

SUPPORT INVEST ENHANCE

Strategic Plan 2008—2012

ENRICH

Investing in community, enhancing
equity and enriching society



ASB Community Trust

Te Kaitiaki Putea o Tamaki o Tai Tokerau

supported by **ASB**

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Introduction

This strategic plan sets out ASB Community Trust's goals and objectives for the next five years – and how we intend to reach them.

Our first strategic plan, in 2005, developed the mission and vision statements which now guide our decision-making: to invest in communities, enhancing equity and enriching society by financially supporting community organisations in the Auckland and Northland region.

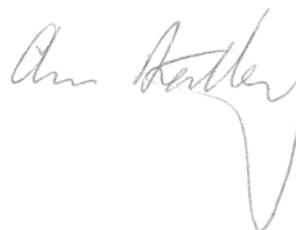
Looking back, we can see how the changes we made have already put more focus on outcomes – rather than outputs – in the way we do our work.

Now that those first objectives have largely been met, our new goals demand that the Trust – as an organisation dedicated to social change – develop a more strategic approach to grantmaking.

We expect our funding to make communities better places for everyone to live and we are committed to improving our organisation and operations. We will strive to become more flexible, responsive, outward looking and open in our ways of working, building on our progress in these areas in recent years.

This new strategic plan will underpin all our work between 2008 and 2012 and be a touchstone against which all the Trust's decisions are measured.

Ann Hartley – Chair, ASB Community Trust

A handwritten signature in black ink, reading "Ann Hartley". The signature is written in a cursive style with a large, sweeping flourish at the end.

1.

ASB Community Trust

1.1 About the Trust

The ASB Community Trust is the largest philanthropic grant – making trust in Australasia, supporting the work of not-for-profit groups in Auckland and Northland.

In 1988, as a result of the sale of the Auckland Savings Bank and the Trustee Savings Banks, 12 community trusts covering all of New Zealand were established under the Trustee Banks Restructuring Act. Originally, all of the community trusts held shares in the Trustee Savings Banks. Over time, all of the community trusts except for the TSB Trust sold their shares in the banks, with the ASB Community Trust selling its remaining shareholding in the ASB Bank Ltd in 2000.

The ASB Community Trust is governed by 15 Trustees who are appointed by the Government.

Facts and Figures

The ASB Community Trust was formed through the creation of a Trust Deed in compliance with the Trustee Banks Restructuring Act 1988.

Under the terms of the Trust Deed the Trust was settled with 60 million \$1 prepaid ordinary shares in ASB Bank Limited representing 100% of the issued capital.

In 1989, 45 million shares were sold to the Commonwealth Bank of Australia for \$252,000,000 which was then donated to establish the ASB Charitable Trust.

On the 3rd of October 2000 the remaining 25% shareholding was sold to the Commonwealth Bank for \$560m which lifted the collective value of the ASB Bank Community Trust and the ASB Charitable Trust to over \$1 billion.

The ASB Bank Community Trust and the ASB Charitable Trust were collectively referred to as the ASB Trusts.

In 2006 the ASB Charitable Trust's capital was distributed to the ASB Bank Community Trust, as a precursor to winding up the ASB Charitable Trust. The name of the Trust was then changed to the ASB Community Trust.

Today the combined asset value of the ASB Community Trust is in excess of \$1 billion.

1.2 About Our Region

The ASB Community Trust provides funding to organisations or programmes benefiting Auckland and Northland.

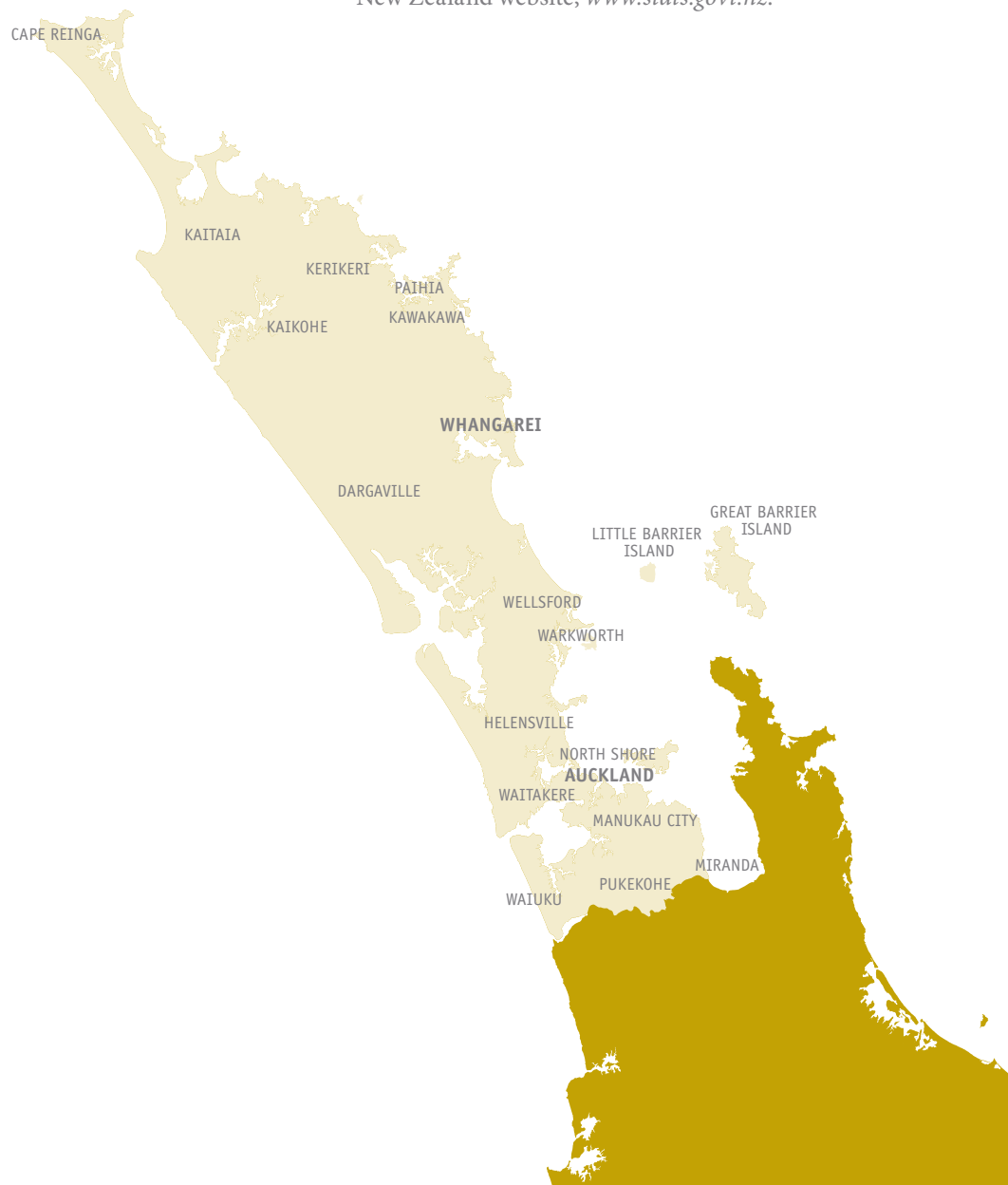
The combined population of Auckland and Northland is just under 1.5 million at 1,451,538; this equates to 36% of New Zealand's population.

The Auckland region recorded the strongest population growth (12.4%) in New Zealand from the 2001 to 2006. The 2006 census recorded that the population for Northland was 148,470 people.

Auckland is characterised by ethnic diversity: in 2006, 11.1% of Auckland's population identified as Maori, 14.4% with a Pacific community group, and 18.9% with an Asian ethnic group. Just over one third (37.0%) of Auckland's residents were born overseas.

The Auckland Maori population is the highest in New Zealand with 24.3% of New Zealand Maori living in Auckland; 11.1% of people in the Auckland region identified themselves as Maori, compared with 14.6% of all New Zealanders and with 31.7% of people living in Northland.

Note all figures obtained from Statistics New Zealand website, www.stats.govt.nz.



1.3 ASB Community Trust Structure

Governance -----

**STRATEGIC PLAN
TRUSTEES
TRUST DEED
TRUSTEE BANKS
RESTRUCTURING ACT**

Operation -----

FUNDING

Grants Programme | Maori & Pasifika Education Initiative

FINANCE

Investments | Finance and Administration | Audit & Risk

**ORGANISATIONAL
SUPPORT SERVICES**

Governance | Communications
Human Resources | Research,
Policy and Evaluation

Outcomes -----

**AUCKLAND &
NORTHLAND
COMMUNITIES**

1.4 ASB Community Trust Areas of Operation

Funding

- Grants Programme
- Maori and Pasifika Education Initiative

Finance

- Investments
- Finance and Administration
- Audit and Risk
- Responsible Investment

Organisational Support Services

- Governance
- Human Resources
- Communications
- Research, Policy and Evaluation



2.

Vision, Mission and Guiding Principles

2.1 Vision

To enhance the lives of all the peoples of our region by wisely allocating, equitably sharing and responsibly managing the resources that we hold in trust for present and future generations to allow for inter-generational equity.

2.2 Mission

The ASB Community Trust will contribute to the enhancement of equity and the enrichment of society in Auckland and Northland by supporting groups and proposals that:

- Work with or for the diverse peoples of our region to address social issues, meet educational and community needs, improve equity between groups and reduce poverty through innovative educational, social and economic programmes
- Will enable citizens to become actively involved in society by participating in community activities, the arts and culture, and sport and recreation
- Will improve the quality of the physical environment
- Will preserve landscapes, sites and buildings and other artefacts that are of cultural or historical significance

And will:

- Consult and work with Maori and iwi organisations in our region to ensure that the Trust's programmes and policies provide effective outcomes for these communities
- Consult and work with Pasifika and other ethnic organisations in our region to ensure that the Trust's programmes and policies provide effective outcomes for these communities
- Assist with building the capacity of community organisations
- Be active in the development and promotion of the philanthropic sector in New Zealand

2.3 Guiding Principles

As an organisation we will:

- Engage and work with Maori and iwi organisations in a manner consistent with a Treaty-based relationship
- Be responsive to, and make a difference in, our communities
- Achieve effective alliances with other key stakeholders in the community
- Ensure social justice is a guiding principle in decision-making
- Celebrate the diversity of our communities
- Be open and welcoming and treat all our communities with grace and dignity
- Aim to operate in an environmentally responsible and sustainable manner

We expect our staff and Trustees to:

- Seek innovation and excellence
- Ask questions and bring solutions
- Engage in constructive dialogue with the community
- Support and help each other

3.

Strategic Goals and Objectives

Strategic goal one

Funding

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

Strategic overview

The Trust will aim to collaborate and be innovative in supporting community initiatives through the Grants Programme and the Maori and Pasifika Education Initiative.

Strategic objectives

1. Programme Funding Areas

1.1 Learning

To support projects that facilitate improved educational outcomes for people in our region by adding value to the sector, with a focus on innovative projects and lifelong learning.

1.2 Health

To support and strengthen community organisations that improve health outcomes for the people in our region by focusing on health promotion and preventative projects.

1.3 Community Wellbeing

To support organisations that respond to the needs identified by our communities, with a focus on innovative programmes that address the underlying causes of social problems.

1.4 Recreation and Sport

To support organisations that focus on community participation and engagement in recreation. Targeted support will be provided for those organisations that are aiming to increase participation of younger and older people.

1.5 Arts and Culture

To support creative projects and organisations that aim to foster access to, engagement with and experience in the arts.

1.6 Heritage

To support projects and organisations that preserve and promote the physical and cultural heritage of our region.

1.7 Environment

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

1.8 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.

1.9 Community Building Projects

To support capital building projects where there is strong community involvement or where the project has regional significance.

1.10 Marae

To support Marae Development in recognition of the special role that Marae play in our communities

2. Working with Maori, Pacific, and Refugee and Migrant Communities

2.1 To develop and implement an Education Initiative to raise educational outcomes for Maori and Pacific Communities.

2.2 To enhance equity for Maori through the development of a Maori Strategy to ensure that the Trust's programmes and policies are accessible for these communities.

2.3 To enhance equity for Pacific Communities and Refugee and Migrant Communities through the development of strategies to ensure that the Trust's programmes are accessible for these communities.

3. Collaboration

3.1 To collaborate with other funders on projects of mutual interest to leverage support and funding.

3.2 To develop strategic relationships with local, regional and central government.

4. Supporting the Voluntary and Philanthropic Sectors

4.1 To support initiatives that strengthen the voluntary and philanthropic sectors.

Strategic goal two

Finance

To adopt investment and finance strategies to maximise the funding available to support our mission, maintaining a balance between the long term and short term, and providing flexibility to respond to new opportunities.

Strategic overview

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

Strategic objectives

1. To Ensure Prudent Management of the Trust's Investment Portfolio

1.1 To maintain the real value of the capital of the Trust with regard to inflation.

1.2 To ensure a stable level of grant-making over time by maximising the total return that can be provided by the investments of the Trust, subject to a prudent level of risk.

1.3 To maintain equity between present and future generations in terms of the amounts available for grants over time.

2. To Maintain and Continually Develop Sound and Efficient Financial Systems

2.1 To improve and adopt sound financial management practices in line with international best practice benchmarks.

2.2 To ensure cost effectiveness in all aspects of the Trust's activities.

2.2 To review annually all information technology, communications systems, services, facilities and office equipment to ensure that the Trust operates in an efficient and cost-effective manner.

3. Audit

3.1 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.

3.2 To provide the Trustees with timely advice on risks and opportunities, and to ensure risks are being managed in a proactive, coordinated, prioritised and cost-effective manner in order to effect their mitigation.

3.4 To develop effective systems to audit operations and internal control systems.

4. Responsible Investment

4.1 To develop and monitor policies and practices for ethical, sustainable and socially responsible investments

Strategic goal three

Organisational Support Services

To achieve our aims we are committed to improving our organisation and operations. We will strive to become more flexible, responsive, outward looking and open in our ways of working, building on our progress in these areas in recent years.

Strategic overview

The Trust will seek to endorse good governance, management practices and internal systems and will continue to work towards becoming a learning organisation through utilising the benefits of research and evaluation alongside effective communication tools.

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 appropriately qualified staff, maintaining adequate staffing levels.

3. Communications

3.1 To raise community awareness of the Trust and the areas that we fund.

3.2 To continually review and monitor all publications including the website, Trustline, application materials and the annual report to ensure that all information is consistent and reflects the Trust's Funding Policies.

3.3 To investigate new ways to reach the diverse peoples of our region.

3.4 To develop and implement an effective internal communication and knowledge sharing strategy.

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.

4.2 To use research to inform our decision-making.

4.3 To develop and review our policies to ensure alignment with the strategic priorities of our Funding Programme areas.

4.4 To develop an evaluation framework to ensure that the Trust can measure funding impact and effectiveness.

4. ASB Community Trust Annual Planning

The ASB Community Trust Strategic Plan will support and guide the work of the ASB Community Trust over the next five years.

Annual Operating Plans for each area of operation will be completed to enable annual budgets to be prepared. Progress will be monitored annually against the Operating Plans.

OUR VISION OUR MISSION STRATEGIC GOALS

GUIDING PRINCIPLES

1. Funding

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

2. Finance

To adopt investment and finance strategies to maximise the funding available to support our mission, maintaining a balance between the long term and short term, and providing flexibility to respond to new opportunities.

3. Organisational Support

To achieve our aims we are committed to improving our organisation and operations. We will strive to become more flexible, responsive, outward looking and open in our ways of working, building on our progress in these areas in recent years.

IMPLEMENTATION TOOLS

Operating Plan, Budget, Grants Policy, Finance and Investment Policy, Policy Development, Research and Evaluation

Whakatauki

Unuhia te rito o te Harakeke,
Kei hea ke te komako e ko,
Whakatairangitia,
Rere ki uta,
Rere ki tai,
Ui mai koe ki ahau e aha
te mea nui o te ao,
Maaku e ki atu,
He Tangata,
He Tangata,
He Tangata,
Tihei Mauri Ora.

If you should tear out the
heart of the flax bush,
Where will the Bellbird be,
Will it fly inland,
Fly out to sea,
Or fly around aimlessly,
But if you should ask me what
is the greatest thing on Earth,
I will tell you,
It is people,
It is people,
It is people.