

Hawksbury

Hawksbury Community Living Trust

Chair's Report

The last year has been one of significant challenge and I want to state at the outset the considerable debt of gratitude we owe to our management team and staff in their management and response to this. For most of the Trust's life, with perhaps the exception of the first few years, we have been able to make plans based on a solid set of financial expectations. That is nowhere more evident than in the significant asset that the property trust has been able to build up based on the investments of Hawksbury through many years of strong profits. Of recent years we have frequently commenced our planning thinking we would struggle to put together a balanced budget (as indeed we did in 13/14) but have been able to deliver a much better result than that based on a combination of strong management and staff commitment. However 14/15 finally delivered us that year that we have been expecting. We achieved a break even budget but at the level of margin of error and we have gone into the 15/16 year with an expectation that we may deliver a loss after depreciation. That of course remains to be seen and the success in recent months of filling empty beds may yet deliver us from that evil.

But the Trust planning over two decades has always been about ensuring that we have the ability to sustain our care through difficult times. Resilience is the buzz word in business and community these days and it gets tossed around somewhat unthinkingly as a mantra for what we should aspire to. But I believe we have demonstrated and are demonstrating resilience now and we are doing so on years of good planning, both management and governance.

I want to take my hat off to our CEO and his team for the manner in which they have approached the reduction in numbers which has been inevitable given the age cohort of so many of our residents. Martin has constantly reviewed how we do things from a structural perspective and a cost perspective whilst at all times keeping the vision and values at the forefront of that planning. That our staff have so ably facilitated these changes is a reflection of both their dedication and the fact that the values and culture of the organization are focused first and foremost on our residents. If that were not the case then the restructuring processes we have been through would only have ended in grief.

But we will have to be constantly alert to the possibility that financial stringencies might drive behavior that is incompatible with our values. I am confident that this is not happening but a

small letting down of our guard could change that very quickly. That is where governance values become very important. It seems only a short time ago that we were coming to terms with the loss of key staff such as Belinda and Gaydee. These kinds of significant institutional change in a small organization can be very damaging but I am thrilled to say a year on that the depth of our organization has simply been evidenced as a result of these changes. Combined with an excellent new administrative appointment in Lyn, the stepping up of people such as Kim, Neil and Lenore means that we have simply refreshed the organization rather than reduced it.

It is the same with the Board. Two years ago we farewelled Roger Bonifant who had huge governance experience and that could have been a huge loss. But the refreshing of the team with Matt, and Felicity before him, combined with the retention of long serving board members means we remain a strong team. But sadly one which will this year see one of our three longest serving Board members depart. Paul Glass has made the decision to finally retire. He told me several years ago that his goal was to make sure he brought someone into the team to replace his skills and then he would stay on two years and retire. I sort of forgot he'd said that and assumed, as he had always been with us, so it would remain. But that is not the case and we farewell him with considerable regret and deep fondness. He came to Hawksbury I suspect as a bit of a favour initially (part of the Rotarian plot) but he threw himself into the work of Hawksbury, especially in those early years and he absolutely loved it. I am sorry he cannot be here today for us to farewell him properly, but Paul – it's the end of an era.

To Martin, I cannot say how much I have valued your continued commitment, integrity and vision. You have had your health issues during this time but you bounce back and you are truly a CEO par excellence. I will take a small amount of credit for recognizing your talents early, but I have to say you make a Chairman's job a very easy one. I love working with you and you have our immense respect and gratitude. To your immediate team, Owen and Lynne, our grateful thanks, and to that wider team, the Hawksbury staff family. You really are the best.

Richard Thomson
Chair 2015

CEO's Annual Report

Consumer Rights.

The Trust focus continues to be on giving people a voice, supporting their choices and having control over their lives. Self Determination is the way of the future and although the Trust continues with this focus there is still work to be done in this area. It is a fine balancing act when supporting many people in lots of different flatting situations to balance their needs with the needs of their flatmate's. I completed some work with staff this year at the annual forums on reviewing a few of the articles from the "United Nations Convention on the Rights of Disabled People". Staff were looking at how far we have come in supporting choice for people and how far we have to go in this area, a real challenge for all of us.

Natural Supports and Vocational Activities have also been a priority with expanding people's networks outside of their own home. People are being supported to attend appointments unsupported which may involve a staff member supporting the person to the hairdresser and meeting them after the appointment, thus giving the person the opportunity to engage with their wider community without the direct support from staff. Other people are now fully engaged with vocational activities which could involve attending activities away from their home or, being employed by the Trust to work in other homes, cleaning the vehicles, mowing the lawns and doing some gardening activities. In Dunedin a group of people are currently

being supported to create some raised gardens at Gladstone Road and in Christchurch one man has been supported to set up his own car cleaning business.

There has been a considerable amount of change this year for some people in Christchurch who have had to make a move to accommodate the earthquake repair work that is being completed on the Housing New Zealand homes leased by the Trust. This has been met with a lot of excitement for many people and some real success for people who have not lived together in the past and have now created new friendships. There is a greater plan in the New Year for Christchurch in terms of moves for people once the repairs are all completed and the new homes in Kaiapoi are completed. Work is already underway with this planning which will be presented to people and their families in the New Year.

The Trust ends the year by supporting 37 people in Dunedin and 62 in Christchurch. The Trust has farewelled 5 people over the year and introduced 5 people one of whom was being supported by the Trust with his Individualised Funding. The Trust also has 2 people in Christchurch who confirmed a referral for full residential support when The Trust has the appropriate vacancy.

Organisational Management.

The Trust has recently submitted their "Register of Interest" with the Ministry of Health (MoH) for Flexible Contracting in Christchurch. The Trust has engaged in this over the past couple of years with their support for people who have accessed Individualised Funding. The new Flexible Contracting would be an extension of this and could see the Trust supporting people as a "Host" for them to manage their own supports.

The MoH has also just formalised the new Outcome Plans for providers which now have a five year term as opposed to the previous two year term. A pricing review was also undertaken by the MoH but has since been further delayed to the New Year.

This year has also seen my involvement with a piece of work by the Ministry of Business Innovation and Employment (MBIE) on Fire Compliance for Supported Accommodation "Care in the Community". It is looking extremely likely that this piece of work will develop to a "Code of Practice" for this sector in terms of the management systems that will be required to be in place for providers of supported accommodation, a work in progress. The revised Health and Safety At Work Act 2015 will come into force in April 2016 and will have an impact on all business in New Zealand. The legislation was revised following the Pike River disaster and will have wide ranging implications on all businesses in New Zealand. I will be looking into the required changes and will be reporting to the Board in the New Year on the likely impact for the Trust.

The Trust has had three main External Audits this year. The ACC audit occurred back in April with the Trust meeting all the requirements to meet with Workplace Safety Management Practice of ACC which ensures where possible the Trust is providing a safe work place for all staff. The Health and Disability Sector Standards (HDSS) audit took place following the ACC audit and once again we met all of the requirements under the HDSS. This audit ensures we have good systems in place to meet the needs of the people we support. The annual finance audit then occurred in September which covers the Trust finances, payroll and personal finances which was again a very pleasing result for the Trust.

I would like to end this section of my report by thanking Richard Thomson (Chair) and the Trust Board for all of their support to the management team. To my management team, to Lyn, Owen, Neil, Kim and Lenore, my grateful thanks to you all for your ongoing commitment to meeting the needs of the people we support. I am really fortunate to have such a great team of key personnel who work really hard to meet the demands we face in providing a quality service to the people we support.

And lastly, in this section at least, to Paul Glass who is retiring from his role as Trustee and previous Treasurer for many years. Paul, your support to me in my role as CEO has been greatly appreciated, I learned so much from you and will miss the ongoing support and respect you show in all of your dealings over many years.

Service Delivery.

To the Team Leaders and all support staff, I wish to begin this section of my report by offering my thanks to all of you for your continued efforts in providing such a great service to all of the people supported by Hawksbury. I am so proud of the way you all engaged at the annual forums which had me coming away feeling really motivated to continue the drive for change and advocating for the rights of the people we support. I was equally thrilled that the length of service from staff over both regions remains 8+ years of service which is a great achievement.

And, this is all achieved whilst facing changes to rostered hours which is at best kept to a minimum but unfortunately is part of the changing environment in the disability sector. I was so proud to be such a big part of the roster changes this year particularly the restructure of the permanent relief team in Dunedin. These five staff were met with not only the roster changes but the added possibility that some of them could have lost their jobs due to the reduction in hours across Dunedin. You showed immense strength in taking on this challenge and working with the Trust on creating an alternative which resulted in no job losses. This was a great example on how collaboration works to everyone's advantage, you have my grateful thanks. The staffing levels across both regions has improved greatly, more recently though in Christchurch. This has resulted in eliminating the use of Bureau staff once more which has a big impact on the consistent level of support we are able to offer, long may this continue and again this can not be achieved without all of your efforts.

Safe and Appropriate Environment

Property has been at the forefront of my mind this year with the new developments at Beach Grove in Kaiapoi, the marketing and sale of Pages Road and three of the Housing New Zealand (HNZC) Christchurch homes having to be relocated to allow for the earthquake repair work to be completed.

As I write this report tenders will be going out to builders in Christchurch for the development of three new four bedroom homes to be built next year. The building consent process will also be underway. The Auction for the sale of Pages Road occurred on Thursday 19th November and the property was sold with us being able to remain in the property until our new development has been finalised at Beachgrove towards the end of 2016.

Oxley Ave was the first of the three homes to have the earthquake repair work completed. HNZC found the alternative accommodation for the Trust at Mermaid Place in South Shore which I must say has been a real success for the eight people that moved in June.

Once Oxley Ave repairs were completed people from Gainford Street then made the move to Oxley Ave and will return to Gainford Street at the end of November. People from Condell Ave will then move to Oxley Ave so the repair work can be completed into the New Year. I think it fair to say that we will all be pleased once the earthquake repair work schedule for HNZC is complete.

Martin Harris *CEO*