

# Outcomes, Sustainability & Growth

**Strategic Plan 2021 - 2022**

**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

March 2021

## 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, 2018 and 2020 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 *tāngata whaikaha* both current and future, and sustainability for the organisation to ensure St Chads continues to provide 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.
- In 2020 St Chads adopted the term 'tāngata whaikaha' instead of 'client' or 'client-customer'. Whaikaha means to have strength, to have ability, to be otherly abled, and to be enabled. Tāngata Whaikaha means people who are determined to do well, or is certainly a goal that they reach for. This term was introduced to the sector in 2018 in Whāia Te Ao Mārama (The Māori Disability Action Plan).

## Values

St Chads is an organisation where we:

- Innovate in all aspects of our activities
- work alongside people with disabilities, identifying their choices, encouraging increased independence and community participation

## Philosophy

- People with disabilities make a valued contribution to the community
- St Chads' mission is to serve the people with disabilities mainly in the Rotorua area. 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. St Chads' recognises integration into the community involves a degree of risk, and therefore has appropriate safeguards in place.
- 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

Aims  
Objectives  
Philosophy

Vision:  
An inclusive community  
that recognises ability  
and supports potential

Mission Statement:  
Independence,  
choice and  
participation

## Outcomes:

1. Partnerships
2. Education and Opportunities

## Sustainability:

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

## Enabling Growth:

1. Expansion and Innovation
2. Collaboration
3. Fundamentals

# Measures

- Staff KPI's
  - Satisfaction surveys
  - Client-customer qualitative data
  - Client-customer metrics
  - Community recognition
- 
- Financial objectives
  - Staff & Volunteer metrics
  - Systems & infrastructure
  - Board directions, policy & compliance
  - Environmental metrics
  - Role in community education
  - Risk management
- 
- KPI's of new initiatives
  - MoU's with aligned organisations
  - Systems adaptability & efficiency targets
  - Risk assessment

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



# Strategic Plan 2020

## Outcomes and Sustainability

### 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 tāngata whaikaha receiving support/services
- Number of tāngata whaikaha 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'

### Our progress

- 67% of tāngata whaikaha have FOCUS plans developed and progressed in partnership with natural and other formal supports
- 60% of tāngata whaikaha from our vocational service are in paid or voluntary employment and many are participating in mainstream activities/events
- More tāngata whaikaha are now confident to catch public transport, live more independently and relate to a wider range of people
- Systems and supports adapted quickly and effectively to unprecedented and ongoing changes as a result of COVID-19
- We were recognised on multiple occasions for the supports we provide and the work undertaken by tāngata whaikaha both locally and nationally
- Work Together Rotorua provided employment and transition services and generated a surplus during it's first year of operation
- We had opportunity to 'shift the conversation' about disability in many forums both locally and nationally
- 41% increase in revenue from prior year. This figure continues to climb resulting in a more sustainable organisation
- 77% of direct contact staff now have their Level 3 Qualifications or above, with four staff currently studying. Keyworkers also received additional training in 2020
- Growth in technology capability
- Staffing reflects both bi-cultural and multi-cultural New Zealand with seven nationalities now working together
- We held training sessions for whanau and the community

# Outcomes, Sustainability & Growth

## Strategic Plan 2021—2022

### Strategic Priorities 2021—2022

- **Outcomes**
  - Partnerships
  - Education and opportunities
- **Sustainability**
  - Maximise income streams
  - Alignment of People and Systems
  - Help make our world a better place
- **Growth**
  - Expansion and Innovation
  - Collaboration
  - Fundamentals

# Outcomes

## 1. Partner with our tāngata whaikaha and their natural and formal supports to progress towards their ‘good life’

| Actions  | By Who            | By When   |
|--|-------------------|---|
| 1.1 All tāngata whaikaha 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        | 3rd Quarter 2021  |
| 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 tāngata whaikaha 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 in June and November 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 in June and November 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 in June and November and new targets agreed |
| 1.5 Increase capability of tāngata whaikaha to respond to a changing world   | All Staff         | Ongoing. Actions and progress reported to Board in June and November                        |

## 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 tāngata whaikaha. We will also pursue opportunities nationally when these align with our capability, capacity and vision. | All Staff and Board | Ongoing. Actions and progress reported to Board in June and November and new targets agreed |
| 2.2 We will continue to improve our practices, lift our profile and enhance our reputation so that our knowledge and experience is sought locally and nationally, ‘shifting the conversation’ around disability.   | All Staff and Board | Ongoing. Actions and progress reported to Board in June and November and new targets agreed |

# 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 and are in alignment with the vision and strengths of St Chads'

### By Who

General Manager and Board

### By When

Ongoing. Actions and progress reported to Board in June and November 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 (subject to Covid 19 restrictions being lifted)

General Manager, Senior Team and Board

Ongoing. Actions and progress reported to Board in June and November 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 Geyser Community Fund to provide an enduring income stream

General Manager and Board

Ongoing. Actions and progress reported to Board in June and November and new targets agreed

## 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 in June and November 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 in June and November 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 2021. 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 in June and November and new targets agreed

### 3. Help make our world a better place

#### Actions

- 3.1 We will work to increase our environmental awareness and reduce our environmental footprint sustainably. This includes improving the environmental knowledge of tāngata whaikaha and staff and promoting action outside of St Chads
- 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 tāngata whaikaha, staff and volunteers as well as our other stakeholders
- 3.3 We will work to educate whanau/family, community, business, organisations and local government on the role and potential of disabled people

#### By Who

- All Staff and Board
- All Staff and Board
- All Staff and Board

#### By When

- Ongoing. Actions and progress reported to Board in June and November and new targets agreed
- Ongoing. Actions and progress reported to Board in June and November and new targets agreed
- Ongoing. Actions and progress reported to Board in June and November and new targets agreed

## Growth

#### Actions

- 1.1 Expansion: New initiatives that align with the strengths of the organisation and opportunities in the community will be explored to increase the supports provided to persons with a disability and further develop into our region
- 1.2 Collaboration: Collaboration with like-minded organisations that provide complimentary supports will be pursued to improve tangata whaikaha outcomes and the services available in our region
- 1.3 Fundamentals: Follow best practice in employment and develop technology/financial system capability to support the growth of the organisation

#### By Who

- General Manager, Senior Team and Board
- General Manager and Board
- General Manager and Board

#### By When

- Ongoing. Actions and progress reported to Board in June and November and new targets agreed
- Ongoing. Actions and progress reported to Board in June and November and new targets agreed
- Ongoing. Actions and progress reported to Board in June and November and new targets agreed

# 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.