



Strategic Plan 2024-2025

April 2024 - DRAFT

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OVERVIEW

Victory Community Centre (VCC) offers a wide range of health and wellbeing supports, and a large program of activities and events. Our practice is based around supporting the essential elements of a healthy community: behaviours, choices and aspirations of people and whānau, and places, spaces and opportunities that foster belonging, inclusion, connectedness and engagement.¹

VCC has had a stable board since 2019, with core membership supporting new members. Laura Fear joined as the centre manager in January 2024, and we've had an increase in staff/hours through additional community nursing support and an expanded kai security programme in recent years. In 2021, supported by the Lotteries Covid-19 Wellbeing Fund, we undertook significant community consultation on the effects of Covid on our community. This consultation continues to shape our strategic direction for the next two years..

This strategic plan is into its fifth review, our key objectives have remained the same, but in a post-Covid environment, with a cost of living crisis and increasing economic hardship for many families, our focus has shifted into:

- ongoing, deliberate affordable health services
- increased support for kai security
- unmet need around community mental health services and support for youth
- continued support for new New Zealanders
- social connectedness, and
- looking after our staff.

These areas of focus will guide our direction for the next three years and we will update our annual planning accordingly. At a governance level we are focussing on bringing in new board members, continuing to unpack our commitment to Te Tiriti o Waitangi, and supporting staff around essential tools to do the job.

We are indebted to our major funders: The Rātā Foundation, Lotteries Community Grants, Nelson City Council, Ministry of Social Development, Nelson Marlborough District Health Board, and Nelson Bays Primary Health Organisation.

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

Everyone is welcome

STRATEGIC GOALS & OBJECTIVES

Strategic Goal 1:	Victory Community Centre is a thriving community hub
<p>We want to see the community at its best, and Victory Community Centre thriving. A community hub is a go-to place and is instrumental in providing healthcare, advice, activities, support, kai, events, culture and friendly faces for the community.</p>	
How we will do this	<p>1.1 Provide a warm, welcoming and safe gathering place</p> <ul style="list-style-type: none"> ● Make it easy for people to come to VCC ● Increase participation <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 ● Support more Victory Primary School families <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 ● We understand the needs in our community and respond appropriately.
What does success look like	People know what we do, they are comfortable coming into the centre and accessing support, when they need to

Strategic Goal 2:	We work with and advocate for our community
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Victory Community Centre advocates for and supports those who may have difficulty doing it for themselves. We also advocate at a community, regional and national level to improve all areas that impact socially, environmentally, and culturally on the community.

<p>How we will do this</p>	<p>2.1 Advocate for Victory community publicly and politically</p> <ul style="list-style-type: none"> ● ● Continue to educate key stakeholders, agencies and specialist service providers about the needs of Victory 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 access services and connect with agencies ● Listen, investigate and promote new initiatives in response to community needs and aspirations <p>2.3 Continued advocacy around local access and community enhancement</p> <ul style="list-style-type: none"> ● Advocate for local provision of services ● Advocate for the community around community safety issues ● Promote opportunities for local gatherings
<p>What does success look like</p>	<p>Community expectations and aspirations are known and we work as partners with our community. People have a sense of control over what happens to them locally and have a stronger network of connections they can rely on.</p>

Strategic Goal 3:	Our community can easily access healthcare/support for wellbeing
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.	
How we will do this	<p>3.1 Provide an effective community health service</p> <ul style="list-style-type: none"> ● Continue to provide a fully-resourced community nurse service ● Support access to community mental health services including a primary intervention drug and alcohol service <p>3.2 Work with others to respond to health inequity</p> <ul style="list-style-type: none"> ● Continue to develop partnership opportunities to maintain breadth of local service delivery ● Advocate for improved access to free or low-cost primary health services ● Collaborate to support vulnerable local community groups including youth, the elderly, new New Zealanders, health-compromised individuals
What does success look like	Our families are happy and healthy and can access support for their wellbeing

Strategic Goal 4:	Our programmes and activities enhance Victory community wellbeing
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At Victory Community Centre we facilitate accessible and inclusive activities, events, and celebrations that positively contribute to individual and communal well being.

<p>How we will do this</p>	<p>4.1 Provide accessible and locally relevant activities and programmes</p> <ul style="list-style-type: none"> ● Explore opportunities to support identified at-risk groups including support for youth, gaps in community mental health provision ● Partner with community members to develop new opportunities <p>4.2 Respond to identified issues of social isolation and complex social circumstances</p> <ul style="list-style-type: none"> ● Expand opportunities for social connection ● Explore interagency opportunities to improve coordinated service delivery <p>4.3 Expand our support around kai security</p> <ul style="list-style-type: none"> ● Explore funding and partnership opportunities to continue our kai programme ● Focus on kai affordability and consolidation of kai distribution ● Develop initiatives to support the local production of kai (e.g. gardening educations)
<p>What does success look like</p>	<p>People are engaged and active in community events and activities and come together to celebrate our culture and community.</p>

<p>Strategic Goal 5:</p>	<p>Victory Community Centre is a strong and effective organisation</p>
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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.

<p>How we will do this</p>	<p>5.1 Look after our staff</p> <ul style="list-style-type: none"> ● Ensure our staff are resourced to do their job well ● Staff are safe, supported and appreciated <p>5.3 Organisational development</p> <ul style="list-style-type: none"> ● Build our cultural competency and capability laying the groundwork for a long-term bicultural vision. ● Develop interagency relationships to share and develop good practices ● Identify partners to support community consultation and visioning process ● Embed effective performance management and professional development opportunities <p>5.4 Building challenges</p> <ul style="list-style-type: none"> ● Identify ways to house increased numbers of staff
<p>What does success look like</p>	<p>We are an effective, efficient, safe and sustainable organisation that looks after our people well.</p>

PERSONNEL

Governance

Margaret Soderberg	Board member – Treasurer (outgoing)
Stephen Bayley	Board member – Treasurer (incoming)
Cara Rangi	Board Member
Luis Manetto	Board member
Helen Watson	Co-Chairperson
Tanya Nock	Co-Chairperson
Penny Molnar	Kuia

Management

Laura Fear	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