

REFUGEES WELCOME AUSTRALIA

“ Tanarra helped us find the right balance between what should be done and what can be done. They helped us formulate our priorities. We are now clear on where we fit in the sector and our primary value. We have implemented a number of big changes to help us work more efficiently. Personally, I also learnt how to manage a board where everyone is time poor.”

Susan de Groot Heupner,
Co Founder



2017-18

About the Charity



Refugees Welcome Australia helps refugees and people seeking asylum by providing safe and stable accommodation with residents who have spare rooms in their homes. Founded in 2016 it's part of a global network active in 14 countries.

The need identified

- A framework to develop a strategy and business plan.
- Re-alignment of Executive team and Board on strategy and business plan.
- To address the dependence on goodwill of volunteers to operate and manage the organisation.
- Board processes and governance appropriate to size and maturity.
- Develop the case for support and communication materials.
- Considerations and options for scaling programs.

Advice delivered

- STRATEGY
- GOVERNANCE
- BUSINESS MODEL
- FINANCIAL MODEL

Probono hours 152

START UP CHALLENGES

Refugees Welcome Australia epitomises 'a fair go'. Founded in 2016, it's a volunteer run, national charity connecting refugees and asylum seekers with local home-stay's. Like many start-up's it has relied on a passionate team with vision and commitment. However operating and sustaining a legitimate charity poses a myriad of complexities and requires considerable time, good governance, strategic clarity, rigor and ongoing resources.

Tanarra worked closely with executive team and board, leading a strategic review and providing structure and guidance for an achievable business plan. We gave feedback on the draft plan and key communication materials. A visit to the various state based chapters of the organisation identified operational differences and gaps. We helped the Board review its own effectiveness and coached the CEO, including shadowing her to key stakeholder meetings. We facilitated a workshop to clarify their case for support and identify potential supporters. We also highlighted the limitations for growth unless wages were allocated to program management.

Charity outcomes

- Improved organisational clarity on our purpose, value and place in the sector.
- Established 3 sub-committees to ensure good governance, work more efficiently and harness volunteer skills.
- Established interstate management team to strengthen collaboration.
- Secured new philanthropic funding due to improved governance, CEO confidence and improved case for support.
- Agreed on scale up strategy and secured pro-bono assistance from MBA group to further develop it.
- Clearer accountability for Directors & Executives.

Community outcomes*

- Secured 22 new placements, resulting in a 200% increase in 6 months.
- Increased our events and outreach by approximately 300%. *Increases above are partly due to the funding directed towards the allocation of wages together with a new focus on priorities.*
- We now involve communities we work in and with, and other stakeholders in our decision making procedures, which reflects a shift to a more inclusive and sustainable model of working.

* Community outcomes resulting from Tanarra recommendations