



## **Beaufort Development Group**

### **Strategic Action Plan 2011-2014**

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## Disclaimer

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## SED Consulting

## Acknowledgements

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## Introduction

The Beaufort Development Group (BDG) has its origins in the 1980s when it was established as the Beaufort Business and Tourist Association to assist the promotion and development of commerce activity in the Beaufort area. Over the past 25 years or so, the Group has continued to develop and evolve to meet the changing needs of the local community. In recent times the BDG decided to broaden its focus beyond business and tourism (when it had become named the Beaufort Business Group) to look at more community wide interests and initiatives.

Over the past twelve months or so, active participation has somewhat declined and the BDG felt that they would benefit from a review of their strategic aims and develop a supporting strategic action plan. The key aims of the strategic action plan are to:

- Provide a framework of agreed objectives and supporting actions for the BDG to guide their growth and development; and
- To support the economic development of the local business sector.

A workshop was held with representatives from the BDG in Beaufort in November 2010 to facilitate the development of the strategic action plan. The workshop covered the history of the group, key challenges, a SWOT analysis of both economic activity in Beaufort and the BDG, aspirations and priority actions for the BDG to undertake.

The strategic action plan details priority, medium and longer terms projects and initiatives, including timeframes, roles and responsibilities and encourages a process for regular monitoring of activities. It is recommended that the strategic action plan be used as the basis for BDG meeting agendas and internal and external reporting processes.

## **BDG vision**

*Through leadership and partnerships, the Beaufort Development Group is a vibrant and active advocate for economic prosperity and well-being for businesses and residents in the Beaufort community.*

### **Aims and objectives**

- Develop strong and mutually beneficial partnerships that will assist with the growth and development of the Beaufort business community.
- In partnership with key stakeholders, advocate for and identify projects that contribute to sustainable economic and business development.
- Provide value to members and the wider community through developing a program of business development events and where appropriate, business development initiatives.
- Maintain a strong organisation and membership through robust governance and encouragement of participation by business operators and other key stakeholders.

### Beaufort Development Group Strategic Action Plan 2011-2014

Immediate (Imm)	1-3 months	Short (S)	3-6 months	Medium (Med)	6 months – 1 year	Longer term (Long)	1 – 3 years
Theme	Action			When	Who	Comment	Status
<b>Investment, business development and partnerships.</b>	Ensure active participation in the Community Action Plan (CAP) process and reporting back to the BDG.			Imm		BDG to identify areas of the CAP where they would have a direct role and also identify BDG initiatives for inclusion in or consideration for the final CAP.	
	Develop and maintain a database of key partner organisations and agencies and provide regular feedback and updates on BDG activities.  Identify projects and programs that would provide value to either the BDG or stakeholders.			Short		Stakeholders to include: <ul style="list-style-type: none"> <li>Local business and organisations.</li> <li>Regional business and tourism development groups.</li> <li>Pyrenees Shire Council representatives.</li> <li>State government representatives.</li> <li>Local media.</li> </ul>	
	On a meeting and issue basis, identify and invite regional representatives to BDG meetings to mutually share information and ideas.			Short then ongoing		Possible invitees to be discussed and agreed at the meeting prior and invitation(s) sent. Council representative to be invited to all meetings.	

Theme	Action	When	Who	Comment	Status
<b>Investment, business development and partnerships cntd...</b>	Advocate to Council for the progression of street scaping design and upgrade works for Beaufort.	Short		Support this Council led activity through encouragement of participation in community consultations and provide feedback and advocacy support when appropriate.	
	Develop, promote and present a calendar of 4 annual business networking and professional development events including guest speakers.	Short then ongoing		Events to include the annual AGM and 3 other events per year. First event to be the launch of the new renamed group and the strategic action plan in March 2011.	
	In partnership with Council and Regional Development Victoria, assess the feasibility and process of developing a local business mentor program and implement based on feasibility outcomes.	Med		Identify possible local business mentors and interested businesses.  Assess possible funding support opportunities such as government and local sponsorship.	
	Assess the opportunities for developing a farmers market or more diverse 'country fair' in partnership with representatives from the current Beaufort market.	Long		Potential range and size and sustainability of local supply for a farmers market will need to be considered.	

Theme	Action	When	Who	Comment	Status
<b>Marketing and promotion</b>	Launch the renamed group and the strategic action plan at a well promoted networking event in March 2011.	Imm		New name to reflect the strategic direction of the organisation. Summary of strategic action plan to be provided to participants.	
	Review and update the BDG Group website and ensure timely ongoing updates of information on the website. Information on group activities, summary action plan, profiles of committee members and business members, how to join and membership forms should be made available from the website.	Imm then ongoing		Discussions to be convened with local school and youth group to identify possibility of including website update as part of internet programs.	
	Develop a logo and supporting branding, communication and marketing plans strategy for the renamed group and which reflect the strategic action plan.	Med		Communication and marketing plan to include who (target markets), how and when of activities.	

Theme	Action	When	Who	Comment	Status
<b>Marketing and promotion cntd....</b>	Pursue a higher and more detailed profile of Beaufort based on tangible business and tourism product and offerings through local and regional marketing initiatives such as the visitors guide, local media and visitor orientated websites.	Imm to short		Provide more detailed and current information for the visitors guide and identify opportunities for shared marketing with other organisations, regional events and local businesses.	
		Med		Develop a listing of local business products and services and tourism attractions and activities to support the development of Beaufort as a visitor destination.	
		Long		Consider setting up a 'Best of Beaufort' Facebook page and provide timely media releases to local media on key Beaufort and BDG events.	

Theme	Action	When	Who	Comment	Status
<b>Governance and membership</b>	Review the current name of the group to reflect the strategic aims of the organisation.	Imm	All	To be launched at the March 2011 networking event.	
	Review and reschedule current monthly BDG meetings to a more convenient day to encourage participation in meetings by committee members.	Imm	All	Revised meeting schedule to be provided to all committee members.	
	Implement and monitor the revised membership renewal process.	Imm then annually	All	Assess and report on renewal uptake and ease of administration.	
	Review current governance arrangements and address any priority governance issues prior to the 2011 AGM.	Short	All	Office bearer roles to be priority for review including any temporary appointments until AGM.	
	Consider the establishment of 2 sub-committees for the business development and marketing themes to oversee the progression of the relevant strategic action plan.	Short	All	All committee members to be actively involved in governance and membership actions and decisions. Sub-committee membership to be reviewed annually.	
	Review membership fee structures and consider tiered membership based on for example, business size, length of membership and the inclusion of retired business operators in the region.	Med	All	Canvass member feedback on a revised fee structure and assess financial impacts and benefits.	

### Strategic action plan summary

