

RRR NETWORK OF WA INC.

# ANNUAL REPORT 2022

A SMARTER  
WAY TO  
MEET



RRR NETWORK

# RRR Network

## RRR WOMEN ARE THE CHANGE WE NEED

The RRR Network is the peak women’s body in Western Australia (WA) representing and engaging with rural regional and remote (RRR) women.

Over its 26-year history, the RRR Network has established a large and diverse network following. A strong reputation and trust with local and state government, the education and private sector, and other industries.



### The RRR Network -

- Inspires leadership and empowerment of WA RRR women.
- Advocates that RRR women are the change we need to drive a better future for our regions, and for women.
- Can leverage off key relationships that span Australia’s largest state at any given time to accelerate key learnings and advocacy initiatives among women.
- Specialises in rural regional and remote gender equity and equality.



3523

NEWSLETTER  
SUBSCRIBERS

1377

INSTAGRAM  
FOLLOWERS

1209

TWITTER  
FOLLOWERS

1568

LINKEDIN  
FOLLOWERS

5191

FACEBOOK  
FOLLOWERS

# Capability Statement

Our mission is to actively engage with and advocate for Western Australian rural, regional and remote women to strengthen their economic and social well-being, inspire leadership and inform the gender equality policy with government, private sector, civil society and the media.

WA RRR women are the key to accessing and unlocking regional communities. They are the voice for change. However, WA RRR women are a diverse audience, spanning the nation's largest state making for complex stakeholder engagement.

The RRR Network over its 26 year history has specialised in strategically curating a public narrative that resonates with WA RRR women whilst delivering benefit.

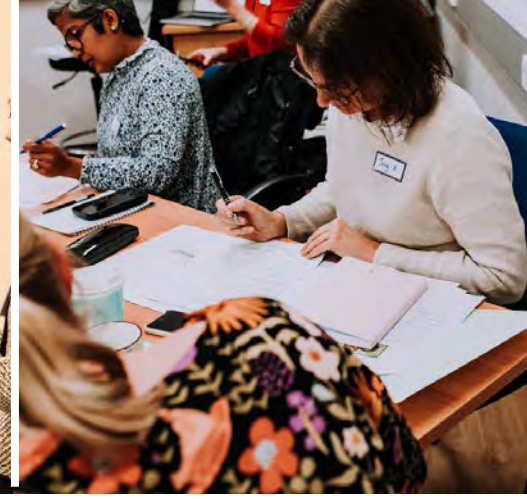
The sum of the RRR Network - RRR women, corporate partners, followers, and leaders makes for an invaluable asset. The RRR Network continues to drive targeted outcomes for external service delivery providers and projects across WA 's regions.

The RRR Network partners with Local and State Government and other organisations to facilitate regional community engagement guaranteeing meaningful introductions and engagements across WA, in person and online.

The RRR Network strategic plan will see the organisation have an increased physical presence across WA's regions reaching and connecting with more RRR women.

Align your brand with an organisation that is committed to empowering RRR WA women.





## Our Audience

The RRR Network 'network' comprises of more than 13,000 people across Western Australia and this figure grows annually. The 'network' total includes online social media followers, newsletter subscribers and financial members. Although, financial membership to date has never generated a large following. This is because of limited online infrastructure, no dedicated Membership officer and a nascent strategic plan.

In 2022, the RRR Network released a new membership campaign and reduced its fees from \$200 to \$50 which has generated as of mid November a 125% growth in membership. We hope to see membership hit 500 members in the near future.

## Annual Online Reach 2021/2022

- FACEBOOK REACH 371,000
- INSTAGRAM REACH 66,000
- LINKEDIN REACH 46,600
- TWITTER IMPRESSIONS 23,900

## Our Partners & Corporates



Department of  
Primary Industries and  
Regional Development





# CHAIR'S REPORT

**SARAH LANG**

The 2021/22 year – wow what a year!

At the start of the year the Board and our CEO met to discuss the possibility of closing our doors at the end of the financial year due to lack of future funding. But alas, our Partners and Members came to the rescue. I'd like to personally thank the Department of Primary Industries (DPIRD) led by the Hon Alannah MacTiernan for your valuable commitment to the next 12 months and recognising the impact the RRR has in rural and regional WA. We look forward to working with you and the department in the future. I'd also like to thank CBH who have committed to partner with us for the next 3 years. I'd also like to thank Value Creators and Curtin University who we look forward to partnering with to deliver upskilling workshops in the regions.

I'd like to start by thanking the current RRR Board for all their work and dedication over the past 12 months. We've achieved some amazing things this past 12 months, most of all securing funding for the next 12 months, and this would not be possible without each of you. Thank you on behalf of myself and our Members for the contribution you made to the RRR this year. We very much appreciated it!

This year we have three Board Members who won't be continuing next year and one pending re-election. Whilst it's sad to see them go, it provides an opportunity to continue to develop as a Board and as an organisation to bring in different views and perspectives and improve our diversity. Thank you and congratulations to Alyce McKeough, our former Treasurer who recently won a Nuffield Scholarship to research the effect technology could have on the profitability of pastoral stations.

Thank you for keeping us all in line for all things finance.

Thank you to Marilyn Rulyancich who resigned earlier this year and to Gina Ferreira who is stepping down. You are both a big part of why the RRR lives to fight another year and we thank you for your contribution. All the best in your future endeavours and we look forward to catching up at future RRR events!

A big thank you to our amazing CEO, Kendall Galbraith, for all the amazing work she has done for the RRR over the past 12 months during this period of uncertainty. To continue to drive the organisation forward and deliver results for rural and regional women under uncertain circumstances is truly commendable. I have no doubt if it wasn't for your tireless work and belief in our organisation our doors would be shut. I can't wait to see what you deliver for RRR women in the next 12 months.

We were again inspired by the finalists of the 2022 Agrifutures Rural Women's Awards. Our signature event of the year where we celebrate the courageous leaders in our rural, regional and remote communities. Congratulations to all our Finalists for the amazing work they do in their communities. Congratulations to our WA winner Louise O'Neill, a Denmark based farmer for her commitment to the mental and physical wellbeing of rural communities. If you haven't already check out her online business Farm Life Fitness. Congratulations again, you are an inspiration to all.

And lastly, to our Members. Thank you to those who have renewed and welcome to those who have joined for the first time. You are critical to our success and a vital cog in our future success as a key metric for future funding. I continue to be amazed by the volume of incredible and inspiring rural, regional, and remote Women doing amazing things in their local communities.

We are looking forward to continuing to service and highlight our rural, regional and remote women and their communities in 2022/23!



# CEO'S REPORT

KENDALL GALBRAITH

The last financial year for the RRR Network of WA was a roller coaster for all involved. I thank everyone who took my calls and provided invaluable advice and mentoring, and to those that supported the RRR Network by signing up a membership, becoming a valued partner, sharing our content, attending our events and believing in us.

It was only in February this year we were preparing to close our doors as of July 1. We had a morale boost in March when we secured our first significant corporate partnership with CBH under a three-year term but unless we had WA State funding to support this, we would ultimately have to withdraw from this opportunity.

Even with an existential crisis looming over the organisation, the Board remained steadfast and developed a new strategic plan. The Board with two new members elected in 2021 were able to focus quickly and entirely on future, and this guided the organisation to a new operating level. This disciplined approach resulted in improved performance and capacity of the Board and the organisation.

The strategic plan was endorsed in April this year detailing our five focus areas (1) Strong partnerships (2) Grow the RRR Network (3) Understand the needs of our members (4) Advocate on issues important to WA women (5) Deliver services and programs to our members and (6) Financial security. The RRR Network Strategic plan is included in this report.

With this plan front and centre, the RRR Network focused primarily on strong partnerships and as a result partnered with Value Creators to deliver Women's STEM JumpStart funded by the Office for Women and with Curtin University funded by

the National Careers Institute to deliver Career Ready in the Regions. Both partnerships would provide much needed operational funding. We then negotiated a small partnership with Rural Edge to support their GRDC tender. Again, the opportunities were presenting themselves but without the State Government these project commitments were at risk.

By April we were sitting on the edge of our seats. Simultaneously, the Board decided it was in the best interest of its membership and the regions to not hold any in-person events from January to June 2022 due to COVID-19. The organisation worked hard to remain relevant whilst it was hamstrung in being able to form new relationships or strengthen existing ones.

Finally, in May after a year or more of negotiating and improving governance and organisational value, the Department of Primary Industry and Regional Development (DPIRD) led by the Hon Alannah MacTiernan MLC committed \$150,000 in the 2022/23 Budget and a further \$100,000 in the 2023/24 Budget to the RRR Network.

But no rest for the wicked! With the funding announced on the 26th May the Board quickly set the new year ahead - membership to be launched six weeks later, events to start as of July 1 and stakeholder relations to escalate. Whilst a total of \$250,000 from the State was an astounding outcome, it only bought us time - another 12 months to be precise.

The above funding has facilitated the RRR Network to submit a comprehensive 76 page Business Case to DPIRD for a four year program. The Business Case details a plan to increase regional women engagement, grow membership, research and advocacy and deliver activities and education to women with key partners. In addition, there is a critical plan to be financially sustainable with a decreasing dependency on Government funds and increase in corporate partnerships. The business model is ultimately pursuing a 70/30 rule i.e. 70% self-funded and 30% grants and funding.

To achieve the above Business Case, we were assisted by Tara Whitney Consulting.

Membership is integral to the RRR Network's future for varied reasons but mostly because the number of members determines how big our influence and leverage is. If the RRR Network could attract 2000 members annually paying \$50 each, this would deliver \$100,000 and meet an approximate one third of our current annual operations. Furthermore, with this many members our opportunities would increase corporate sponsorship and attract grants.

The size of our membership was also the first question the Hon Alannah MacTiernan MLC asked when we met earlier this year. Based on membership being a critical component to our future we developed a new membership campaign, improved IT knowledge to resolve online issues and reduced our fee from \$200 to \$50. This resulted in an approx 63% growth in membership. Presently (November 2022), membership including corporate partners totals 218. In 2021, our total membership was 94. I would like to see membership hit 500 by the end of 2023.

Whilst the above growth is reassuring that our organisation is valued and has potential, the new fee has significantly reduced our membership income. Last year membership generated approx. \$25,000 with 94 members, So far this year we've received only \$12,400. To achieve a membership of 2000, or even 200, we will require a dedicated membership officer. If funding is successful under the Business Case, we hope to see this happen in the year ahead. However, when we increase staff our profit margin will reduce and so a target closer to 3000 members would drive the desired revenue *but how realistic is this?* From here, that target seems impossible but I do feel we are on the cusp of growth, its just a matter of achieving the state government investment and following the business plan.

#### **Financials 21/22 Summary (included in this report)**

Income for 2020 and 2021 were almost the same at approximately \$127,000. However, in 2020, the RRR Network received COVID-19 payments and grants totaling \$77,000. In the 21/22 financial year there were no grants received nor COVID-19



payments. So, income grew and was self generated. This is a positive sign for the organisation and something which we plan to expand on in the years ahead.

The RRR Network has continued to work hard to reduce its annual operating budget. For example, in 2019, the RRR Network spent \$521,333 and by 2022 it had reduced its outgoings to \$284,497. Unfortunately, the RRR Network delivered another operating deficit for 2022 at -\$157,380. I would like to share that it was touch and go up until June 30 with an expected fee of \$138,000 to be receipted from Curtin University. Had these funds cleared, the RRR Network would have achieved a deficit less than -\$20,000. On the flip side, these funds came in the first week of July, and we expect for the 2022/23 Financial Year to see an operating surplus for the first time since 2019.

Its worth noting that 2019 and 2022 will be similar in the sense that both years received State Government funding. This is a great reminder that while we've managed to keep the doors open, a sustainable future is not yet achieved but not yet lost.



# TREASURERS REPORT

ALYS MCKEOUGH

As I give my last treasurers report to the RRR Network I feel happy that we have made it through the past few challenging years and have a bright outlook going forward. As per the audited financial statements for the RRR Network of WA for the year ending 20th June 2022 I can report the following:

- Our Operating deficit for the year was \$157,380
- Our Opening balance on the 1st of July 2021 was \$331,464.
- Total Revenue for the financial year was \$127,116.

Over the 2021 - 22 Financial Year our goal as a board was to ensure the RRR Network would operate into the future. Our revenue was generated through membership fees, fundraising and sales and interest totalling \$127,116.

Major expenses included:

- Wages and Salaries \$119,780
- Training, Conferences and Events \$37,582
- Event Expenses \$36,735
- Consulting \$24,720 (Consultants were used to perform in depth analysis of the network and to prepare a business case for future funding).

Our Closing balance on the 30th of June 2022 was \$157,718.

As both the Chair and CEO have mentioned since the 30th of June 2022, we have received a Curtin Grant and State Government support which ensures continuation of the Network for the current financial year.

We have also taken steps as a board to safeguard our operations and to this end we are allocating grant vs operational spending separately in different bank accounts along with ensuring wages and fixed operating costs are set aside and these changes will be reflected in 2022-23 Financial Statements.

I thank the members of the Board, CEO and our RRR Network Members and supporters for their support during my time on the board and wish the RRR Network the very best for the future.

*A copy of the RRR Network's Audited Financial reports are available upon request.*



# 2022 ELECTED BOARD



CHAIR  
SARAH LANG



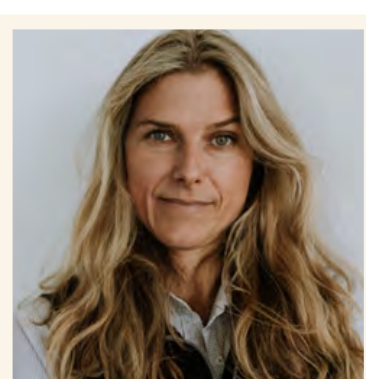
DEPUTY CHAIR  
FLEUR THOMPSON



SECRETARY  
NAOMI EVANS



TREASURER  
MILLIE MILLIGAN



SARAH WOOLFORD



ELIZABETH BRENNAN



HEIDI MIPPY



ELLEN SMITH



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