



Community Living

# Annual Report 2016

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# Our Purpose

## Inspirational Dream - He Moemoea Whakaaratanga

People with intellectual disabilities living their dreams through community connections.

## Spirit - Wairua

Together, making a difference in people's lives.

## Focus - Arotahi

Live the dream, tell the story.

## Beliefs - Whakaponotanga

- A personalised experience for everyone
- Everyone has a place in their community
- Everyone has a story to share
- Family / Whanau connections matter
- We embrace the Treaty of Waitangi
- Sustainability is at the heart of what we do
- Being advocates for people with disabilities
- Creating a great working environment

## Attributes - Ngaa Painga

- Leaders
- Advocates
- Innovators
- Inspirational
- Passionate
- Responsive
- Collaborative
- Ethical

## Greatest Imaginable Challenge - He Matataki Matakite Nunui

Secure financial freedom as we build communities where everyone belongs.

# Directory

## Registered Office

Community Living Trust  
180 Collingwood Street  
PO Box 292  
Hamilton 3240

## Chief Executive

Marese McGee

Community Living Trust	Community Living Limited	PlatformPlus Limited
Board of Trustees	Board of Directors	Board of Directors
Lynnette Flowers - Chairperson	Lynnette Flowers - Chairperson	Marese McGee - Managing Director
Awhimai Huka	David Tamatea	
David Tamatea	Rachel Stephenson	
Rachel Stephenson	Russell Drake	
Russell Drake	Russell Wilkinson	
Russell Wilkinson	Marese McGee - Managing Director	
	Awhimai Huka	

## Bankers

ANZ Banking Group  
Bank of New Zealand

## Kaumatua

Pakira Watene

## Solicitors

Harkness Henry  
About Best Practice

## Iwi Liaison

Wairahi Taiapa

# Message from Marese McGee

## Chief Executive Community Living

Tena koutou katoa,

It is my pleasure to bring you the annual report of the Community Living Group for 2015-2016. The past year has seen the disability sector in New Zealand undergo momentous changes and challenges. This transformation is as major as deinstitutionalisation in New Zealand was decades ago.

Community Living is meeting these changes and challenges head on, influenced by the principles of Enabling Good Lives and ongoing feedback from our stakeholders - the people we support, their whānau / family, our staff, community organisations and funders.

This year following the redesign of the senior leadership team in 2014, we completed the organisational redesign and proceeded to bed in the changes. I want to acknowledge the staff who underwent the redesign, the people that report to them and those that led the change. This was a huge piece of work, it was difficult on a number of levels and tested the resilience of us all.

Te Puna Awhina - the source of support, is the name gifted to Community Living's support service for children and young people, by our Kaumatua Pakira Watene. I would like to acknowledge this beautiful gift and thank Pakira for the lovely name and the Wairua that surrounds this team and its work. Staff from this service have worked hard to develop a sound practice framework in line with best practice, the Vulnerable Children's Act 2014 and subsequent Children's Action Plan.

Throughout the year we have contributed to government consultations on legislation and policy, providing feedback on the issues affecting the lives of the people we support including:

- Reviews of Ministry of Health streamlined contracting and service specifications
- Performance Measures / Results Based Accountability
- Consultation on the Health Strategy
- Review of the Disability Strategy
- Health of Older People Strategy
- Whaia Te Ao Marama - the Maori Disability Action Plan
- Vulnerable Children's Bill (now an Act)
- Children's Action Pilot in Hamilton, to name a few.

All of the above impact on either the people we support and / or those delivering support to them. To the staff who gave generously of their time over and above their everyday work, my grateful thanks.

Audits by the Ministry of Health - Disability Support Services and the Ministry of Social Development were conducted on a number of services as per our contracts. Gaining three year certification from the Ministry of Health, and for the first time ever achieving accreditation to ACC's Workplace Safety Management Practices (WSMP) at the Secondary Level were great accomplishments.

In the background there is a raft of resources and infrastructure that supports us to do the work. This year we have continued to review, update and adopt new systems and processes - enabling us to

**"make informed decisions, be efficient and ensure sustainability."**

My grateful thanks to the Organisational Capability & Development and Business Support Services teams.

Our strategic alliance with Wintec has continued to flourish. We have engaged with Wintec staff, nursing tutors, learning and development, communications and facility management students. We have had students on placement at Community Living, and we have guest lectured on a number of Wintec courses. In the near future Community Living will be providing with Wintec's support, health checks for our staff. There are many ongoing and valued relationships that people have developed over the years and we look forward to a continuation of this strong partnership.

The Community Connections days are a favourite on our annual calendar, an opportunity for whānau / family and external stakeholders to be involved in the organisation. We have received tremendous support from our community, including the giving of a grant that enabled us to have our Community Connections Day in November 2015.

**"We are extremely grateful to our stakeholders who work with us to shape our combined future"**

- our vision is always that disabled people have the life they want with strong support from their whānau / families and the communities they choose. Planning is well underway for the next Community Connections day.

Financially, we made a loss for the year. This would have been much more had it not been for our staff and whānau / families working together to manage increasing costs and thereby a reduction in individual funding.

**"We are very grateful for the relationships and the positive and wonderful outcomes that have been achieved for all."**

We are now into the third year of the Ministry of Health's freeze on new entries for day services. This is starting to affect the sustainability of the supports we offer in this area. In the near future a decision will need to be made

as to how we continue to provide this support for those individuals involved. Communication with each other will be the important element that keeps the control and decision making with the people and their whānau / families. Since 2014 the Ministry of Health has informed us that a new funding model was forthcoming and each year including this one, they wrote and informed us of a further delay. We still do not have definite dates for the introduction of the new funding model. Managing both current and future needs are exacerbated especially with the rising costs of rents and lack of accessible housing.

At Community Living we have great leaders, and I am including here leadership in all its aspects. We have some wonderful examples and stories of people leading change in their own lives - People living ordinary lives and making their own choices with the support of their whānau / families and Community Living staff. A life that is guided by the principles of live, learn, work and belong and holds them at the centre of all decisions made.

I would like to thank all the people we support and their whānau / families, and our staff for their hard work and courage in managing both traditional systems and innovative opportunities. It takes passion, courage, resilience and a 'never give up' mentality to change our sector - you all have it and together we will continue to make a difference in people's lives. To quote Helen Keller "Alone we can do so little, together we can do so much".

The Board of Trustees at Community Living are forward thinking, well qualified in the nature of governance and strong on its priorities. Their support to the leadership team and the organisation is to be commended. Strong governance is vital at times of change and we are fortunate to have a quality Board to lead us. I wish to acknowledge our Chair - Lynnette Flowers, who has served us very well through the changes to Community Living over her three year term, and thank her for her guidance and wisdom.

Naaku noa na  
Marese McGee



# Chair's Report

Lynnette Flowers

Kia ora nga mihi maioha ki a koutou katoa  
Hello and warm greetings to you all,

It is my pleasure to present my final Chair's report for Community Living Trust, Community Living Limited and PlatformPlus Limited.

The year from July 2015 to June 2016 has been challenging as we seek to maintain our service provision in a climate of government cut-backs. However it has also been exciting as we have seen progress towards our building programme becoming a reality at Fifth Avenue Hamilton. While this project is still in the pre-building stage it will rapidly progress within the next year.

The financial outcome for 2015 / 2016 hasn't been as comfortable as some in the recent past, but given the climate of retrenchment, we have done very well. The Board commends the teams who work so assiduously to keep this wonderful organisation financially viable.

As I mentioned last year, part of the solution lies in diversifying our services and revenue sources. PlatformPlus Limited has continued to develop relationships with a number of organisations in the Disability sector, as well as the wider Health sector at both local and international levels. The Board congratulates the innovation and enthusiasm necessary for PlatformPlus Limited to thrive.

**"To encourage the people we support to live ordinary lives is the main precept of our organisation."**

The Ministry of Health funded Choices in Community Living service has seen 23 people take up this option with Community Living Limited. The results of people engaging in the Choice in Community Living service has led to outcomes for people that include:

- Moving to independent living
- Gaining improved skills and capabilities that support independence and participation
- Having more opportunities for relationships, community access and participation
- Having more opportunities for inclusion in cultural activities; and
- Being able to carry out and contribute to family and whānau responsibilities.

The Board applauds management's commitment to this service.

This organisation has in its Chief Executive a caring, committed and enormously able person. Marese continues to work with extraordinary energy and come up with innovative ideas to promote the very best of opportunities to live an ordinary life for the people we support.

This year the Board made the decision to reduce the number of its directors to six. We all have a diversity of background and experience and are able to make robust contributions to the running of the Community Living group.

It has been a privilege chairing the Board of such a well-run organisation for the past three years. I would like to acknowledge the entire Board of Trustees for their commitment, work and enthusiasm. As is the practice for our organisation, the mantle of Chair passes every three years to the Deputy Chair. This will transpire at the Annual General Meeting in October 2016, and I wish the incoming Chair well.

Tenā koutou, tenā koutou, tena tatou katoa,

Lynnette Flowers

# LIVE

It has been great to witness some of the wonderful success stories of the people we support and our staff.







# Night to Shine Ball

A first-hand account from a staff member and a person we support

### Kathryn Dunham, Community Engagement Facilitator

I drove one of four vans of people that Community Living supported to go to the Ball in Auckland, on Saturday the 13th of February 2016. It was wonderful to see all of the people we support enjoying themselves! It was fairly noisy with all the music and people, but it was a great night and there was loads of free stuff. There were rides in stretched Hummer Limousines, lollies, popcorn, crowns, goody bags, buffet dinner, nails and make-up for the ladies and shoe-shines for the guys, plus lots of dancing and fabulous decorations. There were loads of friendly volunteers circulating and asking if everyone was okay, or if they could get anything for us. Every person was welcomed into the dance; one at a time via a red carpet, while the volunteers cheered them in. It was so noisy and crazy, but the hype got everyone very excited. Half way along the red carpet they stopped and had their photo taken by a professional photographer.

The event was sponsored by the Tim Tebow Foundation, meaning that it was a free event to all those who attended. It is hoped that this will become an annual event and will possibly be hosted at other locations around the country in the future – maybe Hamilton next! We would love to be able to take more people next time.

### Jo, a woman Community Living supports

I made lots of friends and swapped phone numbers with them. I got to ride in a long black Hummer limo to Manukau and it was my first time and so much fun! They took our photos and I had a crown and it was so cool. I danced with lots of girls and we laughed lots and I brought cake home for the girls to eat.

Jo has said she will attend the next ball and believes that it could be here in Hamilton.

**“It was wonderful to see all of the people we support enjoying themselves!”**







## Moving out of Home

A milestone reached by four young men

The step to moving out of your family home is a significant milestone in anyone's journey, navigating the path from youth to adulthood. For the four young men - Adrian, Ryan, John and Nick that recently moved into their own home in the North of Hamilton this has been an exciting journey for them and all involved! The house has been set up to meet all four of their needs, and being the bachelor pad it is, the garage has been converted into a "Mancave" where the pool table can be found! All four of them have commented, that they are excited about setting the house up and getting into flatting life. They were also looking forward to having some independence!

As with any shift or major change, there requires a certain level of organisation and the Community Engagement Facilitator involved in this transition has worked diligently to ensure everyone feels supported. At times it is as much about supporting the whānau / families involved to feel safe in the process and feeling able to let go of the situation and allow the person we support to have independence and be supported by Community Living to make the transition. It was commented on by the Community Engagement Facilitator involved that "It is great getting to know the guys and the families before them moving in, as it helped support them with the transition from out of home. It's all about communication and taking one step at a time and talking about a lot of things, but not to overwhelm the people involved and their families."

Before the big shift there was a number of meet and greets so that the four men could all get to know a little about each other before moving. There was also a big dinner/meeting the week prior which included new staff, the whānau / family members

and the flat members themselves. This was a fantastic social way for everyone to get to know each other and open communication lines between all parties.

The Community Engagement Facilitator and the Staff and Outcomes Facilitator worked together to find an appropriate house to rent that suited all the people we support's individual needs. The Staff and Outcomes Facilitator involved had the job of ensuring we had adequate staff levels and that the house roster was organised, along with setting up the house items. Upon moving in there was a blessing done through the house. This included walking through the whole house, a waiata, kai and everything being explained to the four men involved - this took place to ensure new energy was put into the house.

One of the men's parents commented after the shift about their own experience in dealing with the transition, "Once the decision was made about moving out of home, Community Living made it really easy. They put my mind at ease with the whole situation. As parents we had confidence in knowing that he was safe".

**"Such positive outcomes and a fantastic milestone for the four young men to have achieved in their own lives."**

As with anyone's journey I am sure there will be highs and lows, but they will all offer a great opportunity for learning and growing as individuals. We wish them all the best and lots of happiness in creating their new lives and home together!

## Home Comforts

The new ramp at Powells Road is in! This ramp was planned with the help of the Community Living Occupational Therapy and Property teams. The ramp means people can get in and out of the house safely and independently - including one of the women who uses a wheelchair.

Everyone - the women, staff and families, are all very happy that it has been built.

The improvements include some upgrades inside too - thermal drapes on all windows, new carpet in the rooms with wooden floors, and panel heaters warming the rooms and making them extra cosy. More space has been created by knocking down an internal wall and creating a larger more practical living space.



These improvements have left the women warmer, sleeping better, and able to independently get in and out of the house.

## Enderley Social Housing Project

Over the last few years, Community Living has been reviewing its property portfolio and identifying where we can respond to the social housing needs of the community. To this end we identified our property at Fifth Avenue, Enderley - Hamilton which was capable of being developed to have five homes in alignment with the District Plan.

We worked with McPherson Goodwin Surveyors Limited to prepare resource consent and building consent applications, and we have ensured that the design can achieve Lifemark's Five Star rating for life-time design.

In 2015-2016 we will be carrying out the construction project and hope to have people living in the homes by 1 July 2017.



# LEARN

## 4-Focus

Whilst the majority of us get a significant amount of satisfaction from achieving something - whether it's losing five kilos or getting a promotion - how often do we really stop and think about how we got there? We seem to focus very much on achieving the what, but not a lot on the how. It's great if we achieve tangible outcomes, but is it still a great achievement if we 'walk over others' to get there? Here at Community Living, we don't think so.

With that in mind, during the past year and with a cross-section of employees, we developed a framework which focuses on how we work. That framework - 4 Focus - because it has four parts and helps us focus on the way we work, also enables us to bring Community Living's Purpose to life.

Ratings occur via an online survey and the output is a powerful resource that enables employees and line managers to have a discussion which:

- a) Enables employees to understand whether they and their manager are 'on the same page' regarding the way they work, and
- b) Creates focus for developing skills and behaviours that enable us all to interact, influence and ultimately achieve more for ourselves and others.

4-Focus is still in the early stages of implementation, however we are very much looking forward to supporting our employees to understand more about how they work (as well as what they do) and learn ways that can have positive impacts on the way they interact with others.

Crucial for success in any role!





# WORK

## Introducing Lyn Cress



Lyn started her career with Community Living in 1996 in the front-line of our organisation as a part-time receptionist for Residential Services. She also went on to work as a support worker part-time at Dover Road. Lyn later decided to move into the Business Support team full-time and over the years has worked in Payroll, Accounts Payable, Accounts Receivable, Fixed Assets, Budgeting and Financial Reporting – she is very good at mathematics and extremely detail conscious.

During 2003 Lyn decided to work towards a formal tertiary qualification in Accounting and Community Living was delighted to support her towards her career goals. Lyn worked full-time and studied part-time for eight years to complete a four year BCom Degree majoring in Professional

Accounting and Management. Following this Lyn went on to complete the requirements of the Institute of Chartered Accounts by completing four years practical experience, attending six months of workshops and sitting two further exams. During this time Lyn had two children, Maia now six years old and Chloe three. In 2014-2015 Lyn was registered with Chartered Accountants Australia and New Zealand as a Chartered Accountant.

Lyn currently serves as the organisation's Financial Accountant and

**“continues to develop her knowledge and skills in the best interests of the organisation and the people and families it supports.”**

Lyn has become a specialist in the Ministry of Health payment processes and schedules. She enjoys working with staff, training and supporting them in understanding their financials and is responsible for preparing the monthly budget-actual variance reporting to the Board of Trustees each month.

Lyn is a cheerful and open person, quick-witted and relishes the jovial banter with all her colleagues in the office. Lyn enjoys rural life and exploring the outdoors with her children, family and friends. Recently she purchased a family home in Motumaoho on the outskirts of Morrinsville.

She is a great asset to the Group and we look forward to watching her grow within the organisation.

## People Management Policies and Procedures

Managing people would be easy if everyone you managed were team players, hard-working, had a great attitude, and were highly talented. But then it wouldn't be management. Some people are easy to manage and some are hard. 'Hard' takes many forms – some have a great attitude but are not collaborative, some are collaborative and hard-working but are hard to get on with, some are just plain difficult... and so on.

So how do you best manage employees? Personalities being variable, individuals need to be managed individually – but general guidance can be provided, and that's exactly what

the suite of 18 People Management Policies and Procedures that were developed in the last year do – provide clarity about the accountabilities of both employees and line managers. From annual leave to ethical behaviour; from performance management to alcohol and drugs.

**Clarity for all about what's expected and how to do it.**

## Accident Compensation Corporation

### Workplace Safety Management Practices

Over 23,000 New Zealanders were severely injured or killed in New Zealand workplaces last year; which is twice as many as Australia, and three times as many as the United Kingdom (Worksafe NZ, 2016). With statistics like these, and following the Pike River Mine disaster in November 2010, New Zealand needed to do something different regarding our Health and Safety performance. Community Living was no different.

Whilst we had some robust policies, procedures and systems in place to ensure any accidents and injuries to our employees and the people we support were minimised, we wanted to externally benchmark our practices.

The Accident Compensation Corporation (ACC) has a programme that recognises medium to large employers (with 20 employees or more) that have implemented effective health and safety systems and practices in their workplaces. In July 2015, a small group of individuals from across Community Living developed a plan to achieve the first level of accreditation (primary) to ACC's Work Safe Management Practices programme (ACC WSMP).

With regular meetings and a lot of hard work by that group of individuals, our Health and Safety Committee, Health and Safety Representatives, Line Managers and other employees, Community Living achieved secondary level accreditation to ACC's WSMP Programme. This is an amazing achievement

because we exceeded our goal – achieving secondary rather than primary level accreditation.

There are a number of benefits in attaining ACC WSMP accreditation. Some of these include:

- Ensuring we provide a workplace that is safe and healthy
- Likely to lead to a reduction in the number of injuries and accidents
- Supports us to meet our legal obligations under the Health & Safety at Work Act 2015, and
- A reduction in ACC work cover levies (15% reduction for secondary level).

We acknowledge that we don't always get it right, however with a focus on continuous improvement, this significant achievement was made possible by people from across the organisation all working together

**“focusing on improving our health and safety performance”**

and aspiring to ensure all employees and people we support are free from injury and achieve their own health goals.

# BELONG



## SMUDGE Art Exhibition

Brooke Hughes and Alicia Nygaard - Community Living Community Engagement Facilitators were the co-coordinators in facilitating a community art exhibition, called SMUDGE. Once funding was secured - thanks to WEL Energy Trust, and a space was booked - thanks to Creative Waikato, everything started to fall into place. The SMUDGE Committee was made up of both people we support and staff members - which included Brooke Hughes, Alicia Nygaard, Brett Fowler, Rae Grocott, and Blair Houghton, the committee worked together to put all the finishing pieces in place.

Opening night was on the 14th of March 2016, where a celebration was held with all artists and stakeholders present. Entertainment was provided by Keanu and Brett, who had been practicing together for this occasion. The exhibition was open to the public from the 15th - 23rd of March 2016.

The feedback from the community was astounding, with a large amount of foot traffic reported and some pieces being sold. We are very proud of the outcomes of this project, and would like to send a huge thank you to all of the committee members, community artists - many of whom are people that we support, whānau / family, and staff members of Community Living, as well as all of the community partners and colleagues who helped to make this event possible.

SMUDGE was about representing a community that celebrates a passion for creating. The focus was on the unique talents of all local artists, and we definitely feel that the project achieved what it set out to. This success has affirmed that SMUDGE could be a yearly event and we look forward to future opportunities to display the talents of our local community.





# Statistics

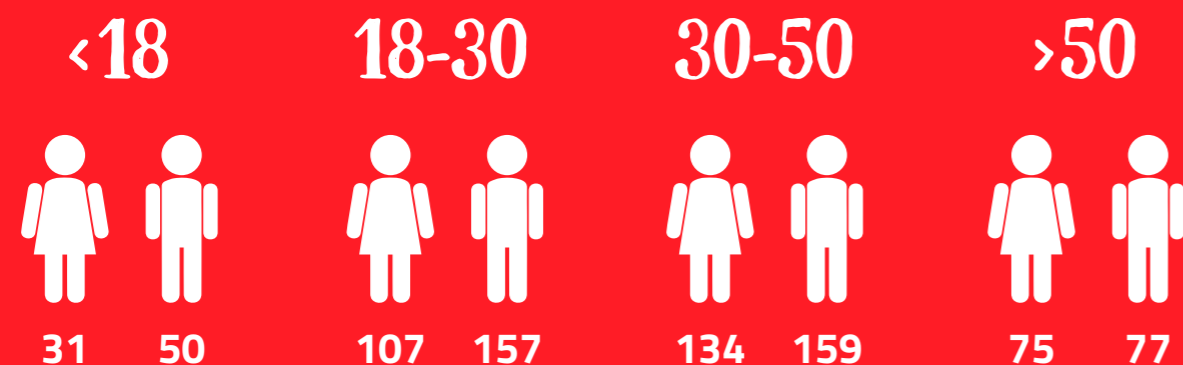
- 23** Choices in Community Living
- 196** Community Based Services
- 113** Day / Vocational Services
- 4** Enabling Good Lives
- 52** Employment Options
- 3** Other
- 126** Community Residential Services
- 18** RIDSAS Services
- 262** Therapy Services

## Client Statistics

**797**

**TOTAL PEOPLE  
ACCESSING  
CONTRACTED  
SERVICES**

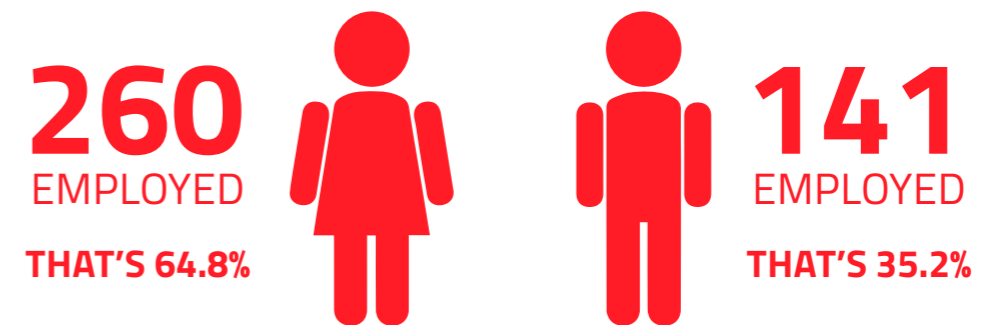
## Clients by Age



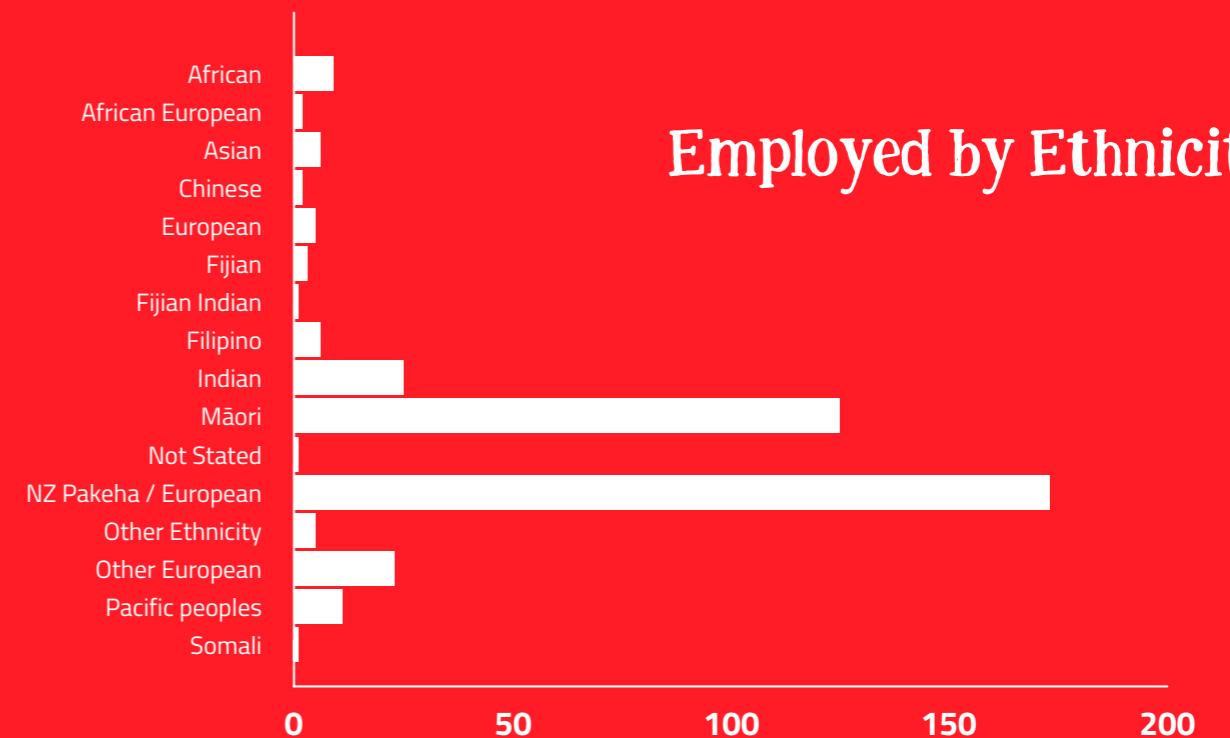
## Employed by Age



## Employed by Gender



## Employed by Ethnicity



**8%**  
OF EMPLOYEES IN  
MANAGEMENT  
THIS CONSISTS OF  
CE, GMS AND LINE  
MANAGERS

**18.7%**  
OF EMPLOYEES  
WITH OVER 10  
YEARS' SERVICE

**15.6%**  
EMPLOYEE  
TURNOVER RATE

# Financials

## Community Living Statement of Changes in Net Assets For The Year Ended 30 June 2016

GROUP	Asset Revaluation Reserve	Retained Surplus	Total Equity
	\$	\$	\$
Opening Balance 1 July 2015	334,341	10,722,781	11,057,122
Total Comprehensive Expense for the year		-233,387	-233,387
<b>Closing equity 30 June 2016</b>	<b>334,341</b>	<b>10,489,394</b>	<b>10,823,735</b>
Opening Balance 1 July 2014	334,341	10,360,418	10,694,759
Total Comprehensive Revenue for the year		362,363	363,683
<b>Closing equity 30 June 2015</b>	<b>334,341</b>	<b>10,722,781</b>	<b>11,057,122</b>

## Community Living Statement of Comprehensive Revenue & Expenses For The Year Ended 30 June 2016

	Note	Group 2016	Group 2015
		\$	\$
<b>REVENUE FROM NON-EXCHANGE TRANSACTIONS</b>			
Donations	5	0	5,000
		0	5,000
<b>REVENUE FROM EXCHANGE TRANSACTIONS</b>			
Government Contract Revenue		20,282,941	20,724,172
Interest Revenue		141,241	153,678
Other Operating Revenue		274,979	240,435
		<b>20,699,161</b>	<b>21,118,285</b>
<b>Total Revenue</b>		<b>20,699,161</b>	<b>21,123,285</b>
<b>EXPENSES</b>			
Staff and staff related		15,829,491	15,758,808
Occupancy		1,885,706	1,785,554
Client related		1,294,709	1,355,398
Motor Vehicle		533,626	556,401
Other		745,852	742,872
Depreciation		587,004	560,568
Net loss on sale of property, plant and equipment		56,160	1,321
<b>Total Expenses</b>		<b>20,932,548</b>	<b>20,760,922</b>
<b>Total surplus (deficit) for the period</b>		<b>-233,387</b>	<b>362,363</b>
<b>OTHER COMPREHENSIVE REVENUE AND EXPENSES</b>			
		-	-
<b>Total comprehensive revenue and expenses</b>		<b>-233,387</b>	<b>362,363</b>
Surplus or deficit attributable to the owners of the controlling entity		-233,387	362,363
Total comprehensive revenue and expense attributable to the owners of the controlling entity		-233,387	362,363


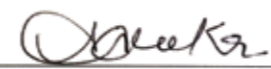
These financial statements should be read in conjunction with the notes to the financial statements.



Community Living  
Statement of Financial Position  
As At 30 June 2016

	Note	Group 2016	Group 2015
		\$	\$
<b>CURRENT ASSETS</b>			
Cash and cash equivalents	8	2,296,541	3,133,832
Sundry Inventory	9	-	14,030
Investments	10	2,624,781	2,163,977
Receivables from exchange transactions	11	1,272,631	1,463,628
		<b>6,193,953</b>	<b>6,775,467</b>
<b>NON-CURRENT ASSETS</b>			
Property plant and equipment	12	7,568,310	7,760,073
		<b>7,568,310</b>	<b>7,760,073</b>
<b>Total Assets</b>		<b>13,762,263</b>	<b>14,535,540</b>
<b>CURRENT LIABILITIES</b>			
Trade and other creditors		963,239	1,049,215
Employee entitlements		1,975,289	2,429,203
		<b>2,938,528</b>	<b>3,478,418</b>
<b>Total Net Assets</b>		<b>10,823,735</b>	<b>11,057,122</b>
<b>NET ASSETS</b>			
Asset revaluation reserve		334,341	334,341
Retained surplus		10,489,394	10,722,781
<b>Total net assets attributable to the owners of the controlling entity</b>		<b>10,823,735</b>	<b>11,057,122</b>

Signed for and on behalf of the Board of Trustees who authorised these financial statements for issue on 4 October 2016:

 _____ Chairperson	 _____ Trustee
4-10-16 _____ Date	4/10/16 _____ Date

Community Living  
Cash Flow Statement  
For The Year Ended 30 June 2016

	Note	Group 2016	Group 2015
		\$	\$
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>Receipts</b>			
Receipts from non-exchange transactions		-	5,000
Receipts from exchange transactions		20,751,712	20,909,262
		<b>20,751,712</b>	<b>20,914,262</b>
<b>Payments</b>			
Payments to suppliers		3,716,482	3,049,389
Payment to employees		17,098,760	17,023,196
		<b>20,815,242</b>	<b>20,072,585</b>
<b>Net Cash Flows from operating activities</b>		<b>-63,530</b>	<b>841,677</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
<b>Receipts</b>			
Sale of property, plant and equipment		60,628	10,484
Interest received		138,446	133,063
		<b>199,074</b>	<b>143,547</b>
<b>Payments</b>			
Purchase of property, plant and equipment		512,031	283,148
Purchase of Investments		460,804	2,163,977
		<b>972,835</b>	<b>2,447,125</b>
<b>Net Cash Flows from investing activities</b>		<b>-773,761</b>	<b>-2,303,578</b>
<b>Net Cash Flows from financing activities</b>		<b>-</b>	<b>-</b>
<b>Net increase / (decrease) in cash and cash equivalents</b>		<b>-837,291</b>	<b>-1,461,901</b>
Cash and cash equivalents at 1 July		3,133,832	4,595,733
<b>Cash and Cash equivalents at 30 June</b>	<b>8</b>	<b>2,296,541</b>	<b>3,133,832</b>

# Community Living

## Notes to the Financial Statements

### For the Year Ended 30 June 2016

#### 1. REPORTING ENTITY

Community Living comprises the Parent which is Community Living Trust and its 100% owned subsidiaries Community Living Limited and Platform Plus Limited. They are charitable entities registered under the Charities Act 2005. Community Living is a public benefit entity for the purposes of financial reporting in accordance with the Financial Reporting Act (2013).

These consolidated financial statements for the year ended 30 June 2016 comprise the parent entity and its controlled entities. This is the Group's first set of financial statements presented in accordance with PBE Standards.

#### 2. STATEMENT OF COMPLIANCE

The consolidated financial statements have been prepared in accordance with New Zealand Generally Accepted Accounting Practice ("NZ GAAP"). They comply with Public Benefit Entity International Public Sector Accounting Standards Reduced Disclosure Regime ("PBE IPSAS RDR") and other applicable Financial Reporting Standards, as appropriate for Tier 2 not-for-profit public benefit entities, for which all RDR exemptions have been adopted.

The Group qualifies as a Tier 2 reporting entity as for the two most recent reporting periods it has had between \$2m and \$30m operating expenditure.

These financial statements were authorised for issue by Lynette Flowers - Chairperson on 4 October 2016.

#### 3. CHANGES IN ACCOUNTING POLICY

In previous reporting periods, the Group prepared its consolidated financial statements using the New Zealand Financial Reporting Standards ("NZ FRS"). These 2016 financial statements are the first prepared under the PBE IPSAS RDR. The 2015 comparative information has also been restated to Not for Profit PBE IPSAS RDR. An explanation of how the transition to Tier 2 Not-For-Profit PBE Accounting Standards has affected the reporting Statement of Financial Position and Statement of Comprehensive Revenue and Expenses is provided in Note 18 of the financial statements.

#### 4. SUMMARY OF ACCOUNTING POLICIES

##### 4.1 Basis of Measurement

Unless otherwise stated the measurement base adopted is historical cost.

##### 4.2 Functional and presentational currency

The financial statements are presented in New Zealand dollars (\$) which is the controlling entity's functional and Group's presentation currency, rounded to the nearest thousand. There has been no change in the functional currency of the Group or any significant foreign operations of the Group during the year.

##### 4.3 Basis of consolidation

###### *i. Controlled entities*

Controlled entities are entities controlled by the Group, being where the Group has power to govern the financial and operating policies of another entity so as to benefit from that entity's activities. The financial statements of the Group's controlled entities are

included in the consolidated financial statements from the date that control commences until the date that control ceases. Subsequent changes in a controlled entity that do not result in a loss of control are accounted for as transactions with controllers of the controlling entity in their capacity as controllers, within net assets/equity.

###### *ii. Transactions eliminated on consolidation*

Intra-group balances and transactions, and any unrealised income and expenses arising from intra-group transactions, are eliminated in preparing the consolidated financial statements.

Unrealised gains arising from transactions with equity accounted associates and jointly-controlled-entities are eliminated against the investment to the extent of the Group's interest in the investee.

Unrealised losses are eliminated in the same way as unrealised gains, but only to the extent that there is no evidence of impairment.

#### 4.4 Revenue

Revenue is recognised to the extent that it is probable that the economic benefit will flow to the Group and revenue can be reliably measured. Revenue is measured at the fair value of the consideration received. The following specific recognition criteria must be met before revenue is recognised.

##### *Revenue from Non-Exchange Transactions*

###### **Donations**

Donations are recognised as revenue upon receipt and include donations from the general public, donations received for specific programme or services or donations in-kind. Donations in-kind include donations received for services, food, clothing, furniture and volunteer time and is recognised in revenue and expense when the service or good is received. Donations in-kind are measured at their fair value as at the date of acquisition, ascertained by reference to the expected cost that would be otherwise incurred by the Group.

Services in-kind may be recognised as revenue but do not have to be, including volunteer time which has been recorded where possible but has not been given a financial value in these financial statements.

###### **Grant Revenue**

Grant revenue includes grants given by other charitable organisations, philanthropic organisations and businesses. Grant revenue is recognised when the conditions attached to the grant has been complied with. Where there are unfulfilled conditions attaching to the grant, the amount relating to the unfulfilled condition is recognised as a liability and released to revenue as the conditions are fulfilled.

###### **Legacies and Bequests**

Revenue from legacies and estates that satisfies the definition of an asset is recognised as revenue when it is probable that future economic benefits or service potential will flow to the entity, and the fair value can be measured reliably

##### *Revenue from Exchange Transactions*

###### **Government Contracts Revenue**

Revenue from government contracts relates to income received from Ministry of Health (MOH), Ministry of Social Development (MSD) and Accident Compensation Commission (ACC) and is provided as funding for services the Group provides to clients. Revenue is recognised in the period the services are provided.

###### **Interest Revenue**

Interest revenue is recognised as it accrues, using the effective interest method.

#### 4.5 Financial Instruments

The Group initially recognises financial instruments when the Group becomes a party to the contractual provisions of the instrument.



The Group derecognises a financial asset when the contractual rights to the cash flows from the asset expire, or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all the risks and rewards of ownership of the financial asset are transferred. Any interest in transferred financial assets that is created or retained by the Group is recognised as a separate asset or liability.

The Group derecognises a financial liability when its contractual obligations are discharged, cancelled, or expire. The Group also derecognises financial assets and financial liabilities when there has been significant changes to the terms and/or the amount of contractual payments to be received/paid.

#### **Financial Asset**

##### **Loans and Receivables**

Loans and receivables are financial assets with fixed or determinable payments that are not quoted in an active market. After initial recognition, these are measured at amortised cost using the effective interest method, less any allowance for impairment. The Group's cash and cash equivalents, receivables from exchange transactions and receivables from non-exchange transactions fall into this category of financial instruments.

##### **Impairment of Financial Assets**

The Group assesses at the end of reporting date whether there is objective evidence that a financial asset or a group of financial assets is impaired. A financial asset or a group of financial assets is impaired and impairment losses are incurred if there is objective evidence of impairment as a result of one or more events that occurred after the initial recognition of the asset (a "loss event") and that loss event has an impact on the estimated future cash flows of the financial asset or the group of financial assets that can be reliably estimated.

For financial assets carried at amortised cost, if there is objective evidence that an impairment loss on loans and receivables carried at amortised cost has been incurred, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of the estimated future cash flows discounted at the financial asset's original effective interest rate. The carrying amount of the asset is reduced through the use of an allowance account. The amount of the loss is recognised in the surplus or deficit for the reporting period.

In determining whether there are any objective evidence of impairment, the Group first assesses whether there are objective evidence of impairment for financial assets that are individually significant, and individually or collectively significant for financial assets that are not individually significant. If the Group determines that there is no objective evidence of impairment for an individually assessed financial asset, it includes the asset in a group of financial asset with similar credit risk characteristics and collectively assesses them for impairment.

Assets that are individually assessed for impairment and for which an impairment loss is or continues to be recognised are not included in a collective assessment for impairment.

If in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised, the previously recognised impairment loss is reversed by adjusting the allowance account. If the reversal results in the carrying amount exceeding its amortised cost, the amount of the reversal is recognised in surplus or deficit.

##### **Financial Liabilities**

The Group's financial liabilities include trade and other creditors, and employee entitlements.

All financial liabilities are initially recognised at fair value (plus transaction cost for financial liabilities not at fair value through surplus or deficit) and are measured subsequently at amortised cost using the effective interest method except for financial liabilities at fair value through surplus or deficit.

#### **4.6 Cash and Cash Equivalents**

Cash and cash equivalents represent highly liquid investments that are readily convertible into a known amount of cash with an insignificant risk of changes in value, with maturities of 3 months or less. There are no restrictions over any of the cash and cash equivalent balances held by the Group.

#### **4.7 Inventories**

Inventory is initially measured at cost. The cost of inventories includes expenditure incurred in acquiring the inventories, conversion and other costs incurred in bringing them to their existing location and condition.

#### **4.8 Property, Plant and Equipment**

Items of property, plant and equipment are measured at cost less accumulated depreciation and impairment losses. Cost includes expenditure that is directly attributable to the acquisition of the asset. Where an asset is acquired through a non-exchange transaction, its cost is measured at its fair value as at the date of acquisition.

Depreciation is charged on a straight line basis over the useful life of the asset, except for land. Land is not depreciated.

Depreciation is charged at rates calculated to allocate the cost or valuation of the asset less any estimated residual value over its remaining useful life:

	<b>Years</b>	<b>Rate</b>
Buildings	5 - 50 years	2% - 20%
Equipment, furniture and fittings	2 - 20 years	5% - 50%
Motor Vehicles	2 - 8 years	12.5% - 50%

Depreciation methods, useful lives and residual values are reviewed at each reporting date and are adjusted if there is a change in the expected pattern of consumption of the future economic benefits or service potential embodied in the asset.

#### **4.9 Significant Judgements and Estimates**

In preparing the financial statements, the Board of Trustees is required to make judgments, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the disclosure of contingent liabilities, at the end of the reporting period. The uncertainty from these assumptions and estimates could result in outcomes that may result in a material adjustment to the carrying amount of the asset or liability.

The Group bases its assumptions and estimates on parameters available when the financial statements are prepared. However, existing circumstances and assumptions about future developments may change due to market changes or circumstances arising beyond the control of the Group. Such changes are reflected in the assumptions when they occur.

#### **4.10 Income Tax**

Community Living is exempt from tax as the Trust and its Subsidiaries have been granted charitable status for the purpose of the Income Tax Act 2007.

### **5. DONATIONS**

Donations received during each reporting period are made up of the following:

	<b>Group 2016</b>	<b>Group 2015</b>
	\$	\$
Donations – general and appeals	0	5,000
	<b>0</b>	<b>5,000</b>

## 6. EQUITY RESERVES

### Asset Revaluation Reserve

Vehicles were valued at market value on the 01 June 2013 by Fairview Motors. The resulting gain in the value of the vehicles of \$334,341 was recognized in the Asset Revaluation reserve. The motor vehicles have not been revalued in the 2015 and 2016 financial year and have therefore been carried at the 01 June 2013 values.

	Group 2016	Group 2015
	\$	\$
Opening Balance	334,341	334,341
Movements during the year	-	-
<b>Closing Balance</b>	<b>334,341</b>	<b>334,341</b>

## 7. AUDITORS REMUNERATION

Staples Rodway provide audit services to the Group. Total fees for the audit of the Group financial statements are \$25,000 (2015: \$25,000). Additional fees of \$5,000 have also been recognised through an accrual for non-audit fees expected to be delivered subsequent to balance date (2015: \$nil). These services relate to general advisory services.

## 8. CASH AND CASH EQUIVALENTS

Cash and cash equivalents include the following components:

	Group 2016	Group 2015
	\$	\$
Cash at bank	1,319,467	1,828,685
Short term deposits with maturity less than 3 months	977,074	1,305,147
<b>Total cash and cash equivalents</b>	<b>2,296,541</b>	<b>3,133,832</b>

## 9. INVENTORIES

During the reporting period \$14,030 of inventory was written down to \$nil to reflect the true value of inventory.

## 10. INVESTMENTS

The Group holds Term Deposits with maturity dates longer than three months from reporting date as follows:

	Group 2016	Group 2015
	\$	\$
ANZ Term Deposit	1,238,171	1,118,598
BNZ Term Deposit	1,386,610	1,045,379
<b>Total</b>	<b>2,624,781</b>	<b>2,163,977</b>

## 11. RECEIVABLES FROM EXCHANGE TRANSACTIONS

	Group 2016	Group 2015
	\$	\$
Interest receivable	141,241	153,679
Accounts receivable	1,131,390	1,309,949
<b>Total</b>	<b>1,272,631</b>	<b>1,463,628</b>

## 12. PROPERTY, PLANT AND EQUIPMENT

Group 2016	Land	Building	Motor Vehicles	Equipment, furniture & fittings	Capital Work in Progress	Total
	\$	\$	\$	\$	\$	\$
Cost	1,953,440	6,871,377	751,074	1,298,975	226,458	11,101,324
Accumulated depreciation	-	2,397,323	446,183	689,508	-	3,533,014
<b>Net Book Value</b>	<b>1,953,440</b>	<b>4,474,054</b>	<b>304,891</b>	<b>609,467</b>	<b>226,458</b>	<b>7,568,310</b>

Group 2015	Land	Building	Motor Vehicles	Equipment, furniture & fittings	Capital Work in Progress	Total
	\$	\$	\$	\$	\$	\$
Cost	1,946,425	6,938,752	766,324	1,144,031	6,811	10,802,343
Accumulated depreciation	-	2,297,208	340,247	404,815	-	3,042,270
<b>Net Book Value</b>	<b>1,946,425</b>	<b>4,641,544</b>	<b>426,077</b>	<b>739,216</b>	<b>6,811</b>	<b>7,760,073</b>

### Reconciliation of the carrying amount at the beginning and end of the period:

Group 2016	Land	Building	Motor Vehicles	Equipment, furniture & fittings	Capital Work in Progress	Total
	\$	\$	\$	\$	\$	\$
Opening Balance	1,946,425	6,938,752	766,324	1,144,031	6,811	10,802,343
Additions	7,015	42,533	24,054	181,731	219,647	474,980
Disposals	-	109,908	39,304	26,787	-	175,999
Reclassifications	-	-	-	-	-	-
Depreciation	-	2,397,323	446,183	689,508	-	3,533,014
<b>Closing Balance</b>	<b>1,953,440</b>	<b>4,474,054</b>	<b>304,891</b>	<b>609,467</b>	<b>226,458</b>	<b>7,568,310</b>

### 13. RELATED PARTY TRANSACTIONS

#### Related Party Transactions

The following organisations are related parties for whom disclosure is required:

- Community Living Limited.
- Platform Plus Limited.
- WINTEC.
- Habitat for Humanity.
- Parent to Parent.
- Access Ability Charitable Trust.
- Imagine Better Limited.
- Hamilton Residential Trust.
- Aspire Community Support.
- Employers and Manufacturers Association.

Transactions with related parties during the reporting period are as follows:

#### COMMUNITY LIVING LTD

Community Living Limited is a 100% owned subsidiary of Community Living Trust. During the year the following transactions took place:

Invoiced from	Invoiced to	Description	2016	2015
			\$	\$
Community Living Trust	Community Living Ltd	Executive	1,083,518	1,525,872
		Residential Tenancies		
		Governance Services		
Community Living Ltd	Community Living Trust	Vehicle Usage	1,281	1,668
Community Living Ltd	Community Living Trust	Lawn Mowing	1,079	2,903
Community Living Ltd	Platform Plus Ltd	Vehicle Usage	9,207	21,686
Community Living Ltd	Platform Plus Ltd	Lawn Mowing	2,355	1,274

#### Amount owing as at 30 June

From	To	2016	2015
Community Living Ltd	Community Living Trust	90,291	75,702
Community Living Trust	Community Living Ltd	953	2,361
Platform Plus Ltd	Community Living Ltd	15,688	749

#### Platform Plus LTD

Platform Plus Limited is a 100% owned subsidiary of Community Living Trust. During the year the following transactions took place:

Invoiced from	Invoiced to	Description	2016	2015
			\$	\$
Community Living Trust	Platform Plus Ltd	Executive	233,853	229,623
		Governance Services		
Platform Plus Ltd	Community Living Trust	Shared Services, incl:	414,093	296,841
		Human Resources		
		Health and Safety		
		Finance		
Platform Plus Ltd	Community Living Ltd	ICT	2,219,141	1,929,118
		Shared Services, incl:		
		Human Resources		
		Health and Safety		
		Finance		
		ICT		

#### Amount owing as at 30 June

From	To	2016	2015
Platform Plus Ltd	Community Living Trust	37,643	24,645
Community Living Trust	Platform Plus Ltd	36,671	27,227
Community Living Ltd	Platform Plus Ltd	199,504	187,236

#### WINTEC

Community Living Trust and WINTEC continue with the Alliance formed in 2010 for the mutual benefit of all those involved with both organisations. During the year ended 30 June 2016, there was an exchange of knowledge and expertise between the organisations. In the future there may be further financial arrangements for specific programs or activities. These will be mutually discussed and agreed upon by both Parties prior to the initiation of the program or activity. During the year the following transactions took place:

Invoiced from	Invoiced to	Description	2016	2015
			\$	\$
Wintec	Community Living Trust	Usage of Wintec Facilities	-	129

#### Amount owing as at 30 June

From	To	2016	2015
Community Living Trust	Wintec	-	129



#### IMAGINE BETTER LIMITED

Community Living Limited sub tenanted the Commercial building lease in Rotorua to Imagine Better Limited. During the year the following transactions took place:

Invoiced from	Invoiced to	Description	2016	2015
			\$	\$
Community Living Ltd	Imagine Better Ltd	Commercial Building Lease	6,413	7,483

#### Amount owing as at 30 June

From	To	2016	2015
Imagine Better Ltd	Community Living Ltd	509	667

#### PARENT TO PARENT

During the year the following transactions took place:

Invoiced from	Invoiced to	Description	2016	2015
			\$	\$
Parent to Parent	Community Living Trust	Marketing and Networking	57	-
Platform Plus Ltd	Parent to Parent	ICT solutions	46,244	65,671
Parent to Parent	Platform Plus Ltd	Training	288	-

#### Amount owing as at 30 June

From	To	2016	2015
Parent to Parent	Platform Plus Ltd	3,926	3,667
Community Living Ltd	Parent to Parent	288	-

#### EMPLOYERS MANUFACTURERS ASSOCIATION

During the year the following transactions took place:

Invoiced from	Invoiced to	Description	2016	2015
			\$	\$
Employers & Manufacturers	Community Living Trust	Membership Fees	5,313	-
		Training		
Employers & Manufacturers	Community Living Ltd	Training	1,288	-
Employers & Manufacturers	Platform Plus Ltd	Training	345	6,151

#### Amount owing as at 30 June

From	To	2016	2015
Community Living Trust	Employers & Manufacturers	4,554	-

#### Key Management Personnel

The key management personnel, are the members of the governing body which is comprised of the Board of Trustees, Chief Executive and the Leadership team. The aggregate remuneration of key management personnel and the number of individuals, determined on a full-time equivalent basis, receiving remuneration is as follows:

	Group 2016	Group 2015
Total Remuneration	784,872	691,209
Number of Persons	11	11

#### Remuneration and Compensation Provided to Close Family Members of Key Management Personnel

During the reporting period, total remuneration and compensation of \$1,930 (2015: \$1,851) was provided by the Group to employees who are close family members of key management personnel.

#### 14. LEASES

As at the reporting date, the Board of Trustees has entered into the following operating lease commitments:

	Group 2016	Group 2015
	\$	\$
No later than one year	55,620	49,854
Later than one year and no later than five years	2,292	-
Later than five years	-	-
	<b>57,912</b>	<b>49,854</b>

#### 15. CAPITAL COMMITMENTS

There is a capital commitment for Platform Plus Limited to complete the purchase of information technology hardware assets in August 2016 of \$122,512 (2015 Nil).

#### 16. CONTINGENT ASSETS AND LIABILITIES

There are no contingent assets and liabilities pending at 30 June 2016. (2015: nil)

#### 17. EVENTS AFTER THE REPORTING DATE

The Board of Trustees and management is not aware of any other matters or circumstances since the end of the reporting period, not otherwise dealt with in these financial statements that have significantly or may significantly affect the operations of The Group.

## 18. EXPLANATION OF THE TRANSITION TO PBE IPSAS

The Group's financial statements for the year ended 30 June 2016 are the first annual financial statements prepared in accordance with PBE IPSAS. The Group has applied PBE FRS 47 "First-time adoption of PBE standards by entities other than those previously applying NZ IFRSs" in preparing these financial statements.

The Group's transition date is 1 July 2014 and it has prepared its opening PBE IPSAS Group Statement of Financial Position as at that date.

On transition to PBE IPSAS there have been no adjustments made to the Group's financial information.

## INDEPENDENT AUDITOR'S REPORT

To the Beneficiaries of Community Living Trust

### Report on the Financial Statements

We have audited the accompanying financial statements of Community Living Trust and subsidiaries (together the "Group") on pages 19 to 33, which comprise the consolidated statement of financial position as at 30 June 2016 and the consolidated statement of comprehensive revenue and expenses, consolidated statement of changes in net assets and consolidated cash flow statement for the year then ended, and a summary of significant accounting policies and other explanatory information

### Trustees' Responsibility for the Financial Statements

The Trustees are responsible for the preparation and fair presentation of these financial statements in accordance with Public Benefit Entity International Public Sector Accounting Standards (PBE IPSAS) and for such internal control as the Trustees 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

Our responsibility is 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 judgment, 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 of 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 presentation of the financial statements.

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

Other than in our capacity as auditor we have no relationship with, or interests in, Community Living Trust.

### Opinion

In our opinion, the consolidated financial statements on pages 19 to 33 present fairly, in all material respects, the consolidated financial position of the Group as at 30 June 2016 and of its consolidated financial performance and consolidated cash flows for the year then ended in accordance with PBE IPSAS.



**STAPLES RODWAY WAIKATO**  
HAMILTON  
4 October 2016

# Organisational Plan 2016-2018

Message from Marese McGee  
Chief Executive - Community Living

At Community Living we are on a mission to ensure that every single person we support gets the life they aspire to. It's about having the ordinary things: friendships, someone to love, somewhere to call home, work, a purpose and whānau / family to care for and of course we all need a dream or two, to keep us focussed and moving forward.

This plan details the eight key challenges the Board and the leadership team have developed that will enable us to achieve our inspirational dream – people with intellectual disabilities living their dreams through community connections.

Within these challenges there is something for us all to contribute and together working as one we believe these eight will keep us on target to achieve our purpose and maintain our focus on our people, our quality and sustainability.

I firmly believe that we derive our strength from our unity in pursuing our inspirational dream, we never give up as we know together through making a difference in people's lives; our and their outcomes will be achieved.

Goal	How
<b>Outcomes</b>	
1. Be the provider of choice for disabled people, their whanau /families, funders and employees	<ul style="list-style-type: none"> <li>Implement and evaluate Towards Tomorrow.</li> <li>Run Community Connections days.</li> <li>Develop processes for evaluation of satisfaction.</li> </ul>
2. Demonstrate value through delivering quality outcomes	<ul style="list-style-type: none"> <li>Implement Personal Outcome Plans.</li> </ul>
<b>Our People</b>	
3. Our purpose and values are reflected in our partnerships with people	<ul style="list-style-type: none"> <li>Integrated on-boarding framework across the organization.</li> <li>Review and implement people management policies and procedures.</li> <li>Measure staff engagement.</li> </ul>
4. Inspire our Employees to shape the future	<ul style="list-style-type: none"> <li>Develop and implement a capability framework.</li> <li>Achieve primary level accreditation of ACC Workplace Safety Management Practices (ACC WSMP).</li> </ul>
5. Engage in purposeful communication to enhance future direction	<ul style="list-style-type: none"> <li>Regular communication with staff.</li> </ul>
<b>Quality</b>	
6. Organisational processes and systems are fit for purpose	<ul style="list-style-type: none"> <li>Prioritise policies and procedures for review, update and publish online.</li> <li>CLIVE Phase 2 - improving information access across the organisation.</li> <li>Implement iplanIT pilot.</li> <li>Implement internal audit processes.</li> <li>Review and update risk register.</li> <li>Implement integrated board risk reporting.</li> </ul>
<b>Sustainability</b>	
7. Develop and promote Community Living	<ul style="list-style-type: none"> <li>Deliver on contracts.</li> <li>Review and develop flexible resource allocation processes.</li> <li>Plan for centralised rostering implementation.</li> <li>On call review and implementation.</li> <li>Pursue selected revenue alternatives.</li> <li>Obtain new contracts.</li> </ul>
8. Develop innovation and research frameworks	<ul style="list-style-type: none"> <li>Develop a process to capture innovative ideas.</li> <li>Implement the innovation process.</li> <li>Decide a research approach.</li> </ul>





**Community Living**  
Live Learn Work Belong