



Strategic Plan He Mahere Rautaki

2025-2028





*Houston, diagnosed age 3, and his mum
Cover image: Houston and his dad*

Foreword

He wāhinga kōrero

As we embark on this next step in our strategic journey, we reach a significant milestone in our organisation's history – 2028 will mark 50 years of service to tamariki and whānau. This is not just another plan; it is commitment to excellence and our unwavering dedication to the children and families we serve. Our last strategic plan was a testament to our ability to navigate significant change and emerge stronger. Now, we are poised to consolidate our strengths, seize new opportunities, and achieve greater impacts for those we serve.

Our vision is clear, our resolve is unshakable, and our mission is more critical than ever. Our core focus remains steadfast: to support children with a paediatric cancer diagnosis, as well as their siblings, parents, and wider families. We are also proud of the immense progress we have made on our Te Ao Māori journey, guided by our Rōpū Manaaki. How as we have grown in this space supports not only improved outcomes for Māori but also the dynamism in how we work with other communities. This strategic plan reflects our collective ambition, our shared values, and our relentless pursuit of the best possible tailored outcomes for each family we serve.

Together, we aspire to build on our successes, address the gaps, and create a legacy of hope and resilience. This strategy, as the last one, was developed by our Board, our staff and our volunteers. It also includes the voices of children, families and health professionals. We are so thankful that all of our stakeholders contributed such valuable insights, and we are also grateful that they will be with us on our next three-year journey. This shared effort by each of us today will shape a better tomorrow for countless families.



Dan Te Whenua Walker
Board Chairperson



Reremoana Hammond
Deputy Chairperson



Monica Briggs
Chief Executive

Vision He Whakakitenga

Kā haere tahi tatou tē taha ā tamariki, mē tē whānau katoa. I tēnei hiko mate pukupuku hei rangatu ngā whanake hēi awhi ngā tamariki i tēnei mate pukupuku.

To walk alongside and support all children and their families on their cancer journey and advance improvements to childhood cancer care.

Whakatauki

Tō tuāoma timatatanga
Ō kawenga pikau mahi
Ka hāere tonu ia ra, ia ra
Mō ō ratou orange

Your journey began
With challenges day after day
With integrity and commitment
We support you and your whānau
with empathy

Our Values | Ngā Whanonga Pono



Whakapono Belief

Belief in the mahi we do to achieve supportive, compassionate outcomes grounded in resilience for our families, children and each other no matter the circumstances.



Tautiaki Trust

Trusting and honouring the dedication of our leaders, team mates, volunteers and supporters.

Trusting that we will work with each other with honesty and integrity guided by the articles of Te Tiriti.



Ngākau Aroha Empathy

Working with empathy demonstrating support, compassion, resilience, respect, spirit and generosity.

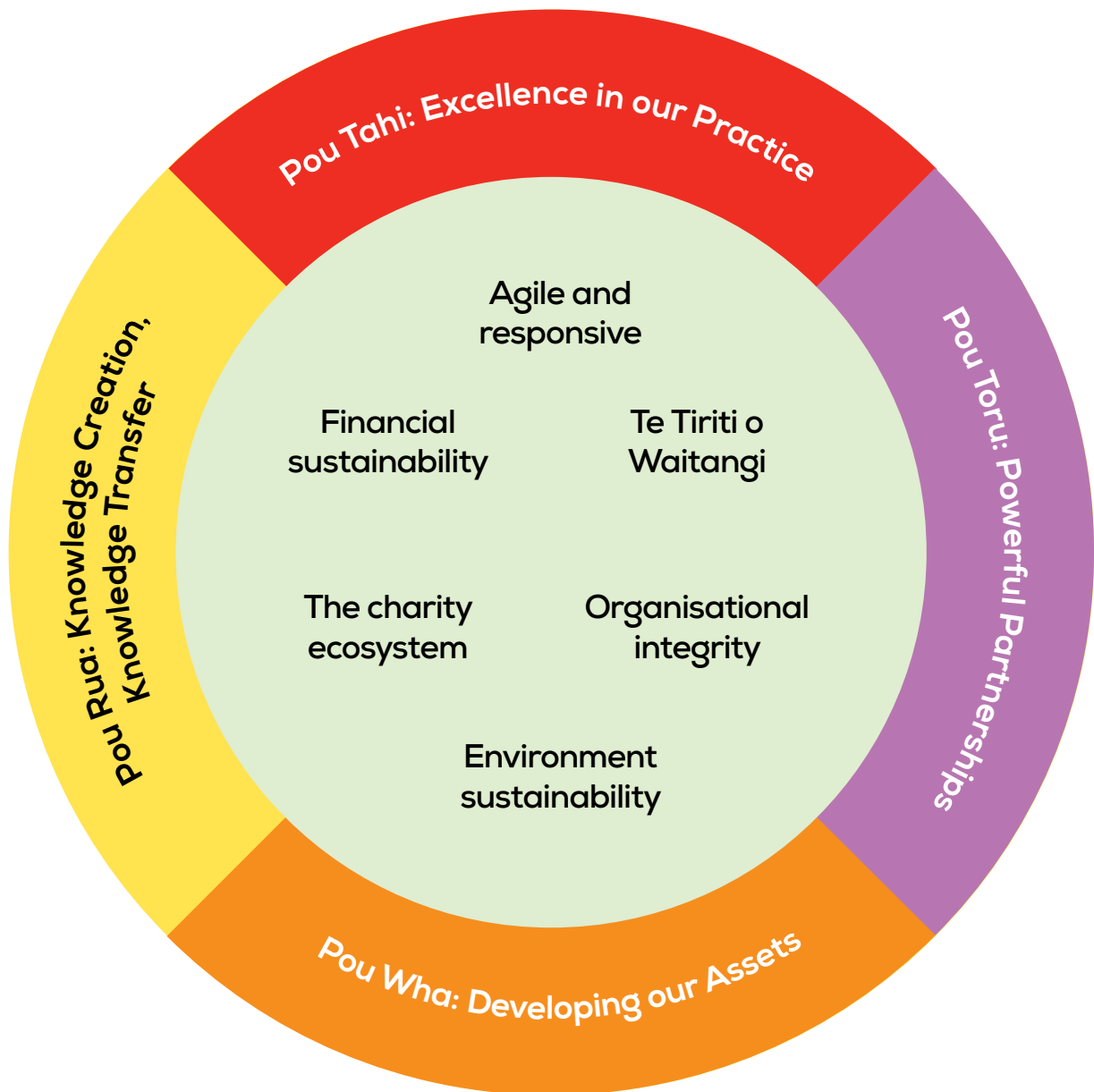
Serving those we work with, our funders, donors and other stakeholders from the place where they are. Ensuring unique and tailored solutions to best meet their needs.



Grace, diagnosed age 4

Themes and strands

Ngā pou me ngā aho



Our Pou

How to read this plan

Across the three years of the actions listed below, a year-by-year business plan will be produced that will guide the work of the charity based on this strategic intent. This complements business as usual. Areas which will require additional budget, to be identified through normal budgeting forecasting processes or subject to (mini) business case development and further Board approval, are shaded in green.

Pou Tahi: Excellence in our Practice

1.1 Service Design and Delivery			
What success looks like:		All families are provided with a level of support tailored to the individual child and family needs. New options are innovated and developed based on evidence and evaluation.	Year Action Completed
CCF Actions 2025-2028	1.1.1	Undertake a review of the 'model of care' incorporating practices from Trauma Informed Care research.	25/26
	1.1.2	Develop an investment/innovation budget to support IT/digital interventions and seek board approval.	25/28 Ongoing
	1.1.3	Implement the new siblings programme; evaluate as part of an overall plan to increase sibling recognition and support following recent research findings.	25/26
	1.1.4	Investigate camps: feasibility, funding, partnerships.	26/27
	1.1.5	Investigate specialised national childcare services to allow caregivers short respite.	26/27
	1.1.6	Automate and digitise appropriate processes.	26/27 - 27/28
	1.1.7	Investigate database tools and make recommendations as appropriate.	26/27 - 27/28
	1.1.8	Integrate family feedback into Foundation decision-making.	25/26
	1.1.9	Investigate a potential new grants programme which supports applications for self-directed parental wellness, trauma mitigation or respite peer-to-peer activities or engagements.	25/26
1.2 Te Ao Māori			
What success looks like:		Māori tamariki and their whānau are supported to allow for whānau decision-making around the types of support they need during a paediatric oncology journey. Relationships with iwi Māori lead to improved cultural capabilities and responsiveness by Foundation staff which in turn leads to improved outcomes for Māori whānau experiencing childhood cancer.	Year Action Completed
CCF Actions 2025-2028	1.2.1	Te Rōpū Manaaki is resourced to continue to provide operational leadership across the charity to increase our organisational cultural capability and responsiveness.	25/28 - Ongoing

CCF Actions 2025-2028	1.2.2	Continue action on Pēwheatanga with a focus on developing relationships with local iwi further, specifically in relation to the two treatment regions.	25/28 - Ongoing
	1.2.3	Invest pūtea in travel for Rōpū members to enable engagement and presence in the regions.	26/27
	1.2.4	Ensure our workforce has the capability and capacity to work within Kaupapa Māori frameworks through proactive cultural supervision, training and recruitment and retention strategies such as advertising in Māori mediums.	26/27
	1.2.5	Publish trauma informed care information in Te Reo Māori.	25/26
	1.2.6	By year-end (26/27), complete a process of having all major headings and pages on the Foundation website in both English and Te Reo Māori.	26/27

1.3 Whānau Connect and Volunteers

What success looks like:		Reduce psychosocial impact on whānau via peer support and opportunities to 'pay it forward' through investment, skill development and 'experience management' of our volunteers and Whānau Connect Leads.	Year Action Completed
CCF Actions 2025-2028	1.3.1	Work with HR Business Partner to transition Whānau Connect Leads onto a digital platform to ensure a seamless onboarding and journey with Child Cancer Foundation.	25/26 -26/27
	1.3.2	Create responsibility for all volunteer recruitment, onboarding, and supervision with support for administration, expanding the Whānau Connect Lead role.	25/26
	1.3.3	Work with the Awards Committee to develop a special one-off award with associate criteria to mark outstanding contribution to paediatric oncology in New Zealand, to be awarded during the 50th Anniversary Celebration.	26/27
	1.4.4	Establish a Volunteer Ambassador Programme to support ongoing fundraising activities across the country, increasing our regional presence and nurturing our supporters.	27/28

1.4 Increase in Fundraising Income

What success looks like:		Increased funding income enables the Foundation to increase support to families, health professionals and research via new programmes (such as the sibling programme), while maintaining current levels of support as population growth potentially increases the incidence of childhood cancers.	Year Action Completed
CCF Actions 2025-2028	1.4.1	Accelerate revenue growth by optimising existing fundraising programmes and developing and investing in new activities which result in sustainable new revenue streams such as a high-net-worth programme, bequest programme and regular giving programme.	25/26
	1.4.2	Execute and then evaluate stage one of the business case and prepare stage two for Board consideration.	26/27
	1.4.3	If approved by the Board, implement stage two of the fundraising business case with all activities and staffing embedded in general BAU and financial targets on course for being met.	27/28

CCF Actions 2025-2028	1.4.4	Support Patron and Fundraising Think Tank to trial new events and initiatives.	25/28 Ongoing
	1.4.5	The Board are exemplary ambassadors for fundraising.	25/28 Ongoing
	1.4.6	Review Celebrity Ambassador programme to ensure fit for purpose.	25/26
	1.4.7	Review existing Business Partnership programme and strategy, and develop a toolkit to enable the growth of current businesses and acquisition of new partnerships.	25/26
	1.4.8	Establish clear reporting and insights for transparency and visibility of results enabling our drive for success.	25/26
	1.4.9	Review all supporter journeys across all touchpoints and ensure they are best in class for supporter retention.	25/28

1.5 Raise Awareness for Child Cancer Foundation

What success looks like:		Child Cancer Foundation is recognised as one of the leading voices in the child health sphere to enable us to advocate as a trusted voice. It is also one of the only charities supporting Kiwi families facing childhood cancer. Increased awareness and consideration from the general public is crucial to securing our future financial stability and continuing the work we do.	Year Action Completed
CCF Actions 2025-2028	1.5.1	Develop a three-year media schema, framework and principles to plan and enhance our media and PR presence.	25/26
	1.5.2	Develop an impact metric around media engagement and report annually on this.	25/26
	1.5.3	Trial the engagement of a specialist media agency to explore how we can develop penetration in the increasingly challenging and changing media landscape with a view to increasing our Public Relations Value (PRV) and brand presence.	25/26
	1.5.4	Continue to leverage annual report and SSP to tell our impact story.	25/28 Ongoing
	1.5.5	Create a plan for the incorporation of the new ambition across appropriate channels.	25/26
	1.5.6	Build on our brand recognition and awareness i.e. streamlining our national campaigns, elevating September as CCAM, creating branded merch for purchase by supporters and growing the daisy icon as a recognisable symbol.	25/26 Ongoing

1.6 Human Resources

What success looks like:		All employees are fully engaged and equipped to deliver on the vision.	Year Action Completed
CCF Actions 2025-2028	1.6.1	Audit all policies and procedures to ensure compliance with industry best practice.	25/26
	1.6.2	A workforce strategy is completed which outlines plans for HR risk mitigation including the undertaking of annual employee pulse surveys.	26/27

CCF Actions 2025-2028	1.6.3	All new employees undertake Te Tiriti o Waitangi training to ensure their confidence around Māori engagement.	25/28 Ongoing
	1.6.4	Undertake research into the NFP sector to benchmark against industry best practice vis-à-vis recruitment, retention, benefits and engagement for staff and volunteers to ensure we remain competitive.	27/28

1.7 Health, Safety and Wellness

What success looks like:		All staff and volunteers are fully compliant with Health, Safety and Wellness policies and procedures, which always results in a measurable positive change in staff and volunteer wellbeing and a culture of health and safety.	Year Action Completed
CCF Actions 2025-2028	1.7.1	Establish a cross-organisation staff/volunteer Health, Safety and Wellness Committee which meets at least three times per annum.	25/26
	1.7.2	Develop a Health and Safety Governance Charter.	25/26
	1.7.3	Provide Health and Safety training to the Board and staff.	25/28 Ongoing
	1.7.4	Instigate high-level six-monthly reports from the contracted Employee Assistance and Supervision providers to ascertain themes for action.	25/28 Ongoing

Pou Rua: Knowledge Creation and Knowledge Transfer

2.1 Invest in knowledge creation activities which advocate for and support outcomes for children with childhood cancer			
What success looks like:		A broad programme of research is undertaken which supports outcomes for children and families with experience of a child cancer diagnosis.	Year Action Completed
CCF Actions 2025-2028	2.1.1	Combine data sets from the previous three-year Huber reports into a 'mega' cohort to provide a comprehensive, informative and statistically significant report.	27/28
	2.1.2	Develop an advocacy tactical plan that aligns with fundraising activities and takes a longer-term campaign style approach to advocacy which may or may not coincide with activities from other providers.	26/27
	2.1.3	Undertake specific evaluations or impact assessments on programmes and activities. Particular attention will be placed on the improvement of our cultural responsiveness on outcomes for whānau.	26/27
	2.1.4	Agree a research schema and/or framework which sets out the principles and pathways for future investment with a focus on research, advocacy, evaluation, best practice and quality.	26/27
	2.1.5	Following an assessment of the effectiveness of the model of engagement, we undertake another round of the children's voices project.	26/27

Pou Toru: Powerful Relationships

3.1 Child Cancer Foundation has comprehensive and robust relationships with diverse stakeholder groups across the country, specifically health professionals			
What success looks like:		Whānau are supported to allow for family centered decision-making around the types of support they need during a paediatric oncology journey with the aim of reducing inequalities in 5-year survival rates irrespective of race, gender or other defining characteristics. We have relationships with the workforce and a broad range of peak groups to improve our cultural capabilities and responsiveness.	Year Action Completed
CCF Actions 2025-2028	3.1.1	Ensure our workforce has the capability and capacity to use learnings from our work in Te Ao Māori frameworks to proactively deliver culturally appropriate services to every child and family, meeting them where they are.	26/27

3.2 Strong relationships with the governmental sector through increased visibility, leadership and consistency of message			
What success looks like:		Proactive advice and message visibility around issues related to cancer treatments, health disparities, sector wide areas of concern and general advocacy and leadership in the paediatric oncology space.	Year Action Completed
CCF Actions 2025-2028	3.2.1	Child Cancer Foundation embeds its 'trusted voice' status in advice to external stakeholders within the paediatric oncology sector by producing evidence informed policy advice papers, BIMS and engagement with government ministers and agency leads.	25/28 Ongoing
	3.2.2	Develop advocacy papers and use these to undertake annual campaigns working across the organisation using the multiple channels and communications opportunities available to the charity. Year one campaign will focus on palliative care or government financial aid to families with a childhood cancer diagnosis.	25/26
	3.2.3	Relationship enhancement within the sector, taking on a greater leadership and "honest broker" role, bringing collaborations together such as ALSAC and sister NFPs around specific issues such as paediatric palliative care, conferences or training opportunities and increased investment in workforce development.	26/27
	3.2.4	Produce briefings for the incoming Minister following the 2026 Election highlighting Child Cancer Foundation's areas of concern as reflected to us by the families we work with and the children we support, using a mechanism to survey/engage our community directly.	26/27

3.3 Child Cancer Foundation is acknowledged as one of the foremost organisations at saying thank you, demonstrating our sincere gratitude to all those we support and those who support us.			
What success looks like:		Child Cancer Foundation has enhanced relationships with our community, volunteers, industry and business partners and all other donors, resulting in increased funds raised and repeat giving whether that be volunteer time, discretionary effort or increased revenue.	Year Action Completed
CCF Actions 2025-2028	3.3.1	Develop excellent support experiences across all touchpoints via mapping supporter types and using this to develop communications plans.	25/26
	3.3.2	Explore facilitating participation by volunteers in promotion and fundraising mahi at a local level through a volunteer strategy that focuses on engagement and thanks.	26/27
	3.3.3	Establish a working group to lead the development of a programme of activities to celebrate the 50th Anniversary of the Foundation and leverage this to raise funds and reengage past members.	26/27
	3.3.4	Deliver a programme of activities and media events to celebrate the 50th Anniversary of Child Cancer Foundation and its whakapapa.	27/28

Pou Wha: Developing our Assets

4.1 Maximise our asset base to ensure we are in the best position to always support tamariki and families in an equitable manner.			
What success looks like:		Ensure the appropriate use of existing assets or find better ways to deliver equitable outcomes from our asset portfolio with the aim of minimising the ebb and flow constraints with funding to facilitate providing consistent and equitable service to whānau in a sustainable manner.	Year Action Completed
CCF Actions 2025-2028	4.1.1	Having undertaken an asset review in the later part of the 2024/2025 financial year, following Board discussion and decision-making, implement the decisions of the Board.	25/26
	4.1.2	Continue to implement the decisions of the Board started in 24/25 following the asset review.	25/28 Ongoing

4.2 Enhance our digital and online presence			
What success looks like:		Recent environmental factors have highlighted the need to be digitally present and agile. Determine the best mix between in-person and digital delivery including ensuring staff have the tools to do their jobs effectively and the best mix of services between face-to-face and digital is provided to whānau.	Year Action Completed
CCF Actions 2025-2028	4.2.1	Develop a digital master plan to ensure investments are undertaken wisely and digital tools are undertaken in a coordinated and complementary manner which provides value for money. Develop and incorporate a prioritisation table to accompany any investment proposal.	25/26
	4.2.2	Scope out business needs as they relate to the patient management system (PMS) with a view to understanding our day-to-day operational needs alongside those of our data, reporting and research requirements.	25/26
	4.2.3	Continue to automate processes as appropriate and sensible.	25/28 Ongoing
	4.2.4	Test new ideas with stakeholders, particularly child and whānau stakeholders, addressing any issues that impact on health equality or equity of access.	26/27
	4.2.5	Maintain current knowledge of AI and utilise tools to support Foundation activity which benefits children and their families and supporters/funders of the Foundation.	25/28 Ongoing
	4.2.6	Following the receipt of proposals for the replacement for PMS products, make a recommendation to the Board on the successful product and provider and set this out in an investment case for Board approval.	26/27
	4.2.7	Having completed the above, engage the new provider and commence implementation of the new software support product.	25/28 Ongoing
	4.2.8	Implement actions from the digital master plan developed in the 25/26 year and continue to progress this work through the 26/27 and 27/28 years.	26/28
	4.2.9	Conduct a digital fundraising review and implement enhancements with the aim of increasing revenue and storytelling opportunities.	25/26



Indi, diagnosed age 2, and her dad

