



## Community Strategic Plan 2024

This strategic plan has been developed by the Board of Trustees of South Alive (the South Invercargill Urban Rejuvenation Charitable Trust) based on the priorities identified at public meetings since April 2012 and through regular community consultation.

### **The Community of South Invercargill**

South Invercargill is located within the city of Invercargill and has a population of 18,360 (2018). It is a thriving service centre with a strong student presence through the Southern Institute of Technology's Zero Fees scheme.

South Invercargill includes some of the oldest residential areas in Invercargill, which now sit alongside new developments, small clusters of community-based retail centres and green spaces. It has a long and proud history and was governed by its own Borough Council until 1956. The community is becoming increasingly diverse and includes the greater proportion of Invercargill's Māori and Pacific Island residents.

South Invercargill has a history of tall and imposing structures – ships and signal masts, tall trees, and its natural elevation in terms of the surrounding land.

South Invercargill suffered some economic, political and social setbacks in the 1990s through to around 2008 including industry and school closures and environmental issues but is now rebounding, in part through the work of South Alive.

### **SOUTH Alive**

The establishment of South Alive was facilitated by the Invercargill City Council (ICC) through its focus on Urban Rejuvenation as one of its key strategies in the 2012-2022 Long Term Plan.

Community consultation commenced with a representative community steering group meeting in February 2012. In December 2012 the steering group became an Incorporated Trust and in October 2013 the Trust gained charitable status.

South Alive has strong and widespread community support and has a very positive impact on the level of pride residents feel in how South Invercargill looks and feels. South Alive is a community led development model which reflects the strength of the community while ensuring that the community voice is being heard at a strategic planning level in the city.

## **Vision**

A vibrant, diverse community that takes the lead in its own future.

## **Mission Statement**

Empowered by our strengths as a community, we will build a place to live and work that engenders pride and inspires us.

## **Ngā Mātāpono / Community Led Development Principles**

Our work is guided by the five key principles of community led development:

- Grow from shared local visions
- Build from strengths
- Work with diverse people and sectors
- Grow collaborative local leadership
- Learn by doing

## **Values**

### **SERVICE**

- We are at the forefront of social change in South Invercargill
- We are productive and our results are evident
- We are supportive of residents and other groups/organisations in our community

### **SELF-DETERMINATION**

- We are solution-focused
- We consult our community and work on goals set in conjunction with it
- We demonstrate viability at a local community level
- We are strongly self-reliant

### **INCLUSION**

- We value diversity
- We respect all sectors within our community
- We work to create an inclusive community
- We create and sustain robust relationships

### **INNOVATION**

- We employ innovative and strengths-based approaches

- We are willing to try almost anything to bring about the required transformation
- We create significant positive change

#### RESILIENCE

- We promote sustainable practices
- We enhance community spirit and improve wellbeing
- We empower residents to become stronger and more confident
- We develop community leadership

#### MANAAKITANGA

- We promote a supportive, welcoming space and approach
- We demonstrate hospitality, generosity and care for all people in our community
- We show respect and care for information and stories
- We uphold our community with humility and kindness
- We nurture and engage in relationships with our community

## Strategic Goals

<b>1. Upgrade</b>	<b>2. Community</b>	<b>3. Capacity</b>	<b>4. Governance</b>	<b>5. Sustainability</b>
Encourage pride and wellbeing in South Invercargill by improving function and beauty.	Maintain and further build community identity, pride, participation and connection.	Maintain and further build community capability, resourcefulness and confidence.	Continue to develop governance capability of the board and South Alive as an effective organisation.	Maintain and further develop the sustainable operation of South Alive as an organisation and the environmental sustainability of our operations.

## GOAL 1: UPGRADE - Encourage pride and wellbeing in South Invercargill by improving function and beauty

STRATEGIES	ACTIVITIES	MILESTONES BY DECEMBER 2024
<p>1. Beautification &amp; Upgrading of public and private spaces</p>	<ul style="list-style-type: none"> <li>• South Alive Community Park is developed and maintained including:                             <ul style="list-style-type: none"> <li>○ Plantings to support birds, butterflies and bees</li> <li>○ Plant bank is maintained to supply plants and fundraise for the gardens</li> <li>○ Encouraging vegetable growing for families for self-sustainability as part of wider food security initiatives.</li> </ul> </li> <li>• Investigate beautification opportunities for the wider South Invercargill area (beyond the Community Park)</li> </ul>	<p>Plant bank, and revenue from it, is maintained</p> <p>Improvements to community park including improved storage and fitness equipment.</p> <p>Wider beautification opportunities progressed or advocated for, such alongside the South Alive Heritage Trail, along the gateways into South Invercargill, working with friends of the dog park on improvements to the dog park, or encouraging beautification of private spaces through initiatives such as a best street competition.</p> <p>Improved signage for wayfinding / promoting our projects e.g. Fruit and Nut orchard signage.</p>
<p>2. Increase and improve amenities</p>	<ul style="list-style-type: none"> <li>• Zero Rubbish project keeps South Invercargill free of rubbish by encouraging residents, groups and organisations to adopt streets and parks, keeping adoption register up to date and continued promotion</li> <li>• Fruit and nut trees planted in public spaces to be supplemented by the under-planting of soft fruit bushes; fruit trees and orchards maintained</li> </ul>	<p>Zero rubbish programme is reviewed to update the register and process for the project.</p> <p>3 community clean up days held each year</p> <p>Trees are maintained and fruit is harvested and used. Orchards are supplemented with under-plantings.</p>

	<ul style="list-style-type: none"> <li>• Development of the community park and building continues, ensuring it continues to meet the needs of the community.</li> <li>• Advocate for improvements to the South City Shopping Area</li> </ul>	<p>Development continues through for example, improved seating, options for wind shelter, outdoor signage and noticeboards and any other opportunities explored when identified by the community.</p> <p>Work with retailers and building owners to ensure South City Shopping Area is well maintained and attractive.</p>
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## GOAL 2: COMMUNITY – Maintain and further build community identity, pride, participation and connection

STRATEGIES	ACTIVITIES	MILESTONES BY DECEMBER 2024
<p>1. Develop or support events and projects that:</p> <ul style="list-style-type: none"> <li>• Promote community participation and/or</li> <li>• Increase community pride and/or</li> <li>• Showcase the community</li> <li>• Support community connection</li> </ul>	<ul style="list-style-type: none"> <li>• Unique South Invercargill trails are developed that identify and showcase unique things to do and see in South Invercargill</li> <li>• Current Little Libraries are maintained</li> <li>• Key Annual Events held such as:               <ul style="list-style-type: none"> <li>○ Concerts in our Community Park</li> <li>○ Spring Flower Show</li> <li>○ Village Markets</li> <li>○ World Kindness Day</li> </ul> </li> <li>• Other regular/informal events held to showcase local talents, bring people together and/or celebrate the diversity of the community</li> <li>• Activities and events provided specifically for identified sectors e.g. rangatahi (young people), elderly, isolated communities</li> <li>• Investigate opportunities to establish regular groups or activities catering to different interests</li> </ul>	<p>Heritage trail interpretation panels installed and digital component developed</p> <p>The 3 current Little Libraries are maintained and expanded if areas are identified by the community</p> <p>Maintain existing key events, and explore opportunities to hold a wide range of other events and activities to encourage more community participation</p> <p>Events are held regularly showcasing rangatahi and whānau e.g. sports, music, arts etc</p> <p>Achievements of the community are showcased and acknowledged.</p>
<p>2. South Alive fulfils a coordinating and connecting role in South Invercargill</p>	<ul style="list-style-type: none"> <li>• South Invercargill calendar of events developed and maintained.</li> <li>• Host and facilitate connections with other local organisations and projects such as the Waihopai Runaka, Southland Multicultural Trust, Pacific Island Advisory &amp; Cultural Trust,</li> </ul>	<p>Online events calendar developed and maintained through the South Alive website</p> <p>Regular contact with these groups</p>

	Southland Interagency Forum, Vodafone Foundation ‘Thriving Rangatahi’ project, Strong Communities Murihiku, South City Business Group, Murihiku Kai Collective and the many others	Continue to develop social media platforms for connecting across South Invercargill.
3. Communicate and promote achievements to volunteers, supporters and the general public	<ul style="list-style-type: none"> <li>Articles appear in news media</li> <li>Facebook and website to be kept current</li> <li>South Alive newsletter is produced</li> <li>Presentations and talks are given to groups in the community</li> <li>South Alive provides a public noticeboard</li> <li>South Alive has an office open to public, with information, access and support for the community</li> <li>South Alive looks for new ways to reach the community</li> <li>Branding and signage – South Alive ensures that all of its project infrastructure and activities include prominent South Alive brand signage</li> </ul>	<p>Regular articles in the news media.</p> <p>Both Facebook and the website are managed and regularly updated</p> <p>Email newsletter is circulated 10 times per year</p> <p>Alternative communication methods trialled such as a quarterly full page spread in the Southland Express</p> <p>Presentations given as required</p> <p>Noticeboard maintained</p> <p>The office is open for its advertised hours and has right information</p> <p>New ways of reaching community regularly tried (e.g. presentations to groups, TVs in Pod and Pantry, targeted mail drops for projects etc)</p> <p>All infrastructure and installations include South Alive brand if permitted</p>
3. Demonstrate and promote manaakitanga to the community	<ul style="list-style-type: none"> <li>Strong hospitality and communication skills training for volunteers as required</li> </ul>	Expansion of the volunteer team acting as host in the Volunteer Lounge.



	<ul style="list-style-type: none"><li>• Providing a supportive and welcoming space at The Pod and in any activities South Alive manages.</li></ul>	
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### GOAL 3: CAPACITY – Maintain and further build community capability, resourcefulness and confidence

STRATEGIES	ACTIVITIES	MILESTONES BY DECEMBER 2024
1. Assisting community to identify issues and opportunities	<ul style="list-style-type: none"> <li>• Conduct annual community survey</li> <li>• South Alive helps existing groups and facilitates formation of new groups</li> <li>• South Alive identifies new projects or initiatives in response to changing community needs or priorities e.g. new or exacerbated challenges emerging from Covid-19</li> </ul>	<p>Survey conducted and compared to previous results. Results are used to inform subsequent actions and contribute to the shared local vision in this community plan.</p> <p>New groups or initiatives established as required.</p>
2. Developing strong strategic relationships and partnerships	<ul style="list-style-type: none"> <li>• Identify target organisations / people</li> <li>• Strengthen key partnership with the DIA and manage transition out of five year CLD Partnership</li> <li>• Stakeholder engagement is encouraged and promoted</li> </ul>	<p>Comprehensive list of stakeholders is updated regularly.</p> <p>DIA partnership is a key focus.</p> <p>Stakeholder analysis is undertaken.</p>
3. Developing linkages, partnerships and collaboration among sectors and neighbourhoods in the community	<ul style="list-style-type: none"> <li>• Work with identified sectors e.g. elderly, immigrants, youth, isolated residents</li> <li>• Undertake research by way of discussions with individuals, focus groups and relevant organisations to identify needs and opportunities</li> <li>• Work with groups to develop new projects that have been identified through research and continue existing projects</li> <li>• Target ways to improve engagement with youth</li> </ul>	<p>Undertake initiatives in relation to identified sectors, such as co-ordinating youth events, maintaining a strong seniors' group, and events to celebrate the diversity of South Invercargill.</p> <p>Maintain dialogue and relationships with these groups and organisations to research as required. Share information on facilities and their opportunities.</p> <p>Maintain relationships with One NZ Foundation and other organisations working with youth.</p>

<p>4. Providing opportunities to develop required skills</p>	<ul style="list-style-type: none"> <li>• Agree with volunteers the skills needed to enable identification and management of projects and successful advocacy for community issues and needs</li> <li>• Offer training and information to volunteers and other community groups</li> <li>• Partnership with educational organisations</li> <li>• Increase digital capacity and tools</li> <li>• Opportunities for developing skills for youth explored through engagement and feedback from youth</li> </ul>	<p>Operate relevant training skills workshops for volunteers and wider community e.g. first aid training, resilience seminars or food resilience workshops such as composting and affordable cooking</p> <p>Provision of resources/events/training that increase the digital capacity and connectivity of our community, staff and volunteers e.g. social media training, access to wifi.</p> <p>Continuing initiatives that prove successful with rangatahi project trials such as</p> <ul style="list-style-type: none"> <li>- events showcasing local talents</li> <li>- upskilling / training</li> <li>- transport opportunities</li> <li>- wellbeing initiatives</li> </ul>
<p>5. South Alive has sufficient volunteers, with a range of skills representative of the community</p>	<ul style="list-style-type: none"> <li>• Effective volunteer management is developed, including: <ul style="list-style-type: none"> <li>○ Flexible approaches to participation, including via partnerships with other organisations or groups</li> <li>○ Action Groups keep up to date lists of volunteer opportunities &amp; skills needed</li> <li>○ Obtaining volunteer feedback</li> <li>○ Maintaining records</li> <li>○ Having ways to recognise and reward volunteers</li> <li>○ Volunteer skills recorded to enable South Alive to utilise strengths in the community</li> </ul> </li> </ul>	<p>Action groups maintain range of volunteer opportunities and have up to date information on their needs</p> <p>Ensure volunteer registration information is accurate and reviewed annually</p> <p>Volunteers are surveyed annually</p> <p>Records are maintained using a time tracker Volunteer Management System</p> <p>New ways of recruiting volunteers are investigated, implemented and monitored.</p>

		<p>Engage with other voluntary / community groups to collaborate on shared projects/ideas.</p> <p>Arrange annual volunteer celebrations to demonstrate appreciation of their significant contributions</p>
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**GOAL 4: GOVERNANCE – Continue to develop governance capability of the board and South Alive as an effective organisation**

STRATEGIES	ACTIVITIES	MILESTONES BY DECEMBER 2024
<p>1. The South Alive Trust is competent, and compliant</p>	<ul style="list-style-type: none"> <li>• The organisation has a strategic plan which is reviewed and monitored</li> <li>• The Board complies with all legal and financial obligations, including those in the Trust Deed</li> <li>• The residents of South Invercargill are formally consulted at least once a year on the priorities for South Alive and have an opportunity to contribute new project ideas</li> <li>• Research is carried out to gauge the impact and perceptions of South Alive</li> <li>• New community initiatives are actively encouraged to be put forward</li> <li>• Networking with other community groups including through DIA connections to broaden contacts and knowledge</li> </ul>	<p>Plan is monitored quarterly and updated annually</p> <p>Board is legally and financially compliant</p> <p>Consultation takes place through a variety of means including meetings, events, drop-ins to The Pod community rooms, online, face to face etc</p> <p>Research is carried out annually</p> <p>New project ideas are supported if in line with Community Plan and resources</p> <p>Upskill trustees by networking with other CLDP groups including through CLDP huis</p>
<p>2. Effective systems and processes are in place for</p> <ul style="list-style-type: none"> <li>• performance measurement</li> <li>• financial management</li> </ul>	<ul style="list-style-type: none"> <li>• Databases and/or other appropriate tools exist to gather, collate and analyse information relating to the performance measures in this plan and provide a system for reflection and learning from actions taken.</li> <li>• Financial systems and processes are developed to comply with standard for reviewed accounts</li> </ul>	<p>Databases established and being used</p> <p>Financial policy systems and processes are adhered to and reviewed annually</p> <p>South Alive Board accepts the annual review of its accounts within 6 months of balance date</p>

<p>3. South Alive builds partnerships which facilitate access to sufficient funding and in kind contributions to carry out its projects</p>	<ul style="list-style-type: none"> <li>• Work closely in the community led development programme partnership with DIA</li> <li>• A good relationship with Invercargill City Council continues and is further developed</li> <li>• Good relationships with key funders are maintained and further developed.</li> <li>• Other potential new funding sources continue to be explored, including local trusts and organisations</li> <li>• South Alive undertakes its own fundraising projects</li> <li>• In-kind contributions from business are actively pursued where possible</li> </ul>	<p>Regular progress meetings with the DIA</p> <p>Key staff are satisfied with relationships, South Alive updates Council at least annually, and Council continues to support South Alive Funding applications are successful</p> <p>Funding applications are successful and funding is achieved from new sources as required.</p> <p>South Alive fundraises \$20,000 from own activities and revenue streams each year In kind contributions are recognised and acknowledged.</p>
<p>4. South Alive Board has sufficient skills, is representative of the community and is locally connected</p>	<ul style="list-style-type: none"> <li>• Enhance and strengthen our Governance capability including understanding of the CLD style of governance</li> <li>• Succession planning includes plans to encourage diverse representation from a cross section of the South Invercargill Community</li> <li>• Succession planning covers continuity for board, staff, volunteers, and financial sustainability</li> </ul>	<p>Governance Training to be identified and offered to trustees (online or in person) as required or as opportunities arise, including upskilling and training around Community Led Development style governance in the context of Te Tiriti o Waitangi.</p> <p>Trustees complete a self-evaluation annually.</p> <p>Skills gap analysis to ensure diversity of the board, and consider the range of governance skills required.</p> <p>Succession plan is reviewed biannually and trustee skill gaps are identified.</p>

**GOAL 5: SUSTAINABILITY – Maintain and further develop the sustainable operation of South Alive as an organisation and the environmental sustainability of our operations**

STRATEGIES	ACTIVITIES	MILESTONES BY DECEMBER 2024
<p>1. South Alive continues to enhance its base and presence within South Invercargill</p>	<ul style="list-style-type: none"> <li>• Purpose built office spaces with an efficient administration area and sufficient storage are maintained.</li> <li>• Community spaces continue to be promoted to support identified sector needs e.g. youth, elderly, isolated communities</li> <li>• Identify further opportunities to expand, manage and support the volunteer base.</li> <li>• All aspects of Organisational sustainability are considered through the succession planning process including               <ul style="list-style-type: none"> <li>○ Governance,</li> <li>○ staff,</li> <li>○ volunteers and</li> <li>○ finances)</li> </ul> </li> </ul>	<p>The office and community rooms continue to be fit for purpose, and opportunities for expanding our activities through utilising other community spaces are explored.</p> <p>Revenue from the hire of The Pod community rooms continues to increase.</p> <p>Opportunities for managing and recruiting volunteers are identified through the ‘Volunteer’ component of the Succession Plan.</p> <p>Continuity of staffing and their upskilling to co-ordinate and sustain volunteer efforts.</p> <p>Research and planning around financial sustainability is active and forward planned, including a plan to transition out of the five year DIA CLDP partnership.</p> <p>The social enterprise role, purpose and structure is reviewed.</p>
<p>2. Minimise our environmental footprint where possible</p>	<ul style="list-style-type: none"> <li>• Implement environmental initiatives identified by our community</li> <li>• Consider the environmental impact of all projects</li> </ul>	<p>Work with other organisations such as Para Kore to minimise waste and build effective recycling efforts.</p>

	<ul style="list-style-type: none"> <li>• Implement food security and resilience initiatives</li> <li>• Continue existing and investigate opportunities for new initiatives to improve the quality of housing and sustainable living initiatives.</li> </ul>	<p>Deliver food resilience initiatives such as vegetable gardening workshops and cooking classes with supporting resources.</p> <p>Deliver workshops / seminars around sustainable living topics such as heating homes efficiently</p>
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