Investing in
Rural Community Futures

Partnering to strengthen People, Place & Prosperity in Rural NSW

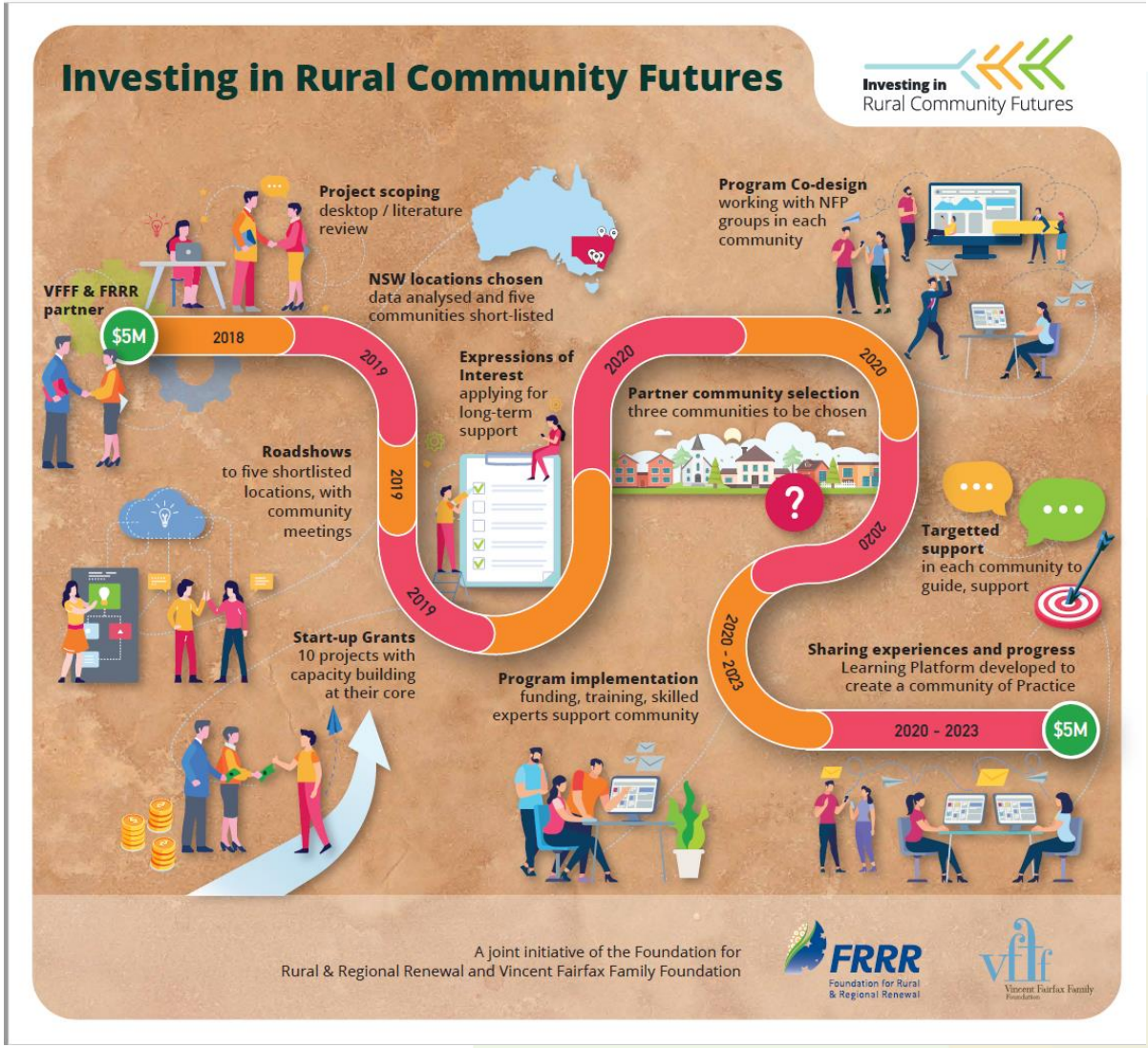
Leeton

Community Roadmap

May 2020

FRRR
Foundation for Rural & Regional Renewal

Vincent Fairfax Family Foundation


Investing in Rural Community Futures
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Project scoping
desktop / literature review
NSW locations chosen
data analysed and five communities short-listed
Program Co-design
working with NFP groups in each community
VFFF & FRRR partner
$5M
2018
2019
Expressions of Interest
applying for long-term support
2020
Partner community selection
three communities to be chosen
2020
Roadshows
to five shortlisted locations, with community meetings
2019
Targetted support
in each community to guide, support
2020
2019
Start-up Grants
10 projects with capacity building at their core
Program implementation
funding, training, skilled experts support community
2020 - 2023
Sharing experiences and progress
Learning Platform developed to create a community of Practice
2020 - 2023
$5M
A joint initiative of the Foundation for
Rural & Regional Renewal and Vincent Fairfax Family Foundation
FRRR
Foundation for Rural & Regional Renewal
vfff
Vincent Fairfax Family Foundation

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IRCF Strategic Priorities

People

Developing leadership capabilities, a renewed sense of community spirit and fostering skill development to create strong organisations that bring together various leaders, groups and residents.

Activities:

- Volunteer recruitment and training
- Encouraging inclusivity
- Time management
- Leadership development
- Digital training
- Mentoring

Systems and Structures

Supporting community leaders to input new insights and energy to effort by providing lessons, systems and structures that demonstrate best practice.

Activities:

- Legal structures, compliance and governance
- Financial management
- Communications and measurement
- Board skills development and financial literacy
- IT and security
- HR and performance management

Sector efficiencies

Fostering relationships and practices that support efficient and effective collaboration with other not-for-profits to enhance community impact.

Activities:

- Partnership development and management
- Collective impact training
- Peer-to-peer mentoring
- Lead organisation support
- Networking and sharing platforms
- Forming an NFP working group

Investing in strategy

Providing tools and measures that support and enable the sustainability of organisations well into the future.

Activities:

- User-centred design
- Grassroots innovation and creativity
- Developing and embedding a framework for change
- Purpose and vision development
- Strategic planning and monitoring
- Revenue strategy

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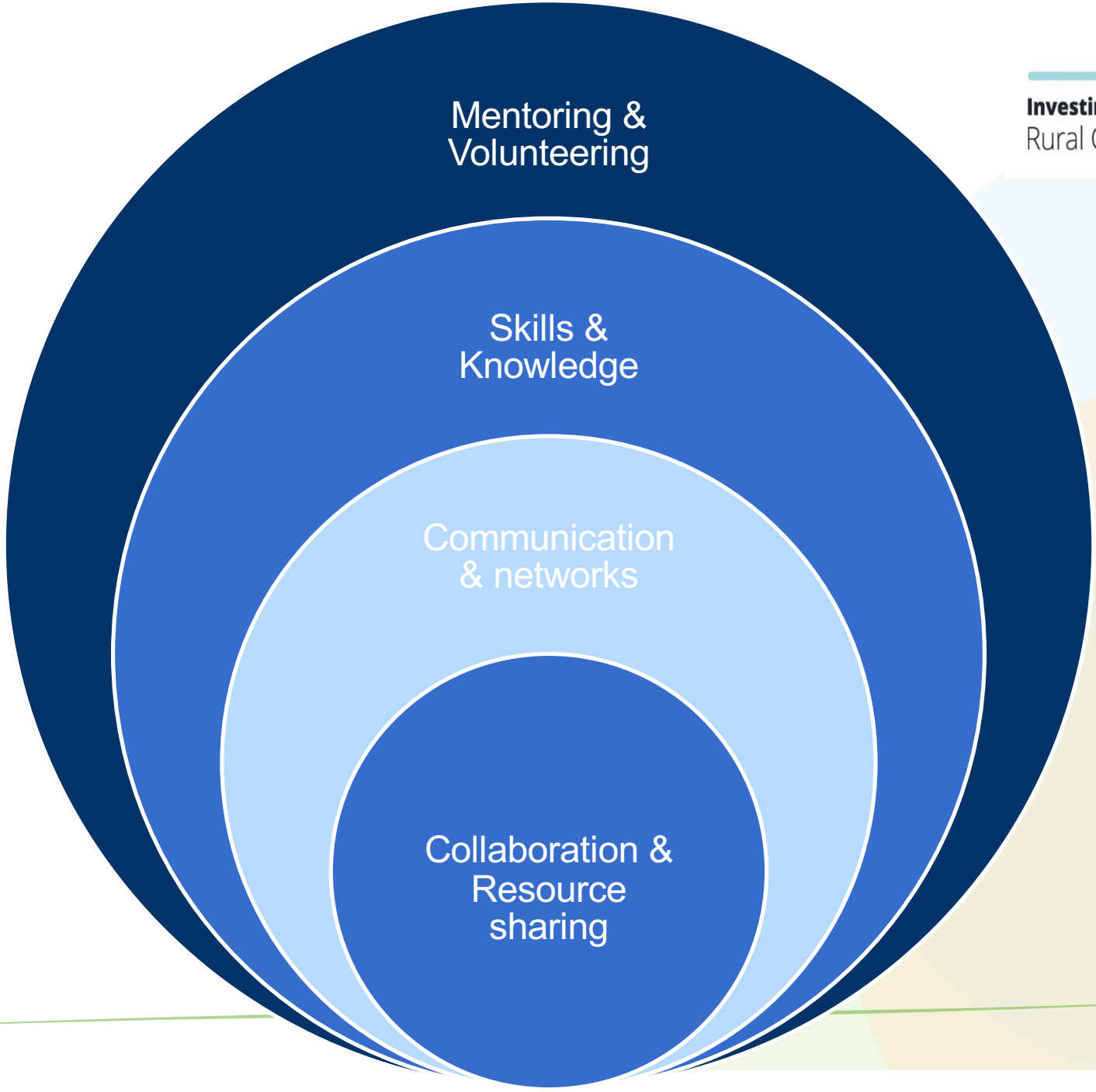

People

- Digitally literate – sufficient to play a leadership role
- 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

Year 1

People

1. Digital literacy program
2. Governance training Understanding of roles of Directors; protocols for meeting etiquette, especially online
3. Training in grant writing, and know what is required to be successful;
4. Skills in media
5. Youth volunteer leadership program
6. Volunteer program to increase volunteers
7. Mentor training to start developing youth mentoring for volunteering

Systems and Structures

1. Policies and Procedures all NFPs to access
2. Vision/Mission for what each group is trying to achieve
3. Governance Training (online or in person)
4. NFP Database completion and sharing
5. Insurance – basic knowledge provided

Efficiencies

1. Make sure we are using SMART GOALS.
2. Survey re: Microsoft Teams (strengths and weaknesses)
3. Central and neutral community coordinator to collaborate and share ides, services, skills, resources available with NFP and wider community
4. Create/share awareness of shared objectives. Create larger impact and efficient delivery
5. Regular/combined networking and communications to share knowledge/projects/ideas
6. Understand the goals of individual organisations and what they are trying to achieve – central page to provide details. Would need to promote and increase awareness. Ongoing challenge.

Strategy

1. COVID-19 has changed the landscape
2. Establish current resources – what are they?
3. Central hub – what are resources currently available and how they can be shared
4. Develop strategy for this year in view of current situation
5. Separate plan of attack for immediate difficulties
6. Business chamber looking for lead from Leeton connect – how do we let them know we are there & what resources are available.
7. Plan includes strategic planning training for NFP's, fundraising strategies etc.
8. Leeton connecting with kindness program – existing database. LC vehicle for other groups. Database already at stage where it can go the next step.
9. Will be interaction because of covid – opportunity to see what needs to be happening

Year 2

Systems and Structures

1. Digital communications, websites, FB profile training, building these things (outcome) (Buddy system with youth)
2. Marketing & Advertising –local Branding, Promotional activities
3. Managing Volunteer Expectation
4. Communicate Success (through various mediums
5. Financial Training (basic)
6. Mentoring – discussion around generational barriers and create awareness that this occurs

Efficiencies

1. Partnerships – needs and opportunities. Who needs assistance so NFPs can provide that assistance.
2. Updated database of who, when and where to connect
3. Review/consult effective case studies. Research and consult with founder of Bank of ideas.
4. Don't re-invent the wheel. Adapt existing systems and structures to Leeton's community needs
5. Peer to Peer mentoring
6. Lead organisation support to provide strategic leadership and coordination. Assist smaller organization to achieve shared goals. Realise ind. Organisation's have ind. Objectives.
7. Establish structures to achieve efficiencies in the sector.
8. Create a working group for each four sectors, provide actionable items/accountabilities

Strategy

1. Constant review of strategic plan. Sustainability very important
2. Goal – members of Leeton connect who need help with business/financial strategy to have a plan and have this developed by year 2
3. The crisis has pushed everything back while we are addressing immediate needs
4. Can't lose sight of overall goals
5. Ongoing fundraising strategy – connecting partnerships/funding applications. Specifically to examine the govt funding available in light of covid 19 spending spree
6. Funding portal – to cover all sectors broadly. As an example Get Set needs assistance with business plan. Financial planning/capacity very important - long term and also day to day

Year 3

Systems and Structures

1. Investigate option for joint insurance policies across sector
2. Succession Plan internal systems having life past current committees
3. HR – basic mediation, processes, recruitment, payroll, management policies)

Efficiencies

1. Good strategic approach esp. for smaller groups who don't have established projects ready to go. Help/collaboration with larger groups.
2. Replicate existing models/structures that have worked in other localities.
3. Collaborate with other formal organisation to share information e.g. council, police, services, schools to access broad data

Strategy

1. Economic reconstruction – whatever happens in Leeton will have to fit within that framework
2. Ongoing Review of strategic/operational plan – 6 monthly
3. Need to consider all NFP groups – diversifying funding etc.
4. Address concerns around compliance with receiving funds. Contractual obligations.
5. Open and transparent reporting/outcomes

Year 4

Systems and Structures

1. Continuing training governance, finance, professional development, marketing, social media training
2. Volunteer Training i.e. accidental counselling, time management, training program

Efficiencies

1. Flow on effect – reduced crime, violence, poor health. Effective and proactive partnerships to increase whole community.

Strategy

1. One big thing that will make a difference

Year 5 Goals

People

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

Systems and Structures

1. Policy and procedures organisational, staff & Volunteers
2. Succession Plan – older volunteers, younger generation coming through to volunteer on NFPs
3. Breaking down generational barriers in organisations and groups
4. Greater sharing of knowledge across the NFP sector.
5. Financial Management Systems – Plans, software, training, sustainability, budgeting, cashflows
6. More Treasurers!
7. Governance, awareness, training, incorporation, constitution, structure
8. HR roles, responsibilities and legal obligations,
9. Conflicts – grievance procedures, practical response to group/committee situations and concerns
10. Branding – each organisation is recognisable in their own right
11. Insurance – knowledge of and maybe some brokering?
12. Marketing & Advertising – telling the story, community knowledge of what the organisations do, successes

Efficiencies

1. Centralised Coordinator to organize same/similar services for community. Neutral. Create communication strategies.
2. Microsoft Teams Platforms – include training options.
3. Int. and Ext. Platforms for NFPs. One stop shop
4. 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

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

Investing in Rural Community Futures

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Year 2

Year 3

Year 4

Year 5 Goals

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Year 2

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Year 3

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Year 4

1. One big thing that will make a difference

Year 5 Goals

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Leeton: Priority projects

Strategic Priority	Project Name	Interested organisations	Purpose
Efficiencies	Engage a central and neutral coordinator	Leeton Connect: to drive sourcing coordinator? Expert NFP recruitment consultant Project Coach to support new coordinator/recruitment panel Leeton based organisations (not those who travel in from outside the area).	Having a central coordinator will increase efficiency of service deliveries, sharing of information and resources, and avoid duplication. Efficiencies will result through collaborative decision making. Working as a group is often more productive and efficient than working in isolation.
People + Systems & Structures	Create an overarching series of training options for NFPs to access focused esp. on governance; strategy & planning; grant-writing & mentoring	Lead: Leeton connect Support: TAFE; Stepping Out Youth; WRCC; LCC; all local NFPs; U3A; Schools	- 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
People + Systems & Structures	Brainstorming facilitated session on NFP mission, values, branding, sharing knowledge across the sector	Leeton Connect	Getting the profile out there and raising community awareness of NFPs there are in Leeton. What they can provide the community.

Leeton: Projects to work on for post July funding

Strategic Priority	Project Name	Interested organisations	Purpose
	Seven day 'Festival of participation'/makeover for NFP sector/business/community/community space	Leeton Connect	Galvanise/enthuse entire community as they come out of quarantine, working together & with business sector