



# FRRR

Foundation for Rural  
Regional Renewal

Investing in Rural Community Futures

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





# Nowra 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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Authors: Kate Dezarnaulds and Campfire Coop, July 2021

## Acknowledgements

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## Confidentiality

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

## Purpose of this Document

This document is intended for the use of the community of Nowra. 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 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 South Coast communities – Nowra, Ulladulla, Batemans Bay and Bay & Basin.

The program seeks to work with the Nowra community over a five-year period (2020-2024) offering a range of supports including access to funding, expertise and facilitation support 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 2020-2024. 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 four workshops with the community NFPs 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 startup grant process, and

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



## The Nowra Not-for-Profit Sector

Nowra is a major service town on the Shoalhaven River with a population of 37,000. The community has a strong and diverse NFP sector, servicing a diverse population with a significant Aboriginal population.

The launch of the IRCF program has uncovered the desire for NFPs to develop their capacity in the areas of digital literacy, grant writing, developing new revenue streams through social enterprise, volunteer recruitment and training and supporting the sector through a period of recovery post bushfires and COVID-19.

## Creating Stronger Organisations for a Stronger Community

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

- We are able to listen and respond to what the community needs.
- Our foundations are strong, our work is sustainable, and we are guided by our principles.
- We are known, trusted by, and part of our community.
- We work together and share and learn from each other.
- Our people are nurtured and fulfilled by their work.
- There are many ways for young people to set up, participate, and contribute.
- We are deeply engaged with Aboriginal organisations and communities with mutual trust and respect.

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

- We model community pride and possibility by showing up with enthusiasm, passion and commitment.
- Local organisations are stronger together and seek to share and learn from each other.
- We commit to seeking out and listening to all voices with an open heart and mind.
- We aim for the diversity of our community to be reflected in our organisations and work.
- We share the work, to support our own wellbeing and growth and the wellbeing and growth of others.
- We embrace creativity and innovation for growth and change.
- We commit to learning from and connecting to local Aboriginal history, culture, country and community, and supporting local leaders.
- We aim to meet the diverse needs of our community.



**Goals: Sector Efficiencies**

Goal	Year 1	Year 2	Year 3	Year 4
We have a strong collective to share knowledge and coordinate services	Establish a regular NFP forum. NFP leaders meet regularly. Develop a directory of contacts and services.	Volunteer exhibition (all NFP volunteer orgs participate & invite broader community to attend). Establish a Nowra/Shoalhaven NFP peak body. Use directory to facilitate referrals and reduce duplication.	Developing partnerships to improve organisation capacity and increase resources.	
To have the skills to deliver our services	Nowra NFP social media group that spotlights what everyone is doing.	Skills audit (strengthen human resources within orgs – share skills).	Improving/assisting collaborative governance and advocacy.	
To have a shared pool of accessible resources and spaces	Establish a volunteer 'hub'.	Co-operative executive function for NFPs		
Collective approach to accessing and maximizing funding opportunities (sustainable)	Central grant writer to support Nowra NFPs			



## Goals: People

Goal	Year 1	Year 2	Year 3	Year 4
Volunteers who are well skilled and connected	Volunteer short dating expo. Discover volunteer and NFP needs.	Digital literacy training for volunteers. Mental Health training for volunteers.	Develop volunteer recruitment strategy. Develop volunteer directory. Volunteer coordinator/training and development	
Develop trusting relationships to enable NFPs to work with Indigenous communities	Ask: What is crucial to respectful relationships? Lean: Immersion Program	Engage and consult with Aboriginal Liaison Officer	Work together on culturally respectful projects	
Organisations have programs to support leadership	Leadership skills audit for NFPs	Leadership Development Program	Develop leadership recruitment strategy. Peer mentor program for leaders. Mentor program for young people. Online leadership mentor development	
People have the skills and capacity to do their work well	Personal development through Emotional Intelligence programs. Skills assessment. What skills are needed? What level?	Design capacity building program		
Our people maintain good health and wellbeing and are taken care of	Trauma informed training. Wellbeing needs assessment. Counsellor/wellbeing officer/support worker shared among like organisations for staff	Develop wellbeing program	Implement wellbeing program	Reflect/measure impact of wellbeing program





## Goals: Systems and Structure

Goal	Year 1	Year 2	Year 3	Year 4
Well documented policies, procedures and induction processes	Write/adapt content for policy and procedure guides. Research what templates are available. Develop and information pack			
Supported to adapt in-person programs to online delivery	Identify programs that are adaptable for accessible online delivery. Identify suitable developer and consult.	Ongoing consultation with users and developers	Prepare users for online and launch. Provide online content/training.	
Tailored and integrated IT infrastructure that is well maintained and adaptable	Web design: <ul style="list-style-type: none"> <li>- Hire web designer</li> <li>- Identify Information Architecture for website</li> <li>- Create wireframes</li> <li>- Build the structure</li> <li>- Float in written content</li> <li>- User tests/revise</li> <li>- Launch</li> </ul> Purchase/upgrade software and technology to support change and growth. IT systems to identify and work with a specific client base.	Integrated digital platforms (web/socials/media). Software to help simplify onerous manual tasks i.e.: <ul style="list-style-type: none"> <li>- For recording minutes</li> <li>- For project/event management</li> <li>- Memberships</li> </ul>		
Well promoted local NFPs with good brands and active PR, marketing and social media	Social media storytelling and branding campaign to raise profile of local NFPs and volunteering options to reduce age of volunteers	Media and marketing plan implemented		



Goal	Year 1	Year 2	Year 3	Year 4
Access to grants database and support to apply for grants	Grant strategy. Funding for subscription to grants database. Scheduling of work priorities. Identify support and demands of grant applications. Understand organisations capacity and limits.	Release of CEO to participate in grant writing applications. Grant strategy progress review – implement changes.		



## Goals: Investing in Strategy

Goals	Year 1	Year 2	Year 3	Year 4
Organisations have a Reconciliation Action Plan (RAP) in place	EOI for Nowra based Aboriginal businesses to develop RAPs for interested NFPs. Publish, share and implement RAP	Review, measure, report and share RAP progress and outcomes		
Organisations have the capacity and tools to measure our impact	Provide training, expert support and wage subsidy to support orgs wishing to implement new evaluation tools. Discover relevant research projects and fund management time to participate in and benefit from.	Commission high quality photography, videography, infographics, case studies, etc., for org portfolio.		
For organisations to have strategic plans	Commission or subsidize CEO to create and update strategic plan			
We have fundraising strategies for sustainability	Develop post-COVID fundraising strategies resilient to shocks. Audit major grant funding opportunity and resources and support to apply.	Investigate social enterprise model and make business plan		
For organisation to have the capacity to manage change and growth	Access to mediators/facilitators, HR consultants for periods of stress or transition. Digital literacy to support confidence and adaptability.	Participatory planning training to support growth and change.		
We are clear about the needs of our community	Commission research/surveys to determine community wants and needs. Fund time and experts to conduct community consultation.			



Goals	Year 1	Year 2	Year 3	Year 4
Organisations to have a master plan	Commission of fund time to author feasibility studies/master plans.			



## 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 Nowra Community Roadmap 2021. Partnership grants will be made available to the locally governed community NFPs and a facilitator (.2FTE) will also be 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.