



# FRRR

Foundation for Rural  
Regional Renewal

Investing in Rural Community Futures

Strengthening local not-for-profits for  
the vitality of rural and remote  
communities.

Community Enterprise Foundation™ 





# Bay & Basin Community Roadmap 2021

## About FRRR

The Foundation for Rural & Regional Renewal - FRRR - (phonetically: F-triple-R) - is the only national foundation specifically focused on ensuring the social and economic strength of remote, rural and regional communities.

FRRR's unique model connects common purposes and investment with locally prioritised needs, to create communities that are vital and resilient. Since FRRR's start in 2000, it has delivered nearly \$115 million to more than 11,000 projects.

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## Acknowledgements

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## Confidentiality

This document is a public document and intended for the NFP sector of Bay & Basin. It has been developed in consultation with the community.

## Purpose of this Document

This document is intended for the use of the community of Bay & Basin. The information in this roadmap can assist your community in the following ways:

- To assist and guide FRRR's IRCF program funding and resources to NFPs in the community.
- To help direct community resources and planning towards commonly desired capacity goals.
- To assist your planning and to contribute to the ongoing development of the community roadmap.

## The Investing in Rural Community Futures Program

The Investing in Rural Community Futures Program is focused on strengthening the capacity and capability of grassroots not-for-profit (NFP) organisations in four communities – Nowra, Ulladulla, Batemans Bay and Bay & Basin.

The program seeks to work with the Bay & Basin community over a four-year period (2021-2024) offering a toolbox of support including access to funding, facilitation, a digital hub to share knowledge, information and experience within individual organisations and across the NFP sector.



Image 1: IRCF Development Roadmap



## Hypothesis

The program has an overarching hypothesis:

To support locally governed grassroots NFPs to be strong, resilient members of strong, resilient local community sectors and able to fulfil their missions with greater impact. Through this program, FRRR seeks to invest in projects that support revitalization to make a shift from surviving to thriving across the community.

The program uses a place-based approach and co-design methods that support the NFP sector in each community to develop their own solutions and approaches. The strategic priorities that underpin the program, and ultimately what it supports to achieve this hypothesis, are tabled below.



Image 2: IRCF Strategic Priorities



## Community Roadmap

From the outset, FRRR has planned to work with each community to develop an IRCF Community Roadmap (CR) and to articulate aspirations, priorities for the program, associated resourcing and delivery needs from 2021-2024. The intent of this process is to work with the communities under a co-design framework, creating the scaffolding for IRCF to operate in each community. This process has been conducted over two workshops with the community NFP's in June 2021. It aims to build on data that was collected through the IRCF journey:

- desktop analysis during the site selection phase
- the IRCF Roadshow

The full IRCF Community Roadmap for Bay & Basin was distributed for further comment through the month of July 2021.



## The Bay & Basin Not-for-Profit Sector

The Shoalhaven communities of Sussex Inlet, St Georges Basin, Sanctuary Point, Vincentia, Basin View and the Jervis Bay Territory are known as the Bay & Basin Communities.

With a combined population of around 12,000, this is an area of spectacular natural beauty and environmental significance that is one of the major tourism drawcards on the South Coast. The Wreck Bay Aboriginal Community owns and co-manages (with Parks Australia) the Booderee National Park and Botanic Gardens.

The vibrant NFP sector support the social and cultural needs of a diverse population. The region was lucky to not be directly hit by the bushfires of 2020 but suffered significant economic losses with the disruption to the tourism industry over 2020.

### Creating Stronger Organisations for a Stronger Community

**Vision** - *This is where we want to be in 4 years' time*

- Our organisations are connected, complementary and cooperative.
- We are powerful advocates for our community
- We are shaped by the voices and aspirations of our community.
- Our organisations are welcoming, inclusive and have opportunities for growth and development.
- Young people have a place in our organisations, and we are meeting their needs.
- Our volunteer community is vibrant, active and evolving.
- Our organisations are adaptive, strategic and sustainable.
- All Bay & Basin organisations are a culturally safe space for a strong first nations voice.

**Principles** - *These principles will guide us in our work together*

- We focus on building our relationships and collaborate where it makes sense to do so.
- We welcome the contributions of newcomers and emerging leaders.
- We pay special attention to staying familiar and accessible, keeping our close connections with community.
- We seek to apply local wisdom and creativity to local challenges and opportunities.
- We seek allies and partners to best advocate for the big issues.
- We take care to align people's passions and skills to unlock their potential.
- We actively seek opportunities to listen to, learn from and work with Aboriginal communities and organisations.



**Goals: Sector Efficiencies**

Goal	Year 1	Year 2	Year 3	Year 4
P&Cs are working together	Two social networking functions per year with key speaker. P&Cs advocate for total school community health needs. A coordinator for a shared asset system. Formalise a sub-committee to focus on common goals. Joint governance training. Consultancy fees and admin costs			
Network of Bay & Basin community organisations	Consultant to gather information on synergies. Funding a meeting of CCSs to share experience and needs Support to gather social networks	Support to gather social networks	Support to gather social networks	Support to gather social networks
A shared communication strategy for Bay & Basin organisations	A facilitator to work with organisations based on synergy information and formulate local NFP communication strategies			
Centralised facility asset and resource booking 'library'	Coordinator for booking and asset management (annually). Coordinator of wellbeing hubs across region	Collaborate with school community and partner primary schools to create hub concept		
Collective voice to advocate for Bay & Basin challenges and needs	Formalise a network, create an MOU. Use available data to advocate health service gaps to meet school community needs	Employ a lobbyist (annual). Paeds advocate for community need.		



Goal	Year 1	Year 2	Year 3	Year 4
"Volunteering" Bay & Basin	Set up a volunteering website. Consultation and admin assistant to identify needs and skills across many organisations. Commence: <ul style="list-style-type: none"> <li>- Recruitment</li> <li>- Marketing</li> <li>- Networking</li> <li>- Initiatives</li> </ul> Establish centralised database Commence training initiatives to meet specific skills and standards. Succession planning (BBCR would like to be a lead organisation and mentor).	Ongoing admin costs for volunteering website. Continue training initiatives to meet specific skills and standards. Succession planning.	Ongoing admin costs for volunteering website. Create partnerships with peak organisations to recruit specific volunteers e.g., Uni	Ongoing admin costs for volunteering website. Create partnerships with peak organisations to recruit specific volunteers e.g., Uni
Localised and customized policies and procedures	Admin support – source and develop policies and procedures			





**Goals: People**

Goal	Year 1	Year 2	Year 3	Year 4
Access to project management support for new initiatives	Source and appoint Project Manager. Develop and action project plan.	Review and assess		
Confident and trained committees and boards – governance	Identify gaps/needs – how many to train, what to train, how to. Source preferred training – identify required aspects for delivery (face to face or online).	Run and maintain training annually as identified. Recruit and sustain members	Recruit and sustain members	Recruit and sustain members
Access to mentoring capability and resources locally	Source external consultant to train and design mentor program	Implement a peer-to-peer mentor program		
Social engagement and networking to reward and support volunteers	Events to gather volunteers for social connection			
A pipeline of suitably qualified staff for service sector organisations	Promotion of careers in service sector – build interest. Build a work placement and induction program. Wage subsidy to support training and development outcomes	Retention and rewards program for high value staff		



Goal	Year 1	Year 2	Year 3	Year 4
Enhanced social media skills and digital literacy	Access to online or in-person training. Role to assess and improve system			
Our people are culturally competent	Undertake cultural competency training. Develop a walk on country for local volunteers			
Our organisations have strong Aboriginal representation	Bring current Aboriginal staff/volunteers together to develop recruitment plan to increase representation. Appoint an Aboriginal Liaison Officer to work with community organisations to build connection			



**Goals: Systems and Structure**

Goal	Year 1	Year 2	Year 3	Year 4
Shared secretariat function for sustainability	Needs analysis and who would benefit? Project plan if need identified.	Function is formed.		
Reliable telecommunications and internet	Researcher: what is available, what problems/pockets exist and advocacy	Create a community plan, identify best access/deal\$	Monitor uptake and evaluate (possibly different person/position)	Monitor uptake and evaluate (possibly different person/position)
Vibrant, sustainable digital platforms for local organisation to connect to community	Design and create website	Training and keeping content up to date.		
Current hardware and software that is well supported, adaptable and user-friendly	Identifying best practice hardware and software for small organisations. Booking system/notification systems	Purchase/implement similar. Bulk training updates/deals		
Efficient and affordable access to all compliance and governance expenses	Audit of compliance expenses of NFPs. Fund costs of liability insurance for NFPs.	Deals brokered	Identify how to be sustainable and ensure community	



Goal	Year 1	Year 2	Year 3	Year 4
	Developing checklists and tools		knowledge exists	



**Goals: Investing in Strategy**

Goals	Year 1	Year 2	Year 3	Year 4
Tools and strategies to engage well with youth	Youth forum to identify the desire and vision. Youth engagement and codesign project to establish youth bumping space.	Masterplan for youth centre. Appoint fundraiser. Give youth space to create heir own digital platform place. Contribution to collective impact backbone for tweens. Maybe – mobile pop-ups/ drop-in hubs	Governed youth lead body	
Tools and strategies to engage well within organisation and community	Toolkit developed for surveys, polls and suggestions. Consultant on-call to facilitate community consultation where needed.			
Effective, clear and accessible communications strategies in place	Develop and accessible communication strategy. Training to develop and manage social media. Consultant/advisor to develop written communications	Ongoing funding for hosting and management of electronic communications		



Goals	Year 1	Year 2	Year 3	Year 4
External support to develop strategic plans and growth strategies + viability for organisations	Consultant/advisor to work on strategic plans. NFP mentor/business coach. Team planning retreat. Organisational audit	Succession plan in place		
Support to design sustainable social enterprises	Project manager to develop social enterprise. Establish appropriate governance structure. A creative forum to identify enterprises.	Volunteer recruitment and training. Write business plans and seed funding.	Project manager to coordinate Op Shops	
Our organisations have Reconciliation Action Plans (RAPs) in place	Engage a local Aboriginal business to produce RAP with us. Create a concierge function to solve gaps between services and Aboriginal communities.			



## Conclusion

The IRCF Community Roadmaps are a key step in the methodology to articulate what the communities want to do in the IRCF program and how this will guide investment in the regions. It has allowed FRRR to take a deeper dive into the communities and to facilitate discussions on the future capacity and sustainability of the NFP sector moving forward.

## Next Steps

This concludes the first iteration of the Batemans Bay Community Roadmap 2021. Partnership grants will be made available to the locally governed community NFPs and a facilitator (.2FTE) has been employed to support the delivery of the CR. It is envisaged that we will review, reflect and have conversations around this document as we move through the IRCF program timeframes and will update it as it unfolds.