

Strategic Plan 2011-2014



Executive Summary

Strategic planning is the cornerstone of organisational success; setting priorities and allocating capital and people to achieve business objectives.

A successful outcome from a corporate planning activity allows all affected parties to think strategically and to act operationally with confidence that the two functions are closely aligned.

This Strategic Plan articulates the highest level of direction for RDAP for the coming three years. It is an overarching framework that aims to provide clear direction and achieve more collaborative and informed decision making across the organisation. It forms the foundation for how RDAP develops its annual plans, service schedules and future budgets.

To ensure the achievement of this strategic plan, RDAP is committed to forming meaningful, inclusive and effective working partnerships with all key stakeholders in the Pilbara region.



Diane Pentz
Chief Executive Officer

RDAP in the Pilbara

RDAP is a unique organisation in the Pilbara Region.

We are a not-for-profit organisation formed as part of a federal Government initiative to support regional development across Australia.

We work in partnership with all levels of government, industry and the non-government sector, to help build and strengthen communities in the Pilbara region.

As a community organisation, our structure allows us to be flexible, innovative and outcomes driven.

We are committed to working collaboratively to achieve the shared vision for the Pilbara region and its people.

Our mission

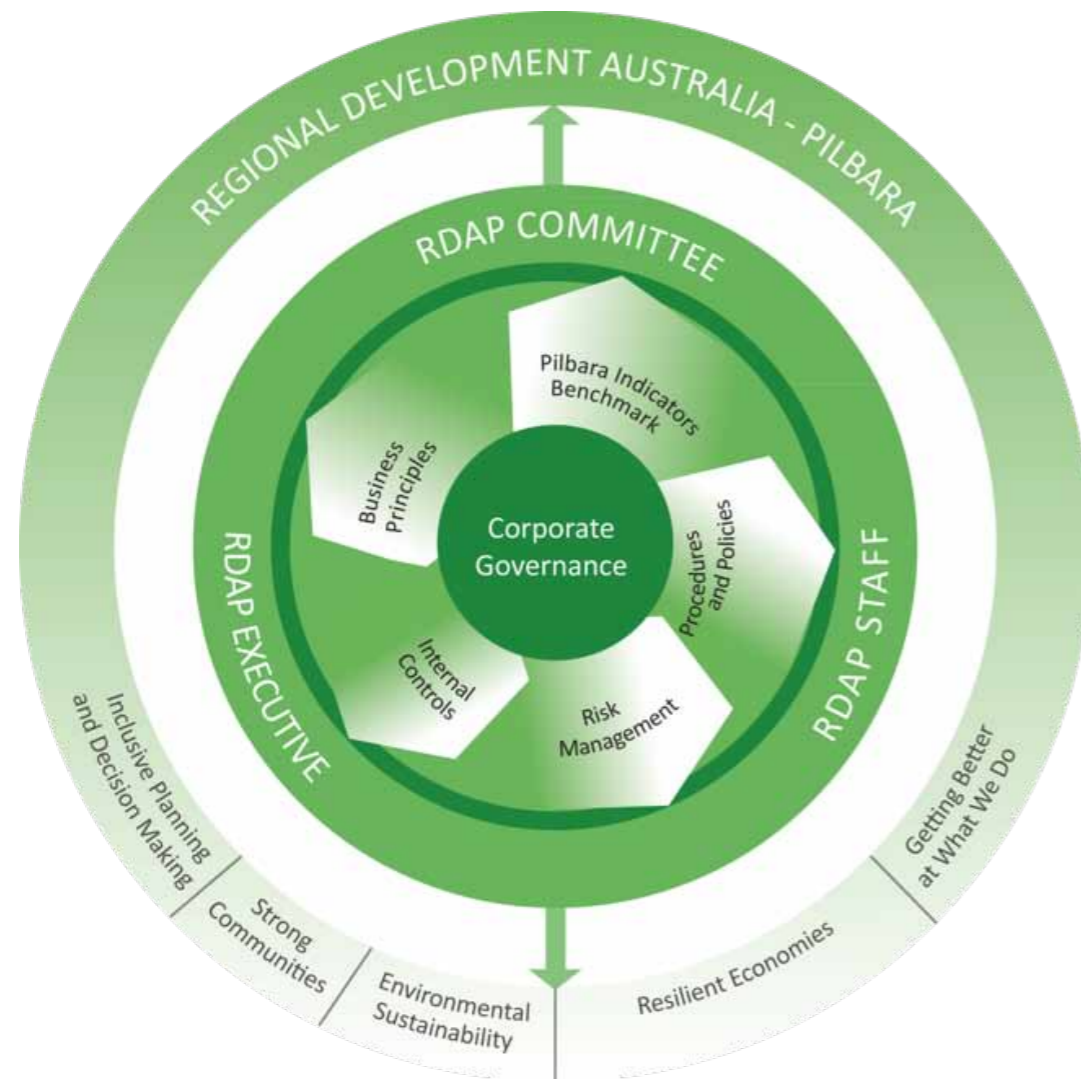
To develop and strengthen Pilbara communities through leadership, collaboration and the provision of responsive and innovative services.

The RDAP Governance Model

RDAP is one of 55 non-profit community based organisations across the country, formed as part of a national initiative which seeks to grow and strengthen the regions of Australia.

RDAP is an incorporated body in accordance with the Associations Incorporations Act 1987 and we receive our core funding from the Australia government. To support our operations, RDAP has a memorandum of understanding between the Commonwealth and Western Australian government.

The RDAP Committee is responsible for the overall governance, leadership and strategic direction of the organisation.



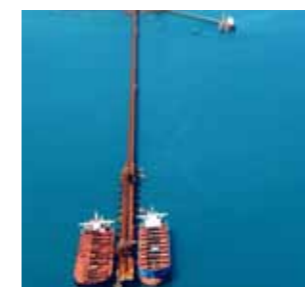
KEY RESULT AREA 1:
LEADERSHIP, INCLUSIVE PLANNING AND DECISION MAKING
A collaborative and inclusive approach to regional planning is in place that delivers enduring value to the Pilbara



KEY RESULT AREA 2:
STRONG COMMUNITIES
Initiatives are in place that are responsive, drive positive change and celebrate diversity across Pilbara communities



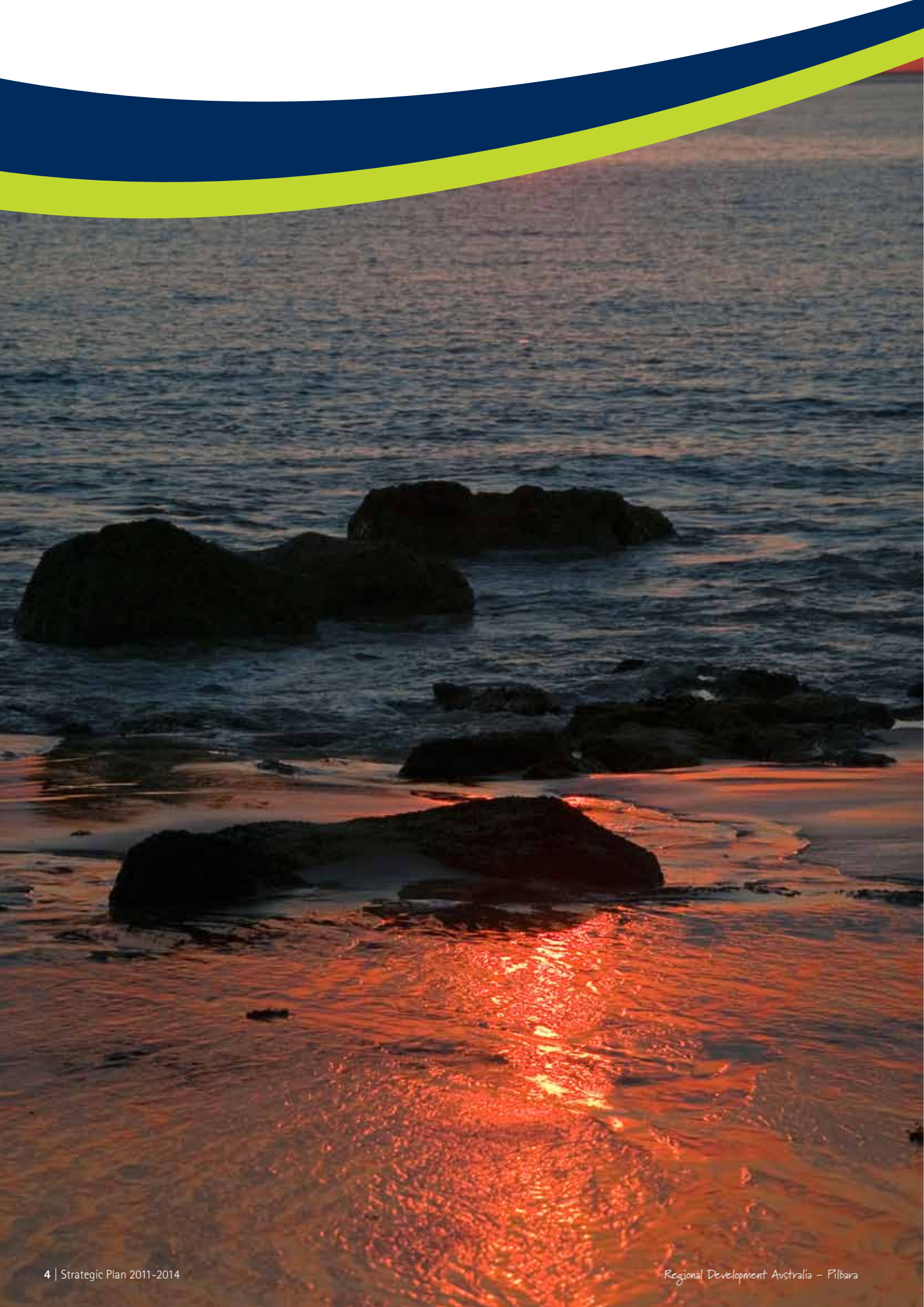
KEY RESULT AREA 3:
ENVIRONMENTAL SUSTAINABILITY
A consistent regional approach is established that encourages, promotes and supports sustainable environmental, community and business practices



KEY RESULT AREA 4:
RESILIENT ECONOMIES
Strategies are established to maintain a diverse and resilient economy that supports economic development, the creation and retention of jobs, skills development and business investment



KEY RESULT AREA 5:
GETTING BETTER AT WHAT WE DO
Foster a strong governance control environment that is measurable, valued and drives continuous improvement



KEY RESULT AREA 1: LEADERSHIP, INCLUSIVE PLANNING AND DECISION MAKING

Outcome: A collaborative and inclusive approach to planning is in place that delivers, ensuring value to the Pilbara.

We will add value to regional planning and decision making in the Pilbara.

As RDAP grows, delivering enduring value to the Pilbara community will be our focus.

Over the next three years we will strive to foster strong, meaningful and inclusive partnerships with all levels of government, industry and the community sector.

In the next three years RDAP will be making a recognisable, effective and measurable difference to planning and decision making in the Pilbara.

CHALLENGES

- The need to establish credibility with other Pilbara bodies.
- Establishing effective, meaningful and inclusive partnerships across government, industry and the community sector.
- Differentiating ourselves from other Pilbara bodies.

THE FUTURE

- Inclusive and accessible planning documents;
- User friendly information portals;
- Effective mechanisms to promote collaborative decision making.

Strategies	Timeframes	Performance Indicators
1. Develop a collaborative, integrated and inclusive Pilbara roadmap.	July 2011 – Feb 2012	Lead: Successfully deliver a regional plan to Regional Development Australia. Lag: Increase understanding and recognition of the Pilbara vision across the Federal Government.
2. Actively contribute to the whole of government approach for planning in the Pilbara.	Ongoing	Lead: Evidence of active and valuable participation with all members of the Pilbara Regional Agencies Group. Lag: RDAP's position and influence with regional bodies is strengthened.
3. Develop the structures and systems to support and assist organisations seeking to undertake stakeholder consultation within the Pilbara.	Jan – Jun 2012	Lead: Successfully partner with a key stakeholder to deliver a stakeholder engagement review for one core regional project. Lag: Increase and broaden the stakeholder engagement processes for programs in the Pilbara to ensure accurate representation and enhanced collaboration.
4. Define and document commitment to collaboration and the whole of government approach amongst members of the Pilbara Regional Agencies Group.	April – Jun 2012	Ensures a commitment to inclusive, collaborative and aligned regional development in the Pilbara.



KEY RESULT AREA 2: STRONG COMMUNITIES

Outcome: Initiatives are in place that are responsive, drive positive change and celebrate diversity across Pilbara communities.

We will deliver services and programs that meet the needs of the Pilbara community.

As the Pilbara population grows, the not-for-profit sector will have a vital role to play in delivering valuable services to the community. To support this period of rapid change, RDAP will partner with key NGO organisations and industry stakeholders to strengthen and build organisational capacity across the sector.

In three years we will have grown our established and recognised programs and also delivered new and innovative governance and capacity building initiatives that provide tangible benefits to the region.

CHALLENGES

- Need for additional funding to deliver new programs and services
- Securing funding in a challenging economic environment
- Working within a constantly changing political context

THE FUTURE

- Improved community programs;
- Means of measuring social growth and development in the region;
- Enhanced governance practices of community and Indigenous organizations.

Strategies	Timeframes	Performance Indicators
5. Play a leadership role in the improvement of non-government community services in the Pilbara region.	Ongoing	Lead: Percentage of funded programs meeting all agreed defined outcomes. Lag: Increase in the effectiveness and reach of community programs across the Pilbara region.
6. Deliver improvements to the promotion and governance of the Regional Development Australia Fund within the Pilbara region.	Oct 2011 – Jun 2012	Lead: Percentage of grant applications processed in accordance with the new evaluations framework. Lag: Evidence in an increase in accessibility, transparency and accountability in the evaluation and promotion of the RDAF.
7. Deliver a feasibility study of the National Broadband Network in the Region.	Apr – Jun 2012	Lead: Achieve a unified position on the requirements of the NBN in the Pilbara which is successfully communicated to the Nation's decision makers. Lag: Provides an increase in the consultation and input provided by Pilbara communities regarding the NBN to ensure it is responsive to the community's needs.



KEY RESULT AREA 3: ENVIRONMENT SUSTAINABILITY

Outcome: A consistent regional approach is in place that encourages, promotes and supports sustainable environmental practices.

We will pioneer initiatives that promote environmental sustainable practices and decision making.

RDAP recognises the significance of the Pilbara's natural environment, both locally and globally. Over the next three years, we will play a leadership role in promoting and driving the adoption of sustainable environmental practices.

In three years, we will have been the driving force behind the adoption of a common language and approach by key stakeholders in the region to implementation of the Australian governments and international standards of environmental sustainability.

CHALLENGES

- The need for enhanced involvement by thought leaders and environmental experts
- Securing a unified approach to environmental issues in a complex political context
- The need to obtain additional funding to deliver the initiatives effectively

THE FUTURE

- Means of measuring and monitoring progress towards environmental indicators
- Increased communication and consultation on environmental issues
- Unified and defined policy positions across the region

Strategies	Timeframes	Performance Indicators
8. Play a leadership role in ensuring a consistent approach to the monitoring and measurement of progress towards the Australian Federal Governments Sustainability Indicators across the region.	Jan – Jun 2012	Lead: Adoption of a consistent approach to monitoring and reporting against sustainability indicators across the region. Lag: Successful adoption of the benchmarking initiative across all local government authorities in the region.
9. Develop the structures and systems to ensure robust, consistent and accountable environmental decision making practices across all levels of government in the region.	Jan – Jun 2012	Lead: Successful adoption of the environmental decision making tools by all Local Government Authorities in the Region. Lag: Increased understanding of the state of the environment in the Pilbara and adoption of sound decision making practices to promote sustainability.



KEY RESULT AREA 4: RESILIENT ECONOMIES

Outcome: Strategies are established to maintain a diverse and resilient economy that supports economic development, the creation and retention of new jobs, skills development and business investment.

We will work with the community to grow the Pilbara economy.

As the powerhouse of the nation's economy, a lot of attention is placed upon the economic development of the Pilbara region. RDAP has an important role to play in ensuring that the interests of the community sector, non-government organisations and small to medium enterprise are reinforced during this period of rapid growth.

In three years we will be recognized for making a positive, measurable and valued contribution to the Pilbara economy.

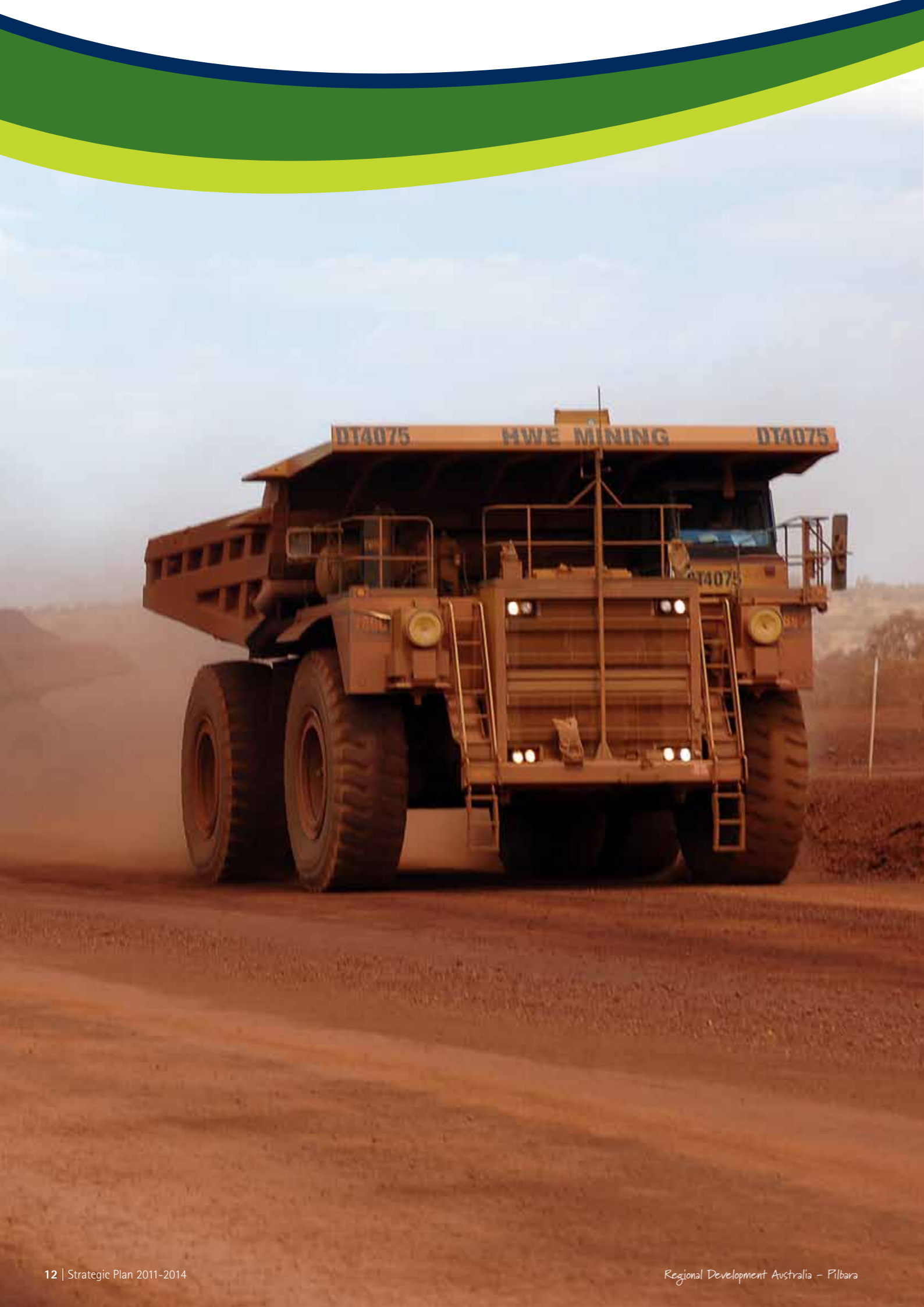
CHALLENGES

- Securing additional project funding in a challenging economic environment
- Forming the necessary partnerships to deliver real and enduring value
- Establishing a unified position on key issues facing the Pilbara economy

THE FUTURE

- A diversified and thriving local economy
- Input into decision making regarding government funding in the region

Strategies	Timeframes	Performance Indicators
10. Support the continual growth of the Outback Business Networks in partnership with Desert Knowledge Australia in order to provide ongoing value to businesses in the region.	Ongoing	Lead: Percentage of members attending and positively evaluating OBN Pilbara events. Lag: The diversification and strengthening of the small to medium enterprise sector in the region as indicated by tangible business outcomes attributable to OBN activities.
11. In partnership with key stakeholders develop a regional CPI value that reflects the actual cost of living and operating in the Pilbara which can be applied to all government funding for services in the non-government sector.	2012 - 2013	Lead: Successfully foster, deliver and advocate to the nation's decision makers, a unified position for the region on a representative CPI value. Lag: A commitment from one federal minister/ government organization to explore inclusion of the regional CPI value in their funding arrangements for community organisations in the region.
12. Conduct a comprehensive research study and deliver a regional position paper on the Zone Allowance and implications for industry, investment and the Federal Government.	Jan - Jun 2012	Lead: Successfully partner with a key stakeholder to deliver a stakeholder engagement review for one core regional project. Lag: Increase and broaden the stakeholder engagement processes for programs in the Pilbara to ensure accurate representation and enhanced collaboration.
13. Deliver initiatives that provide the Australia Government up-to-date and accurate information regarding the outcomes of infrastructure investment in the region.	Jan - Jun 2012	Lead: Successfully deliver one economic analysis study of Infrastructure investment in the Pilbara. Lag: Increase in the level of assurance provided to the Australian government regarding infrastructure investment and the impact on national GDP.
14. Explore initiatives to support capacity building in local Indigenous businesses.	Jan - Jun 2012	Lead: Develop collaborative partnership with key stakeholders to assist in implementing one targeted capacity building project per quarter with an Indigenous Organisation in the Pilbara. Lag: Increase in the capacity, resilience and effectiveness of Indigenous Organisations in the Pilbara.



KEY RESULT AREA 5: GETTING BETTER AT WHAT WE DO

Outcome: Foster a strong governance environment that is measurable, valued and drives continuous improvement.

We will grow our brand, credibility and capacity to drive positive change in the region.

This key focus area recognises the gaps we have identified in our own internal governance controls and practices and the steps we will take to ensure we can 'walk the talk'.

To bridge these gaps over the next three years we will deliver a range of initiatives, such as risk management, corporate governance and exploring new revenue streams.

In three years we will be a viable, credible and sustainable organization that provides real value to the region and is recognized for excellence in regional development.

CHALLENGES

- Growing whilst operating with constrained resources
- Establishing a unique RDAP brand which differentiates us from other Pilbara bodies
- The need to secure additional funding for business improvement initiatives

THE FUTURE

- Improved project and contract management
- More effective operational processes
- A recognized and credible RDAP brand

Strategies	Timeframes	Performance Indicators
15. Explore opportunities for independent revenue streams that will benefit RDAP and the region.	Ongoing	Lead: Secure contribution towards funding for one core business improvement project. Lag: Secured funding sources that allow RDAP to become more resilient, viable and agile.
16. Establish and promote the RDAP brand.	Apr – Jun 2012	Lead: Promotional and marketing opportunities are used to raise RDAP's profile. Lag: Increase in the profile of the RDAP at state, national and international levels.
17. Develop and implement a stakeholder engagement model for the RDAP.	Ongoing	Lead: Increase in the satisfaction rates of stakeholders as determined by annual stakeholder survey. Lag: Increase in the level of stakeholder engagement and satisfaction to raise the profile of the RDAP and strengthen the RDAP brand.
18. Develop structures and systems to improve the management of projects and portfolio governance at RDAP.	Ongoing	Lead: Percentage of projects effectively managed and governed in accordance with the project framework. Lag: Increase in the number of projects completed on time, budget and demonstrating quality requirements.
19. Develop the structures and systems to improve contracts management within RDAP.	Jan – Jun 2012	Lead: Percentage of contracts effectively managed and governed in accordance with the contract framework. Lag: Increase in efficiency and effectiveness of RDAP contract processes.



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