

A stylized illustration of eight hands, drawn in black outline, arranged in a circle with fingers pointing towards the center. The hands are set against a solid magenta background that has a slightly irregular, torn-edge shape. The text "SUSTAINING YOUR GROUP" is centered within this magenta area.

SUSTAINING YOUR GROUP



Conservation
Council SA

FINDING THE RIGHT MODEL

STARTING A NEW GROUP TAKES TIME, ENERGY AND COMMITMENT.

Before starting a new group, scan your local networks and ask:

- * ARE THERE ENOUGH PEOPLE WITH AN INTEREST IN YOUR IDEA/PROJECT/ CAMPAIGN TO SUSTAIN A GROUP LONG-TERM?
- * IS FORMING A GROUP THE MOST EFFECTIVE WAY TO ADDRESS THE NEED YOU HAVE IDENTIFIED?
- * COULD YOU JOIN AND SUPPORT AN EXISTING GROUP?
- * WHAT FORM SHOULD YOUR GROUP TAKE?
- * WHAT IS GOING TO WORK FOR GROUP MEMBERS?
- * IS AN INFORMAL NETWORK BETTER?

If you decide a new group is the best way forward, you can choose to keep it informal and gather people together when something needs to be done, then go your own way again.

You don't need to develop a formal group structure, however, if you are trying to influence a larger issue or you want to access grant funding you may

find that evolving your group into a formal organisation has a more powerful impact within your community.

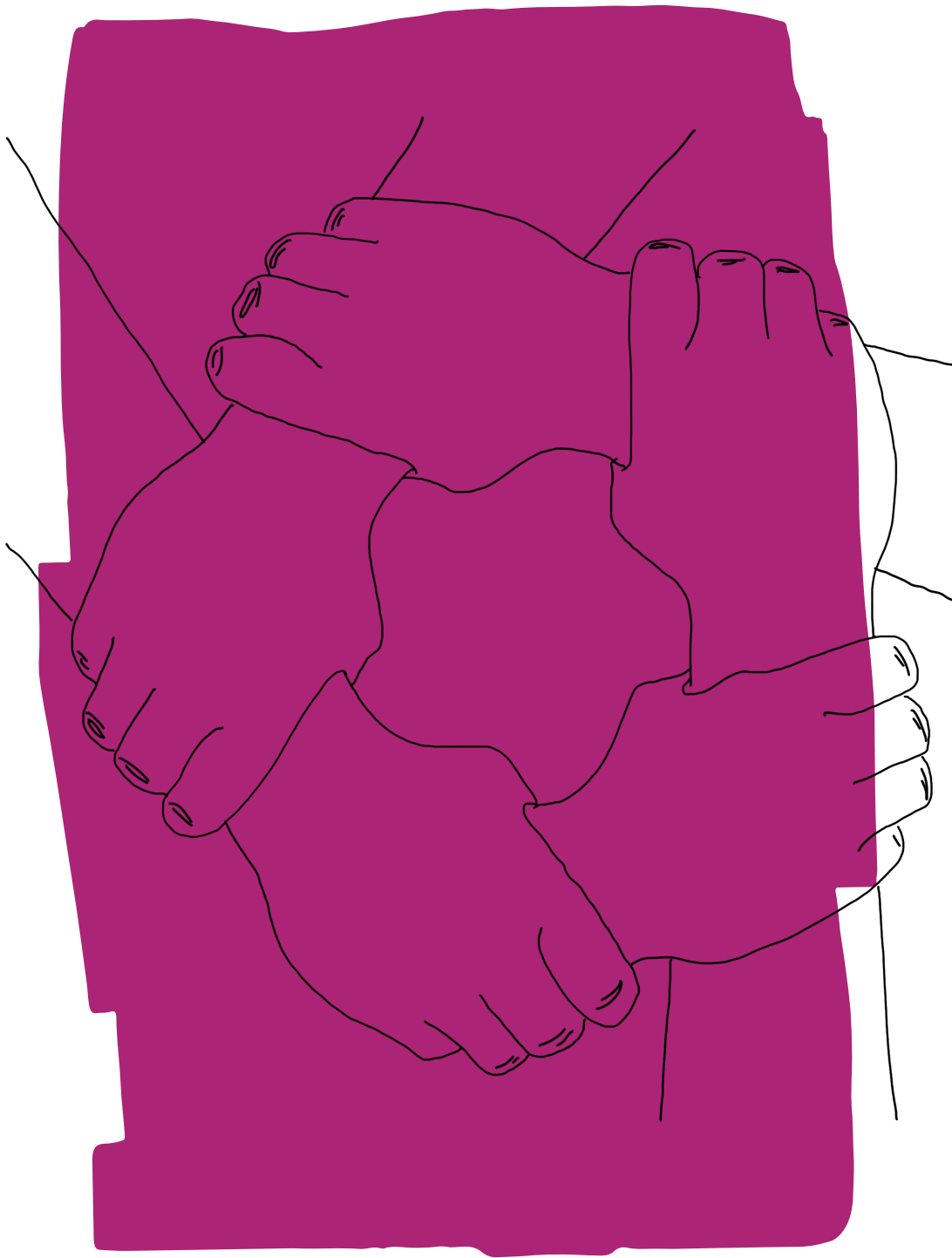
You need to decide what type of group best suits your purpose, the level of risk your members are willing to be exposed to, and how much energy the group has to set up a formal structure.

TYPES OF GROUP











There are different ways of structuring your group. Informal structures are not recognised as legal entities, so any financial or legal risks are the responsibility of the individual members of your group.

Formal structures are those that result in your group being recognised as a legal entity. Types include incorporated associations, co-operative societies and companies.











Once your group is recognised as a legal entity, individual members are protected (to a degree) as contracts, financial and legal risks are the entered into in the group's name.



UNINCORPORATED ASSOCIATION

-  NOT A LEGAL ENTITY
-  NO SETUP COSTS
-  PEOPLE CAN FORM AND NAME A GROUP, ASSIGN ROLES AND START WORKING ON PROJECTS, ACTIVITIES OR CAMPAIGNS WHENEVER THEY LIKE
-  ANY CONTRACTS (E.G. PROPERTY LEASES, BANK ACCOUNTS, INSURANCE, PUBLIC LIABILITY) ENTERED INTO BY THE GROUP WILL BE IN THE COMMITTEE MEMBERS' PERSONAL NAMES
-  GROUP MEMBERS CAN BE HELD PERSONALLY LIABLE FOR ANYTHING THAT GOES WRONG
-  FEWER LEGAL REQUIREMENTS
-  LESS SCRUTINY
-  FLEXIBILITY TO DECIDE WHAT YOU DO AND HOW YOU DO IT
-  GOOD OPTION FOR ONE-OFF ACTIVITIES OR SHORT-TERM PROJECTS
-  CANNOT APPLY FOR GRANTS FROM GOVERNMENT OR OTHER ORGANISATIONS IN THE GROUP'S NAME—YOU WILL NEED TO FIND A SPONSORING ORGANISATION

INCORPORATED ASSOCIATION

-  IS A LEGAL ENTITY
-  THE COST INVOLVED IN SETTING UP
-  NEED TO REGISTER A NAME, SET AIMS AND OBJECTIVES FOR THE ORGANISATION, DEVELOP A CONSTITUTION (RULES OF ASSOCIATION), VOTE TO INCORPORATE, AND APPOINT OFFICIAL OFFICE BEARER
-  CONTRACTS ARE ENTERED INTO IN THE NAME OF THE GROUP
-  THE GROUP HOLDS LIMITED LIABILITY, PROVIDING PROTECTION (TO A DEGREE) TO INDIVIDUAL MEMBERS
-  HAS LEGAL RESPONSIBILITIES
-  HAS TO ABIDE BY A PROCESS FOR PROVIDING COMPLIANCE DOCUMENTS, INCLUDING ANNUAL AUDITS OF FINANCIAL STATEMENTS
-  HAVE TO ABIDE BY THE RULES OF ASSOCIATION (CONSTITUTION)
-  GOOD FOR ONGOING GROUPS WITH FIVE OR MORE PEOPLE THAT ARE WORKING ON LONG-TERM PROJECTS
-  CAN ENTER INTO CONTRACTS WITH FUNDING BODIES

TO EXPLORE THE OTHER TYPES OF FORMAL ENTITIES, THE 'LEGAL STRUCTURES' FACT SHEET ON [OURCOMMUNITY.COM.AU](https://ourcommunity.com.au) OFFERS DETAILS ALONG WITH LISTS OF ADVANTAGES AND DISADVANTAGES OF EACH OPTION.

GROUP

GOVERNANCE

As your group grows in size and formalises you'll need to set up a management committee that is responsible for running the group on behalf of its members.

People are assigned roles—President, Secretary, Office Bearer, Treasurer—to ensure certain tasks get done. Management committees are responsible for defining the group's programs and services, obtaining resources and support, providing financial oversight and ensuring the organisation meets its legal and financial requirements, developing risk management processes and assigning leaders or employing staff.

Working groups or sub-committees are a useful tool to delegate tasks and decisions. These can be ongoing, like fundraising or building maintenance sub-committees, or short-term like a working group for running a community open day. It also means regular committee meetings are more effective as the working groups can report back on actions.



STRATEGIC PLANNING

The difference between a group that folds after a short time and one that endures can often be the implementation of a strategic plan. Developing and putting into practice a strategic plan for your group ensures you have a clear purpose, a set of goals and an identified path that will take you where you want to go.

TIME IS ALWAYS
LIMITED SO TO
PRIORITISE YOUR
EFFORTS, GET
EVERYONE ON
THE SAME PAGE.

STRATEGIC PLAN



- * **DEFINES YOUR GROUP'S PURPOSE**
- * **SETS A LONG-TERM VISION FOR YOUR GROUP**
- * **GUIDES YOUR MEMBERS TO MAKE A FOCUSED EFFORT TO ACHIEVE THE CHANGE, DELIVER A PROGRAM OR COMPLETE A PROJECT THAT YOUR GROUP HAS SET OUT TO DO.**
- * **PROVIDES ACCOUNTABILITY AND TRANSPARENCY TO YOUR MEMBERS AND SUPPORTERS**
- * **ESTABLISHES PRIORITIES FOR YOUR GROUP**
- * **IDENTIFIES HOW YOUR GROUP WILL SUSTAIN ITSELF OVER TIME**

There is no one set way to develop and implement a strategic plan. You will need to use the resources you have available to choose a method that works best for your group. You may choose to develop a plan over a series of meetings or set aside a day to get it done.

Aim to be inclusive in your planning process and consult broadly. Include your supporters, general community members, funding bodies and staff, as well as your management committee. A strategic plan works best when it is a short document that you can put into action straight away.

SWOT

ANALYSIS



EVERYONE PLAYS DIFFERENT ROLES
IN A GROUP—VALUE EVERYONE'S
UNIQUE CONTRIBUTION—DIVERSITY
IS A SIGN OF WEALTH IN A GROUP

A GOOD STRATEGIC PLAN INCLUDES:

- * **VISION AND PURPOSE:** Develop a clear statement that identifies what is your group's ideal future and what is your group's role in that future.
- * **VALUES AND PHILOSOPHY:** Why are you trying to achieve this vision? This will support the other parts of your plan.
- * **SWOT ANALYSIS:** An analysis of your group's strengths, weaknesses, opportunities and threats (SWOT).
- * **PRIORITIES AND KEY STRATEGIC GOALS (ALSO KNOWN AS OBJECTIVES):** What do you need to do to meet your group's vision? Goals should be designed and phrased so they are specific, measurable, achievable, relevant and timely (SMART).
- * **ACTION STRATEGIES:** Identify who is responsible, what they need to do and when they need to do it by. Depending on the size of your group, this can be a separate operational plan.
- * **PROGRESS TRACKING:** An outline of how your organisation will track the progress of the strategic plan, including a work plan, milestones and indicators of success.



FACILITATION AND SELF-AWARENESS IN GROUPS

The difference between a group that folds after a short time and one that endures can often be the implementation of a strategic plan.

Developing and putting into practice a strategic plan for your group ensures you have a clear purpose, a set of goals and an identified path that will take you where you want to go.

TIPS

FOR EFFECTIVE MEETINGS

- * Plan ahead. Set up an agreed place and time for regular meetings so people can plan to be there.
- * Choose a meeting schedule that suits the needs of the group. Don't meet weekly if a monthly meeting is sufficient.
- * Agendas provide a clear purpose for the meeting. Prepare and share prior to the meeting.
- * Do you have a reason for the meeting? If there is no clear purpose, postpone the meeting.
- * Give people a chance to read and think about key documents in advance. Share all relevant data so people can make informed decisions at the meeting.
- * Start and finish on time. Designate a timekeeper.
- * Stay on topic.
- * Be brief and concise.
- * Record minutes and circulate as soon as possible after the meeting. Minutes should note decisions made, task identified along with people and time frames allocated, and items to be carried over to next meeting.
- * Have an agreed-upon process for decision-making.
- * Assign roles to keep the meeting on track. These may include chair/facilitator, co-facilitator, minute taker, timekeeper and others as needed.
- * Rotate the roles each meeting to give each group member a chance to participate.
- * The meeting facilitator should ensure each person has an opportunity to speak. Keep in mind that every person has a unique contribution to make to the group; some people will not speak up if there are people dominating the conversation.



REGARDLESS OF YOUR ROLE AT A MEETING, EACH PERSON HAS A CONTRIBUTION TO MAKE. EACH PERSON AT THE MEETING SHOULD FOLLOW THESE PRINCIPLES

- * People should leave the meeting knowing where and when is the next meeting, what they need to do between meetings, who will be setting the agenda, facilitating and taking minutes the next meeting.
- * Prepare for meetings.
- * Use the agenda.
- * Listen to the speakers.
- * Learn from other people.
- * Speak up when you have something to say.
- * Ask questions if you are unclear or unsure.
- * Consider all options and share your views.
- * Abide by the decisions taken, whether you agree with them or not.

MANAGING CONFLICT IN A GROUP

Conflict is both normal and inevitable where a group of people are trying to achieve something. The important thing is how conflict is dealt with. If it's addressed constructively, conflict can be an important step in building and maintaining relationships.

Conflict may arise due to:

- * Diversity and difference in values, opinions, culture, needs and perceptions
- * Power imbalances
- * Suppression of feelings and emotions

Setting some behavioural expectations for your group, along with a shared understanding of how decisions are made, and self-awareness about how you work within your group can help build relationships and diffuse conflict.



DEVELOP AND SHARE A CODE OF CONDUCT

Consider developing a code of conduct. They set a standard of behaviour that helps build your group's culture and make it easier to deal with conduct and behaviour issues as they arise.

A code of conduct lists the group's values and actions that support the values. As well as points around observing relevant legislation, it can include points on conduct around confidentiality, conflict of interest, accepting gifts, official public comment and appropriate use of group resources.

A code of conduct also provides detail on what happens when a breach of the code occurs. There are many free online resources to help you develop a code of conduct for your group.

UNDERSTAND

YOUR DECISION-MAKING PROCESS

The two most common methods of making decisions—by consensus and by taking a vote—may not always be the best choice. Your group may choose to change methods based on the type of decision that needs to be made. Whichever method you choose to follow, make sure the group is aware of the method prior to beginning the discussion.

CONSENSUS BUILDING:

Everyone discusses and understands the problem, develops a solution together that represents the whole group's best thinking. It delivers a decision that everyone can live with.

MAJORITY VOTING:

The option with the most votes becomes the decision.

ONE PERSON DECIDES:

The group chooses one person to make a decision on behalf of the group. This is a good option if you need a quick decision, the decision is unimportant or small (compared to other group activities), there is a clear expert in your group or one person is responsible for the outcome. The person can consult with others from the group before making their decision.

MULTI-VOTING:

Use when there is a long list of options to choose from and you need help with priority setting. In order to make decision participants develop a set of selection criteria and vote on the different options. This process clarifies the preferred option.

COMPROMISE:

If there are two or more options, members have strongly differing opinions and refuse to accept the other options put forward, a decision can still be through compromise. To do this, you negotiate a new option that is made up of ideas from each of the other options that were originally presented. Use this method as a last resort as it usually results in a decision where everyone compromises and no one feels like they really got what they wanted.

CONFLICTING IDEAS

CONFLICT IS A NATURAL PART OF DECISION-MAKING. TRY DRAWING OUT DIFFERENCES ASSERTIVELY AND COLLABORATIVELY RATHER THAN PRETENDING THEY DON'T EXIST. ASK QUESTIONS AND CHECK ASSUMPTIONS PEOPLE MAY HAVE ABOUT THE ISSUES OR THE GROUP'S PURPOSE.

POINTERS

FOR DEALING WITH CONFLICT:

- * Don't panic when conflict arises—see it as an opportunity for growth.
 - * Recognise that people and cultures see and handle conflict in different ways.
 - * Try to look at things from each person's point of view—take their feelings seriously.
 - * Try to separate people and personalities from the situation—consider issues only.
 - * Make time to talk about it.
 - * Be clear in your own mind what your goal is but be open to changing it or finding alternative ways of achieving it.
 - * Focus on mutual interest.
 - * Emphasise common concerns and points of agreement.
 - * Look for options where there are mutual gains.
- It's useful to have some strategies to guide the group through conflict:
- * Don't panic when conflict arises
People often talk about what's annoying them outside of the group, rather than at meetings. Providing a time for people to speak when the group is together can be helpful. Try introducing this as 'time to discuss how we are going.'
 - * When people are in conflict and not dealing with it, the energy of the group will often be sluggish. Check out what's happening if you sense an energy loss.
 - * Set some ground rules—things like 'no put-downs' or 'no using I statements.'
 - * Revisit the group's purpose. Have people temporarily forgotten what they are there for or are people working towards different goals?

REMEMBER TO:

- * CHALLENGE IDEAS
RATHER THAN PEOPLE
- * DISAGREE WITHOUT
BEING DISAGREEABLE

MANAGING YOURSELF

IN A GROUP CONTEXT

Be aware of how your contribution impacts others. How much airspace are you taking up? Could you encourage contributions from quieter members? How could you contribute to a positive culture within your group?

BEHAVIOURS THAT HELP:

- * Listening to other ideas politely, even when you don't agree.
- * Paraphrasing the main points made by another person, especially if you're about to contradict the person's ideas.
- * Praising others' ideas.
- * Building on others' ideas.
- * Asking others to critique your ideas, and accepting the feedback.
- * Being open to accepting alternative courses of action.
- * Dealing with facts.
- * Staying calm and friendly toward colleagues.

ENGAGING VOLUNTEERS

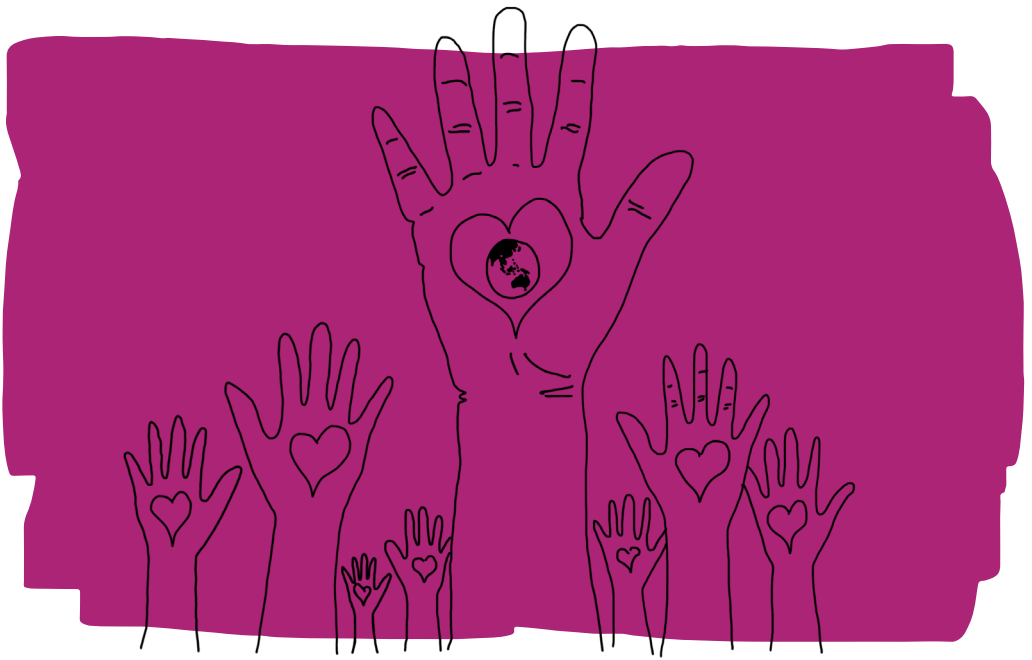
Volunteers are the essential backbones of community groups. If you can't find people who are willing to support the work that you do, you are in danger of being unable to carry it out.

The resources you have available, the way you interact with volunteers and the roles your volunteers undertake can vary, so it's important to think about how your group can best engage and support volunteers.

Recruiting, inducting, retaining and recognising volunteers can take some work, so a thoughtful volunteer management system within your group can reduce rapid volunteer turnover and help retain talent.

11 TIPS FOR MANAGING VOLUNTEERS

1. Make new people feel welcome. Follow up with new people in a timely way; try to contact people as soon as they express interest.
2. Create a volunteer application form and filing system.
3. Think about the work that needs to be undertaken and develop job descriptions to suit the work. A job description should include the main purpose of role, duties, skills required, who the role reports to the time commitment, what the position offers the individual, and training or experiences offered to the individual.
4. Recruit to match the job descriptions. This ensures your group gains the skills it needs to fulfil its purpose and that volunteers can begin their role with a sense of ownership and importance. It also ensures your group's resources are directed where they will make the greatest impact.
5. Value people's time, find out what they want to learn and contribute and find them a role that matches their reasons for volunteering. If you can't offer what they need, save everyone's time by helping them find a different group to work with.
6. Have an induction process that includes a tour of the group's premises or work site, introduction to members, background and history of the group, and provide work, health and safety training



7. Consider a trial period for each new volunteer. Partner them up with someone as they start. A trial period provides people with a graceful way to exit your group if they discover it is not for them, or for you to ask them to leave if they've joined the group assuming it is something you are not, or if they don't suit the role they've chosen.
8. Set up a sign in-out system to track volunteer's work. This is useful for insurance purposes but is also a tool for tracking community involvement and hours worked on a project, and can be used in grant applications to show your group's capacity to deliver on the grant.
9. Assign the role of Volunteer Coordinator to a member of your group. This will ensure continuity of support for the volunteers and your group. They can ensure the important steps are taken each time a new person joins you.
10. Check to see if you need volunteer insurance, and read the policy to see what it provides.
11. Providing ongoing support. Check in to see how your volunteer's are going and what they need.

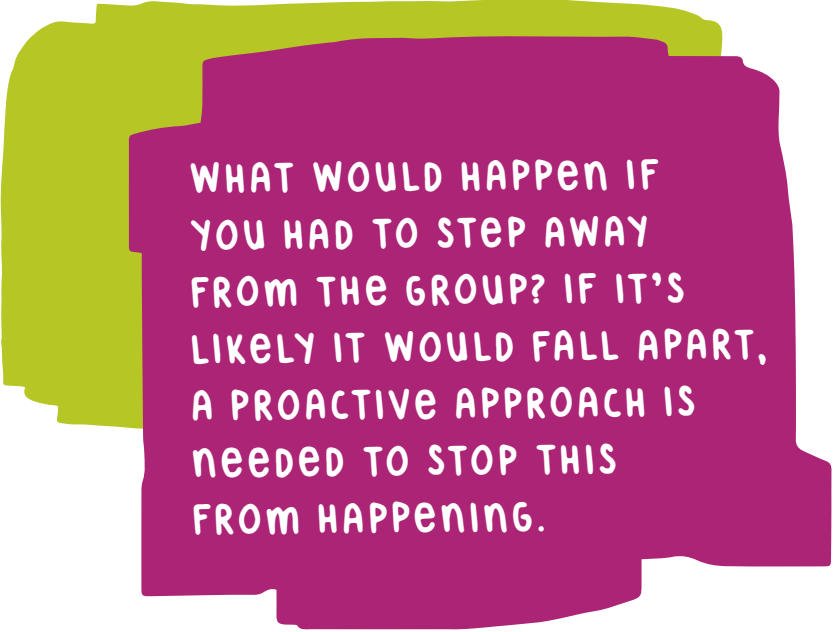
RETAINING VOLUNTEERS

Supporting and recognising the contribution and achievements of your volunteers is crucial for retaining your volunteer base. If your volunteers do not feel like they are a valued part of your group, they will leave.

Recognition does not have to be a formal program, but it does help if you plan for it. It also helps to consider your volunteers' motivations for working with your group. A quiet achiever might prefer you to take the time to sit and have a cuppa and a chat to say thank you, while others may like the public acknowledgment of a presentation.

BE CREATIVE, YOU CAN ACKNOWLEDGE CONTRIBUTIONS THROUGH A NUMBER OF WAYS:

- * Say thank you.
- * Write letters and postcards of thanks.
- * Offer personal praise where appropriate.
- * Provide identification badges, hats or volunteer shirts.
- * Publicly acknowledge volunteers and present awards or certificates at your public meetings.
- * Send Christmas and birthday cards.
- * Host social events.
- * Provide references for people seeking employment.
- * Listen to volunteers' ideas in person or through a suggestion box system.
- * Invite all volunteers to openings as guests.
- * Host an end-of-service party.
- * Implement a life-long membership.
- * Ask volunteer service to be acknowledged by Mayor or community elder.
- * Write articles in newsletters about what people are working on.
- * Provide facilities and equipment for them, and ensure it is clean, tidy and functioning properly.
- * Encourage and supporting volunteers through providing training opportunities and a chance to build skills.
- * Give opportunities for volunteers to take on extra responsibilities, to mentor new people as they arrive.



WHAT WOULD HAPPEN IF
YOU HAD TO STEP AWAY
FROM THE GROUP? IF IT'S
LIKELY IT WOULD FALL APART,
A PROACTIVE APPROACH IS
NEEDED TO STOP THIS
FROM HAPPENING.

SUCCESSION PLANNING

Succession planning is the process through which you develop procedures and understandings on how change is managed within your group so it continues to operate.

What would happen if you had to step away from your group?

What would happen if your founding members, key volunteers or staff leave?

Have you identified who can take on key roles to ensure your group continues?

Will there be a continuity of work, roles or output as people leave the group?

How is organisational knowledge and relationships retained as people leave?

Groups within the environmental sector can be vulnerable to collapse as they often rely on the commitment of a core group of people to carry out their work, and there is a danger of the group falling apart as key people leave. You need to take a proactive approach to stop this from happening. A succession plan ensures that your group remains viable, relevant, and active in the future.



START BY REVISITING YOUR STRATEGIC PLAN. IDENTIFY CRITICAL ROLES THAT ARE REQUIRED TO MEET YOUR GROUP'S OBJECTIVES. THINK ABOUT THE SKILLS NEEDED IN EACH OF THE CURRENT AND FUTURE ROLES. CHECK IN WITH YOUR GROUP TO SEE IF THERE ANY EXPECTED VACANCIES COMING UP.



CONSIDER EACH IDENTIFIED ROLE. IDENTIFY GAPS IN THE SKILLS WITHIN YOUR GROUP AND THE ADDITIONAL SKILLS NEEDED TO MEET YOUR OBJECTIVES. IF YOU HAVEN'T ALREADY, WRITE A POSITION DESCRIPTION FOR EACH ROLE.

THE PROCESS
FOLLOWS

FIVE
STEPS



3 SET UP SYSTEMS FOR RECORD KEEPING AND CAPTURE YOUR GROUP'S INFORMATION, OR STANDARDISE YOUR SYSTEM IF YOU'VE ALREADY STARTED. WRITE THINGS DOWN SO KNOWLEDGE IS CAPTURED, STORED AND AVAILABLE FOR THE NEXT PERSON TO USE. INFORMATION TO CAPTURE MAY INCLUDE POSITION DESCRIPTIONS, MEETING AGENDAS/MINUTES, PARTNERSHIP DETAILS, SPONSORS AND KEY CONTACTS, POLICIES AND PROCEDURES, CONTACT LISTS, NEWSLETTERS, VOLUNTEER RECORDS AND MORE. THERE ARE FREE ONLINE RESOURCES AND TOOLS THAT SUPPORT THIS PROCESS. ALSO CONSIDER HOW INFORMAL KNOWLEDGE CAN BE SHARED (E.G. GROUP MEMBER'S CONNECTIONS AND RELATIONSHIPS WITH STAKEHOLDERS). INVITING A MEMBER ALONG TO MEETINGS WITH EXTERNAL STAKEHOLDERS PROVIDES OPPORTUNITIES FOR KNOWLEDGE AND NETWORK SHARING AND ALLOWS STAKEHOLDERS TO DEVELOP RELATIONSHIPS WITH NEWER MEMBERS OF YOUR GROUP. CONSIDER DEVELOPING A SYSTEM OF SHARED LEADERSHIP AMONGST GROUP MEMBERS AS A WAY TO ENSURE THAT ONE PERSON IS NOT SOLELY RESPONSIBLE FOR THE GROUP'S EXTERNAL RELATIONSHIPS OR ORGANISATIONAL KNOWLEDGE.

4

IDENTIFY AND RECRUIT PEOPLE FROM WITHIN THE GROUP, OR SEARCH THROUGH YOUR COMMUNITY NETWORKS TO FIND PEOPLE WHO HAVE THE SKILLS AND EXPERIENCE IDENTIFIED EARLIER. HAVE AN INDUCTION PROCESS FOR NEW RECRUITS AS WELL AS A DEVELOPMENT PLAN TO MENTOR NEW AND EXISTING MEMBERS TO TAKE ON ROLES. THIS ENSURES PEOPLE START THEIR ROLES WITH KNOWLEDGE ABOUT HOW YOUR GROUP OPERATES AND WHERE TO ACCESS INFORMATION SO THEY CAN HIT THE GROUND RUNNING.

5

EVALUATE YOUR PLAN TO SEE IF IT IS WORKING. ADJUST AS NEEDED; YOUR SUCCESSION PLAN SHOULD BE AN EVER-EVOLVING DOCUMENT.

For small groups with a less formal structure, succession planning may be as simple as writing down a list of all the things you do in your role, gathering and filing information in one place to be easily be used by the next person, creating and saving templates and key documents to online storage services like Dropbox or Google Drive, and mentoring others within your group to learn the skills used in your role.

Consider each role within your group as having two or three people involved: the person currently in the role, the person who previously held the role and is available for advice, and the person who will be training up to eventually take over the role.

SUCCESSION PLANNING IS WORTH TAKING THE TIME TO DO IT:

- * **ALLOWS YOUR GROUP TO CONTINUE TO OPERATE EFFECTIVELY AS PEOPLE LEAVE**
- * **IDENTIFIES ROLES AND SKILLS THAT CONTRIBUTE TO YOUR GROUP'S ONGOING SUCCESS**
- * **ENABLES TARGETED RECRUITMENT OF NEW MEMBERS OR VOLUNTEERS**
- * **CREATES A PROCESS TO A HANDOVER OF ORGANISATIONAL KNOWLEDGE AND NETWORKS**
- * **CREATES AN ATTRACTIVE ENVIRONMENT FOR NEW MEMBERS AND VOLUNTEERS**
- * **IMPROVES THE MORALE AND COMMITMENT OF EXISTING MEMBERS AND VOLUNTEERS, MINIMISING VOLUNTEER BURNOUT AS YOU HAVE A STRATEGY FOR DEVELOPING PEOPLE TO TAKE OVER ROLES**
- * **SETS UP A SYSTEM OF INFORMATION SHARING AND GOOD RECORD KEEPING WHICH AVOIDS THE LOSS OF IMPORTANT KNOWLEDGE ABOUT THE GROUP.**
- * **YOU CAN FIND A USEFUL SUCCESSION PLAN TEMPLATE AT COMMUNITYCLUBTOOLKIT.COM**

**LOOK FOR UNLIKELY ALLIES
—LEARN FROM PEOPLE
OUTSIDE THE SECTOR**

BUILDING PARTNERSHIPS

Support from the community and other organisations is essential to your group's success—you can accomplish far more together than you can alone. Identify possible support networks. Other groups may be working on similar issues, or there may be community members who will benefit from what you're working on.

Think outside of the square. Understand what your potential partners' short- and long-term goals are and think strategically about how your group may be able to provide and receive benefits.

- * **BE DARING, TAKE CALCULATED RISKS, EXPERIMENT**
- * **SEEK SKILLS OUTSIDE THE TRADITIONAL AREA THAT YOUR GROUP OPERATES WITHIN**
- * **SEEK MUTUALLY BENEFICIAL PARTNERSHIPS**
- * **BE OPEN TO PARTNERSHIPS WITH THE LOCAL COUNCIL OR STATE GOVERNMENT BODIES**
- * **WORK FOR THE DOLE, WORK EXPERIENCE AND STUDENT PROJECTS, ETC. CAN PROVIDE NEW VOLUNTEERS TO PROGRESS YOUR PROJECTS**
- * **FIND ORGANISATIONS WITH WHOM YOU CAN SHARE RESOURCES**

Partnerships take time to develop and nurture, and it may be a while before you see any benefits or added value from the partnership. Successful partnerships work towards a common goal through an agreed process of shared leadership, common understanding, commitment to learning and developing together, effective communication, and performance management (objectives with measurable outcomes).

Types of partnerships include collaboration, strategic alliance, integration, funding alliance, cost-sharing, or an in-kind partnership.

SHARE

YOUR STORY

FIND TIME TO TELL THE WIDER WORLD WHAT YOU'RE DOING AND WHAT YOU HAVE ACHIEVED

Storytelling is a great way to connect with your supporters and a new audience, as well as providing a way of raising money and awareness.

Social media and e-newsletters are an efficient and inexpensive way to share your achievements. Be sure to use plenty of images to capture people's attention and imagination. Social media is a useful tool as good stories are easily shared and can spread quickly through your supporter's networks.



nine

STORY IDEAS
TO
SHARE



1. PICTURES OR VIDEOS OF YOUR PROGRAM, PROJECT OR SERVICES IN ACTION
2. BEHIND-THE-SCENES PICTURES THAT ADD A DEGREE OF AUTHENTICITY TO YOUR GROUP
3. A FUNNY MEME ABOUT SOMETHING THAT IS CURRENTLY HAPPENING IN YOUR GROUP OR THE CAUSE YOU ARE WORKING ON (PEOPLE LOVE TO CONNECT THROUGH HUMOUR)
4. THE GOOD WORK OF YOUR VOLUNTEERS—SHOW YOUR APPRECIATION FOR THEM OR FEATURE A VOLUNTEER PROFILE
5. PROFILE MEMBERS OR STAFF OF YOUR GROUP. WHAT ARE THEY PASSIONATE ABOUT? WHAT ARE THEY WORKING ON?
6. CELEBRATE A DONATION COMING IN
7. SHARE A REAL-TIME UPDATE FROM AN EVENT YOU ARE RUNNING
8. SHARE A BEFORE/AFTER PICTURE AND STORY
9. IF YOU RAISE MONEY THROUGH DONATIONS, SHARE STORIES OF THE DONATION'S IMPACT. HOW IS THE MONEY BEING USED? WHAT HAS BEEN ACHIEVED?

TAKING CARE

OF EACH OTHER

Don't lose sight of the fact that you all came together in the beginning with a shared vision and purpose for a change you wanted to see, or an action you wanted to take. Take the time to socialise and celebrate whenever you can.

KEEP AN EYE OUT FOR EACH OTHER

Share the workload around. Look out for people who are taking on too much. Learn to recognise the signs of burnout. Check in with each other. How are members going? What do they need? Does the group need a morale boost?

DON'T FORGET TO HAVE FUN TOGETHER

It can be as simple as sharing a morning tea, planning a working bee, or visiting another group to volunteer with them for a day. This provides a space for people from your group to get to know and understand each other. It also offers a way to recharge if your group is tackling a difficult issue, or is feeling grief about the state of the environment.

WELCOME AND MENTOR NEW MEMBERS

Value and share skills and knowledge, look for ways to build skill-sharing activities into your group. Encourage diversity—there are great benefits from including a broad range of skills, experiences and knowledge from your community.

CELEBRATE YOUR WINS AND ACHIEVEMENTS

Big or small, it doesn't matter. It's a great way to show progress to your supporters, acknowledge your volunteers' efforts and attract new members to your group.





FURTHER RESOURCES

Community Organising People Power Manual, Jason Mcleod, James Whelan, Change Agency 2016

ourcommunity.com.au

waca.net.au

changeagency.org.au

REFERENCE LIST

history.org.au/Documents/SuccessionPlanning/FAHSSuccessionPlanningGuide.pdf

communityclubtoolkit.com/successionplanning

ecocentre.com/sites/ecocentre.com/files/projects/PortPhillip-EcoCentre-CaseStudy-05.pdf

ourcommunity.com.au/management/view_help_sheet.do?articleid=74



Conservation Council SA

C/- The Joinery
111 Franklin Street
Adelaide SA 5000

conservationsa.org.au

THIS PROJECT WAS MADE POSSIBLE THANKS TO FUNDING FROM



THE MYER
FOUNDATION