



Mt Eliza Community Enterprise Limited

Business Plan 2015–2020

Mt Eliza **Community Bank**[®] Branch

Our vision

To be the bank of choice for the Mt Eliza community.

Our mission

To work with Bendigo and Adelaide Bank Limited, our staff and customers to deliver exceptional banking services and to share the benefits with all our stakeholders.

Our values

- We are committed to working for our community.
- We are ethical, honest and transparent in our governance.
- We are responsive to the needs of our stakeholders.
- We are tolerant, respectful, conscious and authentic.
- We aim to exceed expectations and redefine professional excellence.



2015–2020 assumptions

Key partnerships

- Bendigo & Adelaide Bank
- Shareholders
- Community Bank network
- Mt Eliza Chamber of Commerce
- Service clubs: Rotary & Lions
- Mt Eliza Junior Football Club
- Mt Eliza Soccer Club
- Mt Eliza Sports Association
- Ranelagh Club
- Local schools
- Business advocates
- Business networks

Key activities

- Providing a full range of banking services
- Selling our story to stakeholders
- Excellence in customer service
- Youth engagement
- Shareholder engagement
- Mobile banking
- Technology platforms and social media

Key resources

- Staff and Directors
- Bendigo & Adelaide Bank Limited
- Regional Management team
- Community advocates and shareholders
- Community Bank network
- Social media
- Technology platforms

Channels

- Branch
- Online banking environment
- Mobile banking environment
- Potential pop-up bank site

Customer relationships

- Increasingly online
- Increasingly mobile
- Smaller branch space required
- Mobile banking staff and business development
- Relationship officers who multi-task
- We need to know what our community wants and needs

2015–2020 assumptions continued

Potential costs

- Branch configuration and fit-out
- Franchise renewal cost
- Branch vehicle
- Mobile banker
- Business Development Manager
- Pop-up site

Potential revenue

- New customers
- Multiple products per customer
- Residential loans
- Deposits
- Credit cards
- Mobile banking
- Pop-up site

Value propositions

- We are community owned and operated
- Our community investment and engagement
- Our manager's customer relationships and product knowledge
- Our staff customer relationships and product knowledge
- Customer service excellence
- Local decision making
- Proactive, action-orientated board

Customer segments

- Family home owners
- Local business banking
- Club banking
- Students and school banking
- Self-managed super funds
- High net worth individuals
- Tradespeople
- Health and wellbeing sector
- Others beyond our current geographical area (ie. Baxter, Somerville)

Strategic directions for 2015–2020

1

**Build a strong
and connected
team**

2

**Understand
and communicate
our story**

3

**Strengthen our
key partnerships
and build a sense
of community**

4

**Strengthen
our marketing**

5

**Increase
the capacity
of our board**

1

Build a strong and connected team

Build a strong and connected team

2015–2020 We will continue to improve board–staff relations and share our vision for the future as a strong, connected team.

		Responsibility
1.1	In all our planning, develop and foster the board–staff relationship.	
1.1a	Create opportunities for directors to work with staff on our priorities.	HR Committee and Branch Manager
1.1b	Encourage staff to participate in our community activities.	
1.1c	Note any particular director/staff connections with our community and local businesses. Leverage these connections where possible.	
1.1d	Find professional development programs that directors and staff can attend together to add skills and capacity to our team.	
1.2	Co-ordinate staff and board in company activities, performance and planning.	
1.2a	The board will consider any relevant information that is useful for the staff and share it in formal or informal settings (for example a post-board meeting briefing).	HR Committee, board members and staff
1.2b	The staff will consider any relevant information that is useful for the board and share it in formal or informal settings (for example, feedback on training).	
1.2c	Develop a calendar of formal and informal communication opportunities.	

“If you could get all the people in an organisation rowing in the same direction, you could dominate any industry, in any market, against any competition, at any time.”

– Patrick Lencioni

2

Understand and communicate our story

Understand and communicate our story

2015–2020 We will define our company's long-term value propositions and continually communicate them.

		Responsibility
2.1	Know our community and understand what we can do to be relevant to it.	
2.1a	Reconnect with why we are doing this. Re-visit our vision and mission.	Board
2.1b	What did our community want from a Community Bank originally? Consult with shareholders, steering committee and stakeholders.	
2.2	What will we do to make a difference in the long-term?	
2.2a	Reconsider our company's value proposition to the community.	Marketing Committee
2.2b	Define a simple message we will consistently use to communicate our value proposition in relation to community investments and banking services.	



3

Strengthen our key partnerships and build a sense of community

Strengthen our key partnerships and build a sense of community

2015–2020 We will identify and build partnerships in key community and customer segments and be advocates for the community.

		Responsibility
3.1	Define who our key customer segments and ‘tribes’ are.	Board
3.2	Document director/staff existing relationships with these segments.	
3.3	Identify and plan how to bridge gaps with succession planning.	
3.4	Allocate responsibility for key relationship development.	
3.5	Consider opportunities to connect key segments and tribes.	
3.6	Be passionate advocates of our community.	



4

Strengthen our marketing

Strengthen our marketing

2015–2020 We will develop our marketing capability and a marketing plan that integrates community investments with the growth plans of our company.

		Responsibility
4.1	Allocate company marketing responsibilities.	
4.1a	Define board and staff skills and connections in relation to key customer segments.	Marketing Committee
4.1b	Identify and plan to bridge marketing skills gaps.	
4.1c	Document our 3–5 year marketing objectives and allocate responsibilities.	
4.2	Develop a marketing plan that includes our community investment plan.	
4.2a	Define customer and community sponsorship segments and our value proposition for each segment.	Marketing Committee
4.2b	Define our products best suited for each customer and sponsorship segment.	
4.2c	Prepare 12-month action plans for key segments including targets and budgets.	



5

**Increase
the capacity
of our board**

Increase the capacity of our board

2015–2020 We will increase the capacity of the board and add diversity to maintain company performance and deliver our strategic plan.

		Responsibility
5.1	Assess our current board situation.	
5.1a	Identify our 3–5 year director capability priorities.	HR Committee & Chair
5.1b	Document a current board skills matrix.	
5.1c	Assess current board/staff community/market relationships, identify gaps.	
5.2	Define a future board and plan how to get there.	
5.2a	Identify any capability, skill or local relationship gaps on the board.	HR Committee & Chair
5.2b	Define a future board development plan including successor options.	
5.2c	Define a director recruitment plan.	
5.2d	Define board and director professional development plans.	
5.2e	Document or review board committees' terms of reference including performance expectations.	

“The business of business is no longer business.
The business of business is to make the world a better place.”
– Carolyn Tate

Shared value

Shared value is defined as policies and practices that enhance the competitiveness of companies while improving social and environmental conditions in the regions where they operate.

It is a business strategy focused on companies creating measurable economic benefit by identifying and addressing social problems that intersect with their business.

To qualify as shared value, there must be an identifiable economic benefit to the company as well as measurable impact on a social or environmental issue.



Checklist

		Completed	Responsibility
1. Build a strong and connected team			
1.1a	Create opportunities for directors to work with staff on our priorities.		HR Committee and Branch Manager
1.1b	Encourage staff to participate in our community activities.		
1.1c	Note any particular director/staff connections with our community and local businesses. Leverage these connections where possible.		
1.1d	Find professional development programs that directors and staff can attend together to add skills and capacity to our team.		
1.2a	The board will consider any relevant information that is useful for the staff and share it in formal or informal settings (for example a post-board meeting briefing).		HR Committee, board members and staff
1.2b	The staff will consider any relevant information that is useful for the board and share it in formal or informal settings (for example, feedback on training).		
1.2c	Develop a calendar of formal and informal communication opportunities.		
2. Understand and communicate our story			
2.1a	Reconnect with why we are doing this. Re-visit our vision and mission.		Board
2.1b	What did our community want from a Community Bank originally? Consult with shareholders, steering committee and stakeholders.		
3. Strengthen our key partnerships and build a sense of community			
3.1	Define who our key customer segments and ‘tribes’ are.		Board
3.2	Document director/staff existing relationships with these segments.		
3.3	Identify and plan how to bridge gaps with succession planning.		
3.4	Allocate responsibility for key relationship development.		
3.5	Consider opportunities to connect key segments and tribes.		
3.6	Be passionate advocates of our community.		

Checklist (continued)

		Completed	Responsibility
4. Strengthen our marketing			
4.1a	Define board and staff skills and connections in relation to key customer segments.		Marketing Committee
4.1b	Identify and plan to bridge marketing skills gaps.		
4.1c	Document our 3–5 year marketing objectives and allocate responsibilities.		
4.2a	Define customer and community sponsorship segments and our value proposition for each segment.		Marketing Committee
4.2b	Define our products best suited for each customer and sponsorship segment.		
4.2c	Prepare 12-month action plans for key segments including targets and budgets.		
5. Increase the capacity of our board			
5.1a	Identify our 3–5 year director capability priorities.		HR Committee & Chair
5.1b	Document a current board skills matrix.		
5.1c	Assess current board/staff community/market relationships, identify gaps.		
5.2a	Identify any capability, skill or local relationship gaps on the board.		HR Committee & Chair
5.2b	Define a future board development plan including successor options.		
5.2c	Define a director recruitment plan.		
5.2d	Define board and director professional development plans.		
5.2e	Document or review board committees' terms of reference including performance expectations.		



“People just want business to do good. It’s that simple.”
– John Mackey

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Board: Reagan Barry (Chairman), Paul Andrews, James Batty, Robert Gauci (Treasurer), Alex Godfrey, Jo Horton, Peter Hutchinson, Carolyn Parker (Secretary).

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