



**Safer Mid Canterbury**  
Together we're safer

# Ten Year Business Plan

## 2021/31





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## Executive Summary

In 2020, the year of the COVID-19 pandemic, the need for Safer Mid Canterbury's services has never been greater. Over the last 27 years, we have proven that we are a highly effective NGO that delivers above and beyond expectations. This has led to an increasing number of government and local government funded contracts for the benefit of Mid Canterbury's communities.

As a result of this rapidly rising workload, an independent review was commissioned in 2020 to make sure Safer Mid Canterbury had the structure and processes in place to ensure it was robust and fit for purpose for the next 10 years. This included the ability to continue to adapt to the changing needs of Ashburton District's increasingly diverse community.

Consultants Sheffield Consulting delivered a number of findings, with key recommendations being that the organisation needed to revise its strategic plan to reflect its recent growth and that team leaders should be established to reduce the number of direct reports to the Chief Executive from twenty five to five. This new reporting structure has now been implemented and is shown in the diagram on page seven. Ongoing funding is needed to support this new operational model and the figure is included in our budget for 2021- 2031.

We anticipate the next decade will be Business as Usual for Safer Mid Canterbury, with the number of contracts for essential community services continuing to increase. In this Ten Year Plan, we have identified a range of potential growth opportunities for which we will seek funding.

We have kept in mind that our key funders, including Ashburton District Council, support community agencies that demonstrate prudent, targeted use of ratepayer and taxpayer funding for tangible outcomes. In considering funding requests and agency budgets, they need to be satisfied that the agencies they support can demonstrate outcome-focused strategic planning, detailed and accurate budgets, and relevant measures for accountability.

## Our Ten Year Plan

The direction for our next 10 years has been informed by our experiences of delivering services to the Ashburton Community over the last 27 years, the growing need for our work, and most recently an independent review of our organisation by Sheffield Consulting.

The reviewers used an anonymous survey to collect information from staff and board members about their perceptions, experiences and how they rated the organisation. It was designed to gather information about:

- Safer Mid Canterbury as a company to work for
- Communication
- Professional Development
- What motivates staff
- Improvements and what would enable the business to grow

The response rate for the survey was 85% for staff and 100% for board members, providing us with the confidence that it accurately reflected the way people felt. It delivered useful insights into areas such as our culture; barriers to success; satisfaction with work/life balance in our organisation and the team's understanding of Safer Mid Canterbury's vision and values. While there were many positives to show that our organisation is in good heart, there was also much to take on board including the need for people to gain managerial experience; a desire for more innovation; opportunities for greater collaboration; and a wish for more job/funding security.



To remain robust and responsive as an organisation, it is imperative that we respond to what we have learnt. While some of the work will require minimal funding, several elements will require funding support which we have calculated in our budget below. This includes the cost of promoting three people to team leader positions to alleviate pressure on the Chief Executive and grow their professional skillsets.

Other important areas of progression include the need to further our bicultural journey. While Safer Mid Canterbury has always been mindful of its obligations under Te Tiriti o Waitangi, we know that we can do more to enhance our practice in how we deliver services and respond to the needs of our population.

We also need to continue to strengthen community representation on our Board. Our board has plans to look at how it recruits and retains a high calibre of trustee. It is also going to look at processes to ensure the board is reporting back to the community on our work.

Growing our IT capacity will be essential to keep up with modern ways of working. This has been highlighted in the last year with the world's reliance on technology to stay connected and keep organisations functioning. We have used tools such as Zoom, Teams and Google Meet to talk to each other, as well as our partner agencies and clients. Our recent review highlighted that our client management systems and data collection were no longer fit for purpose for an organisation of our size. We are following a recommendation to put a new client management system in place that will streamline how we gather and store information. It will also give ready access to reports around the wealth of data we have available to us about the needs of our community. This will greatly enhance our ability to spot trends and issues and respond to them. We have applied for funding to put a new system in place and are currently awaiting the outcome.

## ***Summary of Outcomes***

Safer Mid Canterbury's programmes and initiatives are designed and managed to work towards four key strategic outcomes:

1. A Safer, Stronger Community
2. Working Together
3. Strong and Healthy Families
4. Pathways for Young People

These outcomes have been considered with the Local Government Act's Four Wellbeings (Social, Economic, Cultural and Environmental) in mind.

## ***Key Initiatives***

Safer Mid Canterbury delivers a portfolio of long-term initiatives within the Ashburton District each year, with short-term projects cropping up to meet community needs as required. As an agency, we are well placed to take advantage of any new funding and programme opportunities that arise.

In 2021/22 we will continue with the delivery of current services and projects and will also be looking to further develop the work we do. In particular, we will be delivering new Post-Settlement Support for Former Refugees, and initiating our Community Connector service. We will also continue to lead the delivery of outcomes within the five-year Safe Communities plan.

## **Post-Settlement Support for Former Refugees**

Many Ministries have a responsibility to support the settlement of refugees in New Zealand. As part of the extension of the Refugee Quota into areas like Ashburton, the Ministry of Social Development has extended its contractual funding around settling-in services. Whilst the Ministry of Business, Employment and Innovation funds the Settlement Service for Refugees, this support is only for the first 12 months of settlement. As a result of this, the Ministry of Social Development approached community providers, offering contractual funding to provide a support

service to refugees post this 12-month period. In our district this contract was offered to Safer Mid Canterbury. Now the Refugee Quota Programme has recommenced, this funding will see us employ one staff member to carry out this work.

### **Community Connector Service**

This is a newly contracted service funded through the Ministry of Social Development. It is a response to COVID-19 and has a particular focus on supporting those who have recently lost work or suffered a reduced income. Some of those we support will also be receiving support from Work and Income, however, some will be in families that don't meet the threshold for that support. Our only criteria to offer support is that they have been affected by COVID-19. A new staff member has just been employed to lead this service.

### **Measures**

Our strategic outcomes are supported by specific, tangible measures of success. A list of the measures that we will use to remain an accountable, outcome-focused organisation is included in this plan.

### **Funding Requested**

Our operational funding request, detailed in our *Annual Budget*, is **\$237,126**. This includes **\$201,339**, as per the Ten Year Plan, of standard operational costs and **\$35,787** for the delivery and oversight of the Safe Communities Plan.

Above all, Safer Mid Canterbury looks forward to another successful year partnering with Council, government, and the community, to improve local outcomes for the Ashburton District.

### **About Safer Mid Canterbury**

Safer Mid Canterbury (formerly Safer Ashburton District) is a non-profit community organisation that has been operating as a charitable trust for more than 27 years. We provide free and confidential community services across the Ashburton District with a focus on a healthier, stronger and safer community for all. Along with delivering crime prevention projects, we prioritise the delivery of early intervention programmes, to support and strengthen individuals and families. We help people to make good choices by providing positive opportunities and pathways for change.

Safer Mid Canterbury also employs staff on behalf of other small non-profit organisations, including the Hakatere Multi Cultural Council, HYPE Youth Health Centre, and Neighbourhood Support. Staff of these organisations report to their respective Trusts at a governance level, and Safer Mid Canterbury handles their day-to-day management and employment. The structure of this relationship saves small organisations from having to become employers, provides staff with the support and direction of a larger organisation with robust policies and procedures, and saves on administrative overheads.

### **History**

Safer Mid Canterbury has progressively grown since its inception in 1994 and now employs 22 permanent staff and six casual staff across 20 service areas. We are in the process of recruiting six additional staff by July 2020 for the Community Connector Service, the Post Refugee Support Service and the staff required for the Refugee Settlement Support Service, now that refugees are arriving in Ashburton. We also have 30 volunteers supporting our programmes, and will have many more coming on board supporting refugees, alongside extensive community support and engagement with other agencies and providers across the district.

Safer Mid Canterbury is the largest locally-driven provider of community services in the Ashburton District. We deliver programmes and services in response to community need, supporting vulnerable families, children and young people, youth justice, adult offenders, and new migrants.

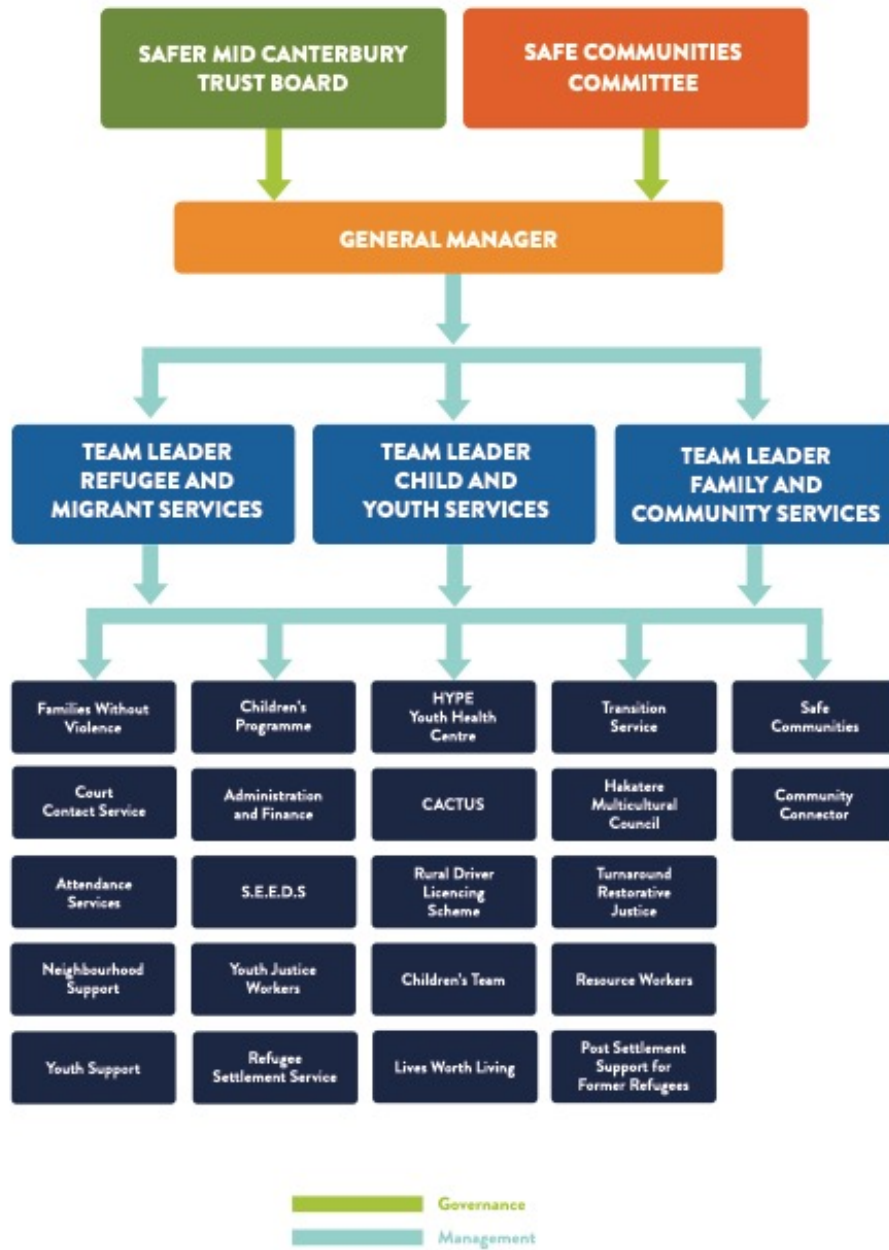
## **Our Structure**

With the establishment of the Safe Communities initiative, Safer Mid Canterbury made changes to its overall governance structure. From its inception, Safer Mid Canterbury had an overarching board made up of about 18 individuals representing various community and government organisations. The board included the original trustees of the organisation and sitting under this was a core group of five members who oversaw the General Manager. When the Charities Commission was established about a decade ago, changes were made that saw the larger board become advisory in nature, rather than the “Trust Board”, and the smaller core group of individuals become the legal trustees.

This structure was maintained until 2019, when Safe Communities was established locally. The organisation decided the best course of action was to make the existing larger advisory committee, the Safe Communities Committee. This invigorated the committee, provided it with a new and exciting purpose and resulted in new agencies joining the group. The Committee now has 27 member agencies who are all signatories of Safe Communities Ashburton District. This group now sits to the side of the Trustees and advises the work of the Safe Communities Coordinator. This structure is now in its second year and is operating very effectively.

The recent review we commissioned by Sheffield Consultants saw our governance structure as being fit for purpose. The review, did however, look closely at how we operated internally and conducted a full review of the General Manager’s role, responsibilities and where the General Manager’s time could be spent most effectively. One of the main recommendations was, unsurprisingly, that it was unfeasible for the General Manager to receive upward of 25 direct reports.

The Board of Safer Mid Canterbury already felt our operational structure was no longer fit for purpose, given the structure had not changed in many years of continued growth, and wanted an independent review and recommendations before making any changes. A key recommendation was the development of service teams within the organisation and Team Leader positions established to oversee these. It recommended the Team Leaders be appointed internally to provide pathways for current staff and that those staff maintained their current work with set hours to carry out the team leader function. This has been a work in progress over the last six months, however, Team Leaders have now been appointed with the new structure taking effect from 1 March 2021.





## ***Safe Communities***

Safer Mid Canterbury was supported by Ashburton District Council and ACC to lead the work towards Safe Communities accreditation for the district. Accreditation was achieved in May 2019. Safe Communities is an all-of-community approach to developing and implementing a plan for the district that aims to reduce injury and enhance safety, across a range of areas within our community.

The original work included employing a coordinator to organise a Steering Group and develop a strategic plan for the next five years.

From May 2018, the Steering Group met monthly until accreditation was achieved. Part of its role was to provide advice and support to the Safe Communities Coordinator in preparing the application document. The group formally signed a charter to guide its purpose and activities, and involved representatives from:

### ***Ashburton's Safe Communities Steering Group***

- Ashburton District Council
- Safer Mid Canterbury
- Hakatere Marae
- ACC
- Police
- St John
- Fire and Emergency NZ (FENZ)
- Ashburton Community Alcohol and Drug Service
- Ashburton Town Watch
- Rakaia Community Association
- Work and Income/Ministry of Social Development
- Ara Institute of Canterbury
- YMCA Mid Canterbury
- Sport Canterbury
- Ministers' Association
- Mid Canterbury Principals' Association
- Experience Mid Canterbury
- Ashburton College
- Age Concern Ashburton
- Oranga Tamariki
- Department of Corrections
- The Rural Support Trust Mid Canterbury
- Presbyterian Support Ashburton
- Waitaha Primary Health
- CCS Disability Action

### ***Key Priorities for Ashburton District***

Agencies working in violence and injury prevention, and community safety promotion came together to review local injury, violence and crime data, and feedback on community safety. From this, they determined the key community safety priorities for Ashburton District as being:

1. Rural safety
2. Falls
3. Road safety
4. Harm reduction/prevention
5. Alcohol, drugs and community safety
6. Environment (built and natural).

A separate Business Case has been included detailing the work of the Safe Communities future plans.





## Trustees



### LIZ MCMILLAN – Safe Communities Chair

Liz was appointed as the Chair of Safe Communities, following her appointment to the Board as Ashburton District Council's representative in September 2017. Liz is the Deputy Mayor of Ashburton and was previously the chairperson of the Methven Community Board. She was chair for six of her nine years on the Community Board.



### DON MCLEOD – Safer Mid Canterbury Chair

Don has been a Safer Mid Canterbury Board member for eight years, including several years as the Board Chairperson. He is a former secondary school principal and former Ashburton District Councillor, who has a strong interest in people and the community. He is also a board member for Ashburton Community Alcohol and Drug Service (ACADS), Community House Mid Canterbury, and Neighbourhood Support.



### MAX CAWTE

Max is the managing director of Ashburton Powdercoating and has been contributing his skills and knowledge to Safer Mid Canterbury for more than 10 years, including six as a trustee. He is a long-term member of the Ashburton Lions Club, which includes a period as President.



### JEANETTE TARBOTTON

Jeanette has a long history of community involvement in Mid Canterbury and is a representative of the local chapter of Age Concern, which works in the interests of elderly residents. She has also been involved with Federated Farmers, Rural Women New Zealand, and the Ashburton Lions Club.



### MICHELLE BRETT

Michelle recently joined the Safer Mid Canterbury Board and is well known for her work in various community sectors throughout the Mid Canterbury district. She is currently the Hato Hone St John Right Care Advisor Hauora Māori, is a member of the St John Diversity and Inclusion Council and is the South Island Youth Clinical Liaison. Michelle is also the Chair of Hakatere Marae, a position she has held for the past three years. She is passionate about improving whānau outcomes and helping achieve greater equity.



## General Manager



**KEVIN CLIFFORD**

Kevin has been the General Manager of Safer Mid Canterbury for 14 years. He says his favourite parts of the job are working with people who are dedicated to helping others, and the enjoyment of making a difference in people's lives. Kevin is also involved with a number of other community boards and trusts and is an active community volunteer.

## Our Programmes

Programme	Description
<b>ATTENDANCE SERVICES</b>	Safer Mid Canterbury has delivered Attendance Services in the Ashburton District since 2002. This service aims to improve the school attendance of children and young people by working with families, schools, and other groups. Truancy can be due to a range of factors, and our attendance officers assist young people and families to get the support they need.
<b>CACTUS (Combined Adolescent Challenge Training Unit &amp; Support)</b>	CACTUS supports young people to discover their inner strengths and abilities to reach their potential. Activities promote self-esteem, confidence and physical fitness. Each course is followed by an overnight camp to introduce participants to new camping and bush skills, and also to celebrate their achievements throughout the course. A five-day advanced course is also run each summer for those who have excelled in the basic courses.
<b>FAMILIES WITHOUT VIOLENCE NETWORK</b>	The Families Without Violence Network was formed 11 years ago in response to increasing levels of family violence. The Families Without Violence coordinator promotes the prevention and awareness of family violence within the community. We develop resources to help victims and offenders access information and assistance. We also run activities and events to promote awareness of family violence and create avenues for support. The coordinator brings agencies together, to work collectively in reducing family violence in our district.
<b>ROCK ON (Reduce Our Community Kids Offending Now)</b>	Safer Mid Canterbury introduced the ROCK ON initiative in 2015. ROCK ON is an inter-agency, community-funded initiative which identifies and targets young people with significant school attendance issues. The aim is to reduce youth offending rates in our local community.
<b>SAFE COMMUNITIES</b>	Safer Mid Canterbury has been tasked with leading this work in our community. Safe Communities is an all of community approach to developing a plan for the district, that aims to reduce injury and enhance safety, across a range of areas within our community. Thirty nine districts in New Zealand have obtained Safe Communities accreditation under the Safe Communities Federation of



	<p>New Zealand. All have reported an increase in interventions and activities, an increase in external funding, and improved safety within their communities.</p>
<p><b>S.E.E.D.S</b> (Sharing Everyday Experiences and Drawing on Skills)</p>	<p>Safer Mid Canterbury has been operating the S.E.E.D.S service for 10 years. S.E.E.D.S is a free family wellbeing programme targeting families with pre-schoolers. Families needing support are matched with a trained volunteer, who works in the family's home environment, teaching practical parenting and household skills. Volunteers are trained in techniques to reduce stress and to improve the confidence of young families. Practical skills that are shared include parenting routines; time management; handling stress; child health and wellbeing; nutrition; menu planning; cooking and baking; budgeting; sewing and garment repairs; housekeeping; and hygiene.</p>
<p><b>SUPERVISED ACCESS</b></p>	<p>Safer Mid Canterbury has provided a supervised access service, since 2013, for children who are not in their parents' care. This is part of a contract with Oranga Tamariki. Staff oversee and monitor visits, ensuring appropriate behaviour and child safety. Our most skilled staff work in this area, due to the difficulty and complexity involved in many situations.</p>
<p><b>COURT CONTACT SERVICE</b></p>	<p>Over the past two years, we have been accredited to provide supervised contact services to the court. This is a similar service to Supervised Access, however in this instance, it is carried out under a family court order. Generally, one parent will hold the parenting order with the other parent not able to have contact with their child/children unless supervised. Our role, once a referral is received, is to carry out an assessment and make recommendations back to the court around the appropriateness of contact taking place and how it can be done. From there, we assist with the contact sessions.</p>
<p><b>PROJECT TURNAROUND ASHBURTON ADULT RESTORATIVE JUSTICE SERVICE</b></p>	<p>Safer Mid Canterbury has delivered Restorative Justice Services in the Ashburton District Court since this initiative was first established 22 years ago. When a person appears in court charged with an offence, the Judge may refer them to the Restorative Justice service post sentence, if they have pleaded guilty to the offence they are charged with. The process involves a pre-conference with the offender and victim, before a conference between both parties, where the harm is addressed and various plans and actions are agreed upon. A detailed report then goes back to the Judge to be considered when the offender is sentenced. Restorative Justice plans address reparation, penalty, treatment, and education.</p>
<p><b>SUPPORTED BAIL</b></p>	<p>Supported Bail is another contract area for our organisation that began operating in 2018. This contract is aimed at providing intensive support for young people, who have been charged with an offence and have been bailed back to an address in our district, awaiting sentencing. Our role is</p>



	<p>to ensure they meet bail conditions and don't reoffend while on bail.</p>
<b>COMMUNITY YOUTH PROGRAMME</b>	<p>The Community Youth programme has been providing young offenders and those at risk of offending with positive alternatives since 2010. Young people entering the youth justice system (generally for lower level offending) are referred to us, so that we can support them to engage in positive activity and ultimately halt their offending.</p>
<b>SUPERVISION WITH ACTIVITY</b>	<p>Supervision with Activity has been operating since 2018. This contract is aimed at higher level youth offenders and is an intervention that sits just prior to a residential sentence, or is a mandated intervention for a youth offender leaving a residential environment and returning to the community. It is an intensive service, where staff may spend up to 20 hours per week with an offender, engaging them in positive activity with a view to halting their offending.</p>
<b>YOUTH SUPPORT</b>	<p>Safer Mid Canterbury provides a one-on-one support service for young people and their families to target issues that are creating obstacles in young people's lives. This service has been operating in the Ashburton District for 15 years. Youth Support Workers, together with young people, develop an action plan and a timeline for achievement.</p>
<b>COMMUNITY SERVICE SUPPORT</b>	<p>Safer Mid Canterbury works in close partnership with a number of smaller trusts operating in our district. The support we provide generally involves the employment and day-to-day oversight of coordinators of various projects in our community. We see this as a great way to reduce overheads and workloads for small volunteer trusts. Managing employees can be time-consuming for small organisations and can involve the creation of processes and policies; health and safety protocols; day-to-day monitoring; and reviews.</p>
<b>CHILDREN'S PROGRAMME</b>	<p>Safer Mid Canterbury runs the Children's Programme over the Christmas school holidays. This programme focuses on working with at-risk children aged 5 to 10 years. The programme is module-based and covers specific topics such as bullying, personal safety, fear, depression, friendship, and life skills. The programme delivery is age-specific, so children are arranged into their peer groups when attending.</p>
<b>RESOURCE WORKERS</b>	<p>Over the past three years, Safer Mid Canterbury has begun employing resource workers to support various projects and deliver short term contracts. We often get asked to carry out a piece of work over the short term, such as supporting a child back into education or providing support around other community interventions. Rather than constantly trying to find staff for short term work at short notice, we now work to create more permanent positions, so we can respond to these requests.</p>



<b>LIVES WORTH LIVING</b>	Lives Worth Living was developed by Safer Mid Canterbury in 2019 to address concerns around suicide and its ongoing impact on the Mid Canterbury community. Lives Worth Living is a community-funded project, employing two people in joint roles to support suicide prevention and to provide support in the event of a death by suicide.
<b>REFUGEE SETTLEMENT SUPPORT</b>	Over the past year, Safer Mid Canterbury won a tender to deliver the Refugee Settlement Support Service, which provides intensive support to new refugees in their first 12 months of settlement in a new area. It covers supporting them in every aspect of settling in, from housing and registering with a GP to school enrolments and social engagement.
<b>TRANSITION SERVICE</b>	This was a new contract for Safer Mid Canterbury, starting on 1 January 2020. This new service is contracted to community providers across the country, with the aim of supporting young people who are, or have been at any point after the age of 15, in the care of the State. The concept involves assisting these young people into adulthood and everything this entails. The young person is able to gain a high level of support up to the age of 21 and has the ability to come back for assistance up to the age of 25.
<b>COMMUNITY CONNECTOR</b>	This is a newly contracted service funded through the Ministry of Social Development. It is a response to COVID-19 and has a particular focus on supporting those who have lost work or suffered a reduced income. Some of the people we work with will also be receiving support from Work and Income. Some will however be in families that don't meet the threshold for that support. Our only criteria to offer support is that they have been affected by COVID-19.
<b>POST SETTLEMENT SUPPORT FOR FORMER REFUGEES</b>	As part of the extension of the Refugee Quota into areas like Ashburton, the Ministry of Social Development has extended its contractual funding around settling in services. As a result of this, the Ministry of Social Development approached community providers offering contractual funding to provide a support service to refugees post their 12-month settling period. In our district, this contract was offered to Safer Mid Canterbury. Now the Refugee Quota Programme has recommenced, this funding will see us employ one staff member to carry out this work.



# Safer Mid Canterbury Strategic Plan

## Summary

The Safer Mid Canterbury Strategic Plan brings together the strategy that Safer Mid Canterbury's staff and Board have partnered to deliver for more than 25 years.

The true indicator of our success is whether we are able to support change in our community. Safer Mid Canterbury programmes focus on "turning the curve" – reducing negative social trends through an outcome-focused approach to our accountability.

Our strategic plan provides a clear framework for our operations, centred on four key outcomes:

1. A safer, stronger community
2. Working together
3. Strong and healthy families
4. Pathways for young people.

## Philosophy

The philosophy of Safer Mid Canterbury (Trust Deed 31 January 1994) is that:

- Community awareness, involvement and responsibility will make a safer community
- Community ownership of crime and a shared responsibility for shaping responses to crime will be encouraged

## *Mission Statement*

"To reduce and prevent crime in the community and its impact on the Ashburton District -  
Together we're Safer."

## *Working Principle*

A sustainable "safer community" will only be achieved through providing services and programmes that support and strengthen individuals and families, enabling them to make good choices, and through providing positive opportunities and pathways for them to choose.

## *Goals*

1. Identify crime prevention issues in the community.
2. Design and advise on solutions for building safer, healthier communities.
3. Share information and coordinate activities between central and local government, and between community stakeholders.
4. Facilitate, develop, support and monitor local initiatives.
5. Support the development of strong and healthy families.
6. Develop and monitor initiatives to support vulnerable individuals and families within the community.

## *Core Values*

- Service
- Social justice
- Dignity and worth of individuals
- Importance of community
- Integrity
- Competence and professionalism



## **Monitoring and Review**

### ***Keeping on Track***

The Board will monitor progress towards the outcomes of the Plan at each Board meeting. By reviewing programmes and progress for one outcome at each meeting, our plan will remain a living document that guides and targets all of our decision-making.

### ***Staying Relevant***

The Board will review this Strategic Plan regularly to make sure it aligns with community trends and issues. This way, we will ensure that our direction and focus is a good match for our community's needs.

## **Strategic Outcomes**

### ***A Safer, Stronger Community***

As a community, Ashburton District has its own unique challenges. By understanding these, Safer Mid Canterbury can design programmes that will address root causes and provide positive pathways for those at risk.

This over-arching outcome is the goal for all of our programmes and initiatives. Whether we are equipping families with the tools they need, creating positive pathways for our youth, or bringing isolated people together, we are improving the safety of our wider community. The main challenges to our safety are from those who need support to make good choices. We believe in the power of people to change these patterns and take every opportunity to empower them to do so.

We will know we are achieving this outcome as we observe vulnerable community members making better choices. Turning the curve for this outcome means that more people and families feel safe and empowered to create better lives for themselves and their community.

### ***Working Together***

Working collaboratively enables us to accomplish more than we can do alone. By teaming up with other groups and agencies, we can make better use of limited resources, eliminate duplication of efforts and reduce the fragmentation of services our community receives. The result is better outcomes for all parties.

The key to success for this outcome is a foundation of communication, trust and understanding. With this foundation we not only work better together, we learn from the diverse range of perspectives and approaches that different groups have to offer.

We achieve this through a diverse representation of community stakeholders on our Safe Communities Committee, our Board of Trustees and ongoing engagement with community groups. The advisory committee structure we use for key projects ensures that Safer Mid Canterbury staff have specialist guidance, keeping us on top of current and emerging issues. Safer Mid Canterbury delivers projects in partnership with, or on behalf of, a range of community groups. Our commitment to working together also means we can offer "wraparound" services, streamlining the experience of families and individuals that are involved with multiple agencies.

Safer Mid Canterbury is an anchor tenant at Community House Mid Canterbury which enhances inter-agency collaboration and shared services.

### ***Strong and Healthy Families***

The success of our children rests on the strength of our families. Children thrive in stable, secure homes with skilled parents. We know that family-oriented programmes can prevent future social issues, including violence and crime. The positive outcomes we achieve by strengthening families extend outside of the home, to our entire community.



Intervening early lowers the risk of families becoming dependent on high-cost services later. International research suggests that one of the most promising approaches to preventing youth crime is home visits, particularly to provide advice about the care of children. Our S.E.E.D.S and youth programmes work in homes with vulnerable children and families to assist with building stronger skills.

We will know we are achieving this outcome when we see skilled parents making good decisions for themselves and their children.

### ***Positive Pathways for Young People***

We are passionate about helping young people to reach their full potential. Our programmes aim to prevent issues by steering young people towards positive pathways and equipping them with the skills to make good choices.

We know that the earlier young people begin offending, the greater the odds they will re-offend. Working with youth to encourage good choices can prevent them from making negative decisions that affect the rest of their lives, such as leaving education early or engaging in crime.

We will know we are achieving this outcome as the young people we work with grow as individuals, empowered by confidence and self-esteem. By making positive social choices, engaging in training and education, and discovering their potential, our youth will lead more fulfilling lives that benefit our whole community.

### ***Incorporating the Four Wellbeings of a liveable community***

Our programmes incorporate the Four Wellbeings of a livable community, which have been included in the Local Government (Community Wellbeing) Amendment Bill. These four aspects of community wellbeing include social, economic, cultural and environmental outcomes. We also acknowledge the contributions our Council makes towards fostering a vibrant and liveable community through the Four Wellbeings and believe we are very well placed to assist Council in achieving these valuable outcomes.

#### **Social**

Our programmes help to influence positive social interaction and contributions to the community from our young people. For example, our Youth Development programmes assist in building confidence and self-esteem in young people, empowering them to build healthy relationships and participate meaningfully in society.

#### **Economic**

Having a safe and healthy community creates a strong foundation for a thriving economy. Through programmes like the Attendance Service and Youth Support, we help motivate young people to support the community through working towards goals such as NCEA qualifications and obtaining employment.

#### **Cultural**

All of our services have aspects of supporting and working with people of different cultures, enhancing their place in the community and reducing tensions between various groups. We deliver a range of culturally appropriate services and work in partnership with culturally focused organisations and those that support and enhance the lives of newcomers and migrants to our district.

#### **Environmental**

Our programmes encourage young people to participate in work that is of value to the environment. Programmes such as CACTUS have a strong outdoor activity component to them, which exposes youth to our local biodiversity and encourages them to be respectful of our environment in their decision making. Participants on our programmes also volunteer their time to help with projects such as native tree planting.



## Key Initiatives Action Plan

Wellbeing Outcome	Goal	Programmes	Measure (based on previous year)	Key external funder
<b>Social</b>	<b>Crime prevention</b> - Reduce crime and antisocial behaviour in our community.	Neighbourhood Support	Number of households - 5000	<b>Community funding</b>
		ROCK ON	Number of referrals - 10	<b>Community funding</b>
		Resource workers	Number of families - 12	<b>Oranga Tamariki</b>
		Transition Service	Number of referrals - 6	<b>Oranga Tamariki</b>
		Turnaround Ashburton Community Restorative Justice Service	Number of referrals - 90	<b>Ministry of Justice</b>
		Attendance Service	Number of referrals - 80	<b>Ministry of Education</b>
		Families Without Violence Network	Number of initiatives - 4	<b>Oranga Tamariki</b>
		Youth Justice Services (Community Youth, Supported Bail, Supervision with Activity)	Number of referrals - 14	<b>Ministry of Justice</b>
<b>Economic</b>	<b>Strong and healthy families</b> - Safe, strong and successful families and individuals.	Rural Drivers Licensing Scheme	Number of people enrolled – 24	<b>Community funding</b>
		SEEDS	Number of families assisted – 32	<b>Oranga Tamariki</b>
		Supervised Access	Number of families supported – 12	<b>Oranga Tamariki</b>

	<b>Working together</b>	Court Contact	Number of families supported – 12	<b>Department of Courts</b>
		Youth Support	Number of youth assisted – 31	<b>Oranga Tamariki</b>
		Children’s Team	Number of families supported – 4	<b>Oranga Tamariki</b>
		Community House Mid Canterbury	Number of coordinated inter-agency activities - 6	<b>Community funding</b>
		Hype Youth Health Centre	Number of youth assisted – 500	<b>Waitaha Primary Health</b>
	<b>Employment-Focussed Services</b>	Community Connector Service	Number of individuals supported – 24	<b>Ministry of Social Development</b>
<b>Cultural</b>	Provide supportive and culturally appropriate services for diverse communities.	Hakaterere Multi Cultural Council	Number of people engaging with the network (attending events, registering through the database) - 150	<b>Community funding</b>
		Refugee Settlement	Number of individuals supported - 100	<b>Ministry of Business, Innovation and Employment (MBIE)</b>
		Lives Worth Living	Number of individuals trained – 50 Individual and group support – 30	<b>Community funding</b>
		Post Refugee Support Service	Families supported – 30	<b>Ministry of Social Development</b>



<b>Environmental</b>	<b>Positive pathways for young people</b> - Helping young people and individuals reach their potential and value the environment.	CACTUS  Children's Programme  Safe Communities	Number of young people participating - 48  Number of participants – 25  Continuing to deliver strategic plan	<b>Youth Institute of Ashburton</b>  <b>Oranga Tamariki</b>  <b>Ashburton District Council &amp; ACC</b>
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# Business As Usual

## Summary of BAU Activities

The nature and long-term focus of Safer Mid Canterbury's programmes means that the majority of our initiatives can be considered "business as usual" in the sense that they continue from year to year. Safer Mid Canterbury remains responsive to emerging trends and priorities. When central government releases budgets, priorities and funding for the coming year, Safer Mid Canterbury will explore the potential for new projects that support our district whenever possible.

### ***Council Funding***

Ashburton District Council (ADC) provides the 'seed funding' that enables Safer Mid Canterbury to deliver maximum value across all of its programmes. Council funding is distributed across our ongoing operational expenditure, which includes salary and wages, rent, electricity and other overheads.

This funding is a crucial foundation to maximise the outcomes that can be delivered for programme-specific funding from other sources such as the Ministry for Children – Oranga Tamariki, Ministry of Justice, Ministry of Social Development, Ministry of Business Employment and Innovation, Accident Compensation Corporation and external community funding. Across our operating history, this catalyst income has enabled us to grow and maintain a financially stable organisation, procuring between three to four times the Council funding amount from other sources each year.

This arrangement also provides certainty and transparency for ADC and means that Safer Mid Canterbury does not approach Council to fund all of its programmes and services, preferring instead to procure this funding from the most appropriate body. The support from ADC has continually allowed us to increase external income year on year and this not only increases supports in our community, but also sees additional funding coming into our community, creating new employment and increased spending locally.

### ***Human Resources***

Safer Mid Canterbury has progressively grown since its inception in 1994 and now employs 22 permanent staff and six casual staff across 20 service areas. We are in the process of recruiting six additional staff by July 2020 for the Community Connector Service, the Post Refugee Support Service and the staff required for the Refugee Settlement Support Service, now that refugees are arriving in Ashburton. We also have 30 volunteers supporting our programmes and will have many more coming on board supporting refugees. We are committed to being a good employer, and are proud of the number of jobs we are able to provide within the local community.

### ***Operating Expenses***

Our operating expenses cover the important functions that enable Safer Mid Canterbury to continue operating.

### ***Financial Review***

Our mechanisms for accountability include regular reporting to our Trustees and key funders to ensure that our expenditure, programme focus, and financial management processes are adding genuine value to our purpose and vision.

Our Board is made up of representatives from a range of organisations across our district. These strong links provide additional accountability and enhance the Safer Mid Canterbury – Ashburton District Council partnership.

In addition to a monthly Trustee review, a regular review of our Strategic Plan ensures the strategic alignment of our budgets and programmes. Our accounts are externally audited annually and we are subject to a bi-annual comprehensive organisational audit by the Ministry of Social Development, as a condition of being an approved government contractor.

# Annual Budget

## Financial Plan Overview

Safer Mid Canterbury is committed to operating a prudent, accountable organisation with strong financial management. The money we bring into the community each year from external sources improves community outcomes, and provides local employment opportunities.

By ensuring a strong alignment between our strategic outcomes and financial planning, Safer Mid Canterbury delivers genuine value to Council, leveraging the investment of community funds to attract significant additional funding from central government and other funders.

In particular, Safer Mid Canterbury remains responsive to emerging trends and priorities as expressed by government. When central government releases budgets, priorities and funding for the coming year, Safer Mid Canterbury always takes advantage of the potential for new projects whenever possible.

### ***Catalyst Funding***

Our financial plan is structured around a foundation of catalyst funding for operational expenditure, which enables Safer Mid Canterbury to deliver maximum value across all of our programmes. This Council funding is distributed across our ongoing operational expenditure which includes salary and wages, rent, electricity and other overheads. This enables us to maximise the outcomes that can be delivered for programme-specific funding from sources.

## **10 Year Funding Request**

This represents total funding to cover the operational contribution to Safer Mid Canterbury and the specific amount funded to lead the Safe Communities initiative.

<b>Year</b>	<b>Funding Requested</b>
2021/2022	\$237,126
2022/2023	\$243,054
2023/2024	\$249,130
2024/2025	\$255,358
2025/2026	\$261,742
2026/2027	\$268,285
2027/2028	\$274,992
2028/2029	\$281,867
2029/2030	\$288,914
2030/2031	\$296,137

The funding requirement for the next 10 years includes only estimated inflationary increases on our core operational funding that ADC provides. Any future planned capital or other expenditure will be met through our own external fundraising and funding applications.

# Operating Budget

**Ashburton Safer Community Council Trust Board**  
**Operating Budget**  
**July 2021 to June 2022**

TRADING INCOME		EXPENDITURE	TOTAL
Department of Courts - Supervised Contact	30,000	Accident Compensation Levies	3,840
Mackenzie Charitable Foundation	50,000	Accountancy Fees	1,500
Advance Ashburton	21,000	Advertising	13,500
Mileage Oncharged (OT / Courts etc)	34,440	Auditor	5,868
Motor Vehicle Mileage Recovered	44,228	Bank Charges	400
Rural Support Trust	61,992	Capital Expenditure	7,860
Trevor Wilson Charitable Trust	50,000	Cleaning & Laundry	1,656
Accident Compensation Corporation	15,000	Client Discretionary Fund - Seeds	1,399
Ashburton District Council Grants	237,126	Client Expenses - YHC	120
Ashburton District Neighbourhood Support	32,740	Client Expenses - Oranga Tamariki	11,292
Ashburton Youth Health Trust	52,764	Client Expenses - MSD	13,992
Community Trust Mid Sth Canty	30,000	Computer Expenses	11,292
Donations Received	8,984	Consumables	10,830
Interest Received	8,000	Contractors and Consultancy	37,200
Lion Foundation	16,800	Day Programmes	15,000
Mid Canty Newcomers Network	55,992	Depreciation	37,500
Ministry of Business, Innovation and Employment	355,140	Entertainment	2,064
Ministry of Children, Oranga Tamariki	339,948	General Expenses	1,028
Ministry of Children, Oranga Tamariki Fees for Service	53,580	Independant Tutors / Training	10,000
Ministry of Social Development	110,000	Insurance	14,388
MOJ Restorative Justice	135,000	KiwiSaver Employer Contribution	1,284
N.Z. Lottery Board	60,000	Lease Vehicle Expense	9,000
Overheads Recovered	157,980	Legal Expenses	2,000
Rental Income - Heat Pump	1,092	Motor Vehicle Expenses	35,604
Sundry Income	3,500	Motor Vehicle Mileage Expenses	17,880
Sundry Income - Families Without Violence	7,320	Motor Vehicle Mileage Recoverable	49,544
Te Ora Hou Otautahi	28,920	Nimba Ltd	52,308
Youth Institute Ashburton	13,510	Office Equipment & Plant < \$500	2,232
		Plant & Equipment Hire	2,708
		Postage, Printing & Stationery	37,992
		Postvention Response	15,000
		Project Costs	43,559
		Project Resources	3,432
		Rent	48,972
		Repairs & Maintenance	2,040
		Rural Driving Programme Licencing	3,900
		Security	7,128
		Share of Overheads	157,980
		Short Term Projects	700
		Staff Expenses	5,940
		Subscriptions	3,162
		Supervision	13,500
		Telephone, Tolls & Internet	22,260
		Training & Resources	16,845
		Training/External Supervision (LWL)	3,000
		Travel & Conference	6,055
		Venue Hire	7,500
		Volunteer Expenses / Mileage	6,185
		Wages, Salaries + KiwiSaver	1,236,612
<b>TOTAL INCOME</b>	<b>2,015,056</b>	<b>TOTAL EXPENDITURE</b>	<b>2,015,051</b>
<b>SURPLS / -DEFICIT</b>			<b>5</b>

