



# **MELBOURNE COMMUNITY FOUNDATION**

## **STRATEGIC PLAN**

**JULY 2009 – JUNE 2012**



# STRATEGIC MAP



## VISION

To inspire and enable accessible philanthropy to build healthy resilient communities and positive social change.

## MISSION

A trusted and vibrant organisation which generates & distributes philanthropic resources to match donor interests to emerging social issues and needs of communities.

## Principles

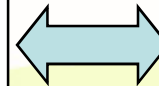
Tolerance ● Integrity ● Independence ● Equity ● Leadership ● Authoritative ● Commitment to social, economic and environmental justice

## INITIATIVES

FUNDS  
DEVELOPMENT



COMMUNITY  
OF  
DONORS



KNOWING  
COMMUNITY

## ORGANISATIONAL CAPACITY



Philanthropic Funds Management ● Human Resources ● Technology  
● Board & Governance ● Systems & Processes ● Marketing



## Desired Positioning



### MCF Desired Positioning

The three year strategic plan and the supporting annual business plans reflect MCF's desired positioning in the minds of its key stakeholders and audiences (current and potential donors, community and non profit organisations, government and business)

- We will be recognised for our leadership in enabling accessible philanthropy, for our focus on the community, for our highly effective grantmaking; for our collaborative and partnership approach, for our ethical and effective Trust administration and investment, and for our efficient and transparent processes.



## STRATEGIC PRIORITY KNOWING COMMUNITY



### FUTURE STATE

*MCF is recognised as one of the leading exponents and practitioners of community philanthropy contributing to positive social change and community well-being.*

### MEASURES OF SUCCESS

- 20 per cent increase in funds distributed
- \$ raised through consultancy
- No. of requests for grantmaking advice from external clients
- Participation in social policy and program partnerships

### PRODUCTS

- Grantmaking
- Philanthropic Advisory Service
- Government relationships and policy advice
- MCF Knowledge and expertise (conferences, papers etc)
- MCF Strategic Interventions
  - MacroMelbourne
  - Indigenous Education
  - Positive Ageing

### INITIATIVES

- Promote MCF Philanthropy Advisory Service.
- Implement MacroMelbourne Initiative
- Scope and develop Indigenous Education Initiative.
- Explore Positive Ageing Initiative.
- Maintain and develop government partnerships and opportunities for policy advice



## STRATEGIC PRIORITY COMMUNITY OF DONORS



### FUTURE STATE

*MCF connects donors to each other and the community to support delivery of their philanthropic goals.*

### INITIATIVES

- Develop and deliver a program of donor events and forums.
- Engender donor collaboration to support MCF Initiatives
- Develop and undertake donor survey.

### MEASURES OF SUCCESS

- Donor satisfaction and engagement
- Donor support for MCF Initiatives/operations

### PRODUCTS

- Donor Events
- Donor Forums
- MacroMelbourne
- Indigenous Education
- Positive Ageing



## STRATEGIC PRIORITY FUNDS DEVELOPMENT



### FUTURE STATE

*Donation increase by 20 per cent per annum*

### MEASURE OF SUCCESS

- \$8.6 million in donations by 2012-13

### PRODUCTS

- Sub-funds
- Supporting Foundations
- Gumnuts
- Workplace Giving
- Bequests

### INITIATIVES

- Work with Professional Advisors to increase funds under management in particular focusing on sub-funds and supporting foundations.
- Work with MCF donors to increase their donations.
- Work with MCF donors as a source to provide referrals.
- Work with Corporates to increase workplace giving (NCF).
- Develop and deliver a communications plan to build Gumnut accounts.
- Utilise the Board and Ambassadors to generate new donations.

# ORGANISATIONAL CAPABILITY

## FUTURE STATE

*MCF improves its business by focusing on Human Resources, Technology, Board & Governance, Systems & Processes and Marketing.*

## MEASURES OF SUCCESS

Successful implementation of Strategic Plan 2009-2013.

## INITIATIVES

### Human Resources

- Develop and implement key human resources policies.

### Technology

- Maintain, research and develop web capability.

### Board & Governance

- Maintain and improve Board effectiveness.

### Systems and Processes

- Develop policies and procedures manual.
- Implement a new investment management contract.
- Bring sub-fund administration and management systems in-house.
- Bring accountancy services in-house.
- Develop an evidence base for quality impact, systems and processes (accreditation).

### Marketing

- Raise MCF profile
- Ongoing review of key communication materials
- Produce Annual Report and Newsletters
- Ongoing donor and market research