

Welcome Bay Community Centre



Strategic Plan 2017 - 2020

VISION: A CONNECTED, VIBRANT COMMUNITY

MISSION: TO ENABLE STRONG, RESILIENT NEIGHBOURHOODS

VALUES

Respect – We listen to and learn from each other.

Honesty – We say what we really think, but we say it with sincerity and integrity.

Trust – We respect each other's beliefs and expectations.

Care – We look out for each other.

Support – We care for each other as a family and as a community.

Pride – We are proud of who we are and where we live.

TREATY OF WAITANGI

We recognise the Treaty of Waitangi as the founding document of Aotearoa/New Zealand.

We acknowledge and understand

1. that our Community has a culturally diverse population
 2. that as staff and Board members, our culture and belief systems influence our relationships and professional practice
 3. the status of Māori and the Treaty of Waitangi in the New Zealand
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SUCCESS INDICATORS

Strong relationships and communication both internally and externally with our community.

On-going improvement to service delivery using innovative and strength based approaches.

Increased use of skills and knowledge within our community.

Positive evaluation and feedback from our service users and the community.

Welcome Bay Community Centre



Strategic Plan
2017 - 2020

STRATEGIC THEMES

STRATEGIC GOALS

1. LEADERSHIP

Community and Centre Leadership

- **Leadership development** – Attracting and developing community leaders.
- **Community partnerships** – Collaborating and engaging with Tangata Whenua, key stakeholders and local people to benefit Welcome Bay community.
- **Sustainability** – Demonstrating responsible stewardship through cultural, economic, environmental and social leadership.
- **Innovation** – Encouraging new and refining existing community initiatives.
- **Governance and operational performance** - Demonstrating leadership of the Centre through determination of purpose, culture, accountability and compliance.

2. FACILITATION

Great Community Networks

- **Connecting people** - Increasing community resilience and providing events, programmes and a safe and accessible community space.
- **Support services** - Providing resources to support community work and committing to continuous improvement of service delivery.
- **Connecting businesses** – Facilitating business networking to grow local economic opportunities.
- **Youth development** – Engaging with youth to help them realise their potential while creating a sense of community belonging.

3. ADVOCACY

With, and For, the Community

- **Community development** – Promoting community interests to key stakeholders.
- **Influencing decision makers** – Providing opportunities to connect to influence decisions for greater community good.
- **Building relationships** – Building trust, cohesion and a sense of belonging to grow and strengthen a respected and coordinated regional voice.
- **Agency networking** – Enabling service providers to work more effectively in the community.
- **Public engagement** – Providing a public forum to inform and debate matters affecting the community.

STRATEGIC GOALS	OBJECTIVES	TACTICS
Leadership development	<ul style="list-style-type: none"> Identify and develop leaders from the community, volunteers, staff, and Board members and create local leadership opportunities. 	*See also Youth Development under Facilitation
Community partnerships	<ul style="list-style-type: none"> Increase community and stakeholder engagement with the Centre. Lead community collaboration to define and respond to local issues. Partner to develop a shared vision that will benefit the community. 	Communication Strategy. (incl. stakeholder analysis) Welcome Bay Community Plan.
Sustainability	<ul style="list-style-type: none"> Mobilise and diversify income to ensure the long-term sustainability of the centre. Demonstrate stewardship of the environment and community. 	Develop a 3-year funding plan. Regular focus on obtaining grants. Review and revise the membership programme.
Innovation	<ul style="list-style-type: none"> Improve the process to select and manage projects. Refine existing initiatives to ensure relevance. Launch new products/ services that benefit the community. 	Adapt and adopt best practice innovation process. Measure effectiveness of existing initiatives and refine as required. Identify and support worthy projects/ initiatives.
Governance and operations	<ul style="list-style-type: none"> Effective and sustainable high quality governance. Board and staff are committed to mission, vision and values. Effective staff performance with policies, procedures, systems, contracts and plans that are relevant, current and compliant. Robust financial systems and quality reporting to the Board. Ensure capability and capacity of staff and resources meet Centre needs. Evolve Centre culture through acknowledgement of success. Re-brand to actively reflect the Community Plan and geographic catchment. Ensure organisational structure is fit-for-purpose. Make decisions based on evidence and best practice. 	Best practice board performance evaluation and development plan. Succession plan and recruitment of new board /staff members. Board and staff adopt 3-year strategic plan. Review and update policies, procedures, systems, contracts, plans and performance appraisals. Annual report and regular reporting to Board. Review and celebrate success. Implement the rebranding process. Develop professional development plan and volunteer plan. Review the organisational structure. Design and implement evaluation framework.

STRATEGIC GOALS

OBJECTIVES

TACTICS

Connecting people

- Provide opportunities to work together through a wide range of cost effective activities, programmes and events to entertain and support healthy lifestyles.
- Collaborate with local providers to enable better access to their services.
- Provide a safe working environment that is a central hub for community use.

Tye Park Fun Day. Mural art project. Yoga classes. Family movie nights. WB Family Music Festival. Lion Club Soup Supper. Hosts Tauranga Budgeting Advisory Service. Hosting JPs. Hosting TCC IT Coaching. The WB Community Centre.

Support services

- Be an enabler and conduit of information and share knowledge to create a sense of belonging and engagement in the community.
- Provide accessible information services to benefit families.
- Facilitate greater engagement in the community by all stakeholders.

Email, newsletters and social media. Website. Integration with mobile apps. Sharing local stories and advertising through the WHOMP. Free public internet access and hotspot. i-Site. JP services. Stakeholder engagement strategy.

Connecting businesses

- Connect and support local businesses with opportunities in the community.
- Facilitate business networking opportunities to strengthen local economy.

Tye Park Fun Day marketplace. Business breakfast meetings.

Youth development

- Engage youth in the Centre, the wider community and the environment.
- Engage youth in activities to develop their potential and their leadership capacity.
- Grow and maintain a community that is supportive of young families.

Youth development programme. Duke of Edinburgh Hillary Award. Youth Dance Group Montez. School holiday programmes.

3. ADVOCACY
With, and For, the Community

STRATEGIC GOALS

OBJECTIVES

TACTICS

Community development

- Represent the community’s interests in development projects to improve local neighborhoods.

Owens Park Development Project.

Influencing decision makers

- Provide a channel for local community access to their politicians; local and central government and other key decision makers.
- Make submissions on local issues ensuring the collective voice of the community is represented.

Host forums.
Consult, develop and present submissions.

Building relationships

- Collaborate with aligned organisations to achieve the Centre goals.
- Engage with local media as appropriate to promote the community.

Form and maintain strategic alignments.
Key stakeholder meetings.
Communication strategy.

Agency networks

- Provide a forum for the exchange of agency information to enable more effective service delivery in the community.
- Develop networks to improve community outcomes.

Venue to host the meetings.
Form and maintain agency networks.
Plunket, Foodbank.
Interagency forum.

Public engagement

- Provide a public forum and channel for the exchange of information.
- Enhance community engagement.

Public meetings.
Candidate meetings.
The Whomp.