

Right Service Right Time



Working together to improve the lives of
children, young people and families/whānau



Right Service Right Time
Strategic Plan 2012-2017

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Right Service Right Time Strategic Plan: 2012–2017

Overview of Right Service Right Time Strategic Plan 2012-2017

Right Service Right Time Strategic Plan 2012-2017

OUR VISION

Fulfil the needs of our children and tomorrow they stand strong

*Mahi nga mahi o nga tamariki.
Hei apopo ka tu. Hei rangatira*

OUR MISSION

Right Service Right Time ensures that every child, young person and their family/whānau, whatever their circumstances, receive the right service at the right time.



Our Strategic Themes

We will focus our efforts on 3 themes that will enable us to fulfil our mission and contribute to our vision

Providing System-Wide Leadership and Capability:

Expanding and strengthening our partnerships and linkages across sectors and systems

Building Social Service Sector Capability:

Providing leadership and building sector-wide evidence.

Building Capability for Operational Excellence and High Impact:

Continuously Enhancing Our Systems, Processes and Results

1. Introduction and Summary of Strategic Planning Process

The Right Service Right Time (RSRT) Strategic Plan 2012-2017 (Plan) is the cornerstone of the RSRT Alliance's strategic approach to supporting children, young people and their families/whānau in the Canterbury region so that they reach their full potential now and in the future.

Our strategic planning approach provided us with the opportunity to consider the past, present and future of the RSRT Alliance. We have looked at where we have been and what value proposition and strengths RSRT brings to the Canterbury community. Planning has helped us look at the drivers and trends in the current environment and how we could further enhance our efforts to meet the needs of Canterbury children, young people and their families/whānau. It has also reinforced our shared vision, mission and principles and enabled us to define the strategic themes where we will prioritise our efforts over the next five years.

This Plan is the result of several months of information gathering and analysis sourced from the RSRT Governance Group, RSRT operational staff, RSRT Alliance partners and funders. In particular, RSRT conducted an analysis of emerging drivers and opportunities in the Alliance's external environment; and using a robust, evidence-based organisational capability framework,¹ we identified our foundational capability strengths, our recent-years' capability development achievements, and our areas for future capability strengthening.

¹ RSRT used the Ministry of Social Development's organisational capability framework that identified the "ten capabilities that are characteristic of organisations working to become stronger, more adaptable, more integrated, and therefore more sustainable" (MSD: Organisational Capability Self-Assessment Tool). The ten identified capability areas were: strategic governance; financial viability and sustainability; adaptive leadership; organisational development; workforce development; outcomes focus; organisational technology; innovation; collaboration; and organisational responsiveness.

2. About Right Service Right Time

2.1 Rationale for Establishment

An innovative service development designed to contribute to the wellbeing of Canterbury children, young people, families/whānau, RSRT was initiated in 2009 by members of the Canterbury branch of Social Service Providers Aotearoa (SSPA). Those who initiated this innovation drew on the Non Government Organisations sector's strength of inter-organisational collaboration for the benefit of clients and organisations,² united social service partner organisations within the region and began operating together under an alliance framework in 2010.

RSRT is an evidence-based initiative founded on the findings from an environmental scan, consideration of the priorities and direction of New Zealand's regulatory environment and a review of the 'what works' international literature.

The environmental scan showed that:

- Families/whānau faced a number of barriers to accessing needed services (for example, families/whānau reported that accessing services required them to navigate multiple different organisations' business processes, as well as having to endure multiple and repeated assessments of their circumstances)
- There were a number of drivers causing an increasing demand for NGO social services within a finite level of supply – increasing demand that resulted in NGOs initiating waitlist procedures and/or closing access to service until the required capacity was available (for example, Child Youth and Family established partnerships with NGOs to deliver assessments and services for those who were subjects of reports of abuse and neglect following an amendment to the Children Young Persons and Their Families Act 1989 that introduced the Differential Response Model)
- More and more clients with mental health issues who contacted the Canterbury District Health Board's single point of entry were being referred to community-based agencies for service; and, there was a shift to service provision by NGOs as a result of the Government's drive for smaller and more affordable public services).

² Stool, Edwards, Mynatt (2010:51). *Inter-organisational Coordination and Awareness in a Non-profit Ecosystem*. CSCW: Savannah, Georgia, USA.

D'Mour et al., (2004). *Comparative Study of Inter-organisational Collaboration for Four Health Regions and its Effects: The Case for Pei-natal Services*. University of Montreal.

2.2 Vision, Mission and Principles

The RSRT vision and mission will be achieved through the collective efforts of all who are concerned for the future of our children, young people and their families/whānau.

The RSRT vision is our picture of the future for Canterbury children and young people.

The RSRT mission describes our Alliance's purpose.

Vision

Fulfil the needs of our children and tomorrow they stand strong

Mahi nga mahi o nga tamariki.

Hei apopo ka tu Hei rangitira

Mission

Right Service Right Time ensures that every child, young person and their family/whānau, whatever their circumstances, receive the right service at the right time



In the context of this RSRT Strategic Plan, our principles communicate the enduring values that underpin our Alliance's culture and way of working.

Principles

- **Holistic View of the Child:** A holistic view of children that recognises that their well being needs are paramount and which supports building capacity for families/whānau and communities to respond to children
- **Working in Partnership with Families/Whānau:** Families/whānau and communities are encouraged and supported to make informed decisions and choices and take an active role in the planning, development, design and delivery of policies, strategies and services to improve children's health and wellbeing.
- **Focus on the Family/Whānau as a Whole:** Family/Whānau-centred practice works with the family/whānau as a collective unit, ensuring the safety and well-being of family/whānau members. Strengthening the capacity of families/whānau to function effectively is emphasised.
- **Commitment to the Treaty of Waitangi:** A commitment to the Treaty of Waitangi and its principles of protection, partnership and participation guides all aspects of the Right Service Right Time service.
- **A Prevention and Early Intervention Approach:** For the best start in life and for all children to achieve optimal health, safety and learning, access to high quality and comprehensive prevention and early intervention services is essential.
- **Emphasising Family/Whānau Strengths and Resources:** Families/whānau are seen as resources to their own members, to other families/whānau and to the community. A family/whānau centred approach works with families/whānau to enhance protective factors or 'strengths' and acquire the skills necessary to solve problems, meet needs, and attain desired goals.
- **Interagency Collaboration:** Prevention and early intervention programmes for children and families/whānau have the greatest impact when they are capable of addressing a broad range of issues and are provided as part of a coordinated network. The best preventative interventions are those that involve an integration of different services. Services need to be more integrated with each other, co-located physically where this meets local needs, and delivered within a coordinated, system-wide and multidisciplinary approach to service planning and development.
- **Valuing and Responding to Diversity in the Community:** Children and families/whānau are diverse and come from different cultural, socio-economic, linguistic, and geographic circumstances. Valuing and responding to diversity requires the inclusion of all children and respect for different abilities and circumstances throughout the childhood years.
- **Responsiveness:** Responses should not be constrained by existing pathways, services or processes. There should be room for service innovation and more flexible service approaches that make better use of community resources.
- **A Continuing Process, Not an Event:** Understanding what is happening to a child and family/whānau and taking appropriate action are continuing and interactive processes, not single events

2.3 Goals and Current Services

2.3.1 Goals

Right Service Right Time's goals are to:

- Enhance access by reducing the complexities of navigating multiple service systems and pathways
- Offer a flexible, tailored and personalised intervention at an early stage to enhance the likelihood of achieving desired outcomes
- Enhance the efficiency and responsiveness of the sector to those presenting with diverse and complex human service needs.

RSRT achieves its goals by creating an accessible and identifiable place of entry for referrers; identifying the best response for families/whānau; directly connecting families/whānau to services; providing services/interventions in a culturally safe, sensitive and appropriate way; ensuring necessary interventions take place before children and family/whānau reach crisis point; coordinating the intake and workflow of referrals to the sector; ensuring timely responses through providing or overseeing flexible responses, brief interventions and active holding

2.3.2 Services

RSRT currently delivers three core services to Canterbury children, young people and their families/whānau/aiga and members of the sectors that provide services for them. These services include a Coordination and Brief Intervention service; a Response Panel service; and the RSRT Alliance Partner Response service

Right Service Right Time Coordination: Intake, Screening and Assessment, and Response

The key elements of the RSRT Coordination service's business process are:

- i) Intake, during which referrals are received from multiple sources, including those initiated by agents working from within multiple sectors and disciplines and self referrals, and to whom information about service and support systems, pathways and resources are offered
- ii) Screening and assessment, which involves collecting information about the needs, issues and risks associated with each client's circumstances in order to prioritise the provision of RSRT services and then undertaking a more comprehensive assessment of the issues, risks and strengths within each client's family/whānau system in order to facilitate the provision of the appropriate and tailored services and supports

iii) Response, which can variously involve providing information and advice; delivering a brief intervention; referring to appropriate service providers; referring to inter-sectoral initiatives, such as the Children's Team; and/or referral to the RSRT Response Panel.

This RSRT Coordination model of service provides an accessible and identifiable place of entry for referrers; identifies the most appropriate, responsive and integrated response for the members of the family/whānau, including a range of responses delivered by the RSRT Coordinator, the RSRT Response Panel, or by one or more NGO and/or statutory service providers (i.e. facilitates a referral process into an array of available services and programmes along a continuum ranging from early intervention to community development to universal services to specialised services); incorporates a linkage to supports and services which directly connects family/whānau members to such supports and services; and, coordinates the intake and workflow of referrals to the NGO sector, as well as to services delivered by Government, Crown Entities and private sectors.

RSRT Response Panel

The RSRT Response Panel comprises an inter-disciplinary, cross sector group of senior practitioners and managers who receive cases from the RSRT Coordinator - cases that are complex and involve multiple presenting issues and needs. The members of the RSRT Response Panel analyse the available information about each case and offer their insight and expertise with which to develop a plan of action to support family members address presenting issues. Such plans include commitments from service providers to offer active engagement and casework to the children, young people and their families/whānau/aiga. RSRT retains responsibility for complex cases until such time that the providers of services, identified in the plans, accept and receive such cases.

RSRT Brokerage to NGO and Government Services and Programmes

RSRT provides a brokerage service that links family/whānau members to an array of services and programmes delivered by NGOs and statutory agencies. These services and programmes may include a home visit brief assessment and intervention service that attracts RSRT fee-for-service funds; single agency response for family members that is part of its business as usual service and therefore requires no additional RSRT fee-for-service payment; a single agency response for family/whānau members that attracts RSRT fee-for-service funding to support the additional capacity required to ensure the client receives service in a timely manner; and, a tailored multiple-agency response that incorporates various services and supports delivered by a diverse range of providers - a wrap-around package of services - that receive RSRT fee-for-service funding.

3 Right Service Right Time's Strengths and Value Proposition

3.1 Strengths

Right Service Right Time and the Non-Government-Organisation service partners that comprise this Alliance have many strengths which position us well to face significant challenges and make the most of opportunities. These strengths include:

- **Evidence-based:** Right Service Right Time has the experience and evidence that demonstrates that working cooperatively has positive results for children, young people and their families/whānau and the agencies that provide services to them ³
- **Credibility:** Right Service Right Time has credibility within government and non-government spheres and across health, mental health, social and education sectors and leverages this to the best effect to enhance policy and practice as it impacts on children, young people and their families/whānau
- **Capability:** Right Service Right Time and the alliance of service partner organisations that comprise this initiative have enormous capacity in human service skills and experience ⁴ and have harnessed the power of cooperation in effective ways to provide the right service at the right time that addresses the complex and diverse needs of children, young people and their families/whānau

3.2 Value Proposition

Right Service Right Time is the only initiative of its type in New Zealand. This unique collaborative and systemic approach to providing social and support services for families/whānau is not only founded on empirical evidence of best practice elements of collaborative ventures, but is also based on best practice collaborative models of intervention from a range of international jurisdictions that resulted in desired outcomes for families/whānau.

The value proposition offered by RSRT is reflected in the key principles that guide its operation - principles that are supported by the empirical evidence including:

³ Quinn, S. (2011) *Right Service Right Time Research Evaluation*. Presbyterian Support Upper South Island.

⁴ RSRT member organisations provide an array of services for family violence, child abuse and neglect, budget and financial advice, sexual violence, early intervention for vulnerable and at-risk children and families, families under stress, and vulnerable and at-risk people.

- Joined-up and collaborative approaches to service provision make a positive difference to the outcomes achieved for children, young people and their families/whānau
- Better outcomes are achieved for children, young people and their families/whānau when they are provided with timely access to services
- Mechanisms that assist clients/tangata whaiora to find the right path into services and the right service(s) to match their circumstances are likely to be more efficient, effective and economic
- Early engagement with clients/tangata whaiora that involves screening and brief assessments brings clarity to the question of whether or not specialised services are required or whether a brief intervention is the most effective response
- In line with the principle of a client-centred approach, a recognised point of entry to services is preferred to a single point of entry because this can enable coordination and communication across various sectors' points of entry, and this in turn, enables information sharing to gain a more comprehensive picture of each client's circumstances and the implementation of an appropriate wrap-around response.

4 Factors in Our Environment Informing the RSRT Strategic Plan

The operating environment within which Right Service Right Time operates is continually changing. Within the context of the New Zealand changing and dynamic policy environment and the aftermath of the series of Canterbury earthquakes and aftershocks, there will be increasing expectations of services to respond quickly, flexibly, responsively, innovatively and effectively.

Some of the socio-economic, political and ecological trends and contexts informing the Right Service Right Time Strategic Plan are noted in the following sections

4.1 Economic Contribution of the Non-Government Social Service Sector

Overall New Zealand's NGO sector is a significant economic force representing a \$9.8 billion industry.⁵ The NGO sector contributes 4.9% of New Zealand's GDP and this represents 9.6% of the economically active population in our country. Statistics New Zealand's Non-Profit Institutions Satellite Account provides recent data on the sector.

Within the Non Government Organisation sector, the social service sub-sector is the second largest group (11.6%) in terms of numbers of institutions (11,280) and the largest group (29.9%) in terms of employees (31,480). The economic contribution of the social service sector to New Zealand's Gross Domestic Product is 22.6% and this is the largest amongst all non-profit institution activity groups.⁶

Of the \$155,769,300 million of Government funding distributed to the social services sector within the most recent financial year, \$19,905,400 million was distributed within the Canterbury region.⁷ For the 520,314 population of Canterbury, this represents \$38.26 per capita.

4.2 Key Contribution to Sector Innovation

There is international recognition that Non Government Organisations bring considerable value to addressing the imperatives driving public sector improvement. These imperatives include shifts from outputs to outcomes; welfare to social

⁵ Sanders, Jackie, O'Brien, Mike, Tennant, Margaret, Sokolowski J, Wojciech, Salamon, Lester (2008) *The New Zealand Non-profit Sector in Comparative Perspective*, Office for the Community and Voluntary Sector, Wellington

⁶ Statistics New Zealand (2007) Non-Profit Institutions Satellite Account

⁷ This information was sourced from the Contract Mapping website administered by the Ministry of Social Development which provides information about government (MoE, MoH, MoJ, MSD, TPK) funding distributed to social services.

investment; command and control to innovation and collaboration; and, standardisation to personalisation and customisation.⁸ The Non Government Organisation sector's contribution includes its demonstrated ability to:

- **Focus on outcomes:** Adopt flexible and responsive actions to redirect their resources and focus to address changing trends in outcomes in order to improve people's quality of life
- **Empower and build social capital:** Lead the way in working with their clients and communities so that services focus on the aspirations of diverse groups and empower people rather than providing a 'done to' support model
- **Deliver personalised and customised services:** By virtue of their size and strong community links and knowledge, enhance the accessibility and acceptability of services by tailoring services to meet the diverse personal, social and cultural needs of their clients
- **Innovate and collaborate:** Provide a nexus for innovation at comparatively low cost and risk as the sector possesses the key foundational elements required for innovation: flexibility, scale, community connections and a drive to collaborate.⁹

In summary, the Non Government Organisation sector has and will continue to grasp opportunities to innovate and deliver solutions to the complex social problems and challenges of the 21st century.

4.3 Opportunities to Lead Connections and Contribute to Collaborative Work across Sectors

Currently, and in the future, the Non Government Organisation sector and its key stakeholders are focusing on understanding and sustaining 'what works' collaborative ventures that offer practical ways to ensure human services are wrap-around, holistic and person-focused. In 2010 the Health and Disability NGO Working Group identified a number of challenges for the sector to focus its change efforts. The challenges identified included:

- Grasping the opportunity to add value by collaborating and connecting across social, education, disability, health and other sectors. For example, the Government's 'Better, Sooner, More Convenient Health' initiative offers opportunities for the Non Government Organisation sector to work more closely with primary and other allied health professionals to enhance the quality of

⁸ Demos (2008:4) Towards Agile Government. Victoria: State Service Authority.

⁹ Health and Disability NGO Working Group (2010) *The NGO Sector Role: A Key Contribution to New Zealand's Health and Disability Services*.

people's lives by offering more holistic and personalised care and support for people closer to their homes.

- Bringing a more systemic approach and enhancing the value of the planning and decision-making processes of national committees by including Non Government Organisation representation – representation that brings strong community and sector knowledge and diverse ways of knowing
- Focus on how new technologies can be better leveraged to support connections and collaborative activities ¹⁰

More recently, the NGO Sector in Canterbury has made significant contributions to a number of Government initiatives based on coordinated community responses from across sectors and disciplines including:

- Children's Teams: An approach that brings both government and NGO professionals together from existing social, health, education, welfare, iwi and justice services to support at-risk tamariki. This support includes completing a joined-up, holistic assessment of needs and implementing one coordinated plan of action to enhance the safety and wellbeing of children and young people.
- Integrated Safety Response to Family Violence: An integrated response that brings together a team of Police, Ministry for Vulnerable Children Oranga Tamariki, Corrections, Health, NGOs and Kaupapa Māori service providers to address the risks and needs of victims, perpetrators and children who witness the violence.

4.4 The Psycho-Social Landscape Following the Canterbury Earthquake Events

The post-earthquake events environment in which the Canterbury social services sector operates was an emerging phenomenon as the region moved through the recovery and rebuild phases. Providers of social services adapted quickly, improvised and made a massive effort to support vulnerable population groups in the months immediately following the earthquake events. In particular, Canterbury's Right Service Right Time initiative proved to be invaluable in the wake of the September 2010 earthquake, by launching in collaboration with the Family and Community Service and Child, Youth and Family, a national call centre that fielded over 1800 requests for services related to adult stress, child stress, accommodation needs and financial stress.

In 2012 the people of Canterbury continue to cope with multiple layers of difficulties, including housing damage, interrupted family and school life as well as physical,

¹⁰ Health and Disability NGO Working Group (2010) *National NGO Forum*: Wellington.

financial, work-related, relocation, social and emotional difficulties. These difficulties and associated chronic stress is likely to have ongoing human, economic and social costs for members of the Canterbury community. ¹¹ Specifically, previous research has demonstrated that children and young people are particularly vulnerable following natural disasters and are five times as likely to suffer serious and ongoing emotional disturbance as other population groups. ¹²

In addition to the adverse effects on Cantabrians, changes to the physical environment and population concentrations are likely to have an impact on community networks, providers of services and their workforces across sectors and those they serve. While Government organisations continue to have a central planning and coordinating role in the future, it is anticipated that local groups, such as non-government organisations, iwi, businesses and communities will increasingly be called upon to drive initiatives and decisions to support the earthquake recovery. ¹³

4.5 Investing in Services for Outcomes

Since 2009, Government introduced a range of measures to transform the social services sector. These measures include responses to cost pressure through the recession, simplified contracting and compliance with the introduction of high trust contracts and the introduction of the Innovation Fund to encourage collaboration. In June 2012, the Government released the Investing in Services for Outcomes policy that will be introduced over the next 18 months and be fully operational by December 2013. This Government initiative will require social service providers to continually improve their capability and the quality of their service delivery models; ensure, singularly and in a joined-up manner, they achieve the results that their communities of interest need; and, have the means with which to demonstrate success and outcomes sought.

4.6 From Social Spending to Social Investment

The Treasury has noted that social spending will continue to grow at a rate greater than revenue growth and suggest that strategies need to be put in place to reduce such future spending and the associated fiscal pressure.

¹¹ Gluckman, P. (2011) *The Psychosocial Consequences of the Canterbury Earthquakes*. Office of the Prime Minister's Science Advisory Committee.

¹² Bidwell, S. (2011) *Long Term Planning for Recovery After Disasters: Ensuring Health in all Policies*. Info. Sheet 6, Mental Health.

¹³ Canterbury Earthquake Recovery Authority (2011) *Briefing to the Incoming Minister*. Pg. 94.

Traditionally funding approaches used by the New Zealand Government have involved purchasing inputs and ensuring good value for money in delivering such services, rather than on the value of the outcomes achieved. However, in more recent years Government policy in a range of social service areas has been driven by an investment approach to funding and service provision. This approach focuses on early investment to achieve better long-term results for people. It is argued that this in turn reduces the number of New Zealanders relying on social services and the overall costs for taxpayers. The Treasury comments that social investment involves:

- Setting clear, measurable goals for helping people (Better Public Service Result Areas)
- Using information and technology to better understand and quantify the needs of people who rely on social services and what services they are currently receiving
- Measuring the effectiveness of services to identify what works well
- Purchasing results, and moving funding to the most effective services irrespective of whether they are provided by government or non-government agencies.¹⁴

This approach has been strongly associated with social investment in children, young people and adults identified as most vulnerable or at high-risk of poor outcomes later in life (i.e. having a substantiated finding of abuse or neglect; being mostly supported by benefits since birth; having a parent with a prison or community-based sentence; having a mother with no formal qualifications).

Commentators have been somewhat critical of the appropriateness of using a singular source of data and limited measures as the basis for purchasing services. Instead they argue for the implementation of a more comprehensive model of social investment that includes three dimensions:

- Providing a universal framework that covers all that children and young people need for their development and wellbeing currently and in the future
- Providing a range of social and economic services within disadvantaged communities so that children and their families are provided with the extra assistance they need to ensure they have the same opportunities as those residing in more advantaged communities
- Providing culturally appropriate and tailored services based on presenting needs for children, young people and their families requiring personalised assistance.¹⁵

¹⁴ Source: <http://www.treasury.govt.nz/statesector/socialinvestment>

¹⁵ Source: Proceedings from Social Security Summit: Investing in Children (2 September 2016). University of Auckland Business School. Retrieved from: www.cpag.org.nz

4.7 Vulnerable Children in New Zealand

At any point in time 15% (163,000) of New Zealand's children are considered vulnerable and at risk of poor life outcomes, including learning and behavioural difficulties, mental and physical health problems, alcohol and drug dependency, criminal activity, imprisonment and poor education achievement and employability. In July 2011 the Government released the Green Paper for Vulnerable Children and in August 2012 two papers were released in response to this Green Paper: a paper summarising the submissions received and the Expert Advisory Group on Solutions to Child Poverty – Issues and Options.¹⁶ Both these papers emphasised the significant role played by community-based services in supporting New Zealand children and their families/whānau and their unique ability to respond quickly, flexibly, effectively and with expertise. In particular, submissions supported:

- Local partnership and collaborative models and community-led action
- Early intervention in the life of the child or the life of the problem
- Ensuring children and their families/whānau receive the services they need to thrive, belong and achieve through a single point of contact for families that reduces barriers to services and raises awareness of services¹⁷

4.8 Transforming the Lives of Vulnerable Children

In 2015 the Expert Panel, commissioned to provide independent advice on modernising Child Youth and Family, published its reports. These reports described a range of issues associated with the performance of the system of response for New Zealand's vulnerable children. In particular, the Panel noted that the system was overly complex and fragmented; that it was difficult for children, young people and their families/whānau to navigate; that it failed to provide a continuum of primary-, secondary-, and tertiary prevention services that were evidence-based and that children, young people and their families needed; that children were not placed at the centre of the response system; and more was required to enhance the capability of the workforce to address the increased complexity of needs experienced by children, young people and their families/whānau.

¹⁶ The Children's Commissioner has identified child poverty as a key priority for action and as a first step established an Expert Advisory Group to explore the issues and options.

¹⁷ Ministry of Social Development (July 2011) *Green Paper for Vulnerable Children*
Ministry of Social Development (August 2012) *Green Paper for Vulnerable Children: Full Summary of Submissions*
Children's Commissioner's Expert Advisory Group (August 2012) *Expert Advisory Group on Solutions to Child Poverty: Issues and Options*.

In order to address such shortcomings, the Panel recommended the implementation of an integrated and comprehensive transformation programme. Key elements of this programme include:

- Creating a child-centred system
- Establishing the Ministry for Vulnerable Children Oranga Tamariki as a single point of accountability and responsible for delivering 5 core services (prevention, intensive intervention, care support, youth justice, transition support)
- Enhancing a shared responsibility for vulnerable children across government, NGOs and the public
- Having high aspirations for Māori children and young people
- Adopting an investment approach
- Having funding attached to the child rather than services
- Extending the range of services from early intervention to transition to adulthood
- Delivering trauma-informed practice

Within the context of the political and socio-economic environment within which Right Service Right Time operates, our strategic framework sets out our intentions and the focus of our work over the next 5 years with the goal of having an even greater impact on the outcomes experienced by children, young people and their families/whānau through receiving the right service at the right time.

5 Right Service Right Time 2012-2017 Strategic Themes

Right Service Right Time has identified the following three strategic themes for inclusion in its Strategic Plan 2012-2017. These key themes are the areas of focus which RSRT intends to excel during the next five years in order to contribute to achieving our mission and vision for Canterbury children, young people and their families/whānau. The strategic results describe what we would like to achieve to address our clients' presenting needs and achieve desired outcomes.

Strategic Theme 1

System-Wide Leadership and Capability: Expanding and strengthening our partnerships and linkages across sectors and systems

Strategic Result

Right Service Right Time collaborates with, and contributes to, cross-sector and cross-systems' initiatives by providing leadership capability and sharing resources to better ensure that Canterbury children, young people and their families/whānau get effective service when and where they want them and achieve the best possible outcomes.

Strategic Theme 2

Social Service Sector Capability: Providing leadership and building sector-wide evidence

Strategic Result

Right Service Right Time and the Social Service Sector improve outcomes for children, young people and their families/whānau through leadership engagements and research that expand our collective understanding of critical environmental drivers; sector capability and capacity; and the needs and circumstances of Canterbury children, young people and their families/whānau

Strategic Theme 3

Building Capability for Operational Excellence and High Impact: Continuously Enhancing Our Systems, Processes and Results

Strategic Result

Right Service Right Time has integrated systems, processes and technology that enable the Alliance to deliver effective, accessible and responsive services with accountability, excel in client service, and exceed client and stakeholder expectations.

6 Right Service Right Time 2012-2017 Strategic Plan: Implementation Matrix

The RSRT Strategic Plan is a working document intended to reflect current needs and conditions of the Alliance and the community and wider environment in which it operates. The Plan will be reviewed bi-annually by the RSRT Governance Group for relevancy. Revisions to the Plan will be made as needed to reflect current needs and conditions; and the RSRT Governance Group will evaluate and record progress made toward implementation of the Plan every six months, utilizing the Implementation Matrix.

The implementation matrix includes the key RSRT Alliance initiatives that are intended to achieve results under each of the 3 identified strategic themes; descriptions of the associated deliverables and when they will be delivered; and their status.

Right Service Right Time Strategic Plan 2012-2017: Implementation Matrix

	<p><u>Strategic Theme 1</u></p> <p>System-Wide Leadership and Capability: Expanding and strengthening our partnerships and linkages across sectors and systems</p>						
	<p>Strategic Result</p> <p>Right Service Right Time collaborates with, and contributes to, cross-sector and cross-systems' initiatives by providing leadership capability and sharing resources to better ensure that Canterbury children, young people and their families/whānau get effective service when and where they want them and achieve the best possible outcomes.</p>						
Strategic Initiative	Deliverables	Timeframe (years)					Status
		1	2	3	4	5	
Grasp opportunities to work collaboratively with cross-sector entities to enhance our responsiveness and improve the wellbeing of children, young people and their families/whānau	<ul style="list-style-type: none"> Health: Develop proposal for the provision of social work services in support of the Canterbury Clinical Network's Acute Demand Service 	x					Achieved
	<ul style="list-style-type: none"> Education & Māori: Secure New Zealand Red Cross RSRT Coordination agreement under the NZRC Earthquake Appeal Social Workers in Schools Grant Fund Canterbury Children's Team: 			x	x		Achieved & delivered

	<p>Provide leadership and contribute to its design and Implementation by</p> <ul style="list-style-type: none"> Secure MSD Capability Resource Investment funds to facilitate 3 workshops for cross-sector stakeholders entitled 'What will the introduction of the Children's Team Mean and How will Cross-Sectors Respond' RSRT Governance Group & Canterbury Children's Team deliver Children's Team information presentations to cross-sector audiences RSRT Governance Group members on Children's Team Governance Group & Advisory Group RSRT Alliance partners contribute to service design operating model; recruitment of Canterbury Children's Team; children's workforce competency framework; Children's Team outcome framework 			x			Achieved
				x			Achieved
				x	x	x	Achieved & on-going
				x	x	x	Achieved & on-going

	<ul style="list-style-type: none"> • Canterbury Children's Team & RSRT Business Case: Working together to make a difference in Improving outcomes for vulnerable children • RSRT Coordinator and RSRT Alliance partners' senior practitioners as NGO representatives on Children's Team Panel, Lead Professionals & members of Children's Action Networks • Mental Health: ComCare (CAP; Equally Well; Warmline) • Family Violence: ISR • Co-design child-centred system in partnership with Children's Team & Integrated Safety Response 				x	x	2016 Business case completed & actioned 2017 business case being prepared for RSRT/CT brief intervention
					x	x	Achieved & delivering
					x	x	Ongoing
					x	x	Ongoing
					x	x	Initiated
Enhance RSRT engagements with cross-sector agencies and professionals	<ul style="list-style-type: none"> • Deliver RSRT presentations to raise awareness across sectors and agencies to increase access to support and services for children, young people and their families/whānau 	x	x	x	x	x	On-going (e.g. MSD NGO Forum; Safer Community; Child Matters diploma students; NZASW; CPIT; SSPA; etc)

<p>Provide leadership and capability to an increased number of cross-sector initiatives</p>	<ul style="list-style-type: none"> • RSRT Governance group members contribute to an increasing number of cross-sector leadership groups 	<p>x</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>On-going (e.g. Canterbury Family Violence Collaboration; CDHB Canterbury Clinical Network; Social Workers in Schools; Earthquake Support Coordination Service Governance Group; Strengthening Families Management Group; LINGO Leadership Group; Strengthening Youth Sector Leadership Group; Integrated Safety Response)</p>
<p>Support and promote legal and policy initiatives that address the needs of children, young people, families/whānau and communities</p>	<ul style="list-style-type: none"> • Deliver joint RSRT Governance Group and Pegasus Community Board submission in response to Productivity Commission's 'More Effective Social Services' Draft Report (15/16) 				<p>x</p>		<p>Achieved</p>

		Strategic Theme 2					
		Social Service Sector Capability: Providing leadership and building sector-wide evidence					
		Strategic Result					
		Right Service Right Time and the Social Service Sector improve outcomes for children, young people and their families/whānau through leadership engagements and research that expand our collective understanding of critical environmental drivers; sector capability and capacity; and the needs and circumstances of Canterbury children, young people and their families/whānau					
Strategic Initiative	Deliverables	Timeframe (years)					Status
		1	2	3	4	5	
Model a learning organisation and share 'best practice' learnings and knowledge	<ul style="list-style-type: none"> Develop and disseminate to the Treasury and South Island cross-sector networks 'The Transferability of the RSRT Franchise: Guidelines on Establishment and Implementation of Collaborative Initiatives.' 	x					Achieved & on-going
	<ul style="list-style-type: none"> RSRT as member of the Strategic Network of collaborative initiatives to achieve collective impact with 		x	x			Achieved

	<p>RBA</p> <ul style="list-style-type: none"> Facilitate Cultural Competency Workshops Facilitate 'how to use interpreters' workshop 					x		<p>Delivered to human service workforce from across-sectors</p> <p>Delivered to social service workforce</p>
Enhance cross-sectors professionals' knowledge of Social Service Sector's programmes and services	<ul style="list-style-type: none"> Deliver Social Services Sector Expo in collaboration with SSPA & Strengthening Families RSRT Services & Supports in Christchurch Neighbourhoods Report: A project undertaken in partnership with the University of Canterbury Internship Programme 	x				x		<p>Achieved</p> <p>Final report disseminated</p>
Create and disseminate a system-focused evidence base to support Social Services Sector planning and decisions and deliver effective responses	<ul style="list-style-type: none"> Undertake and disseminate Social Service Sector Waitlist Review Research project to provide evidence base on sector capability Commission and disseminate Greater Christchurch NGO Mapping research Research on Impact of ISR and Children's Teams on NGOs 		x		x		x	<p>Achieved</p> <p>Achieved</p> <p>Data collection & analysis completed; report and dissemination due June 2017</p>

Strategic Theme 3							
Building Capability for Operational Excellence and High Impact: Continuously Enhancing Our Systems, Processes and Results							
Strategic Result							
Right Service Right Time has integrated systems, processes and technology that enable the Alliance to deliver effective, accessible and responsive services with accountability, excel in client service, and exceed client and stakeholder expectations.							
Strategic Initiative	Deliverables	Timeframe (years)					Status
		1	2	3	4	5	
Strengthen governance	• Kaupapa Maori representation on RSRT Governance Group including input into strategic and operational activities	x	x	x	x	x	Ongoing
	• Rural representation on RSRT Governance Group including input into strategic and operational activities	x	x	x	x	x	Ongoing
	• ‘Governance & Management’ Options Paper		x				Achieved
	• Update Governance Group TOR		x				Achieved
Use technology to make RSRT more accessibility & utilisation-focused	• RSRT website reviewed & updated for better ease of use; a more dynamic and interesting look; & increased utility for diverse stakeholder groups				x		Completed

	<ul style="list-style-type: none"> Streamline RSRT referral process by providing online referral forms on Health Pathways, Health Information, Health Electronic Recording Management System and POND digital portal for teachers that provide Health and Education Sector professionals' clients direct access to RSRT information and service 	x	x	x	x	x	Achieved & on-going
Enhance currency, accessibility and utility of RSRT printed materials for stakeholders	<ul style="list-style-type: none"> RSRT brochures, forms etc. reviewed, content updated, printed and disseminated 		x	x			Completed
Enhance responsiveness to Māori and people from culturally and linguistically diverse backgrounds	<ul style="list-style-type: none"> Secure funding for professional interpreting services for families from culturally and linguistically diverse communities who access the RSRT Coordination service and services delivered by the RSRT Alliance partners (15/16) 				x	x	Achieved & on-going
	<ul style="list-style-type: none"> Increase the numbers of Kaupapa Māori agencies as partners of the RSRT Alliance by 60% to increase the accessibility and responsiveness of RSRT to Maori families/whānau 		x	x	x	x	Achieved & on-going
Manage capacity to meet demand	<ul style="list-style-type: none"> Home Visit Brief Intervention initiated 					x	Ongoing
	<ul style="list-style-type: none"> Increased use of RSRT Panel to triage referrals 					x	Ongoing
Enhance Outcome Reporting	<ul style="list-style-type: none"> Refine RSRT database to better track service performance and client outcomes 		x			x	Completed & on-going

	<ul style="list-style-type: none"> • Develop performance indicators for inclusion in RSRT RBA framework and report results in accountability reports • RSRT & Professional Interpreters Policy and Procedures document 		x	x	x	x	Completed & on-going
						x	Published on RSRT website
<i>Enhance financial viability</i>	<ul style="list-style-type: none"> • Develop criteria for payment policy & implement fee structure framework that clarifies levels of funding for the various interventions undertaken by the RSRT Alliance partners 			x			Completed