STRATEGIC PLAN 2027–2031

Connecting Communities.
Creating Opportunities.
Building Our Future.

Ravenswood Community Group Inc.

Five-year strategic direction | 1 January 2027 – 31 December 2031

November 2026 · Approved strategic plan

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01 | Our direction

Ravenswood Community Group Inc. (RCGI) is an independent, volunteer-led, not-for-profit association based in Ravenswood, Western Australia. This plan sets a five-year direction for strengthening participation, expanding programs responsibly, sustaining the Murray Community Newspaper and building organisational capacity. It also sets a pathway for charitable registration, practical relief and partnerships that improve access to community support.

Our vision

To build a stronger, more connected community by creating opportunities for people of all ages to participate, learn, volunteer and thrive.

Our mission

Ravenswood Community Group Inc. is committed to strengthening our community by delivering programs, services, events and initiatives that bring people together, encourage participation, support volunteers, foster lifelong learning and improve community wellbeing. We achieve this through collaboration, responsible governance, strong community partnerships and sustainable projects that respond to the changing needs of our community.

Our values

Community • Inclusion • Integrity • Respect • Collaboration • Innovation • Sustainability

Our starting point

In 2026, RCGI assumed responsibility for the Murray Community Newspaper, coordinated a subsidised first aid course, established regular social activities including chess, Games Café, arts and crafts and choir, and progressed planning for the December Community Christmas Celebration. Constitution Version 2 was adopted on 7 September and became effective on 22 October 2026.

The newspaper has a reported print run of approximately 1,500 copies and around 40 distribution locations. These figures and other impact measures will be verified through annual reporting.

02 | Strategic priorities

1 | Community Centre and facilities

Outcome: Secure practical, sustainable arrangements for accessible community activities.

Actions: Work constructively with the Shire of Murray towards a suitable management or user agreement; establish booking, access, maintenance, insurance and feedback procedures as applicable. Maintain alternative delivery options.

Measures: Documented facility arrangements, utilisation, access feedback and issues resolved.

2 | Community programs and services

Outcome: Provide inclusive opportunities for all ages.

Actions: Maintain viable existing activities; consult residents; develop youth, family, seniors, learning and recreational programs where demand, volunteers and funding permit. Plan accessible community celebrations.

Measures: Recurring programs, attendance, retention, event participation and participant feedback.

3 | Community wellbeing and inclusion

Outcome: Reduce isolation and barriers to participation.

Actions: Explore culturally inclusive activities, outreach partnerships, referral pathways, emergency relief and practical support. Assess safeguarding, privacy, insurance and capability before any service delivery.

Measures: Accessibility feedback, partnership referrals where appropriate, and documented program evaluations.

03 | Strategic priorities

4 | Murray Community Newspaper

Outcome: Maintain a trusted, accessible local communication platform.

Actions: Strengthen editorial and distribution continuity, advertising processes, digital access, production quality and cost monitoring. Maintain free readership access wherever viable.

Measures: Publication continuity, print run, distribution points, readership feedback and production cost recovery.

5 | Partnerships and funding

Outcome: Develop mutually beneficial, long-term relationships.

Actions: Maintain a partnership register and sponsorship prospectus; pursue grants, multi-year sponsorship and in-kind support; document responsibilities and report outcomes to partners.

Measures: Active partnerships, funding diversity, grant acquittals and joint projects.

6 | Governance and organisational development

Outcome: Build a capable, accountable volunteer-led association.

Actions: Maintain a governance calendar, policies, financial controls, role descriptions, volunteer induction, succession plans and risk reviews. Assess funded staffing feasibility where appropriate.

Measures: Compliance milestones, volunteer retention, training and succession coverage.

7 | Financial sustainability

Outcome: Protect the association's ability to serve the community over the long term.

Actions: Diversify grants, advertising, sponsorship, donations, fundraising and appropriate activity income; approve annual budgets and build unrestricted reserves.

Measures: Budget performance, income concentration, reserves and project financial outcomes.

04 | Charitable purpose and ACNC registration

Purpose and public benefit

RCGI will pursue the charitable objects in clause 2 of its Constitution, including social inclusion, wellbeing, education, volunteering and community support. Resources will be applied to those objects for public benefit, not private gain. Access to charitable assistance will be based on need and appropriate eligibility criteria, not membership or ability to pay.

Registration pathway

An application for registration with the Australian Charities and Not-for-profits Commission (ACNC) was lodged on 2 November 2026. Registration is pending as at November 2026. The Secretary will monitor correspondence, coordinate responses and record the outcome. RCGI will not represent itself as a registered charity until registration is confirmed.

Ongoing charity governance

If registered, maintain a compliance calendar for applicable ACNC Governance Standards, Annual Information Statements, financial reporting, record keeping and notification of changes. Review responsible persons' eligibility, conflicts of interest and duties. The Treasurer and Secretary will report compliance to the Committee quarterly.

Tax concessions and donations

Assess eligibility for relevant ATO charity tax concessions and deductible gift recipient (DGR) endorsement separately. Seek specialist advice where necessary. Do not advertise tax-deductible donations or issue deductible gift receipts unless the relevant endorsement is confirmed. Maintain clear records of restricted donations and fundraising obligations.

Success measures

Registration outcome documented; compliance calendar maintained; all applicable returns lodged on time; annual review of charitable purposes and public benefit; accurate public statements about registration and donation status.

05 | Emergency relief and food assistance

Emergency relief

Develop a staged, needs-based assistance model for residents experiencing financial hardship, food insecurity or unexpected crisis. Begin with information and referral to established agencies; consider vouchers, essential supplies and practical assistance only after funding, eligibility, controls and safeguarding are approved.

Food relief partnerships

Explore arrangements with Foodbank WA, local supermarkets, bakeries and other food suppliers. Assess safe collection, transport, storage, temperature control, allergen information, stock rotation and disposal. Establish written agreements and appropriate food safety procedures before distributing food.

Fair access and dignity

Provide discreet, respectful access and avoid unnecessary personal information. Develop a consistent assessment and referral process, clear limits on assistance, conflict-of-interest safeguards and a complaints pathway. Do not require recipients to join RCGI or participate in promotional activities.

Delivery and accountability

Nominate a committee lead, identify funding and referral partners, and approve a pilot budget. Record assistance in aggregate, reconcile vouchers and stock, and review unmet demand. Do not promise ongoing assistance beyond available resources.

Success measures

Referral directory established in 2027; assess feasibility of at least one relief pilot by 2028; track households assisted, referrals, donated supplies, safety incidents and funding coverage if launched.

06 | Outreach and access to services

Community outreach

Invite qualified organisations to provide accessible outreach sessions, information and referrals in Ravenswood. Priority areas include family support, financial counselling, legal assistance, mental health, alcohol and other drug support and housing or homelessness assistance.

Centrelink access

Explore the feasibility of a Services Australia Access Point or other supported digital access arrangement. Consult Services Australia and the Shire regarding eligibility, premises, accessibility, privacy, equipment and operating requirements. No Access Point is represented as approved or operational.

Safe referral pathways

Maintain an up-to-date directory of local services and emergency contacts. Obtain consent before sharing information. Volunteers may assist with navigation and general information but must not provide specialist advice or clinical services beyond their qualifications.

Partner arrangements

Agree responsibilities, professional qualifications, insurance, confidentiality, safeguarding, booking and escalation procedures before hosting outreach. Ensure facility agreements permit third-party services. Use alternative venues or referral-only models if access is unavailable.

Success measures

Map local service gaps in 2027; seek at least two outreach partnerships by 2029; monitor sessions, referral uptake where consent permits, accessibility feedback and partner reviews.

07 | Inclusion, culture and wellbeing

Aboriginal and Torres Strait Islander engagement

Build respectful relationships with local Aboriginal Elders, community members and Aboriginal-led organisations. Support culturally appropriate arts and crafts, shared learning and NAIDOC activities where community-led and agreed. Respect cultural protocols, intellectual property and the right of communities to shape their own participation.

Mental health and social connection

Maintain welcoming social activities such as Games Café, chess, arts and crafts and choir. Explore mental health first aid and wellbeing education with appropriately qualified facilitators. Develop referral and escalation procedures; RCGI is not a clinical or crisis response service.

Disability access and seniors

Consult people with disability, carers and older residents about barriers. Review physical access, accessible information, session timing, affordability and reasonable adjustments. Explore digital literacy, social gatherings and intergenerational activities.

Community participation

Seek feedback from people who do not currently attend activities, including isolated residents and culturally diverse communities. Offer low-cost or free participation where funding permits and monitor barriers without collecting unnecessary sensitive information.

Success measures

Annual accessibility review and community consultation; at least one culturally informed initiative where supported by partners; track participation, repeat attendance and anonymous wellbeing feedback.

08 | Children, youth and families

Youth development

Explore a regular youth club, school holiday activities, creative projects, leadership and volunteering opportunities. Work with the Shire Youth Team, schools and qualified youth organisations to identify needs and avoid duplication.

Family support

Develop inclusive family activities and facilitate referrals to established family support services. Consider practical workshops, intergenerational activities and low-cost community events.

Child safety

Before launching any child-focused program, approve a child safety policy, role-specific screening including Working with Children Checks where required, supervision arrangements, consent, incident reporting, photography rules and emergency procedures. Confirm insurance and any applicable regulatory obligations.

Pilot and evaluation

Start with partner-supported activities and review attendance, feedback, safety and cost before expanding. Do not undertake unsupervised care or regulated childcare without separate assessment and approvals.

Success measures

Youth consultation and safeguarding readiness review in 2027; assess at least one partner-led pilot by 2028; review youth and family participation annually.

09 | Partnerships, charitable funding and employment

Funding strategy

Develop a diversified pipeline of grants, corporate sponsorship, philanthropic support, community fundraising, advertising and in-kind donations. Build on existing relationships including Bendigo Community Bank and local businesses. Prepare project-specific budgets and outcome reports, and avoid treating prospective funding as secured.

Partnership development

Maintain a register of partners, contacts, agreed responsibilities, renewal dates and outcomes. Seek multi-year support for proven programs and ensure sponsorship does not compromise charitable purpose or editorial independence.

Volunteer capacity

Introduce role descriptions, induction, training, supervision, recognition and succession planning. Match tasks to skills and availability; monitor workloads and avoid dependence on a small number of volunteers.

Future paid roles

Assess the feasibility of funded community development, program coordination and administrative positions as demand grows. Any appointment requires a business case, secure funding including employment on-costs, lawful recruitment, appropriate supervision and committee approval. Maintain a volunteer-led model where paid staffing is not viable.

Success measures

Annual funding pipeline and partner review; at least five active partnerships as an ambition; documented volunteer succession coverage; staffing feasibility review by 2029 if demand and funding justify it.

10 | Charity operations and financial safeguards

Financial controls

Apply Constitution clauses 3 and 11: funds and assets must support association objects. Maintain approved budgets, authorisations, reconciliations, accurate records and controls over cash, vouchers and donated goods. Apply constitutional requirements for payments to committee members.

Fundraising and restricted funds

Confirm applicable fundraising permissions and obligations before campaigns. Record donor restrictions, grant conditions and acquittal dates. Separate restricted funds from unrestricted reserves in financial reporting and do not use restricted funds for unrelated costs.

Sustainable service design

Cost each proposed service including insurance, facilities, equipment, training, staffing and administration. Use staged pilots and stop or redesign services that cannot be safely sustained. Aim for unrestricted reserves equivalent to three months of core operating costs over the plan period.

Privacy and safeguarding

Apply the association's privacy policy, limit access to personal information and establish retention and incident procedures. Use aggregate reporting for charitable outcomes and protect the dignity of recipients.

Success measures

Quarterly budget and cash-flow review; timely grant acquittals; annual insurance and risk review; documented approvals for new services; progress towards reserves target.

11 | Five-year roadmap

2027 | Foundation

Implement the plan; establish baseline data and annual budget; review policies; consult residents; progress centre discussions; strengthen sponsorship and trial viable programs. Progress ACNC registration, map referral services and assess food relief and youth program readiness.

2028 | Growth

Evaluate pilots; expand successful activities; develop multi-year partnerships; improve newspaper processes and volunteer succession. Assess partner-led youth and emergency relief pilots and outreach feasibility.

2029 | Capability

Review the program portfolio; explore feasible outreach partnerships; assess staffing and facility arrangements; strengthen impact reporting. Evaluate charitable assistance, referral partnerships and Services Australia access options.

2030 | Sustainability

Renew partnerships; diversify recurring income; review reserves, operational capacity and long-term facility arrangements. Review charity compliance, sustainable service funding and staffing feasibility.

2031 | Evaluation and renewal

Evaluate five-year outcomes; consult members and residents; review governance and finances; prepare the next strategic plan. Assess public benefit, charitable outcomes and long-term service viability.

All initiatives are subject to community demand, approved budgets, volunteer capacity and necessary agreements. The roadmap is a planning framework, not a commitment to expenditure.

12 | Measuring success

The following strategic ambitions will be reviewed annually. Baselines and definitions will be confirmed during 2027; targets are not guarantees.

Programs

Maintain at least four sustainable recurring programs and assess opportunities for further growth.

Partnerships

Work towards at least five active partnerships with documented outcomes.

Events

Aim for two to three major inclusive events annually where viable.

Newspaper

Maintain regular publication and review financial sustainability annually.

Volunteers

Increase active participation and establish succession coverage for critical roles.

Consultation

Conduct at least one documented community consultation exercise each year.

Financial resilience

Work towards unrestricted reserves equivalent to three months of core operating costs.

Staffing

Complete a staffing feasibility assessment if justified by demand and secure funding; no automatic commitment to employment.

13 | Responsible delivery

Financial and partnership approach

Maintain project budgets, documented approvals and timely financial reporting. Avoid reliance on a single funder, protect free or low-cost participation where practicable and seek multi-year support for proven programs. Do not establish paid roles or ongoing service obligations without secure funding and clear management arrangements.

Relationship with the Shire of Murray

RCGI seeks a constructive relationship with the Shire while maintaining independent governance. No lease, management agreement or service agreement is assumed. Any future arrangement should clearly address responsibilities, access, insurance, maintenance, costs, reporting, termination and dispute resolution.

Risk and safeguarding

Volunteer burnout: share roles, manage workloads and develop succession plans.

Funding shortfalls: stage projects, approve budgets and maintain reserves.

Safety: implement appropriate screening, supervision, insurance and event risk assessments.

Facility uncertainty: seek written agreements and alternative delivery options.

Compliance: review statutory obligations, privacy and financial controls.

Reputation: ensure accurate public claims and partner due diligence.

Any regulated or specialist service requires a separate feasibility, legal, safeguarding and capability review before commencement.

14 | Accountability and adoption

Monitoring and review

Quarterly: the committee reviews activities, participation, finances, partnerships and risks. Annually: seek community feedback, report progress and approve an operating plan and budget. In 2031: evaluate outcomes and prepare the next plan.

First 90 days after adoption

Confirm baseline measures and community needs; review policies and compliance; progress authorised discussions with the Shire; prepare a sponsorship prospectus; approve the 2027 operating plan and budget. The committee will assign leads and due dates. Assign ACNC application follow-up, develop a referral directory and assess charity program risks.

Committee approval

The Strategic Plan 2027-2031 is approved as the association's guiding strategic document, subject to annual review and separate approval of budgets, projects, agreements and staffing proposals. The plan is authorised for external circulation.

Document status: Approved.

Prepared with reference to RCGI Constitution Version 2 (effective 22 October 2026) and the October 2026 Strategic Plan 2027–2029.