

RED EARTH COMMUNITY FOUNDATION

Operation Plan 2022-2025



Red Earth Community Foundation

Red Earth Community Foundation (Red Earth) was established by local community leaders in 2013 to support the Burnett Inland region thrive into its future.

The founders of Red Earth recognised the Burnett Inland, particularly following the millennial drought in the early 2000's and the 2011 and 2013 floods, needed a vehicle that could harness the pace of change occurring in rural Australia to ensure all our challenges could be kept ahead of, and opportunities could be maximized for future generations.

Having begun with a South Burnett focus it has now expanded to include the North Burnett and Cherbourg Aboriginal Council local government areas. These three (3) regions make up the Burnett Inland.

Red Earth's exists for its people and focuses on identifying and harnessing human, financial and other resources to strengthen the capacity of individuals and their networks across the Burnett Inland.

The 2022 operational plan supports the long-term strategy created by the Directors of Red Earth to strengthen our foundations, the backbone structure that Red Earth makes available to the Burnett Inland. This operational plan supports Red Earth's strategy to continue the commitment to be a catalyst for change that invests in local people to strengthen their capacity to create a better future for themselves, their family and their community in ways that will see our region thrive into its future.

Vision

"Growing an even better Burnett Inland."

Mission

Red Earth exists to invest in people as a vehicle for change for the betterment of the Burnett Inland



Values

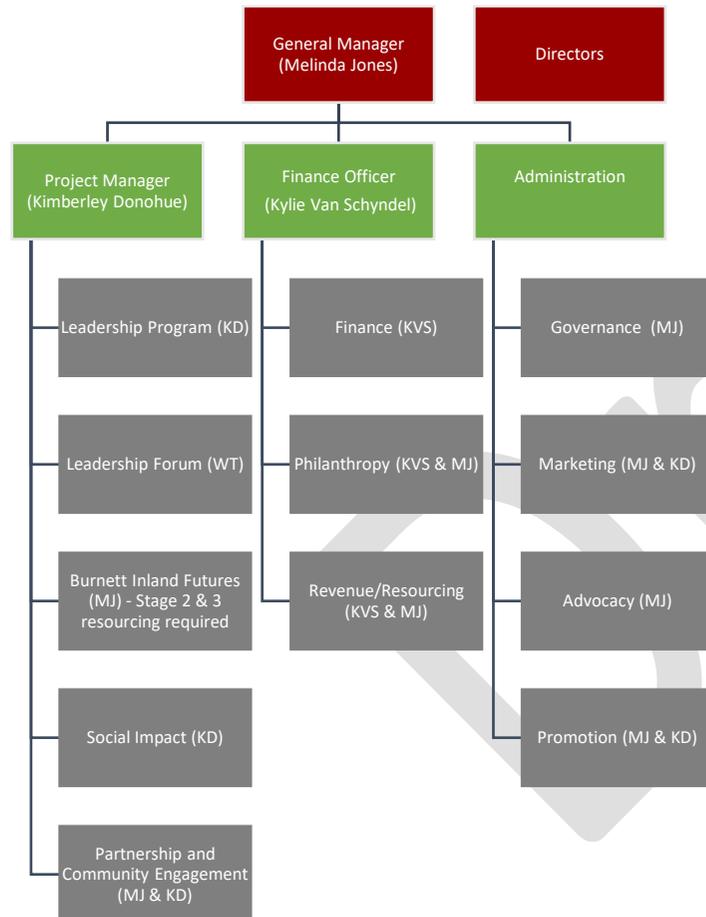
- We Care
- We have Courage
- We Collaborate
- We have Commitment

How we operate

- We are open and Inclusive
- We have a legacy mindset
- We build capacity and capability for our region
- We are accountable

Organisational structure

RECF team consists of leadership program alumni's, including our directors, and we utilise a blend of volunteer and paid services, deliberating seeking to develop capacity within our region.



Melinda Jones
General Manager



Kim Donohue
Project Manager & Admin
Support



Kylie Van Schyndel
Finance Officer

Red Earth Community Foundation – Operational plan 2022 - 2025

Strategic Pillar	Aim	Immediate actions (now –12 months)	Action Plan (long term)
<p>Program & Service development and delivery</p>	<p>Burnett Inland Futures (BIF)</p> <p>– Implement BIFs recommendations to enable Red Earth to embed itself as the backbone structure that supports the long term viability of the Burnett Inland</p>	<p>BIF Stage 1: Develop the action plan to progress the preferred approach detailed in the BIFs report (author Dr Chad Renando) - Recommendation 4</p> <p>BIF Stage 2: Undertake the socialising, scoping and implementation to complete BIFs Stage 2, including the acquittal of Building Better Regions Fund - Community Investments Stream - Round 5 project Burnett Inland Futures Strategy (BIFS) by 30/06/2023 including:</p> <ul style="list-style-type: none"> • Identifying and upskilling alumni to host kitchen table conversations – (funded by Building Better Regions Funding) • Delivering the facilitation and administration training to support Alumni • Record inputs and provide responses to maintain the enduring support and engagement of stakeholders to • Design the framework that enables a long-term Burnett Inland Regional Plan to be developed from responses including having clear links to Stage 3 	<p>Red Earth Community Foundation is recognised as the backbone structure supporting the Burnett Inland Futures’ objectives i.e. – Backbone structure developed and adequately resourced, to support the Burnett Inland over the next 20, 30, 50 years</p>

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		<p>BIF Stage 3:</p> <ul style="list-style-type: none"> • Design the policies and processes to support the effective implementation and success measures for (start up) Year 1 of the Disaster Resilient and Future Ready - Burnett Inland Communities - Preparing Australian Communities - Local Stream funding. • Coordinate the recruitment and work flows to achieve the program’s objectives 	
	<p>Enhance Red Earth’s leadership development programs and collaborate with other leadership providers to expand RECLP</p>	<ul style="list-style-type: none"> • Review, refine and expand Red Earth leadership development offerings that are rigorous and relevant to that future proof the Burnett Inland • Establish a learning framework including monitoring and evaluation methodologies to guide and support RECLP’s growth and program diversity • Coordinate and deliver RECLP annually - February/March 2023 • Undertake a 5/10-year study to measure how RECLP is supporting Red Earth to achieve its vision and identify opportunities that can be progressed to ensure it remains relevant and responsive (current and future) 	<p>Ongoing study of how the RECLP is supporting Red Earth’s vision and support the expansion of our leadership programs (current and future) and the long-term impact on the Burnett Inland</p> <p>RECLP Nationally recognised</p> <p>RECLP - Ensure 20 participants per year Maintain a financial model that generates a profit for Red Earth from the coordination and delivery of the program</p>

Strategic Pillar	Aim	Immediate actions (now –12 months)	Action Plan (long term)
		<ul style="list-style-type: none"> • Communicate Alumni success and celebrate what has been achieved in the 10 years of running RECLP in 2023 • Measure the impact of Red Earth’s activities – RECLP/ workshops/ alumni/ including a more holistic impact evaluation 	Ongoing delivery and refinement of the Red Earth Community Leadership Programs
	Increase the participation of diverse groups through developing additional inclusive programs that attract youth, First Nations people, CALD and PwD to participate	<ul style="list-style-type: none"> • Design and coordinate a Red Earth Community Leadership Program (RECLP), including the funding model for youth and First Nations people to be delivered by Q3 2023 • Collaborate with other leadership providers to expand RECLP program, including funding model for level 2/3 and Master class participants to be delivered by Q4 2023 • Develop or collaborate to enable ongoing training program for RECLP Alumni to maintain their engagement and participation in Red Earth projects, activities and the delivery of RECLP programs (all) 	Ongoing development of Leadership programs to be inclusive and diverse Collaborate with other leadership deliverers
	Host the annual Red Earth Leadership Forum to showcase Red Earth’s vision, strategy and	<ul style="list-style-type: none"> • Deliver the 2022 Red Earth Leadership Forum in ways that acquits the - FRRR “Future Drought Fund: Networks to Build Drought Resilience” • Design, including securing funding to deliver the 2023 Forum 	Host or co-host an annual Leadership Forum to shape and celebrate the Burnett Inlands capacity to co-design and achieve a better Burnett for everyone

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	contribution to the Burnett Inlands future and to provide an active connection for RECLP alumni and regional leaders to engage in		
Revenue/ Resourcing Development & Distribution	Secure financial sustainability to fund program delivery and resourcing	<ul style="list-style-type: none"> • Establish framework and engagement process to develop our corpus and financial reserves to adequately resource our vision • Develop relationships and financial partnerships with Burnett Inland organisations and individuals to grow the corpus • Develop a range of fundraising and philanthropy products to enable us to achieve both corpus and project goals 	Fundraise for core funding
	Grow our corpus and financial reserves to adequately resource our vision	<ul style="list-style-type: none"> • Secure financial sustainability to fund program delivery and resourcing including: • Securing grants and financial contributions from organisations and individuals • Launch gifts in memory program in ways that support the vision and goals of the donors 	<p>Ongoing focus on financial sustainability e.g. raising corpus and developing income streams</p> <p>Ongoing awareness and growth of 'Gifts in Memory'</p>

Strategic Pillar	Aim	Immediate actions (now –12 months)	Action Plan (long term)
		<ul style="list-style-type: none"> Promote and establish processes to create an income stream that is robust and supports the delivery of social impact granting e.g: Impact100/Red Pitch or similar collective giving and live crowd funding programs– Peanuts for Progress / More than Peanuts / Seeds for the Future/ – 5% up front transparency 	Ongoing awareness and growth of the ‘Social Impact’ program
	Establish the legal and financial structures for the Red Earth, and all associated processes to ensure Red Earth is meeting and exceeding all regulatory requirements	<ul style="list-style-type: none"> Secure funding or pro-bono services to finalise the policies and processes to launch the Public Ancillary Fund as a repository for funds Coordinate the processes for the PAF to receive the appropriate DGR status by Q1 2023 Commence establishing donor relationships and value propositions to attract and secure the support of local donors, including development of surveys to gain an understanding of community giving values Publish Red Earth annual report by Mid November 2022 Host the Annual Red Report event at the end of November 2022 	<p>Submit RECF annual audit report to the ACNC by February</p> <p>Submit our report to FRRR twice per year</p> <p>Publish Red Earth annual report in November</p> <p>Host an annual Red Report event in November for the Burnett Inland community to be informed of the year’s activities</p>

Strategic Pillar	Aim	Immediate actions (now –12 months)	Action Plan (long term)
		<ul style="list-style-type: none"> • Coordinate the processes for the PAF to receive the appropriate DGR status by Q1 2023 • Commence establishing donor relationships and value propositions to attract and secure the support of local donors, including development of surveys to gain an understanding of community giving values • Publish Red Earth annual report by Mid November 2022 • Host the Annual Red Report event at the end of November 2022 	<p>Submit our report to FRRR twice per year</p> <p>Publish Red Earth annual report in November</p> <p>Host an annual Red Report event in November for the Burnett Inland community to be informed of the year's activities</p>
<p>Backbone Facilitation</p>	<p>Strengthen Red Earth's governance framework to ensure sustainability</p>	<ul style="list-style-type: none"> • Education about Red Earth's capacity: <ul style="list-style-type: none"> - BIFs - BIEDO conversations - Behind the scenes conversations - Stanwell - FRRR - The Minderoo Foundation 	<p>Develop our Burnett Inland leaders (ensure understanding by community what a leader is) through engagement, shoulder tapping, and encouragement to pursue their vision for our future</p>
	<p>Empower future leaders so there is succession planning for</p>	<ul style="list-style-type: none"> • Develop an induction process for Directors/Contractors and employees (paid and unpaid) by Q3 2022 	<p>Create a culture that aligns with the RECF Aims and how we work.</p>

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	<p>directors and key roles around the Red Earth table Invest in skills in our region that enable governance succession planning</p>	<ul style="list-style-type: none"> • Mentor and development support for Directors and regional leaders (current and future) – formal and informal arrangements starting with new board members by July 2022 • Utilisation of skills matrix process to ensure diversification of directors and portfolio committee members • Develop working group agreements and ongoing support and resourcing 	
<p>Governance & Structure</p>	<p>Ensure Red Earth is trusted by Burnett Inland people to support their legacies and philanthropy</p> <p>Ensure our structure enables accountability and transparency for our community, partners and donors</p>	<ul style="list-style-type: none"> • Undertake Risk analysis – perception check by Q3 2022 • Create a robust policy framework and suite in line with national quality management standards, fair work, regulations, WHS and RECF programs, including processes for implementation by Q4 2022 • Development of policies for: <ul style="list-style-type: none"> - governance and management - service access - responding to individual need - safety, wellbeing and rights - feedback, complaints and appeals - human resources • Develop policies and processes to support Volunteer management in line with Volunteering Australia 	<p>Ongoing review of RECF policies and procedures to ensure they are relevant and up to date</p>

Strategic Pillar	Aim	Immediate actions (now –12 months)	Action Plan (long term)
		<ul style="list-style-type: none"> • Develop policies and processes to support RECF activities under the Australian Charities and not-for-profits Commission and the 2013 Charities Act • Develop a conflict-of-interest policy and process, including a register of interest by Q3 2022 	
<p>Marketing Advocacy Promotion</p>	<p>The Burnett Inland is recognised as a thriving region</p>	<ul style="list-style-type: none"> • Develop Communication strategy to support the delivery of the Strategic Plan, including: • Communication plan to guide how RECF Directors and Staff communicate the purpose, function and activities of the foundation. • Develop agreed Key Messages that empower directors and staff to communicate confidently with stakeholders about the various Red Earth functions • Collate and promote Red Earth activities, project, and vision through: <ul style="list-style-type: none"> - Local media liaison - Sourcing of regular stories • Ongoing utilisation and development of website • Development of Info graphics to support effective communication • Increase utilisation of video/ technology and communication channels 	<p>Ongoing update and content review of communication strategy and media platforms to keep it relevant and up to date</p>

Strategic Pillar	Aim	Immediate actions (now –12 months)	Action Plan (long term)
		<ul style="list-style-type: none"> • Stronger utilisation of Social Media platforms • Communicate – leverage Red Pitch to educate the Burnett Inland community to showcase Philanthropy and Red Earth 	
		<ul style="list-style-type: none"> • Identify stories/ exposés and profile RECLP alumni – use social media and website to share stories - at least one per month • Ongoing/increase of social media content in line with Comms plan • Develop a RECF Style Guide in line with RECF branding and communication plan • Communicate – increase awareness and educate the community about the capacity of the Foundation to support the vision • Communicate – inform the community of what is available, how to apply, process of assessment, outcomes anticipated 	<p>Partner with media to profile RECLP alumni on a regular basis</p> <p>Communicate success of the Burnett Inland alumni to the broader community</p> <p>Ongoing review of style guide and ensure it is embedded into the cultural of the organisation</p>