



Trust Waikato
TE PUNA O WAIKATO

STRATEGIC PLAN

2017 - 2027

*INVEST WISELY, DONATE EFFECTIVELY
ME WHAKATUPU PAI NGĀ RAWA, KIA PAI AKE TE TOHATOHA*

STRATEGIC APPROACH & INTENT

OUR MODEL

As a Community Trust, our role is to enhance the Waikato region by providing resources to organisations that are working to **support and strengthen our communities**.

To be effective in this role, the Trust must **govern well, invest wisely and continually seek to strengthen our investment framework** to ensure the Trust's capital is preserved and that the funds available for distribution are maintained at a level suitable to achieve our intended impact.

Just as we seek a return on our financial investments, we also seek a social return on our investments to community. As a philanthropic funder, we must therefore donate as effectively as possible to achieve the greatest long-term benefits for our communities.

Over the next ten years, our donations model will evolve as we try to find the best ways to deliver on our vision of **resilient and vibrant Waikato communities**. We will continue our important role of providing traditional community support, whilst increasing our focus on partnership and strategic giving.

OUR APPROACH

In order to effectively support our communities, our approach must continue to be **responsive** to our community's aspirations. Over the next ten years, we are also looking to be increasingly **proactive** in our giving – actively seeking to support communities and find the best ways to address the most significant needs and challenges affecting our region.

Taking this leadership role will allow us to maximise the positive return on our investments. It will require us to identify the right partners and work with them to **build on existing community strengths**, actively **scale promising and successful projects** and, when appropriate, innovate and **try new things** to tackle the bigger challenges or 'wicked problems' affecting our region.

This requires an approach that is **focused on solutions** and long-term impact, is collaborative and is flexible enough to continually evolve based on changes in our communities and on our learning about what works.

PRINCIPLES OF PRACTICE

Trust Waikato's principles of practice are **values-based cornerstones that underpin our approach** as a community stakeholder and philanthropic funder. They ensure that our work remains accountable to our communities and best serves our overall strategic intent.

Working in accordance with our principles of practice ensures that we will:

- *Be transparent and fair*
- *Be responsive to community aspirations and support communities to define their own solutions*
- *Encourage participation and inclusion*
- *Seek to be culturally responsive and continue to value partnership with Māori as Tangata Whenua*
- *Recognise the value of partnerships and look to instigate and role-model effective collaboration*
- *Take a leadership role in emergent issues when needed by community*
- *Remain committed to developing our own practice and strive to continually increase our impact.*

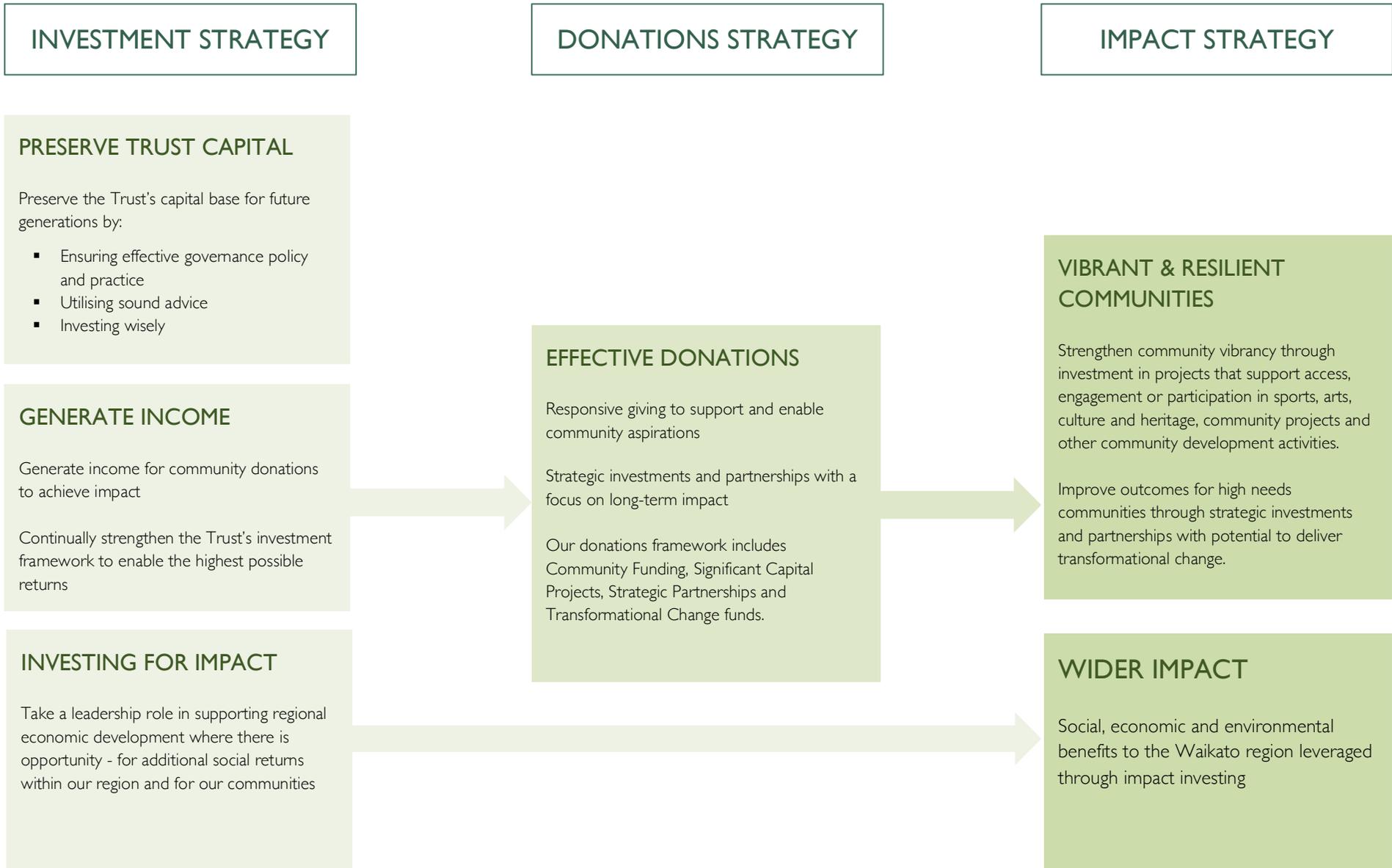
IMPACT

Our strategic intention is to achieve impact and influence at a regional level through effective philanthropy, leadership and partnership.

We recognise that some of the region's challenges require strong leadership and a longer-term focus. Our strategy has a deeper focus on tackling these challenges, and sets **five and ten-year goals towards achieving transformational change for the people, families, communities and places where need is greatest**.

We are also committed to building the strengths, resilience and capability of the community sector. Our aim is to take an increased leadership role to support an evolving **community sector that is stronger, more connected and outcomes-focused**.

We will support **community stakeholders and change-makers** so that the sector is positioned to address the evolving needs of our communities.



INVESTMENT STRATEGY

PRESERVE TRUST CAPITAL

Preserve the Trust's capital base for future generations by:

- Ensuring effective governance policy and practice
- Utilising sound advice
- Investing wisely

GENERATE INCOME

Generate income for community donations to achieve impact

Continually strengthen the Trust's investment framework to enable the highest possible returns

INVESTING FOR IMPACT

Take a leadership role in supporting regional economic development where there is opportunity - for additional social returns within our region and for our communities

DONATIONS STRATEGY

EFFECTIVE DONATIONS

Responsive giving to support and enable community aspirations

Strategic investments and partnerships with a focus on long-term impact

Our donations framework includes Community Funding, Significant Capital Projects, Strategic Partnerships and Transformational Change funds.

IMPACT STRATEGY

VIBRANT & RESILIENT COMMUNITIES

Strengthen community vibrancy through investment in projects that support access, engagement or participation in sports, arts, culture and heritage, community projects and other community development activities.

Improve outcomes for high needs communities through strategic investments and partnerships with potential to deliver transformational change.

WIDER IMPACT

Social, economic and environmental benefits to the Waikato region leveraged through impact investing

WHO WE SERVE

OUR COMMUNITIES

To achieve our vision of vibrant and resilient communities, Trust Waikato provides donations to communities across our funding area. This area includes the districts of Thames-Coromandel, Hauraki, Matamata-Piako, Waipa, Waikato, South Waikato, Waitomo, Otorohanga, Ruapehu and Hamilton city.

We acknowledge that this area includes much of the lands of the Tainui waka and the peoples of Waikato, Raukawa, Hauraki and Maniapoto.

STRATEGIC PRIORITIES FOR IMPACT

Our funding framework (p.6-7) has been designed to ensure that Trust Waikato funding is accessible to a wide range of communities and organisations.

Our role providing more traditional community support to enhance community vibrancy is balanced by more targeted funding that seeks to deliver on the Trust's strategic priorities for impact:

➤ Facilitate improved outcomes for the highest need communities in our region.

Through this priority, we have a strategic focus on:

- Enhancing the intergenerational wellbeing of children, young people and whānau/families
- Increasing resilience and connectivity in rural/small communities
- Increasing strengths-based initiatives that achieve positive outcomes for Māori

➤ Strengthen the community sector by:

- Supporting key community stakeholders to strategically increase their capacity and capability
- Facilitating conversations about partnership and investing in collaboration
- Enabling change-maker organisations through investment in innovation

10-YEAR IMPACT VISION

ENABLING OUTCOMES: KEY TRUST ACTIVITIES

5-YEAR OUTCOMES: PROGRESS SIGNS

10-YEAR OUTCOMES: VISION FOR IMPACT

COMMUNITY IMPACT

Accessible community funding

*Investment in community facilities, events, programmes and projects
Donations policy that enables the Trust to respond to community needs*

Effective processes

*Funding processes that are simple and accessible to a diverse range of community applicants
Effective and timely decision-making*

Increased access and participation

*Increased access to community facilities, events and activities
Increased engagement and participation in community activities, sports and recreation, arts, culture and heritage, and the environment
Increased celebration of the region's diverse cultures*

Increased community-led development

Increased participating in local and regional community planning

Communities are engaged and connected

All children, young people and whānau/families have opportunity to participate in positive community activities

Communities are vibrant and resilient

*Communities are determining their own needs, aspirations and measures of success
Communities are leading positive change*

STRATEGIC IMPACT

Strategic philanthropy

*Strategic investment in priority outcomes and scaling of promising initiatives
Targeted investment in innovation to address priority issues
Multi-year investment in key stakeholders/organisations that are positioned to effect change*

Partnerships and collaboration

*An enhanced leadership/partnership role alongside key stakeholders to drive change
Strategic investment in collaborative initiatives
Co-investment and collaborative leadership alongside other funders*

Evaluation and learning

*Investment in learning about what works
Evolving the Trust's donation strategies based on learning*

Increased wellbeing for vulnerable children, young people and families

*Increased access to Trust funds for organisations supporting vulnerable communities
Regional disparities in child, youth and family wellbeing are being reduced*

Increase in strengths-based programmes & initiatives

*More strengths-based, kaupapa Māori initiatives are achieving positive outcomes for tamariki, taiohi and whānau
Ideas, initiatives and structures to support rural/small community vibrancy are emerging*

Increased connectivity across the sector

*New ideas and conversations are being tried/shared across the community sector
Increased collaboration across the sector, between funders and with other stakeholders such as government, business and iwi
Changemaker organisations emerging in response to needs/opportunities
Clearer picture of what works for communities in our region*

Transformational change for vulnerable children, young people and families

All children, young people and families are succeeding and thriving across successive generations

Small communities are connected and resilient

Rural/small communities are connected, vibrant and have structures in place to ensure long-term resilience

An effective, agile and collaborative community sector

*A stronger, more connected and more agile community sector that can respond to changing community needs in our region
Meaningful partnerships, evaluation and learning ensures that best practice is routinely scaled and replicated across our region*

DONATING FOR IMPACT

APPROACH: BALANCED FUNDING

We have evolved our funding framework to enable us to balance our core role as a community funder, with the flexible, longer-term and more strategic focus required to deliver on our intentions for transformational change within our highest need communities.

COMMUNITY FUNDING UNDER \$50K

Donations to a range of projects that contribute to vibrant and resilient communities.

COMMUNITY FUNDING OVER \$50K

Donations to a range of projects that contribute to vibrant and resilient communities. These larger and/or multi-year grants carry expectations of demonstrable outcomes.

SIGNIFICANT CAPITAL PROJECTS

Donations to capital projects that support community participation through access to important facilities/other assets.

STRATEGIC PARTNERSHIPS FUND

Multi-year support to key organisations delivering priority outcomes in line with the Trust's vision.

TRANSFORMATIONAL CHANGE FUND

Investment in priority outcomes through:

- Funding innovation
- Scaling successful initiatives
- Large-scale, cross-sector partnership initiatives

NUMBER OF DONATIONS

Large numbers of donations

Fewer, more targeted donations

EXPECTATIONS OF IMPACT

Broad community outcomes

Expectations of significant long-term outcomes against priorities

FUNDER-GRANTEE ENGAGEMENT

Low engagement

Higher levels of engagement and/or partnership

FUNDING FRAMEWORK

COMMUNITY FUNDING UNDER \$50K

SCOPE

One-off, annual donations to support a broad range of community initiatives

Typically includes support for operating costs

GRANTEE PROFILE

Typically small-medium voluntary organisations/NGOs doing good work in grassroots communities

PROCESS

Responsive to community applications

Simple application form with focus on community accessibility

Assessment focus on due diligence

Lower risk enables quicker process and response

REPORTING

Basic reporting on expenditure and project completion

IMPACT

Broad range of positive outcomes that contribute to community vibrancy and resilience

COMMUNITY FUNDING OVER \$50K

SCOPE

One-off or multi-year donations to support a broad range of community initiatives

Typically includes support for operating costs or programme costs

GRANTEE PROFILE

Typically well-established NGOs delivering long-standing projects or services and with capability to evidence project need and outcomes

Must have a track record of 3+ years with the Trust to be eligible for multi-year commitments

PROCESS

Responsive to community applications

Simple application with increased focus on evidence of need and expected outcomes

REPORTING

Reporting on expenditure and against intended outcomes

Multi-year funding contingent on provision of milestone reports

IMPACT

Range of tangible outcomes that contribute to community vibrancy and resilience

SIGNIFICANT CAPITAL PROJECTS

SCOPE

One-off donations to support a broad range of capital projects

Capital expenses – contribution is typically 10-20% of total project cost (which must be over \$1 million)

GRANTEE PROFILE

Typically well-established NGOs with ability to demonstrate feasibility and secure match funding

PROCESS

Responsive to community applications

Application focus on feasibility and contribution to Trust's vision/goals

Infrequently ('once a generation') may include multi-million donations from investment reserves for projects of extraordinary regional significance

REPORTING

Basic reporting on expenditure and project completion

IMPACT

Range of tangible outcomes that contribute to community vibrancy and resilience

STRATEGIC PARTNERSHIPS FUND

SCOPE

Multi-year donations up to 3 years

Strategic investment in key stakeholders with clear alignment to Trust priorities

Likely to include investment in organisational capacity/capability and collaborative activities

GRANTEE PROFILE

Typically well-established NGOs with where the Trust has an existing or developing high-trust relationship

Grantee organisation's core focus should align to Trust priorities

PROCESS

By invitation only

Application process focused on agreeing scope of donation, expected outcomes and reporting milestones

REPORTING

Annual reporting on impact

Additional engagement with Trust through high-trust relationship

IMPACT

Well-evidenced impact aligned to Trust priorities

TRANSFORMATIONAL CHANGE FUND

SCOPE

Flexible and responsive funding mechanism

Focus on inter-generational impact on priority issues

GRANTEE PROFILE

May include start-up innovations, new extension work by established NGOs, scaling successful pilots/programmes

May also include larger, regional partnership initiatives with a systems-level focus (alongside other funders)

PROCESS

Opportunities for investment sought proactively as part of Trust's leadership role

Applications by invitation only – likely to involve a multi-stage/funnel process

REPORTING

Regular reporting on impact within context of a high-trust partnership

Trust-led evaluation to understand impact of this type of funding approach

IMPACT

Transformative, long-term impact aligned to Trust priorities

UNDERSTANDING IMPACT

UNDERSTANDING OUR IMPACT

Understanding the impact of our giving is an integral part of our role as an effective philanthropic funder.

Our framework for evaluation and learning will focus on understanding the extent to which Trust Waikato responds effectively to our community's needs and aspirations, and achieves outcomes in line with our vision for resilient and vibrant communities.

This evaluative focus will enable us to understand the efficacy of our funding approach and framework, the outcomes being achieved by our grantees and the extent to which our donation strategies are achieving the long-term impact that we are seeking.

Increasing our focus on learning will help us to understand how we can improve and evolve our:

- Application process
- Communications approach
- Decision-making policies
- Strategic priorities

This will ultimately enable us to support our communities effectively and use our funds strategically to deliver on our intentions for positive and transformational change in our region.