



Strategic Plan: 2011-2015



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Mission Statement

“Towards Fullness of Life”

Aim:

1. To provide people who have mild to moderate needs a caring home-like environment based on Christian values.
2. To support each individual in the development of social and living skills.
3. To provide each individual the opportunity to live a life of greater independence, enjoyment and fulfilment.

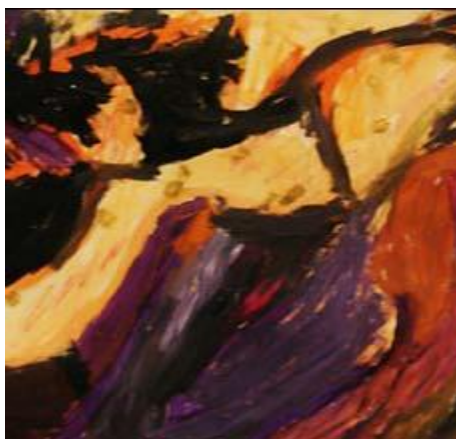


1. Introduction

The Avonside House Trust Strategic Plan outlines how over the 2011-2015 period the Trust will meet its aims of providing its residents with a caring, home-like environment based on Christian values. As the Mission Statement indicates, the Trust seeks to support the residents of Avonside House in their development of social and living skills, and providing the residents with the opportunity to live a life of greater independence, enjoyment and fulfilment.

The realisation of these aims is derived from a deliberately designed, clearly communicated and skilfully executed strategic plan. The objectives outlined in this Strategic Plan provide a road map for Avonside House Trust's planning and organisational activity.

This Strategic Plan first considers the organisational context and operating environment that Avonside House Trust is situated in. Following this, the Strategic Management Model is discussed. The six key strategic objectives and initiatives for 2011-2015 are then outlined as a means of expressing the Trust's vision.



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2. Organisational Context

Avonside House is located on two nearby sites in Avonside, Christchurch. The Lychgate Close site is located on the grounds of the Church of the Most Holy Trinity, Avonside, and the Te Orewai Place site is located at 2 Te Orewai Place. Since its inception in 1975, Avonside House first operated as a home for young people, and latterly as a home for mildly intellectually disabled people. During the mid-1990s Avonside House Trust was formed, and the Trust took over from the Parish of Avonside the operation and lease of a hostel which housed a number of intellectually disabled men on the Church grounds.

Recently, in order to reflect the diverse nature of disability, Avonside House Trust has changed its entry criteria from people with mild to moderate intellectual disability to people with mild to moderate needs. At present, most of the Trust's residents have an intellectual disability but disabled persons with other mild to moderate needs are welcome to seek residency at Avonside House. Residency can be on a permanent basis or for short-term, respite care. Entry is usually co-ordinated with the referral agency Lifelinks (03-365-9593).

Avonside House Trust is incorporated as a Charitable Trust under the Charities Act, 2005, and is registered with the Charities Commission (Registration Number CC26929). The Trust's role is concerned with Governance; that is, overall strategy and monitoring. Daily operations are thus delegated to the Manager, who co-ordinates staff and residents. The Trust is funded through contracts with the Ministry of Health and grants from community funding organisations.

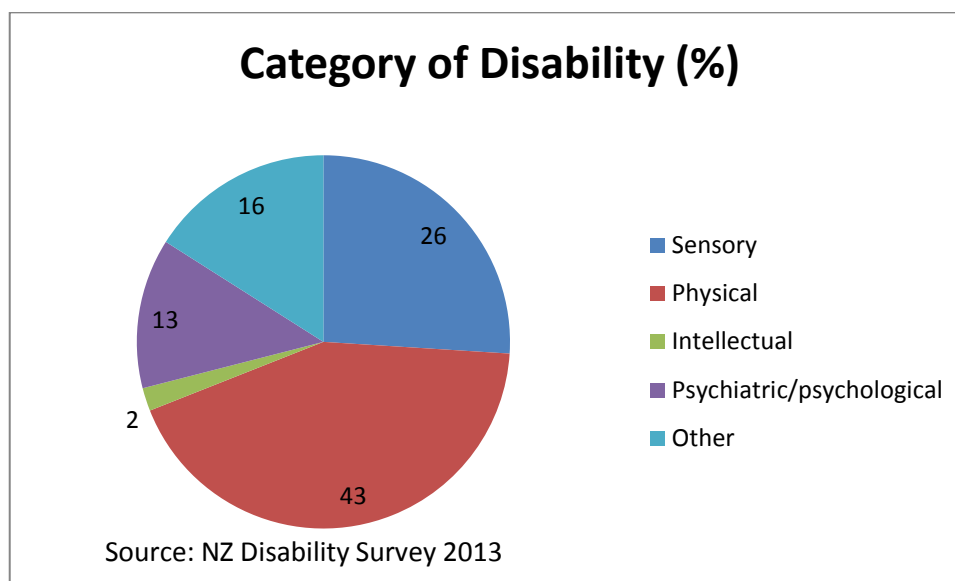
A range of accommodation options are needed for the Trust's adult residents. In particular, the Trust's residents are getting older and are finding the upstairs accommodation difficult. Accordingly, Avonside House Trust has built new accommodation on Te Orewai Place, which was completed in June 2011, with single-level accommodation. These new units, which are in close proximity to its original site at 20 Lychgate Close, Avonside, meet the 'Lifemark' standard. This means particular care has gone into the design stage with the aim being to enhance comfort and safety. Features include level entry to showers and extra space around beds to accommodate the needs of those with reduced mobility.

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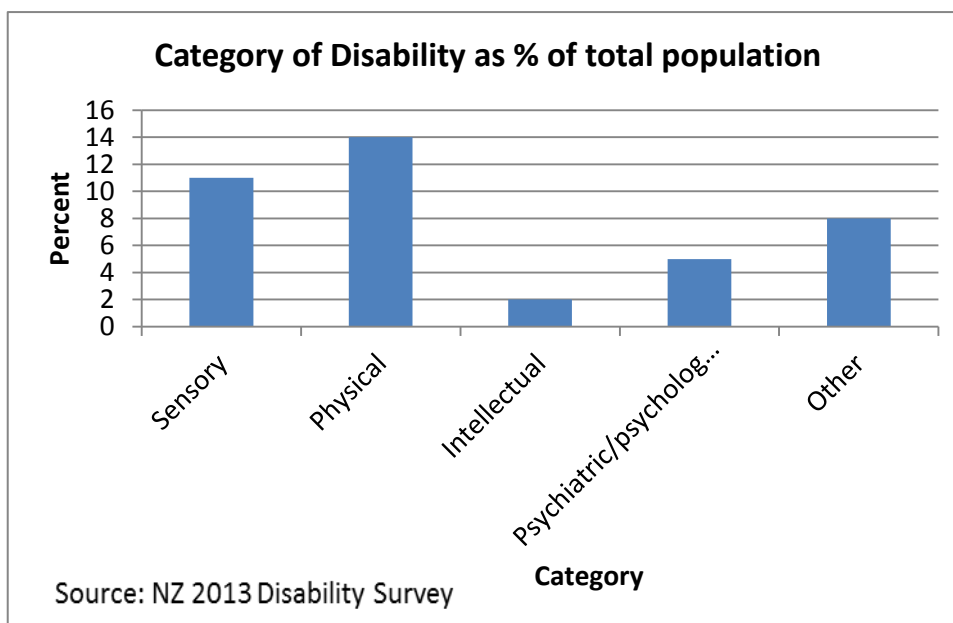
3. Operating Environment

3.1 Disability in New Zealand

According to the 2013 Disability Survey, the disability population of New Zealand was 1,062,000, or 24 percent of the total population. This figure is higher than the rates reported in the two previous surveys in 2006 (17 percent) and 2001 (20 percent). The proportion of the New Zealand population in older age groups is growing, and people in these age groups are more likely to be disabled than younger adults or children. However, population ageing does not account for all of the increase because people may be more willing to report their disabilities as the public perception of disability changes, and due to methodological improvements to the survey. The total disability population in 2013 consisted of 967,000 adults and 95,000 children. Approximately 53 percent of disabled people have multiple disabilities (Statistics New Zealand, 2013a).



Physical disability is the most common disability, comprising 43 percent of the disability population or 14 percent of the total population. Sensory disabilities (hearing and/or visual disabilities) were the second most common disability, afflicting 26 percent of people with a disability (11 percent of the total population). Sixteen percent of the disability population (eight percent of the total population) reported having other types of disability, such as difficulty speaking, learning, remembering or doing everyday activities. Fourteen percent of people with a disability (five percent of the total population) reported having psychiatric or psychological disabilities. Two percent of the total and disability populations have an intellectual disability (Statistics New Zealand, 2013a). Please see the graphs above and below for details.



Ninety-six percent (925,000) of the adult disability population were living in households, and four percent (42,000) were adults living in residential care facilities (Statistics New Zealand, 2013a). It is estimated that between 11,500-15,000 adults need on-going support due to an intellectual disability (Richmond NZ, 2008). It is interesting to note that there are more males (three percent) than females (one percent) in the disability population (Statistics New Zealand, 2013a).

Many adults with an intellectual disability experience a number of disadvantages in comparison to the rest of the population. Most adults with an intellectual disability are on low incomes and 27 percent are receiving the Invalids Benefit. Less than half of intellectually disabled adults aged 16-64 are employed in the labour force. In comparison, 74.6 percent of adults aged 16-64 are employed in the labour force. Other disadvantages of the intellectually disabled include having lower levels of attaining educational qualifications and low rates of home ownership (Ministry of Health, 2005).

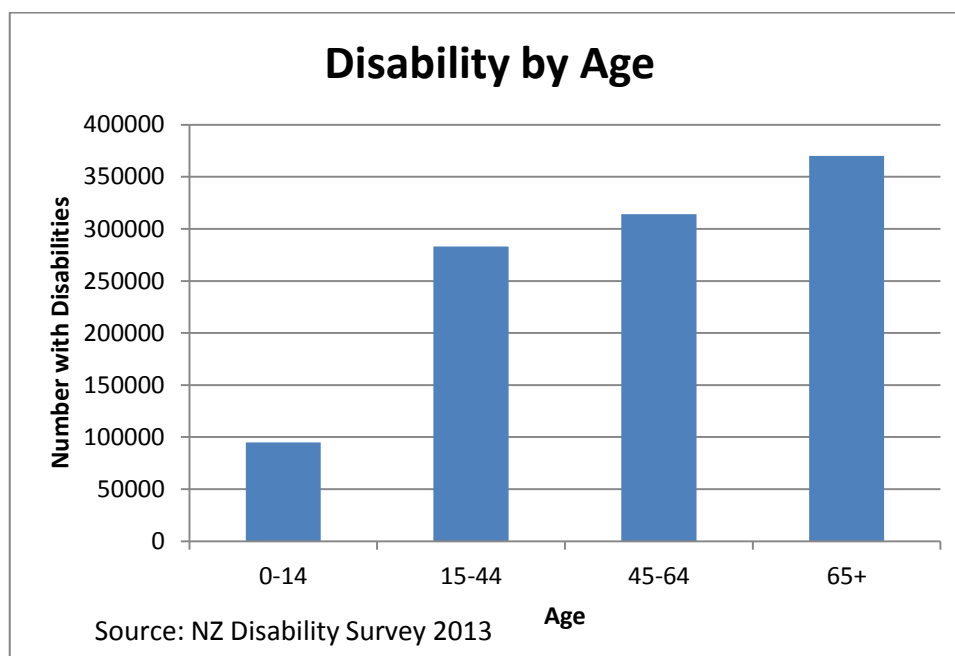
In general terms, many people with intellectual disabilities have on-going and complex health needs (National Advisory Committee on Health and Disability, 2003). Males and females, for example, with an intellectual disability have a lower life expectancy by 18 and 23 years respectively than males and females without an intellectual disability. Those with intellectual disabilities have a whole host of poorer health outcomes than the rest of the population. People with an intellectual disability are 1.5 times more likely to receive care or treatment for the serious chronic health conditions of morbid obesity, cancer, kidney disease, diabetes, respiratory disease and coronary heart disease than those without an intellectual disability (Ministry of Health, 2011).

3.2 The Ageing Population

An increasing number of people are living longer as the proportion of older people is projected to continue to increase until 2040 (Richmond NZ, 2008). The median age is projected to increase from 36 years in 2006 to 42 years in Christchurch by 2031. In 2006, there were 48,500 people aged over 65 in Christchurch (13 percent of the city population); by 2031 this figure is projected to increase to 95,300 or 23 percent of the city population

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(Christchurch City Council, 2014).¹ The aging population is important to consider because the incidence of disability increases with age, from 11 percent of children aged under 15 years having a disability to 59 percent of those aged 65 years and over having a disability (Statistics New Zealand, 2013a). Although intellectual disability is usually a condition that is congenital or begins early in life, as people age they are more likely to acquire multiple disabilities. This means that many of the Trust's residents are likely to gain more disabilities as they get older.



3.3 Social & Economic Factors

Government spending on health continues to increase as a proportion of total government spending. The Non-Government Organisation (NGO) sector is a significant service provider within the health and disability sector, and there is an expectation that the NGO sector will continue to remain an important provider in this sector (Richmond NZ, 2008). Ministry of Health funding is not expected to significantly increase within the next few years as New Zealand recovers from the 2008/09 economic recession and the Christchurch earthquakes.

Partnership and inclusion are widely promoted within the health and disability sector. The Ministry of Health's Disability Services (2008) states: "We want to help build better, stronger, inclusive communities in a spirit that reflects partnership and participation between, other government agencies and disabled people". Accordingly, the Ministry of Health has moved towards an outcomes-based approach to planning and funding of disability support services. This means that services are funded in a way that allows greater flexibility in what is provided, encourages cross-agency collaboration in providing these services and shifts the 'ownership' of the services more towards the consumer (Ministry of

¹ These projections do not take into account the decrease in the city's population by around 10,000 people following the Christchurch earthquakes (Statistics New Zealand, 2013b).

Health, 2008). At the time of writing it remains unclear if community residential services funded by the Ministry of Health will continue to grow in future years. A new project by the Ministry – *Choice in Community Living* – advocates increasing alternatives to residential services, and is about opening up opportunities for disabled people and their family to have more choice and control about their living circumstances – where they live, who they live with and how they are supported (Ministry of Health, 2013).

3.4 2010/2011 Christchurch Earthquakes

The 2010/2011 Christchurch earthquakes have had a significant impact upon Avonside House Trust's strategic priorities and business planning over the next five years. In the years ahead the earthquakes will continue to have an impact upon the roading, electrical and drainage infrastructure, the available labour force, population, housing, community facilities and many other aspects of life in Christchurch. The impact of the earthquakes will be a continual factor in the strategic priorities for Avonside House over the next five years. In particular, the earthquakes have had an impact in terms of the vision of growing the size of the organisation. The loss of the Hostel (see left) at the Lychgate Close site due to earthquake damage has changed the original focus of the Te Orewai Place site (see below) from housing highly independent disabled people to housing some higher needs people. However, despite these difficulties Avonside House Trust is making significant progress in recovering from the earthquakes. At the present moment (November 2014) Avonside House Trust is evaluating the current model of service delivery.



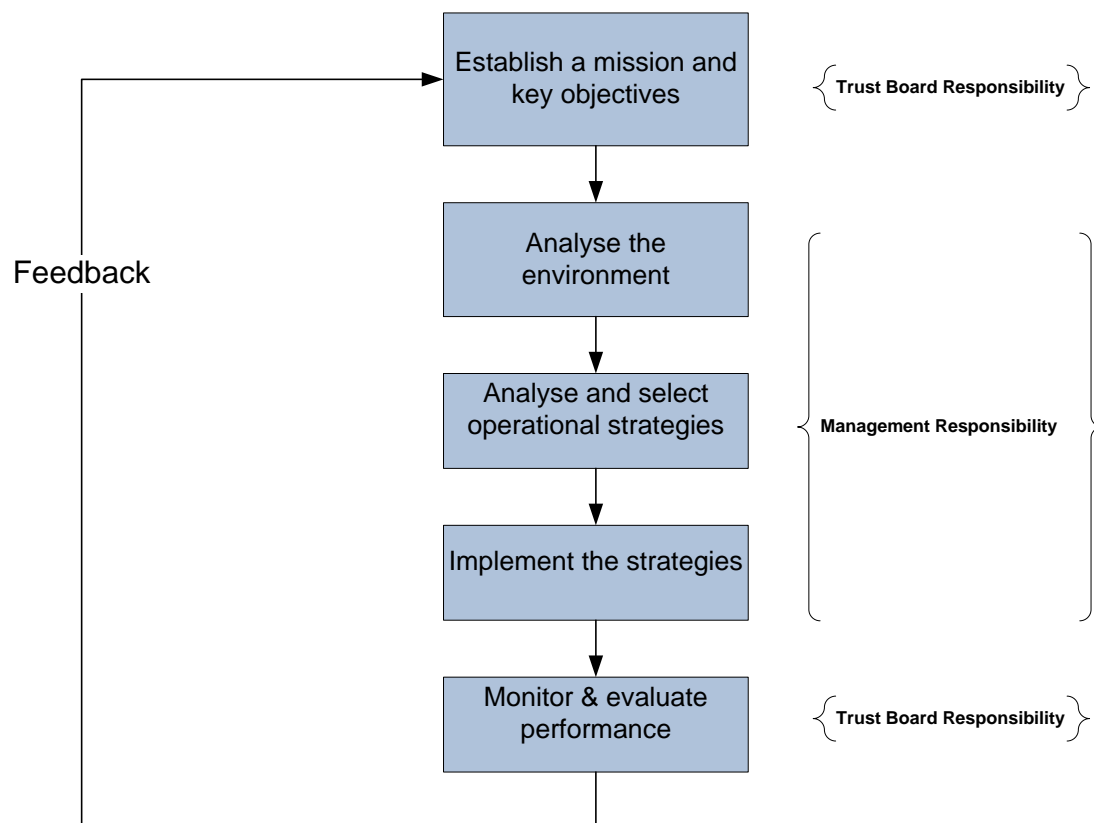
4. Strategic Management

4.1 Strategic Management Model

Strategy involves the plan of action that describes resource allocation and activities for dealing with the environment and attaining the organisation's goals. *Strategic management* is the set of decisions and actions used to formulate and implement strategies that will provide a competitively superior fit between an organisation and its environment in order to achieve organisational goals (Samson & Daft 2005).

The Strategic Management Model for Avonside House Trust is as follows:

Strategic Management Model



Source: Adapted from Samson & Daft 2005.

As the diagram demonstrates, the Avonside House Trust Board has responsibility for establishing a mission and key objectives, and for monitoring and evaluating performance based on the mission and key objectives. Management's role is to analyse the environment, analyse and select operational strategies, and to implement these strategies.

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4.2 Grand Strategy

Grand strategy is the general plan of action by which the organisation intends to achieve its long-term goals. This is achieved through three major plans of action:

- Growth
- Stability
- Retrenchment

Avonside House Trust's grand strategy is outlined in the Key Strategic Initiatives section.

4.3 Value Creation

In order to stay competitive with other similar organisations, Avonside House Trust must ascertain its *core competency*. In addition, a competitive advantage can occur through creating *synergy*. This is a situation that occurs when the organisation's parts interact to produce a joint effect that is greater the sum of the parts acting alone. Synergy may lead to a special competitive advantage.

By exploiting core competencies and attaining synergies, Avonside House Trust can create value for the Trust's residents.

There are three main methods to create value:

1. *Differentiation*: The organisation seeks to distinguish its services from those of its competitors.
2. *Cost control*: The organisation aggressively seeks efficient facilities, cuts costs and employs tight cost controls to be more efficient than competitors.
3. *Focus*: An emphasis upon a specific aspect of the organisation's business.

4.4 Key Questions

- What grand strategy will Avonside House Trust utilise? Growth, stability, retrenchment, or a mixture of all three strategies?
- What is Avonside House Trust's competitive advantage over other similar residential providers?
- What does Avonside House Trust do especially well in comparison to other similar residential providers?
- What methods will Avonside House Trust use to create value? Differentiation, cost control or focus?

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5. Avonside House Trust in 2014

Avonside House Trust is a well-governed organization, with committed and caring management and staff, good home-like facilities, and residents living a life of greater independence, enjoyment and fulfilment.

5.1 Residents

- Residents participate in decisions wherever practicable.
- There are 25 permanent residents plus some short-term respite residents.
- Occupancy is generally high.
- Every effort is made to assure that residents are compatible and housed in locations that facilitate this.
- Regular residents' meetings are held.
- Residents are able to attend Christian church services.
- Christian pastoral care provided.
- Families are invited to participate in the life of their family member at Avonside House through visits and participation in social functions.
- Programmes are planned and arranged in consultation with each resident, their family, support person and management. They may include:
 - Learning cooking and housekeeping skills
 - Building self-esteem and social skills

5.2 Services

- Individuals requiring permanent and respite (short stay) care are actively sought.
- The residents' educational, vocational and recreational needs are addressed on an on-going basis with an annual Lifestyle Plan, the development of an organised activities programme and an on-going independent living skills programme.
- Participation in sporting activities (e.g. Special Olympics) and local events, regular outings, trips and holidays.
- Attending training and vocational courses.

5.3 Governance

- There is a clear distinction between the roles of governance and management, consistent with the basic principles of 'policy governance'.
- The Board consists of seven members, and meets monthly.
- Staff are advised of the decisions of the Board each month via Management.
- An Annual General Meeting (AGM) is held each year.

5.4 Management and staff

- The management/staff structure includes a Manager, two Assistant Managers, the Finance Officer, two Residential Co-ordinators, Residential Support Workers, Domestic Support Worker and a Recreation Co-ordinator.
- Staff are encouraged to gain the National Certificate in Health, Disability and Aged Support (Foundation Skills and Core Competencies, Level 2 & 3).
- Regular Staff, Health & Safety, and Management Meetings are held.
- Annual Staff, Resident and Family Surveys are carried out.
- A Continuous Quality Improvement model is in place:
 - Training, Risk Management and Quality Plans.
 - Certification Audits and Developmental Evaluations.
 - Policy Manual is continually reviewed, updated and improved.
 - Internal monitoring and staff documentation
- Avonside House Trust has a website (<http://www.avonsidehouse.org.nz>) and Broadband internet.

5.5 Facilities

- Diverse range of residential accommodation in a home-like environment on two adjacent sites, on Lychgate Close and Te Orewai Place.
- Own bedroom for each resident.
- Comfortable, modern facilities.
- Food and meals provided.
- All facilities meet fire regulations.

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6. Key Strategic Objectives 2011-2015

To promote the independence, enjoyment, fulfilment, health and well-being of the residents of Avonside House by the following means:

6.1 Continued Provision/Further Development of High Quality Services:

- To provide and further enhance a range of high quality services that enhance the quality of life for the Trust's residents
- To provide opportunities for residents to engage in educational, vocational and recreational pursuits
- To improve good communication, both within the organisation and externally

6.2 Investing in Staff:

- To recruit, maintain, encourage and value a happy and contented staff, in a team like environment
- To further develop education and training

6.3 To Further Develop Avonside House Trust as a High Performing Organisation:

- To continually improve the financial management system
- To increase the funding base for Avonside House Trust

6.4 Developing External Relationships:

- To promote good relationships in the wider community
- To promote resident & family/whanau involvement

6.5 Risk Management/Quality Improvement:

- To eliminate, isolate and minimise all known risks to the organisation
- To meet required standards for Certification and evaluation
- To comply with all relevant legislation

6.6 Adverse Events

- To prepare for all adverse events
- Recover from 2010/2011 Christchurch earthquakes

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7. Key Strategic Initiatives 2011-2015

7.1 Objective 1: Continued Provision/Further Development of High Quality Services

Avonside House Trust's main commitment is to work with residents, their families/whanau and other agencies in order to promote and enhance each resident's well-being, independence and quality of life. This is achieved via service delivery, monitoring and reporting.

1.1 To provide and further enhance a range of high quality services that enhance the quality of life for the Trust's residents

Key Strategy	Action	Timeframe
<ul style="list-style-type: none"> Extend living options for residents 	<ul style="list-style-type: none"> Construction of seven new two-bedroom units plus a supervisor's unit on Te Orewai Place Resume expansion plans, including possible new accommodation and office, once financial position is consolidated and earthquake-related insurance payments are received 	<ul style="list-style-type: none"> Completed June 2011 New temporary office June 2014 New accommodation 2015
<ul style="list-style-type: none"> Extend scope of potential residents 	<ul style="list-style-type: none"> Alter entry criteria from mild to moderate intellectual disability to mild to moderate needs Implementing and monitoring new entry criteria Extend provision of short and long term respite care 	<ul style="list-style-type: none"> Commenced January 2011 On-going goal On-going goal
<ul style="list-style-type: none"> Improve financial security of Avonside House Trust 	<ul style="list-style-type: none"> Purchase of the land for 20 Lychgate Close from Church Property Trustees 	<ul style="list-style-type: none"> Abandoned due to earthquake damage

1.2 To provide opportunities for residents to engage in educational, vocational and recreational pursuits

Key Strategy	Action	Timeframe
<ul style="list-style-type: none"> Extend recreational and cultural opportunities for residents 	<ul style="list-style-type: none"> Residents' trip to Australia 	<ul style="list-style-type: none"> Postponed indefinitely
<ul style="list-style-type: none"> Continue to enhance residents' quality of life educationally, vocationally and recreationally 	<ul style="list-style-type: none"> Annual Lifestyle Plans Annual residents' holiday Continue semi-independent living options 	<ul style="list-style-type: none"> On-going goals

1.3 To improve good communication, both within the organisation and externally

Key Strategy	Action	Timeframe
<ul style="list-style-type: none"> Clarification of Governance and Management roles 	<ul style="list-style-type: none"> Review of Trust Board policies 	<ul style="list-style-type: none"> Review of policies completed March 2013 (to be reviewed in March 2015)
<ul style="list-style-type: none"> Continue with previous communication goals 	<ul style="list-style-type: none"> On-going regular Residents', Staff, Health & Safety Committee, Management and Trust Board Meetings Monthly feedback to staff of Trust Board Meetings Annual Staff, Resident and Family Surveys 	<ul style="list-style-type: none"> On-going goals

7.2 Objective 2: Investing in Staff

The end result of human resource planning is to have a committed, competent and adaptable workforce. In particular, the competency and expertise of Avonside House Trust's staff has a flow-on effect to the quality of outcomes for the Trust's residents. It is therefore of vital importance to value the staff as the Trust's most important organisational asset. In order for the Trust's staff to achieve the required level of competencies necessary for their positions, staff need to have access to on-going professional development and learning opportunities.

There are a number of other human resource challenges for Avonside House Trust to attract, recruit and retain suitable staff:

- Low pay and lack of career structure/qualifications makes recruitment and retention difficult when unemployment is low.
- An ageing workforce will lead to a shrinking labour pool in future years.
- A lack of computer technology skills for staff completing resident documentation.
- Difficulties developing potential leaders.

2.1 To recruit, maintain, encourage and value a happy and contented staff, in a team like environment

Key Strategy	Action	Timeframe
<ul style="list-style-type: none"> • To recruit, maintain, encourage and value a happy and contented staff, in a team like environment 	<ul style="list-style-type: none"> • Wage review • Performance Appraisals • Human Resource Planning 	<ul style="list-style-type: none"> • Annually

2.2 To further develop education and training

Key Strategy	Action	Timeframe
<ul style="list-style-type: none"> • Continually improve staff capability and capacity 	<ul style="list-style-type: none"> • Support all Residential Support Worker staff to attain qualifications in the National Certificate in Health, Disability and Aged Support • Training plan for all staff 	<ul style="list-style-type: none"> • Four employees have completed the Certificate and five members of staff presently working towards this • All Residential Support Worker staff to complete Certificate by the end of 2015

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7.3 Objective 3: To Further Develop Avonside House Trust as a High Performing Organisation

Avonside House Trust aims to develop its financial performance and viability through the following measures:

3.1 To continually improve Financial Management System

Key Strategy	Action	Timeframe
<ul style="list-style-type: none"> Establish the financial position of organisation 	<ul style="list-style-type: none"> Financial Audit 	<ul style="list-style-type: none"> Annually
<ul style="list-style-type: none"> Minimise financial risk 	<ul style="list-style-type: none"> Financial Audit Board monitoring financial risk Assessment of breakeven number of residents Improve cash flow and asset base Obtain business interruption insurance and disaster cover Development of an annual business plan 	<ul style="list-style-type: none"> Annually Monthly Monthly On-going goal Completed August 2014 Completed April 2012 On-going goal
<ul style="list-style-type: none"> Improve financial management information 	<ul style="list-style-type: none"> Further developing reporting to Board and Management 	<ul style="list-style-type: none"> On-going goal

3.2 To Increase the Funding Base for Avonside House Trust

Key Strategy	Action	Timeframe
<ul style="list-style-type: none"> Negotiate Contracts for Services with Government Agencies 	<ul style="list-style-type: none"> Supported independent living Vocational 	<ul style="list-style-type: none"> On-going goal
<ul style="list-style-type: none"> Source further grant funding 	<ul style="list-style-type: none"> On-going goal 	<ul style="list-style-type: none"> On-going goal

7.4 Objective 4: Developing External Relationships

Although Avonside House Trust is a small to medium disability residential service provider, it still has an important role to play in interacting with and assisting a variety of other organisations. In particular, Avonside House Trust is committed to working alongside other organisations to develop and maintain collaborative approaches in order to achieve shared goals.

4.1 To Promote Good Relationships in the Wider Community

Key Strategy	Action	Timeframe
<ul style="list-style-type: none"> Promote positive relationships in the wider community Avonside House to become more visible in the wider community 	<ul style="list-style-type: none"> Marketing, Fundraising and Public Relations planning contained in the Quality Development Plan 	<ul style="list-style-type: none"> On-going annual plans
<ul style="list-style-type: none"> Promote positive relations Church of the Most Holy Trinity, Avonside 	<ul style="list-style-type: none"> Update Memorandum of Understanding 	<ul style="list-style-type: none"> Completed January 2012 Possible revision 2014
<ul style="list-style-type: none"> Enhance good relationships with other immediate residential providers and wider community including social, welfare, Maori, vocational and residential services 	<ul style="list-style-type: none"> Joined New Zealand Disability Support Network 2010 Disability Information Centre 	<ul style="list-style-type: none"> On-going goal

4.2 To Promote Resident & Family/Whanau Involvement

Key Strategy	Action	Timeframe
<ul style="list-style-type: none"> Resident participation evident across the organisation 	<ul style="list-style-type: none"> Continue to facilitate resident participation and explore new avenues for resident participation 	<ul style="list-style-type: none"> On-going goal
<ul style="list-style-type: none"> Family participation evident across the organisation 	<ul style="list-style-type: none"> Family representatives on the Board Encouraging regular contact with family/whanau Continue newsletter to family/whanau (hardcopy and website) Continue to invite family/whanau to Avonside House functions 	<ul style="list-style-type: none"> On-going goals
<ul style="list-style-type: none"> Resident participation in supported vocational training/employment 	<ul style="list-style-type: none"> All residents in supported vocational training/employment Expand current activities programme 	<ul style="list-style-type: none"> The vast majority of residents are in vocational training/employment

7.5 Objective 5: Risk Minimisation/Quality Development

Avonside House Trust's effectiveness as an organisation is reliant upon the efficacy of the Trust's organisational environment. In addition to the Trust's facilities and staffing, effective policies, procedures and business practice are vital to the on-going sustainability and prosperity of the organisation. In particular, there is an emphasis upon continuous quality improvement and organisational learning.

5.1 To eliminate, isolate and minimise all known risks to the organisation		
Key Strategy	Action	Timeframe
<ul style="list-style-type: none"> Infection Control surveillance 	<ul style="list-style-type: none"> Annual Audit Quarterly Infection Control Report 	<ul style="list-style-type: none"> On-going goal
<ul style="list-style-type: none"> Hazard identification 	<ul style="list-style-type: none"> Annual Incident Report Audit 	<ul style="list-style-type: none"> On-going goal
<ul style="list-style-type: none"> Health & Safety Monitoring 	<ul style="list-style-type: none"> Monthly 	<ul style="list-style-type: none"> On-going goal
<ul style="list-style-type: none"> Incident Report Monitoring 	<ul style="list-style-type: none"> Monthly 	<ul style="list-style-type: none"> On-going goal
5.2 To meet required standards for Certification and evaluation		
Key Strategy	Action	Timeframe
<ul style="list-style-type: none"> Continuous Quality Improvement 	<ul style="list-style-type: none"> Quality Development Plan 	<ul style="list-style-type: none"> Monthly review
<ul style="list-style-type: none"> Eliminate, isolate and minimise known risks 	<ul style="list-style-type: none"> Risk Management Plan Health & Safety Charter 	<ul style="list-style-type: none"> Monthly review

5.2 To meet required standards for Certification and evaluation

Key Strategy	Action	Timeframe
<ul style="list-style-type: none"> Policies & procedures provide guidelines and a framework for Staff and Trustees 	<ul style="list-style-type: none"> Policy and Procedure Manuals which are proactively updated to reflect changes within the organisation 	<ul style="list-style-type: none"> Biannual review
<ul style="list-style-type: none"> Compliance with standards 	<ul style="list-style-type: none"> Certification & Developmental Evaluations 	<ul style="list-style-type: none"> On-going goal
<ul style="list-style-type: none"> Organisational strategy 	<ul style="list-style-type: none"> Review of the Strategic Plan 	<ul style="list-style-type: none"> Annual review completed September 2014

5.3 To Monitor Compliance with all Relevant Legislation

Key Strategy	Action	Timeframe
<ul style="list-style-type: none"> The organisation to act within the constraints of the law 	<ul style="list-style-type: none"> Management and the Trust Board to monitor 	<ul style="list-style-type: none"> Monthly review

7.6 Objective 6: Prepare and Recover from Adverse Events

6.1 To Prepare for all adverse events

Key Strategy	Action	Timeframe
<ul style="list-style-type: none"> To have an effective emergency plan and policy in operation 	<ul style="list-style-type: none"> Policy review Training Documentation review – electronic storage of information 	<ul style="list-style-type: none"> Completed 2011/2012 2014/2015

6.2 Recover from 2010/2011 Christchurch earthquakes

Key Strategy	Action	Timeframe
<ul style="list-style-type: none"> For the organisation to be in a position where it has recovered from the 2010/2011 earthquakes 	<ul style="list-style-type: none"> Repair damage to homes and grounds Obtain new office premises Find permanent solutions to power, telephone, water and sewerage connections ‘Quake safe’ all residences Offer training and counselling to residents and staff 	<ul style="list-style-type: none"> To be completed Completed 2011/2012 On-going goal



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9. Appendix 1: Avonside House Trust Directory

Principal Activity	Provision of accommodation and training to individuals with mild to moderate needs
Business location	20 Lychgate Close/2 Te Orewai Place, Avonside, Christchurch
Trustees	Graham Martin (Chairman) Barry Dent Robin Mellish Barry Shields (QSM) John Thompson Heather Robinson Anthony Waters
Secretary	Anthony Waters
Treasurer Registered Office	Vacant at present 2 Te Orewai Place, Avonside, Christchurch
Legal Advisors	Papprills 395 Brougham Street, Christchurch 8013
Bankers	Westpac, Eastgate Branch, Cnr Linwood Ave & Cranley Street, Christchurch
Auditors & Accountants	Price Waterhouse Coopers 5 Sir Gil Simpson Drive, Canterbury Technology Park, Christchurch 8053

10. Appendix 2: Avonside House Trust Structure



Structure 2014

