

3-5 year STRATEGIC PLAN *from 2015*



Vision that refugees and migrants have the opportunity to learn English, to pursue aspirations for themselves and their families, and to participate in all aspects of life in Aotearoa New Zealand.

Mission to provide English language skills and social support for the effective resettlement of refugees and migrants in Aotearoa New Zealand.

Result areas

1. Learners

Refugees and migrants choose to learn English with ELP. Learners can live confident and independent lives in New Zealand and can participate more effectively in society.

2. Activities

Activities of the organisation are built on a clear understanding of the community and a commitment to effectiveness and quality for every learner served. There is a dynamic range of activities involving skilled and committed staff and volunteers.

3. Organisation

The organisation is well run. Staff and governance embrace evaluation and proactively apply lessons learned. Purposeful community networks and partnerships create pathways for learners.

4. Income

Income will support a range of activities through diverse sources. Finance will be managed efficiently and effectively.

Goals

In three to five years:

- 1.1 Learner feedback will influence activity, and its collection and analysis will be undertaken expertly, comprehensively and systematically.
- 1.2 ELP will clearly demonstrate that learners achieve their learning goals.
- 1.3 ELP will demonstrably increase participation of learners in the broader community.

- 2.1 ELP will demonstrate expert knowledge of refugee and migrant language need in New Zealand and be an important and influential commentator on it.
- 2.2 ELP will provide a dynamic range of up-to-date, English language programmes that lead in terms of quality and effectiveness.
- 2.3 ELP will provide a range of employment focused activities that respond to the needs of learners and employers.
- 2.4 ELP will model and build capability in effective cross-cultural awareness and communication.
- 2.5 Voluntary work will be a significant part of ELP services, and will support our Treaty-based and multicultural society.

- 3.1 ELP will foster a culture of learning that effectively uses information to improve organisational practices.
- 3.2 ELP will foster networks and partnerships that create connections and pathways for learners.
- 3.3 ELP will exhibit up-to-date skills in responsible and effective management, governance and service delivery including technology use.
- 3.4 ELP will consistently apply its systems and processes across the newly amalgamated organisation.
- 3.5 Refugees and migrants are actively involved at every level of the organisation.

- 4.1 ELP will have diversified its income sources supporting a range of mission-related activities.
- 4.2 Local grant income will be planned to maximise support for effective and sustainable local operations.

