

ANNUAL
REPORT
2020 / 21



Working Together to Achieve Great Lives
He whiwhinga oranga tangata inā te mahi tahi



Services We Provide >

- ▶ Supported Homes - both in Disability and Mental Health
- ▶ Transitional Home Support
- ▶ Addiction and Recovery
- ▶ Community Support
- ▶ Youth / Tamariki Services
- ▶ Networking and Social Hubs:
 - ◆ LUCK
 - ◆ Living Plus Day Services
 - ◆ Bluegum Vocational
 - ◆ Matipo
 - ◆ Friendship

About Us

MASH Trust provides a diverse range of support to people / whānau and communities with the goal of working together to achieve great lives.

MASH Trust operates throughout the lower North Island in Wellington, Kāpiti, Horowhenua, Manawatū and Hawkes Bay regions.



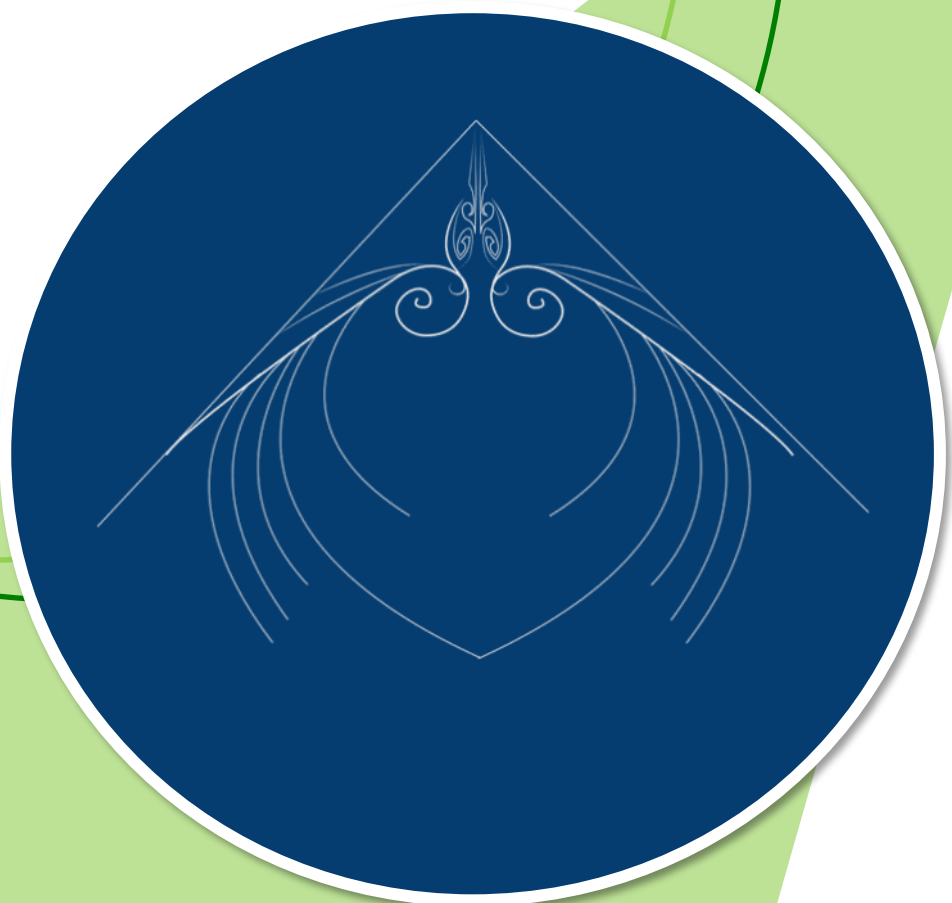
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Manu (Bird)

Representative of freedom, peace, being uplifted, transition, communication and the Heavens. With the head positioned at the highest point it brings a sense of direction and encourages viewers to look upward. This manu is inspired by Aoteroa's very own Huia bird, which was one of our most sacred of birds, grounding and connecting us to this whenua (land) of Manawatū.





OUR MISSION | ō mātou mīhana

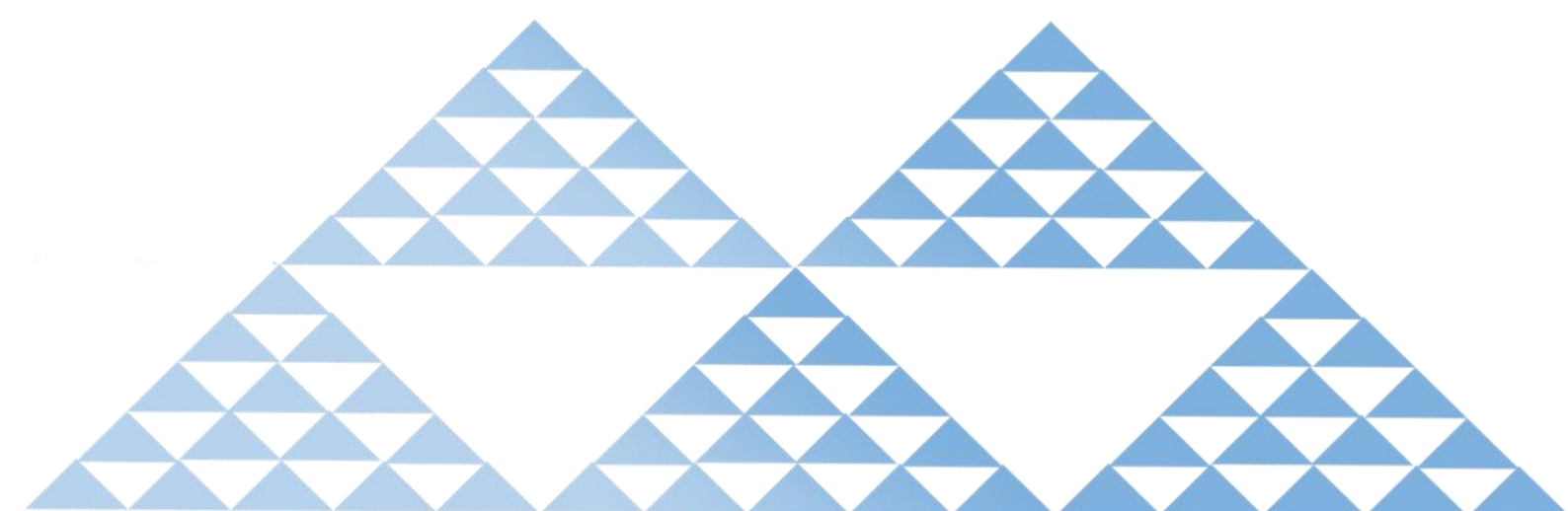
“Working Together To Achieve Great Lives”

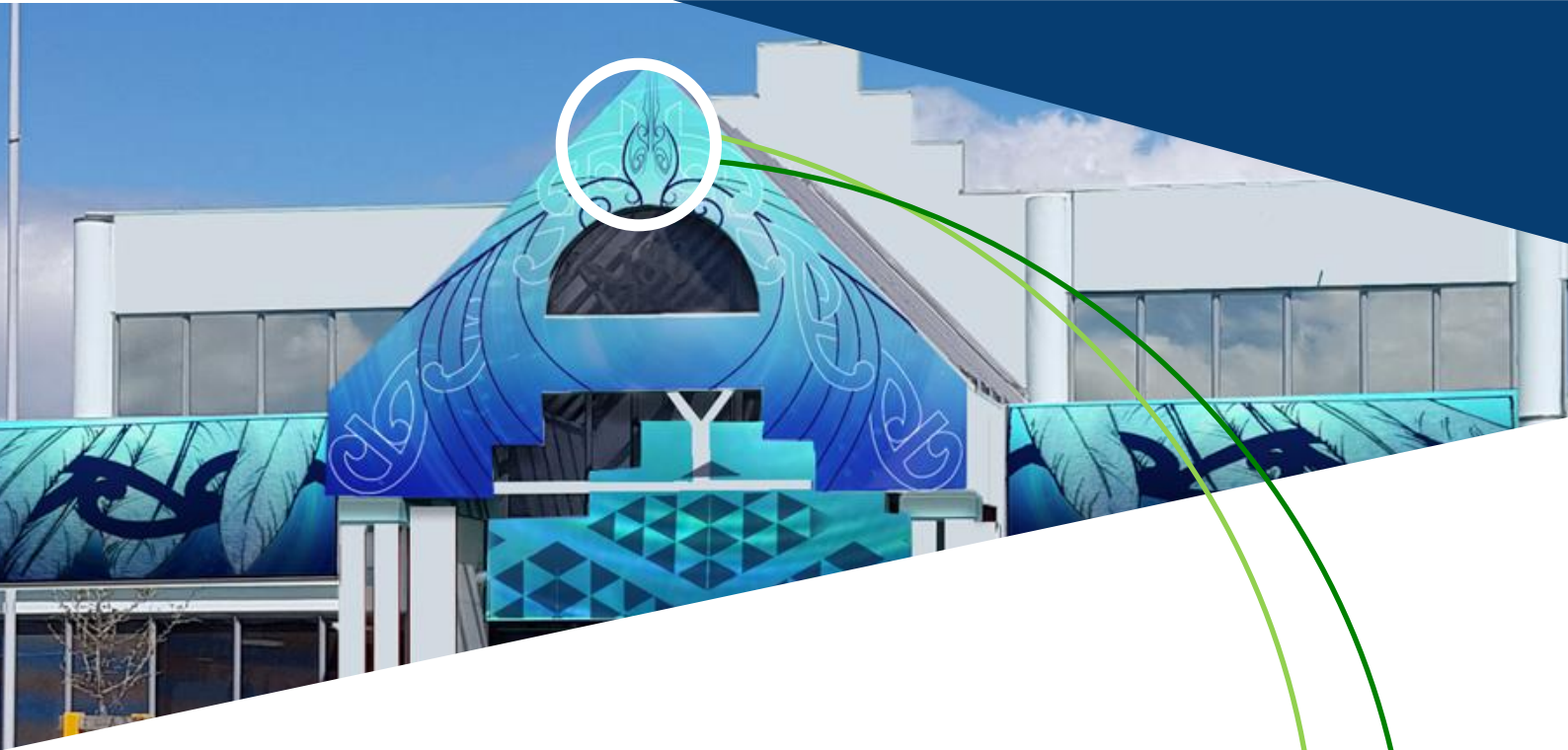
He whiwhinga oranga tangata inā te mahi tahi



OUR VALUES | ō mātou whanonga pono

1. Build open **RELATIONSHIPS** based on honesty and respect
2. **COMMUNICATE** with an open mind and heart
3. Recognise and promote the **MANA** and strengths of each individual
4. Take **OPPORTUNITIES** to learn and grow together
5. **BELIEVE** that together we will make a difference
6. Make **FUN** a goal





Kamo a Manu (Eye of Bird)

The MASH Trust koru has been used for the Huia's eyes, cleverly incorporating our logo into this design and heading all that is encompassed below in the body of our Huia Bird.



BOARD OF TRUSTEES

Ngā kaitiaki o te Poari



CHAIRPERSON

Heather Allan

QSM JP(Retired) RN RMN
Appointed in 1991

Heather has extensive experience in Governance. She has held senior roles in Legal Services, Social Services, Local Government and the Health and Disability Sector at Local, Regional and National level. She is currently the Patron of the Community Law Centre and a former member of the New Zealand Institute of Directors. Her roles within MASH have included being a member of the Finance, Audit & Risk Management Committee, Quality Governance Committee, CEO Employment Committee (Chairperson) and the Innovation Award Committee (Chairperson). Heather is a Palmerston North Civic Awardee.



DEPUTY CHAIRPERSON

John Fowke

JP LLB BCA
Appointed: 2014

John Fowke joined the MASH Trust Board in December 2014. John worked as a corporate lawyer and tax consultant prior to joining Toyota New Zealand in 1986 where he held various roles covering dealers, information services, legal, marketing and finance as well as motor racing. He is now a consultant for legal services and an ambassador for the Toyota Racing Series and a trustee of the Kiwi Driver Fund. He has been a trustee of the Te Manawa Trust Board since 2005 and of the Manawatu Community Law Centre since 2014 and now chairs these organisations. In 2016 John joined the board of the Central Economic Development Agency and was appointed the external member of the Manawatu District Council Audit and Risk committee and fulfils a number of other governance roles.



TREASURER

Sheena Mason

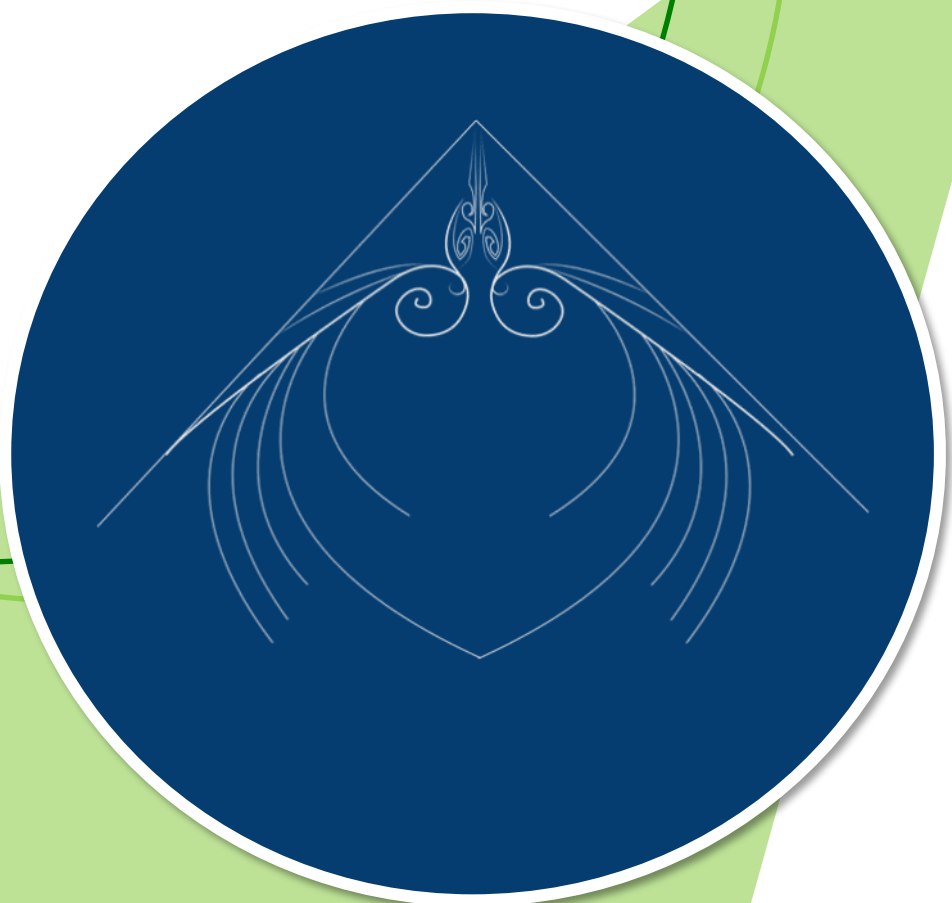
BBS, FCA
Appointed: 2009

Sheena was an Associate with BDO Central (NI) and was the firm's Audit Manager from 1986 until 2014. After moving from the audit sector Sheena became more involved in the farming, construction, manufacturing and retailing industries. Sheena retired from BDO Central (NI) in December 2019 but still offers advice under contract. She has been a member of the Chartered Accountants of Australia and New Zealand (formally the New Zealand Institute of Chartered Accountants) since 1986 and was the Manawatu Branch Secretary from 1999 to 2012. Sheena's other roles include being the Chairperson of the Finance Committee of the Cathedral of the Holy Spirit. Sheena is the Chairperson of the MASH Finance, Audit and Risk Management Committee and a member of the Property Sub-Committee and CEO Assessment Committee. She is also a Trustee of Whaioro Trust and is the Chair of Whaioro Trust Finance, Audit and Risk Management Committee.



Parihau (Wings)

The inner wings are bent inward towards the entrance to welcome visitors. The lines represent the many pathways people from all walks of life may take in their journey towards recovery and better health. Notice how they form a heart shape which accentuates the work we do and reinforces the supportive and protective role that MASH has to those we support.



BOARD OF TRUSTEES

Ngā kaitiaki o te Poari



Julie Nitschke

RN MA (applied)
Appointed: 2007

Julie has considerable experience in the New Zealand health care sector in clinical leadership and Governance across a variety of settings including District Health Boards, primary health care and mental health. She is a Clinical Director for Whanganui Regional Health Network and holds various leadership roles including: leading and facilitating clinical strategic decision making, Clinical Lead for Collaborative Clinical Pathways, member WRHN Clinical Governance Group, Alliance Leadership Team.



Peter Rea

Dip Bus Studs
Appointed: 2003

Peter is a Certified Financial Planner with over 30 years' experience of providing Financial Planning, Investment and Retirement Advice. He started work in 1970 with the Commercial Bank of Australia, which later became Westpac Bank. In 1990 he began his career in Financial Planning, with a shift to Palmerston North. He is a Foundation Member of Financial Advice New Zealand and has been active at both local and national levels in this and the preceding professional bodies for 30 years also. Peter is a current member and past Chair of the MASH Finance, Audit and Risk Management Committee and is Chairperson for the MASH Property Sub-Committee.



David Ayling

BHB MBChB DipObst
DipChHealth PGCertPHC
FRNZCGP
Appointed: 2012

David is a Primary Health Care doctor and Clinical Director of the Youth One Stop Shop. David has held a variety of clinical governance roles across the health services including at DHB, PHO and provider level; corporate governance at DHB-PHO Alliance level; and clinical operations at DHB, PHO and provider level. His career focus has been on youth health, sexual and reproductive health, mental health, clinical governance, standards of practice and pathways of care.



David Barrett

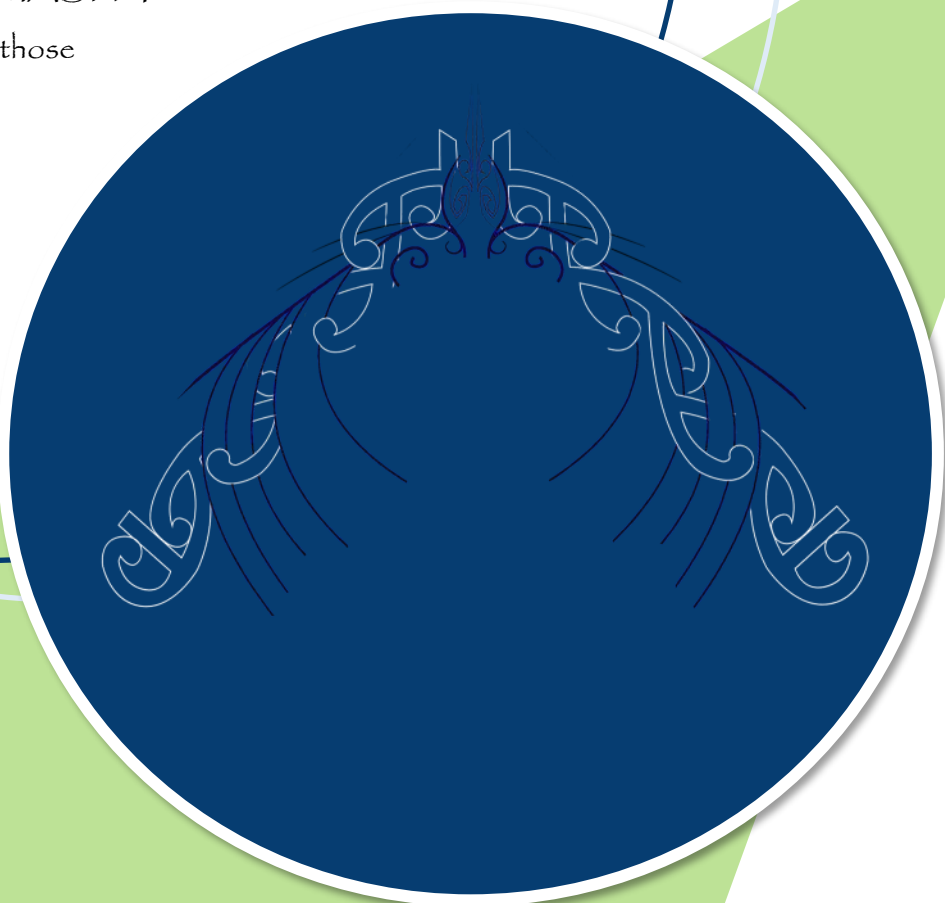
MBChB (5th yr) MBA (part)
Appointed: 2007

David was appointed to the MASH Trust Board as the consumer representative in 2007. He acts in an advisory role to the Trust Board for people with disabilities. David holds a Certificate in Intentional Peer Support Endorsed in Mental Health and has been a Quality Auditor (Mental Health) since 2004 previously working with the DAA Group (MoH Standards). He has previous involvement in the Like Minds Like Mine Project (6 years). David is a member of the International Society of Neuro-semantic and Meta-coaches. His other roles include being a member of the MASH Quality Governance Committee, the Innovation Award Committee and the Property Sub-Committee.



Kakapa Manawa (Heartbeat)

Rangitāne gifted MASH Trust the Tohu (distinguishing feature, symbol) that resides within their Marae, Te Rangimārie. This beautiful Tohu pattern depicts one's heartbeat. Intertwined with the feathers on either side and up into the inner wings of our Huia bird it acts as a life force that keeps it afloat, the supportive wind beneath its wings. A symbolic representation of the relationship between MASH and Rangitāne as well as MASH Trusts heart to positively impact our community and those that seek our support.



BOARD OF TRUSTEES

Ngā kaitiaki o te Poari



Trieste Te Awe Awe

JP JJP
Appointed in 2018

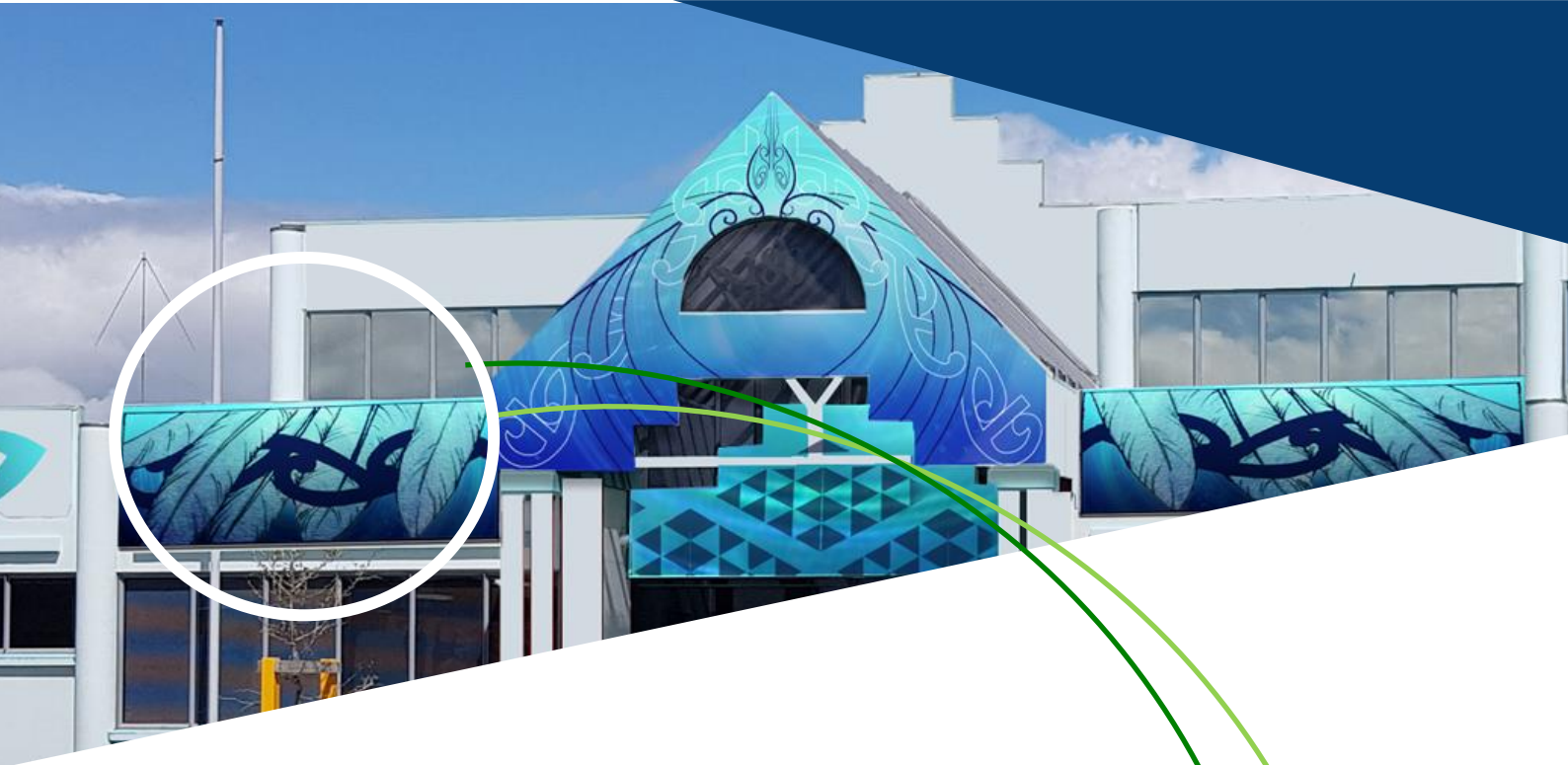
Trieste is the newest member of the MASH Board. She is a member of the Central Districts Justice of the Peace Association Council and a Board member of the Community Law Centre Association. She brings with her expertise in Judicial Justice. She also shares a role as Kaumātua Kuia with her husband Wiremu for Rangitāne Iwi.



KAUMĀTUA

Wiremu Te Awe Awe

Rangitāne Leader Wiremu Te Awe Awe was appointed as Kaumātua for MASH Board in 2018. He is a Councillor for Horizons, being the first Māori to be elected on The Board. He has vast experience sitting on executive Boards such as Internal Affairs 'Te Ātamira' Chairperson for Te Rangimārie Marae, Treaty Advisor Mana Whenua o Rangitāne, Kaumātua & Rangitāne history advisor to Schools in the Manawatū and Police and Prison Kaumātua.



Ngā Huru (Feathers)

The feathers spread out on either side act like a covering. Acknowledging this building and our service as a safe place and space to come. A place where a person's confidence, safety and well-being is held in the highest regard. The style of the feathers are realistic, this change in style allows for the inclusion of all cultures.





Chairperson's Report te rīpoata a te Tiamana

"It has been an honour and a privilege being involved with MASH over the last 31 years"

It is my pleasure to once more present my annual report. Sadly, it is the last time I will be reporting as on 27 October at the AGM of MASH I will be retiring from the Board.

At the time of writing this report we are once again in a level 4 lockdown due to an outbreak of COVID 19. Once more the Covid Action Group comprising of 3 trustees is in place to assist and support management. As before, day services have been closed, some staff have been redeployed while others have adhered to government guidelines. This move has once more resulted in some of our people moving back to their family homes for the duration of the lockdown. The current situation reinforces the importance of inoculation for all our staff and people as we will be living with this virus for a long time. MASH continues to operate in a challenging environment whilst maintaining business as usual.

In October 2020 MASH celebrated 30 years as an organisation caring for people with disabilities. This event was celebrated in style with staff, families and stakeholders. Our patron Nan Kinross cut the anniversary cake and delivered words of congratulations to the team, but sadly this was the last event she attended as she passed away during May 2021.

In 2020 the government signaled broad changes in the health sector, with the disestablishment of District Health Boards. Their places will be taken by Health Authorities. The ramifications of this move will affect MASH as funding moves to the new entities. However, reassurances have been given by our current funders that contracts remain in place for the next 3 years. Also, government has stated that they will be releasing additional funding for mental health services, and we await with interest requests for proposals of services. This shall create opportunities where we can enhance and extend current mental health services.

In last year's report I commented on the Trusts sound financial position and with careful management this has continued in the 2020/21 financial year. This has enabled the Trust to address the need for important capital expenditure including the upgrading of IT services and repairing extensive damage to our property at Parliament St, Lower Hutt. Even with this expenditure the Trusts cash position remains sound.

Purchasing the building and moving to Cuba Street, Palmerston North is proving to be of great benefit to MASH. The move has not only been a financial benefit but has created a more cohesive organisation by bringing together alcohol and drug, community and mental health services with IT, financial and administrative services into the one building. After a year's occupation plans are in place for minor alterations to the building in several areas.

Considerable progress has been made in partnership with Oranga Tamariki on the two pilot schemes caring for young people with high and complex needs who continue to prove that intensive, supportive care for them can be of huge benefit. With the possibility of Oranga Tamariki closing their secure facilities there is an increasing need for more young people to be given the opportunities that have proved most successful in our pilot schemes. This work which is of a sensitive nature and requires a multi-disciplined approach is likely to be extended in the future.

At the end of the financial year MASH was audited against the Health and Disability services standard by the Capital DAA Group. Their task was to report their findings to the Ministry of Health in respect of certification. Informal discussions with the auditors indicated that MASH was a high quality organisation which they deemed was "gold plated" and their findings were that MASH was to address just two corrections, neither being of a significant nature. The auditors after interviewing trustees, staff, families and people within the service stated that MASH continued to maintain a culture of improvement.

In March 2021 after 3.5 years of service our CEO Dave Robinson resigned in order to accept an appointment as CEO of Wellington Free Ambulance. His impact on MASH has been profound including working hard to grow MASH into a sound financial position. The Trust Board are most grateful for his commitment to MASH and wish him well in his future career.

Once the Board received his resignation a decision was made to appoint the Deputy Chairperson John Fowke as a consultant to work with Dave prior to his departure and cover any vacancy occurring prior to the appointment of the new CEO. Effectively John was given the powers and responsibilities of the CEO for several weeks during which time he stepped down from the Trust Board.

During July 2021 Dr Karleen Edwards was appointed CEO of MASH. We welcome her to this position, and are confident that her impressive background in health and business management will enable her to provide MASH with sound management and leadership as well as navigating the organisation through the proposed health changes.

It has been an honour and a privilege being involved with MASH over the last 31 years. During that time I have seen a fledging organisation grow into a high quality service for people with disabilities, now caring for some 2500 people. MASH is an organisation in which staff live on a daily basis the values and embedded culture. Without such dedicated staff the organization would not be held in such high esteem by our stakeholders.

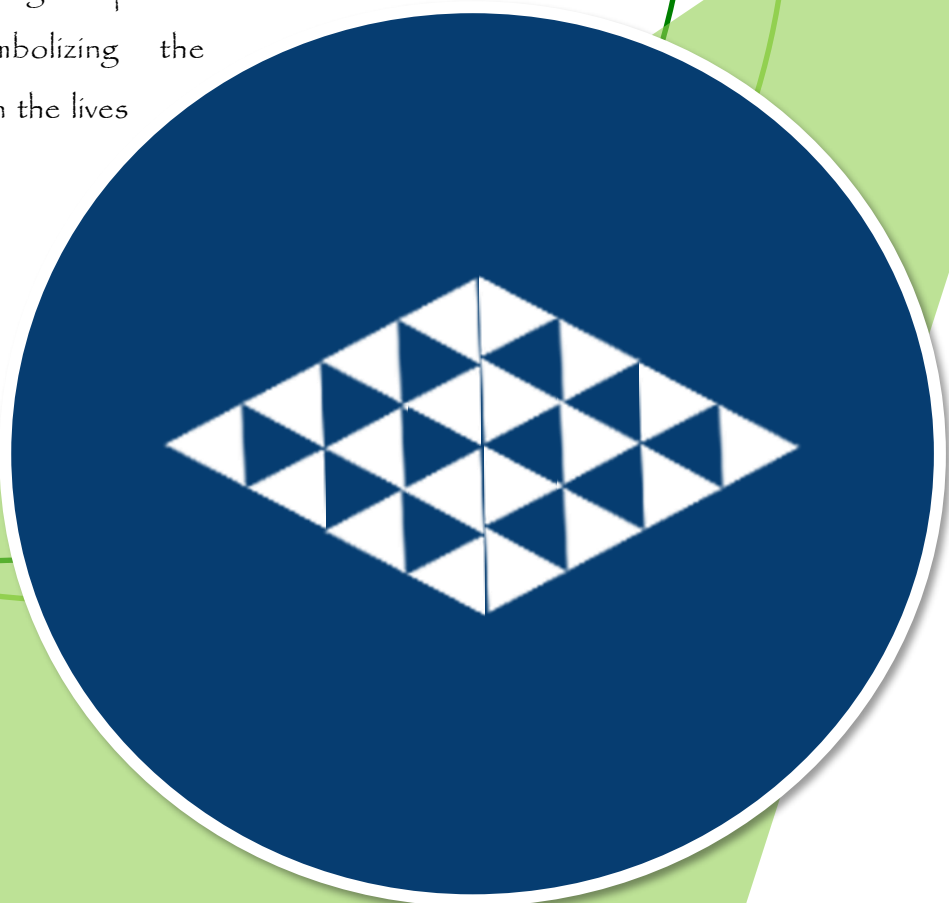
I also wish to sincerely thank my fellow trustees, your expertise, commitment and leadership has crafted the organisation that we have today. I wish MASH and you all the very best for the years to come.

C H Allan
CHAIRPERSON
QSM JP



Waharua (Diamond Shapes)

The small diamond shapes is the tukutuku symbol for commitment and courage; it also doubles as representing the people we support. An acknowledgment of the courage it takes to seek support and choose to commit to themselves and their unique journey to recovery. The placement of these diamonds are placed under the covering and protection of our Huiā's body and heart symbolizing the nurturing role MASH Trust has in the lives of those we support.





Chief Executive's Report te rīpoata a te Manahautū

The work that the team have done in recent years means we can all be assured that the organization moves forward in good health.

It is once again my pleasure to report on the activities of MASH, and our whānau, for the 2021 Financial Year. The year can be marked by many things. Our recovery from the effects of a global pandemic and lockdown restrictions, and our continued efforts to keep people safe through further escalation in Alert Levels, and back again. It also saw a number of new services developed and implemented alongside continued service improvements to the support we already provide to people and whānau. Through all of this we have had to show the resilience to move forward with a focus on doing whatever it takes to support people achieving a great life. I am proud of the MASH whānau in how they have walked this path and I am immensely proud to have led and been part the team.

As the 2021 financial year began we were only just coming out of Level 4 and Level 3 lockdown restrictions. I wrote in last year's annual report of the challenges that brought and how the team had overcome them. In 2021 we have had to ensure that our whānau keep moving forward and continue to be supported in achieving their aspirations. As we progressed with our business-as-usual activities, COVID-19 would move us back to Alert Level 2 twice through the year. Through all of this MASH has developed the organizational resilience, and the systems and processes, to manage and balance both. But more importantly MASH has demonstrated the leadership, dedication and commitment, to keep our people and whānau safe and still work together to achieve great lives.

A highlight of the year has been our continued partnership with Oranga Tamariki. This partnership has already had life-changing impacts for people. The services implemented have seen this early success because of the values that leaders and the wider team have shown in authentically tailoring support to the needs of individuals and whānau. Through this partnership I see a significant opportunity to help address some of the inequities that exist in our Health system.

2021 has also been my last year as CEO and I would like to congratulate Dr. Karleen Edwards on her appointment as the new Chief Executive. Karleen's clinical background and experience in leading organisations in changing environments makes her uniquely qualified to lead MASH into the future. I know the team will support her well and I look forward to seeing the MASH whānau grow, evolve and bring great outcomes to communities across the region. The work that the team have done in recent years means we can all be assured that the organization moves forward in good health.

MASH has an inherent acknowledgement and commitment to whānau that is central to its ethos, and has a pervading sense across the team of wanting our community to support great lives for everyone. It is often difficult to put in place the necessary organizational framework to empower such passion. Over the last few years I have seen leaders at all levels work hard to manage the day-to-day challenges of what we do, but do so in a way that remains true to our mission and the people and communities we serve, without losing that desire to make a difference. Working together as leaders, collaboratively across the organization and alongside our partner agencies and wider communities, will be central to delivering in the future. I would like to thank all the leaders and the MASH whānau who have supported me during my time as CE. I know you will all continue to support each other, to support people to achieve great lives.

One of the things that made me want to be part of MASH was the strong sense of values and the genuine and authentic care for those that we walk alongside. Sadly during the year we lost one of our founding Trustees, and Patron, Nan Kinross. Nan's connection and support of MASH was unwavering. She will be missed, and the work that MASH does in the community forms part of her legacy to us all.

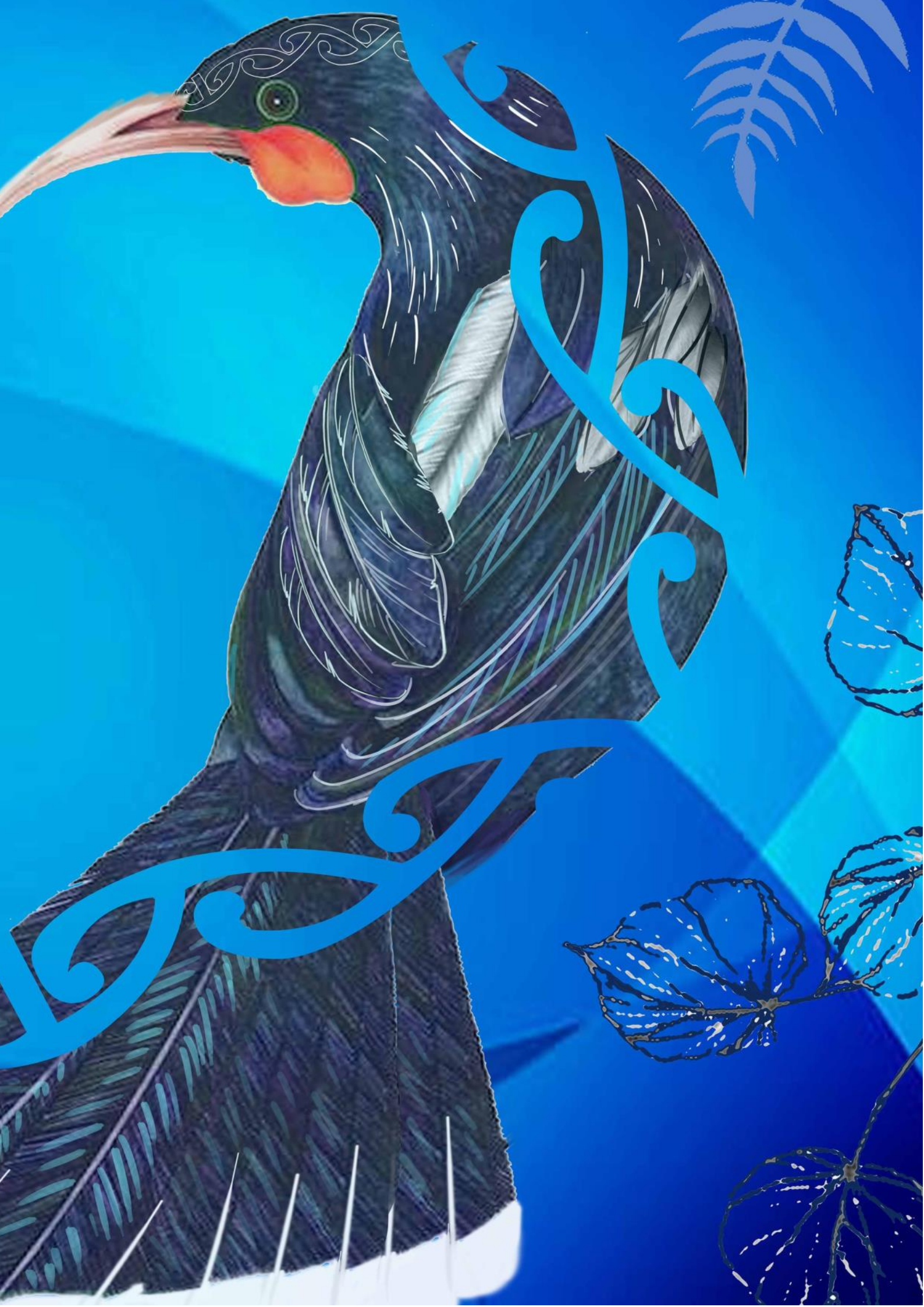
Finally, I would like to thank the MASH Board for their significant support during my tenure, and especially our Board Chairperson, Heather Allan, who after more than 30 years service to the Trust is retiring from the Board. Heather's contribution and commitment to MASH is unparalleled.

David Robinson
CHIEF EXECUTIVE



The Huia were monogamous pairs, so it seemed only fitting that our second mural would feature the partnering Huia here in this art piece. A tribute to all the other businesses and organizations who partner with MASH and contribute to the lives of those that we support.

The various plants featured in this piece are native healing plants used for Rongoā, Traditional Māori medicine. Reflecting the healing environment and practices we collectively create when equipping our people with the right knowledge and tools of empowerment.



MASH Trust

Poem by Fiona Parrant

We are a whānau of 600
A team of 600 working together to achieve great lives
Working out what that means in Level 4 Lockdown!
It's the delta strain, we got 6 hrs notice, did what we did, what kept us going
MASH team of 600 stepped up, put people first, even though concerned, we did it
We are doing it, the team of 600
That is you, that is me, that is we.
To those who can't be at work, take care, we are here for you
Here for all the stars in the homes & community too, thank you!
Awhi mai, awhi atu
Fun
Teamwork
Gratitude for each other and sharing kai
Friendship
Dedicated
Making a difference
Is all the stuff we do, the stars at the coal face, where the real work is done
24 hours, 7 days per week, 365 day per year the stars keep us going.
We see te marama, the dark, the tuis singing, the sun, spring daffodils, and green grass, lucky to live in
Aotearoa.
Someone even said about the unused Golf Course! I wonder who.
beautiful purple flowers, cats along the fence, lemon tree and flags swaying in the breeze.
Doing stuff that makes us happy
Celebrating birthdays
Painting
Baking
crafts & art, lots of dancing, music, a bit of You Tube too
Movies a big one – but mainly laughing, whakakatakata a theme we see come through
Its scary too though, we get this, anxiousness and being concerned some are feeling;
Leaving our own families as an essential worker is not easy for some
Wondering what is to come.
Tūmanako– hope we have,
Peaceful, committed
Optimistic and busy
MASH, our values keep us strong
The Mission keeps us united, working together, the only way how..
MASH
Ō-tama-rākau
That is you, that is me, that is we.
Nō reira, tēnā koutou, tēnā koutou, tēnā koutou katoa.



That is you

That is me

That is we

Miramar and Brooklyn

'an annual event for both Miramar and Brooklyn!'

Two houses have been supported to go for holidays at Taupo/Rotorua this year. After a year of fundraising and saving they were able to make plans to enjoy a few nights away in the summer months. The houses hired Air B'n'B accommodation with lots of space and small luxuries, for example spas. People were able to participate in many different activities while away – the Huka Jet and falls, Rotorua Luge and Gondola, Mitai Maori Village, hot pools etc. There were many meals out, lots of coffee and cake consumed, loads of photographs taken and memories made. It was an awesome opportunity to be involved in planning, saving and executing the plan, and has become an annual event for both Miramar and Brooklyn!



Matipo

'Matipo HUB, a redesigned individualised service.'

In September 2019, the MASH Trust Board approved in principle the recommendation to transform our day service programme in Palmerston North, Living Plus, into a futureproofed model that aligns with the Vision and Principles of Enabling Good Lives. It was put forward that the transformation would continue to see MASH Trust as a market leader and a provider of choice in Disability Support Services, extending its reach and helping more people achieve great lives.

After securing the Board's approval, MASH and our key stakeholders; people supported, their family/whanau, referrers and associated Ministries, set out to consult, redesign and transform the service by acknowledging the past and taking those learnings and setting our sights on where we wanted and needed to be.

A year later, out of the ashes of COVID-19, rose the Matipo HUB, a redesigned individualised service. The service offers tailored supports from a dedicated Enabling Good Lives Support Worker, focusing on strength-based targeted support based solely on goal achievement, underpinned by the eight Principles and the six MASH Values. The programmes are designed in partnership with the person and their family with the Support Worker, to achieve not just a good life, but a great life.

One example of achieving a great life was a man who had been receiving support from another provider. He and his family were unhappy with the supports they were receiving and wanted something else. They came to Living Plus, hearing the good things that happen there and they joined up at the beginning of the new disability support service Mana Whaikaha, now referral pathways were much more user friendly.

Like many others at the time, they were concerned and nervous about the changes we were proposing and wanted things to stay the same. In the last year, he widened his social circle, created natural networks, he has run two micro-businesses with his support worker, using the profit to buy items for himself and to furnish his bedroom. In the same year, he and his Mum decided it was time he moved out and go flatting. Due to the success of the transformation, the quality of support they receive and the trust they have in MASH as an organisation, they selected MASH as the place he wanted to live. A surprise benefit from her son moving out was the connections Mum was able to make with other families from her son's new home, making new connections and relationships. Not only did her son achieve, Mum also achieved a great life!

AOD Service @ Horsepower



Over the past ten (10) weeks, twelve (12) clients from the AOD service have had the opportunity to take part in the HorsePower Programme, run by THINK Hauora.

HorsePower is an equine assisted development programme.

Equine – horse

Assisted – helps me

Development – to be empowered

Horses help me to be empowered

The HorsePower session is held in an arena. The arena at the Manawatū Riding for the Disabled is a large enclosed area with a sandy floor covered with a roof so available in all weather.

There are 2 people who facilitate the session: Renee and Pauline. Both are experienced with horses and have many years' experience working with both horses and people.

The horses have been specifically chosen as they are used to being around the people who attend the Riding for the Disabled Group for lessons, etc. The horses are 'at liberty' in the arena – this means that they are free to walk around the arena and just 'be' a horse with no pressure put on them to do anything.

Horses naturally live together in a herd or group in the wild. Within this herd there is a leader, usually a mare (female horse), and all the other horses have a position within the hierarchy/structure of the herd. The horses use different ways in which they communicate with each other; vocal and body language. Horses are incredibly perceptive and have amazing intuition.

If you have ever tried to catch a horse who does not want to be caught – you will know what this means! Horses have this amazing power to sense what you want before you know it yourself. For example: you go out into a field to catch a horse. They need to have their teeth checked. You walk into the field and up to the horse and go to put on the head collar – the horse moves away. They don't want to be caught today. So you decide to take a different approach. You casually walk into the field, not aiming for the horse straight away – maybe walking around the field – thinking that the horse will not know that you want to catch it. The problem here is that the horse knows what you are thinking before you do. They read your body language. They read your movements. They know that you are still there to catch them. Horses teach you to be honest and mindful and present in the moment.

This can all be seen within the sessions. The horses mirror the internal feelings and thoughts of the people in the session. For example: A team building session. The horses who are used to living together, eating together, being together in the herd – can appear disconnected, fractured, isolated within the session if the team is not connected. Changes can be seen across the session when the team starts working together – the horses start coming back together.



Horse Therapy

Caleb attended horse therapy for 5 sessions and his participation was very empowering for him in his journey to recovery. From session 1 he understood actions and body language affects the horse's reaction towards him and how it can be same in life. Horses are incredibly perceptive and have amazing intuition and when he was not great or feeling unsettled the horses knew. Sessions can provide a tangible/practical/visual understanding of internal thoughts and feelings. They can be hard to describe or to understand or to talk about but Caleb was able to express his feelings and emotions.

The session can provide a tangible/practical/visual understanding of internal thoughts and feelings. Thoughts and feelings can be hard to describe or to understand or to talk about. They are invisible and live inside each of us. This helps those thoughts and feelings to become something that you can see and touch and then work with. We all have something inside us we want to develop. Whether it is working on ourselves or developing our relationships with others. These sessions help us become our own boss; the boss of our own destiny. We take control of our own life.

Positive outcomes within the AOD clients

It has been very interesting to see many changes in the behaviour of the clients around the horses and the horse's reaction to them. Noticeably the demeanour of the clients has changed with a softening in their voice and actions as the sessions have progressed.

One client in his first session he presented as loud, not listening with a mischievous attitude. As the session progressed, he was noticeably calmer, increased listening and really trying to connect with the horses. He was able to express his personal feelings and it was interesting to observe the way in which the horses reacted differently to him the more authentic he became.

Conversely, when the group had had a busy week and there had been a few incidents, the horses reacted very differently to the group. They stayed back, were hesitant to come near them until they had calmed down and their energy had changed.

One client was noticeably quite timid; she kept herself to herself, not talking very much but one of the horses kept following her, nuzzling her and she became more responsive and engaged. She appeared calmer and began to talk more within the group.

Another client found the interaction with the horses in a non-threatening space, helped him to understand about self-awareness and how his size can intimidate people. He really stepped up into a leadership role within the group and helped the group work and move as a team.

One client in the group felt more comfortable with the horses when she was given the space and time to interact with them one on one and through talking with the horses and with the help of the facilitator, she learnt a lot about her anxiety and how that is shown within her.

There was great learnings about intentions and actions; connecting this to body language.

Friendship

'Viv and Kev exceed our Mash Trust's mission statement'

It has been a very humbling experience for us all to watch over the years the friendship between Harlen, his buddy Jessie and the owners of Viv's Kitchen, Viv and Kevan. Their connection has evolved into a bond that no words can ever describe. Harlen's energy, excitement and happiness radiates from him when he is picked up from his home each fortnight to travel out to Sanson with Jessie to visit the many people who have come to adore and love them at Viv's Kitchen cafe. The morning emphasises the value of friendship – the qualities of being a friend, giving love and warmth and simply just being in the moment with someone and having fun. Their love for each other was particularly evident post covid and when they were all able to be reunited in person. Viv and Kev exceed our Mash Trust's mission statement and the values of relationships, mana, opportunities and lots of fun. Viv and Kev expect nothing in return, as in their words they receive so much already from spending their morning in the company of Harlen and Jessie. Viv and team celebrates every occasion with them, from buying Easter gifts, birthday celebrations and making Christmas time extra special too. Harlen loves to be the barista and keep an eye on the staff to ensure they are all doing a good job. There is lots of laughter had by all. Viv is now in close contact with Harlen's mum and sister. Harlen's sister lives in Australia and she is so grateful for the communication and photos, so she can feel more in touch with Harlen's life.





Message from Christabel

(Harlen's sister)

Viv is an amazing woman, she has gone to great lengths to make my brother feel loved and cared for. We are so very blessed to have her in our lives, I was very lucky to meet her when I visited NZ a few years back. I could not believe a perfect stranger with a huge heart could have that much love and affection for my big bro. Harlen has a lovely warmth about him, he likes to feel purpose and loves to help. I can tell he really enjoys his time at Viv's Kitchen... but let's face it, he loves a bit of cake too with his hereditary sweet touch. I have seen Harlen really come into his own. He has developed his sense of independence and has purpose in his life. It is clearly the best thing that has happened as my family are spread far and wide and don't get to see him as often as we would like. He has his own little family unit now thanks to MASH, it just goes to show that family is not always the blood that ties.



Financial Statements

CKS > AUDIT

COTTON KELLY SMIT LIMITED

REPORT OF THE INDEPENDENT AUDITOR ON THE SUMMARY FINANCIAL STATEMENTS

To the Board of Trustees of MASH Trust

Unqualified Opinion

The summary financial statements, which comprise the statement of financial position as at 30 June 2021, the statement of comprehensive revenue and expenses, statement of changes in net assets and statement of cash flows for the year then ended, and related notes, are derived from the audited financial statements of MASH Trust for the year ended 30 June 2021. In our opinion, the summary financial statements on pages 1 to 3 are consistent, in all material respects, with the audited financial statements, in accordance with PBE FRS 43: *Summary Financial Statements* issued by the New Zealand Accounting Standards Board.

Summary Financial Statements

The summary financial statements do not contain all the disclosures required by Public Benefit Entity Standards (PBE Standards). Reading the summary financial statements and the auditor's report thereon, therefore, is not a substitute for reading the audited financial statements and the auditor's report thereon.

The Audited Financial Statements and Our Report Thereon

We expressed an unmodified (unqualified) audit opinion on the audited financial statements in our report dated 28 October 2021.

Board of Trustees' Responsibility for the Summary Financial Statements

The Board of Trustees are responsible on behalf of the entity for the preparation of the summary financial statements in accordance with PBE FRS-43: *Summary Financial Statements*.

Auditor's Responsibility

Our responsibility is to express an opinion on whether the summary financial statements are consistent, in all material respects, with the audited financial statements based on our procedures, which were conducted in accordance with International Standard on Auditing (New Zealand) (ISA (NZ)) 810 (Revised), *Engagements to Report on Summary Financial Statements*.

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

CKS Audit

CKS Audit
27 October 2021

MASH Trust

Notes to the Summary Financial Statements For the year ended 30 June 2021

1. The reporting entity is MASH Trust (the Trust). The Trust is domiciled in New Zealand and is a charitable trust incorporated under the Charitable Trusts Act 1957. It is also a charitable organisation registered under the Charities Act 2005.
2. The full financial statements on which this summary is based, have been prepared in accordance with Generally Accepted Accounting Practice in New Zealand (NZ GAAP). They comply with Public Benefit Entity International Public Sector Accounting Standards (PBE IPSAS) and other applicable Financial Reporting Standards as appropriate that have been authorised for use by the External Reporting Board for Not-For-Profit entities. For the purposes of complying with NZ GAAP, the Trust is a public benefit not-for-profit entity and is a Tier 1 Not-For-Profit PBE IPSAS on the basis that it is defined as large.
3. The summary financial statements have been extracted from the full financial statements and are presented in New Zealand dollars. The financial statements of MASH Trust including Statement of Comprehensive Revenue and Expense, Statement of Financial Position, Statement of changes in Net Assets/Equity and Cash Flow Statement cannot provide a full understanding due to their summary nature. The understanding can be obtained only by reference to the annual financial statements of the Trust.
4. A copy of the financial statements may be obtained on request from the Trust's office at MASH Trust, 180 Cuba Street, Palmerston North. Phone number (06) 355 7200.
5. There are no contingent liabilities as at 30 June 2021 (2020: nil).
6. The MASH Board approved a resolution that John Fowke be appointed Acting CEO from 25 June 2021 until the end of July 2021. John declared a conflict of interest at the time the resolution was approved and stood down from the Board on the 24th June 2021 while acting in the CEO position.
7. The annual full financial statements of MASH Trust have been audited by CKS Audit who have issued an unmodified audit opinion in respect to the financial statements on 27 October 2021. CKS Audit have audited these summary financial statements and found them to be consistent with the annual financial statements.
8. The Trustees authorised the publication of these summary Financial Statements on 27 October 2021.
9. These summary financial statements are in compliance with PBE FRS-43: Summary Financial Statements.

MASH Trust

Summary Financial Statements

| Statement of Comprehensive Revenue and Expense For the year ended 30 June 2021 | 2021 \$ '000 | 2020 \$ '000 |
|---|-------------------------|-------------------------|
| Revenue from exchange transactions | 35,143 | 34,037 |
| Revenue from non-exchange transactions | 6 | 34 |
| Interest Revenue | 4 | 9 |
| Total Revenue | 35,153 | 34,080 |
| Employee related costs | (26,974) | (25,669) |
| Other operating costs | (6,908) | (6,269) |
| Finance Costs | (104) | (113) |
| Total Expenditure | (33,986) | (32,051) |
| Net Surplus/(Deficit) for the year | 1,167 | 2,029 |
| Total comprehensive revenue and expense for the year | 1,167 | 2,029 |

| Statement of Financial Position as at 30 June 2021 | 2021 \$ '000 | 2020 \$ '000 |
|---|-------------------------|-------------------------|
| Total equity | 7,365 | 6,198 |
| Represented by: | | |
| Cash and cash equivalents | 3,021 | 4,762 |
| Receivables from exchange transactions | 3,631 | 2,472 |
| Current assets | 6,652 | 7,234 |
| Payables from exchange transactions | 871 | 462 |
| IRD tax payable | 860 | 589 |
| Income received in advance | 123 | 52 |
| Employee entitlements | 2,868 | 3,602 |
| Loans and borrowings | 506 | 267 |
| Finance leases payable | 60 | 95 |
| Current liabilities | 5,288 | 5,067 |
| Working capital | 1,364 | 2,167 |
| Property, plant and equipment | 7,545 | 5,100 |
| Intangibles | 547 | 510 |
| Non-current assets | 8,093 | 5,610 |
| Employee entitlements | 191 | 182 |
| Loans and borrowings | 1,852 | 1,221 |
| Finance leases payable | 48 | 177 |
| Non-current liabilities | 2,092 | 1,579 |
| Net assets | 7,365 | 6,198 |

| Statement of Changes in Net Assets/Equity | 2021 | 2020 |
|--|----------------|----------------|
| For the year ended 30 June 2021 | \$ '000 | \$ '000 |
| Opening Equity | 6,198 | 4,337 |
| Movement in reserves | 0 | (168) |
| Total comprehensive revenue/(expense) for the year | 1,167 | 2,029 |
| Closing Equity | 7,365 | 6,198 |

| Statement of Cash Flows | 2021 | 2020 |
|---|----------------|----------------|
| For the year ended 30 June 2021 | \$ '000 | \$ '000 |
| Net cash flows from operating activities | 728 | 2,779 |
| Net Cash from Investing Activities | (3,176) | 151 |
| Net Cash Flow from Financing Activities | 707 | (1,034) |
| Net Increase / (Decrease) in Cash Held | (1,741) | 1,896 |
| Cash and cash equivalents at beginning of year | 4,762 | 2,866 |
| Cash and cash equivalents at end of year | 3,021 | 4,762 |

Executive Leadership Team

rōpū kaiārahi whakahaere



Dr Karleen Edwards
Chief Executive Officer



Andrew Tripe
GM HR Planning & Innovation



Daniel Snell
Finance Manager



David Bradley
GM Community Mental Health
& Addictions



Fiona Parrant
GM Disability Services



Penny Odell
Executive Officer



Dave Robinson
Chief Executive Officer
Until 25-06-2021



Claire Pedley
GM Planning & Innovation
Until 03-09-2021



Toni Magi
Chief People Officer
Until 15-10-2021

ORGANISATION DIRECTORY | papatohu

Patron

Professor Emeritus Nan J. Kinross (30 October 1926 to 17 May 2021)

Chairperson

Heather Allan

Deputy Chairperson

John Fowke

Treasurer

Sheena Mason

Trustees

David Ayling
David Barrett
Julie Nitschke
Peter Rea
Trieste Te Awe Awe

Kaumatua

Wiremu Te Awe Awe

Chief Executive

David Robinson

Board Secretary

Penny Odell

Auditors

CKS Audit, Palmerston North

Bankers

ANZ Banking Group (New Zealand) Limited, Palmerston North

Lawyers

Fitzherbert Rowe Lawyers, Palmerston North

Address for Communications

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Postal: PO Box 157, Palmerston North
Phone: (06) 355 7200
Fax: (06) 355 7201
Email: enquire@mashtrust.org.nz
Website: www.mashtrust.org.nz

CONTACT DETAILS

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Email: enquire@mashttrust.org.nz
Website: www.mashttrust.org.nz

REGISTERED OFFICE

180 Cuba Street
PO Box 157
Palmerston North

MASH
TRUST

