



MARSDEN/CHELSEA CLUB STRATEGIC PLAN 2026-2031

Our Vision

To provide a safe, quality environment for the provision of daytime supervision and care for people with dementia or cognitive impairment who are living in the community.

Our Mission

We are dedicated to providing person-centred day care programmes for individuals with dementia or other cognitive impairments in a safe, inclusive, environment. We foster dignity, connection, and meaningful engagement for our members, while offering trusted respite and reassurance to their families and carers.

Our Strategic Focus

Financial Sustainability:

We will:

- Drive long-term financial sustainability by maximising membership rates, enhancing cost efficiency, and implementing clear, forward-looking financial planning.
- Prioritise strategic investment in service growth to support ongoing development and resilience.

Key Actions

- Actively market and brand our clubs.
- Maximise occupancy by developing targeted outreach and referral strategies through engagement with the Wellington community, Te Whatu Ora, and other mediums.
- Develop partnerships with other organisations.
- Implement cost-efficiency reviews across operations to ensure expenditure is cost-effective, robust and efficient.
- Develop a multi-year financial plan aligned with service and growth goals.
- Develop an investment plan that includes renovation and long-term maintenance schedules.

- Seek diverse revenue streams, including grants, fundraising, partnerships, and social enterprise opportunities.
- Regularly monitor financial performance and adjust strategies to maintain financial health.

Equity, Access and Inclusion:

We will:

- Ensure inclusive and equitable access to our Clubs by upholding the principles of Te Tiriti o Waitangi and embedding equity in all programmes and policies.
- Ensure there are no barriers to accessing the Trust's services based on culture, ethnicity, gender or sexuality.
- Focus on reducing barriers for priority populations identified by the New Zealand Government, including Māori, Pacific peoples, and tāngata whaikaha (people with disabilities), to achieve meaningful health equity.

Key Actions

- Embed Te Tiriti o Waitangi principles into all organisational policies and practices.
- Ensure services are affordable, accessible and culturally safe.
- Reflect and respect individuals cultural, spiritual and social needs in our programme delivery.
- Ensure the staff recognise the ethics of the service – no discrimination.
- Work as an advocate for people with dementia or cognitive development when possible.
- Provide staff training in cultural competence, equity, and inclusive service delivery.
- If practical the staff should reflect the composition of the community.
- Establish partnerships with organisations representing underserved communities to improve access pathways.

Partnership and Community Support:

We will:

- Strengthen community presence and visibility by building positive, values-based partnerships with like-minded organisations, health agencies, other clubs, and experienced individuals.
- Leverage these relationships to support club growth, innovation, and shared success.

Key Actions

- Develop a stakeholder engagement plan to strengthen visibility and our presence in the community.
- Identify and formalise collaborations and partnerships with aligned clubs, agencies, and experienced professionals.
- Engage with club members, families and carers to ensure the services being provided are fit for purpose and relevant to the membership.
- Leverage media and digital platforms to share success stories and increase awareness.
- Meet national health objectives by supporting people to remain in their communities longer, contributing to a more cost-effective health system.

Workforce Development and Wellbeing:

We will:

- Foster a respectful and supportive work environment where staff are valued, well-equipped, provided with ongoing professional development, and empowered to succeed both personally and professionally.
- Recognise that staff caring for people with dementia or cognitive impairment have specialised skills and recruit as required to meet club member's needs.

Key Actions

- Develop a professional development framework offering training, mentorship, and career progression opportunities.
- Prioritise effective leadership.
- Ensure robust recruitment practices are in place that comply with the law and reflect the clubs' needs and membership.
- Staffing levels and experience is optimised, as is the use of volunteers.
- Strengthen onboarding and induction processes to support new staff from day one.
- Ensure fair, transparent HR policies are in place that promote respect, diversity, and inclusion.
- Maintain a positive team culture with a strong health and safety focus.
- Conduct regular staff feedback surveys to inform workplace improvements.
- Ensure processes are in place to enhance performance through effective performance appraisal and management.

- Promote training and development opportunities for staff, including free (e.g. e-learning) and paid educational opportunities. A documented training plan will be in place to support training and development.
- Implement wellbeing initiatives, including flexible work options, mental health support, and recognition programmes.

Innovation and Technological Integration:

We will:

- Utilise developing technology to enhance member engagement, modernise and streamline operations, and enable more agile, data-informed decision-making.
- Invest in technologies that streamline processes and support innovation across all areas of club activity.

Key Actions

- Integrate technologies to manage information across both clubs.
- Identify technology gaps and opportunities across all operations and define short- and long-term digital goals aligned with club priorities.
- Adopt data-driven decision-making, implement tools to collect and analyse member engagement, programme usage, and operational performance, use insights to inform strategy and continuously improve services.
- Upgrade Core Systems and Infrastructure, ensure systems are mobile-friendly, secure, and integrated where possible.
- Utilise up-to-date member management, booking, and communication platforms.
- Streamline administrative processes by automating routine tasks such as registrations, payments, reporting, and scheduling. Introduce digital forms and workflows to reduce manual work and increase efficiencies.
- Provide a digital communication platform for members, families/carers, and staff, including social media.
- Use digital tools for timely, personalised communications.
- Invest in staff digital capability, provide training and support to build confidence in using new systems and tools.
- Strengthen cybersecurity and data privacy, ensure all systems comply with privacy regulations and best practices, regularly review and update data protection policies.

- Be alert to areas of technology relevant to the support of people with dementia or cognitive impairment.
- Pilot and scale new technologies, trial innovative tools (with select groups before full rollout. Evaluate the impact of, and refine tools, based on user feedback.