

**ST CHADS COMMUNICATION CENTRE STRATEGIC PLANNING
MONDAY 18th JANUARY 2021 AT 3.05 PM**

PRESENT (TRUSTEES):	Tess Thorne (Chair), Tups Wright, Tere Lawson, Roger Loveless, Ann-Elise Miles, Elaine Fox and Heilke Oppers (left at 5.15pm).
IN ATTENDANCE:	Nicky Mayne (General Manager), Anne Teremoana (Secretary), Elsie, JeBraun Clifford and Donna Ross (left at 6.15pm).
APOLOGIES:	None
BOARD ELECTION:	<p>As a compliance to the Charitable Trust, we must elect the Chair, Deputy Chair and Treasurer.</p> <p>Resolution: “That the elected Chairperson is Tess Thorne Moved: T Wright Seconded: A Miles Motion passed: Yes Abstentions: None</p> <p>Resolution: “That the elected Deputy Chairperson is Tere Lawson” Moved: A Miles Seconded: E Fox Motion passed: Yes Abstentions: None</p> <p>Resolution: “That the elected Treasurer is Tups Wright” Moved: T Thorne Seconded: A Miles Motion passed: Yes Abstentions: None</p>
ACCOUNTS AUTHORISED FOR PAYMENTS	<p><u>\$79,887.07 accounts to be paid</u></p> <p>Resolution: That the accounts be authorised for payment Moved: T Wright Seconded: T Lawson Motion passed: Yes Abstentions: None</p>

	<p>In Nicky's absence, Nicky will be available part time and Elaine and Tups will be here from time to time for staff. Available for consultation. Agreed on Nicky's hours pf 5.5 hours per week. Critical or urgent matter for Nicky or Tess. Senior team have discussed different scenarios, good idea of how they will manage.</p> <p>Recruitment process in place for GM. Three-week search. Interviewing on second week of February, if successful, appointing in March. Future meetings third Thursday of the month at 4.30pm.</p>
<p>Strategic Planning Road Map handed out by Nicky. Understand where we are at, see the big picture first then go into details. Most clear of where we are now and where we are going. Started on Enabling Growth</p> <p>The previous strategic plan was for 2020. Moving to the new strategic plan. Acknowledging that we have done a lot of the previous plan. Valued document on what has been achieved. Move to the new strategic plan.</p> <p>Enabling Growth document – background = Preparing the Soil, Thriving, fruitful and sustainable and a sustainable community. All agree we have been on this significant journey over these last few years. Our focus is on the region and developing the supports rather than anything outside of that so everything we have talked about is very low risk. Not major diversification, not looking at Auckland, not doing any of those sorts of things. We have looked at what we are doing now and what is the most logical growth factors that there are to it.</p> <p>When we do get there, you will see the next strategic plan is for two years. We are aware the GM is not in place yet and we have some capacity issues with our Senior Team. So, we are not saying that all of this will be achieved in one year, there just is no way. So, we are putting a strategic plan out there for the next two years. And work towards it for the next two years and gives the new GM a chance to be onboard.</p> <p>Senior team will present on different areas</p>	

SCHOOL HOLIDAY PROGRAMME

Nicky – A few months ago, presented the Applied management paper and the school holiday programme and we agreed that we were going to bring it to this meeting.

The report that was provided showed there was a demand for it, showed that there was an opportunity. In this area we are wanting to progress and asking the Board to endorse that. Asking that the Board endorses us to get the final details together so that you get an informed picture and the idea is that we get that together by May 2021. And possibly providing a holiday programmed in October 2021.

That will be a capacity decision, by May we will know if we have the capacity to do it by October or whether it be 2022. Some of the school holiday programmes inclusive align with our principles, support connections, communication support.

Look at philanthropic as well as funding from whanau. The Trust objects align with this.

We know there is a need in the community, and we feel we have the resources and expertise to do this except that we would need additional staffing. It would likely provide additional revenue to the organisation after its first year.

What sort of numbers are we looking at? All of that would be provided in the final proposal by the Senior Team and the GM. It would be about 8 to 12 per day.

Using existing facilities and wouldn't want to start with big numbers.

Difficult to gage the ratio as it would depend on their disability.

Not about legal ratios, it's about how we would manage. Report stated 1.5 staff. Looking at age 14 and over. Biggest gap is that mainstream holiday programmes only go up to 13 or 14. Because once a child turns 14 they are allowed legally to stay home by themselves.

The feedback from interviews, people thought they would have too many people. Definitely keep numbers small. The limit would depend on who enrolled.

Capacity of the centre cannot be answered because it depends on who? What their need is. Depends on who would enrol would determine how many we could have.

Ask the Senior, starting at 14 is a good insight for parents. The ministry of education guidance is that you should be transitioning the child from the age of 14.

Relying on what their needs are and depends on what the child has. Bearing in mind we could take on more different needs people if they only come twice a week, we can always split them. May be a way around the capacity issues if it becomes lucrative. Not all on site, they can be out in the community.

Look at how the programme works at the moment.

We are here all year round except for Christmas holidays. All of those details will be contained in a proposal to the Board in May if the Board is happy for us to progress.

Cost benefit analysis, development of the proposal, cannot answer all the questions until we receive the proposal.

Forming the relationships with the families, getting those students in earlier and younger. Having these relationships with families and building relationships, be the disability voice in the community. Tania used to hold holiday programmes for students with disabilities.

Resolution: Business Case, financials, staff and capability.

Remind you that this is not for profit, community service. Here for the community.

The Board endorse the investigation and development of a business case for a school holiday programme with the full proposal to be presented in May 2021.

Potential Resolution: "That the Board endorse the initial investigation and development (business case) of a school holiday programme as discussed, with the full proposal including costings to be provided by May 2021".

Moved: ALL

Motion passed: Yes

Abstentions: None

WORK TOGETHER ROTORUA AND VOCATIONAL SERVICE

Presented by Elsie and Donna

At the National disabilities' expo, we were asked why we were not in Taupo for transition and employment support. Asked by different disability services asking if we can provide a service in Taupo. No one else does transition in Taupo. What is the advantage and capability for St Chads/Elsie to have transitional services in Taupo.

Elsie is familiar with Taupo and it will be a new revenue source and we can enroll people, get their plans done to that we get the money straight away. The biggest barrier would be just getting to know the local market. Anyone to partner with in Taupo? Share an office with WINZ, in terms of a venue. The objects of our Trust are about doing good for people with disabilities, it does not specify for only people in Rotorua. It talks about providing supports for a person with disabilities. Us pursuing our core mandate. Deliver supports of an area, done in a sustainable way. Potential to sustain us. Once we establish things there and us delivering, we would look. Based off the positive feedback from the community about WTR. Elsie would rather build it up. Other issues of expanding in other rural areas.

Asking for permission to test the market. Approval as long as MSD is happy for us to be in Taupo. There is very little risk.

Movement of St Chads not only being in Rotorua but maybe in Taupo, do we grow geographically. Strategic overview, growing or helping people. As long as we can help people. Increase effectiveness and find opportunities. Murupara can canvass galatea and then Kaingaroa, centralise it then people can go there. More work than going to Taupo.

No issues with our contract, have a conversation with our MSD relationship manager. Deliver that service any. If the Board is to endorse us. Outside of Rotorua, very good cause. Where do we put the boundaries? Circles of areas where we will be supporting our community and how far do we expand.

Park this with the Taupo and have a discussion, how far do we support and what type of support. Work and vocational. Where, when and how do we expand? An idea because it is a need and can the outcomes be achieved?

Resolution: The board park this, the Taupo transitions. Within 6 months.

Potential Resolution: "That the Board park this revisit within six months".

Moved: ALL

Motion passed: Yes

Abstentions: None

ACC CONTRACTS

Presented by Jebraun

ACC contracts, at the moment we hold two components, living my life, facilitated pathway map, visual overlook of a person's life and their goals and where they want to be in 5 years. And we also offer tailored supports for a group or 1 to 1 activities that is tailored to or around a client's goals and needs and what kind of support they need.

So, we are looking at tender for living my life contracts that we don't currently hold which is coaching for self-management and independent facilitation.

Guide clients to understand their ACC management for them to make decisions about their budget. It is up to 15 hours spent with the client, 15 hours support for the client.

Next one independent facilitation which is also up to 15 hours and that is coaching to help them for decision making and what supports are and helping them to choose the right support people so we've got expertise involved in these areas.

Reason to tender for these additional contracts is because the ACC contract is definitely our most highly paid contract and it is going to increase the potential ACC referrals for all of our clients on contracts in other words' they can take a look at St Chads and see yes they deliver all four components of living my life.

Present ourselves as being the best possible service. We would be successful at tendering for these two components of the contracts.

Block of 15 hours, sort it out and it is done. \$55+GST per hour per client. Highest per hour contract that we have. Preparing the soil strategy was to increase the hourly rate that we got from our client.

VHN (Very high needs) – 5 contracts.

Capacity, we do not say no to any person.

Which direction is St Chads is going with all our services? Need for St Chads is greater from our Rotorua community.

In December we received 25k we had budgeted 7k. Within our community participation contract we have 56 clients.

We have VHN and ACC contracts at the moment. We will have a conservation not that we are not taking any more clients. We have an enrolment waitlist priority list, we wanted to make sure if we added people that we do want.

We consider what we could and could not do. We are talking about our waitlist. We are accepting the right people. We always want to make sure we can take transition students.

Increased capacity using Quin House especially for our VHN clients. There are some people that are here 5 days a week that do not need to be here for 5 days. If we had no limit, we can support growth but would grow slowly.

St Chads has made a massive shift from being a daycare to a much higher level of care where development of each client is higher.

Potential Resolution: “That the Board endorse the tendering for additional ACC Living My Life contracts”.

Moved: ALL
Motion passed: Yes
Abstentions: None

SOCIAL ENTERPRISE

Presented by Nicky

One of the strengths St Chads has is our communication

Communication is powerful, they have a voice. Many organisations and schools do not have the low-tech communication tools. Simple development of communication resources. Without using their voice. Tania comes with a skillset of communication resources. Developing the concept of ready to go packs that can support people’s communications no matter where. The idea is that we would sell these packs to whoever wants to buy them from us so that our reach can help people with disabilities wherever they might be. Organisations, schools, therapy etc. Self-employment for a client. For example, a weekly schedule, can help track a person’s day and use is visually. A child that is not verbal. Visual things that help. People with autism find it hard to transition from one thing to another. Can help them visually understand where they are now. Picture represent someone, far more effective than a verbal instruction. Visual cue calms them, it is non-threatening, and they have ownership. Key is finding what communication resource is best for that person. Developing it into a social enterprise and building up our strength.

Firstly, we have it on online. Secondly in a year’s time it needs to be reviewed.

Develop the capability for set up and development. Potential for our clients to earn from it. Develop the skills and abilities for our clients that can make their own stuff and we can sell it for them. Gives a platform for it.

Proposed Resolutions: “That the Board endorses the development of communication resources as a social enterprise as well as developing a market or store for both communication resources and Inspire Gallery”.

“That the Board review the level of sales online and decide on the potential of creating our own online purchase store by March 2022”.

Moved: ALL
Motion passed: Yes
Abstentions: None

COLLABORATION

By collaborating with other like-minded organisations', we can bring more services to the Rotorua area without us having to do anything for it. We know that there is a need of services outside of what we do. Essentially funders are very keen for organisations to start collaborating. Our contracting partners are very keen for us to collaborate with other organisations. It is the way the sector is moving. Able to increase your spread without increasing your risk.

The particular area we are wanting to collaborate is the supported independent living in a residential space. Sadly, this is lacking in Rotorua. Helping people live independently in their own home or residential providers that actually align with EGL principles. Having had conversations with Community Connections and SILC. MOU (Memorandum of Understanding) waiting to be signed for Community Connections and also one for SILC. Essentially, it is giving us protection of how we are going to engage with each other, not poaching staff, acting in good faith, setting the ground rules. We can add additional supports such as if they want to hire meeting space, connect them with some of our volunteers to help them with their recruitment.

They do not do respite however Nicky agrees that there is a need for respite. That could be another collaboration area.

Supported Independent living. We have clients that could move forward in their life if there was better living options for them. We have clients living with their elderly parents where their elderly parents can't support them any longer or we've got ones that are living at home yet they could live a fuller life if they were able to live more independently with a flatmate. As long as the right organisation was supporting them.

Benefit for us is that our clients benefit, they have options. There is no financial benefit. The real benefit of this for our client outcomes. We want to move clients forward.

Proposal: The Board endorses collaboration with organisations that are like-minded that provides services that benefits our clients. MOU are presented to the Board for signature.

Potential Resolution: "That the Board endorse collaborating and entering into MOU's with like-minded organisations that provides services that benefits our clients' MOU are presented to the Board for signature".

Moved: ALL

Motion passed: Yes

Abstentions: None

THE FUNDAMENTALS

A) Trust Name

Mentioned that we were going to talk about the Trust name. All documents enclosed.

Our Official name is St Chads Music Communication Centre Trust. That is our official name at the Charities Commission and on the Trust Deed. St Chads Charitable Trust as a trading name.

Option is not to change our legal name as that is costly. If we are changing the Trust Deed, we can change our name.

Keep trading name St Chads Charitable Trust. When do we want to change our legal name? Wait until the legislation is in place. Roger will let us know when this can be done.

Potential Resolution: "That we keep our trust name as it is and wait until Roger informs us of when we are changing our Trust Deed".

Moved: ALL

Motion passed: Yes

Abstentions: None

B) Building Name

This building used to be the St Chads community church. From 2017, this was the only building that St Chads operated from. There was no confusion where St Chads was. People would come to St Chads to do some activities and then be picked up at the end of the day. Now supports are provided at Quin House, provided at WTR and Inspired Gallery and potentially Taupo or Murupara. Recommend that we consult in the naming of this building in the supports that we provide so that there is an understanding that St Chads is the Trust. WTR is an initiative. Supports of our vocational services. Pitfalls of renaming any buildings. Educate the community of what St Chads does.

Proposed Resolution: “That the building name is St Chads Life Skill Hub”.

Moved: ALL

Motion passed: Yes

Abstentions: None

C) Income generation from Assets

Not doing this at this stage.

D) Employment

Staffing has grown and so has delivery. Bigger requirement on flexibility for employees. Work life integration. Retain and recruit the correct staff. Nicky has been looking at Permission from the board to request flexibility for the IEA’s, work towards a workforce with flexibility. Enable to deliver supports outside the usual hours and to enable staff to integrate. The Senior team should be moved to a salary position rather than them having to do timesheets. Currently Donna and Nicky are on salary. Elsie and Jebraun can move to salary to allow them to work flexibly. A Board cannot decide on existing employees agreement. Not resolution for this. It has to be negotiated. Recommend that the employees. And to negotiate Senior members for a salary. Still need to talk.

E) Technology Systems

We did not have a database four years ago.

Recommend looking at more integrated systems, accounting and payroll, CRM (Customer relationship management).

Proposed Resolution: “That the Board endorse the investigation into technology systems to support the growth of the organisation with a proposal to be provided to the Board by September 2021”.

Moved: ALL

Motion passed: Yes

Abstentions: None

F) Financial Systems

As the organisation grow. Additional payment methods need to be discovered that work operationally and are scalable.

Proposed Resolution: "That the Board endorse the investigation into best practice for payments outside of the creditors system that will work for the organisation operationally, with a recommendation provided to the Board by September 2021".

Moved: ALL

Motion passed: Yes

Abstentions: None

General Business:

Disability van has been purchased. Recommended that we take it to Robert Milner to be refitted.

Meeting closed: 6.40pm

Next Meeting: Thursday 18th February 2021

Signed:

