

# Rural Women New Zealand Strategic Plan 2022-2027

## Vision:

We empower and support women to be the glue for whanau and communities.

We are recognised as a leader across the rural sector and beyond.

## Mission:

Strengthening, supporting and connecting people and communities.

## Values:

Charitable: We continue our traditional role of supporting rural communities.

Innovative: To meet the needs of today and for future generations.

Respectful and Respected: We behave respectfully and in ways that earn respect and enhance mana.

Inclusive: We are curious, open minded and embrace learning.

### Our Voice



We are sought after and recognised as the go to place for rural connection and representation. Everyone in the organisation knows what we stand for and is proud of how we present ourselves.

### Our Membership



In ten years' time, we will have 10,000 members actively engaged and spread across NZ in diversified interest groups.

### Our People



Our team of employees and member volunteers are excited and proud to be part of RWNZ, feel valued and know their contribution matters.

### Financial



We are financially sustainable growing our legacy fund so we can continue to do good for our communities, and ensure intergenerational success.

### Our Business Systems and Environment



Our systems and environment are adaptable and enable us to deliver services efficiently and effectively.

### Our Governance Purpose and Reputation



Our board is diverse, dynamic, future focussed and motivated to support our Chief Executive.

# Our Voice PR/Marketing/Communications

This includes:

- Media Engagement
- Events
- Partnerships
- Marketing & Brand



## By June 2023

- We will have diverse imagery representing the faces of RWNZ (age, thought, culture and situation).
- There is a national programme of events that is rolled out regionally.
- There is a clear delineation between national and regional delivery/job requirements.
- We have relaunched our leadership programme (minimum viable product) including investigating strategic partnerships where appropriate.
- We have represented RWNZ at least 4 times per annum over each of our portfolio areas.

## By June 2024

- Our Strategic Partners contribute in cash and in kind (annual target set by Board).
- We have undertaken research into “how we are doing with our journey”.
- We have established an ongoing programme of national and regional events in the calendar with use of a photographer for new style strategic events.

## By June 2025

- We will have 200 mentions across media from national office instigated media releases.”
- We have had 25 Rural Women interviews resulting in media exposure.
- We have achieved a 50% increase in presence in print, online and social media.
- Our Strategic Partners have contributed in cash and kind (annual target set by the Board).
- Our Centenary events meet our diversity and inclusion goals set for the year.

## By June 2026

- We have achieved a 10% increase in presence in print, online and social media.
- We have continued to build the diversity of our image library.
- Our Strategic Partners contribute in cash and in kind (annual target set by Board).

## By June 2027

- We have maintained and improved our exposure in print, online and social media.
- Our Strategic Partners contribute in cash and in kind (annual target set by Board).

This includes:

- Recruitment and retention of members
- Understanding membership pathway from sign up and life cycle of membership journey
- Virtual Events to compliment existing events
- Personal and Professional Development opportunities for members



Our membership numbers will have increased and total as follows:

By June 2023:  
2000 members

By June 2024:  
3000 members

By June 2025:  
4000 members

By June 2026:  
5000 members

By June 2027:  
6000 members

By June 2022

- A refreshed and revamped membership offering before the bulk re-sign.
- A plan for how to assist our regional teams to activate regional membership.

By June 2023

- A suite of discounted personal development offerings for members.
- Activated corporate membership.
- A new plan for virtual events which we can sell.
- Held at least two co-hosted events with a strategic partner.
- Held at least one charitable event per region.
- Additional Activator events with MPI investment.
- Explored a youth/professional member leadership role.
- We are retaining 80% of our members each year and our new member retention is 90% every year.

By June 2025

- Consolidated our offerings into a new structured membership model. We accept that between now and then a flexible and dexterous approach will have been taken that strives to, but may not, achieve consistency.



# People

## Our Employees and Volunteer Leaders

This includes:

- Leadership and Personal Development
- Succession Planning
- Cultural Change
- Community support and development



### By December 2022

- Continue to explore leadership models that will help us develop strengths within our leaders and provide growth opportunities for our valued volunteers.
- Our feedback from employees and volunteer leaders indicates that we are increasing the sense of connection and a feeling of being valued and belonging.

### By December 2022

- Identified a process for the encouragement of the next cohort of leaders and have a plan for their development including a mechanism for peer engagement and pathways into Associate Board role. This includes understanding the demographics of our current and potential membership.

### By June 2023

- From 2023 every leadership hui includes a personal development segment
- Have the luxury of selection because so many people are interested in our volunteer roles.
- We have represented RWNZ at least 4 times per annum in each policy area.
- The CEO 360 degree review shows 80%+ satisfaction in organisation, job, leadership, governance.

### By June 2023

- Reviewed the effectiveness of our connector roles.
- We have a volunteer leader resource to support their effectiveness and grow their skills to lead on our behalf.

### By June 2024

- Continue to reset and recalibrate to meet the changing needs of our organisation and can articulate and demonstrate how we are doing this.

# Our Business Systems and Environment

This includes:

- Membership database
- Membership models
- Internal communication systems and methods
- Website
- Physical working environment



## By June 2023

- Have fully implemented Microsoft Office 365 across the organisation.
- Our office systems have been rationalised for optimum efficiency - database, website integration, payment system.
- Our new working environment reflects our decision to be a modern, connected and vibrant organization - technology, physical environment, systems.

## By June 2023

- Our physical environment reflects our desired public perception and appearance.
- Introduced a continuous improvement process with technology being a primary starting point.

## By June 2024

- Our business systems are providing sound information to help us drive our membership goals.
- Exploring opportunities to add on and optimise our systems to support growth.
- Have great onboarding processes for business systems for all employees and volunteers.

# Our Governance Purpose and Reputation

This includes:

- Modelling our desired Culture & Behaviours
- Diversifying our representation
- Building our Legacy
- Creating Priorities/ Balance- what are we going to stop doing?
- Investing in our development



## By June 2022

- Reviewed the communications process around Board elections.
- Reviewed the structure of board meetings and how to use our time efficiently heading forward (by April meeting).
- Have taken responsibility as board members to prepare our own professional development plan and present to the board for identification of common development needs and/or possible funding options.

## By June 2023

We have:

- Removed ourselves from operational matters and responses. i.e:
  - Clarity around what responsibilities each role has and what each role responds to.
- A feedback culture in the Board that helps us all to grow.
- Developed a clear prioritisation process that enables us to communicate action and inaction giving the “why”.
- Introduced an Associate Board role.

## By June 2024

We have:

- Completed a formal Board performance review.
- Completed a review of the RWNZ Constitution including mechanisms to protect history and enhance diversity on the Board.