



**FRRR**  
Foundation for Rural  
Regional Renewal

## Leeton Roadmap Review 2021

Tables reflect data collected from online review events in September 2021. Community consultation to develop a roadmap that is accessible and clearly actionable will continue throughout 2021.

If you wish to provide feedback, please contact Leeton Local Facilitator:

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[View the Leeton Roadmap developed in 2020 via this link.](#)



## Goals Summary – Prioritised by the Community



1. Centralised coordinator established to support local NFP sector including the development of a communications strategy.
2. Communications Strategy to be sustainable.
3. Online central source of information established offering training resources for volunteers and community members.
4. Internal and external platforms for NFPs developed.



1. Create accessible processes to capture new volunteers, including young and skilled people (young referring to 18-45).
2. Mentoring opportunities available to support people to step into NFP committee positions.
3. Encourage and promote more people with transferable skills including: Grant assistance, Mentoring and Leadership Development
4. Develop digital literacy in NFP members.



1. Dynamic NFP sector:
  - a. Dynamic NFPs/Orgs
  - b. Dynamic NFPs/Orgs are visible to the community
2. Improved capacity and efficiency including wider collaboration to leverage effectiveness of funding opportunities.
3. Improved governance channels.
4. Improved communication channels



1. Networking & Support from the Program to share organisational systems (i.e., policy & procedures, financial management systems, governance grievance procedures)
2. Having Systems in place so that NFPs can manage disruption i.e., COVID.
3. Increased NFP succession planning, attracting new volunteers and younger volunteers
4. Comprehensive NFP Database and Digital Hub developed to support visibility between each other and to the public.



## Leeton Roadmap Review EFFICIENCIES

### GOALS 2020

Centralised coordinator - neutral

Communications strategies.

Microsoft Teams Platforms - training

Internal and external platforms for NFPs

Online central source of information with training for volunteers and community members

### GOALS 2021

1. Centralised coordinator established to support local NFP sector including the development of a communications strategy.
2. Communications Strategy to be sustainable.
3. Online central source of information established offering training resources for volunteers and community members.
4. Internal and external platforms for NFPs developed.



EFFICIENCIES GOAL	NOW 2021 – 2022	SOON 2022 - 2023	IRCF FINISH	LATER Beyond 2023
<p>Centralised coordinator established to support local NFP sector including the development of a communications strategy.</p>	<p>Community coordinator (central and neutral) to collaborate and share ideas, services, skills, resources available with NFP and wider community.</p> <p>Lead organisation:</p> <ul style="list-style-type: none"> <li>➤ To provide strategic leadership and coordination.</li> <li>➤ Investigate ways for organisations to be sustainable and share findings with the sector.</li> <li>➤ Assist smaller organisations to achieve shared goals with awareness that each organisation has its own objectives.</li> </ul>	<p>Increase awareness of shared objectives within the NFP sector.</p> <p>Create a larger impact and efficient delivery by having regular/combined networking and communications to share knowledge/projects/ideas.</p> <p>Develop a good strategic approach, especially for small groups who do not have established projects ready to go. Source help from/collaboration with larger groups.</p>		<p>Continuation of regular/combined networking and communications to share knowledge/projects/ideas.</p> <p>Lead organisation to provide strategic leadership and coordination into the future.</p> <p>Process established to ensure services are not being duplicated.</p>



EFFICIENCIES GOAL	NOW 2021 – 2022	SOON 2022 - 2023	IRCF FINISH	LATER Beyond 2023
<p>Communications Strategy to be sustainable.</p>	<p>Scope NFP needs regarding online conferencing.</p> <p>Develop a good strategic approach, that supports small groups who do not have established communications systems.</p> <p>Scope communications skills assistance/collaboration larger NFP's could provide through peer to peer mentoring.</p>	<p>Deliver peer to peer mentoring on communication strategies.</p> <p>Scoping more established NFP in the community that could produce information packages on how to use various tech platforms.</p>		



EFFICIENCIES GOAL	NOW 2021 – 2022	SOON 2022 - 2023	IRCF FINISH	LATER Beyond 2023
<p>Online central source of information established offering training resources for volunteers and community members.</p>	<p>Investigate what Leeton Connect is currently offering and the internal infrastructure required to support this process and identify additional needs to ensure this is ongoing.</p> <p>Internal Infrastructure Ideas:</p> <ul style="list-style-type: none"> <li>➤ Website</li> <li>➤ Teams to share documents / collaborate online with moderator and deliver training for volunteers/community members.</li> </ul>	<p>Central source of information to:</p> <ul style="list-style-type: none"> <li>➤ Incorporate online resources, workshops and training to support mental health and wellbeing.</li> <li>➤ Training leaders to manage Zoom meetings /online conferencing tools.</li> </ul>		



EFFICIENCIES GOAL	NOW 2021 – 2022	SOON 2022 - 2023	IRCF FINISH	LATER Beyond 2023
<p>Internal and external platforms for NFPs - one-stop shop. Including the NFP Database &amp; Digital Hub.</p> <p><i>Digital Hub - a customized, digital platform which will be a one-stop-shop to connect local residents, visitors and external audiences.</i></p> <p><i>NFP Database – Leeton Connect houses NFP contact database, that supports the local NFP network</i></p>	<p>Digital Hub:</p> <ul style="list-style-type: none"> <li>➤ Collaborate with other organisations to share information e.g., council, police, services, schools to access broad data. To provide external information on Leeton community.</li> </ul> <p>NFP Database</p> <ul style="list-style-type: none"> <li>➤ Scope Leeton Connect volunteer bank being accessible for other NFP's</li> <li>➤ NFP Database to support resource sharing including skills sharing and training across all NFPs where appropriate.</li> </ul> <p>Enable connectivity of the NFP Database and Digital Hub to a Grant Writer, linking to Mail Management software.</p>	<p>Digital Hub:</p> <ul style="list-style-type: none"> <li>➤ Create opportunities to share training (including from specialist agencies e.g. mental health training), collaborate where priorities and values align, apply collectively for funding, remove competition, and prevent duplication of services and resources.</li> <li>➤ Leeton Connect to provide strategic leadership and coordination of digital hub.</li> <li>➤ Business Chamber, Leeton Connect and Council to partner on promotion and increase awareness of Digital Hub and raise awareness of NFP's to public through marketing.</li> </ul> <p>Investigate solutions to ongoing maintenance challenge, to be included in strategic plan to ensure sustainability.</p>		<p>Digital Hub:</p> <ul style="list-style-type: none"> <li>➤ Review/consult effective outcomes of Digital Hub and use feedback to adapt existing systems and structures to Leeton's community needs</li> </ul>



## Leeton Roadmap Review PEOPLE

### GOALS 2020

Digital literacy

Governance training

People with transferable skills

Engagement of more young people

More volunteers ready to step up

People skilled in mentoring

### GOALS 2021

1. Create accessible processes to capture new volunteers, including young and skilled people (young referring to 18-45).
2. Mentoring opportunities available to support people to step into NFP committee positions.
3. Encourage and promote more people with transferable skills including: Grant assistance, Mentoring and Leadership Development
4. Develop digital literacy in NFP members.





PEOPLE GOAL	NOW 2021 – 2022	SOON 2022 - 2023	IRCF FINISH	LATER Beyond 2023
<p>Create accessible processes to capture new volunteers, including young and skilled people (young referring to 18-45).</p>	<p>Scope and maintain the development of a volunteer bank/database:</p> <ul style="list-style-type: none"> <li>➤ Capturing people interested in volunteering, their skill sets and broad interests.</li> <li>➤ Capture and embed NFP needs in the established volunteer bank to be able to connect volunteers.</li> </ul> <p>Establish a volunteer coordinator role connecting volunteers to NFP's (could sit with Leeton Connect). Investigate the Armidale Council model.</p> <p>Workshop fun ways to engage young people in NFP's, factoring that young people thrive off social connections.</p> <p>Establish regular facilitated volunteer focused morning teas, general monthly catch ups.</p> <p>Promote digital literacy training to support continued volunteer engagement of older demographics during COVID.</p>	<p>Training in volunteer management including policy and procedures and induction processes for local NFP's.</p> <p>Promote benefits of volunteering to capture people close to retirement, those with more time.</p> <p>Connect with local schools to engage youth in voluntary experiences, as an NFP taster.</p> <p>Deliver an NFP expo during Volunteer Week focused on raising community awareness of volunteering and the personal and broader community benefits.</p>		



PEOPLE GOAL	NOW 2021 – 2022	SOON 2022 - 2023	IRCF FINISH	LATER Beyond 2023
Mentoring opportunities available to support people to step into NFP committee positions.	Identify older NFP committee members to mentor and partner younger people interested in volunteering.  Develop and deliver youth focused mentoring programs to support younger people in committee roles.			



PEOPLE GOAL	NOW 2021 – 2022	SOON 2022 - 2023	IRCF FINISH	LATER Beyond 2023
<p>Encourage and promote more people with transferable skills including:</p> <ul style="list-style-type: none"> <li>➤ Grant assistance</li> <li>➤ Mentoring</li> <li>➤ Leadership development</li> </ul>	<p>Seek funding for grant assistance role to:</p> <ul style="list-style-type: none"> <li>➤ Disseminate funding information to NFP’s and foster strategic partnerships between local NFP’s.</li> <li>➤ Secure funding for paid leadership positions in organisations.</li> <li>➤ Deliver grant writing workshops for the broader NFP sector.</li> <li>➤ Survey if local NFPs know how to write a grant and have skills to train others in how to write grants.</li> </ul> <p>Provide additional systems for the Grant Writer to integrate online databases and campaign software eg. Mailchimp to promote grant writers services and available grants to NFP community.</p>	<p>Source funding to support sustainable employment of a Grant Writer.</p> <p>Investigate collaboration options to continue funding the position.</p> <p>Develop and apply modelling to ensure post IRCF the grant writer position can be maintained.</p>		



PEOPLE GOAL	NOW 2021 – 2022	SOON 2022 - 2023	IRCF FINISH	LATER Beyond 2023
<p>Develop digital literacy in NFP members.</p>	<p>Promote local training available for both short courses through Leeton Connect and/or Smart &amp; Skilled TAFE's offering of a free 18-week course.</p> <p>Scope training needs related to:</p> <ul style="list-style-type: none"> <li>➤ Social media</li> <li>➤ Online conferencing eg. Zoom, Teams etc</li> <li>➤ Canva</li> <li>➤ Mail Chimp</li> <li>➤ Survey Monkey</li> </ul>			



## Leeton Roadmap Review STRATEGY

### GOALS 2020

Improved capacity and efficiency.

Comprehensive databases

Dynamic NFP sector who work closely with each other to the advantage of all.

Visible to the community.

Improved governance and communication channels.

Grant writing available.

### GOALS 2021

1. Dynamic NFP sector:

a. Dynamic NFPs/Orgs

b. Dynamic NFPs/Orgs are visible to the community

2. Improved capacity and efficiency including wider collaboration to leverage effectiveness of funding opportunities.

3. Improved governance channels.

4. Improved communication channels.



STRATEGY GOAL	NOW 2021 – 2022	SOON 2022 - 2023	IRCF FINISH	LATER Beyond 2023
<p>Dynamic NFPs/Orgs</p>	<p>Secure sustainability of Leeton Connect who are designed to support NFP's and encourage collaboration where possible and practical.</p> <p>Ensure capacity development is widespread not just a few people to prevent burnout. Consider succession planning.</p> <p>Leeton Connect to provide support/training in:</p> <ul style="list-style-type: none"> <li>➤ Business plans.</li> <li>➤ Long term &amp; day-to-day financial planning/capacity.</li> </ul> <p>How to conduct open and transparent reporting/outcomes.</p>	<p>In collaboration with the Grant Assistance officer, develop funding/grant communications and present opportunities for collaboration where possible regarding grant applications.</p>		<p>Planning for post IRCF and continued opportunity for Leeton NFP's to work together, i.e., communication strategy.</p>



STRATEGY GOAL	NOW 2021 – 2022	SOON 2022 - 2023	IRCF FINISH	LATER Beyond 2023
<p>Dynamic NFPs/Orgs are visible to the community</p> <p><i>*Use the Digital Hub as a tool to support this</i></p>	<p>Increased online presence of NFPs in the Leeton Community (website/social media).</p> <p>Develop marketing &amp; advertising – local branding, promotional activities.</p> <p>Digital Hub</p> <ul style="list-style-type: none"> <li>➤ Share individual NFP goals on Digital Hub to create a greater impact and efficient delivery.</li> </ul> <p>Communicate successes through various mediums</p>	<p>Seek local facilitation of marketing strategies, including the development of video content, specifically showcasing/advertising what NFPs do to support volunteer engagement goals. Eg. Showcase NFP's and further activities such as Multicultural Festival.</p> <p>Investigate option of NFP's pooling funds to promote together in a targeted campaign e.g., Focused annual event such as volunteer week.</p> <p>Explore youth journalism project developed during the Henry 5th Project, could a similar model be organised and funded to create promotional videos and content?</p> <p>Investigate how promotion can incorporate training, volunteer recruitment and retention strategies.</p>		<p>Develop opportunities/strategy for NFP's to learn promotion skills from each other and those excelling in this area i.e.: Op Shop.</p> <p>Continue to leverage through cross promotional activities.</p>



STRATEGY GOAL	NOW 2021 – 2022	SOON 2022 - 2023	IRCF FINISH	LATER Beyond 2023
Improved capacity and efficiency including wider collaboration to leverage effectiveness of funding opportunities.	<p>Promoting friendly competition when organisations are competing for the same funding to achieve mutually beneficial outcomes.</p> <p>Promote collaboration between organisations with funding opportunities to remove duplication and increase shared outcomes.</p>	<p>Ongoing fundraising strategy – connecting partnerships/funding applications. Specifically, to examine the govt funding available considering COVID-19.</p>		
Improved governance channels.	<p>Leeton Connect to provide tools through IRCF.</p> <p>Leeton Connect to continue Networking Breakfasts.</p>	<p>Leeton Connect to provide ongoing flexible (timewise) support through mentoring and working with NFPs, particularly organisations new executives to support roles and responsibilities.</p> <p>Leeton Connect to continue providing governance training and sharing relevant information and resources.</p>		<p>Develop a formal communications strategy post program that will continue to capture governance information keeping it up to date.</p> <p>Need lead organisation for this purpose nominated, where funding is available to support continued function.</p>





STRATEGY GOAL	NOW 2021 – 2022	SOON 2022 - 2023	IRCF FINISH	LATER Beyond 2023
Improved communication channels.	<p>Use the Digital Hub platform for NFPs to feed back to Leeton Connect. Importantly the NFPs take ownership of providing information, up to date contacts, what services they have available.</p> <p>Look into investing software packages to assist with collection of information and sharing while implementing privacy controls.</p>	<p>Develop a communication strategy between Leeton Connect and between NFPs.</p> <p>Leeton Connect to continue their newsletter, send out targeted grant opportunities in collaboration with grant assistance officer.</p> <p>Leeton Connect to continue Networking Breakfasts.</p>		<p>Develop a formal communications strategy post program that will continue to capture and share information in the NFP community.</p>



## Leeton Roadmap Review SYSTEMS

### GOALS 2020

Policy and procedures.

Succession plan for volunteers.

Breaking down generational barriers.

Sharing of knowledge across the sector.

Financial management systems

Governance training

HR roles, responsibilities, legal obligations.

Conflicts - grievance procedures

Branding, insurance, marketing & advertising

### GOALS 2021

1. Networking & Support from the Program to share organisational systems (i.e., policy & procedures, financial management systems, governance grievance procedures)
2. Having Systems in place so that NFPs can manage disruption i.e., COVID.
3. Increased NFP succession planning, attracting new volunteers and younger volunteers
4. Comprehensive NFP Database and Digital Hub developed to support visibility between each other and to the public.



SYSTEMS GOAL	NOW 2021 – 2022	SOON 2022 - 2023	IRCF FINISH	LATER Beyond 2023
<p>Networking and support from the IRCF Program to share organisational systems (i.e., policy &amp; procedures, financial systems, governance grievance procedures)</p>	<p>Sharing and networking opportunities to discuss NFP business systems.  Access to policy and procedure &amp; business planning templates.</p>	<p>Seeking and delivering maintenance support for business systems (refresh, start-ups)  Using IRCF evaluation to hone in on NFP system needs in Leeton and provide training/support.</p>		
<p>Having Systems in place so that NFPs can manage disruption i.e., COVID</p>	<p>Training and education for staff and volunteers to work in the COVID environment.</p>			



SYSTEMS GOAL	NOW 2021 – 2022	SOON 2022 - 2023	IRCF FINISH	LATER Beyond 2023
<p>Increased succession plan for NFPs, attracting new and younger volunteers</p>	<p>Make Leeton Connects Volunteer Bank and NFP Database more accessible and utilised by Leeton NFPs.</p> <p>Instil systems to support succession planning for organisations. Eg Incorporate review period for executive roles to inform volunteer recruitment/ recruitment for executive roles.</p> <p>Shared Calendar of NFP events for the NFP Sector (particularly for fundraising).</p>			



SYSTEMS GOAL	NOW 2021 – 2022	SOON 2022 - 2023	IRCF FINISH	LATER Beyond 2023
<p>Comprehensive NFP Database and Digital Hub developed to support visibility between each other and to the public.</p>	<p>Determine best means of sharing database with all NFP's</p> <p>Develop cross promotional opportunities and database development.</p> <p>Digital Hub:</p> <ul style="list-style-type: none"> <li>➤ Replicate existing Digital Hub models/structures that have worked in other localities.</li> </ul> <p>NFP Databases:</p> <ul style="list-style-type: none"> <li>➤ Leeton Connect maintains up to date database of who, when and where to connect.</li> </ul> <p>Leeton Connect NFP database operating and used to support the Digital Hub</p>	<p>Build on NFP Database and Digital Hub and determine means to ensure information is up to date.</p> <p>Confirm if at some stage database will be shared on Leeton Shire Council website so as the public can utilise. Providing an opportunity to promote who NFP's are and what they do.</p>		<p>Develop database maintenance strategy/ plan. Collab between Leeton Shire Council and Chamber.</p> <p>Investigate if Council Community Services database can be leveraged and consolidated with Leeton Connect database. Preference is for database to sit with an NFP focused org like Leeton Connect to secure long term sustainability.</p> <p>Build understanding of commitment, resources, and expertise required to maintain database. Plus, open access and self-maintenance options</p> <p>Develop functioning public resources for contacting NFP's and their volunteer base.</p>