

Spectrum Group – Strategic Plan – Financial Year 2027-31

Spectrum Group's strength comes from 'Tāiki e' (to unite and move forward together), bringing disability support, community housing and philanthropy together to achieve our shared Vision. By always looking for better ways to support people to live good lives and by working as one connected Group with shared goals, we respond to challenges, address gaps, break barriers and make a real, lasting difference for disabled people and their whānau.



SPECTRUM GROUP

SPECTRUM
FOUNDATION
Ahākoā ko wai te tangata, ahākoā nō hea

Spectrum
care
Te Wai Kohukura Atawhai

Homes
of Choice
Ngā Kōinga Awhi

Spectrum Group – Our Plan

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Our Vision

An Aotearoa in which all disabled people have equal opportunity to live good lives.

Our Values

- Equity (Mana taurite)
- Dignity (Whakaute)
- Ambition (Pae tawhiti)
- Sustainability (Ka ora)



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Our Vision

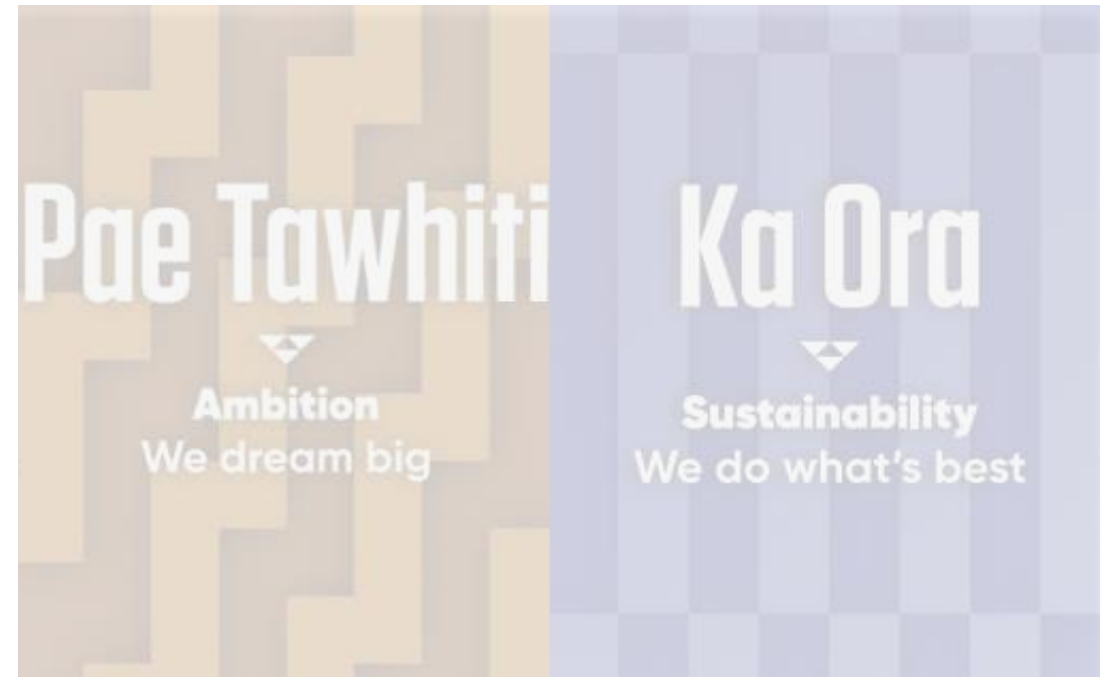
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Our priorities

1. 'To support people and their whānau in ways that respect culture and focus on what matters most to them.'
2. 'To reduce gaps in health, housing, learning and work.'
3. 'To provide more accessible, affordable and safe homes that meet people's needs and deliver more choice.'



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How we'll work

Choice and control

Disabled people and whānau inform what we do.

Leadership and capability

Good lives, well supported through skilled, culturally safe and Values-led teams.

Influence and impact

We use our influence for a fairer system that delivers access, quality and positive outcomes.

Sustainability and integrity

We do what's best to build high-quality services and homes that last.



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What success looks like

- People and whānau trust us.
- People have more choice and live better lives.
- Our workforce is engaged, supported and skilled.
- More people live in accessible, affordable and safe homes that support independence.
- We fund for outcomes and impact, backing disabled-led initiatives that break barriers and lift self-determination.
- We align to the vision and principles of Enabling Good Lives.

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How we'll get there – Spectrum Foundation

Our Purpose: To break the barriers those most in need face in health, housing, education and employment.

By 2030: We're a trusted, disabled-informed philanthropic funder that breaks the barriers faced by disabled people and their whānau. We work together to reduce unmet need, strengthen equity and improve the system for the long term.

1 Fund for outcomes and impact

We fund where it creates meaningful impact for disabled people and whānau, focused on equity, self-determination and unmet need.

2 Act with integrity

We manage capital, risk and reputation with integrity, and provide high-quality, efficient shared services across the Group.

3 Shift the system

We use our structure, position, partnerships and evidence to influence the system and amplify our impact.

What success looks like

- ✓ **Disabled people help decide how funding is used.** Their voices matter and their choices lead to better lives.
- ✓ **Funding helps people live well.** We support health, homes, learning and work that make everyday life better.
- ✓ **Shared services work well.** This helps our services and housing focus on supporting people.
- ✓ **Funding, support and housing work together.** Reduce unmet need and support long-term change.
- ✓ **We listen, we care and we use our influence wisely.** People trust us to act fairly and do the right thing.

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How we'll get there – Spectrum Care

Our Purpose: To help maximise the potential of the people we support.

By 2030: We're a service that people trust. Disabled people and their whānau help lead important decisions and we provide safe, responsive support focused on equity and quality. We'll be here for the long term by being a great place to work and being open to new ways of doing things.

1 Support people better

We provide safer, more responsive support shaped by people and their whānau.

2 Strengthen our workforce

We grow a skilled, inclusive and culturally safe workforce so support is reliable and sustainable.

3 Enhance our impact

We focus on what works, improve lives and use technology that supports everyone.

What success looks like

- ✓ **Disabled people live good lives, with support that fits their needs.** Support is safe, consistent and shaped by people's choices.
- ✓ **People and whānau feel respected and involved in decisions.** Services are caring, culturally grounded and work well for the people we support.
- ✓ **People and whānau experience fewer changes and disruptions in their support.** Staff know the people they support and build trusting relationships.
- ✓ **Quality and safety are strong and improving over time.** Safeguarding is focused on learning and doing better.
- ✓ **We're trusted to deliver support that lasts.** Decisions are considered, fair and focused on long-term wellbeing.

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How we'll get there – Homes of Choice

Our Purpose: To empower new possibilities by providing welcoming homes tailored to people's needs.

By 2030: We're providing more accessible, affordable housing and ensuring homes are designed, delivered and managed to support independence and long-term wellbeing for disabled people and their whānau.

1 House more people

We provide more accessible homes by developing, redeveloping and buying.

2 House people better

We focus on Universal Design, accessibility and healthy living environments.

3 Grow through partnerships and funding

We partner with funders, developers and Community Housing Providers with similar values and priorities.

What success looks like

- ✓ **More disabled people and whānau have safe, secure homes.** We increase supply over the long term.
- ✓ **New homes are accessible, comfortable and meet Universal Design standards.** We build high-quality homes that meet people's needs.
- ✓ **People can stay in their homes and put down roots.** Our tenancies are stable and enable people to remain long term.
- ✓ **Disabled people and whānau help shape housing design.** Their voices matter and their choices lead to better lives.
- ✓ **We're a trusted partner.** Decisions are considered, fair and focused on long-term outcomes.

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