

Right Service Right Time



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



**Right Service Right Time
Strategic Plan 2021-2025**

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Message from the Chair of the Right Service Right Time Governance Group

We embark on this Strategic Plan from a position of strength. Every year, RSRT assists more tamariki, rangatahi and their whānau in the Canterbury community. Our services are growing. This year we extend the RSRT operation to include Te Whiri Ora – a Coordination service designed to support whānau, presenting with complex cross-sector needs, to reach their goals. Moreover, our work is evolving and adapting with new innovations to meet the needs of those who seek our help. Our generous funders are valued partners who make Right Service Right Time a place where whānau can reach wellbeing.

Now, it's time to shift from tactical to intentional action. That's what this plan represents – and why we have taken the time to examine our core identity and strategic direction. As we look ahead to the next five years, we are committed to making a deep and lasting impact in the lives of Canterbury's tamariki, ranagatahi and their whānau.

This plan is a compass in an ever-changing world. Our grateful thanks to the Right Service Right Time stakeholders for being here on this journey with us.

Victoria Newcombe

Chair, Right Service Right Time Governance Group

1. Introduction and Summary of Strategic Planning Process

The Right Service Right Time (RSRT) Strategic Plan 2021-2025 (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 engaged us in reflecting on our shared vision, mission, principles and values 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, whānau as clients and other stakeholders as well as from the grey and empirical literature. In particular, RSRT conducted an analysis of emerging drivers and opportunities in the Alliance's external environment using PESTL as an organising framework as well as looking at trends in our data, our foundational capability strengths and areas for future capability strengthening.

RSRT is grateful for the support of our primary and long-standing funders, the Rata Foundation and Pegasus Health. Together with our relationships with these funders RSRT has begun exploring funding relationships with other government and philanthropic sources that will ensure its ongoing sustainability.

2. Overview of RSRT Strategic Framework

Impact	<ul style="list-style-type: none"> Improved wellbeing of tamariki, rangatahi and whānau 	Values	<p>Aroha: We uphold stewardship & kaitiakitanga to ensure we are sustainable</p> <p>Mana Enhancing: We follow te tiriti o waitangi principles & traditional knowledge & encourage self-determination by working with manaakitanga</p> <p>Creative, Flexible, Quality: We continue to be reflective & learn together, working with integrity & pursuing excellence</p> <p>Mahi tahi & collaboration: We work together to create kotahitanga-unity</p> <p>Self-determination: We listen with intent - ata whakarongo - & are guided by whānau and tamariki voices</p> <p>Equity: We value diversity, taking community-focused actions to remove disparities</p>
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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.

Strengthen and expand critical services

Strengthen and expand partnerships that support our strategic initiatives

Build capability to generate excellence and high impact

Principles

Holistic View of the Child: A holistic view of children that recognises that their wellbeing 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 Te Tiriti o 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 require 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.

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

Listen to voice of tamariki, rangatahi and whānau: Ensure throughout our work that we listen to the voice of children, young people and their whānau to ensure that their views are heard in all our planning, service design and interventions.

3. The RSRT Story - Where has Right Service Right Time been as an alliance?

An evidence-based initiative, RSRT was established in 2009 by a group of Canterbury Social Service providers Aotearoa (SSPA) Non-Government Organisation (NGO) leaders, who sought to find a solution that would address the access and responsiveness barriers for children, young people and their whānau seeking help from social services. From the beginning RSRT has held an ethos of collaboration – working together toward a common goal of achieving positive results for tamariki, rangatahi and whānau and the agencies that provide services for them.

Within the context of looking back over the last 12 years of operationalising RSRT there are four main themes that stand out:

- ❖ Led the way in collaborative ventures
- ❖ Brand recognition: RSRT has credibility across New Zealand, within government and non-government spheres and across health, mental health, social and education sectors.
- ❖ Agile in harnessing the power of cooperation to meet the needs of the changing environment for example following the Canterbury earthquake series, following the Mosque attacks and during Covid-19.
- ❖ Provided Canterbury-wide data to inform the sector, for example provided data about the NGO sectors' policy and workforce readiness for the Children's Team, provided input into the Social Wellbeing Agency's community data sharing project and provided data about waitlists for programmes across the NGO sector within Canterbury.

Stakeholders Comments



Figure 1: RSRT Timeline

Trends				Years	Key Activities	
Trend: RSRT led the way in collaborative approaches which are now common-place in Canterbury	Trend: RSRT brand recognition throughout New Zealand	Trend: RSRT agile in responding to opportunities emerging in the environment	Trend: Providing Canterbury-wide data and evidence base for NGO Sector	2009	<ul style="list-style-type: none"> Established by Canterbury SSPA Network NGO leaders 	
				2010	<ul style="list-style-type: none"> RSRT piloted NGO Social Service Expo 	
				2011	<ul style="list-style-type: none"> Provided post-EQ support to tamariki & their whānau via 0800 quake counselling support line Post EQ stocktake of NGO services 	
				2012	<ul style="list-style-type: none"> Member of Stronger Canterbury Steering Group NGO Social Service Expo 	
				2013	<ul style="list-style-type: none"> Waitlist review RSRT Franchise Document (share lessons learned about collaboration to The Treasury and other NZ-wide stakeholders) 	
				2014	<ul style="list-style-type: none"> Contracted by NZ Red Cross to provide RSRT Coordination service within schools for children affected by the Canterbury Earthquake Series Workshops to design Children’s Team RSRT Capability Development Plan 	
				2015	<ul style="list-style-type: none"> Greater Christchurch NGO Service Mapping research project RSRT & Pegasus Community Board submission on ‘More Effective Social Services’ draft report, April 2015 	
				2016	<ul style="list-style-type: none"> RSRT contributing to Children’s Team (Lead Professionals, Panel, Children’s Action Network, Governance Group) 	
				2017	<ul style="list-style-type: none"> Mapping Support services for Children, Young People and their whānau across Christchurch Neighbourhoods – RSRT/UC Internship programme project Working with Individuals and Families from Culturally and Linguistically Diverse Communities (CALD): Policy and Procedures for Engaging Professional Interpreting Services Workshops on professional interpreters and cultural competency 	
				2018	<ul style="list-style-type: none"> Engagement with Poto Williams Review of RSRT policies, procedures, website, communication materials 	
				2019	<ul style="list-style-type: none"> Working together to support those affected by the Mosque attacks NGO Social Service Expo – RSRT/UC Internship programme project RSRT Outcomes project – RSRT/UC Internship programme project 	
				2020	<ul style="list-style-type: none"> Working together to support whānau affected by Covid-19 Social Wellbeing Agency Data Sharing project Participated in Christchurch Resettlement Services Ladies Health Day 	
2021	<ul style="list-style-type: none"> Contracted to provide RSRT ‘Children’s Team’ – Te Whiri Ora RSRT Complexity research - RSRT/UC Social Work programme project 					

4. What makes RSRT unique?

Value Proposition

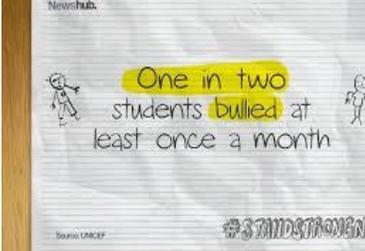
RSRT's strategic advantage are those aspects of strength and value that we have developed over the years it has been operating. We will leverage these to advance our vision and mission.

Right Service Right Time is the only initiative of its type in New Zealand. The value proposition offered by RSRT includes:

- Integration, based on principals of high trust relationships, at the governance, agency, trans-professional and client levels. The depth of relationships and networking are needed to mobilise the support needed by whānau.
- Inspired, designed and implemented by the NGO Sector using the what works empirical evidence base from the international literature (e.g., Every Child Matters, United Kingdom and Best Interests Framework for Vulnerable Children and Youth, Victoria Australia) and success factors from local experiential evidence. We take pride in the level of knowledge and expertise we bring to our mission.
- Strong and credible reputation and brand
- Sustainable, joined-up and collaborative approach to service provision makes a positive difference to the outcomes achieved for children, young people and their families/whānau
- Addresses the social justice issues of timely access to social services – *an open door to all* - and opportunities for children, young people and their families/whānau to participate in decisions about what type of service would suit them best
- 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.

5. Demographic Profile of Canterbury Tamariki and Rangatahi

What it's like for tamariki and rangatahi growing up in Canterbury?

Wellbeing	New Zealand's overall rating was 35/38 countries world-wide for child wellbeing outcomes with 38/38 for mental wellbeing, 33/38 for physical wellbeing and 23/38 for social skills. ¹			
Population	Proportion of the population 0-14 years : 18.5% in Canterbury compared to 20.06% in New Zealand	In 2018 Māori and Pacific ethnic groups had large younger populations , with just over half of Māori (50.7%) and Pacific Peoples (53.6%) aged from 0 to 24 years, compared to NZ Europeans with just 31.1 percent aged 0 to 24 years ²	Rate at which 0–14-year-old seen by Canterbury mental health services lower than national rate. In 2017 2,454 children seen. Rate at which 15–24-year-olds seen by Canterbury mental health services similar to national rate. In 2017 4,919 young people seen.	
Health	In Canterbury 92.71% fully immunised at 5 years compared to 92.71% in NZ ³	Hospitalisations due to injuries arising from assault, neglect, or maltreatment in children 2014–2018 significantly higher than other district health boards Average annual number 22 ⁴	Hospitalisations for injuries arising from intentional self-harm in 10–24-year-olds 2014–2018 Average annual number 547 ⁵	

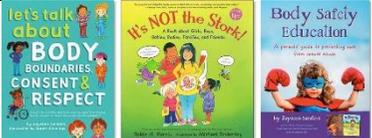
¹ UNICEF Innocenti, 'Worlds of Influence: Understanding what shapes child well-being in rich countries', *Innocenti Report Card 16*, UNICEF Office of Research – Innocenti, Florence, 2020.

² Canterbury Wellbeing Index

³ Mavis Duncanson, Glenda Oben, Judith Adams, Georgia Richardson, Andrew Wicken and Lee Smith New Zealand Child and Youth Epidemiology Service Department of Women's and Children's Health University of Otago 2020 *Health and Wellbeing of Under 25-year-olds in Canterbury and West Coast 2019*.

⁴ Ibid

⁵ Ibid

<p>Mental Health</p>	<p>The rate of suicides in Canterbury have remained relatively consistent over the period 2000 to 2016. The average annual number of suicide deaths over this period was 12. ⁶</p>	<p>Psychological distress (high or very high) in young people 2014-2016 was 7.9% in Canterbury compared to 9.4% in New Zealand ⁷</p>	<p>Diagnosed anxiety disorder in young people 9.4% in Canterbury compared to 7.9% in New Zealand</p>	
<p>Tamariki & Disasters</p>	<p>Pre-disaster rates of behaviour problems and PTS symptoms in children more than doubled after the experience of the Canterbury earthquake series ⁸</p> <p>Between 2010 & 2015 there was an increase of 65.2% of children & adolescents accessing mental health services ⁹</p>	<p>Covid-19 has resulted in a number of challenges for children including increased fear, sadness, boredom, frustration, anger; reduced access to learning opportunities; basic needs not being met; and increased exposure to family harm.¹⁰</p>	<p>Children experience vulnerability after disasters, notably emotional and psychological trauma resulting from loss, grief and fear. ¹¹</p>	
<p>Safety ¹²</p>	<p>Number of substantiated findings of child abuse and neglect in 2018 in Canterbury was 871</p>	<p>Number of reports of concern in 2017 was 3,162, up 5% on the previous year.</p>	<p>1 in 5 students frequently bullied. NZ second highest rate of bullying out of 51 countries</p>	

⁶ Ibid

⁷ High or very high psychological distress refers to having experienced symptoms in the past four weeks that may pertain to anxiety, confused emotions, depression or rage. High or very high is a score of 12 or more on the 10-question Kessler Psychological Distress Scale (K10)

⁸ Liberty, K., Tarren-Sweeney, M., Macfarlane, S., Basu, A., & Reid, J. (2016). Behaviour Problems and Post-traumatic Stress Symptoms in Children Beginning School: A Comparison of Pre- and Post-Earthquake Groups. Published online 2016 June 22. doi: [10.1371/currents.dis.2821c82fbc27d0c2aa9e00cff532b402](https://doi.org/10.1371/currents.dis.2821c82fbc27d0c2aa9e00cff532b402)

⁹ Cabinet Social Policy Committee (2016). *Supporting Mental Health Services in Canterbury*. Wellington: Office of Minister of Health.

¹⁰ Schwartz C, Yung D, Barican J, Gray-Grant D, Waddell C. *Supporting Children — By Supporting Practitioners and Families During COVID-19 and Beyond. Rapid Research Review on Effective Approaches for Reducing Childhood Anxiety*. Vancouver, BC: Children’s Health Policy Centre, Simon Fraser University, 2020.

¹¹ (Dean 2011; Fawcett 2011; Gawith 2011; Gilmore & Larson 2011; Mooney et al. 2011; O’Connor et al. 2011; Sawrey et al. 2011; Child Poverty Action Group 2014) [disaster impact and recovery for references](#)

¹² Oranga Tamariki data retrieved from <https://www.canterburywellbeing.org.nz/our-wellbeing/safety/child-investigations/>

6. Context within which RSRT Operates

The landscape in which RSRT currently operates has been challenging beyond what anyone could expect. Amongst countries worldwide, New Zealand performs poorly against child wellbeing indicators. Moreover, child poverty remains a significant issue with about 1 in 7 New Zealand children (157,800) living in households with less than 50 percent of the median equivalised disposable household income before deducting housing costs.



Along with New Zealand's poor performance in providing for all of its tamariki and rangatahi, stakeholders engaged in the development of this RSRT Strategy noted a number of elements within the environment that might impact on the future of RSRT. These elements included:

- Manmade and natural disasters
- Collaborations, including Mana Ake
- New Zealand Child and Youth Wellbeing Strategy
- Oranga Tamariki's Early Intervention

Disasters and Tamariki/Rangatahi



Over the past ten years Canterbury has experienced multiple manmade and natural disasters (Canterbury earthquake events; mosque shootings; Covid-19) – experiences which have resulted in increases in children and adolescents accessing services to address mental health issues. For example, 3100 new cases of children and youth under the age of 18 were referred for mental health treatment through the Canterbury District Health Board during 2017.

Layered upon this is the impact of Covid-19 which has exacerbated many of the existing inequities and challenges faced by tamariki and rangatahi – challenges such as poverty, discrimination, family harm and lack of affordable and warm housing. According to modelling undertaken by the Child Poverty Action Group (CPAG), an additional 18,000 children were probably pushed into poverty in the 12 months following the lockdown. Moreover, Māori and Pacific children and children with disabilities were 2.5 to 3 times more likely to experience this new hardship.¹³ For example, the pandemic has created severe economic and social challenges causing some whānau to struggle to meet the needs of their tamariki and rangatahi.

Past experiences with significant disasters predict there will be immediate repercussions for children, as well as negative outcomes for years to follow. This is because children are often more deeply affected by disasters, their mental health needs being overshadowed by the needs of their families and communities. There is a need to address the existing and emerging mental health needs of children. This includes ensuring that children's basic needs are met, in addition to ensuring access to effective interventions.

Similar to the CPAG modelling, RSRT has seen a level of demand and complexity unseen before. If this is maintained over a sustained period it will create capacity challenges for RSRT.

¹³ McAllister, J., Neuwelt-Kearns, C., Bain, L., Turner, N., & Wynd, D. (2020). . Auckland: CPAG. *The first year of Covid-19: Initial outcomes of our collective care for low-income children in Aotearoa New Zealand*

Table 1: Number of complexity criteria met per whānau referred to RSRT

Complex needs by year and number of complexity factors per whānau							
	0 factors	1 factor	2 factors	3 factors	4 factors	5 factors	Total cases
2016	1	4	3	6	4	2	20
2017	1	3	7	2	4	3	20
2018	0	4	7	5	2	2	20
2019	1	5	3	5	1	5	20
2020	5	4	5	3	2	1	20
Total	8%	20%	25%	21%	13%	13%	100 (100%)

Integrated Initiatives and Tamariki/Rangatahi

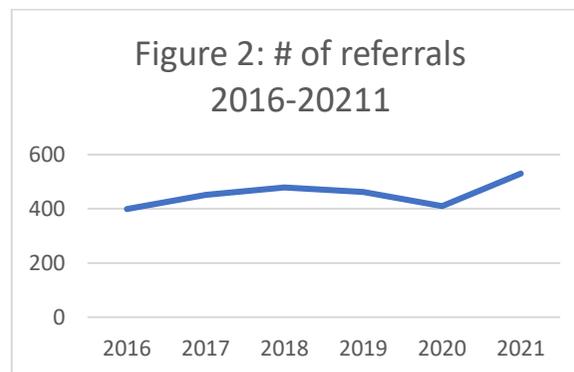


Collaborative initiatives are a hallmark of Canterbury with the Strengthening Families, Whānau Ora, Canterbury Clinical Network, Integrated Safety Response, Children’s Team and Mana Ake to name but a few. For children and their families, the benefits of integrated working include: Receipt of greater numbers of interventions and supports for a shorter period of time – a finding that indicates that children are being reached earlier and are less reliant on long-term interventions; increased the convenience of services, which in turn increases the utilisation of services and consequently improves outcomes for children; increased involvement of children and families in decisions about their needs and suitable responses and a holistic approach; improved communication and coordination that result in the seamless provision of cross-sector and cross-

discipline services that better serve local needs and avoid duplication of effort; improved social inclusion and social capital for families; and helped to support key life transitions for families.

Stakeholders specifically mentioned Mana Ake – Stronger for Tomorrow as an initiative led by the Canterbury Clinical Network that provided mental health and wellbeing support for tamariki who are in school years 0-8 in the Canterbury region. The Mana Ake initiative came about due to the increased emotional needs identified in children throughout Canterbury and Kaikoura (the Canterbury DHB region) as a result of earthquakes and aftershocks in the region between 2010-2016. The initiative takes an evidence informed, strengths-based, ecological and relational approach to enhance and empower the system (education, health and social sectors). Interventions contribute to improved mental health, improved educational achievement, improved physical health, reduced likelihood of addiction, and reduced likelihood of mental health incidents.

When it was initially implemented stakeholders thought that Mana Ake would impact on the rate of referrals to RSRT. For example, during F20, 5,500 tamariki were seen by Mana Ake kaimahi whilst the referral rates for RSRT remained much the same. Moreover, referral numbers in F21 have increased by 23% over the previous year and demand for interventions to address issues such as family harm, education, parenting, child behaviour and child mental health has double during the past 12 months.



Over the past five years, RSRT has experienced an increase in the diversity of the ethnic makeup of the referrals received by this Alliance. There has been a 102% increase in the number of referrals who identify as Māori; a 100% increase in the number of people who identify as Pacific Peoples; and a 281% increase in the number of people who identified as belonging to CALD communities.

Likewise, over the past five years there has been an increase in referrals from all age ranges of tamariki and rangatahi in particular a 54% increase in the number of referrals aged between 0-5 years; a 70% increase in the number of referrals aged between 6-10 years; a 129% increase in the number of referrals aged between 11-13 years; and a 11% increase in the number of referrals aged between 14-17 years.

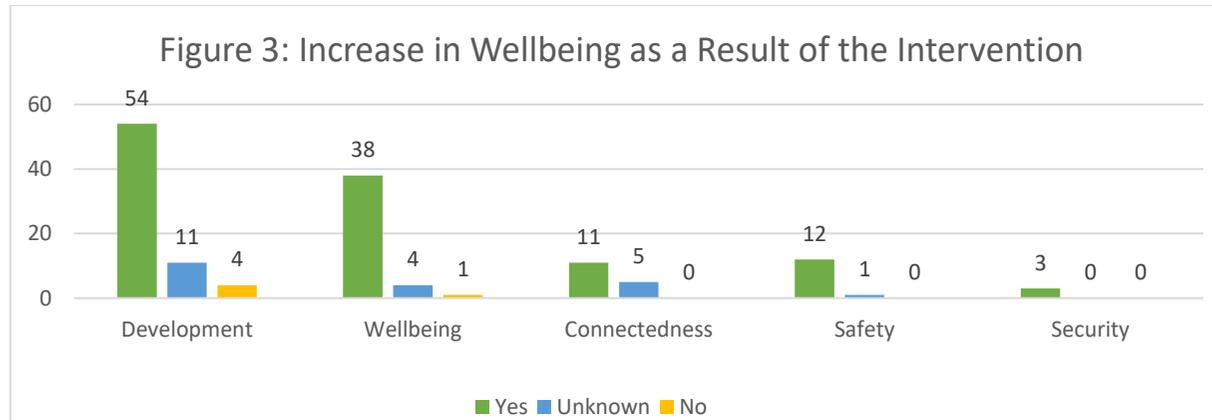
Child and Youth Wellbeing Strategy



Launched in August 2019, the five-year Child and Youth Wellbeing Strategy sets out what is important for child and youth wellbeing and how other stakeholders can contribute. This strategy provides a unifying framework and a way of aligning efforts. It includes six wellbeing outcomes:

- Loved, safe and nurtured
- Have what they need
- Are happy and healthy
- Are learning and developing
- Are accepted, respected and connected
- Are involved and empowered

RSRT joined others in the consultation for this strategy thereby contributing to its development. Since its launch RSRT has developed an intervention logic modelled on the Child and Youth Wellbeing Strategy and during 2020 produced a prototype outcome monitoring report.



There are opportunities for RSRT to further develop the data collection instruments and reporting frameworks to demonstrate the Alliance’s contribution to the wellbeing of New Zealand tamariki and rangatahi.

Early intervention and Tamariki/Rangatahi



Oranga Tamariki has developed a new operating model that includes more than the traditional care and protection and youth justice focus areas. This broader scope of work was introduced with the changes to the Oranga Tamariki Act which came into force in 2019 and takes account of early intervention programmes – the identification and provision of early support to tamariki and rangatahi at risk of poor outcomes.

The inclusion of early intervention in Oranga Tamariki's operating model provides an opportunity to contribute to the goals of the Child and Youth Wellbeing Strategy by

- Mitigating the impacts of disadvantage
- Preventing early needs from growing into greater needs
- Reducing the risk to tamariki and rangatahi of coming under statutory care

Moreover, during 2020 Oranga Tamariki had signalled its interest in engaging at a local level with interested parties who had the capability to design and implement local approaches to early intervention, including local models of the 'Children's Team.' Such approaches were envisaged as being whānau-led processes whereby whānau were supported to solve challenges and realise their aspirations, thereby restoring their rangatiratanga.

From the beginning of the Children's Team in 2015 RSRT had partnered with Oranga Tamariki to design and deliver this programme. In late 2020 RSRT grasped the opportunity to respond to the request for proposal and in early 2021 RSRT was awarded the contract to deliver a Coordination service for whānau facing a complexity of cross-sector needs.

7. Right Service Right Time 2021-2025 Strategic Themes

To ensure that the five-year RSRT strategy makes the most robust future possible for the Alliance we must:

- **Be adaptable:** Attentive to the shifting social environment in which we operate by continuing to pay attention to and respond to changes in demographics, needs and outcomes of tamariki, rangatahi and their whānau,
- **Extent integration:** Recognise that if RSRT wants to continue to make an impact, it cannot do that alone. Our partnerships with others must be purposeful and amplify the capacity and capability of our Alliance to support tamariki, rangatahi and their whānau to achieve their goals
- **Be evidence-based:** Being a 'learning organisation' and building our capacity to respond to opportunities, RSRT needs to create, acquire and transfer knowledge and modify our practice to reflect new knowledge insights

Right Service Right Time has identified the following three strategic themes for inclusion in its Strategic Plan 2021-2025. 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.

❖ Strengthen and expand critical programmes and services

❖ Strengthen and Expand Partnerships that support our strategic initiatives

❖ Capability building for operational excellence and high impact

The RSRT Strategic Plan is a working document intended to reflect current needs and conditions of the Alliance, the community and the 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 activities that are intended to achieve results under each of the 3 identified strategic themes; why each of the actions matters; how we will define success; when they will be delivered; and their status.

Right Service Right Time Strategic Plan 2020-2025: Implementation Matrix

Strategic Themes										
Strategic initiative	Deliverable	Why it matters?	Success	Timeframe (years)					Status	
				1	2	3	4	5		
Strengthen & Expand Critical Services										
	<ul style="list-style-type: none"> ➤ Provide a responsive RSRT coordination service for tamariki, rangatahi and their whānau 	<ul style="list-style-type: none"> ➤ RSRT needs to find ways to improve the supply/demand equation of its service & thereby deliver timely responses for whānau ➤ Provides a circuit breaker for low level issues ➤ Addresses the increasing complexity of cases ➤ There are negative effects for whānau waiting for services ➤ Support whānau early to prevent escalation of problems ➤ Prevent burnout of Coordinator 	<ul style="list-style-type: none"> ➤ Tamariki, rangatahi & their whānau experience responsive service ➤ Improved wellbeing for tamariki, rangatahi & their whānau ➤ No waitlist 	X	X	X	X	X		

	<ul style="list-style-type: none"> ➤ Expand & evaluate the RSRT brief intervention services 	<ul style="list-style-type: none"> ➤ To address the wait time for RSRT coordination service ➤ Previous research has found that Brief Intervention is helpful for whānau & RSRT wants to explore the results of its service before expanding them ➤ Try, reflect and learn approach 	<ul style="list-style-type: none"> ➤ No waitlist ➤ Whānau receive a timely service 			X			
	<p>Design and deliver Te Whiri Ora (transitioned Children’s Team)</p>	<ul style="list-style-type: none"> ➤ Support should be whānau-centred, relationship-based and empowering ➤ Whānau should benefit from timely access to required cross-sector supports ➤ The relationship between, and respective thresholds of, statutory responses and community-based preventative approaches must be clear ➤ Request for services, assessment tools and data management systems should support, rather than challenge, work with whānau ➤ Collaborative approaches must address any inequities of access & be culturally responsive and support the wellbeing of tamariki Māori and their whānau ➤ Having a key person lead a team working with whānau is important; these professionals 	<ul style="list-style-type: none"> ➤ Empower whānau to take responsibility for their own outcomes & maintain their resilience 	X	X	X			

		must be competent and supported in their work								
	➤ Enhance accessibility of RSRT for Māori whānau and Pacifica aiga	➤ Counter any inequality of access	➤ Equitable access to support for Māori whānau and Pacifica aiga	X	X	X	X	X		
Strengthen and Expand Partnerships that support our strategic initiatives	Explore ways in which RSRT can be more accessible to whānau residing in rural locations	<ul style="list-style-type: none"> ➤ Research shows that there is a paucity of social services available in rural areas ➤ Selwyn is one of the fastest growing districts in NZ 	➤ Increased numbers of whānau living in rural areas referred to RSRT	X	X	X	X	X		
	<ul style="list-style-type: none"> ➤ Strengthen relationships with and be more responsive to Māori through using powhiri process, kanohi ki te kanohi, hearing voice of whanau ➤ Strengthen connection with mana whenua 	<ul style="list-style-type: none"> ➤ Inequities impact Maori access to support ➤ The impact of Covid-19 has negatively affected Māori whānau ➤ RSRT is needs to be responsive to Section 7AA of the Oranga Tamariki Act 1989 	➤ Increase numbers of Māori whānau accessing RSRT	X	X	X	X	X		
	➤ Strengthen relationships with government funders and have equal power sharing	<ul style="list-style-type: none"> ➤ Increase understanding of government policy ➤ Grasp government commissioning opportunities that emerge 		X	X	X	X	X		
	➤ Strengthen connections with Whānau Ora, Mana Ake, ISR, WSS, Yamaha,	➤ As a recognised point of entry to support RSRT can offer more responsive services for whanau if	➤ Whānau receive the support that	X	X	X	X	X		

	mental health, Citizens Advice Bureau, help lines, etc to work together as a sector	it is connected to other collaborations ➤ Collaborations are working in silos	is most helpful for them						
	➤ Strengthen relationships where there are gaps in services e.g., child counselling services, Autism NZ, wraparound, holistic services	➤ Address gaps in services ➤ Address timeliness of service provision for whanau where the demand is greater than the supply	➤ Whānau receive the support that is most helpful for them	X	X	X	X	X	
	➤ Strengthen relationships with Pacific Peoples	➤ There are low numbers of Pacific aiga accessing RSRT	➤ Increased Pacific Aiga referred to RSRT	X	X	X	X	X	
	➤ Engage with tertiary institutions	➤ RSRT has an obligation to build the capacity and capability of the next generation of human service workers ➤ RSRT wishes to increase its evidence base	➤ Student on placement every year ➤ Research report produced annually	X	X	X	X	X	
	➤ Contribute to the children's workforce	➤ There is a paucity of trained children's workforce	➤ Increased capacity & capability of children's workforce	X	X	X	X	X	
	Communications								
	➤ Rebrand RSRT and communicate RSRT success story to funders,	➤ Communicating outcomes assists with sustainability	➤ Recognised as an exemplary	X	X	X	X	X	

Capability building for operational excellence and high impact

	to Ministers and other NZ stakeholders		collaborative initiative						
	➤ Connect up with & communicate more with RSRT partners	<ul style="list-style-type: none"> ➤ Maximise the use of limited services for whānau ➤ Governance Group more visible ➤ Share sector data 	<ul style="list-style-type: none"> ➤ Increased engagement with RSRT by partners 	X	X	X	X	X	
Policies and Procedures									
	➤ Review RSRT data collection methods and instruments to ensure they are consistently inputted as well as outcomes focused	<ul style="list-style-type: none"> ➤ Data quality issues arise when different people input data differently ➤ RSRT needs to demonstrate outcomes in a valid and reliable manner ➤ Guidelines developed around the structure and content of case notes in Paua ➤ Include additional data in Paua e.g., residency status, gender diversity, agencies working with whānau 	<ul style="list-style-type: none"> ➤ Wellbeing outcomes demonstrated reliable & validly ➤ Inform evidence-based decision making by Sector 	X					
	➤ Develop desk file of definitions, processes, criteria etc	<ul style="list-style-type: none"> ➤ It is some time since RSRT has reviewed its policies and procedures ➤ Need to ensure consistent approaches are used 	<ul style="list-style-type: none"> ➤ Quality policies & procedures is an element of sustainability 		X				

	<ul style="list-style-type: none"> ➤ Shift from paper-based to electronic processes and procedures 	<ul style="list-style-type: none"> ➤ Contribute to a sustainable environment ➤ Efficiencies for RSRT Coordinator 	<ul style="list-style-type: none"> ➤ Staff spend more time with whanau 						
Workforce									
	<ul style="list-style-type: none"> ➤ Establish an engaged & stable workforce which is well supported & well led 	<ul style="list-style-type: none"> ➤ Turnover reduced ➤ Reduce feelings of isolation ➤ Enhance wellbeing in workplace 	<ul style="list-style-type: none"> ➤ Engaged workforce 	X	X	X	X	X	
Governance Group									
	<ul style="list-style-type: none"> ➤ Succession planning for Governance Group 	<ul style="list-style-type: none"> ➤ Number of Governance Group members are reaching retirement age 	<ul style="list-style-type: none"> ➤ Sustainable governance 	X	X	X	X	X	
	<ul style="list-style-type: none"> ➤ Include MOE, MOH and MSD & business community in Governance Group 	<ul style="list-style-type: none"> ➤ To enhance integrative approach ➤ To enhance RSRT profile across sectors ➤ To enhance wraparound services for whānau ➤ Ecological approach reflected in governance as well as in the operation 	<ul style="list-style-type: none"> ➤ Innovation via a diversity of lens 		X				
	<ul style="list-style-type: none"> ➤ Governance capacity building 	<ul style="list-style-type: none"> ➤ RSRT is engaging a number of its partners as host agencies for staff and a tripartite agreement is needed to ensure staff wellbeing is of consistent high quality 	<ul style="list-style-type: none"> ➤ Enhanced governance skills 	X					

		Financial Resourcing						
	<ul style="list-style-type: none"> ➤ Increase diversity of funding sources, including social enterprise 	<ul style="list-style-type: none"> ➤ Financially sustainable 	<ul style="list-style-type: none"> ➤ RSRT is financial sustainable 	X	X	X	X	X

8. Theory of Change

The RSRT theory of change explains how the inputs and activities are understood to contribute to a series of results from outputs, to short-term outcomes to longer-term outcomes. It communicates the RSRT performance story and informed the development of our outcomes.

RSRT is an early intervention service directed to children, young people and their whānau who present with concerns about their wellbeing (physical, emotional, social etc). The evidence base that underpins RSRT includes:

- Built on the Social Service Provider Aotearoa culture conducive to alliancing
- The partners share a common vision, guiding principles and views about the problem (whānau experienced challenges accessing services to address their needs and providing services in an integrated manner will help them access them more efficiently and successfully).
- NGO leaders devote their energies to building and sustaining cross-organisational pathways
- Trust among the RSRT partners through respecting each other's perspectives and capacities, sharing the vision, effective communication and counting on each other to continue the shared work.
- Multidisciplinary response panel to provide appropriate responses to the issues facing whānau
- Working with whānau as partners and using ecological and strengths-based practices

- Range of services available through the RSRT alliance means that whānau have access to a broad range of interventions which include both practical services, as well as services to deal with more complex issues
- Effective cross-organisation communication via regular meetings of the Governance Group and the Response Panel (direct service delivery staff) to respectively develop shared strategies to help whānau and to discuss issues encountered by them
- Built data collection and tracking capacity and infrastructure (Paua) early including whānau demographics and service participation information presented in monthly reports received by the Governance Group
- Sustainability of funding and other resources to continue and build on the work with whānau ¹⁴



¹⁴ Victorian Auditor General's Office, 2015; Konrad, 1996; Kania & Kramer, 2011; Ghate & Hazel, 2002; Briar-Lawson et al., 2001; Dunst, 1997; Moore & Larkin, 2006; Caspe & Lopaz, 2006; Cattaneo & Chapman, 2010; McCashen, 2004; Saleebey, 2006; Solarz et al., 2004; William & Churchill, 2006; Carbone et al., 2004 No. 69, pp. 5-19.

Right Service Right Time Theory of Change/Intervention Logic Model

Challenges	Inputs & Activities	Outputs	Short-term Outcomes	Long-term Outcomes
<p>Whānau/families have experienced barriers to accessing the services they need.</p> <p>Needs presented to RSRT</p> <ul style="list-style-type: none"> • Mental health issues • Physical health issues • Trauma • Child behaviour issues • Lack of emotional skills • Education issues • Lack of social skills • Family relationship issues • Lack of parenting skills • Family violence • Child safety concerns • Family lacks basic material resources. 	<p>Resources:</p> <ul style="list-style-type: none"> • <i>Recognised point of entry</i> • <i>The RSRT coordinator</i> • <i>Funding</i> • <i>RSRT Response Panel</i> • <i>Host organisation provides supervision</i> • <i>Evidence based</i> • <i>integrated network of services (including Kaupapa Māori services)</i> • <i>Governance Group using collaborative models</i> <p>Target Group: <i>Children, Youth and Family/whānau, who are not involved in Oranga Tamariki. The needs of the family can range from a single need to multiple needs.</i></p>	<p>Responsive Service</p> <p>Timely Response</p> <p>Whānau/family or child is referred to an agency where they complete an intervention. (Depending on the whānau/family's needs multiple referrals may be appropriate).</p> <p>The RSRT coordinator provides whānau/family with information about services that they can then access.</p> <p>Provides advice to whānau/family.</p> <p>Provides information to whānau/family to assist them in dealing with their needs.</p>	<p>From the agency</p> <ul style="list-style-type: none"> • Increase in mental and physical health of children and young people. • Increased behavioural, emotional and social skills of children and young people. • Increase in children and young people's ability to achieve in education. • Increased positive family connection. • Increase in children and young people being safe and feeling safe. • Increase in children and young people having their basic needs met, including basic material needs. <p>From the RSRT Coordinator</p> <ul style="list-style-type: none"> • Increase in knowledge • Change in awareness • Improved access to support • Client consents to being referred to agency • Increase of engagement in service • Increase in client being resourced and empowered to support child. • Client modifies behaviour 	<ul style="list-style-type: none"> • All children and young people are mentally and physically healthy. • All children and young people are able to develop behavioural, emotional and social skills. • All child and young people achieve in education. • All children and young people have a good connection with their families. • All children and young people are safe and feel safe. • All children and young people have their basic needs met, including basic material needs. <p>Right Service Right Time is a contributory approach working towards improving the wellbeing of children and whānau/families. (Long-term outcomes inspired by the NZ Child and Youth Wellbeing Strategy, 2018)</p>

The RSRT Theory of Change/Intervention Logic provides a solid foundation for operating over the next five years, yet we will review and upgrade it as our evidence base grows.

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