



Investing in Rural Community Futures Leeton Roadmap 2020

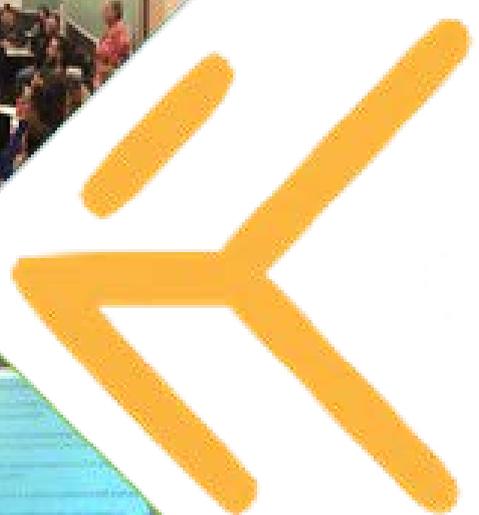


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Acknowledgements

We acknowledge the generosity of the Leeton community members and in particular the people who provided us time to share information from both the workshops and focus interviews. We also acknowledge and thank the Traditional Owners of the lands on which we met. A full list of people and organisations is available in the appendix.

Confidentiality

This document is a public document, and intended for the NFP sector of Leeton, it has been developed in consultation with the community.

COVID-19

The consultation process started in February 2020 and culminated in the middle of the COVID-19 pandemic.

PURPOSE OF THIS DOCUMENT

This document is intended for the use of the community of Nambucca Valley. The information in this roadmap can assist your 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 on-going development of the community roadmap.
- The planning toolkit contained in the appendix can be used to undertake a planning session with your group members. You can then take this information to your local facilitator to discuss alignment and updating of the community roadmap and identifying your projects within this roadmap.

The Investing in Rural Community Futures Program

The Investing in Rural Community Futures program is focussed on strengthening the capacity and capability of grassroots NFP organisations in 3 communities Junee, Leeton and the Nambucca Valley.

The program seeks to work with the Leeton 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, across 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 revitalisation 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 overleaf.

Image 2: IRCF Strategic Priorities



Community Roadmap

From the outset, FRRR has planned to work with each community to develop an IRCF Community Roadmap (IRCF CR) and to articulate aspirations, priorities for the program, associated resourcing, and delivery needs from 2020-2023. 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 4 workshops with the community NFPs between February – April 2020. It aims to build on data that was collected through the IRCF journey:

- desktop analysis during the site selection phase
- the IRCF Roadshow Report¹
- the startup grant process, and
- the Expression of Interest submission.

The full IRCF Community roadmap for Leeton was distributed for further comment through the month of April 2020.

¹ FRRR IRCF Roadshow Report 2019, N.Bramble, A.Mudford

The Leeton Not for Profit Sector

Leeton is the birthplace of the Murrumbidgee Irrigation Area and was purposely built as part of the Murrumbidgee Irrigation Scheme². Leeton is in the country of the Wiradjuri nation and is governed by the Leeton Shire Council. It is located within the Regional Development Australia Riverina boundary. Leeton is the second largest regional centre in the Western Riverina region, outside of Griffith Leeton and includes the villages of Yanco, Wamoon, Whitton and Murrumbidgee³. It plays an integral role in value added agricultural processing, agriculture, education and research, transport and logistics. Leeton's population was 11,168 in 2016⁴.

With over 160 NFPs⁵ within its boundaries, it has an enormous sense of community spirit, vibrance and strength. NFPs cover a lot of interests, through the IRCF program a peak body Leeton Connect has formed as a grassroots umbrella group that will lead support and engagement with the IRCF in the Leeton community. These NFPs include a vast range from an effective Leeton [Show Society](#), a large sporting community, supporting a range of sports at all age. It also has a strong arts scene supported through the [Leeton Art Society](#) and the [Roxy Theatre](#). Tackling large social issues and providing a range of community support is the [Leeton Op Shop](#). Leeton has a rich Indigenous culture, and this is supported through the [Leeton & District Aboriginal Land Council](#). The active [Leeton Chamber of Commerce](#) are pivotal to many community events and projects in the town. [The Leeton visitor](#) information centre that is home to a vibrant tourism group. The town is also supported by a strong Lions and Rotary groups that are actively participating local giving and support.

To find out more head to the [Leeton Community directory](#) an online hub of community information and a database of NFPs for Leeton, that was funded through the IRCF Start Up Grants.

How Connected is Leeton?

Using a system mapping approach, we captured the relationships between community organisations during our first roadshow in 2019 and developed a systems map visualising the interconnectedness of locally governed community organisations. Our local facilitator then worked with the community and in 2020 this systems map was added to, highlighting the development of those community relationships.

It is clear from the work undertaken in 2019 to 2020, that there has been an increase in the level of relationship building between locally governed NFPs. Community connectedness: collaboration and partnerships are an important measure of sustainable resilient communities. The systems map will be reflected on over the life of the IRCF program as a measure of community connectedness.

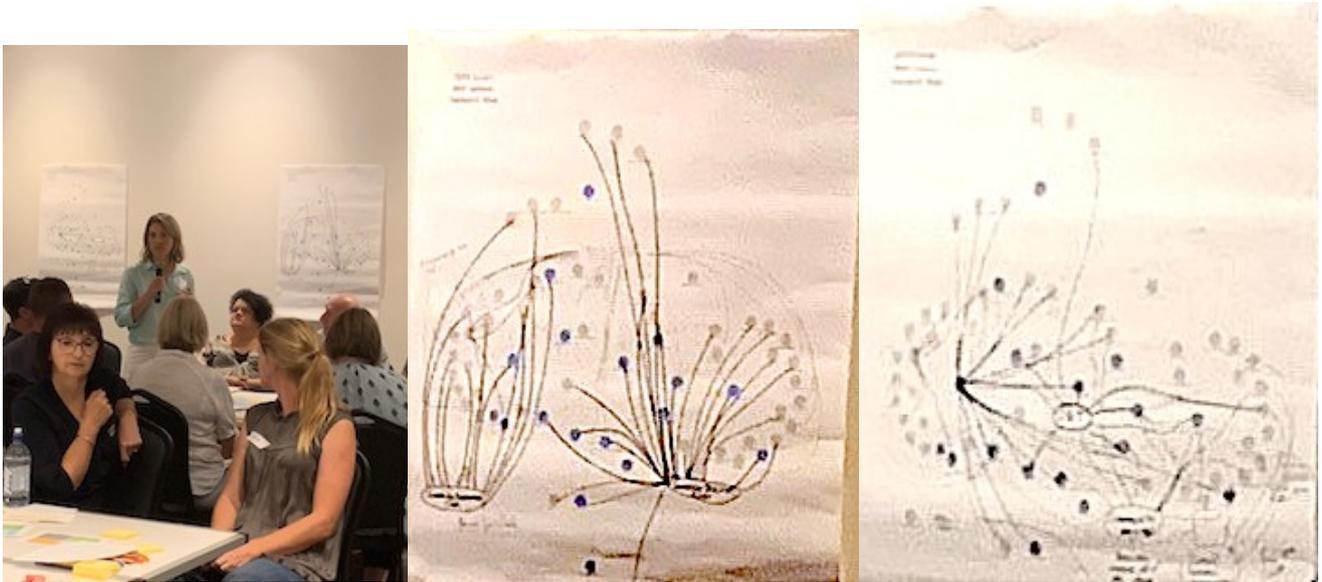
²Leeton Economic Development Strategy Envisage 2024, Leeton Shire Council, 2019

³ Leeton Economic Development Strategy Envisage 2024, Leeton Shire Council, 2019

⁴ Australian Bureau of Statistics Census, [ABS data QuickStats 2016](#).

⁵ Leeton Connect Membership List 2019, Leeton Connect, FRRR IRCF EOI application, Leeton Connect EOI, November 2019

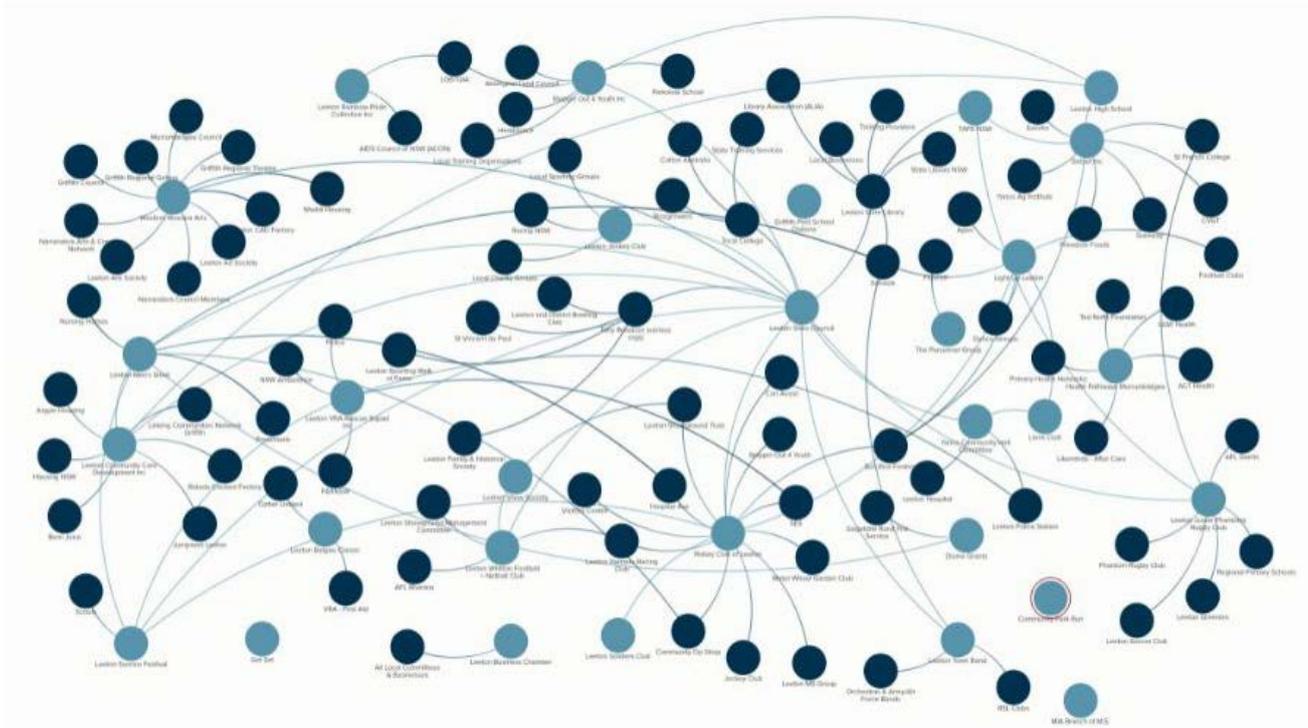
Image 3: Leeton systems mapping in progress.



Local facilitator Claire Williams leading a community discussion relating to the roadmap and systems mapping. This image has been sharpened to highlight the additional hand drawn relationships between locally governed not-for-profits at this workshop.

The below diagram represents the most up to date version of the systems map, demonstrating the strength of the relationship between locally governed community organisations.

Image 4: Updated Leeton systems map



One factor that has expediated the relationships between locally governed NFPs is Leeton Connect. This organisation was established by the community and intended as a conduit for community projects. Whilst we recognise that Leeton Connect has undertaken a large piece of community research, we also acknowledge that their plan of work relates to the work of Leeton Connect and their priorities as a community organisation who plans to offer services to the local community. The development of the IRCF roadmap is intended for the use of all NFPs in Leeton, regardless of their association with Leeton connect.

What is important to Leeton?

Four key themes came through clearly from data gathered at the workshop. These are interconnected themes represented at image 5 and listed below for clarity.

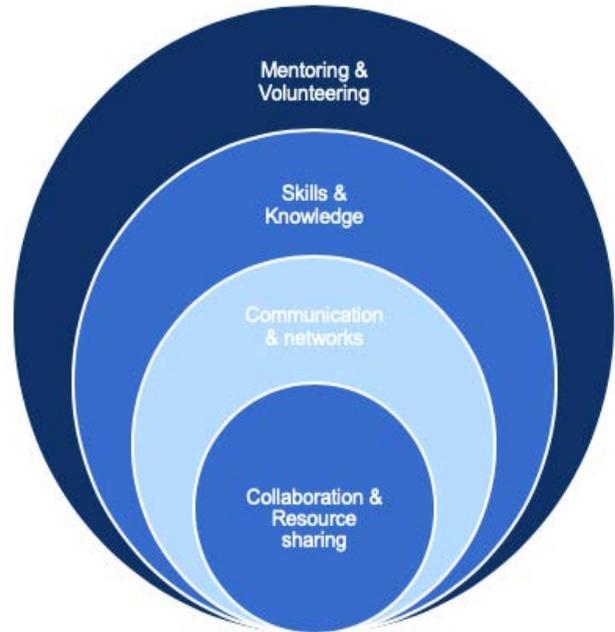
- Collaboration and resource sharing
- Communication and networks
- Skills and knowledge
- Mentoring and volunteering

Image 5: Themes

These key themes can be recognised in the opportunities and ideas listed by the community in each of their IRCF strategic priorities on the following roadmaps.

Due to COVID-19, facilitation for the community capacity plans shifted to an online facilitation model. This shortened the amount of time for facilitation and limited the ‘deeper work’ necessary to analyse and discuss areas of the plan. As a result, it is recognised that there are a few areas that require further development and consultation.

Post COVID-19 the local facilitator will work with the community to expand on these areas, identifying yearly priorities necessary to achieve their 5-year goals. There will also be necessary adjustments in the first few years, as the impacts of COVID-19 are better understood. For example, this may delay projects or activities such as community networking events.



The following pages are images from the community roadmaps developed in 2020. It is noted that the following images have been compressed for this report. The originals are best viewed in A3 size. To view the roadmap in pdf form visit https://www.frrr.org.au/cb_pages/IRCF_VFFF.php

Image 6: Leeton 5-year goals

People

Digitally literate – sufficient to for leadership roles
 Governance - Understanding of roles of Directors; protocols for meeting etiquette, especially online
 More people who are skilled running a meeting
 A body of people who have skills that are transferrable (Note training is an opportunity for LC)
 People who have skills like grant writing, and know what is required to be successful;
 Skills in media
 More young people engaged, and skilled, ready to start taking leadership roles
 More volunteers ready to step up
 People who are skilled in mentoring, to help volunteers get ready to support groups

Systems & Structures

Policy and procedures
 Succession Plan – older volunteers, younger generation coming through to volunteer on NFPs
 Breaking down generational barriers in organisations and groups
 Greater sharing of knowledge across the sector.
 Financial Management Systems – Plans, software, training, sustainability, budgeting, cashflows
 More Treasurers!
 Governance, awareness, training, incorporation, constitution, structure
 HR roles, responsibilities and legal obligations,
 Conflicts – grievance procedures, practical response to group/committee situations and concerns
 Branding – each organisation is recognisable
 Insurance – knowledge of and brokering
 Marketing & Advertising – telling the story, community knowledge of what the organisations do

Sector Efficiencies

Centralised Coordinator to organize same/similar services for community. Neutral.
 Create communication strategies.
 Microsoft Teams Platforms – include training options.
 Int. and Ext. Platforms for NFPs. One stop shop
 Online central source of: information e.g. websites/ Teams (share documents/collaborate online/breakout rooms, discussions, with moderator) inc. training for volunteers/community members

Strategy

Efficiently working and improved capacity NFPs & network and comprehensive databases working efficiently and available to all
 Dynamic NFP sector who work closely with each to the advantage of all
 Visible to the Community
 Outcome is improved governance & communication channels
 Grant writing available

Image 7: Plan on a page. Consolidated roadmap showing all activities across the IRCF Strategic priorities.

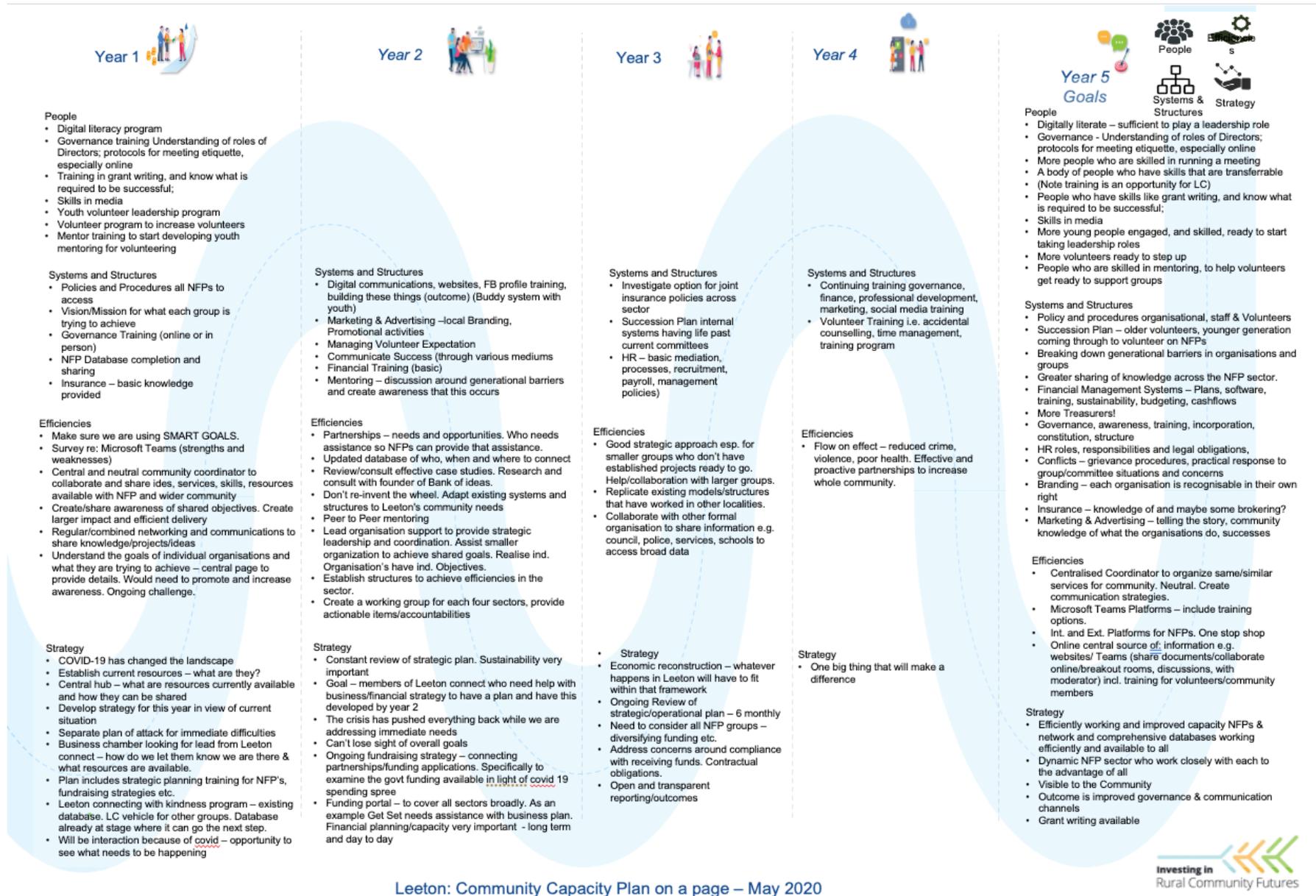


Image 8: People IRCF Strategic priorities.

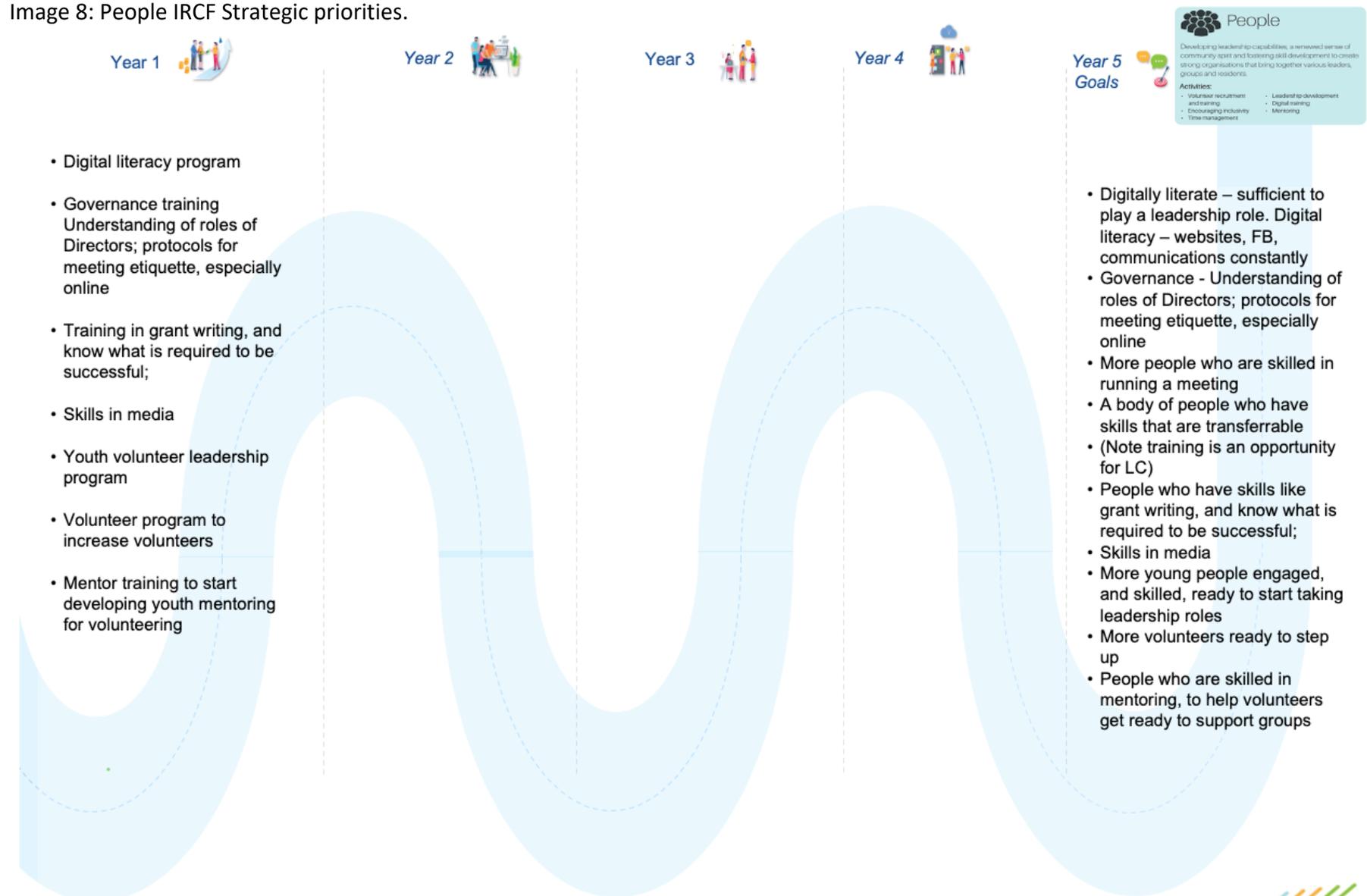


Image 9: Systems and Structures IRCF Strategic priorities.

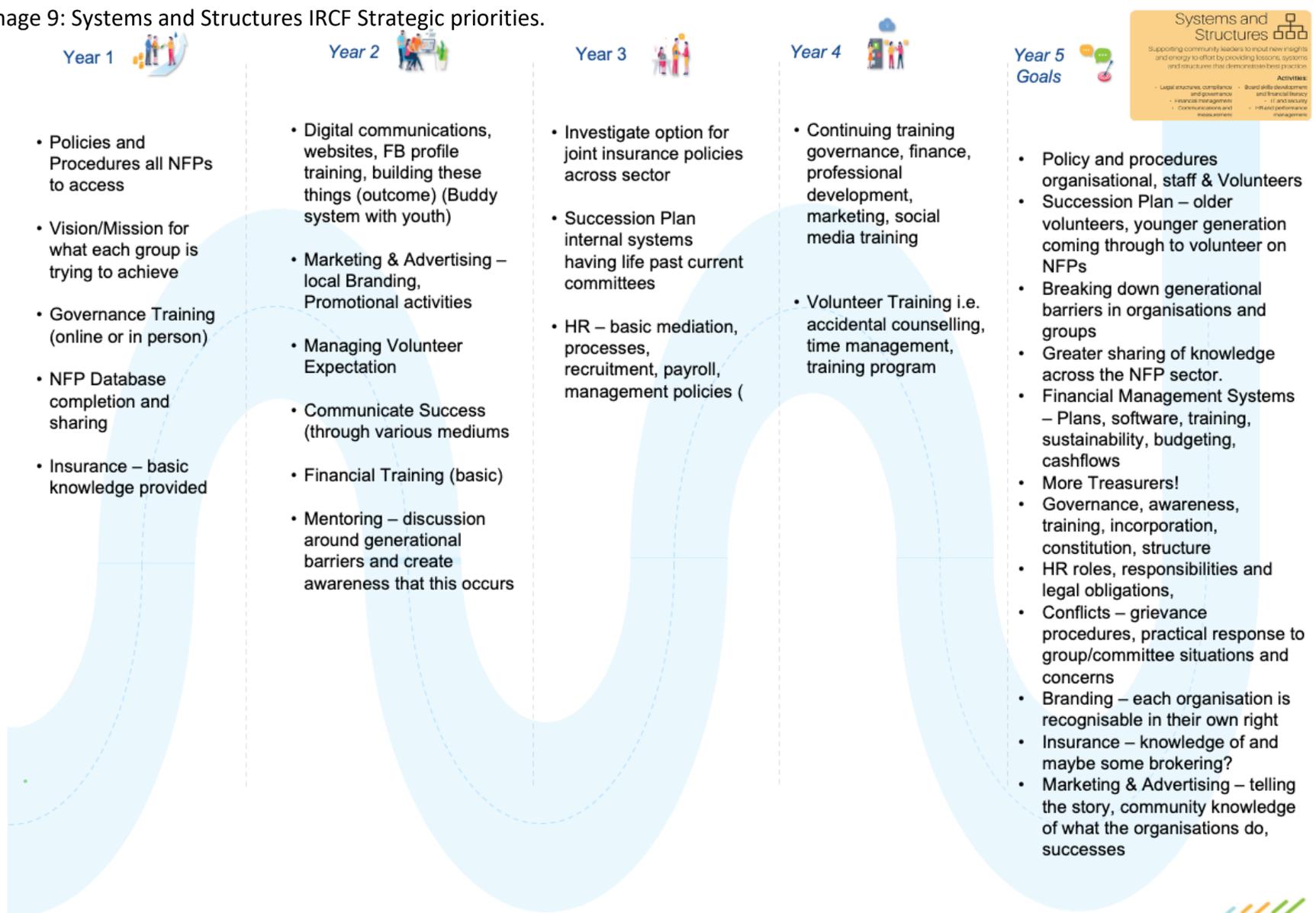


Image 10: Sector efficiencies IRCF Strategic priorities.

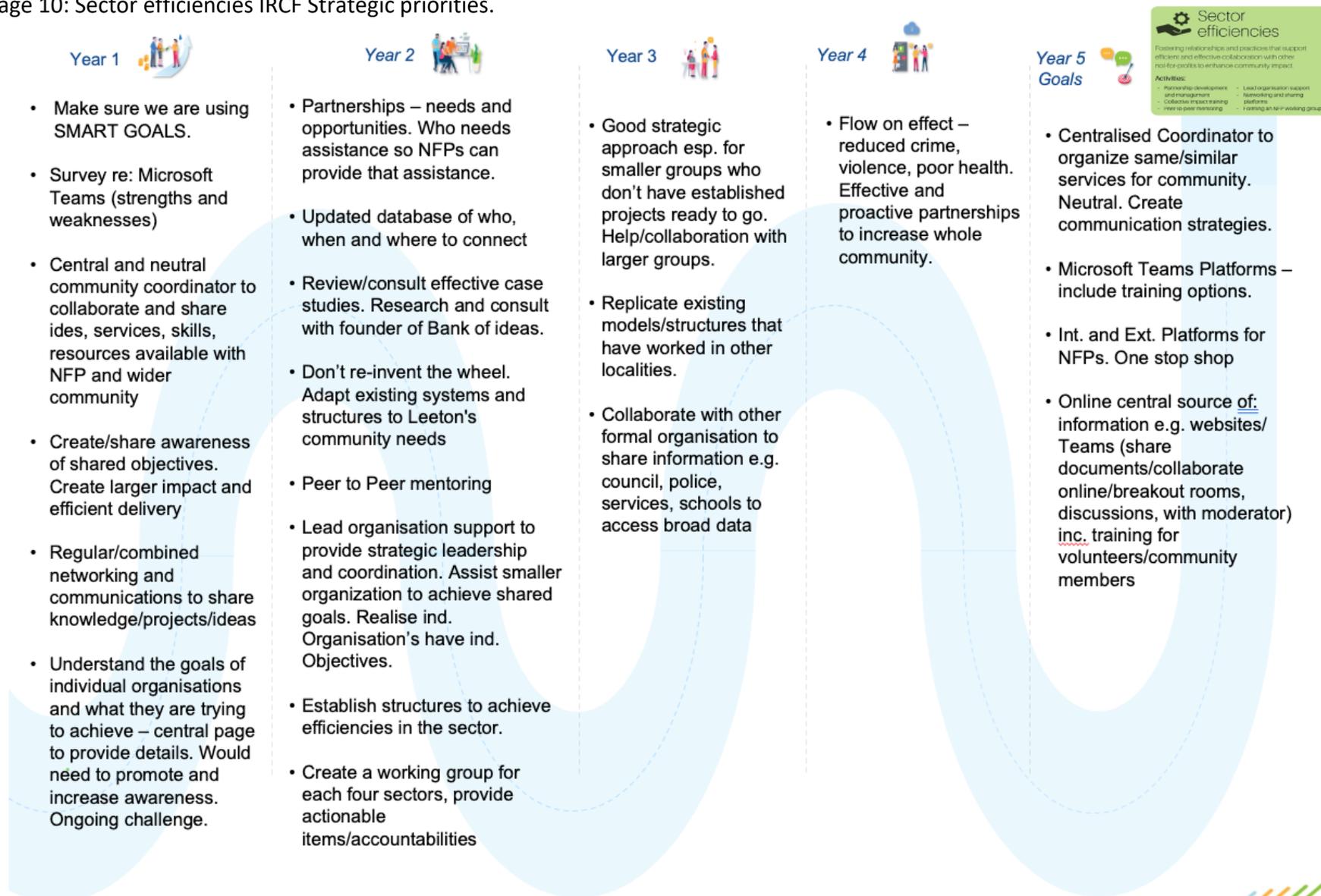
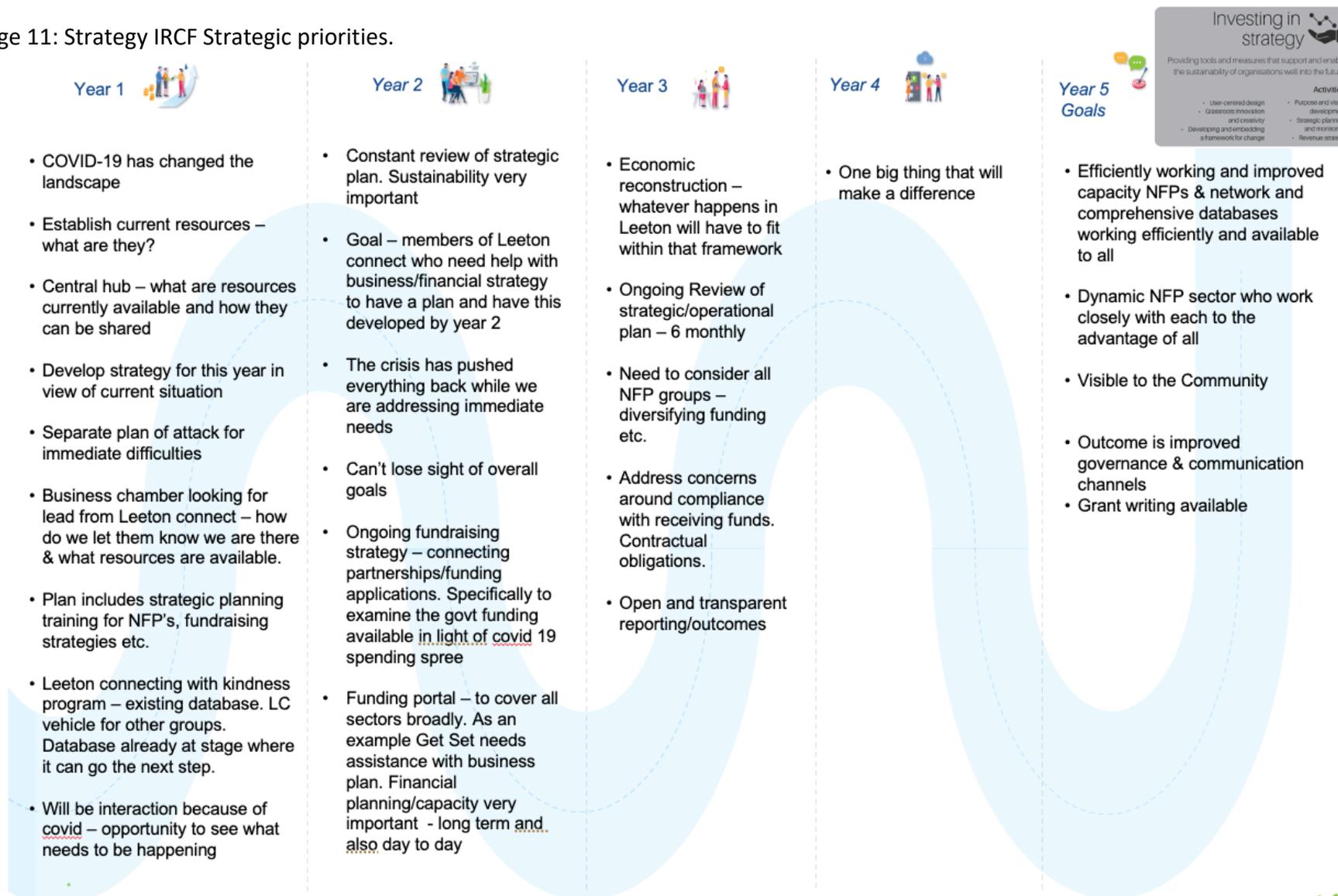


Image 11: Strategy IRCF Strategic priorities.



Leeton: Community Capacity Plan on a page – May 2020

Identified Projects

A range of projects were developed by the community during the facilitation stage. These projects are listed below. For detailed information on these projects see Appendix 1. Since the time of printing, some of these may have been funded and other projects will be developed. This list of projects will be updated annually. For locally governed NFPs who have identified a project they wish to be recognised on the list of community priorities, the toolkit in the appendix, and support from the local IRCF facilitator will assist the development of these projects.

- Engage a central and neutral coordinator
- Create an overarching series of training options for NFPs to access focused especially on governance; strategy and planning; grant-writing and mentoring
- Brainstorming facilitated session on NFP mission, values, branding, sharing knowledge across the sector
- Seven day 'Festival of participation'/makeover for NFP sector/business/community/community space

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 delve deeper into the communities and to facilitate discussions regarding the future capacity and sustainability of the NFP sector moving forward.

Key themes for Leeton and its community that came through the building of the Community Roadmap were:

Leeton is a highly innovative community and has set up Leeton Connect to guide their EOI into the IRCF program and be an umbrella group for the NFPs in the community, they have employed a coordinator, set up an office and created a database supported through the IRCF start up grants.

Large scale collaboration is a key theme for Leeton with projects that engage outside expertise to ignite change, this has come through strongly throughout all stages of program consultation.

That depth and breadth of community leaders in the Leeton community is vast and appears to be multigenerational, they have throughout the consultation process been extremely energized, positive, and action-orientated and are ready to drive change within the community sector. There was a strong focus on training, skills development, particularly around building capacity around digital literacy and communications.

Engagement to build the Community Roadmap have been disrupted due by the COVID-19, and had to move to an online format which had its challenges but still yielded great data and but has limited the depth of NFPs being able to engage and we will endeavour to get more information through the facilitator and events as we move through the program.

Next Steps

This concludes the first iteration of the Leeton Community Roadmap 2020. Partnership grants will be made available to the locally governed community NFPs and a facilitator (.4FTE) 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 unfolds.

Appendix 1: Identified projects

Strategic Priority	Project Name	Interested organisations	Purpose
Efficiencies	Engage a central and neutral coordinator	<p>Leeton Connect: to drive sourcing coordinator?</p> <p>Expert NFP recruitment consultant</p> <p>Project Coach to support new coordinator/recruitment panel</p> <p>Leeton based organisations (not those who travel in from outside the area).</p>	<p>Having a central coordinator will increase efficiency of service deliveries, sharing of information and resources, and avoid duplication.</p> <p>Efficiencies will result through collaborative decision making. Working as a group is often more productive and efficient than working in isolation.</p>
People + Systems & Structures	Create an overarching series of training options for NFPs to access focused esp. on governance; strategy & planning; grant-writing & mentoring	<p>Lead: Leeton connect</p> <p>Support: TAFE; Stepping Out Youth; WRCC; LCC; all local NFPs; U3A; Schools</p>	<ul style="list-style-type: none"> - Create more successful meetings - Make NFPs more attractive - More confident organisations - More successful (people have skills to do tasks needed) - More efficient (reduce duplication) - Create a bank of transferrable skills, from which all NFPs can benefit

<p>People + Systems & Structures</p>	<p>Brainstorming facilitated session on NFP mission, values, branding, sharing knowledge across the sector</p>	<p>Leeton Connect</p>	<p>Getting the profile out there and raising community awareness of NFPs there are in Leeton. What they can provide the community.</p>
	<p>Seven day 'Festival of participation'/makeover for NFP sector/business/community/community space</p>	<p>Leeton Connect</p>	<p>Galvanise/enthuse entire community as they come out of quarantine, working together & with business sector</p>

Appendix 2: Planning facilitation toolkit

How to use this toolkit

To assist facilitators undertaking this process, this roadmap uses a mixed methodology, lending from the 'Now, Where, How' and 'Backwards mapping' processes. You can find information on these methodologies online which will help you understand the approach to use when undertaking your own facilitated session.

1. Using the roadmap image, you can start by asking your members, what their goal is. If 5-years is too long into the future for your planning purposes, then choose another year such as 3 years.
2. Once the goal has been set, you then ask your members to work backwards. E.g. if Year 3 is increased volunteer numbers, then what needs to happen in order to achieve that. They can then decide what year this should take place. Allow the members to brainstorm. Don't correct their assumptions or bring in resource constraints at this point.
3. Once they've done this, ask members to critically assess the resources you have available to do those things. We generally have a positive approach, rather than a realistic approach in planning. So, for your group, ensure they take a 'what's realistic and achievable' approach. They may find that their 3-year goal is actually a 4-year goal as there is only so much that's able to be done in each year.
4. Assess the map, are there any gaps? Look at the end goals and work backwards, is there anything missing in the lead-up to that goal that, if not recognised in your plan will be a barrier to achieving the goal? Think of this stage as a series of steps helping you get from one side of the river to the other. Make sure you've documented the big steps towards your goal.
5. Once the majority is satisfied the roadmap represents the goals and what big things need to be done to achieve those goals, ask them to consider the roadmap and develop a priority project from this. Ask what goals are dependent on others? For example, to increase your online fundraising you might first need to develop your marketing knowledge and marketing materials such as videos of your projects. You can't go straight into promoting your fundraising campaign without these being done first (well, the reality is you could, but you'd be less successful, and it might be a waste of time!)
6. When you've identified a priority project, use the prototyping worksheet in the following pages to start to think through what your project should look like and who it should involve. Also, if you are wanting the project to be recognised in the community roadmap you should also discuss alignment to the IRCF strategic priorities.



Year ____



Year ____



Year ____



Year ____



Goals



People



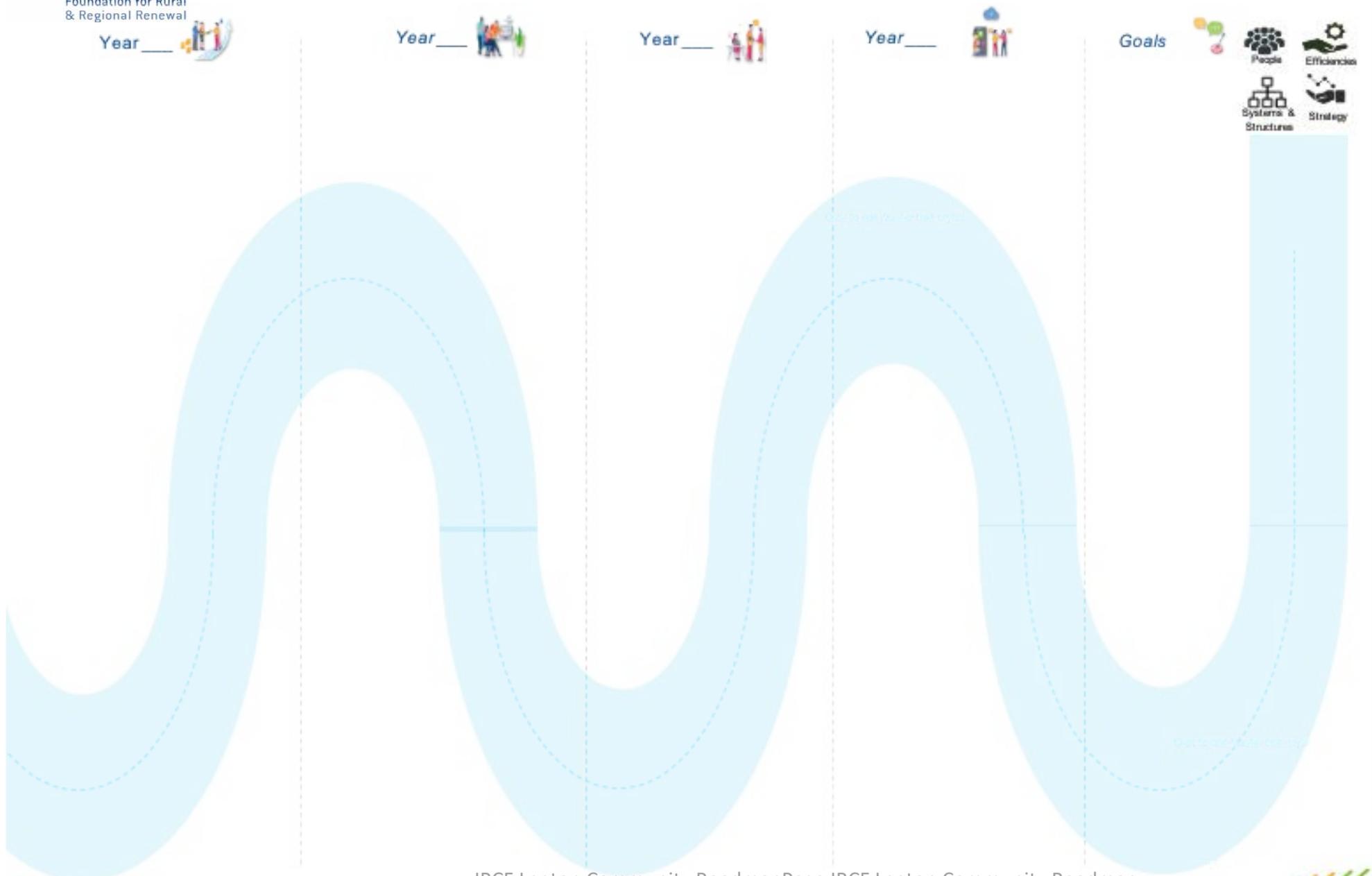
Efficiencies



Systems & Structures



Strategy





Area aligned to IRCF Priorities

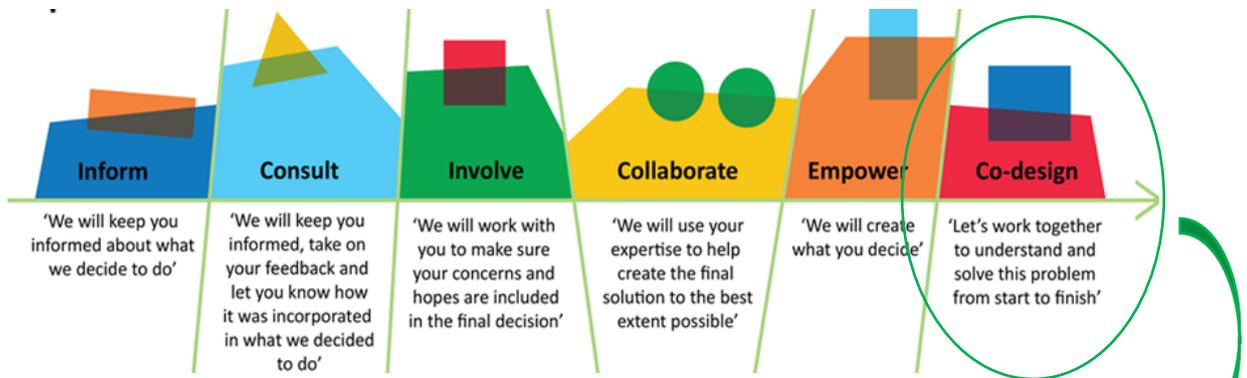


Project Prototyping Worksheet

My / Our project idea is to:

I/We think this project will make the community/us stronger by:

Checkpoint: How will the project specifically help us achieve this outcome?



I/We think this will work, but we know we need to talk to people first to explore all the scenarios and opportunities. To make sure the project is designed with the people who influence/or are involved in the area we want to make a difference in. To do this we will talk with the following organisations / people to get feedback and explore partnerships

People	Organisations

Name:
Project:

Organisation:

What would need to happen, and when? What does the timeline look like?

What resources would we need?

**Ways I can start testing if this project
idea could work**

**If there was no money for this project,
How else could we do this?**