

OUR CHARTER/STRATEGIC DIRECTION

VISION

Enriching our communities through innovative programmes.

MISSION

Southern REAP is a proactive provider delivering high quality community and educational services.

VALUED BEHAVIOURS

The following values are fundamental to our success.

- Commitment to excellence in all that we do.
- Responsiveness and accountability to the communities we service.
- Respect for individuals.
- Personal integrity and adherence to professional and ethical standards.
- Sensitivity to diverse cultures.
- Focused on continuous improvement.
- Committed to innovation

OPERATING PRINCIPLES

- We will operate in a way that ensures we remain outward looking and responsive.
- We will state clearly our policy and methods of operation.
- We will be accountable for the results of our decisions.
- We will adopt processes that are transparent, responsive and effective.
- We will involve communities wherever possible and we will share information.
- We will value, trust and respect people. This means that we will be respectful of the values, opinions, viewpoints of people in our society.
- We will set agreed key performance indicators for staff and the Board, which will allow for regular evaluation.
- We will adopt these principles while achieving the agreed outcomes of the Society.
- We will through Tertiary Education Commission and Ministry of Education funded contracts provide quality learning programmes for our community and schools.
- We will consult with Maori, Pasifika and ethnic minority groups to identify their learning aspirations

STRATEGIC PLAN SOUTHERN REAP JULY 2007 - JULY 2010

Background

Southern REAP has 25 years history of delivering education programmes in the Southland and the Wakatipu areas; programmes that are funded by yearly contracts with the Ministry of Education and the Tertiary Education Commission. These contracts require us to deliver programmes to Early Childhood, Schools and the Adult and Community sectors.

We have two Alternative Education contracts, one with Central Southland College, in Winton, which caters for students in the Central/Western/Northern Southland areas, the other with St Peter's in Gore, which caters for students in the Eastern Southland area. Recently we have taken on an administrative role supervising the strengthening families' coordinator in the Wakatipu area.

There are 13 REAP's situated in rural areas of New Zealand, with Southern REAP being the biggest. As a result of REAP's lobbying the Minister of Education requesting to know what their role will be in the future, the Minister has agreed to undertake a review of REAP's. The outcome of this review should be known by June 2007, and this will have a big bearing on what our organisation should be focussed on going forward. All parties involved see the review as a positive because the landscape in which REAP's operate has changed dramatically. Shifts in population, increasing ethnic diversity, a wider range of socio-economic circumstances, advances in technology, and changes in the global market.

Locally we have seen huge changes in farming, small service towns becoming depopulated as a result of businesses and local government bodies merging into bigger organisations and being based in larger towns. The Wakatipu area has seen massive growth based on the tourism industry. We have an aging population, which creates many challenges and opportunities.

REAP is an exciting concept whose scope and potential is limited only by the vision of those who drive it. There are increasing opportunities in today's climate for REAP to become multi-faceted and multi-skilled to reflect the diverse needs of the community when identifying and delivering services.

Strengthening Southern REAP's capability and effectiveness will be a key priority over the next 3 years.

As an organization we need to:

- Target learners whose initial learning was not successful
- Ensure programmes provided are based on community needs and government priorities.
- Focus on programmes that make a difference.
- Have effective systems in place to measure the success of all the programmes we deliver.
- Consolidate building investments
- Be a leading provider of programmes using technology
- Be accessible and have a positive profile in the community

STRATEGIC BUSINESS PLAN (Four strategies for change)

1. DEVELOPING STAFF

This strategy will focus on:

- Ensuring staff have clear expectations on what their roles are, with up to date employment contracts/job descriptions/personal performance plans in place.
- Annual performance reviews for all staff members including the manager.
- Ensuring that any professional development needs that are identified from performance reviews are provided.
- Always looking at ways we can develop the staff skill base.
- A better work environment provided using the latest technology
- All staff being valued as individuals irrespective of their background and the disciplines in which they have been trained.
- Staff who are budget holders having clear expectations of their responsibilities

Outcome

All our managers will be highly developed and will offer effective, empowering leadership to staff, while also involved in their own personal development. Others will see Southern REAP as a good place to work, where everyone feels valued for the role they play.

All staff appraisals will show high satisfactory levels.

2. RELATIONSHIP MANAGEMENT

This strategy will focus on:

- The need to develop stronger links with all the communities we service.
- Considering the development of advisory groups in such areas as Gore, Queenstown, Western Southland, and Te Anau
- Regular meetings occurring with all community workers and youth workers.
- Improved communication between offices.
- Ensuring all board members and staff are focussed on high quality client service.
- Developments of systems to review client satisfaction levels and ensure regular reports are presented to the board.
- Looking at ways in which we can improve client relationships.
- Make a positive contribution to our ACE network meetings
- Outcomes (difference we have made) rather than Outputs (numbers attending courses etc)

Outcome

We will be successful in relationship management when there is effective communication between Southern REAP and the communities we serve and within REAP. We will be seen as an organisation that listens, is responsive, credible and have staff with a strong focus on meeting our client's needs

Both the client satisfaction surveys and staff surveys will show continuous improvement with our communications and our focus on meeting clients' needs.

3. RESOURCES

This strategy will focus on:

- Providing suitable facilities and work environments in the areas we service.
- Ensuring the most appropriate and up to date technology and equipment is incorporated into all facilities.

Outcome

The most suitable facilities and resources will be provided to staff and clients enabling service delivery in a professional manner.

Both client satisfaction surveys and staff surveys will show continuous improvement with the facilities and resources provided.

4. NEW PROGRAMME OPPORTUNITIES

This strategy will focus on:

- We will engage with our communities (either directly through ACE networks or indirectly through community groups) to identify community needs and review current ACE activities
- Encourage all spectrums of the community to re-engage in learning.
- Identify 'isolated' communities within our patch
- Address literacy and numeracy through personal learning
- Investigating opportunities that would enhance/complement the programmes we deliver.
- Ensuring all our programmes meet the requirements of the funding provider/s.

Outcome

Any new programme being considered must fit within our purpose and mission.

Consultation undertaken prior to the development of this strategic plan.

The following is a summary of the consultation process and outcomes that contributed to the preparation of this strategic plan.

- SWOT analysis undertaken by an independent facilitator with staff and board.
- Meetings held with Community workers.
- Information gathered from Gore District and Lakes District local services mapping reports.
Information obtained from client survey forms.