



EVARO

Strategic Plan

2021 - 2024

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Vision

That the lives of people with disabilities are supported and improved, including their choices of where they live, learn, work and socialise.

Mission

We will achieve our vision by...

- Supporting the quality of life of people with disabilities and mental health consumers;
- Assisting people with disabilities and mental health consumers to have self-determination - to create the lives they want, connected to and with their communities, and pursuing long-term relationships and economic futures; and
- Innovative practices that strengthen the capacity to develop, implement and provide quality and professional services that promote intellectual, physical, cultural, economic and social wellbeing; and
- Mobilising knowledge and resources to meet future challenges.

Our Values

The social and vocational needs of individuals with disabilities and/or mental health conditions are our first priority.

We value the voice of people with disabilities and those with mental health conditions.

We believe that the needs of people with disabilities and/or mental health conditions can be better met through collaboration with likeminded organisations and will establish alliances to achieve this.

We strive to increase the public awareness of intellectual disability and mental health issues.

We will work within a model that supports progress for each person and encourages community integration, social, and economic inclusion.

We value a high level of transparency and participation.

Our services will be accessible and responsive.

We will be efficient and cost-conscious.

We will endeavour to use evidence-based best practice in our services.

We believe in a continuous quality improvement approach throughout our organisation.

The Purpose

The intent of the EVARO Strategic Plan 2020 to 2024 is to provide a clear direction and unity of purpose for everyone involved in the governance, management and delivery of services for our members.

The EVARO Strategic Plan is designed to:

- Provide guidance and direction to the Board so that they can plan and arrange their work to contribute to the achievement of our strategic goals.
- Be involved in the process of developing annual budgets and allocating resources to strategic programmes and projects.
- Provide a framework to measure and track our performance.
- Communicate to our members, the disability sector and Government, our goals for the next four years and our position as it relates to current and future disability policy.

This document contains a summary of the programmes and actions identified by the members of Evaro, Staff and Board as being fundamental to the future of the organisation over the next four years.

This document will be subject to an annual review process. Beneath this document sits the annual business plan and annual budget.

Environmental Context

EVARO was established in 1928 and provides a range of services for adults with intellectual disabilities and/or mental health conditions. We offer learning programmes, activities and support to encourage independence and a better quality of life.

We are committed to the **United Nations Convention on the Rights of Persons with Disabilities** and the guiding principles of the Convention:

- Respect for inherent dignity, individual autonomy including the freedom for our members to make their own choices, and be independent.
- Non-discrimination – we will advocate for the abolishment of laws, regulations, customs and practices that constitute discrimination.
- Support for our members to have full and effective participation and inclusion in society.
- Respect for difference and acceptance of persons with disabilities as part of human diversity and humanity.
- Equality of opportunity for our members.
- Accessibility - identify and eliminate obstacles and barriers to ensure that our members can access their environment, transportation, public facilities and services, and information and communications technologies.
- Equality between men and women for our members.
- Respect for the evolving capacities of our members and respect for the right of our members to preserve their identities.

New Zealand Disability Strategy:

The vision of the New Zealand Disability Strategy is: New Zealand is a non-disabling society - a place where disabled people have an equal opportunity to achieve their goals and aspirations, and all of New Zealand works together to make this happen.

Outcome 1 – Education – the transition from school is smooth, with the right information and supports available at the right time. Our members are supported to develop friendships and social skills, as well as resilience, determination and confidence.

Outcome 2 - Employment and economic security – Access to mainstream employment and income support services is barrier free and inclusive. Our Supported Employment service will be of a high quality, available and accessible to those that need it.

Outcome 3 - Health and wellbeing – Our members are supported to have the highest attainable standards of health and wellbeing. The importance of belonging to and participating in our community to reduce social isolation, and increases overall wellbeing, is recognised and supported.

Outcome 4 - Rights protection and justice – Our members' rights are protected.

Outcome 5 – Accessibility – Our members are supported to access all places, services and information with ease and dignity. We strive to make our communities free of barriers, which enable our members to participate and contribute on an equal basis with non-disabled people.

Outcome 6 – Attitudes – Our members are treated with dignity and respect. We will seek out ways to change discriminatory attitudes and ensure the basic human rights are upheld for all people.

Outcome 7 - Choice and control – Our members are supported to have choice and control over their lives. Plans or decisions that affect, or have implications for our members, will not be developed without their involvement or consent.

Outcome 8 – Leadership – Our members will have opportunities to demonstrate leadership and be role models. Our members are recognised for their skills, talents and leadership potential. Non-disabled people in leadership roles will act as allies and work closely with our members.

Evvaro has embraced the *Principles* as outlined in **Enabling Good Lives** (<https://www.enablinggoodlives.co.nz/about-egl/egl-approach/principles/>) and strives to deliver

services that reflect the Principles of:

- **Self-Determination:** Our members are supported to be in control of their lives.
- **Beginning Early:** Families and whānau are supported. Our members are encouraged to have aspirational goals. There will be a focus on building community and natural supports and supporting our members to become independent.
- **Person-Centred:** Our members will have supports that are tailored to their individual needs and goals, and that take a whole life approach rather than being split across programmes.
- **Ordinary life outcomes:** Our members are supported to live an everyday life in everyday places. They are regarded as citizens with opportunities for learning, employment, having a home and family, and social participation - like others at similar stages of life.
- **Mainstream first:** Our members are supported to access mainstream services.
- **Mana Enhancing:** The abilities and contributions of our members and their families are recognised and respected.
- **Easy to Use:** Our members have supports that are simple to use and flexible.
- **Relationship Building:** Supports build and strengthen relationships between our members, their whānau and community.

Te Tiriti o Waitangi:

We understand that cultural identity and connectedness is important to wellbeing. Te Tiriti o Waitangi principles of partnership, participation, and protection inform our policies and processes, and tikanga (protocols) are incorporated into our daily work practices. A main area identified for the health and disability sectors is the improvement of health outcomes for Maori communities. We are strong advocates for services that are culturally accessible and we highly value Maori perspectives and the contribution Maori make in cultural and other matters within our organisation. Our members have relationships with service providers in our communities who can provide cultural advice and oversight. Evvaro staff will receive regular training regarding Te Tiriti o Waitangi and tikanga, and are supported to find practical ways to ensure the essence of the Treaty is incorporated into daily service provision. We recognise the holistic approach to Maori wellbeing and sense of family, encourage Whanau participation in planning and evaluation of services, promote Maori activities representative of the culture in service provision, and encourage appropriate usage of Te Reo Maori.

Evvaro offers a range of support services to its members through separately-branded service entities:



Our Customers

Our customers are our members, who are people with intellectual disabilities and/or mental health conditions who are seeking to further develop their social and vocational independence.

Who are our stakeholders?

A stakeholder of EVARO is an individual or organisation that helps or enables EVARO to deliver its services to its customer. Stakeholders may be internal or external to EVARO. To prioritise our stakeholder engagement the following four categories have been defined to determine the communications activities that will be undertaken:

- **Inform** – we will tell stakeholders to make them aware.
- **Consult** – we will engage, listen to and respond.
- **Involve** – we are committed to work together where common ground exists.
- **Partner** – we need to work together to achieve the best outcomes.

Dimension	Type	Stakeholder	Approach
External	Political	Minister for Disability Issues	Inform
		Minister of Social Development	Inform
		Office of Disability Issues	Inform
		Human Rights Commission	Inform
		Work and Income, MSD	Inform, Consult, Involve
		Ministry of Health, Disability Support Services	Inform, Consult, Involve
	Economic	MSD (Work and Income Contracts)	Inform, Consult, Involve
		Grant Organisations	Inform, Consult, Involve
	Social	Prospective Consumers	Inform & Involve
		Area High Schools/Colleges	Inform & Involve
Prospective Families		Inform & Involve	
Technological	Website, Facebook, Neighbourly	Inform	
Internal		Board members	Inform, consult, partner, Involve
		Staff	Inform, consult, partner, Involve
		Contractors	Inform, consult, partner
		Membership (consumers & families)	Inform, consult, partner, Involve

Our Key Priorities

1. Service Quality and Effectiveness

We will provide services aimed at having our members feeling empowered, leading self-determined and fulfilled lives, and feeling supported to ensure that their rights are respected and protected.

We will achieve this by:

We will achieve this by: being the service of choice for people with disabilities and their families. We will develop new ways of supporting people through individual and holistic programmes. Develop community relationships that support inclusion, engagement, increased participation and involvement in our community. By promoting wellness services and therapeutic programmes aimed at improving confidence and self-esteem. While being responsive to the diverse needs and demands of our members, their families, and the wider disability community.

2. Staffing

We will ensure that our staff are equipped, engaged, motivated, and trained to deliver great client experiences and outcomes.

We will achieve this by:

Giving staff the freedom to perform their job in a spontaneous and flexible way to deliver high level responsive services. We will focus on staff training and development needs while utilising staff skills and connections. Providing a supportive and dynamic workplace that supports the welfare and wellbeing of staff so that Evaro is an employer of choice. By recruiting and retaining highly skilled, productive and motivated staff.

3. Communication

We will effectively communicate our goals, plans and objectives to our key stakeholder and community using a variety of means...

We will achieve this by:

Developing platforms for information sharing that improves communication with members and families, including expanding our social media presence. Increase our collaboration with mainstream organisations, schools, employers, iwi, and potential sponsors. Advocate for the disability sector with local and central government and grow the relationships with local Work and Income offices.

4. Funding, Resources and Risk

We will acquire the resources and finances needed to deliver a range and quality of services that reflect our clients' needs and wants in line with the principles of 'Enabling Good Lives'.

We will achieve this by:

Holding a Board led annual fundraising event that not only brings in money but also promotes the organisation with local businesses and attracts potential sponsors. Grow our investment to ensure we continue to be a sustainable organisation and one that potentially could achieve financial independence in the long term. Align the risk management plan and

Health & Safety Policies, ensuring that we are able to identify possible adverse events and record critical incidence, and develop strategies to eliminate or mitigate risks.