

Redesdale and District Association Inc.

Redesdale

**Strategic Plan
2019 - 2024**

One Community



Table of Contents

STRATEGIC PLAN SUMMARY	Page 3.
OUR VISION	Page 3.
OUR PURPOSE	Page 3.
OUR VALUES	Page 3.
HISTORY AND OVERVIEW OF RADA	Page 4.
COMMUNITY ENVIRONMENT	Page 5.
REDESDALE: MOVING FORWARD, SETTING OURSELVES UP FOR THE FUTURE	Page 5.
STRATEGIC AREAS	Page 6.
STRATEGIC GOALS BY 2024	Page 6.
12 – 24 MONTH ACTION PLANS	Page 7. - 8.
3 YEAR MILESTONES	Page 9.
RISK MATRIX	Page 10.
SWOT SNAP SHOT	Page 11.

Redesdale and District Association

OUR VISION

“One Community”

OUR PURPOSE

The Redesdale and District Association aims to promote an environment where community connections and advocacy are encouraged and facilitated.

OUR VALUES

The principals and standards that will guide the behaviour of the Redesdale and District Association are:

Integrity

Respect

Transparency

Receptiveness

This strategic plan was produced following the “Strategic Planning Master Class”, funded by the City of Greater Bendigo attended by Gloria Pocock, (Chair, RADA), and Regina Bennett, (Editor and Secretary of The Bridge Connection Committee, Deputy Treasurer RaDA), John Beurle (Chair, Hub Project Working Group) and Kathy Hall (Stone Reserve RADA subcommittee).

This plan aims to adopt and embrace the aspirations of the community as documented in the Community plans of 2013 and 2018. Three main themes emerged; Community Connection and Involvement, the need to progress the “Hub” infrastructure development, good governance and financial management.

In producing this strategic plan it became clear that rather than emphasising that groups must work together as one to produce the best outcomes for the community, it is the whole community, rather than committees within it, who need to work together.

This is the reason for naming this plan “One Community”. This is the ultimate aim of this document.

HISTORY AND OVERVIEW OF THE REDESDALE AND DISTRICT ASSOCIATION

The Redesdale and District Association Inc. (RADA) was formed in 2012 at the request of the City of Greater Bendigo Council in order to develop a community plan. In line with the project to develop individual plans for small townships, to be reviewed every 5 years.

RADA formed a committee with representation from community groups, which includes, Redesdale Hall Committee Inc, Redesdale Recreational Reserve Committee, the CFA, The Bridge Connection and The Redesdale - Mia Mia Primary School. Redesdale and District Association adopted the Consumer Affairs department's Model Rules of Association.

The Purposes of the Association are as follows:

1. To develop, facilitate and review the Redesdale Community Plan,
2. To act as a central point of contact for residents, local government and other groups wishing to communicate with Redesdale residents,
3. Provide a common communication point for representatives of existing groups and committees,
4. Develop and maintain a community website, and
5. Encourage community cohesion through activities and improvement of facilities.

A mission statement was endorsed which read:

"Redesdale residents aim to achieve a town which is safe, invitingly landscaped, welcoming to tourists, clean and tidy, and where people of all ages work and socialise well together. They require good, functional facilities for activities and meetings and easy access to necessary services." (Community Plan Review 2013)

In order to develop a Community Plan, RADA and the Council arranged a community engagement meeting in February 2013. Ideas were collated, condensed and distributed to all residents for further input. Following a further community meeting ideas were prioritised and in July 2013 the community plan was launched.

The top priorities for the majority of residents were upgrading the Community Hall, the surrounding reserve and all facilities associated with these two assets.

In response to the community plan a feasibility study, funded by COGB, recommended a "Hub" project which would include the Redesdale community priorities. The aim of the "Hub" project was to improve access to business and health amenities and to provide income and occupational opportunities for the community. A business case report was also commissioned by COGB which supported the development of the Redesdale Hub.

In 2018, the COGB surveyed Redesdale residents regarding their wishes for the future direction of the community. A summary of the survey results, reports that residents still wished for an upgrade of the hall kitchen, promotion of tourism, hub development and amenities that would support community connection, activities and support for older people.

People wished for the community to be collaborative and tolerant.

Following analysis of the survey results and further community engagement meeting, community consultation, the third community plan was produced in September 2018.

In 2019 -2020 design plans for the hub development are progressing and negotiations are currently proceeding for the renovation of the Redesdale Hall kitchen as a first phase of the hub development.

RADA is a dynamic association which initiates and supports local activities and maintains a Redesdale website as well as supporting the local newspaper. It supports other projects such as the pavilion improvements and has also appointed a subcommittee to investigate the possibility of creating a walking track to the Campaspe River and towards Mia Mia – the "Stone Reserve Project".

REDESDALE: MOVING FORWARD, SETTING OURSELVES UP FOR THE FUTURE

Redesdale finds itself at a time of great change and opportunity. We aim to be receptive to the broad ranging requirements and aspirations of our now demographically dispersed population – an ageing as well as a growing family population. The establishment of suitable infrastructure facilities and services will benefit all the community while offering business/tourism opportunities and jobs. We acknowledge Redesdale's legacy and plan to augment it with the things necessary to ensure a sustainable, thriving regional small town that attracts residents, small businesses and tourism. This should include not only community needs but also environmental and regulatory considerations and opportunities.

COMMUNITY ENVIRONMENT / HUB

Community Needs

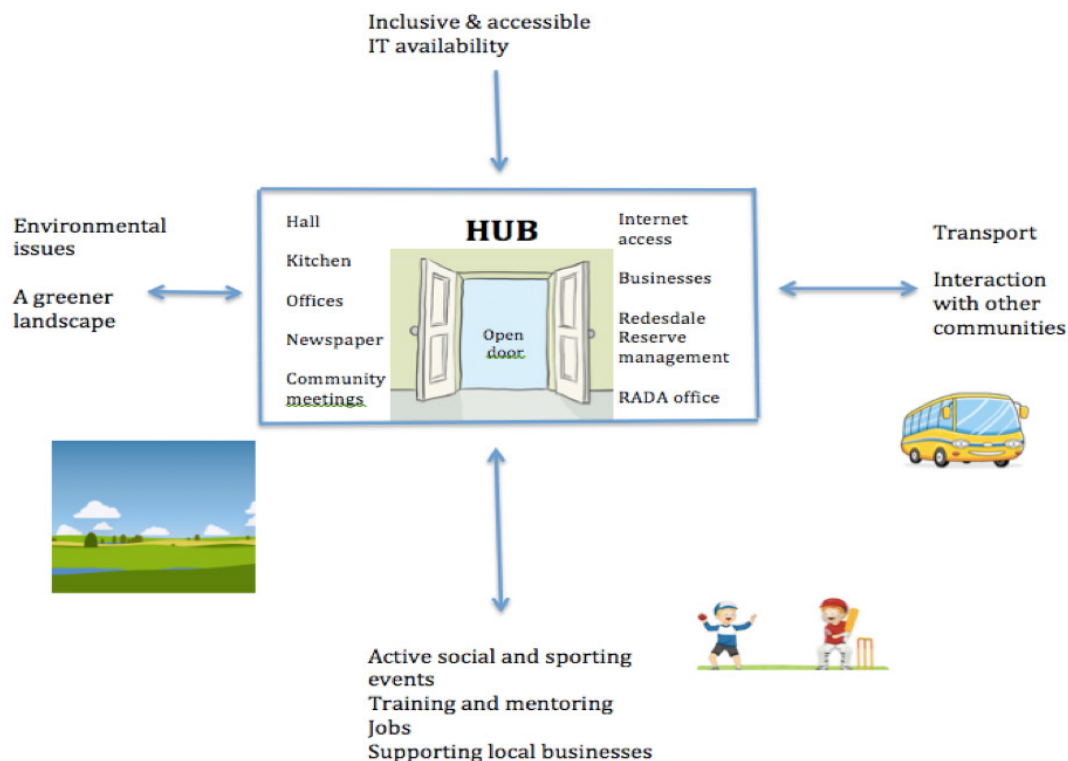
Hub Development
Improved Communication
Health Services
IT Access
Training

Community Aspirations

Social Cohesion
Adequate, Functional Facilities
Transport
Business and Jobs

Environmental Influences

Governmental policies
Farming Community



STRATEGIC GOALS BY 2024

Strategic Areas

A. Community Connection and Collaboration

1. Appropriate representation and participation of community groups in RaDA is achieved.
2. Sustainable and appropriate communication channels (e.g.: website, Bridge Connection).

B. Infrastructure

1. Support The Hub project to ensure (all 5 stages completed).
2. Support residents attaining effective internet and mobile phone coverage.
3. Recreational facilities suitable for all members of the community.

C. Governance and Finance

1. A stable leadership group promoting programs and training.
2. Risk management protocol developed, adhered to and reviewed regularly.
3. Involvement in achieving adequate funding and financial management for strategic projects.
4. Financial stability.

12 – 24 MONTH ACTION PLANS

	Outcome	Priority	Action	Responsibility	Measurement & Timeline
Community Connection and Collaboration	Appropriate representation and participation of community groups in RADA is achieved.	1	Define the roles of committee representatives. Establish a clear communication system between RaDa and the Community Groups	RaDA	Minutes to reflect improved communication. 12 months
	Effective and up to date website.	2	Investigate tools for improvement of website. Encourage Community use of website.	RaDA	Increased usage and website visitors Ongoing
	Continued publication of Bridge Connection.	3	Continued support for BC Committee.	Bridge Connection Committee	Monthly publication of paper Ongoing
	Employ all available forms of communication.	4	Investigate all popular and relevant communication channels.	RaDA	More communication channels established. 12 months
Infrastructure	Support The Hub project to ensure (all 5 stages completed) .	1	Support Hub Project Working Group.	Hub Project Working Group. Support by Rada.	Completed, functional kitchen. 12 months
	Support residents attaining effective internet and mobile phone coverage.	2	Research barriers to connectivity and possible solutions. Create a community petition Lobby Politicians. Enlist assistance of specialists.	RaDA RCC	More residents with satisfactory connection. Ongoing
	Recreational facilities suitable for all members of the community.	3	Investigate appropriate recreational facilities suitable to the community. Ascertain what is appropriate costing and funding.	RaDA	Data Collected 12 months

12 – 24 MONTH ACTION PLANS

	Outcome	Priority	Action	Responsibility	Measurement & Timeline
Governance and Finance	A stable leadership group promoting programs and training.	1	Succession planning. Identify specific roles. Investigate appropriate programs and training.	RaDA	Positions on committee filled. Potential committee members listed. Well defined position descriptions. Committee members informed. 12 months
	Risk management protocol developed, adhered to and reviewed regularly.	2	Develop protocols for risk management training sessions.	RaDA	Signed forms confirming completion of training. 24 months
	Involvement in achieving adequate funding and financial management for strategic projects .	3	Develop proforma for project pipelines.	RaDA Hub project working group. COGB	Proforma developed. 24 months
	Financial stability.	4	Support Personnel with training and resources to manage finance and statutory requirements.	RaDA	Personnel Trained. 12 months

3 YEAR MILESTONES

A. Community Connection and Collaboration

1. Appropriate representation and participation of community groups.
Complete.
2. Sustainable and appropriate communication channels (eg: website, Bridge Connection).
Up to date.

B. Infrastructure

1. Support The Hub project to ensure (all 5 stages completed).
Detailed design complete.
2. Support residents attaining effective internet and mobile phone coverage.
Communication established with residents and Telco companies.
3. Recreational facilities suitable for all members of the community.
Data collected and equipment investigated.

C. Governance and Finance

1. A stable leadership group promoting programs and training.
All actions completed and training ongoing.
2. Risk management protocol developed, adhered to and reviewed regularly.
Ongoing training and review protocols in action.
3. Involvement in achieving adequate funding and financial management for strategic projects.
Proforma developed and implemented.
4. Financial stability.
All committee members are trained and understand the finance and statutory requirements.

Risk Matrix

			
Small 	Natural Disaster Lack of Experience	Mining Environmental threats	Failure To Meet Deadlines
Medium 	Financial Stability Fund Raising	Apathy Complacency Over ambition Hastiness Business closures	Theft
Large 	OH&S food Outside Organisational Change	Lack of planning Burnout	Sabotage Lack Of Succession planning



1. Lack of IT capabilities
2. Lack of internet access
3. Results in communication challenges, e.g. social media
4. Dangerous lack of communication at time of disasters
5. Community covered by three councils
6. Who do not cooperate
7. Community apathy
8. A few antagonists
9. Lack of financial resources
10. Lack of new RaDA members
11. Lack of strategic plan
12. Ageing community
13. Burn out of volunteers

1. Growing population
2. Council support
3. Numbers of volunteers
4. Enthusiastic committee members
5. Multi skilled community members and residents
6. Majority community support
7. Majority of passive supporters



1. Sabotage
2. Burn out
3. Lack of succession planning
4. Natural disasters
5. Mining
6. Contaminated water
 - Green algae
 - Campaspe treatment release
7. Closure of local business that attract visitors
8. Hastiness
9. Outside organisational change
10. Complacency
11. Occupational Health and safety



1. Engage the fence sitters
2. Community events
3. New people in the district
4. Growth
5. Major projects
6. Hub
7. Pavilion
8. Stone Reserve
9. Improvement of amenities - stimulates cohesion
10. Collaboration with other groups
11. Location e.g. Lake and multiple shires