



STRATEGIC PLAN

1 July 2016 - 30 June 2019

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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.

Foreword

In our 2012-2015 Strategic Plan, an “ambitious target” was set to grow the corpus of the Stand Like Stone Foundation to \$1 million by June 2015. This strategic target, as a measurable goal was met. We are proud of this achievement, but realise that we need to move forward with a positive attitude, guided by a new set of principles and a new set of strategies to meet our goals.

The Board has undertaken an exhaustive strategic planning process under the leadership of Dr Geoff Wells, Rural Communities Australia. Every part of the Stand Like Stone business was examined and evaluated against goals the Board committed to set for the Foundation. We examined community standards and set what we perceived as realisable goals for Stand Like Stone Foundation. It is our Strategic Plan that will be the essential driver for the Board.



Bill DeGaris, Chairman

In preparing this new Strategic Plan, we were mindful that the Limestone Coast, located in the South East of South Australia, is rich in its diversity and supports a population of over 60,000 people living in 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.

We are mindful of the challenges of building the corpus of the Foundation and of investing to obtain reasonable returns on our funds. We will be challenged in the future by targets we set for capital raising. We need to examine new and innovative ways of raising our invested funds. We are also mindful of the needs of our community. Charitable organisations within our community provide often unseen services to the aged, to youth and to less fortunate citizens. Our Board needs to extend its spheres of influence to best serve our community. We will seek more input from our community as to how our funds can be applied fairly and equitably within our community.

By providing funding for grants, scholarships and charitable projects, Stand Like Stone is increasingly recognised as an important player for charitable donations in our region. Our Strategic Plan for 2016-2019 is ambitious. It aims to be more inclusive. It aims to be innovative in its approach to fundraising and capital contributions. Above all, it is driven by a passion to provide for a better and more caring community.

I would like to thank all our board members and SLSF executive staff for their willing involvement in preparing this new Strategic Plan. Thanks to Dr Geoff Wells for his time and commitment, and finally, an appreciative thank you to all community members who assisted us with the process of producing this Strategic Plan.

Bill DeGaris
CHAIRMAN

Our Vision

Investing in our community for lasting impact

Our Mission

Growing funds and building relationships for investment in the strength and wellbeing of our Limestone Coast communities. Encouraging collaborative and community-led initiatives. Helping our communities address their needs.

Our Values



Inclusiveness

Engaging with our community in all its diversity



Collaboration

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



Accountability

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



Responsiveness

Valuing and respecting our donors, funding partners and applicants, upholding their dignity, and listening actively to their ideas and concerns



Empowerment

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

*“The greatest use of a life is
to spend it on something
that will outlast it”*

William James

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 community, 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 identify needs of their communities, build community strength and help find collaborative solutions to community problems
- To forge partnerships with other philanthropic organisations and the corporate sector to bring external money for use into our region
- To promote a culture of philanthropy in the Limestone Coast

Strategic Themes

In the next three years Stand Like Stone 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 five themes:

- Evidence Based Decision Making
- Building Relationships
- Increasing Stand Like Stone's Assets
- Demonstrating Operational Excellence
- Marketing and Communications

Our Goals and Strategies

Evidence Based Decision Making

Stand Like Stone will underpin all of its activities with evidence based decision making.

Strategies:

- Implement a Vital Signs© study for the Limestone Coast to identify key trends
- Identify available sources of statistical information
- Form relationships with key research bodies and partners
- Become better informed about community strengths/wants/needs

Performance Indicators:

- Undertake an initial Vital Signs© study for the Limestone Coast region by 2019

Building Relationships

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

Strategies:

- Engage donors and sponsors
- Engage potential applicants
- Strengthen relationships with District Councils, corporates and other Not-For-Profits
- Support co-investment for community wellbeing
- Grow a community of donors who want to provide a benefit to our region
- Investigate and Implement Giving Circles
- Create a SLSF alumni/volunteer program to capture those who have contributed to SLSF
- Expand outreach and community connections

Our Goals and Strategies (cont)

Performance Indicators:

- Increase in the dollar value of grants and scholarships given at the end of the 2018-2019 financial year; Strategic Objective 10% increase
- Increase the number of volunteers who contribute to Stand Like Stone and promote its values
- Increase the number and kinds of events in the Limestone Coast to raise awareness of Stand Like Stone Foundation

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:

- Expand donor opportunities
- Implement a bequest program
- Strategically focus on signature events that build our profile
- Promote and develop a partnership approach to corporate giving
- Grow our capital value

Performance Indicators:

- Grow the Stand Like Stone corpus of funds; Strategic Objective to \$5 million by 2019

Demonstrating Operational Excellence

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

Strategies:

- Build and improve infrastructure and technology

- Implement administration systems, processes and human resources to ensure adequacy for growth
- Operate with excellent financial planning and management
- Develop strong succession planning and ensure Board renewal
- Nurture Board development through training and development opportunities
- Board members to attend the Community Foundations Forum at least once every three years

Performance Indicators:

- Increased efficiency in systems and processes for all areas of Stand Like Stone's operations

Marketing and Communications

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

Strategies:

- Implement a comprehensive Marketing/Communications Plan
 - Maximise the reach of online marketing through active participation in social media
 - Create link to Twitter/Facebook feed on website to provide currency on website
 - Create a simple video detailing who we are and what we do
- Promote sharing with other Community Foundations
- Encourage recipients to share their stories with the wider community
- Build the Stand Like Stone brand
- Implement media monitoring module

Performance Indicators:

- Increase Facebook likes; Strategic Objective 2500 by 2019
- Increase Twitter followers; Strategic Objective; 450 by 2019

Acknowledgements

I thank those community members and organisations that have 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 Stand Like Stone Board members who continue to be strong supporters and advocates of the foundation, you have expressed clearly and succinctly the views of the community in the words of this plan.

We look forward to implementing the strategies identified within this plan to further grow this incredible resource, with clear strategic direction, for the benefit of the Limestone Coast community.

Georgie McKay
EXECUTIVE OFFICER

Sponsors

*We can only achieve due to the support of our wonderful sponsors.
Please support them as they have supported us:*





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