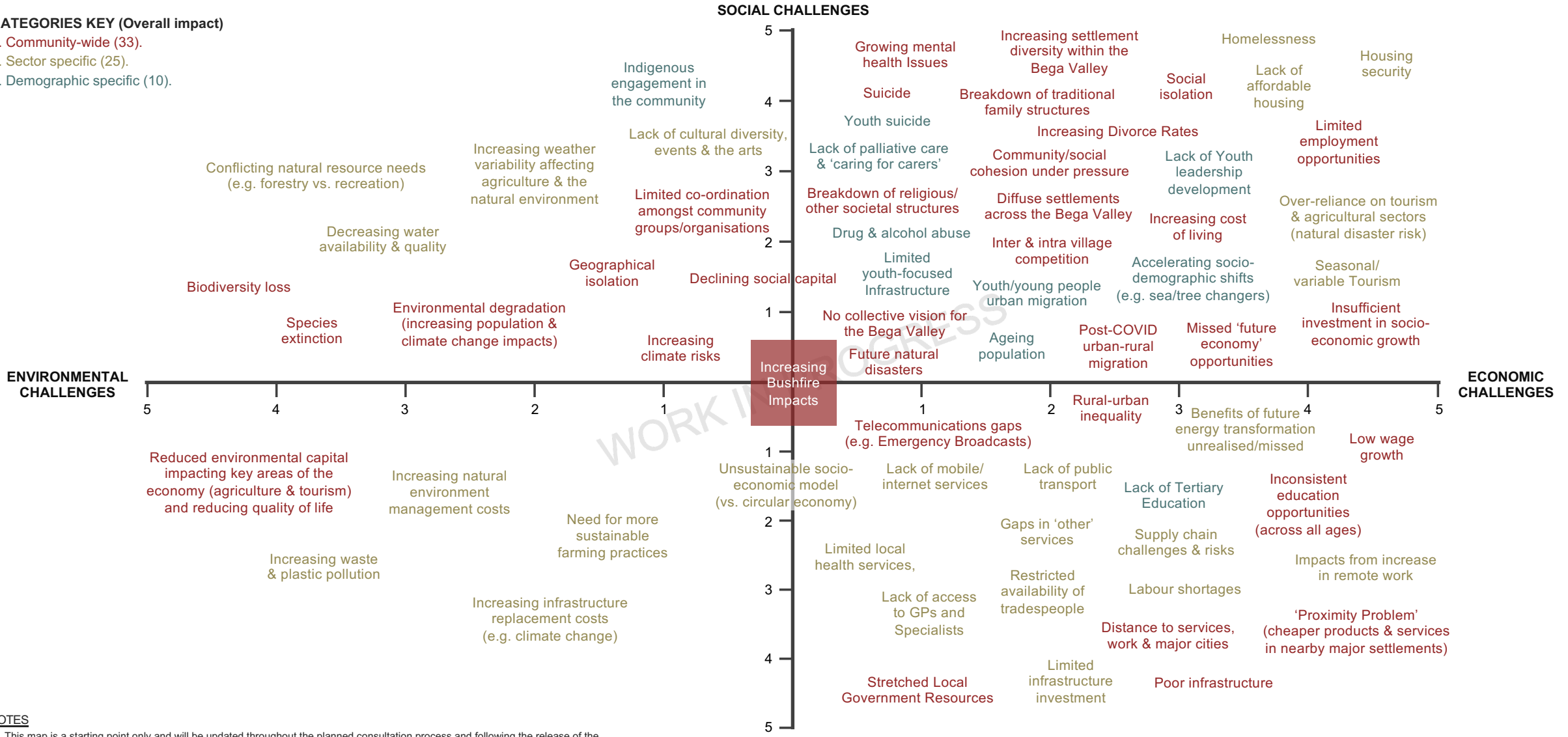


MAP OF KEY CHALLENGES ONLY (WORK IN PROGRESS)

Last updated 07/12/21

CATEGORIES KEY (Overall impact)

1. Community-wide (33).
2. Sector specific (25).
3. Demographic specific (10).



NOTES

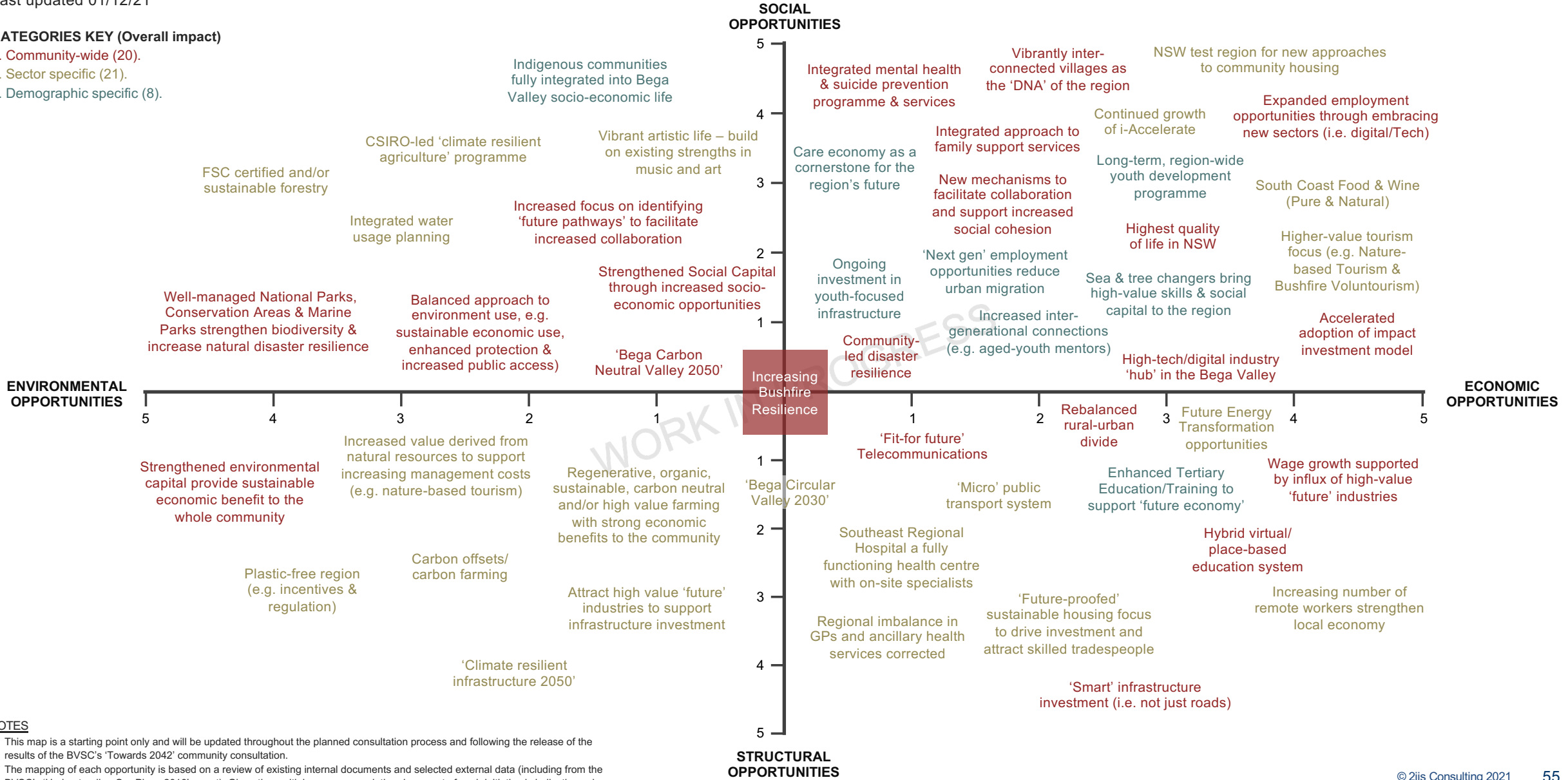
- 1) This map is a starting point only and will be updated throughout the planned consultation process and following the release of the results of the BVSC's 'Towards 2042' community consultation.
- 2) The mapping of each challenge is based on a review of existing internal documents and selected external data (including from the BVSC's 'Understanding Our Place 2016' report). Given the multiple sources used, the placement of each initiative is indicative only.

MAP OF KEY OPPORTUNITIES ONLY (WORK IN PROGRESS)

Last updated 01/12/21

CATEGORIES KEY (Overall impact)

1. Community-wide (20).
2. Sector specific (21).
3. Demographic specific (8).



NOTES

- 1) This map is a starting point only and will be updated throughout the planned consultation process and following the release of the results of the BVSC's 'Towards 2042' community consultation.
- 2) The mapping of each opportunity is based on a review of existing internal documents and selected external data (including from the BVSC's 'Understanding Our Place 2016' report). Given the multiple sources used, the placement of each initiative is indicative only.

SELECTED ORGANISATIONS ONLY (WORK IN PROGRESS)

Last updated 07/12/21

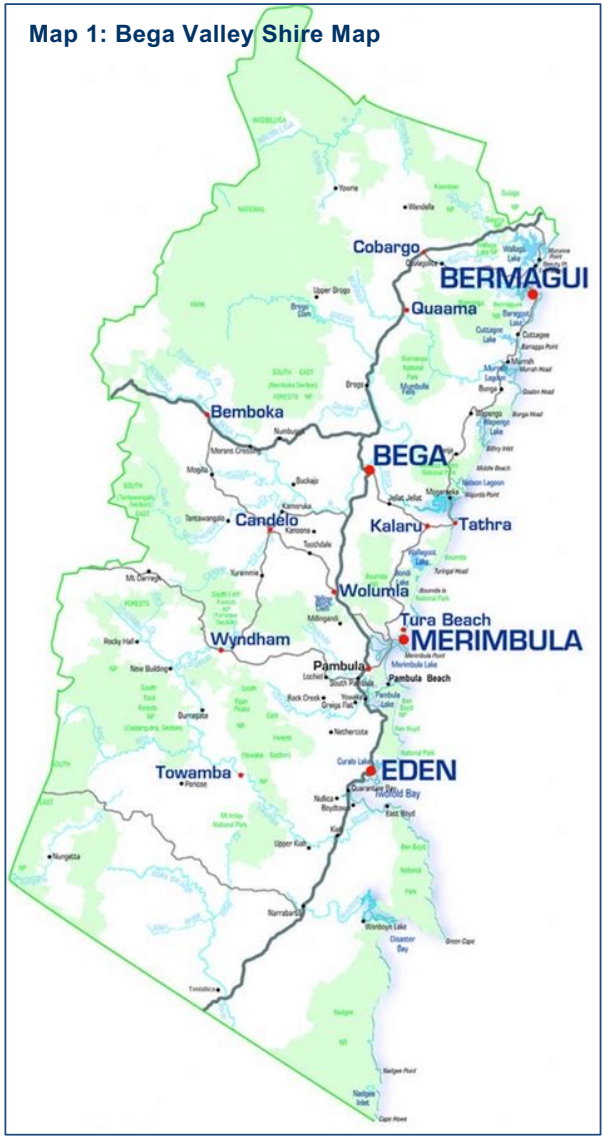
260+ Organisations/Groups



NOTES

- 1) This initial organisation map is a work in progress and does not include every organisation currently operating in the Bega Valley, although it does include most of the organisations funded by the Mumbulla Foundation since 2000.
- 2) Key initial data sources: Mumbulla Foundation Grants Database & The Bega Valley Shire Council's Community Directory.
- 3) The mapping is based on a review of existing materials describing the role of each organisation and from input provided by the individuals consulted during this project. Given the multiple sources used, the placement of each organisation is indicative only.

SPORT/CULTURE/ ART/CULTURE/ GROUPS FOCUSED



SUSTAINABLE DEVELOPMENT GOALS



The **2030 Agenda for Sustainable Development**, adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future.

At its heart are the **17 Sustainable Development Goals (SDGs)**, which are an urgent call for action by all countries - developed and developing - in a global partnership. Beneath the SDGs sit 169 Targets, to support their achievement.

They recognize that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth – all while tackling climate change and working to preserve our oceans and forests.

Prepared for the Mumbulla Foundation by 2iis Consulting

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This report would not have been possible without the input of all those consulted; both those individuals who are directly connected to the Mumbulla Foundation and individuals from outside the organisation with an in-depth understanding of the issues and opportunities facing the Bega Valley.

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