

SAFER MID CANTERBURY

Business Plan 2024/2027



**Safer Mid Canterbury
Hakatere Haumaru**
Together we're safer • Me uru kahikatea

Me uru kahikatea Together we're safer

Kahikatea grow tall with greater success when they grow in groves. Their shallow roots interlock with each other, providing the necessary foundation to stand tall.



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Executive summary

Safer Mid Canterbury's community services have been contributing to the ongoing wellbeing, resilience, and protection of the Ashburton district since 1994. This work is underpinned by careful and considered financial management that maximises our impact in the community.

Our business plan for 2024-2027 builds on our previous plan, which saw us working hard to respond to increasing need across the district. Prolonged social and economic uncertainty, along with rapidly rising rents and living costs, have driven financial pressures up, and we have seen even more demand on our services as a result. We are continuing to assess these needs and access avenues of funding to help respond to them. Our intention is to continue delivering our current services and programmes over the next three years; however, we may see some changes in service direction with the change in government in 2023. There may also be new opportunities for different pieces of work which we can capitalise on for the district.

As an organisation, one of our biggest projects over the last year has been relocating to a new building. It took a lot of work but has set us up well for the future as we now have more space for our staff. Previously, we had outgrown our offices at Community House and had staff working at several different locations around Ashburton.

Food Rescue Aoraki joined Safer Mid Canterbury in January 2024. We were approached to support the service, following Foodbank Canterbury's announcement that it would close two weeks before Christmas.

We immediately saw the value in its work and met with the Service's Coordinator Helen McKeown, Community Trust Mid and South Canterbury, and The Lion Foundation. With their support and a \$30,000 donation from a local business person we were able to continue employing the service's staff and resume its work on 8 January.

Food Rescue Aoraki rescues more than 38 tonnes of food from Mid Canterbury supermarkets and other producers annually and distributes it to Ashburton families in need. It also rescues more than 62 tonnes of food per year in South Canterbury. The conservative value of the food is about \$10 per kilogram, and the cost of rescuing and redistributing is about \$1.75 per kilogram - an excellent return on investment. Its benefits for the environment are impressive, preventing a large amount of good quality food going to landfill.

Taking on Food Rescue Aoraki is a great example of how Safer Mid Canterbury can quickly respond to people's needs and make things happen. This important work would not be possible without the financial backing of funders like the Council whose investment enables us to keep supporting the evolving needs of our community.

In this three-year business plan, we have been mindful that one of our key funders, Ashburton District Council, supports community agencies that can demonstrate prudent, targeted use of ratepayer funding for real-world outcomes. In considering funding requests and agency budgets, it needs to be satisfied that the agencies it supports can demonstrate outcome-focused strategic planning, detailed and accurate budgets, and relevant measures for accountability. Safer Mid Canterbury has been supported by successive councils and is respected as an organisation that can effectively manage local and national government contracts within a bicultural framework. We are an organisation that is ingrained in the local community, supporting people at every stage of their lives.

This plan will be reviewed annually over the next three years to monitor progress and consider any change in direction that may be needed. We have also included a business plan for Safe Communities which we have enjoyed partnering with the Council to deliver over the last five years.



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, and 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 \$275,570. This includes \$220,856, as per the 10 Year Plan, of standard operational costs.

Safer Mid Canterbury looks forward to another successful three years partnering with Ashburton District Council to improve local outcomes for people in Mid Canterbury.



Our funding request to continue running Safe Communities is \$54,714. A separate business plan for Safe Communities has been included at the end of this report.

Year	Total amount of funding
2024/2025	\$275,570
2025/2026	\$284,093
2026/2027	\$292,880

As this is a 10 year plan year for Council we have an estimation of our long term funding request over this term as follows:

2027/2028 - \$301,938
2028/2029 - \$311,276
2029/2030 - \$320,904
2030/2031 - \$330,828
2031/2032 - \$341,060
2032/2033 - \$351,608
2033/2034 - \$362,482

About Safer Mid Canterbury

Safer Mid Canterbury is a non-profit charitable trust that delivers free, confidential programmes and services that support the health, safety, and wellbeing of whānau living in the Ashburton district. Since 1994, the organisation has proactively responded to need as it has arisen in the community by mobilising a skilled network of staff and volunteers.

Today, it is the largest locally driven provider of community services in the district, delivering initiatives that support families, children, youth justice clients, adult offenders, senior citizens and new migrants. It prioritises the delivery of early intervention programmes, to support and strengthen individuals and whānau. This important work helps people to make good choices, and access positive opportunities and pathways for change.

Safer Mid Canterbury also employs staff on behalf of small, non-profit organisations including the Hakatere Multicultural Council, Hype Youth Health Centre, and Neighbourhood Support. Staff from 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 administration overheads.



Governance and management structure

Safer Mid Canterbury is governed by a Board of five trustees. Sitting under the Board is a General Manager and six teams, five of which have team leaders. The sixth team - Administration and Finance, reports directly to the General Manager.



Our trustees



Don McLeod, *Chair of Trustees*

Don has been a Safer Mid Canterbury Board member since 2014, including several years as the Trust 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.



Liz McMillan, *Chair of Safe Communities*

Liz was appointed to the Board as Ashburton District Council's representative in September 2017. Along with being a trustee, she is also the Chairperson of the Safe Communities Committee. Liz is a second term Ashburton District Councillor and was previously the chairperson of the Methven Community Board. She is the Deputy Mayor of Ashburton.



Max Cawte

Max is the Managing Director of Ashburton Powdercoating and has been contributing his skills and knowledge to Safer Mid Canterbury since 2010. 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.



Russell Ellis

Russell first came on board as a representative from Ashburton District Council and served for about five years until he moved away from the district. When he returned, we were quick to invite him back as a trustee. Russell brings strong business skills and an enthusiasm for his community, particularly a passion for supporting the wellbeing of young people.



Tony Todd

Tony was appointed to the Board following the 2022 Ashburton District Council elections. He is a first-time councillor, and this is his first appointment with Safer Mid Canterbury. Tony is well known in the community and has served on many boards and committees, along with being an Ashburton clothing retailer for many years.

General Manager



Kevin Clifford, *General Manager*

Kevin has been the General Manager of Safer Mid Canterbury since 2006. 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 several other community boards and trusts, and is an active community volunteer.

Key programmes and services

Programme/service	Description
Attendance Service Ratonga Kuranga	<p>Safer Mid Canterbury has delivered the Attendance Service in the Ashburton district since 2002. The aim is 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 officer assists young people and families to get the support they need.</p>
CACTUS (Combined Adolescent Challenge Training Unit & Support) Toi Rangatahi Toi Ora	<p>CACTUS supports young people to discover their inner strengths and their 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 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.</p>
Children's Programme Hōtaka Tamariki	<p>Safer Mid Canterbury runs the Children's Programme over the Christmas school holidays. It focuses on working with at-risk children aged 5-10 years. It 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>
Community Connector Te Here Hapori	<p>The Community Connector service works with individuals and whānau who need help finding support in the community, whatever that may be. A Community Connector can assist people with navigating or accessing government agencies and other services, or connect them with social groups or people who can provide the help they need such as budgeting, preparing for employment, developing parenting skills and learning English.</p>
Community Service Support Ratonga Hapori	<p>Safer Mid Canterbury works in close partnership with several smaller trusts in our district. The support we provide generally involves the employment and day-to-day oversight of coordinators of various projects in our community, including Hakatere Multicultural Council, Hype Youth Health Centre, and Neighbourhood Support. We see this as a great way to reduce overheads and workloads for small volunteer trusts.</p>
Community Youth Programme Hōtaka Rangatahi	<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>
Court Contact Service Ratonga Toro Kōti	<p>We have been providing this service to the Family Court since 2018. This is a similar service to Supervised Access, however this work 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 tamariki unless supervised. Our role 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>Family Wellbeing Service Ratonga Hauora Whānau</p>	<p>Safer Mid Canterbury has been operating the Family Wellbeing Service for more than 10 years. It is a free programme for families with children aged 10 and under. Whānau needing support are matched with a trained volunteer, who works in the family's home environment, teaching practical parenting and household skills. Volunteers use techniques that reduce stress and improve the confidence of families.</p>
<p>Food Rescue Aoraki</p>	<p>Food Rescue Aoraki became part of Safer Mid Canterbury at the start of 2024, after Foodbank Canterbury, its parent organisation, had to close its doors at the end of 2023. Food Rescue Aoraki has four staff and many volunteers who collect food that has reached its best before date from local supermarkets and food producers. The team then redistribute it to a range of agencies, organisations and foodbanks throughout the Mid and South Canterbury districts. The food is still of good quality but may not be able to be sold by stores.</p>
<p>Lives Worth Living He Oranga Whai Hua</p>	<p>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 people to work in suicide prevention and provide support in the event of a death by suicide in the district.</p>
<p>Rural Driver Licensing Scheme Te Hōtaka Whai Raihana ki Taiwhenua</p>	<p>The Rural Driver Licensing Scheme provides free support, tuition and subsidised driving tests to migrant women living in rural parts of the district. It is a partnership between Safer Mid Canterbury and the Mid Canterbury Rural Support Trust. The test fees and tuition are subsidised by the programme. Because many of the women have young children, there are also volunteer child minders available and a volunteer who can drive participants into town if transport is a barrier.</p>
<p>Refugee Post Settlement Support Service Ratonga Nohonga Taurewa</p>	<p>We receive funding from the Ministry of Social Development to support refugee families once they are settled and no longer receive support from the Refugee Settlement Service. This service runs groups, social activities, a youth group, and provides ongoing education and skills supporting families to settle well in New Zealand.</p>
<p>Refugee Health Navigation Service Ratonga Whakatere Hauora Taurewa</p>	<p>The Refugee Health Navigation Service links refugee families with health care providers in the Ashburton district. It is part of Safer Mid Canterbury's Refugee Settlement Service. When a new family arrives in the district, Health Navigators can enrol them with a local GP, book medical appointments, offer transport to and from their appointments, and provide interpretation services. The Health Navigators liaise with other health providers including dentists, optometrists, community labs, and other specialists to ensure refugee families are well supported.</p>
<p>Refugee Settlement Service Ratonga Taurewa</p>	<p>The Refugee Settlement Support Service provides intensive support to new refugees in their first 24 months of settlement in a new area. It assists them in every aspect of settling in, from housing and enrolling with a local GP, to school enrolments and social engagement.</p>
<p>Restorative Justice Service Houhou Rongo</p>	<p>Safer Mid Canterbury has delivered Restorative Justice Services in the Ashburton District Court since this initiative was established in 1999. We have also picked up the contracts for Timaru and Oamaru courts. When a person appears in court charged with an offence, the Judge may refer them to the Restorative Justice service, if they have pleaded guilty to their offence. 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.</p>
<p>Safe Communities Hapori Haumarū</p>	<p>Safe Communities Ashburton District is a collaboration of 27 agencies involved in a range of community safety areas. It aims to reduce injury and crime, and enhance safety over time. By combining agency skills and resources, we can have a bigger impact on identifying and responding to community safety concerns.</p>

<p>Safe Families Network Ngā Whānau Tūkinu Kore</p>	<p>The Safe Families Network was formed in 2008 in response to increasing levels of family violence. The Coordinator promotes the prevention and awareness of family violence, runs activities and events, and develops resources to help victims and offenders access information and assistance. The Coordinator brings agencies together to work collectively to reduce family violence.</p>
<p>Senior Citizens Service</p>	<p>The scope of the Senior Citizens Service includes coordinating activities for older residents in the district, coordinating Total Mobility assessments, and advocating for our members when required. The Coordinator also manages a range of volunteers who provide services to members.</p>
<p>Supervision with Activity Kaitiaki Whakahono</p>	<p>Supervision with Activity has been operating since 2018. This contract is aimed at higher level youth offenders and is an intervention before a residential sentence, or is a mandated intervention for a youth offender leaving a residential environment and returning to the community.</p> <p>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 stopping their offending.</p>
<p>Transition Service Ratonga Whakatangata</p>	<p>The Transition 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 can gain a high level of support up to the age of 21 and can come back for assistance up to the age of 25.</p>
<p>Youth Support Manaaki Rangatahi</p>	<p>Safer Mid Canterbury provides one-on-one support to tamariki and their whānau to target issues that are creating obstacles in young people's lives. This service has been operating in the Ashburton district since 2005. Youth Support Workers, together with young people, develop an action plan and a timeline for achieving their goals.</p>





Safer Mid Canterbury strategic plan

Summary

The Safer Mid Canterbury Strategic Plan is the strategy that Safer Mid Canterbury's staff and Board have partnered to deliver for the past 30 years.

The true indicator of our success is whether we are able to instigate and support change in our community. Safer Mid Canterbury programmes focus on reducing negative social trends by using an outcomes-based approach.

Our strategic plan provides a clear framework for how we operate, and is centred on four key outcomes:

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

Our working principle is that a sustainable safer community will 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.

Philosophy

- Community awareness, involvement and responsibility will make a community safer.
- 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."

Core values

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

Strategic outcomes

A safer, stronger community

The Mid Canterbury district has its own unique challenges. By having a strong understanding of these, Safer Mid Canterbury can design programmes that will address fundamental concerns and provide positive pathways for people.

This overarching outcome is the goal for our programmes and initiatives. Whether we are equipping families with the practical skills they need to thrive, creating positive pathways for youth, or bringing isolated people together, we are improving the safety of our wider community. The main challenges to community safety are from people who need support to make good choices. We believe people can change their behavioural patterns and we 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 working with other agencies and community groups, we make better use of limited resources and eliminate the duplication of efforts. The result is stronger outcomes for all parties.

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

We achieve this by having a diverse representation of community stakeholders on our Board, and through ongoing engagement with community groups across the district. We use an advisory committee structure for key projects which ensures that Safer Mid Canterbury staff have specialist guidance. We also deliver projects in partnership with, or on behalf of, a range of community groups.

Our commitment to working together means we can offer wraparound services, so that families and individuals who are involved with multiple agencies at the same time can have a more streamlined and efficient experience.

Strong and healthy families

Intervening early lowers the risk of families becoming dependent on high-cost services later in life. 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 Family Wellbeing Service and youth programmes work in homes with vulnerable children and families to assist in building stronger skills.

The success of 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.

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 working with young people to realise their potential. Our programmes aim to steer young people towards positive pathways and equip them with skills to make good choices.

We know that the earlier youth begin offending, the greater chance they will re-offend. Working with young people to encourage them to make good decisions can prevent them from deciding to do something that could affect the rest of their lives, such as leaving education early or committing 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, such as engaging in training and education, rangatahi will lead more fulfilling lives that benefit the whole community.

Incorporating the Four Wellbeings of a liveable community

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

Social

Our programmes help influence young people to pursue positive social interactions and make good contributions to the community. For example, our youth development programme assists 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 including NCEA qualifications and obtaining employment.

Cultural

All of our services have aspects of supporting and working with people from other parts of the world, enhancing their place in the community and helping make Mid Canterbury feel like home. We deliver a range of culturally appropriate services and work in partnership with culturally focused organisations and people who support and champion newcomers and migrants in our community.

Environmental

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

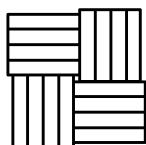
Monitoring and review

Keeping on track

The Board monitors the progress we make towards achieving our outcomes at each of its meetings, making our strategic plan a living document that guides our decision-making. The Board reviews the Strategic Plan annually, to make sure it aligns with community trends and emerging issues. This way, we ensure that our direction and focus is a good match for the community's needs.



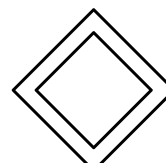
Our brand story



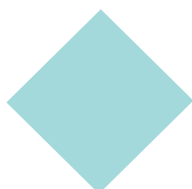
The interlocking strands represent whānau, community, working together, unity, strength and support.



This woven pattern, similar to a kete, represents the passing on of knowledge and the teaching of new skills.



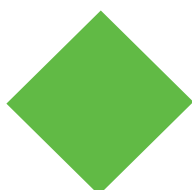
The pātiki shape, which is based on the flounder, symbolises hospitality and the ability to provide for the wider hapori/community.



Working together, unity and whānau.



Passing on knowledge and teaching new skills.



Strengthening and supporting those in need.



Hospitality, providing for a hapori/community.

Action plan

Wellbeing goal	Performance measure	Programme/service	2022/2023 result	Target 2023/24 (based on previous year)	2023/2024 result
Social	Crime prevention - Reduce crime and antisocial behaviour in our community.	Neighbourhood Support	Number of households - 5034	Number of households - 5000	
		Transition Service	Number of clients - 6	Number of clients - 12	
		Restorative Justice Service (Ashburton, Timaru, Oamaru Courts)	Number of conferences - 409	Number of conferences -	
		Attendance Service	Number of referrals - 195	Number of referrals - 80	
		Safe Families Network	Number of agencies worked with - 12	Number of agencies worked with - 12	
		Youth Justice Services (Community Youth, Supported Bail, Supervision with Activity)	Number of referrals - 16	Number of referrals - 14	
		Rural Drivers Licensing Scheme	Number of people enrolled - 74	Number of people enrolled - 24	
Economic	Strong and healthy families - Safe, strong and successful families and individuals.	Family Wellbeing Service	Number of families assisted - 29	Number of families assisted - 32	
		Court Contact	Number of hours contact - 669	Number of hours contact -	

Wellbeing goal	Performance measure	Programme/service	2022/2023 result	Target 2023/24 (based on previous year)	2023/2024 result
	Working together	Youth Support Lives Worth Living Community Connector	Number of referrals - 29 Number of individuals trained - 505 Individual support - 295 Number of people accessing service - 375	Number of referrals - 29 Number of individuals trained - Individual support - Number of people accessing service - 375	
Cultural	Provide supportive and culturally appropriate services for diverse communities.	Hakatare Multi Cultural Council Refugee Settlement Post Refugee Support Service	Number of people supported - 190 Number of people supported - 66 Number of referrals - 50	Number of people engaging with the network (attending events, registering through the database) - 150 Number of people supported - 66 Number of referrals - 30	
Environmental	Positive pathways for young people - Helping young people to reach their potential and value the environment.	CACTUS Children's Programme Safe Communities	Number of young people participating - 41 Number of participants - 24 Number of agencies continuing to deliver strategic plan - 27	Number of young people participating - 48 Number of participants - 25 Number of agencies continuing to deliver strategic plan - 27	

Annual budget

Financial plan overview

Safer Mid Canterbury is committed to being a financially prudent organisation with strong financial management and accountability. The money we bring into the community each year from external sources not only improves community outcomes, it also provides local employment opportunities.

By ensuring an alignment between our strategic outcomes and financial planning, Safer Mid Canterbury provides genuine value to Ashburton District Council, leveraging the investment of community funds to attract significant additional funding from central government agencies and other funders. Over the next three years, we anticipate that some things in this Business Plan will change or evolve. For example, some contracts might finish and new ones will start. This is a live document and will be updated to include any change in direction.

Safer Mid Canterbury will remain responsive to emerging trends and priorities as expressed by the Government. When central government releases budgets, priorities and funding for the coming year, Safer Mid Canterbury always takes advantage of potential new projects.

Council funding

Ashburton District Council provides the seed funding that enables Safer Mid Canterbury to deliver maximum value across all its programmes. This funding is distributed across our ongoing operational expenditure, including rent, salary and wages, electricity, and other overheads.

This seed funding is crucial for us to maximise the outcomes we deliver through our programme-specific funding. These programme funds come from other sources including Oranga Tamariki, Ministry of Social Development, Te Whatu Ora, Ministry of Justice and external community funders. Throughout our operating history, the Council's funding has enabled us to grow and maintain a financially stable organisation, procuring more than four times the Council funding amount from other sources each year to support service delivery.

This arrangement also provides certainty and transparency for the Council and means that Safer Mid Canterbury does not approach it to fund all its programmes and services, instead procuring funding from more appropriate sources.

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.

In addition to a monthly Trustee review, an annual review of our work ensures the strategic alignment of our budgets and programmes. As an approved government contractor, our accounts are audited externally each year. We are also subject to a comprehensive organisational audit by the Ministry of Social Development every two years.

Operating expenses

Operating expenses cover the important functions that enable Safer Mid Canterbury to continue running. This includes rent, electricity, payroll and necessary equipment.

We have included a provisional operating budget, prepared on the best information currently available. Some figures may change closer to the start of the financial year, as central government funders release the budget in May. All figures below exclude GST.

Provisional operating budget for the year ending 30 June 2025

Trading Income	Amount
Ashburton District Council Grants	\$ 275,570
Ashburton Youth Health Trust	\$ 49,070
CCS Discretionary Income Fund A	\$ 28,080
Dept of Courts - Supervised Contact	\$ 60,463
Discretionary/Emergency Fund - Income	\$ 14,560
Donations Received	\$ 17,134
Donations Received - Families Without Violence	\$ 5,742
Food Rescue Aoraki	\$ 115,000
Fundraising Income - Safer Families	\$ 832
Hakatere Multi Cultural Council	\$ 77,709
Home Views - Refugee Support	\$ 790
Interest Received	\$ 19,562
Lion Foundation	\$ 20,000
Lottery Board N.Z.	\$ 71,405
Mackenzie Charitable Foundation	\$ 50,000
Ministry of Business Innovation and Employment	\$ 445,035
Ministry of Social Development	\$ 250,159
MoE - Attendance Officer Contract	\$ 76,262
MoE - Attendance Service Contract	\$ 65,201
MoE - Non Enrolled Funding	\$ 15,188
MoJ Restorative Justice	\$ 338,483
Neighbourhood Support	\$ 52,168
Oranga Tamariki	\$ 298,337
Oranga Tamariki - Fees for Service	\$ 2,272
Pegasus Health Charitable Ltd	\$ 183,302
Pegasus Health Charitable Ltd - Discretionary Fund	\$ 2,080
Recovered Vehicle Mileage Income Court Access	\$ 1,354
Rental Income 31 Galbraith St (No GST)	\$ 26,499
Rural Support Trust	\$ 57,409
Sport Canterbury	\$ 6,239
Sundry Income	\$ 11,394
Trevor Wilson Charitable Trust	\$ 50,000
Youth Institute Ashburton	\$ 14,050
Total Other Income	\$ 2,701,351
Operating Expenses	
Accident Compensation Levies Paid	\$ 3,194
Accountancy Fees	\$ 566
Advertising	\$ 31,924
Auditor	\$ 7,280
Bank Charges	\$ 738
CCS Fund A - Discretionary Expense	\$ 27,000
Cleaning & Laundry	\$ 8,191
Client Expenses - ATT	\$ 610
Client Expenses - CCSLF	\$ 234
Client Expenses - HNS	\$ 73
Client Expenses - RSS	\$ 16,734
Client Expenses - Transition	\$ 3,317
Client Expenses - YHC	\$ 604
Client Expenses - YJ	\$ 1,865
Client Expenses - YS	\$ 271
Computer and Website Expenses	\$ 5,432
Consumables	\$ 701
Contractors and Consultancy	\$ 5,000
Depreciation	\$ 80,808
Donations Made	\$ 697
GPS Safer MC Vehicle Mileage Expense	\$ 78,511
Health & Safety Expenses	\$ 64
Insurance	\$ 25,242
Interpreting Expenses	\$ 4,195
Lease Vehicle Expense	\$ 6,382
Light Power & Heating	\$ 15,000
Mortgage Interest Paid	\$ 20,990
Motor Vehicle Expenses	\$ 53,094
Office Equipment & Plant < \$1000	\$ 11,579
Office Expenses	\$ 982
Office Software Subscriptions	\$ 19,615
Personal Vehicle Mileage Reimbursed	\$ 9,830
Plant & Equipment Hire	\$ 2,721
Postage Printing & Stationery	\$ 37,976
Professional Accounting Services	\$ 86,530
Project Costs	\$ 50,069
Recoverable Personal Vehicle Mileage Expenses	\$ 886
Rent & Rates	\$ 75,000
Rent and Venue Hire: RJ Ashburton	\$ 1,151
Rent and Venue Hire: RJ Timaru	\$ 1,636
Rent and Venue Hire: RJ Waitaki	\$ 6,680
Repairs & Maintenance	\$ 15,275
Rural Driving Programme Licencing	\$ 18,973
Security	\$ 15,132
SMC Team Benefits	\$ 2,175
Staff Expenses	\$ 21,571
Staff Recruitment	\$ 21,642
Supervision	\$ 21,326
Telephone Tolls & Internet	\$ 33,615
Training & Resources	\$ 21,803
Travel & Conference	\$ 8,798
Venue Hire and Meeting Costs	\$ 15,878
Volunteer Expenses	\$ 226
Wages Salaries & KiwiSaver	\$ 1,801,469
Total Operating Expenses	\$ 2,701,256
Net Profit	\$ 94

Cashflow forecast for the year ending June 2025

This is GST Inclusive

	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Total
Income													
Ashburton District Council Grants	158,453	4,999	4,999	4,999	4,999	4,999	158,453	4,999	4,999	4,999	4,999	4,999	316,906
Ashburton District Neighbourhood Support	4,999	4,999	4,999	4,703	4,703	4,703	4,703	4,999	4,703	4,703	4,703	4,703	59,988
Ashburton Youth Health Trust	5,794	5,794	5,794	5,794	5,794	5,794	5,794	5,794	5,794	5,794	5,794	5,794	56,436
Department of Courts - Supervised Contact	1,395	1,395	1,395	1,395	1,395	1,395	1,395	1,395	1,395	1,395	1,395	1,395	69,528
Discretionary/Emergency Fund	2,691	2,691	2,691	2,691	2,691	2,691	2,691	2,691	2,691	2,691	2,691	2,691	16,740
CCS Discretionary Income	7,500	7,500	7,500	1,500	554	1,500	1,500	1,500	1,500	1,580	1,500	242	32,292
Donations Received	1,500	1,500	-	-	2,500	-	-	-	-	-	1,500	5,742	17,134
Donations Received - Families Without Violence	-	-	-	-	957	-	-	-	-	-	-	-	957
Fundraising Income - FWW	11,021	11,021	11,021	11,021	11,021	11,021	11,021	11,021	11,021	11,021	11,021	11,021	132,252
Food Rescue Aoraki	146	146	146	146	146	146	146	146	179	179	146	146	909
Home Views - Refugee Support	4,891	-	-	4,891	-	-	4,890	-	-	4,890	-	-	19,562
Internal Affairs Grants	1,917	1,917	1,917	1,917	1,917	1,917	1,917	1,917	1,917	1,917	1,917	1,917	23,004
Lion Foundation	6,843	6,843	6,843	6,843	6,843	6,843	6,843	6,843	6,843	6,843	6,843	6,843	82,116
Lottery Board N.Z.	7,447	7,447	7,447	7,447	50,000	7,447	7,447	7,447	7,447	7,447	7,447	7,447	50,000
Mackenzie Charitable Foundation	42,649	42,649	42,649	42,649	42,649	42,649	42,649	42,649	42,649	42,649	42,649	42,649	89,364
Mid Canty Hakatere Multi Cultural Council	23,974	23,974	23,974	23,974	23,974	23,974	23,974	23,974	23,974	23,974	23,974	23,974	511,788
Ministry of Business Innovation and Employment	15,012	15,012	15,012	15,012	15,012	15,012	15,012	15,012	15,012	15,012	15,012	15,012	287,688
Ministry of Social Development	32,438	32,438	32,438	32,438	32,438	32,438	32,438	32,438	32,438	32,438	32,438	32,438	180,144
Ministry of Education	28,809	28,809	28,809	28,809	28,809	28,809	28,809	28,809	28,809	28,809	28,809	28,809	389,256
MOI Restorative Justice	17,566	17,566	17,566	17,566	17,566	17,566	17,566	17,566	17,566	17,566	17,566	17,566	345,708
New Zealand Red Cross	-	-	1,300	-	-	1,092	-	-	-	-	-	-	210,792
Oranga Tamariki	130	130	130	130	130	130	130	130	130	130	130	130	2,392
Pegasus Health Charitable Ltd	2,208	2,208	2,208	2,208	2,208	2,208	2,208	2,208	2,208	2,208	2,208	2,208	1,560
Pegasus Health Charitable Ltd - Discretionary Fund	5,502	5,502	5,502	5,502	5,502	5,502	5,502	5,502	5,502	5,502	5,502	5,502	26,496
Postvention Response Funding	598	598	598	598	598	598	598	598	598	598	598	598	66,024
Recovered Vehicle Mileage Income Court Access	1,346	1,346	1,346	1,346	1,346	1,346	1,346	1,346	1,346	1,346	1,346	1,346	-
Rental Income 31 Galbraith St (No GST)	380,386	228,988	269,648	224,779	271,053	222,266	381,885	219,206	218,542	224,980	221,431	218,051	3,081,215
Restorative Justice Sundry Income	2,208	2,208	2,208	2,208	2,208	2,208	2,208	2,208	2,208	2,208	2,208	2,208	-
Rural Support Trust	598	598	598	598	598	598	598	598	598	598	598	598	7,176
Safer MC Vehicle Mileage Recovered	2,800	2,800	1,300	1,200	2,486	-	2,018	-	1,289	1,389	621	-	13,103
Sport Canterbury	50,006	-	-	-	-	-	-	-	-	-	-	-	-
Sundry Income	1,346	1,346	1,346	1,346	1,346	1,346	1,346	1,346	1,346	1,346	1,346	1,346	50,006
Te Ora Hou Otautahi	380,386	228,988	269,648	224,779	271,053	222,266	381,885	219,206	218,542	224,980	221,431	218,051	16,152
Trevor Wilson Charitable Trust	8,346	8,346	8,346	8,346	8,346	8,346	8,346	8,346	8,346	8,346	8,346	8,346	100,152
Youth Institute Ashburton	3,059	3,059	3,059	3,059	3,059	3,059	3,059	3,059	3,059	3,059	3,059	3,059	36,708
Total Receipts													
Operating Expenses	61	61	61	61	61	61	61	61	61	61	61	61	8,372
Accident Compensation Levies Paid	785	785	785	785	785	785	785	785	785	785	785	785	732
Accountancy Fees	2,588	2,588	2,588	2,588	2,588	2,588	2,588	2,588	2,588	2,588	2,588	2,588	9,420
Accounting Services	58	58	58	58	58	58	58	58	58	58	58	58	31,056
Advertising	22	22	22	22	22	22	22	22	22	22	22	22	696
Auditor	7	7	7	7	7	7	7	7	7	7	7	7	264
Bank Charges	61	61	61	61	61	61	61	61	61	61	61	61	84
Cleaning & Laundry	3,673	3,673	3,673	3,673	3,673	3,673	3,673	3,673	3,673	3,673	3,673	3,673	-
CCS - Discretionary Expense	8,346	8,346	8,346	8,346	8,346	8,346	8,346	8,346	8,346	8,346	8,346	8,346	3,673
Client Expenses - ATT	785	785	785	785	785	785	785	785	785	785	785	785	-
Client Expenses - CCSLF	2,588	2,588	2,588	2,588	2,588	2,588	2,588	2,588	2,588	2,588	2,588	2,588	100,152
Client Expenses - HNS	58	58	58	58	58	58	58	58	58	58	58	58	36,708

About Safe Communities

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. In May 2019, Ashburton district achieved Safe Communities accreditation, with the support of Ashburton District Council and ACC.

A steering group made up of representatives from a variety of community agencies has committed to providing leadership, advice and support for the Safe Communities programme. The agencies are involved with crime prevention; injury prevention; alcohol and drug-related harm; road safety; rural safety; education; and community wellbeing.

While the programme is small in terms of funding, it makes an impact on community awareness about key safety concerns by collaborating with other agencies and combining resources. Having a local focus also means new safety issues or concerns can be addressed as they arise. In the last year this included scams and burglary rates in the district and ACC-reported injury rates from skiing/snowboarding for children aged 5-14 years.

Safe Communities' original work included employing a Coordinator to establish a Steering Group and develop a strategic plan for the next five years. Now that Safe Communities has reached the end of its initial five-year plan, its next strategy will be for the first three years of a 10-year business plan.

Mission statement

"Ashburton district - our place, a safe place to live, work and play, free from preventable injury and harm."

Partner agencies

Collaboration is the key to better reach and impact. As well as the Safe Communities Steering Group of 26 agencies, there are several successful collaborations in place, which allow other agencies with an interest in a particular safety topic or issue to work together for better reach and impact. These collaborations are outlined in the business plan below.

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

What is a safe community?

A safe community is a place that is attractive to live and work in, and visit. It is a liveable community where people can go about their daily activities in an environment without fear or risk of harm or injury. Homes, roads, public spaces and the workplace are safe for everyone to enjoy.

Community safety is not only about reducing and preventing injury and violence. It is about building strong, cohesive and vibrant communities, where people take pride in their community and are aware of community safety, and how to look after themselves and others. The ability to access quality, up-to-date information is key to achieving this.

A safe community encourages people and families to move to a district and stay, contributing to its social, cultural, and economic richness. It is important to note that most community-based injuries and accidents are preventable and predictable, such as falls in the home.

Community safety is important to the people of Ashburton district. Satisfaction with Council's role in helping keep the community safe has also been consistently high since 2017 (89 per cent - 2022/23 Residents Survey).



Safe Communities business plan

Safety Issue/Objective	Project(s)	Partners (L = lead)	Measure
<p>Reduce rural/social isolation</p> <p>Provide a community transport service for people into the Ashburton township for medical/dental appointments, to see family and friends, or go shopping.</p>	<p>Mid Canterbury Connector community transport service.</p> <p>Partnership with the Rakaia Community Association to provide a community vehicle for Rakaia and Methven residents.</p>	<p>Mid Canterbury Community Vehicle Trust (L), Environment Canterbury, Safe Communities.</p>	<ul style="list-style-type: none"> • No of passengers transported. • Kms travelled. • Driver and other volunteer hours.
<p>Public transport service for Ashburton township</p> <p>Based on feedback from different sectors of the community (including adults, families, refugees/migrants/newcomers and youth), there is a need to investigate a public transport service around Ashburton.</p>	<p>Ashburton District Council to seek feedback about what is required (demand, destinations around town, timing, willingness to pay etc).</p> <p>Depending on the community feedback, a trial service could be established and then evaluated.</p>	<p>Ashburton District Council (L), Safe Communities.</p>	<ul style="list-style-type: none"> • Receive research report and consider findings. • Trial service planned and established.
<p>Age Friendly Ashburton Strategy and Plan</p> <p>Ashburton district has a higher than national average population of people aged 65+ and an ageing population.</p>	<p>Develop a reference/steering group of agencies involved with older people.</p> <p>Create an Age Friendly Plan for the district which will focus on the strengths of Ashburton as a place where older people feel part of the community, and identify projects or improvements.</p> <p>The plan will cover eight elements of community life – social participation; housing; diversity and culture; civic participation and employment; community support and health services; communications and information; outdoor spaces and buildings; and transportation.</p>	<p>Safe Communities (L), agencies and government departments involved with older people.</p>	<p>Age Friendly Ashburton Strategy and Plan completed by 30 June, 2025.</p>

Safety Issue/Objective	Project(s)	Partners (L = lead)	Measure
<p>Theft/burglary rates in the district</p> <p>This focus developed following advice from Mid Canterbury Neighbourhood Support and local Police about rising rates of theft and burglary in the district, and the need to make people more aware of how to keep their homes, tools, vehicles and commercial properties safe and secure.</p>	<p>Awareness/ education programme:</p> <ul style="list-style-type: none"> • Newspaper campaign. • Distribute and promote flyers about theft/burglary from residential and commercial properties, vehicles, and tools. • Displays in local venues (e.g. Rakaia Library). • Community talks by Neighbourhood Support Coordinator. 	<p>Mid Canterbury Neighbourhood Support (L), Ashburton Police, Safe Communities.</p>	<p>Twelve monthly articles in local community newspapers on theft/burglary concerns, showing crime data for local areas and promoting information flyers.</p>
<p>Scams/fraud</p> <p>Scams are a rising issue nationally and internationally, particularly bank, phone, online shopping and romance scams, and using artificial intelligence (AI) to impersonate people.</p>	<p>Awareness/education programme:</p> <ul style="list-style-type: none"> • Roadshow taking messages and information around local communities. • Newspaper adverts promoting the roadshow. • Community talks by Neighbourhood Support Coordinator and Digital Waitaha Coordinator. • Information and displays at Ashburton Public Library and other community venues. 	<p>Safe Communities (L); Mid Canterbury Neighbourhood Support, Citizens Advice Bureau, Ashburton Public Library, ASB Bank, Digital Waitaha.</p>	<p>Deliver six community roadshows.</p>
<p>Positive parenting</p> <p>Ensure parents and caregivers in Ashburton district are capable and confident carers, giving children and young people the best start in life.</p>	<p>Use results from parenting agency research to address gaps/needs for services and information.</p>	<p>Ashburton Community Alcohol and Drug Service (ACADS)/ Safe Communities (L), Plunket Mid Canterbury, Digital Waitaha, Waitaha Health, Presbyterian Support, Citizens Advice Bureau, Family Wellbeing Service.</p>	<p>Develop information sessions for parents/caregivers on requested topics such as parenting skills; health services; managing finances; healthy relationships; work/ life balance.</p> <p>Research the need and support for the establishment of a Big Brothers, Big Sisters mentoring programme for the district.</p>

Safety Issue/Objective	Project(s)	Partners (L = lead)	Measure
<p>Ski and snowboard safety</p> <p>Ski/snowboard injuries are higher in the Ashburton district than other parts of the country. It is the top sporting injury for 5–14-year-olds.</p>	<p>Run an annual one-day roadshow that visits several local schools in July, ahead of the schools’ annual trip to Mt Hutt Ski Field.</p>	<p>Safe Communities (L), Mt Hutt Ski Field staff, local schools.</p>	<p>Host an annual roadshow.</p>
<p>Unintentional injury to children and home safety</p> <p>Provide information and advice to parents, caregivers and older children about common hazards in the home which cause unintentional injuries to children (including medicine poisoning, swallowing button batteries, and choking).</p>	<p>Run safety sessions for parents and caregivers at Plunket groups, preschools, and playcentres using the Safekids Toolkit and other resources.</p> <p>Provide parents and caregivers with a home safety checklist at the end of the session.</p> <p>Partner with a local hardware retailer to develop information about how to minimise hazards in the home.</p>	<p>Safer Mid Canterbury Family Wellbeing Service (L), ACC, Safe Communities.</p>	<p>At least 400 parents/caregivers and older children attending safety sessions.</p> <p>Partner with a local hardware retailer and develop safety information.</p>
<p>Road safety awareness and cycle/scooter skills</p> <p>Ashburton District Council’s Walking and Cycling Strategy identified the need for a safe, off-road space for children and adults to learn about road safety and road rules, and to ride safely. This is particularly important in Ashburton, where children need to cross a main highway and railway tracks to get to school.</p>	<p>Establish a bike skills park in Ashburton Domain.</p>	<p>Safe Communities (L), Sport Canterbury, Ashburton District Council, local service clubs.</p>	<ul style="list-style-type: none"> • Create an initial concept design. • Consult community on design. • Create a detailed design, budget and timeline. • Seek funding for the design and build of the facility.
<p>Falls and fractures in older adults</p> <p>Like all districts across New Zealand, Ashburton has a high number of injuries related to falls in people aged 65+.</p> <p>This collaboration aims to prevent falls and fractures in older adults by promoting Live Stronger for Longer and other ACC messaging and initiatives (e.g. ACC’s Nymbal app) and local strength and balance classes.</p>	<p>“April Falls” promotion.</p> <p>Promotion supporting and celebrating International Day of Older Persons (1 October each year).</p> <p>Run more Ageing Well sessions at Ashburton Public Library and around the district.</p>	<p>Safe Communities (L), Age Concern Ashburton, Presbyterian Support, ACC, Sport Canterbury, EA Networks Centre, Ashburton Public Library, Waitaha Health.</p>	<ul style="list-style-type: none"> • Two newspaper feature pages in the Ashburton Courier newspaper promoting local strength and balance classes. • Number of people visiting the falls prevention stand at the Age Concern Ashburton Positive Ageing Expo in March 2025. • Delivering four Ageing Well sessions.

Safety Issue/Objective	Project(s)	Partners (L = lead)	Measure
Water safety Support national water safety messages, especially over the summer period. Support EA Networks Aquatics Team to promote water safety to children and parents/caregivers.	Explore a partnership with EA Networks Centre to promote water safety to local families.	EA Networks Centre (L) , ACC, Safe Communities.	Include EA Networks Centre Aquatics team in local community safety days.
Collaborate to promote safety messages	Investigate options (aside from the Safety Village at the Ashburton A&P Show) to partner with local agencies to promote safety messages to the public. Options could include local community safety days in different townships/areas of the district, or an annual expo which district schools visit. Ashburton Courier newspaper monthly column. Facebook posts.	Safe Communities (L) , ACADS, Fire and Emergency NZ, Safer Mid Canterbury, Neighbourhood Support, Rural Women, Civil Defence/ Emergency Services (Ashburton District Council), Presbyterian Support, Waitaha Health, Birthright.	Monthly column for safety messages from Safe Communities and steering group members.

Business plan: 2025-2026

The 25/26 year will see the continuation of the 24/25 plan, plus new initiatives and developments from existing programmes.

Developments from existing programmes will include:

1. The Mid Canterbury Community Vehicle Trust investigating the need for another community vehicle, which would be based in Methven.
2. Completing and opening the Bike Skills Park in Ashburton Domain.

New initiatives will include:

1. Seeking reaccreditation from the Safer Aotearoa National Programme for the Safe Communities Ashburton Programme.
2. Rolling out projects identified through the Ageing Well Ashburton Strategy and Plan which will seek to improve the wellbeing of older Ashburton residents, and increase their participation in community life.

Business plan: 2026-2027

The 26/27 year will see the continuation of the 24-26 Plan, plus developments from existing programmes and new initiatives. A possible new initiative, involving collaboration with other agencies, would look at the risks of vaping for young people.



Safer Mid Canterbury
Hakitere Haumarū
Together we're safer • Me uru kahikatea

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