



# **STRATEGIC PLAN 2019 - 2021**

## OUR VISION

### Whaingaroa – A safe and healthy community

#### Through our work:

- The Raglan community is connected to the services and networks that can provide assistance and support
- The Raglan community is safe, healthy and resilient
- The Raglan community is a place where people look out for one another

#### The values we bring to all of our work:

- **Integrity:** We are professional and honest in our working relationships. We strive for equity and fairness in our decision-making and in our treatment of one another. We honour our commitments and hold ourselves accountable to the highest ethical and performance standards.
- **Respect:** We show consideration for one another. We respect the diversity and individuality of all.
- **Empowerment:** We provide a supportive, inclusive environment.
- **Social Justice:** We believe that everyone deserves equal economic, social rights and opportunities. We provide access and opportunity for everyone, particularly those in greatest need.

#### How we work:

- **We nurture – manaakitanga:** We value and nurture relationships, ensuring our core values are at the heart of everything we do and the way we interact with our community.
- **We connect – hononga tāngata:** We support and strengthen the quality of individual and community life through collaboration both within and outside our organisation.
- **We innovate - ahu whakamua:** We are forward thinking. We continually review “how we do things around here” to ensure the best outcomes for individuals and the community.
- **We empower – whakamana:** We provide services and support to empower individuals and the community to take greater ownership of their health and well-being.

## OUR STRATEGIC PRIORITIES

### 1. Working with the community to provide services that make a difference to those who need it most

We are driven by a desire to have a safe, healthy and connected community. This means working with the Raglan community to ensure we are providing a central place for people to access support and information and that we are providing services that provide better outcomes for our community.

#### Over the next three years we will:

- Foster and encourage community-led initiatives
- Maintain and deliver services effectively to diverse people and communities

### 2. Working collaboratively to achieve our vision

Collaboration is key to our success. Working together makes the best use of the resources we all have, enables us to share knowledge and learn from each other, and creates better outcomes for the Raglan community.

#### Over the next three years we will:

- Maintain and strengthen connections and relationships within the Raglan community
- Actively look for opportunities to work collaboratively to achieve better outcomes for the Raglan community
- Share our knowledge with others in the Raglan community
- Contribute to the development of a strong and connected community

### 3. Being a great place to work

Our people are at the heart of what we do. We need to ensure we attract, grow and retain skilled staff and volunteers. This means providing an environment that is safe and supportive and where our staff and volunteers have the training, tools and resources necessary to be successful in their jobs.

#### Over the next three years we will:

- Enhance our reward and recognition strategies to ensure we attract and retain great staff
- Ensure we have an active health and safety culture throughout the organisation
- Provide training, development and career progression opportunities
- Build on our culture of open communication

### 4. Working sustainably

To enable us to continue to deliver quality services to the Raglan community we need to be financially sound, organisationally resilient and environmentally sustainable.

#### Over the next three years we will:

- Strengthen and diversify income streams

- Ensure the resources available are being used in the most effective and efficient way
- Have a strong well-functioning governance board with a well-defined strategic direction and clear priorities

#### **5. Working towards being a culturally safe and relevant organisation for local Maori of Whaingaroa**

We acknowledge that there is a need to boost capabilities within our organisation to build a safe and healthy community with and for our Maori community members. This priority builds on the protocols and implications of our existing Cultural Safety and Tiriti o Waitangi policies.

##### **Over the next three years we will:**

- Strengthen relationships with mana whenua groups of Whaingaroa
- Connect with mana whenua groups, local Maori and other parties strategically aligned to this priority, to share best practice and preferred outcomes
- Provide opportunities for staff and volunteers to build their understanding of te reo, tikanga Maori and Te Tiriti o Waitangi
- Approach the vision of our organisation from a holistic point of view, which acknowledges the inherent connection of taha wairua (spiritual wellbeing), taha whanua (social wellbeing), taha tihana (physical wellbeing) and taha hinengaro (mental and emotional wellbeing) to community-wide health and safety