



Community Living Strategy 2024-2027

Vision: Disabled people thriving in the community

This has been our goal since we were formed in 1989. It means putting power in the hands of people to live the life they choose in their communities. We do this by partnering with disabled people, their families and whanau, and advocating for people to direct their own lives.

We call this **Nou te Mana** – “the power is within you”

What we stand for



Person directed

Services and supports are directed by disabled people, their families and whanau.



Partners

Achieving our vision depends on partnering effectively with disabled people, families and whanau, and our communities.



Advocates

We listen to and amplify the many voices of the people we support.



Creative

We're not afraid to try new things and we empower our teams to bring solutions. When something doesn't work, we'll own up and find a better way.



Outcomes driven

We're focused on achieving better outcomes for people. We will measure and report our impact, so it's clear what difference we're making.

This strategy is all of ours.

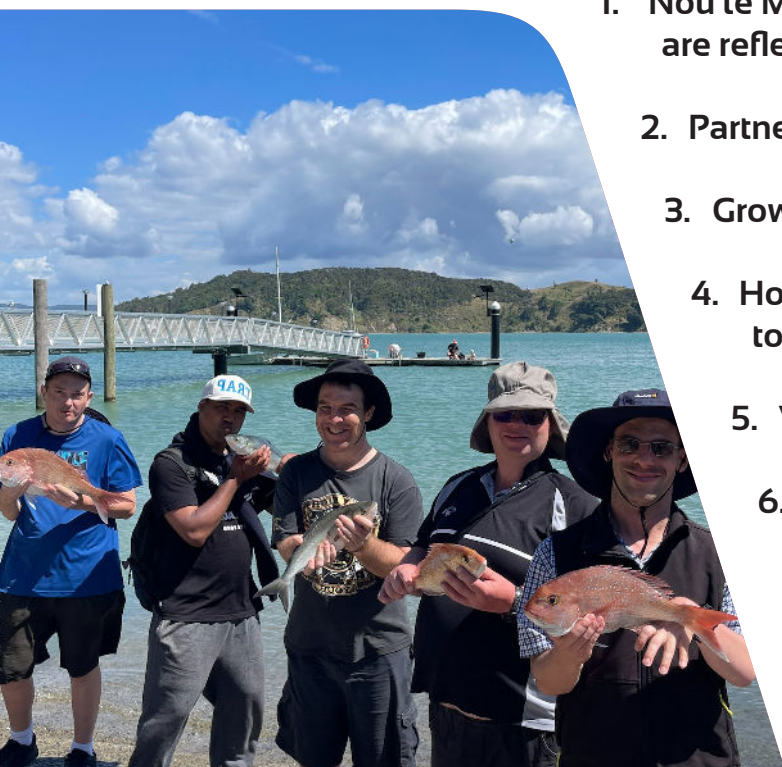
In 2023 and 2024 we engaged our community with our Future Focus sessions. People we support, their families and whanau, and staff were invited to one of many sessions to discuss their experiences, wants, dislikes and needs in independently facilitated sessions. We looked at our purpose, our services, how we work, and our culture and community. Questions included what we could do better and what we do well.

This strategy draws from the output of those sessions. It reflects the priorities and concerns of the people in our communities.

Our key strategies 2024-27

These are the commitments we make to our stakeholders in order to deliver on our vision:

1. **Nou te Mana and the Enabling Good Lives principles are reflected in everything we do**
2. **Partnering with people to grow and thrive**
3. **Growing our service offering**
4. **Housing options that reflect how people want to live**
5. **Valuing our staff**
6. **Part of the community**
7. **Working smarter**
8. **Here forever**





1. Nou Te Mana and Enabling Good Lives principles are reflected in everything we do

Nou te Mana is the Community Living way of working. Enabling Good Lives is a principles-based framework developed by the disability community, intended to guide positive change for disabled people, families and communities. The two concepts are distinct but entirely consistent in that both focus on disabled people, their families and whanau being the key decision makers in their own lives.

- Our first priority: Our services are person directed. To us this means people should be able to choose what, where and with whom they live, work and play.
- Our practice model and our quality assurance framework align with Nou te Mana and the EGL principles.
- We support our staff to embed Nou Te Mana and EGL principles in all services and teams, alongside disabled people, their families and whanau.
- Inclusive solutions: as we adapt our services, we will offer options for all.

Imagine not having much choice about who you live with or what your support looks like. We want to give disabled people flexible options.

Despite the Enabling Good Lives approach having been around for years, traditional residential models are still dominant in New Zealand.

That's why we're rolling out a pilot programme under our Nou Te Mana initiative to give people choice and control over their support and housing.

2. Partnering with people to grow and thrive

- We support disabled people to grow confidence in exercising choice and control over their lives.
- We work with disabled people to grow their community connections and social capital.
- We will make sure disabled people, their families and whanau can access all the resources they are entitled to and understand their options.
- We support people to connect to their culture.
- We focus on helping disabled people to stay healthy, safe and well.
- We support disabled people, their families and whanau to develop their networks so they can have confidence someone will always be there to look out for them.
- We will continue to grow trust and confidence by communicating openly and doing what we say we will do.

We're supporting people to grow their social capital

Social capital comprises social connections, social skills and social influence, all of which are a key part of our mental and physical wellbeing.

Through growing our social capital we are exposed to more opportunities that allow us to build the life we want to lead.

3. Growing our service offering

- We are growing a service offering that responds to identified demand from disabled people, their families and whanau, and to unmet need.
- We will grow our specialist services to meet the demands of service users and funders.

Specialising where it counts

The need for specialist secure and supervised residential services, tamariki, occupational therapy and respite services is as strong as ever.

We want to grow to meet demand in these areas, meaning we will engage constructively with funders, families and others so we can meet demand in a sustainable way for the years to come.

- We will improve our cultural competence in service delivery, in partnership with iwi/hapu/whanau and other cultures the people we support identify with to ensure our services are inclusive and culturally appropriate.
- Our patch is primarily Waikato and the Bay of Plenty, extending to other parts of the middle of the North Island (we call it the Midlands region). We will work towards a consistent service offering throughout this territory.
- We are raising our profile in the places we operate to promote our services throughout the Midlands region.

People with disabilities have some of the poorest health outcomes.

One way we're working on this is our Annual Health Check, partnering with health professionals to improve outcomes for the people we support.

The AHC is a targeted medical assessment specific to people with intellectual disabilities. It involves an annual appointment with a GP using a carefully designed assessment template to check for health risks that might otherwise be missed.

4. Housing options that reflect how people want to live

- We offer flexible housing solutions that support disabled people to live how they want to live, whether that is living alone or with a group.
 - We provide housing that is integrated into communities.
 - We are investing in the long-term transformation of our housing stock – to more modern homes, fit for purpose and person, with universal design so they are accessible and disabled people can age in place if they choose.
- We will grow the stock of housing available for disabled people in our region through partnerships.
 - We want to offer a range of tenure options for housing, both to improve housing security and to offer more people access to the economic benefits of having a stake in the home they live in.

5. Valuing our staff

- We are improving the employee experience, which is critical to staff engagement, recruitment and retention, and increases the alignment of effort across the organisation. Employee experience encompasses every interaction, connection, process, rule, technology, learning opportunity, and reward that employees have.
- We are working with our teams to ensure their health, safety and wellbeing at work are enhanced.
- We are increasing engagement with staff to make sure the voice of our people is reflected in decision making.
- Our staff are properly trained and equipped to do their job, with access to specialist expertise when they need it
- We are open to ideas from staff on how to do things better and we are working on ways to better empower our teams to solve problems they encounter in their work.



6. Part of the community

- We facilitate and support genuine community engagement for disabled people.
- We advocate for inclusion and support people in advocacy.
- We will engage with iwi, hapu and other cultures, building trust as a partner, learning from our communities and ensuring we meet our obligations under Te Tiriti o Waitangi.
- We celebrate diversity among disabled people, their families and whanau, our staff and in our communities.
- We build relationships that help us inform our community of what we do and what's available, to grow support for our work and to learn – such as with schools, parent groups, cultural groups and more.



We've always been at the front.

In 1989 we were one of the very first community organisations to support people who had previously been living in Tokanui Psychiatric Hospital. In the following years we supported around 180 people to leave the institution and live in the community, and the number of people we support has grown consistently since then.

Moving people from institutionalised care to a community residential home meant we were leading from the front.

Now it's time to innovate again and push for the next step. It's time to give people much more choice and control over their home, supports and services.

7. Working smarter

- We strive to make it as simple as possible to use our services and to interact with us.
- We will make better use of technology to improve support for people and to help us be more efficient and effective in our work. We'll invest in change management when adopting new technologies.
- We will gather data and manage it effectively, so we can tell our stories with facts and truth and advocate for better outcomes for people.
- We welcome innovation and we will have clear and transparent processes for screening and advancing new ideas.
- We will work to become more agile, able to adapt quickly to new realities.
- We will measure our impact so we can be clear on the difference we are making for people.



8. Here forever

- Our commitment to the disabled community is for the long term. We will be here when you need us.
- As we develop and adapt we will maintain a financially sustainable business model.
- We are conscious of our environmental footprint and we will reduce it over time.
- We will increasingly focus on diversifying sources of funding so we can grow our impact.
- We are careful custodians of our resources. We focus on improving our efficiency to make sure we provide excellent value.



Year 1 Strategic Priorities

The 2024-25 financial year is the foundation year for this strategic plan. Our focus is on the baseline that will enable us to fully deliver in subsequent years. The key priorities we'll focus on in year 1 are:

1. Establishing and developing our Nou te Mana pilots as an alternative to traditional community residential services.
2. Embedding Enabling Good Lives principles and the Nou te Mana concept with our people and in our services.
3. Continuing to grow trust and satisfaction with disabled people, their families and whanau.
4. Working with our stakeholders to determine how we will measure our impact.
5. Establishing and growing the key strategic partnerships in our community that will enable us to deliver on the commitments in this plan.
6. Growth in our core services.
7. Addressing gaps in our team through recruitment, training and development of our people.
8. Enhancing employee experience for our staff.
9. Finalising plans and implementing supporting programmes of work – including for technology and data, establishing our new quality framework, planning for the future of our property portfolio, and plans to ensure the Health, Safety and Wellbeing of our people.





How will you know how we're going?

Are we delivering on our strategic plan?

What difference are we making to the lives of disabled people, their families and whanau?

Are we doing things right?

We will answer these questions and track our progress using a range of different measures. These may include surveys, interviews and meetings, numbers and data. We will measure our impact according to what matters to disabled people, their families and whanau. We will use the results to refine and improve our approach.

Throughout the period of this strategic plan, we will provide updates on our progress to our community at least six monthly. We'll share results in meetings and through other communication channels.