

Strategic Plan 2021 - 2024

Strategic Priorities/Action Plan 2022/23

Our Vision

Community Wellbeing North Canterbury Trust is the provider of quality services that respond to community needs and enhances well-being in North Canterbury.

Our Mission

North Canterbury is a thriving, connected community.

Our Values

We act with honesty and integrity, showing respect, fairness, and equity.

Relationship: Community is at the heart of everything we do.

Dedicated to strengthen individuals, families, and communities.

Learning community with supportive and respectful relationships.

Giving: An innovative, sustainable strengths-based volunteer workforce.

Empowered to effectively and efficiently respond to needs.

Passionate support for the Trust to continue to grow.

Strategic Environment

Working together; empowering communities.

Nā te mahi ngātahi ka whaimana te iwi

STRATEGIC PLAN: 2021 - 2024

Strategic Themes

Commitment to Te Tiriti o Waitangi

We are committed to Te Tiriti o Waitangi and understand our crucial role in achieving equitable outcomes for Māori.

Client Experience

The Trust will ensure that all clients receive excellent services that meet their needs and empower them to strengthen their own well-being. This focus will apply to all activities across the Trust and will be ensured through internal reflection, external audits, and client feedback.

Health and Wellbeing

The Trust will ensure that its activities place health and wellbeing at the forefront of our culture as we acknowledge its centrality to a fulfilling life. This focus will apply to all people associated with Community Wellbeing, including paid and voluntary staff, our partners, and our clients. We will ensure this through strengths-based employment and service practices.

Community Leadership

The Trust will be a leader in our community through advocacy and innovation. This will involve active participation in matters relevant to the Trust and our community, and with new initiatives particularly those that increase collaboration. This will be ensured by maintaining awareness of issues, trends, and emerging needs in our community.

Strategic Enablers

Exemplary Service Delivery

The Trust will recruit, develop, and appraise all salaried staff with a focus on the on-going goal of continuous improvement in service delivery, aspiring to excellence across all services.

Financial Sustainability

The Trust will, through on-going contracts, grants, sponsorships, and donations, with financial responsibility, work towards the management of financial constraint on strategic and operational priorities

Strong Partnerships

The Trust will maintain and deliberately enhance relationships to the benefit of the Trust, prioritising engagement with community partners, past and present friends of Community Wellbeing, Treaty of Waitangi partners, and funders.

STRATEGIC PLAN: 2021 - 2024

Communications Strategy

The Trust will ensure transparent advocacy of our services through modern and appropriate means of communication.

Organisation Development and Performance

The Trust will, through on-going audit, continually enhance policies and practices to reflect the constant pursuit of best practice in all operations with a particular focus on risk control.

Reported Quarterly

Commitment to Te Tiriti o Waitangi

We are committed to Te Tiriti o Waitangi and understand our crucial role in achieving equitable outcomes for Māori

Action Schedule

Action	People	Timeframe
All staff and Board complete Tuahiwi Education Days	All staff and Board	Completed: All clinical staff and Board have attended the Tuahiwi Educations Days. Attendance to the education days is now embedded into the induction process for all new employees and our new staff have now attended.
A key priority for improvement for our agency is prioritising our ability to respond to Māori. To this end across the whole of Community Wellbeing, we are strengthening our tikanga by: <ul style="list-style-type: none"> Te Tiriti o Waitangi training is scheduled for August for all staff and Board – delivered by Janelle Riki Waaka Investigating te rēo learning and development for all staff and Board with Janelle. All clinical staff and manager receive cultural supervision. Collaborating at the Tuahiwi Kura with breakfast for the tamariki on a weekly basis. Working closely with Tuahiwi based Kaimahi across our services, especially in the Rangatahi Transition service, and whānau ora kaimahi. All internal and external meetings begin and end with karakia and waiata. Karanga Mai ELC has Tahu Stirling as their Kaumatua. All staff are practicing their mihi at weekly meetings and sharing their own tikanga journey. 	All staff and Board	June 2023 <ul style="list-style-type: none"> Training Completed August 2023. Ongoing wananga with core group facilitated by Janelle. Funding secured and Te reo classes scheduled. All staff have cultural supervision. Help at the Breakfast Club continuing. Karakia and waiata at all hui. Mihi practice in small groups at least monthly.

STRATEGIC PRIORITIES: 2022 - 2023

Action	People	Timeframe
Strengthen relationships with Te Ngāi Tūāhuriri Rūnanga at the leadership/governance levels.	Trust Manager	By June 2023 Update: July 2022 Initial conversations with Tania Wati - Appointed Te Ngāi Tūāhuriri Rūnanga Representative at Te Rūnanga o Ngāi Tahu.

Financial Sustainability

The Trust will, through on-going contracts, grants, sponsorships, and donations, with financial responsibility, work towards the management of financial constraint on strategic and operational priorities.

Action Schedule

Action	People	Timeframe
Finalise the financial reserves plan	Audit and Risk Sub committee	February 2022
Secure more cash and in - kind services/sponsorship	Trust Manager	June 2022

Strong Partnerships

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Action Schedule

Action	People	Timeframe
Develop and implement a relationship management plan that encompasses <ul style="list-style-type: none"> Community Donors and sponsors Business donors and sponsors Funders Key partners and stakeholders 	Manager and Team Leaders	July 2021

STRATEGIC PRIORITIES: 2022 - 2023

Service Performance Measures

Service Quantity

Service / Activity
People we helped – Clinical and KCS
Clients identify as Māori
Tamariki enrolled at Karanga Mai ELC
Groups run
Food parcels distributed
Phone calls and enquiries to KCS
RJ referrals
Clinical requests triaged
Collaborative meetings and projects
Donations received

Service Quality

- # and % of staff completed training
- #and % of referrals responded to within 48 hours
- # and % referrals directed to other services

Quantity
Substantiated complaints
Health and safety incidents
Infectious diseases
Internal Audits
Wait times for services
Reports of Concern to OT

STRATEGIC PRIORITIES: 2022 - 2023

Service Client Outcome Measures

(We need to set this up in our CMS so we can capture this data)

- % who have better skills and knowledge
- % of clients who are progressing towards their goals
- % of clients with improved behaviour eg– doing better at school / home/ work
- % life circumstances improved e.g accessing resources,in stable housing or employment
- % participating in new activities or broadened their support network
- % of RJ referrals converting to pre conference (& a comment)% who have better skills and knowledge.

Client Satisfaction Feedback