



Left to right: Ben Silvester and Andre Pascual

# Hōhepa Homes Trust Board

## 2019 Annual Report



# Hōhepa

every life fully lived



# Our Vision

## Every life fully lived

### *Our Mission:*

Supportive communities inspired by anthroposophy, which celebrate the diverse ways of being human.

### *Purpose:*

Creating opportunities for people with an intellectual disability to live a full life and find a valued place in society.

### *Our Values:*

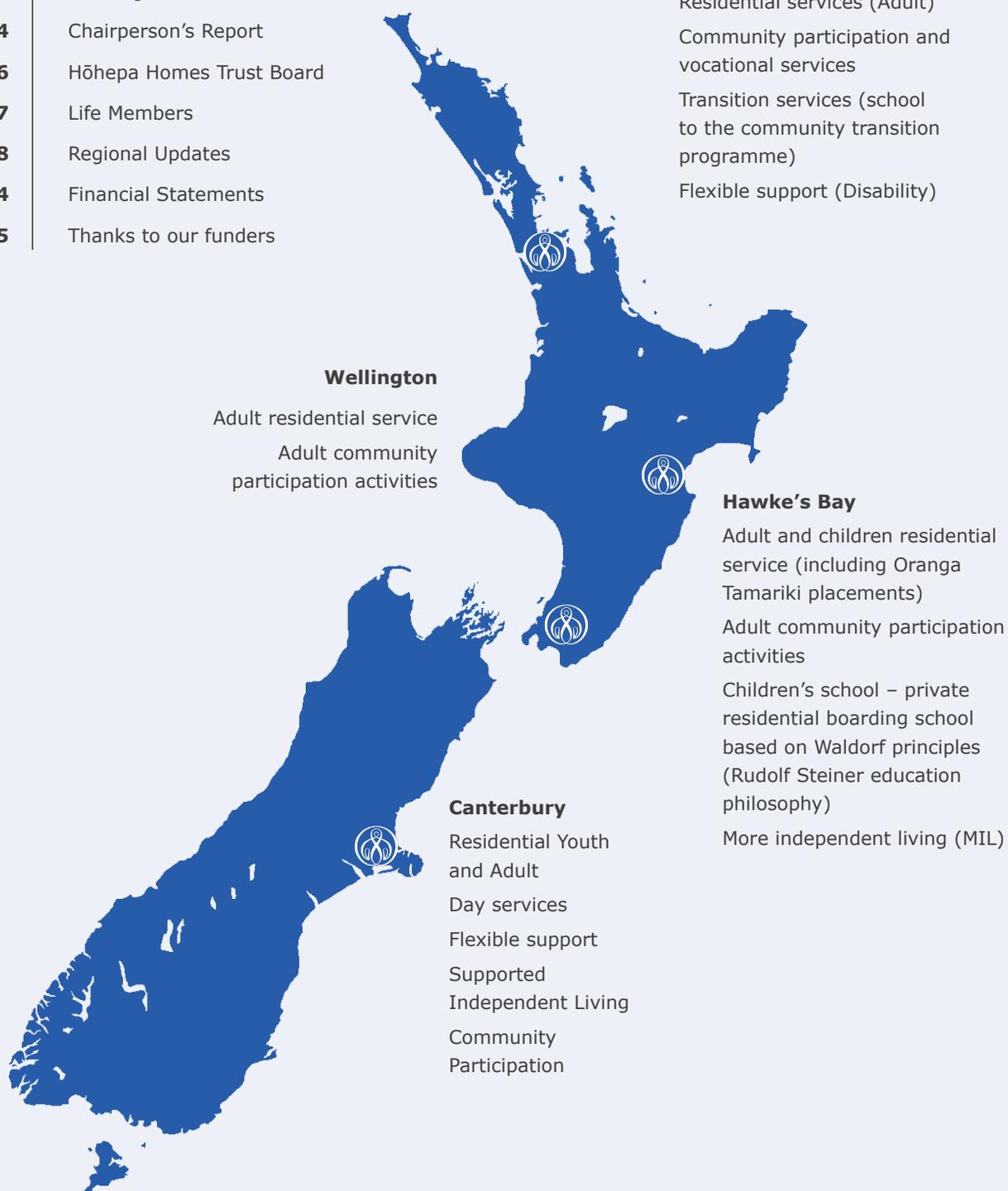
**Whakamana** – giving strength to and empowering individuals, and acting with integrity.

**Sustainability** – we take an holistic approach recognising ecological, social and economic dimensions, in the knowledge that each dimension must be considered together, for sustained prosperity.

# Regional Map

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## Chairpersons Report

2019 has been a year of measured change and consolidation. We have undertaken a strategic review with the regions working collaboratively to clearly define our Vision, Mission & Values statements. Regions have worked on their specific needs & aspirations to build longer term strategic goals. Using a robust framework these goals are time bound and measurable. Most importantly they are aligned to our Vision of **every life fully lived**, they fit with our Mission of **supportive communities inspired by anthroposophy** and are underpinned by our core Values of **Whakamana and Sustainability**. Our regional governance and management teams are highly motivated and well organised to achieve our strategic goals and through excellent communication and reporting we will continue to keep all stakeholders updated on progress.

A focus of the year has been to strengthen the connection between the regional boards. To facilitate this, both Hawke's Bay and Christchurch organised a weekend workshop that provided an opportunity for board members and general managers, to meet, exchange ideas and questions, as well as hearing guest speakers. A real thanks to both regions for the wonderful effort that went into arranging these meetings. The next such workshop will be hosted by Auckland. In sharing our knowledge and experience, we can ultimately strengthen the life of Hōhepa as we all come to better understand through our differences, what Hōhepa is and what we are working to support and enable.

Each year the board supports a member of TIF (Taking it Forward) to travel to and represent Hōhepa at the Anthroposophic Council for Inclusive Social Development meeting and conference at the Goetheanum, Dornach, Switzerland. This is an important bridge with organisations and initiatives working in disabilities around the world. In July, HHTB financially supported the visit of Bart Vanmechelen, a member of the Anthroposophic Council for Inclusive Social Development council. Bart was able to visit all of the Hōhepa regions giving talks and workshops, clarifying and strengthening an understanding for the place anthroposophy has in the life of Hōhepa. In Wellington he gave a much-appreciated workshop for those in management and governance.

The board would like to see our connection with the governance, management and staff in each region strengthen. One or two visits per annum to each region allows for valuable contact; a special benefit is that we also have the opportunity to meet with a number of the people Hōhepa supports and the people who work with them. HHTB is dependent on the Regional Boards providing good information and communication through their regional chairs who sit on the board. The Regional Boards work closely with management and families, and they are the conduits who help keep HHTB in touch with the life of Hōhepa.

At our meeting in Auckland we met and welcomed Michelle Ashby, as the recently appointed general manager for Hōhepa Auckland. Change is always challenging, and it is good to see Michelle settle into the role and take the reins firmly in hand.



Early in the year for personal reasons, Kath Fox resigned from the board. Kath had been with us for a year and it was a loss to see her go as her contributions were insightful and greatly appreciated. I would like to thank the present board members who are Anne Read (chair Auckland and family member), Chris Bunny (parent), Craig Murphy (chair Canterbury and independent), Mark Boyle (chair Hawke's Bay and family member) and Stuart Campbell (independent) for the way they have consolidated the work of the board and worked to strengthen the board in its governance role.

Health and Safety is high on the agenda of any board and this year HHTB organised a H&S workshop run by Helen Parkes; a facilitator skilled in this area. It was good to see the participation of governance and management from all the regions. We now have a risk committee chaired by Chris Bunny with representatives from the regions. More recently HHTB approved the H&S policy that has been rolled into each of the regions, and improved documentation is being developed.

The finance committee is presently well chaired by Stuart Campbell. Our finances remain healthy with a net surplus for the year of \$1.37 million. Net assets at year end were \$32 million with \$2.15 million invested in new assets during the year.

While most of our revenue is sourced from government contracts which covers most of our operating expenses, we were also supported by many very generous donations to provide for extra activities that enhance the lives of our people and to fund several substantial building projects. The quality of our service and our growth is dependent on this generosity and we are very grateful for the philanthropic support we receive.

This year we undertook an independent governance review the results of which supported the direction we have taken to strengthen policies and reporting in the area of Health and Safety.

In January, we had the pleasure of welcoming Nicola Hay to the position of HHTB secretary and are extremely grateful for the positive attitude and energy that she brings to all tasks.

As always it is to the people who live and breathe Hōhepa, the friends and families who support, the staff who carry the many tasks and the generosity of all who give to Hōhepa that we turn with real gratitude, for as it is said in Maori:

***Ehara taku toa I te toa takitahi, engari,  
ko taku toa, he toa takitini!***

*My strength is not of one, but of many.*

**Sue Simpson**

Hōhepa Homes Trust Board Chair

# Hōhepa Homes Trust Board



*Sue Simpson  
(Chairperson)*



*Mark  
Boyle*



*Anne  
Read*



*Craig  
Murphy*



*Stuart  
Campbell*



*Chris  
Bunny*

This financial year we said farewell to Kath Fox from the Hōhepa Homes Trust Board. We would like to thank Kath for her contributions to the organisation.

**Audit Committee Members:**

Stuart Campbell (Chairperson)

Mark Boyle

Sue Simpson

Craig Murphy

Mairead Needham

Souella Cumming

**Risk Committee Members:**

Chris Bunny (Chairperson)

Mark Boyle

Anne Read

Craig Murphy

Stuart Campbell



# Life Membership Audrey Cooper

For three decades Audrey has gifted significant time and energy to the development of Hōhepa Canterbury to ensure it is a thriving community. As an enduring member of the Council of Management, that later transitioned to the Regional Board, Audrey has helped navigate Hōhepa through many challenges and triumphs.

Following the Harvey Report in 1990 Hōhepa Homes Trust Board established Councils of Management, offering a governance structure into the regions. Audrey joined in 1991, was elected as Trust Board representative and Chair of the Council of Management the following year.

Audrey recalls some difficult years for the Council of Management as an outcome of its loosely defined structure that led to disputes and staff factions. An outcome of a 2002 review of this structure recommended the appointment of General Managers to each region.

Audrey has been a part of the appointment committee for the two General Managers that have held the role since it was created over 25 years ago. Raymond's strong leadership as the first of these led to the resolution of many of the issues that had arisen. The Regional Board structure as it exists today was also established around this time.

Such a significant tenure as a trustee undoubtedly means Audrey has been part of some of Hōhepa's major milestones. What stands out for her is "survival through the early years when roles were unclear and Trust Board had a managerial role; the appointment of both General Managers; involvement in better funding; creating normal lives for our people: ensuring good quality well paid and trained staff: contact with families and interaction with all of our community."

Audrey is inspired to contribute to Hōhepa Canterbury as it is home to her brother Stephen. She has

been a strong advocate for the family voice in governance artfully guiding a pragmatic pathway. Audrey is family focused, her choice to remain involved with Hōhepa over decades has been carefully balanced with this primary commitment and reflects the dedication she feels to her governance roles.

Her greatest enjoyment comes from the smiles and positive comments from people we support, staff and families. She says, "There is something very special about Hōhepa. When Stephen came to Hōhepa in 1969 it felt very special and still does to this day."

## Life Members

T D C Cullwick

U van Erp

S Martin

J N McGowan M.B.E

B H Kivell

Roderick Stronach

P Harris

D Sloss M.N.Z.M

Audrey Cooper



# Hōhepa Auckland

As the newest General Manager to join the Hōhepa team, I would like to take a moment to introduce myself. I whakapapa to the Hokianga and have been working in the NGO sector for the past 25 years. My qualifications and background are all focused in the disability sector in one way or another. I started my professional career in the Mental Health sector, where I worked in the DHB environment as well as the NGO sector, then moved into the role of the National Manager of CanTeen NZ, and then working with at-risk youth which took me all over our beautiful country. I also have experience in the education sector.

I have been in the role of GM for six months and during this time have established myself into Hōhepa Auckland and along with the support of my fellow GM's also around the country.

In 2016 Hōhepa Auckland celebrated 20 years of service delivery, supporting our community to ensure every life is fully lived. 2017 and 2018 saw a transformational shift occur as a result of changing requirements and needs. We are now entering into a period of transition where there is an emphasis on support, transparency, working together and communication.

During this time of adjustment, the Hōhepa team have shown their strength and commitment in supporting the people we support, and each other.

We have just completed our Strategic Plan where our commitment remains to the people

we support, and their whānau and allows Hōhepa Auckland to grow and develop as a strong NGO in an everchanging sector.

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## ***He aha te mea nui o te ao***

*What is the most important thing in the world?*

## ***He tangata, he tangata, he tangata***

*It is the people, it is the people, it is the people*

Anne Read, Regional Chair (Auckland)

Michelle Ashby, General Manager (Auckland)

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*"Thank you for being so positive about Ben's move, I guess it's a big thing moving out of the only home you have known for 24 years, I feel really happy and thankful that friends and family can drop in regularly."*

- Michelle Sylvester (mum of a resident)



## Hōhepa Auckland in numbers

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**32** *Residents supported  
in our homes*

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**35** *Students in transitional  
services, supported into  
vocational and educational  
opportunities*

**71** *People engaging in  
Community Participation  
Services*

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**10** *Community members  
participating in Special  
Olympics*

**23** *Years in operation*

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*Designed and implemented a waste minimisation program*

*Relationships with Hōhepa whānau strengthened and renewed*

*Strengthened relationships with global Anthroposophical volunteer providers*

*Development of Te Puawaitanga (New Beginnings)  
- Cultural Development Committee*



*Left to right: Arnah Trelease, Rowan Rendle, Amelia Davis, Racheal Priestly, Sophie Steentjes, Mariska Jordaan and Fleur Hyslop*

## Hōhepa Canterbury

As a board and leadership team it continues to be a tremendous privilege to be entrusted by people with disabilities, their whānau, support teams and our community to navigate Hōhepa Canterbury's way forward.

Our focus continues to be supporting every life fully lived, within an ever-changing landscape.

We act conscientiously to respect the legacy gifted to us by families who wanted something different for their disabled family member at a time in our social history when institutionalisation was the norm. As things change, we know these people and their families, many of whom we have supported for decades, find comfort and draw strength from those things that stay the same.

We act with foresight to ensure that the decisions we make now will sustain Hōhepa's legacy and contribute in new and dynamic ways to it. We are now working with families who want something different than what we have traditionally offered. Young people wanting support to lead a typical life, with the same opportunities as their siblings or peers.

We continue to navigate a path forward that means we can provide people the support of their choice. As an organisation we have to adapt to meet changing demand. We also recognise that some people want what they know and trust.

As we reflect on the last year we are proud to have met our commitment to people and their families to provide a home to life, continuing to support those with Dementia for example. We have introduced LEAP to ensure people have meaningful and purposeful choices in their week. The hours of independent support that we provide continue to grow. We have recruited an entirely new management team, with significant expertise, to take the lead on Support Frameworks, offering specialist support with real outcomes for people.

We have a strong foundation because of the decisions made and leadership shown throughout our history. Our commitment, as Trustees and leaders, is to ensure that we gift a sustainable and dynamic organisation to those who will succeed us.

Craig Murphy, Regional Chair (Canterbury)

Arnah Trelease, General Manager (Canterbury)



*Rowan Rendle and Michael Stanley*

## Hōhepa Canterbury in numbers

*Grew our independent flatting options from 5 to 18 people, now living in 10 houses in the wider community.*

**MADE**  
**10** tonnes of bark chippings  
in just one week.

**HELPED**  
**6** school leavers in the  
transition from school  
to adult life.

**51** Support Coordinators  
attended First Aid  
Training.

**257** staff recognised for  
upholding our regional  
values through our  
Arete Awards.

**5** Welcomed five new Support  
Managers.

**27.2** Average age on  
waiting list is 27.2  
years old.

*Used 9140 litres of diesel and 18713 litres of petrol.*

*Grew our learning and activity programme, LEAP to offer over 70 options per 10 week term. That's 396,704,524,216 possible combinations!*



*Left to right: Leadership team, Jocelyn Freeman; Angela Stoodley; Stephen Evans; Alfred Busch; Trisha Glover; Kate Hartland; Jane Parslow; Santiago De Marco; Julia Sobkowiak; Melissa Jansen; Eva Wunderlich; Neil Kirton. Absent Jeremy Moore; Iain Worsley*

## Hōhepa Hawke's Bay and Wellington

This past year has seen continuing development of our communities in Hawke's Bay and Wellington.

We have responded to the many challenges in delivering services more effectively while upholding our anthroposophical heritage.

In both Hawke's Bay and Wellington HB we have diversified communities in Poraiti, Clive, Napier, Taradale, and Kapiti. We now support 175 people and employ 525 staff. We have an increasing elderly population, with many more people being supported in their retirement at Hōhepa.

Many more people indirectly form part of the Hōhepa community through family, social relationships and networks. We believe in playing a positive role in our communities by supporting positive interactions and developing partnerships.

In 2018 the Regional Board approved an updated strategic plan aligned to achieving our vision, being true to our mission and underpinned by our values.

We have agreed on five specific strategic outcomes that take into account four key perspectives - the people we support, financial, our internal process and the growth and development of our organisation. We have engaged with families and key stakeholders to discuss our strategic plan including a series of connect, share and learn regional meetings with families across New Zealand.

The governance group and management team are dedicated to achieving both our annual business as usual goals and longer-term strategic objectives. We have clarity on where we are headed and what must be achieved. Hawke's Bay and Wellington is fully committed to the people we support. We are continually building capability. We value all of our management and staff and the wonderful work they do. We strive for excellence at all levels.

Most importantly, those that we support are always uppermost in our minds. Their wellbeing, their happiness and the celebration of their very special lives is what drives us in our mission to fulfil our vision of every life fully lived.

Mark Boyle, Regional Chair  
(Hawke's Bay and Wellington)

Santiago De Marco, General Manager  
(Hawke's Bay and Wellington)



## Hōhepa Hawke's Bay and Wellington in numbers

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**175** *People supported*

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**124** *Supported in day activities*

**15** *Houses in the community*

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**525** *Staff on the payroll*

**30** *International volunteers*

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**80** *facilities, including homes, school, farm, cheesery, orchards, workshops, retail outlets, etc.*

**2ha** *Of wetland created*

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**17,000 native trees grown in the nursery**

**Community participation individual delivered hours 29,367**

# Hōhepa Financial Statements

## OPERATIONS

INCOME	FY 2019 \$000		FY 2018 \$000	
GOVERNMENT SUBSIDIES	34,696	87%	30,184	87%
INVALID BENEFITS	2,514	6%	2,326	7%
FARM & WORKSHOPS	704	2%	710	2%
OTHER INCOME	514	1%	643	2%
INTEREST	20	0%	29	0%
<b>TOTAL OPERATING INCOME</b>	<b>38,448</b>		<b>33,892</b>	

EXPENDITURE	FY 2019 \$000		FY 2018 \$000	
COST OF GOODS SOLD	372	1%	457	1%
EMPLOYEE BENEFITS EXPENSE	30,415	79%	26,234	79%
DEPRECIATION & AMORTISATION EXPENSE	1,549	4%	1,366	4%
OTHER EXPENSES	5,909	15%	5,381	16%
FINANCE COSTS	79	0%	97	0%
OTHER LOSSES / (GAINS)	388	1%	(221)	-1%
<b>TOTAL OPERATING EXPENDITURE</b>	<b>38,712</b>		<b>33,314</b>	

<b>OPERATING (DEFICIT) / SURPLUS BEFORE FUNDRAISING</b>	(264)		578	
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FUNDRAISING INCOME	FY 2019 \$000		FY 2018 \$000	
OPERATIONAL DONATIONS	918		447	
CAPITAL DONATIONS	734		553	
<b>TOTAL FUNDRAISING INCOME</b>	<b>1,652</b>	<b>4%</b>	<b>1,000</b>	<b>3%</b>
<b>NET SURPLUS FOR THE YEAR</b>	<b>1,388</b>		<b>1,578</b>	



*Left to right: Justin Harris, Megan Chui, Nicola Hartigan, Santiago De Marco, Margarette, Brett Malone, Caroline Wilson, Meg Mackey, Marc Davison, Joanna Flat, Angus Perrett*

# Thanks to our funders

***Thank you to all these individuals, trusts and organisations who have so generously supported our work this year with gifts of \$1,000 or more:***

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## **Auckland**

Auckland Transport –  
Waterview Tunnel Project  
James Laurenson Trust

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## **Canterbury**

Anonymous  
Cashmere High School  
Christchurch City Council  
Dick Frizell  
David Withell  
Ewan Chapman  
Hellers  
John & Michelle Collings  
Jones Foundation  
Kendons  
Lincoln Rotary  
P Webb  
Rosma Trust  
Sir John Hall  
The Trust 4 Us

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## **Hawke's Bay**

Carol Carr  
Chris Bunny  
C & R Hammond  
Gwen Malden Trust  
Infinity Foundation Ltd  
Joan Fernie Trust  
Kingdom Foundation  
Mark Dunajtschik  
Miranda McCarthy  
NZCT  
Pak n Save Hastings  
Pak n Save Tamatea  
SBS Bank  
Susan Bannister



*Andrew Bruce*



**Hōhepa**

every life fully lived