

Spectrum Foundation

Strategic Plan
2023–26

A window on our future...

Welcome to Spectrum Foundation Group in 2030...

We genuinely make a difference in people's lives and love doing so. Spectrum Foundation is diverse and inclusive, and we're all committed to our purpose of **breaking the barriers those most in need face in achieving equitable outcomes in health, housing, education, employment and self-determination.**

Because we've **invested in our people**, when you talk to our staff, you'll notice that every single one of us is **here to do what's best.**

Enabling the voice of disabled people and whānau is embedded in our DNA. When you ask, 'What motivates us to make a difference?', we'll say, 'Because we've made a promise to all disabled New Zealanders – to your whānau and ours – that we'll leave no one behind.'

We all take a holistic view of supporting **equitable outcomes in health, housing, education, employment and self-determination**, so that everyone has equal opportunity to live a good life, have a safe place to live, a sense of purpose and belonging, and to be connected to their communities.

Spectrum Foundation stands for **equity and treating everyone fairly.** We believe in **an Aotearoa in which all disabled people have equal opportunity to live good lives.**

We honour and respect each other, and our group shares an unwavering commitment to promoting and supporting the wellbeing of disabled people.

When you hear the name 'Spectrum Foundation', you'll know that we're all about **breaking the barriers to access and opportunity for disabled people and their whānau head on.**

You'll know that we **lead with intent** to drive social change; that we're all for positive disruption, especially when it comes to breaking down and reimagining the systems that create barriers for our most disadvantaged.

We dream big and maximise our impact by making space for people to be heard.

Because of our **commitment to operational excellence**, our staff know that all our decisions are informed, validated and data-driven, with **the voice of disabled people and whānau at the centre.**

You'll see all people prosper here, especially Māori and Pasifika disabled people and whānau.

Our **cultural partnerships** with disabled Māori and Pasifika communities are authentic, responsive and respectful.

We're collaborative in our work with iwi, Kaupapa Māori, Pasifika and other communities and organisations to help enable systemic change and better outcomes for all.

When you come through our front door, in person or virtually, you'll feel respected and **inspired by our commitment to our whakatauki** – 'Ko te mea nui, ko te tangata. Ahākoa ko wai te tangata, ahākoa nō hea / The important thing is people. No matter who the person is, no matter from where'.

Nau mai, haere mai, afio mai.

How we'll get there...

Guided by our Vision

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

Driven by our strategic objectives

Led by our Purpose

To break the barriers those most in need face in achieving equitable outcomes in health, housing, education, employment and self-determination.



Maximise our
Impact



Invest in our
People



Lead with
Intent



Commit to
Operational
Excellence

Our Values

Equity – Mana taurite: We treat everyone fairly.
Dignity – Whakaute: We honour and respect each other.
Ambition – Pae tawhiti: We dream big.
Sustainability – Ka ora: We do what's best.





<< We live by >>

...and our whakatauki

'Ko te mea nui, ko te tangata. Ahākoa ko wai te tangata, ahākoa nō hea.' –
'The important thing is people. No matter who the person is,
no matter from where.'

How we'll achieve it...

We'll focus on the **four key areas that'll offer the most significant impact** in delivering on our objectives.

Focus	Impact
 Philanthropy	We fund initiatives that address unmet need in the disability community of Aotearoa. We are focused on achieving genuine, lasting social change that will benefit disabled people now and in the future. We hope to attract and grow support for the disability sector over time.
 Voice	We increase the opportunities for disabled people, whānau and allies to create change by identifying, targeting and supporting sector audiences, and empowering disabled voices in the four Foundation priority areas.
 Cultural partnerships	We build our cultural capacity and capability through the development of authentic partnerships with like-minded individuals and organisational and community collaborations. We respect and are responsive to the needs and aspirations of tāngata whaikaha Māori and Pasifika communities.
 Shared services	We provide our subsidiaries with effective and efficient shared services to support the achievement of their respective strategic objectives and purposes.

What we're seeking to achieve...

We'll focus on achieving **four strategic objectives that'll offer the most significant impact** in delivering on our Vision and Purpose..

Objective

Outcome



Maximise our Impact

We increase the opportunities for disabled people, whānau and allies to create change by empowering the voices of disabled people and whānau. Our philanthropic activities maximise opportunities to break down barriers people and whānau face in achieving equitable outcomes and self-determination in health, housing, education and employment.



Invest in our People

We identify, grow and secure great people to help achieve our Vision. Diversity, inclusion and accessibility are key drivers and strengths of our workforce strategy. We develop our workforce for the future and empower skilled, dedicated and resilient staff who can see a future for themselves and actively contribute to our shared Vision.



Lead with Intent

We advance social change by actively supporting a culture of leadership and innovation, embracing opportunities, responding to needs and growing leadership capability, among our staff and among disabled people, whānau and their allies.



Commit to Operational Excellence

We commit to a culture of operational excellence and efficiency, organising ourselves to consistently and sustainably deliver the best outcomes for our subsidiaries, stakeholders, customers and communities.

Appendices

1. Risk appetite
2. Forecast summaries
3. PESTLE sector scan
4. Key activities 2023–26

Our risk appetite

Spectrum Foundation is entering into a period of strategic growth, led by key opportunities in growing our philanthropic impact, maximising our shared services, leading through advocacy and enhancing our cultural partnerships. Our risk appetite in relation to strategic growth is relatively assertive, while our willingness to accept risk is low and our approach cautious in relation to compliance-oriented domains such as privacy, health and safety, and environmental sustainability.

Risk appetite summary table									
	Low			Moderate			High		
	Accept little or zero risk, taking a cautious approach			A balanced and considered approach is adopted			A more assertive or aggressive approach is accepted		
Strategic growth						<			>
Financial		<					>		
Compliance	<		>						
Privacy	<	>							
Health and safety	<	>							
Environmental	<	>							
Reputation			<			>			
Technology		<			>				
Politics		<				>			
Service quality			<				>		
Advocacy		<				>			
Staff wellbeing		<			>				
Customer wellbeing		<			>				
Other stakeholders		<			>				

PESTLE sector scan

Domain	Trend analysis
Political	<p>As expected, the change in government saw the introduction of a range of public sector cuts and the reversal of Labour policies.</p> <p>The coalition has sought to balance curbing inflation, encouraging growth and addressing long-standing issues such as housing affordability and labour shortages.</p> <p>Nine ‘Government Targets’ now form the backbone of the coalition’s change agenda over 2025 and are focused on achieving better results in health, education, law and order, work, housing and environment.</p>
Economic	<p>The overall outlook for 2025 is mixed.</p> <p>Projections point to a gradual recovery as inflation stabilises and GDP climbs slowly away from zero.</p> <p>At a macro level, the global economy continues to experience significant volatility.</p> <p>These have helped to perpetuate elevated commodity prices, with inflationary pressures fuelling a persistent cost of living crisis.</p> <p>In a domestic context, the weaker revenue to expenses outlook in the near term means that Crown debt as a percentage of GDP is expected to peak in June of next year before gradually declining.</p> <p>New Zealand remains one of the more indebted countries in the OECD.</p> <p>The coalition is seeking to control public sending and rein-in debt has eliminated any inclination towards funding increases or public sector wage settlements.</p>
Societal	<p>Key societal risks remain the ‘cost-of-living crisis’ and ‘erosion of social cohesion and societal polarisation’, along with ‘health hazards’, ‘declining youth educational performance’ and ‘declining trust’.</p> <p>New Zealand’s economy is forecast to experience moderate growth over the coming year, driven by targeted policy adjustments, strength in individual sectors and gradual improvements in consumer and business confidence.</p> <p>Unemployment is forecast to peak at 5.5 per cent by the middle of 2025.</p> <p>‘Persistent inequity’ continues to be seen as a megatrend both locally and globally, disrupting the distribution of wellbeing across financial, educational, health and social domains.</p> <p>As noted last year, the then nascent policy direction in relation to the Treaty of Waitangi has now crystallised into the Treaty Principles Bill, which gives primacy to equality over the obligations outlined in the Treaty articles. While the Bill will not progress past its first reading, the social ructions emerging from its introduction are likely to be felt well into 2025.</p>
Technological	<p>‘Widespread cybercrime and cyber insecurity’ remain a top 10 risk over the next two years.</p> <p>Key risk themes include ‘Attacker Use of AI’, wherein sophisticated phishing and social engineering attacks are empowered by AI and AI-generated deepfakes enable identity theft, fraud and security measure bypass.</p>
Legal	<p>The Social Investment Agency has been reinstated, with a mandate to support the delivery of social services using a data-driven, outcomes-focused social investment approach.</p> <p>A Social Investment Fund has been established to directly commission social services for outcomes and support the devolution of services to community, NGO and iwi providers.</p> <p>This represents an opportunity for providers such as Spectrum Care who can demonstrate an outcomes-focused approach to the provision of social services.</p> <p>The ongoing recognition of tikanga Māori as a source of law within New Zealand’s legal system brings new opportunities and additional complexities.</p>
Environmental	<p>A significant shift has occurred in the past year in relation to environmental risks.</p> <p>While just last year five of the top 10 short-term global risks were environment-related, only ‘extreme weather events’ remains in the top five (at number two). ‘Misinformation and disinformation’ now tops the list, with ‘societal polarisation’, ‘cyber insecurity’ and ‘interstate armed conflict’ rounding out the top five.</p> <p>Mandatory carbon counting will be enforced across the construction industry from early 2025, with specific carbon caps applying from 2026 to 2030.</p> <p>Mandatory carbon counting is expected to transform how the construction industry operates.</p>


Our three-year road map...

The high-level road map below suggests phasing over the three years to 2026. It's not intended to be a detailed plan but illustrate just those significant activities, consequential resource commitments and priorities over time.

- Philanthropy
- Finance
- Workforce
- Business technology
- Brand/Marketing
- Voice
- Cultural partnerships

	Year one	Year two	Year three	Risk appetite
 Philanthropy	<div>Establish fundraising and funding teams</div> <div>Build a donor base and establish a user-led group</div>	<div>Develop impact measurement practices and processes</div> <div>Develop funding framework</div>	<div>Report on impact</div> <div>Establish role as community led funder</div>	<div>High</div> <div>High</div>
 Shared services	<div>Implement fully priced shared service model</div> <div>Upgrade ApprovalPlus</div> <div>Implement Business Central 365</div> <div>Implement expense management system</div> <div>Increase health and safety capacity</div> <div>Strengthen staff performance and capability</div> <div>Upgrade RosterOn</div> <div>Automate and integrate security programme</div> <div>Best practice internal service delivery</div> <div>Establish and embed internal processes and model</div>	<div>Develop, deploy and embed business process and system efficiencies</div> <div>Enhance financial reporting processes</div> <div>Refine shared service model</div> <div>Deploy reward and recognition initiatives</div> <div>Improve Group-wide health and safety management</div> <div>Replace CRM</div> <div>Deploy PMO and CMO software tools and assistive technology</div> <div>Develop social investment strategy</div> <div>Identify and address pain points in shared services</div>	<div>Improve process quality and customer satisfaction</div> <div>Enhance managers' people management capabilities</div> <div>Deploy and embed social investment strategy</div> <div>Improve process quality and customer satisfaction</div>	<div>Low</div> <div>Low</div> <div>Low</div> <div>Low</div> <div>Low</div> <div>Low</div> <div>Low</div> <div>Low</div> <div>Low</div> <div>Moderate</div> <div>Moderate</div> <div>High</div> <div>High</div>
 Voice	<div>Establish active network with kindred agencies</div> <div>Establish key stakeholder relationships</div>	<div>Identify key sector audiences in four priority areas</div>	<div>Enhance targeting and support of sector audiences</div>	<div>High</div> <div>High</div>
 Cultural partnerships	<div>Develop Māori and Pasifika enhancement plans</div> <div>Appoint a Māori Advisor</div> <div>Conduct organisational equity assessments</div>	<div>Implement enhancement plans for Māori and Pasifika</div> <div>Implement equity recommendations</div>	<div>Partner with Māori and Pasifika to co-design initiatives</div>	<div>High</div> <div>High</div> <div>High</div>

Philanthropy – Year two




**Maximise
our Impact**

ACTIVITY – FUNDING

1. Development of a funding framework begins to give clarity on the type of funding the Foundation will use and to what level.
2. The role of the user-led group is assessed and developed.

METRIC

Funding distributed.



**Commit to
Operational
Excellence**

ACTIVITY – FUNDING

1. Feedback from funding recipients is being used to adjust the funding process.
2. Impact measurement reporting practices are in place and are assessed and altered.

METRIC

Accessibility of funding.
Range of funding recipients.
Impact of funding against
impact plan in applications.

Philanthropy – Year three



Maximise our Impact

ACTIVITY – FUNDING

- 1. Story and voice development through sharing outcomes and impact stories – internally and externally.
- 2. Funding connection to push disability groups forward, identify funding gaps, support and strengthen community leaders.
- 3. Collaboration with funding community and establishment of role as a community-led funder.

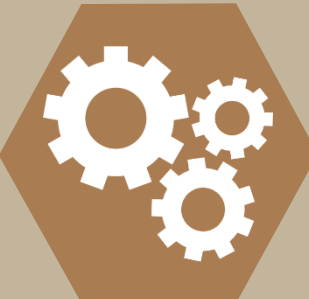
METRIC

Funding distributed. Website and social media metrics.

ACTIVITY – FUNDSRAISING

Development of support options and the associated processes to ensure a smooth donor journey.

Number of donations. Number of support queries made.



Commit to Operational Excellence

ACTIVITY – FUNDING

- 1. Information and processes are developed and continue to be reviewed to ensure accessibility.
- 2. Embed funding and fundraising processes across shared service teams.

METRIC

- 1. Impact reporting meets priority outcomes identified in funding approach. Tracking of funding distribution. Accessibility scores from funding applicant survey. Accessibility Tick.
- 2. Relevant documentation in place to support new processes.

Finance and Payroll – Year two



Commit to Operational Excellence

ACTIVITY

1. Leveraging off the successful implementation of efficiency enhancement solutions/software, reduce manual processes junctures across the Group and within the Finance and Payroll functions.
2. Evaluation of self-service financial reporting, development of rolling budget/forecast models, post-implementation review of business cases, implement proactive financial modelling, reduce the financial reporting timetable.
3. Drive completion of payroll remediation against the Holidays Act. Refine the Shared Services pricing model.
4. Establish metrics to measure volume, effectiveness and efficiency of service offerings.
5. Align activities to the right functional area/entity.
6. Refine the scope of internal shared services delivery, incorporating a mechanism for the accurate measurement of ad hoc requests and projects.

METRIC

1. Ten per cent reduction in manual processes. Expense management and auto-pay solutions for salaried staff implemented and initial efficiencies realised.
2. Accessibility and relevance of financial reporting improved, and more detailed financial insights delivered to inform business decisions.
3. Identified issues addressed and risks mitigated. Processes and systems compliant.
4. Robust pricing model established. Metrics established and approved.
5. Activities aligned.
6. Internal shared service delivery accurately scoped and deployed across Group. Mechanism developed for costing of ad-hoc requests and projects.

Finance and Payroll – Year three



Commit to Operational Excellence

ACTIVITY

- 1. Continued focus on efficiency enhancements and reduction of manual processes junctures across the Group and within the Finance and Payroll functions.
- 2. Review delivery of shared services based on customer feedback. Develop insights and efficiencies.

METRIC

- 1. A further 10 per cent reduction in manual processes. Expense management and auto-pay solutions for salaried staff embedded with further efficiency gains.
- 2. Shared services satisfaction benchmark met or exceeded.

Workforce – Year two



Commit to Operational Excellence

ACTIVITY

1. Undertake review of HR function and resourcing following software investments in year one.
2. Progressive improvements in effectiveness of health and safety management is both identified and evidenced by achievement of each entity's annual work plan.
3. Continue to identify and build learning and development offerings.
4. Second audit of recruitment to sharpen performance and/or provide assurance effectiveness is optimal.

METRIC

1. HR review undertaken.
2. Health and safety management improvements identified and evidenced.
3. Learning and development offerings developed and deployed.
4. Second audit delivered.



Invest in our People

ACTIVITY

1. Recognition and reward initiatives are developed and implemented.
2. Develop performance management framework.
3. Business cases are developed if additional resources are required to build capacity and capability.
4. Staff surveys begin to show higher levels of satisfaction and engagement and help identify additional opportunities for improvement.

METRIC

1. Higher levels of satisfaction and engagement evidenced in staff survey.
2. Performance management framework approved.
3. Business cases approved.
4. Higher levels of satisfaction and engagement evidenced.

Workforce – Year three



Commit to Operational Excellence

ACTIVITY

1. Implement technology and process solutions to increase efficiency and effectiveness of management of employee on-boarding and off-boarding, including integration with other systems.
2. Progressive improvements in effectiveness of health and safety management is both identified and evidenced by achievement of each entity's annual work plan.
3. Complete recommendations from recruitment review. Second audit of recruitment to sharpen performance and/or provide assurance effectiveness is optimal.

METRIC

1. Internal stakeholder satisfaction; error rates
2. Health and safety management improvements identified and evidenced; AEP accreditation
3. Percentage of recommendations completed; second audit of recruitment process.



Invest in our People

ACTIVITY

1. Strengthen managers' people management competencies.
2. Performance management framework deployed and embedded.

METRIC

1. Amount of training delivered; stakeholder feedback; staff survey results.
2. Positive trend in staff satisfaction survey results.

Information technology – Year two



Commit to Operational Excellence

ACTIVITY

1. Refresh of the IT Strategy to better support business strategies and guide overall investment in technology.
2. Implementation of an IT Service Management (ITSM) framework with associated processes and tools to ensure robust and reliable delivery of IT services.
3. A prioritised replacement programme for core transaction systems to ensure they provide a robust technology support platform for business operations (ie, CRM, property management and rostering).
4. Improve the availability, and accuracy, of core management information in both the short-term and long-term in conjunction with the system replacement programme.
5. Ensure Spectrum Group’s supporting technology platforms are secure and, where possible, cloud-based.
6. Evaluate emerging technologies (eg AI) to assess their value for Spectrum Group in both the short and long term.

METRIC

1. Refreshed IT Strategy delivered by 31 March 2025.
2. Core IT Service Management processes reviewed, and improvements implemented.
3. CRM and Property Management System projects are progressed.
4. Interim data repositories are established on an as needed basis.
5. Ongoing implementation of Cyber Security Roadmap.
6. Paper on the introduction of AI at Spectrum Group delivered by 30 April 2025.

Information technology – Year two



Invest in our People

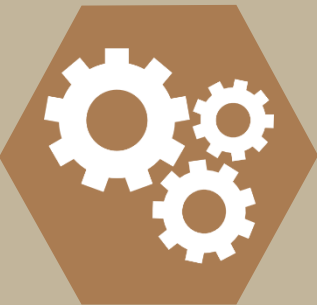
ACTIVITY

1. Implementation of change frameworks and processes to better support the adoption of change initiatives across Spectrum Group and to ensure that those changes endure.
2. Implementation of project prioritisation frameworks to better manage annual “Programmes of Work” and the associated resource implications.
3. Establish the appropriate IT capacity, and capabilities, to deliver and maintain both new and existing systems.

METRIC

1. The implementation of change management frameworks and processes is being progressed.
2. Project prioritisation frameworks have been implemented and projects are not delayed due to resource contention.
3. Projects and BAU Initiatives are not delayed due to lack of suitable resources to undertake the work.

Information technology – Year three



Commit to Operational Excellence

ACTIVITY

1. Ongoing Implementation of an IT Service Management (ITSM) framework with associated processes and tools to ensure robust and reliable delivery of IT services.
2. A prioritised replacement programme for core transaction systems to ensure they provide a robust technology support platform for business operations (ie, CRM, property management and rostering).
3. Improve the availability and accuracy of core management information in both the short-term and long-term in conjunction with the system replacement programme.
4. Ensure Spectrum Group’s supporting technology platforms are secure and, where possible, cloud-based.
5. Evaluate emerging technologies (eg AI) to assess their value for Spectrum Group in both the short and long term.

METRIC

1. Core IT service management processes reviewed and improvements implemented.
2. Completion of CRM and Property Management System projects and commencement of Rostering and HR System projects.
3. Interim data repositories are being replaced by core transaction systems as they are implemented.
4. Ongoing implementation of Cyber Security Roadmap.
5. Implementation of AI is being progressed in selected ways for the Spectrum Group.

Brand/Media/Mktg/Comms – Year two



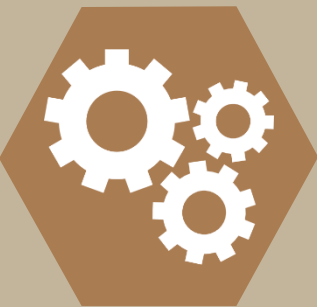
Maximise our Impact

ACTIVITY

1. Identify, target and support sector audiences to empower the voices of disabled people and whānau in the four Foundation priority areas.
2. Develop social investment strategy that aligns to Social Investment Agency guidelines/approach.

METRIC

1. Stakeholder engagement plans, social media strategies and updated website strategies developed and delivered. Positive trend in strategy metrics, eg followers grown by 30 per cent, organic reach increased 15 per cent, 20 per cent increase in engagement, etc.
2. Social investment strategy approved.



Commit to Operational Excellence

ACTIVITY

1. Define a menu/service catalogue and assess process or system efficiencies.
2. Consolidate and standardise high-volume activities to enhance efficiencies.
3. Identify opportunities to enhance capacity and capability.
4. Identify and address pain points in shared service delivery via customer survey results.

METRIC

1. Service catalogue defined and deployed. Consolidation tool deployed across eight social media channels.
2. Shared service satisfaction benchmark met or exceeded.
3. Shared service survey opportunities for enhancement and efficiency identified and addressed.
4. Shared service survey opportunities for improvement identified and addressed.

Brand/Media/Mktg/Comms – Year three



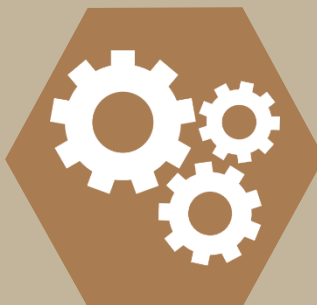
Maximise our Impact

ACTIVITY

- 1. Enhance targeting and support of sector audiences to empower the voices of disabled people and whānau in the four Foundation priority areas.
- 2. Deploy and embed social investment strategy.

METRIC

- 1. Social media, stakeholder and website strategy metrics demonstrate amplified disabled voice across the four Foundation priority areas, eg followers grown by 30 per cent, organic reach increased 15 per cent, 20 per cent increase in engagement etc.
- 2. Social investment strategy operational and effective.



Commit to Operational Excellence

ACTIVITY

- 1. Improve process quality and customer satisfaction.
- 2. Enhance efficiencies and develop capacity.

METRIC

- 1. Service quality and customer satisfaction enhanced.
- 2. Agile, lean, personalised, pragmatic, expertise-driven, IP-oriented services defined, and processes, developed to facilitate effective and efficient service and collateral briefing, development and deployment.

Voice – Year two



Maximise our Impact

ACTIVITY

1. Consistently develop legislative submissions and commentary on issues and barriers that affect disabled people, whānau and the wider sector.
2. Provide consistent and cohesive reviews, reports and submissions that impact disabled people and the services they receive.
3. Provide regular advocacy and legal order training to Group staff.

METRIC

1. Legislative submissions and commentary developed consistently.
2. Reviews, reports and submissions developed consistently and coherently.
3. Training developed and delivered.



Lead with Intent

ACTIVITY

1. Spectrum Foundation supports disabled people and whānau to influence government activities that affect their lives, with a particular focus on tāngata whaikaha, Pasifika and their whānau, and our four priority areas.
2. Develop active networks with the disabled community, disability providers, lobby groups, national interest groups and alliances.
3. Develop enduring relationships with disabled people and whānau representatives.

METRIC

1. Our Voice function is well informed on initiatives, legislation, etc, that affect disabled people, whānau and the wider sector.
2. Networks and alliances are well developed.
3. Relationships are present and growing in strength.

Voice – Year three



Maximise our Impact

ACTIVITY

- 1. Enhance targeting and support of sector audiences to empower the voices of disabled people and whānau in the four Foundation priority areas.

METRIC

- 1. Peer network reflects strong representation of disabled voices across the four Foundation priority areas.



Lead with Intent




ACTIVITY

- 1. Develop Spectrum Foundation’s reputation as an enabler and empowerment agent in developing disabled people, whānau and ally voices in relation to our four priority areas.
- 2. Network and report on issues affecting disabled people having equal opportunity to live good lives, with a particular focus on tāngata whaikaha, disabled Pasifika and their whānau.
- 3. Support the Group on key issues as they arise.
- 4. Increase opportunities for disabled people, whānau and allies to lead and create change by supporting sector audiences and empowering the voices of disabled people and whānau in the four Foundation priority areas.


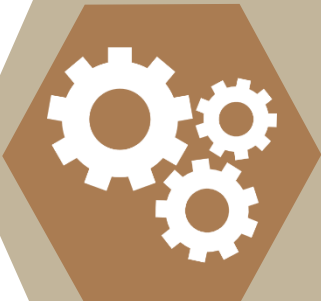
METRIC

- 1. Spectrum Foundation is acknowledged as an enabler and empowerment agent
- 2. Reporting reflects strong representation of disabled voices across the four Foundation priority areas.
- 3. Shared service satisfaction benchmark met or exceeded.
- 4. Key sector audiences and voices present in peer network. Authentic, enduring relationships with disabled people and allies, with a particular focus on tāngata whaikaha, disabled Pasifika and their whānau, also evident.

Cultural partnerships – Year two

	Maximise our impact	ACTIVITY <ol style="list-style-type: none">1. Implement enhancement plans for Māori and Pasifika.2. Address recommendations from organisational equity assessments.	METRIC <ol style="list-style-type: none">1. Recommendations achieved within ascribed time frames.2. Achievement of recommendations.
	Invest in our People	ACTIVITY <ol style="list-style-type: none">1. Roll out cultural competency training programmes: iterate, adopt, measure.2. Invest in future leaders as identified through organisational succession planning.	METRIC <ol style="list-style-type: none">1. Output – Staff trained/customer satisfaction surveys reflect an increasing responsiveness to cultural needs.2. Increased percentage of Māori and Pasifika leaders across the organisation at all leadership levels.
	Lead with Intent	ACTIVITY <p>Identify cultural partners and codesign opportunities.</p>	METRIC <p>Emerging engagement with potential partners.</p>

Cultural partnerships – Year three

 Maximise our impact	ACTIVITY <ol style="list-style-type: none">1. Implementation of enhancement plans.2. Address recommendations from organisational equity assessments.3. Partner with Māori and Pasifika to implement co-design initiatives.	METRIC <ol style="list-style-type: none">1. Targets within plans met.2. Recommendations within plans met.3. Each entity has at least one partnership resulting in improved outcomes for Māori and Pasifika.
 Commit to Operational Excellence	ACTIVITY <p>A review of organisational people, process and products via equity assessments.</p>	METRIC <p>Improved equity results leading to high-value funding partnerships, service enhancements and housing solutions benefiting Māori and Pasifika.</p>

Quality – Year two



Maximise our impact

ACTIVITY

Collaborate with Spectrum Care Clinical Director to improve physical and mental healthcare of the people we support through the increase of preventative health measures.

METRIC

A negative trend in hospitalisations over a 12-month reporting period.



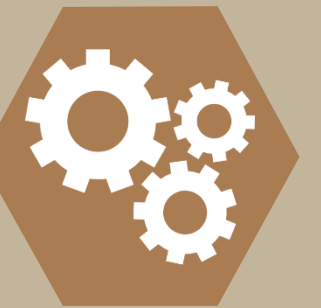
Lead with Intent

ACTIVITY

- Guide and support business owners to:
- capture and investigate incidents
 - report organisational learning and process enhancements
 - develop an improvement culture.

METRIC

A positive trend in non-client incident reporting and process improvements.



Commit to Operational Excellence

ACTIVITY

1. Deliver and review five customer surveys.
2. Deliver and review shared services survey.
3. Review delivery of quality services based on customer feedback. Develop insights and efficiencies.

METRIC

1. Customer survey responsiveness benchmark met or exceeded.
2. Shared service responsiveness benchmark met or exceeded.
3. Shared service satisfaction benchmark met or exceeded.

Quality – Year three



Maximise our impact

ACTIVITY

Measure and improve process quality, apply best practices, manage external relationships, improve customer/entity satisfaction and identify technology needs to support efficiencies.

METRIC

Agile, lean, expertise-driven processes and services delivered.
Shared service satisfaction benchmark met or exceeded.



Commit to Operational Excellence

ACTIVITY

Review delivery of Quality’s services based on customer feedback. Develop insights and efficiencies.

METRIC

Shared service satisfaction benchmark met or exceeded.

