

BayTrust

Strategic Plan

2010-2013

Who We Are?

BayTrust is the operating name for the Bay of Plenty Community Trust Inc. which was initially settled under the Trustee Banks Restructuring act, 1988 on 30 May 1988. It was one of twelve regional Community Trusts established to manage their respective Banks' assets on behalf of their communities. The Trusts replaced earlier ones which had been established under a number of different statutes as Regional Savings Banks had been founded throughout NZ in the 1800s and 1900s.

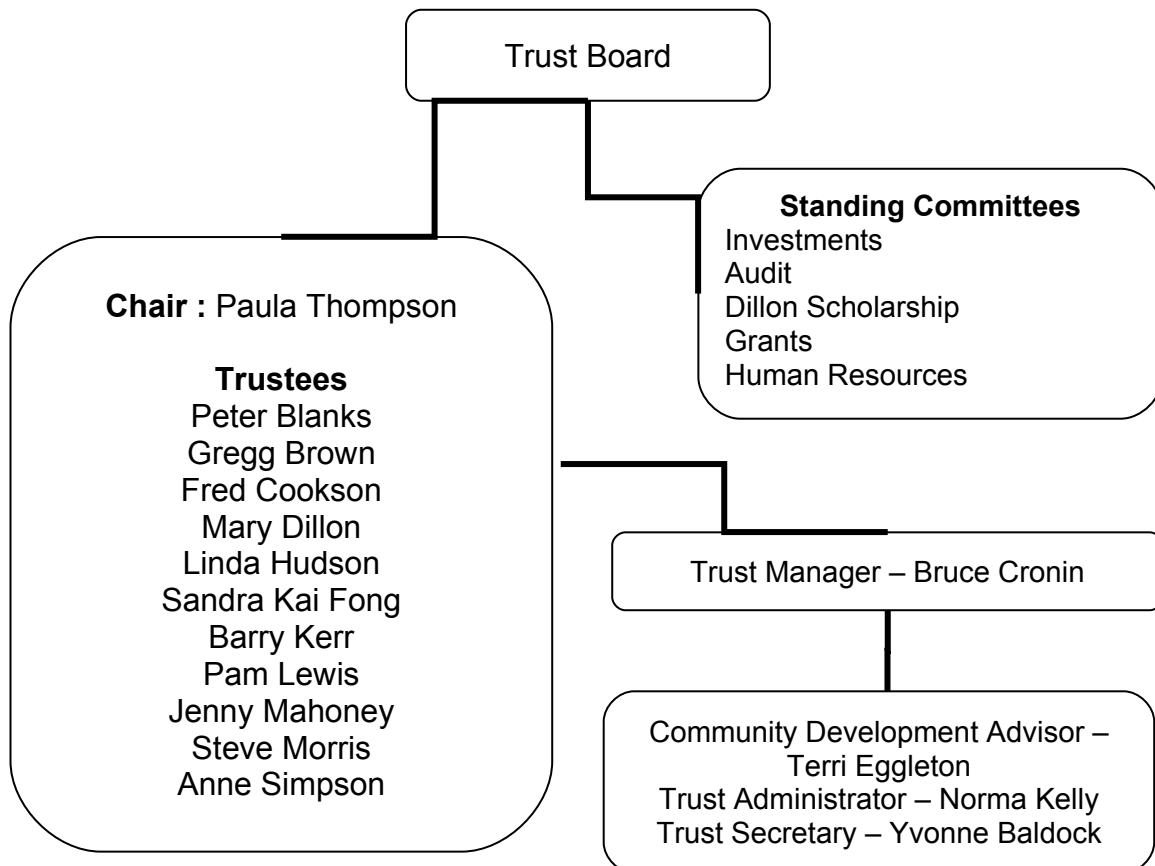
Our History

BayTrust's genesis is in the Bay of Plenty Savings Bank (later TrustBank Bay of Plenty), established on 2 March 1964. Under the 1988 Restructuring Act it became a Limited Liability Company and then later in 1988 a member of the NZ-wide Trust Bank Group.

In 1996, the Trust Bank Group was sold to Westpac, providing the Community Trust with an \$89 million capital investment pool; as at 31 March 2009 the capital funds of the Trust were \$109 million.

In the year 2008 – 2009 \$2.5m were given as grant(s) to Bay of Plenty communities.

Our Structure



Our Stakeholders

We have a range of stakeholders. The primary stakeholders are the people and communities of the Bay of Plenty.

We understand that to be successful we need to be aware of our stakeholder(s) needs and issue(s) and ensure that – to the best of our ability – we are working to assist those need(s) and issue(s).

Keeping in touch with our communities and Stakeholders and their needs and issue(s) is fundamental to our way of working.

Our Mission

Is to effectively build, strengthen and enhance Bay of Plenty Communities through:

- Managing our assets prudently.
- Being strategic and equitable in the distribution of our resources.
- Providing community grants
- Investing in our community
- Working to continuously improve our relationships.
- Undertaking our work efficiently and effectively.

Our Philosophy

Our overarching philosophy is that we will achieve our **Mission** by being flexible and innovative, and focussing our resources and energies on **Community Development**. In this context the Trust has adopted the following definition:

*“**Community Development** is about developing the power, skills, knowledge, resources and experience of people as individuals and in groups, thus enabling them to undertake initiatives of their own to combat social, economic and environmental problems, enabling them to fully participate in a truly democratic process and help improve the social and economic status of their communities.”*

Our Values

Manaakitanga (To care)

We will carry out our responsibilities by doing everything under the umbrella of Manaakitanga. We will strive for continuous improvement by acting always with:

- Integrity
- Responsibility
- Diligence
- Professionalism
- Respect
- Innovative Thinking

Our Mandates

We have a number of mandates within which we must operate.

Those include:

- The Community Trusts Act 1999;
- The Trustees Act 1956;
- The Financial reporting Act 1993;
- Our Trust Deed (2000);
- Our Policies and Procedures; and
- Trust Best Practice.

We understand that a basic premise for our effectiveness is that we must act as prudent Trustee(s) of public asset(s).

Our Vision

Our **Vision** is to be widely regarded across our Region and across time, as having successfully achieved our **Mission**, through consistent adherence to our Philosophy and Values.

BAYTRUST STRATEGIC PLAN 2010-2013

Outcome	Strategies	Specific Actions
<u>COMMUNITY INVESTMENT</u>		
1.1 Investments in the community are consistent with the strategic plan	1.1.1 Maintain a flexible approach to community trust funding/ lending/ investment options	<ul style="list-style-type: none"> • Be alert to options for community investment • Investigate options for social lending policies
1.2 Active communities.	1.2.1 Encourage and support initiatives that increase participation in sport and physical activities	<ul style="list-style-type: none"> • Develop and review policy to guide granting practice in this outcome area • Consider applications encouraging physical activity • Consider applications that assist the development of quality events and facilities • Fund and monitor CoachForce outcomes • Review current CoachForce Contract
1.3 Healthy communities living in healthy environments	1.3.1 Support initiatives that: <ul style="list-style-type: none"> - Create healthier communities to live in - Improve access to services - Improve social wellbeing - address the challenges of an ageing population 	<ul style="list-style-type: none"> • Develop and review policy to guide granting practice in this outcome area • Grants made consistent with policy
	1.3.2 support initiatives that meet a demonstrated need in the health and social services sector	<ul style="list-style-type: none"> • Develop and review policy to guide granting practice in this outcome area • Grants made consistent with policy
	1.3.3 support initiatives that help to protect and enhance a healthy environment for all to live in.	<ul style="list-style-type: none"> • Develop and review policy to guide granting practice in this outcome area • Grants made consistent with policy
1.4 Educated Communities	1.4.1 Consider projects that facilitate lifelong learning with a focus on innovative programmes.	<ul style="list-style-type: none"> • Develop and review policy to guide granting practice in this outcome area • Grants made consistent with policy • Fund Dillon Scholarships
1.5 Culturally enriched communities	1.5.1 Support projects that foster wide-ranging engagement, experience and excellence in the arts and cultural opportunities.	<ul style="list-style-type: none"> • Develop and review policy to guide granting practice in this sector • Grants made consistent with policy
	1.5.2 Support projects that encourage heritage appreciation and increase the quality of life of current and future generations.	<ul style="list-style-type: none"> • Develop and review policy to guide granting practice in this sector • Grants made consistent with policy
1.6 Communities are developing their full potential.	1.6.1 Take a community development approach to all activities of the	<ul style="list-style-type: none"> • Consider participation in a range of activities and funding options to

Outcome	Strategies	Specific Actions
	Trust, utilising our resources to assist communities in addressing their identified needs	best serve the individual communities needs
1.6.2	Identify and participate (including investments) in projects that increase economic development and employment, improve equity and reduce poverty	<ul style="list-style-type: none"> ● Develop and review policy to guide granting practice in this sector ● Consider participation opportunities providing long-term benefits to our Communities
1.6.3	Support the volunteer networks of our communities.	<ul style="list-style-type: none"> ● Give particular emphasis to organisations with strong Volunteer bases when considering grants
1.6.4	Promote capacity building that leads to improving outcomes in the areas identified.	<ul style="list-style-type: none"> ● identify potential opportunities and develop policies to guide granting practices
1.6.5	Consider investing in major assets that contribute to desired community outcomes.	<ul style="list-style-type: none"> ● Consider investment opportunities providing long-term benefits to our Communities
1.6.6	develop an evaluation framework to assist the Trust in measuring funding impact and effectiveness	<ul style="list-style-type: none"> ● investigate and develop processes as per CD op plan
1.6.7	Constantly review all procedures and practices around granting to ensure they are efficient, user friendly and align with best practice in the philanthropy sector	<ul style="list-style-type: none"> ● review application forms, audit process etc as described in the CD op plan
1.7 Effective two-way communication with BoP communities and other Trust stakeholders	1.7.1 Distribute Annual Report to all households in areas of benefit.	<ul style="list-style-type: none"> ● obtain quotes for design, printing & distribution and obtain approval for best option.
	1.7.2 Raise Trust Profile(s), Promote Trust's role and achievements.	<ul style="list-style-type: none"> ● draft and supply material to designer and print/distribute by mid/late July ● draft and supply material, proof liaise with printers, etc.
	1.7.3 establish and maintain relationships with communities to ensure their needs are reflected in Trust objectives and practices	<ul style="list-style-type: none"> ● Annual Report, media releases quarterly and as appropriate, presentation opportunities ● develop guidelines to provide consistency of information ● a profile of Trustees and/or staff member to be included in quarterly update
	1.7.4 Investigate stakeholder Forums to understand community issues	<ul style="list-style-type: none"> ● Implement the Community Consultation Plan
	1.7.5 Partner with key stakeholders/funders in the identification of desired community outcomes and priorities.	<ul style="list-style-type: none"> ● Funding Expos, Annual Report, Applicant visits, Grant functions, Website & Email. ● Consider Forum opportunities and report back to Trust
	1.7.6 Partner with other agencies to maximise the effectiveness of outputs.	<ul style="list-style-type: none"> ● Maintain links with key stakeholders
	1.7.7 Evaluate the Trust's performance in community relationships	<ul style="list-style-type: none"> ● Maintain communication with CoBoP ● Host/attend Regional Funders Forum ● Design and implement an evaluation process

Outcome

FINANCIAL INVESTMENT

	Strategies	Specific Actions
2.1 Best long-term return for accepted level of risk	2.1.1 Maintain a diversified portfolio of Investments 2.1.2 Review asset allocation 2.1.3 Retain leading global financial advisors to advise on investment policies and strategies. 2.1.4 Ensure Trustees'/ Management's knowledge of investment management and practices is at an appropriate level. 2.1.5 Monitor Performance	<ul style="list-style-type: none">• Rebalance actual asset allocations• Review Portfolio• 3 year Review of SIPO• Investigate SRI by having relevant presentations• Monitor performance of chosen advisor + 3 year progress and monitoring• Actively pursue relevant education/development opportunities as outlined in Outcome 3.1• Regularly monitor investment performance
2.2 Responsible and prudent management of costs.	2.2.1 Maintain prudent and efficient financial policies and management systems and procedures.	<ul style="list-style-type: none">• Regularly monitor costs against budget• Review financial policies once a year.• Preparation of annual budget of expected income and expense items• Compare costs and service of investment managers and advisors
2.3 Effective Risk Management Processes in place to prevent unauthorised use of Trust funds	2.3.1 Appropriate processes and controls over income and expenditure are in place and used	<ul style="list-style-type: none">• Review existing control processes
2.4 Maintain the "real" base capital of the Trust.	2.4.1 Retain sufficient earnings each year equivalent to inflation (CPI) 2.4.2 Retain sufficient earnings each year equivalent to 50% of population growth in the Region. 2.4.3 Maintain and operate an Income Fluctuation Reserve 2.4.4 Trust investment procedures and practices are evaluated rigorously	<ul style="list-style-type: none">• Provide Trustees with relevant information• Provide Trustees with relevant information• Monitor reserves• Resolve to reserve• Maintain the reserve in accordance with the SIPO• Design and implement an Evaluation process

GOVERNANCE

3.1 Excellence in Trust Board performance through effective governance, leadership and accountability.	3.1.1 Proactive with Trustee nominations 3.1.2 Continue Chairperson and Trustee Evaluation Policy and Process 3.1.3 Support and monitor Trustee Training and Education Policy. 3.1.5 Ensure effective governance structure. 3.1.6 Develop and implement the Strategic Plan and monitor performance quarterly 3.1.7 Maintain and review regularly a comprehensive range of policies to	<ul style="list-style-type: none">• Process actioned as appropriate• Process completed and report to be prepared on outcomes and actions required• Enhance the Trustee Induction Programme.• Policy implemented and needs agreed and budgeted for• Review need and membership of all committees• Hold as appropriate workshops to keep Trustees informed on lwi issues.• Complete draft Action Plans• Action Plans approved• Performance monitored• Review at least annually; suggest amendments as appropriate
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Outcome**Strategies**

provide clear guidance for the effective governance and management of the Trust.

3.1.8 Ensure effective implementation of Trust Manager performance & remuneration reviews in accordance with policies.

3.1.9 Evaluation of the Governance procedures and practices is undertaken

Specific Actions

- Draft KPIs and discuss with Chair
- Obtain Board approval
- Review TM Performance

- Evaluation process is developed and undertaken