



COELIAC NEW ZEALAND INCORPORATED

STRATEGIC PLAN

1 APRIL 2023 TO 31 MARCH 2026

Coeliac New Zealand
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1 PURPOSE

The purpose of the Strategic Plan is to confirm our vision and mission and identify priorities for the next three years.

Contributors to this plan were members and volunteers via their survey responses, and the board and staff at a strategic planning day in May 2022 facilitated by Russell Eastwood.

The Process was:

- To review the current Strategic Plan 2020 - March 2023.
- To confirm our Vision and Mission statements
- To confirm our Goals and Priorities
- To communicate the confirmed Strategic Plan to members at the June 2022 AGM.

2 VISION AND MISSION

A vision statement is important because it describes our purpose, what the organisation is striving for and wants to achieve. It provides inspiration and motivation to people working in the organisation and it provides direction for everything that happens. It is aspirational.

After much discussion it was agreed that our current Vision statement remains fit for purpose and expresses the vision of Coeliac New Zealand Inc.

Vision: People with Coeliac Disease live healthy lives every day

A mission statement focuses on how we achieve our vision. It allows operational plans to be developed from the strategic plan that concentrate on the most important aspects of what we want to achieve and declares our intention as an organisation.

Users of our Services

- ▶ Members
- ▶ People with coeliac disease and their whanau
- ▶ People who must follow a gluten free diet
- ▶ Medical Advisory Panel
- ▶ Health professionals
- ▶ Tertiary training institutes
- ▶ Schools and early childhood centres
- ▶ Hospitality
- ▶ Catering services (incl hospitals and airlines)
- ▶ Food manufacturers
- ▶ Researchers
- ▶ Residential facilities
- ▶ Other societies and associations supporting those with related health conditions
- ▶ Other not-for-profit organisations in the sector

We have been told that people connect with Coeliac New Zealand because:

The top two reasons:

- ▶ Access information and resources about coeliac disease
- ▶ Find out about gluten free products and places to eat out

The next three reasons:

- ▶ Support an organisation that works for people with coeliac disease
- ▶ Access latest research
- ▶ Knowledge and support to follow a strict gluten free diet

Most popular activities are:

- ▶ Coeliac Link magazine
- ▶ Crossed Grain Logo accredited products
- ▶ Electronic newsletters
- ▶ Resources and information on our website

We also know that:

- ▶ Volunteers need support and resources
- ▶ Education around food safety is very important in hospitality industry, food manufacture, hospitals, airlines and home cooking
- ▶ We need to provide consistent information about diagnosis and post diagnosis pathways
- ▶ We need information and education opportunities for health professionals
- ▶ Up-to-date, evidence-based research is highly valued

Going forward we want to continue to do what we are doing but we also want to include the wider audience of people with coeliac disease who aren't necessarily members or yet diagnosed and others who must follow a gluten free diet.

Our Mission statement has been slightly amended to reflect the above:

Mission:

- ▶ Coeliac New Zealand Incorporated (CNZ) is a relevant accessible organisation, that raises awareness, provides support, information and resources to people who must follow a gluten free diet, their whanau and the wider community
- ▶ CNZ supports research, education, and initiatives for those working in the health sector to aid diagnosis and treatment of coeliac disease
- ▶ CNZ is an agent for change to support our vision

3 OUR GOALS

The role of governance can be described as the process by which the board sets the strategic direction and priorities, management performance expectations, identifies and manages risk, monitors and evaluates organisational activities in order to exercise its accountability to the organisation and its stakeholders.

Having expert health professionals to support the organisation is also critical to its success and the Medical Advisory Panel performs this role.

Management staff are responsible for the day-to-day operational activities of the organisation and through the General Manager are accountable to the board to deliver against this strategic plan. The Operational Plan is developed each year against the priorities set out in the strategic plan.

Recognising the importance of volunteers to support the management team to deliver against the strategic plan's priorities is essential, and ensuring they are supported in their role is key.

It was agreed at the strategic planning day that the five goals in our current strategic plan reflected our continued priorities:

- i. Advocacy and Awareness
- ii. Effective Service Delivery
- iii. Education
- iv. Support Research and Initiatives
- v. Organisational Sustainability

The difference between outcomes and outputs can be defined as: The outcomes are what we want to achieve, and the outputs are the actions to achieve those outcomes.

4 ADVOCACY AND AWARENESS

Through advocacy and awareness, we will achieve these outcomes:

- Recognising and sharing the expertise available via the Medical Advisory Panel
- Less cross contamination and increased safety resulting in less medical complications and healthy living
- Confidence with food – increased social opportunities - less isolation
- Greater opportunities for food manufacturers to reach gluten free consumers so increased markets for them and less brand / legal risks
- More knowledge among the population who have coeliac disease and those who must follow a gluten free diet, their whanau and therefore more empathy and support for their needs
- Increased awareness in the wider community so greater understanding on how to include those who must follow a gluten free diet
- More opportunity for sharing information with others in the sector

We will do this by providing advocacy, awareness, and education on these topics:

- Food labelling
- Food safety
- Crossed Grain Logo

- Dining Out Programme
- Volunteer programme
- Medical Advisory Panel
- Medical pathway to and from diagnosis
- Magazine
- Website
- Social media
- Coeliac Awareness Week
- Conference
- Maintain and develop relationships with ambassadors
- Develop new relationships e.g., Dental industry
- Look at opportunities to partner in new ways e.g., CNZ camps
- Investigate how to make the most of available apps

5 EFFECTIVE SERVICE DELIVERY

Through effective service delivery we will achieve these outcomes:

- Staff and volunteers perform their tasks effectively, resulting in satisfied members who become advocates for our organisation
- People have access to the information when and where they need it - this is vital to ensure we are meeting the needs of those with coeliac disease and those who must follow a gluten free diet
- Understanding how others in the sector deliver information and services to help us work towards best practice in our activities
- Strong external and internal stakeholder relationships ensures we are the go-to organisation for those wanting information and resources relevant to those with coeliac disease and those who must follow a gluten free diet

We will do this by having:

- Trained, resourced staff and volunteers
- Membership programme that provides Resources, Support, Response

- Multiple pathways to access information
 - Online
 - In print
 - Face-to-face
 - Phone
- Develop or work with others who have applicable apps for gluten free
- Strong stakeholder relationships
- Celebrate success
- Effective CRM management
- Portfolio based governance
- Alternative payment options for members

6 EDUCATION

Through education we will achieve these outcomes:

- Health professionals and others who provide services to people with coeliac disease and those who must follow a gluten free diet have access to information when and where they need it
- People with coeliac disease and those who must follow a gluten free diet have the tools they need to communicate their needs to whanau, schools, eating out venues, organisations, and employers
- More consistency in catered food enables more confidence in eating out and inclusion in social activities reducing isolation and loneliness
- People with coeliac disease and those who must follow a gluten free diet have the information that empowers them to manage their own health needs for healthy living

We will do this through:

- Targeted training to individuals, employers, education facilities, health professionals, hospitality, food manufacturers, and related industries via various mediums: online, face-to-face, wellbeing journal, toolkits, roadshows, expos and exhibits, and two-yearly conference
- Development of resources for life transition phases e.g., child to teen, teen to independent living, adult to dependent living
- Review of the Dining Out Programme and integration into food safety plans with the intent to increase programme uptake and consistency across gluten free food providers

- Development of webinars and tools for YouTube channel and quarterly connects with members
- Development of pathways for professional development for auditors of food compliance and hospitality staff
- Developing additional levels of gluten free food safety training to those who have already completed the Dining Out Programme training
- Targeted training for GPs, dietitians, and nutritionists via the Medical Advisory Panel
- Sharing training tools developed by others with our members
- Understanding the role of health coaches and how we work with them

7 SUPPORT RESEARCH AND INITIATIVES

By supporting research and initiatives we will achieve these outcomes:

- Information shared is factual and up to date
- CNZ is seen as the go-to organisation for information relating to coeliac disease
- Research provides evidence that supports further resources, initiatives, and education around coeliac disease and a gluten free diet
- CNZ provides content for submissions to government agencies
- Evidence-based work gives CNZ credibility
- CNZ supports initiatives for improved competence in the health sector
- CNZ acts as an agent for change

We will do this by:

- Maintaining a strong Medical Advisory Panel that provides expertise to support information distributed by CNZ
- Staying up to date with relevant research conducted in NZ and overseas
- Supporting those carrying out research related to coeliac disease and a gluten free diet

8 ORGANISATIONAL SUSTAINABILITY

Organisational sustainability will achieve these outcomes:

- The organisation remains viable
- Board members have the skills they need to govern the organisation.
- Staff feel supported and confident to effectively fulfil their role

- Staff have security of tenure
- Funders feel confident to support the organisation
- Partners feel confident to support the organisation
- Services are provided to members
- Volunteers feel supported and confident to effectively fulfil their role

We will do this when we ensure:

- Members are recruited and retained. They encourage others to join.
- Volunteers have clear roles and responsibilities enabling them to deliver local support to members and community
- Fundraising strategy to develop and maintain strong funder relationships
- Sponsorship and partnering opportunities developed with corporates in the gluten free food industry and others in the health industry
- Website recognises key stakeholders' contributions
- Strong financial management (costs are managed – projects are well scoped and funded, suppliers are paid on time)
- Staff are provided training as and when required
- Staff maintain complete and accurate records to ensure seamless succession processes
- Governance training and skill gap analysis of board
- Relevance maintained

9 NEXT STEPS

The management team will use this Strategic Plan to develop the Operational Plans for each financial year from April 2023 until March 2026. The first plan will be for YE2024.

The Strategic Plan has been prepared by the board and staff of Coeliac New Zealand Inc June 2022

Brett Thorburn, Chair
 Kirsty Vercoe, Deputy Chair
 Corinne Cameron, Treasurer
 Rosie Jerram, Board Member
 Maximus Smitheram, Board Member
 Jenny Kuttel, Board Member
 Ben Grant, Board Member
 Gary Peacham, Board Member

Wendy Bremner, General Manager
 Dana Alexander, Communications and Marketing Manager
 Lisa Jury, Health Promotion Manager
 Fred Tan, Administration and Membership Manager