



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.*

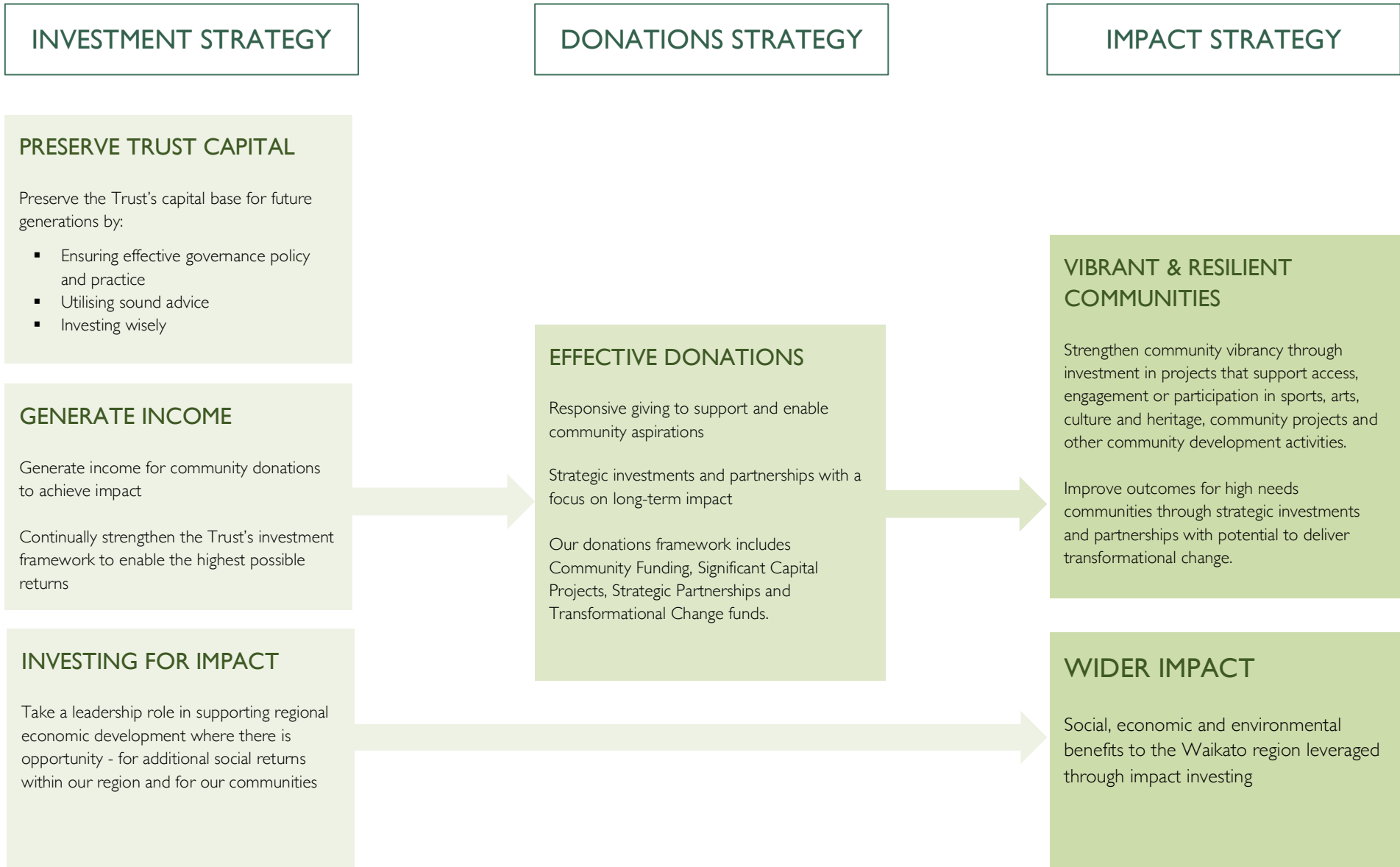
## IMPACT

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.