

2016

Te Ripoata a Tau

ANNUAL REPORT

**Te Roopu Taurima o
Manukau Trust**



TE ROOPU TAURIMA O MANUKAU TRUST

*Rangatiratanga mo tatou katoa i runga i nga tihanga
o tena o tena o tena*

Vision

Ma te ngakau tapatahi ka tutuki – ma nga tangata, ma nga tauwhiro tangata, ka puawai te apopo nui.

Success through unity – great people, great support, a great tomorrow.

Mission

Ko ta Te Roopu Taurima he kaupapa Maori, e whakau ana te rangatiratanga mo tatou katoa i runga i nga tikanga o tena o tena o tena.

Te Roopu Taurima is a kaupapa Maori organisation determined to make a real difference by supporting whanau to live great lives in their own way.

Whakatauki

Rangatiratanga mo tatou katoa i runga i nga tikanga o tena o tena o tena.

Ensuring empowerment and self-determination regardless of disability, age, gender, race or status.

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He Mihi

E te ti, e te ta, e nga matapuna, tenei te mihi atu ki a koutou katoa. Ki nga mate, haere atu ra. Ki nga kanohi ora, nga mokopuna, nga whanau, me nga kaimahi, te tuku mihi maioha kia koutou katoa.

To all and many with the source of knowledge, greetings to you all. To those that have passed on, farewell to you all. To us, the living, the people we support, whanau and staff, warm greetings to you all.

Panui mo te Hui A Tau 2016 (Notice of Annual General Meeting 2016)

Te Roopu Taurima o Manukau Trust

Date: Thursday 24 November 2016

Time: 5.00pm – 6.30pm

Venue: 519 Great South Road, Otahuhu, Auckland

Video Conference: Taitokerau (Whangarei), Christchurch (Rangiora) and Midlands (Hamilton) offices

Nga Whakamahuki (Agenda)

1. Karakia
2. Mihimihi
3. Te Hunga i Taimai / Nga Porotehi (*Attendees / Apologies*)
4. Nga Miniti o te hui kua pahuri atu (Previous Minutes) – AGM 2014
5. Ripoata a te Heamana (Chairperson's Report)
6. Ripoata a te Mana Whakahaere (CEO's Report)
7. Acknowledgements
8. Nga Tapatanga (Nomination and Appointments)
9. Nga Korero Atu (General Business)
10. Karakia Whakamutunga

Ka mutu te hui e mua o te kapu ti.

(Light refreshments available at the conclusion of the AGM).

Nga Miniti o te Hui Kua Pahuri Atu (Previous Minutes)

Date: 26 November 2016

Taken By: Drew Hewett – EA to CEO / Board Secretary

Karakia: Waitai Petera

Start time: 5.00pmpm

Board Members Present: Brian O'Shea (Interim Chair – Trustee), Mahaki Albert (Deputy Chair), Debbie Dawson Renahan (Trustee).

In Attendance: Tania Thomas (CEO), John Stribrny (CFO), Drew Hewett (EA to CEO / Note taker), Jeff Muir (Financial Advisor), Gwen Te Pania-Palmer (Independent Board Advisor), Winiata Brown (Service Operations Manager) and Rangitiepa Taipua (Korowai Aroha) – Teleconference (Midlands), Jillian Iti (Care Services Support Manager), Melanie Hopley (Service Operations Manager), Waitai Petera (Maori Development Advisor), Kaa Skipper (Korowai Aroha), Monty Hune Snr (Korowai Aroha), Tuai Sait, Wai Amaru, Gaye Rowe (whanau of mokopuna).

Apologies: Merepeka Raukawa-Tait (Trustee), Greg Keay (Trustee), Moana Sinclair (Trustee) Angela and Blair Walters (Whanau members), Christchurch Kaitaataki and Office Administrators.

Other notable apologies received to Secretary – Marian Hakaraia (Te Hononga CEO), Martin Cole (MoH Contractual Relationship Manager), Barbara Browne (Affinity Services), Corinne Fowler (Corrections Contractual Relationship Manager), Trish Palmer (Northland DHB Contractual Relationship Manager) Sarah Hillier (Trustee) could not be connected into the AGM - Due to technical issues with the VCR and then teleconference phone.

Moved: Tania Thomas

Seconded: Jillian Iti

Carried unanimously

Agenda:

1. Karakia
2. Mihimihi
3. Te Hunga i Taimai / Nga Porotehi (*Attendees / Apologies*)

4. Nga Miniti o te hui kua pahuri atu (Previous Minutes) – AGM 2014
5. Ripoata a te Heamana (Chairperson's Report)
6. Ripoata a te Mana Whakahaere (CEO's Report)
7. Nga Tapatanga (Nominations)
8. Nga Korero Atu (General Business)
9. Karakia Whakamutunga

4	<p>AGM MINUTES</p> <p><u>MOTION 2: Approve AGM Minutes dated 18 December 2014</u></p> <ul style="list-style-type: none"> • Debbie Moved • Mahaki Seconded • Carried unanimously <p>Carry over the tender for Auditor services.</p>
5	<p>CHAIRPERSON'S REPORT</p> <ul style="list-style-type: none"> • Brian acknowledged Tania, the senior management team and staff for a much improved past 12 months through strong leadership from the CEO down to the Kaimahi. • He stated there is still a lot to be done and the Board looks forward to seeing further improvements within the service for mokopuna, ensuring the quality of life and support for mokopuna is priority. • He indicated that a focus needs to remain on occupancy rates, and a good balance of skilled staff to provide the support required for mokopuna. <p>Question from whanau member – WA (PA, mokopuna):</p> <ul style="list-style-type: none"> • How come Whare Puawaitanga are short staffed? WA outlined she goes to visit her girl every day and finds there is not enough staff to look after the mokopuna; she stated that mokopuna has broken leg a few times and is very tired. • Tania outlined that there has been ongoing problems with short staffing, however recruitment is being carried out and is continuing to roll over, and currently eight new staff are on their induction. She outlined that staff have had to be replaced due to resignations or relocations. Tania concluded with the statement that TRT does not want to be short staff, she then asked Melanie to provide any additional feedback. • Melanie summed up the same response Tania provided. • Wai responded stating that there have been shortages continuously which put her daughter in jeopardy. • Brian wanted to understand and asked if Wai was comfortable raising issues with the staff?

	<ul style="list-style-type: none"> • Wai confirmed that yes she does bring it up with kaimahi and not sure if anything is being done. • Brian acknowledged Wai's comments being brought to this forum and stated that whanau need to be made to feel comfortable about raising matters with kaimahi and indicated that if nothing happens then please feel confident and safe to take it to the next level. • Wai also stated that there is tiredness showing on the kaimahi; she can't fault the kaimahi. • Brian acknowledged and indicated that the feedback is not about raising/finding fault, it's about sharing your concerns. • Wai stated she doesn't want to raise fault but ensure safety for the mokopuna. • Brian stated that safety is a priority for TRT, and please continue to raise matters to TRT staff. <p><u>MOTION 3: Accept the Chairperson's Report</u></p> <ul style="list-style-type: none"> • Mahaki Moved • Debbie Seconded • Carried unanimously
6	<p>CEO REPORT</p> <p>Tania acknowledged the whanau of mokopuna that attended the AGM; she outlined that if anyone has questions, please feel free to ask.</p> <p>Tania overviewed the key points of the CEO Report:</p> <ul style="list-style-type: none"> • Implemented a zero tolerance for harm, safety is absolutely crucial in TRT's operational aspects. • Mokopuna must have choice, therefore not told what to do in their own homes; it is a privilege for TRT staff to work with them. • There has been an increase in the amount of training offered to kaimahi. • Recruitment processes have been reviewed and changed to ensure the values and skills match what TRT is looking for. • Ways to get the voice of mokopuna too senior management (SMT) is constantly being explored; mokopuna advisory group has been reinstated, they meet regularly to offer ideas about service and share any concerns as they will often speak up for their friends. • The Board and members of SMT did a regional visit to meet whanau of mokopuna, and plan to continue to do this twice a year going forward. There will also be Operational whanau whanui hui held throughout the regions. • TRT is looking at new ways to better support and look after high performing kaimahi. • Engagement is continuing with the PSA (Union) to ensure the voice of kaimahi is being heard. TRT does not want anyone working more than 96 hours (fortnight), as it then raises a safety issue. Kaimahi are encouraged to take leave, this often is

challenging as they don't want to leave their work colleagues and the mokopuna they work with, however it is about safety first.

- Improvements in the turnaround of repairs and maintenance work needs to occur, new ways of doing things are being explored; every room in every where has been assessed, now TRT needs to get on to the actions; more support have been put in place to support this work.
- Continuously looking at how kaimahi can be provided with the right tools; including how they are managed.

Question from whanau member – WA (PA mokopuna):

- WA attended a whanau meeting, heard about the term mokopuna focus and asked for this to be clarified.
- Tania provided a couple of examples; if a mokopuna wants a cuppa tea they can have a cuppa tea, they don't have to wait for a specific time to get a cuppa tea; if a mokopuna wants to stay up late, then they can stay up late; it's about the mokopuna getting to choose what they want to eat; watch on TV etc.
- WA then stated that kaimahi are always writing, if they are writing then who is focussed on the mokopuna?
- Tania outlined that attention needs to be given to the mokopuna, to her the kaimahi are there to support the mokopuna and do what the mokopuna wants, if paperwork has to be done later then do it later so mokopuna can go for a walk, for example. Tania stated that when you work for TRT you are a support worker not a babysitter so support needs to be demonstrated.
- WA asked if timeframes are a concern; filling in medication forms, changeover and write up duplication.
- Tania invited Jillian Iti, Care Services Support Manager to share.
- Jill outlined that there is certain things TRT have to do to meet sector standards as per audit requirements, she acknowledged what Wai has raised, but stated that if we don't do what the auditors want we don't meet standards, however she did state that TRT is always looking at ways to do things better and reduce the time it takes to complete paperwork.
- WA stated that paperwork is time consuming and acknowledged the responses provided.
- He Kakano is fully operational for mokopuna; it is accessible to all, supportive equipment and resources are available for people with different impairments, they can job search, email, look for places to research. This is a service that TRT would like to offer in all regions.
- Te Rito has been opened and has allowed TRT to think about different ways of working and mixing. TRT can invite the community to come and mix with the mokopuna, which is healthy and a good experience for everyone. This is currently only offered in Auckland and again, it is something TRT can branch out to all regions.
 - Lorraine made the comment that PA (WA's daughter) loves visiting Te Rito.

	<ul style="list-style-type: none"> Tania also commented how a kaimahi put together a puzzle for PA that contained images of all PA's whanau; this demonstrates the type of kaimahi thinking TRT needs across the service. TRT is financially sorted, took a lot of work and there is still room for improvement, however the movement has been due to great staff, supportive management team and a supportive Board. There have been massive staffing changes to get ready to work in a better way with a different focus. Korowai Aroha are supporting all working aspects going forward; TRT is a kaupapa Maori service so it can't forget this, it is also an inclusive service of all cultures. Korowai Aroha is there to support and help guide that things are being done the right way with integrity. Acknowledgement was made to Korowai Aroha. <p>Response from whanau member – GR (PB, mokopuna):</p> <ul style="list-style-type: none"> GR shared that she has a European background, PB is her brother living in Whare Whirinaki – she shared that PB grew up in Hawkes Bay so he had a lot to do with local marae as a kid so he knew a lot of the waiata. She shared that he is in his element; staff speak to him in te reo which he is gradually understanding more and more of, at age 65 and with his disability it is great to see he can still learn new things. She acknowledged all the support provided to PB. P.16 of Report shows a poem from a mokopuna within TRT's service; there are lots of stories like this, TRT just needs to do a better job at showcasing the kind of things that mokopuna experience in the service. Tania stated that for her, stories like these are why she gets up every day and why she enjoys her job. Brian acknowledged Tania, and Korowai Aroha; he stated that it is important that TRT remains focused on being a strong kaupapa Maori service. <p><u>MOTION 4: Accept the CEO Report</u></p> <ul style="list-style-type: none"> Jillian Moved Tania Seconded Carried unanimously
7	<p>FINANCIAL REPORT</p> <p>Jeff Muir was invited to talk to the financial section of the annual report including his summary report of Te Roopu Taurima's (TRT) financial position.</p> <p>Jeff stated that it is a pleasure to be here in 2015, as the last two AGM's TRT incurred financial deficits, and there was a concern whether TRT will survive.</p> <p>What has occurred over last 12 months has been great and the organisation is in a stable condition. Cost cutting has occurred and improvement of services has dramatically improved. Training has occurred. Mokopuna are encouraged. A tonne of improvements that generally take an organisation in financial difficulty a long time to get out of.</p> <p>Jeff overviewed the information as layed out in his financial summary (refer OBCA Ltd report in Annual Report 2015). Summary:</p> <ul style="list-style-type: none"> 850k surplus – resulted in improvement over the past 12 months. Income increased by 200k however expenditure reduced by 1.3M.

- Salary and wage costs reduced from 76.5% to 71.8%.
- Trust must target to keep salary and wages within 70-72%.
- Occupancy also needs to continue to be maintained.
- Trust almost achieved the target profit.

Jeff gave the following acknowledgements/feedback:

- CEO and Senior Management Team (SMT) should be acknowledged for an outstanding result for the trust which has come out of prudent management and improved reporting and systems.
- Quality of services has not been compromised for cost; there is a nice balance.
- New legislation is coming up and the Trust needs to be aware of these.
- Board of Trustees have been very supportive to enable the trust to deliver good support to mokopuna.
- The Trust must file the annual returns with a copy of financials statements by 31 December 2015 via the Charities Commission.

Response from whanau member – TS (JS, mokopuna):

- TS outlined that her son requires a different kind of support financially, he is in a home on his own with eight kaimahi – how is the Trust funding the food and shopping for the whare, cause at times she buys food and drinks and is also using mokopuna pocket money to buy food and drinks for JS. She sought clarity as to what the pocket money should be for and what the funding for the house is used for? She stated that she was told that her son is feeding the eight kaimahi.
- Jeff responded regarding funding – he outlined that TRT has different funding schemes setup by the Crown to provide specific services for mokopuna. Funding is provided to each of the whare to provide the relevant services for that whare and to cost the food etc. Pocket money is allocated for discretionary purchasing.
- TS said she buys food and drinks herself; she stated that kaimahi also asked her to buy the machine that will help with JS' weight management.
- Tania invited Melanie to feedback as the manager for the region. Tania did state that in the collective agreement, kaimahi are entitled to one meal funded by TRT, and not funded by the mokopuna; what TRT does not support is a kaimahi eating all three meals in the whare, they are entitled to one meal only.
- Melanie outlined that any purchases should be based on a menu that is discussed with the mokopuna for what he wants; if this is not the case then she will need to address this. Pocket money is purely for the needs of the mokopuna ie toiletries. Any equipment he needs should be purchased by TRT. Melanie stated that she is concerned to hear some of this feedback and is happy to discuss this further with TS directly.

Brian acknowledged Jeff for his support and services.

8 NOMINATIONS / APPOINTMENTS

1. Chairperson Appointment

Brian nominated himself to remain on the Board as Chairperson for another year.

	<p>The Board unanimously agreed and accepted Brian's nomination to be Chairperson for another 12 months. Congratulations made from the Group.</p> <p>2. Auditors Nomination</p> <p>It was noted that McGregor Bailey were used for the past financial year and will be used for the next financial year 2015/16.</p> <p>An RFP process will also be undertaken to tender for auditors for the following financial year 2016/17.</p> <p><u>MOTION 5: Accept appointment of Chairperson and nomination of Auditors</u></p> <ul style="list-style-type: none"> • Brian Moved • Mahaki Seconded • Carried unanimously <p>3. Legal Services Appointment</p> <p>Smith and Partners are to remain as the legal services for Te Roopu Taurima (TRT).</p> <p><u>MOTION 6: Accept appointment of Smith and Partners as the Legal services for TRT</u></p> <ul style="list-style-type: none"> • Brian Moved • Mahaki Seconded • Carried unanimously
9	<p>GENERAL BUSINESS</p> <p>1. Mokopuna Pocket Money (GR):</p> <p>GR outlined that they give \$50 a month for PB as pocket money; she asked if they can stipulate what this is used for?</p> <p>She stated that recently when they visited the whare, she was told that more money was needed and this was before the month was up; she found out that it was due to the purchase of the ball ticket.</p> <p>Also, she advised that, for some time she has been asking for receipts on what pocket money is spent on so they have for their reference; however nothing has been received to date. She stated a receipt for the \$50 is received when handed over but no purchase receipts.</p> <ul style="list-style-type: none"> • Melanie outlined that for any expenditure there should always be a receipt that accounts for every dollar spent, Melanie will follow this up and respond to GR directly. • GR stated that she is happy if the receipts have to come into the office, but would still like to receive a copy so they know what it is being spent on. • Melanie added that PB does have a ledger that outlines what the money is being spent on. • Gail acknowledged and thanked Melanie for the responses. • Brian acknowledged GR for her feedback and Melanie for responding; he stated that we don't know what we don't know so this is helpful information; also our focus is mokopuna care to live life to the fullest.

- GR finished by informing that if PB needs a bit more then let her know as they are happy to provide a little more pocket money for PB.
- Brian summarised that Mel and Jill are in their roles to ensure the right things are in place.

2. Feedback from attendees:

Debbie Dawson-Renahan (Board member) wanted to first of all acknowledge that she is absolutely privileged to have a new Board of Trustees to work with; it has been an absolute pleasure this year sitting on the Board with so much expertise that works well together and compliments each other.

The different skills that at times were lacking in the past, she can comfortably say that there is strong confidence in the CEO.

There are changes implemented to improve the systems.

A team that has been resistant in areas, she acknowledged that change is not easy and is hard for all of us whether it is for the better or not, it has been a road that has been worth travelling; also it has been lovely not to have the drama that goes with TRT's AGMs of the past, not that it wasn't a good thing as it shook up some of the impacts the Board didn't know.

This year has been a year of realisation and clarity; a year of being able to ask questions and get answers, and people who actually go looking for answers; it has been a year of advice that has come from mokopuna and what they want and TRT needs; the Board has been able to have a more hands on approach.

She is really proud to have been with TRT for so long and see the beauty that has come out of it. She wanted to acknowledge all the staff, management and the Board for the progress made.

GR (whanau member) wanted to say thank you to the Board for the work they allowed to progress; she has noticed a lot of changes within the whare and how the support has altered for the better, and on behalf of PB and their whanau thank you. Kia ora.

Gwen Te Pania-Palmer (Independent Board Advisor) gave a wonderful supportive mihi in te reo to the group. She acknowledged all the hard work by everyone over the last few years; including an acknowledgement to those not in the room today, who gave generously over this period of time of readjustment that genuinely, stepped forward.

She wanted to acknowledge all the work that has gone on for mokopuna, whanau and more importantly to the business community who continue to have confidence when the tides were against us. All these things make for a great organisation going forward. Everyone has contributed extremely well. She acknowledged everyone for the hard work, wishing everyone a very Merry Christmas and wished for the mokopuna ball to be a success.

TRT has come a long way and needs to keep the foot on the accelerator; still not out of woods yet, however there is a vision of pursuing excellence and quality (values of the organisation).

Acknowledgement made to the kaumatua and kuia who are a big part of the organisation; and to the Board, well done and keep striving.

	<p><i>Group waiata occurred in closing.</i></p> <p>Brian acknowledged Gwen and summarised that TRT does need to keep the foot on the pedal.</p> <p>He stated that the Board are looking forward to putting out the new strategic plan which should be shared in the New Year; it will refresh the values and mission statement of TRT.</p> <p>He acknowledged everyone who attended the AGM and the Midlands team for persevering and staying in attendance by teleconference.</p>
11	MEETING closed by Mahaki Albert at 6.17pm.

SUMMARY OF ACTIONS:

	Description	Who	Due
1	Auditors 2015/16 Agreement to be setup with McGregor Bailey to be invited as the Auditors for 2015/16 financial year.	John	February 2016
2	Auditors RFP 2016/17 RFP for Auditor Services is to be drafted for approval by the Finance and Audit Committee and then distributed for applications.	John	May 2016
3	Legal Team 2015/16 Smith and Partners to be invited and confirmed to remain as the legal team for 2015/16.	John	February 2016
4	Feedback from Whanau to be noted / actioned where required <ul style="list-style-type: none"> Staffing at Whare Puawaitanga to be looked into (<i>refer commentary noted in the Chairperson's report section above</i>). Timing with completion of paperwork at Whare Puawaitanga and other whare to be reviewed due to consumption of kamahi time v support to mokopuna (<i>refer commentary noted in the CEO report section above</i>). Use of funds for shopping allocation, pocket money and purchases to be investigated at Whare Motuhake (<i>refer commentary noted in the Finance report section above</i>). Review of pocket money allocation and receipts for whanau of mokopuna at Whare Whirinaki (<i>refer commentary noted in General Business item # 1</i>). 	Melanie Jillian Melanie Melanie	ASAP ASAP – Ongoing ASAP ASAP



Ripoata a te Heamana (Chairperson's Report)



*Tena koutou, tena koutou, tena koutou katoa
Nga mihi nui ki a koutou katoa
Ki te atua – tena koe
Ki a papatuanuku – tena koe
Ki te kura/whare – tena koe
Ki te hunga mate
Ki te hunga ora
Tena koutou katoa*

I will begin by acknowledging the tangata (people we support), the kaimahi (staff) and the whanau of both tangata and kaimahi who have passed away during 2016.

I would also like to acknowledge my fellow Board members (Mahaki Albert – Deputy Chair, Merepeka Raukawa-Tait, Gregory Keay – Chair of the Audit and Finance Board sub-committee, Debbie Dawson-Renahan and Sarah Hillier) for their support and commitment to Te Roopu Taurima (TRT). In February, we wished Moana Sinclair well when she resigned as a trustee.

The trustees want to strengthen tangata and whanau voice in the work of Te Roopu Taurima. The Board intends to continue meeting with whanau annually in the regions. Whanau hui at a whare level will also be encouraged to continue and restart in some cases. Bi-monthly newsletters to whanau have proved difficult to deliver consistently. The Te Rito Facebook page is working well and we are considering how we could make better use of social media and TRT's website to keep whanau better informed. We are also revamping our annual satisfaction survey to gain feedback from whanau, we currently have a very low response rate.

A new Tangata sub-committee of the Board is being considered. This would see the Tangata Advisory Group meeting with members of the Board and the Manawhakahaere on a bi-monthly basis.

There have been several highlights in the past year:

- A significant drop for the same time last year in critical incidents involving the people we support.
- The implementation of an integrated health and safety management programme.
- Valuable advice from the Tangata Advisory Group.
- Adoption of a new vision and strategic plan for Te Roopu Taurima.
- Three year certification to operate as a disability support services provider.
- Increased participation in vocational and daily activities by tangata.
- Five year contracts with the Ministry of Health.
- Two new contract funders, ACC and the Department of Corrections.
- Automated, as well as changed some operating systems reducing the time it takes to carry out some functions, improving accuracy of information and reducing costs.

Our positive relationship with our funders, referring agents and the Public Service Association (PSA) has been maintained.

The ongoing challenge of inadequate funding has led to a reduction in some of the services we have provided in the past. As a result we are in the process of revising our business model with the aim of finding a way of operating that ensures profitability so we can invest more in our service.

The senior managers and their respective teams have worked hard to bring about the changes needed to ensure the ongoing sustainability of Te Roopu Taurima and to ensure the safety and well-being of tangata and kaimahi.



Brian O'Shea
Board Chairman

Members of the Tangata Advisory Group 2015-2016



Andrew Martin of
Whare Awhina,
Otautahi
(Christchurch)



Helen Underwood
of Whare Te
Aranga Ake,
Otautahi
(Christchurch)



Bowen Manihera
of Whare Paihere,
Kirikiriroa
(Hamilton)



George Walker of
Whare Marire,
Tamaki Makaurau
(Auckland)

Ripoata a te Mana Whakahaere (CEO Report)



Ma whero ma pango ka oti ai te mahi

With red and black the work will be complete (This refers to co-operation where if everyone does their part, the work will be complete).

E ngaa mata-aa-waka o te motu, tena koutou katoa
All groups throughout the land, greetings to you all.

Our focus in the past year has been concentrated in three areas. Top of the list has been the quality of service we provide to the people we support. We want people using our service to be safe, happy, doing meaningful things with people they like – having good lives and making as many choices about their own lives as possible.

Next on the list we had a good look at our finances and how well our processes support us to run our business. We gathered and analysed a great deal of information about what is working well and what we needed to improve. As a result of this work we have had to make some hard decisions about what we can and can't afford to do. We have stopped doing things we don't get funded for and we have figured out smarter ways of doing things to save time, effort and money.

Our end of year financial result was a deficit rather than the surplus we had budgeted. We found it difficult to maintain a 95% occupancy rate whilst being unwilling to accept referrals unless the true cost of support was recognised – it is better to have an empty bed and reduce staff costs than accept a referral that drives high costs and untenable health and safety concerns.

Many of the referrals we received are to support people with complex behavioural needs and yet the funding does not recognise the actual costs associated with supporting people with these types of needs. There are increased numbers of people with autism being referred and the mix with the traditional diagnosis of intellectual impairment is often a difficult assimilation.

Added pressure on resources has also come from the impact of compliance with the new health and safety legislation. The higher cost of providing services in Auckland as opposed to areas outside of Auckland is another factor not taken into account by service purchasers.

Last but not least on the list, we developed and implemented a five year strategic plan with a new vision and revised values to guide our work into the future. The future we seek is one where we achieve success by working together and making sure our staff have the skills, knowledge, tools and support to do their jobs well. We want the people we support live in warm, fit for purpose homes in a good state of repair with the vehicles that are fitted out properly with the necessary equipment. Our future includes all staff consistently performing well, being kind and understanding supported decision making so tangata have as much choice and control over their own lives as possible.

The team of dedicated kaimahi at Te Roopu Taurima whether they are in the warehouse or in the offices or the national service teams, often go beyond the call of duty and they do so without expecting anything in return. The work although rewarding and at times a lot of fun can also be frustrating, sad, and demanding – my warm thanks go to them for their hard work and can-do attitude.

I would also like to make special mention of Lorraine Bailey one of the founders of Te Roopu Taurima. Lorraine left TRT during 2016. Lorraine gave her heart and soul to the establishment and growth of TRT so people with an intellectual impairment had a place to belong and to call home. Lorraine is the first person to receive a Lifetime Membership Award to Te Roopu Taurima. We thank Lorraine for her years of hard work, loyalty and commitment to the kaupapa (purpose) of TRT.



My sincere thanks also go to the tangata, their whanau, and our supporters in the disability sector and in our various communities who support us, help us and let us know what we do matters.



Tania Thomas
Manawhakahaere/CEO

Te Roopu Taurima

Te Roopu Taurima's work has continued across four regions, Te Tai Tokerau (Northland), Tamaki Makaurau (Auckland), Kirikiriroa (Midlands) and Otautahi (Christchurch). Over 270 tangata have been supported during the year across 58 whare.

Over 450 kaimahi have worked with tangata providing residential, rehabilitation, habilitation, respite, mental health services, Choices in Community Living (CiCL), vocational and day activity support.

TRT has revised its Code of Conduct and we have completed a stock take of all TRT Governance, Management and Operational policies. Policies have either been updated or new ones developed. We have also introduced a new process for implementing policies to ensure kaimahi know what the policies are and what they mean so they can be acted on.

We have worked hard to develop and strengthen relationships with all the external individuals and organisations connected to our work. These relationships include working with suppliers, referrers, funders, emergency services, General Practitioners and regulatory agencies. It is important to build trust, to understand the context within which others who support us work within and vice versa so it is easier and quicker to get what we need and to get the right support.

Tangata Advisory Group

The Tangata Advisory Group continues to provide direct feedback to senior management about the quality of the services they receive and the ideas they have to improve their lives. The group has made many requests and suggestions that have been implemented, for example:

Tangata want to get to work on time. **DONE.**



Some tangata want cats in their whare. **WORKING ON IT.**



Tangata want to know when staff have left and if they are coming back. **WORKING ON IT.**



Tangata want to buy plants for kai gardens. **DONE.**



Whanau Hui

Members of TRT's Board of Trustees (Board and Senior Management Team (SMT), spent time in February and April 2016 travelling to all regions and meeting with whanau of the people TRT supports.

This was an opportunity for whanau to:

- provide feedback about their experience of TRT's services in the past year
- ask questions and share ideas about the service
- get an update on the new strategic plan for the organisation, including the new vision, mission and values
- be informed of the change in terminology within TRT.
 - We refer to the people we support as tangata (person or people) and no longer use the term mokopuna (grandchild).
 - We refer to our organisation as TRT not 'the Trust' and we have shortened our name to Te Roopu Taurima.
 - We use our full name, Te Roopu Taurima o Manukau Trust on official documents only
- meet other whanau members to share useful information
- receive an update from the feedback provided at the previous year's whanau hui.

Priorities at Te Roopu Taurima

At the whanau hui, Brian O'Shea and Tania Thomas outlined the priorities for TRT in the coming year, including the direction for the strategic plan over the next five years; they also acknowledged the successes the organisation has had since the last whanau hui.

Whanau were reminded of the importance of keeping their contact details up to date with TRT so we can get information to the right people in the right place.

Feedback from Whanau

The feedback from whanau provided valuable information on how TRT could improve its services. Whanau who attended the hui stated that they were appreciative of the service provided and of the effort made by staff to support their family member.

Most of the queries and requests for changes to service or information were responded to at the hui or were resolved between specific whanau and the relevant Service Operations Manager after the hui. Many of the issues and ideas raised were in relation to individual tangata. Therefore, only the common themes of the feedback have been identified and summarised.

Whanau requested:

- more regular and timely communication between them and the whare kaimahi with more use of social media and the website
- more involvement of tangata in activities of daily living and leisure activities supported by willing kaimahi
- healthier eating and exercise for tangata
- more choice and control for tangata over their own lives

- better care taken of tangata belongings
- proactive involvement of whanau in the development of Te Oranga Pumau (Individual Care and Support Plans)
- options for managing tangihanga (funeral) costs.

Community Lifestyles

The Community Lifestyles team has four main responsibilities; managing a community centre, Te Rito, in Auckland; providing vocational and day activity support; managing an E-learning project, and operating a Choices in Community Living (CICL) service.

Te Rito – Community Lifestyle Centre

Te Rito Community Lifestyle Centre has now been open for over a year. In this time the range of programmes and services that we are delivering has expanded significantly. Programmes such as Te Reo classes, kapa haka and literacy have all proven very popular. It has been wonderful to watch people learn and grow in confidence during these classes. We have also had some fantastic sporting competitions. The inter-whare basketball competition and the mixed touch tournament were the most popular. It was great to watch people getting active and supporting their teams.



Photo: The TRT Touch Rugby Team with their trophy and certificates.

Te Rito has created the space for the Auckland portion of the organisation to come together and celebrate significant events, such as Matariki (Maori New Year), Christmas and Anzac Day. Over the year Te Rito has been accessed by a number of community groups hiring the space when it is not in use by TRT. It is worthwhile having these partnerships with other community groups, it is great to share the space and they help us make sure that Te Rito is a viable service.

Next year we hope to continue to expand our range of programmes at Te Rito. We are working to keep the community engaged in the services that we are offering. Already we run a range of programmes attended by people from throughout the community, we have learnt what programmes are more successful and are looking to expand these.

The hope is that by mid-2017 Te Rito is a fully integrated community centre, offering relevant programmes for the people who utilise TRT's services and those who live in the wider community, whether or not they have a disability.

Choice in Community Living

Choice in Community Living (CICL) is a growing service for TRT. We have had very positive feedback from a range of sources about the quality and approach that has been taken in the development of this service. TRT sees CICL as an opportunity for growth and choice for the tangata supported by the organisation. This service places the people we support at the centre of the decisions regarding their service and requires the organisation to be very flexible and accommodating of the needs of the tangata supported in CICL. As this service continues to develop and grow we hope to be able to offer this style of support to a growing number of people for who this is a good fit for.

Clifford Crawford – His Choice in Community Living Success Story



Clifford Lance Crawford has been a long standing tangata within the Midlands Residential services of TRT. In June 2016, Clifford transitioned across to the Choice in Community Living (CICL) service within TRT. This service allowed Clifford to have some level of independence in his own home with reduced hours of support from TRT support workers.

Clifford was so happy with his transition and how things have worked out for him that he wrote a brief story to thank all the kaimahi and management that have supported him over the years and through his transition. Given Clifford

could not read or write when he came to TRT, writing his own story is an impressive achievement.

Clifford shared that he was proud to be able to purchase brand new furniture for his home and put the furniture together; he celebrated his birthday at Starbucks; he has confidence with managing his budget and watching his weekly spending habits; he is able to prepare and cook his own meals in his flat, including going out on shopping excursions at the local markets. Clifford has even expanded his abilities to using one of the TRT tablets and he plans to buy one for himself. Since being more independent he has also gone on excursions to visit the home he grew up in with his sister, and the old milking and shearing sheds he worked at.

Te Roopu Taurima, acknowledged the efforts of all kaimahi involved with Clifford's support over the years and congratulates Clifford for the huge growth and step he has taken in gaining his independence.

He Kakano Project

‘Ready for Mahi’ is an E-Learning resource that has been developed by TRT. It is aimed at supporting disabled people to get ready for work. This resource is the first of its kind offering learners three versions – English, Maori and New Zealand Sign Language.

More than 360 tri-lingual module trials have been completed in the development of the resource which have been trialed by a wide range of people. Whether they are Deaf, have learning disabilities or cognitive impairments, they have been able to use ‘Ready for Mahi’.

The feedback has been very positive.

‘The other day I visited The Mall to find three of our supported employees deep in discussion alongside two staff, sitting at a computer and going through the modules you gave us access to. They were talking about being late. Each of them was highly engaged, and relating the information in the module to their own lives. By the end of it, they each had ideas on different things they could do to ensure they came on time to work (for instance, by getting enough sleep and calling to book a taxi the night before).

It was so cool to see this happening. Each of them had been late to work that week, and this encouraged a non-judgemental, constructive and open conversation about what they could do differently.’

Spectrum Care Service Manager Aspirations, Sarah Mansell

Residential Services

Residential services apart from delivering support and rehabilitation services have also been:

- improving the documenting of critical incidents and complaints so we are able to improve our service delivery
- improving the quality of and implementation of the Te Oranga Pūmau (individual care and support plan goals) for the people we support
- identifying the actual staffing levels required for each whare to reduce staffing shortages and to reduce overtime worked by kaimahi
- planning for the Ministry of Health’s transition into community based and individualised funding of disability support service
- preparing for the new reporting requirements for all government contracts.

Intensive Monitoring

Intensive Monitoring is a new residential service TRT has secured with the Department of Corrections which has enabled us to create a new role within our service, a Rehabilitation Support Worker. This service supports people with an intellectual impairment and/or mental health condition following their release from prison.

Certification Audit

The audit process for residential services was comprehensive. The overall feedback received from the auditors was positive and encouraging. Some of the notable mentions included:

- the extremely high quality reporting upwards to the Board by the Mana Whakahaere
- the variety and engagement in community based activities outside the whare by the tangata
- the quality of the daily notes at Whare Manaaki being some of the best seen in a Mental Health Service
- the way kaimahi go over and above to support the tangata in service
- the external environments of the whare visited including the beautiful vegetable gardens in every whare; in relation to this Donna said this is an area that is sorely lacking in most services and it was fabulous to see, and that the tangata and kaimahi genuinely appreciated it also.

Comment was also made by the consumer auditor auditing the Residential (RIDSAS and NASC) services that the strength and inclusiveness of the culture (tikanga) in the organisation was fantastic and she had never experienced anything like it at any other audit she had been involved in.

National Support Services

Health Advice

A new initiative was introduced resulting in a service level agreement being signed with Unichem Pharmacy. It provides a Community Pharmacy Service between our West Auckland residential services and the team at Unichem Helensville/West City. The plan is to roll this agreement across all of Auckland.

This arrangement reduces prescription costs for tangata and provides a system that greatly reduces the risk of medication errors and simplifies the process for kaimahi. Prescriptions will be delivered to the whare, there will be no charge for blister packaging and 24-hour pharmacist support available to whare kaimahi and their managers.

Behavioural Support

TRT accepted two interns from the University of Auckland's Applied Behaviour Advisor Programme. This provided an opportunity to have relevant, modern thinking integrated into our service to support kaimahi working with tangata who may have more challenging or unusual behavioural needs.

Our approach is that poor, unsafe and/or aggressive behaviours happen when there is unmet need. Kaimahi are being asked to challenge their own thinking and to consider new ways of managing challenging situations.

Quality, Safety and Risk Advice

An internal spot audit process was introduced along with a risk register and risk management process.

The notification, reporting and documentation process for complaints and incidents has been revamped to ensure better recording of information and more effective use of the information. We have introduced trend analysis to our reporting of incidents to gain better insight into areas requiring closer attention, better monitoring or specific training. Learning from our mistakes is key to quality improvement.

Korowai Aroha

The kaumatua and kuia who support TRT to uphold tikanga Maori provide essential support to tangata within the whare. It is Korowai Aroha who assist in strengthening whanau connections with the people we support. In some cases they help tangata to find whanau and to rekindle ties within their whanau.

Korowai Aroha have supported tangata and kaimahi at tangihanga and nehu (funerals and burials), Hura kohatu (unveilings), powhiri, events and functions requiring Kai korero (speakers) and kai karanga (callers). They have been at the forefront of the support for tangata and kaimahi who have been hospitalised. They offer wise advice and can always be relied upon to provide emotional and practical support.

Pou Tikanga

Pou Tikanga roles cover each region and are new positions within TRT. Their primary role is as educators supporting whare and office kaimahi to speak te reo Maori in their daily work and to support the tikanga Maori practiced within TRT. They have developed and delivered several wananga (workshops) along with self-paced learning workbooks, waiata (song), mihi (greetings/speeches) and karakia (prayers) resources.

Corporate Services

There are four groups within the Corporate Services team, Asset Management, Human Resources, Information Communication Technology and Finance. This area of responsibility has made major improvements in the way TRT manages its back office functions.

Assets

We manage a large fleet of ageing vehicles. We have replaced nine vans, two of which are modified with hoists. A review was undertaken to identify opportunities for replacing vehicles more quickly. A Request for Proposals process was undertaken and the preferred proposal is a lease to own option. This option will be implemented in the next financial year.

All whare were inspected and a repair and maintenance schedule was developed based on the inspection findings. In addition to the inspection consideration was given to the overall 'fit for purpose' of the whare. As a result we moved out of three whare and into a better standard of accommodation. A whare 'Fit for Purpose Checklist' has been implemented that enables us to assess the suitability of houses we propose renting.

Finding accessible, affordable housing, particularly in Auckland and in smaller towns remains difficult to obtain for use by our service. Housing New Zealand remains the

landlord for the majority of the whare we rent. We have a supportive working relationship with Housing New Zealand although we still struggle with the length of time we have to wait for property repairs and upgrades.

We also introduced an improved Repairs and Maintenance notification and request for service form to improve the turnaround time on resolving property issues.

The Assets team has negotiated a National preferred suppliers list for on-call and after hours services which is proving successful.

Human Resources

A three year Human Resources Framework Plan was developed and implemented and formed the basis for the work of the HR team. The kaimahi performance and development appraisal process has been revised and implemented. The key change has been the introduction of clear and specific performance objectives for each position in TRT. A Performance Improvement Plan process has been developed and implemented. This introduces a clear plan to support kaimahi who require further training and/or coaching.

Health and Safety

TRT is responsible under the Health and Safety in Employment (HSE) Act to ensure:

- the safety of all our kaimahi while they are at work
- the provision of a safe working environment, and
- that our work practices and procedures are understood and complied with.

TRT must take all practicable steps to ensure our kaimahi and others who are in our workplace (including tangata, contractors and visitors) are not harmed by hazards in or arising from their work.

The HSE Act also places general duties and responsibilities upon TRT kaimahi to take all practicable steps to ensure their own safety at work and the safety of others who are at the workplace.

TRT has comprehensive policies and procedures in place for managing workplace health and safety, to take into account the specific hazards that may affect our workplaces (whether whare or offices).

The Quality, Safety and Risk Advisor is the Health and Safety Advisor for TRT.

Kaitaataki/Kaiwhakahaere are responsible for the day to day management of health and safety in the whare that they manage. In support of this at each whare:

- All Kaiarahi (whare leaders) and Kaiawhina (support workers) are collectively and individually responsible for ensuring a safe operating environment at all times, and
- The appointed health and safety representative is focused on fostering and promoting good health and safety practice.

TRT's Regional Health and Safety Committees are responsible for providing oversight of key health and safety issues in whare and offices in their region and ensuring all key health and safety matters arising in the region are proactively managed and addressed.

Training, Learning and Development

In addition to the Core Training required for kaimahi working in residential services a number of customised training packages have been implemented in the following topic areas:

- Working with people with Autism
- Makaton (a communication programme based around a core vocabulary, using speech, signs and/or symbols to help people with learning difficulties communicate more easily)
- Sighted guide training for working with people who are blind
- Hoist training
- Epilepsy
- Healthy eating on a budget
- Literacy and numeracy.

Medication training is a core requirement for kaimahi who work with the people we support. An innovative, E-Learning tool has been developed to support kaimahi in administering medication. It will be ready for use in the new financial year.

Collective Employment Agreement (CEA)

The terms of the 2015 CEA were agreed with the PSA (Public Service Organisation).

Finance

Improvements have been made in the management of our finances. We needed to access more detailed financial information to better monitor and manage costs. We also needed information that would enable us to compare costs across similar services and identify opportunities for streamlining our financial management processes. As a result we have:

- Restructured the General Ledger enabling reporting to accountable managers.
- Streamlined the end of month process, reporting and distribution.
- Introduced more efficient journal postings (including payments), Electronic Data Interchange (EDI) to Accounts Payable (AP) postings for invoices.
- Full Time Equivalent Reporting.
- Improved payroll database structure for improved analysis.

Fundraising

A fundraising function for TRT was implemented late in the financial year. We obtained \$10,649 in the year.

Nga Mihi Aroha (Acknowledgements)

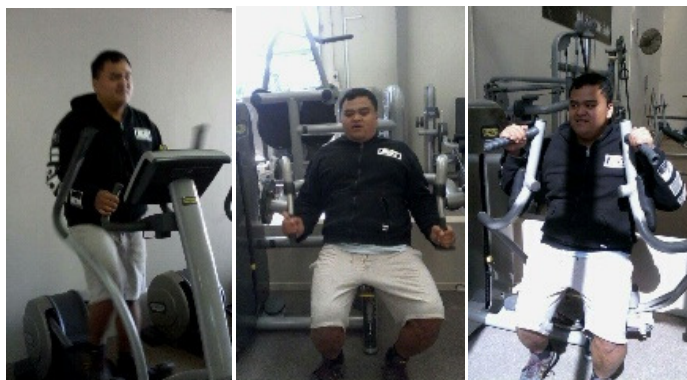
TRT would like to thank the following organisations for their support of TRT through community grants, Pelorus Trust and Trillian Trust.

We are very grateful for the financial contribution that these organisations have made to TRT and the work that we do.

Nga Panui mo Nga Mokopuna (Mokopuna Billboard)



Photos: Tangata completing and posting their election forms.



Photos: Tangata – Goal: Attend the gym twice a week.



Photos: Tangata – participation in, swimming, line dancing and kicking the ball around at the park.



Photo: Tangata – Ana Marie with her Spirit of Sport Award and Certificate.

On November 21 2015, Ana Marie McGruther was presented and awarded the **'Basketball – Waikato 3, Spirit of Sport Award, 2015'** from Special Olympics Basketball Coach, Simone Kokaua.

Ana Marie attended this special event with her mum Lily Moetu. It was also noted and mentioned that Ana Marie has displayed outstanding qualities for the year 2015: When she walks through the door for training she is an athlete. Ana Marie embraces the Special Olympics Code of Conduct and holistic approach to life.



Photos: Tangata – Francis being congratulated by the Mosaics tutor (left) and with her new bag she designed (right).

Francis Hiramatiu – Mosaic Champion and key participant at Te Rito Community Centre

When Francis Hiramatiu was told that she was going to get to attend a Mosaic course she was over the moon.

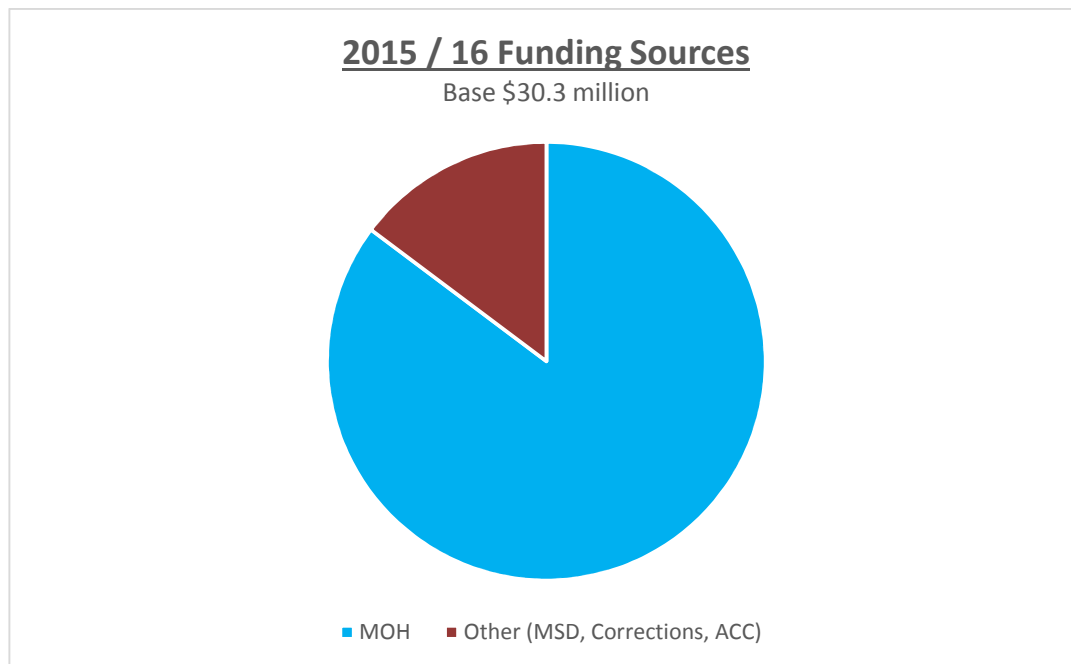
Frances completed her course in Mosaic Art and what an amazing result! Te Rito houses a beautiful number 7 which proudly hangs at the entrance to the Te Rito Community Lifestyle Centre at 7 Piki Thompson Way, Otahuhu.

Frances has now begun her intermediate course and will be working with other course participants to decorate the two pillars at the front of the building.

Ripoata a te Tauaki Putea (Financial Summary)

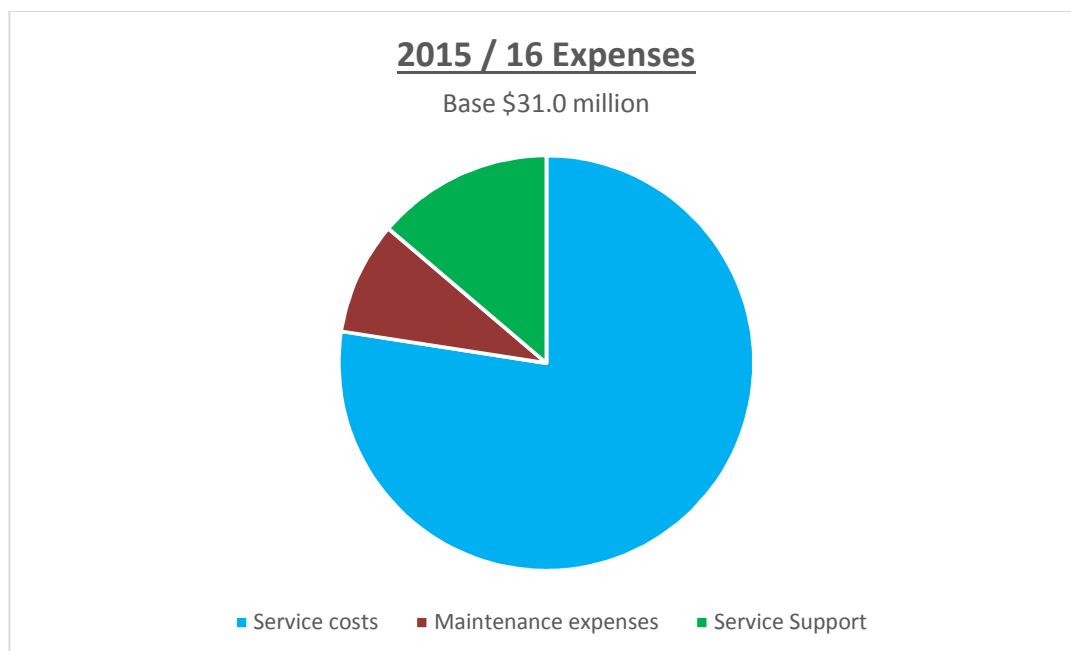
Funding Sources 2015/16

85% of the funding is sourced from Ministry of Health. The other 15% are from other growing sources which is DHB funding, NZ Corrections, ACC, Ministry of Social Development.



Expenses for 2015/16

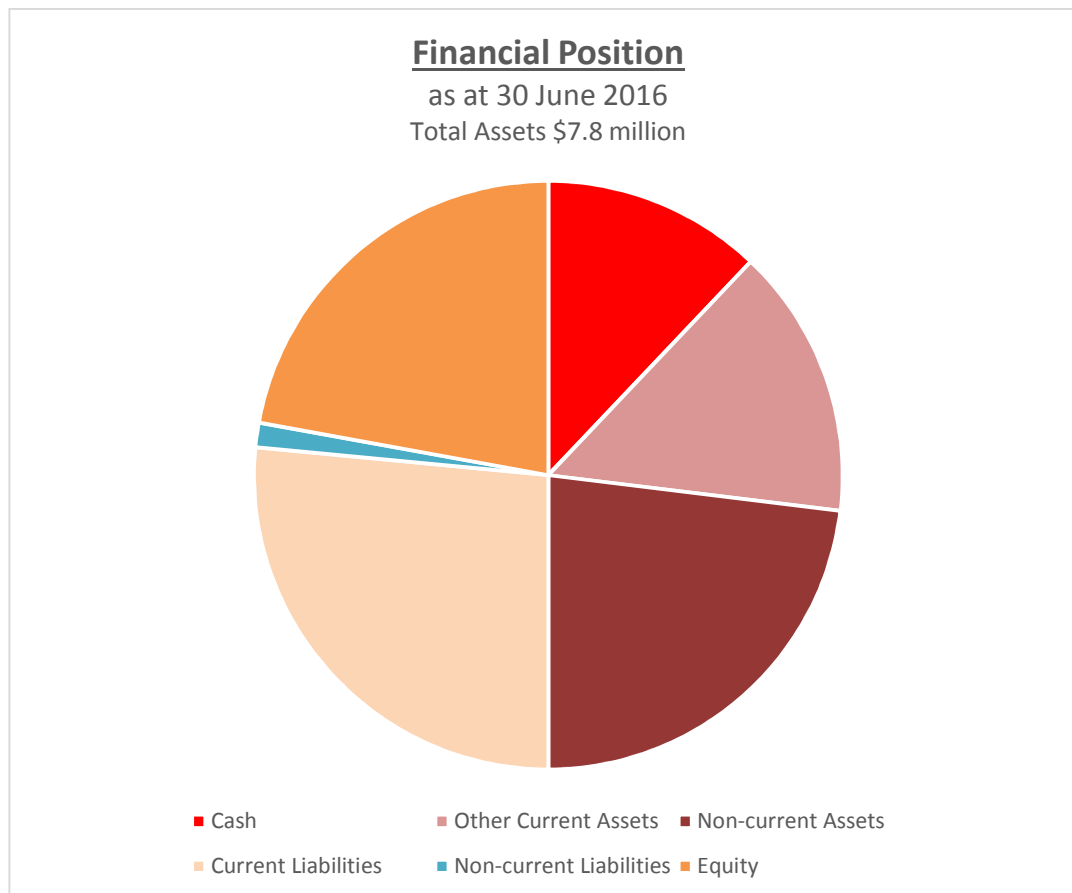
77% relates to where staff costs, 9% relates to property and vehicle maintenance, 14% includes depreciation and administrative costs.



Financial Position 2015/16

45% of current assets is held in cash. Current assets ratio is 1.02:1 (assets to liability).

Therefore for every \$1.00 of current liability TRT holds \$1.02 in current asset.



The Independent Auditor's Report from McGregor Bailey Chartered Accountants, relating to Te Roopu Taurima o Manukau Trust's financial position is provided on pages 29-30.

The financial statements for the Trust will be uploaded on to the Charities Commission website no later than 24 December 2016.

Use the following link to access the website and follow the brief instructions provided below: <https://www.register.charities.govt.nz/CharitiesRegister/Search>

Independent Auditor's Report

McGregor Bailey

CHARTERED ACCOUNTANTS
Member of Kreston International
A Global network of Independent Accounting Firms

To the readers of the financial statements of TE ROOPU TAURIMA O MANUKAU TRUST

Report on the Financial Statements

We have audited the financial statements of Te Roopu Taurima O Manukau Trust on pages 2 to 14 which comprise the Statement of Financial Position as at 30 June 2016, and the statement of changes in net assets, statement of comprehensive revenue and expenses and statement of cashflows for the year then ended, and summary of significant accounting policies and other explanatory information.

Trustees Responsibility for the Financial Statements

The Board are responsible on behalf of the entity for the preparation and fair presentation of financial statements in accordance with Public Benefit Entity Standards Reduced Disclosure Regime issued in New Zealand by the New Zealand Accounting Standards Board, and for such internal control as the board determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

It is our responsibility to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing (New Zealand). Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates as well as evaluating the overall presentation of the financial statements.

We believe the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Other than in our capacity as auditors, we have no relationship with or interests in Te Roopu Taurima O Manukau Trust.



Opinion

In our opinion, the financial statements on pages 2 to 14 present fairly in all material aspects, the financial position of Te Roopu Taurima O Manukau Trust as at 30 June 2016, and its financial performance and its cash flows for the year then ended in accordance with Public Benefit Entity Standards Reduced Disclosure Regime.



McGregor Bailey
13 October 2016
Auckland, New Zealand

