




# Future Drought Fund Helping Regional Communities Prepare for Drought

## Community Impact Program

### Community Leadership Activities Guide

This guide outlines the Community Leadership Activities available to groups securing Community Impact Grants under the Community Impact Program.



## Resilience through networked leadership

“Australia’s regional communities are famous for being able to pull together in times of crisis. But what drought resilience looks like for me is not just networks with the ability to support each other in hard times, but networks that can work together on a future they’d like to see when not in drought. For me, it’s all about building individual and community capability and networks to place themselves in the strongest possible position to bounce forward.”

Matt Linnegar  
Chief Executive  
Australian Rural Leadership Foundation

We acknowledge the Traditional Custodians of all the lands on which we meet, work and live and recognise that this land has always been and always will be Aboriginal and Torres Strait Islander land.

# Helping Regional Communities Prepare for Drought

The Future Drought Fund's Helping Regional Communities Prepare for Drought initiative brings together a range of support to help agriculture-dependent communities in rural, regional, and remote Australia adapt to and prepare for drought. It is delivered in partnership between the Foundation for Rural & Regional Renewal (FRRR) and the Australian Rural Leadership Foundation (ARLF).

The Community Impact Program, under the Helping Regional Communities Prepare for Drought Initiative, provides an integrated package of support for community networks in 35 regions to enhance drought preparedness. This includes:

**Community Impact Grants:** FRRR will work with locally-led community

organisations to develop and deliver a program of support to strengthen community networks, capabilities and facilities that support drought preparedness.

**Community Leadership Activities:** Fully funded leadership activities, delivered by the ARLF, will support community groups to develop their leadership skills, and equip them with the networks to respond to drought preparedness in their community.

This guide contains information about the Community Leadership Activities available to groups that secure Community Impact Grants under the Community Impact Program. It outlines how the ARLF's leadership approach will not just ensure impactful delivery of the grant initiatives but build regional

and national leadership networks to strengthen each community's ability to collaborate, advocate and problem solve.

This initiative is supported by funding from the Australian Government's Future Drought Fund. The Fund is designed to help farmers and communities to prepare for drought and, between 2022 and 2024, will be investing \$29.6 million to implement the Helping Regional Communities Prepare for Drought initiative.

To learn more about the overarching program, visit [www.frrr.org.au/drought-preparedness](http://www.frrr.org.au/drought-preparedness)



# About the Australian Rural Leadership Foundation

We are a not-for-profit organisation that develops leadership for the greater good of rural, regional, and remote Australia. Since 1992, more than 2,000 people have experienced our challenge-based learning programs, including our flagship Australian Rural Leadership Program.

People on our programs undergo a series of challenging, hands-on learning experiences, and periods of reflection. We act as facilitators of these experiences, rather than teachers, and lessons learned invariably come from engaging with other participants, building understanding and trust. It's a unique way of learning, suitable for people from all backgrounds and most learning styles.

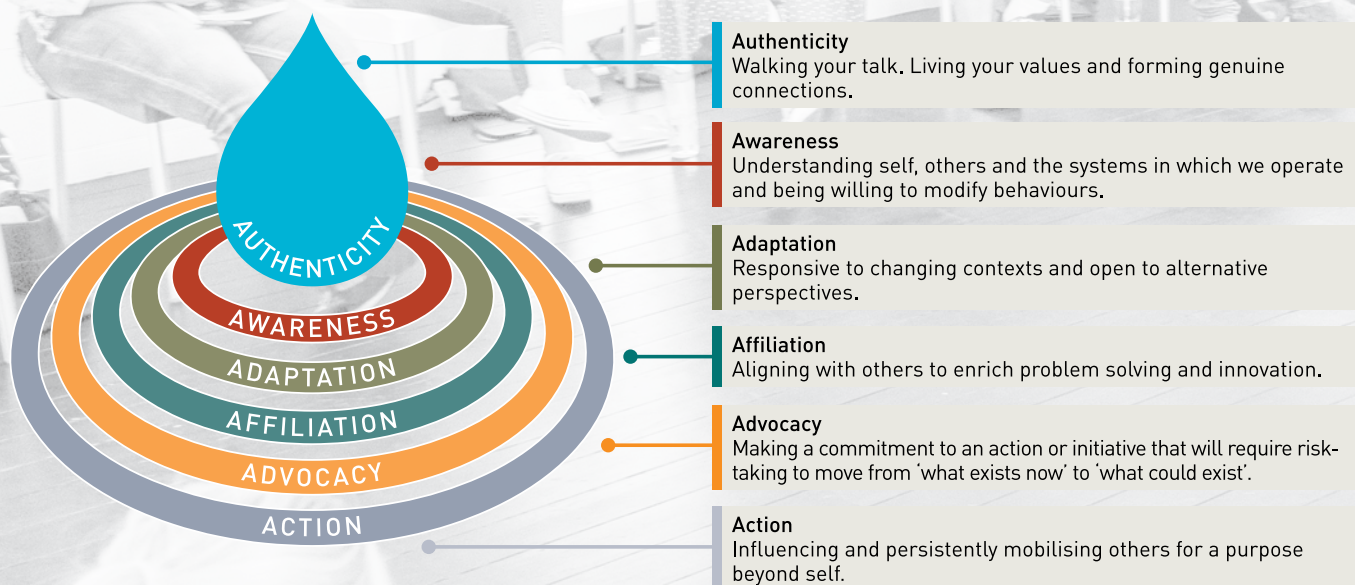
Over our three decades of developing leadership networks, we have also learned that real impact only happens when people work with others on shared goals, larger than any one person.

That is why our leadership approach encourages people to act beyond themselves, work with others and facilitate change in their organisations, sectors and communities.

Leadership, as we define it, isn't about a role or position – that's more about authority. Leadership is and can be practised by anyone. It is collective and adaptive, and can look different depending on place, community, or context. A leader is simply anyone who shows up for their community. This looks different in each community and quite often changes from day to day or project to project.

We consider leadership to be a verb, a set of behaviours underpinned by certain principles.

## Principles of leadership



We also believe that it's a life-long pursuit – you don't ever graduate as a leader. That's why we have few hard and fast rules about who can participate in our programs. You could be a mother, a teacher, a council worker, Landcare member, business owner, farmer, school-leaver, or a retiree. In fact, the only pre-requisite we have is that you have a passion for making a positive impact in and for your community.

We are excited to be partnering with FRRR on this Future Drought Fund initiative. Our leadership activities will support your Community Impact Grant, help you build a trusted network to solve a challenge and build your region's capacity to collaborate.

# Community Leadership Development Activities

Every community is different, therefore community groups applying for a Community Impact Grant have the choice of at least one of five Community Leadership Development Activities.

The activity can either complement the grant project directly, build leadership capacity within a community group, or focus on a particular issue in their community.

The activity most suited for your community will depend on its history, challenges and opportunities, the nature of infrastructure in place, and leadership readiness.

You will need to include your preferences when you lodge your application for the Community Impact Grants. You can apply here: [www.frrr.org.au/drought-preparedness](http://www.frrr.org.au/drought-preparedness)

Please don't hesitate to get in touch with us if you'd like to know more, as you plan your grant project. Call 02 6281 0680 or email [info@rural-leaders.org.au](mailto:info@rural-leaders.org.au).

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## Community Leadership Program

A cross-sector, residential program for people looking to develop the collaboration skills, networks and mindset required to influence and embed resilience practices.

2

## Emerging Leadership Program

A residential program specifically tailored to build the leadership skills of young people 18 to 25 years, so they can contribute to their community, collaborate and drive positive change.

3

## Community Learning Series

A choice of two streams of two-day courses for people wanting to hone their knowledge and skills in specific areas.

1. The Changemaker Series
2. The Shaping Our Future Series

4

## Group Coaching

A coaching program designed to support a group of four to eight community leaders as they work together to deliver a community impact initiative.

5

## Leadership Action Initiative

A two-day program bringing community leaders and people from the community together to tackle a specific problem impacting the local community.

## Option 1: Community Leadership Program

*A cross-sector, residential program for people looking to develop collaboration skills, networks and the mindset required to influence and embed resilience practices.*

With the Community Leadership Program, you can bring together up to 20 people from different sectors of your community in a residential learning setting.

This program includes enquiry-based experiential learning. Instead of sitting in a classroom, the group takes part in activities and challenges over five days, split over two sessions.

In this time, the group gains the skills and develops a network required to start a productive conversation about challenging topics. Your group learns how to include different voices and perspectives at the table and gains a deeper understanding of the people that make up your community.

Your group will emerge with the skills, mindset and networks to embed and apply resilience thinking and help your community adapt to challenging times.

### Who is this for?

This program is ideal if you want to bring together and upskill locals committed to creating a better future for your region. These are people who wish to collaborate and facilitate and strengthen drought preparedness. Anyone over the age of 18 who cares about their community and wants to contribute to drought resilience of their region would benefit from this program.

**“This program taught me that everyone can be a leader and changed my understanding of the qualities needed to be a good leader. It’s someone who can engage, ask questions, identify people’s strengths and see the big picture.”**

**Sarah**

Isisford, Central West Queensland



## Option 2: Emerging Leadership Program

*A residential program specifically tailored to build the leadership skills of young people 18 to 25 years, so they can contribute to their community, collaborate and drive positive change.*

The Emerging Leadership Program brings together up to 20 people aged between 18 and 25 from your community to build networks, learn how to collaborate and drive positive change for a more drought resilient future.

The five-day, residential program is delivered in and around your region. It will see the group spending time outdoors, engaging in team and individual challenges and problem-solving. These activities will improve your communication skills and your ability to make decisions under pressure.

The group develops the confidence, skills and networks to contribute to a shared vision of what a drought resilient future looks like for you and your community.

### Who is this for?

This option is ideal if your community group wants to bring in the voices of local young people (aged 18 to 25) who either live in, or are committed to, your community. It is ideal for young people who are passionate about their community, keen to make a difference and want to contribute to increasing the drought resilience of their region.

"I will be taking this program back and getting a lot of people to come and try it out. It will be changing a lot of us, in our lives, in our communities, in our jobs, I really thank Milparanga for this opportunity."

Luke  
Wagga Wagga, NSW



## Option 3: Community Learning Series

*A choice of two streams of two-day courses for people wanting to hone their knowledge and skills in specific areas.*

The Community Learning Series is an alternative to a leadership program to build the knowledge and skills needed to be effective leaders and changemakers. Each two-day course in the four-part series can be a stand-alone experience, so up to 50 people can attend as many or as few courses in the series as they like.

This option has two streams – Changemaker or Shaping Our Future – tailored toward different learning objectives.

### Option 3a: The Changemaker Series

This series will give community members who want to make a difference the frameworks and models to drive change.

#### Session 1: Becoming a changemaker

Assess your region's readiness for change, explore how change happens and how to overcome resistance. Learn what it takes to be a positive change agent, have the drive to build new things, how to manage setbacks and work creatively and purposefully with others.

#### Session 2: Community conversations

Understand the ecosystem created through shared conversations, purposeful and inclusive engagement and robust and authentic conversations. Learn how to have those conversations, suspend judgement and assumptions, build trust and transparency for connection and diverse relationships.

#### Session 3: Caring for community

Unpack what forms and shapes a community and how it can be more inclusive. Considering the impacts of drought, trauma and other events, the session provides tools to better support one another and ways to balance giving to and getting back from community.

#### Session 4: Reframe and retell

Explore ideas to shape the future you'd like to see for your community. Understand the importance of language in motivating and mobilising people, and the power of storytelling. Learning what makes a good story and how to connect with the hearts and minds of people.

### Who is it for?

This is designed for people wanting to play a more active role and see action taken in their community. Participants may be in formal leadership positions but it's not a requirement, as anyone can be a change-maker, influencer or advocate.

*"The first session was really inspiring, to be honest. Coming together and talking about what do we mean by resilience? What do we mean by leadership? And how can we network in the Goulburn Valley and make sure we position ourselves as thought leaders and change agents to become more resilient when we talk to one another?"*

Werner

Goulburn Valley, Victoria





## Option 3b: The Shaping Our Future Series

This series of three to four two-day sessions will help develop a community vision for the future.

Participants will consider the unique context of community and resilience in times of uncertainty and complexity. They will develop a strategic roadmap of initiatives and actions to strengthen and build resilience that both adapts to and transforms the future of your region.

Unpack how to work with others in structured and creative ways to deliver value and impact to your community. Grow your leadership capacity by practicing collaboration and collective creativity with diverse groups, getting to know systems and design thinking, building conditions of trust and engagement. Create a new local network with a shared vision for your region's future.

### Who is this for?

This option is for those wanting to learn how to work within their community and build collective leadership capacity to create a roadmap for the future.



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## Option 4: Group Coaching

*A coaching program designed to support a group of four to eight community leaders as they work together to deliver a community impact initiative.*

This tailored program helps groups leading and delivering projects focused on building community drought resilience, as they work through a common challenge or opportunity. This could include support to set up the project, manage governance or bring together a consortium of different groups.

Following an orientation session, the group participates in seven two-hour, virtual coaching sessions to work through their project delivery and explore how they are going to lead together.

An ARLF facilitator supports the group in this process and guides discussions and activities to include different perspectives and provide insights that encourage learning, growth and complex problem solving.

The group will be able to troubleshoot their project and gain the confidence and clarity needed to achieve the project outcomes.

### Who is it for?

This program suits a group with a shared goal, such as the committee of a community organisation, a board, local government group or a project steering committee.

## Option 5: Leadership Action Initiative

*A two-day program bringing together leaders and people from the community to tackle a specific problem impacting the local community.*

The Leadership Action Initiative is a chance for a community to engage differently on critical challenges and opportunities. It brings people from the community and established leaders together in a safe and supportive environment to have tough conversations about a complex local issue or 'wicked problem'. It's a structured two-day circuit-breaker to hear all voices in the room and to develop a mutual understanding with the goal to agree on a way forward that's respectful of different perspectives.

Facilitated by ARLF, the agenda is tailored to the specific situation with a focus on building an environment of trust where different perspectives can be embraced, alongside critical thinking to identify tangible solutions and outcomes.

### Who is it for?

Complex issues and opportunities can be difficult to address through existing organisational, community and representative structures. A Leadership Action Initiative offers a different approach and involves community representatives who want to contribute to a conversation and possible solutions for a local problem.





"I had heard good things about the ARLF and its programs over the years. I currently don't have the capacity to do a six-month course so the fact that the program was shorter and being run by an organisation that was recommended to me, was appealing."

**Jody**

Longreach, Central West Queensland



"Now that I have completed the program, I understand the difference between leadership and authority. I was worried that the leadership side of things was purely about authority. In fact, it's quite the opposite. I was surprised by the clarity the program gave me regarding my current position in life's journey, and while leadership and authority are completely different, they can both be used in a positive manner."

**Andrew**

Winton, Central West Queensland





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