



FAMILY HELP TRUST
STRATEGIC PLAN
2019 – 2022



Breaking the cycle for New Zealand children
Te Roopu Awhi Whanau



CONTENTS	PAGE
Chairperson's Foreword	3
Executive Director's Introduction	3
Who We Are	4
Our Operating Environment	5
Our Strategy	7

CHAIR'S FOREWORD

At a business forum over ten years ago two people spoke, separately, about something that seemed at first an unusual subject for our meeting. An issue most of us knew little about: vulnerable children. Both had an effect on me I'll never forget.

(Sir) Peter Gluckman, then Professor at Auckland University, explained with compelling evidence, how many characteristics of peoples' behaviour and health were set by the time they were five, establishing dominant and nearly unchangeable patterns for their future life path. He argued compellingly for the earliest possible intervention – starting if necessary 9 months pre-birth – to give all children the best life start and opportunity.

(Sir) Bill English connected the dots from child wellbeing to educational attainment, lifetime achievement, personal fulfilment and contribution to society. Or, for children caught in the cycle of neglect, the opposite. He concluded the same as Sir Peter. To achieve a better, safer, stronger society supported by a robust, sustainable economy with high value jobs and far less need for major government spending on crime, corrections, social support and even many aspects of health care, we must do one thing above all else. Focus not just on social spending, but on social investment. Early intervention, intensive if necessary, to break the intergenerational cycle of neglect, violence and the effects of poverty for our most vulnerable children. Bill finished with something that has echoed in my mind ever since. *“New Zealand is a small country. We know their names. We know where they live. We know what to do. We just have to choose to do it”.*

In 2019 our Government, including the Prime Minister, Minister of Finance and Minister of Social Development who have all visited us recently, share this understanding and are committed to more. They have told the people of New Zealand that they choose to do it.

There has never been a more important time for the Family Help Trust. This is what we do. It's what we've done for 30 years. We break the cycle for the most at-risk children in our society. We help and enable our most vulnerable tamariki to be safe, healthy and nurtured to thrive within their whānau and our community. We have the comprehensive methodology and systems long-term evidence to prove our success.

So, as we near the end of our third decade, Family Help Trust can look back with pride, and look forward with anticipation and excitement. All of us at FHT – staff

and Board of Trustees – have worked together to prepare this new Strategic Plan that maps what we want to achieve in the next three years. I'm always humbled by our staff. What you do for vulnerable children, and how much you care. You are changing our society for future generations. It's a privilege and an honour to work with you. Thank you.

Don Elder

Chair, FHT Board of Trustees

EXECUTIVE DIRECTOR'S INTRODUCTION

As Executive Director for Family Help Trust (FHT) for the past 30 years, it is my pleasure to introduce the FHT 2019 to 2022 Strategy.

In 2019 the government released the first Child and Youth Wellbeing Strategy for New Zealand which sets the future direction for key services with increased accountability on us all to achieve better outcomes for vulnerable children. We are proud that our three service lines, home based social work support services, HIPPY and Mana Ake all contribute to the expectations in this strategy.

Changes to the Oranga Tamariki Act will require the sector to improve its focus on outcomes for Māori and FHT looks forward to being involved, particularly given the number of Māori clients we work with and our emerging relationship with locally based Te Puawaitanga ki Ōtautahi Trust (TPKOT), a Māori non-government community agency (NGO) with a focus on children and whānau 0-5 years.

There are also opportunities for FHT with a new intensive intervention service due to be implemented in 2020 and our own data being used to inform the design of this service.

FHT has a strong ethos concerning evidence and we anticipate that our bespoke case management system, EASI, will continue to be developed and enhanced, when resources permit. EASI is highly instrumental in order to both guide practice and provide outcome evidence that our families can make the changes required to be the best parents they can be, ensuring that children are safe in their home environments.

We value the partnerships we have with all our stakeholders and we look forward to continuing the good work together.

Libby Robins

Executive Director

Who We Are

OUR VISION

Our vision is that vulnerable tamariki will be safe, healthy and nurtured to thrive within their whānau and community

OUR PURPOSE

Our purpose is to provide services that improve the lives of vulnerable children and young people:

- Through our home-based intensive social work services to vulnerable children under 5 years we will reduce their risk profile contributing to improved life outcomes.
- Through our Home interaction Programme for Parents and Youngsters (HIPPY) provide educative services to children 3-5 years to prepare them and their parents for school.
- Through the Mana Ake initiative provide mental health support services to school age children

OUR VALUES

Our values express the essence of who we are at FHT and we uphold these in all the work we do:

- **Inclusivity – *urutomo*** – Connecting and involving others in the work we do.
- **Respect and Integrity – *mana*** – We believe in the intrinsic worth of people. Our behaviour towards others should always be mana enhancing.
- **Collaboration – *mahi tahi*** – We recognise that by working together with others we will achieve more.
- **Honesty – *tika + pono*** – We uphold the truth in all our communication with others.
- **Diversity – *kanorau*** – We value the beliefs and customs of others and are responsive to a diverse range of people and cultures.
- **Courage – *te kaha*** – We believe in trying new ideas and driving improvements in all that we do.

OUR PRINCIPLES

Our principles reflect our values at FHT:

- **Growth and Learning – *te ko*** – We continuously strive to deliver holistic best practice learning and developing as we go.
- **Child centric – *Tamariki first*** – with whānau hapu and iwi support child, wellbeing is our prime focus and drives all that we do.
- **Culturally Responsive** – We recognise our responsibility to Māori under the Treaty of Waitangi.
- **Accountability – *rongorua*** – We are an evidence-based organisation and we uphold the importance of doing what we know works best for children.
- **Rights and Obligations – *matau tītauraa*** – we uphold the rule of law and doing what we know to be right.

Our Operating Environment

OUR JOURNEY

FHT was founded in 1990 by a group of health and welfare professionals. Under contract to Oranga Tamariki FHT delivers intensive home-based social work support services for families post family group conference with new born and preschool children at high risk of child maltreatment and abuse. (minimum of 2 years) Additionally, intensive social work services are delivered to vulnerable children in accordance with the Children's Action Plan. FHT delivers a new start plus programme for the Department of Corrections (DoC). This skills for life service is delivered to inmate mothers with infants and toddlers up to two years of age at Christchurch Women's Prison. In 2009 FHT added the HIPPY programme to its services which is a home-based programme that helps parents create experiences that lay the foundation for their children's success in school and later life. The programme is designed specifically for those parents who may not feel comfortable in their own abilities to support their children's education. Mana Ake was established in 2018 in recognition of the increased anxiety being demonstrated within primary and intermediate school age children resulting from the Christchurch Earthquakes in 2011. FHT is one of several NGOs contracted to deliver quality mental health services to school aged children.



OUR EVIDENCE BASE

Family Help Trust data collected over the last 15 years has enabled it to build a social history profile of families and whānau who have received our intensive home-based social work support services.

Our client families and whānau faced a multitude of challenges that are complex, interwoven and often intergenerational. Our data has been used as a rich resource to help inform Oranga Tamariki in its planning and design of Intensive Intervention, while we also have a partnership with the Social Investment Agency (SIA) as they develop data matching systems across the social service sector. We work with 80-100 children at any given time who are some of the most vulnerable children in Christchurch, with almost half referred from Oranga Tamariki. Developing trusting relationships with the same worker over a number of years with accessible and responsive services, enables whānau to focus on changing destructive and entrenched behaviours that often result in child abuse and neglect.

OUR WORKFORCE

We have a commitment to a core target client population and to effective and informed clinical practice. We have a workforce that is highly skilled in developing trusting relationships and tailoring services with whānau that are sometimes difficult to engage. While the home based social work service has been our traditional work the arrival of the HIPPY programme and more lately Mana Ake, has resulted in us now having a more diverse workforce. FHT now has a multi disciplined work force made up of social workers, therapists, teachers, etc. working across three key distinct service lines.

All our staff have a passion for the work they do and have a strong sense of pride working for FHT. As we share knowledge and skills with one another we are finding better ways to integrate our practice and this is expected to develop more strongly over time.

POLITICAL AND SOCIAL SERVICE SECTOR INFLUENCES

In 2019 the government published New Zealand's first Child and Youth Wellbeing Strategy which provides a framework to drive government policy and action on child wellbeing. The strategy holds key Ministries such as, Education, Health, Oranga Tamariki and Housing to account for child and youth outcomes. Our home-based social work intervention, Mana Ake and HIPPY all fall within the framework of this strategy. The strategy is intended to give a practical commitment to the Treaty of Waitangi and underpinning this strategy is **Section 7AA** of the of the Oranga Tamariki Act 1989. This means everything should affirm mana tamaiti and be centred on the children and young person's rights, promote their interests, advance their wellbeing, address their needs and provide for their participation in decisions that affect them.

THE LOFT

The Loft opened in 2016 with a founding partnership of several key organisations co-located in premises at the Christchurch Eastgate shopping mall. There are now 13 partners signed up to The Loft's purpose. The practice model is based on research evidence that individuals, families and whānau often experience multiple challenges where it can be difficult to achieve safety from the acute risks and effects of family harm and mental ill health. The Loft aims to make it easier for practitioners across multiple agencies to work together to improve outcomes for clients, by removing some of the barrier's professionals experience in their work to enhance personal and whānau wellbeing.

The Loft has also developed a Social Emergency Response Service (SERS), which offers an immediate face to face wrap around assessment response to enable individuals and whānau to become safe as quickly and easily as possible. The Loft experience is also providing FHT with the opportunity to link more strongly with key partners to share knowledge and skills to strengthen our responses to vulnerable children and whānau. Taking a multi-disciplined approach to the work we do will improve the quality and sustainability of the outcomes we are seeking.

OUR CHALLENGES AND RISKS

As an NGO we place a high priority on delivering services to some of the most vulnerable children in New Zealand and we know this exposes our staff to situations that can at times be dangerous. Ensuring our health and safety systems are robust to ensure we mitigate risk to our staff is a high priority. As a relatively small NGO we operate with a level of financial uncertainty and rely on sustainable funding from government contracts as well as philanthropic sources to operate effectively. To mitigate funding vulnerabilities we have diversified our service delivery by adding additional contracts and programmes and while this has been constructive it also makes it more challenging to manage a wider staff group and increased complexity of service. To help support changes and overcome obstacles we have developed a "can do" culture within FHT that is agile and flexible. It is this positive innovative culture that has enabled the organisation to evolve and develop over time.



Our Strategy

OUR CULTURAL RESPONSIVENESS

Family Help Trust recognises it needs to modernise itself to be more responsive to Māori. We know that over half of our clients in our home-based social work support service are Māori and 25% are of Ngāi Tahu descent. The need for increased focus on improving outcomes for Māori relates to all our services and while we are doing this, we need to develop our practice framework to better reflect our child centred and whānau driven approach. Strengthening our workforce to deliver culturally competent services will be a priority alongside building partnerships with Ngāi Tahu and other iwi. Through our contract with Oranga Tamariki we will support them fulfill their obligations under 7AA of the Oranga Tamariki Act to reduce disparity for Māori.

The focus over the coming year will be to formulate a partnership alliance with a key Māori NGO provider and develop a culturally responsive practice model. To achieve this we will be working with our government partners to provide quality services to children and young people. While we take seriously our obligations under the Treaty of Waitangi we will also be improving our cultural responsiveness to our Pacifica people and other ethnic minorities living in Christchurch.

WORKING COLLABORATIVELY WITH OUR PARTNERS

We want to continue to work with Oranga Tamariki and our NGO partners to be part of co-design work in developing the intensive intervention service and subsequent early intervention service. Through this collaboration we want to show that our intensive home-based social work support service can contribute to providing the greatest possible improvement outcomes for children and young people and make the most of every dollar invested. We need to strengthen the integration of our three service lines and improve our internal and external communication. (Home-based social work, HIPPY and Mana Ake). We want to increase our services through intensive and early intervention programmes by increasing overall

client numbers and the intensity of the service we provide. We believe we have the ability to upscale and adapt services to meet the increased demand coming from government priorities to focus more on child wellbeing and mental health. We will be working closely with our government partners to position ourselves for successful funding bids in these areas.

We will continue to align our priorities with government expectations from our contracted services but we also recognise the importance of maintaining our right as an NGO to have an independent voice to pursue what we think is critical to FHT's future and the wider community needs. We will continue our affiliation with Social Services Providers Aotearoa (SSPA) to help provide a platform for this. While we will maintain our independence we will be taking a collaborative and flexible approach in working with others across the NGO sector to achieve the outcomes we all want for vulnerable tamariki in Christchurch.

STRENGTHENING CAPABILITY, QUALITY AND EFFICIENCY

We want to increase the capability of our staff to continue to deliver quality services by ensuring they have current and up to date professional development plans, career pathways and access to training opportunities.

To achieve this we will utilise existing training from the social service, health, and training development sector. The wellbeing of our staff is paramount and we want to ensure they are well supported through supervision and coaching and have working conditions that provide appropriate reward and recognition. We acknowledge our staff are sometimes exposed to hostile circumstances in the work they do, so we will be focusing on ensuring they are well supported and that health and safety risks are minimised.

We need to ensure our FHT structure is fit for purpose and that our frontline service delivery has the leadership and management capability and administrative systems and policy framework to support it. Over the next year we will be reviewing our structure to ensure we have the right balance of leadership, management, and front line service delivery expertise.

We will also be ensuring our internal systems and processes are strengthened to provide improved business efficiency. This will include an intranet system, a common electronic shared drive to store files and documents, with a user friendly and reliable retrieval method.

We will be developing and building a practice quality assurance system to monitor the quality of our work and where we find gaps we will commit to ongoing improvement. We aim to improve our organisational culture by not only seeking staff feedback through climate surveys but also engaging with our clients about how they experience our services.

OUR FINANCIAL SUSTAINABILITY

As a small NGO we need to ensure we have a solid funding base and income stream to maintain our financial sustainability. This means that our resources need to be utilised effectively to maximise services directed toward our clients rather than be wasted on unnecessary overhead costs that do not align with FHT goals. We will be looking at our current property arrangements at the Loft to consider ways to improve efficiencies, not just for FHT but other Loft partners as well.

We will continue to advocate strongly for government funding to support our work as well as keep a focus on expanding our philanthropic base. As well as continuing to develop EASI for FHT purposes we will also use it as a potential revenue stream by licensing it for use by other NGOs.

BETTER OUTCOMES FOR TAMARIKI

Getting better outcomes for tamariki is our biggest priority and while we take pride in our evidence-based achievements there is still more work to be done to ensure we are driving sustainable change in the clients we work with. Finding a way to measure outcomes into the future, long after children have passed through our FHT home based social work services will be an important longitudinal challenge. We want to work with, Canterbury District Health Board, Oranga Tamariki, Social Investment Agency and other government partners to find ways to use data to monitor outcomes during a child's journey to adulthood. We will hold ourselves to account for improving the lives of vulnerable children backed up by our data and quality assurance. We will also aim to be at the cutting edge of the latest developments around child maltreatment, undertaking a review of the international research and literature to inform and guide our thinking.

EXTENDING OUR REACH

We want to work with more vulnerable children and develop our home-based social work services further, because we think this is niche area for FHT. As a proven service we think this could be expanded further to reach more vulnerable children in the Canterbury area. We are also confident that our recent experience providing mental health services through Mana Ake sets us up for further opportunities in this field, as does the HIPPIY programme which is also a well-established feature of the FHT programme of work.

GOAL	YEAR 1 2019/20	YEAR 2 2020/21	YEAR 3 2021/22
Put Tamariki at the centre of all we do	<p>Improve the social, emotional, psychological and physical wellbeing of tamariki by:</p> <ul style="list-style-type: none"> Delivering quality home-based social work, mental health (Mana Ake) and pre-school preparation services. (HIPPY) We will develop culturally measurable outcomes for Tamariki to support requirements of Section 7AA of Oranga Tamariki Act. 	<p>Improve the social, emotional, psychological and physical wellbeing of tamariki by:</p> <ul style="list-style-type: none"> Delivering quality home-based social work, mental health (Mana Ake) and pre-school preparation services. (HIPPY) Extend our reach to more vulnerable children through our involvement in trialling intensive and early intervention services. We will implement culturally measurable outcomes for tamariki to support requirements of Section 7AA of Oranga Tamariki Act. 	<p>Improve the social, emotional, psychological and physical wellbeing of tamariki by:</p> <ul style="list-style-type: none"> Delivering quality home-based social work, mental health (Mana Ake) and pre-school preparation services. (HIPPY) Consolidate intensive intervention and early intervention services. We will continue to implement culturally measurable outcomes for tamariki to support requirements of Section 7AA of Oranga Tamariki Act.
Collaborative Partnerships	<ul style="list-style-type: none"> Partner with OT and other agencies in co-design of intensive intervention. FHT is at the forefront of government and community held dialogue and design of early intervention. Strategic alliance is established between FHT and Te Puawaitanga. Strengthen integration between 3 FHT service lines. Maintain strong relationships with government leaders. Determine our future role at The Loft in relation to Loft kaupapa and strategic direction. Establish effective relationships with Māori leaders including Ngāi Tahu. FHT through its database EASI will contribute to the work of the Social Investment Agency. 	<ul style="list-style-type: none"> Be an agency trialling intensive intervention. Be an agency trialling models of early intervention. An MOU will be developed with Ngāi Tahu and Nga Mata Waka. Consolidate and foster IT and data expertise. Maintain strong relationships with government leaders including Social Investment agency. Develop a stronger voice in the NGO sector to ensure resources and services are effective. FHT through its data base EASI will contribute to the work of the Social Investment Agency. 	<ul style="list-style-type: none"> Become an established agency delivering intensive intervention services. Become an established agency contributing services in the early intervention phase. Determine FHT role in future of Mana Ake. Use our alliance with Ngāi Tahu and Te Puawaitanga to increase and improve our bicultural responses.

GOAL	YEAR 1 2019/20	YEAR 2 2020/21	YEAR 3 2021/22
Building Capability	<ul style="list-style-type: none"> • Strengthen system and processes. <ul style="list-style-type: none"> – Review policies and manuals. – Review employment agreements. – Review recruitment selection processes. – Review processes that support staff wellbeing and safety. – Continue developing EASI as a tool for business and practice effectiveness. • Strengthen leadership and cultural competence. <ul style="list-style-type: none"> – Build a training and development programme. • Improve efficiency and effectiveness. <ul style="list-style-type: none"> – Review FHT structure including management roles. – Review FHT branding. • Strengthen FHT’s financial sustainability. <ul style="list-style-type: none"> – EASI data base will provide revenue potential under licence. – Increase the diversity and strength of our funding partners. 	<ul style="list-style-type: none"> • Strengthen system and processes. <ul style="list-style-type: none"> – Create a business management and performance reporting system, including effective business planning processes. – Introduce a new performance development and appraisal system. – Introduce a new salary band. • Build stronger communication channels. <ul style="list-style-type: none"> – Newsletter, team forums, feedback processes, streamline brochures and pamphlets etc. • Implement common shared drive and intranet. • Strengthen staff culture. <ul style="list-style-type: none"> – Develop a climate survey for staff. – Improve access to training for staff. – Provide a regular team building event. 	<ul style="list-style-type: none"> • Undertake a review to prioritise FHT future services. • Develop a system to track the outcomes of children beyond age 5 years. • Implement a business management and performance reporting system. • Implement effective business planning processes.
Improving our Practice Quality	<ul style="list-style-type: none"> • Explore practice framework that is responsive to Māori, Pacifica and other cultures. • Develop a quality assurance programme with strong focus on the child’s voice, bicultural practice and other relevant measures. • Review home based social work services against latest international research and literature. • EASI will continue to inform the quality of our work. • Through our partnering with Social Investment Agency the data exchange will demonstrate quality and improved outcomes. 	<ul style="list-style-type: none"> • Build a practice framework that is responsive to Māori, Pacifica and other cultures. • Implement quality assurance programme and relevant measures. • EASI will continue to inform the quality of our work. 	<ul style="list-style-type: none"> • Implement a practice framework that is responsive to Māori, Pacifica and other cultures. • Use quality assurance data and trends to inform FHT direction. • EASI will continue to inform the quality of our work.

Family Help Trust would like to acknowledge the on-going support of the following sponsors



Maurice Carter Trust



Urquart Family Trust



Breaking the cycle for New Zealand children

Te Roopu Awhi Whanau

The Loft, 1st Floor, Eastgate Shopping Centre
20 Buckleys Rd, Linwood, Christchurch 8062
PO Box 22 126, Christchurch

Ph: (03) 365 9912 Fax: (03) 365 9913

Web: www.familyhelptrust.org.nz

NATIONAL PATRON:
Dame Lesley Max M.B.E.

GRAPHIC DESIGN:
Kindly donated by Splashdown Design Ltd