

Strategic Plan 2025-2028



Ngā Whainga – Vision:

In Aotearoa tamariki and rangatahi are empowered to thrive.

Tā mātou whakatakanga – Mission:

Guiding tamariki and rangatahi hauora through responsive, informed and effective practice.

Ngā Uara – Values

Ko tā te tamaiti: Child Centric – empowering and inspiring our children through their passions, wants and needs.

Ngākau pono: Integrity – when engaging with our whānau and wider communities we are guided by respect and integrity.

Whakamanamanahia: Empowered / Uplifting Relationships – it is important to know the value of identity and self-worth (mana), when we are creating relationships, empowering, and connecting with people.

Tāngata Rite: Equity – A right guaranteed under Te Tiriti to Māori.

Mahere Rautaki Arotai – Our strategic priorities 2025-2028

Evidence-based – collect data, measure and track impact

- One source of truth
- Standardise data collection and reporting across programmes
- Develop and implement a Social Return on Investment framework
- Build internal capability in data analysis and impact story telling

KPI – Number of / % of programmes with SROI calculated

Regional presence – take foundational steps to grow regional presence

- Map current reach and identify priority regions for growth
- Pilot a hub-and spoke model for regional delivery
- Strengthen existing partnerships and grow partnerships in the regions – Iwi, Pasifika, schools, local providers, CAMHS, MoE, TPK, Te Whatu Ora etc

KPI – Number of new regions with active service delivery or partnerships

Thought leader – become a thought leader within the mental health system

- Publish articles on youth mental health
- Submissions to influence systems, policy and legislation
- Partner with universities for research and innovation
- Increase visibility through media and sector events
- Appointed to panels, focus groups and other expert groups

KPI – Number of submissions, articles or presentations annually

Financial sustainability and growth – through innovation, fundraising and diversification

- Secure new contracts
- Grow donations, repeat giving and legacy giving
- Grow Corporate and Philanthropic partnerships
- Grow fee for service opportunities – increase referrals
- Launch storytelling-driven campaigns

KPI - % increase in total fundraising revenue year-on-year

To be a Te Tiriti o Waitangi-based organisation – implement Te Kunenga and action plan

- Develop minimum standards of Cultural Safety
- Deliver te reo and tikanga training to all staff
- Embed Te Tiriti o Waitangi across governance and operations
- Partner with Māori to co-design services
- Build our local and regional iwi relationships

KPI - % of staff and contractors with minimum standard of cultural safety

Grow our brand – through marketing efforts

- Execute our communications and marketing plan
- Launch a modern, user-friendly website
- Create high-quality content
- Increase brand awareness through digital and community channels and campaigns
- Position Skylight as a provider of choice for youth mental health

KPI – Website traffic and social media reach and engagement