





# ANNUAL REPORT 2008-2009

## Highlights of the 2008-2009 year

- Twenty-nine Residential Rehabilitation clients were successfully integrated into community living options.
- Personal Focus saw a 13.7% growth in client contact numbers this year.
- Community Support Services discharged 44 consumers, now living independently in the community.
- The Community Living Service had 31 clients discharged, each of whom has moved into stable accommodation.
- Clients of the Kelmarna and Devonport Organic City Farms have completed the Agriculture New Zealand Certificate in Organic Horticulture.
- For the financial year, positive turnaround to a net surplus in 2008-2009 from a deficit the previous year, with successful moves to curb expenditure reflected in bottom line performance.
- Charles Rapp Strengths Training Programme completed with all staff, and successful funding applications meet most of the costs.
- Framework wins the Not for Profit Category in the Northern Region Sustainability Business Network Awards; finalist at the national 2009 NZI Sustainable Business Network Awards in Auckland on November 12.
- Framework is a 2009 finalist in the Westpac Waitakere Business Awards to be announced in October.
- Marking of Framework's 25th birthday planned at staff briefings to coincide with the signing of Framework's Trust Deed on August 28, 1984.
- Floris de Groot Education and Training Scholarship awarded.
- The "Take It From Us" radio programme won a PlanetFM – Micie Award for the second consecutive year.
- A Health and Wellbeing programme has been launched for Framework staff.
- Framework collaborated at the Intensive Support Service over successful research into the use of Dialectic Behaviour Therapy (DBT) within an intellectual disability environment.



LEFT TO RIGHT:  
John Syme - Chairman - Board of Trustees.  
Dr. Colin Hayes - Chief Executive Officer.



## INTRODUCTION: Chairman & Chief Executive Officer

Well, what a year at Framework! The world-wide recession, a change in government and even an influenza pandemic have "knocked on our door" this year, and through it all Framework has operated effectively and efficiently meeting the needs of consumers and their families across Auckland.

With this report we celebrate a successful 2008 / 2009 year at Framework; we commemorate 25 years of Framework serving the wider Auckland region, and we foresee a period of significant change.

The day-to-day results at Framework are impressive as the following report will show. At Framework we are improving the way that the services coordinate their work both within and outside the organisation, to provide better access to services, better quality services, and improved continuity of care. This is being assisted through fully implementing the LifeData client database and embracing the Strengths Based Model across the organisation.

Through their daily work, our Framework staff are ensuring that people with mental health challenges have access to quality housing, ongoing education and vocational opportunities.

Through our active membership of national, regional and local organisations like Platform, Navigate and CHAMP, we are advocating for non-government organisations and district health boards

to collaborate in the development of services, so that we all operate efficiently and effectively.

As a result of outstanding initiatives like the "Take it From Us" radio programme, and the Grow 'n' Show event partnered with Radio 95bFM, Framework is reducing the stigma and discrimination suffered by people with mental illness and/or addictions.

Through careful fiscal management, Framework has had a pleasing financial result in challenging times. It is clear, however, that it has been a very long time since we have had to deal with economic circumstances anything like the present. As the CEO of Platform said "What we do know is that money is restricted and people will be unemployed. Unable to pay debts and compromised in their capacity to support their families will lead to stress. We do have huge amounts of material, research and evidence that describe the impacts of stress on our social fabric – ask any community agency."

It had been announced internationally that by the year 2000, community organisations in New Zealand received a third of the mental health budget to provide a range of diverse services. Now this is decreasing and some community services are being cut. Instead of investing in the community sector, it is the experience in some areas that district health boards are clawing back services that would be provided more appropriately, for much better value



and with less overheads, within the community through the NGO sector.

Framework has recognized the critical importance of NGOs collectively organizing our thoughts and strategies, and have sector leaders come to the fore to work together to minimise the potential impact of this developing situation.

Twenty-five years ago Framework grew out of the community of specific interest. Those that founded Framework were the voice of that community and we have as their inheritance the values and aspirations of that community embedded in our vision and working culture.

Framework and other NGOs have provided structure that has supported and encouraged the empowerment of those who have been unwell, and used services so they can take charge of their own lives and become visible and included into ordinary neighbourhoods and communities.

Recently the Chairman of the Mental Health Commission, Dr. Peter McGeorge, said: "The services provided by NGOs in the community are a critical part of the continuum of care provided for mental health and addictions service users and have a vital role to play now and in the future. Because they are community based, they are able to facilitate the integration of people into ordinary life and thus support their recovery in ways that clinical services are less able to

do. For these reasons I believe that there will always be a place for the NGO community sector." He does go on to say, "However, the community sector does face challenges . . ."

So what are some of these challenges that Framework must face in the coming year? Recently Dr Janice Wilson, Deputy Director-General, Ministry of Health, has said: "This could be a time of great opportunity, but governments are interested in organisations that are aligned and working well together, not isolated, dispirited or fragmented. There is a challenge for you all to demonstrate alignment and connectedness. There are approximately 350 NGOs in the mental health and addiction sector. This may just be too many for New Zealand!"

Dr. Peter McGeorge has indicated that "there is a need therefore to focus the funders' minds on safe alternatives to acute care. In essence we need good wise planning that appreciates the intricate nature of mental health and addictions, and the need for a truly comprehensive system of care in which the NGO sector remains key players."

Platform has presented scenarios that could include:

- Little or even no new funding
- Purchasing limited to a reduced number of organisations which could reduce diversity and consumer options.

- Some NGO services clawed back and delivered by DHBs.

With the potential of a changing landscape, which may include a reduced number of NGOs, it creates for Framework the opportunity to be proactive in reshaping the ways we provide support to our communities. We don't know what the future landscape will be, but we can be confident that it will look very different over the next few years.

The Senior Leadership team faced its own challenges with the CEO's extended absence. Both the chairman and I are grateful to Spencer Beazley, as Acting CEO, along with Beverley Pollard, Helen Robertshaw and Daniel Te Kira for their commitment over this time.

We both wish to recognize the diligent work and contributions of each of our Staff, Senior Leadership Team and Trustees for what has been an outstanding year for Framework.

We commend the report that follows as it highlights many of the key facets of Framework's activities over the year.

**John Syme**  
Chairman – Board of Trustees

**Dr. Colin Hayes**  
Chief Executive Officer

rigorously tested this year when the CEO had a fall which caused a severe and very problematic broken leg. Colin was away from work for six-months, and following several hospitalisations and operations he "hobbled" back to work in February. Spencer Beazley did an outstanding job as the Acting CEO over this time, and all the other members of the Senior Leadership Team accommodated the extra workload.

Through careful management over a trying year, this has been a relatively stable financial year. The Senior Leadership Team has responded quickly to environmental and contractual changes given the financial constraints we have faced. We continued to closely look at all of the unfunded services and posts that are currently being provided by Framework to determine if there are any that can no longer be afforded. It is also important to note that we have reduced some of the impact of cost increases by negotiating price reductions or same price deals for increased volumes for a number of supply contracts, such as communication. Fundamentally the Board of Trustees and Senior Leadership Team are determined that Framework will not operate with a deficit. We have vigorously maintained the viability of the organisation so that the 100 or so staff continue to be employed in these tumultuous times.

employees. For the third successive year, Framework benefited from the Auckland City Council's Training Partnership Scheme and was able to further develop the managers throughout the organisation.

A full audit of all employees revealed that there were just a few people without any formal qualifications who are now working towards nationally recognized Level 2 Foundations Skills, Level 3 Core Skills and Intellectual Disability and/or the Level 4 Certificate in Mental Health.

Following the release of the Ministry of Health's 'Let's Get Real Skills,' Framework decided to incorporate the new skills into the existing competency framework and they are now routinely being used as a basis for recruitment and selection, and in the staff appraisal process. The full implementation and integration of the new skills will continue throughout the 2009/10 operational year.

Another project that will continue throughout the next year is the numeracy & literacy programme. While the initial needs analysis revealed that the levels of numeracy and literacy were of a higher standard than normally experienced by the training provider, there were a few employees who would benefit from a full 48 week intensive programme and a few from a shorter 10 -12 week programme.

Having already established sound recruitment and selection processes, the new Administrator and Advisor critically reviewed and revamped the

Induction and Orientation programme for new employees. Since its introduction, feedback from new employees is positive and has certainly made the settling in period easier and quicker.

The new Health and Wellbeing programme has in the main been managed and provided by the HR team – essentially the Administrator and the Advisor. Working in conjunction with the Auckland Regional Public Health Board Health & Wellbeing team, and by sourcing the internet, employees have been bombarded with hints, tips and advice on healthy living, eating and exercise. Two step challenges have been run and employees have been offered influenza vaccinations to help prevent the spread of seasonal and swine flu over the winter months. A weight loss programme is also being run for employees with the ultimate aim of extending it to our clients in the near future. Framework is fully committed to having a smokefree working and living environment and has trained a group of employees to become Smoking Cessation Practitioners who can prescribe products to help employees and our clients to stop smoking. This work will also continue over the next couple of years to achieve the organizational smokefree goal.

## HUMAN RESOURCES

The start of the 2008/9 operational year saw the recruitment of a new Human Resources Administrator and an HR Advisor. In spite of the change in personnel, the HR team not only continued to provide a high class service, but was able to further develop and enhance it.

With a heavy focus on employee relations, recruitment, selection, and employee performance over the last two years, Beverley Pollard and her team concentrated on training and development and introduced a new Health and Wellbeing programme for employees.

Over \$150,000 was obtained via grants and donations, renegotiating training contracts and sourcing free or significantly reduced training for our



ABOVE LEFT: 2009 Floris de Groot Scholarship winner, Ester Recton, with Framework's Spencer Beazley.

ABOVE RIGHT: Framework's Tavita Filipaina and Patricia (Paddy) Rameka, graduates in mental health.



# FRAMEWORK BUSINESS

2008 - 2009

## LEADERSHIP

Framework has now had a stable Senior Leadership Team for three years under the guidance of Chief Executive Officer, Dr. Colin Hayes. In the ongoing endeavour to have an efficient organisation, the CEO reviewed all senior posts, with the decision being made that we would not continue with the post of General Manager – Business & Service Development. As a result Neil Kemp left Framework in October. The "stability" of the Senior Leadership Team was



LEFT: Framework's Beverley Pollard and Colin Hayes with the anniversary cake.  
RIGHT: 25th Birthday Cake.





ABOVE LEFT: Framework's Brendon Sparg presenting our supported employment services at an expo in Auckland.

ABOVE RIGHT: Framework's radio host Sheldon Brown (top left) with other Like Minds, Like Mind radio broadcasters.



As a culmination to the 2008/9 operational year, the HR team was selected as a finalist in the Westpac Waitakere Business Awards in the Learning and Development category, with the judges confirming that Framework was "an organisation well worthy of the top ranking it will achieve."

## STRENGTHS MODEL

Training in the Strengths Model for all staff was completed early this year, the challenge being to implement the model into everyday practice. Significant progress has been made with all services having an implementation plan.

The Strengths Model Champions Group was established and each service representative takes a lead role in supporting staff to implement the principles into practice, participate in group supervision, and undertake quality checks, both individual and service. The group also guides services in their implementation of the Strengths Model, and advises on requirements such as integrating systems.

All new staff have been trained within a few weeks of joining Framework. Under the guidance of the existing Strengths Model Trainer, there is a programme underway to train other members of the Champions Group to become a Strengths Model Trainer.

All relevant documentation has been

integrated with the client management database and all services contribute to one strength assessment which has enhanced the sharing of information, and to prevent the duplication of information gathering and records.

## MARKETING AND PROMOTIONS / PHILANTHROPIC FUNDING

Framework enjoyed further successes with community funding agencies during the 12 months to June 30, 2009, with grants totaling \$33,000 to cover expenditure for the Framework-wide Strengths Model Training, and a further grant from the Lion Foundation for interior work at Residential Rehabilitation. Smaller amounts were granted by a range of community agencies, and mental health services for the November and April touch tournaments, which helped Framework build these events into the mental health calendar. Five agencies headed by Framework extended the tournaments to a weekly fitness and wellbeing programme centred at both Nixon Park, Kingsland, and Youthtown in the central city. Plans are proceeding to expand this programme to east Auckland in the new financial year. This expanded programme has fostered strengthened relationships with such providers as the Mason Clinic, Buchanan Rehabilitation Centre, Manawanui Maori Mental Health,

Challenge Trust, and the Mental Health Foundation.

## ACCESS RADIO

The community mental health radio show, Take It From Us – funded by the Ministry of Health's Like Minds, Like Mine campaign – attracted several top-line overseas guests during the year, and demand from the mental health sector to feature on the show is growing. Take It From Us won a Micie Award for the second consecutive year in the annual awards of PlanetFM, which helped boost the promotion and profile of the programme.

## COMMUNICATION AND INFORMATION TECHNOLOGY (CIT)

An active year in CIT has seen a number of projects aimed at ensuring the efficiency and cost effectiveness of Framework's communication and information infrastructure, and these have included:

- Considerable research and bargaining has gone into the securing of an advantageous contract for our mobile phone needs. This has resulted in a change of supplier that has resulted in Framework benefiting in both technological and financial terms.
- Upgrading of the server operating system from 2000 to server 2003.
- The license to use Citrix terminal server has been renewed till 2010.
- MIMS database has been upgraded successfully for the year of 2008-09.
- Project Monitor" successfully completed – as the optimum size of PC monitor for Lifedata (our client database) users was a 17" monitor, CIT has completed the change and now all required users in Framework have the correct monitor.
- CIT has implemented NOD32 antivirus for the servers and some computers. This has got many good features and it is very cost effective.
- SPAM Filter: CIT has implemented

software Spam Titan as the anti spam gateway for the spam and virus containing emails, this is working excellently with a demonstrated effectiveness of 99.9% .

- Virtualization: CIT has virtualized three servers to save power and efficiency.
- Project Laptop: CIT has increased the number of laptops for Framework users and provided them with high security.

## QUALITY MANAGEMENT

External audit activities at Framework have continued, and are now seen as "business as usual" with Community Support Service, Community Living Service, and Residential Rehabilitation being audited at the end of the reporting year. Residential Rehabilitation also had a surveillance audit in February 2009 (to check progress of recommendations arising from their certification audit). All reports have been positive, with recommendations being in respect to improvements that were assessed as low risk and/or non-urgent.

Many of Framework senior staff attended a two day internal auditor training, which was facilitated by the Best Practice Leader and the CEO. The training



ABOVE: Framework's Ross Bennett practicing his passion for pool.



Thomas Carter - street ambassador.

## AN OUTSTANDING EXAMPLE OF WORKFOCUS' SUCCESS: Thomas Carter – Street Ambassador

Thomas met Workfocus in January 2008 at Job Club. He was shy initially but had identified his employment goals and wanted to look for employment, preferring to ring employers himself for interviews. Despite many interviews and no success, it was time to reassess the situation.

Months later, with a new CV and appearance, Thomas was successful in obtaining a position as Street Ambassador in Papakura. A support plan was developed with Thomas, consisting of organising a lunch the previous evening, laying out his uniform, and a plan to ensure Thomas woke up in time to have breakfast and get to work.

A three-month session at a spa and sauna, funded through flexi-funding assisted Thomas through the tiring days ahead.

As an ambassador, Thomas was the eyes and ears of Papakura Town people, watching out for untoward situations and reporting them. His confidence and trust grew rapidly as a result of the face to face contact with shoppers and shop keepers. Thomas was soon promoted to Team Leader, passing on his skills and acting as coach and mentor to colleagues.

He applied for another position within the Council but was unsuccessful, leaving him somewhat mystified. Little did he know, he had been promoted directly to the role of rooftop coordinator with total control of parking and security for Farmers' multi-level car park. More amazing was his Portacom office atop this building. From here he has a commanding view of the Papakura main street from where he directs the ambassadors to 'hot spots' via two way radio. On one support visit, Thomas was observed 'in action' when he and his team prevented a theft from the local pharmacy.

Since then, Thomas has attended an 18 week Security Course, obtaining a C4 certificate of approval, and enhancing his employment opportunities. Thomas is now in charge of all ambassadors when his immediate senior is absent. Thomas recognised that to fully perform his job he required computer skills. Having researched local providers, he now attends a Free B course on Sunday mornings.



ABOVE TOP: Framework's Linda Christianson speaking at the Sustainability Awards.



ABOVE: Framework staff (at left) among winners at the Sustainability Awards.

work practices continues. Reductions in incident/accidents are apparent as shown in quarterly reports and compared to previous years. A progression for 2009-2010 is the development of a smokefree Plan. Some staff have been trained in smoking cessation, and are seen as vital to the ongoing planning and support for this initiative.

Infection control information has been reviewed. The programme (which is consistent with the revised Infection Control Standard) is ready for implementation. All staff managed the winter ills - compounded by swine flu - in a responsible and helpful manner, resulting in fewer than anticipated infections and sick days.

Gathering feedback on how well Framework is providing services is an ongoing challenge and will require a range of methods for people to submit their feedback. Information from consumers was gathered last year, and acted upon. Surveying referrers/other stakeholders is the next planned set of feedback, as well as gathering feedback from family members. It is anticipated that we will obtain valuable information from those sources on what we are doing well, what we may need to refine and if we need to substantially change any aspects of service provision.

Quality requires commitment from all staff, and this past year has seen many Framework employees showing their creativity and going the extra distance to better meet the needs of clients, family and other service providers.

## SUSTAINABILITY

The Sustainability Working Party leads Framework in its sustainability efforts. The working party consists of representatives who champion sustainability, and who come from each of Framework's services and locations. Highlights of the year include:

- Sustainability becomes one of Framework's core values and has now been incorporated into the induction of new staff.
- The chair of the working party was invited to present the work of the group to other organisations/NGOs. A request was extended for

Framework to further assist these organisations into sustainability.

- There have been sustainability presentations at staff briefings. These have included a short film clip as an update to climate change, information to support climate change issues, and a short movie called "The Story of Stuff".
- Green Fleet which is part of the Sustainable Business Network, evaluated the 'greenness' of Framework's fleet and it found that Framework had already instigated most suggestions.
- Framework has made significant progress towards a 'paperless' office concept, i.e. information and forms previously held in client files have been reduced and are now held in the client management database.
- Many other initiatives continue to be introduced and adopted by services, supported by the champions and the senior leadership team.

## OUR COMMUNITY AND SPECIALIST SERVICE

### RESIDENTIAL REHABILITATION

A major refurbishment of the Residential Rehabilitation houses took place over the past year. The refurbishment funded by a grant from the Anonymous Trust covered the cost of painting the outside of Kingsland Residential Rehabilitation houses, and upgrading the kitchens.

Response from HDANZ surveillance audit of the Residential Rehabilitation Service was extremely positive, and resulted in continued Ministry of Health Certification.

Residential Rehabilitation has maintained a high occupancy rate as well as a high success rate for clients moving into independent community living. This year 29 clients were successfully integrated into community living options.

Residential Rehabilitation became involved with some exciting and innovative developments over the past year such as the Dialectical Behavioural Therapy (DBT) Pilot study group. This has included collaboration with the Intensive

Support Service, especially ongoing DBT training and co-facilitation for the pilot study group as well as planning future implementation of DBT at Residential Rehabilitation. Another partnership initiative the service promoted and participated in was the six monthly Framework touch tournament.

A particular focus of the year has been testing the quality of systems in the service. Internal audits within Residential Rehabilitation use quality review tools to assess processes including Strength Assessments and Personal Plans. This ensured high quality service delivery by creating accurate and relevant plans and assessments.

### INTENSIVE SUPPORT SERVICE (ISS)

The 2008/2009 financial year was particularly hard for ISS. While it was the second year of reduced funding from Ministry of Health, the restructuring of the service continued. Client numbers at ISS West dropped to an all-time low during the reporting period due to a combination of downturn in referrals and successful transitions back to the community which made for unsettling financial times. Slow payment by the Ministry of Health of some arrears in fees



ABOVE LEFT: Refurbished houses. RIGHT: Framework's Caroline Yandall with organic produce.



ABOVE LEFT: Opposition Leader Phil Goff, hearing from Framework's Chris Slag about the benefits of organic horticulture. RIGHT: Kelmarna Gardens.



was an ongoing issue that Framework has worked diligently to resolve with the agencies concerned.

An evidence based Intellectual Disability (ID) specific pilot study of Dialectical Behaviour Therapy (DBT) facilitated by Intellectual Disability Offenders Liaison Service (IDOLS) and ISS staff was conducted during the year. At the end of the study, results were gathered and measured using three assessment tools, and the results were presented at the Australasian Society for the Study of Intellectual Disability Conference by the IDOLS team and a representative service user from the DBT group. The results were written for an academic journal article with recognition of Framework's involvement. Results showed significant improvements for all participants bar one service user who dropped out of the programme.

Three clients from ISS South attended, and successfully graduated from Manukau Institute of Technology with one client subsequently finding employment. A New Zealand Qualifications Authority, Mahi Ora, has been successfully introduced to ISS clients. Upon completion clients will receive a nationally recognised qualification.

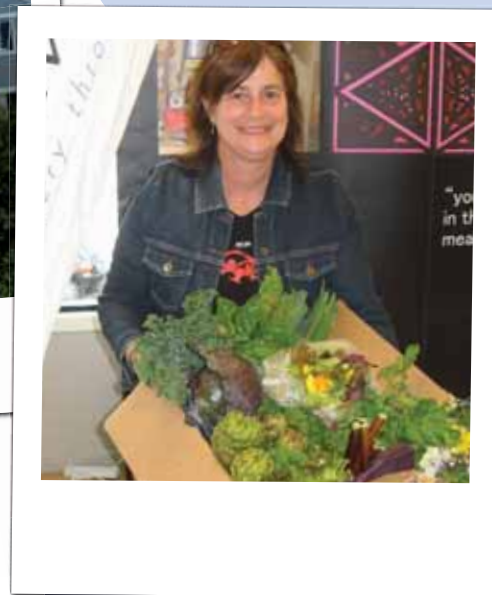
ISS West clients and staff were involved in a community garden which was visited by several local dignitaries and a Member of Parliament. The produce from the garden was used in a cooking programme facilitated by a staff member, and the clients involved were proud of their achievements.

As the Henderson building lease was due to expire, new premises were sought for ISS West. It is pleasing to report that by September 2009 the service has moved into vastly superior facilities

### COMMUNITY SUPPORT SERVICE (CSS) AND COMMUNITY LIVING SERVICE (CLS)

With sound systems and procedures in place, CLS and CSW were able to go from strength to strength during 2008/2009.

It was a positive year with great outcomes. For CSS services, a combined total of 44 consumers were discharged





ABOVE TOP: ISS consumer Clara Wanahi with Framework's Seydou Diallo drumming up fun.



ABOVE BOTTOM: Kerry Davies, woodwork tutor.

## VOCATIONAL SERVICES WORKFOCUS

The nature of the service provided by Workfocus makes service results vulnerable to the economic recession. Employment consultants experienced more difficulty in obtaining employment for clients. Some clients in employment have suffered as businesses shed staff as turnover dropped. So while some of Workfocus' output targets were not achieved, the team continues to work with creativity and persistence in meeting their clients' aspirations for employment.

### Highlights for the Year

- Staff completed the Strengths Model training and put it into practice.
- A number of new staff joined the service bringing new skills and adding to the teams diversity.
- The geographical distribution of staff was consolidated – local people with local knowledge.
- Resources were enhanced to enable more flexible working practices
- One employment consultant embarked on studying for the new Certificate of Supported Employment.
- Significant success with using the Mainstream Programme.

### Personal Focus – Highlights for the Year

- The 2008 / 2009 year saw a 13.7% growth in contact numbers compared to the previous year.
- The service was renamed. The abbreviated form of the previous name, Personal Development, was "PD" and this had caused confusion due to the association with other services provided by Department of Corrections.
- Personal Focus moved away from term-based programme delivery. This allowed greater continuity and flexibility to meet consumer needs.
- One of the key activities for the service was the introduction of the Strengths Model. During this time all staff in the service completed the required training.
- An even distribution of programme delivery over the three District

Health Board areas was achieved. In particular there was growth in the Waitemata catchment.

- The service streamlined its referral process through the development of the role of Programme Administrator. This allowed a single point of contact for all referrals into Personal Focus including our Woodwork and Bone / Pounamu carving programmes
- As has become tradition, Personal Focus worked in partnership with the Tufaga Arts Trust to produce a Christmas pantomime for families, friends and support people in the South Auckland area. Aladdin, this years pantomime, was staged at the Papakura Theatre Club's, Off Broadway Theatre. There were two performances, both of which were to packed houses with approximately 280 people attending.
- Community integration remained a key focus of the service with participants taking part in several community run programmes. Two examples were; aqua aerobics run by the Auckland City Council, and the inclusion of two teams in the YMCA (Mt Albert) indoor soccer league.
- The introduction of the Strengths Model brought a positive change to the woodwork and bone carving programmes. Strengths-focused goal planning allowed projects to be aligned more effectively with the needs of the individual.
- 2008 /2009 saw some changes to the physical layout of the bone and woodwork studios. These changes helped to provide a safer, user-friendly environment for those using them.
- The merging of the woodwork and bone carving programmes into the Personal Focus service provided more streamlined access to the service for participants.

### Kelmarna and Devonport Organic City Farms –Highlights:

- A number of clients and staff completed the Agriculture New Zealand Certificate in Organic Horticulture N.Z.Q.A. (Level 4).
- Six people gained mainstream employment.

- Garden tours were a major feature at Devonport and Kelmarna, resulting in strong links with community groups and schools.
- A programme running at both gardens to encourage the red and yellow Admiral Butterflies to breed will continue for the next year.
- Auckland University of Film Studies filmed the therapeutic horticulture processes employed, and mood and food training for use in a forthcoming programme.
- A successful Grow 'n' Show event in partnership with Radio 95bFM Green Desk was held at Kelmarna. The purpose was to encourage our communities to "get growing produce" and to get cooking, baking, walking, cycling and have a go at living more sustainably.
- The profile of Kelmarna continues to develop. It is sought after as the backdrop for filming, is the topic of a number of radio and TV programmes, also featuring in a number of magazines and publications. Framework is contributing to the writing of the history of the gardens.



ABOVE: Framework's Ross Kesby at Kelmarna.



ABOVE LEFT: Leanne Powell. RIGHT: A Puriri blossom.

## MRS LEANNE POWELL

Leanne was first known to staff, who are now at Workfocus, when they were involved from 1992 at South Auckland Health Rehabilitation Centre, a part of Counties Manukau District Health Board.

Prior to 1992, Leanne had worked as a shoe machinist in Manurewa, and later had 15 years in a sheltered workshop environment prior to being referred to Framework's Intensive Vocational Service (Te Ao Marama) in 2002. She attended five days a week for a total of 25 hours until 2007. Up until 2007, Leanne was paid less than the minimum wage as the workshop had a blanket exemption.

In 2007, following the repeal of the Disabled Persons Employment Protection Act, individual assessments were made by the Department of Labour but Leanne was still deemed inappropriate to receive the minimum wage due to her output.

The nature of the service at Te Ao Marama was reviewed in 2007 by Counties Manukau District Health Board and Framework. Framework proposed a significant shift towards a community focused service with open employment being one of the outcomes. Unfortunately this was declined. A project group was established to address the closure of the service, to explore options with the clients and prepare for their transition.

Leanne was very proactive and immediately held her hand up, indicating a desire to explore open employment. She attended the Careers Course and explored the options available to her and attended the Personal Development course aimed at writing a CV and other work preparation activities. She made a series of visits to business enterprises. Late 2007, following the closure of Te Ao Marama, Leanne was successful in obtaining work with APET (Auckland Protected Employment Trust) for 15 hours over two days a week. She was still interested in obtaining open employment and continued to work with Workfocus to achieve this.

In January 2008, Leanne was successful in obtaining employment through the Mainstream Programme at the Manukau Institute of Technology School of Horticulture. This offered her two years employment, one day a week, and the opportunity to train in many aspects of horticulture.

Leanne has so impressed her colleagues and has been so successful that she has been offered a place to continue training to attain a Level 2 Certificate in Horticulture.

Leanne has always enjoyed trips and social events but has generally been accompanied by staff. Her own social life was focused around her immediate local community but since 2007, she has taken up the challenge and now regularly meets friends and ventures to unknown places of interest in and around the Auckland area. The world is now her oyster!



# INSIGHTS INTO FRAMEWORK'S 25 Year History



INTERVIEW WITH DR COLIN HAYES, FRAMEWORK CEO, AND MURRAY HENSHALL, FORMER DEPUTY CHAIRMAN OF FRAMEWORK, SOON AFTER HIS RETIREMENT FROM 25 YEARS HOLDING POSITIONS AS TRUSTEE, CHAIRMAN, DEPUTY CHAIRMAN AND FINANCIAL GUIDE

*The interview was conducted by Sheldon Brown, host of Take It From Us, and Framework Consumer Marketing & Promotions Leader*

**Sheldon:** Welcome to Take it from Us on Planet FM 104.6, your Mental Health Access radio program brought to you by Framework and the Like-Minds Like-Mind program. I'm Sheldon Brown, your host on Take It From Us for the next hour, and today's guest is Murray Henshall, who's given a quarter of a century to the work and welfare of Framework. Murray retired as Deputy Chairman of the Board of Trustees at the Framework annual general meeting last week after 25, that's 25 years, service to Framework. He has been Chairman, Deputy Chairman, Head of the financial committee and many other roles in the quarter century, guiding Framework through some ups and downs and often governing its financial health. Murray, who is an accountant was, and I quote him, 'tapped on the shoulder to begin a mental health provider service,' at the time that the big mental health institutions were closing. And today, it's my pleasure too, to have my boss, Framework's Chief Executive Officer, Dr. Colin Hayes, in the studio to assist with this interview because Colin has worked very closely with Murray on the Board

of Trustees for many years. Colin is one of five chief executives in Framework's history who has worked with Murray. Welcome to both Colin and Murray.

**Sheldon:** Murray, who was it that personally tapped you on the shoulder to assist in this new venture?

**Murray:** It was my sister-in-law at the time. She was friendly with Sue McKenna who had the task on behalf of the Auckland Area Health Board to do what was required to put in place an NGO, and NGOs were in their early days obviously, as was the status of a charitable trust working in a not-for-profit sector, and working for government essentially. Sue approached me at my ex-sister in law's suggestion and it was presented to me as an involvement with a trust that was being established to deal with those who had suffered from mental ill health, and to address those who had come out of Carrington and Kingseat. As you say, as the larger institutions were being closed down, it was about finding a place for those who suffer from mental ill health in the community. A survey of community agencies that were providing work opportunities for ex-psychiatric patients was initiated in 1981 by Fraser McDonald and a working party included Sue McKenna and Jenny Paine, who was also a founding trustee.

**Sheldon:** So Colin is nodding his head here, knows these people well. What were you doing 25 years ago, Colin? Were you involved in mental health?

**Colin:** Yes, I was. One of the institutions that was going through the pains of

the closing process was Carrington Hospital and of course it's interesting that this programme broadcasts from effectively the old Carrington Hospital site of the now UNITEC site in Point Chevalier. And I'm certainly aware of the people that Murray was talking about; they were prominent people and particularly Fraser McDonald, who was an extraordinary man in many ways. He was the Medical Superintendent here at the hospital but he had a view of mental health and alcohol and drug work that was much wider in its context than the previous notions that had been very much contained within, almost that concept of the old walls of the asylum. You know, put people inside in the very old days and forget about them, and he was one among a number of people but he was extremely influential and well regarded and he developed a number of initiatives. I'm sure the development of what was to come to be Framework was one of them. Certainly he was instrumental also in the development of community alcohol and drug treatment options. The methadone clinic for example which was the old Parnell clinic, started off in a church hall as I recall, in the Parnell area and it was; you know, this was revolutionary stuff. So, I think there were aspects of what had been happening over the years prior to this sort of 1982 phase which was setting the scene for the development of what we now know as Framework but also the NGO sector. In terms of the Auckland area, we were one of the older organizations; there were one or two others; Richmond Fellowship was in New Zealand by that stage and they were of course replicating an international model but there are very few organizations that are older than Framework Trust and doing the

type of work that we were set up to do as an NGO.

**Sheldon:** So, Murray who was it essentially; was it a group of people that identified a need for community based mental health services?

**Murray:** Yes, it was. I'm sure the seed was



Signing the Deed of Trust for Framework are initial Trustees, Denise Henare and Rod Hansen

sown by Fraser McDonald and that initial group, who were concerned that many people having been discharged from hospital lacked the planned social and psychological rehabilitation activities that were needed and which have now, and are now, being provided by Framework and other NGOs...the community support and employment opportunities that are now available to these people were not seen to be even part of the equation back 25 years ago.

**Sheldon:** So, obviously it was a pretty big shock for some of these people that had been institutionalized for probably long years and highly medicated to find themselves in the community.

**Murray:** Yes, it certainly was and for them this was a journey of discovery also. If I look at it from the point of view of Framework and the group of people that we were in those early days; we were just that, a group of trustees who like me had been tapped on the shoulder and we gathered together and basically looked at one another and said, 'Right, well what do we do now?' There was no script that we were following; there was no agenda that somebody had set and said, 'Well, just follow the recipe and you'll have yourself an organization.' We really did have to make it happen from the bottom up.

**Sheldon:** In so many cases in mental health there's a need for some passion and vision; were they evident in this group?

**Murray:** Well, yes they were. We were a diverse group. Some of the names will give you some idea of that diversity. Doctor Sia Wong, who was a clinical director in the mental health field – Fraser McDonald himself was the guru who was instrumental in guiding the clinical and operational direction in those very early days. Tony Timpson was the Chief Executive of a carpet company, if I recall a public company – a businessman; Bob Harvey, who at that time was in the advertising industry, now five times Mayor of Waitakere City; John Seabrook, another businessman with strong experience. There was a mixture of business people, those with a clinical and mental health background and others, professionals, accountants and lawyers – Rod Hansen who is now a High Court Judge is one. Denise Henare who lent a Maori perspective, Floris De Groot, who was a manager in the mental health field; Jenny Paine I mentioned before and Sue Picot, a lady whose husband had done great service in the public sector and was responsible for Tomorrow's Schools.

**Sheldon:** So, there were some fairly influential names among those. I'm interested because in your speech at the AGM you mentioned that Tony Timpson had pretty much put up the money to buy the first house and I wonder what his interest was; why he was philanthropic?

**Murray:** I think that Tony's position was that he had committed himself to an involvement, and the very first hurdle we had was, somewhere to operate from. We had gone to the churches and sought to engage their assistance in identifying a place from which we could operate. We went to the Auckland Area Health Board at that time and said, 'Look, is there somewhere we can operate from?' The answer kept coming back, 'No.' So, almost out of desperation, Tony Timpson said, 'Well, go and find yourself a building and I will pay for it.'

**Sheldon:** Right – I guess it was pretty well carpeted.

**Murray:** I don't remember that vividly.

**Colin:** Or recently re-carpeted. But, I mean, that was remarkable generosity wasn't it Murray?

**Murray:** It was.

**Colin:** And it does highlight the fact that so many of these essential community movements. I mean, even this radio station that we sit within that has recently celebrated a significant anniversary. The reality is that it takes a person with passion and commitment and vision to actually get the ball rolling. Without that, it simply doesn't happen and I'm amazed at the generosity of Mr. Timpson in this respect. I mean its remarkable generosity. We think about the generosity of Murray's time, over 25 years of commitment to the organization and this sort of absolute generosity and passion is something that is replicated in all of these wonderful organizations that are the very heart of the community in which we work.

**Sheldon:** And I'm sure little would Mr. Timpson realize just how much he has contributed to the strength of Framework and the asset growth as a result of how Kingsland has increased in value and its strategic location, the geographic importance to the consumers of Framework.

**Colin:** Yes, exactly. The Kingsland site has over the years become an extremely important site around the initial house that was gifted. We've been fortunate over the years and Murray would have been amongst the vanguard of leading us. There's been growth in terms of what we've been able to purchase in terms of a number of buildings around that initial building, and that has given Framework the ability to have stability of location, to not be at the beck and call of landlords and increasing rents, and now over recent years, I guess with the gentrification of the Kingsland area, we have an asset which has radically increased in value over a number of years. So, the



Helen Clark at Framework's millenium party at the turn of the 20th century.



Helen Clark with Framework patron, and former Governor-General, Sir Paul Reeves.



Trustees sign the Deed of Trust: Pictured (from left) are Murray Henshall and Framework benefactor, Tony Timpson.



A momentous shift at Kingsland site



stewardship of the trustees and the managers of Framework in those early days has absolutely set a solid foundation for what we at Framework regard as the norm now. It may well be the norm for us in terms of our asset base and stability and we've been in existence for such a long time; but so many of our colleague organizations simply do not have the luxury of having that asset base to fall back on.

**Sheldon:** Murray, where did this initial seed money come from to fund this?

**Murray:** The Auckland Area Health Board was our sole source of funding in those early days. This was pre the provider-purchaser model, and frankly the past process did not work. There were times when we had to go literally cap in hand to the senior management of the Area Health Board and say, 'Well look, unless we have this sum of money to do the work that they had asked us to do, we won't be able to pay the wages of our staff,' and the insecurity that went with it was just stressful to say the least, not just for the staff and management of the Trust in those early days but for us as trustees. So, it did take some while before a solid funding base was built for the Trust and really that only happened as the country, and as Auckland in particular, moved to adopt the purchaser-provider model for health care funding and especially mental health funding.

**Colin:** As the purchaser-provider split came, that enabled in terms of the NGO situation for services to be purchased and contracted for. So, now today we may get on to talking about it a little later – there's huge competition where there is new contract money available. Probably in the earlier days it was less around the competition but it was around developing a formal contractual relationship with the purchaser, and in those days there were a number of different names for that group

– the Transitional Funding Authority, the Regional Funding Authority and the like.

**Murray:** North Health.

**Colin:** Yes, North Health. The notion was there that they would enshrine within a contract a particular service that was being purchased from an NGO. At the point that a contract was signed there would be an understanding as to what was required in terms of the service provider, how much money you were going to be paid, what the conditions were around that, the length of the contract. As this was being rolled out it provided a form of security that had never been available under the old "will and favour" way of doing things because you know under that previous system you may be flavour of the month one month and you may well be able to convince an organization that you needed several hundred thousand dollars for a particular task; what if there is a different flavour of ice-cream in the next year? So at the point there was contracting for services, it shifted the whole nature of how organizations like Framework developed.

**Sheldon:** But obviously Murray you were referring to a time when there was less security and it sounds as though you had to take initiatives to bolster the monies coming in. What were some of those?

**Murray:** Well it's interesting that you ask that Sheldon because yes it was a different financial regime and there was a trustee initiative -working with management at that time - a fairly active fundraising activity and those activities centred upon running film premiers. I mentioned Bob Harvey as being one of the founding trustees; he had connections and influence with the Film Commission. There were two films that I remember vividly and at the time Dame Cath Tizard came and opened one in a premier situation. One of those films was Footrot Flats, the Murray Ball film that



portrayed his cartoons and also Angel at My Table – the Janet Frame story that was so moving and so relevant to mental ill health. So yeah, these were activities that we could raise as much as \$10,000 and that was a significant contribution to the central funding of the trust and the services that we were then providing.

**Sheldon:** So it sounds like you were getting support from people like Dame Cath Tizard and obviously from the trustees but it also sounds as though there was an element of discrimination against this fledgling mental health organization that was trying to get on its feet.

**Murray:** Yes, it was hard and it was a different model, a different finance base. Fortunately, we were in the early days of the purchaser- provider model of funding of health. I guess really, we were struggling so much under the old model which may well have led to the split between the provision of health services and the purchase of such services.

**Sheldon:** So, how long did it take to gain some feeling of security about paying staff and running the organization?

**Murray:** I would say that it was only after we'd been in existence something in the order of four years that we felt secure enough and the sorts of models that you talk about in terms of asset accretion and the growth and the value of those assets that gave us some comfort. As Colin has mentioned, we continued to acquire properties in Kingsland and in other places; as our services grew we were renting premises to operate from. So, there was a mixture of ownership and leasing but as that grew, the security of the Trust started to manifest and yes, we were feeling a lot more comfortable in those years – six, seven and eight as opposed to one, two and three. Both sides of Kingsland Terrace in fact were available to us and that was just a matter of letting the market know that we were

in acquisitive mode and it happened,

**Sheldon:** You mean the price didn't go up when you told people that you were in acquisitive mode?

**Murray:** No, I think we were able to undertake valuations of the properties such that we didn't pay over the top.

**Sheldon:** Right, so that was probably the nature of Kingsland in the early 80's – it would be a little different today.

**Murray:** Yes indeed.

**Sheldon:** What sort of support did you get from government?

**Murray:** None, directly. Having said that be aware that Kingsland is in Helen Clark's electorate, and certainly since she was our Prime Minister, she has been very supportive of Framework and has participated in some of our celebratory activities. In an indirect way, yes, she has supported us but the only direct assistance that we have had from government is on the introduction of the purchaser-provider model of health delivery and, of course, the purchaser of services is the Government.

**Colin:** I think the other thing that was important that was happening over that period of time, however, was shifting government policy. So, there was absolutely no doubt that at a Ministry of Health level and at a Parliamentary level, there was a shifting emphasis to the extent that we now have about 30% of the mental health spend in the NGO area. If you compare that to the early 1980s it was probably 99.8% that was actually spent within the institutional sector. So, there clearly had to be a shift; that simply doesn't happen through grassroots movement. It actually occurs through there being policy initiatives that support the concept of contracting out of services. You go back to the early 80's; I can remember when the old Carrington Hospital site had a strike by one occupational group when there was some



talk about the contracting out of services, it was almost red rag to a bull stuff in those early days. I was at a meeting a while ago at the Auckland DHB and they were saying that they contract over a thousand organizations for services. Now, that isn't in the mental health area solely; that's right across the board. So that's a huge shift over a 25 year period from a government agency being the sole provider to there being a multiplicity of provider services.

**Sheldon:** Did you have a sense of saying, 'Well, we're a new chum on the block; we've got to perform; we've got to show that we're a credible and effective organization.'

**Murray:** Absolutely. I mean Colin mentioned about the competition today, and that was a factor even then; if we did not perform within the contract we would not get further contracts. So, there was a very compelling reason to embrace the delivery of quality services in line with the contract and increasingly within the employee frame and, in fact, Colin joined Framework with that precise function and portfolio to put in place quality management processes, and monitoring within Framework.

**Sheldon:** So, was it easy to attract staff to this sort of fledgling organization?

**Murray:** No. Perhaps, having said that it may have been easier in the early days but certainly now there is huge competition for experienced and senior health professionals and mental health professionals. So, what does that mean? It means that the demand has probably grown and the supply hasn't matched it. So, yes, I think it's a reflection of the wider health care field and the competition for good people. I look upon Framework as a whanau. It had many people involved over the years; it still does and it has continued to grow; it is a family. So, it's a combination of all those factors that have kept me involved.

**Sheldon:** I was just going to ask Colin about moving forward from here, after this period of 25 years which have been very much about building the foundations and the asset base and the service base. Where do the non-government organizations need to move to now to have an effective mental health service?

**Colin:** Very interesting question Sheldon. The issues I think are multiple in the NGO area. Through the work of people like Murray and others in a range of organizations there's now a tremendous choice available in the provision of mental health in the community via the not-for-profit organizations. I guess the challenge we face as organizations now are issues of continued financial viability. I think some of the key issues that we are facing are clearly issues of funding. I know that

there's a variety of opinions with respect to, 'Are there too many NGOs; do some NGOs in a sense need to amalgamate?' There's a variety of perspectives on that; certainly, one of the things that is happening is a far greater level of collaboration between various NGO groups and special interest groups. We see the vision of Framework as recovery through partnership and one could say, 'Well that's a relationship between the consumers of Framework and the staff of Framework,' but we see layers of those partnerships happening all through our community. I think we're always looking for ways in which innovative service delivery can be provided in a way where consumers are able to get the type of services that is reasonable for them to expect within community organizations. There's always going to be challenges no less challenging in many ways to what it was with Murray and those original trustees 25 or more years ago.

**Murray:** I mentioned the family concept and I know that might be a bit corny but the reality is that as organizations grow they become institutions and if you go back to those early days, okay the institutions were in-house institutions and our people were there, but there are elements of institutionalization that will manifest if there is some reduction in the number of suppliers. I'm sure Colin's right that going forward it has to be a collaborative and integrated service provision where the best parts of each organization can be brought to bear in addressing a problem in meeting a contractual need. I personally believe that it would be an error to grow just for the sake of growing.





**To the Trustees of Framework Trust**

We have audited the Summary Financial Report of Framework Trust for the year ended 30 June 2009 as set out on these two pages.

**Responsibilities of Board of Trustees and Auditor**

The Trustees are responsible for the preparation of a summary financial report in accordance with generally accepted accounting practice in New Zealand. It is our responsibility to express to you an independent opinion on the summary financial report presented by the trustees.

**Basis of Opinion**

Our audit was conducted in accordance with New Zealand Auditing Standards and involved carrying out procedures to ensure the summary financial report is consistent with the full financial report on which the summary report is based. We also evaluated the overall adequacy of the presentation of information in the summary financial report against the requirements of FRS-39: Summary Financial Reports.

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

**Unqualified Opinion**

In our opinion, the information reported in the summary financial report complies with FRS-39: Summary Financial Reports and is consistent with the full financial report from which it is derived and upon which we expressed an unqualified audit opinion in our report to the Trustees dated 23 September 2009.

We completed our work for the purposes of this report on 23 September 2009.

*15/9 Nexia Audit*

**CST Nexia Audit**  
**Chartered Accountants**  
**Manukau City**

**SUMMARY FINANCIAL REPORT OF FRAMEWORK FOR THE YEAR ENDED 30 JUNE 2009**

**Financial Performance and Financial Position**

	2009 \$	2008 \$
<b>INCOME</b>		
Revenue from Ministry of Health	4,750,755	4,879,615
Revenue from Ministry of Social Development	1,569,074	1,564,706
Revenue Other Government & Non Agencies	0	17,280
Donations & Other Revenue	182,427	260,494
<b>TOTAL INCOME</b>	<b>6,502,256</b>	<b>6,722,095</b>
<b>EXPENDITURE</b>		
Wages & Salaries	4,652,425	5,006,510
Depreciation	275,852	274,253
Other Operating Expenditure	1,476,611	1,645,384
<b>TOTAL EXPENDITURE</b>	<b>6,404,888</b>	<b>6,926,147</b>
<b>NET SURPLUS FOR THE YEAR</b>	<b>97,368</b>	<b>-204,052</b>
<b>ACCUMULATED FUNDS</b>		
Accumulated funds at start of year	2,575,534	2,779,586
Plus Net Surplus for year	97,368	-204,052
<b>ACCUMULATED FUNDS AT YEAR END</b>	<b>2,672,902</b>	<b>2,575,534</b>
<b>CURRENT ASSETS</b>		
Bank Accounts & Funds on Short Term Deposit	1,340,839	1,337,883
Accounts Receivable & Prepayments	398,334	505,886
<b>TOTAL CURRENT ASSETS</b>	<b>1,739,173</b>	<b>1,843,769</b>
<b>CURRENT LIABILITIES</b>		
Funding Contracts in Progress	538,288	698,243
Payables, Accruals, Employee Entitlements & Lease Liabilities	651,064	748,670
<b>TOTAL CURRENT LIABILITIES</b>	<b>1,189,352</b>	<b>1,446,913</b>
<b>WORKING CAPITAL</b>	<b>549,821</b>	<b>396,856</b>
<b>NON CURRENT ASSETS</b>		
Fixed Assets	2,123,081	2,178,678
<b>NON CURRENT LIABILITIES</b>		
Lease Liabilities	0	0
<b>NET ASSETS</b>	<b>2,672,902</b>	<b>2,575,534</b>
Net Cashflow from Operating Activities	199,841	210,698
Net Cashflow from Investing Activities	-196,885	-177,567
Net Cashflow from Financing Activities	0	0
<b>NET INCREASE/(DECREASE) IN CASH HELD:</b>	<b>2,956</b>	<b>33,131</b>

**THE SUMMARY FINANCIAL REPORT:**

- has been extracted from the full Financial Report dated 23rd September 2009; and cannot provide as complete an understanding as the full Financial Report.

The full Financial Report is available in hard copy from Framework Trust Head Office.

**Trustee**  
John Syme

Date

*[Signature]*  
23 September 2009

**Trustee**  
Ross Jewell

Date

*[Signature]*  
23 September 2009



## PATRON

The Right Reverend Sir Paul Reeves

## BOARD OF TRUSTEES

John Syme – Chairperson

Phillip Griffiths

Ross Jewell

Larry Robbins

Gaylene Campbell

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Tony Timpson

Sue Mckenna

Mayor Waitakere City Bob Harvey QSP, JP

Te Awhina Asekona

Jenny Paine

Patrick Reuben

## HONORARY SOLICITOR

Sheff England

## AUDITOR

CST Nexia

## EXECUTIVE TEAM

Chief Executive Officer: **Dr Colin Hayes**

General Manager, Community & Specialist Services: **Daniel Te Kira**

General Manager, Vocational Services Development: **Helen Robertshaw**

General Manager, Human Resources: **Beverley Pollard**

General Manager Finance: **Spencer Beazley**

Framework acknowledges the generous support by these contract funders.



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Te Manatū Whakahiato Ora



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Mātanga Heora & Tei o Tamaki Makaurau



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