



STRATEGIC PLAN
2019 - 2022

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Our Story

Social Sector voice wants to be valued, heard and connected to each other.

Vision

A thriving social and community sector improving Western Bay of Plenty communities.

Purpose

To strengthen community organisations, to build and empower the social and community sector.

Empower the Sector

- A collective sector voice
- Celebrating and promoting the sector
- Building relationships and partnerships
- Research

Build the Sector

- Training, networking and information sharing
- Facilitate collaboration
- Engaging Māori
- Organisational support
- The Kollektive (co-working space for not-for-profits)

Serve the Sector

Financial Sustainability / Growing Credibility / Develop our Culture

Our Culture

Ngākau Tapatahi / Integrity & Fairness
Manaakitanga / Generosity & Support
Pou Tangata / Inclusivity & Accessibility
Kia Māia / Courage & Bravery

Our Principles of Practice

- Te Tiriti o Waitangi
- Social Justice
- Equity

This informs our work programme and evaluation framework for measuring impact

4 YEAR WORK PROGRAMME 2019-2022

EMPOWER THE SECTOR

Work stream	Objectives
Advocacy on Sector Issues	<ul style="list-style-type: none"> Engage with local, regional and national decision makers to highlight and resolve priority sector issues using research undertaken by SocialLink e.g. Mapping the Social Sector research Social sector concerns and issues are represented and promoted e.g. submissions Liaise with Māori social sector to identify issues and priorities that SocialLink could provide support on Establish sector reference group for discussion and advice on sector relevant issues Assist organisations to make submissions on social needs
Building on relationships and partnerships	<ul style="list-style-type: none"> Ensure SocialLink is represented at all social sector networking and significant events and continues to build relationships with social service providers Continue to build relationships with Māori Social service providers Regular meetings with other umbrella organisations (e.g. Creative BOP, Priority One etc) to progress areas of common interest Continue to build relationships with funding partners to help inform their work with the social sector Build partnerships with iwi and hapu Continue to build partnerships with other providers that support the sector Explore partnerships with funders and the business sector Develop partnership with tertiary institutions e.g. University of Waikato
Celebrating and promoting the sector	<ul style="list-style-type: none"> Use SocialLink's communication channels to recognise sector success Development of a social sector promotional resource to showcase the difference the sector makes Investigate and implement other ways (e.g. awards) to recognise achievements of community organisations
Research	<ul style="list-style-type: none"> Undertake research of relevance to the sector Update and complete Mapping the Social Sector report Make available and encourage the use of research/data by the social sector Provide links/evidence of best practice working e.g. collective working models Facilitate organisations to update their information in the Mapping the Social Sector database Disseminate and use research undertaken by SocialLink for the betterment of the sector Update the database Provide training opportunities in applying research to practice and in undertaking evaluation

4 YEAR WORK PROGRAMME 2019-2022

BUILD THE SECTOR

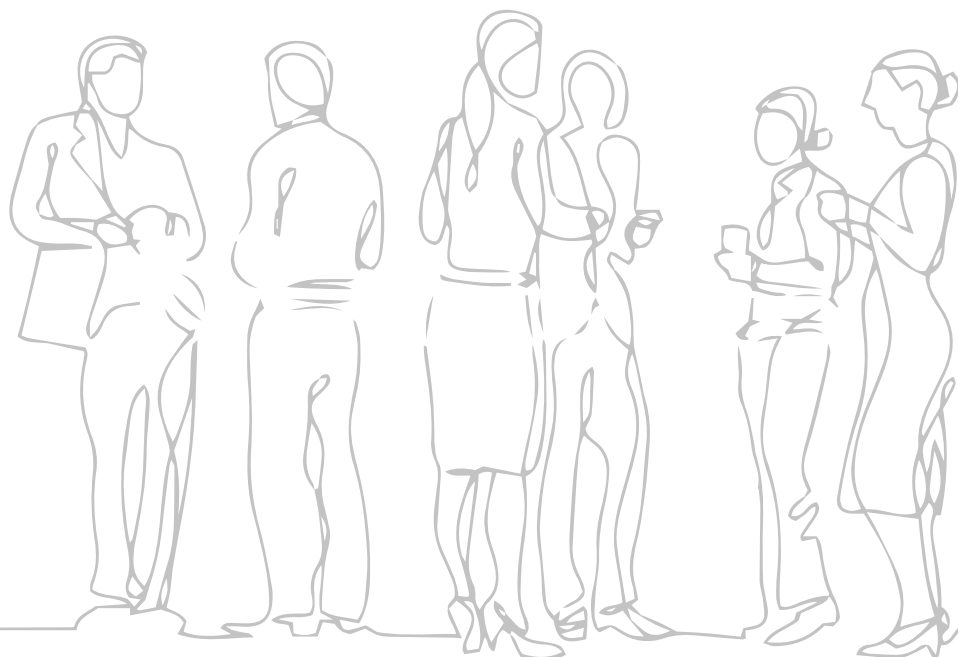
Work stream	Objectives
Organisational Support	<ul style="list-style-type: none"> • Provision of one-on-one support with organisations requesting support • Develop website to be the 'go to' resource for the sector • Review process of providing support & continue to provide one-on-one support with organisations requesting support
Training, networking and information sharing	<ul style="list-style-type: none"> • Coordinate the delivery of capability building based on sector needs • Provide opportunities for sector engagement and discussion on trends and issues impacting on sector effectiveness and efficiency and feed into appropriate advocacy mechanisms • Communicate with sector about relevant events, training, resources and information to contribute to building their capability • Develop and implement communications strategy • Update the orientation pack and website • Review & coordinate the delivery of capability building based on needs
Māori Engagement	<ul style="list-style-type: none"> • Develop and maintain relationships with Māori organisations • Explore and implement opportunities to add value to the mahi of Māori organisations delivering social outcomes • Facilitating connections and relationships between Māori organisations and the broader social sector including funders • Support building the capability of the community sector in engaging and working effectively with Māori e.g. training, newsletter
Collaboration	<ul style="list-style-type: none"> • Facilitate Breakthrough Forum and CO-LAB Te Puke with the view of reducing our role as the groups build capacity and capability • Facilitate sub-sectors groups to explore ways to work collectively to improve impact • Support other groups of agencies working together on social issues
The Kollektive	<ul style="list-style-type: none"> • Increased community sector awareness and membership of TK • Develop and implement collaborative practices between organisations to improve the effectiveness and efficiency of the sector. • Provide an effective administrative base for a large and diverse number of community groups and organisations.



4 YEAR WORK PROGRAMME 2019-2022

SERVE THE SECTOR

Work stream	Objectives
Financial Sustainability and Operations	<ul style="list-style-type: none"> • Funding is secured to enable sufficient services to be delivered to the Sector • Investigate, develop, commence and operate a social enterprise to create sustainable funding if a suitable opportunity is identified • Build our internal capacity to support social enterprises in the social sector • SocialLink systems work to optimal efficiency
Growing credibility	<ul style="list-style-type: none"> • Increased Māori representation at a governance level • Strategic alliances and relationships inform innovative opportunities that add value to the social sector • Tell the story about growing SocialLink’s collaborative practice and our relationships across the WBOP • Build relationships with other iwi in the WBOP
Growth of our Culture	<ul style="list-style-type: none"> • Continue to build internal capability in te reo Māori, Māori, tikanga and te Tiriti of Waitangi • Operate as a learning organisation and provide opportunities for learning, reflection and application of SocialLink’s culture and values • SocialLink staff and Trustees are engaged in professional development that is relevant to SocialLink and benefits the social sector



OUR HISTORY

2012

- Incorporated Society Status Granted
- Social Sector Innovation Trust

2013

- Public workshop at the Historic Village to determine the needs of the social sector
- First informal minuted meeting at Bay Trust
- First AGM
- Charitable Trust status
- First networking meeting held

2014

- Submission to the Productivity Commission – more effective social services Inquiry
- First public event: Thinking and Working Smarter – Funders Forum

2015

- Re-branded to 'SocialLink Tauranga Moana'
- Mapping the sector project discussed as project 9A3 with SmartGrowth

2016

- Recruited General Manager

2017
2018

- SocialLink fully funded by a collaboration of TECT, Bay Trust, and Acorn Foundation
- Recruited Manager for The Kollektive
- Recruited operational staff for Collaboration, Organisational Support, Māori Engagement, Research, Policy & Advocacy, Income Generation
- The Kollektive opens
- Mapping the Social Sector findings launched and disseminated



NATIONAL AND GLOBAL CONTEXT

The social and community sector operate in a rapidly changing national and global environment (e.g. climate change, the future of work, changes in technology). The social sector will need to continue to adapt and identify ways to benefit from these changes. SocialLink aims to contribute to keeping the sector informed, provide a forum to discuss changes and their implications for the sector and provide access to information and tools to assist organisations to adapt and benefit from changes.

The United Nations Sustainability Development Goals provides a global blueprint for dignity, peace and prosperity for people and the planet, now and in the future. This framework demonstrates how local efforts by the government and social, community, corporate sectors contribute to national and global action. SocialLink aims to raise awareness of the United Nations Sustainability Development Goals and the relationship between local action to national and global efforts.

OUR ROLE IN THE SOCIAL AND COMMUNITY SECTOR

The people who are passionate about the wellbeing of this sub-region and its communities have, for several years wanted to convey the depth and complexity of its social sector. The social sector comprises 100's of organisations in the Western Bay of Plenty, all working to improve the wellbeing of individuals and families that are struggling with a range of issues – isolation, poverty, mental illness, addiction, housing - to name a few. The sector is operating in an uncertain and difficult funding environment, and as a result of rapid population growth in the region, are experiencing ever increasing demand for services from people with increasingly complex needs. In 2012, consultation was undertaken with the social sector to explore the future needs of the sector. From this consultation, the sector expressed a desire to be more valued, connected and to have a voice. Concurrently, the need for a well-connected social sector was recognised by SmartGrowth as critical to sub-regional wellbeing, community building and to support a sustainable economy.

In most other sectors, there exists an over-arching organisation that works with the sector – building, growing, supporting and advocating. The social sector sought a vehicle to facilitate capability and capacity building and a function to provide a collective social sector voice. This feedback resulted in the establishment of the Social Sector Innovation WBOP Charitable Trust (known as SocialLink Tauranga Moana). It is the intention of SocialLink to provide a structure for research, innovation, collaboration, information, networking, and advocacy to the social sector in the Western Bay of Plenty sub-region.

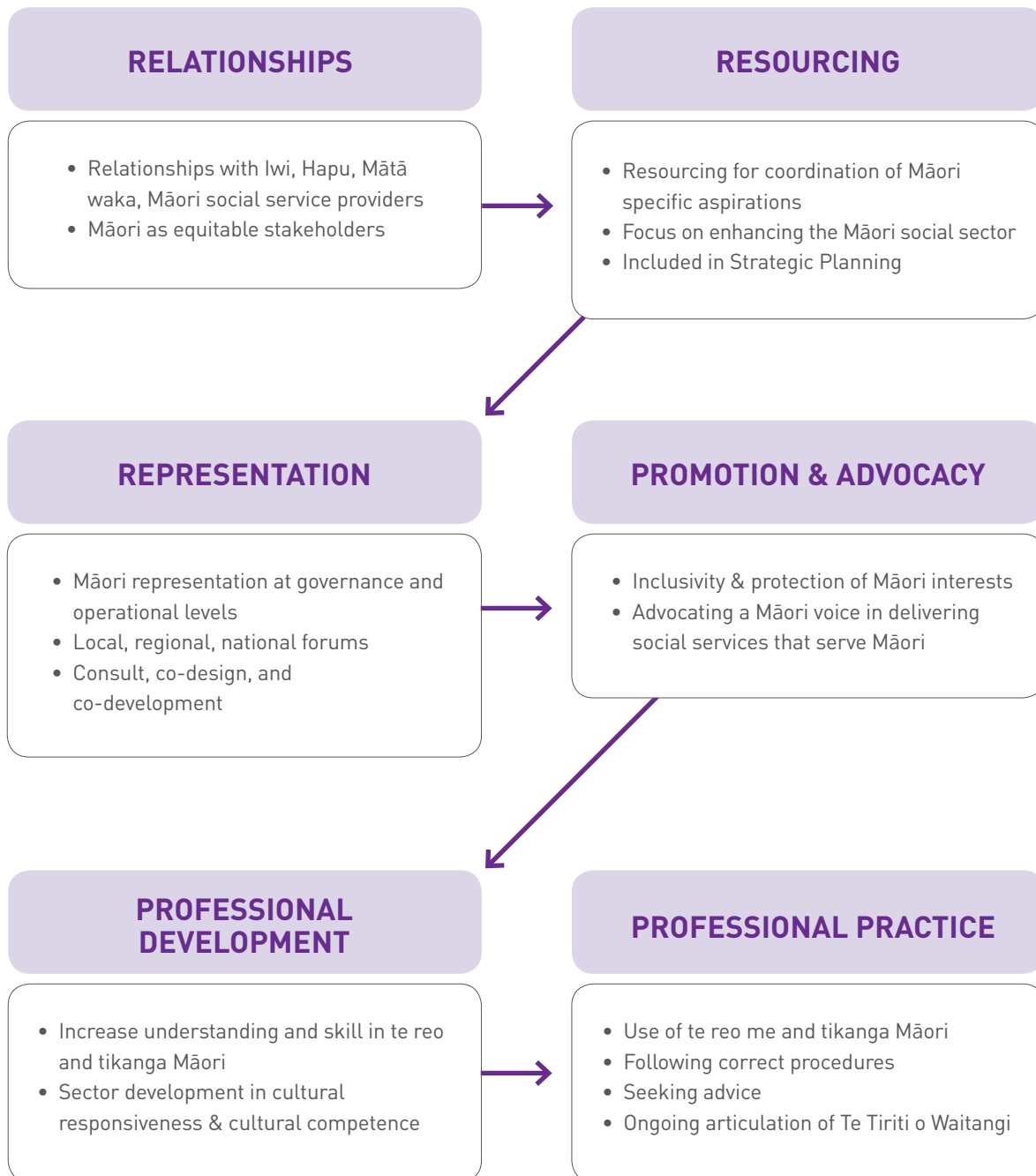
OUR COMMITMENT TO TE TIRITI O WAITANGI

SociaLink acknowledges Te Tiriti o Waitangi, as the founding document of Aotearoa New Zealand. We acknowledge that Māori as tangata whenua, have a worldview founded on a rich tradition of tikanga (custom/ procedures), kawa (marae customs), and whanonga pono (values) that are connected to both the physical and spiritual realms. SociaLink acknowledges the importance of protecting this rich history and providing a place whereby Te Ao Māori is legitimised, welcomed and appreciated for its unique contribution to the development of the community as a whole. SociaLink embraces Te Tiriti o Waitangi and values its relationship with local iwi, hapu and Māori social services as partners in building a valued, connected and resourced social sector.

SociaLink views Te Tiriti o Waitangi as a living document, intended to protect and promote the interests and status of tangata whenua into the future, and sets a premise for respectful partnerships. SociaLink acknowledges that for each of us, our personal response to Te Tiriti o Waitangi is shaped by our own cultural identity and experiences. However, SociaLink has a commitment to ensuring that its staff and representatives develop a responsive approach to engaging and working with Māori.

We further acknowledge Ngāti Ranginui (Ngāi Tamarawaho) as mana whenua of the tribal lands from which The Kollektive and SociaLink business is based. We acknowledge the Iwi and Hapu of Tauranga Moana (Ngāti Ranginui, Ngāi Te Rangī, Ngāti Pukenga) and the wider Western Bay of Plenty (Tapuika, Waitaha, Ngāti Rangiwewehi, Ngāti Whakaeue, Ngāti Mākino) and seek to build relationships that are founded on respect, trust, and reciprocity.

HOW WE INTEND TO ENGAGE WITH MAORI





Socialink | Tauranga
Moana
Building a Thriving Social Sector

SOCIALINK TAURANGA MOANA / STRATEGIC PLAN 2019 - 2022