

Maldon & District Financial Services Ltd

STRATEGIC PLAN

2022 - 2027



Community Bank
Maldon & District

 Bendigo Bank

Maldon & District Financial Services Ltd

STRATEGIC PLAN: 2022 - 2027

Our first branch in Maldon opened in 1999 after the big banks left town. Since then, MDFSL has invested over \$3.4 million back into the Maldon, Dunolly, Newstead and Mount Alexander communities.

We are so proud of this but know we can achieve more!

By having strong business performance, we are able to drive projects and community leadership. It is these factors which demonstrate our community impact and help us work towards our vision of –

Thriving, sustainable and connected communities

Prepared throughout 2021 and 2022 with assistance from external facilitator Sorted, community survey, member feedback, and Board workshops. Approved by MDFSL Board – April 2022.

Ross Egleton (Chair), Kerry Healy (Deputy Chair), Katie McEachran, Janet Purcell, Jane Goodrich, Matthew Gordon, Meg Sattler, Shannon Burdeu (Secretary) and Paul Simmons (Branch Manager). Valuable contributions from Liesl Malan and Helen Curran.



Our Vision

Thriving, sustainable and connected communities

Our Purpose

To provide a viable, local banking service, distribute profits and partner on projects for community benefit

Our Values

SUSTAINABILITY

- We value long-term social, environmental, and economic outcomes
- We balance history, learning and innovation
- We support wellbeing

INTEGRITY

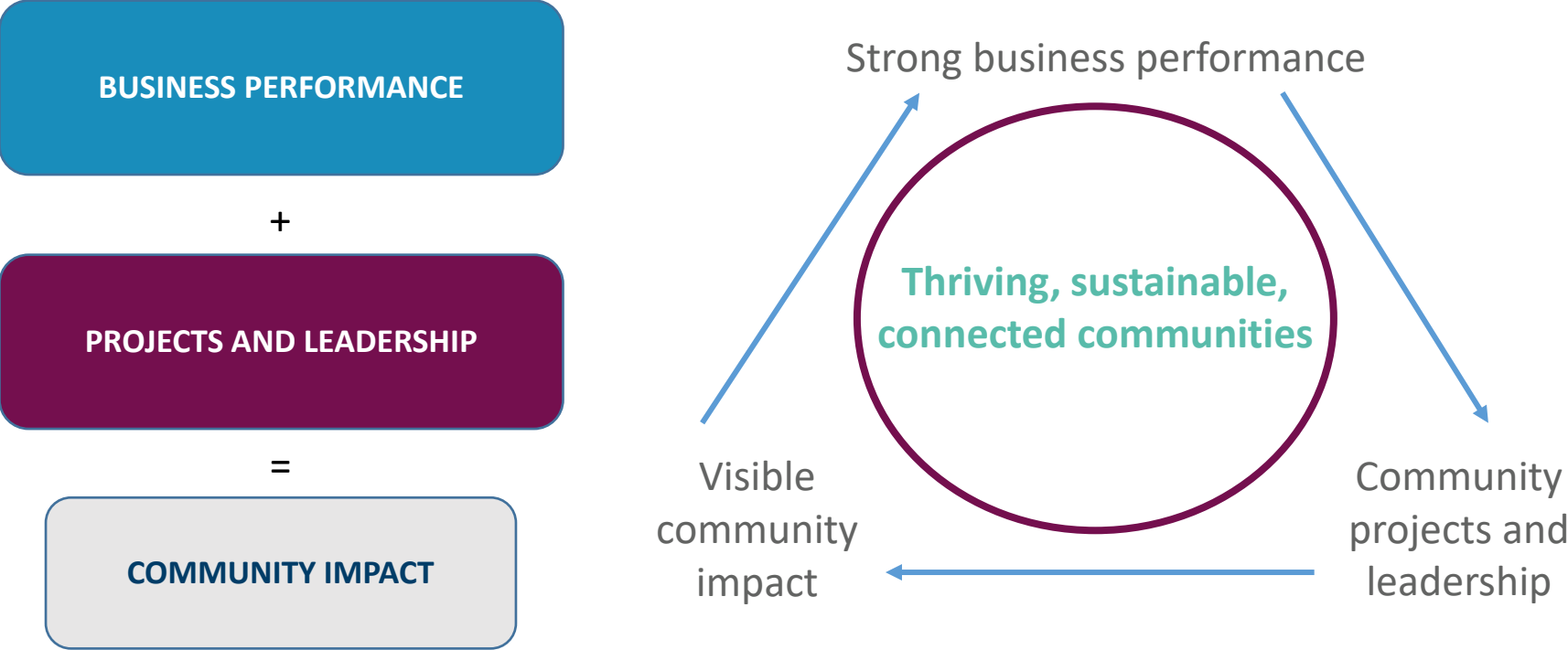
- We are honest, accountable, respectful, ethical and fair
- We are open, straight talking and embrace robust conversations
- We are inclusive and pursue equity

CONNECTION

- We promote local decision making
- We honour our founders, members and clients
- We connect, collaborate and consult to support community needs

By having strong business performance, we are able to drive projects and community leadership. From this we see a visible community impact.

Together, these three strategic priorities will help us work towards our vision of *thriving, sustainable and connected communities*



Strategic Priorities 2022 - 2027

COMMUNITY IMPACT

BUSINESS PERFORMANCE

PROJECTS AND LEADERSHIP

By having detailed goals and actions plans under each of our strategic priorities, we will keep banking local, work with our communities on projects that matter, provide leadership and training in the community and distribute profits where most sustainable and impactful — *Ross Egleton, MDFSL Chair*



Strategic Priorities 2022 - 2027

COMMUNITY IMPACT

- Develop and implement a community investment strategy
- Develop a community impact measurement framework
 - Develop and implement environment, social, and economic sustainability action plans
- Promote our model to tell our story

BUSINESS PERFORMANCE

- Invest in staff talent and skills through personalised training plans and a focus on promoting and growth within
- Ensure Board and staff continuity with succession planning
 - Diverse, engaged, competent, community driven Board
- Have a clear and understood business performance framework

PROJECTS AND LEADERSHIP

- Drive strategic (visions aligned) projects within a detailed strategic projects framework
 - Build capability across small business and community organisations
- Increase participation in, and understanding of, community decision-making

Strategic area 1 - COMMUNITY IMPACT

Strategy	Outcomes	Actions	Who
Community investment	Implemented community investment strategy	Identify all community groups. Identifying target areas. Draft clear guidelines for assessment, target groups and partnerships. Update all forms to clearly articulate strategy and aims.	EO, CI port folio
Sustainability plans	Implemented Environmental, sustainability action plans	Review current practices of environmental impact and sustainability. Consider purchases, branch actions, MDFSL behaviours and draft detailed policy and procedures for change	CI
Sustainability plans	Implemented Social Impact sustainability action plan	Building on from community contributions statement in 2021 Annual report, clearly articulate the impact we wish to have on our communities and how we will look to achieve this. Complement CI investment strategy	CI
Sustainability plans	Implemented economic sustainability action plan	Renew focus on small business growth in our region. Clear strategy to develop capacity in business and provide relevant resources and training. Solidify Small Business Action program	CI
Community impact	Our banking model and contribution well known	Develop a measurement framework for community spend. Framework to detail how to 'Tell our story' – update spend regularly and publicise each financial year and calendar year. All board and staff to know community spend	Board

Strategic area 2 – BUSINESS PERFORMANCE

Strategy	Outcomes	Actions	Who
Invest in staff talent and skills	Staff performance and training plans	Implement staff professional development plans. Review current training needs and match with business performance. Engage team in model and community engagement. Seek team input on development of plans	BM, EO, Chair
Ensure board and staff continuity	Future HR requirements planned	Board and staff succession plans implemented. Clear recruitment procedures.	BM, Board
Ensure a skilled, diverse and engaged board	Skilled and effective Board	Finalise board skills/interest matrix and keep Board matrix standing Agenda item Match roles and identify training needs and recruit to fill gaps. Conduct annual engagement interviews by Chair	Chair, Board, EO
Optimise business growth & development	Branch book size increase to \$200m	Continued business development opportunities identified. BD training across all staff and re-commence BD portfolio in 2023 Board training on identifying opportunities Engage and motivate staff on required targets including holding regular sales meetings and up-skilling	BM
Business performance framework	Guidelines on what we define as success	Broader definition of success – community contribution, book size and staff matters Framework should drive all business decisions and board actions	Board

Strategic area 3 – PROJECTS & LEADERSHIP

Strategy	Outcomes	Actions	Who
To drive strategic (vision aligned) projects	Strategic projects framework	Scope projects, Conduct research Community Engagement, Form partnership/s Develop business plan Commence Project Feasibility Study	Projects Group/ EO
Increase participation of, and understanding in, community decision making	Board members broadly representative of communities we operate in	Finalise board skills/interest matrix. Identify and fill potential gaps. Contact groups, develop deeper relationships for engagement	Board/ EO
Build capacity across small business	Increased skills in community groups Community groups understanding of MDCB	Strengthen Small Business Action Plan – have it as the ‘go-to’ annual development program Design similar/ Action plan program for community groups	EO, CI portfolio
Build capacity across community organisations	Ongoing, respected training for NFP groups	Identify relevant training program for upskilling local community, sporting and NFP groups re grant writing, programs, access, future plans etc. Advertise then run programs and promote other relevant training and programs	EO, CI portfolio



Thriving, connected and sustainable communities

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Our Vision: Thriving, sustainable and connected communities

Our Purpose: To provide a viable, local banking service, distribute profits and partner on projects for community benefit

Our Values: sustainability – integrity – connection

Strategic Priorities

Business Performance + Projects and Leadership = Community Impact

COMMUNITY IMPACT

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- Promote our model to tell our story

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