



# 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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# Acknowledgements

We acknowledge the generosity of the Nowra community members and, in particular, the people who provided us time to share information from both the workshops and online survey. We also acknowledge and thank local elder Uncle Tom Moore who welcomed us onto Yuin and Dharawal Country, and the Traditional Owners of the lands on which we met.

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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 I 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.



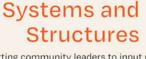
Image 2: IRCF Strategic Priorities

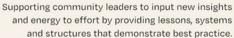


Developing leadership capabilities, a renewed sense of community spirit and fostering skill development to create strong organisations that bring together various leaders, groups and residents.

### Activities:

- · Volunteer recruitment
- and training · Encouraging inclusivity
- Time management
- · Leadership development
- · Digital inclusion
- Mentoring





- compliance and governance · Financial management · Communications and measurement
- and financial literacy · IT and security · HR and performance management





Providing tools and measures that support and enable the sustainability of organisations well into the future.

- · User-centred design · Grassroots innovation
- and creativity Developing and embedding a framework for change
- · Purpose and vision development · Strategic planning and monitoring
- · Revenue strategy

# Sector efficiencies

Fostering relationships and practices that support efficient and effective collaboration with other not-for-profits to enhance community impact.

### **Activities:**

- · Partnership development · Lead agency support
  - and management · Networking and Sharing
- Collective impact training Platforms
- Peer to peer mentoring
  Forming the NFP working group

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



## Goals: People

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



## Goals: Systems and Structure

Goal	Year 1	Year 2	Year 3	Year 4
Well documented	Write/adapt content for policy and procedure guides.			
policies, procedures and	Research what templates are available.			
induction processes	Develop and information pack			
Supported to adapt in-	Identify programs that are adaptable for accessible	Ongoing consultation with users	Prepare users	
person programs to	online delivery.	and developers	for online and	
online delivery	Identify suitable developer and consult.		launch.	
			Provide online	
			content/training.	
Tailored and integrated IT	Web design:	Integrated digital platforms		
infrastructure that is well	- Hire web designer	(web/socials/media).		
maintained and	- Identify Information Architecture for website	Software to help simplify onerous		
adaptable	- Create wireframes	manual tasks i.e.:		
	- Build the structure	- For recording minutes		
	- Float in written content	- For project/event		
	- User tests/revise	management		
	- Launch	- Memberships		
	Purchase/upgrade software and technology to support			
	change and growth.			
	IT systems to identify and work with a specific client			
	base.			
Well promoted local NFPs	Social media storytelling and branding campaign to	Media and marketing plan		
with good brands and	raise profile of local NFPs and volunteering options to	implemented		
active PR, marketing and	reduce age of volunteers			
social media				



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



## Goals: Investing in Strategy

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