SAMS EVALUATION REPORT FOR THE INTEGRATED AND COMMUNITY DEVELOPMENT CONTRACT HELD BY COROMANDEL INDEPENDENT LIVING TRUST (CILT), 45 TIKI ROAD, COROMANDEL TOWN

REPORT STATUS: FINAL

DATE OF VISIT: 3-6 July 2007

TEAM MEMBERS: Janet Maessen and Angus Capie

TEAM LEADER: Mark Benjamin and Trish Hunter

FINAL REPORT AGREED ON: 03.09.07

SAMS CONTACT: Mark Benjamin

Standards & Monitoring Services

• evaluation and development of services for people with disabilities

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Overview of Methodology for SAMS Evaluations

The SAMS Multi-Perspective Approach (MPA) primarily uses qualitative methods and a partnership model. The methodology is consistent with principles of consumer focus, partnership, inclusion and equity. The SAMS MPA enables both a process and outcome focus allowing the evaluation team to equitably represent the different views of defined groups, and compare the outcomes for the differing groups. Evaluations are conducted by teams and normally each team includes at least one consumer or family member as a full team member. Team Leaders and Team Members receive comprehensive training and are accredited by SAMS for a defined period. Information is gathered through observation, individual and group interviews and review of protocols and procedures. Before departing a service initial feedback is presented to those involved in the evaluation process. A draft report is prepared on the basis of evaluation team consensus and circulated. This draft is then negotiated with the provider to determine a final document, including recommendations for development, which is then returned to the service and the funder (i.e. Ministry of Social Development).

This evaluation tool was developed using the following principles as a foundation:

- **Informed choice is the basis for all healthy interactions**
- **Focus is placed on an individual's abilities and aspirations**
- **Partnership enables ethical and effective development**
- **Service development is a constant process e.g. plan – act – evaluate – innovate**

The Evaluation Team would like to thank whanau, staff and management for the contributions each one has made toward this evaluation.

Groups of People Spoken to During Evaluation:

During the visit the SAMS Evaluation Team met with the Manager, four Co-ordinators, the financial controller, two staff and one relief staff.

Integrated Contract
The SAMS Team also met with three family members, five other allied agencies and professionals. We spoke with approximately fourteen (14) service users. One service user and one allied professional was spoken to by phone.

Community Development Scheme:
Community Development Co-ordinator, Chairperson of the local Business Association, two local Councillors (one being the local Police Officer), the Manager from Wahine Ora and an After-School Activity Programme Co-ordinator from Manaia.

Kiwi Can Project:
Principals of Coromandel and Colville Schools and two Leaders of the Kiwi Can project.

Community Transport Services:
Transport Co-ordinator from CILT and the Chair of the Coromandel Community Services Trust, which owns a mobility van that is used by CILT, a mobility van driver (a volunteer) and several service users.

Well Housed Coromandel - Community Housing Project:
Housing Co-ordinator from CILT, a senior staff person from Housing New Zealand, and a senior staff person from the New Zealand Housing Foundation, a waiting list person, a Community Board member, and a resident of 505 Kapanga Road, Coromandel.

Computer Recycling Programme:
Computer Recycling Co-ordinator from CILT and one recipient of a computer

Documentation and Records Reviewed:

See Appendix 1 for a list of documentation and records reviewed.

Service Descriptions

Integrated Contract

The "Integrated Contract" is managed by a Contract Manager, Vocational Services, Work and Income - Ministry of Social Development and comprises of the following services:

- **Heartlands and the Resource Centre** i.e. Information provision, advocacy and education (promotion of family wellbeing – abuse prevention focus). Funded by Family and Community Services, Child, Youth and Family Service and the SPAN Charitable Trust
- **Coro on Track** i.e. Community Services (Job Creation and Support into Training). Funded by Enterprising Communities (Ministry of Social Development)
- **Artists in the Making and The Work Co-op** i.e. Vocational Services. Funded by Work and Income – Ministry of Social Development.

Other Contracts

- **Community Development Scheme:**

The Department of Internal Affairs contracted with CILT in August 2006 to undertake a Community Development scheme in the Coromandel Area. The three long term outcomes are described as:

- More people will relate to each other positively, due to greater self-esteem and a sense of belonging.
- Community facilities will be developed that are innovative, offer more choice and are sustainable.
- More people in the community will be able to participate, becoming more independent and increasingly self-reliant.

These long-term outcomes are supported with a number of short term goals to be achieved in order to meet the expected outcomes of the scheme. The objective of this scheme is to provide a coordination point for the implementation of projects as outlined in the local Coromandel Community Plan developed by the Coromandel/Colville Community Board and the Thames Coromandel District Council.

CILT have employed a Community Development Co-ordinator for 35 hours a week to undertake this work. Her main role is one of co-ordination and developing good networks with services and organisations in the Coromandel Region.

- **Kiwi Can Project:**

CILT is an approved provider of Kiwi Can, developed by the Foundation for Youth Development, in the Coromandel area. The programme is run in partnership with Colville school –a small country school about 30kms from Coromandel township and with the local Coromandel Area School.

Kiwi Can is described as a “life skills and values programme for 5-12 year olds” The idea is that every child in the school will take part in the programme once a week, and that Kiwi Can leaders will work in conjunction with the schools to “broaden and enhance the learning experience provided by the school system”

- **Community Transport Services:**

The Trust has a contract with the Waikato DHB to provide “community transport services” for people who have difficulty in accessing hospital services, as they may be unable to drive and have no access to public or private transport services.

The Contract states that three of the objectives of the service are:

- To make sure people can turn up for their hospital services
- To facilitate early discharge
- To enable people needing frequent health intervention to remain in their own home.

- **Well Housed Coromandel - Community Housing Project:**

The Trust applied to the Housing Innovation Fund of Housing New Zealand for assistance to undertake an exercise in capacity building, and also received a grant to investigate housing needs in the Upper Coromandel peninsula. The project’s aim is to provide quality affordable housing in the Upper Coromandel Peninsula, starting in Coromandel Town.

- **Computer Recycling Programme:**

The programme has two main functions:

- To recycle computers and minimize damage to the environment by reducing the unnecessary dumping of redundant computers at landfills.

- To make the recycled computers available to people in the community who may have limited resources and could benefit from having access to computers and the Internet.

OVERVIEW

Coromandel Independent Living Trust (CILT) operates in the northern Coromandel district with the majority of services being operated from the Coromandel township (Artists in the Making operates in Whitianga). This is a rural area with many service users living in relative isolation.

The SAMS Evaluation Team found that the services were diverse, flexible, and responsive to individual/community need and aspiration while retaining distinct boundaries and accountability processes. The overwhelming feedback from service users and staff from allied agencies was that CILT has integrity, delivers what they say they will and provides a valuable service. Several of the individuals we spoke with stated that the services provided by CILT are what enables them to stay in the Coromandel.

Staff in all of the services, included in the Integrated Contract, have a holistic view, are very well networked in the local community and have a good working understanding of the "facilitator" role. More than one person interviewed indicated that staff "support me/us to achieve what we want to do". Several of the people, external to the agency, commented on the apparent value of having a variety of services operated by the same organisation e.g. consistency, ease of information sharing and cohesion.

Note

The main body of this report is general to services included in the "Integrated Contract" (i.e. organisational comment) and the attached Appendices contain comment specific to each individual service.

PROVIDER STANDARDS

Standard 1: Organisational Structure/Legal Status

The service provider has a verifiable and legitimate structure in place that is current in its operating status.

Comment

Coromandel Independent Living Trust (CILT) has a Certificate of Incorporation dated 24 February 1995.

The Trust Deed, and other written materials, emphasise the importance of CILT electing, appointing and employing suitable individuals to undertake the work of the Trust. We note that there is representation from the three local Maori communities in either governance or key staff roles and we consider this to be a strength of the organisation.

Standard 2: Financial and Information Systems

Management information systems are in place, including satisfactory internal financial controls that enable the organisation to report to a level that is commensurate with the complexity and turnover of the operation, and that clearly shows how the Department's money is spent annually.

Comment

The SAMS Evaluation Team sighted the recent report from the organisation's financial auditors (Accounting for Success Ltd) dated 16 May 2006. In this document the auditor stated that "…management and control procedures are adequate…". Each project operates a separate bank account to provide greater opportunity for clarity.

Standard 3: Human Resource Practices

Staff recruitment policies and procedures are in place that reflect fair and equitable employment practices, and meet all mandatory requirements in relation to the hiring, employment and termination of all employees.

Comment

Job Descriptions and procedures describing employment practices were sighted and these are consistent with appropriate practice in managing employment relations.

Standard 4: Governance Issues

Management structures are in place which ensure the service is able to function and operate effectively, that make clear the lines of accountability in relation to Governance issues (Board/management accountability), staffing issues, and the relationship the provider has with its clients.

Comment
There are clear statements related to both governance and management and the organisation has taken steps to ensure that potential conflicts of interest are disclosed.

Standard 5: Capability to Report
The organisation must have the capacity to report in oral and written formats and have developed internal standards for reporting at various levels on a regular basis, including establishing internal guidelines on timeliness that at least meet mandatory requirements eg. for Board reporting, grievance and complaints procedures etc.

Comment
We sighted several reports that indicated satisfactory processes are in place to determine that various contracts are being fulfilled. There are clear processes relating to complaints and there are several internal guidelines offering a frame of reference for staff and management.

GENERAL REPORT – INTEGRATED CONTRACT

SECTION A: SERVICE DELIVERY

1. Respect

1.1 Service practices acknowledge and respect service users' preferences, abilities and interests. Interviews with staff, in combination with our observations, strongly indicate that the services (i.e. Work Co-op, Heartlands, Coro on Track and Artists in the Making and the Resource Centre) operate by identifying strengths and individual aspiration(s) then supporting people to achieve their goals. As a result of this approach, services are flexible and diverse.

The service user is assisted to maintain and strengthen family ties and family/whanau are provided with information and, in many instances, are encouraged to have informal contact with the service. The environment created by this can be described as "inclusive" and "welcoming".

Individuals are assisted to be valued members of the community in a variety of ways:

- The "Heartlands" service enables people to have easy access to information and personnel from Government agencies
- The "Work Co-op" provides a base for individuals to learn skills, interact with others and a supportive environment from which to access other community activities
- "Artists in the Making" creates an environment where people can develop interpersonal skills, set and achieve personal goals, develop confidence and explore further education and/or employment
- "Coro on Track" provides individuals with the opportunity to engage in a variety of employment opportunities– gaining additional work skills and income.
- The "Resource Centre" enables individuals and groups to access information and provides a liaison and referral service.

Recommendations: Nil

2. Individualised Approach

2.1 and 2.2 The services required to have implemented a personal planning base to their service (i.e. Work Co-op and Artists in the Making) have a process that contain all of the expected components on an effective process i.e.

- Based on individual aspiration
- Support/resource made available to assist individuals to achieve their goals
- Opportunity for family/whanau involvement
- Specify and record aims, person responsible, timeframes
- Are monitored to ensure challenges are identified, adaptations are made and achievements noted

While these key elements are in place we suggest that the existing personal planning process can be further developed within CILT.

While the SAMS Team saw evidence that aspirations were identified, and support was provided that assisted individuals to achieve their aims, there could be further work done to identify the specific steps taken in order for the individual to reach their aims. Clearly this happens in practice, but going through this process with the service user may assist them to develop the skills of task analysis and goal setting while enabling them to monitor their own progress. We appreciate the clear and concise framework currently used for personal planning and would not anticipate that expanding this step of the process would require much additional "paper work". The intent of expanding this step is to provide service users with the opportunity to develop additional skills in a very practical and tangible way.

Recommendation:

1. The services explore ways to expand the written material associated with Personal Planning to include a more detailed description of the steps (goals) that are undertaken to support individuals to achieve their aspirations.

3. Culturally Appropriate

3.1 The services are sensitive to people from a variety of different ethnic and cultural groups. Considering the service primarily operates from meeting individual needs, cultural considerations are a natural component of this.

We note that there was an inclusive approach in the services and staff are enthusiastic about identifying personal preferences, responding to individuals in an empowering manner and tailoring support to meet the circumstances of each person accessing the service.

The SAMS Evaluation Team notes that Maori and Pakeha members of the local community, who are not directly receiving services, also consider the services to be culturally aware and inclusive. This was evidenced, to the Evaluation Team, through both comment and observing a range of local community members interacting with service staff. Some individuals, external to the service, indicated that CILT was possibly a "model" of what bi-culturalism looks like in practice.

3.2 The service operates a number of strategies that ensure the place of Te Tiriti o Waitangi is secured within the philosophy, operating principles and day-to-day practices of CILT. The organisation is able to offer both a generic or tikanga Maori orientated approach and this demonstrates the commitment the organisation has to reflecting the local community, the skills of individual staff and the integrity and networks created by CILT the upper Coromandel Peninsula.

The values widely promoted by the services include:

- Kaitiakitanga (respect for environment)
- Whakawhanaungatanga (valuing community)
- Manaakitanga (respect for all people)
- Valuing and respecting diversity

There is support for Maori representation in all aspects and levels of the organisation, and there appears to be productive relationships with local Iwi and the service ensures all staff have an awareness of cultural issues.

Recommendations: Nil

4. Strengths Based

4.1 The services users we spoke with, experience the service to be:

- welcoming,
- responsive,
- clear about boundaries,
- having integrity (i.e. do what they say),
- adaptable,
- consultative,
- inclusive

Service users have access to communication in a form and manner that enables understanding and family/whanau are able to obtain information that explains service options.

Promotional material is available and we support moves to further increase the profile of CILT in the community. Materials viewed by the SAMS Team explain the values, practices and key objectives of the services.

The entry process to services varies, depending on the service, but in all instances the procedures appear flexible and appropriate for the service type.

4.2 Staff in all of the services, funded by the Integrated Contract, work according the principles associated with a partnership approach, demonstrate an optimistic expectation, employ the least restrictive service options and a culture of empowerment is evident in the service's operation.

Recommendations: Nil

5. Safe and Valued Environment

5.1 Service users have access to information about their rights and responsibilities and there are procedures that protect individual's privacy and confidentiality of personal information.

5.2 Risk management procedures are documented, service users are supported to be safe and, to our knowledge, staff use only positive motivational strategies.

We understand that the services are not involved with any individual's use of medication.

5.3 All of the environments associated with the Work Co-op, Artists in the Making, Heartlands, Resource Centre, and Coro on Track are appropriate for their purpose and function.

Buildings are located in suitable areas and are generally in keeping with other buildings in the area.

Recommendations: Nil

SECTION B: SERVICE STRUCTURE AND MANAGEMENT

6. Leadership

6.1 There are documents that clearly articulate the organisation's philosophy and service users are actively encouraged to participate in service delivery, management and service development. Family/whanau also have a number of ways, formal and informal, to have input into service delivery.

Programmes are developed on the basis of identified need and the individual aspirations of service users are a determining factor in the day to day support provided.

The concept of on-going support, as required, is evident with services being characterised by users and family/whanau as being flexible.

Recommendations: Nil

7. Effectiveness

7.1 There are sufficient appropriate staff. Staff come from a variety of backgrounds, are culturally diverse, are well networked into the local communities and demonstrate an optimistic expectation in working with service users.

There was one instance where we learned that a project received external feedback suggesting how to improve what they were doing. We were pleased to discover that changes were subsequently implemented, as a result of the feedback, and believe that having a willingness to be constructively responsive to feedback is a strength.

We were pleased to note that there are relief staff available who have been orientated to the service.

We understand that service users are involved with staff selection but were unclear how service users participated in staff performance reviews. (This comment is relevant to Artists in the Making and The Work Co-op. In these cases, users do not participate directly in staff performance reviews. However, they do feed back to staff from their consumer-only meetings. Because the service operates in a small community the Manager receives feedback informally from consumers and their whanau. The service acknowledges that this could be formalised).

Clear Job Descriptions are in place and the organisation has been effective in retaining staff. The services enable staff to attend a variety of training opportunities and the organisation has been proactive in identifying and attempting to meet training needs.

7.2 Clear communication channels are evident within the services and organisation. Lines of authority/accountability are clear to staff, service users, and family/whanau and to the majority of the people we spoke with external to CILT. Records are kept of individuals' activities and the SAMS Team was able to note progress made by service users. It was particularly impressive to note how individuals had achieved their aspirations, as were stated in their personal plans.

In each service staff are involved in regular meetings. These meetings are used for information sharing, support and planning. Staff also have access to regular supervision.

7.3 There is a clear procedure for handling complaints and there is a statement specifying that the service did not condone any aversive therapies or practices.

We viewed processes that outline responses for crisis and emergency situations and service users are encouraged to access advocacy service (if and when they are able to be accessed locally).

7.4 Regular contact is kept with organisations and businesses that provide (or potentially provide) work or other community opportunities. The organisation attempts to ensure that any workplace or external agency they are involved with recognises and respects the dignity of service users.

The SAMS Evaluation Team noted that there were one or two comments made by individuals external to the agency that suggested that they were unaware of the scope and boundaries (e.g. funding) that CILT operated within. This resulted in people having unrealistic expectations of what could be achieved with limited resource. We support the service's intention to continue to raise public awareness and believe this is a way for people to have clarity about what CILT can offer – bearing in mind the resource limitations.

Recommendation:

2. The services further enable the local community to understand the scope (and limits) of the services being offered by CILT through written material and other forums e.g. open days.

8. Development

8.1 All the evidence made available demonstrates that services seek to be viable, there are processes in place to create clear paths of accountability and innovation is a strength of the organisation. Service users have input into the service – including review processes.

Staff and management have developed extensive networks with other local, regional and national agencies and professional/sector bodies. We commend the services for the way that, despite their relative isolation, they have ensured active participation with a wide network within the social and human services.

8.2 The SAMS Evaluation Team sighted a “Quality Management Checklist” that enables the service to monitor and address quality issues.

Recommendations: Nil

9. Accountability

9.1 The organisation, and services, constructively participated in this external evaluation by viewing it as a developmental process and by making all information and individuals available.

Current audited accounts for the organisation are available.

Recommendations: Nil

GENERAL REPORT – Community Development Scheme

1. Respect & Individualised Approach

The Evaluation Team met and spoke with a wide range of community leaders in Coromandel, Colville and Manaia. They all spoke highly of the organisational skills of the Co-ordinator and the efforts of CILT for the service they are providing for the area. It was pleasing to hear that some community projects, like the Samuel James Reserve Building Development, have been started. The local Business Association is taking an active part in this project along with the Community Development Co-ordinator. We were given several examples of networking which is taking place with local community groups. The Community Development Co-ordinator has good relationships with the four main areas – Coromandel Town, Manaia, Harataunga (Kennedy Bay) and Colville and is involved in assisting groups with funding applications, information and networking as well as taking an active part where need be.

2. Culturally Appropriate

The Trust has a clear policy of supporting the whole community in ways that are culturally appropriate. Developing good links with local Kaumatua and Kuia and Iwi is a stated goal. Ensuring that Kaumatua and Kuia are consulted on common issues around education and local government, networking with Te Puni Kokiri and Hauraki Maori Trust Board and providing information, opportunities and encouragement to Maori communities are actively being undertaken in accordance with the contract with the Department.

3. Strengths Based/Safe and Valued Environment

From the information we received it appears that the Community Development Co-ordinator has very good 'people skills' and is respected by her community. She has strong personal and professional networks which she is able to utilise in her work. The Trust has good processes around safe workplace practices and personal safety. The contributions of all people involved in any project are acknowledged and valued.

4. Service Structure and Management

The Community Development Scheme is co-ordinated by a staff person based in the central business area. She is responsible to the Coromandel Independent Living Trust Manager on a day-to-day basis. Most of her work is carried out in the communities being served. Some of the areas she is involved with are:

- Kiwi Can Programme co-ordination and administration support and reporting
- Samuel James Reserve building developments
- Colville School
- Colville Community Centre development (separate school from centre development)

- Coromandel Area School
- Manaia After School programme funding assistance
- Adult education in conjunction with Wahine Ora
- Networking with Hauraki Maori Trust Board and Iwi, Kaumatua/Kuia

5. Effectiveness

People from the local communities told us they recognised that the work being undertaken by CILT would not produce huge changes overnight; however they were very positive of the long term outcome for the community. They felt there were signs of change due to the impact of programmes like Kiwi Can. CILT has a high profile in the community and over time has gained the respect and trust of the people in Coromandel. All the people we talked with were positive about the potential for the service to bring about change in the community.

6. Development

CILT is committed to taking an active part in the community and to respond to the requests and needs of the individuals living in Coromandel and its outlying communities. The Evaluation Team encourages CILT to promote this service to the community and to include information such as the hours the Community Development Co-ordinator is available and the services offered.

7. Accountability

The Department of Internal Affairs has a reporting schedule and it is the responsibility of the Community Development Co-ordinator to ensure that all reports are provided in a timely manner. The Trust's audited annual accounts give details of the Trust's overall performance.

GENERAL REPORT – Community Transport Services

1. Respect & Individualised Approach

All service users spoke highly of the service and gave several examples of how the Trust not only met its contractual transport obligations, but also how staff and volunteers went the extra mile. It was good to hear how effectively the Trust organised the volunteer drivers who take people to hospital appointments in both Thames and Hamilton.

2. Culturally Appropriate

The Trust has a clear policy of supporting both Maori and other clients in ways that are culturally appropriate. Maori staff play a key role in a number of the services and a very strong sense of community/whanau pervades the work of the Trust.

3. Strengths Based/Safe and Valued Environment

The Trust not only organises drivers and transport but goes to some lengths to try and match drivers and passengers, to ensure they are compatible Drivers are subject to police checks to ensure safety of passengers.

4. Service Structure and Management

The service is co-ordinated by a staff person based at Tiki House and everyone spoke highly of her work. With the expansion of the Trust's general activities, it seemed to the Evaluation Team that her workload had increased quite considerably, and we recommend that this workload be reviewed regularly to ensure smooth running of the service.

There were good systems in place to check that hospital visits and appointments had been met. Drivers get written confirmation from hospital staff that the patient has been taken to the right place at the right time, and this form is stored by the Trust.

Although the Mobility van service is not part of the Waikato DHB contract, it is run as part of the overall transport support programme.

5. Effectiveness

Several people told us that the provision of the weekly transport into Thames enabled them to stay in Coromandel when they would otherwise have been forced to leave. People spoke highly of the willingness of the volunteer drivers to be as flexible as possible.

The Transport contract is a small one in terms of total costs, but it is of huge value to the older and often infirm people who have access to it. The service is seen by many as an integral part of Coromandel moving forward.

6. Development

The service seems to be meeting current demands, but a detailed review of its activities could show how cost effective it is if all the variables were examined. It seemed to us to not only contribute to the well being of service users but to contribute to the wider well being of Coromandel.

7. Accountability

The contract does not stipulate how many passengers it expects the Trust to support, but the Trust observes in its Annual Report (year ending December 2006) that volunteer drivers covered 26,644 kilometres as part of the scheme.

Reporting schedules for the contract are built in the contract and the Trust's audited annual accounts give details of the Trust's overall performance.

GENERAL REPORT – Well Housed Coromandel – Community Housing

Another of the Trust's activities has been the development of some Social Housing in Coromandel. We were told that there are only two Housing Corporation homes in Coromandel and that with the huge increases in the price of private property there had been a rise in the need for affordable housing.

The Trust applied to the Housing Innovation Fund of Housing New Zealand for assistance to undertake an exercise in capacity building, and also received a grant to investigate housing needs in the Upper Coromandel peninsula.

They enlisted the assistance of the New Zealand Housing Foundation, and were involved in the establishment of the Hauraki Housing Forum. As a result of their Long Term Community Consultation process, and with the support of Housing New Zealand's Housing Innovation fund, it has been agreed that as a first step in expanding social/pensioner housing the Trust will take over responsibility for the Pensioner flats in Coromandel. The trust is looking at upgrading them and will immediately start on plans to build a further seven units at the rear of the property.

We were told that progress on the housing front had been slow because of a range of complications beyond the control of the Trust. Representatives from the NZ Housing Foundation (which has advised the Trust on their Housing policies) and Housing New Zealand supported the actions of the Trust. We were told that the Trust had made the only successful application to the Innovation Fund this year in the Greater Waikato area.

Although progress has been slow, all parties supported the work the Trust is doing in this area.

GENERAL REPORT – Computer Recycling Programme

This small programme is based at the Wharf Road office of the Trust. Initially the staffing hours were three hours a week, but this has recently been increased to seven hours a week.

The programme has two main functions:

1. To recycle computers and minimize damage to the environment by reducing the unnecessary dumping of redundant computers at landfills.
2. To make the recycled computers available to people in the community who may have limited resources and could benefit from having access to computers and the Internet.

The programme is obviously a small scale activity. We visited one of the recipients of a recycled computer at her home. She was fulsome in her praise of the service as she not only had been given access to a computer, but she had been given tuition in its use and ongoing support. She advised us that she had two friends who were equally delighted with the service, the way it was provided, and the ongoing support. They all reported that nothing seemed to be too much trouble for the Trust.

GENERAL REPORT – Kiwi Can Project

The Foundation for Youth Development – a national organisation licenses approved agencies to run a number of programmes that the Foundation has developed to assist young New Zealanders. Programmes include Project K – an Out ward Bound type of challenging course for Youth at risk, and Kiwi Can and Stars –programmes for junior and senior students at school. Kiwi Can is described as a "life skills and values programme for 5-12 year olds" The idea is that every child in the school will take part in the programme once a week, and that Kiwi Can leaders will work in conjunction with the schools to "broaden and enhance the learning experience provided by the school system".

CILT is an approved provider of Kiwi Can in the Coromandel area, and runs the programme in partnership with Colville school – a small country school about 30kms from Coromandel Township, and it is also running with Coromandel Area School.

We spoke with two Kiwi Can leaders and the Principals of Colville School and Coromandel Area school. We also looked at the Licensing documentation and requirements of the Foundation.

All parties we spoke to felt that the programme had real promise, although they were careful to emphasise that this was a community building programme, and it would be several years before the real benefits were seen. They note that to maintain funding and the licensing they had regular reporting obligations and that in the past coping with this paper work had sometimes been a struggle. They were grateful to the CILT for the administrative support that the programme is now getting through the Community Development Co-ordinator.

The enthusiasm of the parties involved was refreshing.

SUMMARY OF RECOMMENDATIONS

1. The services explore ways to expand the written material associated with Personal Planning to include a more detailed description of the steps (goals) that are undertaken to support individuals to achieve their aspirations.

Indicator 2.1, SAMS Report 3 July 2007

Performance Measure

Personal Plans include a record of the steps (goals) services users will be supported to take in order to achieve their aspirations. By January 2008.

2. The services further enable the local community to understand the scope (and limits) of the services being offered by CILT through written material and other forums e.g. open days.

Indicator 7.4, SAMS Report 3 July 2007

Performance Measure

A strategy for increasing public awareness of the services operations is agreed and implemented. By November 2007.

APPENDIX ONE
Documents sighted during the evaluation:

- Job Descriptions
- Audited Accounts
- Service Brochures
- Personal Plans
- Key Operating Policies and Procedures manual
- Certificate of Incorporation
- Service data collection forms

APPENDIX TWO

Individual Service Description and Comments – Integrated contract

Service Name: The Work Co-op
Address: 316 Warf Road, Coromandel

Number of People Using the Service with a personal development plan - 10

Primary Aim

A five-day a week vocational and support services programme.

Funded by: Ministry of Social Development

Findings and Suggestions

1. Respect

The SAMS Team spoke with approximately eight service users and three family/whanau members and the consensus opinion of these individuals was that the service provides a place of belonging, actively supports individuals to expand their social networks and has been a significant contributor to individuals gaining confidence, expanding their skills and, on occasions, obtaining part time employment. Individual preferences and personal aspirations guide personal support while there is a strong sense of collective or "whanau".

For some of the individuals, who use the service, the Work Co-op is considered the "hub of the community" , a "welcoming place", a place to develop skills and a safe place from which to expand community connections.

2. Individualised Approach

We sighted ten personal plans and they contained a number of aspirations e.g. "work with the elderly" – achieved or "find a part time job" (recorded 5 October 2006 and accomplished by 15 April 2007.

We were pleased to note that there was evidence in several of the "plans" of individuals having made significant progress in increasing their Quality of Life.

As mentioned in the general report there is no doubt, listening to the stories of service users, that people are supported to take tangible steps to achieve their aspirations. We believe that the personal planning process can be further developed to identify and record the actual steps taken in order for the individual to do this. Expanding this component of the personal planning process would be intended as a way for service users to become more aware of the process of breaking things down into achievable steps but also enable individuals to measure their progress.

3. Culturally Appropriate

At the time of our visit it was evident that the service had created an environment that was welcoming and there were a number of individuals, from the wider community, who called in. We also understand that the service has been active in supporting a number of local Kaumatua and Kuia, in practical ways (e.g. a minivan is used for drop offs and pick ups for clients and Kaumatua/Kuia from outlying areas), and that this has contributed to the "Work Co-op" being respected as an important aspect of the cultural fabric of Coromandel.

4. Strengths Based

A diverse group of individuals access this service and individuals feel accepted and valued. This has enabled the service to assist people to identify their strengths and build on them. More than one service user described how they previously felt quite isolated but that their involvement with the service had been the single biggest contributor to them feeling involved in the community and connected with others.

It was described to the Evaluation Team that service provided "whatever a person needs" in order to feel more confident and develop their work skills.

5. Safe and Valued Environment

The service was described by service users as "homely" and "comfortable". The service is located in an older house within easy walking distance to the main Coromandel shopping/business centre.

We note that the organisation has challenges in finding appropriate premises and that the definition of "appropriate" environments is, by nature, subjective. While the physical building is clearly older and may require on-going attention it is typical of other buildings in the immediate vicinity and is seen as "comfortable" to the group of people using the service.

6. Service Structure and Management

The service is co-coordinated by an individual who has considerable experience in working with others and there are a number of individuals who have part-time staff roles that are linked to their areas of skill and experience.

We note that comments were made which indicate, despite the challenges provided by some of the individuals who use the service; the staff have a very proactive and constructive approach to working with potential conflict. There is on-going liaison with staff from other local agencies.

Service users are involved in the day-to-day operation of the service and contributing to decisions around service development and staffing e.g. selecting staff.

7. Effectiveness

See 2.

8. Development

The service seeks to explore new opportunities to provide a range of experiences to service users and has an organic approach to developing and maintaining “quality” i.e. finding out on a regular (daily) basis what is working for individuals and what needs to be adapted.

9. Accountability

There is a constant link with other services within CILT, and in the wider community, and organisation-wide meetings occur on a regular basis.

APPENDIX THREE

Individual Service Description and Comments – Integrated contract

Service Name: Coro on Track
Address: 41 Wharf Road, Coromandel

Number of People Using the Service: 9 (currently involved with employment and/or training)

Primary Aim

Assisting individuals into paid employment through job creation, supporting the creation of community owned business and supporting individuals into training places.

Funded by: Enterprising Communities

Findings and Suggestions

1. Respect

The primary object of this service is to create sustainable local employment for individuals living in the upper Coromandel Peninsular. This is currently achieved through assisting people to attend training that is directly related to likely work opportunities and by obtaining time limited contracts with Environment Waikato to do track development, maintenance and planting projects.

The comments that indicated the success of this project for service users were " they make it happen for us", " CILT assists the community to develop" and they "operate in the style of the community". These comments were primarily in reference to the consultative, constructive and flexible way that the projects are managed. The general feedback was that individuals felt included and valued. In one instance, feedback was obtained that indicated that Coro on Track was highly valued but that it was believed that it could be further developed by:

A) Ensuring that there was clarity regarding expectations at the beginning of a project by "walking over" the terrain when explaining the tasks,
B) Ensuring that any tools required for the project/purchased were of a suitably high quality.

***Note from Provider**: the above comment was obtained from an individual who has moved from one of our other programmes and requires additional support.*

2. Individualised Approach

The SAMS Evaluation Team was pleased to learn that there is an emphasis placed on matching potential people with an experience of what the work would entail. This quickly enabled people to discover if they were suited to this work, make an informed decision and develop an understanding of the required work ethic/skills. In this way, the service operates a personalised and flexible approach.

3. Culturally Appropriate

As part of the wider CILT organisation, Coro on Track has established good links with a variety of local organisations that represent the cultural and economic make-up of the region. See General Report.

4. Strengths Based

Coro on Track identifies possible contract work opportunities and the training that is required for individuals to successfully participate in this work. We were pleased to learn that currently, five individuals are being supported to complete training that will directly enhance their ability to undertake likely (or existing) contracts to a higher standard. This strengths based approach is tangibly building capacity, within the service user group, while also providing actual employment opportunities. Note: We understand that all casual employees are paid at least the minimum wage plus applicable weightings to cover holiday pay etc.

5. Safe and Valued Environment

The work base is in a new, modern building that is centrally located and is suited to its function. Future growth may necessitate larger premises (including storage areas.) As mentioned, assisting individuals to up-skill and purchasing appropriate equipment will contribute to on-going safe and effective practice.

6. Service Structure and Management

Operating within the structure of the wider CILT organisation enables staff and service users to access resources and networks beyond what would be possible as a stand-alone operation. As well as proving a framework for accountability and support, there is already established connections that ensure easy referral, communication and adaptability.

We also note that Coro on Track is perceived locally, by some, as also providing a focal point for other “interest groups” (particularly in relation to environmental issues) and this assists with community profile and network building. The SAMS Team notes that operating in a small community as a contractor, while also being a social service, offers the additional challenge highlighted by one person external to the service who suggested there was a risk in “trying to please all of the people all of the time”.

7. Effectiveness

Coro on Track was described as operating with open and direct communication and we were pleased to learn that Coro on Track has been noted as responding quickly and constructively to feedback received.

8. Development

The service has a commitment to being innovative and viable. It was recognised that the on-going success of the project was directly related to the service's ability to form and maintain good relationships with existing and potential contractors and ensuring any work undertaken is completed to a high standard. This is a challenge considering that many of the service users are new to the type of work being undertaken, may have interrupted work histories and the service is not yet at a point where it is able to offer permanent employment.

It was concerning to learn that the service (and service users) were reported to have had contact with representatives from Work and Income New Zealand who indicated that people should "get a full time job". Considering the relative isolation of the community, limited local employment options and the "training" function provided by Coro on Track, we suggest that the service continues to educate Work and Income New Zealand staff with regard to the clear benefits of the service to individuals and the local community.

9. Accountability

As Coro on Track operates within the CILT organisation there are clear and established processes for establishing financial and management accountability.

APPENDIX FOUR

Individual Service Description and Comments – Integrated Contract

Service Name: The Resource Centre
Address: 45 Tiki Street, Coromandel

Number of People Using the Service: Currently an average of 28 enquiries per day (excluding letters and emails).

Primary Aim

To provide information, advice and advocacy as well as to promote family wellbeing (abuse prevention focus) while also providing co-ordination and a premise to operate the “Heartlands” programme.

Funded by: Family and Community Services, Child Youth and Family Service and SPAN Charitable Trust.

Findings and Suggestions

1. Respect

The Resource Centre is seen by some of the individuals, interviewed during the SAMS Evaluation, as the single reason that has enabled them to continue to live in the Coromandel area. The approach taken by the Resource Centre, with the variety of projects that are co-ordinated from there, is to find out what individuals need or want and then to ensure that they are either supported directly by the Resource Centre or referred to the most appropriate local service.

Having a range of interrelated services co-ordinated from the same point of contact ensures that individuals can receive immediate assistance without needing to “tell their story” to a range of different agencies. The service is widely described as flexible, responsive, practical and “genuinely interested” in people’s wellbeing. Service users report that they feel welcomed, valued and respected.

Timely outcomes can be achieved for individuals as the Resource Centre has developed relationships with regional Government and non-Government organisations as well as local individuals and organisations.

The individuals we spoke with, associated with the service, describe the service as being inclusive and respectful of service user rights and culture. This was demonstrated in the examples the SAMS Team learned where care was taken to ensure the right information, support and/or service was matched to the aspirations and preferences of service users.

2. Individualised Approach

While the Resource Centre operates several programmes, individual request, need or aspiration is the basis for all responses or projects. This is self-evident when relating to requests for information but also applies with the following programmes:

- Parenting Programme (facilitate in partnership with Te Ahi Kaa)
- The Heartlands Service
- Transport (and other separately funded ventures)

The individuals we spoke with, who have accessed the Resource Centre, describe the service as being personal, practical, focussed on building independence and interdependence, accessible and open to negotiate the most suitable approach to a variety of situations.

3. Culturally Appropriate

Services operated from the Resource Centre do so within the context of a service that is well connected and respected within local Maori and non-Maori networks. As a part of the wider CILT service there is emphasis placed on being actively culturally appropriate.

4. Strengths Based

The intention of the Resource Centre is to enable individuals, and the community, to be informed, educated and to have easier access to a range of Government Services. In this way the service assists individuals, and community groups, to become stronger. We note that there are specific challenges for disadvantaged people, who live in rural areas, and commend the service for bridging some of these gaps in a proactive manner and with a partnership approach to working in the local community.

5. Safe and Valued Environment

The service is located in a premise that is relatively modern and centrally located i.e. Tiki House, 45 Tiki Road, Coromandel. The Heartland Service Centre operates, at least, between 10.00 am – 3.00 pm five days a week with specific times negotiated for people to access representatives from different Government Departments.

Other services, operated from this location, can be accessed when the office is open.

There are policies that document a variety of safety procedures related to the service and premises.

6. Service Structure and Management

The Co-ordinator has developed working relationships with a wide range of individuals and service providers within the Coromandel region. The information we received indicates that staff operate with a high standard of courtesy, integrity and professionalism. As mentioned previously in this report, potential conflicts of interest are identified and appropriate actions taken if this arises. Staff from other agencies, which deal with the Resource Centre, speak highly of the service and the staff who operate it.

There are advantages associated with a number of programmes/projects being operated from the same location, and within the same organisation. One of the potential challenges however, is the demands that operating a "range" of programmes can have on the staff involved. We understand that since Project Co-ordination/Management has been in place within CILT this has assisted in clarifying roles, responsibilities and generally made the challenging task for staff more manageable.

Staff at the Resource Centre, have access to management and financial support through the CILT organisation. We understand that monthly external supervision is also available.

7. Effectiveness

The staff implementing the programmes/services are skilled and experienced, and there are relief staff available. There are clear channels of communication and accountability.

The volumes of individuals accessing the service at the Resource Centre appear high (an average of 28 enquiries per day) and the people we spoke with believe that their needs were well met.

There are clear processes for responding to conflicts.

8. Development

The services being delivered are clearly meeting a community need. We support the initiative to continue to promote the service (open days etc) and also clearly describe, to the community, the scope (hours) that the services are funded to operate.

9. Accountability

Staff associated with the Resource Centre participated constructively in the external evaluation and offered access to all requested information.

As part of CILT, the services have current audited accounts.

Individual Service Description and Comments – Integrated Contract

Service Name: Artists in the Making
Address: 4 Arthur Street, Whitianga

Number of People Using the Service: 12-18 per session

Primary Aim - To support people with disabilities, who want to do art and craft, in a safe and supportive environment.

Funded by: Ministry of Social Development

Findings and Suggestions

1. **Respect**

The Evaluation team observed warm exchanges between staff and people using the service. We heard, from service users, that people are encouraged to be supportive of each other. Each artist's work is respected, cared for and some displayed about the building.

2. **Individualised Approach**

People using the service are able to work on individual projects of their choice, and exposed to alternative options if needing new ideas. The Coordinator moves around the room during a session giving individual attention to each person. Art resources are supplied by the service.

A personal planning process is in place and this specifies individual's goals and records achievements.

3. **Culturally Appropriate**

The service is inclusive of all persons of any cultural background and has policies and practices, which support the practices and preferences of Maori.

4. **Strengths Based**

The Coordinator is affirming of each person and encouraging of their individual work. Individuals are encouraged to build on skills they already have therefore building confidence to try new things. Recognising that some individuals with mental health illness or disability may have fluctuating health is accepted and people are supported to gain and maintain their wellness. Many service users expressed appreciation of this.

5. Safe and Valued Environment

People using the service reported that they value the service highly and for some it is the highlight of their week. People spoken to said they felt safe and comfortable at A.T.M.

The building is suited to the needs of the people who use it. There are no bus routes in Whitianga, but the taxi does deliver, and the Co-ordinator picks people up who need transport.

Fire drills are practiced regularly.

The location of the building in a suburban neighbourhood and the fact that it is homelike without exterior signage was valued. The evaluation team understand that as numbers increased, there was a larger group, which was out growing the space. The service has solved this problem by splitting the group to meet every Wednesday and two Fridays a month to allow for more space for people to work.

6. Service Structure and Management

Artists in the Making supports people with disabilities from its current site 5 days per week and is administered by CILT, Coromandel. A hands on Coordinator manages the day to day running of the programme in Whitianga. The Coordinator receives supervision and support in their role and meets monthly with the wider service.

7. Effectiveness

Attendance at ATM, for the group of people using the service, has been stable, having attended ATM from 1 – 5 years being an indication that it is valued and fulfilling a need in the community.

Some artists have been able to exhibit their work and to sell if they choose. Some have gained part time employment or are working towards establishing income from their own art/craft business.

Although the mix of people is diverse with differing needs the Evaluation Team noticed a friendly atmosphere and cooperation between individuals. We heard that if differences occur the Coordinator is proactive in assisting people to talk about the challenge and find creative solutions.

8. Development

The service listens to and responds to the views of the people using its service. People using the service feel it is important to receive one on one time with the Coordinator and to have space to work and move about freely. We commend the service for responding to the challenge of limited

venue size and finding a solution, therefore enabling groups to be kept to a size more conducive to everyone's comfort level.

Staff have links with community resources for example a local market provides an opportunity for artists' sale of work.

The Evaluation Team noted that collaborative, supportive relationships are maintained with other community groups for example Community Mental Health, Te Korowai and Stepping Out services.

9. Accountability

The service participates in independent evaluation – when available. The service was very welcoming of the Evaluation Team. The people who use the service were aware of the visit and its purpose.

Accounts are audited annually as part of the CILT organisation.