



# Nowra Community Roadmap 2023 – DRAFT Open for community input & feedback

Investing in Rural Community Futures

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

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**FRRR**  
Foundation for Rural  
Regional Renewal



**Australian Government**  
**National Recovery and Resilience Agency**

# Nowra Community Roadmap

Revision: 25 July 2023 DRAFT

## ***Creating stronger organisations for a stronger community***

Participants had the opportunity to reflect on the visions and principles to determine where we have achieved results (stars), and what areas need more focus and support (hearts).

### Vision

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

- We are able to listen and respond to what our diverse community needs
- There are many opportunities for young people to lead, participate, and contribute (5 stars)
- 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
- We walk alongside the Aboriginal community, privileging their voices. Unlearning to learn for Aboriginal community to thrive (4 hearts)

### Principles

*These principles will guide us in our work together.*

- We model community pride and possibility by showing up with enthusiasm, passion and commitment (4 stars)
- Local organisations are stronger together and seek to share and learn from each other (4 hearts)
- We commit to seeking out and listening to all voices with an open heart and mind (4 hearts)
- We strive for the diversity of our community to be reflected in our organisations and supported by our work.
- We share the work, to support our own wellbeing and growth and the wellbeing and growth of others
- We encourage creativity and innovation for growth and change (5 stars)
- We commit to learning from and connecting to local Aboriginal history, culture, country and community, and walk alongside local leaders (4 hearts)
- We have the courage to advocate for equity and fairness in our community



## Nowra Goals 2023

### People



1. Recruitment - attracting and retaining the people who are needed (new goal)
2. Our people maintain good health and wellbeing and are taken care of
3. People have the skills and capacity to do their work well
4. Develop trusting relationships to enable NFPs to work with Indigenous communities
5. Volunteers who are well skilled and connected
6. Organisations have programs to support leadership
7. Creating pathways for young people

### Strategy



1. We are clear about the needs of our community
2. For organisations to have the capacity to manage change and growth
3. Organisations have the capacity and tools to measure our impact
4. Organisations Develop and Implement Reconciliation Action Plans (RAPs) (updated)
5. Organisations to have a master plan
6. For organisations to have strategic plans
7. We have fundraising strategies for sustainability

### Efficiencies



1. **Collective approach to accessing and maximising funding opportunities both within & outside our region, to support sustainability (updated 2023)**
2. To have the skills to deliver our services and shared learning experiences (updated)
3. We have a strong collective to share knowledge and coordinate services
4. Access to grants database and support to apply for grants (moved from Strategy & Structure)
5. To have a shared pool of resources and shared spaces
6. Organisations have programs to support leadership
7. Volunteer recruitment
8. **Business principles applied to social enterprise (new goal)**

### Systems



1. Cultural audits for organisations (new goal)
2. Tailored and integrated IT infrastructure that is well maintained and adaptable
3. Well promoted local NFPs with good brands and active PR, marketing and social media
4. Well documented policies, procedures, and induction processes

The following tables outline a series of project ideas aligning with the above goals. These ideas were developed at the roadmap review session. The projects are not exhaustive and new ideas are welcomed as long as they are in alignment with the goals specified above. Goals are ranked in order of priority as determined by participants who were asked to identify which goals reflected the greatest need in the community. (It should be noted that there is no weighting attached to priorities, and no preference will be given to these projects during grant assessments.)

The 'Beyond IRCF' column has been included to facilitate conversations and thinking around how these ideas and community enthusiasm and energy can be maintained beyond the IRCF program. As you consider where your organisation wants to be at the end of the program, reflect on your community vision and how your projects could realise this vision to strengthen your community.

## People Goals

PEOPLE GOALS	Year 1 FUNDED PROJECTS 2021	Year 2 FUNDED PROJECTS 2022	Year 3 2023	Ideas
Recruitment - attracting and retaining the people who are needed		<ul style="list-style-type: none"> <li>➤ <b>Noahs Ark Centre of Shoalhaven</b> Nurture opportunity to provide intergenerational peer mentoring of professionals in the disability service.</li> </ul>		
Our people maintain good health and wellbeing and are taken care of	<ul style="list-style-type: none"> <li>➤ <b>Shoalhaven Community Preschool</b> staff development, cultural awareness, aboriginal identified trainee</li> <li>➤ <b>Waminda</b> capacity to deliver Cultural Immersion Program</li> <li>➤ <b>Noah's</b> inclusion coaching + student placement for leadership</li> </ul>	<ul style="list-style-type: none"> <li>➤ <b>Bomaderry Community Inc.</b> Support the volunteers to rejuvenate and focus on their passion</li> </ul>	<ul style="list-style-type: none"> <li>➤ Trauma informed training</li> <li>➤ Wellbeing needs assessment.</li> <li>➤ Counsellor/wellbeing officer/support worker shared among like organisations for staff.</li> <li>➤ Develop wellbeing program.</li> <li>➤ Implement wellbeing program.</li> <li>➤ Reflect/ measure impact of wellbeing program.</li> </ul>	
People have the skills and capacity to do their work well	<ul style="list-style-type: none"> <li>➤ <b>Shoalhaven Cattle Industry Training Centre</b> Build cattle handling showing and training facility</li> <li>➤ <b>Waminda</b> capacity to deliver Cultural Immersion Program</li> <li>➤ <b>Noah's</b> inclusion service</li> <li>➤ <b>Shoalhaven Community Preschool</b> strengthen leadership capacity</li> </ul>	<ul style="list-style-type: none"> <li>➤ <b>Shoalhaven Business Chamber</b> Enable the community sector to leverage the established business chamber to share knowledge, build capacity and resilience by strengthening the links between the corporate and community sector.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Personal development through Emotional Intelligence programs</li> <li>➤ Skills assessment. What skills are needed? What level?</li> <li>➤ Design capacity building program</li> <li>➤ Recruitment retention wellbeing - Redesigning and implementing strategy</li> </ul>	

PEOPLE GOALS	Year 1 FUNDED PROJECTS 2021	Year 2 FUNDED PROJECTS 2022	Year 3 2023	Ideas
Develop trusting relationships to enable NFPs to work with Indigenous communities	<ul style="list-style-type: none"> <li>➤ <b>Waminda</b> capacity to deliver Cultural Immersion Program</li> </ul>		<ul style="list-style-type: none"> <li>➤ Invite Indigenous custodians to walk alongside us in learning, Kangaroo Valley</li> <li>➤ Cultural signage in Kangaroo Valley</li> </ul>	
Volunteers who are well skilled and connected	<ul style="list-style-type: none"> <li>➤ <b>Waminda</b> capacity to deliver Cultural Immersion Program</li> <li>➤ <b>South Coast Beef Producers</b> Governance training for Committee Members</li> </ul>	<ul style="list-style-type: none"> <li>➤ <b>Bomaderry Community Inc.</b> Support the volunteers to rejuvenate and focus on their passion.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Volunteer short dating expo</li> <li>➤ Discover volunteer &amp; NFP needs.</li> <li>➤ Digital literacy training for volunteers</li> <li>➤ Mental Health training for volunteers</li> <li>➤ Develop volunteer recruitment strategy.</li> <li>➤ Develop volunteer directory.</li> <li>➤ Volunteer coordinator / training and development</li> <li>➤ Community Group awareness campaign - volunteer recruitment</li> </ul>	
Organisations have programs to support leadership	<ul style="list-style-type: none"> <li>➤ <b>Noah's</b> inclusion services coaching + student placement for leadership succession planning</li> <li>➤ <b>Shoalhaven Community Preschool</b> strengthen leadership capacity</li> </ul>	<ul style="list-style-type: none"> <li>➤ <b>Shoalhaven Business Chamber</b> Enable the community sector to leverage the established business chamber to share knowledge, build capacity and resilience by strengthening the links between the corporate and community sector.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Leadership skills audit for NFPs</li> <li>➤ Leadership Development Program</li> <li>➤ Develop leadership recruitment strategy.</li> <li>➤ Peer mentor program for leaders</li> <li>➤ Mentor program for young people</li> <li>➤ Online leadership mentor development</li> </ul>	

PEOPLE GOALS	Year 1 FUNDED PROJECTS 2021	Year 2 FUNDED PROJECTS 2022	Year 3 2023	Ideas
Creating pathways for young people		<ul style="list-style-type: none"> <li>➤ <b>Noahs Ark Centre of Shoalhaven</b> Nurture opportunity to provide intergenerational peer mentoring of professionals in the disability service.</li> <li>➤ <b>Pathways Foundation</b> Strengthen skills and abilities of youth mentors to deliver best practice programs locally.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Adolescent and teenagers' youth group Kangaroo Valley</li> </ul>	

## Strategy Goals

STRATEGY GOALS	Year 1 FUNDED PROJECTS 2021	Year 2 FUNDED PROJECTS 2022	Year 3 2023	Ideas
We are clear about the needs of our community	<ul style="list-style-type: none"> <li>➤ <b>Cullunghutti Aboriginal Child + Family Centre</b> strategic + master planning + temporary team leader</li> <li>➤ <b>Shoalhaven Community Preschool</b> plan</li> </ul>	<ul style="list-style-type: none"> <li>➤ <b>Cullunghutti Aboriginal Child and Family Centre</b> Boost capacity by engaging a project officer to operationalise the strategic plan previously funded.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Commission research/surveys to determine community wants and needs.</li> <li>➤ Fund time and experts to conduct community consultation.</li> <li>➤ Feasibility study for Electric Vehicle charging station Kangaroo Valley</li> </ul>	
For organisation to have the capacity to manage change and growth	<ul style="list-style-type: none"> <li>➤ <b>Shoalhaven Health &amp; Arts</b> paid role for volunteer managers - capacity building</li> <li>➤ <b>Pathways Foundation</b> COVID strategic plan + seed funding for</li> </ul>	<ul style="list-style-type: none"> <li>➤ <b>Cullunghutti Aboriginal Child and Family Centre</b> Boost capacity by engaging a project officer to operationalise the strategic plan previously funded.</li> <li>➤ <b>Shoalhaven Community Preschool</b></li> </ul>	<ul style="list-style-type: none"> <li>➤ Access to mediators/facilitators hr consultants for periods of stress or transition</li> <li>➤ Digital literacy to support confidence and adaptability.</li> <li>➤ Participatory planning training to support growth and change.</li> </ul>	

STRATEGY GOALS	Year 1 FUNDED PROJECTS 2021	Year 2 FUNDED PROJECTS 2022	Year 3 2023	Ideas
	Community Development Officer	<p>Support the final transition of the organisational growth and relocation of preschool by the appointment of an Administration and Business Operations Manager.</p> <p>➤ <b>Shoalhaven Women's Resource Group</b> Prepare the organisation to achieve accreditation, develop branding and a more efficient and informative website by employing a staff member/contractor/consultant.</p>	<p>➤ Seed funding to incorporate Resilience Kangaroo Valley (former Kangaroo Valley Bushfire Committee)</p>	
Organisations have the capacity and tools to measure our impact	<p>➤ <b>Shoalhaven Community Preschool</b> staff development and leadership</p>		<p>➤ Provide training, expert support and wage subsidy to support orgs wishing to implement new evaluation tools.</p> <p>➤ Discover relevant research projects and fund management time to participate in and benefit from</p> <p>➤ Commission high quality photography, videography, infographics, case studies etc. for org portfolio</p> <p>➤ Evidence of Kangaroo Valley resilience in action - research, profile, case study</p>	
Organisations develop and implement Reconciliation Action Plans (RAPs)				<p>➤ Aboriginal Engagement Policy writing workshop</p>

STRATEGY GOALS	Year 1 FUNDED PROJECTS 2021	Year 2 FUNDED PROJECTS 2022	Year 3 2023	Ideas
Organisations to have a master plan		<ul style="list-style-type: none"> <li>➤ <b>Nowra Community Food Store</b> Define the direction of the organisation with a 5-year strategic plan, operational business plan and HR framework.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Commission of fund time to author feasibility studies/master plans</li> <li>➤ Strategy and philosophical statement of being a custodian of the land Kangaroo Valley</li> </ul>	
For organisations to have strategic plans	<ul style="list-style-type: none"> <li>➤ <b>Waminda's Social Enterprises</b> implement business plan for 2 social enterprises</li> </ul>	<ul style="list-style-type: none"> <li>➤ <b>Cullunghutti Aboriginal Child and Family Centre</b> Boost capacity by engaging a project officer to operationalise the strategic plan previously funded.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Commission or subsidise CEO to create and update strategic plan</li> </ul>	
We have fundraising strategies for sustainability	<ul style="list-style-type: none"> <li>➤ <b>Shoalhaven Womens Resource Group</b> diversified revenue strategy with social enterprise feasibility</li> </ul>		<ul style="list-style-type: none"> <li>➤ Develop post-COVID fundraising strategies resilient to shocks.</li> <li>➤ Audit major grant funding opportunity and resources and support to apply.</li> <li>➤ Investigate social enterprise model and make business plan.</li> <li>➤ Strategic fundraising / revenue development planning</li> <li>➤ Funding Kangaroo Valley</li> </ul>	



## Efficiencies Goals

EFFICIENCIES GOALS	Year 1 FUNDED PROJECTS 2021	Year 2 FUNDED PROJECTS 2022	Year 3 2023	Ideas
Collective approach to accessing and maximising funding opportunities (sustainable)			<ul style="list-style-type: none"> <li>➤ Central grant writer to support to Nowra NFPs</li> <li>➤ Collaborate on fundraising</li> </ul>	
To have the skills to deliver our services and shared learning experiences.	<ul style="list-style-type: none"> <li>➤ <b>Shoalhaven Beef Producers</b> governance training</li> </ul>	<ul style="list-style-type: none"> <li>➤ <b>Cullunghutti Aboriginal Child and Family Centre</b> Boost capacity by engaging a project officer to operationalise the strategic plan previously funded.</li> <li>➤ <b>Pathways Foundation</b> Strengthen skills and abilities of youth mentors to deliver best practice programs locally.</li> <li>➤ <b>Shoalhaven Women's Resource Group</b> Prepare the organisation to achieve accreditation, develop branding and a more efficient and informative website by employing a staff member/contractor/consultant.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Nowra NFP social media group that spotlights what everyone is doing.</li> <li>➤ Skills audit (strengthen human resources within orgs - share skills)</li> <li>➤ Improving / assisting collaborative governance and advocacy</li> </ul>	
We have a strong collective to share knowledge and coordinate services	<ul style="list-style-type: none"> <li>➤ <b>Waminda</b> capacity to deliver Cultural Immersion Program</li> </ul>	<ul style="list-style-type: none"> <li>➤ <b>Kangaroo Valley Voice Incorporated</b> Enable development of a community hub with the collation of information and scoping of project.</li> <li>➤ <b>Shoalhaven Business Chamber</b> Enable the community sector to leverage the established business chamber to share knowledge, build capacity and resilience by</li> </ul>	<ul style="list-style-type: none"> <li>➤ Establish a regular NFP forum</li> <li>➤ NFP leaders meet regularly</li> <li>➤ Develop a directory of contacts and services</li> <li>➤ New central event calendar - social, PR, signage, print</li> <li>➤ Volunteer exhibition (all NFP volunteer orgs participate &amp; invite broader community to attend)</li> </ul>	

EFFICIENCIES GOALS	Year 1 FUNDED PROJECTS 2021	Year 2 FUNDED PROJECTS 2022	Year 3 2023	Ideas
		strengthening the links between the corporate and community sector.	<ul style="list-style-type: none"> <li>➤ Establish a Nowra/Shoalhaven NFP peak body</li> <li>➤ Use directory to facilitate referrals and reduce duplication</li> <li>➤ Developing partnerships to improve organisation capacity and increase resources</li> <li>➤ Collaboration: quarterly networking / sharing events</li> <li>➤ Ongoing ways to share / collaborate to reduce competition</li> <li>➤ Making spaces to create conversations</li> <li>➤ A way to connect / mentoring opportunities between NFPs + businesses</li> <li>➤ Community organisation directory Kangaroo Valley - skills and volunteer directory. Match-making and leveraging platform</li> <li>➤ Network of connected community organisations Kangaroo Valley</li> </ul>	
Access to grants database and support to apply for grants			<ul style="list-style-type: none"> <li>➤ Grant strategy</li> <li>➤ Funding for subscription to grants database</li> <li>➤ Scheduling of work priorities</li> <li>➤ Identify support and demands of grant applications</li> <li>➤ Understand organisations capacity and limits</li> <li>➤ Release of CEO to participate in grant writing applications</li> </ul>	

EFFICIENCIES GOALS	Year 1 FUNDED PROJECTS 2021	Year 2 FUNDED PROJECTS 2022	Year 3 2023	Ideas
			<ul style="list-style-type: none"> <li>➤ Grant strategy progress review - implement changes as required</li> </ul>	
To have a shared pool of accessible resources and spaces		<ul style="list-style-type: none"> <li>➤ <b>Kangaroo Valley Voice Incorporated</b> Enable development of a community hub with the collation of information and scoping of project.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Establish a volunteer 'hub'</li> <li>➤ Co-operative executive function for NFPs</li> <li>➤ Kangaroo Valley Coordination and linking between groups - has started!</li> <li>➤ Mapping Kangaroo Valley community spaces, brokering partnerships to better utilise</li> </ul>	
Volunteer recruitment	<ul style="list-style-type: none"> <li>➤ <b>Noah's</b> student placement</li> </ul>	<ul style="list-style-type: none"> <li>➤ <b>Bomaderry Community Inc.</b> Support the volunteers to rejuvenate and focus on their passion.</li> <li>➤ <b>Pathways Foundation</b> Strengthen skills and abilities of youth mentors to deliver best practice programs locally.</li> </ul>		

## Systems Goals

SYSTEMS GOALS	Year 1 FUNDED PROJECTS 2021	Year 2 FUNDED PROJECTS 2022	Year 3 2023	Ideas
Cultural audits for organisations				

SYSTEMS GOALS	Year 1 FUNDED PROJECTS 2021	Year 2 FUNDED PROJECTS 2022	Year 3 2023	Ideas
Tailored and integrated IT infrastructure that is well maintained and adaptable	<ul style="list-style-type: none"> <li>➤ <b>Nowra RSL sub-branch</b> IT equipment + furniture upgrades</li> <li>➤ <b>Shoalhaven neighbourhood services</b> client management services</li> <li>➤ <b>Nowra Community Food Store</b> ecommerce platforms + mentoring</li> </ul>	<ul style="list-style-type: none"> <li>➤ <b>Kangaroo Valley Voice Incorporated</b> Enable development of a community hub with the collation of information and scoping of project.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Web design</li> <li>➤ Purchase/upgrade software and tech to support change and growth</li> <li>➤ Integrated digital platforms (web/socials/media)</li> <li>➤ IT systems to identify and work with a specific client base</li> <li>➤ Software to help simplify onerous manual tasks i.e. For recording minutes, For project/event management, Memberships</li> <li>➤ Digitisation of records - cloud-based systems + training</li> </ul>	
Well promoted local NFPs with good brands and active PR, marketing and social media	<ul style="list-style-type: none"> <li>➤ <b>Tomerong School of Arts</b> newsletter and new resident welcome pack</li> </ul>	<ul style="list-style-type: none"> <li>➤ <b>Kangaroo Valley Voice Incorporated</b> Enable development of a community hub with the collation of information and scoping of project.</li> <li>➤ <b>Shoalhaven Women's Resource Group</b> Prepare the organisation to achieve accreditation, develop branding and a more efficient and informative website by employing a staff member/contractor/consultant.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Media and marketing plan implemented</li> <li>➤ Social media storytelling and branding campaign to raise profile of local NFPs and volunteering options to reduce age of volunteers</li> <li>➤ Kangaroo Valley CCB website and communications plan</li> </ul>	
Well documented policies, procedures and induction processes		<ul style="list-style-type: none"> <li>➤ <b>Nowra Local Aboriginal Land Council</b> Establish organisational policies and procedures manual, branding and communications strategy and provide governance support to the board.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Write / adapt content for policy and procedure guides</li> <li>➤ Research what templates are available</li> <li>➤ Develop an information pack</li> </ul>	

