



# Strategic Plan

*1 July 2012 - 30 June 2015*



**standlikestone**  
*philanthropy | influence | legacy*

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*Life is mostly froth and bubble,  
Two things **stand like stone**,  
Kindness in another's trouble,  
Courage in your own.*

*Adam Lindsay Gordon's poem Ye Wearie Wayfarer was the inspiration for the Foundation's name. The poem encompasses the objectives of the Foundation.*



# 1. Foreword

*The Limestone Coast, located in the South East of South Australia is rich in its diversity and supports a population of over 60,000 represented by the following seven local government areas – City of Mount Gambier, District Council of Grant, Wattle Range Council, Robe District Council, Kingston District Council, Tatiara District Council and Naracoorte Lucindale Council.*

Officially launched in October 2004 the Stand Like Stone Foundation not only reflects some of the words of Adam Lindsay Gordon's famous poem *Ye Wearie Wayfarer* but our region's connection with stone, particularly limestone.

"Life is mostly froth and bubble,  
Two things stand like stone,  
KINDNESS in another's trouble,  
COURAGE in your own"

*Adam Lindsay Gordon*

Adam Lindsay Gordon is known in the Limestone Coast as a horse breeder, steeplechase rider, mounted police officer and politician. He has strong connections with Robe, Port MacDonnell, Mount Gambier and Penola. In 1865 he was elected to the South Australian State Government seat of Victoria (now known as MacKillop).

The limestone which extends throughout the region reflects the permanence and strength of the community and provides the underlying platform for the region's health and wealth. The depth of the stone represents the strength and unwavering determination of the community to succeed. Limestone acts as a sponge, soaking up sustenance and redistributing it throughout the region for the benefit of all. The movement of water represents the filtering of assistance through the Stand Like Stone Foundation.

In 2012, Stand Like Stone's Board launched a strategic planning process with the aim to produce a plan that is clear, well focused and realistic – but ambitious and aggressive. The plan needed to reflect the views of our community, therefore we sought advice from a range of stakeholders – community members, not for profit organisations and key supporters – over 75 individuals and organisations contributed to the consultation and planning phase which included:

- Community survey
- Board input survey
- Personal interviews, and a
- Community planning forum

Key priorities included raising funds by sharing our story, to working in partnership with local communities and promoting Stand Like Stone - donating to Stand Like Stone will ensure there is a local, on-going, ever-increasing fund of financial assistance available for charitable projects and scholarships.

The plan has one ambitious and measurable target – to grow the corpus to \$1 million by 30 June 2015. I encourage everyone to work in partnership with the Board to raise funds to grow Stand Like Stone and provide grants and scholarships that support people and groups across the Limestone Coast region.

Stand Like Stone is for everybody – it is run for the community by the community.

**Sue Charlton**

*Chairman*



## 2. Our Strategic Role

*Understanding the key leadership role Stand Like Stone plays in advancing, encouraging, and celebrating philanthropy for the public good in the Limestone Coast, demonstrates how we support our communities, now and into the future.*

*Key roles include:*

- To provide grants and scholarships
- To raise funds to grow Stand Like Stone
- To work with local communities to raise funds to benefit local communities
- To forge partnerships with other philanthropic organisations to bring external money for use into our region
- To build community strength and help find collaborative solutions to community problems
- To facilitate fundraising events and to work with the corporate sector to encourage workplace giving
- To promote the many ways people can donate to Stand Like Stone and to build a culture of philanthropy

## 3. Our Challenges

It is important to acknowledge those challenges that have an impact on Stand Like Stone's capacity to assist communities. Key challenges include:

- Lack of funding opportunities to support small projects
- Lack of disposable income to make donations
- Limited opportunities for young people to move successfully from school, further education and training into stable rewarding work
- Lack of opportunities and skills development to build the leadership capacity of communities
- Limited access to information and services to support community development and wellbeing

## 4. Our Vision, Mission and Values

*Our vision describes our aspiration for what the Limestone Coast community will become when we succeed in carrying out our mission. Our mission describes why we exist with our core values articulating the enduring principles that guide our decisions and actions at every level of Stand Like Stone.*

### 4.1 Our Vision

**Giving for lasting impact**

### 4.2 Our Mission

**Encourage philanthropic giving to provide grants and scholarships which benefit Limestone Coast Communities**

### 4.3 Our Values

#### **I** **Inclusiveness**

Engaging our community and its diversity through leadership in all aspects of our work

#### **C** **Collaboration**

Facilitating partnerships that add value to Stand Like Stone and the community

#### **A** **Accountability**

Being open, transparent and accountable in all aspects of Stand Like Stone's operations, to be cost effective and sustainable, adhering to proper corporate governance and funds management principles

#### **R** **Responsiveness**

Valuing and respecting our donors, funding partners and applicants

#### **E** **Empowerment**

Strengthening our community by increasing the capabilities and resilience of individuals, groups and organisations

## 5. Our Strategies

*Stand Like Stone in the next three years, will create an even stronger presence in the Limestone Coast, with more accessible and known services for donors and applicants, growth in assets and positive partnerships. We will focus activity on the following four themes:*

- Building Relationships
- Increasing Stand Like Stone's Assets
- Showing operational excellence
- Sharing our stories

### *Our Goals & Strategies*

#### *5.1 Building Relationships*

*Stand Like Stone will broaden partnerships and increase our reach across the Limestone Coast to support community projects that are charitable and encourage student interest in scholarships*

Strategies:

- Engaging donors and applicants
- Welcoming new audiences
- Supporting co-investment for community wellbeing
- Growing a community of donors who want to provide a benefit to our region
- Engaging with youth

Performance Indicators:

A 10% increase on the dollar value of grants and scholarships given at the end of the 2011-2012 financial year

## 5. Our Strategies *cont.*

### *5.2 Increasing Stand Like Stone's Assets*

*Stand Like Stone will serve as a vehicle for donors with charitable interests to receive, manage, invest and distribute funds in the most effective way to reflect the recommendations of donors and the needs of the Limestone Coast community*

#### Strategies

- Understanding our role in the community
- Expanding donor opportunities and being informed about community wants/needs
- Continuing fundraising events
- Strategically focusing on signature events that build our profile
- Promoting and developing a partnership approach to increase workplace giving
- Growing our capital value
- Using the brand to contribute to the growth of Stand Like Stone's assets

#### Performance Indicators:

Grow the Stand Like Stone corpus of funds from \$770,000 to \$1 million no later than 30 June 2015

*“No one has ever  
become poor by giving.”*

*Anne Frank*



### 5.3 *Showing Operational Excellence*

*Stand Like Stone will continue to develop new and better ways of monitoring, reporting and improving our performance*

#### Strategies

- Maintaining sound infrastructure and technology
- Operating with excellent financial management and sustainable growth
- Expanding outreach and community connections
- Having effective communication
- Developing strong succession planning
- Nurturing Board development

#### Performance Indicators

Increase the number of volunteers who contribute to Stand Like Stone and promote its values



## 5. Our Strategies *cont.*

### 5.4 *Sharing Our Stories*

*Stand Like Stone will expand the awareness of the benefits of local giving to the wider community*

#### Strategies

- Having a comprehensive Marketing/Communications Plan
- Encouraging recipients to share their stories
- Building the Stand Like Stone brand

#### Performance Indicators:

Initiation of a Marketing/Communications plan promoting Stand Like Stone as the “place of choice to donate” to benefit Limestone Coast communities





## 6. Acknowledgements

*First and foremost, I would like to thank those community members and organisations who provided input into this plan. Your willingness to contribute is greatly appreciated and has given us insight into the direction you would like Stand Like Stone to take over the coming three years.*

To our Board members who continue to be strong supporters and advocates of Stand Like Stone, you together with friends of Stand Like Stone have expressed clearly and succinctly the views of the community in the words of this plan.

In addition I would like to thank Elaine Pollock, Dr Anne Johnson of Community Engagement, Tammy Creaser of Tammy Creaser Web Designs and Gretel Sneath, Freelance Journalist. Your team approach to strategic planning has guided the plan's development.

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## 7. Sponsors

*We can only achieve due to the support of our wonderful sponsors.*

*Please feel free to support them as they have supported us:*



Patron - Mr Ray Scott



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