



2016-2020 STRATEGIC PLAN

OUR VISION: To be a professional body meeting Auckland's diverse cultural and community needs for quality JP services

MISSION: *How are we going to deliver on the Vision?*
By supporting AJPA members to effectively and efficiently deliver services to their communities

VALUES: *What is truly important to us all?*
A high degree of integrity and professionalism, with impartiality and respect for different cultures

CRITICAL SUCCESS FACTORS:

What is essential in achieving our Vision?

- Ensuring JPs needs for training, support and information are being met
- Staying ahead of the game - good planning to meet a changing environment
- Engagement with and across our entire membership
- Becoming and thriving as a sustainable organisation amidst change and growth
- Ensuring sufficient active and current JPs to meet greater Auckland's needs

STRATEGIC OUTCOMES	WHAT IMPACT DO WE WANT	STRATEGIES FOR ACHIEVING OUTCOMES	MEASURES OF SUCCESS
Governance and management that is sustainable, future focused and responsive to a rapidly changing environment	Council and management understand and are receptive to both member and JP clients needs	<ul style="list-style-type: none"> • Recruit and develop plans for Council renewal and succession to ensure effective AJPA leadership 	<ul style="list-style-type: none"> • Council members have a clearly defined skill set • Council represents diversity in gender and ethnicity
	Financial 'best practices' are in place to achieve stability	<ul style="list-style-type: none"> • Define and implement financial policies and procedures to achieve 'best practice' 	<ul style="list-style-type: none"> • Financial controls and reporting is in accordance with policy • Budget is adopted prior to the end of each financial year • Fees set at a level sufficient to sustain growth & development
	There exist clear measures of success that all members understand	<ul style="list-style-type: none"> • Establish 'Key Performance Indicators' at Council and organisational levels to inform decision-making on future planning 	<ul style="list-style-type: none"> • Benchmark data are established e.g. no. of (active) JPs per head of population, activity levels by each service desk • Achievement of KPIs v Targets developed on an annual basis
	AJPA is the recognised professional body for Auckland Justices	<ul style="list-style-type: none"> • Define clearly the attributes, features, and benefits of membership in this professional body, and • Market this as an opportunity to/for all JPs in Auckland 	<ul style="list-style-type: none"> • By 2020 70% of Auckland JPs are members of AJPA

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Customer focused JP services that facilitate enacting justice in the community	Meet JP client's needs through growing the service desk delivery model	<ul style="list-style-type: none"> • Develop a service desk delivery plan at multiple sites, both day and evening • 'Cold call' JPs to establish their current level of activity and availability for service desk duty 	<ul style="list-style-type: none"> • By 2020 the service desk delivery plan is implemented and reviewed
	All JPs are "active and current" with linking to the accreditation programme encouraged	<ul style="list-style-type: none"> • Periodically survey members to establish their activity levels to inform supply and demand decisions 	<ul style="list-style-type: none"> • By 2020 all member JPs are active and current, and At least 20% are accredited
	All AJPA Members are trained to deliver services in an up-to-date environment and electronic context	<ul style="list-style-type: none"> • Clearly define service level expectations, risks and boundaries for electronic services and infrastructure 	<ul style="list-style-type: none"> • By 2020 all member JPs are trained and capable of delivering services electronically
	Training is delivered in environments that support learning e.g. electronic, service desks, support groups	<ul style="list-style-type: none"> • Develop a training programme that encourages and supports all JPs to be active and accredited 	<ul style="list-style-type: none"> • By 2020 all member JPs have access to training in a variety of forms and settings
	Support groups play key roles in connecting all Justices within their areas, coordinating service desks, and delivering training	<ul style="list-style-type: none"> • Appoint and support capable leaders for each support group • Clearly define the role and expectations of support group leaders 	<ul style="list-style-type: none"> • By 2020 all support groups are coordinating service desks and delivering training and continuing professional education
	Well-trained members provide specialist and judicial services	<ul style="list-style-type: none"> • Actively recruit and train members for specialist roles 	<ul style="list-style-type: none"> • By 2020 there will be adequate specialist JPs servicing a variety of ministerial and judicial functions

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JP clients and Justices of the Peace have ready access to the information they need	Marketing and communications plans and document libraries are developed, resourced, and implemented	<ul style="list-style-type: none"> • Develop marketing and communications plans for AJPA • Ensure required systems infrastructures are available and used 	<ul style="list-style-type: none"> • By 2020 there will be uniformly branded service desks, an accessible, user friendly website, and regular news distribution