



Strategic Plan 2019-2021

May 2019

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OVERVIEW

Victory Community Centre (VCC) offers a wide range of health and wellbeing support services, as well as coordinating a large program of activities and events. Our practice spans across the essential elements of a healthy community:

- behaviours and choices of people and whānau
- places, spaces and opportunities that foster belonging, inclusion, connectedness and engagement
- built and sustainable natural environments.¹

VCC underwent significant governance, management and staff changes during 2017/18. The last twelve months has seen a development and consolidation of strategy, governance, and management ways of working. This strategic plan is into its second review, and our key objectives continue to be based around:

- the development of VCC as a thriving community hub
- our responsibility as community advocates
- continued development of our healthcare programme
- placing Victory community wellbeing at the centre of our programme of activities and events, and
- the continual development of VCC as a highly effective organisation.

We continue to focus on building deeper partnerships with our community and with key stakeholders, communicating more effectively, developing new roles and opportunities for staff and volunteers, expanding the range of health services accessible to our community, developing our cultural and leadership capability, and underpinning our decision-making with more robust needs-analysis.

At a governance level we are focussing on better understanding and management of risk, embedding financial sustainability, ongoing review of policies and processes, resourcing for expanded use of technology, establishment of highly effective board process, and continued overview of organisational culture. Strategic appointments to our board support this work.

¹ PlanH, (2018) *What is a Healthy Community* <https://planh.ca/big-picture/what-healthy-community>.

KAUPAPA PRINCIPLES

Vision

Victory is a thriving and caring community, of health, hope and possibility.

Mission

Wellbeing for people and community
We provide accessible support and activities. We collaborate and advocate.

Our Values

Respect for all – every person has unique value
Empowerment – every person deserves a chance to reach their potential
Belonging – every person has the right to feel safe, included and encouraged
Partnership – strength is found in working together for greater good
Sustainability – we are here for the long haul, we are part of the community here.

Our Motto

This place belongs to us all

CURRENT FINANCIALS

This will be updated following the annual audit process.

STRATEGIC GOALS & OBJECTIVES

Strategic Goal 1:	Victory Community Centre is a thriving community hub
<p>The essential elements of a healthy community are dignity, respect, trust and a sense of belonging. We want to see our community at its best, with Victory Community Centre a thriving hub at the centre of our community. A community hub is a go-to place and is instrumental in providing healthcare, advice, activities, support, kai, events, culture and friendly faces for whoever walks in the door.</p>	
How we will do this	<p>1.1 Provide a warm, welcoming and safe gathering place</p> <ul style="list-style-type: none"> ● Increase the number and diversity of people visiting VCC and accessing services ● Make it easy for people to access multiple VCC services <p>1.2 Ensure people know what we do and how we can support them</p> <ul style="list-style-type: none"> ● Improve knowledge in the community about what we offer ● Integrate more Victory Primary School families into our services <p>1.3 Provide multiple ways for people to connect and engage</p> <ul style="list-style-type: none"> ● Increase the number and variety of volunteering opportunities ● Develop understanding and respond to needs and requirements of young and aged populations ● Investigate and promote new initiatives in response to community needs and aspirations

Strategic Goal 2:	We advocate for, and with our community
<p>Victory Community Centre provides advocacy services and support for those who may have difficulty doing it for themselves. We advocate at the community, regional and national level to improve all areas that impact socially, environmentally, and culturally on our population.</p>	
How we will do this	<p>2.1 Represent Victory community publically and politically</p> <ul style="list-style-type: none"> ● Advocate for change on public policies, laws and practices that impact on our community <p>2.2 Support community members to meet their needs and aspirations</p> <ul style="list-style-type: none"> ● Provide support for Victory residents to engage with government / bureaucracy / agencies ● Embed our Community Navigator service for new New Zealanders <p>2.3 Help other organisations meet Victory community needs and aspirations</p> <ul style="list-style-type: none"> ● Develop new partnerships with our community and with wider stakeholders to ensure our community is supported ● Continue to educate key stakeholders, agencies and specialist service providers about the needs of Victory community

Strategic Goal 3:	Our community can easily access healthcare/support for wellbeing
<p>We know that many people struggle to access the healthcare they need and can afford. We aim to reduce barriers to access by supporting and providing services that protect and improve health and wellbeing.</p>	
<p>How we will do this</p>	<p>3.1 Improve our community health service</p> <ul style="list-style-type: none"> ● Embed a fully-resourced community nurse service that focuses on preventive, curative and rehabilitative care ● Support whānau in the first 1000 days of a child's life ● Continuously explore ways of providing innovative healthcare <p>3.2 Support a range of health and wellbeing services in our community</p> <ul style="list-style-type: none"> ● Host a wider range of third-party health and wellbeing services onsite ● Support our community to access off-site services ● Embed mental health and addiction services within the Victory community <p>3.3 Work with others to respond to health inequity</p> <ul style="list-style-type: none"> ● Enhance new relationships with primary and secondary health organisations ● Plan our long-term approach in the context of a Whakatu-wide community health strategy <ul style="list-style-type: none"> ○ Explore partnership opportunities with other community centres/organisations ○ Enhance our relationship with and support oversight from local GP services ● Work with new opportunities arising from health services in schools in 2019

Strategic Goal 4:	Our programmes and activities enhance Victory community wellbeing
<p>We know that social, cultural, economic, environmental and physical surroundings all impact positively or negatively on an individual and on the whole community. At Victory Community Centre we work hard to ensure that we can create space, time, environment, activities, inclusiveness, healthcare and advocacy that have positive impacts and contribute to individual and communal well being.</p>	
How we will do this	<p>4.1 Provide accessible and locally relevant activities and programmes</p> <ul style="list-style-type: none"> ● Co-construct programmes, pathways and activities with our community ● Make it easier for people to access our programmes and activities ● Develop services that respond to unmet need, potential gaps, and underrepresented populations <p>4.2 Bring all of the community together to celebrate culture and community</p> <ul style="list-style-type: none"> ● Develop additional opportunities and events to celebrate Victory’s cultural diversity ● Build on our Matariki event as an opportunity for inclusion

Strategic Goal 5:	Victory Community Centre is a strong and effective organisation
The essential elements of a strong and effective organisation are good governance, appropriate and transparent systems and processes, great leadership, reflective practice, happy and healthy staff, and clear purpose and direction.	
How we will do this	<p>5.1 Ensure the Victory community is at the centre of everything we do</p> <ul style="list-style-type: none"> ● Build community participation into all our planning and development processes ● Develop and embed consistent mechanisms to collect community voice ● Keep our community and stakeholders fully informed about what we do <p>5.2 Make evidence-based decisions</p> <ul style="list-style-type: none"> ● Use robust needs analysis information ● Improve our evaluative capability ● Explore opportunities for third-party research into what we do <p>5.3 Organisational development</p> <ul style="list-style-type: none"> ● Improve our cultural capability as an organisation ● Develop our bicultural philosophies and practice ● Integrate a Whānau Ora approach across our range of services <ul style="list-style-type: none"> ○ Implement strengths-based and holistic practice ○ Focus on self-management, healthy lifestyles, participation, opportunities for wealth creation, resilience and environmental stewardship ● Deliver effective performance management, P.D., and wellbeing strategies for staff, volunteers and board ● Establish a board that is: <ul style="list-style-type: none"> ○ closely aligned with and understands the community they represent, and ○ are passionate about and able to articulate the needs of the community <p>5.4 Embed a comprehensive risk and accountability framework, including:</p> <ul style="list-style-type: none"> ● financial systems and processes ● health and safety, including child protection, disaster recovery, and emergency management

PERSONNEL

Governance

Margaret Soderberg	Board member - Treasurer
Diane Strong	Board member - Secretary
Kylie Reeves	Board member
Steve Mariu	Board member
Jeff Odhiambo	Board member
Helen Watson	Chairperson

Management

Rebecca Greig	Manager
External professional advisors or consultants as required	

Auditor

Carl Jorgensen, Director, Independent Auditors Ltd, Level 1, Hunter Building, 118 Hardy Street, Nelson 7010

Legal

Nigel McFadden, Consultant, Duncan Cotterill, Nelson
Chapman ER, Nelson

Other Professional Advisors

Insurance - Jardine Lloyd Thompson