



**FRRR**

Foundation for Rural  
Regional Renewal

## Batemans Bay Region 2023 Community Roadmap

Investing in Rural Community Futures

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

*This program is made possible thanks to support from:*



# Batemans Bay Community Roadmap

*Revision: 30 June 2023*

## *Creating stronger organisations for a stronger community*

### Vision

*This is where we want to be at the end of the IRCF program.*

- 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 skilled and engaged people working in diverse teams.
- We have a culture of innovation.
- We draw on the skills and knowledge in our community.
- We have access to long-term and affordable spaces.
- We have a valued and motivated volunteer workforce.
- We inspire resilient and sustainable climate leadership.

### 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 and adapt in the face of challenges.
- We respect and celebrate community wisdom and value the voices of those with lived experience.
- We deeply appreciate our place in Walbunja country between the mountains and the sea.
- We value the opportunity to contribute and be supported by our community.
- We actively share and promote what resources we have.
- We seek out positive and effective relationships with local government.
- We will be transparent and accountable with each other.
- We support and mentor each other as individuals and organisations.

# Batemans Bay Goals 2022

## People



1. Support employment pathways
2. Improve and support the wellbeing of NFP teams.
3. Collaborate to enhance the local NFP sector.
4. Teams have opportunities to build cultural awareness, diversity, and inclusion.
5. Build skills and capacity of paid and unpaid team members.
6. Viable, active volunteer base
7. Community leaders are well trained and well connected.
8. Support NFP succession planning (new)
9. Staff and volunteers trained in preparing for natural emergencies (new).

## Strategy



1. Updates to marketing and communications strategies so others better understand what we offer.
2. Capacity to implement a co-design process.
3. Measure effectiveness of our service to enable continuous improvement & grow evidence base.
4. Implement strategic projects and manage the associated change.
5. Support for sourcing diversified revenue streams (new).
6. Information and strategies to advocate for addressing housing crisis.

## Efficiencies



1. Shared training & human and/or physical resources
2. Support for an NFP coordinator/coordination mechanism
3. Support strategies for leveraging funding to lower operational costs for NFPs (eg solar, electric vehicles)
4. Support for engagement in NFP networks
5. Explore use of AI in improving efficiencies in ways of working (new)

## Systems



1. Support grant writing training and coaching for NFPs
2. Governance training available to NFPs of different sizes
3. Support community consultation/collaboration in relation to access to community meeting spaces
4. Support/advocacy for ongoing strengthening of relations between local NFP/networks and ESC (Council and other areas of Government)

The following tables outline a series of project ideas aligning with the above goals. The bulk of the ideas were developed at previous roadmap review workshops, a number have been added or amended based on discussions at the 2023 review workshop. The projects listed are not exhaustive and new ideas are welcomed if they are in alignment with at least one of the goals specified above.

During the workshop there were queries in relation to the level, logic, and wording of the "goals" by new participants. In respect to participants of previous workshops, and to focus on future action for the final 12 months, the language used in previous roadmaps has been largely maintained.

+ Indicates IRCF has or is supporting this roadmap idea.

++ Indicates a roadmap idea which has now been progressed with other funding sources.

? Indicates this has not yet emerged as an area of interest.

## People Goals

PEOPLE GOALS	Year 1 FUNDED PROJECTS 2020/21	Year 2 FUNDED PROJECTS 2022/23	PROJECT IDEAS From previous years and (new)
Develop employment pathways	<ul style="list-style-type: none"> <li><b><i>Eurobodalla Education &amp; Therapy Services:</i></b> Student placement program for allied health workers</li> </ul>		<ul style="list-style-type: none"> <li>Develop program for joint NFP training. +</li> <li>Social enterprise for hospitality training.?</li> <li>Liaison with the ESC in relation to their community employment programs +</li> </ul>
Improve and support wellbeing for our teams		<p><b>Family Place:</b> Activities in support for Team Wellbeing, inc. Retreat</p>	<ul style="list-style-type: none"> <li>Engagement survey?</li> <li>Wellbeing policy development +</li> <li>Retreat for team +</li> <li>Join retreats for NFPs in the same sector (new)</li> <li>Capacity build opportunities +</li> <li>Provide opportunities to meet other volunteers +</li> <li>Support for establishment of volunteer run after hours suicide prevention service (new)</li> </ul>
Collaborate to promote and enhance the local NFP sector	<ul style="list-style-type: none"> <li><b><i>Batemans Bay Rotary:</i></b> IT consulting, training, and support</li> <li><b><i>SHASA:</i></b> Project coordinator for governance, leadership, and communications within community organisations</li> </ul>		<ul style="list-style-type: none"> <li>Support for NFP events +</li> <li>Support for local forums for NFPs to come together to better understand various locally important issues (new) +</li> <li>NFP forum with representatives from different levels of Government (new)</li> </ul>
Teams have opportunities to build cultural		<p><b><i>SEARMS Community Housing Aboriginal Corporation:</i></b> Celebrating the cultural gift of language and the art of</p>	<ul style="list-style-type: none"> <li>Project to engage local consultant to attract and support CaLD team members.?</li> <li>Promotion of B/Bay multicultural groups morning teas +</li> </ul>

PEOPLE GOALS	Year 1 FUNDED PROJECTS 2020/21	Year 2 FUNDED PROJECTS 2022/23	PROJECT IDEAS From previous years and (new)
awareness, diversity, and inclusion		storytelling in Aboriginal culture by adopting a holistic approach and sustained capabilities to community engagement.	<ul style="list-style-type: none"> <li>• Build capacity of local Aboriginal organisation/s to provide cultural awareness training to other community organisations. ++</li> <li>• Provide opportunity for discussion of Aboriginal/Torress Strait Islander Voice with local Walbunja representative/s (new)</li> </ul>
Build capacity for paid and unpaid team members	<ul style="list-style-type: none"> <li>• <b>Clyde River &amp; Batemans Bay Historical Society:</b> Governance training</li> <li>• <b>Batemans Bay Rotary:</b> IT consulting, training, support</li> <li>• <b>Community Life Batemans Bay:</b> Governance workshops</li> <li>• <b>Eurobodalla Education &amp; Therapy Services:</b> Communications strategy, brand and marketing materials</li> <li>• <b>The Family Place:</b> Strategic planning</li> </ul>	<p><b>Eurobodalla Education and Therapy Services:</b> Attract and retain specialised staff by formulating a well-structured learning and development strategy for the organisation.</p>	<ul style="list-style-type: none"> <li>• Learning and Development strategy. +</li> <li>• Provide support to people with limited or no technology skills. +/++</li> <li>• Training to increase capacity to run community forums. ++</li> <li>• Destination marketing for graduates or people with skilled experience +</li> <li>• Organisational audit, HR support and advice. Policy reviews to ensure worker wellbeing, organisational culture, career pathways all embedded +</li> <li>• Wage subsidy for senior management to focus on work (back fill ops) to focus on team. +</li> <li>• Staff training +</li> <li>• Leadership development +</li> </ul>
Viable and active volunteer base	<ul style="list-style-type: none"> <li>• <b>Clyde River &amp; Batemans Bay Historical Society:</b> Volunteer recruitment and retention workshop</li> </ul>		<ul style="list-style-type: none"> <li>• Need to do an assessment of volunteers - what are the needs.?</li> <li>• Mapping local alternative media &amp; local online groups/newsletter.?</li> <li>• Coordination hub to disseminate information, promotions, events, activities. +</li> </ul>

PEOPLE GOALS	Year 1 FUNDED PROJECTS 2020/21	Year 2 FUNDED PROJECTS 2022/23	PROJECT IDEAS From previous years and (new)
			<ul style="list-style-type: none"> <li>• Strategy to reach those that benefit from and those that might volunteers/build capacity to attract and retain volunteers. +</li> <li>• Encourage/support improved engagement with ESC volunteer area +</li> <li>• Promote connection between NFPs and consultant developing new mobile Eurobodalla resource directory canXsee (new)</li> </ul>
Community leaders are well trained and well connected	<ul style="list-style-type: none"> <li>• <b>Community Life Batemans Bay:</b> Governance workshop for directors, staff and volunteers</li> <li>• <b>Clyde River &amp; Batemans Bay Historical Society:</b> Governance training</li> </ul>		<ul style="list-style-type: none"> <li>• External leadership, supervision, mentoring.?</li> <li>• Set up a network of community leaders. +/++</li> <li>• Leadership training course.?</li> <li>• Support gatherings of community leaders to identify more areas for collaboration. +</li> <li>• Provide support to enhance technology skills. +</li> </ul>
Support NFP succession planning (new)			<ul style="list-style-type: none"> <li>• Increase awareness of importance of succession planning, training in planning for succession (new)</li> </ul>
Staff and volunteers trained in preparing for natural emergencies (new)			<ul style="list-style-type: none"> <li>• Support capacity building of volunteers in identified local havens to plan for and respond to emergencies (new).</li> </ul>

## Strategy Goals

STRATEGY GOALS	Year 1 FUNDED PROJECTS 2021	Year 2 FUNDED PROJECTS 2022	PROJECT IDEAS From previous years
Develop a marketing and communications strategy so others better understand what we offer	<ul style="list-style-type: none"> <li>• <b>SEARMS Aboriginal Corporation:</b> Engagement and strategic plans</li> <li>• <b>Eurobodalla Education &amp; Therapy Services:</b> Communications strategy, brand, and marketing materials</li> </ul>		<ul style="list-style-type: none"> <li>• Engage consultant for marketing and communications strategy and implementation. +</li> <li>• Develop marketing channels - web, socials, promotion. +</li> <li>• Facilitate vision sharpening – Support for strategic planning and linked communication strategy. +</li> <li>• Reach our audiences - Strategy to reach those that benefit from and those that might volunteer. +</li> <li>• Facilitate engagement with government/private sector initiatives that promote NFPs. +/++</li> <li>• Training to improve skills in working with media to promote engagement with individual organisations/the NFP sector (new)</li> </ul>
Increased capacity for co-design	<ul style="list-style-type: none"> <li>• <b>The Circle Foundation:</b> Build capacity for operations, fundraising and co-design.</li> </ul>	<p><b>The Circle Foundation:</b> The second stage, included the recruitment of a short-term staff and the purchase of customer relationship management health records &amp; IT systems to facilitate service delivery &amp; ongoing service evaluation for people living with chronic illness.</p>	<ul style="list-style-type: none"> <li>• Training and consulting for co-design. +</li> </ul>
Measure effectiveness of our service to enable	<ul style="list-style-type: none"> <li>• <b>The Family Place:</b> Strategic planning</li> </ul>	<p><b>The Family Place:</b> data collection and analysis (in relation to homelessness)</p>	<ul style="list-style-type: none"> <li>• Exposure to different organisational assessment tools. + (?)</li> <li>• Data collection and analysis. +</li> </ul>

STRATEGY GOALS	Year 1 FUNDED PROJECTS 2021	Year 2 FUNDED PROJECTS 2022	PROJECT IDEAS From previous years
continuous improvement & grow evidence base			<ul style="list-style-type: none"> <li>• Reporting on outcomes. +</li> </ul>
Implement strategic projects and manage the associated change	<ul style="list-style-type: none"> <li>• <b>The Circle Foundation:</b> Build capacity for operations, fundraising and co-design</li> </ul>	<p><b>The Family Place:</b> Stimulate innovative thinking focussed on housing solutions by developing and costing models to enable clients and broader community to sustain tenancy and support sector wide collaboration on housing.</p>	<ul style="list-style-type: none"> <li>• Engage change management consultant. +</li> <li>• Backfill CEO to focus on strategy developments. +</li> <li>• Project officer to manage projects. +</li> <li>• Build capacity in change management. +</li> </ul>
Support for sourcing revenue streams (new)	<ul style="list-style-type: none"> <li>• <b>The Circle Foundation:</b> Build capacity for operations, fundraising and co-design.</li> <li>• <b>The Family Place:</b> part time fundraising, governance, and compliance support</li> </ul>		<ul style="list-style-type: none"> <li>• Monthly and ad hoc communications focused on funding opportunities provided by the IRCF community facilitator +</li> </ul>
Strategies for addressing housing crisis		<p><b>The Family Place:</b> Stimulate innovative thinking and strategies to improve access to affordable housing.</p>	<ul style="list-style-type: none"> <li>• Fund a broker to facilitate shared housing. Example: elderly with houses to share to arrange vetting for people to move in.?</li> <li>• Build a strategy for repurposing building to provide low-cost housing.?</li> </ul>



## Efficiencies Goals

EFFICIENCIES GOALS	Year 1 FUNDED PROJECTS 2021	Year 2 FUNDED PROJECTS 2022/3	PROJECT IDEAS From previous years
Shared training & human and/or physical resources	<ul style="list-style-type: none"> <li>• <b><i>Clyde River &amp; Batemans Bay Historical Society:</i></b> Volunteer recruitment and retention workshop</li> </ul>	<p>Funded 2023 - 3 positions to attend Art of Hosting training in February 2023.</p> <p><b><i>Clyde River &amp; Batemans Bay Historical Society</i></b> Toolbox training for social media analysis, use.</p>	<ul style="list-style-type: none"> <li>• Establish joint network 'space' (meetings, assistance, secretarial)</li> <li>• Establish training needs and costs +</li> <li>• Training to increase capacity to run community forums. +/++</li> <li>• Coordination hub to disseminate info, directors, promotions, events, activities. +/++</li> <li>• Shared administrative support to develop volunteer friendly systems (new)</li> <li>• Jointly managed venue for volunteer run NFPs in Moruya (new)</li> </ul>
Support for an NFP coordinator and/or enhanced coordination mechanisms	<ul style="list-style-type: none"> <li>• <b><i>SHASA:</i></b> Project coordinator for governance, leadership and communications within community organisations</li> </ul>	<p><b><i>Rotary Club of Batemans Bay:</i></b> The establishment and maintenance of a Batemans Bay Community Hub (BBCH) that provides information, resources, opportunities, and support to local NFP organisations.</p> <p><b>IRCF/FRRR engaged part time Community Facilitator</b> to work across all community groups to identify capacity needs, support activation of roadmap goals, produce monthly update on funding opportunities and events relevant to local NFPs.</p>	<ul style="list-style-type: none"> <li>• Identify NFP organisations across Eurobodalla. +</li> <li>• Disseminate info, opportunities, trainings, events, activities. +</li> <li>• Collaborate ad promote engagement in formation of network of community organisations. +</li> </ul>

EFFICIENCIES GOALS	Year 1 FUNDED PROJECTS 2021	Year 2 FUNDED PROJECTS 2022/3	PROJECT IDEAS From previous years
Strategies for lowering operational costs for NFPs		<b>SHASA:</b> Employment of a Batemans Bay Community Coordinator and Business Manager (PT) to focus on assisting not for profit community organisations (NFPs) to reduce their on-going energy costs, work with the SHASA committee to address governance and business systems and continue to build the relationship with the ESC to enhance resources for NFPs.	<ul style="list-style-type: none"> <li>• Identification and promotion of opportunities for use of existing resources. +</li> <li>• Funding to assist community organisations with accessing resources to install solar / batteries to reduce electricity costs. +</li> <li>• Support initiatives in local areas which provide service/space for multi NFPs (new)</li> </ul>
Explore the use of AI in improving organisational efficiency (new)			<ul style="list-style-type: none"> <li>• Training/webinar to introduced local NFPs to AI, understand strengths and weaknesses.</li> </ul>

## Systems Goals

SYSTEMS GOALS	Year 1 FUNDED PROJECTS 2021	Year 2 FUNDED PROJECTS 2022/3	PROJECT IDEAS From previous 2023
Grant writing training and coaching for NFPs	<ul style="list-style-type: none"> <li>• FRRR/IRCF staff support for proposal writing for funding</li> </ul>	FRRR/IRCF p/t staff providing guidance and support for proposal writing for IRCF grant funding	<ul style="list-style-type: none"> <li>• Encourage subscriptions to grant databases and produce bulletin to alert NFPs. +</li> <li>• Seek EOI from NFPs for grant writing workshop. +</li> <li>• Conduct grant writing training/mentoring.</li> </ul>

SYSTEMS GOALS	Year 1 FUNDED PROJECTS 2021	Year 2 FUNDED PROJECTS 2022/3	PROJECT IDEAS From previous 2023
Governance training available to all organisations	<ul style="list-style-type: none"> <li><b>The Family Place:</b> part time fundraising, governance, and compliance support</li> </ul>	<p><b>FRRR/IRCF</b> p/t staff dissemination of regular updates to local NFPs on training opportunities, including governance.</p>	<ul style="list-style-type: none"> <li>Annual AICD funding for NFP governance course + (membership now free)</li> <li>Risk management training, to form basis for identifying other systems/policy needs (new)</li> </ul>
Promote collaboration between NFPs and ESC, for regular liaison	<ul style="list-style-type: none"> <li><b>Rotary Batemans Bay:</b> communication with ESC in relation to local NFP directory.</li> </ul>	<p><b>SHASA:</b> communications with different stakeholders interested/involved in creating bushfire/heatwave havens.</p> <p><b>IRCF</b> p/t staff meetings with ESC, update on activities, future planning, invitations to join events.</p>	<ul style="list-style-type: none"> <li>Communication with appropriate ESC officers. +</li> <li>Support for multi-party forums. +</li> </ul>
Support for sourcing diversified revenue streams (new)		<p><b>IRCF</b> p/t staff dissemination of grants bulletins</p>	<ul style="list-style-type: none"> <li>Identify and facilitate communications between NFPs and grant bodies (new)</li> </ul>