



VISION 2030

STRATEGIC PLAN

2026-2030

Community. Relationships. Impact.



ACKNOWLEDGEMENTS

We acknowledge the diverse and complex societies of the lands on which we live and work.

We pay our respects to the past, present and future custodians who share these lands and their ancient knowledges.

We thank First Nations peoples for their friendship and trust as we work together to enrich lives, improve health and strengthen the future.

OUR VISION FOR 2030

Red Dust's mission is working together to enrich lives, improve health and strengthen the future of Indigenous youth and families.

By 2030, Red Dust is a trusted, invited partner across the Northern Territory, present on-Country and in town, walking alongside families, Elders and young people to build strong, healthy futures through community-led teams.

Our community ties have been deepened through increased year-round presence.

A growing permanent community-based workforce is leading culturally grounded, holistic health and wellbeing programs, enabling young people to grow from participation to role model to leaders.

We continue to be a bridge between the Northern Territory and Australia's cities and towns, sharing stories and experiences that inspire support and two-way learning.

OUR GOALS



REALISING IDENTITY

Culture is strength. Identity is power.

Realising identity means strengthening cultural, personal and community identities so young people know who they are, where they belong.



PURSUING ASPIRATIONS

Expanding horizons. Creating genuine choices.

Pursuing aspirations means expanding horizons through exposure to new experiences and positive role models to create genuine choices for individuals, families and communities.



CROSS-CULTURAL COMPETENCY

Stand strong in every world. Without compromise.

Cross-cultural competency is the ability to stand strong in every world and valuing Aboriginal and Western knowledge systems equally for young people to develop the confidence and skills to move comfortably between cultures without compromise.



IMPROVING HEALTH

Holistic wellbeing. Physical, mental, spiritual and cultural.

Improving health recognises that wellbeing is holistic, embracing physical, emotional, spiritual and cultural health to inspire healthier choices while building the knowledge, confidence and resilience needed to thrive.



WERTE TO OUR COMMUNITIES, PARTNERS, AND SUPPORTERS

We acknowledge the Traditional Owners of the lands where we live and work, and pay our respects to Elders past and present. We're grateful to families, Elders and young people who guide and lead our work.

We are proud to share Red Dust's Strategic Plan VISION 2030.

This plan is about walking alongside families, Elders, and young people to build strong, healthy futures; led by community, for community. It sets a clear path for how we'll deepen our presence, grow local leadership, and keep our programs culturally strong and effective.

First and foremost, we are investing in people.

We will build a strong remote workforce by prioritising local jobs in priority communities and creating clear development and mentoring pathways. We're putting real care around our team with culturally safe wellbeing supports, good supervision, and practical resilience tools because when our people are well, our communities benefit.

We're also planning for continuity.

For all of our identified critical roles we will maintain succession plans with identified successors and tailored development. This ensures stability, protects our knowledge, and keeps momentum strong.

We're sharpening the "Red Dust way" so it's easy to learn and share.

Our core approach, the Red Dust Community-as-Family model (CAF) will be clearly explained and publicly available, supported by communication tools with shared language and examples of what good looks like.

Every staff member and Board member will access a consistent CAF onboarding experience, backed by our Working Our Way (WOW) guide, with regular refreshers and practical scenario-based checks so we know the learning sticks.

We will keep ourselves accountable and focused.

Our operating rhythm strives to be steady: an annual Activity Work Plan, bi-annual reviews, and monthly reporting to track progress, with key decisions recorded so we learn as we go. We will spend time and money up front to get our systems and practices right, even if that means short-term disruption in delivery while people learn new ways of working. Our tools will be simple and fit for remote delivery to avoid unnecessary admin.

This plan reflects the trust communities place in Red Dust.

It commits us to show our impact in ways that are accurate, respectful, and strength-based through stories and data that help us improve, not label deficits.

- By February 2027, every community we work with will have a current community profile in place.
- By December 2027, we will publish a three-year improvement plan co-designed with communities.
- Each year, we will meet the planned frequency in at least 95% of scheduled touchpoints.
- By 2030, at least 40% of programs will be led by community-based Red Dust staff.

We invite our friends to walk with us as we implement Vision 2030

Whether it's our community members and Elders who inspire our priorities. Whether it's young people stepping into role model and leadership pathways. Our partners and supporters who stand with us to create local jobs, year-round presence, and lasting impact.

Thanks to everyone who walks and works with Red Dust. Your belief in our work, and through our work, belief in the strength, knowledge, and leadership that thrives within community is what drives us every day.

Together, we are building stronger futures.

Together we are Real, Ready and Respectful.



Gavin Reid
Chairman



Scott Stirling
CEO

Meet our Board, Community Advisory Groups and Leadership.
<https://www.reddust.org.au/about/people>

VISION 2030 Strategic Plan



SIX PRIORITIES GUIDING RED DUST TO 2030



SP1 | OUR WORKFORCE

STRONG LOCAL TEAM AND LEADERSHIP

BY 2030, WITH YOUR SUPPORT

We will build and invest in a strong local workforce and leadership.

HOW WE WILL GET THERE

We attract, grow and back local people to lead with capability and confidence.



SP2 | PROTECT & CODIFY OUR MODEL

THE RED DUST WAY: COMMUNITY AS FAMILY

BY 2030, WITH YOUR SUPPORT

We will protect and codify the Red Dust Way—our values, culture and ways of working.

HOW WE WILL GET THERE

We keep Community as Family at the heart, and share our model so it endures.



SP3 | FUNDING RESILIENCE

FUNDING THAT LASTS

BY 2030, WITH YOUR SUPPORT

We will build diverse and resilient funding that supports our long-term impact.

HOW WE WILL GET THERE

We grow trusted partnerships and diverse funding streams.



SP4 | IMPACT & EVALUATION

IMPACT YOU CAN SEE: STORIES AND NUMBERS

BY 2030, WITH YOUR SUPPORT

We will show our impact through culturally safe evidence—stories and numbers.

HOW WE WILL GET THERE

We listen, learn and measure what matters to Community.



SP5 | SYSTEMS UPLIFT

SIMPLE SYSTEMS, STRONGER DELIVERY

BY 2030, WITH YOUR SUPPORT

We will have simple, strong systems that make it easier to deliver.

HOW WE WILL GET THERE

We streamline, share and use the right tools so our people can focus on impact.



SP6 | PROGRAM DEPTH & GROWTH

DEEPER PARTNERSHIPS, YEAR ROUND PRESENCE

BY 2030, WITH YOUR SUPPORT

We will deepen partnerships and be present in Community all year round.

HOW WE WILL GET THERE

We co-design, build local capacity and stay for the long term.



Strong local team and leadership

WHY THIS MATTERS

Relationship-based work requires more people from remote communities leading and delivering it, supported by training, wellbeing and succession depth.

HOW WE WILL GET THERE

We keep Community as Family at the heart, and share our model so it endures.

- Build a strong remote workforce model.
- Create structured development and mentoring pathways.
- Strengthen culturally safe wellbeing support.
- Build leadership capability and succession plans.

THE CHOICE WE ARE MAKING

We will invest in our people first, including creating genuine time for training, mentoring, leadership development and recovery.

BY 2030, WITH YOUR SUPPORT

We will build and invest in a strong local workforce and leadership.

>40%

of programs led by community-based Red Dust staff.

FROM OPPORTUNITY TO OWNERSHIP





The Red Dust Way: Community as Family

WHY THIS MATTERS

Community as Family is the Red Dust way of building trust and making decisions. It must be documented and taught deliberately.

HOW WE WILL GET THERE

We attract, grow and back local people to lead with capability and confidence.

- Make Community as Family teachable and embedded in the Red Dust Way.
- Publish the model externally using a shared language.
- Coach leaders to model Community as Family in daily practice.

THE CHOICE WE ARE MAKING

We choose Community as Family alignment over filling seats quickly, and walk away from funding that doesn't fit our values or way of working.

BY 2030, WITH YOUR SUPPORT

Our Community as Family model is documented, understood and consistently guides decisions and delivery.

100%

of employees understand our way of working and can share it with others.

THE FOUNDATIONS OF RESILIENCE AND WELLBEING



Families



Kinship
systems



Language
groups



Cultural
knowledge



Long-standing
relationships



Funding that lasts

WHY THIS MATTERS

Red Dust needs to fund its future so communities are not affected when government cycles or priorities change. Diverse, flexible funding creates room to go deeper in community, invest in people and systems, strengthen impact tracking, and build financial resilience.

HOW WE WILL GET THERE

We grow trusted partnerships and diverse funding streams.

- A more diverse funding mix.
- More multi-year commitments.
- Growth in flexible and untied funding.
- Retention of long-term major partners.

THE CHOICE WE ARE MAKING

We will prioritise values-aligned, long-term partnerships rather than chasing every short-term opportunity.

BY 2030, WITH YOUR SUPPORT

We have built a diverse and resilient funding model that supports our long-term impact.

No more than

50%

of our annual income is derived from a single contract source.

FUNDING OUR FUTURE



Stronger impact



Standing together



Longer-term

Impact you can see: stories and numbers

WHY THIS MATTERS

Red Dust needs consistent, strength-based evidence of the difference its work makes for community, its own learning, and its partners, combining stories and numbers without slipping into deficit narratives.

HOW WE WILL GET THERE

We listen, learn and measure what matters to Community.

- Agree what matters and how to measure it.
- Build a minimum viable, culturally safe Monitoring, Evaluation and Learning toolkit.
- Strengthen data quality and consistency.
- Embed regular learning and impact reporting.

THE CHOICE WE ARE MAKING

We will create genuine capacity for measurement and learning and invest in staff capability and systems before pushing for more delivery.

BY 2030, WITH YOUR SUPPORT

We will show our impact through culturally safe evidence, stories and numbers.

100%

of programs have data captured and bi-annual learning updates guide our practice and feed our improvement efforts.

OUR LEARNING LOOP



LISTEN → MEASURE → LEARN → IMPROVE → SHARE



Simple systems, stronger delivery

WHY THIS MATTERS

Systems should make quality community work easier; without simple backbone systems, administration grows and delivery suffers.

HOW WE WILL GET THERE

We streamline, share and use the right tools so our people can focus on impact.

- Define the minimum viable organisational backbone.
- Improve core systems, tools and information governance.
- Establish simple planning and reporting rhythms.
- Create practical Standard Operating Procedures and role-based training.

THE CHOICE WE ARE MAKING

We will spend time and money up front to get systems right while resisting tools and processes that add unnecessary administration.

BY 2030, WITH YOUR SUPPORT

We will have delivered on an agreed systems roadmap that is supporting a humming organisational rhythm.

80%

of staff are happy with the tools they have in place.

THE TEST WE APPLY

“ Does this make it easier for our people to do good work? ”





Deeper partnerships, year round presence

WHY THIS MATTERS

Lasting change requires depth, continuity, frequency, trust and time, not one-off visits.

HOW WE WILL GET THERE

We plan with intent.

- Define community depth plans.
- Improve annual planning and coordination.
- Strengthen year-round communication and follow-up.
- Align partnerships to long-term community priorities.

THE CHOICE WE ARE MAKING

Going deeper means sometimes saying no. We will decline one-off requests that compromise depth and consistency.

BY 2030, WITH YOUR SUPPORT

We will further deepen our partnerships with Community and be present on the ground all year round.

>95%

of planned annual community touchpoints delivered



Continuity



Frequency



Development



Community
Voice



Accountability



VISION 2030

STRATEGIC PLAN

A Stronger Future, Together.

We invite you to walk with us

By 2030, Red Dust will be stronger in the places and relationships that matter most; with community-led work, sustainable partnerships, and the capability to deliver lasting impact.

COMMUNITY & ELDERS

Keep guiding our priorities.

YOUNG PEOPLE

Step into role model and leadership pathways.

PARTNERS & SUPPORTERS

Stand with us — local jobs, year-round presence, lasting impact.

Community. Relationships. Impact.

REDDUST.ORG.AU

