



# Not-for-Profit

## Capability Statement



Our expertise contributes to the overall success, sustainability, and positive impact of not-for-profit organisations.



Not-for-Profit

## About Rivor

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Rivor Advisory is a specialised and independent member of a global enterprise employing more than 4,000 people and providing business and technology-related services to various organisations and industries throughout the USA, Europe, Africa, and Australasia. For more than 40 years, our Group has collectively assisted in transforming the businesses of some of the world's largest and most respected organisations. The ability of Rivor to tap into our group's vast expertise and global reach enables us to extend our support to organisations worldwide, all while operating from our Australian base. In doing so, we are proud to offer a seamless blend of local insight and global proficiency, ensuring our clients can take advantage of proven not-for-profit sector solutions specifically tailored to their unique needs.



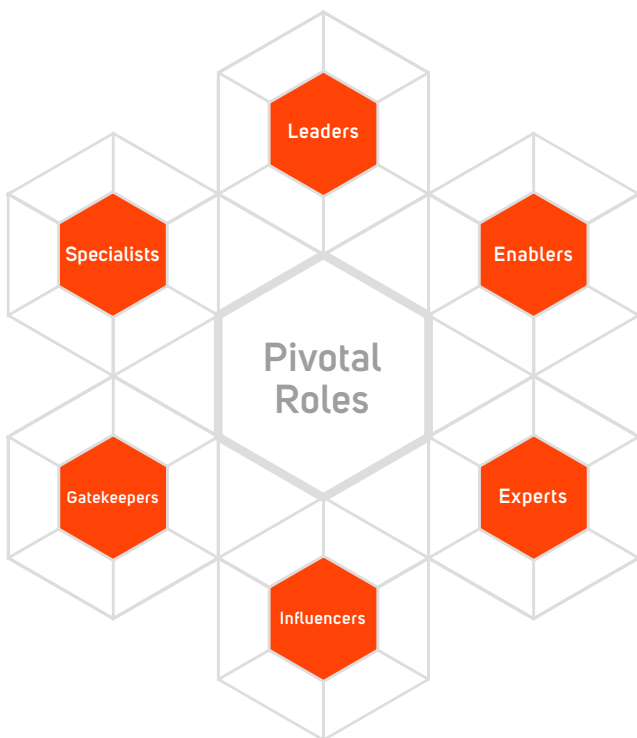


## Making it work

Ours is a distinctive and highly practical advisory approach that is driven by our mission to 'make it work.' It starts with recognising that only people can create value and identifying and optimising the pivotal roles that play a decisive role in the success or failure of any project, process, or undertaking. These roles wield substantial influence over outcomes, and our in-depth understanding and analysis of them empower us to craft our innovative and tailored performance, workforce, technology, and service architecture solutions. These solutions, in turn, enhance individual efficiency, promote collaborative excellence, and foster a culture of continuous development.

### Focus on the pivotal roles

In every organisation there are pivotal roles that determine the success or failure of any undertaking. At Rivor, our starting point is to identify and optimise those pivotal roles so we understand who they are, what they do, and how they can best work together to help create value.



#### Leaders

We assist leaders by providing them with tailored guidance, resources, and strategies to enhance their decision-making abilities, foster effective communication, and inspire cohesive teamwork within their organisations.

#### Enablers

We assist enablers by providing them with streamlined tools, efficient processes, and comprehensive guidance to enhance their effectiveness in facilitating the achievement of those goals and objectives.

#### Experts

We aid experts by providing them with specialised resources, advanced tools, and collaborative platforms that further augment their knowledge, refine their skills, and facilitate their ability to contribute significantly to their respective fields and the overall organisational objectives.

#### Influencers

We support influencers by providing them with tailored resources, effective strategies, and insightful guidance to amplify their impact, expand their reach, and enhance their ability to inspire and drive positive change among their communities.

#### Gatekeepers

We assist gatekeepers by providing them with streamlined tools, efficient processes, and comprehensive support to optimise their compliance and decision-making procedures, ensuring a smoother flow of information and resources.

#### Specialists

We support specialists by offering them targeted resources, advanced tools, and a collaborative environment that fosters their continued professional development, encourages innovation, and enables them to make impactful contributions.



## Making Not-for-Profit Work

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The not-for-profit sector plays a vital role in addressing social needs, promoting community welfare, and contributing to positive societal change. These organisations operate with a mission-driven focus, relying on various funding sources to fulfill their goals and make a meaningful impact on the world.

Rivor contributes to the overall success, sustainability, and positive impact of not-for-profit organisations, by providing specialised advisory services that allow them to better fulfill their missions and serve their communities. We offer a range of expert advisory services to help not-for-profits fulfill their missions and serve their communities.

### Strategic Planning

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Developing strategic plans that align with the mission and long-term goals, including identifying priorities, establishing measurable objectives, and creating a roadmap for organisational growth and impact.

### Financial Management

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Helping manage budgets, optimise financial resources, and ensure transparency and accountability in financial reporting. This includes advice on resource allocation, cost-effectiveness, and compliance with financial regulations.

### Governance & Compliance

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Establishing robust governance structures and ensuring compliance with regulatory requirements. This includes advising on board governance, legal compliance, and ethical standards to maintain the organisation's credibility and trustworthiness.

### Program Evaluation

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Assessing the effectiveness of programs and initiatives, developing metrics, conducting evaluations, and measuring the impact of the organisation's activities on its target beneficiaries and the broader community.

### Technology Integration

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Leveraging technology to enhance operational efficiency, communication, and outreach. This may involve implementing digital solutions, optimising online presence, and utilising technology for fundraising and program deliver.

### Capacity Building

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Building organisational capacity by assessing staff and volunteers' willingness and capacity to enhance the organisation's ability to achieve its mission.

### Collaboration & Partnerships

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Facilitating collaboration and partnerships between not-for-profits and other organisations, businesses, or government agencies. This strategic networking can enhance the collective impact of the sector and promote shared goals.



## Our Ability Tools®

Developed to unlock your true potential and to tap into the inherent strengths, talent, and resources that lie within, our Ability Tools have been built on years of practical experience and know-how. Acting as an alternative to traditional consulting approaches, our Ability Tools are like smart guides that help you understand what you're doing well and what needs to get better. They direct attention to your strengths, helping you get better and pushing you closer to achieving your goals. At the same time, they also point out where you might be heading in the wrong direction, provide guidance on how to fix things, and give you the insight you need to quickly get back on track. These tools are designed to dig deep into how value is created, making sure you're ready and able to handle whatever comes your way.

### Unlock your potential

Ability Tools that have been developed to specifically assist the not-for-profit sector include:



#### Work to Pay

Employee payment is commonly viewed as detached from overall operations. Yet, it's intricately tied to upstream activities in the Work to Pay lifecycle. A proficient Payroll service necessitates a realignment of workforce activities to prioritise the concept of Work to Pay.

Our comprehensive Work to Pay solution promises heightened productivity, reduced operational costs, and improved organisational outcomes. It enables the organisation to strategically build, deploy, and reward its workforce for optimal performance. With its built-in streamlined processes and accurate compensation, it fosters transparency and confidence in decision-making.



#### Workforce Future

Imagine having a comprehensive understanding of workloads, the nature of work, changing complexities, and emerging pressures within your organisation. With Workforce Future, you'll have real-time visibility into these critical factors, enabling you to optimise your workforce like never before.

Our platform equips you with the knowledge needed to make strategic investments in your workforce, identify priority areas where additional resources or skills are required, and ensure that your employees are deployed in the most efficient and effective manner. By aligning your workforce with your organisational goals, Workforce Future allows you to achieve unparalleled productivity and success.



## Project Snapshots

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Rivor has successfully undertaken many client engagements throughout our 25 years of operation. These examples serve to showcase our proven expertise in evaluating and improving the robustness and efficiency of not-for-profit performance, workforce, technology, and service architectures.

### Performance

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#### Planning & Budgeting

Collaborated on reviewing and enhancing the Planning, Budgeting, and Reporting process. The refined process served as the cornerstone for a systems design, seamlessly integrating with the implementation of their new financial systems, notably SAP, fostering streamlined budgetary operations and optimised financial performance within the organisation.

### Performance

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#### Planning & Budgeting

Contributed to the enhancement of the Planning, Budgeting, and Reporting (PBR) process by integrating cutting-edge methodologies and leveraging SAP and other advanced systems. Aided in developing a more efficient and modernised PBR approach, aligned with industry best practices, ensuring streamlined operations and optimised financial performance within the organisation.

### Performance

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#### Corporate & Support Costing

Contributed to the development of a cost-effective and efficient reporting methodology, initially piloted at two sites within the organisation. Provided comprehensive support in implementing the methodology across all sites, ensuring widespread adoption and consistent application for improved organisational performance and streamlined reporting practices across the board.

### Performance

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#### Business Sustainability Model

Developed a sustainability-driven model with three pivotal dimensions: Environmental, Social, and Financial. This groundbreaking framework encompasses core value drivers, revolutionising the approach to sustainability and paving the way for a brighter, more responsible future.

### Performance

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#### Shared Services Model

Pioneered an advanced shared services operating model, clearly defining business objectives, principles, and key operational characteristics. The detailed implementation plan, supported by project charters for each initiative, ensures a seamless and effective execution. This approach optimises shared services operations, fostering enhanced efficiency and unprecedented success within the organisation.

### Performance

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#### Administrative Services Review

Conducted a comprehensive review of administration services to boost efficiency and effectiveness. Analysed current practices to identify opportunities for improvement, streamlining processes and optimising outcomes. This assessment sets the stage for a more refined and impactful administration system, ultimately elevating overall performance and stakeholder satisfaction.



## Performance

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### Management Model

Conducted a comprehensive review of the organisation's business portfolio, aligning services delivered with actual operational entities. Leveraged insights to devise a tailored management model, optimising administration to precisely match management needs. This strategic approach enhances overall efficiency, ensuring seamless alignment between business operations and administrative support.

## Performance

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### Shared Services Model

Collaborating with the organisation, we pioneered a groundbreaking shared service delivery model spanning Finance, Billing, HR, and Payroll support services. This ambitious project involves a complete reengineering of existing practices, aiming to surpass industry benchmarks and enhance efficiency, fostering streamlined operations and elevated service standards.

## Workforce

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### Payroll Integrity

Conducted a thorough review to ascertain the required changes to Payroll procedures for accurate employee payments, following previous operational improvements. These enhancements necessitated a different approach to assess employees' contributions, ensuring precise and fair compensation while maintaining compliance with evolving operational practices.

## Performance

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### Financial Model

Engineered a comprehensive financial model mirroring the organisation's business model. This powerful tool facilitates the creation of multi-year budgets and forecasts, empowering strategic planning, and decision-making. With enhanced financial insights at hand, the organisation gains a competitive edge, ensuring long-term success and sustainable growth.

## Performance

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### Shared Services Model

Collaborated with the organisation to craft an innovative shared service delivery model for Finance support services. This transformative project involves a comprehensive reengineering of existing practices to surpass industry benchmarks, resulting in enhanced efficiency and elevated financial operations, setting a new standard for excellence.

## Workforce

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### RT&A Processes

Innovated a new approach utilising a Work-to-Pay best practice process model to enhance Rostering operations after centralizing the Workforce Scheduling team. Addressing resource allocation issues and financial pressures from agency reliance, this initiative improved overall customer experiences to meet and exceed acceptable standards, fostering efficiency and cost-effectiveness.

## Performance

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### Market Review

Undertook an extensive review of the Emergency Services market, evaluating the organisation's position in the industry and identifying potential opportunities for future growth and development. Conducted a thorough market analysis, providing valuable insights to guide strategic decisions and foster sustained progress within the Emergency Services sector.

## Workforce

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### Employee Experience

We created a dynamic People Support Hub, efficiently handling Payroll-related queries and requests from employees. Powered by Zendesk, this streamlined platform offered swift, reliable solutions, enhancing the employee experience, and optimising Payroll processes, ensuring seamless support and accuracy for the entire workforce.

## Workforce

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### RT&A

Thoroughly analysed rostering requirements (Workforce Management Systems - WFM) through our WFM specialists, crafting comprehensive specifications for market procurement. This process ensures a tailored and efficient WFM solution, optimising workforce management, and driving operational excellence for enhanced organisational productivity.



## Workforce

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### Complaints Management

Devised a robust solution to enhance the management of employee complaints, ensuring integrity and favourable outcomes. This comprehensive approach introduced new processes and procedures, bolstered by a new system, streamlining complaint handling and promoting employee satisfaction, effectively resolving concerns within the organisation.

## Workforce

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### Workforce Planning

Crafted state-wide agile policy frameworks and streamlined processes to facilitate workforce mobility and surge practices during the COVID-19 pandemic. Contributed to the maturation of comprehensive government-wide insights pertaining to the broader dynamics and management of the state-wide public sector workforce.

## Technology

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### RT&A System

Managed three selection projects for public health networks, covering 20,000+ employees in a complex industrial setting. Delivered comprehensive assistance in selecting an RT&A system, overseeing the end-to-end process including business requirement definition, RFP execution, and commercial term negotiation. Provided continuous Quality Assurance support throughout the project lifecycle.

## Workforce

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### Payroll Integration

Provided essential assistance in rectifying operational issues and strengthening payroll capability to normalise payroll function. After the merger of two entities and acquiring resources from another, the client faced challenges in managing daily payroll operations and legacy issues related to complex industrial arrangements for the transferred resources. Our support ensured efficient and seamless payroll management.

## Workforce

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### Workforce Planning

Formulated a cohesive resource management strategy by seamlessly integrating workforce, location, finance, and technology strategies. Executed organisational and structural redesign initiatives, effectively minimising redundancy and reallocating resources towards emerging priorities for sustainable growth and development.

## Technology

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### Ticketing System

Established business requirements for effective engagement, encompassing diverse customer request channels and monitoring mechanisms. Constructed a tailored solution based on these requirements, providing comprehensive operational support to the client throughout the process.

## Workforce

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### Workforce Planning

Provided consultancy expertise in Industrial Relations and Workforce Strategy, contributing to the successful implementation of operational workforce plans at 6-12-month intervals. Offered guidance on structural design, workforce analytics, and effective strategies for talent attraction and retention, ensuring sustainable and efficient workforce management.

## Workforce

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### Payroll Optimisation

Conducted a comprehensive review of the Payroll function to identify areas for enhancement, focusing on improving employee experience, optimising function productivity, and bolstering overall integrity. This evaluation included a thorough assessment of processes and the supporting technological infrastructure, laying the groundwork for effective improvements.

## Technology

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### CRM Review

Conducted a thorough business risk assessment of the CRM system ahead of implementation, with a focus on evaluating its strategic value and assessing the organisation's readiness for the upcoming implementation. This comprehensive review ensures a seamless and well-prepared integration, maximising the CRM system's benefits and aligning with the organisation's objectives.





## Technology

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### Financial Systems

Provided valuable support in implementing SAP to facilitate the adoption of a new resource management framework. The comprehensive scope involved Budgeting & Planning, Costing, Reporting, Cash Management, Procurement, Accounts Receivable, and Assets & Projects. The implementation included reengineering associated business processes to align with SAP's best practices, optimising operational efficiency and effectiveness.

## Service

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### Shared Information Services

Contributed to the evaluation of the Financial Management and Shared Services framework in the Information Technology Services unit. Orchestrated targeted sub-projects over a defined duration, enhancing overall service operations and optimising the framework for improved efficiency and streamlined financial management.

## Service

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### Shared Services Model

Designed an innovative operating model for the shared services operation, delineating clear business objectives, operational principles, and defining key operational characteristics. Formulated a comprehensive implementation plan, accompanied by project charters for each initiative, ensuring streamlined execution and fostering a holistic approach to efficient shared services management.

## Technology

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### Financial Systems

Provided expert guidance in defining financial management best practices for the implementation of new financial systems, encompassing planning, budgeting, and reporting. This included designing revised management reports based on best practices and establishing a framework for developing key components of their Chart of Accounts, optimising financial operations and reporting.

## Service

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### Shared Services

Oversaw the development and execution of a Shared Services framework across 15 support units, piloting it within the IT unit. Orchestrated multiple projects exploring the commercial structure and market competitiveness of the business, ensuring a comprehensive understanding of its dynamics and potential for sustainable growth.

## Service

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### Management Model

Conducted a comprehensive business review to ascertain the organisation's operational scope and service delivery across various business segments. Leveraged this insight to develop a tailored management model, aligning administrative functions with specific management requirements for optimised business operations and enhanced overall organisational efficiency.

## Technology

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### Shared Services

Efficiently project managed the design and implementation of a Shared Services framework across 15 support units, piloting with the IT unit. Multiple projects assessed the commercial structure and competitiveness within the market, fostering streamlined operations and cost-effectiveness while optimising services for improved organisational efficiency.

## Service

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### Corporate & Support Costing

Aided in devising a robust costing and reporting methodology based on pilot sites, extending support for its seamless integration across all organisational sites. Offered comprehensive assistance in the smooth implementation of the methodology, ensuring consistent and effective cost analysis and reporting across the organisation's entire network.

## Service

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### Market Review

Undertook an extensive review of the Emergency Services market, evaluating the organisation's position in the industry and identifying potential opportunities for future growth and development. Conducted a thorough market analysis, providing valuable insights to guide strategic decisions and foster sustained progress within the Emergency Services sector.



## Service

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### Shared Services Model

Collaborated with the organisation to develop an integrated shared service delivery model for Finance, Billing, HR, and Payroll support services. Orchestrated a comprehensive reengineering of existing practices, ensuring alignment with industry benchmarks and fostering operational excellence to optimise service delivery and streamline organisational processes.

## Service

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### Shared Services

Crafted an innovative operating model for Finance services, defining business objectives, operating principles, and key characteristics aligned with the "Finance of the Future" concept. Introduced a new organisational structure to facilitate service delivery and delineated the functions to be offered, supported by an advanced technology platform for enhanced operational efficiency and streamlined service delivery.

## Service

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### Service Model Review

Conducted a comprehensive service model review to streamline service delivery and minimise operational costs while enhancing customer outcomes. Developed a new operating model, redefining the organisation's perspective and the role of funding programs in business execution. Implemented strategic changes to foster improved efficiency and sustainable cost reduction initiatives.

## Service

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### Shared Services Model

Guided the organisation in effectively managing the change and ensuring quality during the implementation of a shared service delivery model for Finance, Billing, HR, and Payroll support services. Spearheaded a comprehensive reengineering of existing practices, integrating new systems to surpass industry benchmarks and optimise overall operational efficiency.

## Service

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### Product Strategy

Performed a comprehensive strategic review of an existing product to evaluate the viability of additional investment. The assessment encompassed a thorough market analysis and an in-depth examination of the potential profit margins expected from future investments, providing valuable insights for informed decision-making and optimised resource allocation.

## Service

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### Complaints Management

Engineered and executed an advanced complaint handling and resolution framework, ensuring streamlined process times, enhanced reporting, and improved outcomes for the business and stakeholders. Integrated preventive measures into the system, involving policy and procedure redesign, meticulous process role delineation, comprehensive system requirement development, and successful system implementation.

## Service

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### Shared Services Model

Collaborated with the organisation to craft an optimised shared service delivery model for its Finance support services. Spearheaded a holistic reengineering of current business practices, ensuring alignment with or surpassing industry benchmarks. Implemented streamlined processes to enhance operational efficiency and maximise financial performance.

## Service

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### Service Model Review

Conducted a thorough evaluation of the deployment of a national service model across diverse geographic sites operated by multiple entities under a "franchise" arrangement. Provided a comprehensive set of recommendations to enhance the model's operational efficiency and customer-centric outcomes, ensuring improved service delivery and optimal customer satisfaction.



Not-for-Profit

## Contact us

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For an obligation-free conversation about how you can leverage our not-for-profit sector expertise in your organisation, please contact me.

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