

STRATEGIC PLAN 2022-24



RURAL
BUSINESS &
COMMUNITY



THE RURAL BUSINESS & COMMUNITY STORY

Our organisation began as the Sunraysia Rural Counselling Service, providing support to farmers facing financial hardship.

The Sunraysia region has a proud heritage of food growing. But changing conditions have challenged the survival of many industries. For decades, locals called on our support to navigate difficulties and transitions.

Over time we've seen how high impact issues like the environment, technology and the pandemic have affected individuals, industries and towns. We realised that we could do more than to help people survive. We want rural towns and communities to thrive.

A few years back, we accessed government funding and began to expand services, to do more collaborative work on the ground to co-design economic and community

development programs - workshops for business, online training, revitalisation projects and aerial mapping for strategic planning, for example.

In 2021 we changed our name and organisational structure to reflect what's become a broader scope and vision. Rural Business & Community is a company on a mission to co-write a new narrative with rural towns across north-west Victoria and southern NSW. The next chapter is all about rural renewal.



OUR VISION IS THRIVING RURAL TOWNS AND COMMUNITIES

We leverage the countless possibilities for rural communities.

By bringing resources, research and frameworks to the table, Rural Business & Community collaborates with local people to ignite existing potential, to spark ideas and fire up the future. We facilitate aspirations that are desirable and doable.

Our organisation is underpinned by four pillars. Governance is overseen by a credentialed Board. The work is managed and implemented by an experienced team.



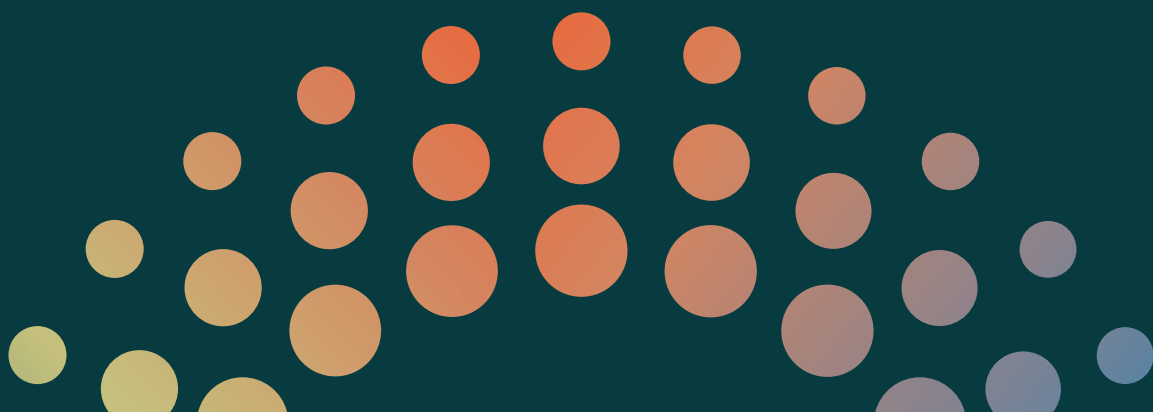
OUR 4 SUPPORTING PILLARS

- High quality and measurable standards
- Engaged, robust and respectful relationships
- Clear and transparent communication
- Possibility, integrity and accountability



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OUR GOALS

OUR OBJECTIVES

STRATEGIES TO BE IMPLEMENTED

1. OUR COMMUNITIES AND OUR PEOPLE

Supporting and assisting rural communities through delivery of agreed programs aimed at embracing resilience and supporting sustainability.

1.1 To contribute to the potential of thriving and resilient rural communities through co-design leadership, program delivery, research and innovation.

- 1.1.1 Establish linkages between funders/resource providers and the identified needs of rural communities.
- 1.1.2 Ensure success and promotion of existing community and business projects.
- 1.1.3 Identify and develop an initial priority project for targeted implementation and evaluation.
- 1.1.4 Maintain development of current consultancy support services including mapping and business support services.
- 1.1.5 Commit to an ethos of program evaluation and demonstrable outcomes for community and business programs.

2. CONNECTED THROUGH CREATIVE CONVERSATIONS

We will encourage inclusive and creative conversations with rural communities and stakeholders, ensuring we all know and understand who we are, what we do and share possibilities.

2.1 To build relationships with our rural communities and stakeholders through excellent communications and targeted marketing.
2.2 Media
2.3 Activities and programs.

- 2.1.1 Engage with stakeholders and develop mutually beneficial relationships and partnerships with local government, regional economic development and community development agencies.
- 2.1.2 Develop and implement a proactive engagement and marketing plan with communities and stakeholders and review the effectiveness of the plan on an annual basis.
- 2.2.1 Develop and implement the branding, website, social media and prospectus/value proposition for the new Company and review annually.
- 2.3.1 Identifying opportunities to secure resources and programs that will fuel the ignition of resilience and potential of rural towns and communities.

3. SUSTAINABILITY

We will pursue sustainable funding streams that support thriving rural towns and communities.

3.1 To ensure that the new Company can build on existing relationships and support mechanisms to maintain financial sustainability.

- 3.1.1 Investigate current and emerging funding opportunities and potential partnerships.
- 3.1.2 Recruit or contract grant writing expertise for the Company.
- 3.1.3 In the interests of rural communities, to commit to revenue diversification through actively pursuing:
 - Government grants;
 - Philanthropic support;
 - Corporate support.
- 3.1.4 Develop internal expertise and capacity in accessing targeted philanthropy.

4. OUR STAFF

We will value, recognise and invest in our people.

4.1 To provide skilled staffing and community resources for successful partnerships, program delivery and program outcomes.

- 4.1.1 Develop and implement a sustainable and flexible workforce plan to take the new Company forward.
- 4.1.2 Ensure on-going professional development of applicable skills sets for staff and volunteers.
- 4.1.3 Identify and assist in the development and mentoring of current and emerging community leaders.

5. BUILD ORGANISATIONAL COMPLIANCE

We will pursue organisational excellence.

5.1 To build strong, resilient and adaptable governance, focused on "next" practice.

- 5.1.1 Ensure the new Company structure for Rural Business and Community Ltd. is geared and open to participation by people from rural towns and communities.
- 5.1.2 Review and update current governance structures including Board skills matrices, Board recruitment processes, Board committee structures, Board operations, Board support processes and Board training programs.
- 5.1.3 Develop, implement and regularly review the new Risk Management Plan.
- 5.1.4 Develop appropriate governance and operational policies to ensure currency and legal compliance.
- 5.1.5 Implement and regularly monitor a Compliance and Quality Assurance Plan.