

## S0.5 : Strategy 2021-24 – Where Are We Going?

To be read in conjunction with the documents: *Identity – Who are We?*, *Behaviours – What is “Our Way”?*, and *Model of Engagement – What’s Our Process?* For the financial years 2021-24, the Mission has 5 strategic objectives:

### 1 *Become a Tiriti-aligned organisation, expressing our aspirations for and responsibilities to Te Ao Māori*

We recognise the rights of Māori under Article 2 of Te Tiriti o Waitangi for hapū to retain control over decisions affecting them. The Mission will sustain constructive, collaborative, and above all, accountable relationship with our Manawhenua partner, Ōtākou Rūnaka, our Treaty Partner, Te Taha Māori of Te Hāhi Weteriana o Aotearoa, and the Manawhenua of any other Takiwā that we seek to work in.

New programmes and products will be designed and implemented in ways that are responsible to the needs and interest of Māori; the Mission will recruit and retain more Māori staff at every level of the organisation; and we will ensure that each staff member has a minimum cultural competency which we expect will increase over time. We will seek out co-design opportunities and to be accountable for our work with Māori.

### 2 *Advance, intelligently, the quality and impact of our work*

The Mission is ambitious for evidence-backed advances in the reach and targeting of services, intervention design and deployment, and in the opportunities of early intervention and prevention services. We understand these advances will require an entrepreneurial spirit and high quality relationships with centres of research organisations

The Mission expects these advances will first occur as niche, localised, pilots to demonstrate a workable model and evidence improved outcomes, before scaling. While the Mission is not a technology provider of any great bench-depth, we have an incredibly strong will to build on those strengths as we grow the quality and impact of our work, retaining them as core elements of all our work

### 3 *Base our work on the experiences, knowledge, and lessons of the people we seek to help*

The Mission has for the last decade focussed on the use of client-derived data to drive our advances in practice. We have increasingly undertaken research focussing on the experiences, the knowledge, and the lessons of the people we work with. We have actively sought client-derived innovations as part of our development processes.

The Mission will continue this work, seeking out and centring the lives of those we work with, in our practice, our use of data, our research, and in our development processes.

### 4 *Seek out partnerships that enable us to shift the baseline of minimum service quality*

Over the last decade our relationships with other change and thought leaders have informed and provided us with fuel for our work.

The Mission seeks to shift the baseline for provision and minimum service quality in the social services sector. Where this is an ambition shared by others, who like us, bring a distinctive approach, access, resource, or kaupapa to the task, we will seek to work with them towards our shared goals.

## 5 *Conserve our resources*

As our development processes generally require 4-5 years of investment before new services and products are stable, the Mission will:

- Plan for new services to be sustained by external investment through the development years, before starting;
- Evaluate new service development proposals for their ability to *advance, intelligently, the quality and impact of our work*;
- And their ability to be self-sustaining, financially, after the initial development phase.

### Also Look Up

Related Policies:

Related Form(s):

Policy Created: November 2016

Date of Last Revision: November 2021

Date of Next Review: December 2023

Date for Board Ratification: December 2020



Authorised by:

**Director**



**Board of  
Methodist Mission Southern**