



CENTRAL PACIFIC  
COLLECTIVE

# THRIVING PACIFIC ORGANISATIONS AND COMMUNITIES



“E FOFO E LE ALAMEA LE ALAMEA”

“SOLUTIONS FOR THE COMMUNITY COME FROM THE COMMUNITY”



A STRATEGIC PLAN FOR THE  
CENTRAL PACIFIC COLLECTIVE

**2017–2021**



# OUR VISION, MISSION AND VALUES

## Our Vision

"Thriving Pacific Organisations  
and Communities"

## Our Vision

### Engaged

- We are committed and passionate about the work we do;
- We collaborate with stakeholders and organisations to make positive change;
- We listen to people, families and communities to ensure sustainable change

### Respectful

- We respect diversity across Pacific communities;
- We respect the individual and shared goals of organisations working with Pacific families and communities;
- We share our knowledge, expertise and experience to improve the well-being of Pacific families and communities

### Agile

- We are responsive to changing needs of Pacific families and communities;
- We are able to engage effectively and appropriately with Government agencies and other organisations;
- We are able to manage change internally and across our partners seamlessly and in a timely manner.

### Service

- We provide excellent service to a high standard for the people and organisations we work with;
- We are reliable and focussed on meeting timeframes;
- We manage and maintain high quality relationships to support our work.

### Excellence

- We use timely information to make high quality decisions;
- We are innovative so Pacific families and communities receive the services they need, where, and when they need them;
- We are recognised as leaders in the work we do.

## Our Mission

Enabling the wellbeing  
of Pacific Organisations  
and Communities through  
leadership, knowledge and  
innovation

## Our Values

As we go about our work  
we will be mindful of  
the following values that  
underpin how we behave.

# OUR FUNCTIONS AND OUTCOMES



## Our Functions

We will fulfil our mission by:

- Developing, maintaining and strengthening the capacity and capability of organisations to address the needs of Pacific families and communities
- Influencing the design and implementation of policies and services related to organisations working with Pacific families and communities through the management of a robust, timely and accessible repository of Pacific data.
- Leading and supporting the development and implementation of services provided by organisations to better meet the needs of Pacific families and communities.
- Building enduring relationships which positively impact the lives of Pacific families and communities

## Benefits of Strategic Outcomes

The benefits from our strategic outcomes include;

- A new way of engaging with vulnerable families and communities with more recognition of “on the ground” expertise and experience and the Collective providing a framework to engage and present these ideas to Government and funders.
- Providers focussed on delivering improved services and delivering positive change with increased back office partnerships from the Collective, and a Collective voice to engage with Government and funders around what works.
- Increased capability of service providers through analysis of need, identification of priorities and the development of specific courses of action which reflect need and the most effective and economical way to address that need.
- Increased cooperation, consideration, and collaboration among community and service providers driven by the operating model of the Collective.
- Healthier, happier and more independent Pacific families and communities contributing positively to the growth and well-being of Wellington, the lower North Island and New Zealand.

This strategic plan helps us focus our efforts in a changing environment and to implement new ways of working that delivers positive change for Pacific families and communities, and delivering our strategic outcomes help us to deliver our vision of “Thriving Pacific Organisations and Communities”.



# Our Outcomes

The outcomes we expect to achieve with this Strategic Plan are:



## Better decisions supporting vulnerable Pacific families

There is an opportunity to co-ordinate, store and manage the data that informs the Collectives work and to create a more detailed and timely picture of Pacific health and wellbeing across the Wellington region.

In addition, the Collective will complement this repository of information by gathering data from existing sources and conducting or commissioning research so as to have the most comprehensive analysis of Pacific health and wellbeing across the Wellington region.

The Collective will use this analysis to identify and promote innovative work programmes that address the unmet needs within Pacific communities.



## Healthier and more prosperous Pacific families and communities

Through our work we will see a positive and tangible difference in the health and well-being of Pacific families and communities across the Wellington region.



## More effective engagement across Government, across sectors and across organisations

Our unique operating structure within the NGO sector allows us to build strong trust with service providers across the Wellington and lower North Island region.

Our focus and priorities allow us to use evidence to influence policy and respond to community needs, and our growing knowledge, experience, expertise, and relationships ensures we can effectively respond to the needs of different sectors wanting to engage with Pacific families and communities.



## Stronger and more resilient service providers

In addition to increasing the number of partners and Collective membership, we will identify and implement strategies that efficiently and effectively grow the capacity and capability of Service Providers.

We will analyse the capacity and capability of all our partners regularly, and identify and deliver the most effective and efficient tools and methods for building our partners capacity and capability.



# OUR STRATEGIC PRIORITIES

**Over the next four years, we will focus on five strategic priorities to contribute to delivering our vision. Under each strategic priority we will be undertaking a series of activities.**

## Shared Knowledge

The strategic priority we want to achieve here is having a live and accessible database of Pacific information which we can use to inform government policy and service development which has a timely and meaningful impact on the health and wellbeing of Pacific families and communities in need.

- Compilation and centralisation of Collective data.
- Development and implementation of a Collective wide technology platform.
- Development of information analysis/reporting capability.
- Establishment and maintenance of a database of research documents regarding Pacific health and social matters.

## Sustainability

It is key that our providers and the Collective are financially sustainable to survive and continue delivering quality services to the community. The priority here is around increasing the Collective's income through purposeful strategies which focus on new opportunities; or reducing costs.

### Key activities under this priority will include:

- Competing for, and winning contracts.
- Developing new opportunities through influencing funders with research and data findings.
- Consulting – contracting in-house expertise to interested parties.
- Increasing and redefining membership of the Collective.
- Expanding the scope of the Collective to broaden services delivered or regions delivered to.
- Exploring alternative funders. Attracting private sector and philanthropic funding.



### Governance

To deliver on the Collectives mission, The Collective needs high quality governance. Through this priority the Collective wants to ensure we have the right documents and subsequent processes and procedures guiding the Collective and the right skills, knowledge and experience driving the future direction of the Collective.

#### Key activities under this priority include:

- Reviewing Board Membership to ensure that there are no gaps in skills required to lead the organisation. Strategically recruiting new members to ensure any gaps identified are filled.
- Reviewing and updating the Trust Deed as the Collective's constitutional document to ensure that the organisation can respond to the changing needs of the community.
- Analysing the Collective entity options to ensure the organisation can deliver on its mission while remaining financially sustainable.



### Engagement/Relationship Management

To represent the voice of Pacific and achieve our mission, we need to engage with multiple people, communities, organisations and agencies in a purposeful and meaningful way. We need to be clear around the overarching goal of our engagement/ relationship management strategy and to ensure the goal is at the heart of all our engagements.

#### Key activities under this priority include:

- Strengthening the Collective's brand through the development of a Marketing and Communications strategy.
- Creating opportunities for our partners to share experiences and knowledge through hosting training events and workshops.
- Developing Collective-wide communication tools and channels.
- Engaging with strategic Government agencies and officials by implementing a communications strategy.
- Engaging with the Community through workshops and surveys to ensure their voices are heard in the design of, and way services are delivered.



### Operational Excellence

We strive to always provide a professional service to our stakeholders, using best practices and processes. This includes ensuring that our internal systems and processes are operating in accordance with best practice for a Charitable Trust.

#### Key activities under this priority include;

- Reviewing, developing and updating systems, policies and procedures for CPC and the partners to ensure consistent best practices are used.
- Developing and implementing a Collective-wide technology platform for sharing of data. This will include ensuring information is kept safe and backed up.
- Always being open to innovation and new opportunities to deliver new and alternative services.
- Retaining and recruiting the best staff to enable high quality delivery of services.
- Organisation. Strategically recruiting new members to ensure any gaps identified are filled.
- Reviewing and updating the Trust Deed as the Collective's constitutional document to ensure that the organisation can respond to the changing needs of the community.
- Analysing the Collective entity options to ensure the organisation can deliver on its mission while remaining financially sustainable.

# CENTRAL PACIFIC COLLECTIVE STRATEGY PLAN 2017 – 2021



The following diagram summarises how our strategic plan aligns with the environment we work within to ensure we are relevant to our stakeholders and delivering value for our Pacific families and communities.

## STRATEGIC OUTCOMES



Better decisions supporting  
vulnerable Pacific families

Stronger and more  
resilient Service Providers

More effective engagement across  
government; across sectors;  
and across organisations

Healthier and more prosperous  
Pacific families and communities



## STRATEGIC PRIORITIES

### Shared Knowledge

- Collective Data
- Technology platform
- Information analysis
- Reporting
- Research

### Sustainability

- Contracts
- Consultancy services
- Increased membership
- Private/philanthropic sector

### Engagement/ Relationship Management

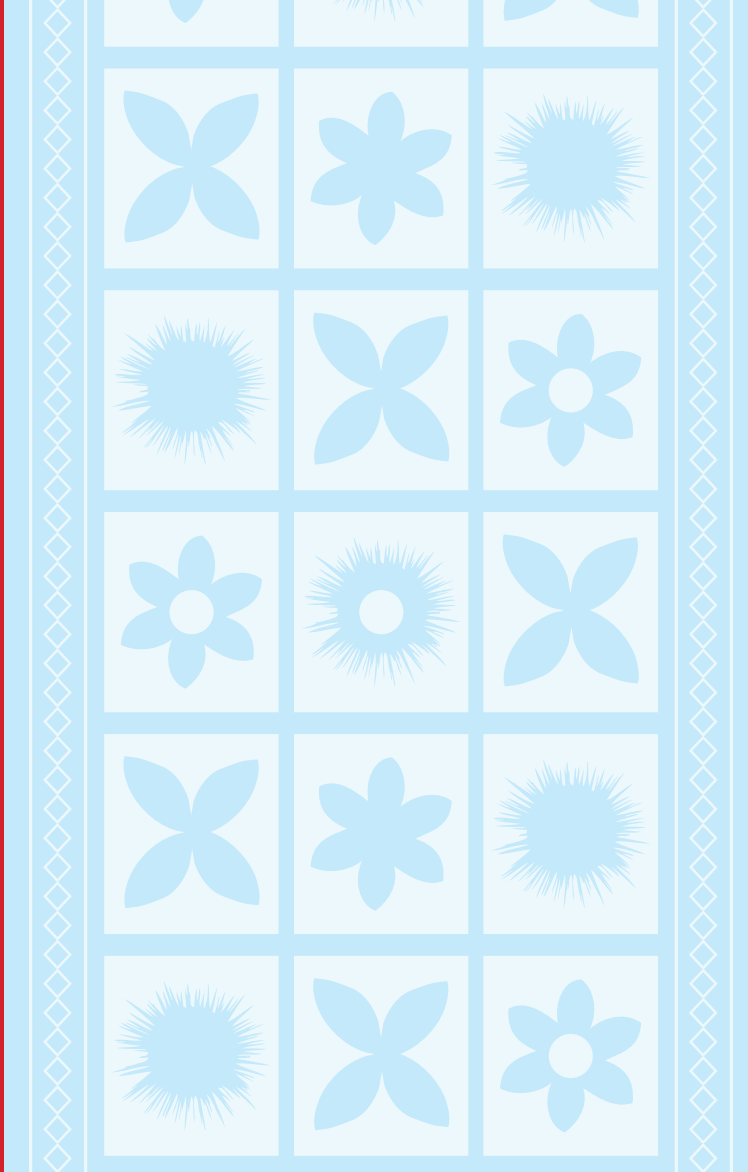
- Marketing & Communications
- Partners
- Government
- Community

### Operational Excellence

- Systems
- Policies
- Procedures
- Technology
- Staff
- Innovation

### Governance

- Board skills
- Trust deed
- Entity review



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