



FINAL STRATEGIC PLAN

(December 2021)

Covering the three-year period:

1 April 2021 – 31 March 2022 (in part retrospective)

1 April 2022 – 31 March 2023

1 April 2023 – 31 March 2024

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Vision

The Featherston Community Centre exists to support and enhance the aspirations and well-being of the entire South Wairarapa community.

2021-2024 Strategic Plan

Strategic Objectives & Outcomes for the Featherston Community Centre are as follows:

- **Building & grounds**

Objective

Protect, maintain, and enhance the Centre's building & grounds for the delivery of services and activities to the South Wairarapa community

Outcome

The building & grounds are fit for purpose and maintained to central government legislation and local government standards

- **Service delivery**

Objective

Appropriate services & activities are provided, effectively coordinated, and new services are developed as and when identified

Outcome

Services & activities support and enhance the aspirations and well-being of the entire South Wairarapa community

- **Communication (develop information sharing)**

Objective

Sustainably develop the Centre's communication capability & processes for information sharing on the South Wairarapa

Outcome

Increased access to information on the South Wairarapa community is provided, focussing on:

- Purpose, services & activities provided by the Centre
- Activities & projects provided by independent groups or individuals within the South Wairarapa community
- South Wairarapa general information (excluding tourism or other information considered the domain of the Featherston Information Centre)

- **Financial management & sustainability**

Objective

All expenditure is cost-efficient, and income is maximised through the development of new opportunities

Outcome

Prudent management of operational income & expenditure and the Centre's assets are maintained to professional standards. Greater financial

sustainability is achieved through increased partnerships, service collaborations, Grant funding and other opportunities

- **Iwi participation**

Objective

The three principles of Tiriti o Waitangi - partnership, participation, and protection - are woven into the governance and operational activities of the Featherston Community Centre

Outcome

Partnerships with local Iwi are developed and maintained

- **Disaster Management & Recovery:**

Objective

Protect and maintain the Featherston Community Centre and its resources through the development of robust disaster management & recovery plan

Outcome

In the event of a disaster occurring the Centre is well prepared to manage and recover from any adverse impact. Definition of disasters are:

- *Natural (eg. earthquake, flood, etc)*
- *Human resource interruption*
- *IT interruption*
- *Pandemic (COVID)*

**Appendix 1:
1 April 2021 – 31 March 2024 Strategic Goals. Key Performance Indicators & Success Measurements**

Strategic Goals	<i>Key Performance Indicators</i>	<i>Success Measurements</i>
<p><u>Building & Grounds:</u></p> <ol style="list-style-type: none"> 1. Implement a robust maintenance programme 2. Implement a development programme to meet future opportunities & growth of the Centre (refer SWOT analysis) 3. Implement a building & grounds Grant funding plan 4. Building Standards and H&S legislation are upheld 5. Develop direct access to the Main Street 	<p><i>Detailed maintenance & development programme is included within each annual plan, and; Grant funding is identified & included within annual plan</i></p>	<p><i>Programme included in Annual Plans. Min 80% achieved annually, and; Grant funding budget included in operational Annual Plans</i></p>
	<p><i>Building & grounds are maintained to local government Building Standards</i></p>	<p><i>Building Standards maintained at 100%</i></p>
	<p><i>H&S P&P reviewed annually & compliant to central government legislation</i></p>	<p><i>100% compliant to legislation.</i></p>
	<p><i>Direct access to the Main Street</i></p>	<p><i>Access achieved by 2022</i></p>
<p><u>Service delivery:</u></p> <ol style="list-style-type: none"> 1. Maintain existing Contracts & operational coordination for services& activities 2. Develop new services & activities (Contracts) as and when identified 3. Foster Iwi relationships and collaboration in the development of culturally appropriate services 	<p><i>Existing Contracts are maintained. Regular User Satisfaction Surveys are conducted (min. annually)</i></p>	<p><i>80% User satisfaction is maintained</i></p>
	<p><i>Conduct annual community consultation on services, building & grounds, aspirations, etc.</i></p>	<p><i>Annual Survey completed by Oct</i></p>
	<p><i>New partnerships & collaborations are pro-actively pursued with iwi</i></p>	<p><i>Min 2 new partnerships or collaborations established annually. (Min 1 new services/ activities (Contracts) developed annually)</i></p>

<p><u>Communication (develop information sharing activities):</u></p>	<p><i>Communication Policy (information & knowledge sharing) is developed</i></p>	<p><i>New Policy adopted by Dec 2021 (procedures to be developed – refer Goal 5)</i></p>
<p>1. Implement a robust governance Communications Policy</p>	<p><i>Due diligence conducted into Featherston Info & Phoenix</i></p>	<p><i>Decision made on incorporating Featherston.Info & Featherston Phoenix within FCC Trust by Feb 2022</i></p>
<p>2. Consider viability of incorporating Featherston.Info & Featherston Phoenix under the governance umbrella of the FCC Trust</p> <p>3. Identify & develop IT facilities, and HR + skills to provide greater access to information for:</p> <ul style="list-style-type: none"> • External Users through various media • Visitors to the Centre <p>4. Identify & develop appropriate hardcopy information resources</p> <p>5. Develop robust operational procedures for information management</p>	<p><i>Develop a Project Plan to grow the Centre’s capabilities & facilities to manage increased communication (information sharing activities). Plan to identify:</i></p> <ul style="list-style-type: none"> • <i>Scope of project (years 1, 2 & 3)</i> • <i>Capability requirements: additional HR & skills</i> • <i>IT requirements: additional hardware & software</i> • <i>Hardcopy information resources</i> • <i>Budget (years 1, 2 & 3)</i> • <i>Funding sources</i> • <i>identified for additional IT (hardware & software), hardcopy resources & HR</i> 	<p><i>3-year Project Plan including annual budgets adopted by Feb 2022</i></p>
	<ul style="list-style-type: none"> • <i>Annual funding sources are pro-actively sourced and ‘Grant & funder Database’ created</i> • <i>relevant applications completed to support increased communication (information sharing activities)</i> 	<p><i>‘Grant & funder Database’ completed by Apl 2022</i></p> <p><i>Additional funding secured by April/May annually</i></p>
	<p><i>Human resources/skills recruited</i></p>	<p><i>Additional HR commence May/June 2022</i></p>

	<i>Operational procedures for the management of information & access developed</i>	<i>Procedures included within Communication Policy by June 2022</i>
	<i>Relevant hardcopy resources developed</i>	<i>Hardcopy resources available by July 2022</i>
<p><u>Financial management & sustainability:</u></p> <p>1. Develop existing financial management practices:</p> <ul style="list-style-type: none"> • Board Treasurer is appointed • Review Treasurer's Handbook & monthly reporting formats • Review existing governance Financial Management P&P (refer Governance Handbook) • Develop detailed operational Annual Plans & Budgets <p>2. Develop financial sustainability:</p> <ul style="list-style-type: none"> • Review existing funder partnerships & income generating sources • Explore new funder partnerships & collaboration with existing & new external organisations • Explore income generating opportunities 	<i>Board Treasurer with appropriate skills recruited</i>	<i>Board Treasurer commences by Oct 2021</i>
	<i>Treasurer's Handbook & monthly reporting are updated</i>	<i>Updates to Handbook & monthly reporting adopted by Feb 2021</i>
	<i>Existing governance financial management P&P updated where required</i>	<i>Updates adopted & incorporated into Governance Handbook by March 2022</i>
	<i>Operational Annual Plans with corresponding Budgets prepared</i>	<i>Plans & Budgets approved by 31 March annually</i> <i>Note: 2021-2022 Annual Plan & Budget to be submitted and approved (in part retrospectively) by Nov 2021</i>
	<i>New financial partnerships & collaborations are pro-actively identified and secured</i>	<i>Min 4 new partnerships & collaborations (Contracts or MOUs) are achieved annually</i>

<p><u>Iwi participation:</u></p> <p>1. Encourage/invite the two Wairarapa Iwi (Ngati Kahungunu o Wairarapa & Rangitane o Wairarapa) to participate at governance level</p> <p>2. Foster Iwi relationships and collaboration in the development of culturally appropriate services (also refer Service Delivery strategic goal 3)</p>	<p><i>Pro-actively foster greater Iwi participation in governance (the Board)</i></p>	<p><i>Iwi representation on the Board by July 2023</i></p>
	<p><i>Pro-actively foster greater collaboration in the development of culturally appropriate services for hapu and whanau (also refer Service Delivery strategic goal 3)</i></p>	<p><i>Min 1 collaboration with Iwi by July 2023</i></p>
<p><u>Disaster management & recovery planning:</u></p> <p>1. Develop a robust Disaster Management & Recovery Plan</p>	<p><i>Develop a comprehensive Disaster management & Recovery Plan for:</i></p> <ul style="list-style-type: none"> <i>• Natural disasters</i> <i>• Human resource interruption</i> <i>• IT interruption</i> <i>• Pandemic plan</i> 	<p><i>Plan completed and adopted by 31 March 2023</i></p>

**Appendix 2:
SWOT Analysis**

Strengths	Weaknesses
<ul style="list-style-type: none"> • Accessibility • Venue: Building • Ample Parking • User comment: Welcoming Friendly Supportive Informative • Human resources: Strong/Professional Board & Centre Manager • Location • Provider Services & Activities • Toy Library • Wi-Fi • Iwi: Dick & 28th Māori Battalion 	<ul style="list-style-type: none"> • Human Resources: limited staffing • Legislative support • Parking/access to Main Street/visibility • Iwi/tangata whenua • Youth: reach/connection
Opportunities	Threats
<ul style="list-style-type: none"> • Venue: Develop kitchen facilities Develop Green outside space Access to Main Street • Increase partnerships & collaboration with external organisations (provider services) • Increase funder partnerships/collaboration with external organisations (eg. Youth funding) • Youth employment: Administration Assistant at the Centre • Access to Main Street 	<ul style="list-style-type: none"> • Kitchen development bureaucracy • Staff levels (temporary replacement in emergencies) • Legal/legislation knowledge • COVID • Natural Emergencies & Disaster Recovery • Other Community Centres