

Outcomes and Sustainability

Strategic Plan 2020

ST. CHADS
CHARITABLE TRUST

Our Vision

An inclusive community that recognises ability and supports potential

Our Mission

Independence, choice and participation

Our Aim

To work alongside people with disabilities to enable increased independence, choice and meaningful community participation. To promote opportunity and participation for people with disabilities in all aspects of community life

 **Work Together Rotorua**

Mahi Tahī Ō Rotorua

 **Inspire**
GALLERY

Work Together Rotorua and Inspire Gallery are initiatives of St Chads Charitable Trust

Final 17/03/2020

Background

- St Chads exists to enhance the lives of people with a disability. Many Rotorua people and their families have benefited from the service over many years. Traditionally, music has been an important tool. Art is now also a particular strength of the organisation.
- While St Chads history spans almost 40 years, in 2009 a major service review with extensive consultation was undertaken. The result was a change of emphasis reflecting the external environment, going away from St Chads being primarily a day activity Centre to becoming a service where individuals obtain training and support to be active citizens, included in their communities. The Centre remains as a meeting place and a venue to nurture abilities, but the primary aim is to facilitate individuals finding satisfying roles and to participate in the wider community. Those who engage with the service drive their supports according to their needs, strengths and aspirations. Partnership with both natural and formal supports is essential, as is the establishment of relationships with all spheres of the wider community.
- As well as being the preferred direction of most stakeholders, this approach is consistent with the long-standing *New Zealand Disability Strategy, 2001 (now the New Zealand Disability Strategy 2016-2026)*, the *Enabling Good Lives* framework, the Department of Labour *Pathways to Inclusion, 2001*, and with Article 19 of the United Nations Convention on the Rights of Persons with Disabilities which recognises the equal right of all persons with disabilities to live in the community with choices equal to any other, ratified by New Zealand in 2008.
- This Strategic Plan Review is based on the 2006, 2009, 2015 and 2018 strategic documents, identifying areas where effort needs to be concentrated, and on building sustainability and capacity for the future. A review of the Plan and changes are undertaken each year to recognize a changing environment and the progress being made.
- The current environmental context is one of significant change with Enabling Good Lives and the Disability Support Services (DSS) System Transformation being a significant influencer in the delivery of services to people with disabilities in New Zealand. St Chads has made significant changes in the last few years to position itself to thrive in the changing context. This Strategic Plan builds on the success of those changes and focusses on outcomes for our client-customers both current and future, and sustainability for the organisation to ensure St Chads continues to provide a great outcomes for many years to come.
- St Chads continues to be governed by a Board of Trustees and led operationally by a General Manager. It is a registered Charitable Trust under the Charities Act 2005. St Chads holds contracts for services with the Ministry of Social Development, Ministry of Health and Accident Compensation Corporation.

Values

St Chads is an organisation where we:

- Respect and value people equally
- Enable people to reach their aspirations and/or potential
- Innovate in all aspects of our activities and are committed to working with people with disabilities to enable lives of increasing independence, choice and community participation

Philosophy

- People with disabilities make a valued contribution to the community
- St Chads' mission is to serve the people who attend. The organisation, therefore, should be driven from the ground up: *people-driven*. This means respect and attention to peoples' needs, decisions and aims, as well as valuing the other people and organisations in their lives
- Each person has his or her own set of strengths, needs and wants (or aspirations). These have to be identified by careful enquiry and observation over time and exposure to new opportunities
- A focus on growth and development, leading to effective integration in the community. Appropriate safeguards need to be put in place, but more risk is implied than when people remain in a Centre.
- People with a disability are entitled to the norms valued by others in society:
 - ◆ relationships with compatible people
 - ◆ roles within society, both at work and for leisure
 - ◆ opportunities to continue learning; new experiences
 - ◆ suitable housing; financial and personal safety etc.



Strategic Priorities 2018

- Improve client achievement and ordinary life outcomes
- Build capacity & capability in three key areas:
 - People
 - Partnerships
 - Operations

Our progress

- We have applied the Enabling Good Lives principles to make improvements to the supports provided to client-customers
- We have aligned our operations to the opportunities present with sector changes
- We have undertaken training & development of staff leading to increased capabilities
- We continue to form partnerships with natural and formal supports as well as in the community
- We have successfully tendered for and implemented new sustainable contracts leading to greater income from operating activities
- We have re-structured and aligned staffing to support new contracts and client-customer outcomes
- Staff KPI's and role responsibilities have been developed
- Technology systems to support outcomes and flexible operations have improved
- Our social enterprise has been further developed
- Our profile within the community has increased, leading to opportunities for client-customers
- Building renovations to deliver on priorities are progressing
- Numerous information, education and communication sessions have been held for whanau/family/caregivers/the community
- Staffing is stable and there is a great staff culture with positive relationships. Staff are building positive relationships with whanau/family/caregivers



Strategic Priorities 2020

- Outcomes
 - Partnerships
 - Education and opportunities
- Sustainability
 - Maximise income streams
 - Alignment of People and Systems
 - Make our world a better place

Service Outcome Measures*

- Number of client-customers receiving support/services
- Number of client-customers in paid employment
- Percentage of time vocational supports provided offsite vs onsite
- Annual survey 'the supports delivered by St Chads help participants progress towards their life aspirations'

* to be included in the annual 'Statement of Service Performance'

Aims
Objectives
Philosophy

Vision:
An inclusive community
that recognises ability
and supports potential

Mission Statement:
Independence,
choice and
participation

Strategic Priorities

Outcomes:

1. Partnerships
2. Education and Opportunities

Sustainability:

1. Maximise Income streams
2. People and Systems
3. Make the world a better place

Measures

- Staff KPI's
- Satisfaction surveys
- Client-customer qualitative data
- Client-customer metrics
- Media articles
- Invitations to contribute to other entities

- Income analysis
- Staff and Volunteer metrics
- Systems targets
- Board targets
- Environmental metrics
- Education opportunities outside of St Chads

St Chads Values: Respect, Enable, Innovate

Enabling Good Lives Principles: Self determination, Beginning early, Person-centered, Ordinary life outcomes, Mainstream first, Mana enhancing, Easy to use, Relationship building

Outcomes

1. Partner with our client-customers and their natural and formal supports to progress towards their 'good life'

Actions	By Who	By When
1.1 All client-customers will have a FOCUS plan developed that identifies what their 'good life' looks like, and provides action steps for both natural and formal supports in partnership. This plan includes mainstream pathways, considers ordinary life outcomes and strengthens natural supports	Keyworkers	4th Quarter 2020
1.2 Working in partnership delivers the best outcomes. Developing partnerships with natural and formal supports as well as all spheres of our community is a priority. All supports and education provided has purpose, and evidence of client-customers progress towards goals is recorded to share with partners as appropriate. The strengths and expertise of the community are harnessed for client-customer outcomes	All Staff & Board	Ongoing. Actions and progress reported to Board quarterly and new targets agreed
1.3 Systems and resources will support flexible, innovative and person directed supports and education to support outcomes. This includes listening to, and learning from, stakeholders and other providers as well as recognising the strengths of the staff and volunteer team and challenging them to think and act differently	All Staff & Board	Ongoing. Actions and progress reported to Board quarterly and new targets agreed
1.4 Doing everyday things in everyday places provides more of the good things of life. Our supports and education will reflect this with meaningful community participation and contribution being the first choice to achieve outcomes	All Staff	Ongoing. Actions and progress reported to Board quarterly and new targets agreed

Measure: KPI's, satisfaction surveys and client-customer qualitative and quantitative data

2. Work locally and nationally to create opportunities, remove barriers and educate communities in order to improve outcomes for people with disabilities

Actions	By Who	By When
2.1 We will educate, advocate and partner with all spheres of our local community for full participation and contribution by our client-customers. We will also pursue opportunities nationally when these align with our capability and capacity. An example of a national opportunity is our Art Exhibition in Parliament in 2020	All Staff and Board	Ongoing. Actions and progress reported to Board quarterly and new targets agreed
2.2 We will continue to increase our practice, profile and reputation through a variety of mediums so that our knowledge and experience is sought locally and nationally, to 'shift the conversation' around disability	All Staff and Board	Ongoing. Actions and progress reported to Board quarterly and new targets agreed

Measure: Metrics based on client-customers in employment and other mainstream activities. Media articles and invitations to contribute to other entities

Outcomes

Sustainability

1. Increase income from operating and other activities

Actions

1.1 Increase income from operating activities through pursuing additional sustainable contracts and opportunities that benefit people with disabilities, are in alignment with the vision and strengths of St Chads, and provide a higher level of income

By Who

General Manager and Board

By When

Ongoing. Actions and progress reported to Board quarterly and new targets agreed

1.2 Maximise income streams from assets and social enterprise where it is in alignment with client-customer outcomes and the vision of St Chads

General Manager, Senior Team and Board

Ongoing. Actions and progress reported to Board quarterly and new targets agreed

1.3 Cost and fund management will be balanced to both deliver on client-customer outcomes and maximise profitability and sustainability. This includes the building of our Geysers Community Fund to provide an enduring income stream

General Manager and Board

Ongoing. Actions and progress reported to Board quarterly and new targets agreed

Measure: The percentage of income required from philanthropic giving to cover operational expenses will reduce

Sustainability

2. Align people and systems to support outcomes

Actions

2.1 Staff are valued, empowered and developed, they reflect the vision of the organisation, competency improves and the staffing culture is highly ethical. Sector qualifications are promoted and supported. Staffing capacity and flexibility aligns with operational requirements, affordability and strategic vision

By Who

General Manager,
Board and Staff

By When

Ongoing. Actions and progress reported to Board quarterly and new targets agreed

2.2 A core team of long term volunteers is developed who have roles and responsibilities that support client-customer outcomes and staff capacity. Tertiary student volunteers are also developed to provide additional support to staff

General Manager,
Senior Team, Volunteer Coordinator

Ongoing. Actions and progress reported to Board quarterly and new targets agreed

2.3 Governance Deed is updated and a Trustee Induction process is refined. A Board Health Check is undertaken with a focus area progressed each year. Sector learning continues.

Chairperson, Board and General Manager

Deed, induction process and initial Health Check by 4th Quarter 2020. First focus area progressed by 4th Quarter 2021 and then ongoing. Sector learning occurs monthly at Board meetings

2.4 Systems are further refined. Technology is updated and customised to support people and outcomes as well as the growth and complexity of the organisation. Communications are adapted to the unique requirements of all stakeholders in order to be effective

General Manager and Senior Team

Ongoing. Actions and progress reported to Board quarterly and new targets agreed

Measure: Staff metrics, Volunteer metrics, Systems targets, Board targets

Sustainability

3. Make our world a better place

Actions

	By Who	By When
3.1 We will work to increase our environmental awareness and reduce our environmental footprint sustainably. This includes improving the environmental knowledge of client-customers and staff and promoting action outside of St Chads	All Staff and Board	Ongoing. Actions and progress reported to Board quarterly and new targets agreed
3.2 We will practice diversity in our employment practices. Our staffing will also reflect bi-cultural and multi-cultural New Zealand. We value and celebrate the different cultures represented in client-customers, staff and volunteers as well as our other stakeholders	All Staff and Board	Ongoing. Actions and progress reported to Board quarterly and new targets agreed
3.3 We will work to educate whanau/family, community, business, organisations and local government on the role and potential of disabled people	All Staff and Board	Ongoing. Actions and progress reported to Board quarterly and new targets agreed

Measure: Environmental Metrics, Staff Metrics, number of education opportunities outside of St Chads

Sustainability

The Enabling Good Lives Approach

Vision

In the future,
disabled
people and
their families
will have
greater choice
and control
over their lives
and supports,
and make
more use of
natural and
universally
available
supports

Principles

Self-determination

Disabled people are in control of their lives.

Beginning early

Invest early in families and whānau to support them; to be aspirational for their disabled child; to build community and natural supports; and to support disabled children to become independent, rather than waiting for a crisis before support is available.

Person-centred

Disabled people have supports that are tailored to their individual needs and goals, and that take a whole life approach rather than being split across programmes.

Ordinary life outcomes

Disabled people are supported to live an everyday life in everyday places; and are regarded as citizens with opportunities for learning, employment, having a home and family, and social participation - like others at similar stages of life.

Mainstream first

Disabled people are supported to access mainstream services before specialist disability services.

Mana enhancing

The abilities and contributions of disabled people and their families are recognised and respected.

Easy to use

Disabled people have supports that are simple to use and flexible.

Relationship building

Supports build and strengthen relationships between disabled people, their whānau and community.