



Investing in Rural Community Futures

Nambucca Valley Roadmap 2020



Table of Contents

The Investing in Rural Community Futures Program	3
Community Roadmap.....	4
The Nambucca Valley Not for Profit Sector	5
How Connected is Nambucca Valley?	5
What is important to Nambucca Valley?	7
Identified Projects.....	14
Conclusion.....	15
Next Steps.....	15
Appendix 1: Identified projects	17
Appendix 2: Planning facilitation toolkit	22

Authors: Allison Mudford and Natalie Bramble. June 2020

Acknowledgements

We acknowledge the generosity of the Nambucca Valley community members and the people who gave time to provide us with information both in the workshops and focus interviews. We also acknowledge and thank the Traditional Owners of the lands on which we met.

Confidentiality

This document is a public document, and intended for the NFP sector of Nambucca Valley, 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, you can use the planning toolkit contained in the appendix 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 Nambucca Valley community over a five-year period (2019-2023) offering a toolbox of support which will include access to funding and facilitation support to share knowledge, information, and experience within individual organisations and across not for profit 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 not for profit 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, and builds 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 Nambucca Valley was distributed for further comment through the month of April 2020.

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

The Nambucca Valley Not for Profit Sector

The Nambucca Valley IRCF boundary encompasses various localities and towns. Nambucca Heads, Macksville, Bowraville, Valla Beach and Scotts Head are identified as community hubs. The Valley is supported through the Nambucca Valley Shire Council the Regional Development Australia Mid North Coast. It has a rich diverse population including a large Aboriginal population and strong cultural ties through the Valley being the traditional country of the Gumbaynggirr people. The population of the Valley in 2018 was close to 20,000.

Reoccurring themes that have come through the consultation that NFPs are responding to are; poor access to public and private transport which adversely impacts access to services, opportunities for youth and pathways to employment, and a united voice of bringing people to the area driven through [tourism](#).

The NFP sector is diverse and vast in the Valley it is home to over 200 locally governed NFPs. These include a variety of interest groups through sporting, surf lifesaving and recreational groups. There are many locally governed Aboriginal led [traditional owner groups](#) which bring cultural meaning, understanding and healing to the Valley. Nambucca and Bowraville communities have strong Social Enterprise groups or arms that sit within NFPs that benefited from government seed funding and have grown into a range of initiatives.

The Valley has a dispersed and active arts community; alongside the [Nambucca Valley Arts Council](#) and smaller arts & crafts groups a range of NFP's offer creative initiatives. Youth engagement and accessibility is a strong focus for NFPs and youth services through organisations such as the [Nambucca Youthie](#).

The community services located in the Valley range in size and capacity. Community infrastructure such as a range of [halls](#), community gardens and meeting rooms are managed by a range of a community groups. There are also three distinct and very active Chambers of Commerce in the Valley along with [the NV Women's Business Network](#).

How Connected is Nambucca Valley?

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. This was reviewed at the 2020 community workshop which highlighted the development of those community relationships.

It is clear from the work undertaken in 2019 to the work undertaken in 2020 that there has been an increase in the level of relationship building between locally governed NFPs. Community connectedness: collaboration and partnerships is 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.

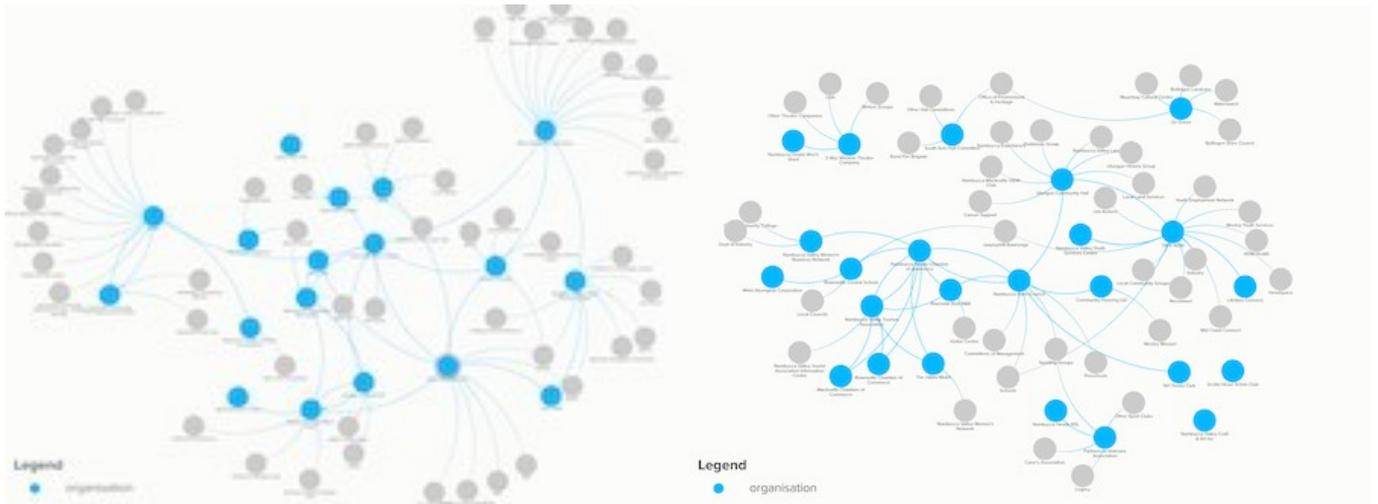
Image 3: Community consultation



Community members discussing the community roadmap during a facilitated workshop.

The below diagram represents the current version of the systems map, demonstrating the strength of the relationship between locally governed community organisations. The relationships are multi-dimensional and complex across communities in the valley and required two system maps to represent this interconnected system, as shown in the below images.

Image 4: Nambucca Valley systems map

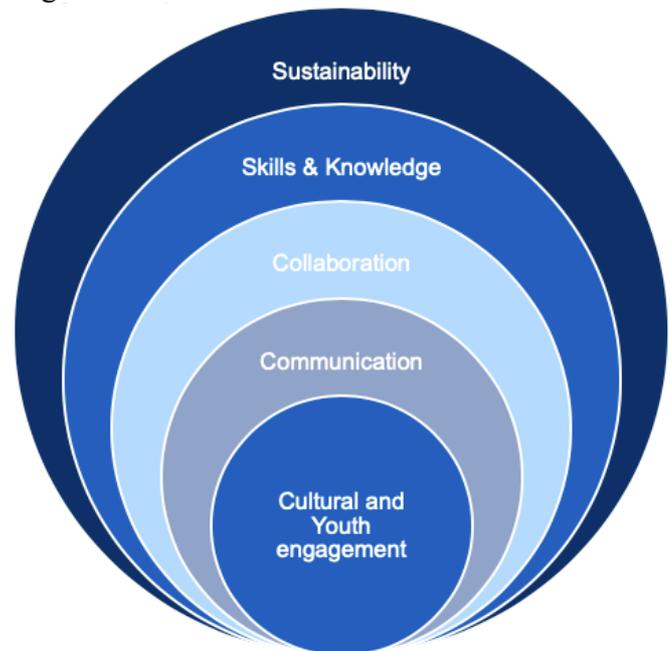


What is important to Nambucca Valley?

Four key themes came through clearly from data gathered at the workshop. These are represented by Image 5 and are not listed in order of importance.

- Cultural and youth engagement
- Communication
- Collaboration
- Skills and knowledge
- Sustainability

Image 5: Themes



The local IRCF facilitators continue to work with the community on the roadmap. 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: Nambucca Valley 5-year goals

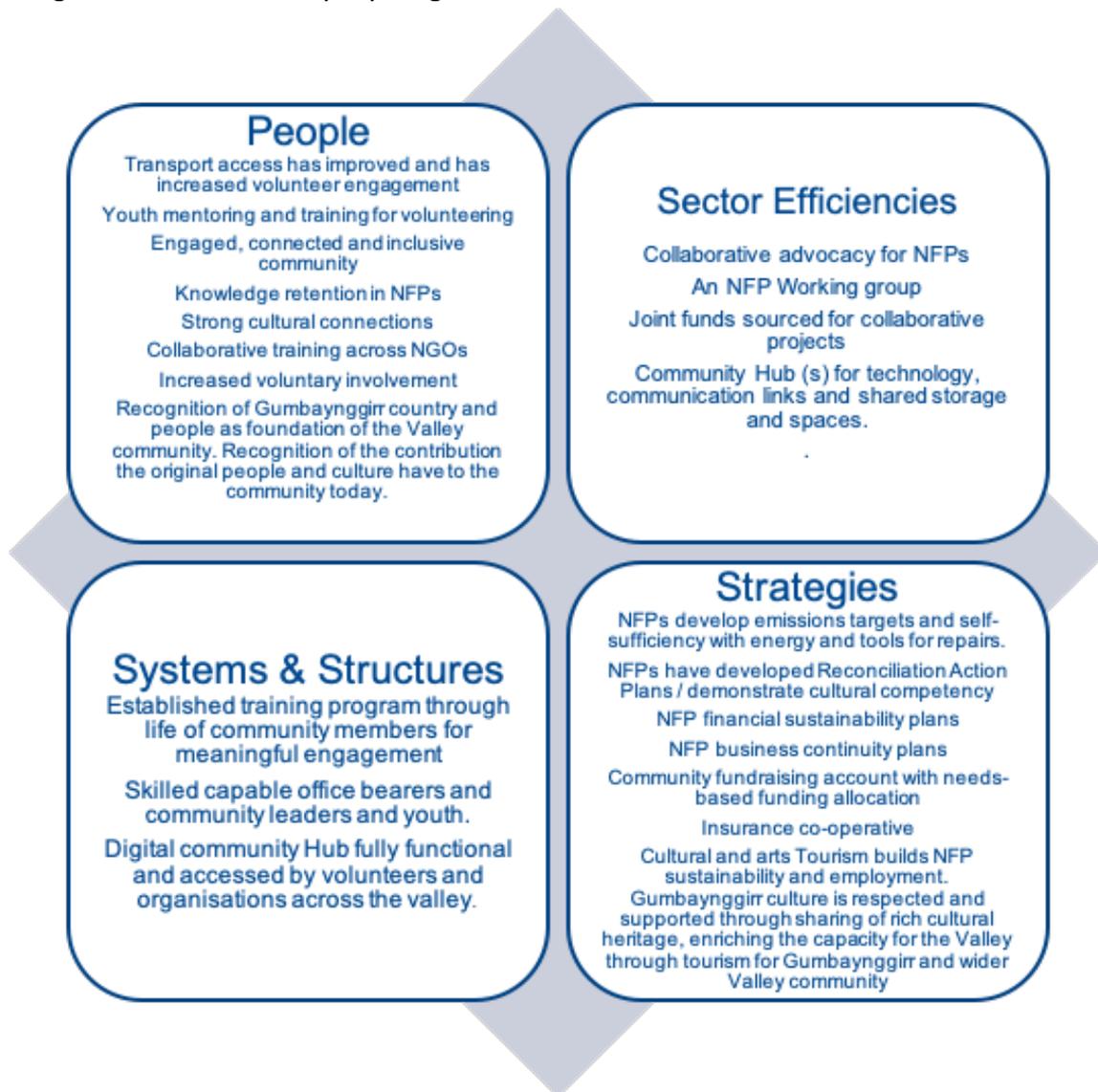


Image 7: Plan on a page. Consolidated roadmap showing all activities across the IRCF Strategic priorities.

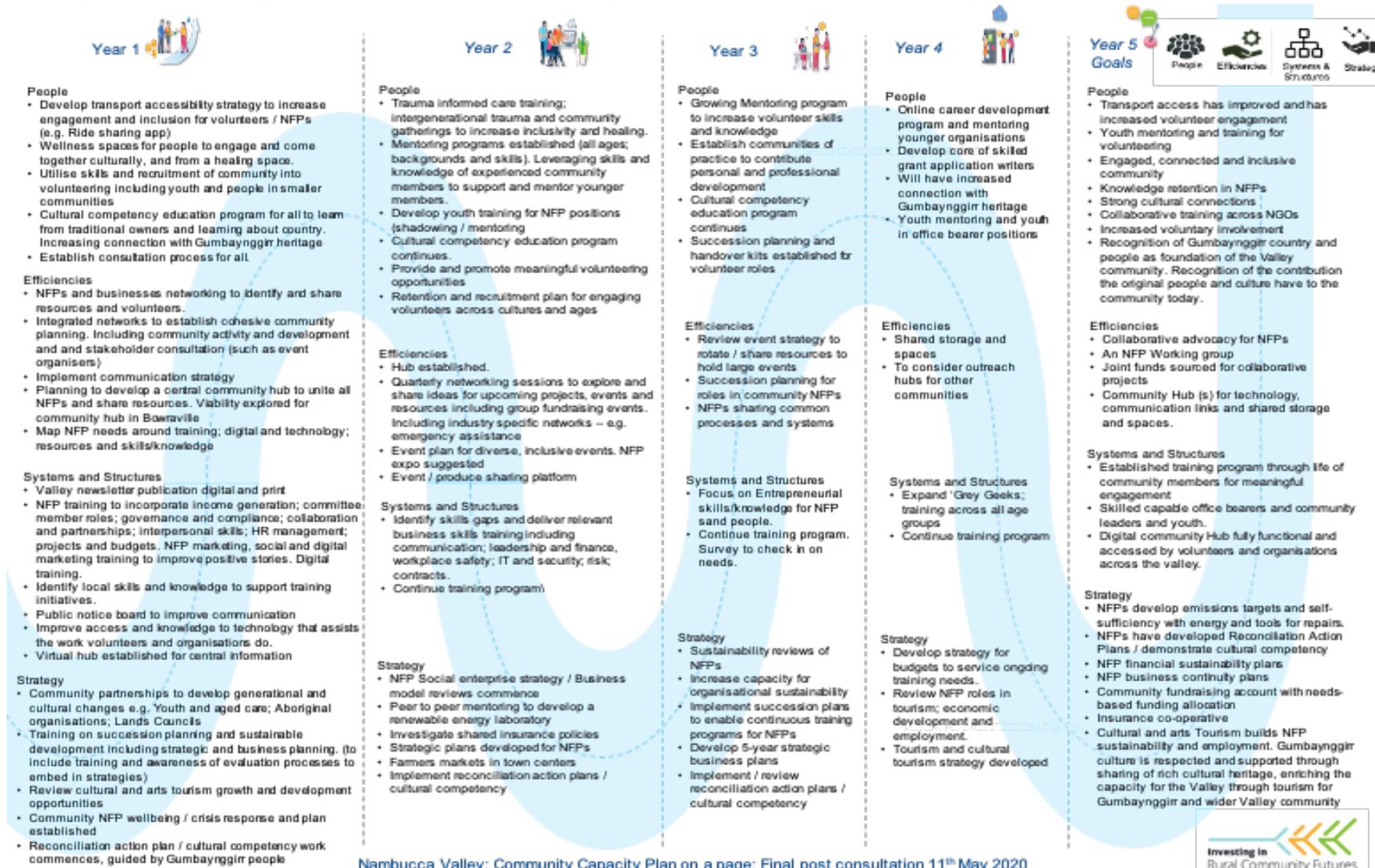


Image 8: People IRCF Strategic priorities.

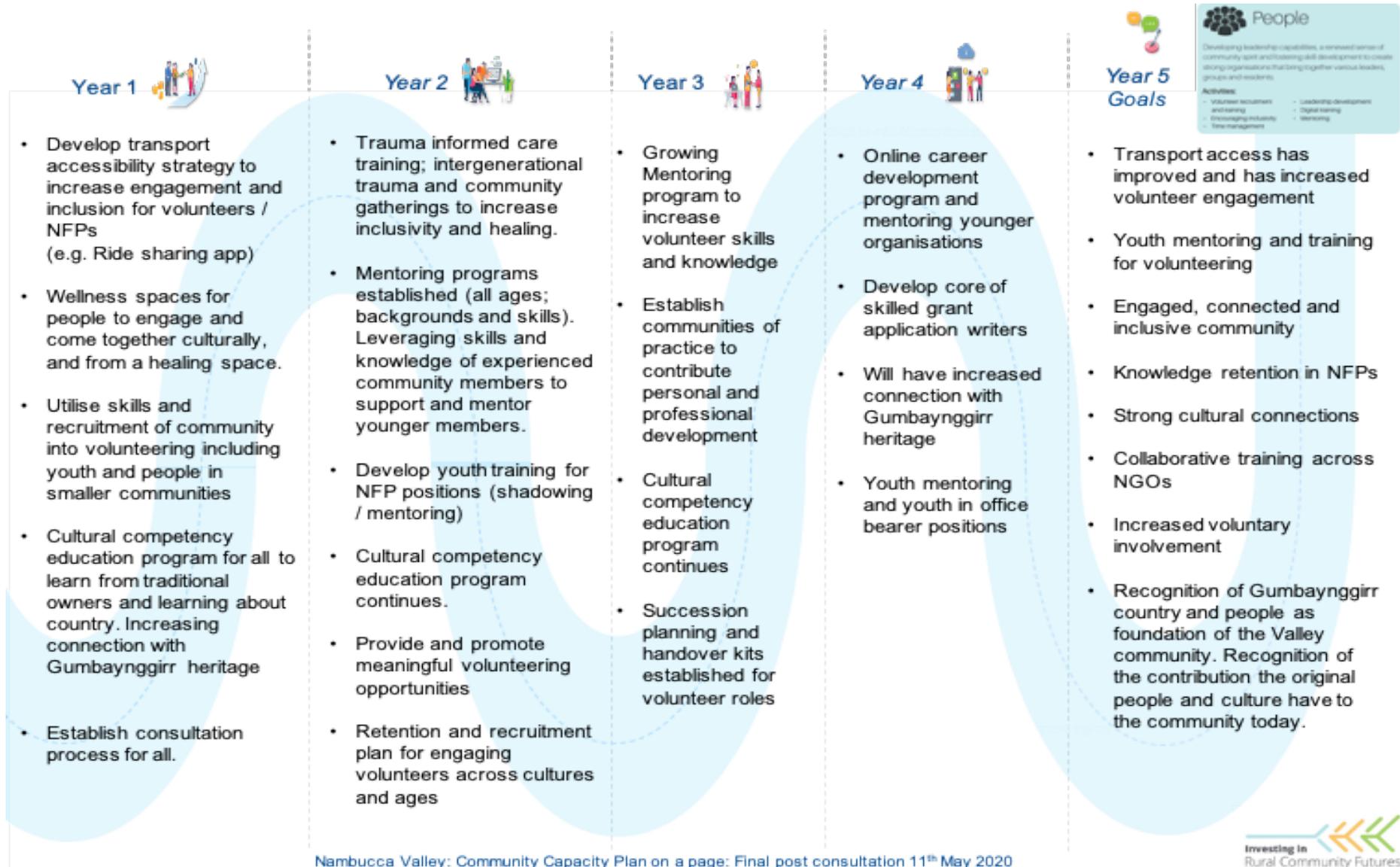
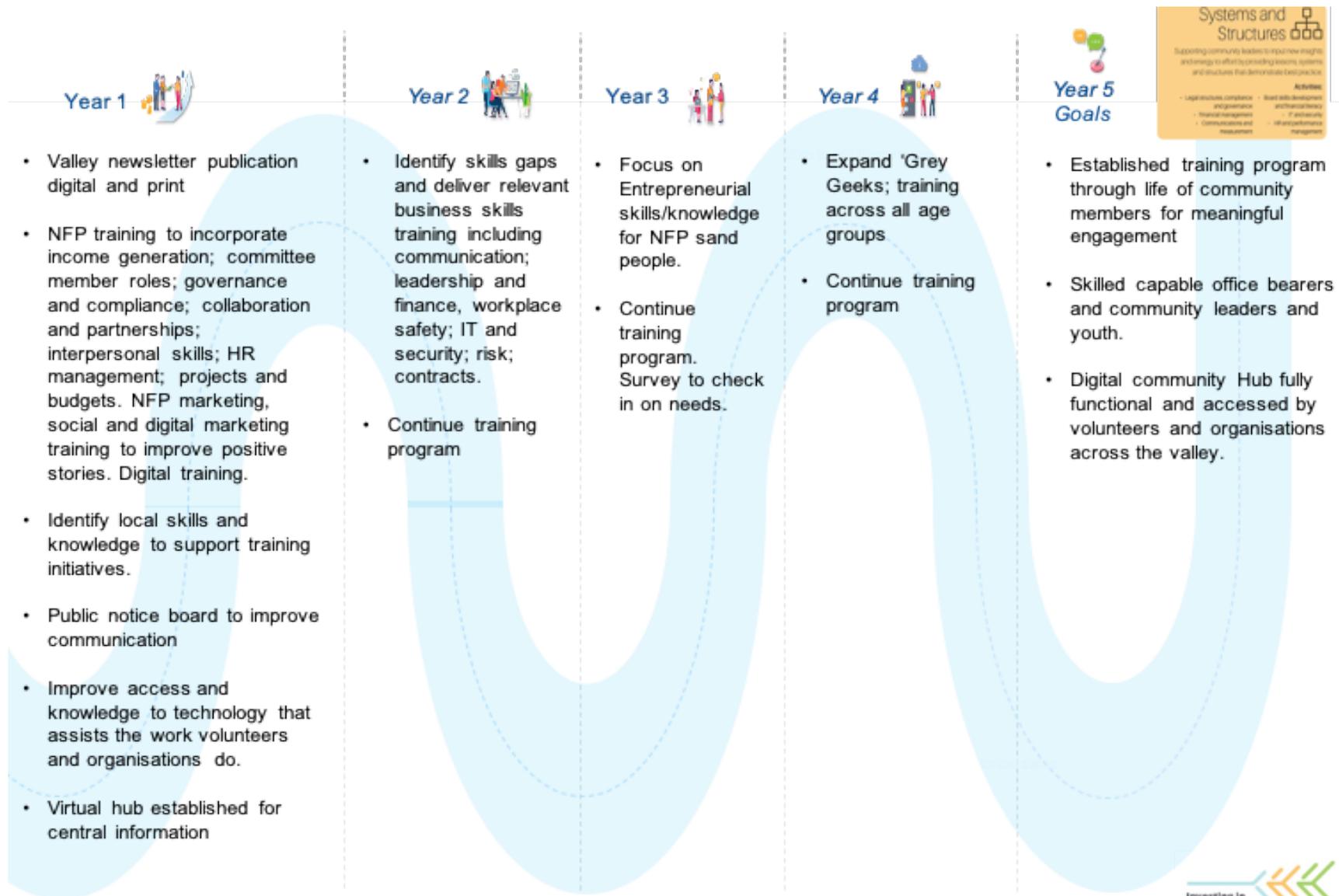
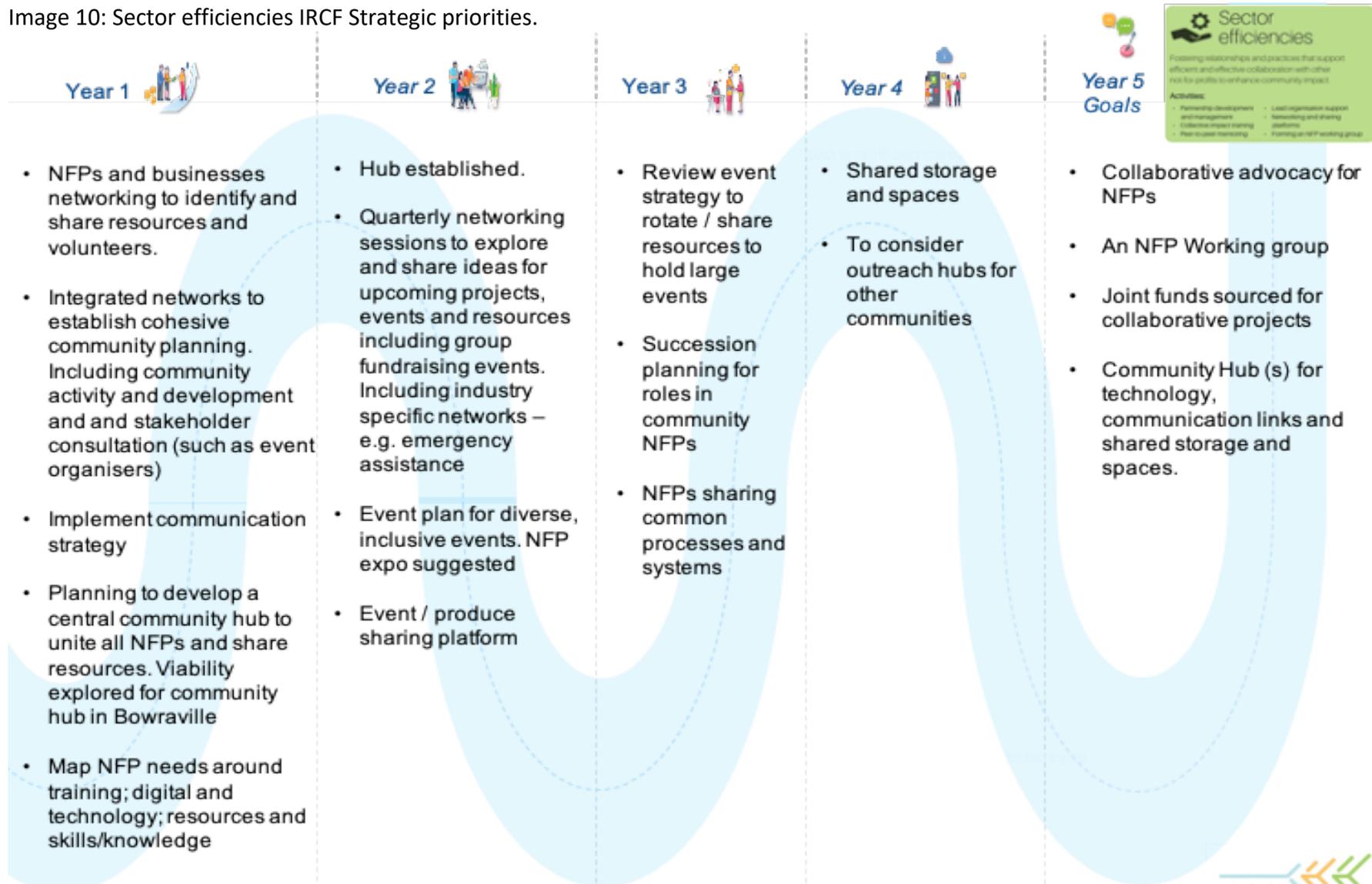


Image 9: Systems and Structures IRCF Strategic priorities.



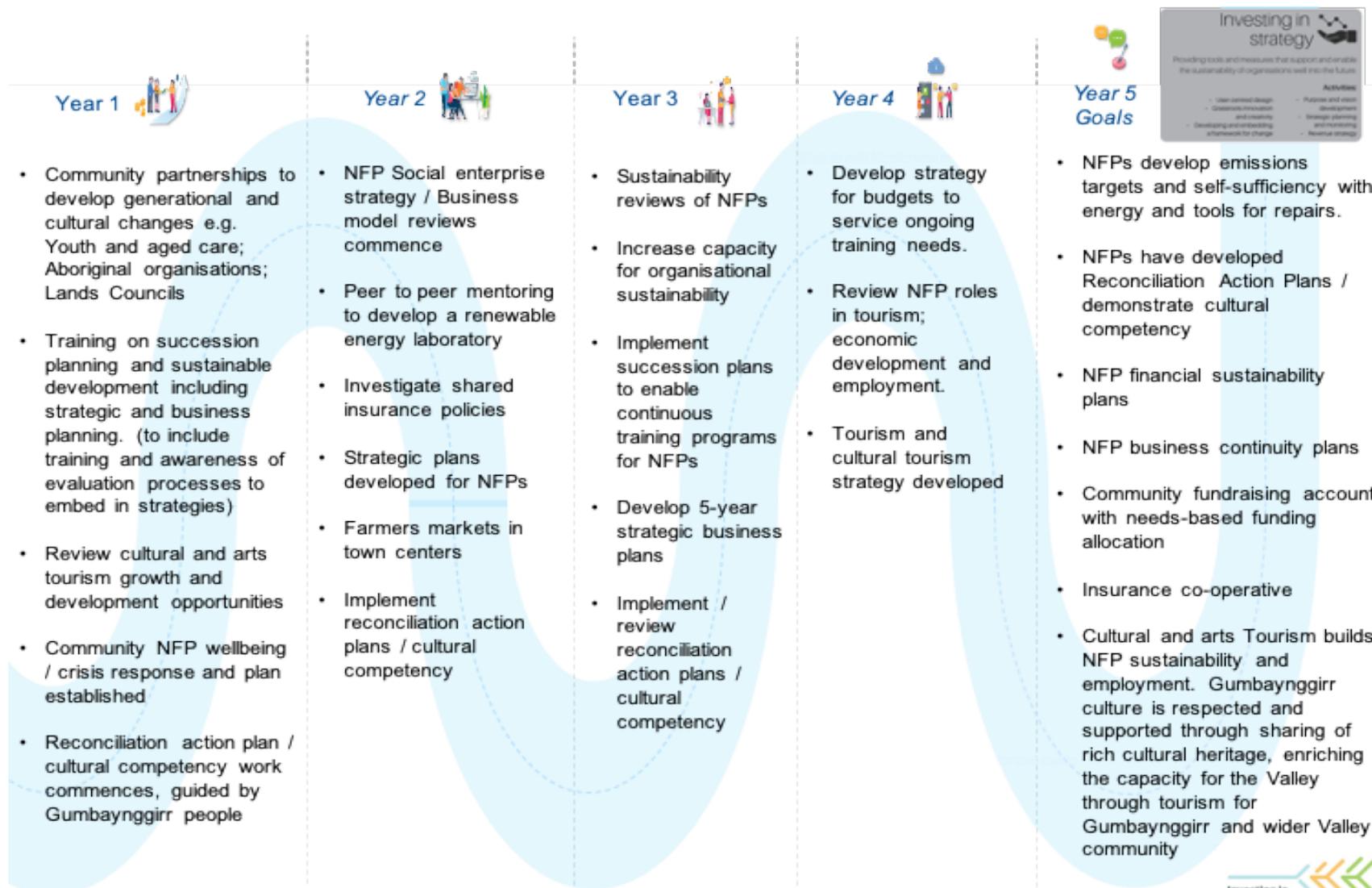
Nambucca Valley: Community Capacity Plan on a page: Final post consultation 11th May 2020

Image 10: Sector efficiencies IRCF Strategic priorities.



Nambucca Valley: Community Capacity Plan on a page: Final post consultation 11th May 2020

Image 11: Strategy IRCF Strategic priorities.



Nambucca Valley: Community Capacity Plan on a page: Final post consultation 11th 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 facilitators will assist the development of these projects.

- Virtual Community Hub
- Public Notice Board
- Resource Centre - cultural centre/cultural hub for valley
- Community Gumtree (Community Directory – link with above hub)
- Connect all NFPs
- Bring all the Chambers of Commerce together
- Expand the Men's Shed scope through land acquisition in partnership with Council, Aboriginal Lands Council, Dragon boats and the Lions Club
- Skills development for NFPs
- Nambucca Valley Expo for NFPs with Keynote speakers
- Gumbaynggirr Cultural Programs for Gumbaynggirr youth and later for all interested people of the Valley
- Sculptural designs
- Walking Track - GUMBAYNGGIRR
- Marketing & PR Strategy
- Christmas & Australia Day Festival
- Yuraal garden project, Bowraville, Gumbaynggirr, Jagun work with country and people.
- Create a youth identified position; Youth Hub; Combined Youth Service
- Clontarf - Miimi - advisory group to support community on processes, advocate for youth
- Educational opportunities, mentoring, supporting our young people.
- Culturally appropriate programs on drug and alcohol

- Cultural camps and education.
- Support for workers to continue to care for kids in need in the community.
- Safe house for kids - cultural support in a safe shelter.

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.

Key themes for the Nambucca Valley and its NFPs that came through the process of building the Community Roadmap were:

- **Connection**
Nambucca Valley NFPs want stronger relationships, more collaboration and to investigate ways to communicate more effectively through the dispersed communities of the Valley. They want IRCF to invest and shape the Nambucca Valley through supporting strong community connected projects that strengthen organisations capacity to work collectively together.
- **Cultural Voice**
The traditional owner locally led NFPs, expressed access to governance expertise, opportunities and training for youth and aboriginal people to be involved in the sector, cultural competency to be built within the community and shared understanding and awareness of cultural values. Elders and groups have been extremely engaged throughout the consultation process, the CR and projects hope to reflect the aspirations they see for the IRCF program.
- **Foundations**
Setting the foundations for effective collaboration has come through in regular conversations about the CR; effective models for partnerships and shared understanding and delivery of projects will take time and something IRCF could help facilitate.
- **Governance**
Many organisations expressed a strong desire and interest to access governance training, practise, and expertise for their organisations ongoing viability.
- **Youth**
A key focus of the Valley NFPs in their quest for sustainability is inclusion of young people in the NFP sector, from one off volunteering, to committee positions and employment opportunities.

Next Steps

This concludes the first iteration of the Nambucca Valley Community Roadmap 2020. Partnership grants will be made available to the locally governed community NFPs and a facilitator (.6FTE) 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.

Appendix 1: Identified projects

Strategic Priority	Project Name	Interested organisations	Purpose
Efficiencies	Virtual Community Hub	All organisations in the Nambucca Valley NFPs; Tourism; Business; Educational Institutions; Faith based organisations; Community Groups; Human Services; Government Services; Council; Nambucca Valley Youth Centre. Arts Mid North Coast	Website/Facebook/Email. Inclusive of all NFP organisations and activities Promotion of Nambucca Valley as destination where all members of the Nambucca Valley Community will be able to use with ease, feel connected and find value.
Efficiencies	Public Notice Board	Flow of information between the website and the community noticeboards.	Public notice boards in all towns aligned with public conversation corners Sharing information and resources and connecting people
Efficiencies	Resource Centre - cultural centre/cultural hub for valley	MiiMi Aboriginal Corporation	Strengthen the identity of the local Aboriginal community provide opportunities for skill development and Aboriginal employment contribute to tourism
Efficiencies	Community Gumtree (Community Directory – ink with above hub	Miimi Mothers; Lifetime Connect; BISEP; Nambucca Valley Youth Centre. Arts Mid North Coast	Linking Community Directory / Bringing communities together to collaborate on projects, shared equipment, staff skills
Efficiencies	Connect all NFPs	RSC, Bowling club, showground, council All NFPs Local sporting clubs Schools - what resources do they have to share	Linking all NFPs and using resources and facilities to facilitate better use of all available resources and this will strengthen communication and build resilience and capacity.

		Churches - what do they have; Nambucca Valley Youth Centre. Arts Mid North Coast	
Efficiencies	Bring all the Chambers of Commerce together	Macksville Chamber Nambucca Chamber Bowraville Chamber NSW Charter Regional Development Australia	Leading by example. Working for the common purpose of bringing the business community together. Breaking down parochialism. Create a space for people to learn together. Understand common goals.
*** Seems like the same project. One has a community hub angle on the last one is pitched as a NFP collaboration project with Youth training and development being the outcome	Community Hub	Men's Shed; Aboriginal Land Council; Lions Council; Nambucca Valley Youth Centre. Arts Mid North Coast	Build and develop a community hub in Nambucca Heads Encouraging collaboration between Aboriginal and non-Aboriginals - young and old, men and women The Nambucca Head Aboriginal Land Council will co-sit their cultural centre with the Men's Shed, NH Lions and the Dragon Boat club
	Expand the Men's Shed scope through land acquisition in partnership with Council, Aboriginal Lands Council, Dragon boats and the Lions Club	Council; Tafe LALC; Local Schools; Lion's Club; Dragon Boat Government departments; Nambucca Valley Youth Centre. Arts Mid North Coast	Funds to build the renewable energy laboratory Grey Geek volunteers (PHD in mechanical engineering and other volunteers with electrical engineering backgrounds and machinists) Training to develop a succession plan and sustainable development plan Training young people to take on leadership roles after the 4th - 5th year (2025) Workshops for community members to facilitate development of, off the grid households
People	Skills development for NFPs	TAFE; BISEP NVC; Council; Local Business; Nambucca Valley Youth Centre.	Increase training options - run events/fundraising - Group facilitation - Marketing - Digital

			<ul style="list-style-type: none"> - Governance and compliance - Mentoring
People	Nambucca Valley Expo for NFPs with Keynote speakers	Council Showground Lifetime connect Regional RDA Arts mid north coast	Social engagement; Networking Exposure; Face to Face interactions New volunteers; Collectively sharing Learning; Knowledge Building Collaboration Information
People	Gumbaynggirr Cultural Programs for Gumbaynggirr youth and later for all interested people of the Valley	Miimi - Gumbaynggirr Jagun - Mujaay Ganma;	heal past, strengthen identity, provide for more employment opportunities, provide better understanding of country across the valley-wide community
Theme	Project Name	Interested organisations	Purpose
Tourism strategy	Sculptural designs	Nambucca Shire Council; Nambucca Heads Trade School Business owners ; Arts Mid North Coast	Tourism. Youth skill development.
Tourism strategy	Walking Track - GUMBAYNGGIRR	Land Council; Council; Murrumbidgee language centre Chambers of Commerce; Tourism Association	Indigenous tourism; training skill development
Tourism strategy	Marketing & PR Strategy	Tourism Association; All really Highlight all strengths Recovery from fires Museums; Theatre ; Arts Mid North Coast	<ul style="list-style-type: none"> Changing Narrative Proud Residence and community Showcase key strengths in our community - Aboriginal community - Wildlife - National Park

Tourism strategy	Christmas & Australia Day Festival	Marine Rescue – Tourism; Rotary; VRA; NRV; RSL Club; Chamber of Commerce; Schools; Businesses; Council	Already occurring but needs more community involvement - both helpers and participants. Planning occurring already for this year. 1st meeting, May 7, 5.30pm Any money raised by Lions is used in the community - eg shelter, bellwood park, graffiti removal, Anzac Park jetty and a whale watching platform is being constructed this year.
People / Tourism / Youth	Yuraal garden project, Bowraville, Gumbayngirr, Jagun work with country and people. Gumbayngirr Jagun is an Aboriginal organisation	Mujaay Ganma Foundation in collaboration with Miimi, Greening Australia, Platypus Land Care and a number of small local businesses, those recently released from correctional institutions and in different location students from the local central school willing to support this project. Nambucca Valley Youth Centre.	Cultural Calendars, film, book share Be seen and acknowledged as custodial people, not just separate organisations Training cultural site officer (men and women) Miimi Sustainability; Health Education; Culture; Community Efficiencies collaboration
Youth	Create a youth identified position	Jaanymil: Bawrrungga; Nambucca Valley Youth Centre.	Create a youth identified position for an admin trainee at Jaanymil: Bawrrungga Creating opportunities for local youth. Provide mentoring and upskill employees to empower young people
Youth	Youth Hub	Tafe Schools Youth - Bowraville Youth Club BCC - Bowraville Tech Centre ; Nambucca Valley Youth Centre.	Bringing existing programs together Increase capacity/reach Provide access for employment opportunities – health - career- leadership Social Inclusion; Digital space; Referral services for youth Training programs

Youth	Combined Youth Service	Tafe All businesses in shire; Schools; Bowraville Youth Club Youth Services; Bowraville Tech Centre; Council; BICEP Reconciliation action plan alignment ; Nambucca Valley Youth Centre.	Create one service to facilitate youth services - communication, coordination, delivery Bring existing programs to increase capacity/reach Providing access for development and employability; Health; Social Inclusion; Leadership; Mentoring; Referral service for youth; Distance learning and mentoring
Youth	Clontarf - Miimi - advisory group to support community on processes, advocate for youth Educational opportunities, mentoring, supporting our young people Culturally appropriate programs on drug and alcohol Cultural camps and education Support for workers to continue to care for kids in need in the community Safe house for kids - cultural support in a safe shelter	Miimi Aboriginal Corporation in conjunction with Gumbaynggirr Jagun are ready to support cultural programs for young Gumbaynggirr people initially and to support further cultural programs for the whole Gumbaynggirr community and in time to share cultural wisdom with interested members of the wider community Uncle Martin Ballangarry and others are qualified, experienced and willing to support and work with people providing D&A programs locally.; Nambucca Valley Youth Centre.	Clontarf - Miimi - advisory group to support community on processes, advocate for youth Educational opportunities, mentoring, supporting our young people Culturally appropriate programs on drug and alcohol Cultural camps and education Support for workers to continue to care for kids in need in the community Safe house for kids - cultural support in a safe shelter Parenting courses

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.

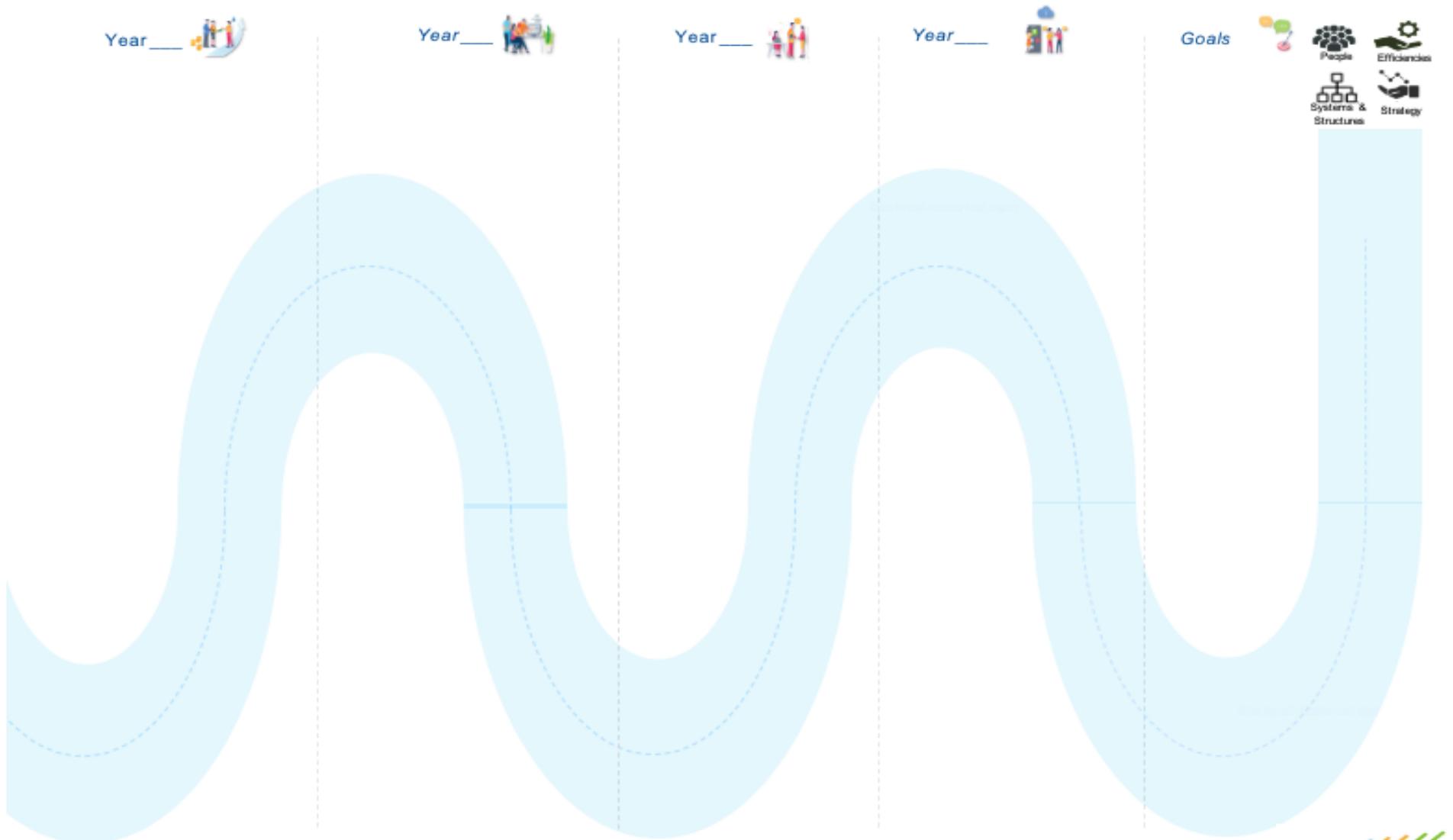
Year _____ 

Year _____ 

Year _____ 

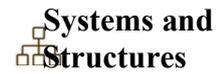
Year _____ 

Goals   
 People Efficiency
 
 Systems & Structures Strategy



Area aligned to IRCF Priorities







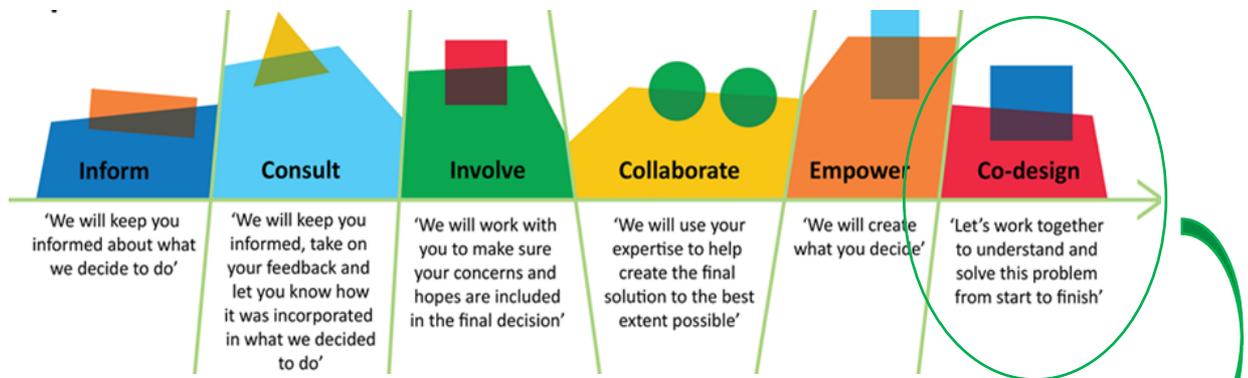


Project Prototyping Worksheet

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?**