



# **AGE CONCERN WAIRARAPA**

## **STRATEGIC PLAN 2025 – 2028**

Final September 2025

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## Introduction

This Strategic Plan sets out how Age Concern Wairarapa intends to pursue its organisational goals over the coming years. Underpinned by our values and principles and acknowledging the need to adapt to changing circumstances, the plan outlines our key areas of focus and our associated priorities.

The plan is not intended to be a detailed explanation of the work to be done, rather the work is described using the outcomes that we wish to achieve. The work that needs to be done to achieve the results we are looking for may be adjusted to take into our changing environment.

## Our Vision

‘Every older person feels connected, has positive choices and is able to age well’.

## Our Values

Our values underpin all that we do:

<b>Dignity</b>	We respect the dignity and uniqueness of every person
<b>Wellbeing</b>	Older people have the right to opportunities and support that enable them to achieve optimum physical, mental, social, and spiritual wellbeing
<b>Equity</b>	All older people have the right to equity of access to support and opportunities
<b>Respect</b>	We respect the values and social structures of Māori and people of all cultural and ethnic backgrounds, demonstrating respect by working together to gain mutual understanding.

We recognise the principles of Te Tiriti and use them to guide and inform our work both individually and collectively. We are committed to working in partnership with mana whenua and Māori in our community and to growing our Te Ao Māori knowledge.

## Who We Serve

Wairarapa has one of the largest proportions of older people in NZ, 23% compared to the national average of 16.5%. The proportion of Māori aged 65 years and older is 8.1%, (2023 Census), higher than the New Zealand percentage of 7.4%. The region has a higher population of 65 years and older living in rural areas, 25%, than the national average of 17%.

Our services encompass those focused directly on supporting older people to age well through knowledge, connections and activities. We also provide specific services to those more vulnerable members of the older community at risk of neglect or harm.

Our services support not only the older person but also family and friends interested in their wellbeing.

## Our Stakeholders

The people, groups and organisations that could have an influence on or are influenced by our work include:

- Those we serve
- Family / Friends of those we serve
- Partners / Funders / Donors
- ACW people – board, staff, volunteers and members
- The broader community
- Local, regional government
- Government agencies
- Other community organisations

## The Current Environment

ACW faces the same key challenges that most Not-for-Profits in New Zealand are experiencing. Essentially, the business environment in which we operate is becoming less secure, more complex and time-consuming for governance and operations.

### Financial

The funding environment for ACW continues to be volatile. Contracts from Government agencies often have shorter time frames with no guarantee of renewal. This impacts the ability to plan service in the long-term.

The community grants funding environment has become more competitive with increased numbers of applications for a limited pool of funds. This has led funders to apply stricter criteria to the types of activities they will support.

The governments new Social Investment Strategy may have a significant impact on how funding is allocated to social sector organisations in the future. Clarity around this will evolve over the next couple of years. The changes will be confirmed and implemented in the next couple of years.

### Membership

Engaging the regions' older people, and their families to create awareness of our organisation and services requires a continuing commitment to ensuring the value of those services. Our membership strength is reliant on the value that we provide across all our activities.

### Workplace

ACW faces the general challenge, as for all Not-for-Profits, in recruiting and retaining skilled professionals. The unpredictable funding environment and associated short-term contracts makes it difficult to plan for and build a stable workforce.

### Volunteer recruitment/retention

Recruiting and retaining volunteers with the right skills can be an ongoing challenge.

### Compliance

Ongoing changes in the regulatory environment continue to put pressure on both governance and operations. Compliance requirements relating to contractual obligations continue to increase.

## Strategic Framework

Our strategic framework depicts how our workstreams align to the key elements of our vision:

- Connections
- Choices
- Ageing well.

The framework is based on the 'Why, How, What' concept, frequently used in strategic thinking, and includes the Age Concern NZ logo:

- **Why** do we do what we do: we are here for our clients and the regional community
- **How** will we achieve our vision: our aim is to help our clients to age well through social connections and knowledge
- **What** do we do: described as key areas of focus.



## Aims and Key Priorities

### Ageing Well

#### Aims

- We advocate on issues around ensuring health, wellbeing and safety are met
- We reach wider audiences across the generations
- We speak out on service gaps and offer solutions

#### Priorities

- Work with agencies and other service providers to understand the needs of our older population
- Become a 'regional voice' for older persons, advocating for change when needed
- Review existing programmes and identify opportunities for new services

## Social Connections

### Aims

- We help to build connections across and within communities
- We find ways to reach out to those who don't, or are unable to, reach out

### Priorities

- Develop a broader understanding of the issues relating to mobility and how this impacts people's ability to connect
- Lift visitor service participation
- Increase participation in the other programmes / activities
- Explore options for additional activities to connect individuals and groups of interest

## Positive Choices

### Aims

- We tell the stories of the difference we make across communities
- We gather, link and disseminate information
- We support people to make informed decisions

### Priorities

- Grow our reputation and awareness of our services using our various communication channels
- Focus on describing the impacts that our programmes have on our clients
- Develop our website to be a 'one-stop' platform for 'ageing well' and 'connections' information

## ACW as an organisation

### Aims

- We are committed to Te Tiriti o Waitangi and how that influences our work and relationships
- We strengthen the local and regional relationships
- We support and replicate success and quality practice
- We demonstrate excellence in governance and management

### Priorities

- Work with mana whenua to identify opportunities for collaboration
- Explore how our premises could be used by other complementary services as a collaborative space
- Strengthen our governance practice and policy framework to enhance organisational performance
- Increase membership and build our active volunteer cohort
- Build relationships with funders and develop stable funding streams

## Strategic Plan 2025 - 2028

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Health  
Promotion

Safety and  
Choice

Mobility



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#### Priorities

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Community  
Friendships

Community  
Connections



### Positive Choices

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Information

Advocacy

Partnerships



### Organisation

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Performance

Viability