



Wellington After-Care Association Inc.

Draft Strategic Plan

2016 - 2017

June 2016



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Vision

That the lives of people with disabilities are supported and improved, including their choices of where they live, learn, work and socialise.

Mission

We will achieve our vision by...

- Supporting the quality of life of people with disabilities and mental health consumers;
- Assisting people with disabilities and mental health consumers to have self-determination to create the lives they want connected to and with their communities and pursuing long-term relationships and economic futures;
- Innovative practices that strengthen the capacity to develop, implement and provide quality and professional services that promote intellectual, physical, cultural, economic and social wellbeing; and
- Mobilising knowledge and resources to meet future challenges.

Our Values

The social and vocational needs of individuals with disabilities and/or mental health conditions are our first priority.

We value the voice of people with disabilities and those with mental health conditions.

We believe that the needs of people with disabilities and/or mental health conditions can be better met through collaboration with likeminded organisations and will establish alliances to achieve this.

We strive to increase the public awareness of intellectual disability and mental health issues.

We will work within a model that supports progress for each person and encourages community integration, social, and economic inclusion.

We value a high level of transparency and participation.

Our services will be accessible and responsive.

We will be efficient and cost-conscious.

We will endeavour to use evidence-based best practice in our services.

We believe in a continuous quality improvement approach throughout our organisation.

The Purpose

The intent of the Wellington After-Care Association Inc. (WACA) Strategic Plan 2016 to 2020 is to provide a clear direction and unity of purpose for everyone involved in the governance, management and delivery of services for our members.

The WACA Strategic Plan is designed to:

- Provide guidance and direction to the Board so that they can plan and arrange their work to contribute to the achievement of our strategic goals
- Be involved in the process of developing annual budgets and allocating resources to strategic programmes and projects.
- Provide a framework to measure and track our performance.



- Communicate to our members, the disability sector and Government our goals for the next four years and our position as it relates to current and future disability policy.

This document contains a summary of the programmes and actions identified by the members of WACA, Staff and Board as being fundamental to the future of the organisation over the next four years.

This document will be subject to an annual review process. Beneath this document sits the annual business plan and annual budget.

Environmental Context

Wellington After-Care Association (WACA) was established in 1928 and provides a range of services for adults with intellectual disabilities and/or mental health conditions. We offer learning programmes, activities and support to encourage independence and a better quality of life.

We are committed to the United Nations Convention on the Rights of Persons with Disabilities, New Zealand Disability Strategy and the Treaty of Waitangi.

Wellington After-Care Association has embraced the *Principles* as outlined in Enabling Good Lives and strives to deliver services that reflect the Principles of:

- Self-Determination
- Beginning early
- Person-centred
- Ordinary life outcomes
- Mainstream first
- Mana enhancing
- Easy to use
- Relationship building

WACA offers a range of support services to its members through separately-branded service entities:



WACA SWOT (June 2016) Summary

<p style="text-align: center;">Strengths</p>	<ul style="list-style-type: none"> • Strong service brands • Respected by industry peers • Positive Standards and Monitoring Service (SAMS) evaluations • Excellent reputation • Strong Management with contacts and networks • High Staff Satisfaction • Governor General as Patron • Linkage between Strategic and Business plan. • Increasing use of technology • Well established policies and processes • Parent, Family, Staff involvement in Strategic Planning 	<ul style="list-style-type: none"> • Weak organisation brand (WACA) • Non-competitive employment packages • Aging client population • Old facility. 	<p style="text-align: center;">Weaknesses</p>
<p style="text-align: center;">Opportunities</p>	<ul style="list-style-type: none"> • Enabling Good Lives Trials • Individualised Funding (IF) • Residential and/or Respite Services • Supported Living for people with VHN • Parent/Family, Service User Meetings' • Partnerships with other organisations. 	<ul style="list-style-type: none"> • Policies that threaten income or increase costs. • Cuts to funding by Govt. and/or lack of CPI increases. • Disparity between MSD/MoH and ACC Funding • Large regional and national organisations moving into or expanding in the Wellington region. 	<p style="text-align: center;">Threats</p>



Our Customers

Our customers are our members, who are people with intellectual disabilities and/or mental health conditions who are seeking to further develop their social and vocational independence.

Who are our stakeholders?

A stakeholder of WACA is an individual or organisation that helps or enables WACA to deliver its services to its customer. Stakeholders may be internal or external to WACA. To prioritise our stakeholder engagement the following four categories have been defined to determine the communications activities that will be undertaken:

- **Inform** – we will tell stakeholders to make them aware.
- **Consult** – we will engage, listen to and respond.
- **Involve** – we are committed to work together where common ground exists.
- **Partner** – we need to work together to achieve the best outcomes.

Dimension	Type	Stakeholder	Approach
External	Political	Minister for Disability Issues	Inform
		Minister of Social Development	Inform
		Office of Disability Issues	Inform
		Human Rights Commission	Inform
		Work and Income, MSD	Inform, Consult, Involve
		Ministry of Health, Disability Support Services	Inform, Consult, Involve
	Economic	MSD (Work and Income Contracts)	Inform, Consult, Involve
		Grant Organisations	Inform, Consult, Involve
	Social	Prospective Consumers	Inform & Involve
		Prospective Families	Inform & Involve
Technological	Website, Facebook, Neighbourly	Inform	
Internal		Board members	Inform, consult, partner, Involve
		Staff	Inform, consult, partner, Involve
		Contractors	Inform, consult, partner
		Membership (consumers & families)	Inform, consult, partner, Involve



Strategic Plan 2016 – 2017

Goal One: Service Quality and Effectiveness

We will provide services aimed at having our members feeling empowered, and leading self-determined and fulfilled lives, and feeling supported to ensure that their rights are respected and protected.

Objective	Key Performance Indicator / Timeframe
<p>1a) Service Quality</p> <p>WE WILL:</p> <ul style="list-style-type: none"> • Develop a client service needs analysis upon which to base our programmes • Provide an independent review of clients by an outside person focusing on yearly goals/achievements to identify whether our programmes have delivered on expectations/needs. <p>1b) Programme Focus</p> <p>WE WILL:</p> <ul style="list-style-type: none"> • Develop programmes in partnership with clients which will concentrate on all relevant aspects of the client’s life • Provide programmes that increase people’s confidence, promote independence and are tailored to individual needs and choices • Adapt the attention of the programmes to have specific relevance within the community. 	<p>1a) Service Quality</p> <ul style="list-style-type: none"> • Client Service Needs Analysis tool developed (End of September 2016) • Client Service Needs analysis completed on 50% of clients (End of December 2016) • Client Service Needs analysis completed on 100% of clients (End of March 2017) • Interim Review of client’s progress/achievements towards their goals (End of June 2017) • Full Review of client’s progress/achievements towards their goals (November 2017) • Satisfaction measures for members demonstrates better-than 70% satisfaction (November 2017) <p>1b) Programme Focus</p> <ul style="list-style-type: none"> • Develop a review tool for measuring current programmes compliance with principles of “Enabling good lives” (End of October 2016) • Review and report on 25% of programmes (End of November 2016) • Review and report on 50% of programmes (End of December 2016)



<ul style="list-style-type: none"> • Include the client's family's needs in the planning and implementation of programmes • Connect families for advocacy support and advice • Provide training and support through structured programmes which will lead to an increase in trainees self-esteem, employment potential and quality of life in 	<ul style="list-style-type: none"> • Review and report on 75% programmes (End of February 2017) • Review and report on 100% programmes (End of April 2017) • New service opportunities are identified, approved by the Board and implemented/implementation plans developed (May 2017) • Begin new/updated series of programmes (Ongoing from June 2017) – Two monthly reports)
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Goal Two: Staffing

We will ensure that our staff are equipped, engaged, motivated, and educated to deliver great client experiences and outcomes

Objective	Key Performance Indicator / Timeframe
<p>2a) Recruitment</p> <p>WE WILL:</p> <ul style="list-style-type: none"> • Use recognised practices for good quality recruitment (Professional, timely and reflective) • Utilise current staff, clients and family members in the recruitment process <p>2b) Staff Training and Development</p> <p>WE WILL:</p> <ul style="list-style-type: none"> • Develop a training needs analysis (TNA) for staff • Create individual training and development plans for all staff in line with their performance appraisals 	<p>2a) Recruitment</p> <ul style="list-style-type: none"> • Review and update recruitment policies, procedure and practice (End of December 2016) <p>2b) Staff Training and Development</p> <ul style="list-style-type: none"> • TNA for staff developed (End of January 2017) • All staff complete a training needs analysis (End of March 2017)



<ul style="list-style-type: none"> • Search for funding from corporate organisations for staff training • Allocate specific time and a budget per year for each individual staff member which can be used for internal or external training <p>2c) Staff Retention and Motivation</p> <p>WE WILL:</p> <ul style="list-style-type: none"> • Set up a supervision/mentoring programme for staff (external or internal) • Provide incentives for loyalty (e.g. paying for registration/training etc.) • Provide incentives for staff who present papers etc. at conferences • Conduct annual staff satisfaction surveys, and collate information from exit interviews. 	<ul style="list-style-type: none"> • Individual training plans developed (End of April 2017) • Annual training programme identified (End of May 2017 onwards) • Budget set for training (End of May 2017) • Research external funding sources for staff training (End of January – two monthly) <p>2c) Staff Retention and Motivation</p> <ul style="list-style-type: none"> • Identify potential process for staff incentives for loyalty and presenting papers at conferences etc. (End of January 2017) • Develop a staff Supervision/Mentoring policy (End of January 2017) • Set up Supervision/Mentoring programme and budget (End of March 2017) • Staff satisfaction will remain at 70% (or above) annually • Information from staff exit interviews will be reported to the Board HR Committee annually at the end of each financial year.
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Goal Three: Public Relations / Marketing

We will increase the public/community awareness of WACA aimed at enhancing our public image with the public, prospective clients and external businesses and organisations as a focal point of disability services.

Objective	Key Performance Indicator / Timeframe
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3a) Profile and Promotion Documentation/Media

WE WILL:

- Create and maintain a social media presence (Facebook / Neighbourly, Linked in etc)
- Develop a communications strategy which will give clear goals for the organisation and which will be able to be edited into various promotional documents (Suited to a broad range of readers – Bank managers / funders / clients' / family members etc)
- Upgrade and target our use of other media sources (Newspapers / Radio / Post drops etc)

3b) Community Involvement

WE WILL:

- Approach a marketing company or marketing student who may wish to work with us.
- Engage with local community groups such as Community Centres, Rotary Club, Lions, Toastmasters etc.
- Participate in (and sponsor) community events (both disability focussed and mainstream).
- Host training/information sessions for families at WACA.
- Increase our focus on mainstream organisations & employers.
- Offer an advisory service for the local Council.
- Develop links with schools regarding transition and afterwards.
- Create a presence in Doctors surgeries and medical centres.
- Contribute articles/letters to local free papers.

3a) Profile and Promotion Documentation/Media

- Identify appropriate social media opportunities and set up those which are identified as right to use (End of November 2016)
- Based on the documentation of the Strategic plan, a series of promotional documents relevant to specific areas (Drs surgeries / Potential clients / Funders / Ministry etc) will be developed (End of March 2017)

3b) Community Involvement

- Identify and approach potential marketing company or University student for marketing project (End of March 2017)
- Develop community involvement project plan and budget (End of May 2017)



<ul style="list-style-type: none"> • Look into having a 'brand ambassador', to talk, visit, promote, and publicise WACA. • Increase our use of social media. 	
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Goal Four – Funding, Resources and Risk

We will acquire the resources and finances needed to deliver a range and quality of services that reflect our clients' needs and wants in line with the principles of 'Enabling Good Lives'

Objective	Key Performance Indicator / Timeframe
<p>4a) Realignment of the Board</p> <p>WE WILL:</p> <ul style="list-style-type: none"> • Provide training and support in order to build capacity & capability • Base decisions on feedback from service members and their families. • Review and report on each of our goals at every Board meeting <p>4b) Funding</p> <p>WE WILL:</p> <ul style="list-style-type: none"> • Maintain our viability by ensuring that we manage the funding received in an efficient and effective manner with clear reporting of specific income and expenses, budgets and related financial issues. • Develop a comprehensive annual budget approved by Board • Have financial performance reporting to the Finance Committee every month • Have an annual external audit of financial records 	<p>4a) Realignment of the Board</p> <ul style="list-style-type: none"> • Set up board meeting rules, process and reporting (End of August 2016) • Review and update Constitution and Rules document if required (End of September 2016) • Provide training for Board members. (End of December 2016) <p>4b) Funding</p> <ul style="list-style-type: none"> • Full financial budget will be provided and reported on at each meeting (End of July and at each meeting) • Comprehensive accountant audit of finances annually (End of financial year) • Research external funding sources (End of October 2016 and 2-monthly)



<ul style="list-style-type: none"> • Seek alternative funding opportunities that are outside the usual sources which may include sponsorship and allegiances with other agencies. • Champion individualised funding for our clients • Regularly review assets and cars. <p>4c) Health & Safety</p> <p>WE WILL:</p> <ul style="list-style-type: none"> • Develop and manage an organisational risk management plan which ensures that we are aware and compliant with the operating rules, standards, contract and legal compliance expectations. • Aligned this to our Quality Plan and Health & Safety Policies, ensuring that we are able to identify possible adverse events and record critical incidence, and develop strategies to mitigate risk of reoccurrence. 	<p>4c) Health & Safety</p> <ul style="list-style-type: none"> • Review and update Health and Safety plans (End of December 2016)
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Appendix A: Key Performance Indicators

CALENDAR FOR REPORTING: (Number relates to the goal)

END OF JULY

4b) Full financial budget will be provided and reported on at each meeting (End of July and at each meeting)

END OF AUGUST

4a) Set up board meeting rules, process and reporting (End of August 2016)

END OF SEPTEMBER

1a) Client Service Needs Analysis tool developed (End of September 2016)

4a) Review and update Constitution and Rules document if required (End of September 2016)



END OF OCTOBER

- 1b) Develop a review tool for measuring current programmes compliance with principles of “Enabling good lives” (End of October 2016)
- 4b) Research external funding sources (End of October 2016 and 2-monthly)

END OF NOVEMBER

- 1b) Review and report on 25% of programmes (End of November 2016)
- 3a) Identify appropriate social media opportunities and set up those which are identified as right to use (End of November 2016)

END OF DECEMBER

- 1a) Client Service Needs analysis completed on 50% of clients (End of December 2016)
- 1b) Review and report on 50% of programmes (End of December 2016)
- 2a) Review and update recruitment policies, procedure and practice (End of December 2016)
- 4a) Provide training for Board members. (End of December 2016)
- 4c) Review and update Health and Safety plans (End of December 2016)

END OF JANUARY 2017

- 2b) TNA for staff developed (End of January 2017)
- 2b) Research external funding sources for staff training (End of January 2017 – two monthly)
- 2c) Identify potential process for staff incentives for loyalty and presenting papers at conferences etc (End of January 2017)
- 2c) Develop a staff Supervision/Mentoring policy (End of January 2017)

END OF FEBRUARY 2017

- 1b) Review and report on 75% programmes (End of February 2017)

END OF MARCH 2017

- 1a) Client Service Needs analysis completed on 100% of clients (End of March 2017)
- 2b) All staff complete a training needs analysis (End of March 2017)
- 2c) Set up Supervision/Mentoring programme and budget (End of March 2017)
- 3a) Based on the documentation of the Strategic plan, a series of promotional documents relevant to specific areas (Drs surgeries / Potential clients / Funders / Ministry etc) will be developed (End of March 2017)
- 3b) Identify and approach potential marketing company or University student for marketing project (End of March 2017)



END OF APRIL 2017

- 1b) Review and report on 100% programmes (End of April 2017)
- 2b) Individual training plans developed (End of April 2017)

END OF MAY 2017

- 1b) New service opportunities are identified, approved by the Board and implemented/implementation plans developed (May 2017)
- 2b) Annual training programme identified (End of May 2017 onwards)
- 2b) Budget set for training (End of May 2017)
- 2c) Staff Satisfaction will remain at 70% (or above) annually (End of May 2017)
- 3b) Develop community involvement project plan and budget (End of May 2017)

END OF JUNE 2017

- 1a) Interim Review of client's progress/achievements towards their goals (End of June 2017)
- 1b) Begin new/updated series of programmes (Ongoing from June 2017) – Two monthly reports)
- 4b) Comprehensive accountant audit of finances annually (End of financial year - June)

END OF JULY 2017

- 2c) Information for staff exit interviews will be reported to the Board HR Committee annually at the end of each financial year. (End of July 2017 & onwards)

END OF AUGUST 2017

- 4a) Set up board meeting rules, process and reporting (End of August 2017)

END OF SEPTEMBER 2017

END OF OCTOBER 2017

END OF NOVEMBER 2017

- 1a) Full Review of client's progress/achievements towards their goals (November 2017)
- 1a) Satisfaction measures for members demonstrates better-than 70% satisfaction (November 2017)



END OF DECEMBER 2017

