



**Strategic Plan 2022-2025**

July 2022

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## OVERVIEW

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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.<sup>1</sup>

VCC has had a stable board since 2019, with core membership supporting new members. Jenni Bancroft has been the centre manager since Dec 2020, and we've had an increase in staff/hours through additional community nursing support and an expanded kai security programme. In 2021, supported by the Lotteries Covid-19 Wellbeing Fund, we undertook significant community consultation on the effects of Covid on our community. The detailed feedback from our community guides our direction for the next three years.

This strategic plan is into its fourth review, our key objectives have remained the same, but in a persistent Covid environment, with increasing economic hardship for many families, our focus has shifted into:

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

This 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, 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.

## KAUPAPA PRINCIPLES

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

### ***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**

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<b>Strategic Goal 1:</b>	Victory Community Centre is a thriving community hub
<p><b>We want to see our community at its best, with Victory Community Centre a thriving hub at the centre. 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.</b></p>	
<b>How we will do this</b>	<p>1.1 Provide a warm, welcoming and safe gathering place</p> <ul style="list-style-type: none"> <li>● Make it easy for people to access multiple VCC services</li> <li>● Increase the number and diversity of people visiting VCC and accessing services</li> </ul> <p>1.2 Ensure people know what we do and how we can support them</p> <ul style="list-style-type: none"> <li>● Improve knowledge in the community about what we offer</li> <li>● Integrate more Victory Primary School families into our services</li> </ul> <p>1.3 Provide multiple ways for people to connect and engage</p> <ul style="list-style-type: none"> <li>● Increase the number and variety of volunteering opportunities</li> <li>● We are responsive to the changing needs in our community</li> </ul>
<b>What does success look like</b>	People know what we do, they are comfortable accessing services or approaching us for support, and can do so quickly

<b>Strategic Goal 2:</b>	We work with and advocate for our community
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**Victory Community Centre inquires deeply into the needs and aspirations of our community, and we advocate for and support those who may have difficulty doing it for themselves. We also advocate at the community, regional and national level to improve all areas that impact socially, environmentally, and culturally on our population.**

<p><b>How we will do this</b></p>	<p>2.1 Represent Victory community publically and politically</p> <ul style="list-style-type: none"> <li>● Advocate for change on public policies, laws and practices that impact on our community</li> <li>● Continue to educate key stakeholders, agencies and specialist service providers about the needs of Victory community</li> </ul> <p>2.2 Support community members to meet their needs and aspirations</p> <ul style="list-style-type: none"> <li>● Provide support for Victory residents to access services and connect with agencies</li> <li>● Listen, Investigate and promote new initiatives in response to community needs and aspirations</li> </ul> <p>2.3 Continued advocacy around local access and community enhancement</p> <ul style="list-style-type: none"> <li>● Advocate for local provision of services</li> <li>● Represent the community around community safety issues</li> <li>● Promote opportunities for local gatherings</li> </ul>
<p><b>What does success look like</b></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>

<b>Strategic Goal 3:</b>	Our community can easily access healthcare/support for wellbeing
<b>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.</b>	
<b>How we will do this</b>	<p>3.1 Delivery of ongoing, deliberate Covid support</p> <ul style="list-style-type: none"> <li>● Helping people make sense of Covid-related information</li> <li>● Providing support where Covid is negatively affecting mental wellbeing</li> <li>● Continued partnership with other health providers to support Covid health needs</li> </ul> <p>3.2 Provide an effective community health service</p> <ul style="list-style-type: none"> <li>● Continue to provide a fully-resourced community nurse service</li> <li>● Support access to community mental health services including a primary intervention drug and alcohol service</li> </ul> <p>3.3 Work with others to respond to health inequity</p> <ul style="list-style-type: none"> <li>● Continue to develop partnership opportunities to maintain breadth of local service delivery</li> <li>● Collaborate to support vulnerable local community groups including youth, the elderly, new New Zealanders, health-compromised individuals</li> </ul>
<b>What does success look like</b>	Our families are happy and healthy and can access support for their wellbeing

<b>Strategic Goal 4:</b>	Our programmes and activities enhance Victory community wellbeing
<b>At Victory Community Centre we facilitate accessible and inclusive activities, events, and celebrations that positively contribute to individual and communal well being.</b>	
<b>How we will do this</b>	<p>4.1 Provide accessible and locally relevant activities and programmes</p> <ul style="list-style-type: none"> <li>● Make it easier for people to access our programmes and activities through improved communication about what VCC does</li> <li>● Expand our provision of support for new New Zealanders to respond to unmet need</li> <li>● Explore opportunities to support identified at-risk groups including support for youth, gaps in community mental health provision</li> </ul> <p>4.2 Respond to identified issues of social isolation and complex social circumstances</p> <ul style="list-style-type: none"> <li>● Expand opportunities for social connection</li> <li>● Explore opportunities for a social work / expanded navigator function</li> </ul> <p>4.3 Expand our support around kai security</p> <ul style="list-style-type: none"> <li>● Explore funding and partnership opportunities to continue our kai programme</li> <li>● Focus on kai affordability, consolidation of kai distribution, local kai production</li> </ul>
<b>What does success look like</b>	People are engaged and active in community events and activities and come together to celebrate our culture and community.



<b>Strategic Goal 5:</b>	Victory Community Centre is a strong and effective organisation
<p><b>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.</b></p>	
<b>How we will do this</b>	<p>5.1 Look after our staff</p> <ul style="list-style-type: none"> <li>● Focus on staff wellbeing particularly given the ongoing impact of Covid-19 on our people and our community</li> <li>● Ensure our staff are resourced to do their job well</li> </ul> <p>5.2 Improve our communication with our community about what we do</p> <ul style="list-style-type: none"> <li>● Broaden the ways we keep our community and stakeholders fully informed</li> <li>● Explore interagency opportunities to share good practice and coordinate service delivery</li> </ul> <p>5.3 Organisational development</p> <ul style="list-style-type: none"> <li>● Continue to develop our cultural capability as an organisation</li> <li>● Develop our bicultural philosophies and practice</li> <li>● Embed effective performance management and professional development opportunities</li> </ul> <p>5.4 Building challenges</p> <ul style="list-style-type: none"> <li>● Identify ways to house increased numbers of staff</li> </ul>
<b>What does success look like</b>	We are an effective, efficient, safe and sustainable organisation that looks after our people well.

## PERSONNEL

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### Governance

Margaret Soderberg	Board member - Treasurer
Diane Strong	Board member - Secretary
Juliana Tautari	Board member
Luis Manetto	Board member
Helen Watson	Chairperson
Penny Molnar	Kuia

### Management

Jenni Bancroft	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