

## MAHERE RAUTAKI

### STRATEGIC PLAN

#### TĪMATANGA KŌRERO (INTRODUCTION)

Te Ārawa ē ē!

Te Ārawa ē ē!

Tukua mai kia piri

Tukua mai kia tata

**Ki runga ki te Ratonga Āwhina Pūtea o Rotorua - Hī!**

We are a community-based, not for profit organisation that provides financial advice and education to individuals and families in the Rotorua community, working in partnership with other organisations (Iwi, community, government) to ensure support is provided to Kaitono in the most effective way.

We provide our services in a way that is welcoming of all people in need, respecting and honouring their personal circumstances and cultural heritage. This is underpinned by our recognition of the Treaty of Waitangi as our nation's founding document and a commitment to biculturalism.



#### MOEMOEĀ (VISION)

**Mā te huruhuru, ka rere te manu**

With financial support our whānau can achieve great things

#### WHĀINGA (PURPOSE)

**Te Whare O Te Mātātā**

The fern bird builds its nest in the shelter of thick bushes.

Like the fern bird, we want the people of Rotorua to be hands on in using the resources they have for their own best interests. The fern bird uses as many bushes as it needs to make its shelter. We see ourselves as one of many collaborating organisations and groups to ensure the people of Rotorua have the help they need to ensure they have a good life. To do this we will provide high quality personal financial education and advice.

## WHAI HUA (VALUES)

**WHANAUNGATANGA:** Building trusting, honest, caring and empathetic relationships that recognises we are one community to make the whole community better one person at a time. This includes the recognition of whakapapa, knowing our journey (past, present and future) and the journey of those we engage with.

**Aspiration:** RBAS is known for its trusting, honest, caring, and empathetic relationships. These relationships acknowledge the past journey and supports Kaitono towards their new financial future.

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**KOTAHITANGA:** Collaboration and working closely with others across our community to achieve the best outcomes for clients. We recognise that we are part of the Rotorua community that needs to move forward together and for each other.

**Aspiration:** Strong and effective partnerships and relationships across the whole of the community will ensure the provision of our services to those most in need wherever they are in the community.

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**MANAAKITANGA:** Focussed on Kaitono, welcoming, caring, respectful, confidential, empowering and mana enhancing. This includes Kaitiakitanga, the care and protection of the health and wellbeing of our community and our environment.

**Aspiration:** RBAS is seen by Kaitono as safe, welcoming, helpful place to come for support. The knowledge and expertise built over the last 50+ years is accessible for use for the betterment of Rotorua. Rotorua is seen as a great place to live and work.

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**RANGATIRATANGA:** The right of people to make decisions for themselves and recognising Wairuatanga, that there is more to people than the physical and intellectual to ensure their wellbeing. This includes Mana Motuhake, the right of groups of Kaitono or collaborative partners to control their own futures.

**Aspiration:** Kaitono decide the path(s) they take to achieve their goals. We will provide options and actions that will improve their financial future but each Kaitono is accountable for their own decisions for themselves and their best interests. We also recognise our collaborative partners' rights to decide if/how they engage with us. The way we engage with Kaitono acknowledges the need for them to experience growth, belonging and emotional wellness to lead fulfilling lives.

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**PŪKENGATANGA:** Committed to continuous improvement and quality, under pinned by deep expertise. This includes Ahuatanga (innovation) and a willingness to learn and adopt new and better ways of working to achieve success for our Kaitono.

**Aspiration:** RBAS is recognised locally and nationally for our expertise and people seek us out to learn from us. We are at the cutting edge of using technology and innovative ways of working to provide support to clients. We are committed to providing best quality service for our clients.



# NGĀ RAUTAKI

**WHAKATUPU (BUILD)** grow our internal culture and capacity of our people engine to align with Te Ao Maori and give greater accessibility to our services to Kaitono.

***This will require:***

- Changing how the Service is perceived by the Public
  - Collateral to reflect commitment to biculturalism
  - Adopting simple and everyday Maori (verbal and written) into daily operations
  - Increasing frontline and back-office staff roles in line with our changing focus
  - Increasing the flexibility of the Service to be able to meet growing or changing needs of our community
  - Increased staff resourcing
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**MAHITAHĪ (COLLABORATE)** to create and maintain strong relationships with people of Rotorua & local organizations.

***This will require:***

- Organisational commitment to understand and work in a collaborative way
- Creation and maintenance of a Marketing Plan that emphasise our connection to the Rotorua community
- Face to face meetings with contacts and decision makers in other NGOs
- Working towards partnering with Govt and contracted providers to the homeless
- Engagement with other community social services to reach out and engage hard to reach communities within Rotorua
- Exploring the ability to participate in community activation initiatives in the Rotorua Lakes Council (RLC) Long Term Plan (LTP)
- Budget to secure the branding and marketing expertise
- Identification of key messages
- Creation, implementation and maintenance of Marketing Plan based on our expected audience, collaborative partners and demographics
- Marketing Plan to incorporate latest technologies
- Website and IT upgrade to ensure active digital presence

**TATAU TATAU (IMMERSION)** of our Service into the Rotorua Community. We are part of the community as are our staff, Board, and volunteers.

***This will require:***

- Increased engagement with potential partner organisations
  - Recognition and building of non-business relationships of internal stakeholders with external community
  - Creating greater access to our services out in the community
  - Recognition and alignment with Maori as our largest client group
  - Negotiation of use of other organizations' networks (eg Whanau ora)
  - Identify and engage with 'hard to reach' whanau in our community
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**PŪTEA RERENGA KĒ (DIVERSE FUNDING)** sources are diversified to reflect our changing work programme and enhance our organisational resilience.

***This will require:***

- Recognition that to build and maintain expertise accessible to our community we need to gain and spend money in the right way
- Recognition that funding is sometimes not available for the needs of our community which we still need to meet while still fulfilling the requirements of our funders
- Investing reserves that are not required for the next 18 months and the use of bank term deposits for balance of reserves
- Seek funding grants to further identified projects from similar minded funders
- Seek sponsorships from appropriate sponsors whose values align with ours
- Identify and seek central and local government funding for expansion of Service
- Identify and work within cost constraints of projects and provision of services

## EKE PANUKU - CRITICAL SUCCESS FACTORS

- Common purpose of Governance and Operations within the Service. Timely review and amendment of that purpose in light of the changing world and our community need to remain relevant.
- Engagement with those who have the greatest need and able to adapt our work to meet that need but not allowing anyone to fall through the cracks.
- Creation and maintenance of strong, respectful and collaborative relationships across all sectors of our community.
- Actively and positively engage with our Kaitono in ways that maintain trust and mutual respect
- Working within long term funding and budgeting constraints but seeking and obtaining appropriate funding to test (and adopt if successful) innovative ways to help our Kaitono and the future direction(s) of our Service.
- Details:

AREA	INDICATORS	TIMEFRAME
<b>Kaitono Numbers</b>	Increase by 200%	2024
<b>Kaitono Satisfaction</b>	Feedback > 80% satisfied	Ongoing
<b>Collaboration</b>	Effective partnerships within Rotorua Community	
	2 partnerships	2022
	4 partnerships	2023
	6 partnerships	2024
<b>Growth in Staff numbers</b>	12 more volunteer or paid Budget Advisers	2022
<b>Bi-cultural commitment</b>	All staff with basic Te Reo Maori competency (Greetings & Pronunciation)	2022
	Staff mix will reflect the profile of our client base	Ongoing
<b>Funding Diversity</b>	30% Iwi funding	2023
	Less than 70% MSD funding	2023