



community
sector banking



year book 2010

real people. real impact.

foreword

Just as we are a banking service with a difference, this is a Year Book with a difference. Yes, we will report on the tangible outcomes we have achieved in 2010, such as new products and services and the amounts we have lent back into the not-for-profit sector.

But these outcomes only tell part of the story.

The work we do is ongoing, and it has evolved over the eight years we have been in operation. So within these pages you will read of the work we have done over many years in supporting our customers – that is, not-for-profit organisations – to deliver social change. You will also get a glimpse of the things we are doing now that will help to make a positive difference in coming years.

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vision, mission and values

vision

Our vision is to be **the** financial institution that strengthens the not-for-profit sector in its delivery of positive social change.

mission

Our mission is to contribute to a stronger Australian not-for-profit sector by providing innovative financial solutions and high-quality tailored products and services.

values

In partnership with its stakeholders, Community Sector Banking is committed to building an equitable society.

1. Community Sector Banking will behave with honesty, transparency and integrity in all dealings with its customers, shareholders and colleagues.
2. Community Sector Banking is passionate about delivering measurable social impact.
3. Community Sector Banking will act responsibly to support economical and environmental sustainability.
4. Community Sector Banking will recognise the effort and contribution of its employees and support career development opportunities including continuing education.
5. Community Sector Banking is committed to diversity, equal opportunity and fair treatment.



chairperson's report

emerging from the GFC on the front foot

It has been an honour to represent Community Sector Banking as Chairperson in 2010. The year has been one of significant growth, drawing upon the previous eight years' hard work in building an organisation that delivers real impact within the community.

Like all financial institutions, we felt the effects of the Global Financial Crisis (GFC) in 2009. Thanks must go to the staff of Community Sector Banking, who agreed to a pay freeze during these turbulent economic times. With their help, we were able to minimise the impact on staffing levels, with all frontline staff retained. Significantly, our balance sheet grew – as did the number of CSB customers – despite facing losses on the bottom line.

We are now in a very strong position as 2010 draws to a close. I am delighted to report on some key achievements of Community Sector Banking throughout the year:

- **Return of shareholder equity** – We have restored all shareholder equity in the business and we are now in a strong position to reinvest in the business and pay a dividend to shareholders in 2011/12.
- **Office expansion** – Community Sector Banking continues to grow, with the number of employees growing by approximately 20 per cent in 2010. We now employ 40 employees, up from 32 at the start of the year.
- **Lodden Mallee Housing Services (LMHS)** – We have set up a \$50 million funding facility for LMHS, which is the largest lend in our history and one of the largest for the Bendigo & Adelaide Bank. LMHS will use the funds to assist in the construction of 800 new affordable rental properties across the state, which is a great step in addressing the social housing crisis in Victoria.

I would like to acknowledge the hard work of our Community Sector Banking Directors. The shareholders of Community 21 – who partnered with the Bendigo and Adelaide Bank to form Community Sector Banking – provide invaluable input into our direction and success. We look forward to continuing strong working relationships in 2011.

Finally, I would like to thank our CEO Greg Peel, for his unwavering commitment and tireless work, particularly in the areas of Indigenous welfare and affordable and social housing. His vision for Community Sector Banking remains crystal clear – and it is thanks to him and his team that we are able to support the not-for-profit sector as it makes such a positive difference to many of the challenging issues facing society today.

From 2011, the shareholders have agreed to rotate the Chair based on mutual agreement, on an annual basis.

Jenny Dawson

Chairperson, Community Sector Banking

“We are now in a very strong position as 2010 draws to a close.”





“Community Sector Banking is so much more than a bank. In working with them over the years, they have helped us to secure significant funding for many of the social housing projects we have embarked upon.”

“They have shown us how to make the money we borrow go further to achieve our social housing goals.”

Jason Cubit, Chief Executive
Gold Coast Housing Company

chair of community 21 report

helping not-for-profits to help society

In 2010, Community Sector Banking – a joint venture between Community 21 and Bendigo and Adelaide Bank – has made a clear and very solid contribution to the common good through its work in helping not-for-profit organisations achieve their goals.

The Directors of Community 21 are very satisfied with the many achievements made by the Community Sector Banking team.

We have successfully engaged with not-for-profit organisations nationally – we now work with over 4000 individual organisations, which equates to approximately 10% of economically significant not-for-profits in Australia. Considering that the not-for-profit sector in Australia is bigger than the retail sector in terms of its annual turnover, it is a remarkable achievement.

We have also made a major foray into lending for social housing. Our customers in this sector are starting to have a significant impact on the provision of much-needed housing across Australia.

My fellow C21 Directors and I acknowledge the hard work and diligent efforts made by Greg Peel, Peter Quarmby and the other members of the Community Sector Banking team during 2010. We also acknowledge and appreciate the opportunity to continue our successful partnership and collaboration with Bendigo and Adelaide Bank – as it is through this partnership that we can help our customers in the not-for-profit sector to strengthen their capacity and their impact.

I also express appreciation for the dedication, commitment and wisdom provided by Bendigo and Adelaide Bank and Community 21 representatives who serve on the Board of Community Sector Banking. Special acknowledgement should be given to Jenny Dawson for her deft and skilful Chairing of the Board during the year.

Looking ahead, much work can still be done to reach and assist more organisations in the not-for-profit sector with financial services and solutions tailored to their particular needs. We remain confident in our ability to carry out this work – and to develop new and innovative ways of adding value to the important work of our not-for-profit customers.

Importantly, we aim to increase the level of engagement of the Community 21 shareholders, using them and the extensive network provided by Bendigo and Adelaide Bank to reach more customers and provide even better services to the not-for-profit sector.

David Thompson AM

Chair, Community 21 Limited and Community Sector Banking Director



“We now work with over 4000 individual organisations, which equates to approximately 10% of economically significant not-for-profits in Australia.”

“There are countless people working tirelessly to facilitate social change. We want to help these people.”

MD of Bendigo and Adelaide Bank's report

mutual support for real impact

Bendigo and Adelaide Bank has always held fast to a simple philosophy: to help a community become a success, we must first help the members of that community.

With a sobering array of interrelated issues confronting our society today – from poverty and social exclusion, to the lack of housing, childcare and aged care – it has never been more important to make in-roads into resolving these issues. Not-for-profit organisations often bear the brunt of this task.

According to the Australian Bureau of Statistics, at the end of 2007 there were more than 40,000 not-for-profit organisations in Australia, employing nearly 900,000 people and attracting more than 2 million volunteers.

We want to help these people. Remaining true to our philosophy, we always seek new ways to help the not-for-profit sector deliver solutions, and try to find ways to maximise the capital available to support those solutions. We recognise and value the power of partnerships – between the sector and the community – to act collectively to build prosperity.

And so, in 2002, it was a natural fit for us to align with a consortium of 20 partners from the not-for-profit sector to form Community Sector Banking. In doing so, we have created an institution dedicated to helping not-for-profits in their quest to build a better society. The structure of the consortium is such that there is strong collaboration between the sector organisations, the bank and the communities these organisations serve.

Naturally, the goals of Community Sector Banking resonate closely with our key messages, which include:

- Feeding into the community's prosperity
- Working for the benefit of customer and community
- Providing a viable alternative to the major banks
- Assisting communities to build their own balance sheets by retaining control of capital flows
- Delivering solutions for mutual benefit

In working with Community Sector Banking, we strive to facilitate ways that a broad range of financial services can be utilised to improve outcomes for organisations within the sector.

From Bendigo and Adelaide Bank's perspective, working with Community Sector Banking is all about engagement, innovation and mobilisation. Take, for example, Community Sector Banking's work in the affordable housing sector. Their housing solution delivers very worthwhile social and economic results – and they are now seeking to leverage those economic gains into other tangible affordable housing outcomes.

We firmly believe that the not-for-profit sector is one of the most powerful facilitators of social and economic development, and we are proud of our ongoing involvement in Community Sector Banking.

Mike Hirst
*Managing Director,
Bendigo and Adelaide Bank*



“We now look forward to the ongoing challenge of helping our customers resolve some of the biggest issues confronting Australian society.”

CEO and MD's report

a story of social change

Community Sector Banking started in 2002 from a very big idea. It was our hope to build a real and significant partnership with the not-for-profit sector in Australia – to help these organisations achieve their goals in the face of a constantly changing society and economy.

Today, with over 4000 not-for-profit organisations banking with us and making use of our specialised products and services, the idea has become a successful reality.

Community Sector Banking is the result of a unique and remarkable partnership forged between Bendigo Bank (now merged with Adelaide Bank) and Community 21, an alliance of 20 not-for-profit organisations. The success of this partnership rests with the fact that it was founded on shared values and a shared vision for a stronger and more responsive not-for-profit sector.

We have developed valuable skills and knowledge, and we have the capacity to research the issues facing marginalised members of the community. We also have the opportunity to work with some of the most progressive thinkers in various sectors to help influence change.

We see ourselves as real partners with the sector and strive – like they do – to have a positive impact on society. Whether it is supporting our customers in setting up employment opportunities in remote Indigenous communities, or helping them to pave the way for home ownership to become a reality for disenfranchised people, we have always been a holistic solutions provider for our customers.

Our goal now is to continue to create solutions in partnership with not-for-profits. Solutions that increase the quality of outcomes delivered by these organisations. Real solutions, delivering real impact.

We have got to this point because we have taken nothing for granted and have worked hard to

gain a greater understanding of the needs of the not-for-profit sector. We constantly ask questions: How can you be more relevant to your market? How can you access the capital you need to get the job done? What are you really setting out to achieve? What are the barriers that prevent the sector achieving its full potential?

We now look forward to the ongoing challenge of helping our customers resolve some of the biggest issues confronting Australian society. Significant issues such as Indigenous parity, affordable housing, aged care, and childcare.

In reporting on the achievements of 2010 in this Year Book, it is important that we do not simply examine the past 12 months – but also look at what we have achieved in the past eight years. In that time we have undertaken extensive research, consulted widely, developed new and innovative financial models, and designed and delivered specialised products and services to the sector. This process is ongoing and continues today in partnership with the not-for-profit sector with the aim of assisting them to deliver the best possible outcomes to the communities they serve.

The measure of our success is not – and never will be – one-dimensional. Financial viability and sustainability are essential to ensure our long-term contribution to the sector, yet we place equal value on our ongoing ability to assist in building a stronger and more sustainable, responsive and independent not-for-profit sector in Australia.

Positive social change doesn't happen overnight, but with our continuing work with the sector, we certainly hope we can assist in the realisation of that change.

Greg Peel

*CEO and Managing Director,
Community Sector Banking*



activity report

2010 is the culmination of eight years of hard work by the staff and stakeholders of Community Sector Banking. There have been many significant achievements throughout the year – some of which have been finalised this year, and some that are part of the bigger picture. That picture is to facilitate positive social change in Australia.

This activity report outlines the achievements of 2010, as well as providing the back-story to some of our ongoing work in key areas like Indigenous welfare and affordable housing.

a snapshot of the organisation

Community Sector Banking currently employs 41 staff, who all work tirelessly to help not-for-profit organisations achieve their goals – whether it be through our range of tailored banking products or our broader services.

Our customer service team operates virtually. While we don't have bricks and mortar bank branches, we do have access to the Bendigo and Adelaide Bank's branch network. To our customers, our Business Managers and Lending Solutions specialists are only ever a phone call away.

With more than 4,000 customers from the not-for-profit sector, we are proud of our growing role within the sector.

keeping it "real": our new look

During 2010, Community Sector Banking underwent a significant rebranding exercise with the goal of humanising the brand and making the logo more reflective of our customers, their focus and our support.

At the core of the new brand is the term "real". Our brand promise is "Real Community Support", which can be broken down into the following elements:

- **Role of the brand** – we give not-for-profits confidence to help the community more
- **Point of difference** – we are the only bank solely dedicated to the community sector
- **Brand characteristics** – genuine, grass roots, confident, progressive, strong values, high quality
- **Source of authority** – we are the "community specialists" with our intimate knowledge of the sector and our customers, their funding cycles and decision making abilities.

As part of the rebranding process, our website was relaunched in December 2010 and can be viewed at: communitysectorbanking.com.au

building a solid social housing model

A fundamental human right is to have access to appropriate and affordable housing. It has long been our goal to work with community housing organisations to develop a model that addresses one of the biggest issues facing our nation today: affordable social housing.

We are now starting to see some exceptional results from six years of research and modelling in this area.

the history of our involvement in housing

Community Sector Banking first became involved in affordable housing when the NSW Federation of Housing – one of our C21 shareholders – approached us for advice on how we could support their members in getting access to housing. They sought to help their many tenants achieve home ownership, so that these people could enjoy wide-reaching benefits, ranging from economic security to overall wellbeing and enhanced esteem.

In researching the issue, we identified many issues facing the sector, and developed a model that may be applied in communities where housing stock is

scarce. This model focused on the question: How do we stimulate co-investment? We sought a new pathway for people, superannuation funds and major corporates to invest in building the local economy, and invest in affordable housing without having to build new housing stock.

Our ongoing work within the affordable housing sector attracted the attention of government in 2006 when it was formulating the National Rent Affordability Scheme, which is a long-term program to invest in affordable rental housing. We are proud of our contributions to the government scheme.

our model for risk-free housing

Community Sector Banking has built an affordable social housing model that works. Our solution is delivering economic growth for the bank, while delivering a great social benefit to local communities. At the core of the solution is the goal of helping people own their own homes, which in turn releases our housing stock for new tenants to move in. This becomes the revolving capital solution upon which our model truly shines.

loddon mallee housing services

Our deal with Loddon Mallee Housing Services exemplifies our commitment to working with not-for-profits in the affordable housing sector.

In November 2010, Loddon Mallee Housing Services signed a \$50 million funding facility with Community Sector Banking to assist in the construction of 800 new affordable rental properties across Victoria.

This is an extremely exciting step for Community Sector Banking. It is the largest deal we have signed, and is one of the largest for Bendigo and Adelaide Bank, too. The syndicated funding arrangement will deliver a much-needed boost to the social housing crisis in Victoria.

our work with indigenous communities

Community Sector Banking has actively sought to assist not-for-profit organisations and their communities to address some of the most pressing issues faced by remote, rural and urban Indigenous communities around Australia. We have worked over many years now, partnering with prominent people and organisations within the sector, to create models for social change for the people living in these communities.

In all the work we do, our goal is to implement solutions that help build employment opportunities and stimulate local economies. In doing so, we are contributing to self-determination and welfare reform, delivering solutions that help tackle the root of the problem.

Here, you can read about some examples of our ongoing work to negotiate a better deal for Indigenous Australians.

delivering banking services in arakoon

In 2006 we successfully implemented a banking program in partnership with Bendigo and Adelaide Bank for the 1000 residents of Arakoon, a very remote Indigenous community on the Cape York Peninsula.

Prior to our intervention, these people had no banking services to speak of. Using Bendigo and Adelaide Bank as the delivery mechanism, we brought retail banking to Arakoon for the first time. We are very proud of our involvement in building the model for delivering banking to Arakoon, and empowering residents to take control of their finances.

In 2010, we have been exploring new ways to address market failure issues in Arakoon and other remote Indigenous locations, looking at housing and how to stimulate more capital in the area. It is very much a work in progress, which we hope will deliver positive results for the residents of Arakoon and the Cape into the long-term.



"Whenever I call CSB, no matter who answers the phone, they know who I am and give me a friendly, personal greeting. More importantly, they understand our unique needs and do whatever they can to help us when we need it."

Brian Crouch, Administration Manager
Tweed Valley Respite Services

our involvement in ecotrust australia

2010 heralded the launch of Ecotrust Australia, a not-for-profit organisation that seeks to make a breakthrough contribution in the areas of conservation, social finance and community development in Northern Australia. Its focus is on regional and remote areas, with a particular emphasis on working with Aboriginal and Torres Strait Islander communities.

Community Sector Banking was initially engaged to participate in a study to investigate whether the Ecotrust model – derived from Canadian and US counterparts – could be adapted for northern Australia. Our role in the study was to assess the access to capital in these remote areas, and how the lack of capital adversely impacted on economic activity.

We were chosen for our considerable knowledge of the sector. Having invested significant time in northern Australia, we have a clear understanding of what communities need to facilitate economic, cultural and social development.

Following the study, Ecotrust Australia was launched in partnership with the Australian Conservation Foundation, with significant funding from the Poola Foundation. The Chair is the eminent Indigenous leader Pat Dodson, and Community Sector Banking CEO Greg Peel is on the Board.

indigenous bank branch

Financial exclusion for many Indigenous people is not just restricted to remote areas of Australia. Many people in urban areas also find it difficult to access financial products and services.

We are working with the Centre for Aboriginal Independence and Enterprise (CAIE) in South East Queensland to address this gap, and have spent the past year assessing the feasibility of establishing an Indigenous bank branch in Brisbane. The concept of this initiative is to build an enterprise owned by Indigenous people that will cater for their financial needs and aspirations.

This activity reflects our commitment to work with our customers to develop and deliver innovative financial products and services that enable greater participation in the economy for those people whose needs are not currently met. We seek to build a pathway to wealth creation for all Australians.

mirrawong gajerawong corporation

In many remote Indigenous communities, access to appropriate strategic planning is critical to their economic, social and cultural development.

Community Sector Banking has been integrally involved in building the strategic plan for the Mirrawong Gajerawong Corporation people of Kununurra in the East Kimberley.

In developing the strategic plan, we spent considerable time with community Elders and the local people to really understand their objectives, goals and aspirations. We helped to prioritise their objectives and structure the plan in such a way as to maximise the use of financial support, which came in the form of a \$12.5 million Aboriginal Development Package from State Government in late 2009.

The plan that we have delivered represents the key terms of reference for the community's social, economic and cultural development. It will be used to support business development activities, employment and housing opportunities.



financial snapshot

Community Sector Banking generates income from the Bendigo and Adelaide Bank (the Bank) for the deposits and loans it manages on behalf of our customers. This income is determined under the profit sharing arrangement with the Bank. All of our deposits and loans ultimately sit with the Bank - CSB and its staff are authorised representatives of the Bank. As such, our customer's deposits are protected by the Bank's regulatory framework which is supported by their BBB+ credit rating.

At the end of 2010, CSB has close to \$500million in funds under management, which includes all our deposits and loans. We look forward to passing this milestone in early 2011.

CSB has achieved year on year growth since we established, and more importantly our percentage growth per annum continues to improve.

As at December 2010:

8081

CSB Salary Benefit Cards held by employees of not-for-profit organisations

4118

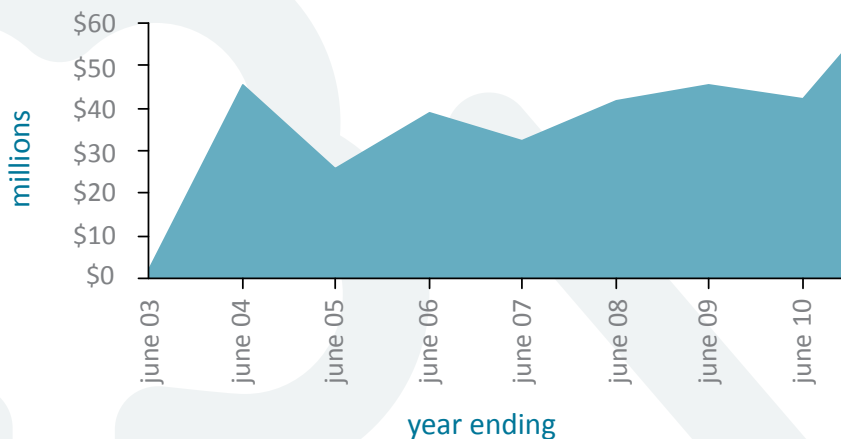
not-for-profit organisations banking with CSB from across the country

15756

accounts held with CSB by not for profit organisations across the country

lending

Total lending into the Sector - end of financial year (average) loan balances



CSB has lent over \$120m to not-for-profit organisations since launching in 2002.

Over 87% of these loans have been for amounts of less than \$500,000.

delivering new products to the market

2010 saw the launch of new products that give Community Sector Banking's customers access to a more comprehensive range of services. Developed with the sector's needs in mind, these services are another "value-add" for which we are now renowned.

salary optimiser 'b-optimised' account

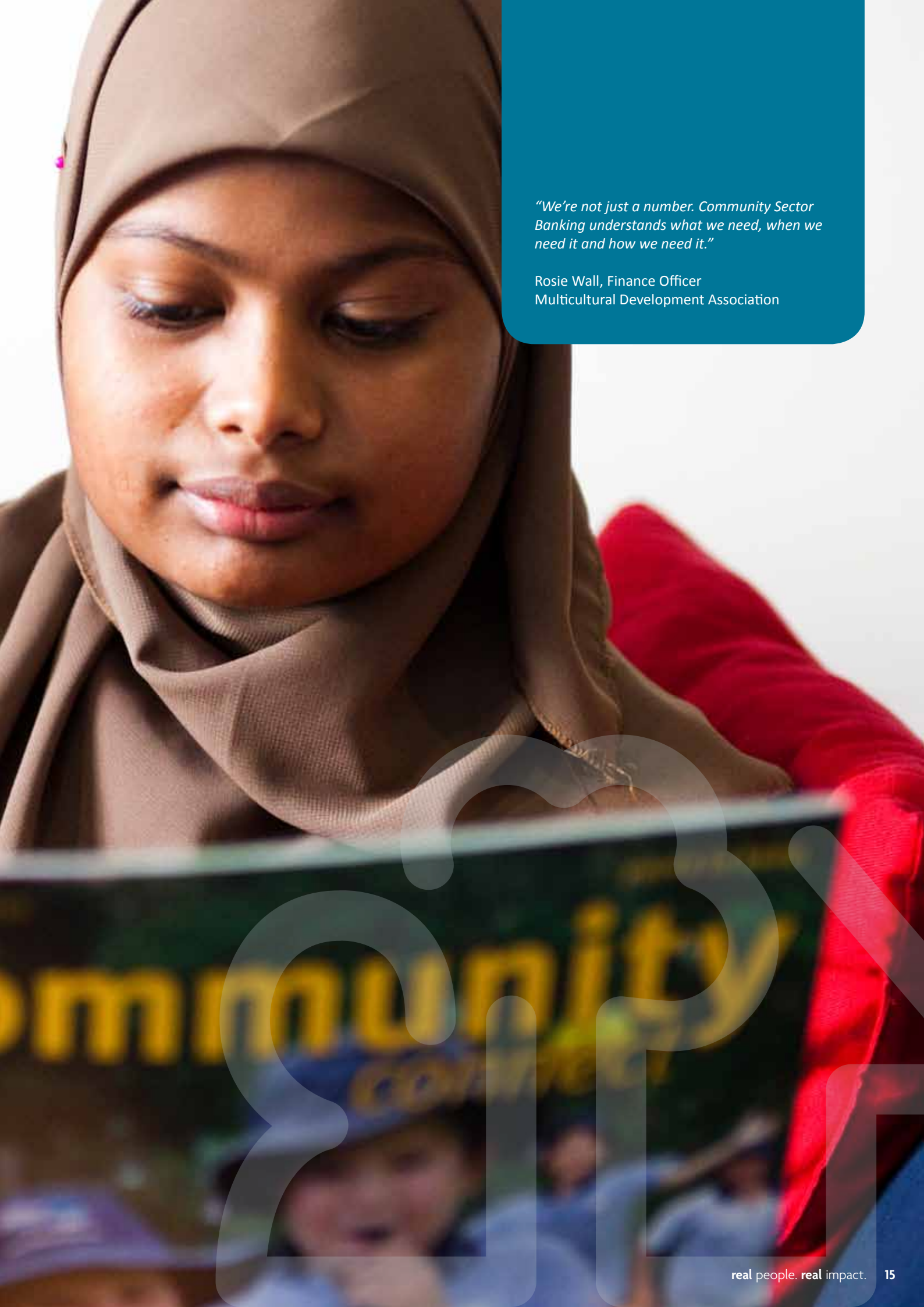
Our 'b-optimised' account was introduced to complement our Salary Benefit 'b-packaged' card, to deliver easy and efficient banking to not-for-profit organisations and their staff. It works by sending the salary-sacrificed portion of staff pay into a dedicated 'b-packaged' Salary Benefit Card account, while the balance goes to an everyday 'b-optimised' account for easy access.

aggregation services

Community Sector Banking strives to deliver a better deal to people within the community who most need it. By aggregating the spend of our customers, we amass greater bargaining power for key services that are becoming more expensive every year. This is where the strength of the sector shines.

New aggregation services include:

- **Telecommunications** – Community Sector Banking offers a range of telecommunication solutions that are specially designed to support not-for-profit organisations. These end-to-end solutions, provided through Bendigo Community Telco, include a range of communication services – mobile, broadband, wireless internet and fixed line.
- **Grant writing** – We work with GrantReady to identify funding opportunities for our customers, and to help organisations prepare and submit grant applications.
- **Community Sector Insurance** – We offer specialised, tailored and competitive insurance coverage through our new insurance plans. Policies also provide cover for volunteers. Products include:
 - Association Liability
 - Public Liability
 - Personal Accident for Voluntary Workers
 - Property
- **Website packages** – Through our partnership with Web Partner™, we offer a range of website packages specifically for the community sector.



"We're not just a number. Community Sector Banking understands what we need, when we need it and how we need it."

Rosie Wall, Finance Officer
Multicultural Development Association

real support

In 2010, we found many ways to help not-for-profit organisations give back to the community. After all, assisting not-for-profits to achieve their goals is at the core of what we do.

Here are some of the highlights of our year of giving.

anglicare australia

Community Sector Banking has formed a strong partnership with Anglicare Australia, offering tailored and flexible banking support for the business, as well as support for the people they care for.

We were privileged to help Anglicare produce *In from the Edge*, Anglicare Australia's State of the Family Report for 2010. This annual report makes an important contribution to the development of a more socially inclusive Australia. The five essays which form *In from the Edge* discuss the barriers leading to social exclusion and what we need to do to break those barriers down.

"The real benefit of working with Community Sector Banking is the ability to talk about what's possible. The ability to imagine what services might look like beyond today – that's the real potential."

Kasy Chambers, Anglicare CEO

suicide prevention network

Community Sector Banking and **Community Bank**[®] branches located in the Illawarra and Shoalhaven region of NSW contributed more than \$9,000 to the Wollongong Suicide Prevention Network and Shoalhaven Suicide Prevention & Awareness Network to fund the launch of a new information pack.

The information pack is aimed at helping people to deal with the loss of a loved one from suicide, containing useful information about support services for those dealing with grief.

the southern fund

The Southern Fund – which exists to support sustainable environmental, social, cultural and economic outcomes across the South Coast region of Western Australia – was launched in March 2010 by South Coast Natural Resource Management (NRM).

Community Sector Banking is proud to manage the account. Part of our role is to facilitate and support regular donations to the fund, and to more broadly capture donations from other sources with the purpose of underwriting South Coast NRM's on-ground activities.

Through the fund, people can easily make tax deductible donations to help South Coast NRM protect and enhance the South Coast environment – ensuring that money donated in the region will stay in the region. Already, the fund is being put to good use, with the first round of grant applications, which closed on 6 December 2010, attracting keen interest from local organisations.

"It's very simple for individuals and not-for-profit groups to get behind The Southern Fund and help us grow it for the benefit of the entire community, and our environment."

Gary Schwab, The Southern Fund Committee Chairman

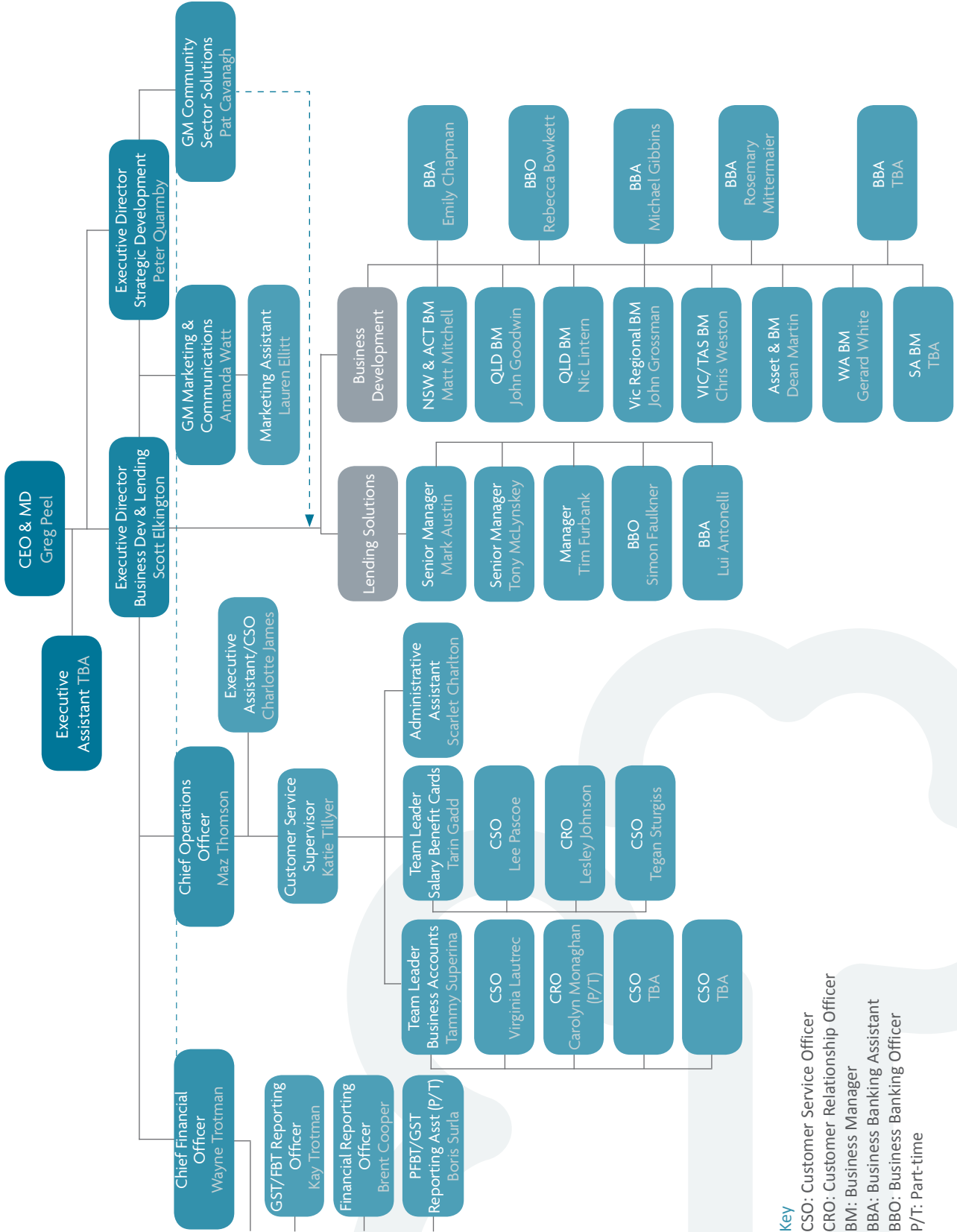
"We approached another bank, but weren't going anywhere. We were introduced to Community Sector Banking, and got to meet the head finance guy and put our case personally."

"They trusted us. They got our dreams and what we wanted to achieve."

Arthur Graham, Chairman
Alcheringa Hostel Ltd



our people



Key

- CSO: Customer Service Officer
- CRO: Customer Relationship Officer
- BM: Business Manager
- BBA: Business Banking Assistant
- BBO: Business Banking Officer
- P/T: Part-time



"They understood the process and what's involved."

Jason Faranda, Treasurer
The Range Children's Centre

our board

The Board of Community Sector Banking is united by the common goal of steering the organisation towards helping not-for-profits achieve their goals within the community. The Board is comprised of two representatives from Bendigo and Adelaide Bank, three representatives from the Community 21 alliance, and the Community Sector Banking Managing Director.

Jenny Dawson – Chairperson

Joined in 2002

Jenny has been a Non-Executive Director of Bendigo and Adelaide Bank since 1999, and Chairs their Audit Committee.

She has been the Bank-appointed director on the Community Sector Banking Board since inception in 2002 and acted as Chair during 2010.

She also Chairs Sandhurst Trustee Limited, and is a Trustee for the Anglican Diocese of Bendigo. She recently completed 10 years as a Director of Coliban Regional Water Corporation, retiring from this Board in June 2010. She is also the inaugural Chair of the Regional Development Advisory (RDA) Committee for the Loddon Mallee region.

Jenny holds a Bachelor of Accounting degree. She is a Fellow of the Institute of Chartered Accountants and member of the Australian Institute of Company Directors.



Greg Peel – CEO & MD Community Sector Banking

Joined in 2002

Greg Peel is the Chief Executive Officer and Managing Director of Community Sector Banking.

Greg has delivered innovative financial solutions for Australian and international corporations for over 30 years, having held senior positions with international banks in Sydney, Brisbane, Melbourne and London. His experience covers corporate banking, trade finance, asset finance, capital markets, integrated global financial solutions and credit and risk management.

For the past 15 years, he has held senior positions with the Bendigo and Adelaide Bank.

Greg is currently on the following Company Boards: Community Sector Banking, Ecotrust Australia, and Bendigo Asset Management.



Rob Hunt AM – Director

Joined in 2002

Rob retired as Managing Director of Bendigo and Adelaide Bank in 2009. During his 36 years with the Group, Rob guided the Bendigo through many innovations that aided the growth of the regional and community banking organisation.

Architect of the **Community Bank**[®] model, Rob was also instrumental in developing a range of Community Enterprise models now utilised across Australia. The models provide communities with a framework, cashflow, capacity and flexibility to address new economic opportunities.

Rob remains involved in various community initiatives on behalf of the Bank – including Community Sector Banking and the **Community Bank**[®] Strategic Advisory Board – and is the current Chair of Treasury Corporation Victoria.



David Thomspson AM – Director

Joined in 2005

David is the founding Chair of Community 21 and a founding Director of Community Sector Banking. He is currently CEO of Jobs Australia Limited.

David is also Chair of the National Roundtable of Nonprofit Organisations Limited; Director of the Australian Council of Social Service (ACOSS); Chair of the Jobs Australia Foundation; Chair of COMMACT International and Director of its Australian Chapter; and Chair and Director of Beyond Empathy Limited.

David is also a member of a number of federal government employment services advisory groups. He has a keen interest in social justice and equity issues and was made a Member in the Order of Australia in 2005 for his contribution to employment, education and training in Australia.



David Pugh – Director

Joined in 2008

David Pugh was appointed CEO of St Luke’s Anglicare in October 2006, having been with the organisation for over 20 years; and has been a director of Community 21 since 2007.

David has a Bachelor of Agricultural Science (Hons), a Diploma of Education (Secondary), and a Master of Business. He is a Graduate of the Australian Institute of Company Directors.



Eleri Morgan-Thomas – Director

Joined in 2009

Eleri is a founding director of Community Sector Banking and Community 21.

She joined Mission Australia in 2005, bringing 30 years of experience in community services in the youth, housing and homelessness sectors to her role. At Mission Australia, she has held a number of positions including Executive Leader of Community Services and CEO of Mission Australia Housing Ltd. She is a director of two housing companies in the Mission Australia group.

Eleri has held a number of national advocacy and policy roles and worked in federal politics as Chief of Staff to the leader of the Australian Democrats. She has degrees in environmental sciences, economics and an MBA.



shareholders

We take pride in our unique ownership model.

We are 50% owned by the community and 50% owned by Bendigo and Adelaide Bank.



Bendigo and Adelaide Bank has always been about the community. After all, they put U in everything they do. We're proud to have them as a partner.

Community 21

There's a lot in a name. Community 21 started as a leading community group for the 21st Century and is made up of 20 not-for-profit organisations.



thank you

Community Sector Banking extends thanks to all of our suppliers, as well as the people and organisations that have supported us during 2010.

Adrian & team, GrantReady

Ellie & team, Web Partner™

Eric, Cat & team, Austcover

Rosalina & Chris, Ryans Lawyers

Jason, The Design Shed

Bec, Squid Ink

Alison, Out of Line

The many business units of Bendigo and Adelaide Bank who have provided guidance and support throughout 2010.

call us

1300 CSBANK (1300 272 265)

Anytime from 8.30am to 6pm AEST,
Monday to Friday.

email us

customerservice@csbanking.com.au

visit us

communitysectorbanking.com.au

Or drop into any Bendigo Bank branch.



communitysectorbanking.com.au

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