



te aroha noa

COMMUNITY SERVICES

Strategic Plan 2019-2022



Our Vision

To be a God inspired community unleashing the potential of all people(s)

Our Mission

To provide an integrated range of services to meet the physical, emotional and spiritual needs of individuals, families/whānau and the community

Our Kaupapa

To develop our knowing through relationship, and out of our knowing grow wellness.

Our Priorities

1. Whakawhānaungātanga
2. Ako
3. Creating Oranga
4. Building a Sustainable Future

Whakawhānaungātanga

E hara taku toa i te toa takitahi, he toa takitini

My strength is not as an individual but as a collective

This priority centres around the importance of building meaningful relationships, inviting the community and wider sector organisations to be a part of a shared vision and collaborative partnership in innovative community development practice.



Where are we now?

- TANCS is a leader in community consultation and partnerships, particularly shown in work with:
 - The Community Hub consultation hui
 - He Ngākau Ora co-design project
 - The Health Hub Project NZ
 - Massey University
 - Oranga Tamariki
 - MidCentral DHB
 - Central PHO
 - Ministry of Education
- Priority is placed on developing value-laden relationships.
- The organisation is organic, fluid and reflective in it's practice.

Where do we want to be?

- Invite wider sector organisations (DHBs, PHO, Highbury Whānau Centre etc) to be a part of a wider shared vision through reflective practice and training.
- Develop strong partnerships with mana whenua.
- Move from sitting beside each other to true relational collaboration and partnership.
- Embrace collective impact and co-design with the community so they determine their own outcomes to be determined and can speak to their achievement.
- Build on concepts of manaakitanga, aroha, te whakakoha rangatiratanga in our relationships within our community.
- Lead in fluid, organic practice and actively share our co-design method.

How will we get there?

1. Developing relationships aligned with strategic opportunities of the organisation.
2. Infusing these relationships with the values of the organisation while being mindful of the agendas of others.
3. Implementing a continuous process of collaborative partnership hui.
4. Actively engaging community in developing true power-sharing relationships.
5. Influencing our wider community with respect to our relational stance through our lived example.
6. The Trust Board committing itself to actively hearing staff and community in a continuous process.
7. Staff developing clear understanding of what the relational concepts that underpin TANCS looks like in practice.
8. Developing a continuous reflective cycle that is built to keep ourselves accountable to living out whakawhānaungātanga within the organisation.



Ako

Tangata akona ana i te kāenga, te tūranga ki te marae, tau ana

A person nurtured in the community contributes strongly to society

This priority acknowledges that new knowledge grows out of shared learning experiences. Active reciprocity is key, seeing that families are competent and able to contribute to their community as well as receive support and resources.



Where are we now?

- Ako is already shown in the parent educator model in the Early Childhood Centre, the HIPPY programme and in the collaborative nature of the He Ngākau Mātua programme.
- Currently the people in need of TANCS services are teaching us in what they need, shaping and informing our practice, done through a co-design evaluative process.

Where do we want to be?

- Develop a continuous learning culture based on models of critical action reflection.
- Infuse innovative community-led practice in all services to lead to a thriving community.
- Guide community members to value their own knowledge and to critically reflect upon it.
- See transformation in those who use TANCS services from learning to mentoring.
- Share our practice nationwide and be a core teacher of community-led development, youth practice and whānau-centred practice in New Zealand.

How will we get there?

1. Encouraging professional development of staff to become a strong professionally-grounded organisation.
2. Establishing clear intentionality and reflective practice at all levels of the organisation.
3. Implementing reflective practice workshops continuously throughout the organisation.
4. Hosting regular community hui to shape a responsive thriving community.
5. Developing community peer support groups.
6. Drawing attention to the importance of mentorship in each service.
7. Developing a culture where community members skills and knowledge are reflected back to them.
8. Staff intentionally identifying strengths and talents in the people they work with and where they can go next.
9. Implementing community-wide initiatives that acknowledge and help develop skills.
10. Assisting families to develop competencies required to be effective members of the community through strengths-based practice.
11. Developing practice teaching relationships with institutions such as Massey University in order to share transformational change principles.
12. Hosting transformational change, co-design and youth practice workshops for community sector and Government leadership throughout New Zealand.



Creating Oranga

Mauri tu, mauri ora

An active soul is a healthy soul

TANCS acknowledges that communities and people naturally self-organise towards hauora. This priority aims to enhance the quality of life of the whole community by bringing people together in a structured way to engage in opportunities to embrace wellbeing.



Where are we now?

- TANCS is on a journey to holistic practice.
- The organisation is a provider of services for our community to grow and thrive. Services such as counselling, health clinics (eczema, asthma, paediatric) and midwifery clinics have a more direct focus on health.
- The He Ngākau Ora project is continuing a journey of exploring how the community defines health.

Where do we want to be?

- Have an integrated health centre at TANCS centred around the values of Te Aroha Noa.
- Recognise rongoā Māori and other Māori models of health in our service provision.
- Have our services work together to provide more holistic wrap-around support that recognises health as encompassing physical, mental, whānau and spiritual elements.
- Be coaches and mentors journeying alongside people to help people engage in services that we don't already provide.
- To have embedded our youth practice into more generalised youth practice.
- To draw attention to systemic change that is needed within the system.

How will we get there?

1. Working with Health Hub Project NZ to foster and strengthen our relationship with them, strongly stating what our values are.
2. Developing relationships with Māori and alternative Māori practitioners to assist the implementation of other models of health.
3. Developing programmes that develop health and wellbeing.
4. Providing intensive wrap around support to whānau who are struggling.
5. Assisting community with horizon-widening activities for youth and children.
6. Establishing gender-specific groups that foster physical and emotional development.
7. Implementing programmes around trauma-informed practice and effective parenting.
8. Hosting culturally responsive community events aimed at creating a sense of belonging and connection.
9. Developing the organisation's skills to see the potential in every situation and to grow it.
10. Looking for opportunities to work with wider systemic barriers to growth.
11. Assisting institutional staff to create transformational change within their workplaces.



Building a Sustainable Future

Mate atu he tētēkura ka whakaeke mai he tētēkura

As one frond perishes, another grows in its place

This priority focuses on creating a sustainable organisation with strong infrastructure and sufficient resources to establish growth. This also involves building stability through ensuring the core value base of TANCS is deeply grounded throughout the organisation.



Where are we now?

- TANCS is moving through a time of transitioning in our leadership practice.
- The organisation is a leader in consultation and co-design community development practice.
- Good relationships have been formed with key stakeholders and funders through collaborative partnerships.
- Currently outcome measurement is being trialled.
- A committed Trust Board that is external to the community.

Where do we want to be?

- Move to a team organisation leadership model that is adaptable in long term-planning.
- Have a value-infused leadership culture exploring the leadership practice of rangatiratanga, where leadership at all levels is bestowed and proven through action.
- Be sector leaders in innovative community development practice.
- Strengthen external partnerships with MidCentral DHB, Central PHO, Ora Kōnnect, Highbury Whānau Centre etc.
- Increase funding through breaking into large-scale innovative funding and philanthropic avenues.
- Strengthen bicultural practice, deepening TANCS commitment to outworking the principles of te Tiriti o Waitangi.
- Improve infrastructure systems to build an effective responsive system.
- Develop outcome focused measurement acknowledging significant change stories in all departments.
- Demonstrate that community wellness requires a community hub/gathering space through a growth in the organisation's building footprint.
- Create a responsive governance structure that is inclusive of community voice.

How will we get there?

1. Implementing a leadership succession plan including appointing a CEO.
2. Developing a higher-level organisation leadership model.
3. Engaging in a process of identifying the values and faith-perspective that underpin the organisation and develop a continuous reflective cycle ensuring all decisions are based on these.
4. Identifying competencies required to run the organisation and develop a team structure from this.
5. Identifying and mentoring key staff to become a future leader in each department.
6. Appointing staff with key competencies in response to the need of the organisation.
7. Creating a leadership culture through mentoring of staff and community members.
8. As sector leaders, continuously refining our model of practice to concisely clarify and articulate our practice models in Family/Whānau development, community development, Early Childhood Centre and youth practice to fellow staff, community, wider sector and funders.
9. Hosting transformational change, co-design and youth practice workshops for community sector and Government leadership throughout New Zealand.
10. Involving the whole organisation in actualising the strategic plan.
11. Actively seeking of funding partners to achieve the strategic goals of the organisation.
12. Developing relationships with mana whenua.
13. Developing staff cultural competency in te reo Māori and te ao Māori.
14. Reviewing our current systems with help of a consultant and implementing the recommendations.
15. Actively sharing and celebrating narratives of change with the organisation
16. Achieving the community hub building growth.
17. The Trust Board considering its membership and structures to fully represent community voice, developing greater strategic values and cultural oversight of the organisation.



