



FRRR

Foundation for Rural
Regional Renewal

Investing in Rural Community Futures

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





Batemans Bay 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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Confidentiality

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

Purpose of this Document

This document is intended for the use of the community of Batemans Bay. The information in this roadmap can assist the 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.

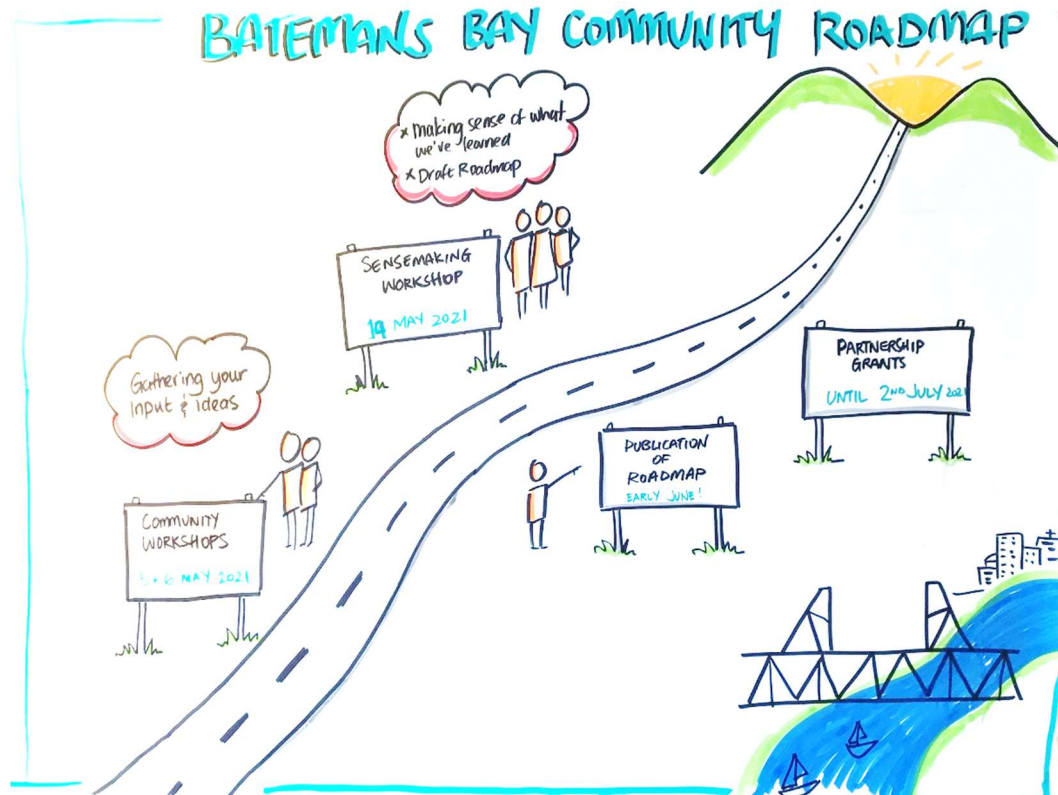
The Investing in Rural Community Futures Program

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 Batemans Bay community over a five-year period (2019-2023) offering a toolbox of support. The toolbox will include access to funding 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 three workshops with the community NFPs between May and 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 Report and
- the startup grant process

The full IRCF Community Roadmap for Batemans Bay was distributed for further comment through the month of June 2021.



The Batemans Bay Not-for-Profit Sector

Batemans Bay is one of the major service centres of the Eurobadalla shire. The 11,000-person population is distributed through a cluster of beach-side and river-fronting towns from Batemans Bay in the north to Moruya in the south. The region is home to a large population of retirees and has a significant Aboriginal population.

The diverse NFP sector, which has embraced the IRCF program is seeking to strengthen their NFP organisations with focused efforts in the areas of governance, communications and marketing, staff wellbeing and improved access to an appropriately skilled workforce for their in-demand service sector.

Creating Stronger Organisations for a Stronger Community

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

- We make a positive difference for the people in our community.
- We collaborate to strengthen our community.
- We are an influential voice in our community.
- We have diverse, engaged and skilled teams.
- We inspire resilient and sustainable climate leadership.
- We have a culture of innovation.

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

- We show care and empathy for others in our work.
- We keep our passion and creativity alive through our work in our community.
- We embrace diversity in our community.
- We persist in the face of challenges.
- We respect and celebrate community wisdom and value the voices of those with lived experience.
- We embrace creativity and innovation for growth and change.
- We deeply appreciate our place in Walbunja country between the mountains and the sea.



Goals: Sector Efficiencies

Goal	Year 1	Year 2	Year 3	Year 4
Self-sustaining centralised NFP/Community Resource Centre	Define administrative hub function and funding needs	Administrative hub established		
Shared training & networking opportunities	Establish network 'pattern' (meetings, assistance, secretarial) Establish training needs and costs			
Develop a collective NFP image	Develop website. Establish a logo, letterhead, corporate image			
Establish a relationship between NFPs and EAC for regular liaison	Communicate with appropriate ESC officers. Lobby council candidates for support.			
Establish an NFP network	Identify NFP organisations across Eurobodalla. Establish an oversight panel (board and management committee) Steering group needs to identify a group to take the lead. Establish a steering group (short-lived).			
Establish NFP coordinator	Seeking funding and employ coordinator. Implement recruitment strategy, according to funding. Write coordinator job description.			
Establish collaborative volunteer resource directory	Steering group refines volunteer resources			
Resourced NFP website	Employ website developer and seek funding	Launch website and dedicated mobile phone.		



Goal	Year 1	Year 2	Year 3	Year 4
Establish org to take initial administrative lead – for all sector efficiencies	Identify NFP training needs and funding options. Establish administrative hub and evaluate funding options. Establish a 'group' to take lead (reporting to oversight group). Establish network 'pattern' (meetings, assistance, secretarial). Develop recruitment strategy. Write coordinator job description and evaluate funding options.	Launch website and dedicated mobile phone.		



Goals: People

Goal	Year 1	Year 2	Year 3	Year 4
Develop employment pathways for youth	Develop program for training	Social enterprise for hospitality training		
Improve and support wellbeing for our teams	Engagement survey. Wellbeing policy development. Retreat for team			
Reduction in staff turnover in the community sector (especially service sector)	Organisational audit, HR support and advice. Policy review to ensure worker wellbeing, organizational culture, career pathways all embedded – HR person does the work. Wage subsidy for senior management to focus on work (backfill ops) to focus on team: <ul style="list-style-type: none"> - Wellbeing retreats - Staff training - Leadership development - Support/supervisor 	Destination marketing for graduates or people with skilled experience		
A business proposition for community organisations that want to have sponsorships or business partnerships	Develop a business partnership template for voluntary non-profits. Project with external expertise to develop business value proposition.			



Goal	Year 1	Year 2	Year 3	Year 4
All service provider teams trained in culturally appropriate service delivery.	Training for all interested NFPs in cultural awareness.	Project to engage local consultant to attract and support CALD team members		
Active 'Train the Trainer' process in place and sufficient number of trained team members available to all community groups.	Training and 'Train the Trainer' PD for service providers. Shared/collective costs. Coordinator employed to run training for volunteers in NFP volunteer community organisations	Training and 'Train the Trainer' PD for service providers. Shared/collective costs. Coordinator employed to run training for volunteers in NFP volunteer community organisations		
Viable volunteer base that is active and an overall reduction in average age.	A project to identify current snapshot of volunteers – what are the needs?	Develop projects to address issues raised by volunteers in year 1.		
Establish collaborative volunteer resource directory	Steering group refines volunteer resources			
Resourced NFP website	Employ website developer and seek funding	Launch website and dedicated mobile phone.		



Goals: Systems and Structure

Goal	Year 1	Year 2	Year 3	Year 4
Grant writing training and coaching for NFPs	Secure Batemans Bay subscription for grant database and produce bulletin to alert NFPs. Seek EOI from NFPs for grant writing workshop. Conduct grant writing training.	Fund on-call writer for more complex long-term government grants. Appoint a grant writing coach/mentor for NFPs		
Woodies with a dedicated and safe space in Mogo	Find the space for long-term lease or gift of space	Approvals, tender for builder. Build premises		
Multipurpose meeting space for Batemans Bay – accessible, affordable and available	Negotiate cost subsidy for existing council managed spaces. Conduct audit to find out accommodation needs for NFPs	Advocate to council based on audit of accommodation needs		
AICD training available to all organisations	Annual AICD funding for NFP governance course	Annual AICD funding for NFP governance course		
Fleet of electric vehicles and EV charging with a booking system	Identify sites for EVs and charger. Purchase fleet of EVs and install EV chargers and online booking system. Purchase EV bus. Set up booking system for users and volunteer drivers	Purchase EV bus. Set up booking system for users and volunteer drivers.		



Goal	Year 1	Year 2	Year 3	Year 4
Community Insurance group buy	Person to negotiate contracts for community organisations			
Group negotiating for basics: power, petrol, solar, batteries, cloud computing	Project which employs a person to find out opportunities for collective buy-in.			
Establish deputy/buddy system for key roles of treasurer/president	Develop a template document on how to create a buddy system for key roles and share with other NFPs	Support participating NFPs to create procedure manuals to guide transition and success.		



Goals: Investing in Strategy

Goals	Year 1	Year 2	Year 3	Year 4
Develop a marketing and communications strategy so others better understand what we offer	Engage consultant for marketing and communications strategy and implementation	Develop marketing channels: web, socials, promotion		
Raise funds to secure a multipurpose community hub for NFPs (in Mogo?)	Build relationships/alliance to identify land, building and funding opportunities	Build a permanent home		
Funded administrative support for fundraising activities to sustain organisation	Engage communications consultant to develop fundraising material. Engage trainee or employee to backfill	Build capacity to NFP advocacy to secure sustainable funding (consultant or CI Group)		
Trained and resourced to implement a co-design process	Training and consulting for co-design	Develop service		
Measure effectiveness of our service to enable continuous improvement and grow evidence base	Suite of evaluation tools	Report on outcomes		
Implement strategic projects and manage the associated change	Engage change management consultant. Backfill CEO to focus on strategy. Project officer to manage projects. Build NFP capacity in change management			



Goals	Year 1	Year 2	Year 3	Year 4
Gather, coordinate and present evidence to raise awareness of housing crisis to lobby for change	Conduct research activity. Build relationships with unis and students and other aligned organisations	Lobby for action – staff or backfill		
Sustainable building facilities to keep operating during heatwaves and bushfires – solar batteries, heat filters, fire pumps, hoses, backup generators	Identify community facilities that need retrofitting for off-grid power	Project to retrofit identified community facilities.		



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) 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.