

## NEV PROJECT STRATEGIC PLAN 2017-2020

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|---|--|---|--|--|---|
| <b>OUR VISION:</b><br>The change we are working towards     | Our vision is a strongly connected, healthy, sustainable community.<br>We have places, spaces and activities that enable belonging and connectedness<br>No matter who we are or where we are from, together we have voice, make action and create hope.<br>Aroha ki te tangata, Manaaki ki te tangata, Ahakoa ko wai, Ahakoa no hea  |   |  |  |   |
| <b>OUR MISSION:</b> <sup>1</sup><br>Our unique contribution | Our mission is to sustain processes which mobilise our community's strengths and resources in locally-led action to enhance the life of the North East Valley Community - its residents, families/whanau and environment.<br><br>Our mission is to inspire and support locally-led action to enhance the life of the North East Valley Community by working with the strengths and resources of our people, families/whanau and environment  |   |  |  |   |
| <b>OUR VALUES</b> <sup>2</sup><br>That guide how we work    | <b>Engagement</b> – of community members in deciding and acting on what will enable belonging and connectedness<br><b>Empowerment</b> - of everyone's confidence, leadership and capability to have voice, make action, create hope and learn as we go<br><b>Manaakitanga</b> – making welcoming, inclusive connections that enable people to explore shared visions, knowledge and activities<br><b>Collaboration</b> - engaging residents, agencies, business and policy makers to make the most of collective resources and energy for community priorities and for wider influence on our city<br><b>Relationships</b> – nurturing respect, care, whaioranga/holistic wellbeing, pride and vitality in who we are and where we are from<br><b>Responsive</b> – notice, recognize and respond to community strengths, needs and energy. Value our impatience to see things done and our wisdom to see the long term work needed |   |  |  |   |
| <b>OUR STRATEGIC GOALS</b>                                  | <b>NURTURING COMMUNITY LEADERSHIP</b>  | <b>NURTURING SUSTAINABLE GOVERNANCE</b>   | <b>NURTURING SUSTAINABLE STAFF AND VOLUNTEER WORK</b>  | <b>INVESTING IN FUTURE FINANCIAL SUSTAINABILITY</b>  | <b>CONSOLIDATING POLICIES AND SYSTEMS</b>   |
| <b>SPECIFIC OBJECTIVES FOR THE YEAR AHEAD</b> <sup>3</sup>  | Focus energy on supporting people with ideas/energy to take action and grow their leadership confidence/competence<br><br>Maintain relationships with the successful community initiatives like the Garden, Workspace, Choir, Northern Artery, Lilliput libraries which are largely self-managing and invest in their development as mentors with new people wanting to take initiatives<br><br>Keep noticing areas, groups that are isolated and may need more proactive support (e.g. Pine Hill, migrant families) - and listen for people and generative opportunities to engage, within resources available<br><br>Keep communicating to the community that it's all about working "with" and supporting the community to "do", not about the project "doing for"  | Be proactive about roles, tasks, opportunities, we need help with – including on the Board itself. Advertise with clear job outlines and encourage specific people to step up as well<br><br>Work on efficiency/effectiveness of meetings, including through consolidating use of Loomio and prioritising use of meeting time for discussions, decisions and action planning around key questions/issues raised by staff and Board sub-committees for deliberation<br><br>Attend to needs of governance members e.g. through social connection time, access to mentors, PD opportunities<br><br>Establish/maintain regular cycle of policy review at Board meetings<br><br>Maintain and support strong Board sub-committees which may include non-Board members as well | Coordinators have clear contracts in place, regular meetings with a designated contact person on the Board, and access to PD opportunities including external supervision.<br><br>Staff and volunteers have team meetings offsite for support, planning and learning<br><br>Board and coordinators work on rigorous decision making around priorities that focus less on 'doing' and more on connecting, communicating, collaborating, facilitating and enabling emergent local leaders in the 'doing'<br><br>Board and staff develop a regular culture of checking in on how things are going, recognizing/celebrating success, identifying priorities and what else is needed to sustain energy, momentum and realistic workload | Find a suitable entrepreneur willing to help us drive this (e.g. check out community intern options, Masters student, OP or OU staff member, Chamber of Commerce networks)<br><br>Take an implementation focus and get some "safe to fail" experiments underway (e.g. photo booth in Baldwin St)<br><br>Build in clear disciplines of learning from the experiments as you implement<br><br>Develop a strategic funding strategy as you go, building on current strengths in relationships, reputation, physical spaces and assets, and people skills. | Review policies in place, especially on staff and volunteer management; budget management & delegations; event management; and health & safety<br><br>Set up clear funding calendar to support grant applications and reporting<br><br>Develop clear induction process for new staff/volunteers/Board members to find key documents, build relationships and feel confident in their roles<br><br>Work on using and refining some powerful questions that help prioritise what you do and don't do – and to keep reflecting on what you are learning, and where energy needs to go next |
| <b>OUTCOMES AND INDICATORS</b>                              | Community leadership of local initiatives is growing, as evidenced in number of different residents involved in initiating, leading and/or sustaining local projects, events and activities and satisfied with   | Governance members feel their needs are met; that meetings are productive and enjoyable; that their strengths and skills are being well utilized and they are motivated and   | Staff feel well supported in their roles, have a manageable workload, positive recognition of their achievements and feel highly motivated to continue with this work  | At least one community enterprise initiative underway. Results deepen learning about necessary conditions for successful social, environment and financial outcomes and inform   | Board and staff are clear about policies, protocols and parameters that express a workplace culture aligned with the core values of the   |

<sup>1</sup> Two possible drafts for discussion based on current mission and conversation at our April meeting

<sup>2</sup> A summary of work done on these in April 2013 with the governance and staff at that time

<sup>3</sup> You can probably make these more specific if you wish but for now they pick up most of the issues discussed at our April meeting

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|  | support they can access | well supported to contribute to this group |  | documented strategic funding plan. | Project |
|--|-------------------------|--|--|------------------------------------|---------|

### **Working draft of filter questions for priority setting:**

Does this opportunity help realise our vision and fit within our mission?

Is it community-led? Is it likely to achieve important outcomes?

Who has strengths to do this or to mentor/support this? Does it have to be us?

What kind of support is needed from us? Communication? Mentoring? Brokering connections? Meeting space?

What other assets are in the community/city that could help this initiative?

Are we at the limits of how many projects/bright ideas we can handle at present?

Have we got the courage to say 'no' if we don't have the capacity?

What will we let go of to make space for this, if we really think it's important?

How/when will we invite community ownership/handover?

How can I not have to do this again in the future? Who can I mentor to do this next time?

What needs to be in our Activate toolkit to help guide and support others to lead initiatives?

### **Working draft of learning and reflection questions**

What are we noticing/celebrating is shifting/happening in NEV community lately?

What's happening towards our vision without us needing to do anything?

What's needing our attention and why?

What's the difference that we are making towards our vision and strategic objectives?

What are we noticing have been essential factors in that success – e.g. particular relationships, processes, resources?

What's not been so successful? Why? What did we learn?

What are we learning about where our energy is most needed next?