

TSB Community Trust 

Supporting You - Supporting Our Community

2009-2013

Strategic Plan

VISION, MISSION & ORGANISATIONAL CULTURE

VISION

To enhance and support positive opportunities for Taranaki and its people, now and in the future.

Kia manaakitia ngā tini kaupapa e hua ma ai he ara whanake mō Taranaki maunga, mō tēnei whakatupuranga me ngā uri whai muri

MISSION

To make a positive difference by wisely and fairly allocating the resources that we hold in Trust for present and future generations.

Kia tika te tuku i ngā rawa kia puawai hei taonga mō ngā whakatupuranga me ngā uri whai muri.

ORGANISATIONAL CULTURE

Trustees will be guided by the following values:

- Voluntary efforts bind communities and regions
- Community outcomes required at a local or district or regional level for every grant
- Enduring and overriding concern for the future of the region
- Prudence and accountability
- Willingness to embrace creative and bold projects

The Trust's organisational style will include:

- Prompt turnaround in processing applications
- Easily understood, no-nonsense criteria and priorities
- Commitment to quality, innovation, creativity and results
- A willingness to work alongside groups to assist them with their applications
- A willingness to work with other funders in partnership arrangements
- Transparency of process and results

For the Trust to remain focused, Trustees must ensure each successful application:

- Meets the terms and conditions of the Trust Deed and Trust policies
- Is appropriately financially well structured
- Has a high likelihood of completion
- Will make a positive difference
- Is supported by the community

STRATEGIC GOALS AND OBJECTIVES

STRATEGIC GOAL ONE

FUNDING

To help make our communities better places for everyone to live. The Trust will seek to balance support between social, economic, recreational, cultural and environmental requirements.

Strategic Overview

The Trust will collaborate and be innovative in supporting community initiatives.

Strategic Objectives

1. PROGRAMME FUNDING AREAS

1.1 *Learning*

To support projects that facilitate improved educational outcomes for people in our region including innovative projects and lifelong learning.

1.2 *Health*

To support and strengthen community organisations that improve health for the people in our region.

1.3 *Community Wellbeing*

To support organisations that actively reduce the negative impact of social problems on our communities.

1.4 *Recreation and Sport*

To support individuals and organisations that focus on participation in recreation, sport and provide for development and excellence.

1.5 *Arts, Culture and Heritage*

To support creative projects and organisations that aim to foster access to, engagement with and experience in arts and culture and/ or that preserve and promote the physical and cultural heritage of our region

1.6 *Environment*

To support projects and organisations that protect and enhance the environment in which we live.

1.7 *Community Led Enterprise*

To work in partnership with key stakeholders to identify projects that will assist with social development and economic growth through developing community led enterprise.

1.8 *Rescue Services*

To provide strategic support at a local and regional level for rescue services in our region.

2. COLLABORATION

- 2.1 To collaborate with other funders on projects of mutual interest to leverage support and funding.
- 2.2 To develop strategic relationships with local, regional and central government.

3. SUPPORTING THE VOLUNTARY AND PHILANTHROPIC SECTORS

- 3.1 To support initiatives that strengthen the voluntary and philanthropic sectors.

STRATEGIC GOALS AND OBJECTIVES

Strategic Goal Two

FINANCE

To adopt investment and finance strategies that preserve our assets and prudently allocate the funding available to achieve our mission.

Strategic Overview

To acknowledge our responsibility as the sole owner of the TSB Bank Limited.

To adopt investment and finance strategies to sustain the long term funding available to support our mission.

The Trust will invest wisely, maintain good financial systems and monitor risk.

Strategic Objectives

1. 100% SHAREHOLDER ROLE

- 1.1 The ownership of TSB Bank Ltd will always be retained by the TSB Community Trust.
- 1.2 The real value of the capital of the Trust will be maintained by the Trust continuing to support the TSB Bank Ltd.
- 1.3 To ensure that the Trust can meet its commitments over the short term the Trust will build a reserve from unallocated dividend income.

2. AUDIT

- 2.1 To ensure the integrity of the Trust's financial and accounting systems and financial reporting both internally and externally to the Trust's communities. This includes its internal controls and risk management system.
- 2.2 The Trust will manage its risks by seeking professional advice where appropriate.
- 2.3 To develop effective internal control systems, delegations of authorities and operations policies.

3. RESPONSIBLE INVESTMENT

- 3.1 To develop our long term sustainability by accumulating our reserve funds

STRATEGIC GOALS AND OBJECTIVES

Strategic Goal Three

ORGANISATIONAL SUPPORT SERVICES

To achieve our aims we are committed to improving our organisation and operations.

Strategic Overview

The Trust will seek to endorse good governance, management practices and internal systems.

Strategic Objectives

1. GOVERNANCE

- 1.1 To put Board development processes in place to ensure that Trustees are supported, trained and well informed and are committed to the mission, objectives and operations of the Trust.
- 1.2 To ensure that the skills Trustees bring are utilised by the Trust, and that Trustees understand and maintain a strong connection with their diverse communities.
- 1.3 To ensure the Board adopts effective systems and processes for decision-making and continues to be well governed.

2. HUMAN RESOURCES

- 2.1 To act as a good employer compliant with legislation.
- 2.2 To develop a human resource management strategy that ensures best practice.
- 2.3 To recruit an appropriately qualified Trust Manager and maintain adequate staffing levels.

3. COMMUNICATIONS

- 3.1 To raise community awareness of the Trust and the areas that we fund.
- 3.2 To investigate new ways to reach the diverse peoples of our region.

4. RESEARCH, EVALUATION AND POLICY DEVELOPMENT

- 4.1 To be proactive and identify areas through research where the Trust can take a leading role to achieve positive social outcomes.

- 4.1 To use research to inform our decision-making.
- 4.2 To develop and review our policies to ensure alignment with the strategic plan.
- 4.3 To develop an evaluation framework to ensure that the Trust can measure funding impact and effectiveness.

5. *WORKING WITH DIVERSE COMMUNITIES*

- 5.1 To ensure equity for all groups, Trust policies and procedures will be sensitive, accessible and appropriate to the needs of the diverse communities within Taranaki.
- 5.2 The Trust acknowledges the significance of Maori as Tangata Whenua of Aotearoa