



# Community TRUST

The first 25 Years of the  
Community Trust of Mid and South Canterbury

**Carol Angland**

The first 25 years of the  
Community Trust of Mid and South Canterbury  
1988 – 2013

Writer  
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*Without community service, we would not have a strong quality of life.  
It's important to the person who serves as well as the recipient. It's the  
way in which we ourselves grow and develop. - Dorothy Height*





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# Acknowledgements



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Miriam Clark's book, *The Bank That Lived Here: A History of the South Canterbury Savings Bank*, was a major source of information for the Introduction and the history of the early years of the Community Trust. Bruce Timpany's willingness to share his knowledge of the Bank and the establishment of the Community Trust also has been invaluable.

To all the past and present trustees, staff members, Community House tenants, those who work with the Community Trust, and representatives of groups that have been recipients of funding, who were so willing to be interviewed either in person, by telephone or by e-mail correspondence, a very sincere thank you for making the book such a personal history of the achievements of the Community Trust.

Thank you also to Beth Strathern for assisting with editing and providing an important objective appraisal of the content.

The attractive front cover is the work of Clive Callow. Brenda Agnew is responsible for the professional design and layout of the book. Their expertise is much appreciated.

**Carol Angland**

## Foreword

Acknowledging a milestone event is a worthwhile project and to be able to acknowledge and celebrate the 25 years that the Community Trust of Mid and South Canterbury has been in existence certainly meets that criteria. This book picks up from a previous publication outlining the history of the South Canterbury Savings Bank until its closure in 1988. There was a brief chapter on the formation of the Community Trust in the previous book but the Community Trust has moved on 25 years and now that story needs to be told.

As CEO for the last three years I've been impressed with what the Community Trust has achieved in the last 25 years. The total donation figure of over \$20 million to a variety of organisations and projects and over \$3 million to schools and kindergartens is impressive as the Community Trust started with an investment capital base of just \$4.7 million and at the end of 2013 had built the capital to nearly \$46 million. The vision of creating a vibrant, healthy and caring community has certainly been achieved and the stories retold in this book bear witness to that vision.

Each trustee's tenure in the role is relatively short but as each trustee has come on the Board, they have continued to meet the combined goals of preserving capital while making donations that meet the community's needs. It is a real balancing act sometimes, especially when investment returns are low but the needs are great. The trustees from the past 25 years can be congratulated on this perseverance and be proud of the successful achievements of the many community organisations that received Community Trust support during this time.

The other success story is the Community Trust's ownership of Community House, in Timaru. This beautiful heritage building purchased in 2006 is home to over 20 different non-profit organisations. This valuable community support hub is a happy mix of health, education, welfare and advisory services along with a Farmers' Market held every Saturday. There is always positive feedback from the community on the facilities available thanks to the foresight of the trustees and staff who took the big step of setting up Community House.

**Liz Shea**

Chief Executive Officer

Community Trust of Mid & South Canterbury







# How it all began

*The best way to find yourself is to lose yourself  
in the service of others. - Mahatma Gandhi*



## How it all began

**T**he inaugural meeting of Trust Bank South Canterbury Community Trust was held in the Bank board room 243 Stafford Street, Timaru, on Monday 27 June 1988 at 2.30pm.

In accordance with the provisions of the Trust Bank South Canterbury Community Trust Deed (30 May 1988), Trust Bank South Canterbury Community Trust Inc. had been established as a charitable trust to grow the community funds and donate to community organisations.

What Community Funds? What is the connection with Trust Bank? What had happened in the preceding years to enable this Community Trust to operate?

This book is primarily the history of the Community Trust of Mid and South Canterbury from 1988 until 2013 but to fully understand and appreciate how the Trust came to be established, it is necessary to look at the part played by the South Canterbury Savings Bank.

### The South Canterbury Savings Bank

One of the last Trustee Savings Banks to be established in New Zealand, the South Canterbury Savings Bank was officially opened on 14 August 1964. A proportion of the bank's profits was set aside for donations to not-for-profit community groups, as determined by the directors of the bank.

For 32 years this region enjoyed a local, community owned and orientated bank. With the sale of Trust Bank to Westpac in 1996 the long association of the bank and the community ended.

### *Trustee Savings Banks*

The concept of 'small savings' which originated in Scotland was brought to New Zealand by the European settlers. The first Trustee Savings Bank in New Zealand opened in Wellington in 1866. Although another eight banks were set up by 1870, only five remained open in 1900 – Auckland, New Plymouth, Dunedin, Southland and Hokitika. Waikato, established nearly sixty years later, encouraged a renewed interest with eight more banks established in the next five years. South Canterbury was one of these.



### *The Trustee Savings Bank Act 1948*

This act defined the powers of Trustee Savings Banks as: receipt of money on deposit at interest, and the investment of money. Money could only be received from private individuals and non-profit making organisations. Trustee Banks could not accept commercial deposits.

The '25 mile rule' meant that no bank could set up any new branch or agency situated more than 25 miles from the head office.

Trustee Banks were designed to encourage small savings. Their primary role was the acceptance of deposits. There were limits on the amount which could be deposited and the level of interest paid. An attraction for investors was that their money was secure as all deposits were government guaranteed. A certain percentage of funds had to be invested in government stock. Initially this was as high as 90% and only reduced as banks became established which then enabled more money to be invested in mortgages and local body securities. Cash in hand was expected to be no less than 5%.

Banks were expected to make a profit, the proceeds being divided between cash donations and a reserve fund; the higher the profit, the larger the amount available for donations.

Boards of Trustees, consisting of from five to eight members although later increased in number, were appointed by the Governor General to manage each bank. A five-year term was usual. Retiring members were eligible for reappointment and remuneration was paid by allowances and travelling expenses. From the Board a President and Vice-President were elected.

Trustees were not permitted to borrow money from the bank nor act as officers of the bank. The Board worked within the restrictions of the 1948 Act and most decisions had to be approved by the Minister of Finance.

### *A Savings Culture*

Two Royal Commissions in the 1950s recommended that every encouragement should be given to promote a 'savings culture' of voluntary saving on which the national economy depended. The government saw small savings as a way of discouraging reliance on the welfare state and providing funds for capital works.

The second commission urged the government to relax some of the rigid rules that regulated Trustee Banks, increase the amount of interest-bearing deposits, and repeal the restrictive requirement of investing at least half the bank's funds in government stocks.

In 1961 when small savings seemed to be lessening, the Government introduced 'Savings Weeks'. A National Savings Committee and 28 District Savings Committees were formed. A savings culture became part of the New Zealand way of life. Mr E S F Holland, MP for Fendalton and President of

Auckland Trustee Savings Bank, stated, 'The welfare state provides a minimum degree of security for those who are unable to care for themselves or for those unpredictable circumstances we all come up against from time to time. For those with ambition and for those who do not wish to live merely for today but are prepared to provide for the future, there are many organisations designed to help. Not least amongst these are the savings banks.'

Of course the primary function of small savings was to provide revenue for the government through promoting economic stability, reducing inflation, and financing capital works in both public and private sectors.

The increase in small savings and the popularity of the savings banks in the community allowed the banks to grow and develop.

### *Support for a Trustee Savings Bank in South Canterbury*

Although South Canterbury Savings Bank officially opened on 14 August 1964, forward thinking individuals and business organisations had for many years realised the need and desirability of having a Trustee Savings Bank in their area. Achieving this aim was not easy. The community owes a huge debt to the dedicated and determined Promotion Committee members who enthusiastically lobbied and encouraged support for the local bank. This Committee included two men who were later to have important roles on the Community Trust: Ken Churcher, an accountant in Timaru, served as a very capable secretary of the Community Trust; and Alan Carlton, who practised as a public accountant in Temuka, was a foundation trustee of both the South Canterbury Savings Bank and the Community Trust. Alan had worked in small towns - Fairlie, Geraldine and Temuka - and he knew how difficult it was for businesses and residents to exist without a local bank. A strong advocate for supporting the community you live in, his life-long advice to family was 'earn your money locally, spend it locally'.

In 1961 the South Canterbury Chamber of Commerce introduced the idea of establishing a Trustee Savings Bank in South Canterbury. A sub-committee was set up to investigate the idea. On 23 April 1963 a public meeting was held to gauge support for the proposal. With an excellent attendance of 32 representatives of local bodies, businesses and organisations, the following motion was carried unanimously: That application be made to the Minister of Finance for his consent to the establishment of a Trustee Savings Bank in South Canterbury and that a general and representative committee with more powers be set up to assist such establishment.

A copy was sent to the Minister of Finance and to the local Members of Parliament.

A 12 person Promotion Committee was formed and subsequently extended in numbers. The committee was charged with the responsibility of gaining public support for the bank, lobbying parliament and regional MP's and eventually applying to the Minister of Finance requesting the establishment of a Trustee Bank.

Mr H R Preston, President of the South Canterbury Chamber of Commerce, was the first Chairperson of the Promotion Committee. On his resignation in May 1964, Mr C E Thomson, the Mayor of Timaru, was appointed to the position.

Promotion Committee

Chairperson: H R Preston

Deputy Chairperson: C E Thomson

Committee: L R Oliff, G S Raymond,

E A Thompson, K Peacock,

H I McIvor, A S Abernethy,

J M Bishop, N S Brown,

A H Carlton, K A Churcher,

N Crawford, O Gavigan,

E C Hall, C R Hervey,

N de V Lawrence, G S Ray,

E C Wright, W G Wright,

P W Young,

Sir Basil Arthur MP for Timaru.

The problem the committee faced in lobbying for parliamentary support was that the government, although supportive of Trustee Savings Banks, was unsure whether an increase in the number of banks would have the effect of more savings overall or merely spread the savings out between the banks whilst increasing overall administrative costs. By 1964 the government was becoming very cautious about granting approval for further banks.

The Minister of Finance, The Honourable H R Lake, reiterated in a letter to the Promotion Committee that while the government was considering the full effects of extending savings facilities, any new applications would not be considered.

Fortunately the Promotion Committee was not prepared to dismiss the idea. The members were

resolute in their belief that South Canterbury needed its own Trustee Savings Bank. They were anxious to establish the bank before a change in legislation enabled existing banks to extend their area of operation beyond 25 miles and open branches in South Canterbury, or trading banks were allowed to operate savings departments.

The Association of Trustee Savings Banks (ATSB), the national organisation for Trustee Banks, had developed a nine-point plan for the establishment of a new bank; these included evidence of local support and a deputation to the Minister of Finance.

Once the conditions were achieved the Promotion Committee could apply for the issue of a charter. The conditions consisted of guarantees for the first three years totalling 20,000 pounds to act as a safeguard against capital or working losses, and pledges for initial deposits of 200,000 pounds. The conditions were designed to prove that the bank would be successful from the beginning.

In common with other Promotion Committees, South Canterbury did not wait for approval from the Minister to begin collecting pledges and guarantees which they would use to enhance their application. However the committee received a warning from the Minister of Finance. 'The Promotion Committee appears to be acting with undue haste in issuing pledge and guarantee forms and I am unable to give any assurances that a favourable decision will be forthcoming even if the Promotion Committee achieves its own appointed objectives.'

Again the committee showed no hesitation in pressing on with their campaign. Despite the sums required being very high for a small and diverse population, this only encouraged them to explore every avenue to gain the full support of the community. Letters were sent to numerous clubs, societies, churches and associations. The Promotion Committee requested 100 pounds from two hundred individuals and businesses.



Mr A S Abernethy was appointed the Publicity Officer. Ten thousand pledge forms were produced. A symbol which later became the logo of the South Canterbury Savings Bank was created; a circle encompassing a picture of Mt Cook and the initials SCSB.

The campaign was launched on 25 July 1963. A base was set up on Stafford Street in the South Canterbury Electric Power Board's mobile van, or when necessary in a Henshaw Motors' van. Ballot boxes for pledges were placed in Temuka, Geraldine, Waimate and Pleasant Point. The final tally was 248,000 pounds in pledges and 23,000 pounds in guarantees. Numerous organisations also offered support for covering the operating costs of the campaign.

Buoyed by this success, the Promotion Committee sent its submission, prepared by C E Thomson, H R Preston and G S Raymond, to the Minister of Finance requesting that a Trustee Savings Bank, called the South Canterbury Savings Bank, be established with its head office in Timaru. Sir Basil Arthur MP, who was very supportive of the cause, was asked to request a date for an official deputation. The submission justified the establishment of the South Canterbury Savings Bank by way of population statistics and regional economy and the fact that there was no local or controlled savings institution operating in South Canterbury.

The submission listed the contribution to the Government's programme of promoting additional savings to assist national growth. A deputation was arranged for 2 September 1963. However they faced pressure from several conflicting interest groups. There were four other applicants for establishment of a Trustee Savings Bank in different areas of New Zealand, and they also were competing with the Post Office Savings Bank as well as trading banks which had launched a fierce campaign to be able to set up savings departments. It was too much for the government in election year.

'Establishment of further Trustee Savings Banks would be held in abeyance in the meantime.'

In true fighting spirit, the Promotion Committee decided to continue with its application. Although the deputation received a very sympathetic hearing, the application was politely declined.

The Government agreed to a second deputation early in 1964. The Promotion Committee stated that South Canterbury must be the only remaining area that had met all its targets for guarantees and pledges and not been granted a bank. Opinions were voiced that this was because the region



### Initial Board of Trustees

Sir Basil Arthur, J M Bishop,  
N S Brown, C E Thomson,  
G S Raymond (Timaru)  
A H Carlton (Temuka)  
T A Wilson (Waimate)  
D K MacKenzie, L E Kerr,  
N S Murdoch (Ashburton)

G S Raymond was  
elected President and  
N S Brown, Vice-President

did not have a National MP, and the Minister of Finance considered South Canterbury would be better off joined to Canterbury. Another reason was the continued agitation from trading banks to enter the savings arena.

Local bodies and organisations were urged to send letters to the Minister of Finance seeking support for the establishment of a bank.

Finally the committee was informed that approval in principle was forthcoming subject to securing additional pledges and guarantees, this time to the value of 300,000 pounds and 30,000 pounds. This proved a difficult task as many people were discouraged by the length of time the project had taken. Despite the amounts not being met, final approval was given on 12 June 1964.

The bank opened for business one month after approval was given.

*Opening Day 14 July 1964*

**SOUTH CANTERBURY SAVINGS BANK**

TELEPHONE 81-051  
P.O. Box 538

VARIETY LANE,  
STAFFORD STREET,  
TIMARU.

Nº 590

14 July 1964

RECEIVED from Mr. Verduyn Andrew Lester  
of 262 A Odipua Rd. Temuka the sum  
of Five Pounds  
being a FOUNDATION DEPOSIT in the South Canterbury Savings Bank.

Account No. 590

£ 5 : - : -

(PLEASE NOTE THAT A PASS BOOK WILL BE FORWARDED TO YOU IN DUE COURSE)

*Mr Verduyn Lester's foundation deposit slip. Mr Lester and his wife remained loyal customers of the South Canterbury Savings Bank and its successors.*

The first fifty customers were each given five pounds to make a foundation deposit in the South Canterbury Savings Bank. From 8am queues, headed by a fifth form student from Timaru Boys' High School, Peter Barber, formed outside the bank's premises in Variety Lane. By the end of the day 422 accounts to the value of 69,814 pounds had been opened.

A month later when the bank was officially opened by the Minister of Finance, the Hon. H R Lake, 1,580 accounts had been opened and deposits totalled 362,000 pounds. For such an important occasion the Timaru

District Council agreed to close the main street for the ceremony. To the 500 people gathered, the Minister confirmed that Ashburton would be included in the South Canterbury Savings Bank zone, and explained the government's strict criteria for establishing a Trustee Bank.

'If a bank should fail it could have widespread consequences for both the district concerned and the whole economy.'

### *The Opening Ceremony*

There is no doubt that the opening of The South Canterbury Savings Bank was due to the foresight, dedication and perseverance, against all odds, of the Promotion Committee, in particular



*The queue on opening day 14 July, 1964.*



*Official Opening, Mr H R Lake, 14 August 1964*



*Official Opening, Crowds, 14 August, 1964*

Mr H R Preston, Mr G S Raymond and Mr C E Thomson. With the backing of the region they had achieved their goal.

From 1964 until 1986 the bank was structured, governed and managed according to the Trustee Savings Bank Act 1948. It was a totally autonomous bank run by a Regional Board of Trustees for the benefit of people who lived in Mid and South Canterbury.

### *Trusteebank South Canterbury*

From the early 1980s Trustee Banks developed closer associations resulting in the introduction of a national integrated computer network. A 'Trustcard' was introduced which allowed customers to withdraw cash from any Trustee Savings Bank in New Zealand. The ATSB was successful in campaigning for acceptance of common attitudes and policies with regard to advertising, signs and customer services. The change of name from South Canterbury Savings Bank to Trusteebank South Canterbury reflected this co-operation. The bank reassured customers that while they would receive all the advantages of a national banking network, all decisions regarding the bank would continue to be made locally.

In 1984 the newly elected Labour Government began deregulating the finance market and removed most of the restrictions placed on Trustee Savings Banks in the 1948 Act, and most of the controls the National Government, in their effort to reduce inflation, had introduced in the early 1980s.

Trustee Banks rejoiced in the new operating freedoms but also realised that new skills were required of staff and management. The issue of amalgamation for future viability was debated. The South Canterbury Savings Bank had earlier opposed merger stating in 1968, 'This bank is strongly opposed to any suggestion of amalgamation being of the opinion that such a move completely undermines the concept of the Trustee Savings Bank movement.'

### *Trust Bank*

In 1985 the Minister of Finance, Roger Douglas, requested that Trustee Banks change their structure to make the trustee system more flexible and responsive to the market within the rapidly developing deregulated monetary environment. As a result eleven of the twelve Trustee Banks decided to merge into one national organisation called Trust Bank. Taranaki voted to remain independent. Trustee Bank Holding Limited (TBHL) was registered on 8 July 1986. Dr Donald Brash was appointed Managing Director.

South Canterbury, as one of the smaller banks, had limited influence over the future direction of the regional banks. It was wary of loss of autonomy and regional identity but could see the benefits of a larger bank. The proposed end of the government guarantee meant the need for capital was intensified. Eight of the nine Community Trusts subsequently consolidated their holdings





*Trusteebank South Canterbury Board and Management 1986*

*Back: Derek Brien (Assistant General Manager), Cip Sparrow, Bruce Timpany, Alan Carlton, Sinclair Raymond, Alan Blair, Peter Mason (Deputy General Manager).*

*Front: Joyce Jones, John Lewis (Deputy President), Eddie Thompson (President), Dave Parker (General Manager), Andrew McLay, Laurence Cooney.*



under the control of Community Trusts Investments Ltd (CTIL). Trust Bank South Canterbury Community Trust decided not to join because it was not given a vote on the Board of Directors of CTIL. This was a decision that later was to prove financially beneficial.



*Left to right: Cip Sparrow, Andrew McLay, Laurence Cooney (Deputy President), Peter Mason (General Manager – Finance and Administration), Bruce Timpany (President), Derek Brien (General Manager – Banking Services), Eddie Thompson, Geoffrey Stone, John Srhoy, Alan Carlton.*

### *The Trustee Banks Restructuring Act 1988*

Legislation to create the Trust Bank structure was passed on 29 April 1988.

‘An Act to reconstitute Trustee Banks established under the Companies Act 1955 to make provision for the establishment of Community Trusts to hold shares in such companies, and to repeal the Trustee Banks Act 1983.’

In July 1988 TBHL was re-registered as a private company and changed its name to Trust Bank New Zealand Ltd (TBNZ). The nine banks were incorporated as private companies on 16 August 1988. All the assets and liabilities of these former Trustee Banks were vested in the newly formed companies.

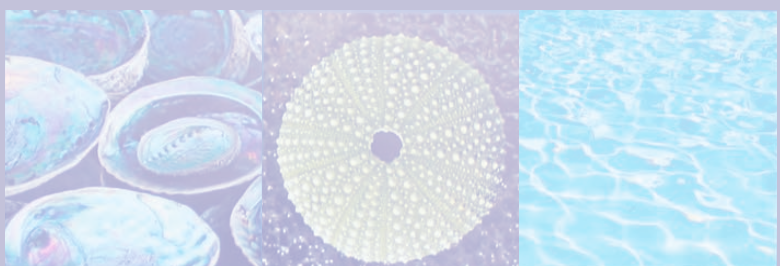
### *Establishment of Trust Bank Community Trusts*

Community Trusts were established to own each regional Trust Bank. On 30 September 1988 each Trust Bank Community Trust sold its shares in its bank to Trust Bank New Zealand Ltd in return for shares in Trust Bank New Zealand Ltd. Thus nine Community Trust shareholders owned Trust Bank New Zealand which in turn owned the nine regional Trust Banks.

For South Canterbury this meant that Trust Bank New Zealand Ltd owned all the shares in Trust Bank South Canterbury Ltd (TBSC). In return Trust Bank South Canterbury Community Trust owned a 2.7% share of Trust Bank New Zealand (2,700,000 ordinary shares). The profits of Trust Bank South Canterbury went to Trust Bank New Zealand which in turn paid a dividend. From the dividend the Community Trust provided grants and donations in the region.

The Trust Bank Group's operating structure was supported by a Deed of Cross Guarantee and a Shareholders' Agreement. All the parties of the Deed of Cross Guarantee, TBNZ, subsidiary Trust Banks and Trust Bank Computer Ltd, guaranteed the payment from each bank of all the debts owed by that bank. The Shareholders' Agreement between the nine regional Community Trusts and Trust Bank New Zealand, was a key document in effecting the share swap and merger of the group. Each regional group continued as an autonomous, distinct and separate operating entity with its own Board of Directors, management structure and personnel, head office, name and set of accounts.

A clear separation of ownership and management was established; each Community Trust owned the bank in its region but had no direct influence over the running of the bank.



# Trust Bank Community Trust

*The purpose of the Community Trust  
was defined as: to provide charitable,  
cultural, philanthropic and recreational  
benefits to the community.*



## Trust Bank South Canterbury Community Trust



The Trust Bank South Canterbury Community Trust consisted of 13 trustees, representative of Mid and South Canterbury communities. Catherine Bach, Alan Carlton, Laurence Cooney, Pamela Cornelius, Anne Dodds, Oliver Gavigan, Andrew McLay (chairperson), Jenny Shipley MP, John Srhoj, Cip Sparrow, Jim Sutton MP, Bruce Timpany and Eddie Thompson were appointed by the Minister of Finance for four-year terms.

Essential to the smooth operation of the Community Trust was the background and knowledge of several of the trustees who had a long history of involvement with the original bank. Alan Carlton, Cip Sparrow, Andrew McLay, John Srhoj, Laurence Cooney, Eddie Thompson and Bruce Timpany had had experience on the Board of Trustees, in some cases from 1964 or soon after. Laurence Cooney was the South Canterbury representative on the National Association for 13 years. Andrew McLay, Laurence Cooney, Eddie Thompson, Bruce Timpany and Jim Sutton all later served on the Regional Board of Directors of Trust Bank South Canterbury Ltd.

Trust Bank South Canterbury Community Trust had been created through the loyal support of Mid and South Cantabrians, and the prudent management of Trust Bank South Canterbury over a period of almost 25 years. The Community Trust wished to work closely with its local bank and provide further benefits to the whole community.

### *The First Years of Operation 1989 - 1996*

The inaugural meeting of Trust Bank South Canterbury Community Trust was held in the Bank board room 243 Stafford Street, Timaru on Monday 27 June 1988 at 2.30pm.



**Alan H Carlton.**

Alan was on the Promotion Committee which agitated for the establishment of a Savings Bank in South Canterbury. A foundation trustee of the South Canterbury Savings Bank in 1964, he served until 1988, and was President of the South Canterbury Savings Bank Board of Trustees 1969/70 and 1982/83.

Alan was a trustee of the Trust Bank South Canterbury Community Trust from 1988 – 1994. A highly respected accountant in Temuka, he represented the Temuka District and also, until the appointment of Mrs Jenny Rayne in 1992, the MacKenzie area.

Committed to his community, 'Live locally, spend locally' was the advice Alan gave his children.

Present were trustees Andrew McLay (Chairman), Catherine Bach, Alan Carlton, Laurence Cooney, Pamela Cornelius, Anne Dodds, Oliver Gavigan, Jenny Shipley MP, John Srhoy, Cip Sparrow, Jim Sutton MP, and Eddie Thompson. Peter Mason and Derek Brien represented Trust Bank. An apology was accepted from trustee Bruce Timpany.

A cheque account was to be opened with Trust Bank South Canterbury.

The meeting discussed at length the recommendations it would make to the Minister regarding directors of the new company, Trust Bank South Canterbury Ltd. Consideration was given to recommending a business woman as a director but, indicative of the times, trustees were unable to come up with a name. It was resolved that the following five persons be recommended as directors: Bruce Timpany and Eddie Thompson representing Timaru; Laurence Cooney and Geoffrey Stone representing Ashburton; and Andrew McLay representing the country area.

Peter Mason was confirmed as Secretary/Treasurer to the Community Trust.

The firm of Martin, Wakefield and Co was appointed as auditors, and the firm of Raymond, Sullivan, McGlashan as solicitors to the Community Trust. The quorum for meetings was fixed at a minimum number of seven.

At the next meeting in July 1988 the recommendation of Dr Donald Brash that Trust Bank South Canterbury Community Trust be incorporated under the Charitable Trusts Act 1957 was approved. Trustees were also in favour of the draft Shareholder Agreement dated 14 July 1988 subject to minor alterations and subject to all other Community Trusts approving the document in similar form.

Allowances for trustees were set at: chairman \$300; trustees annual allowance (including chairman) \$500; meeting attendance \$50. Allowances per meeting for out of town





**Clifford (Cip)  
Permain Sparrow.**

Cip was on the Board of the South Canterbury Savings Bank from 1970 – 1998 serving as President 1973/4.

He became a trustee of Trust Bank Community Trust in 1988 and retired in 1997 after 29 years of service to the Bank and the Trust.

Cip's standing in the Ashburton area as a successful and community minded businessman has seen him receive Life Memberships of five organisations and a Civic Award. Forever thoughtful of others his motto is, 'Keep moving, keep purposeful'.

trustees in lieu of travelling time: Ashburton \$30 per meeting; Waimate \$15; Temuka \$7.50. Kilometres would be reimbursed at Public Service rates.

A proposal from the secretary that the Community Trust purchase land and a new bank building to be erected at Temuka, was considered. However this proposal did not eventuate as the TBNZ Board did not favour Community Trusts owning regional bank property.

During the first year of the Community Trust's establishment, the trustees' main purpose was to ensure that the investment in Trust Bank South Canterbury Ltd would result in long-term benefit to the region in a changing financial environment. Funds in the Trust Fund as a result of South Canterbury Community Trust's shareholding in Trust Bank New Zealand amounted to \$4,689,000.

### *Community Grants*

An important task of Community Trusts, originally performed by the Board of Trustees of each Trustee Bank, was the distribution of funds to community organisations. For the first year of operation no dividend income was received from TBNZ thus grants were distributed under the previous Trust Bank South Canterbury structure.

The Mission Statement taken from the Objects of the Trust as contained in the Trust Deed was as follows: That Trust Bank South Canterbury Community Trust will give financial assistance to charitable, cultural, philanthropic, recreational and other purposes being beneficial to the community principally in the specified area.

Organisations which provided services for the disadvantaged, services that contributed to the well-being of the community, or gave time and resources to helping social problems, were eligible for grants. Each application had to specify a worthwhile purpose to which the grant and/or loan would be applied.



After the amount of the dividend from TBNZ was known in April each year, the Trust called for applications under two categories; community support and social services.

Mr McLay's attendance at Community Trust chairpersons' meetings kept members informed and allowed the South Canterbury Community Trust to discuss matters of mutual interest with other Community Trusts. This combined sharing of ideas and problems was, and still is, extremely important.

Apart from guidelines for donations, two topics which were of importance to all Community Trusts were the possible taxation of Community Trusts, and TBNZ capitalisation.

### *Charitable Status*

New Zealand Charities are exempt from income tax. However the problem for Community Trusts was the definition of charitable status. Some of their income was distributed to voluntary organisations whose activities were not limited to charitable purposes. Charitable Trusts that were set up to counter this situation were able to be wound up when the Income Tax Act of 1994 was amended in 2005. Community Trusts that had been established under the Trust Bank Restructuring Act 1988, were given tax exempt status.

### *TBNZ Capitalisation*

A Review of Trust Bank Group Capital Position prepared by Mr Frank Dickson, Managing Director of TBNZ, and Mr M I Bain, Group Manager Finance, outlined alternatives for capitalisation.

Trustees were willing to empower the Directors of TBNZ to seek the most appropriate partner to take whatever share of the capital of TBNZ that was needed but with strong provisos. It had to produce the best possible premium for the Trust's shares, it had to strengthen TBNZ as was required, and the proposed partner had to be an organisation which because of its structure and attitude was most likely to help preserve the Trust Bank culture. Alan Carlton did not support the proposal because he felt that control must be maintained. This determination to keep the Trust Bank philosophies of philanthropy and regional control echoed the steadfast beliefs and commitment of the original Promotion Committee, and was to prove a critical factor for the future integrity and viability of the trust.

A special meeting was called in Wellington on 5 November 1990 between TBNZ Directors and two representatives from each Community Trust. Andrew McLay and Eddie Thompson reported from this meeting.

On 14 October 1991 Mr P D Wilson and Mr G Pentecost, Chairman and Chief Executive Officer of TBNZ, addressed the trustees covering objectives, financial issues, respective roles of Community Trusts and TBNZ, issues which the Board wished to raise, and the Board perspectives of shareholders' objectives. The trustees present assured them that they were supportive of efforts to provide a communication link between Community Trusts and the TBNZ Board, and in particular to a course of action that would lead to an agreed resolution of issues material to the Bank's welfare.

Trust Bank Otago Community Trust had expressed concerns regarding the future adequacy of the Bank and the prudence of trustees having all their investments in one single business. Although the local trustees recognised the merits of some of these arguments they reiterated their support of the Board of TBNZ in its endeavour to create a stronger more cohesive shareholders group as they believed that in the long term it was in the best interests of the community.

Another meeting in Wellington discussed further the proposals for structural improvements in the Community Trusts' shareholding in TBNZ. TBNZ believed that the formation of a Holding Company would be the first step which would lead to greater shareholder flexibility and capital options. This was supported by Trust Bank South Canterbury Community Trust providing the Trust had the right of representation on the Board of the Holding Company and retained the right to appoint directors to TBNZ Ltd. The Trust was prepared to share representation with other smaller Trusts.

In March 1993 when advice was received that the appointment of an Establishment Board for the Holding Company was necessary, South Canterbury Community Trust nominated Mr Laurence Cooney for appointment in both the small trust election and the general election. However in July 1993 Mr J A Sadler advised that he and Mr Michael Sewell had been given responsibility for Trust Bank South Canterbury Community Trust in respect of the interim Holding Company Board.



**Laurence K Cooney  
LL.B, Notary Public.**

Laurence was a member of the South Canterbury Savings Bank from 1974 – 1980, President 1979/80, and the South Canterbury representative on the Association of Trustee Savings Banks for 13 years.

He was on the Regional Board of Directors of Trust Bank South Canterbury from 1988 – 1995.

Laurence also served 15 years on the Community Trust, 1988 – 2003. The honour of being the longest serving member in New Zealand was a tribute to his character, ability, and immense contribution.

The 1993 Buttle Wilson Report on capital raising and restructuring was discussed at length; the feelings of the Trust were very clear. Trustees considered the decision being asked of all Community Trusts was one of the most important they would ever have to make.

A list of concerns was circulated to all trustees of all Community Trusts. An independent opinion was sought from Mr J A Valentine of Dunedin.

The Trust also indicated that they would not purchase shares from other Community Trusts, would hold 100% of their present shareholding in the likely long term, and would form a separate charitable entity to which approximately 80% of present total assets would be allocated.

John Palmer and Ian Farrant, from the Interim Holding Company, asked for an opportunity to address the Board of Trustees on their various concerns regarding the raising of capital and restructuring. Mr Palmer retraced the steps that had been taken, discussed each of the concerns and answered questions.

The Board of Trustees subsequently informed him that their attitude had not changed; they still had concerns about the probable consequential loss of autonomy of TBSC Ltd, the scale of the proposed share float, and the likely long-term effect on profitability.

In December 1993 a sub-committee of Bruce Timpany, Andrew McLay, Eddie Thompson, and Jim Sutton, who had been appointed to act on behalf of the Trust, met to consider the proposal. Their decision, reported to the full Board in February 1994, was to reject the Articles of Association of the projected Holding Company and the proposed Deed of Trust. Mr Palmer was advised that this Community Trust was not prepared to join the Holding Company.



**Andrew F McLay  
JP, MBE.**

Andrew joined the Board of the South Canterbury Savings Bank in 1976, served until 1988 and was President 1983/84. He was on the Regional Board of Directors of Trust Bank South Canterbury from 1988 - 1991.

When Trust Bank South Canterbury Community Trust was established in 1988, Andrew became its first chairman and continued in that role until 1994. He was also the Mayor of Waimate and a strong advocate for country areas.



34 Well Road -  
Wainmate  
16<sup>th</sup> September 1994

Mrs. J. E. Thompson,  
Chairperson  
Trust Bank S.B. Community Trust.

Dear Eddie. I wish to formally thank you and your fellow Trustees for the presentation you made to me recently at the social function at the conclusion of your last meeting. I certainly did not expect anything like that so your action was very much appreciated.

I have enjoyed my position as a Trustee and as the Trust's Chairperson since its inception, and I am grateful for the opportunity I have had to work with all the Trustees over the years.

The various propositions for the Bank's shareholding restructuring over the years were generally most frustrating and time consuming experiences, but the times spent studying the applications for donations were most worthwhile.

The Hpid. & South Canterbury districts have benefited considerably from the distribution made.

The Bank is now working in a very competitive environment, and the Trust is so much dependant on the success of the Trust Bank movement.

I would like to record my thanks to the first Secretary of the Trust, Peter Mason, and to the present Secretary, Ken Churcher, for the assistance and cooperation given to me by both of them.

Every good wish to all for the future.

Yours sincerely  
Andrew F. McHugh

### *Secretary of the Trust*

Since 1988, Peter Mason, a staff member of Trust Bank, had been acting as secretary for the Trust. A directive from Trust Bank New Zealand was issued in October 1991. 'No bank employee at any level is to attend meetings of Community Trusts without prior approval of the Managing Director of TBNZ.'

Consequently, Ken Churcher was appointed to the position of secretary from 1 February 1992. Ken had been a member of the Promotion Committee in 1963/64, he was a guarantor of the bank, a foundation depositor, and was also involved as a partner of the Bank's auditors, Hubbard and Churcher and Co.



*Ken Churcher*

Ken completed normal secretarial and administrative duties for the day-to-day business of the Trust, arranged the preparation and draft of the Annual Report, attended to statutory requirements under the Trustee Banks Restructuring Act 1988, liaised with the Chairperson of the Board of Trustees of the Community Trust and its sub committees, and was responsible for the round of annual donations and the minute taking of Board of Trustee meetings. As well as being an able administrator, Ken Churcher was a charming man respected by all for his decency.

### *Sale to Westpac*

In April 1996 Trust Bank New Zealand was sold to Westpac. Former trustee Bruce McCully recalls the 'mutinous parochial reaction to the proposed sale of their local bank'. Bruce Timpany also strongly expressed his regret. 'We no longer have a local community owned and orientated bank. The government forced us into this sale.'

With the sale, the relationship between Trust Bank and the Community Trust ended. As well as expressing his sense of loss, Bruce Timpany voiced his pride in the achievements of the bank from its humble beginnings to its development as a major lender on housing in South Canterbury and a major employer; a bank renowned for its friendly, efficient, client orientated service.

However it was the proceeds from the sale of 'our bank' that provided more funds for distribution in the community. As Eddie Thompson, chairman of the Trust, reported, 'While the trustees had no option but to sell following the majority shareholders' decision to do so, we are in no doubt that it was in the best interests of the community.'

Westpac Trust, the new bank, hoped the Community Trust would continue to bank with it and that they could work together on matters of mutual benefit.

South Canterbury Community Trust was not a member of CTIL (Community Trusts Investments Ltd) which gave the Trust autonomy over when and to whom to sell their shares. By selling privately on the open market South Canterbury Community Trust received \$32,087,148.00 for its shares in Trust Bank New Zealand, a much better return than it would have received by selling to Westpac. Through the sale of the shares the annual funds available for distribution would be much higher. Instead of income being received from dividends, it was now from income on investments.

*The Community Trust of Mid and South Canterbury Inc.*

With the severing of the ties with Trust Bank, the new name, The Community Trust of Mid and South Canterbury, was adopted.

By 1996 the number of trustees had decreased, firstly in 1994 to 12 with a further reduction to 11 the following year.







# Governance and Management

*Management is about running the business:  
Governance is about making sure it is  
run properly.*



## Governance and Management

Governing the Community Trust, the Board establishes objectives, develops strategies for achieving these objectives, formulates the policy framework that regulates the way in which the Community Trust's business is conducted, and monitors the management of all these.

Key Activities of the Board concern:

- a) Finance and Investment
- b) Donations and Grants
- c) Strategic Planning
- d) Property Management
- e) Reviewing Performance and Progress

Trustees are appointed by the Minister of Finance who consults widely. Although this is a political process, the Board works actively to select and promote its own nominees to the Minister. Local MP's are made aware of the rationale behind such nominations in order to gain their support.

In the history of this organisation, appointment or reappointment has sometimes depended on which political party is the government, and the potential contribution of a valuable trustee has been lost. However all trustees interviewed expressed the view that one of the great advantages of the Community Trust of Mid and South Canterbury is that unlike some of the larger trusts, there are no politics in the Boardroom – just individuals focused on the role of the Community Trust in the community.

The first Board in 1998 resolved to have four regular meetings a year, the first Monday of March, June, September and December. If urgent business required a further meeting one could be called, or if there was nothing of note to discuss, a meeting could be cancelled.

At that time there were 13 trustees appointed by the Minister of Finance. The chairperson also appointed from Wellington, was Andrew McLay, Mayor of Waimate. Part of the responsibilities

of the chairperson was to attend meetings of Trust Bank NZ Ltd and meetings of the chairpersons of Community Trusts of New Zealand. At these meetings the view was expressed that some Community Trusts had too many trustees. Trust Bank South Canterbury Trust advised the Minister that ten would be a suitable number for a Trust of its size.



**Bruce Timpany LL.B**

Bruce joined the South Canterbury Savings Bank Board in 1985, became Chairman of the Board in 1987 and was in that role when restructuring saw the establishment of Trust Bank South Canterbury Community Trust in 1988. He was on the Regional Board of Trust Bank from 1988 - 1992.

His legal background and experience was of great benefit to the Community Trust which he served as a trustee from 1988 - 1999.

Trustees are appointed for a four-year term which can be renewed for a further term or longer in exceptional cases. Trustees and staff realise that while continuity and experience are important, change is also essential to bring new ideas, skills and perspectives.

Founding trustee Bruce Timpany agrees. 'You need the change in personnel in order to represent the community properly. A board cannot possibly know about all groups and activities, therefore with change it is more likely that a wider spread of groups will be considered.'

The over-riding factor was a determination to adhere to the philosophy of philanthropy, regional control, and returning profits to the community.

Bruce, who made a huge contribution through his legal expertise, felt the Community Trust was fortunate to have very able people as directors and trustees in its formative years. 'Andrew McLay was a lovely man, very capable, sensible and fair-minded. He looked after the interests of country people, especially the Waimate area, and was a good first chairperson to get the Trust underway. Alan Carlton, an accountant from Temuka, was a forceful advocate whose history with the Savings Bank began in 1964. Cip Sparrow, a charming man and a long-term representative for Ashburton, had the community at heart. Laurence Cooney was highly effective, intelligent, with the ability to think outside the square. His contribution over the years was huge.'

As a local farmer and a Member of Parliament, Jim Sutton brought a wealth of knowledge and a different viewpoint to the Community Trust Board of which he was a trustee from 1988 - 1999. 'Jim Sutton was a clear-sighted and very effective man to have on the Board.

Eddie Thompson was a determined and very strong chairman with immense business experience and skills.'



*Jim Sutton with Lister Home Waimate resident Mabel Brown, who is enjoying the luxury of a new lazy-boy chair.*



*James R (Jim) Sutton  
MP*



**J E (Eddie)  
Thompson**

A South Canterbury Savings Bank Board member from 1979 -1988, Eddie was President from 1984 -1987. He was on the Regional Board of Directors of Trust Bank from 1988 -1992.

A respected businessman in Timaru, Eddie had a wide knowledge of Mid and South Canterbury. He was a foundation trustee on the Trust Bank South Canterbury Community Trust in 1988, and a very able, strong and influential Chairman of the Board from 1995 until 1999.

Jim Underdown, a trustee from 1992 -1999, also valued the work of Eddie Thompson whom he succeeded as chairman in 1999. 'I can't speak highly enough of him and the way he ran the Board.' The chairman was appointed by the government thus the chair could change with the change of government. 'Being a chair or trustee is a sudden death affair. You can feel you have more to contribute but you get a letter in the mail and it is finished. However it is good to have change; different personnel and different leaders bring different ideas. Since I was chairman there are different principles.'

Jim was Chairman of the Board of Trustees in 1999.



*Jim Underdown*





*Trustees 1995*

*Back : Jim Sutton, Angus McKay, Rosie Carruthers, Jenny Rayne, Cip Sparrow, Peter McIlraith.*

*Front: Bruce Timpany, Eddie Thompson (Chair), Ken Churcher (Secretary), Jim Underdown.*

Peter McIlraith succeeded Jim Underdown as chairperson in 2000 and remained in the role until 2006. He has been credited with 'leading the organisation in modernising the role'.



Peter McIlraith B.A.

A farmer from the Waimate District, Peter was on the Board of the Community Trust from 1995 - 2007 serving as chairperson from 2000 - 2006. He is reputed to have led the modernisation of the role of the Community Trust. Peter was also involved with Philanthropy New Zealand, and as a John Hopkins University scholar measured and compared the voluntary sector with that of 41 other countries. Peter also served as Chair of the Combined Community Trusts.



*Trustees 2003*

*Peter McIlraith (Chair) Carole Brand, Rosie Carruthers, Geoff Geering, Marion Ross, Huriata Weeks, Trevor McIntyre, Bruce Strathern (Executive Director), Heather Sim. Absent: Simon Dorman, Kaye Mattingley.*

Changes that Bruce Timpany saw as significant were the appointments of Rosie Carruthers 1994 and Carole Brand 1999. 'They were new people totally outside the old Trust Bank directors. They pointed us in different directions and helped broaden the Trust's view of where it could help the most. From her involvement in other community groups, Rosie brought a wide background of knowledge of needs in the community. Carole was a much respected and effective trustee with a new and refreshing view.'

Both women had professional qualifications which were an asset to the Community Trust, Rosie in law and Carole in accountancy. Rosie was a trustee for thirteen years – at the time she was the longest serving trustee on any Community Trust in New Zealand. Carole chaired the Finance and Investment Committee and became Chair of the Community Trust in 2006.



### **Rosie A Carruthers LL.B, QSO**

Rosie had the distinction of being the longest serving trustee in New Zealand in 2006 when she completed twelve years on the Board of the Community Trust. Her legal background and wide knowledge of community groups made her contribution invaluable. Rosie had a major role in the decision to acquire premises and set up the first Community House in Sophia Street.



### **Carole E Brand B.Com, C.A**

Carole came onto the Board of the Community Trust in 1999. For most of her eight years as a trustee she was Chairman of the Finance and Investment Committee. She also spent many hours working towards the purchase and setting up of Community House in Strathallan Street. Carole was Chairman of the Board from 2006 - 2007.



*Trustees 2007*  
*Heather Sim, Sheryl Frew, Wynne Raymond, Lee Burdon, Nicola Hornsey (Chair),*  
*Peter Dalziel, Kaye Mattingly, Steve Wills, Simon Dorman, Geoff Geering*



*Trustees 2008*  
*Steve Wills, Geoff Geering, Jean Taylor, Sheryl Frew, Heather Sim, Peter Dalziel, Nicola Hornsey (Chair), Trevor Linyard, Wynne Raymond, Lee Burdon.*

The second woman to be appointed Chair of the Community Trust, Nicola Hornsey, led the Board for six of her eight years on the Trust, 2007-2012. Nicola with her legal background was an astute, able chairperson, adept both in the boardroom and at public speaking. Her final task as chairperson was leading the Community Trust of Mid and South Canterbury when they hosted the 2012 Conference of Community Trusts in Timaru.



**Nicola Hornsey B.A., LL.B**

Nicola's two terms on the Board of Trustees of the Community Trust of Mid and South Canterbury from 2005 – 2013 were notable for her legal expertise and her speaking ability in the boardroom, at national conferences and in the public domain. She was a very able Chair of the Community Trust from 2006 – 2012.



*Trustees 2009*

*Back: Steve Wills, Jean Taylor, Sheryl Frew, Raelene de Joux, Peter Dalziel, Trevor Linyard.  
Front: Lee Burdon, Nicola Hornsey (Chair), Heather Sim, Wynne Raymond.*



A trustee from Ashburton, Peter O'Leary B.Com, Dip Bus Admin., has been Chair of the Community Trust since 2012.



*Discussing plans for the Ashburton Art Gallery and Heritage Centre are Liz Shea (CEO), Jenifer Strauss, Maarten Dirkzwager, Mayor of Ashburton Angus McKay, Rex Whiting, Peter O'Leary (Chair), Karen Simpson, Brian Lester (Council Chief Executive), Michelle Brett*

### **Appointment of Trustees**

Trustees come from a wide background; as well as lawyers, accountants, and business people there are those with experience in management, local government, education and community groups.



*Peter O'Leary presenting a bouquet to Nicola Hornsey on her retirement*

No-one arrives with specific qualifications or training as a trustee but a thorough induction process and ongoing education ensures that trustees are well equipped to properly govern and thus contribute towards the fulfilment of the Community Trust's vision and mission.

A manual, which contains extensive information about the Community Trust's governing documents, philosophy, strategic plan and policies and guidelines, is provided. An investment advisor retained by the Community Trust guides the trustees in managing and monitoring investment funds. The budget includes funding for trustees to attend training seminars and conferences.



Heather Sims from Ashburton, who served on the Board from 2002 -2011, remembers the huge learning curve a trustee faces once elected. 'I was 12-18 months into my first term and still wondering what I had to offer. The other members were very patient and kept explaining and repeating information that I had to assimilate. The support and help of experienced trustees was just incredible. Finally the penny dropped and I realised that I did have something worthwhile to contribute.'

Trustee fees and honoraria are determined by the Minister of Finance according to the responsibilities and duties of the trustees. The Community Trust makes recommendations to the Minister re remuneration levels. Expenditure incurred on behalf of the Community Trust is reimbursed subject to approval of the Board.

However remuneration is incidental to the desire to make a contribution to the welfare of others. Throughout the history of the Community Trust of Mid and South Canterbury, and indeed from 1964 when the Promotion Committee successfully achieved a Trustee Savings Bank in Timaru, the people involved have been motivated 'to achieve a region of vibrant caring communities'. A need is identified and assistance provided.

Angus McKay also speaks for other trustees in saying it was not the small fee for the meetings that was attractive. 'It was the opportunity to work for the community that appealed to me.'

The number of trustees may be not more than ten nor less than six. Selecting the Board of Trustees is subject to certain requirements. There has to be a geographical residential spread, and a full coverage of skills and knowledge in the areas of governance, financial management and investment, strategic planning and community affairs. A mix of experienced and new trustees is desirable as is a fair gender and ethnic representation. A balanced view is important.

Trustees are appointed in May each year with the first meeting of the new Board held in June. The chairperson is now appointed by the Board at the AGM in June, as is the deputy chair, the committees - Property Committee, Finance and Investment Committee, and Performance and Appraisal Committee - and signatories. Although the Community Trust can recommend or support the re-election of trustees whose term has expired, appointment is the realm of the Department of Internal Affairs.

A common theme throughout the 25 years of the Community Trust's existence is the respect that members of the Board have for each other. Wynne Raymond, a trustee from 2006 - 2010, sums it up in a few words. 'I have been hugely impressed with fellow members of the Trust. All made a contribution.'

The 2013 Planning Day facilitator commented on a good working unit showing respect for each other and each other's opinion.



#### *Trustees 2013*

*Back: Maarten Dirkzwager, Jenifer Strauss, Sheryl Frew, Jan Hide, Raelene de Joux, Rex Whiting.*

*Front: Liz Shea (CEO), Peter O'Leary (Chair), Nicola Hornsey. Inset from top: Michelle Brett, Lee Burdon.*

### **Management**

The first Board voted to appoint Peter Mason, an employee of Trust Bank South Canterbury, as Secretary/Treasurer of the Trust Bank Community Trust. He was responsible for minute taking at meetings, receiving and collating grant applications, accounts, and dealing with day-to-day administrative tasks.

His guidance and assistance to the Community Trust in those early years was much appreciated. However in 1991, a directive from Trust Bank New Zealand, that in order to preserve confidentiality no bank employee was to attend Community Trust meetings without prior approval of the Managing Director of TBNZ, meant that a change in personnel was required. Ken Churcher, of Hubbard and Churcher, the Community Trust's accountants, took over the secretarial duties from 24 February 1992.

#### **Ken Churcher ACA**

Ken was very supportive of the philosophy of the Trust Bank Community Trust having been a member of the Promotion Committee responsible for the establishment of a Savings Bank in South Canterbury in 1964. He was a very competent Secretary/Manager of Trust Bank Community Trust from 1992 until 1998.

As part of his duties, the secretary made recommendations to the Board on the applications for funding. He also was requested to prepare figures to ensure a geographical spread of donations and to be pro-active in contacting groups that the Trust felt they may be able to assist - for example local Ministers regarding food banks. A satisfying part of the secretary's job was meeting with representatives of successful applicants to formally hand over the donation of funds.

### *A New Name*

In 1996 with the sale of Trust Bank to Westpac, a new name for the Trust Bank Community Trust was considered. The proposed name, Savings Bank Community Trust Inc. was declined by the Reserve Bank therefore in May 1997 it was resolved that the new name would be the Community Trust of Mid and South Canterbury Inc. The emphasis was on a Trust supporting a vibrant community. This was in line with changes being made by other Community Trusts.



Combined meetings of Community Trusts were held at least once a year. By November 1997 most of the larger Trusts were employing three or four full-time staff members and were making a move towards accepting continuous donations throughout the year.

All Community Trusts were now using investment advisors and fund managers. With the sale of Trust Bank shares the Community Trust had a much larger investment portfolio to manage and consequently more funds to distribute both of which involved more time and work for management and staff.

Community Trusts also indicated an intention of becoming more pro-active in making the community aware of the work of Community Trusts. The use of videos, publicity stands displaying recent donations, and holding functions to announce their donations were ideas incorporated by some Trusts. Southland had a very successful Road Show which visited areas where Trust Bank branches operated. More awareness by the public resulted in a higher standard of applications.

Public Meetings had to be held each year to enable the public to review the activities of the Community Trust. A free half hour over a cup of tea was all that was required of trustees. The report usually stated, 'There were no members of the public present!'

The public meeting of the Community Trust held 17 July 1998 attracted several members of the public. The chairman, Eddie Thompson, expressed a warm welcome, outlined the work of the Community Trust in the previous year, the plans for the future, and the progress made in setting up Community House and the facilities which would be available to non-profit organisations. A number of questions relating to donations, application criteria and general matters were answered.



**Bruce Strathern**

Bruce was a very efficient and well respected Executive Director of the Community Trust from 1998 until 2003. He was responsible for setting up the first Community House in rented accommodation in Sophia Street.

At this time the Community Trust was investigating the possibility of acquiring, either by rental or purchase, its own premises for a Community House. The secretary, Ken Churcher, prepared a paper outlining the administrative and future requirements of the Board should such a move be made. Kevin Whaley, General Manager of Trust Bank, also presented an independent report of the future direction of the Trust.

After considering all the viewpoints and recommendations the Community Trust felt with the increase in responsibilities having their own premises would incur, it was in the long term interest to appoint Bruce Strathern, a well-known businessman, to the Trust staff. Ken Churcher would continue in his role as Secretary of the Community Trust until 1 August 1998 assisted by Bruce who would then become Executive Director.

### ***Bruce Strathern, Executive Director***

The Board delegated the day-to-day management of the Community Trust to the Executive Director.

This was the beginning of a different era for the Community Trust. Rosie Carruthers describes the change. 'Ken Churcher

would arrive at meetings with a pencil and a leather suitcase. Now we were heading to the computerised age. The first computerised printout of applications all collated for a single report was a major event.'

One of Bruce Strathern's first duties was to look after the setting up of Community House. This involved securing tenants, procuring a supply of office equipment, applying to the Lotteries Commission and the Timaru District Council for financial assistance, and organising the renovation of the Rural Bank Building.

The Community Trust's more pro-active approach increased the workload of the Executive Director; a part-time position for the semi-retired Bruce soon became a much more arduous, but satisfying role. Beth Strathern believes that it saved Bruce from the perils of sudden retirement.

It was a challenge which Bruce and his assistant, Sally Marsh, met in a very competent manner. Sally was employed as Administration Officer at Community House from 1998 (and is presently the longest serving employee of the Community Trust). She acted as receptionist for all the tenants and assisted the Executive Director.





*Sally Marsh and Bruce Strathern*



*Beth and Bruce Strathern*

Bruce Strathern retired from his position in 2003. He had been a very able administrator for the Community Trust, always 'on the ball' and effective. He did his very best for the community. 'It was enlightening for him how many groups there were in the community and how they often struggled financially. He enjoyed helping them to find funding. It was a whole different section of the community he was involved with. It was a very happy time in his working life.'

For many years Bruce and his wife Beth sang in the Strathspey Trio, a group they set up to raise funds for charitable organisations by holding small musical evenings mainly held in people's homes. Bruce became a member of Parkinsons Group, one of the tenants in Community House. 'He never intended to but Parkinsons like other groups struggled for new members as people grew older.' His involvement as President of the Parkinsons Society continued long after his retirement.

Peter McIlraith, who as a long-term Trustee and Chairman of the Trust from 2000 until 2006, had worked closely with Bruce until he retired, expressed in 2003 the Community Trust's appreciation of Bruce's work as Executive Director. 'His time with

the Trust was characterised by the development of best practice policies in the running of the Trust administration. Bruce was an asset to this organisation and he continues to be an asset to the community where his work for not-for-profit organisations is outstanding.'

### *Executive Manager, John Wilson*

John Wilson was appointed as Executive Manager of the Trust from June 2003. John came to the Community Trust having held a number of prominent positions in the community including in education and working with CCS.

Peter McIlraith worked with both Bruce and John, two men with very different backgrounds, skills and personalities. 'Bruce's strong management and business skills showed in a desk that was



**John Wilson JP**

John was appointed Executive Manager of the Community Trust in 2003, a position he held until 2011. John had a major involvement in the purchase and setting up of Community House in Strathallan Street. His accessibility and awareness of local needs helped make the public more aware of the Trust's presence in the community.

always organised and tidy. John's desk reflected his sociable personality and love of getting out and meeting people.'

John lifted the public profile of the Community Trust with promotions in newspapers, on radio, through e-mails and attendance at evening meetings. He was 'The Face of the Community Trust' presenting a very welcoming and user-friendly interface between the Board and the public. John's focus was to develop new and innovative ideas to be more effective and accessible to community needs.

Under John's guidance, strategic planning, trustee performance, and 'A Statement of Investment Policy and Objectives' (SIPO) reviews were important features of the business calendar. Given all this scrutiny, the review of the Executive Manager was also a regular event.

John offered to help groups regarding strategic funding. 'My office was always busy. The phone was busy at work and at home. At weekends I attended meetings. Most of all I met some wonderful people doing great things. It was about making a difference.'

Sally Marsh, Administration Officer, continued to work with the Executive Manager in presenting a very professional and dedicated service to the Board and the community, always willing to 'find a way to help'.

John acknowledges that the Community Trust was a very good employer, very fair. 'Working for committees is very stressful. Change is necessary and every new trustee brings different ideas and different wants and needs.'

Both Sally and John had the patience and ability to adapt to a working environment of constant change.

One of the significant changes introduced in 2010 was the new Data Management System, Te Kete Putea. This combined Community Trust project driven by Auckland and Christchurch was aimed at getting data and sharing it with other Community Trusts with a longer term aim of streamlining the internal application process.

In 2011 a review of the administration of the Community Trust decided a split role was necessary; there was too much work for one person and not enough for two full-time managers.



Two new part-time roles were created; Chief Executive Officer (CEO) and Community Relations Manager (CRM). John Wilson left the Community Trust to take up a management position with the South Canterbury District Health Board. Reflecting on his years with the Trust John said, 'It was a great job that enabled me to take part at all different levels and build a set of skills ranging from property management and strategic planning, to working with and understanding the needs of the community.'

Now it was time for John and the Community Trust to move on.

*Chief Executive Officer, Liz Shea, Dip Bus.*

Liz Shea, like John Wilson before her, decided the job appealed because of the skill set; administration and leadership. Her previous experience as a leader in a government department held her in good stead for this busy role. As CEO, Liz is responsible for managing the day to day activities of the Community Trust, working with the ten trustees, and supporting two staff. All employees are directly accountable to the CEO and she is directly responsible to the Board for their work.

A key factor for the successful organisation of the Community Trust is the communication between the CEO and the Board members and direct communication with the Chairman of the Board. Liz says that establishing a good rapport is essential, especially when the Board and the CEO meet only once a month.

The CEO is also responsible for the management of the Community Trust's budget as approved each year by the Board, as well as monitoring of the investment of monies made on behalf of the Community Trust in accordance with Board policy. The annual audit ensures policies and procedures have been followed throughout the year.



*Liz Shea, CEO*

The CEO assists the Board in carrying out its governance and fiduciary duties, and advises and assists with the development and regular review of the Community Trust's Strategic Plan, a vital document for trustees to help develop direction for the Community Trust.

A Planning Day is organised each year where trustees and staff can meet to discuss issues and review the Strategic Plan. This 'time out' is an opportunity for discussion not always available at monthly meetings.

Liz is responsible for staff training and development, health and safety, accountability and performance review.



*Planning Day 2013*

‘Management of Community House is a major part of my role. The tenants and visitors to the House love coming here and there is a positive buzz about the place.’ The CEO works with the Property Committee which has on-going responsibility for maintenance and tenancy of the building. The implementation of a maintenance plan in 2013 ensures that the building is kept in good condition and maintained to a high standard.

The CEO ensures that the Trust has a positive profile regionally and nationally with good working relationships maintained with other Community Trusts, government agencies, local district councils, charitable, cultural and educational agencies. Liz admits that her calendar can be busy but meeting new people and promoting the work of the Trust is all part of the role.

CEO’s from all Community Trusts meet every six months in Wellington to share ideas. ‘Although many of the other Trusts are much bigger the issues are similar, just compounded by size.’

Annual Public Meetings are now well attended affairs, alternating between Timaru and Ashburton. Invitations and advertising encourage attendance with over 60 people present at the 2013 meeting in Timaru. ‘It is an important day in the Community Trust’s calendar and a chance to share its activities with the public and donation recipients.’

Liz was appointed CEO in August 2011 into a new role with only a job description to go by. She had to learn about Community Trusts very quickly as in March the following year the Community

Trust of Mid and South Canterbury were to host the National Conference of the 12 Community Trusts. 'I came into planning mid-stream. Most of the basics had been done but getting those last minute guest speakers was a challenge.' The conference was considered an outstanding success.

None of this has daunted Liz Shea who enjoys her role. 'It is a job I can enthuse over. I enjoy being part of the Community Trust whose work benefits so many people in the community. There is always something going on with never a dull moment.'

With such a wide range of duties involved in the Executive Management of the Community Trust it is easy to understand why a second role was created to share the work load. In place of one full-time employee (40 hours per week) there are now two people each working 30 hours per week.

*Clive Callow JP B.A, Dip Tchng, Dip Ed (Guidance), Dip Bus Admin.,  
Community Relations Manager.*

Clive has a background in community service. As a teacher, in administration, and with sports groups, he had developed an understanding of the difficulties of keeping community groups running. He knows that major developments require funding. Major fundraising ventures with which Clive had been involved include being on the committee for the construction of the Pleasant Point squash courts, and on the first South Canterbury Hockey Turf Trust.

When Clive left teaching he was Club Liaison Officer for Rugby Clubs Mid and South Canterbury advising them on how to seek funds from gaming trusts and community trusts. 'It is highly competitive as a lot of people are looking for funding - sports groups, recreation and hobby groups, and those involved with major community projects.'

Clive has admiration and respect for the early trustees. 'The ethos behind the Community Trust is brilliant. I take my hat off to the people who set up the Trust and the way they set it up for the benefit of the community.' Although much of the time he is desk bound Clive enjoys meeting people, either going out or having them come in to explain projects. 'There is so much energy out there. It never ceases to amaze me how resourceful people are.'



*Annual Public Meeting 2012*



*Clive Callow,  
Community Relations Manager*

Clive appreciates that his position was the result of restructuring of the administration of the Community Trust and sees the value of the designated roles. 'The two positions enable each of us to focus on particular aspects.' He adds, 'It is important that the CEO and the Community Relations Manager are compatible.' The CEO had some input into Clive's appointment by the Board, so we can assume this is working very well.

As the name implies, Clive's role involves community liaison, assessment of applications for donations, and promotion. He is responsible for communicating and working with charitable, philanthropic and recreational groups in Mid and South Canterbury.

One of his main tasks is to assist groups with their applications for funding. He helps them understand the process, establishes their eligibility and then makes certain they provide all necessary documentation and information. 'I give them a mock education pack set up as an example. I can give advice about what should be included such as current financials, a covering letter as well as the form. They need to provide the trustees with more than the bare bones of application.'

He then assesses the applications and makes recommendations to the Board.

Clive was encouraged by the results of a recent survey of applicant groups on how they had coped with the application process. 'They were all positive about the process and forms; most found the process relatively easy and felt the on-line version of forms was very helpful. Sourcing data for applications is the most difficult aspect. Even unsuccessful applicants were philosophical about the outcome.'

About half of those surveyed had contacted Clive for guidance prior to applying.

The thoroughness with which Clive prepares and summarises the information in the applications is appreciated by the trustees who have bound copies sent to them prior to meetings. 'Writing assessments is akin to writing school reports. Assess and analyse, then put recommendations in front of the Board.'

Jan Hide, a relatively new trustee, appreciates that this enables trustees to be well prepared. 'Clive ensures that all the information we require is complete prior to meetings. As a new Board member I have found it a very positive experience. Everyone's views are respected and views often change through listening to others'.

Although Clive makes his recommendations to the Board, there is no guarantee about the outcome. It is entirely up to the trustees. There are several factors influencing the decision; quality of application, quality of other simultaneous applications, and amounts being sought



*Jan Hide*



relative to the donation budget. In the November 2013 round, \$1 million was being sought from a donation budget of \$348,000.

All Community Trust funded projects have to be managed, monitored and reported on to the Board. When projects are completed all groups give evidence of where money has been spent. 'There is usually a one year turnaround. Any unspent portion of the money donated has to be refunded. However not every project is straightforward. In my time no projects have "failed" but we are watchful about projects we might have concerns about. By and large we keep our distance.'

Clive is responsible for all the entering and storage of information relating to application, financial and funding data; Te Kete Putea. Keeping track of where the funding is distributed both geographically and in what area – health, welfare, culture, education, youth, environment, recreation and sport – is very important.

Clive actively promotes the Community Trust at public meetings, through the media, and in all forums attended by funding agencies and community groups. In order to improve the quality of applications Clive also holds seminars on 'Winning Applications'.

He also undertakes special projects when required and contributes to the overall teamwork and functioning of the Community Trust's operations.

### *Sally Marsh, Administration Officer.*

Having worked for the Community Trust since 1998 when the first Community House was established, Sally is the longest serving staff member in the Community Trust's 25 year history.

Her tasks include: reception and customer services for the Community Trust, the Community House tenants and the general public; administration and clerical support services; assisting the Community Relations Manager with input of funding application data; and providing clerical accounting support.

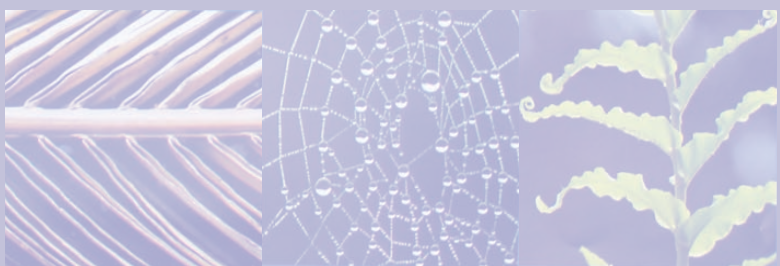
Sally is the receptionist for all the groups tenanted Community House. She is a reliable and reassuring presence. Sally is responsible for distributing mail for the Community Trust and the tenants. Before the restructure, Sally had more contact with groups applying for funds but she is now involved in preparing the applications for entry to the database along with checking that all applications have the correct documentation.

One change that has spread her work load more evenly over the year is the gradual increase in application rounds from only one to now 12 rounds a year, including 2 major rounds. 'We are not rushed off our feet at one time.'

Sally has coped well with the new database. 'There are still changes to be made. Not everything is relevant to us. It is much easier for groups being able to download applications on line and from 2014 it will be possible to apply on line.'



*Sally Marsh*





# Donations - Giving Money Away

*Putting money in a direction that makes a  
positive difference. – Catherine Bach*



## Donations - Giving Money Away

By the 25<sup>th</sup> anniversary of the Community Trust of Mid and South Canterbury, \$22.5 million had been donated to community organisations and projects within the region. Also, a total of \$3.5 million had been allocated to assist disadvantaged students in Mid and South Canterbury state and integrated schools.

What an enviable task – handing out all that money to grateful recipients. But of course it's not quite so simple. 'Giving away money is very difficult,' says Angus McKay, a trustee from 1994 – 2002 and later Mayor of Ashburton. 'It has to be a good fit with community wants and needs.'

The trustees have always taken this responsibility very seriously, accepting the challenge of analysing grant applications while keeping in mind the retention of the inter-generational fund. Former trustee Lee Burdon is confident the trustees get the decisions right 95% of the time.

In 1988 when Community Trusts were created through an Act of Parliament, the distribution of funds to non-profit organisations, previously a function of Trust Banks, became the Community Trusts' responsibility. Each Community Trust owned a share of Trust Bank New Zealand and from the dividends they received, they allocated funds to the community. The amount the South Canterbury Community Trust had available for grants increased over time, particularly with the share float of Trust Bank New Zealand in 1994 when the South Canterbury Community Trust's percentage of shareholding decreased but its dividend increased, and most significantly with the sale of shares in Trust Bank New Zealand when Trust Bank sold to Westpac in 1996.

Through the sale of the shares the annual funds available for future distribution increased considerably. Instead of income being received from dividends, it was now from income on investments. Eddie Thompson, chairperson at the time said, 'We intend to administer this greatly



*Angus McKay*



*Lee Burdon*

increased capital fund with expert assistance to maximise returns which may then be applied for the benefit of a wide spread of community organisations.’

### *Policy Guidelines for Donations*

The first Board of Trustees in 1988 developed guidelines for donations. The Mission Statement taken from the Objectives of the Trust as contained in the Trust Deed was as follows: That Trust Bank South Canterbury Community Trust will give financial assistance to charitable, cultural, philanthropic, recreational and other purposes being beneficial to the community principally in the specified area.

Organisations which provided services for the disadvantaged, services that contributed to the well-being of the community, or gave time and resources to helping social problems, were eligible for grants. Each application had to specify a worthwhile purpose to which the grant and/or loan would be applied.

Individual organisations as well as parent bodies could apply. Sporting bodies had to have a specified project allied to youth development.

So that the Community Trust could reach as many people as possible donations were made under:

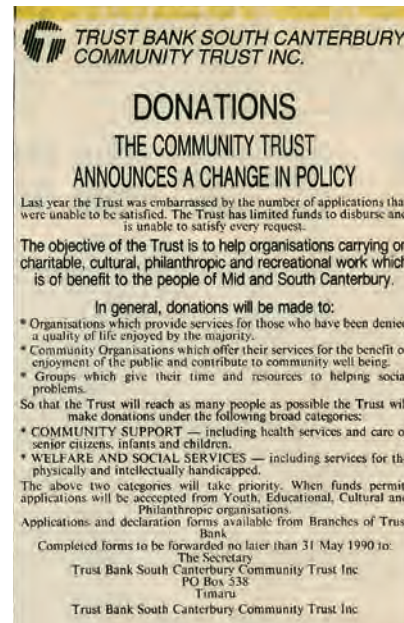
- a. Community Support
- b. Welfare and Social Services

The Community Trust decided they would not make donations to individuals no matter how deserving. Instead an Endowment Fund, administered by the Community Trust, was set up for individuals who had brought honour to themselves and the community.

Apart from local donations, the Community Trust also contributed to a national fund for disasters within New Zealand. Good publicity was achieved in 1990 when \$10,000 was donated from the National Disaster Relief Fund to the Wanganui Mayoral Flood Relief Fund and \$5,000 to the Taranaki Mayoral Flood Relief Fund.

In the financial year to 31 March 1990, the total income from dividends and interest was \$112,987. Of this \$52,405 was distributed by way of grants with the remainder of net income transferred to a Trust Fund. South Canterbury Mammography Services was the first recipient of a major grant; \$10,000.

Applications that year totalled 454, a challenging number for the trustees to peruse and decide to approve or reject. Of these





*Solome Mair (charge radiographer), Sue Lurajud (receptionist), and Carole Brand (managing trustee), at the South Canterbury Mammography Unit 1992.*

134 were successful. With the publication of the guidelines the number of applications reduced the following year.

A grant of \$50,000 to help build a new Cancer Centre for South Canterbury led to the naming of this facility, Trust Bank House. The trustees were happy with this recognition as the principal sponsor. Timaru Boys' High School successfully applied for two loans to assist in the development of the hostel and the computerisation of the library, and Craighead

Diocesan School also received a \$10,000 loan for upgrading hostel facilities.

Bruce Timpany recalls there were many differences of opinions. 'The debate often centred on larger donations versus lots of smaller, but basically we did what Trust Bank had always done, spread it throughout the community.'

### *Extension of Policy Guidelines 1992*

Community Support and Welfare and Social Services groups still took precedence but, where funds permitted, applications were accepted from Youth, Educational, Cultural and Philanthropic organisations. Donations of \$10,000 were made to the South Canterbury branch of the South Island Bone Marrow Transplant Trust and South Canterbury Hospice Inc., with a further grant of \$5,000 each to Bramwell Booth House and to St Vianney's Home of Compassion.

### *Publicity*

The Community Trust was obliged to publish in local newspapers copies of financial statements for the previous year including the balance sheet, income and expenditure, plus the names of and amounts given, to each organisation.

The reports in the Timaru Herald broke the donations into headings such as Welfare, Health, and Community Service. The Board wanted to promote the work of the Community Trust but, despite all this advertising, was often frustrated in its efforts to get the Timaru Herald interested in publishing examples of the assistance the Community Trust was giving to various organisations.

The official handing over of a donation for the purchase of a car for the use of the Cancer Society Field Officer was seen as a great opportunity for publicity. Although a Timaru Herald reporter and photographer were invited, there was little reference to this event in the paper. An article on the work of the Cancer Society and the funds given to them by the Community Trust was written for the Courier newspaper which distributed weekly in South Canterbury and Ashburton.

### *Finding Ways to Benefit the Community*

In line with the policy of helping those in our community who through circumstances are disadvantaged, the Community Trust decided that instead of donating funds to kindergartens and play centres for general running expenses, the donations would go towards helping families who had difficulty meeting the cost of sending their children to kindergarten or play centre.

The Community Trust also looked at purchasing in bulk, at a discounted price, items such as tents that could be used by different groups including Boy Scouts and Girl Guides, or wheelbarrows and ladders of which several kindergartens may have need. Rather than small donations to individual groups they considered that a worthwhile donation to an association's organising body might be more useful.

By 1992 the Community Trust was actively looking for ways to benefit the community and for particular projects to endorse.

Although no official approach had been made from the organising committee, the Community Trust resolved to put aside \$150,000, to be made available over a period of five years, to the Aorangi Stadium Improvements and Extension project. Similarly suggestions of future appeals that should be considered included the scanner appeal, defibrillators for ambulances, and furnishings for the South Canterbury Hospice building.

Following a request from Trust Bank, three small marquees that various organisations could use for galas and shop days were purchased at a cost of \$3,000 each. Fabric panels indicated that they had been made available by the Community Trust for use by organisations in the community.

Another significant donation which certainly met the social welfare criteria was a grant of \$10,000 to the Salvation Army for immediate relief of poverty and suffering within the area.

### *March 1993 – Future Guidelines*

The Board decided on an objective that at least 75% of the net annual income would be distributed by way of donations. In order to increase public awareness, a brochure outlining the aims of the Community Trust was used in conjunction with application forms.

The sub-committee of Andrew McLay, Eddie Thompson, Alan Carlton and Bruce McCully perused applications and made recommendations.



A guideline for the spread of categories:

☒ Health and Community Support	35%
☒ Sport	20%
☒ Schools	15%
☒ Youth Activities	15%
☒ Culture and Recreation	15%

### *Discretionary Funding to Schools*

A decision made at this time, which the Board later viewed as one of the most far-reaching and satisfying, involved donations to schools. The Community Trust had spent many hours on applications from different schools for various projects. Laurence Cooney believed there should be a fair approach. After talking with principals of the local schools, the Board discussed the suggestion made by the Rector of Timaru Boys' High School, Ian Sawers, regarding a fund which would provide assistance to a significant number of pupils in need of financial assistance.

Cip Sparrow spoke at length and persuaded the Community Trust to give to this Principal's Discretionary Fund, an amount based on the number of pupils a school had. The fund would be administered by the school principals at their discretion with the usual accountability. Bruce McCully recalls this as a Community Trust decision of which he feels very proud. 'We decided that every school in the area would receive \$1 per pupil designed to assist pupils whose family circumstances prevented them from taking part in extra-curricular activities, school camps, trips, and sports, or to provide uniforms or anything else the principal considered necessary.'

Angus McKay agrees that this fitted the philosophy of the Community Trust. 'It was one way of making school donations more beneficial and helping people who couldn't help themselves. And it was confidential. We felt we had it pinned.'

The trustees' confidence in the scheme was justified. In March 2004 the acceptance of John Wilson's improved model based on a decile-weighted funding formula with a minimum of \$250 to be paid to each school, ensured that the children most in need were targeted. This amount has gradually increased to \$13 per pupil for decile one - three schools, down to \$9 per pupil for decile seven - ten schools.

The success of the project achieved national interest and other Community Trusts followed the example of this discretionary funding to schools. Other initiatives to support schools have been the combined Rotary projects providing dictionaries each year and high visibility vests for bus pupils.

### *Mid Canterbury Art Centre*

Laurence Cooney had suggested that the Mid-Canterbury Arts Centre Trust's conversion of a building into an Arts Centre and Museum would be a project worthy of substantial support.



*Photo left: Mid- Canterbury  
Art Centre/Museum*

*Below: New Art Centre/Museum*



Mr Cooney enjoyed the respect of his fellow trustees and the community. ‘Laurence had philanthropic ideals to the highest level. He was compassionate and knowledgeable of the community wants and needs.’ Most importantly trustees knew that he always drove a proposal to a good outcome. ‘Even when the people applying for the money did not necessarily agree with the conditions put around the proposal, those conditions created a better outcome.’

Subsequently in March 1993 the Community Trust approved a donation of \$150,000 towards this \$750,000 project, provided the association could demonstrate that the balance of funds required would be raised. In 1995 this amount was handed over to the association at a successful public function when the new building was inspected.

Several major projects have been completed in Mid-Canterbury with Community Trust assistance. The success of the applications is largely due to the determination of the various groups who worked hard to achieve their aim.

Angus McKay has a wide knowledge of the area. ‘Ashburton people are notorious for looking after themselves and getting the job done. The Community Trust had a philosophy of finishing projects. If an application was made near the start of a project we would offer money on completion – when building compliance was gained and a written report confirmed the project was completed. The people knew the money was there if it got to that stage.’



*Ashburton ATC*



*Plunket Car Seat project*



*Carla Burt, Mid Canterbury Hockey Participation Officer, and Peter O'Leary*



*Wastebusters Sheryl Stevens, Hampstead School pupils Angela Adams and Troy Baker, with class worm farm.*



*Ashburton Budget Advisory Service*





*Ashburton Stadium 2014*



*Re-opening Base Youth Café Ashburton 2011*

## *Trust Bank Share Float*

By December 1994 the increased dividend as a result of the Trust Bank share float meant the Community Trust had more funds to distribute. There was a large increase in donations for 1995; a total of \$565,740 to 239 applicants. Two major recipients were the South Canterbury Sports Stadium \$35,000, and SC Hospice \$20,000.

A review of the no-funding policy for public halls was considered. It was agreed that as many public halls provided the only focal point for community affairs, and Hall committees received no monetary assistance from local councils, applications for genuine projects would be supported on a \$ for \$ basis to a maximum of \$2,000.

A community employment initiative scheme, similar to those supported by Canterbury and Otago Community Trusts, was proposed by Kerry Lundy of NZ Employment Service. The Community Trust was asked to provide funding for non-profit organisations which qualified under the Task Force Green scheme. Funds would be made available to top up eight work positions on a six months programme. This initiative, to which the Community Trust donated \$21,000 in 1996, enabled people in all sorts of occupations to obtain work experience after being unemployed and in some cases go on to permanent employment. This funding was repeated the following year.

Applications often required trustees or the secretary to obtain further information before a decision was reached. The secretary had made inquiries regarding other Community Trusts' support for the South Island Bone Marrow Transplant Unit and Accommodation Trust. Based on this information and enquiries that showed the facility was used by people from Mid and South Canterbury, the Community Trust donated \$2,000 to the extension of accommodation for patients and families.

The amount of work put in by the sub-committee, analysing the applications in areas and categories, had greatly increased with 447 applications received requesting in excess of \$2,235,968. To complicate the decision making process, within each area there was a wide divergence due to the differing nature of the organisations making applications.

### *The Sale of Trust Bank to Westpac*

From 1997 significantly greater funds were available for distribution due to the sale of the Community Trust's Trust Bank shares on the open market. The Community Trust committed to three major donations: Aorangi Park Stadium \$1,000,000 (payable over three years); Hospice South Canterbury \$252,000 for the purchase of a new building; and South Canterbury Mammography Services Trust \$120,000.

These large donations marked the first year following the sale of Trust Bank shares but Eddie Thompson acknowledged in his annual report, 'With the help of an advisor trustees will be putting in place appropriate policies for fluctuations in income in future years.'



*Eddie Thompson, Margaret Lowrey, Noela Laurenson and Neisha Hogg discuss plans for Hospice South Canterbury's new building.*



## *Aorangi Park Discussions*

Councillor Mark Hervey had approached the chairman to see if the Community Trust would be interested in donating on a \$ for \$ basis with the council to the Aorangi Park Stadium project. The Community Trust, the mayor and council representatives discussed problems relating to the control of the complex. They pointed out the need to set up a governing body and indicated they would support the project if governance was agreed. Mr Thompson presented a private submission to a meeting of interested parties with regard to a Board of Management to oversee the control of the area.

Aorangi Park Stadium made a lasting impression on Jim Underdown. 'Eddie Thompson stood up and moved that we (the Community Trust) donate \$1 million. Everyone was aghast. Nobody thought we could afford it. We gave away nearly \$3 million that year but this was the biggest single donation in any year. It certainly worked.'

Bruce Timpany and other trustees agree that the stadium was a worthwhile project. 'It is a wonderful asset to the region. We saved it.'



### Aorangi Park

*My involvement with the use and administration of Aorangi Park spans a period of over 40 years, dating from the formation of the Aorangi Park Association and the initial moves to establish an athletics track at the park in the early 1970's.*

*I became a representative of the Park Association on the Sports Stadium Trust, and in that capacity was closely involved with the early contributions of the Community Trust of Mid and South Canterbury. I remember clearly the work of the late Eddie Thompson and his fellow trustees. They had carried on the original community focus of Trust Bank South Canterbury, and willingly converted a loan to a grant when the Stadium Trust met some funding difficulties.*

*Over the years the Community Trust has continued to be a generous source of funds for the facilities which make Aorangi Park the major sports centre for the Central South Island. The stadium caters for a great variety of indoor sports as well as a broad range of commercial and community events. Hockey, cricket, football, netball, bowls and athletics are equally well served by high quality outdoor facilities.*

*The value of Aorangi Park to the South Canterbury community as a venue for recreational and competitive sport is undoubted and unchallenged. It serves the local community from five-year olds on the athletic track to senior citizens on the bowling green.*

*But the significance of Aorangi Park goes well beyond the sports people whom it serves. Major tournaments (regional, provincial and national) bring thousands of visitors to Timaru each year, with consequential benefits to the accommodation industry and the business community at large.*

*The role of the Community Trust of Mid and South Canterbury, and its predecessors, in developing the stadium and the park deserves to be acknowledged and appreciated by the community. Those of us with an interest in the maintenance of growth of the facilities at Aorangi Park look forward to the continuing generous support of the Community Trust.*

*Bruce W Leadley QSM*

*Life Member, Aorangi Park Association*

*Patron and Life Member Mid and South Canterbury Athletics Sub-Centre.*





## *Review of Policies for Donations*

With such an increase in funds to distribute, trustees had to review policies regarding criteria and categories for donations. They also planned to adopt a more pro-active policy in seeking out appropriate projects for donations, and considered whether there should be two donation rounds per annum. The information brochure and application form was updated and redesigned.

The main points were: that except in special circumstances the Community Trust would require an applicant to fund at least half the project; full details of how the proceeds of funding would be used was required; and the donation would not be made until the Community Trust was satisfied that the balance of the funding was in hand and the project could be completed.



*Above: Rosie Carruthers and Jenny Beirne at Temuka Community Centre.*

*Left: Major Mervyn Layt and Major Beverley Layt inspect work on new villas for the Salvation Army project at Temuka.*

## *Issues Regarding Donation Policies*

In July 1997 Eddie Thompson, raised several issues regarding donation policies.

It was becoming obvious that some groups were looking to the Community Trust to provide on-going funding for non-specific purposes. Many were employing professional fundraisers to justify their applications. Similar issues were being experienced by other Community Trusts that were looking for meaningful outlets for funds. Bruce Timpany voices an opinion shared by other trustees. 'I was not always convinced that some of the smaller groups that applied for funds really needed it.'

Eddie Thompson was aware of the long hours that members of the sub-committee spent reviewing applications and felt that the Community Trust had a duty to set down firm guidelines.

Hobby groups, travel to conferences, publications, computers, promotions, uniforms, kindergartens, ski-clubs, historic places, conservation, churches, scouts and guides, and bowling clubs were all part of the scrutiny of the Community Trust in establishing guidelines.

In June 1998 the issue of some applicants retaining funds in bank accounts and investments was raised. A question was added to the application form. State why you do not wish to use your own funds for this purpose?

### *Ashburton Aquatic Park Project*

Another example of a successful Mid-Canterbury project was the Ashburton Aquatic Park. Angus McKay was a trustee at the time. ‘There was apprehension from some members over the money for Lake Hood but we managed to agree on \$750,000 over a three year period. The money was kept in a separate account and it accrued interest of \$109,704 making a total of \$859,704. The project was subject to an engineer’s report before the money was handed over.’

Press release 6/11/2000

‘The Community Trust was impressed with the dedication and enthusiasm of the members of the Aquatic Park Trust in promoting the idea of a recreational park and lake, and it was agreed to accept an application for a donation of \$750,000 towards construction costs. Since this would be the second largest donation considered, the Community Trust had to be very sure that the project was viable, that it had the support of the Ashburton community, and that cash resources other than that contributed by the Community Trust, were available before the project began. Thus strict terms and conditions were applied re consents, engineers’ reports and the financial support of the Ashburton District Council. A Council grant of \$400,000, a grant towards roading, and a \$1.2 million 15-year loan interest free for the first year, convinced the Community Trust that the Council felt the project was viable. The loan and interest would be repaid with the sale of sections in the sub division. An original condition from the Community Trust that there be no borrowed money was amended after a meeting with the Council and Aquatic Park trustees.’

The park opened in 2002 reinforcing the message that people drive these successful projects.



*Lake Hood 2001*



*Dame Jenny Shipley*





### Ashburton Aquatic Park Charitable Trust

*Lake Hood is wonderful example of what can be achieved with community help and funding.*

*The lake is a free recreational facility covering eighty hectares, with all manner of usage. It has a separate international standard water ski course and an eight lane rowing course which as well as attracting national and international events have facilitated strong local clubs.*

*A variety of recreational water sport is an everyday event and there is massive passive use with walkways and running/cycle tracks. Combine this with the opportunity to live on a canal or beside the lake in a community environment where all these things are shared and enjoyed. The benefits to Ashburton and the wider community are huge.*

*During the years of developing the plans and gaining the consents for the lake development the Aquatic Park Charitable Trust, and prior to that the Association, was totally dependent on community volunteers and funding.*

*The big grant from the Community Trust of Mid and South Canterbury was helpful in many ways. Obviously the money was necessary but also the rigorous criteria required helped give confidence to other funders and individuals.*

*The foresight of the Community Trust of Mid and South Canterbury in sharing and assisting the vision was vital to the success of the lake and park which will always be a testament to them and other supporters.*

*David West*

*Trustee*

*Ashburton Aquatic Park Charitable Trust.*

### **Millennium Project**

In 2000 the Donations Sub-Committee investigated the technology requirements of secondary schools. The principals of Waimate High School and Roncalli College, Matt Henderson and John Hogue, co-ordinated a survey to establish what type of assistance would be most beneficial. The chairman of the Technology sub-committee, trustee Trevor McIntyre, who was experienced in Information Technology (IT) and was the Deputy Rector at Timaru Boys' High School, worked with the two principals to draft a school donation document. Technology assistance for the provision of computer hardware and software, plus professional development, was to be given to district secondary schools from Form 3 and upwards. Funding was to be over a three-year period.

This Community Trust funding was a Millennium one-off grant. Accountability included providing details of the school's IT plan, vetting by a competent professional, and expenditure checked by an independent auditor. An amount of one million dollars had been suggested for this major project and over the three years 2001 – 2003, the donation to district schools totalled \$951,029.

The project was enthusiastically received by school principals who saw it as a way of enabling pupils to keep up with their counterparts in other regions. In 2004 a staff member from Mt Hutt College spoke positively to the Community Trust about the advantages the students at Mt Hutt College had in the IT area because of the Millennium project. However there was some disquiet from trustees who felt that the survey to schools carried out at the beginning of the project should have been repeated to get a clearer picture of the benefits.

### *Auditing Donations*

Peter McIlraith emphasised that the Community Trust was accountable to the community it serves and part of this responsibility was auditing donations made to selected applicants to ensure they were being used for the applied for project. This auditing also gave recipients of donations the opportunity to comment on the criteria required by the Community Trust, and to suggest where improvements could be made.

‘The Community Trust holds a number of meetings in Timaru and districts outside Timaru, talking with selected district organisations and inspecting projects which have been part-funded by the Community Trust. I liken this to a partnership with the community which can only reinforce the good work being carried out by a large number of organisations.’

However, Peter McIlraith and Rosie Carruthers agree it was easy to get too tied up in audits. ‘We had to have faith rather than too much control. Sometimes we were told it was not our business when we tried to help groups by telling them how to better organise their affairs. That was good for us.’

### *Spreading Donations throughout the District*

Rosie says the trustees were mindful of the need to spread donations throughout the district. Lunch meetings were held in outlying areas such as Methven, Twizel, and Tekapo to promote the work of the Trust. ‘These were important in encouraging worthy recipients from smaller districts to apply for funds.’

Angus McKay remembers the application from the Methven Volunteer Fire Brigade for funds to buy equipment to cut open cars after accidents. ‘It was a good application. They received the full amount because there were no other applications from the area. We found out later they needed another \$5,000 but hadn't asked for more because they thought they were pushing the boundaries.’





*Lake Tekapo Regional Park*



*Life Education*



*Twizel Community Car*



*Mackenzie Highland Pipe Band*



*Mt Hutt Bike Trail*

### The Methven Volunteer Fire Brigade

*In late 2000 the Methven Volunteer Fire Brigade was very pleased and fortunate to receive a grant from the Community Trust of Mid & South Canterbury.*

*The brigade members had established that being some way from our nearest rescue gear-equipped brigade (Ashburton) we had an unacceptable time delay in getting trapped people out of crashed vehicles. To render assistance within the golden hour we needed to have rescue equipment of our own and since receiving it have found it has been used constantly for this purpose. We now cover an expanded area that includes Lake Coleridge and Windwhistle.*

*It has also resulted in an up-skilling of brigade members with extra training courses being undertaken in first aid, emergency rescue training and patient care. We are very grateful for the \$38,000 from the Community Trust that helped purchase our Motor Vehicle Crash Rescue Equipment.*

*Selwyn Allred  
Chief Fire Officer  
Methven Volunteer Fire Brigade*



*Methven Volunteer Fire Brigade vintage appliance*



## *The Year of the Volunteer*

The Community Trust was aware that many district charitable and non-profit organisations struggled with modern accounting and secretarial techniques, and the never-ending 'red tape' when applying for government and other financial assistance. The Board decided that the best way to celebrate the 'Year of the Volunteer' was to assist those organisations in upgrading their skills in these areas.

Geoff Geering, after retiring as Mayor and prior to joining the Board of the Community Trust in 2002, had been involved with two major projects which opened debt free in Ashburton. 'I had to learn the other side of gifting - how to compile an application form - which is just as important. You need to paint a picture of your project to ensure that those around the table appreciate its significance. Sometimes people applying know their own project so well they assume others do too. Little details can be very important.'

A number of seminars were organised with Aoraki Polytechnic where professionals gave participants the knowledge necessary to achieve those aims. Peter McIlraith reported 'a disappointingly low level of interest' but the worth of the scheme encouraged continued support of it. Such seminars have been part of the Community Trust's programme in recent years.

## *Amendments to Donation Criteria 2002*

Classifications were changed to:

- Community Health and Welfare
- Schools and Childcare (later amended to schools and pre-schools)
- Recreation and Sport
- Youth Activities
- Culture and Heritage
- Environmental

Added to the existing limit of \$400,000 for major projects were the clauses that for donations of \$100,000 or more a trustee would liaise with the applicant during the completion of their project, and further applications would not be accepted from the group for a further five years.

Without affecting the discretionary funding for schools, trustees were able to consider special needs of schools where the asset was vested in community ownership. The Community Trust would have to be satisfied there would be long-term benefit to the pupils and the community, such as the multi-purpose use of school swimming pools.

## *Effects of Economic Downturn 2001 - 2003*

The Community Trust's reserves had been eroded with the Capital Fund standing at \$32 million. Bruce Strathern, Executive Director, stressed that the trustees' main obligation was to maintain the

capital in real terms for the benefit of future generations. Trevor McIntyre, Rosie Carruthers and Peter McIlraith all agreed a prudent compromise was necessary and they believed the public would accept a reduced donation distribution. Public meetings were arranged to explain the Community Trust's position. Subsequently the donation level for 2003 was budgeted at 1% of the Community Trust's capital base.

### *Impact of Social Research Findings*

The Trust had become more analytical in its approach to donations. Rosie Carruthers explains. 'Peter McIlraith had brought a philosophical approach to philanthropy. Rather than simply responding to the loudest voice we were interested in the science of how to be more effective in giving away money.'

To ensure that the Community Trust was channelling donations into the areas of most need, the Board had agreed to underwrite the cost of a research project, a socio-economic district survey undertaken by Dr Gabrielle Maxwell of the Institute of Criminology, Victoria University of Wellington.

December 2003 saw the launch of *Mid and South Canterbury: A Profile* at an event supported by a large number of community organisations. Peter McIlraith acknowledged the financial support of the Timaru District Council and the Department of Internal Affairs, and the positive feedback and uptake of the research. 'Presbyterian Support was one organisation that used the research outcomes and related it to staffing needs.'

The results of the survey were studied in order to determine how best to utilise donations. Carole Brand noted the priority that the report gave to Health and Education.

Peter McIlraith led a discussion on the impact of the Social Research finding on the donation process. Questions trustees needed to consider when evaluating applications were:

1. Does this grant affect the desired outcome wanted from the research?
2. What is the impact of other funders?
3. Does the grant build capacity within the donee organisation?
4. Does the grant advance the Mission of the Trust?
5. Is the grant within the context of the Trust's criteria?
6. Do the grants amount to a fair and equitable distribution across the region?

The updated database was designed to help trustees see the impact of their decisions by region and category.

## *Support for Smaller Organisations*

While the donation rounds in 2004, 2005, and 2006 were smaller in terms of dollars, the Community Trust endeavoured to be fair and consistent in distribution of funds. Efforts were made to restrict new, large capital projects in order to maintain support for those smaller, valuable organisations that had fewer options and capabilities of supporting themselves. Peter McIlraith drove the approval of lots of small applications rather than one big one. 'These were at the heart of the community and they were usually genuine. Now it is easier because large and small applications have separate rounds.'



*English Language Partners*



*Geraldine Pony Club Arena*



*Centrecare Waimate*



*Mackenzie Basketball with Jenny Rayne*



*Kakahu Bush, John Talbot and Ines Stager*

Of special note is a donation of \$60,000 to The Victoria Trust which was able to extend their residential care facilities. The Community Trust had helped with the purchase of the original Victoria Trust flats.

### *The Victoria Trust*

*It is very difficult for people recovering from mental illness to find accommodation. Landlords don't want to know them. They are not suited to a flatting situation and because they cannot work they cannot afford their own flat.*

*In 1996 we were aware that some in this situation were sleeping on the beach or in other undesirable places. Four of us decided to do something about it.*

*I contacted Wynne Raymond, the Mayor of Timaru and District. The Timaru Council was prepared to give us half the amount required to purchase two flats. We needed another \$25,000 - a huge amount in those days.*

*Bruce Strathern and Eddie Thompson of the Community Trust of Mid and South Canterbury were very supportive of our cause. The Trust took a punt because they believed in us even though we were just starting out. Mortgage free and with \$100 left over we furnished the flats from a sale at Temuka. Rowdy Aitken of Temuka Transport delivered the items free of charge. This was real community support.*

*From that beginning we rented four more flats from Housing New Zealand and started buying more of our own. We are now building our 25<sup>th</sup> flat. Eighteen years ago we had nothing, now we have over \$2 million of real estate all because of that seeding funding from the Community Trust.*

*Every two or three years we have received Community Trust funds to help us refurbish, paint, or replace white-ware items. We do not like to ask for too much as we are aware that many other causes deserve and need support. We are able to get some DHB funding now.*

*That belief in our project at the beginning has made such a difference to so many lives. Mental Health used to carry a stigma and someone diagnosed with a mental health illness usually had very low self-esteem. They had to live alone and eke out an existence on a benefit. The pressure and depression would often see them back in the ward.*

*The Victoria Trust has been able to stop this cycle by providing appropriate housing for those in need of help. Today we can proudly boast that the Psychiatric Ward in Timaru is the only one in New Zealand without a waiting list. The success of our housing programme, that provides self-contained furnished single flats with power and*





*John Fallon*

*telephone paid, is absolutely wonderful. As one resident says, 'It is the perfect home. I have my own front door and the right to say who comes in it.' For many like him, confidence, pride and hope have been restored.*

*We are very grateful for the initial funding and on-going support given by the Community Trust of Mid and South Canterbury.*

*John Fallon  
Original Chairman/Manager  
The Victoria Trust*

## **Search and Rescue**

Peter McIlraith explained a substantial grant (\$60,000) that the Community Trust made to Search and Rescue for the benefit of the whole Mid and South Canterbury region. 'This region has a large hinterland of alpine playground in a unique geographical setting where many local and visiting recreationalists hike and camp. Inevitably there are mishaps and this small, dedicated group of volunteers come to the rescue. Our donation was specifically directed at providing greater safety to those who conduct search and rescue in what can be life-threatening situations.'





## *Quarterly Donation Policy*

John Wilson and Peter McLlraith had investigated the role of other Community Trusts and gaming machine trusts. They recommended a change in the round. 'Approving donations only once a year meets the needs of the Community Trust, but not the needs of the community.'

As a result, in 2005 a quarterly donation policy for applications up to and including \$1,000 was introduced. 'Although at first trustees were worried about opening up the floodgates, a 12-month trial period with an annual donation allocation of \$50,000 proved to be successful in providing funds to the community at times that best suit the needs of groups. We were proud of this achievement.'

## *Philanthropy New Zealand (PNZ)*

The Community Trust had resolved to become a member of this organisation. PNZ was committed to growing the concept of gifting and also provided support for grant-making organisations. Professional development for directors had encouraged many Community Trusts to join.

A Philanthropy NZ Seminar attended by Carole Brand, Nicola Hornsey, Kay Mattingly, Heather Sim and John Wilson provided useful ideas. In March 2007 the Community Trusts of New Zealand held a combined conference with Philanthropy New Zealand at Te Papa in Wellington. Peter McLlraith, Steven Wills, Sheryl Frew and John Wilson attended this 'thought-provoking' event. Philanthropists, representatives of organisations that received funding, and experts in the field of philanthropy all told their stories and willingly shared their ideas and knowledge.

Nicola Hornsey, who in 2006 became the chairperson of the Community Trust, confirmed the value of these conferences. 'The knowledge gained helped to inform many future decisions. Trustees gained a better understanding of the role the Community Trust could play in making grants, in collaborating with other funders, and having meaningful discussion with the organisations seeking grants.'

## *Volunteering Mid and South Canterbury*



*Peter Dalziel*

Trustee Peter Dalziel was highly regarded for presenting well thought out papers at Board meetings. He initiated the introduction of Volunteering Mid and South Canterbury to the region. The Trust saw this as a significant project. 'Volunteering Mid and South Canterbury complements the work of the Community Trust by training and supporting volunteers, and promoting the value of volunteers in our society.' The organisation now operates from Community House.



Above: Liz Shea with Co-ordinator Volunteering Mid and South Canterbury, Lyndal Watt.

## Volunteering Initiative Promotion.

## 2006/2007 Distribution Rounds

As always, general distribution rounds donations in 2006/2007 were made to a variety of groups throughout the region, ranging from the very small - \$260 to the Institute of Music Teachers and \$240 to the Needle Exchange Ashburton - to \$50,000 to the Bone Marrow Cancer Society, \$50,000 to South Canterbury Tennis Association, \$75,000 to the Arowhenua Marae upgrade, \$150,000 to the Ashburton Aviation Heritage Museum, \$100,000 to Lister Home Inc. Waimate, and \$100,000 to the Athletics South Canterbury All Weather Track Trust. Bob Webber from the Athletics Trust had spoken to the Community Trust about the need for such a facility in Timaru and he updated progress on the project until the final payment in 2007.



Ashburton Aviation Heritage Museum



All Weather Athletics Track

## *Funding Expos*

John Wilson initiated Funding Expos where he brought along people from other funding organisations such as gaming trusts Pub Charities and Trust Aoraki. ‘The groups had different criteria so by talking to each other we could work together. Jono Nelson, the local Para Hand Cyclist with a goal of representing his country at the Rio Olympics, is an example of an athlete who has had commitment from several groups at one time.’

## *Distribution Budget 2008/9*

Main Round 1	350,000
Main Round 2	350,000
Round 1	70,000
Round 2	70,000
Round 3	70,000
Round 4	70,000
National applications	3,000
Special projects	20,000
Schools	110,000
Kindergartens	9,200
Total	<u>\$1,122,000</u>

## United Way

In Feb 2008, Don Oliver of United Way, explained their donation philosophy and policy.

*“The concept was founded in Denver USA 1887; a non-religious, non-political volunteer based organisation that aims to improve lives by maximising the caring power of individuals, businesses and communities. United Way NZ began in Auckland in 1975 and annually supports around 130 small to medium-sized human welfare organisations throughout New Zealand. It focuses on organisations that lack name recognition or size to attract significant funding, but provide high quality essential services in the community. It is registered as charitable entity with the Charities Commission in New Zealand.*

*United Way offers donors, individuals or corporate, a unique way of supporting a wide variety of key local charities with one donation.*

*United Way has partnered with the Tindall Foundation, Otago Polytechnic, and large corporates, and worked with 100's of volunteers to act as a mobilising force for social change in the areas of education, health and financial independence. A secondary fund involves payroll giving where staff members make regular contributions from their pay. Employers can choose to match the payroll gifts of their employee”.*

Trustee Wynne Raymond was approached to ‘help them give away money in our area’. Wynne liaised with John Wilson to organise the involvement of the Community Trust. The Community Trust of Mid and South Canterbury acts as an administrative agent for United Way whose South Canterbury activity is run from Community House. Former trustees Wynne Raymond and Sheryl Frew, and staff members Liz Shea and Clive Callow, are presently on the local allocation committee.

### ***Financial constraints 2008/2010***

The Community Trust was forced to implement a number of short-term strategies in response to the adverse financial market events. The capital base of all Community Trusts was being eroded because of the fall in the market.

Community Trusts were in a situation of responsibility to protect assets for future generations and the need to document risks, yet they had a duty to keep essential services and ensure no loss of jobs. Trustees had to act prudently when making distributions.

The Community Trust of Mid and South Canterbury decided that in the interim applications for capital projects would have a much lower priority than those for essential services. Suggestions were made that some applications be deferred rather than declined.

As before, each application was considered on its merits. One such cause of great benefit to the community was supported in September 2008 with \$25,000 allocated to purchase eight defibrillators for use by voluntary fire brigades in Mid and South Canterbury.

In March 2009 a Policy Review Statement was included on the website.

‘Applicants are asked to note that during this 2009/2010 financial year the Trust is likely to give greater priority to applicants who demonstrate that they are providing social services which are not provided elsewhere in the area, and two or more of the following:

- a. Proven track record in providing social services
- b. Increase in use of services provided
- c. Reduction in funding from other sources
- d. Contributions from other sources or raised by applicants

Applicants should be aware that applications for building projects, whether new buildings or additions, will be given low priority.’

This interim policy was lifted and taken off the website in November 2009.



### Heart Kids South Canterbury

*Heart Kids South Canterbury (formerly Heart Children and SC @Heart) were given the fantastic opportunity to talk to the Community Trust of Mid and South Canterbury to explain the services we provide to our heart families and also share our personal stories.*

*We had only been going for a few years and with generous donations from the Community Trust were starting to provide some wonderful services to our heart kids and their families.*

*The school holiday and Christmas party get-togethers are where the heart children all come for a free day out and meet other kids with similar heart conditions, and parents share their experiences. Our older heart kids give hope to the families with young babies. They see that some of them do grow up.*

*We are able to provide a travel subsidy to Starship Hospital, a personalised gift bag and a welcome home pack. When a child is having open heart surgery both parents need to be there to support the child, and each other. Our families are away from home for long periods of time leaving their jobs, family members and support networks. This adds to the financial and emotional stress of coping with an unwell child.*

*We have just started up an ante-natal subsidy as families are usually in Auckland three weeks prior to baby being born, and also a Bereavement Fund.*

*We pay for our heart kids to attend national camps; Camp Braveheart for 8-12 year-olds, Teen Beat Camp for ages 13 -17, and our Heart Forums for 18-25 year-olds in Auckland. They all have such a great time. One of our Heart Forum members, Kasey, takes a week off work every year and goes to camp as an adult helper. Our young adults love giving back and supporting the younger children as they know what they are going through. Heart kids are nominated to go on Koru Care trips to America and if they are successful we give them \$300 towards their spending money.*

*Parents are assisted to attend National Conference where they can talk to surgeons, and meet other parents who are going through the same thing and understand.*

*We pay for our heart families to do CPR courses. This includes uncles, aunts, siblings, and grandparents as these are the people families usually trust with their precious bundle.*

*We are always looking for ways to raise funds.*

*I have Information Packs and free resources and books for families. We send out*

*newsletters and I visit families in their homes, do hospital visits or am just there for a shoulder to cry on. Last year I volunteered over 357 hours on Family Support alone. I have a great rapport with the paediatrician, social workers and nurses in the children's ward, so have advocated for these families. I have made so many wonderful new friendships and met some amazing inspirational people.*

*Our committee of twelve includes two Heart Forum youth representatives and one sibling representative. We are all volunteers, passionate and dedicated to helping families that need support. We believe that no child, teenager, adult or family affected by a childhood heart condition should travel the journey alone or unsupported. We are there every step of the way, from the time of diagnosis, through childhood, the teenage years and into adulthood. Our practical and emotional support is vital for those affected, helping them to cope with the day-to-day challenges of living with a childhood heart condition.*

*There is no prevention or cure for a congenital heart condition; once a heart child, always a heart child. We look at life differently, learn not to sweat the small stuff and enjoy each day as it comes.*

*Thank you again for your generous donations. By giving us those grants you enabled us to establish ourselves into a successful branch and we are now able to provide vital services to our heart kids and their families. It is amazing how far we have come in the last 14 years and you have helped us make a huge difference to all of our local children and their families. We really appreciate that you showed faith in us as a new support group. Look at what we have achieved!*

*From our hearts to yours – thank you.*

*Yours sincerely*

*Nicky Merritt*

*Family Support/Secretary*

*Heart Kids South Canterbury.*

In addition to making grants, the Community Trust continued to provide non-financial support to community groups in the region. Facilitating collaborative funding arrangements and assisting groups to access funds and operational assistance from other organisations are some of the ways the Trust helped through the work of staff members John Wilson and Sally Marsh.

## *Suggested Funding Allocation for 2009/2010*

Main Round 1	175,000	
Main Round 2	175,000	
Round 1	60,000	
Round 2	60,000	
Round 3	60,000	
Round 4	60,000	
National Applications	3,000	
Community Support	5,000	(this section was removed in 2010)
Schools	145,000	
Kindergartens	9,200	
TOTAL	<u>\$767,200</u>	

## *Major Projects*

It was indicated that an application would be lodged for an Aquatic Centre in Timaru, a project that had already been debated robustly throughout the district. Lengthy discussion followed regarding the benefits the pool would bring to Timaru and the wider district. It was agreed a donation was justified but there had to be limits on the amount because of other projects. A donation of \$350,000 was approved on condition \$8.3 million of external non-ratepayer money was secured prior to commencement of building.

Other major projects which were underway included the Ashburton Events Centre to which \$200,000 had been donated in 2006, with a further \$300,000 in 2009 to the Ashburton Performing Arts Society for the Events Centre. The South Canterbury Hockey Centre was funded \$100,000 for a new turf, and the Ngai Tahu Maori Rock Art Centre (Te Ana) \$50,000.

### *The Ashburton Trust Event Centre*

*The Ashburton Trust Event Centre was built through the generosity and the commitment of a community determined to have a state of the art performing arts venue in Ashburton. Essential to the success of the project was the funding the Ashburton Performing Arts Theatre Trust received from the Community Trust of Mid and South Canterbury.*

*Since opening in May 2008, the Event Centre has become the hub for the many performing arts organisations within the community. It has enabled them to provide educational and performance opportunities to a growing number of people of all ages*

*and backgrounds. The Event Centre has been instrumental in the success of the many local productions it has hosted, through its technical support and the quality services it offers. It continues to receive rave reviews from the many national and international artists who have performed here.*

*There is an incredible amount of pride and support shown by the community for the Event Centre that would not be possible without the past support we have received and the continuing support given by the Community Trust.*

*Roger Farr  
General Manager  
Ashburton Trust Event Centre*



*Ashburton Trust Events Centre*



The Opihi Service Academy aimed at Young People at Risk was in danger of closing because of a shortfall in funding of \$50,000. The Community Trust agreed to underwrite it and John Wilson worked with Wendy Smith of Aoraki Development Trust, MP Jo Goodhew, Peter Dalziel and the YMCA to attempt to ensure a long-term solution.

Changes in the make-up of the regional population, partly due to the rapid growth of the dairy industry are reflected in Community Trust support for the Newcomers Network Ashburton and the pre-school at Dorie.

### *Combined Projects with Rotary*

A combined project with the Rotary Clubs of Timaru and Ashburton was commenced in the 2009/2010 year. Over the next five years each Year Four student in South Canterbury and Year Six student in Mid Canterbury would receive a high quality dictionary. Another project with Rotary involved the safety of bus pupils and the provision of high visibility vests.



**It's dictionaries all round for Year 6s**

The school for Year 6s, Timorah School, is all year 6 pupils celebrate receiving the Otago Regional Dictionary courtesy of Ashburton Rotary Club.  
The school is part of a nationwide initiative and the Ashburton Rotary Club donated funds from the Mid and South Canterbury Community Trust to make a bulk purchase.  
Rotarian Bill Lloyd who has won several awards for his work in the community has been awarded the Otago Regional Dictionary courtesy of Ashburton Rotary Club.



### *Change in Donation Rounds*

Peter Dalziel was concerned that the number of donation rounds still did not meet the needs of the community. The Community Trust decided that from April 2011 there would be ten small donation rounds and two large donation rounds per year. Accountability reports continued to show the positive impact on the community from the activities of groups receiving funding.

Donations in 2011 ranged from \$285 to the Waimate Croquet Club to \$100,000 to the South Canterbury Roller Skating Club.

### *South Canterbury Roller Skating Club*

*In early 2010 the members of the South Canterbury Roller Skating Club decided that the facility at the skating rink was becoming too dangerous for the new generation of skaters since the resurgence of the club which was the result of world champion Nicole Begg and her parents coming back to Timaru and offering free coaching to local children. Bill Begg is a big ideas person and he was sure we could build a new rink.*

*Club member, Mark Lowen, spoke to then Executive Manager of the Community Trust, John Wilson, about applying for a grant and what we would need. The time frame was quite short, the plans were not yet completed and quotes were needed. The next two months were a flurry of activity and we submitted the application with all our fingers and toes crossed.*

*The total cost of the reconstruction was to be \$400,000. We were delighted to find that the Community Trust believed in what we were doing and would give us \$100,000 towards our project provided we managed to raise the rest.*

*The fact that they believed in what we hoped to achieve was a huge boost and was instrumental in getting the community behind us. We started a massive fundraising campaign including quiz nights and roller discos, as well as applying to other Trusts. In April 2011 the rink was closed and the bulldozers rolled in. There were quite a few delays due to weather and the opening that we had hoped for in October didn't eventuate. Finally in December the surface was ready to skate on but the barriers were not in place. Some very enthusiastic fathers, who also had welding skills, had the barriers erected within ten days.*

*The New Zealand National Banked Track Competition has been held twice on this track as well as the Oceania competition in 2012. The facility is the envy of all the other clubs in Australasia as it is the only banked track in New Zealand and Australia to have been built to current international standard.*

*We now have international skaters coming to Timaru on a regular basis to train with the local club and the Begg family coaches. Families from India and Indonesia, three teenage girls from Slovakia, seven adult Indonesian skaters who stayed on for the Oceania Championships, and two teams from Australia have lived and trained here. This has all been beneficial for local skaters having extra competition, as well as for the local businesses supplying accommodation, meals and other activities.*

*No-one could have foreseen the way skating would take off. When we applied for the grant for funds we had ten registered skaters. Currently we have thirty-eight who are competing at national level with several more going through our 'Learn to Skate' programme on Sunday afternoons with the end result being joining the speed skating team. We have had three skaters from the original group of eight in 2007 who are now skilled enough to go to the World Championships at ages 15 and 16.*

*If the Community Trust of Mid and South Canterbury hadn't believed in us in the beginning none of this would have happened. We are very grateful for their support.*

*Maree and Mark Lowen*

*South Canterbury Roller Skating Club*



*Mark Lowen, Bill Begg, Liz Shea, Nicola Hornsey, Cheryl Begg, Nicole Begg and Liz Le Roy check out the new skating rink.*



*Nicole Begg*



*South Canterbury's Jazmyn McAuley leading Sophie Wang (Wanganui) and Charmaine Chu (Australia) in the Banked Track Nationals.*



## *Effects of Christchurch Earthquakes on Mid and South Canterbury*

Michael Parker from Presbyterian Support alerted the Community Trust to his organisation's proposal to fund an on-going counselling service for people suffering stress as a result of the Christchurch earthquakes. The aim was to help people get their lives back on track. Large numbers were moving from Christchurch to smaller towns creating pressure on those towns. Presbyterian Support was having difficulty finding office space for counselling. The Community Trust agreed to make available at no cost, for a period of six months, spare rooms at Community House.

### *Donation Budget Exceeded 2011/2012*



*Peter O'Leary, Jan Hide and Liz Shea at the opening of the MRI Scanner.*

The donation of \$100,000 to the MRI Scanner Appeal was part of a huge community effort that resulted in the required funds being raised in a very short time. The \$100,000 to the MRI scanner, a \$500,000 donation to the Ashburton Stadium Complex Trust, and \$150,000 to CBay Aquatic Centre meant that the Community Trust exceeded its donation budget for 2011/2012.



*Peter O'Leary at the opening of CBay*





*Prime Minister John Key opening CBay Aquatic Centre*



A total of \$1,430,574 was donated to 99 organisations, and all schools and kindergartens. Consequently a more conservative approach was taken the following year with only \$808,928 donated to 124 organisations, 67 schools and 18 kindergartens. Major allocations were to the Geraldine Historical Society \$75,000, Lister Home Waimate \$50,000, Peel Forest Outdoor Pursuits Trust \$40,000, and \$25,000 each to Southern Netball Club Mayfield and Te Aitarakihi Trust. Under Special Grants funding a defibrillator for Community House was purchased.







*Te Aitarakihi Trust.*



*Peel Forest Outdoor Pursuits*



*Geraldine Historical Society's Alice Robinson,  
Robyn Angus and Averil Worner*

### Lister Home

*Lister Home is a 62 bed rest home and hospital servicing the township of Waimate and the surrounding areas for the past 50 years. As well as providing long-term residential care, Lister Home also provides palliative and respite care. Other services provided are Meals on Wheels with recipients receiving approximately 13,000 meals delivered annually, and an Elderly Day Care Service which operates four days per week with up to 14 people coming each day.*

*Lister Home has a waiting list for residential care. We are also one of the largest employers in Waimate with over 70 staff.*

*Lister Home's primary focus is to provide our residents with a quality environment supported by a high level of care. Lister Home is a not-for-profit organisation and we direct any surpluses into both the quality environment and our staffing levels. This surplus is not enough to cover the funds required to update existing buildings or add more wings as required. Lister Home has been privileged to be well supported by the Community Trust of Mid and South Canterbury which has contributed to most of the building developments undertaken at Lister Home over the last 25 years, including our latest project this year. With the help of this financial assistance we now have a modern, purpose-built facility that more than meets the needs of our residents.*

*Jacqui Boylen*

*Manager*

*Lister Home Inc*

*Waimate*



*Liz Shea and Sheryl Frew with Lister Home staff member, Cat Gurnett*



*Jacqui Boylen (Lister Home Manager), Peter Bootsma (Lister Home Board Vice-Chair), Sheryl Frew and Liz Shea*



## Policy Review Feb 2012

Community Relations Manager, Clive Callow, presented the Donation Acknowledgement Guidelines which are distributed to donation recipients.

His discussion document analysed which groups would receive funding for salaries and administration based on certain criteria and how this would have affected recent donations. The trustees decided that if there was merit in the applications the Community Trust would still consider funding salaries.

Related to this topic of salaries, Margaret Hill from South Canterbury DHB spoke to the Board explaining how Health and Disability Funding is distributed to NGO's (non-government organisations). Funding provided should cover all costs relating to employees with core cost per person valued at \$78,000 (salary, building, travel and administration). Clinical people are valued at \$100,000. There are over 72 DHB funded organisations in South Canterbury.

**Community TRUST**  
Mid & South Canterbury

Supporting community organisations to achieve a region of healthy, vibrant and caring communities

**Donation Application Form**

The Trust helps organisations carry out charitable, cultural, philanthropic and recreational work that is of benefit to the people in the Mid and South Canterbury area, including all towns and cities within the Districts of Waimate, Mackenzie, Timaru and Ashburton.

Organisation Name \_\_\_\_\_

Location(s) where your organisation operates \_\_\_\_\_

Summary of Project(s) applied for (e.g. Operational costs, Building renovation, Event costs). Details are asked for on Page 4 of this application. \_\_\_\_\_

Amount applied for \$ \_\_\_\_\_

**Closing Dates for Applications**  
Applications for donations up to \$10,000 will be considered at each monthly meeting of the Trust except December and January.  
Applications close on the third Friday of the month (Jan-Oct) & are considered the following month. Closing dates & consideration dates can be viewed on-line at [www.comtrust.org.nz](http://www.comtrust.org.nz)

**Applications for donations more than \$10,000**  
will close on:  
• The third Friday in March (to be considered in May)  
• The third Friday in September (to be considered in November)  
Trust meetings are usually held on the last Monday of the month apart from December

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[www.comtrust.org.nz](http://www.comtrust.org.nz)

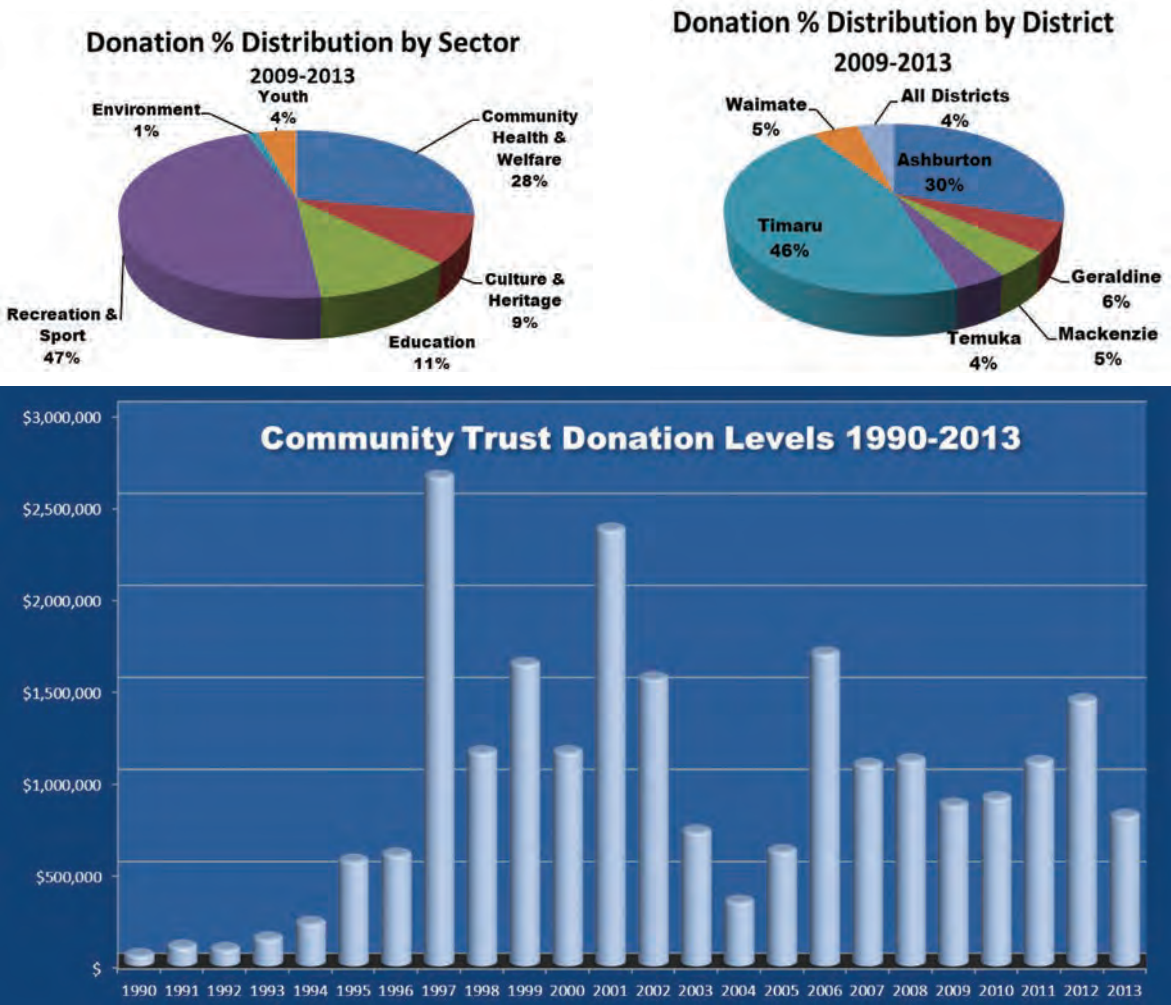


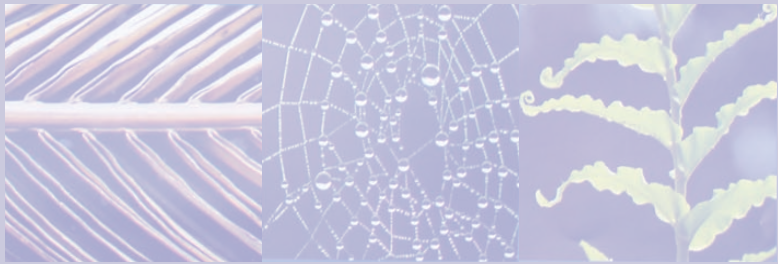


# Twenty-five Years of Donations

After 25 years of the Community Trust donating to the community, the trustees are ever mindful that the funding base is inter-generational and there is a need to grow the capital fund for the future. Investment returns for the year ending March 2012 had been down which lowered the total equity of the Community Trust. However, prudent management of expenses and improved performance in investment returns were responsible for the equity standing at \$45.937 million at 31 March 2013 as compared with \$42.494 million the previous year.

The Community Trust followed their policy that income from the previous year would be the guideline figure for setting the level of donations for the next year and, as over the past twenty-five years, the quality and significance of the application to meet community needs would continue to be the main factor in determining donation request outcome.







# Guardians of the Fund

*Business acumen that generates  
wealth into the practice of giving it  
away again – Catherine Bach*



## Guardians of the Funds

Most people have the idea that trustees spend all their time making decisions on donation applications. Long serving trustees Peter McIlraith and Rosie Carruthers quickly dispel that belief. 'Fifty percent of meeting time is spent on how to accumulate more funds!'

Carole Brand, a trustee from 1999 until 2007, is very aware that 'giving away money' is not the only responsibility of trustees.

'They are also required to focus on carrying out the financial objectives of the Community Trust:

- » to preserve the real value of the Trust's capital by inflation-proofing the capital fund
- » to maintain equity in annual distributions by building a general reserve enabling distributions in years of poor investment returns
- » to maximise investment returns subject to a prudent level of risk.'

Carole was closely involved in this work; because of her accounting background she chaired the Finance and Investment Committee for most of the eight years of her appointment. At the time there were few trustees with expertise in finance. From 2006 the Board relied heavily on Paul Wolffenbuttel of Hubbard, Churcher & Co. (now HC Partners LP), the accountants for Community Trust of Mid and South Canterbury.

Financial consultant, Michael Chamberlain, MCA (NZ) Ltd, was appointed as the Trust's Investment Advisor in 2002. As former trustee Wynne Raymond has commented, 'Trustees do not have to be smart at money matters but they do need to pay heed and respect to financial advisors.'

### *The First Few Years*

During the first years of operation the Community Trust was fortunate to have a very strong group of commercially able trustees who were conscious that they had to put investment structures in place in order to grow the capital fund and maximise donations. They realised that with the

formation of the new Charitable Trust Company it might be possible to take advantage of taxation concessions. They were business people but not experts in fund management. The trustees saw the need to engage professional investment advice.

The Community Trust funds were invested with the local money market. There was much discussion on the merits of diversifying a part of the Community Trust's investment. Some Community Trusts had spread their funds evenly between Trust Bank, property investments and managed funds. At this point only two other Community Trusts were employing investment managers.

Community Trusts had retained large shareholdings in Trust Bank New Zealand. It was a unique situation in that a large amount of money in one investment had been made available to the Community Trusts in the form of shares. The Trust Bank South Canterbury Community Trust needed to consider whether to hold the shares forever, to sell some, or to sell all, and in that case to make a decision as to when a trigger point for selling was reached.

The offer from Westpac Bank to purchase all shares in TBNZ was discussed on 22 April 1996 and two days later the Finance Sub-Committee, Eddie Thompson, Bruce Timpany, Jim Underdown, Laurence Cooney and the secretary, Ken Churcher, instructed Craig and Co to negotiate a sale of shares in TBNZ at a premium. Eddie Thompson informed the Board of the 'good result' with shares selling for a total of \$32,087,148.

### *Investment of Proceeds of Share Sale*

With the amount of money now involved, it was essential to appoint an advisor for funds investment. The Community Trust was keen to expand its investment portfolio and put in place appropriate policies to provide for fluctuation in income in future years.

Trustees realised the need to obtain as much advice as possible on investment strategy and the appointment of fund managers. One option was a pooling of investment funds with the Allied Trusts. This would enable a fairly large fund to be available with a subsequent saving in costs, however most Community Trusts preferred to act independently regarding investment of their funds.

Eddie Thompson and Bruce Timpany also investigated the possibility of Taranaki Savings Bank opening one or more branches in the area in return for the investment of some Community Trust Funds. This was seen as a way of replacing the loss of a traditional Savings Bank in Mid and South Canterbury. TSB was not interested.

The Community Trust was often asked about making donations from its base capital. Trustees were unanimous that they were guardians of the fund and would only use it for investment purposes or the purchase of an asset such as a building.



### *Investment Strategy*

Laurence Cooney had circulated copies to trustees of a seminar on 'How to Choose Your Investment Manager' run by the Alexander Consulting Group. Three firms made presentations and in August 1996 the Board appointed Jarden Morgan Investments Ltd to design an investment strategy for the Community Trust of Mid and South Canterbury. Local investments were to be considered.

In February 1997 an action plan for the investment of \$30 million was approved. By July 1997 Roger Wyatt of Jarden Morgan Investments, was able to report that the Community Trust Fund showed a market value of \$32,907,757 against a cost of \$31,826,035. The funds were being built up in the portfolio categories and were starting to show some profits.

The trustees wanted to ensure that the Community Trust's capital was invested to generate the best possible return while focusing on risk minimisation. Twelve months into the contract with Jarden Morgan, they employed Aon Actuaries and Consultancy to conduct an independent assessment of the investment strategy and performance.

By February 1998 Laurence Cooney and Eddie Thompson were concerned that the capital fund was showing little capital growth. A major factor was the standing instructions which required a high percentage of investment to be in cash assets and Government Stock. There would be little growth until these instructions were reviewed.

From the end of April 1999 New Zealand Guardian Trust assumed responsibility for the investment of Community Trust funds. The investment return for the year ended 31 March 2000 was a very satisfactory 12%. The appointment of an 'active' investment manager was a new venture for the Community Trust, and the trustees that year gained valuable experience in this initiative, and learned very quickly about the vagaries of the investment market.

### *January 2000 - 2003 Technical Bubble Burst*

The international equity markets experienced a major downturn during the first part of 2001 impacting on the investment performance of the Community Trust.

A net profit of only \$386,568 in 2001 made it very clear that like any other commercial investor the Community Trust had to accept they would experience some bad years. This reinforced the prudence of having set up a reserve policy to cushion the impact of inflation and fluctuations in investment market returns.

The following year a loss of \$551,462 reiterated this need for adequate reserves. Even before the overseas market collapse and the disastrous events of 11 September, the trustees had resolved to carry out a full review of its Statement of Investment Policies and Objectives (SIPO).

### *Michael Chamberlain MCA (NZ) Ltd, Investment Advisor*

As a result of this review, the Community Trust appointed a new investment consultant, Michael Chamberlain of MCA (NZ) Ltd, who recommended a more passive investment approach and a move to a multi-investment manager structure.

Michael was interviewed in November 2001 and had his first meeting with the Board in December 2001. 'I was appointed when the technical bubble had burst. From January 2000 – March 2003 the share market halved. The trustees did not like what was happening. It was my job to help them manage their way out of it. The trustees naturally wanted to be conservative; in hindsight probably too conservative. My first challenge was to get them to understand that mainstream policies, which had worked well in the nineties, were not going to work when markets were falling. I had to find specific managers who would generate policies to generate returns.'

Guardian Trust Funds Management retained responsibility for managing fixed interest and New Zealand bonds, Bankers Trust advised on New Zealand equities, and major off-shore investments were managed by State Street Global Advisors (SSgA).

Michael is an Actuary by qualification. He looked at the liabilities of the Community Trust – the grants to the community. The main focus of investment decisions had to be generating income to make grants to the community. For an inter-generational Community Trust it was vitally important to be liability focussed. MCA (NZ) Ltd has been very successful in this regard.

With the changes that were made, the Community Trust was confident that although the Trust would always be subject to fluctuations in the international financial markets, the structure in place would provide a good return over a long period with minimal risk.

### *Carole Brand*

Carole Brand, who had joined the Community Trust in 1999, chaired the Finance and Investment Committee. Her background in accountancy, her dedication to the interests of the Community Trust and her ability to guide the Board on the complexities of the investment industry were invaluable over the eight years of her appointment. Carole worked closely with consultant Michael Chamberlain, and Paul Wolffenbuttel from Hubbard Churcher & Co.



*Michael Chamberlain*



*Carole Brand*

Michael Chamberlain appreciated the input Carole brought to the Board. ‘Carole had a genuine interest in investment plus knowledge and skills. But I had to be careful I didn’t just communicate at her level of understanding. I had to keep the others up to scratch.’

### *Paul Wolffenbuttel*

When Carole took over the chair of the Community Trust in 2006, it left no-one with the necessary financial background on the Finance and Investment Committee. The expert advice of Paul Wolffenbuttel was needed and he was appointed to an advisory role.

The difference between an accountant’s viewpoint and that of an investment advisor Michael sees as a healthy tension. ‘Accountants are conservative in nature because their work involves looking back at what has happened. Investment is looking at a range of outcomes for the future. What are our policies for managing whatever outcome?’



*Paul Wolffenbuttel*

### *Review of the SIPO March 2003*

Michael required the trustees to decide the pattern of returns they wanted, how long they were prepared to wait for recovery when something went wrong, and income and growth expected in the short, medium and long term.

The final question was ‘How much do you want to distribute in donations?’ The ideal was considered to be 3% of the Community Trust’s capital base with 2% the minimum. Michael also raised the subject of inflation and gave suggestions on policies to counter this. He suggested the Community Trust should consider a figure of \$1 million gross income and reduce it by \$300,000 for administrative expenses, with a further reduction for inflation and investment reserves.

To achieve the average return required, Michael suggested the exposure in shares be reduced and investment in corporate bonds increased. A split of 20% overseas equities, 10% New Zealand equities, 60% bonds – of which 20% would be overseas corporate credit, and 10% cash. (It is now 5% cash, 40% bonds and 55% shares and property). The Community Trust buys bonds to hold, not to sell. The strategy was set to achieve the objectives of the Community Trust over the long term. Cash investments were held so that the Community Trust was not put in the position of having to sell shares in order to make distributions. The equivalent of 2-3 years distributions and running costs were held in cash.

### *Performance Reviews*

Five years after the financial advisor and investment managers had been in their roles, the need to review their performances was a major focus. Nicola Hornsey, Chair of the Community Trust and

the Finance and Investment Committee, and Paul Wolffenbuttel prepared a brief based on the SIPO for potential investment advisor/managers who were invited to make presentations in July/ August 2007. The brief stated that the Community Trust expected 5.5% actual return on investments. Presenters were to provide evidence of achievements for other similar charitable organisations, and referees. The Finance Committee, with Paul Wolffenbuttel as an independent advisor to the Trust, reviewed the written investment proposals received and made recommendations to the full Board.

John Gallagher and George Carter from Mercers, and Michael Chamberlain of MCA (NZ) Ltd made formal presentations based on the financial advisor's brief. This gave trustees the opportunity to ask questions and clarify issues raised. The whole process resulted in a higher level of governance experience for all trustees. Michael Chamberlain was reappointed as Investment Advisor to the Community Trust.

### *Fund Manager Reports*

Although the performance of investment managers was constantly under review, Michael Chamberlain kept trustees aware that change involved some costs and while existing fund managers were meeting their objectives, change was not necessary. The impact of Community Trust policies was greater than the impact of manager performance.

A breakdown of managers' fees is provided in each quarterly report. Surveys have shown that overall fund managers have done very well for the Community Trust and that long term results have stacked up well against any competition. At least once a year a fund manager addresses the Community Trust explaining how investments are managed.

More regular meetings with fund managers would needlessly increase costs and also run the risk of trustees making short-term decisions.

### *Socially Responsible Investing*

The topic of socially responsible investing arose periodically. The Community Trust had sold shares in Sky TV and invested in shares in Sky City Casino. Professional development on the topic was suggested. The Community Trust of Mid and South Canterbury also declined an invitation to make a joint submission with other Community Trusts to the Select Committee regarding undertaking a distribution role for monies of 'Pokie Trusts'.

### *Financial Implications of PGG Building Purchase 2006*

The cost to the Community Trust of buying the Pyne Gould Guinness building for Community House was effectively the loss of expected real investment return on the total capital cost of \$2.4 million at 5% which equals \$168,000. However this loss would be mitigated by the real appreciation in the value of the property over time.



As Michael Chamberlain notes, all the issues had to be looked at. ‘This was not an investment, it was a premises decision.’

Community House is now regarded as a Community Asset rather than part of the investment capital as it was not a true investment and was not expected to generate a return.

### *Global Financial Crisis 2007 – 2009*

Trustees were naturally concerned about the loss in the value of the Community Trust’s financial assets during the Global Financial Crisis. The market had dropped 45% since October 2007. Michael Chamberlain reassured trustees that the Community Trust’s diverse portfolio was intended to protect it from going broke!

‘Shares will halve in value four times every 100 years. It is impossible to predict when this will happen but policies can be developed to cope with it.’

The collective policies of the Community Trust enabled it to out-perform the index, and the objective to generate cash income to meet distribution and administrative costs was successful. The objective to grow the assets was not successful but the Community Trust had not been forced to sell shares or other assets. Managers had performed well in the current market.

Michael Chamberlain’s aim was to keep costs down, but balanced with appropriate and timely advice. ‘Reacting to short-term events in the market means paying increased fees which could negate any benefits. Short-term decisions are not the best decisions.’

Michael prepared a number of papers including *Improving the Investment Return* and *The World is a Strange Place* that addressed concerns about the economic downturn, the Community Trust’s investment situation and investment strategy for a small charity.

A slow but gradual improvement in the overall performance of the portfolio followed.

### *Financial position in 2013*

In 2002 the Community Trust had a capital base fund of \$32 million. This needed to be preserved against inflation, and grown over time. The inflation-proofed fund as at 31 December 2012 stood at \$43 million.

Michael reported to the Trust that the future would produce low interest rates, high unemployment and a rise in inflation through food and energy costs. In general he saw hard



*Heather Sim (past) and Maarten Dirkzwager (present)  
Chair of Finance and Investment Committee*

times ahead and predicted there could be a higher demand for Community Trust funding as the Government stepped back from funding community agencies.

### *Michael Chamberlain's Philosophy and Contribution to the Community Trust of Mid and South Canterbury*

There is no doubt that the decision to employ Michael Chamberlain as Investment Advisor has had a major positive impact on the fund management of the Community Trust of Mid and South Canterbury.

From his appointment in December 2001 Michael has considered his main roles to be stopping the trustees from making poor investment decisions, and helping them to understand what is happening.

‘Poor advice leads to poor decisions. The worst thing that could happen to me is that they could fire me. But if anything went wrong the trustees could be sued. I have to ensure that if something did go wrong they could explain why they did it.’

An example of this need for understanding is the portfolio in 2001 when Michael was first appointed. ‘The portfolio was 60% shares and property, randomly allocated. The trustees didn’t know why. We cut it back to 30%. Now it is 55% Shares and Property specifically allocated to generate the returns wanted.’

Fortunately one of Michael’s skills is communicating complex investment and economic issues in very simple terms. Michael reports monthly to the Board, reports in more depth and attends meetings quarterly, and also presents an in-depth Annual Report. These meetings provide opportunity for training.

New trustees spend a morning with Michael where he gives them an explanation of why the Community Trust does what it does, a background to the managers and what would lead to a change of manager, plus his philosophy on managing money. Education for trustees is aided by the Investment Manual which contains articles Michael has written over the years designed to help trustees understand the decision-making process for investing. An example is the paper *How a Charity Should Manage its Money* written at the height of the Global Financial Crisis.

Conferences offer valuable training and wider education sessions. Michael believes this exposure to the views of other consultants is very important. ‘Other consultants have different points of view. I have biases. Trustees need to make sure they are not too heavily influenced by my biases. Paul Wolffenbuttel plays a valuable role in this regard.’

As a consultant Michael considers what he would do as a trustee responsible for investing funds. He then writes a business case, provides education for the trustees and brings them along with it.



*Conference 2012*



*Andrew Hunt, International  
Consultant Economist, speaking  
at Conference 2012*



*Michael Chamberlain (left) enjoying Conference 2012*

‘I inherited the Trust when markets were going down, and investment policies were mainstream. Trustees naturally tended to be cautious. I had to help them understand the need to get away from mainstream policies. We made decisions to put the Community Trust on the right course for the future.’

Michael emphasises that short-term decisions are the worst decisions. ‘We manage risk which is a measure of probability that you don’t achieve your liabilities. In mainstream thinking risk is volatility. Volatility might be part of the risk but it shouldn’t be. Volatility encourages people to over-react and make poor short term decisions.’

Although his skills and background are in investment, Michael enjoys the community side of his job. Michael advises other Community Trusts and even spent time as a trustee for Community Trust of Southland which helped him experience investing from the other side.

He also believes that a small Trust has advantages. ‘A bigger Trust has more conflicting points of view. Everyone on a small regional Trust wants to do the best for the community. It is very enjoyable working with them.’

‘The Community Trust of Mid and South Canterbury is a small Trust. When you are dealing with a smaller amount of money you have to be super-efficient. You have to be interested in generating income. Every dollar spent in fees means less for the community. You have to incur the right cost structure for a \$45 million fund - as compared to a \$200 million fund.

Every time you change a fund manager you lose 1-1 ½% of assets. There has to be a genuine business case for making a change, not just a like/dislike, or the fact that some other manager has performed well.’

Michael has led the Community Trust through the 2001-2003 Technical Bubble Burst and the subprime Global Financial Crisis of 2007-2009. He makes the interesting point that the biggest factor in all of this is demographics. When people spend they buy goods, which results in more goods being produced, leading to employment, which provides income, which leads to economic growth.

‘The peak spending power is at age 47 - 48 when children have left home and people are not yet saving for retirement. The nineties was a good time to invest because it was a decade of baby boomers spending. The Global Financial Crisis was made worse because it occurred when the last of the baby boomers reached peak spending power. A large part of the population wanted to start saving. This was a natural negative force on the growth of the economy. It will last until 2023-2024 when the children of baby boomers reach peak spending power.’

Obviously Michael believes that the next few years will be a challenging time for the investment market. Over the last couple of years, the Community Trust of Mid and South Canterbury has



made decisions that position the portfolio to still generate income for grants to the community despite low economic growth and low interest rates. This has led to changes in managers and a change in the way one manager invests money.

‘The Trust has to think about buying a share of a company that makes something people will still want to buy.’

Michael explains that as an individual we have three needs: liquidity - money to solve any problem; money to spend; and inflation protection. The final factor is certainty. ‘This drives the economy. For the Community Trust it means that most decisions are designed to improve the probability that generates income to make grants.’

The fact that trustees are always changing is seen by Michael as both a disadvantage and an advantage. ‘You get them trained up and they leave. Most trustees come in with no investment skills. Few come with any investment background. It is a challenge to get them up to speed. They make the decisions and they are responsible for the consequences. Certain strategies build the confidence of the trustees to make decisions. Quarterly meetings build relationships and trust.’

However Michael also acknowledges the positive side of a high turnover of trustees. ‘When a new trustee comes in they question everything. I have to go back to the first principles and make sure that what we are doing is correct. It makes us revisit the process.’

Michael reiterates that it is the process the trustees follow that is important. ‘Trustees have to ask the question – “What if you are wrong Michael?” They are expected to seek advice and to challenge that advice. They have to understand that advice. Having sought and challenged they sign off. The process they follow is the key.’



# Community House

*Everyone who works here wants to help others.*





## Community House

Community Trust meetings were held at Trust Bank South Canterbury premises in Stafford Street, Timaru. The sale of the bank to Westpac was the beginning of a separate existence. The last meeting of the Community Trust at Trust Bank Head Office in Timaru was on 20 August 1996. Meetings were then held in rooms at the South Canterbury Club on the Terrace until a more permanent location was found.

### *Acquiring Premises*

Trustees considered the possibility of acquiring premises to establish a Community House. As well as providing office space and meeting rooms for the Community Trust, it would house a variety of voluntary groups who carry out invaluable work in the community.

The system of operation at Canterbury Community House had been investigated by Peter McIlraith and Rosie Carruthers who realised the need to support organisations in a shared building. 'Many small groups requested funding for items such as a photocopier. We felt we were just supplying office equipment.'

When Peter and Rosie happened to be in Melbourne at the same time, they took the opportunity of visiting Ross House in Flinders Street. 'Ross House was an international example of a facility for various organisations to help them preserve their meagre resources. All office divisions were removed and the open plan design encouraged networking and interaction. The concept grew during the decade.'

In October 1996 Rosie was asked to prepare a report for the Board and make enquiries to the Timaru District Council and the Lotteries Board regarding the possibility of setting up a Community House in Timaru.

Rosie and the chairman, Eddie Thompson, had preliminary discussions with Westpac regarding the option of leasing part of their office space at Trust Bank Centre.

To find out what interest there would be in a Community House, various non-profit groups were invited to a meeting at the Trust Bank Centre on Friday 14 March 1997. Thirty-two interested



*Eddie Thompson outside the Trust Bank Centre.*

Bank Building. The merits of these were discussed in conjunction with information received from Mortons.

The question of purchase versus lease was debated. If the offer to purchase was not accepted, leasing was the second option.

parties attended. An inspection of the building followed. The Timaru District Council required several modifications to comply with standards for these premises.

The Community Trust obtained a report from valuer, Gerald Morton; a market rental assessment of Trust Bank premises; and a survey of other office space available at the Tower Building, Alpine Energy Building, the top floor of Ballantyne's, and two other smaller areas.

Rosie Carruthers and Eddie Thompson were appointed as a sub-committee to make further investigations and report back.

#### *The Rural Bank Building - Sophia Street, Timaru*

By July 1997 trustees had inspected several possible locations including the Tower Building and the Rural



*Community House in the Sophia Street building.*

Bruce Timpany recalls that the sale of the building had no appeal to the owners. 'The Trust ended up thinking this was not a bad thing as leasing gave us the opportunity to assess what real demand there would be for its use by other groups. When the lease came up for renewal we could judge better our needs for the future as to the size of building, type, and facilities, before making a further decision on whether to buy, renew a lease or rethink our needs.'

The Community Trust offered to lease the Rural Bank Building for \$48,000 pa (GST exclusive), the lease price to be fixed for three years with three rights of renewal, with an option to purchase, if and when the owners were prepared to sell. The Community Trust was to pay half the costs of the rental, with no rent review for tenants for the first 3 years.

A Steering Committee was formed to formulate the establishment and operating costs of a Community House. Assistance would be available from those who had set up Canterbury House. Kevin Whaley, General Manager of South Canterbury Savings Bank 1992-1996, highlighted areas where costs were likely to be incurred and suggested some points for the future direction of the Trust.

The majority of the trustees were in favour of the project going ahead but there was general consensus that setting up costs had to be carefully monitored in case of lack of support from potential users of the building. Trustees were unanimously in favour of locating the Community Trust's office in Community House.

### *Community House Trust*

The first meeting of the Community Trust at 82-90 Sophia Street was held in February 1998. A separate trust to hold the lease was formed, Community House Trust Inc. which reflected the name given to the building, Community House. Eddie Thompson, Rosie Carruthers, Jenny Rayne, Peter McIlwraith and Jim Underdown signed the lease prepared by the solicitors of the owners of the building, Rossall Properties Ltd.

### *Prospective Tenants and Setting Up of Community House*

Applications had been sent to interested organisations with a closing date of 28 February for prospective tenants. Many letters of commendation were received along with suggestions from other groups that the proposed rental was too high.

Rosie Carruthers sought the support of the Timaru District Council. 'I reminded them that the health of the community was measured by how it dealt with its less fortunate citizens. They were very amenable to supporting the project.'

However a review of the proposed rental could only have been considered if the Timaru District Council had been prepared to make a yearly contribution. An approach to the council was repeated in 2006 with more success.

Further consideration was given to the need for an executive officer, a position Bruce Strathern filled when Ken Churcher's term as secretary finished on 1 August 1998. In the interim Bruce was appointed to look after the setting up of Community House.

By 6 July 1998 all ground floor office space had been leased and some upstairs offices utilised. A tender for alterations from C Lund and Co for \$53,468 plus GST was accepted. The purchase of public computer equipment was delayed until demand for the service was known.

Not only were 12 community organisations leasing office accommodation and taking advantage of the central location and other facilities provided, but the Community Trust was now established in Community House, making it more accessible to the community and enabling a more efficient service to be implemented.

This initiative of the Community Trust in leasing the old Rural Bank Building and renovating it to house community non-profit organisations and charitable groups, had resulted in a valuable networking of organisations housed in the building. The committee room facilities were also being used by a wide variety of groups for meetings and seminars.

### *Renewal of Lease*

In 2002, the Community Trust sought a renewal of the three-year lease on Community House based on a valuation opinion of fair market rental. There were no other viable alternatives to accommodate the Community Trust, which also had the responsibility of meeting the sub-tenants' needs for accommodation. However it was necessary to establish better landlord and tenant relationships, and plan to satisfy each other's obligations.

Maintenance issues were an ongoing problem. In 2003, when Rossall Properties sought a rental review with a 16.5% increase, a lesser sum was negotiated and a maintenance programme was to be carried out.

From January 2004 a 10% increase in rentals for Community House tenants was made - the first since Community House had been in operation. This was partly to recover the cost of the shared areas of the building. Tenants were previously only charged \$2.50 per sq. metre of their office space. A charge for car parks was also introduced.

In June 2004 the Community House Trust was wound up with all assets and debts transferred to the Community Trust of Mid and South Canterbury. Accounts for Community House were now combined with the Community Trust.

By 2005 the outside of the building was in a very shabby state, the owners being reluctant to comply with the terms of the rental agreement which included an increase in rent and painting the building. John Wilson, appointed Executive Manager of the Trust in 2002 on the retirement of



Bruce Strathern, reported that heating the building would need to be addressed prior to 2008 by which time the diesel tank would be unusable.

Wynne Raymond suggested that the Community Trust consider purchasing the CCS building in North Street as a permanent site for the Community House and its tenants. A sub-committee of Wynne Raymond, Carole Brand, and Simon Dorman was formed to consider the practical development of the CCS site to meet the long-term needs of volunteer community groups in the community as well as the needs of the Mid and South Canterbury Community Trust. They had the authority to contract Resource Co-ordination Partnership Ltd (RCP) to carry out the feasibility study.

However, after this report was completed another potentially better option presented itself; the purchase of the Pyne Gould Guinness building. RCP was then requested to prepare a report on the building and a Valuation and Dilapidation Report was also obtained. Timaru District Council building staff were contacted as was Holmes Engineering in Christchurch who had carried out the building upgrade in 1992.

#### *Purchase of the Pyne Gould Guinness Building - Strathallan Street, Timaru*

Following the trustees' visit to the Pyne Gould Guinness building on Monday 27 February 2006, Carole Brand reported that this building offered the most cost effective option, the more ideal location, the possibility of staged development, better resale potential, and the RCP report noted the advantages of the site.



*The Pyne Gould Guinness Building.*



*The car park.*

A 'comparison of options' prepared by Carole Brand estimated that if the Pyne Gould Guinness building could be purchased for \$1.4 million + GST, then costs, including refurbishment, were estimated at \$2.344 million + GST. The proposed direct property investment had been discussed with Michael Chamberlain of MCA (NZ) Ltd. The financial loss to the Community Trust of the expected real investment return on the total capital cost (\$2.4million@ 5% = \$168,000), would be mitigated by the real appreciation in the value of the property over time.

A full discussion on the merits of the proposal was held. Concerns were voiced regarding the age of the building, the upstairs space, the need to provide for the resource centre in Ashburton, the extra costs per annum, and the question of whether it was a good time to buy property when yields were low.

The trustees considered that the social aspects of purchasing the building outweighed the financial impact. Major issues with the present site in Sophia Street - limited parking, very small office space and difficulty of access through the building for anyone with a disability - were exacerbated by dissatisfaction with the present landlord.

Geoff Geering of Ashburton stated that with the Ashburton District Council purchasing the Resource Centre in Ashburton, he was not concerned about the effect any property purchase in Timaru would have on this. Peter McIlraith suggested that the increased cost through loss of income from invested funds should be measured as a cost from the Timaru allocation of donations.

Kay Mattingly and Huria Weeks were satisfied that as close to a 'one stop shop' as possible would be created along with the exciting possibilities for the Community Trust through sharing of services. For Wynne Raymond the project fitted well with the philosophy of the Community Trust and he was satisfied any concerns could be overcome if a purchase was made.

It was agreed that the purchase of the Pyne Gould Guinness building offered the best option for the Community Trust and the community it represents. The Trust's solicitor, Bruce Timpany, was instructed to bid on behalf of the Community Trust at the auction which was to take place at 3.00pm on Wednesday 1 March 2006.

In her Annual Report as Chairperson of the Community Trust of Mid and South Canterbury for the year ending 31 March 2006, Nicola Hornsey was able to express pride that the Trust would be able to be involved in the preservation of one of Timaru's historic buildings.

'Having resolved to establish a permanent Community House for not-for-profit community groups, the Trust was fortunate in being able to purchase the former Pyne Gould Guinness Building in Strathallan Street, Timaru. It is planned to move into the building by December 2006, and we look forward to supporting the voluntary sector by having up to 32 groups sharing the facilities with us. The meeting and interview room facilities will also be available to non-resident groups.'

The Property Committee now had the task of drafting a development brief to be provided to interested architects. It was agreed that the brief should emphasise the 'Community House' aspects of tenancy and use, rather than the Community Trust. In other words the Trust office should not dominate the building. Citizens Advice was regarded as a key tenant and its needs and location within the building were to be given appropriate consideration.

### *Submission to Council*

Submissions to council regarding a contribution towards the running costs of Community House were discussed with John Wilson and Wynne Raymond to decide how to progress this.

John's letter to the Timaru District Council pointed out that the Draft Long Term Council Community Plan (LTCCP) had almost identical objectives to the Trust's Mission Statement. The LTCCP also emphasised the importance of providing facilities and services that met the community health, social, cultural, educational and recreational needs, all of which would contribute to making Timaru district a safe, caring and vibrant place to work.

John Wilson and Wynne Raymond made a very strong and thorough submission. They outlined the history of Community House at Sophia Street and the social benefit of this facility which had housed up to 14 not-for-profit voluntary groups. The advantages of the new building in enhancing the Community House concept were explained; the perfect location, the fully accessible level site, the shared space and facilities, excellent car parking for tenants and visitors, and the opportunity to enrich the Central Business Area by preserving a Class 2 Heritage building.

Examples of Community Houses in other areas of New Zealand, including Invercargill, Dunedin, New Plymouth, Wanganui and Auckland, were given, as in all these cases the councils supported the facilities financially because they recognised the social benefit in a collaborative approach. The importance of groups being able to concentrate on their primary social functions rather than worrying about the cost of running their own office was a key consideration.

The Community Trust Inc. had contributed \$50,000 annually since 1998 to offset costs at Community House. It was anticipated that costs would increase significantly with the new site. The Council was asked to make an annual contribution towards the cost of running Community House and allowing for that figure in the LTCCP. The outcome was that \$10,000 was donated and is reapplied for on a yearly basis.

### *Architect Plans and Building*

Simon Dorman updated the Community Trust on architects' presentations of concept plans. Murray Ackroyd of Dickson Lonergan Architects had presented a plan that satisfied all the Community Trust's requirements; a plan that the Property Committee considered the most functional and practical.

Consent was lodged with the Timaru District Council, and tenders sent to four builders - C Lund and Son, Ranger Construction, R Shore Builders and Cernac. Ranger Construction was confirmed as successful contractors on 24 August 2006. RCP would be responsible for project management from uplift of consent to completion with Grant McKenzie as the project manager.

The trustees believed that the project warranted special consideration by Council and they sought a speeding up of the Council building consent to enable the project to begin on time.

### *Tenancy and On-Going Management*

The on-going management of Community House and the criteria for allocating space were important items for the Community Trust to consider. John Wilson prepared a report on the policy of Canterbury Community House and how it could relate to the Community Trust of Mid and South Canterbury.

It was decided that tenants for both the ground floor and the first floor would meet the same criteria; they would be not-for-profit organisations which could demonstrate that they would have difficulty paying commercial rental rates. Tenant leases were to be based on the existing rate of \$2.75 per metre per week with a review in 12 months. Current tenants would have priority and allocation of remaining office space would be balloted. Tenants would not have the right of indefinite rental within the building. If the Community Trust considered they were able to afford market rentals, their tenancy could be terminated in favour of another less financial not-for-profit organisation.



Community House, while providing low cost accommodation and services, was not intended to create an atmosphere of dependency on the Community Trust.

The Community Trust advertised for expressions of interest for office space in the new building. A new brochure was designed by John Wilson, who also discussed with Nurse Maude the possible use of the upstairs board room as an office. The existing car park area would be dedicated to Community House use only.

By September 2006, the Property Committee was able to finalise furniture requirements and John Wilson had organised a November meeting with tenants.

### *The Shift to Strathallan Street*

The date set for the shift to the new premises was 2 December 2006. To highlight the Community Trust's achievements and the role of Community House in the district, the Timaru Herald, other newspapers and TV3 were contacted.



*John Wilson, Nicola Hornsey and Minister for the Voluntary and Community Sector, Winnie Laban, on site.*

As well as providing trucks and trailers the Timaru Lions supplied eight men at Sophia Street, eight men at Strathallan Street, and four men at Citizens Advice, in return for a \$1000 donation. The annual Christmas Parade was also held on 2 December so work which began at 7am had to be completed by 12 noon. It was a fine-tuned operation.

Chairperson, Nicola Hornsey, noted that the year ending 31 March 2007 was



*John Wilson and Peter McIlraith*

marked by the purchase, refurbishment and opening of the new Community House on Strathallan Street.

‘This major project representing an investment of \$2.4 million was completed on time and within budget, a credit to the efforts of Simon Dorman and the Property Committee; the Trust staff, John Wilson and Sally Marsh; the contractor, Ranger Construction; the project manager and subcontractors; all of whom worked together to create this wonderful facility.’

During 2011 the decision was made to remove Community House from the investment funds and recognise the property as a support to the South Canterbury welfare providers by supplying good quality subsidised office accommodation. The expectation was, and is, that the property will break



*Community House*

even. To achieve this rental needed to be increased to accommodate higher insurance costs and longer term maintenance. The Trust acknowledges the annual donation from the Timaru District Council's Community Development Committee towards the overall running costs which keeps the rentals for non-profit organisations at the lowest possible levels.

### *Open Day and Beyond*

On 26 July 2011, an Open Day was held at Community House because it was felt that even after six years at 27-29 Strathallan Street, the location of Community House and the identity of tenants was still a mystery to the public. Directions given to new clients included: 'beside Post Shop,' 'opposite the public loos,' 'in the old PGG building'.

The central site impresses visitors before they step in the distinctive heritage door.



*The foyer*



*Sally Marsh at reception*

Sally Marsh, who works from 9am to 2pm Monday to Friday, is the receptionist for all the groups tenanted Community House. Sally has the front spot and is a very familiar and trusted face for all the tenants, clients and staff. 'I enjoy the family atmosphere of Community House. We have different groups from when we were in the rented building. More clients come in and we get to know faces.'

Community House is home to 21 not-for-profit organisations. Each tenant has their own modern, air-conditioned office space, and shares facilities such as photocopier/printer, fax machine, Post





Office Box, toilets, kitchen, storage areas and meeting rooms. As Jan Daly from Learning For You points out, 'When you rent office space it is not usual to have included extra rooms, interview rooms and kitchen facilities that can be used for different events, mini functions or AGM's'



Interview room



The meeting room



Life Education

## Branch grows to meet rising needs

By JOANNE SMITH

A increase in diagnosis of Alzheimer's disease in the region has meant the South Canterbury branch of Alzheimer's New Zealand has made the shift to a bigger office. The team has also grown from two members at the beginning of the year, to three now. Community liaison officer Barbara Fleming said the growth was a result of South Canterbury's high percentage of elderly people, as well as an increase in awareness of the disease and its symptoms. "We are not in the community at all. People are aware of the services that we provide and they come and ask for help," she said. "We hold a monthly walk in September which really helped to get the word out there."

Ms Fleming said it was important that people with dementia were diagnosed early. "If there are diagnosed early they can help to put things in place," she said. "There's a lot of things that need to be addressed, and at the time of diagnosis it is helpful to have someone to help take care of practical things like making sure people have their wills up to date and helping to plan to integrate their bucket lists."

Alzheimer's South Canterbury also provides home visits.



### FACTBOX

There are several similarities between Alzheimer's disease and other types of dementia. The most common signs are memory loss and the loss of practical skills, which can lead to withdrawal from social activities or from work. Other symptoms typically include:

- Memory loss
- Difficulty completing familiar tasks
- Problems with judgement
- Disorientation to time and place
- Poor or decreased judgement
- Problems with keeping track of things
- Misplacing things
- Changes in mood or behaviour
- Changes in personality
- Loss of initiative

New office: Sun Belt, Dunedin. Fleming, Sun Belt and Dore. Facilities officially open their new space. The new office is next to their old office in Community House but the larger size means that they can now accommodate more staff.

Alzheimers



Room 27



Citizens Advice



## Behind closed doors – at last

Community House, in Strathallan St, Timaru, is now more accessible to mobility scooter users, who can now readily access the remodelled toilet facilities.

Previously it was not possible to drive a scooter into the disability toilet area because of the tight turns required.

Modifications to widen the doorway and remove part of an interior wall now make mobility scooter access possible.

Sandra Moodie has MS (Multiple Sclerosis) and is a regular visitor to her mobility scooter at Community House, where the MS Society has a specialised service.

Ms Moodie was the guinea pig for testing the disability toilet service, and is pleased with the improvements.

"I usually come twice a week. I can travel all over town on my scooter, but none of the facilities in town were big enough to allow scooter access."

Before the renovations at Community House, Ms Moodie had to return to her home, on Trafalgar St, to access a toilet.

"I can't get in and out of the public toilets on Strathallan Corner or the library toilets," she said.

"It's not easy for mobility scooter users to access toilets facilities."

"Sometimes we have to dismount the scooter some distance away, and then it's often a struggle to make our way in," Ms Moodie said.

She said the new facility was a real improvement.

"It's relatively easy to get close to the toilet and the handrails are well positioned," she said.

Community House is a community support hub with 27 welfare agency tenants, and has meeting rooms used by many different community groups.

Visitors to Senior Citizens, Multiple Sclerosis SC or Parkinson's SC often require access to a toilet equipped for people with disabilities.

Lu Shao, chief executive officer of the Community Trust of Mid & South Canterbury, which runs Community House, said: "We've thought carefully about our visitors' needs and incorporated some of the suggestions Sandra had made, such as the positioning of handrails and width of doors."

The Community House disability toilet now has much better access and a light-weight sliding screen that can be easily pulled across for privacy."



*Wheelchair toilet access.*

The skilful planning of the architect, Murray Ackroyd, shows in the layout of the purpose-built interior.

The spacious aisles provide easy access for wheelchairs and pushchairs. This makes all clients feel 'invited'. A blind client, after only one visit, was able to map the layout in his head. None of this was as easy at the old location, nor is it common in all public buildings.

Tenants appreciate the great indoor/outdoor flow from the meeting room to the courtyard.

The offices are private, yet the partially shaded windows that face the central community areas allow both a sense of security and a feeling of belonging. An unobtrusive stairway just inside the front door to upstairs gives anonymity for clients of Violence Intervention. They feel comfortable coming in the door to Community House – it could be for any reason. Manager of Violence Intervention, Alan Walker, believes that a lot of progress was made at the previous Community House in Sophia Street. 'It was a great footprint but it had its limitations. Here the community is involved. It is open house. There is professionalism of facilities. The site and allotted space works very well. We have two rooms; one a designated working space, and one a meet and greet area.'

Insight, which provides assessment and rehabilitation services for those with mild to serious brain injuries, and Fale Pasifica also occupy second floor rooms. Fale Pasifica has gone from strength to strength outgrowing a smaller office. John Wilson fondly remembers the emotional opening of the



*Layout of building.*

group in the room identified by the traditional tapa cloth. Ofa Boyle and her team provide needed support to Pacific Island people living in Aoraki.



*Ofa Boyle.*



*Speech language therapist, Katie Hodge; occupational therapist, Tania Walsh; physiotherapist, Sue Newman; and psychologist, David Tie of Head Injury Rehabilitation Service, Insight.*



*Anti - Violence White Ribbon Day.*

Parkinsons, Kidstart/Barnardos, Arthritis and Violence Intervention were all tenants at Sophia Street. They agree that physically the new building has made a huge difference but they all stress that the friendly atmosphere and support was there from the beginning of Community House. 'Bruce Strathern, who helped plan and organise the first Community House in Sophia Street, was a lovely man, calm, knowledgeable and generous. He had the ability to get on with all people. Bruce set the standard for the future running of Community House.'

For these tenants it is a bonus socially with the well-planned layout in Strathallan Street, and there is much easier access for their clients. 'People talk to children in a very natural environment here. A simple thing such as a young boy being taught how to wash dishes makes such a difference.'

Tenants enjoy the luxury of excellent storage facilities in the new building. Although the adjacent car park is dedicated to Community House tenants, the issue of sufficient parking for clients remains.

### *Communal Aspect*

As the name suggests, Community House is based on sharing and networking. Tenants share facilities, share resources, share clients, share problems. Robyn Baldwin from Senior Citizens thinks Community House is a fabulous resource. 'I work with elderly people and volunteers. It is good to know how other people deal with issues and with volunteers. There is a confidential area where we can talk to clients. I have learnt from other agencies how to make a referral. It is great to be able to talk and make a plan. We all only work part-time.'

The sharing has financial and practical advantages apart from resources and equipment. Car-pooling to seminars, and events such as the 3A's (Arthritis, Asthma and Alzheimers) trip to Twizel for an education session, are common. Shared mobility taxis to venues, collaboration for seminars, speakers and Aged Forum, and the Alzheimers' and Senior Citizens' combined entertainment afternoons, are part of this important communal networking.

The Community Trust had always insisted on an 'open door' policy with tenants working in harmony. This has ensured a very co-operative environment. Referrals are often made between agencies, workers have the chance to bounce ideas off each other, and someone can usually point them in the right direction to outside agencies if required. Tenants appreciate being able to 'tap into the knowledge' of other field workers. People share different talents such as computer skills. A cry for help in any area is always answered.

Companionship is treasured by people who are often the sole worker for their organisation. Debbie Melhopt from the Blind Foundation made a deliberate move from an office on her own to Community House. 'I came looking for companionship and networking.'

Many tenants comment on the feeling of security they gain working in a building with other tenants. A Citizens Advice Bureau worker compares it with her former situation at the end of a long, lonely corridor in another building. 'There is a wonderfully supportive atmosphere in the House. Everyone who works here wants to help others. Many of us are sole employees but we never feel alone.'

Christine Holling from the Stroke Foundation speaks of the on-going support in times of crisis or tragedy. 'Everyone looks after each other. Individual groups come together.'



Staff are always supporting raffles and sharing produce from home. When someone mentioned difficulties a client was having, staff brought in clothes and bedding.

The diversity in groups and ages is a positive feature. Senior citizens, young people, parents and babies are all part of the same environment. Interaction is healthy and natural. It is not only children who enjoy music groups on Tuesday mornings and a play group every second Tuesday organised by Anne Richmond and Heather Woolmore from Kid Start/Barnardos.



*Prime Minister Helen Clarke (second from left), with Jean Hyman, Heather Woolmore and Ann Richmond all from Kidstart, at the opening of Community House 2007.*

### *Convenience for Clients and Other Agencies*



The location of Community House is regarded as 'perfect'; in the city centre within easy walking distance of major banks, government departments, bus stops, taxis, cafes, hotels, public toilets and Post Office – all the essential services you would expect to find in town.

It is almost a 'one-stop' shop. Many of the clients are referred to several different



groups, each of whom will work on different areas. Other organisations or departments, such as the Inland Revenue Department or Ministry of Social Development, can visit all the groups in one place.

Outside organisations can use the meeting room. It is hired to many Government Departments including the Education Revue Office, and Mediation Services.

### *Office in a Box*

Groups which do not have offices or staff can use the rooms weekly or once a month. Timaru Riding for Disabled, Canterbury Law, and Round Table No 8 all make use of this facility. Their mail is collected by Community House.

As a community hub, Community House continues to be well utilised.



*Lounge area*



*The YMCA Carolers*

### *Management and Funding*

Community House is self-funding through tenancy and grants. House funds are separate from the Trust. Community House is an investment of 2.4 million.

Liz Shea was appointed to the role of Chief Executive Officer in August 2011 following a restructure of the Community Trust's staffing requirements. Part of the CEO's salary is paid by Community House because the CEO's role includes managing the facilities, tenancing and operations of Community House.

Liaising and communicating with staff is a task Liz Shea enjoys. 'There is a nice feel, a family feel with camaraderie where we support or celebrate with each other. Afternoon tea extends into a sharing of information, helping someone, fixing something. It starts off social and becomes work related.'

Health and Safety, and pastoral care of all the tenants are part of the family-like environment that makes this a popular work place. Liz works with the Property Committee which has on-going responsibility for maintenance and tenancy of the building. Jean Taylor, a former chair of this committee, recalls it was the amicable working relationship with staff that made her task enjoyable and productive. A comprehensive maintenance plan is now in operation to ensure Community

House is maintained to a high standard. New practices such as Health and Safety have recently been put in place and the Community Trust has purchased its own defibrillator.

The Farmers' Market in the car park is a recent initiative which creates income and makes use of the area in the weekend. The central locality ensures a viable enterprise for stall holders on Saturday mornings when shoppers can take advantage of fresh produce, coffee, and entertainment from local buskers.



*The Farmers' Market*

### *A Fun Place to Work*



*Sue Connelly and Liz Shea viewing the Aoraki Polytechnic Art Show*

Paintings by local artists add colour and vibrancy to the walls of Community House. School children are sometimes invited to display their work in the foyer and Youth Alley will be hanging the works from their Art competition.

This is obviously a fun place to work and the sense of 'family' is enhanced by promotion of activities by Liz, and Clive Callow, who was appointed Community Relations Manager in September 2011. For Anzac Day a painting of poppies was featured, and a display of photos, letters and information about soldiers in the two World Wars created much discussion. One soldier of interest was Arthur Grattan Guinness,

who had worked in the old Pyne Gould Guinness building but died in the Battle of Passchendaele in 1917. Other soldiers whose names were listed had family connections to staff or Timaru.

Coming up to Mothers' Day a fun competition was in place where staff had to guess which mother or grandmother in a collage of photographs belonged to other staff members. The result - a shared, absorbing and entertaining look at fashions and family resemblances.

It is not surprising that staff turnover is low, usually only because of a change in structure within the group such as centralisation to a larger city.





*Hospice Shop Fashion Parade  
model Jill Proudfoot*



*Easter Bake*



*Fiona Pierce from MS and Liz Shea (CEO) with  
Christmas gifts donated to Teen Parent Unit.*

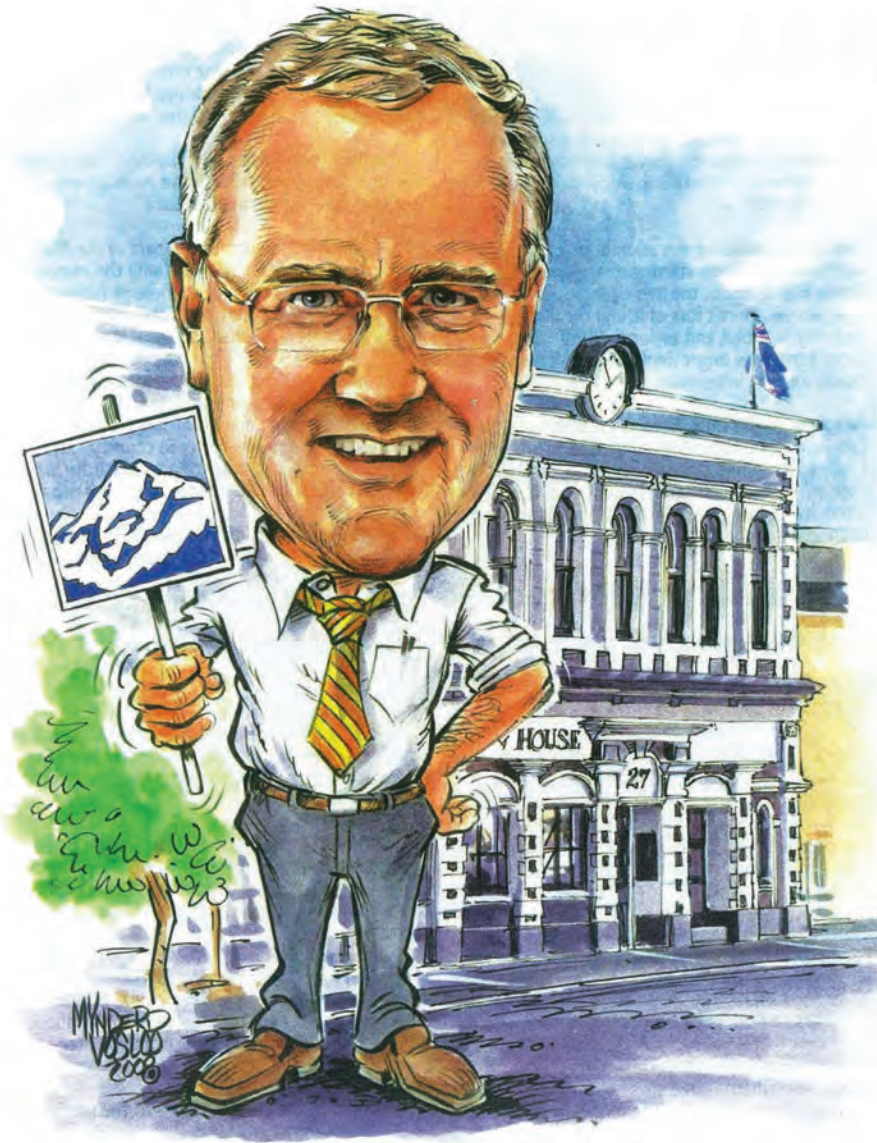


*Cup Day - Lynn Porter Life Education and Fiona Pierce MS*



As one tenant summed it up, 'I have recently attended a conference and other groups were quite jealous of us here in Community House.'

The many extra hours that Simon Dorman, Carole Brand, Wynne Raymond and John Wilson put in, and the efforts of those who followed, have helped make the new Community House a spectacular success, a place of pride.





# Community Trusts Conference 2012

*Taonga – Our Treasures*





# Community Trusts Conference 2012

*Tena tatou katoa*

*On behalf of the Community Trust of Mid and South Canterbury*

*– Haeremai, haeremai. Welcome, welcome.*

*We hope that this conference provides you with fresh inspiration, new knowledge and the opportunity to enjoy the experience of being a part of the Community Trust whanau.*

*As Community Trusts, our people, our places and our money are all taonga – our treasures.*

*Local, national and international speakers will be sharing their expertise and experiences with the aim of enhancing our understanding of the various aspects of governing and operating successful Community Trusts.*

*Ka kai te tangata i te matauranga*

*When a person feeds on knowledge*

*nana te ao*

*the world is his*

*Enjoy your time on Caroline Bay – the original Riviera of the South.*

These were the words of Nicola Hornsey, Chair of the Community Trust of Mid and South Canterbury, in welcoming delegates and guests to the Community Trusts Conference in Timaru 15 - 16 March 2012.

Combined Community Trust Conferences which are held every two years, build on the strong relationships that have been made through regular meetings of Chairs and CEO's of the twelve Community Trusts. They provide opportunities for trustees, staff, sponsors and others to learn, network, celebrate and grow their



*Nicola Hornsey*



*Janie Annear, Timaru District Mayor*

individual capabilities for the benefit of their communities. Ideas are shared, lessons learned and friendships forged.

Over the past twenty-five years trustees and staff from the Community Trust of Mid and South Canterbury have benefitted from attending conferences. All the Community Trusts have a common history and function but size and location means that each has its own individual character, issues and personalities. The local trustees have appreciated that they do not have some of the complex problems of larger trusts, they do not suffer from politics on the Board, but they do live and work in a caring, supportive community.

Hosting the Combined Community Trusts Conference in Timaru presented Nicola Hornsey, the trustees and staff with 'a wonderful opportunity to showcase the region, to highlight the achievements of the groups and individuals who work to make our community vibrant, healthy and safe, and to meet and learn from the work and experiences of other Community Trusts and trustees as well as from a range of national and international speakers.'

### *Planning*

Planning was crucial and had started prior to the previous conference 'A Hundred Pathways' in Napier 2010. Community Trust of Mid and South Canterbury trustees and staff who had attended that very successful conference were able to use this experience when planning to host in 2012.

The Conference Guide and the generous sharing of information between Community Trusts were of great benefit to the committee. John McKenzie, Manager of Eastern and Central Community Trust, updated and passed on the conference manual, made available the survey sheets filled in by attendees at the 2010 conference and gave assistance and advice from his Community Trust regarding planning the programme, organising and funding such a huge event.

Similarly, the role played by John Prendergast, CEO Community Trust Southland, in helping to secure sponsors was invaluable. Other Trusts provided speakers for workshops and panel discussion.

### *Event Organiser*

Contracting a suitable event organiser was a crucial first step for the committee. It was essential that the trustees and staff were able to focus on the aspects of the conference with which they needed to be closely involved such as the programme and sponsorship, and delegate other areas to a professional. Chris Thomas and his team from Special Events Aoraki Ltd had proven ability and creativity in various events all over the South Island including the very successful South Island

Masters Games. A Timaru based company, they had the local knowledge and contacts to make full use of the facilities and attractions the area could offer and the expertise to ensure the smooth planning and running of a financially viable event.

In April 2010 Chris Thomas met with the local attendees of the 2010 conference in Napier. The discussion centred around themes, speakers and venues. From this Chris made recommendations to the Community Trust, a contract was signed and Special Events Aoraki then worked with the Community Trust during planning, throughout the conference and until the final debriefing and finalising of accounts.

### *Conference Theme*

The theme chosen, Taonga - Our Treasures, provided the basis for planning the structure of the conference. Nicola Hornsey and members of the committee were adamant that the theme and approach would have a natural progression; from Investments (Treasure Box), to Governance Decisions (About the Treasures), to Putting Policy into Practice (Building up Social Treasures), to Local Stories (Sharing Our Treasures). The theme of Our Treasures would be interwoven through each topic.

### *Two Years of Preparation*

It is easy to skip over in one paragraph to the conference itself although this does not do justice to the hours of thinking, working, communicating, liaising, worrying and encouraging that went on in the two years before the Conference began Wednesday 15 March 2012.

One complicating factor was that mid-year 2011 coincided with the change in staffing structure of the Community Trust. John Wilson, the outgoing Executive Manager, worked with the committee until July 2011 when newly appointed CEO, Liz Shea, and Community Funding Manager, Clive Callow, joined the staff. What a daunting prospect it was for them, especially the new CEO, hosting a combined Community Trusts Conference only a few months later. Not a bad incentive for quickly getting to grips with your job! From all the positive feedback, it is clear the Community Trust presented an informative, stimulating and well run programme and Liz and Clive were an integral part of that success.

### *The Programme*

The Welcome:

The traditional meetings of CEO's, Chairs, and FANS (Funding Advisors Network) were held the day before Conference thus establishing connections and topics of mutual interest for discussion.

On Wednesday evening the official mihi took place at the Heritage Place outside the Landing Service Building, an appropriate choice of venue for welcoming visitors to South Canterbury.

*The Welcome outside the  
Landing Service Building*





Maybe guests caught the wistful glimmer in Captain Cain's eye as he sits gazing permanently out to sea from his vantage point. Perhaps they could envisage the cargo boats that were hauled up from the beach carrying apprehensive settlers and necessary provisions before being loaded with wool during the early days of settlement of the area.

This ceremony had been carefully planned with respected local kaumatua, Bruce Wikitoa, who advised on protocol and supported the Community Trust at the welcoming ceremony. A powhiri programme set out by trustees Raeleen de Joux and Michelle Brett included a waiata, *He Honore* which was well practised at Board Meetings.



*Dinner in the Function Centre*

Upstairs in the Function Centre a welcoming social gathering and buffet dinner was held. Guests enjoyed the opportunity to mingle while taking in the history and beauty of the restored historic building. A photo compilation of projects and people was shown on a power point along with videos showcasing the area.

Small groups were escorted in turn to the Te Ana Maori Rock Art Centre for a brief talk and impressive guided tour.

The Conference was underway.



*Te Ana Maori Art Centre*



*Di Hay*



*Michelle Brett, Raeleen de Joux and Bruce Wikitōa*

### *Opening Presentation Thursday 15 March*

Thursday morning provided one of the highlights of the conference. Following the welcome by Nicola Hornsey and MC, Di Hay, Sir Tipene O'Regan and his daughter, Hana O'Regan, addressed the audience in an inspirational forty-five minutes of humour and inter-generational insight. Sir Tipene is a man of stature; physical and intellectual. A Ngai Tahu kaumatua, long serving Chairman of the Ngai Tahu Maori Trust Board, Company Director and academic historian, he has been Upoko Runanga (traditional head) of the Awarua Ngai Tahu since 2001. He was made a Knight Bachelor in 1994.



*Sir Tipene and Hana O'Regan*

His daughter, Hana O'Regan, also has had an impressive career focused largely on the areas of Maori language revitalisation and Maori educational achievement. She is the Kaiarahi – Director of Maori and Pasifica and Director of Student Services at the Christchurch Polytechnic Institute of Technology.

Outstanding speakers, they were a wonderful start to the formal part of the programme. As one audience member commented, 'For the first time in my life I knew why I called myself pakeha and not European.'

Over the next two days an inspiring and knowledgeable group of invited guests informed and entertained, each speaking or leading a workshop under the brief of Governance, Financial Investments or Making a Difference.

Governance:

The keynote speaker for this topic was Dr Bev Edlin, a marketing, governance, and fundraising specialist who had interesting and useful material for the conference delegates. Her Boardroom 360, the 7 C's of Board Room Behaviour emphasised that trustees should ask questions as they are the ones who are accountable. Although many delegates appreciated the knowledge she shared, others were not impressed that her talk went well over time necessitating reduced times for the following speakers.



Aligned to this governance topic the choice of three workshops was offered: Bev Edlin's 'The Importance of Leadership' discussing effective leadership and the various types of leadership; 'IT and Social Media' a discussion led by Kaila Corbin on what IT (Information Technology) and Social Media can do for Community Trusts; and Stuart Walker's 'Outlining the Legal Responsibilities of a Trustee'.

Kaila Cobin describes herself as an entrepreneur, communicator, project manager and social media maven. Having developed a reputation for provoking disruptive thinking about the future of the internet she had no problems engaging the audience. In fact this is a workshop that a participant felt was worth repeating at the next conference.

How do you make a rather dry topic of legal responsibilities come alive? Well, Stuart Walker, Chair of Otago Community Trust, not only has the credentials – a lawyer specialising in commercial and banking law, a lecturer at Otago University, and a Winston Churchill Fellow to name just a few – but also the presentation skills to engage, inform and have his workshop pronounced 'terrific'.



*Kaila Corbin*



*The Hon Jo Goodhew*



*Stuart Walker*

The final address under the Governance banner was from the Hon Jo Goodhew, the Minister for the Community and Voluntary Sector, Minister for Senior Citizens, Minister of Women's Affairs, and Associate Minister of Health. Jo who represents the Rangitata electorate, was born and educated in South Canterbury and is a well-known and respected speaker very familiar with the work of Community Trusts.

#### Finance and Investment:

Just mention the name Andrew Hunt and the superlatives keep coming; 'always excellent', 'informative', 'outstanding'. An international consultant economist, Andrew opened the Thursday afternoon Financial and Investment session. His clients include a number of prominent asset managers, hedge funds and family offices as well as a number of central banks and other official



institutions. Andrew's following workshop on the state of the global economy created interest and debate.

Two speakers of great importance to the Mid and South Canterbury Community Trust gave the delegates the other options for workshops. Michael Chamberlain, Actuary and Principal of MCA (NZ) Ltd, has been the financial adviser for the Community Trust since 2002. MCA (NZ) Ltd provides advice to many of New Zealand's charities, Community Trusts, superannuation schemes, councils, companies and other organisations. Michael's session titled 'Generating Investment Treasures' related to what he called 'The debt, deficit and derivative driven decade - investment learnings for Community Trusts'.

Equally relevant, particularly for newer trustees and staff, was Paul Wolffenbittel's workshop 'Reading Between the Lines' a discussion of what to look for when reading financial reports and applicants' accounts. Paul, an accountant and financial advisor with H C Partners LP, accountants for the Mid and South Canterbury Community Trust, has guided the Finance and Investment Committee for many years.



*Andrew Hunt*



*Paul Wolffenbittel*



*Michael Chamberlain presenting  
a prize at Conference.*

### **Making a Difference:**

A woman of amazing charisma and philanthropic fervour set the standard for this part of the programme.

Dame Lesley Max is the co-founder and CEO of Great Potentials established in 1990. Its purpose is to help children, young people and families to flourish. Dame Lesley also devised the Family Service Centre model of 'one-stop-shops' for parents and children and in 1992 introduced HIPPY (Home Interaction Programme for Parents and Youngsters) to New Zealand. She also introduced and developed MATES (Mentoring and Tutoring Education Scheme) which matches university students with school students at two critical transition points - entry into secondary and tertiary education. Dame Lesley contends that as a nation we are failing miserably at what should be our most important task: ensuring we raise happy, healthy, well-educated and caring individuals who will all ultimately help us prosper.

Dame Lesley was made a Winston Churchill Fellow (1993), and a Dame Commander of the New Zealand Order of Merit in the 2010 New Year Honours for her services to children.



*Dame Lesley Max*

It is not surprising that this passionate and dedicated woman proved to be an outstanding and popular speaker. Her address 'Making a Difference: Participation, Effectiveness and Scale' asked questions of the audience. Do people want to participate? Is what you are doing effective? Can it be taken to scale so you get effectiveness for a significant number? Familiar questions for trustees used to evaluating the merits of funding applications but now presented in a personal way. Delegates warmed to Dame Lesley's achievements, eager to learn more of the important work she does. She surely is a living example of 'making a difference'.



*Te Radar*

While the choice of Te Radar as the first speaker in the Friday Making a Difference segment of the programme was questioned by some delegates, his light-hearted, humorous approach was considered 'brilliant' by the majority. 'I was beginning to get serious information overload. He was just what I needed - to laugh often.' Like Sir Tipene and Hana O'Regan, Te Radar gave a visual and entertaining address which added to the overall enjoyment - even if his humour was not to everyone's taste. Equally impressive was Te Radar's attendance at several other workshops and presentations so

that he had a feel for the conference. He offered a fresh perspective to the issues facing trustees and staff.

His chairmanship of the panel discussion 'Recovering from Disasters' showed evidence of the homework he had done. The panel: Mark Lockington, Chair of West Coast Community Trust; Mary Dillon QSM, Chair of Bay Trust; and Eamonn Waters, Chartered Accountant and Donations Manager for the Canterbury Community Trust; discussed 'It may not happen overnight but it will happen'. Speaking on how their Trusts responded to disasters in their region, they offered ideas on how Community Trusts can best assist with disaster relief. With flooding, droughts, and snowstorms frequent occurrences, the Rena stranding an environmental disaster, and the Christchurch earthquakes a recent reminder of the devastation that accompanies natural disasters, the topic was both relevant and heartfelt.

Three speakers summed up the Making a Difference sessions. Jenny Gill, the CEO of ASB Community Trust in Auckland with a 26 year career in philanthropy behind her, spoke on the value of evaluation in determining whether we are making a difference.



*John Prendergast*



*Michael Parker*

Following on the same theme John Prendergast, CEO Community Trust of Southland and Immediate Past President of Philanthropy New Zealand, offered his views on whether research can make a difference.

Closer to home, the next speaker, Michael Parker, Chief Executive of Presbyterian Support South Canterbury, gave the applicant's perspective of what makes a difference.

### *Our Treasures – Stories from our Region*

The keynote address for this topic was given by Tom Lambie. Tom is a former National President of Federated Farmers, and since 2005 the Chancellor of Lincoln University. He has a B Agri. Commerce from Lincoln University and was a Kellogg Rural Leadership Scholar in 1995.

As a local organic farmer, current Chairman of the Opuha Water Partnership, and an Environment Canterbury Commissioner, Tom focused his presentation on the provision of quality water supplies for the future of our taonga, in particular our people and places.



*Tom Lambie*

Interspersed throughout the conference were stories presented by local groups who had been recipients of Community Trust of Mid and South Canterbury funding. On Thursday, Ashburton Community Alcohol and Drug Service and Hospice South Canterbury described how Community Trust funding had benefitted the people supported by their different health organisations.

Friday morning saw sport and recreation represented by adult leaders and youthful participants from Lindisfarne Camp and the South Canterbury Roller Skating Club. Later two very different community charities, the Victoria Trust and the Central South Island Charity Bike Ride, completed

the local positive success stories. All of these vignettes gave an insight into the range of groups and charities whose projects the Community Trust of Mid and South Canterbury has helped. The roller skaters and the charity bike riders, with their skaters and cyclists an important part of their presentation, were particularly well received proving that visual impact is a winner.

*Charity Bike Riders,  
Evan McNeilly,  
Chris Henriksen,  
Mina McNeilly (on bike),  
and Sharyn Nolan.*



*South Canterbury  
Roller Skating Club  
members: Maree Lowen  
(Treasurer), Sophie  
Lowen, Charlette  
Grant, Charli Nevin,  
Pippa Nevin, Liz Le  
Roy (President).*



*Lindisfarne Camp*





‘Where we have come from’ - a presentation at Conference 2012.

### Hospice South Canterbury

*The establishment of a Hospice service locally was the vision of a gentle lady, Pauline O’Leary, while recovering from a major cancer operation in an open hospital ward shared with many others. She thought there must be a better way to care for the terminally ill in their final days. She had read of Hospices being established in other areas of New Zealand and when she had a remission in her illness she set about talking to friends and various groups. A meeting she called was attended by over 100 interested people. A Steering Committee was formed and awareness meetings held all over South Canterbury.*

*Within two years a palliative care nurse was appointed. Volunteer home services began followed by a nursing pool employed on an on-call basis to care for patients in their homes.*

*After a lot of fundraising, a property was purchased to be a base for this service, and for family counselling and bereavement support. Loan equipment such as beds and chairs for patient needs was also provided. The Community Trust supported us with a \$10,000 grant.*

*Ten years into this service it was clear that an inpatient unit was needed in order to provide greater care for families and patients in a more co-ordinated way. Two attached town houses came onto the market. How could we afford such a venture? The Community Trust came to our aid. Chairman, Eddie Thompson, and fellow trustees agreed to cover the entire purchase price of \$242,000. As you can imagine we were absolutely chuffed. ‘Yes,’ said Eddie, ‘that is what the Trust should be doing for our community.’ With a grant from the Lotteries Commission and the sale of the existing property, we were able to refurbish the two units into a four bedroom inpatient unit. Two years later a neighbouring bungalow and vacant land, ideal for future expansion, was purchased with the assistance of an \$80,000 grant from the Community Trust.*

*Ten years later it was again obvious we had outgrown the initial unit and needed to rebuild and refurbish our facility. In 2009 a new purpose-built Hospice costing \$1.7 million was completed. Once again the Community Trust assisted with a grant of \$80,000 towards the project.*

*Hospice South Canterbury currently has a yearly operating budget of \$1.2 million. A District Health Board contract leaves \$500,000 to be raised within the South Canterbury Community. No easy task year after year. We have major fundraising*



*events and like to help ourselves as much as possible. We have a great bunch of volunteers. We have run a successful wine and food festival for the last eleven years, a winter ball, major raffles, jeans day, street collection and we are involved with the Central South Island Charity Bike Ride. The Hospice Shop has opened selling quality second hand clothes, accessories, china, glassware and silverware and small items of furniture. We have a good donor base and are supported well by various charitable trusts. In each of the last two years the Community Trust has granted \$10,000 towards operating costs.*

*Why are our costs so high? The greatest costs are our wages for the professional medical and nursing staff. This is a 24 hour service 7 days a week, 52 months a year. We are also faced with the usual rates, high insurances, power and phones to run our business. Last year we cared for 150 families and the work load is heavy.*

*This has been a 24 year journey presented to you in ten minutes. However we have years of satisfaction, a great asset and of course real benefits to the community. We are asset rich but cash poor.*

*Thank you the Community Trust of Mid and South Canterbury for your valued support over these years. We would not have been able to do it without your financial start and continuing contributions which enable us to care for those with a terminal illness.*

*Alan Munro*

*CEO Hospice South Canterbury*

## **Social Events**

A conference must offer time to socialise and relax, not that the hardworking committee would have had much time for the latter.

An Evening on the French Riviera:

This certainly promised a fun and fabulous night. The Riviera in question of course was Caroline Bay. This local treasure was known in New Zealand, to those of a certain vintage, as 'The Riviera of the South'. Crowds once flocked to sun themselves on the sand in summer, to enjoy the Christmas Carnival, free concerts, fireworks and the New Year's Eve dance in a Bay Hall famous for its sprung floor. The lighting, table décor, and music had now transformed that same venue into a typically

*An Evening on the French Riviera*





French dance hall. The guests responded with French flair to the theme; in colourful costume and in high spirits they were ready to savour a night on the French Riviera.

Steve Wills, the suitably bohemian compere, is a former Community Trust of Mid and South Canterbury trustee, and a Community Constable in his other working life. Easy going, sociable and at home on stage, Steve set the mood for a relaxing fun-filled evening and introduced local cabaret singer, Alice Sollis, to entertain while drinks were served.

Dinner, like all the meals catered for at the conference, was of a high standard but it was the after dinner speaker who was the star of the show. Nick Farr-Jones even had a French connection having worked in Paris from 1995 – 1999 with the French Investment Bank Societe Generale as a Director of Capital Markets. Better known to the average kiwi as the Australian Wallabies and World Cup winning captain, Nick is a former councillor of the city of Sydney, Senator of the University of Sydney, current Director of Wesley Mission and Chairman of NSW RU. He attended the conference through his role with Taurus Funds Management which he joined in 2008.



*Nick Farr-Jones*



*Chris de Joux, Raeleen de Joux, Nick Farr-Jones and Steve Wills*

Nick captivated the conference with his humour, and his genuine, humble, down-to-earth personality. He tied in all the speakers to rugby stories and then used them as inspirations for life. Apparently there are four types of people in this world; grinders, binders, minders and finders - definitely food for thought. His final flourish was an amazing rendition of *La Marseillaise*, in perfect French of course. Comments such as 'one of the best after dinner speakers I have ever heard', 'fantastic' and 'let's get him back' summed up his contribution to the evening. Well, not quite. Trustee Jean Taylor enjoyed a round of the dance floor with him and nothing can surpass the highlight for one woman of 'a kiss on the cheek from Nick Farr-Jones'.



Highly regarded Timaru dance band Fusion which showcases the talents of husband and wife team Sheryl Higgs and Alistair Bradley, supported on this occasion by vocalist Cameron Scott, enticed the French partygoers onto that bouncy floor. Dancing the night away was the perfect way to end a happy social occasion that brought people together.

#### *Eat Well, Sleep Well:*

Breakfast is not always very social in many households but on Friday morning this conference function was oversubscribed. Delegates ate their fruit and cereal while listening to Greg Peacock, NZ Assets Management and Anthony Quirk, Milford Asset Management.

#### *Friday Night at Castle Claremont:*

An optional visit to the historic castle for drinks and buffet dinner was a more intimate occasion that gave guests who accepted the invitation the opportunity to view this beautifully restored original homestead with its own charming chapel, guest bedrooms, and gracious living areas. A walk amongst the mature exotic trees and native bush reveals the graveyard of The Brothers - evidence of a former life as a seminary. The castle has also been a centre for drug and alcohol recovery and is now a private residence used as a venue for weddings, balls and other functions. It is reputed to have a ghost.

#### *Sponsors*

John Prendergast, CEO Southland Community Trust, agreed to help with securing sponsors for the conference. He did much more than that. Liaising with John Wilson, Peter O’Leary and finally Liz Shea, John prepared a list of possible sponsorship properties that could be offered potential



*Sponsors' Trade Expo.*

sponsors, contacted those on the list, and was successful in obtaining \$81,500 worth of sponsorship, plus coffee carts - having great coffee was a definite plus for many delegates - and the services of Nick Farr-Jones as the after dinner speaker.

The sponsors received complimentary registration, their company logo on the conference programme and website, naming rights to various events or sessions, and for some companies the opportunity to address the conference. In addition, a Sponsors' Trade Show Expo was run in conjunction with the conference.

### *Final Messages*

As one conference ends it is time to look forward to the next. On the last day an important item was the showing of a DVD to promote Conference 2014 which will be hosted by Taranaki SB Community Trust.

Announcement of competition winners, closing remarks from the Convenor of Chairs and the Chair of Community Trust of Mid and South Canterbury, were followed by the poroporoaki. Bruce Wikitoa who had supported the Trust at the mihi and powhiri on the Wednesday evening, and again at the opening of the conference Thursday morning, was there to lead the farewell poroporoaki.

### *Evaluation*

Every aspect of a Community Trust is subject to evaluating its worth, effectiveness and whether it has made a difference. So how successful was Conference 2012?

The online survey completed by attendees, letters from invited guests and other Community Trusts, spontaneous comments throughout the event, and feedback from Chris Thomas of Events Aoraki all helped the hosts determine what worked well and any areas where they could make constructive suggestions for future conferences.

Undoubtedly participants were very satisfied with a conference they considered well organised, informative and fun. The highlights were many and varied: for some it was fantastic speakers - the O'Regans, Nick Farr-Jones, Andrew Hunt, Dame Lesley Max; for others the French Riviera, the networking, listening to community groups, the great hospitality, the relaxed friendly atmosphere, the Rock Art or simply walking along Caroline Bay.

Of course you can't please everyone. What appeals or is useful to one person is of little interest to another. Thus the feedback survey giving Taranaki Community Trust ideas of what people would like repeated or included is hugely important. But can a local really forgive the delegate who complained of the cold and asked, 'Is that unseasonable for Timaru?' It is satisfying to note that visitors who stayed on for a few days enjoyed beautiful weather.

In their debrief Nicola Hornsey and her team were very aware of some of the problems encountered such as IT breakdowns, timing issues at coffee breaks, and some accommodation disappointments. These were all minor issues that did not affect the overall enjoyment and success of the conference and were completely outweighed by all the positives.



*Woven baskets*



*Bruce Wikitōa*



*Di Hay, Nicola Hornsey, Liz Shea*



*Chris Thomas relaxes with some of his team. Bob Penty, Jill de Joux, Liddy de Joux, Chris Thomas*

Chris Thomas and his team were given well deserved credit for their contribution. Attendees also recognised the talents of the MC for the conference, Di Hay. 'She was wonderful and kept things moving.' With a background in print and radio journalism, marketing and communications, Di had the professionalism and ease of communication required for this important role.

Attention to detail included more than decent coffee, berocca and costume hire from Drama League South Canterbury. Black woven 'goody' bags containing programme booklet, maps, local treats, a flag pen and a flash drive which looked like a credit card were given out on arrival. After the conference each Community Trust was sent a memory stick containing photos and copies of all the

presentations. Speakers' gifts included local treasures; Barkers products, and possum/merino gloves and scarves made in Waimate.

For Nicola Hornsey it is the people she remembers the most from her eight years as a trustee with the Community Trust of Mid and South Canterbury. Many of these memories are of friendships made at the biennial Community Trust Conferences and regular Chairs and CEO's meetings all around the country. Leading the host group for the 2012 conference was for her very special. 'The conference was a high note on which to end my time as Chairperson of the Trust.' The huge success of this event was a fitting tribute to Nicola's tremendous contribution.

The final words on conference 2012 come from two of the satisfied visitors.

'I hope you are all basking in the warm glow of satisfaction after a spectacularly good conference. It really was excellent, the content was of a consistently high standard, was relevant to all of us and our trustees and staff found it really enjoyable.'

'I would just like to say what a great conference it was, from the speakers, venues, and lovely food that just kept coming. Your team must have been very busy pulling it all together but you should be very proud of yourselves. It had a very nice feel to it - perhaps that was because it was in the lovely South Island!'



*Caroline Bay*



*He honore  
He korōria  
Maungarongo ki te whenua  
Whakaaro pai e  
Ki ngā tangata katoa  
ke ake  
Ake ake a-a-a-mine  
Te Atua  
Te piringa  
Tōku oranga  
Tōku oranga*



# Are We Making a Difference?

*The Community Trust is always looking for ways to develop and implement strategies to achieve a caring and vibrant community – John Wilson*





## Are We Making a Difference?

It's all about making a difference. From the beginning when the South Canterbury Savings Bank provided employment, fed families, gave loans to those who struggled with commercial banks, and donated profits to the community to help those less able to help themselves, the objective has been clear: contributing to a vibrant and healthy community.

The trustees of the Community Trust of Mid and South Canterbury continued what the bank had always done; they spread the benefits throughout the region.

In the first few years the dividends were small thus the amount available to distribute was small, yet the focus was on evaluating whether the donation would help a few or many people, whether the applicants really needed it, and what the value was to the community.

A 1990 memorandum from the secretary of the Community Trust to Trust Bank staff, to assist them when answering questions from the public regarding donations, outlines the difficulty the Community Trust faced in satisfying the needs of all organisations. It simply did not have sufficient funds.

'This year the Trust is endeavouring to limit the categories from which it will receive applications to save some secretary/treasurers a lot of work. COMMUNITY SUPPORT and WELFARE, and SOCIAL SERVICES organisations are the groups from which applications are invited.'

The advice to staff emphasised that the Community Trust considered that sporting bodies could do a lot of their own fund-raising.

'The Trust would prefer to assist organisations who provide services for those who are less fortunate or denied the quality of life enjoyed by the majority.'

The Bank and the Community Trust were concerned that they would receive criticism from organisations such as pony clubs, or spinners and weavers clubs who for many years had received a donation.

‘This is unfortunate but the answer is that the Bank in the past has probably been too generous to too many.’

With the sale of Trust Bank shares, the amount available for investment and distribution was suddenly greatly increased. With this came greater responsibility; the trustees had to protect and grow a \$32 million asset, and process much larger numbers of applications requesting donations ranging from \$50 to \$1 million. Not a task for the faint hearted but definitely a task for those with the desire to work for the community, with the willingness to accept advice, and with the ability to work as a team.

Fortunately over the first 25 years the trustees and staff of the Community Trust of Mid and South Canterbury have demonstrated these attributes in bucket loads.

### *What has enabled the Community Trust to perform well and achieve its objectives?*

#### 1. Strong Governance

Throughout the 25 years of operation, strategies have continually been reviewed and adjusted to meet the changing times and the needs of the organisation. Current chairperson of the Community Trust, Peter O’Leary, is able to say with confidence, ‘The workings and practices of this Board of ten ensure that they are a fully functioning unit with good governance. In recent years the Board Policies have been updated along with the Governance Manual. These documents outline guidelines on how the Trust will work through situations as they arise.’



*Peter O’Leary, present Chairperson of Mid and South Canterbury Community Trust*

The Mid and South Canterbury Community Trust uses its relatively small size to its advantage. Trustees appointed by the Minister of Finance have reduced in number from 13 to a more appropriate 10. ‘Theorists would suggest that this is too many and a smaller number would result in better governance decisions.’ However ten is seen by the trustees as the number necessary to share the workload and provide a balance of expertise and geographical spread.

#### 2. Respect and Teamwork

It is important that trustees have valuable local knowledge of their residential area, but trustees have also represented the whole region, striving for the benefit of all. With a smaller Trust there is less conflict of views and no politics on the Board, just individuals very much in focus with the role of the Community Trust in its community. Peter O’Leary reported that the 2013 Planning Day facilitator commented on a very settled Board concentrated on the issues and wanting to achieve more. The facilitator also noted the respect that trustees have for each other and for each other’s opinions.



*Conference 2009 Nicola Hornsey, Jean Taylor, John Wilson, Steve Wills, Sheryl Frew, Trevor Linyard, Raeleen de Joux.*



*Peter O'Leary (Chairman) with retiring trustees Lee Burdon & Sheryl Frew*

*Back: Liz Shea (CEO) and Trustees Rex Whiting, Raeleen De Joux, Michelle Brett, Maarten Dirkzwager & Jenifer Strauss*





*Celebrating 25 years Rex Whiting, Wynne Raymond, Carole Brand and Liz Shea*



*Above: Nicola Hornsey and Peter O'Leary*



*Right: Paul Wolffenbuttel and Bruce Strathern*



It is an oft repeated comment that one of the best aspects of being on the Board is the friendship and support of fellow trustees. Heather Sim, who served 11 years on the Community Trust, felt honoured to be given the opportunity. 'It is probably the collegiality amongst the trustees that I remember as being so special. Working with this group of people was amazing. No-one was there for personal gain, personal prejudices were put aside and the whole group worked for the benefit of the community. We all had a different perspective but we all had a common goal. This is seldom found in other clubs and groups.'

Trustees were always positive and forward thinking according to Peter McIlraith, a trustee from 1995 until 2007 including seven years as chairman. 'The people involved were consistently fair-minded, as good as you could get. There was no political pressure or manipulating; everyone worked together. Good humoured banter around the table, and friendship were part of the respect.'

Geoff Geering, a trustee from 2002-2010 and former Mayor of Ashburton, says that in order to appreciate other points of view it is essential to be a good communicator and listener. 'You don't have to agree but everyone brings something new to the debate that is worth considering. We worked as a team. If this mutual respect continues, the Community Trust has a great future.'

The emphasis on working together is definitely one of the strengths of the Community Trust of Mid and South Canterbury. With no politics, and no disharmony, the focus has remained on making a difference through good decision making.

### 3. Community - Minded Trustees

The trustees themselves are the first to acknowledge that being part of the Board of Trustees has benefitted them personally. Cip Sparrow, whose family business in Ashburton had a similar ethos of helping the community, learnt much about banking and investment during his 29 years involvement with the Savings Bank and the Community Trust. He was able to put this into practice in his business and with numerous other organisations, five of which he is a Life Member.

Angus McKay enjoyed the camaraderie of the trips to Timaru with Cip Sparrow and Laurence Cooney. Through their discussions of issues and the projects assessed by the trustees, he developed the philosophy of 'completing a project' which he has carried into his life in local bodies, first with the Canterbury Regional Council and then as Mayor of Ashburton.

The Computers in Schools scheme was a learning situation for Jim Underdown. 'Putting computers in schools was a fantastic achievement. I didn't know much about computers and enjoyed that process.'



*Computers at Mountainview High School*

All the trustees gain from experience on the board and come away with a much greater appreciation of the needs of their community. Most importantly the trustees have continued using these skills and knowledge serving their district on local councils, other committees and organisations. Present and past trustees and staff feature prominently in the lists of Justices of the Peace and recipients of Civic and New Zealand Honours Awards for service to the community.

The trustees continue to make a difference in their community long after the completion of their service to the Community Trust.

#### 4. Effective Management

Working well together includes working productively with the staff. Over the years from the first appointment of Peter Mason as Secretary, the Community Trust has had very capable people in management and administrative roles.

Ken Churcher, who replaced Peter Mason when bank employees were no longer able to be part of Trust meetings, and Bruce Strathern, the first Executive Director appointed in 1998, were both very able secretary/managers. Bruce's 'part-time' role increased considerably until his retirement in 2003. John Wilson, appointed as Executive Manager, brought a passion for the job and fostered a heightened awareness of the Community Trust's involvement in the community.

The Board recognised that the work levels made restructuring necessary. In 2011 two new part-time positions replaced that of Executive Manager. Liz Shea, CEO, and Clive Callow, Community Relations Manager, have brought their own areas of expertise to their roles, strengthening the Trust and donation management processes and enhancing the quality and delivery of material for trustee consideration. For the past 15 years Sally Marsh has provided very competent administrative and receptionist assistance.



*Clive Callow, Sally Marsh, Liz Shea*



*Liz Shea honouring Sally Marsh's  
15 years of service to the Trust*

Another example of team-work is evident at Community House where the Community Trust staff and 21 other not-for-profit organisations co-exist in a positive, integrated environment.

#### 5. Community House

Community House is one of the spectacular successes of the Community Trust. The seeds were sown when Rosie Carruthers, Eddie Thompson, Peter McIlraith and other Community Trust members worked hard to acquire the leased property in Sophia Street where Bruce Strathern had such a positive influence on the well-being of the twelve groups housed there.



*Community House*

His successor, John Wilson, believed that the Community Trust should not be paying rent and with the support and efforts of Carole Brand, Simon Dorman and Wynne Raymond in particular, made the setting up of a Community Trust owned, Community House in Strathallan Street a reality. For all of them 'it was a very proud and significant decision'.

With a purpose-designed and built interior on two levels, these premises now house 21 community groups all of whom meet the criteria of being not-for-profit organisations which could demonstrate that they would have difficulty paying market rental rates.

The benefits to these workers and the organisations they support are much more than financial. The friendship, mutual support and sharing of facilities, skills and knowledge are just some of the ways Community House has made a difference. Putting in place new strategies for health and safety, and the innovative weekly Farmers' Market in the car park are positive measures recently introduced.



*Simon Dorman*

Community House provides a central base and very visible presence that has allowed the work of the Community Trust to be much more widely known, used and understood.

The decision to buy the Pyne Gould Guinness Building for Community House was a social or premises decision, not a financial decision, even though it is expected to pay its own way.

#### 6. Financial Management

Managing the fund to ensure that the total equity grows for future generations, that it is inflation proofed, that a reserve is in place so distributions can be maintained in years of poor investment

return, and managing risk, is the responsibility of the trustees. This is a guardianship role that they all take seriously.

From the early days trustees recognised that as well as accounting support from Paul Wolffenbittel of Hubbard and Churcher, the Community Trust's accountants, expert investment advice was essential.

Michael Chamberlain has filled this role since December 2001. His experience, knowledge, and the training he provides for all the trustees, enable the Finance and Investment Committee and the Board to have the confidence and understanding to make prudent and wise decisions re investment of funds. Able Finance Committee chairs including Carole Brand, Heather Sim and current chair, Maarten Dirkzwager, have asked the right questions and kept the Board aware of the process of making investment decisions.

Heather Sim sums it up. 'Investment is never about short term gains. You have time to ride out the markets and take the ebbs and flows. So long as the long-term strategy is correct it will protect the investment and allow generous donations in the good times. The wonderful thing about the Trust is that it will be there for all time. As trustees you are guardians of the asset and with a marvellous financial advisor in Michael Chamberlain there should be adequate returns for giving back to the community.'

From a Fund of \$32 million after the sale of Trust Bank shares in 1996, at the end of March 2013 the Community Trust's managed funds totalled \$44,279,256 and equity stood at \$45.937 million. The Community Trust can be confident that the strategies put in place will ensure that the fund will continue to generate money for community donations in the future.

## 7. Donation Policies

Bruce Strathern, appointed as the first Executive Director in 2002, was very familiar with the management and financial accounting side of business, but the Community Trust was different. 'Instead of concentrating on profit and making money he was working on giving it away.'

However as Catherine Bach, a trustee from 1989 –1991 says, 'We were not throwing money at charities. The real challenge is to put money in a direction that makes a positive difference.'

Over the past 25 years \$21.5 million has been donated to Mid and South Canterbury organisations. It is very easy to look around the region from Methven and Ashburton, to Timaru, Waimate, Temuka, Geraldine, Fairlie and the Mackenzie country, and see the visible signs of the difference the Community Trust has made to the community. Stadiums, museums, theatres, the Maori Rock Art Centre, community centres, sports facilities, CBay, Hospice South Canterbury, the Mammography Unit, Lake Hood, and numerous other major health, recreational, and educational projects would not have been possible without the support of the Community Trust.









Other less visible, but equally valuable, donations have fostered the work of organisations such as Life Education Trust, Presbyterian Support, the Salvation Army, Senior Citizens, Opihi Services Academy, Fire Brigades and Search and Rescue. Peter O’Leary is proud that the Community Trust has made a positive difference to hundreds of community groups both big and small. ‘By making donations to appropriate organisations we have worked together to make the district vibrant.’ Peter has seen that the support of the Community Trust encourages the public to both donate and work towards the completion of a project.

a. Wide Range of Projects:

The Community Trust has the widest range of projects for which groups can apply, with fewer restrictions than other funding groups. ‘We support NGO (non-government agencies) and Welfare Groups. The Community Trust is prepared to fund wages which is unusual compared to other trusts.’ Diabetes and the Stroke Foundation are both assisted in this way.

John Wilson believes bringing in this change of policy was very important. ‘Wages are the biggest cost for any organisation. By funding administration and salaries the Community Trust enables those organisations to put their time and energies into the people they support.’

b. Health and Welfare Focus:

The Community Trust has a definite Health and Welfare focus, ‘a kind heart’. This is a point of difference from Gaming Trusts which are mainly for Sport and Recreation. The Community Trust is not gaming based and is not involved in distributing profits from gaming machines. The focus of the donation criteria continues to be supporting those who are disadvantaged.

Applicants are informed that the success of any application is determined by a compelling argument that the project will benefit the communities of Mid and South Canterbury, the merits of the application relative to other applications also considered, and the limitations of the budget.

c. Supporting Rural Areas:

John O’Neill is the former Mayor of the Mackenzie District. He is very aware of the ongoing struggle for finance in rural areas which have high demand but a small population to fund projects. ‘Provincial Districts have an increasing need to provide modern facilities such as medical centres, emergency services,







and sports facilities to serve more than their own residents. The Mid and South Canterbury Community Trust has proved to be one of the essential financial vehicles for this purpose. It has become a vital part of support for local regional progress in projects that would otherwise be unachievable and a long-term loss to the local and wider community.’

### *The High Country Medical Trust*

*The High Country Medical Trust has a target of raising \$1.8 million for an urgently needed new medical centre in Twizel.*

*The present building is significantly too small, inconvenient and lacking in any privacy for the large number of people in the area who are dependent on this sole medical practice. The local population is growing and the demands are increasing. The present centre provides healthcare to the local people plus the large number of visitors, and copes with accidents and emergencies 365 days of the year. The nearest hospital is two hours away. The present building has such limited facilities that the dedicated staff members struggle to provide the level of care that is expected with modern medical practices.*

*The target of \$1.8 million was daunting but the Community Trust of Mid and South Canterbury was one of the early and large donors to the project. The \$150,000 they contributed was a welcome boost for the fundraisers. The Medical Trust now has \$1.5 million and hopes to begin building in February of 2015.*

*Joy Paterson*

*High Country Medical Trust*



d. Research into Needs:

Rosie Carruthers emphasises that all donations are carefully considered and have to be accountable. 'The Community Trust is not a passive recipient of applications. It is a big responsibility to do it wisely. Our decisions were part of social engineering. We researched into needs and we assessed whether we were being effective. We struggled to do the analysis to make sure of this but we did the best we could.' Funding a Victoria University social research project was one way the Community Trust analysed the science of how to be more effective in giving away money. The resulting study *Mid and South Canterbury: A Profile* was used as a guideline in subsequent donation considerations.

John Wilson believes that it was often in the small things that the Community Trust could make a difference. 'The Diabetes Association was in financial strife. We offered a room in Community House until they could find their feet.'

e. Schools and Kindergartens:

The Community Trust of Mid and South Canterbury can feel proud that they initiated a programme of giving to schools and kindergartens that has been introduced in other areas.

The Schools Discretionary Fund has received \$3.5 million dollars from its introduction 19 years ago. It is allocated at the discretion of principals where need is identified. As a former deputy principal, Community Relations Manager, Clive Callow, is aware that basic wants change dramatically from year to year. Dave Hawkey, principal of Grantlea Downs Primary School, said the fund was essential for his school. 'Unlike other funds it is discretionary so we can respond to an immediate need. It brings a degree of equity and ensures pupils don't miss out because of the financial circumstances of their parents.'

Waimate High School principal, Janette Packman, said that a lot of the requests are for simple essentials such as uniforms. 'We are very discreet how we allocate the fund, but it's absolutely vital. I honestly don't know if we could guarantee all students getting access to the full curriculum without it.'

The fund also helps schools which are geographically disadvantaged, such as by making possible the visit of a touring group. Every state and integrated primary and secondary school in the region receives an allocation dependant on decile ranking. In 2000 the scheme was extended to include kindergartens. John Wilson believes the discretionary fund is very well spent. 'The principal of a small Ashburton country school was able to help a family whose house had burnt down. The fund has provided food, money for school fees and camps. It has stood the test of time.'

It is clear that principals and parents really appreciate the difference this fund makes.

The Millennium project which provided computers to schools, and two combined projects with

Rotary - dictionaries to primary school students and the provision of high visibility vests for bus pupils - have also benefitted students in Mid and South Canterbury and created nationwide interest. Keeping up with the changing world of technology, Rotary and the Community Trust will be surveying teachers to assess whether dictionaries are still the best way to assist with increasing literacy.

f. Working With Other Funding Providers:

The Community Trust works with other funding providers such as Trust Aoraki, and Pub Charities each of which has different criteria. Clive sees the recent development of the Aoraki Foundation and Advance Ashburton as an advantage. 'They are new players on the block. We are not competitive but it is helpful to have fellow funders with similar philosophies.'

g. The Recipients of Funding



*Jean Taylor*

Former trustee, Jean Taylor, voices a feeling common to all trustees. 'A highlight is seeing the delight of groups when the Community Trust is able to contribute to their project even if only to a small part of the overall cost.'

Trustees have often been humbled by the applicants. For Wynne Raymond this was especially so when real need was recognised with face-to-face presentation. 'They show how passionate and deserving they are.'

The many hundreds of volunteers that apply to the Community Trust for funding for their projects are special for Heather Sim. 'Being a trustee gave me a wonderful understanding of the intimate workings of my local community and an appreciation of just how many hours many people devote to their clubs and causes. I was quite in awe of the level of commitment exhibited and always felt I would have liked to donate even more money.'

*Embracing the Challenges for the Future*

a. Donations

Although all trustees have felt the satisfaction of knowing donations have made a difference, they are also aware that there is continual need for evaluation of effectiveness and the need to accept the challenges for the future.

Not all decisions have met with universal approval. Peter McIlraith drove the support of lots of small applications rather than one big one. Bruce Timpany was never convinced that some of the smaller groups that applied really needed the funds. Bruce Strathern thought that some groups duplicated the work of others providing much the same service, and should have combined.

Lee Burdon says it is easy to become cynical after giving money away for so many years. 'The community needs to focus on one or two major projects and get them completed. Decide what is needed and get on with it - such as the MRI scanner, and the Aviation Museum Ashburton.'

Lee and other trustees are convinced that many groups could do more to help themselves. 'When you read balance sheets you realise they need advice. For example all groups claim depreciation but they need to set this money aside to be used for replacing items.'

There is no doubt that giving away money is difficult. Carole Brand says the challenge is to make a donation to enable systemic change. 'I still believe the emphasis should be on supporting low profile, grass roots, embedded and responsive programmes that strengthen our communities.'

#### b. Data-Base and Website

The introduction of the new Data-base has helped put the Community Trust into the future. John Wilson confirms that it was very important for the Community Trust to have good data. 'We now share data with other Community Trusts which has given us a better grasp of philanthropy nationwide.'

The website has been very successful. Clive Callow has had a very positive response to the introduction of drawing down on-line application forms and soon it will be possible to apply on line. The Trust is working at getting away from being paper based. A lot of information is e-mailed now and newsletters will be sent electronically. Clive has added a Face Book 'Like Box' to the homepage.



*Clive and Liz and Face book*

Supporting community organisations to achieve a region of healthy, vibrant and caring communities




**DONATION APPLICATIONS**

Applications welcome from non-profit community organisations in Mid & South Canterbury to complete projects in: Community Health & Welfare, Youth Activities, Sport & Recreation, Culture & Heritage, Education, & the Environment.

**Application deadlines: (See website)**  
**Up to \$10,000 - Monthly Jan - Oct**  
**Over \$10,000 - Third Friday Mar & Sep**

Contact us at:  
**Community House**  
 27 Strathallan St, Timaru  
 P.O. Box 983, Timaru  
 Phone: (03) 687 7360  
 Freephone: 0800 67 22 87  
 Email: [msccomtrust@xtra.co.nz](mailto:msccomtrust@xtra.co.nz)  
[www.comtrust.org.nz](http://www.comtrust.org.nz)



Supporting community organisations to achieve a region of healthy, vibrant and caring communities

## Donation Application Form

The Trust helps organisations carry out charitable, cultural, philanthropic and recreational work that is of benefit to the people in the Mid and South Canterbury area, including all towns and cities within the Districts of Waimate, Mackenzie, Timaru and Ashburton.


**Organisation Name** .....

**Location(s) where your organisation operates** .....

**Summary of Project(s) applied for (e.g. Operational costs, Building renovation, Event costs). Details are asked for on Page 4 of this application.** .....

**Amount applied for \$** .....

<b>Closing Dates for Applications</b> Applications for donations up to \$10,000 will be considered at each monthly meeting of the Trust except December and January. Applicants are advised that there are no official closing dates but can expect applications to be considered within 6 to 8 weeks of being received, except over the December / January period.	<b>Applications for donations more than \$10,000 will close on:</b> <ul style="list-style-type: none"> <li>3<sup>rd</sup> Friday in March (to be considered in May)</li> <li>3<sup>rd</sup> Friday in September (to be considered in November)</li> </ul>
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 Community House, 27 Strathallan St, Timaru, New Zealand P.O. Box 983, Timaru, 7910 New Zealand.  
 Phone: (03) 687 7360 Fax: (03) 688 9972 Freephone: 0800 67 22 87 Email: [msccomtrust@xtra.co.nz](mailto:msccomtrust@xtra.co.nz)  
[www.comtrust.org.nz](http://www.comtrust.org.nz)

‘There is a page with advice on making an application with 20 hints and a model application. Current news is available on the website home page if the viewer is logged into their Facebook Account. This is all about trying to use social media to raise awareness of the Community Trust. The Facebook page has the potential to be a very useful tool.’

#### c. Rebranding

‘Community Trust of Mid and South Canterbury’ is a mouthful to say – and write. Recent rebranding has resulted in a new logo with the emphasis on the Trust that supports and fosters a vibrant community.

#### d. Professional Development

Trustees and staff have the opportunity to attend seminars for professional development in areas such as governance, and investment policies, at Philanthropy NZ conferences and the bi-annual Combined Community Trust Conferences.

Regular seminars are run for the community focusing on applying for grants and finding fund raising opportunities for clubs and organisations. They emphasise the wide range of ways to increase revenue other than just through grants/donation applications. Plans are also in place to run a series of seminars on the new on-line application process.





*Annual Public Meeting 2013*

Some larger Community Trusts are into capacity/capability building and offer advice to organisations on how to run more efficiently and effectively. The Wanganui Foundation ran a professional development programme which included financial understanding, building better boards, sponsorship and the Charities Act. The programme was ranked by community organisations as being a more important activity than grant making.

The approach the Community Trust of Mid and South Canterbury has taken so far has been to encourage, by way of appropriate funding, regional organisations such as Sport Canterbury (Mid and South Canterbury offices) and Volunteering Mid and South Canterbury, to expand their work in the area of club/organisation development. 'These two in particular offer seminars to club officers, which can improve "business practice" within the organisations they deal with.'

### Strategic Planning

The Strategic Plan is reviewed regularly as community needs change and as new trustees come on board. The Community Trust will be considering other issues such as professional development, further ways to assist organisations, increasing the capital base, and the possible introduction of electronic assessment. In the future with the introduction of on-line applications, there could be changes to the way trustees review and discuss each application.

### *Celebrating 25 Years*

In June 2013 a luncheon for past and present trustees was held prior to the Public AGM. The Community Trust of Mid and South Canterbury was able to celebrate twenty-five years of operation with pride in the achievements of past and present Boards and staff. The trustees know they are a team based on good governance and respect and their guardianship of the funds is sound.



*Above: Jim Underdown and Catherine  
Bach cut the celebration cake*



*The Cake*



*Right: Trustee Karen Simpson with former  
trustees Geoff Geering and Peter McIlraith*



*Former trustees Heather Sim, Marion Ross, Wynne Raymond  
and Carole Brand*



*Ken Linscott from the Lindisfarne Trust, and  
Richard Till, guest speaker at the 2013 Annual  
Public Meeting*



Peter McIlraith agrees with this positive outlook. 'It is community money and trustees have always known it was community money. If regional banks had to go, the concept and design of the Community Trust as an outcome is very successful.'

The Hon Jo Goodhew MP for Rangitata, Minister of the Community and Volunteer Sector, Associate Minister of Health, Minister of Senior Citizens and Minister of Women's Affairs, has had a close involvement with the Community Trust.

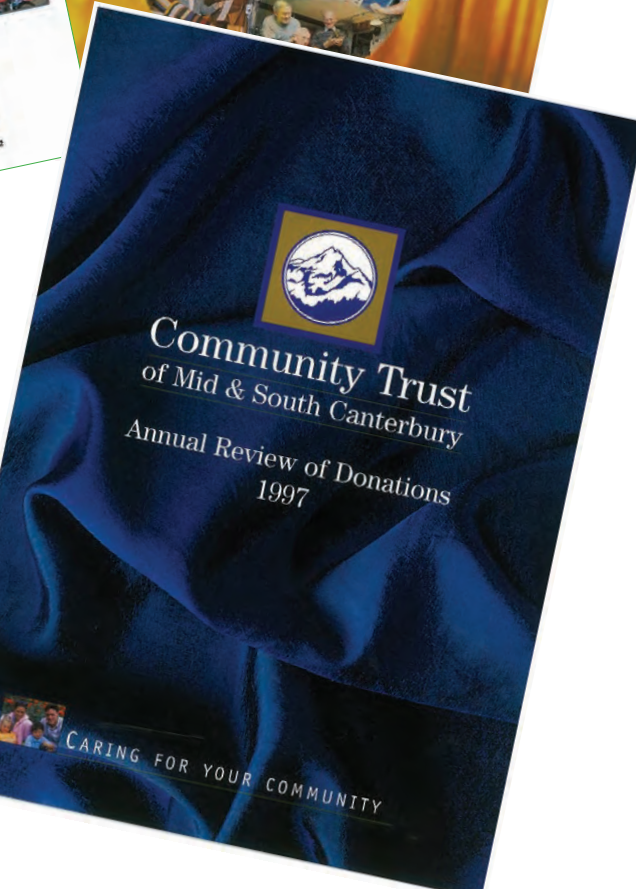
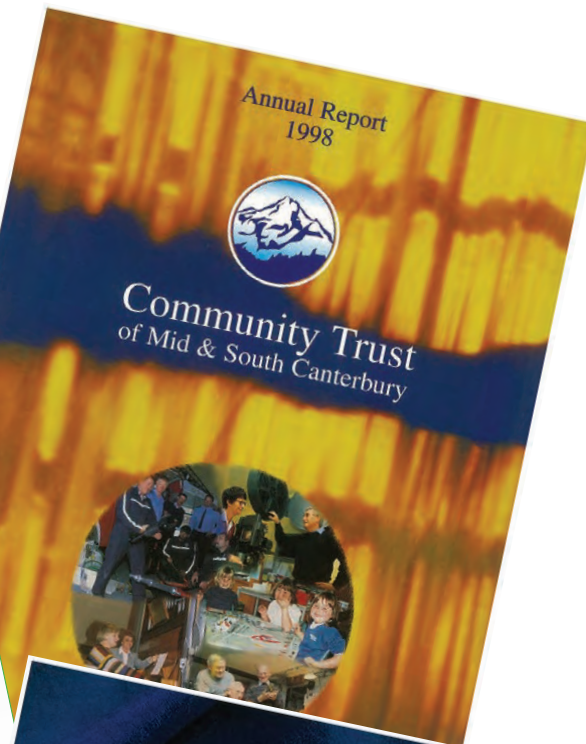
'In my dealings with the Community Trust of Mid and South Canterbury I have seen it evolve to be much more responsive to the changing needs of our community. The staggered application rounds and the responsiveness to community concerns or development issues is a real tribute to the Trust's flexibility. The way in which the staff and trustees also work with the organisations to advise and strengthen them is extremely valuable.'

In 1964 the Promotions Committee was successful in establishing a Savings Bank in Timaru, a bank committed to using its profits for the benefit of the community. In the last 25 years the Community Trust, along with numerous local organisations also has shown the value of initiative, planning and working hard to achieve a goal.

Many hundreds of grateful recipients, some of whose stories are shared in Chapter Four, affirm that over the last 25 years the Community Trust of Mid and South Canterbury has definitely made a difference. The outlook for the future is bright.



*Jo Goodhew at Community House*





## Community Trust of Mid and South Canterbury Time Line

- 1964** *South Canterbury Savings Bank* established. A proportion of the bank's profits were set aside for donations to not-for-profit community groups, as determined by the SCSB directors.
- 1988** *Trust Bank South Canterbury*, registered as a subsidiary of Trust Bank New Zealand, established as all regional savings banks were corporatized under the Trustee Banks Restructuring Act 1988. Ownership of TBSC vested in ***Trust Bank South Canterbury Community Trust***, which was to grow the funds and donate to community organisations according to the Trust Bank South Canterbury Trust Deed (30 May 1988).
- Trust Bank South Canterbury Limited* registered as a bank 21 December 1989.
- 1990** First donations made by *Trust Bank South Canterbury Community Trust*.
- 1996** The Community Trusts of New Zealand sold Trust Bank New Zealand to Westpac Banking Corporation for \$1.2 billion dollars. The two banks merged as Westpac Trust, although the word 'Trust' was phased out by 2002.
- 1997** ***Community Trust of Mid and South Canterbury Inc.*** established, based on Trust Bank South Canterbury Community Trust Inc.
- 1999** Community Trust Act 1999 continued provision for the operation of the community trusts established under the Trustee Bank Restructuring Act 1988.

# Board of Trustees and Staff

## **CHAIR OF BOARD of TRUSTEES**

Andrew F McLay JP, MBE	1988 – 1994
Eddie J Thompson	1995 – 1999
Jim R Underdown	1999 – 1999
Peter F McIlraith B.A.	2000 – 2006
Carole E Brand B.Com., C.A.	2006 – 2007
Nicola Hornsey B.A., LL.B	2007 – 2012
Peter O’Leary B.Com., Dip. Bus. Admin	2012 –

## **BOARD OF TRUSTEES**

Catherine D Bach	1988 – 1991
Alan H Carlton (1915 – 2003)	1988 – 1994
Laurence K Cooney LL.B, Not. Pub. (1939 – 2012)	1988 – 2003
Pamela P Cornelius	1988 – 1993
Anne P Dodds JP	1988 – 1992
Oliver J Gavigan (1923 – 1994)	1988 – 1993
Andrew F McLay JP, MBE (1919 – 2008)	1988 – 1994
Jennifer (Jenny) M Shipley MP, PM, DCNZM, Dame	1988 – 1991
Clifford (Cip) P Sparrow	1988 – 1997
T John Srhoy QSM (1933 – 2005)	1988 – 1993
James (Jim) R Sutton MP, NZOM	1988 – 1997
J Eddie Thompson (1921 – 2011)	1988 – 1999

Bruce D Timpany LL.B	1988 – 1999
Bruce R McCully JP	1992 – 1995
Jenny J Rayne JP (1938 – 2014)	1992 – 2000
R James (Jim) Underdown (1932 – 2014)	1992 – 1999
Rosemary (Rosie) A Carruthers LL.B, QSO	1994 – 2006
Angus R McKay	1994 – 2002
Peter F McIlraith B.A	1995 – 2007
Marion B Ross B.A., Dip Tchg	1997 – 2006
Carole E Brand B.Com., C.A.	1999 – 2007
Trevor J McIntyre B.A., Dip Tchg	1999 – 2003
Rosemary Small	1999 – 1999
Huriata Weeks	1999 – 2003
Simon J Dorman LL.B	2000 – 2008
Kaye I Mattingly Dip.Grad.Soc Wk, MNZASW	2000 – 2008
Geoff J Geering QSO	2002 – 2010
Heather A Sim	2002 – 2011
Peter C Dalziel LL.B	2004 - 2010
Nicola Hornsey B.A., LL.B	2006 – 2013
Wynne Raymond LL.B, QSO	2006 – 2010
Lee A Burdon JP	2007 – 2014
Sheryl A Frew B.Com	2007 – 2014
Stephen Wills	2007 – 2011
Trevor Linyard B.Ed., B.Soc Sci (Hons) Dip App. Soc. Stud, Grad. Dip Arts (1947 – 2011)	2009 – 2011
Jean Taylor JP	2009 – 2012
Raeleen de Joux	2010 –
Pauline W Wilson QSM (1943 – 2010)	2010 – 2010
Michelle Brett	2011 –
Maarten Dirkzwager LL.B (Hons)	2011 –
Peter O’Leary B.Com, Dip Bus Admin	2011 –

Jenifer Strauss B.A., LL.B	2011 –
Rex Whiting Adv.Dip Tchg	2011 –
Janice (Jan) E Hide RN	2012 –
Karen Simpson	2013 –

## **STAFF**

### **Secretary**

Ken Churcher ACA	1992 – 1998
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### **Executive Manager/CEO**

Bruce Strathern (1931 – 2008)	1998 – 2003
John Wilson JP	2003 – 2011
Elizabeth (Liz) Shea Dip.Bus.	2011 –

### **Community Relations Manager**

Clive Callow JP B.A., Dip Tchg., Dip Ed (Guidance) Dip Bus. Admin	2011 –
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### **Administration Officer**

Sally Marsh	1998 –
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# Community House is home to 25 voluntary agencies working together to build communities

## **Alzheimers Society South Canterbury** Room 16

Offers support for people with dementia and their families as well as educating the community about dementia.

## **Arthritis New Zealand** Room 6

Provides support, information and education in self-care and self-management of arthritic conditions.

## **Asthma New Zealand** Room 17

Provides education, support, equipment education and hire.

## **Caring for Carers** Room 8

Supports unpaid carers who care for a family member or friend with mental, intellectual, or physical illness or disability.

## **Citizens Advice Bureau** Rooms 1-2

Provides free to all individuals an impartial and confidential service of information, guidance and support. Information on varied topics such as consumer education, employment, health and welfare, housing, legal issues and general information, and many other topics is available.

## **Community Trust of Mid and South Canterbury** Rooms 21 and 22

Provides charitable, cultural, philanthropic and recreational benefits to the community. The Community Trust of Mid and South Canterbury Inc. also owns and operates Community House, Timaru, for the benefit of the community in general.

## **Diabetes NZ – South Canterbury** Room 19

The Society's aim is to help, give support, and provide information to people with diabetes and their families.

## **Fale Pasifika O Aoraki** Room 26

Works to identify and provide needed support to Pacific Island people and their families in Aoraki and to make a difference in their lives. This includes help when approaching government departments, translation of forms or at appointments, staying healthy, knowing more about your Pacific heritage – someone to talk to and someone to listen.

### **Farmers Market Timaru** Car Park

The Market operates each Saturday morning from 9.00am -12.30pm in the Community Trust car park. A variety of fruit, vegetables, breads, meats, preserves, dairy products, plants and other items, all produced within a 100km radius of Timaru, are on sale. Coffee and entertainment are also provided.

### **Insight** Room 23

Provides assessment and rehabilitation services, through ACC contracts, private insurance agencies, and privately to clients who have had moderate/severe traumatic brain injuries (TBI), mild brain injuries (concussion), general neurological conditions, neurotoxicity (chemical poisoning), psychological issues and other general physical injuries. The team consists of Physiotherapists, Occupational Therapists, Speech Language Therapists, Nurses, Social Workers, Dieticians and Clinical Psychologists/Neuropsychologists.

### **Kidstart** Room 7

Provides home-based care and learning for children from birth to five years, in the welcoming and safe environment of a Kidstart caregiver. They offer flexible hours, convenient locations, carefully selected, vetted and trained caregivers, a ratio of one caregiver to a maximum of four children, and affordable fees with WINZ subsidies available.

### **Learning for You** Room 12

Offers support and information to parents when queries arise from learning issues in the school environment. Assessments are carried out by psychologists and specially trained assessors for students who have learning challenges. Tuition on a one-to-one basis by trained teachers, and tailored to the individual needs of students, is available.

### **Life Education Trust Mid and South Canterbury** Room 8

A mobile primary education service which delivers health based programmes to over 8,000 children annually in 67 schools in the Mid and South Canterbury region.

### **Ngai Tahu Maori Rock Art Trust** Room 9

The Trust was established in 2002 to ensure the protection, preservation and celebration of Maori rock art for all New Zealanders. The work involves taking a leading role in the conservation and management of rock art sites within the tribal boundaries of Ngai Tahu.

### **Office in a Box**

Three organisations make use of the rooms available: Canterbury Community Law, Round Table No 8, and Timaru Group Riding for Disabled.

**Parkinsons Society** Room 5

The society provides home visits and on-going phone contact, advocacy and liaison with doctors and other health professionals, a gym and chair exercise group, education in the community and hospitals/rest homes and to families, newsletters, socials and the magazine from Head Office.

**Royal NZ Foundation of the Blind** Room 13

Empowers blind and partially sighted members by giving them the training, tools, and tips they need to deal with blindness and achieve their goals.

**South Canterbury Multiple Sclerosis Society** Room 3

Advocates, fosters and encourages the creation of opportunities for people with MS to participate as fully as possible in all aspects of life. They offer liaison with doctors, education and referrals.

**S C Violence Intervention Project** Rooms 24-25

Provides two main services; a men's group 'Stopping Violence' programme, and 'Highway 2' a child and youth programme.

The men's programme is a Domestic Violence Act approved 14-week stopping violence programme. 'Highway 2' is a programme for young people demonstrating violence and/or abusive behaviours. The programme is designed to work with the young person to develop the personal skills to enable them to better manage the challenges they face.

**Stroke Foundation NZ** Room 18

Provides information and support to people with stroke, their families and care-givers. The Foundation's role is to promote awareness of the causes and consequences of suffering a stroke. Education is the key to getting the message out in the community.

**Timaru Senior Citizens Association** Room 14

Serves the senior community offering common sense hands-on support and advocacy, information, support around all senior needs and concerns, total mobility, educational awareness talks, trips and outings, entertainment and activities.

**Volunteering Mid/South Canterbury** Room 4

Supports the vitality of volunteering in all areas of life in Mid and South Canterbury. Provides support and training for voluntary groups and organisations, and for volunteers.

**Workplace Support** Room 5

This is an independent employee assistance provider.

# References

## Primary Sources

Minutes of the Mid and South Canterbury Community Trust 1988 – 2013.

Annual Reports of the Mid and South Canterbury Community Trust 1988 – 2013.

Mid and South Canterbury Community Trust correspondence, financial reports, conference folder, scrapbook and photographs.

Photographs originally obtained from *The Timaru Herald*, and *The Ashburton Guardian*.

Interviews and/or correspondence with 23 trustees and staff (past and present) of the Mid and South Canterbury Community Trust.

Interviews with Community House tenants.

An interview with Michael Chamberlain, Financial Advisor to the Mid and South Canterbury Community Trust.

Correspondence and telephone conversations with numerous recipients of Community Trust funding and people associated with the Community Trust.

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