

HIGHBURY WHĀNAU CENTRE

ANNUAL REPORT



2025

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Company Directory

As of 30 June 2025

Nature of business	Community, Whānau and Youth Development Services	
Registered Office	C/- Powell Lyall Solicitors Palmerston North	
Location of Business	Palmerston North	
Incorporation Number	307634 (WHĀNAU SUPPORT GROUP, HIGHBURY, TAKARO, WESTBROOK INCORPORATED) 1893758 (IUVENTUS)	
IRD number	22-467-458 (WHĀNAU SUPPORT GROUP, HIGHBURY, TAKARO, WESTBROOK INCORPORATED) 95-576-192 (IUVENTUS)	
Directors	Wheturangi Walsh-Tapiata Frank Moulton Leland Ruwhiu Leon Tufuga Diana Kawana Kelly Bevan Veronica Tawhai Parekaia Tapiata	
Shareholders	Whānau Support Group Highbury Takaro, Westbrook, Incorporated Ordinary Shares	100
	Total Shares	100
Accountants	BDO Manawatu Limited PO Box 1242 Palmerston North	
Auditors	BDO Manawatū Audit Limited Palmerston North	
Bankers	Kiwibank (WHĀNAU SUPPORT GROUP, HIGHBURY, TAKARO, WESTBROOK INCORPORATED) - Palmerston North Westpac (IUVENTUS) - Palmerston North	
Solicitors	Powell Lyall Solicitors 188 Broadway Avenue Palmerston North	

Chairperson's Report

Ki ngā kānohi tautoko o te Pokapū o Highbury, tēnei tāku mihi ki a koutou kātoa.

Ānei te rīpoata o te Poari o te Highbury Whānau Centre.

The Board would like to acknowledge the ongoing work of our Chief Executive Peter Butler and all the staff that are based in various parts of our community, working diligently with our whānau and our community. The Highbury Whānau Centre has a positive reputation in our wider community, because of the passion and long service of many of our staff.

Ngā mihi ki a koe Pete, otirā ki a koutou kātoa ngā kaimahi.

Pete's report gives you a thorough indication of the activities that have occurred in the organisation for the last year. Hopefully whether you are a whānau member or a funder, you will see yourself in this report, or how it is that you could be connected to the Highbury Whānau Centre or Iuventus. Nau mai haere mai.

The Board comprises of some very busy people and yet they are still really committed to this kaupapa, and with the use of both in person and online options, we are seeing a good level of attendance. This has also meant that each brings valuable skills and experience to the table. One of the longest service Board members is Frank Moulton and even in retirement he still maintains his interest in and continues to give back to this community. Koia kei a koe Frank.

In the last year we have worked to develop our latest Strategic Plan to ensure we are clear about the continuation of the vital services that we provide to our community, but also to consider key relationships with other organisations so that collectively we have localised strength in the work that we do.

In addition, we would like to think that we provide a critical voice where necessary on behalf of our whānau. This means that we need to know what is happening at the grass roots, we must be able to scan the local, regional and national sector and where needed have those critical conversations.

From a small little organisation made up of a lot of volunteers operating out of a garage, I would like to think that we have grown into a strong community organisation, that is a permanent feature on the landscape of the Highbury-Takaro-Westbrook-Palmerston North community.

We wouldn't have been able to do this without the passion and commitment of people committed to the kaupapa, the values and the mission of our organisation.

Ūwhia te pā whakawairua ki te manawanui, kia haemata te tīpu

Mai i tāku ngakau iti, tēnei te mihi ki a koutou kātoa.



Wheturangi Walsh-Tapiata
Chairperson

Kaihautū – Group Executive Managers Report

Introduction

The following report is a summary of the activities the organisation has been facilitating during the organisational reporting period of July 1, 2023, to June 30, 2025 (24-month period). The work that has been completed and serviced by the two entities that the organisation governs under the umbrella of the Whānau Support Group - Highbury Whānau Centre / Iuventus Governance Group; these entities utilise the following service arms the Highbury Whānau Centre, START Whana Tū – Youth Service, HWC Transitions and Te Hiringa Alternative Education Programme; for community, whānau and youth development / service provision.

Highbury Whānau Centre

Organisational overview: Ūwhia te pā whakawairua ki te manawanui, kia haemata te tipu - The purpose of the Highbury Whānau Centre is to strengthen the youth and whānau / families of our communities of (Highbury Takaro Westbrook), to become future leaders of tomorrow, this includes the wider context of the Palmerston North region. We continually strive to work collaboratively with other social service agencies, and particularly the Palmerston North City Council, the Ministry of Social Development and Oranga Tamariki to meet the needs, hopes, dreams and aspirations of our community, with a Rangatahi emphasis.



Staffing: This year, Highbury Whānau Centre reached its full staffing complement, strengthening our ability to deliver mana enhancing, whānau-centred support across the community. Our team includes a full-time Community Development Worker (Community Psychologist Dr Alicia Moxon), youth workers (Rangimoeke Nolan and Rory Rogan), a youth mentor (Terry Clune), a Mental Health youth practitioner (Kelly Hall), a Psychology Intern (Matt Hall), and casual youth workers (Toby Colville and Matt Mayer). This is further complemented by casual staffing across School Holiday Programmes and our specialist youth, community and whānau services.

Te Hiringa Alternative Education Programme continued to grow, led by Head of Teaching & Learning Morgan Emery alongside Claudine Maxwell-Rogan and Hitaua Butler, with Sandra Carroll providing key administrative support across Te Hiringa and Highbury Whānau Centre. Our Transitions team also deepened its capability, led by Jenine Scoon and supported by Daniel Tavita-Fryer, Juan Buitrago, Astryr Halligan, Hana Tamatea and BSW student Maraea Alexander, focusing on supporting rangatahi transitioning from state care into independence. The teams based at Highbury Whānau Centre and 299 are effectively coordinated and supported under the management of Anjali Naran-Butler.

The START team continued to deliver strong administrative and rangatahi support functions, while also contributing to the development of the youth sector workforce by strengthening emerging youth development practitioners. The START Youth Casework team includes Reikura Melbourne, Nicci Smith, Kathy Maxwell, Jody Parker and Mkylah Wilson, led by Team Lead Hikmatu Talumepa.

Te Hā Gym was supported by Marianne Poole, Jackie Poole and Hitaua Butler. Back-office organisational development was progressed through Waikohu Melbourne (Events and Communications Coordinator) and Shailah Anderson (Compliance Coordinator and PA to

Kaihautū). Across the organisation, staff continued to access professional development, supported through strong fiscal and operational oversight provided by Kiriaana Tamatea and Jackie Poole.

Governance: Wheturangi Walsh-Tapiata continued to provide steady, mana enhancing leadership as Chairperson of the Highbury Whānau Centre Executive Committee. Our governance rōpū is strengthened by a deeply experienced and community-connected board: Frank Moulton (former Police Youth Aid officer), Diana Kawana (experienced administrator and Māori cultural consultant), Leon Tufuga (local community representative and Māori advisor with Palmerston North City Council), Dr Veronica Tawhai (Highbury-based researcher and Te Tiriti o Waitangi educator), Parekaia Tapiata (Te Reo Māori educator and cultural consultant), and Kelly Bevan (CEO, Whaioro Trust). Together, they bring a powerful blend of lived experience, cultural expertise, and strategic capability that supports strong decision-making for our community.

The Executive Committee remains committed to the aspirations of Highbury whānau and rangatahi, and to strengthening our services and kaupapa. Their collective focus is on securing diverse funding opportunities and enabling the delivery of high-quality, responsive programmes that support wellbeing, connection, and positive futures across our local communities.



Planning - Strategic and Organisational Development: We continued to deliver against our strategic and business plans, strengthening our administration, compliance and internal systems to support high-quality, accountable service delivery. Alongside this, we have worked proactively with government agencies to plan for the forthcoming financial year, including contract negotiations and tender proposals for FY26 and beyond. These opportunities are focused on expanding service provision across our Specialist Youth, Whānau and Community Development Team, Youth Services Team, and our Transitional Services supporting rangatahi transitioning from state care into independence.

Our long-standing outcomes and trusted expertise in the youth sector continue to be recognised, with increasing requests for our input into government programme design, service development and youth-focused research. We have also progressed service and resource development with a deliberate focus on “working smarter”, in partnership with key youth-sector stakeholders. As compliance expectations for services supporting vulnerable communities continue to grow, we are responding by assessing additional resourcing to ensure these critical functions are well supported and do not reduce operational leadership capacity.

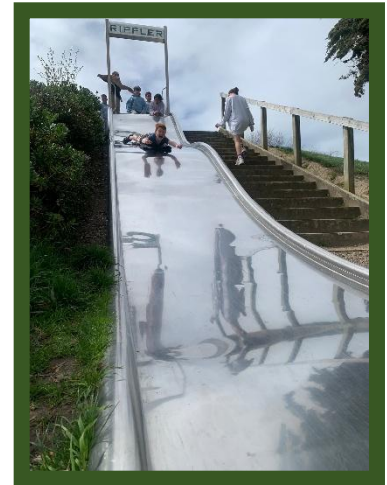
In early 2025, we held wānanga to shape a new strategic direction through to 2040, grounded in sustainability, self-sufficiency and tino rangatiratanga. This includes a clear focus on developing values-aligned income streams that strengthen our long-term resilience and enable us to continue achieving our kaupapa and aspirations for rangatahi and whānau.

Funding & Partnerships: Our programmes are supported through a mix of partnership agreements, service contracts and funding proposals, enabling us to deliver responsive, mana enhancing services for rangatahi and whānau. Palmerston North City Council continues to provide funding toward the salary of our Highbury Whānau Centre Youth Workers—support that reflects the organisation's longstanding commitment to local community service since 1981. Since July 2022, our joint venture partnership between IUVENTUS and Mana Whenua entity Bestcare Whakapai Hauora has continued to grow, including the establishment of the Human

Movements Gymnasium and strengthened relationships with Māori health providers. This kaupapa supports whānau engagement and strengthens kaimahi to exercise rangatiratanga over their health and wellbeing whilst servicing the elderly and disability community also.

Additional funding and income streams currently include:

- Ministry of Social Development (MSD)
- Oranga Tamariki
- Ministry of Education (Iuventus Alternative Education Services, through Palmerston North Boys' High School as managing school)
- PHO-funded counselling and mental health programmes
- Highbury Whānau Centre facility user group contributions
- Programme fees (including Junior Youth Touch, Holiday Programmes and After School Programmes)



Key Performance Indicators & Roles:

Achievement of performance indicators and organisational roles as outlined in contracts.

Measures:

HWC – Specialist Youth Whānau & Community Services

1. **Specialised self-esteem/peer relation development programmes - Specialised & Individualised Youth Work Support Activities for at Risk Youth - NDOE Youth work / Advocacy & Support – Whakahao Rangatahi.**

HWC Specialised & Individualised Youth Work Support Activities (NDOE) – Youth & Community Development Programmes (2024–2025)

HWC's NDOE Youth & Community Development Programmes deliver high-impact, early-intervention group programmes for at-risk rangatahi aged 7–18 across Palmerston North. Designed around what young people and communities need, these flexible programmes engage around 60 new young people each year, building skills, confidence, resilience, and wellbeing so rangatahi can shift toward pro-social activity, stronger learning engagement, and healthier whānau connection.

Highlights

- **Prevention in action:** targeted, locally driven programmes that catch risk early and strengthen protective factors.
- **Flexible and responsive:** groups range from 4 - 30 participants, reviewed annually and shaped by emerging community priorities.
- **Delivered where young people are:** schools, alternative education, HWC sites, and community spaces.
- **Partnership-powered:** modest funding amplified through strong collaborations across the city.
- **Wrapped with specialist support:** quality delivery backed by wider HWC expertise (Youth Justice Mentors, psychologist, counsellor).

Who's involved

- **Rangatahi:** ages 7–18, at risk, joining via referral, registration, or community sign-up.

- **Kaimahi:** HWC Specialist Youth & Community Work Team (SpYCWS) — primarily the Community Youth Worker or Community Social Worker, matched to need and best-fit skills.
- **Partners:** schools (primary/intermediate), alternative education providers, churches, libraries, sports clubs, Police Youth Aid, health providers, and other community agencies.

Range of support activities delivered

- Leadership development programmes
- Sport-based initiatives (e.g., P.A.C.T. – Positive Attitude Changes Today for Tomorrow)
- CBT-informed wellbeing programmes (coping skills, emotional regulation, problem-solving)
- Cultural programmes (identity, belonging, positive connection)
- Relationship and communication skill-building
- Substance-use psychoeducation + harm reduction
- Safe-space engagement and “connector” supports that open pathway into further HWC services when needed



How we measure impact

- Pre- and post-programme written evaluations
- Additional qualitative feedback from rangatahi and whānau (where appropriate)
- Measures track skill development, confidence to apply new skills, self-esteem, and wellbeing

2. HWC Youth Development Programme (YDP) 2024–2025 | Manawatū (ages 13–18)

The Youth Development Programme is HWC’s flexible “get-it-done” response for rangatahi involved in Oranga Tamariki Youth Justice Family Group Conference (FGC) plans. Delivered by HWC Youth Justice Mentors, YDP provides individually tailored, whole-of-whānau support that removes practical barriers, strengthens whānau capability, and helps rangatahi build an offending-free pathway - by backing the right supports at the right time, in line with Youth Justice principles (accountability, least-restrictive intervention, whānau-centred practice).

What makes it work (highlights)

- **Targeted impact where it counts:** supports FGC goals to reduce reoffending and address drivers of offending across home, school, wellbeing, and peer environments.
- **Highly responsive model:** no fixed participant cap - delivery flexes with referrals, within a finite funding pool.
- **Strong shared accountability:** YDP funding is used only with joint sign-off (OT Youth Justice Manager + HWC Service Manager).
- **Evidence-informed:** progress tracked via ORS (pre/post), SRS (mid/post), goal plans, and qualitative feedback from rangatahi/whānau where appropriate.

Who’s involved

- **Rangatahi (13 - 18) and their whānau** at the centre
- **HWC Youth Justice Mentors:** (coordination, engagement, and delivery support)
- **Oranga Tamariki Youth Justice:** (FGC pathway, plan oversight, and co-decision-making)
- **Community providers:** (education/training, therapeutic and cultural supports, local activity partners)

Range of activities enabled/completed (aligned to FGC goals)

- **Education supports:** (re-engagement, resources, participation enablers)
- **Training and employment pathways:** (course access, readiness supports)
- **Therapeutic interventions:** (wellbeing supports matched to need)
- **Cultural and community connection:** (identity, belonging, positive pro-social networks)
- **Practical resources:** that remove barriers to participation and stability (where appropriate)

Key concerns for the future of this vital service

- **Funding constraint risk:** demand can rise, but the fund is finite - creating pressure on equity, coverage, and continuity.
- **Complexity and intensity:** rangatahi often face multiple, intersecting risks—requiring sustained, coordinated responses that can outpace resourcing.
- **Capacity and provider availability:** outcomes depend on mentor capacity and timely access to quality community supports.
- **System dependency:** effective delivery relies on tight joint decision-making and ongoing alignment with OT processes; any disruption can slow responsiveness.

Bottom line: YDP is a high-trust, high-impact enabling programme - turning FGC plans into real-world change by backing rangatahi and whānau with practical, tailored supports that reduce risk and build positive futures.

3. HWC Holiday Programmes 2024–2025 (Ages 8–13): safe, fun, confidence-building school holiday adventures.

Across six programmes (mostly 5 days; Term 1 2025 delivered over 4 days), HWC welcomed up to 22–28 tamariki per programme (including 22 attendees in Terms 1 & 2 2024; 23 in Term 3 2024 and Term 1 2025; 26 in Term 2 2025; and 28 registered in Term 3 2025 with daily attendance of 26). Each programme created a nurturing, high-energy environment where young people strengthened friendships, built communication skills, grew confidence, and had a heap of fun.

Staff involved: Delivered by the HWC Specialist Youth, Community & Whānau Services Team / HWC Social Services Team, led across the year by Rangimoeke Nolan, Rory Rogan, Amelia Buur, and Fabien Paletua-Kiri, with support from wider HWC kaimahi.

Range of activities: A consistent mix of sport and active play, table tennis (a recurring favourite), arts and crafts/creative challenges, cooking (including Rangimoeke's Kitchen), team-building games, and community-based day trips and outings—including highlights such as Waka's VR Adventure, ice skating, Freyberg Pools and obstacle course, cinema trips, petting zoo/animal experiences, and other Council and community spaces. What changed for tamariki (highlights from evaluations): Post-evaluations showed participants loved the activities, learned new skills, and felt more confident and connected. Themes were clear across 2024–2025: fun, friendship, growth, and belonging—with many tamariki saying they'd return.



4. HWC After School Programmes 2024–2025 (Ages 8–14): small-group, high-impact confidence boosts after school.

Across three after-school programmes (4–5 weeks each), HWC supported rangatahi and kōtiro aged 8–14 in weekly sessions (Wednesdays/Thursdays) with groups of up to 8–15 participants. Each programme provided a safe, encouraging space where young people strengthened self-esteem,

confidence, communication, teamwork, and belonging—with post-evaluations showing strong enjoyment, positive shifts in confidence, and clear motivation to return.

Staff involved: Delivered by HWC kaimahi and partners across the year including Rangimoeke Nolan (HWC Community Youth Worker / Youth Worker), Amelia Burr (Youth Worker, Community Wellbeing Services Team), Kelly Hall (HWC Mental Health Practitioner), and Renee Stowers (Te Pātikitiki Librarian).

Range of activities: Creative identity and strengths-based workshops, vision boarding and goal mapping, guided reflection and group kōrero, confidence and teamwork games, fear factor-style challenges, learning and playing new games (including ping pong), hands-on creativity (including painting rocks), and community-based delivery through HWC and the local library to strengthen connection and belonging.

What changed for tamariki/rangatahi (highlights from evaluations): Post-evaluations reflected improved confidence and self-esteem, stronger peer relationships and kōtahitanga, increased community connection (especially through the library sessions), and high engagement—most notably with participants describing sessions as fun and meaningful, and all after school programmes participants expressing a desire to return for future programmes.



5. HWC Specialised Youth Holistic Well-being Programmes 2024–2025

Across 2024–2025, HWC delivered high-impact, kaupapa-led wellbeing programmes that strengthened rangatahi identity, resilience, healthy choices, and community connection - combining Te Whare Tapa Whā, practical life-skills, and hands-on learning in schools and alternative education settings. With small-group delivery (6–25 participants) and 4–8-week programmes, rangatahi consistently reported higher confidence, stronger wellbeing awareness, and new skills they could use immediately.

Where we worked (schools/sites)

- Te Hiringa – Alternative Education (Terms 2–4 2024; Terms 1–3 2025)
- Manawatū Community High School (Term 1 2025)
- Takaro School (Term 4 2025)
- Awapuni School (Puāwai programme)
- Monrad Te Kura Waenga o Tirohanga (Puāwai programme)

Who delivered (staff & partners)

- HWC Specialist Youth, Community & Whānau Services Team
- HWC Te Hiringa – Alternative Education Team
- Whakapai Hauora Facilitators
- Rory Rogan (Youth Worker)
- NZ Police Youth Intervention Team – Nathanael Worthington
- Kelly Hall (Youth Mental Health Practitioner / Mental Health Practitioner)
- Rangimoeke Nolan (HWC Community Youth Worker)
- HWC Psychologist (supporting community connections programme)
- MASH (funding support for tailored wellbeing packs)

Programme highlights and activities delivered

Tapu Toa Te Tinana – Healthy Living & Wellbeing (Term 1, 2025)

Delivered at:

Te Hiringa (20 participants, 7 weeks) and Manawatū Community High School (up to 10 participants, 4 weeks)

What rangatahi did:

- Explored Te Whare Tapa Whā and pillars of wellbeing
- Built practical knowledge around Food as Fuel, sleep hygiene, managing emotions, and exercise pros/cons
- Strengthened connection through a safe, inclusive, strengths-based group approach
- Breakfast provided weekly (Te Hiringa), linking nutrition to energy and focus

Outcome: Strong participant satisfaction and clear increases in wellbeing knowledge and awareness.

Tāne/Wāhine Toa – Identity, Leadership & Illicit Substances (Term 2, 2024 and Term 2, 2025)

Delivered at:

Te Hiringa (up to 20 in 2024; up to 25 in 2025)

What rangatahi did:

- Reflected on identity, relationships, decision-making, and leadership pūkenga
- Learned about illicit substances and impacts on self, peers, whānau, environment
- Discussed brain development and real-life consequences, building confidence to respond if substances appear in their lives.

Outcome: Well-received, interactive learning with reported growth in understanding and confidence.

Tāne/Wāhine Toa – Healthy Relationships (Term 3, 2025)

Delivered at:

Te Hiringa (up to 25 participants)

Led by: Rory Rogan + Police Youth Intervention (Nathanael Worthington) + Te Hiringa team

What rangatahi did:

- Psychoeducation on healthy vs unhealthy relationships, consent, boundaries, and values
- Focus on social media/online safety, peer and whānau relationships, and how to support others

Outcome: Majority reported increased confidence to make positive relationship choices.

Tāne/Wāhine Toa – Community Connections (Term 4, 2024)

Delivered at:

Te Hiringa (up to 20 participants, 8 weeks)

What rangatahi did (real-world, hands-on):

- Connected with local organisations, public services, and community leaders
- Learned about community roles (e.g., firefighters)



- Gave back through practical service: yard work, painting fences, planting/weeding, planting kai
- Creative community contribution: Palmy Rocks painting/hiding at the Esplanade
- Prepared kai to support local schools and organisations

Outcome: Strongest feedback centred on belonging and pride from giving back.

He Kākano (Sowing the Seeds) – Resilience & Healthy Relationships (Term 4, 2025, Takaro School)

Participants:

8 girls (11–12 years) Delivered weekly (6 sessions)

Approach:

CBT-informed, creative, hands-on wellbeing learning

What participants did:

- Learned Te Whare Tapa Whā, emotion recognition/naming, self-care and online safety
- Created personal wellbeing tools: sensory tubes, scent sachets, and other take-home resources
- Built confidence through structured facilitation (closed → open questions)

Added value: MASH-funded wellbeing packs tailored to Te Whare Tapa Whā, strengthening ongoing connection and self-support.

Puāwai – Empowerment & Self-Esteem for Girls (Awapuni School; Monrad Te Kura Waenga ō Tirohanga)

Focus:

Safe spaces, confidence, friendship-building, healthy relationships

- Awapuni School: 5-week programme, 8 participants (delivered by Rangimoeke Nolan + Kelly Hall)
- Monrad: 6-week programme, 7 Year, 8 girls (delivered by Rangimoeke Nolan)

Outcome: High enjoyment, increased confidence/self-esteem, stronger understanding of safe environments, and willingness to recommend to peers.



HWC's specialised youth programmes delivered consistent, measurable gains in wellbeing knowledge, confidence, and connection - from daily-life foundations (sleep, food, emotions, exercise) through to protective factors (healthy relationships, online safety, substance education) and belonging through meaningful community contribution.

6. HWC Specialised Fresh Start – Youth Justice (2024–2025)

Fresh Start Mentoring is HWC's intensive, one-to-one therapeutic mentoring response for rangatahi (13–18) involved with Oranga Tamariki Youth Justice in the Manawatū. With capacity for 13 rangatahi per year, our HWC Youth Justice Mentors (kaimahi) walk alongside young people facing complex, overlapping needs—supporting them to stabilise, build emotional regulation and decision-making skills, reconnect with purpose, and take practical steps toward safer, future-focused pathways.

Highlights

- **Relational safety first:** consistent, trusted mentoring relationships as the foundation for change.

- **Trauma-informed and strengths-based:** tailored support that recognises disrupted attachment, emotional dysregulation, and non-linear progress.
- **Whānau-centred:** active whānau engagement to strengthen communication, support, and stability at home.
- **Wraparound coordination:** mentors advocate and align supports across systems to reduce fragmentation and keep rangatahi engaged.

Who's involved

- **Rangatahi:** 13 -18 years, referred via Oranga Tamariki Youth Justice
- **Kaimahi:** HWC Youth Justice Mentors
- **Key partners/stakeholders:** Youth Justice teams, education providers, social services, and community agencies (as needed per plan)



Range of activities delivered

- **Intensive 1:1 therapeutic mentoring** (individualised, flexible, goal-focused)
- **Relationship-building and engagement** (consistent contact, positive guidance, encouragement + challenge)
- **Emotional regulation and decision-making skill development**
- **Goal plan development and ongoing review** (realistic, personally meaningful goals)
- **Whānau engagement and advocacy** (strengthening whānau relationships and supportive environments)
- **Stakeholder coordination** across Youth Justice, schools, and services to improve continuity and outcomes

How we measure impact

- **Outcome Rating Scale (ORS):** pre / mid / post
- **Session Rating Scale (SRS):** mid / post
- **Goal plan progress:** development + review
- **Post-programme feedback:** qualitative insights from rangatahi and whānau

7. HWC Supported Bail Programme (2024–2025) - Keeping Rangatahi Out, Safe, and Moving Forward

Supported Bail is HWC's intensive, community-based “wraparound” programme for rangatahi (13–18) on remand or stepping down from residence - built to stop bail breaches and reduce reoffending by surrounding young people with consistent, skilled, relationship-led support.

What it is and why it matters

This service provides a credible alternative to remand by combining close bail monitoring with mentoring that shifts behaviour. Many participants arrive with high-risk, complex realities: prior offending, fractured relationships, trauma histories, and few prosocial supports. Supported Bail reduces risk by stabilising the young person’s day-to-day, strengthening whānau connection, and building the practical skills needed to stay compliant and future focused.

Who's involved

- **Delivered by:** HWC Youth Justice Mentors (2.5 FTE) Terry Clune, Matthew Mayer and Toby Colville
- **Referrals from:** Oranga Tamariki Youth Justice Services

- **Works alongside:** whānau, Police, Courts, Oranga Tamariki, and education/health providers
- **Where:** Manawatū region
- **Capacity:** No fixed participant limit - demand and staffing determine throughput

What happens in the programme

- **Duration:** 8-week intervention, flexible extension up to 15 weeks when needed
- **Key touchpoints:** Whānau and stakeholder hui at 8 and 12 weeks (contract-aligned)
- **Approach:** trauma-informed, strengths-based, culturally responsive, relationship-based mentoring
- **Core focus areas:**
 - bail compliance support and monitoring
 - emotional regulation and decision-making
 - pro-social routines and behaviours
 - goal-setting and future planning
 - coordinated, multi-agency problem-solving with whānau at the centre

Range of activities delivered (what the work looks like)

- **Structured mentoring and intensive check-ins** to keep bail conditions front-and-centre
- **Goal planning and review**, tailored to risk and readiness
- **Hui a whānau** to align expectations, repair communication, and reduce conflict triggers
- **Active coordination** with Police, Courts, Oranga Tamariki and local services
- **Linking rangatahi into education, health and other supports** to stabilise daily life and reduce risk



How outcomes are measured

- **Outcome Rating Scale (ORS):** pre, mid, post
- **Session Rating Scale (SRS):** mid, post
- **Goal plan development and review**
- **Post-programme qualitative feedback** from rangatahi and whānau

Concerns and future risks for this vital service

- **Uncapped demand + limited staffing (2.5 FTE):** referral surges can stretch intensity, responsiveness, and safety.
- **Complexity is rising:** higher-risk needs require more time, flexibility (8 -15 weeks), and multi-agency effort per rangatahi.
- **System dependency:** outcomes rely on timely coordination across multiple agencies; delays or misalignment can increase breach risk.
- **Sustainability of relationship-based work:** this model works because mentors have enough time to build trust and hold the line - workload pressure threatens the very ingredient that makes it effective.

Bottom line: Supported Bail is a frontline prevention service that keeps rangatahi stable, compliant, and connected - and it needs enough resourcing and system alignment to stay strong as demand and complexity continue to climb.

8. Annual provision of a Youth Leadership Development programme.

HWC JYT Leadership Programme (2024–2025) — “Lead on the field. Lead in the community.”

HWC JYT Leadership is an 8-week, after-school youth leadership pathway (ages 13+, mixed gender) designed and facilitated by HWC Youth Workers in collaboration with the Junior Youth Touch (JYT) Module. Using sport as the hook, the programme builds real-world leadership through practical refereeing roles—growing confidence, communication, decision-making, and conflict management in a safe, supportive team environment.

Who took part (reach)

- Term 4 2023 HWCJYT Module: 31 participants | 8 planned sessions (8 weeks)
- Term 4 2024 HWCJYT Module: 35 participants | 8 planned sessions (8 weeks)
- Delivered by: HWC Youth Workers (community-based programme delivery)

What was delivered (range of activities completed)

Participants were trained and supported to referee touch games and lead within a team setting, developing:

- **Authoritative communication:** clear voice, confident instructions, positive framing with teams/players
- **Conflict management:** de-escalation with players and sidelines; managing pressure in the moment
- **Leadership habits:** punctuality, time management, responsibility, presence and composure
- **Game competence:** rules knowledge, positioning, fitness, “eyes on the ball”, interchanging, hand signals
- **Values-based leadership:** respect, compassion, and empathy - especially understanding the demands on referees



Highlights and outcomes (what changed)

Across both delivery years, participant feedback was consistently strong:

- 100% of returned evaluations reported they enjoyed the programme, learned useful skills, and felt more confident
 - October to December 2023 (FY24): 18 evaluations received (not all collected due to staffing changes)
 - October to December 2024 (FY25): 15 evaluations received (not all collected due to staffing changes)
- Most reported impact: increased confidence speaking up and leading - especially communicating firmly and positively while refereeing and managing potential conflict.

Staff involved

- HWC Youth Workers (programme trainers, designers, and facilitators), working alongside the JYT Module to create a practical leadership pipeline linked to future youth leadership roles and Holiday Programme opportunities.

9. Annual provision of youth sport competitions.

HWC Junior Youth Touch (JYT) Module 2024–2025 (Season delivered Oct - Dec 2024)

Fast, fun, whānau-first touch rugby that keeps nearly 1,000 young people connected, active, and proud to represent their school and club — in a safe, values-led environment grounded in T H R E A D (Trust, Honesty, Respect, Excellence/Equality, Attitude, Development). This year also marked 30 years of JYT, celebrated by turning Friday night touch into more than sport: a hauora-focused, community-powered whānau event with partners alongside the games.

What it delivers (and why it matters)

- **A trusted summer sport pathway** for rangatahi across Highbury, Takaro, Awapuni, Westbrook - and wider Palmerston North
- **Safe, structured competition + social sport** that strengthens wellbeing, belonging, and positive identity
- A programme where touch is a vehicle for hauora, manaakitanga, and community connection

Who's involved (the people who make it happen)

1. **Module Coordinator:** Waikohu Melbourne
2. **Referee Coordinator:** Sharlene Bannister-Plumridge
3. **Day Coordinators:** Kira Moananui & Liam Qiokata
4. **Parking Mitigation Directors:** Hana Tamatea, Morgan Emery, Anjali Butler & 299 team
5. **Field setup support:** Te Hiringa team (Hitaua, Morgan, Claudine)
6. **Referees: 35 junior referees** trained and deployed across the season
7. Plus: volunteers (BBQ, carpark, logistics), whānau, coaches, managers, sponsors and partners



Highlights and activities delivered

- **88 teams registered** (down 11 from last year), just under 1,000 total participants (incl. managers/coaches)
- **8-week season**, completed cleanly within 8 Oct–28 Nov 2025
- **Two games per team per night**, inside a tight one-hour block → 15 games across the season, then finals night + annual sprint races
- **Referees allocated to all U12 and U14 games** throughout the season
- **Competitive play** ran for U14 only (scorecards + points tallied)
 - **Champions:** U14 Boys – Lil Souljahz Boyz | U14 Girls – PNINS 1 | U14 Mixed – CSNS Black
- **Sporty + Sporty Sked** streamlined registration and live draw changes, reducing admin load and improving public navigation
- **Positive Vibes Only (PVO)** kaupapa rolled out with Sport Manawatū: visible messaging + resources, improved sideline tone, and stronger referee safety/respect
- **4412 Community Market Night (21 Nov)** inside HWC, aligned to touch time so whānau could engage easily — boosted community pride, local enterprise, and atmosphere
- **Weekly fundraising kai** (Leota whānau sausage sizzle + meals) added a strong manaakitanga layer

The vital “behind-the-scenes” mahi (range of work completed)

This module isn't just games - it's end-to-end delivery: registrations and compliance, equipment and kit logistics, school/team liaison, H&S oversight, volunteer recruitment and rostering, incident response, referee scheduling and pay admin, signage and park logistics, reporting and stats, budget tracking and procurement, partner engagement, comms and social content, and post-season evaluation.

Concerns looking forward (what could threaten this service)

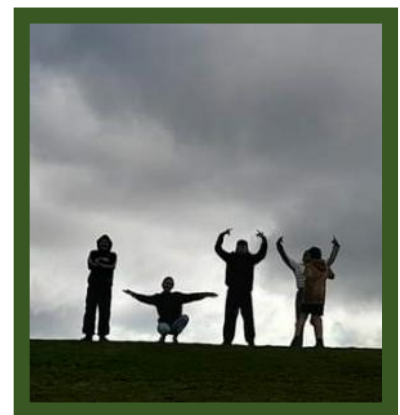
- **Declining/softening team numbers** (88 teams, down 11) - especially in younger grades
 - **U12 Girls grade couldn't run** (only one team)

- **U12 Boys grade couldn't run** (three teams moved into U14 Mixed)
→ This signals a pipeline risk: fewer kids starting young = fewer players, coaches, and referees later.
- **Facility constraints:**
 - Field 16 unavailable (bike track development) and Field 10 avoided (manhole proximity)
 - The module managed this year, but growth in team numbers may be harder to accommodate later.
- **Youth leadership capacity:** Monrad students weren't used for field set-up due to no HWC youth worker available to lead that pathway - a missed development opportunity for rangatahi leadership.
- **Referee pathway pressure:** while 35 referees is a strength, fewer teams meant fewer games (less earning/experience), and U10 refereeing was discontinued after a whānau-related miscommunication - highlighting the ongoing need for clear expectations and sideline culture protections.
- **Operational wear-and-tear** (small things that become big problems on delivery night): BBQ repairs, flag poles, speaker/mic reliability, and outstanding uniform/jacket follow-ups.

Why it's still a must-keep service

JYT is sport + hauora + community infrastructure. It gives rangatahi a safe place to compete and belong, builds confidence through structured play, grows youth referees and leaders, and strengthens whānau connection - with a delivery model that's proven, community-backed, and sponsor-supported.

Big opportunity next: rebuild the junior pipeline (especially U6–U12) by bringing more schools in (visits, mini-tournaments, targeted outreach), while doubling down on PVO (Positive Vibes Only) so the environment stays positive for players and referees.



IUVENTUS Ltd

SERVICE STREAMS:

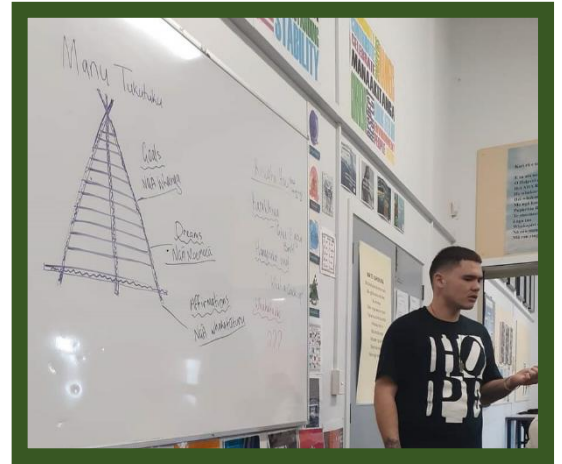
- **START – Whana Tū, Youth Service**
- **Te Hiringa – Alternative Education**

START – Whana Tū, Youth Service

Organisational overview: The purpose of the START, Whana Tū – Youth Service is to deliver the YP / YPP (Youth Payment & Young Parent Payment) and the NEET (Not Engaged in Education & Training) contracts within the Palmerston North & Manawatū District communities. This is a contract that is facilitated by Iuventus with the Ministry of Social Development.

START – Whana Tū Youth Service (2024–2025)

Keeping rangatahi learning, earning, and parenting with dignity and off the benefit long-term.



START – Whana Tū delivers the MSD Youth Service contracts across Palmerston North and Manawatū, supporting NEET rangatahi (Not Engaged in Education or Training) and young people receiving YP/YPP (Youth Payment / Young Parent Payment) to re-engage in education, training, and sustainable work. Backed by 13 years of delivery experience (youth services since 2012; foundation established from 2006), the service continues to meet and at times exceed national outcome averages, with a strong focus on independence and future pathways.

Who's involved

- **Provider:** Iuventus (contracted by Ministry of Social Development)
- **Team:** 7 experienced / qualified staff across case management, social work, and youth work, supported by ongoing professional development
- **Key partners:** schools, youth sector, community and social service providers, and Work & Income (especially for high-need cohorts)

Highlights and impact

- **A strong, cohesive team:** committed staff working collectively to refine processes and strengthen youth outcomes.
- **Real exits to independence:** a steady stream of rangatahi transitioning from youth benefit support into full-time work and/or further education/training.
- **Contract stability:** secured through to 30 June 2027, with smaller caseloads and FTE funding (less pressure than pure outcome-only funding).
- **Resilient service delivery:** maintained essential support through Covid-19 lockdowns (2020 and periods of 2021), including reaching isolated young people.

Range of activities completed (what the service does)

- **Youth case management** for YP/YPP and NEET participants
- **Education re-engagement** support (returning to learning, training pathways)
- **Employment pathway support** (readiness, transition into sustainable work)
- **Cross-sector coordination** with schools, providers, whānau and Work & Income
- **Professional development and workforce growth**, building kaimahi capability in youth work/community development
- **Rangatahi Work Readiness programme (2024 focus):** delivered for 6 months, achieving 90% success (MSD-measured) in supporting rangatahi into sustainable employment (then ceased due to lack of multi-year funding)

Future concerns (and why this service remains vital)

- **Hard-to-reach NEET rangatahi are rising as a risk group:** increasingly alienated, disconnected, and withdrawing from *all* support - creating a serious ethical and operational challenge due to the intensive time/resources required to re-engage them.
- **Limited employment opportunities** compound disengagement, increasing the likelihood of long-term benefit reliance.
- **Benefit normalisation risk:** a growing trend of some whānau and young people viewing Youth Payment as a “default” pathway, rather than a temporary support while building skills and work culture.
- **Sustainability gap for what works:** the strong outcomes from the Work Readiness initiative weren't matched by sustainable funding, highlighting a wider risk - effective programmes can't always be maintained without longer-term investment.

Bottom line: START – Whana Tū is a proven, stable youth service that converts government support into real futures - but it needs continued resourcing and joint action (especially with Work & Income) to reach the most disengaged rangatahi and to keep “employment as the norm” from slipping out of reach.

Performance for Start for NEET from 01/07/2024 to 30/06/2025

Performance measure	Statistics
Number of enrolments as at 30/06/2025	17
Young people enrolled within 90 days of referral acceptance (NEET only)	100%
Young people contacted within the last 30 days (as at 30/06/2025)	71%
Initial Youth Service Plans completed within 30 days of enrolment (NEET only)	70%
Young people with a confirmed driver licence status (as at 30/06/2025)	86%
Youth Service Plans completed or reviewed with the young person within the last 90 days (as at 30/06/2025)	83%
Young people engaged in full-time education, full-time training or work-based learning (as at 30/06/2025)	21%
Obtained NCEA qualification before exit (as at 30/06/2025)	3%
Exit Youth Service Plans completed prior to the young person exiting the service	48%

Performance for Start for YP/YPP from 01/07/2024 to 30/06/2025

Performance measure	Statistics
Number of enrolments as at 30/06/2025	120
Young people contacted within the last 30 days (as at 30/06/2025)	95%
Young people with a confirmed driver licence status (as at 30/06/2025)	95%
Youth Service Plans completed or reviewed with the young person within the last 90 days (as at 30/06/2025)	90%
Young people engaged in full-time education, full-time training or work-based learning (as at 30/06/2025)	26%
Obtained NCEA qualification before exit (as at 30/06/2025)	27%
Exit Youth Service Plans completed prior to the young person exiting the service	41%

Te Hiringa – Alternative Education

The Highbury Whānau Centre is a Youth, Whānau and Community Development organisation that was started in 1981 in response to some burgeoning youth issues in Highbury, Palmerston North. Over a decade later, in response to a growing issue with local young people who had disengaged from education, the Highbury Whānau Centre Youth Worker collaborated with local school principals to secure a new initiative called Alternative Education. In 2000, the Highbury Whānau Centre became the first local provider of AE. As the need grew, so, too, did the AE provision, and the Centre became responsible for working with the local consortium of schools to support and encourage better outcomes for young people 'alienated' from mainstream settings, the year of 2025 signals a quarter of a century of Alternative Education Provision in the Manawatū.

Early in the provision of AE, the Whānau Centre recognised the complexity of issues that results in the alienation and disengagement of young people from mainstream education. Social determinants such as socio-economic status, mental and physical health, exposure to drug and alcohol, physical and emotional abuse, etc., were recognised as common factors in the lives of the young people referred to us. Their resulting disengagement from education only served to compound the issues and create further risk factors for the young people's wellbeing. In response to this, the team of multi-disciplinary practitioners developed an inclusive pedagogy and processes that addressed both the educational and behavioural deficits and the compounding social, health and youth justice issues.

Since then, our programme has responsively developed and evolved to meet the needs of our students. Youth mentors work proactively in schools to prevent drop-out and to reintegrate returning students, specialist teachers and youth workers close the learning gaps onsite, and a multi-disciplinary team collaborate to provide a holistic service for the wellbeing of the young people.

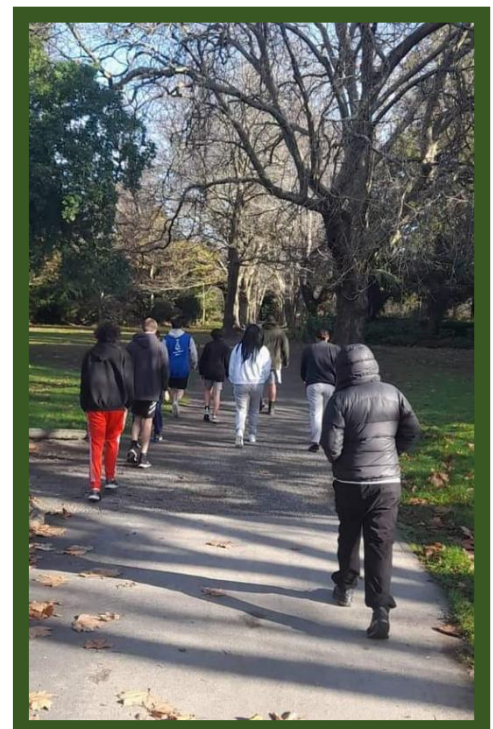
The formulation of a MoU (Memorandum of Understanding), the development of a payments schedule, recruitment of staff and the development of processes that support the facilitation and management of this contract have been ongoing developments; under the umbrella of IUVENTUS Limited. Our focus for within this annual period for Alternative Education is to increase the learning engagement with 'alienated' young people and stabilise this contract for the benefit of these vulnerable young people.

2017-2025

In 2017, the programme was renamed 'Te Hiringa' in recognition of the new direction of the programme and the perseverance, energy, determination, inspiration and vitality required by both the students who set out to redefine their educational engagement, and the staff who educate and elevate this vulnerable sector of young people in education and further learning.

A decision to re-align the strategic direction for our Alternative Education Programme engendered a strengthening and streamlining of this provision. to this vulnerable grouping of young people. A streamlined process within our back office and across the 'whole' organisation has been developed alongside the service delivery. This has strengthened our administrative procedures for the young people we serve within this programme.

We observed over time that the age of young people alienated from education are getting younger, and the options available for re-integration back into the education mainstream are becoming increasingly more difficult. We are faced with the possibility that a high percentage of these young



people will be fully educated within their secondary schooling years within the alternative education setting.

We set upon a journey of redesigning our curriculum, and reshaping the relationships with referring schools, to encourage and enable more students to successfully reintegrate back into mainstream settings, and also meet the learning needs of those who will remain within an alternate educational setting.

Our next steps are to encourage the Ministry of Education to develop a strategic focus for alternate educational options that empower young people to engage and develop a hunger for further learning, as well as sustainable employment options.

2025 signaled twenty five years of Alternative Education in the Manawatū, facilitated by HWC in partnership with PNBHS.

Our model consists of the following:

The Highbury Whānau Centre Specialist Youth and Community Services Team and the Alternative Education staff, collaborate to deliver a programme combining a 21st century curriculum with psycho-education and therapeutic intervention to address behavioural and underlying mental, emotional and physical health concerns of students.

Academic learning is student centred and culturally designed. Physical & nutrition education, AOD (Alcohol & Drug) education, identity education, individual solution-focused intervention, mentoring and primary health engagement are woven into the curriculum to create the overall programme. The components combine to provide a comprehensive response to the both the learning needs of the alienated students and the other factors that impact on learning.

Learning difficulties may not be a causal factor in student disengagement from mainstream schooling, but, instead, a symptom of other factors that have impacted the student. The life experience and background of a student has a significant bearing on their ability to manage the challenges that schools pose to young people. A student with regular truancy, behavioural difficulties, and/or conflict with staff are sometimes indicative of trauma they have suffered or dysfunction in their home environment. Students are supported through counselling, mentoring, learning coping strategies, and being linked into other pro-social engagement. Our programme, then, is a holistic model of learning that recognises and addresses the social, physical, emotional and mental barriers that impede progress.



Students regain confidence by becoming successful learners. When they are ready to return to a mainstream provider, their transition is negotiated and an 'Engage' support worker is assigned to support them until they are comfortable within the environment. Advocacy and mentoring are continued until the school, the whānau and the student agree that it is no longer required, and can be reinstated at any time the need presents. Young people and their whānau have been involved in designing the education programme, providing valuable input into the direction of the delivery, both in the initial design and as an ongoing reflexive practice throughout the programme.

Referring schools are invested in the process of engaging Te Hiringa Alternative Education as a support mechanism for their students, particularly as an intervention to prevent suspension and exclusion, and remain involved so that transition back into school is more easily accessible and an intended outcome.

Manawatū AE curriculum is mobile, culturally designed, future focused and responsive to the needs of the students, whānau and community.

Inquiry based learning has a strong student-centred approach that integrates values, key competencies, cultural competencies and habits of mind.

Digital learning has been implemented to enhance current practice, open up new and different ways of teaching and learning for our students, staff and whānau, where students have access to our school curriculum online through Google applications and can participate in learning, in any place, at any time. Student 'agency' is promoted where students take responsibility for their own learning which has increased motivation, engagement and accelerated achievement.

Te Hiringa employs a culturally responsive and relational pedagogy; in that the contexts for learning are where learners are able to connect new learning to their own prior knowledge and cultural experiences. The students inform the direction of teaching and learning as they interactively feed into and from the development and construction of lessons.

Our staff understand that supportive, trusting relationships are key to student learning in Alternative Education. Teaching and learning roles are mutually interdependent, organic and flexible. Both students and teachers share experiences and knowledge, and learn from one another. Te Hiringa's pedagogy is informed by Ako (Ka Hikitia - Accelerating Success) which is 'grounded in the principle of reciprocity', where the two-way teaching and learning process ensures that language, culture and identity inform the contexts for successful teaching practise.

Te Hiringa's realisation of the following three quotes reflect the efficacy we actively achieve through this vital programme:

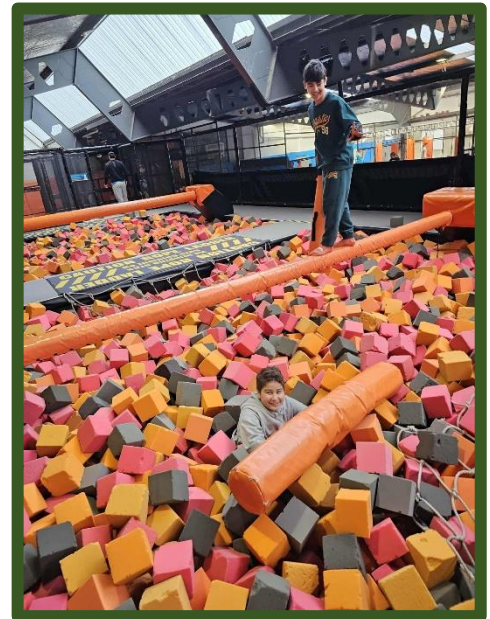
- "Alternative Education needs to move towards proactive planning for at risk students with interventions designed to keep young people in school" (Ministry of Education, 2016);
- "Through providing meaningful support, developing positive relationships between staff and students, and recognizing the importance of meeting the needs of the whole person, education providers may be able to support multiple (social) service using young people to achieve greater success in their lives."(Pathways to Youth Resilience, 2014)
- "Successful schools demonstrated educational commitment to equity and excellence. They framed their achievement challenges effectively; resourced the required actions; made educationally powerful connections with students, parents and whanau; and ensured Māori enjoyed educational success as Māori." (Education Review Office, 2016)

Te Hiringa – Alternative Education (HWC) | 2024–2025 Annual Summary

Te Hiringa is Highbury Whānau Centre's wraparound Alternative Education lifeline for rangatahi who've been pushed to the margins of mainstream schooling - reconnecting them to learning, wellbeing, identity and future pathways. In 2025, this kaupapa marks 25 years of Alternative Education provision in the Manawatū, built through partnership with local schools and shaped by the reality that disengagement is rarely "just about school".

What makes Te Hiringa vital

Te Hiringa responds to the real drivers of alienation—poverty stress, trauma, mental and physical health needs, AOD exposure, unstable homes, and youth justice pressures. The programme blends student-centred, culturally grounded learning with psychoeducation, therapeutic supports, mentoring, and primary health connection so students can rebuild confidence by becoming successful learners again.



2024–2025 highlights

- **A proven, values-led team:** delivering consistent, relational practice where trust and belonging drive engagement.
- **Culturally designed curriculum:** aligned to the NZ Curriculum, built around Ako and student voice - learning that fits the learner, not the other way around.
- **Digital learning embedded:** (Google tools/classrooms, devices + paper-based options), lifting access, flexibility, motivation and student agency.
- **Reintegration support strengthened:** through ENGAGE – Te Hikitia, providing negotiated transitions back to school with ongoing advocacy until whānau, school and student agree support can step down.

Who's involved

- **Classroom Lead Teacher:** Morgan Emery
- **Youth Work Team:** Claudine Rogan, Hitaua Butler
- **ENGAGE – Te Hikitia Leads:** Rawi Katene-Governor, Fabien Paletua-Kiri
- **Administration:** Sandra Carroll
- **Pedagogical Lead & Management:** Anjali Naran-Butler
- **School partnership support:** Phil Hann (Palmerston North Boys High School)
- **Delivery model:** HWC Specialist Youth & Community Services + Alternative Education staff, under the umbrella of IUVENTUS Limited, in collaboration with referring schools and whānau.



Range of activities delivered

- Student-centred literacy/numeracy and inquiry learning (values, key competencies, cultural competencies, habits of mind)
- Identity education + culturally anchored learning contexts
- Physical activity & nutrition education
- AOD education and harm-reduction supports
- Solution-focused one-to-one intervention, counselling/mentoring, coping strategies
- Whānau engagement and advocacy
- Primary health engagement and referrals
- Transition planning + reintegration support back into mainstream settings (ENGAGE – Te Hikitia)
- Ongoing relationship management with schools, plus back-office contract stabilisation (MoU, processes, staffing, payment schedules)

Evidence of reach and impact

From 1 July 2023 to 30 June 2025, 359 students were enrolled across Te Hiringa - Alternative Education and ENGAGE – Te Hikitia (funded for 40 annually). Despite significant barriers and delays in referral, attendance and re-engagement itself is a meaningful outcome, and annual outcomes indicate most students experienced a positive result.

Key concerns for the future (and what's at stake)

- **Uncertain strategic direction from policymakers:** minimal guidance makes long-term planning fragile for a high-needs cohort.
- **Contract insecurity beyond 31 Dec 2025:** discussions have begun, and verbal assurance has been indicated, but written confirmation is still pending - placing a vital service at risk.
- **Rangatahi are disengaging younger,** while reintegration options are narrowing - increasing the likelihood more students will spend their full secondary years in AE unless system settings shift.
- **Growing demand vs capped funding:** the scale of need far exceeds funded places.

- **Futureproofing required:** stronger local collaboration, deeper digital classroom development, and clear vocational pathways with industry and schools are essential to prevent lifelong disengagement.

Bottom line: Te Hiringa is a 25-year, community-built solution that keeps the most alienated young people connected to learning and life. Without stable policy direction and contract certainty, the region risks losing a proven pathway back into education, wellbeing, and employment for those who need it most.

Challenges for the Service

Forecasting what the future holds for this programme is difficult, as there is nil to minimal strategic direction from policy makers. Anecdotally we know that this grouping of young people are both difficult to manage and inspire into a positive engagement within education. If we are empowered / enabled to continue our developments within this area, we believe the future looks bright through the following practise:

Collaborative Practice

Despite a historically fragmented approach locally to supporting disengaged or alienated students, we remain committed to promoting a more collaborative model of working with 'at risk' students. Our team includes highly regarded specialist staff, able to facilitate and support positive development. Our students deserve future opportunities in learning, and mainstream schools need to work together to ensure that those opportunities are present & explored. We are determined to participate in the local Community of Learning.

Digital Classroom

Digital technology has opened up new and different ways of teaching and learning for our students. They have access to innovative learning opportunities using 21st century technology. Developing digital literacy enables our student to be proficient in critical thinking and problem solving, and use digital tools to collaborate, construct information, communicate and relate to others. Our curriculum is mobile since implementing e-learning as a core part of our programme, and every student participates through a variety of mediums including chrome books and tablets as well as paper based work. Our next steps are to further develop Google classrooms to consolidate and provide easier access to multi- level classroom work.

Vocational Pathways

Next steps in individualised student planning is working more closely with local industry, schools and the vocational pathway team to create better processes for aligning student learning with vocational opportunities. We have the flexibility to create work ready students, whether it be directly with AE students, or with mainstream students, by providing expertise in preparing for employment, supporting the transition to work, and mentoring for sustainability in the workforce.

Our team is committed to an innovative and forward thinking practice to ensure our students have the best opportunities to progress into their futures.



Preliminary discussion commenced regarding the potential of a contract extension within the Alternative Education contract after December 31st, 2025. At the time of writing this report, we have received confirmation that this contract / programme will continue for the organisation, and will be rolled over for another years.

Again we seek further discussion on possible government policy announcements, which we hope provides a stabilised strategic direction for this service and the young people within it.

Conclusion

In conclusion I would like to thank the governance team, who host a wide collective experience; have guided the two organisational entities, the Highbury Whānau Centre and luventus Ltd, through the wisdom and skill of each individual governance member; your knowledge and networks have been invaluable in assisting to provide support and direction for our team.

To our service teams, who all bring their individual skills, talents', patience, integrity, passion and drive into their own work practice; through our collective efforts, and our individual roles we are able to play a vital role in the development of young people within our city, assisting young people to be connected to services that support the education, health and development; we constantly need to remind ourselves that the ultimate goal of "enlightenment" for each young person is constantly evolving and is an ongoing developmental process. Humility and the strengthening of core role functions within our roles, thus being engaging and motivating young people to achieve their potential, should always remain within focus.

Our organisation has sustained a period of consolidation after an interim era of short-term growth. We are now faced with the challenge of developing methods of sustainability, whilst encouraging the development of our story within a research relationship with a partner group that enables the sharing of our practices that empower young people, their whānau and the collective communities' lives... as we know, after a period of 44 years since the organisations humble beginnings in 1981, we have endured a journey that transitioned from reactive youth & community work to the proactive developments that we have managed to secure government contract procurement to enable some quality service provision; this is the consolidation period over the recent years, with a forthcoming focus aiming at long-term sustainability and authenticating our methods of service practice within a research scope. I have added our organisations strategic plan over the next few years to provide some understanding. It is intended to review the organisations strategic plan for post 2025, alongside the constitution for the Highbury Whānau Centre.



To the Ministry of Social Development and Oranga Tamariki Kaimahi, especially Monica Miranda, Mike Fletcher and Marissa Tulitua who have always been fully supportive of the organisation and the services that we provide within the Palmerston North community. A special thanks and acknowledgement to these people for their efforts in enabling this organisation to strengthen, which empowers young people to flourish within our city.

Peter Butler
Kaihautū - Group Executive Manager

AUDITED ACCOUNTS

July 1, 2024, to June 30, 2025



Entity Information

For the year ended 30 June 2025

Entity Information

Whānau Support Group For the year ended 30 June 2025

Legal Name of Entity

Whānau Support Group, Highbury, Takaro, Westbrook Incorporated

Entity Identifier

Whānau Support Group, Highbury, Takaro, Westbrook Incorporated - CC41466
luventus Limited - CC37594
Whānau Support Group - CC53983

Entity Type and Legal Basis

Whānau Support Group, Highbury, Takaro, Westbrook Incorporated is registered under the Incorporated Societies Act 1908 and under the Charities Act 2005.

Entity's Purpose or Mission

Uwhia te pa, whakawairua ki te Manawanui, kia haemata te tipu!

The embracing essence of our Whānau and Community will reinforce the development of our children and youth as leaders for Tomorrow.

Ururua huarahi, ngaro tangata. Huarahi watea, kainga kitea. An overgrown path will lose people, a clear path shall ensure goals and horizons are seen.

Entity's Operational Structure

The organisation commenced in 1981, by a group of parents wanting to assist their children who were experiencing issues with truancy, youth crime and educational engagement. This was the commencement of youth development programmes for their own whānau and the wider communities, within the Palmerston North suburbs of Highbury, Takaro and Westbrook.

This work in the initial reactive youth work initiatives continued and amalgamated to include proactive youth and community development work. From the early 1990's, the inclusion of sport as a tool to teach social responsibility launched the youth sports programmes within the organisation and in 1999 the alternative education programme began. In the mid 2000's the addition of youth transitional services aided the extension of these services. Alongside this progression the inclusion of youth counselling and youth mentoring have aided the continued organisational focus within core youth development activities.

Entity's governance arrangements

A joint executive management committee of Highbury Whānau Centre & luventus made up of community members with expertise within social services, organisational management and community development, meet and discuss the strategic direction and issues concerning the ongoing running and development of the group on a six weekly basis. The roles within the executive committee are: Chairperson, Treasurer, Secretary, Group Manager and three Executive members.

The Group is managed by an Executive Manager, who is responsible for all staff and has service team managers for the groups' service arms of Transitional Youth Services, Alternative Education and Specialist Community & Youth Services. The executive manager informs the chairperson of any major issues that affect the group.

The Group is a registered charity comprising an Incorporated Society with a controlled entity.

Other entities controlled by the entity

luventus Limited

Entity Information (Cont.)

Entity Information

Entity's Reliance on Volunteers and Donated Goods or Services

The organisation has a number of volunteers involved within its service delivery and programme facilitation.

A Youth Leadership programme facilitates a volunteer engagement process for which young people assist with the refereeing and coordination of the Junior / Youth touch module for young people.

Volunteers' assist within governance roles, after school activities, holiday programmes and youth sports coaching undertakings.

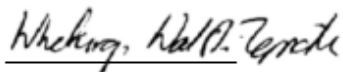
Approval of Performance Report

Approval of Performance Report

Whānau Support Group For the year ended 30 June 2025

The Governing Body are pleased to present the approved Performance report including the historical financial statements of Whānau Support Group for year ended 30 June 2025.

APPROVED



Chairperson

Date 29/12/25



Treasurer

Date 29/12/25

Consolidated Statement of Service Performance
For the year ended 30 June 2025

Consolidated Statement of Service Performance

Whānau Support Group For the year ended 30 June 2025

Our medium to long term objectives

The below figures represent what can be evidenced within the Service Objectives from 1 July 2024 to 30 June 2025.

Service Objectives

- To provide guidelines support and assistance to those seeking help from the organisation.
- To support, guide & work alongside our youth workers
- Our youth workers; across our group are highly qualified and experienced practitioners that include a Registered Community Psychologist (x1), Counsellors (x2), Registered Teachers (x1), Registered Social Workers (x3), Qualified Youth Workers (x7), Youth Coaches (x6) and training Social Workers (x2)
- To develop programmes that service community need
- To provide support in crisis situations for young people and their whanau
- To encourage young people to make a contribution
- To encourage young people to take responsibility for their own actions
- To provide opportunities that will lessen the chances of re-offending by encouraging values of self-respect, self-esteem, self-confidence and self-determination.

	2025	2024
Description and Quantification of the Entity's Key Activities		
HWC - Specialist Youth, Whanau & Community Services		
Specialised self-esteem/peer relation development programmes - Individual participant numbers	25	18
Specialised Youth Holistic well-being programmes - Individual participant numbers across seven programmes	83	43
Specialised Alternative Education & Truancy Undertakings - Individual participant numbers across four service streams	187	172
Specialised & Individualised Youth Justice Mentoring for at Risk Youth - Individual participant numbers	38	29
Specialised & Individualised Counselling for Young people presenting with extreme risk factors - Individual participant numbers	110	82
Specialised & Individualised Youth Work Support Activities for at Risk Youth - Individual participant numbers	38	33
After School Programmes - Group participant numbers	15	68
School Holiday Programmes - Group participant numbers from three programmes	73	62
Specialised Leadership Development - Individual participant numbers	35	31
Transitions Service - Individual participant numbers	124	98
Community Facility User Group Hours	1,899	1,899
Te Hā GYM - GYM participant usage	21,180	13,787
HWC - WAIORA Community Development Initiatives within the 4412 - Programme ended August 2023	-	2,106
HWC - Junior/Youth Sports Programmes		
HWC Junior Youth Touch participant numbers - registered (not all participants in 2023 & 2024, completed registration)	791	580

START - Youth Service

Service participant numbers measured from 1 July 2024 to 30 June 2025 - 336 participants (2024: 400 participants).
NEET (54) / YP-Youth Payment (191) / YPP-Young Parent Payment (91)

Description of Unquantified Outputs

HWC - Specialist Youth, Whānau & Community Services - 2400
Support & assistance to those seeking help from the organisation - average of 10 enquires per day across a 48 week year.

Consolidated Statement of Service Performance (cont.)
For the year ended 30 June 2025

Additional Information

Our aims are embodied through six pillars

- te whakamana tangata - community empowerment
- te whakahao rangatahi - rangatahi development
- te whakapiki oranga - healthy lifestyles
- te whakatuia - strong and positive relationships
- te whakawhanaketanga - building a positive future
- te rangahautanga - evidence and research based decision making

The quantification process within the compilation and completion of the actual figures within the service performance is continually being refined to reflect the true statement of performance. The hosting of a standardised method of quantification across the varied service outcomes / outputs for such a dynamic range of programmes and activities will be an ongoing focus over fiscal reporting periods.



Consolidated Statement of Financial Performance
For the year ended 30 June 2025

Consolidated Statement of Financial Performance

Whānau Support Group For the year ended 30 June 2025

	NOTES	2025	2024
Revenue			
Donations, koha, bequests, and other general fundraising activities		174	-
General grants		58,642	54,500
Government service delivery grants/contracts		3,246,301	3,091,938
Revenue from commercial activities		94,952	124,309
Interest, dividends, and other investment revenue		38,654	48,411
Other revenue		4,030	18,949
Total Revenue		3,442,754	3,338,107
Expenses			
Employee remuneration and other related expenses		2,117,151	2,058,638
Expenses related to commercial activities		31,820	22,300
Other expenses related to service delivery		934,016	816,580
Grants and donations made		9,175	9,735
Other expenses		96,983	273,378
Total Expenses		3,189,146	3,180,631
Surplus for the Year		253,608	157,476

This statement should be read in conjunction with the accounting policies, notes to the accounts and the independent auditor's report.



Consolidated Statement of Financial Position
For the year ended 30 June 2025

Consolidated Statement of Financial Position

Whānau Support Group As at 30 June 2025

	NOTES	30 JUN 2025	30 JUN 2024
Assets			
Current Assets			
Cash and short-term deposits		1,688,111	1,286,087
Debtors and prepayments		252,029	376,157
Total Current Assets		1,940,139	1,662,244
Non-Current Assets			
Property, Plant and Equipment	1	1,483,052	1,526,537
Total Non-Current Assets		1,483,052	1,526,537
Total Assets		3,423,191	3,188,781
Liabilities			
Current Liabilities			
Creditors and accrued expenses		109,485	123,469
Employee costs payable		235,782	200,068
Deferred revenue		20,539	54,642
Funds Held on Behalf		27,732	34,555
Total Current Liabilities		393,537	412,734
Total Liabilities		393,537	412,734
Total Assets less Total Liabilities (Net Assets)		3,029,654	2,776,047
Accumulated Funds			
Accumulated surpluses or (deficits)	3	1,529,654	1,276,047
Discretionary reserves	4	1,500,000	1,500,000
Total Accumulated Funds		3,029,654	2,776,047

This statement should be read in conjunction with the accounting policies, notes to the accounts and the independent auditor's report.

Consolidated Statement of Cash Flows
For the year ended 30 June 2025

Consolidated Statement of Cash Flows

Whānau Support Group For the year ended 30 June 2025

	NOTES	2025	2024
Cash Flows from Operating Activities			
Cash was received from			
Donations, koha, bequests, and other general fundraising activities		174	-
General grants		58,642	109,142
Government service delivery grants/contracts		3,228,139	2,944,477
Revenue from commercial activities		56,797	70,988
Goods and Services Tax received		(37,343)	18,626
Interest, dividends and other investment receipts		38,654	48,411
Other cash received		215,975	58,714
Total Cash was received from		3,561,039	3,250,358
Cash was applied to			
Employee remuneration and other related payments		(2,081,438)	(2,055,131)
Payments related to commercial activities		(31,820)	(22,300)
Other payments related to service delivery		(925,258)	(813,423)
Donations or grants paid		(9,175)	(9,735)
Goods and Services Tax paid		-	-
Other payments		(98,599)	(79,016)
Total Cash was applied to		(3,146,290)	(2,979,605)
Total Cash Flows from Operating Activities		414,749	270,753
Cash Flows from other activities			
Cash received			
Receipts from the sale of property, plant and equipment		-	2,174
Proceeds from loans borrowed from other parties		-	-
Total Cash received		-	2,174
Cash payments			
Payments to acquire property, plant and equipment		(12,724)	(583,883)
Repayments of loans borrowed from other parties		-	-
Total Cash payments		(12,724)	(583,883)
Total Cash Flows from other activities		(12,724)	(581,709)
Net Increase/(Decrease) in Cash		402,024	(310,956)
Bank Accounts and Cash			
Opening Cash Balance		1,286,087	1,597,043
Net Increase/(Decrease) in Cash		402,024	(310,956)
Closing Cash Balance		1,688,111	1,286,087

This statement should be read in conjunction with the accounting policies, notes to the accounts and the independent auditor's report.



Consolidated Statement of Accounting Policies
For the year ended 30 June 2025

Consolidated Statement of Accounting Policies

Whānau Support Group For the year ended 30 June 2025

Reporting Entity

Whānau Support Group is registered as a Group with Charities Services. The controlling entity, Whānau Support Group, Highbury, Takaro, Westbrook Incorporated is an incorporated society registered under the Incorporated Societies Act 1908.

Iuventus Limited, the controlled entity is a company registered under the Companies Act 1993.

These consolidated financial statements comprise of the controlling entity and its controlled entities (together referred to as the "Group") and individually as "Group Entities".

The performance report of Whānau Support Group has been prepared according to Generally Accepted Accounting Practice in New Zealand as determined by the External Reporting Board.

Basis of Preparation

The entity has elected to apply with XRB's Tier 3 PBE (NFP) standard for the year ended 30 June 2025. This entity is eligible to apply these requirements as it does not have public accountability and has total annual expenses equal to or less than \$5,000,000. All transactions in the Performance Report are reported using the accrual basis of accounting. The Performance Report is prepared under the assumption that the entity will continue to operate in the foreseeable future.

This is the Entity's first Performance Report presented in accordance with XRB's NFP Tier 3 Standards.

Upon transition to these Standards the entity has complied with the General Provisions set out in Appendix C (transitional arrangements) of the Tier 3 Framework and restated the comparative period figures.

In the application of the Tier 3 (NFP) Standard the Group is eligible to opt up and apply Tier 2 PBE Standards to specific types of transactions. The Group has elected to apply the following Tier 2 PBE Accounting Requirements:

- PBE IPSAS 35 Consolidated Financial Statements
- PBE IPSAS 37 Joint Arrangements

The financial statements have been prepared on a historical cost basis. All transactions in the Statement of Financial Performance are reported using the accrual basis of accounting.

Basis of Consolidation

i. Controlled entities

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

Subsequent changes in a controlled entity that do not result in a loss of control are accounted for as transactions with controllers of the controlling entity in their capacity as controllers, within net assets/equity.

ii. Loss of control of a controlled entity

On the loss of control, the Group derecognises the assets and liabilities of the controlled entity, any minority interest, and the other components of net assets/equity related to the controlled entity. Any surplus or deficit arising on the loss of control is recognised in surplus or deficit.

If the Group retains any interest in the previously controlled entity, then such interest is measured at fair value at the date that control is lost. Subsequently, the retained interest is either accounted for as an equity-accounted associated or an available-for-sale financial asset depending on the level of influence retained.

Consolidated Statement of Accounting Policies -cont.

For the year ended 30 June 2025

iii. Joint Operation

The Group is a party to a joint arrangement when there is a contractual arrangement that confers joint control over the relevant activities of the arrangement to the group and at least one other party. Joint control is assessed under the same principles as control over subsidiaries. The Group classifies its interests in joint arrangements as either:

- Joint ventures: where the group has rights to only the net assets of the joint arrangement
- Joint operations: where the group has both the rights to assets and obligations for the liabilities of the joint arrangement.

In assessing the classification of interests in joint arrangements, the Group considers:

- The structure of the joint arrangement
- The legal form of joint arrangements structured through a separate vehicle
- The contractual terms of the joint arrangement agreement
- Any other facts and circumstances (including any other contractual arrangements).

The Group accounts for its interests joint operations by recognising its share of assets, liabilities, revenues and expenses in accordance with its contractually conferred rights and obligations. In accordance with PBE IPSAS 37 Joint Arrangements, the Group is required to apply all of the principles of PBE IPSAS 40 PBE Combinations when it acquires an interest in a joint operation that constitutes an operation as defined by PBE IPSAS 40.

iv. Transactions eliminated on consolidation

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

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

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

Presentation Currency

The Performance Report is presented in New Zealand dollars (NZ\$) and all values are rounded to the nearest NZ\$.

Revenue Recognition

Donations, Koha and Bequests

Donations with a documented expectation regarding use have been recognised as revenue over time as the expectation is satisfied.

Donated goods or services are not recorded.

General Grants

The recognition of revenue from grants depends on the nature of any stipulations attached to the inflow of resources received, and whether this creates a liability (i.e. present obligation) rather than the recognition of revenue.

Stipulations that are 'conditions' specifically require the Group to return the inflow of resources received if they are not utilised in the way stipulated, resulting in the recognition of liability that is subsequently recognised as revenue as and when the 'conditions' are satisfied.

Stipulations that are 'restrictions' do not specifically require the Group to return the inflow of resources received if they are not utilised in the way stipulated, and therefore do not result in the recognition of a non-exchange liability, which results in the immediate recognition of non-exchange revenue.

Consolidated Statement of Accounting Policies -cont.

For the year ended 30 June 2025

Land 0% DV

Buildings 4% - 6% DV or 2% - 20% SL

Motor Vehicles 20% - 30% DV

Alt Ed Assets 10% - 67% DV

Office Equipment 12% - 67% DV

Other Equipment 10% - 67% DV

Leasehold Improvement 10% - 67% DV

An item of property, plant and equipment or investment property is derecognised upon disposal or when no further future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the Statement of Financial Performance in the year the asset is de-recognised.

Employee Benefits

Short-term employee benefits

Short-term employee benefit liabilities are recognised when the Group has a legal or constructive obligation to remunerate employees for services provided and that are expected to be settled wholly before 12 months after the reporting date. Short term employee benefits are measured on an undiscounted basis and expensed in the period in which employment services are provided. They will otherwise be required to be treated as long-term benefits and actuarially calculated.

Operating Leases

Operating leases are not recognised in the Group's statement of financial position. Payments made under operating leases are recognised in surplus or deficit on a straight-line basis over the term of the lease. Lease incentives received are recognised as an integral part of the total lease expense, over the term of the lease.

Funds Held on Behalf

The group holds cash funds on behalf of students transitioning into independence from state care. Funds are recognised in the Group's statement of financial position upon receipt as a liability and are held until either disbursed to the students or returned to the Ministry upon the expiry of the Grant.

Changes in Accounting Policies

There have been no changes in accounting policies and have been applied on a consistent basis with those of the previous reporting period.

Notes to the Consolidated Performance Report
For the year ended 30 June 2025

Notes to the Consolidated Performance Report

Whānau Support Group For the year ended 30 June 2025

1. Property, Plant, and Equipment

2025					
Asset Class	Opening Carrying Amount	Purchases	Disposals	Depreciation & Impairment	Closing Carrying Amount
Land	650,097	-	-	-	650,097
Buildings	726,799	2,444	32	27,413	701,797
Motor Vehicles	46,209	-	-	13,167	33,043
Alt Ed Assets	750	-	-	126	624
Other Equipment	69,882	10,281	736	11,396	68,033
Leasehold Improvements	62,800	-	57	3,322	29,477
Total	1,526,537	12,725	825	55,385	1,483,052

2024					
Asset Class	Opening Carrying Amount	Purchases	Disposals	Depreciation & Impairment	Closing Carrying Amount
Land	525,096	284,000	-	159,000	650,097
Buildings	527,001	253,324	-	53,526	726,799
Motor Vehicles	16,279	41,209	1,218	10,061	46,209
Alt Ed Assets	902	-	-	152	750
Other Equipment	79,117	5,350	-	14,585	69,882
Leasehold Improvements	36,566	-	-	3,766	62,800
Total	1,184,962	583,883	1,218	241,090	1,526,537

Notes to the Consolidated Performance Report – cont.

For the year ended 30 June 2025

2. Deferred revenue

2025 deferred revenue includes income received in relation to In School programmes and youth transitional programming delivered in the following financial year - \$20,539.

2024 deferred revenue includes unspent grants at year end - \$54,642.

	2025	2024
3. Accumulated Funds		
Accumulated surpluses or (deficits)		
Opening Balance	1,276,047	2,671,020
Adjustment to opening accumulated funds	-	(52,449)
Current year earnings	253,608	157,476
Transfer to restricted or discretionary reserves	-	(1,500,000)
Total Accumulated surpluses or (deficits)	1,529,655	1,276,047
Discretionary Reserves		
Opening Balance	1,500,000	-
Transfer to restricted or discretionary reserves	-	1,500,000
Total Discretionary Reserves	1,500,000	1,500,000
Accumulated Funds	3,029,655	2,776,047

Accumulated revenue and expense

Accumulated revenue and expense is the Group's accumulated surplus or deficit since its formation, adjusted for transfers to/from specific reserves.

Adjustment to opening accumulated funds

2023 revenue of \$52,449 was accrued in error and has been reversed against the 2024 opening accumulated funds.

	2025	2024
4. Breakdown of Reserves		
Discretionary Reserve		
Reserve for Continuity		
Opening Balance	1,500,000	-
Transfer from Accumulated Funds	-	1,500,000
Total Discretionary Reserve	1,500,000	1,500,000

Reserve for Continuity

The continuity reserve consists of approximately 6 months of operational cost. The purpose of the reserve is to ensure the ongoing legacy of the organisation should they face potential risks or threats that may disrupt operations.

Notes to the Consolidated Performance Report – cont.

For the year ended 30 June 2025

	2025	2024
5. Commitments		
Commitments to lease or rent assets		
Current (less than twelve months)	95,108	145,497
Non Current (later than twelve months)	22,609	117,717
Total Commitments to lease or rent assets	117,717	263,214

The Group have a lease on property at 210-212 Featherston Street with current right of renewal expiring 30 July 2038.

Other commitments comprise rental agreements for office equipment. The amounts shown are GST inclusive.

6. Contingent Liabilities and Guarantees

There are no contingent liabilities or guarantees as at 30 June 2025 (Last year - nil).

	2025	2024
7. Goods or Services Provided to the Entity in Kind		
Lease 155 Highbury Avenue, Palmerston North	2,000	2,000

Annual lease of \$2,000 for 155 Highbury Avenue, Palmerston North. In 2020, the Council have elected to not charge the annual lease of the property. The lease expires on 30 June 2025.

8. Related Parties

The wife of the Manager of Iuventus Limited is employed by Palmerston North Boys' High School to manage the Alternative Education Program.

Notes to the Consolidated Performance Report – cont.

For the year ended 30 June 2025

	2025	2024
9. Joint Operation		
Surplus/(Deficit)	(67,010)	(52,459)
Total Joint Operation	(67,010)	(52,459)

(a) Jointly controlled entities

An agreement with Best Care (Whakapai Hauora) Charitable Trust was entered into as holding 50% interest in a jointly controlled operation to purchase and operate a gym on 20 June 2022. The purpose of the operation is to develop the gym along a whanaū ora paradigm to provide a space that helps whanau improve health and wellbeing as part of achieving the moemoea.

(b) Jointly controlled assets and jointly controlled operations

The assets purchased under the joint operation total \$50,000 of which the Group owns a 50% share. Best Care (Whakapai Hauora) Charitable Trust advanced \$60,000 towards the asset purchase of equipment and operation costs. In order to reflect a 50% share of operation costs. A receivable in the amount of \$158,862 (2024: \$ 89,436) is due from Best Care (Whakapai Hauora) Charitable Trust

(c) Group's exposure to contingencies and commitments from its interests in joint ventures.

There were no contingent liabilities relating to interests in joint ventures to which the Group was jointly and/or severally liable (2024: Nil)

There were no contingent assets relating to interests in joint ventures to which the Group would benefit either jointly and/or severally (2024: Nil)

There were no capital or other commitments relating to interests in joint ventures to which the Group was jointly and/or severally liable (2024: Nil)

10. Events After the Balance Date

There were no events that have occurred after the balance date that would have a material impact on the Performance Report.

11. Comparatives

There have been a number of prior period comparatives which have been reclassified to make disclosure consistent with the current year.

Independent Auditors Report



BDO MANAWATU AUDIT LIMITED

INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF WHĀNAU SUPPORT GROUP, HIGHBURY, TAKARO, WESTBROOK
INCORPORATED

Report on the Consolidated Performance Report

Opinion

We have audited the consolidated performance report of Whānau Support Group, Highbury, Takaro, Westbrook Incorporated ("the Society") and its controlled entity- luventus Limited (together, "the Group"), which comprises the entity information, the consolidated statement of service performance, the consolidated statement of financial performance, and consolidated statement of cash flows for the year ended 30 June 2025, the consolidated statement of financial position as at 30 June 2025, and the consolidated statement of accounting policies and other explanatory information.

In our opinion:

- the accompanying consolidated performance report presents fairly, in all material respects:
 - the entity information for the year ended 30 June 2025;
 - the consolidated financial position of the Group as at 30 June 2025, and its consolidated financial performance, and consolidated cash flows for the year then ended
 - the consolidated statement of service performance for the year ended 30 June 2025, in that the service performance information is appropriate and meaningful and prepared in accordance with the Group's measurement bases or evaluation methods

in accordance with the Tier 3 (Not-For-Profit (NFP)) Standard ("Tier 3 NFP Standard") issued by the New Zealand Accounting Standards Board.

Basis for Opinion

We conducted our audit of the consolidated statement of financial performance, consolidated statement of financial position, consolidated statement of cash flows, consolidated statement of accounting policies, and notes to the consolidated performance report in accordance with International Standards on Auditing (New Zealand) ("ISAs (NZ)"), and the audit of the entity information and consolidated statement of service performance in accordance with New Zealand Auditing Standard 1 (NZ AS 1) (Revised) *The Audit of Service Performance Information*. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Consolidated Performance Report* section of our report. We are independent of the Group in accordance with Professional and Ethical Standard 1 *International Code of Ethics for Assurance Practitioners (including International Independence Standards) (New Zealand)* issued by the New Zealand Auditing and Assurance Standards Board, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other than in our capacity as auditor we have no relationship with, or interests in, Whānau Support Group, Highbury, Takaro, Westbrook Incorporated or its controlled entity luventus Limited.

Responsibilities of the Executive Committee for the Consolidated Performance Report

The Executive Committee is responsible for:

- The preparation, and fair presentation of the consolidated performance report in accordance with the Tier 3 NFP Standard.



BDO MANAWATU AUDIT LIMITED

- The selection of elements/aspects of service performance, performance measures and/or descriptions and measurement bases or evaluation methods that present a consolidated statement of service performance that is appropriate and meaningful in accordance with the Tier 3 NFP Standard.
- The preparation and fair presentation of the consolidated statement of service performance in accordance with the Group's measurement bases or evaluation methods, in accordance with the Tier 3 NFP Standard.
- The overall presentation, structure and content of the consolidated statement of service performance in accordance with the Tier 3 NFP Standard.
- Such internal control as the Executive Committee determines is necessary to enable the preparation of a consolidated performance report that is free from material misstatement, whether due to fraud or error.

In preparing the consolidated performance report, the Executive Committee is responsible on behalf of the Group for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Executive Committee either intends to liquidate the Group or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Consolidated Performance Report

Our objectives are to obtain reasonable assurance about whether the consolidated performance report is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (NZ) and NZ AS 1 (Revised) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this consolidated performance report.

A further description of the auditor's responsibilities for the audit of the consolidated performance report is located at the XRB's website at <https://www.xrb.govt.nz/standards/assurance-standards/auditors-responsibilities/audit-report-17-1/>

This description forms part of our auditor's report.

Who we Report to

This report is made solely to the Group's members, as a body. Our audit work has been undertaken so that we might state those matters which we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Group and the Group's members, as a body, for our audit work, for this report or for the opinions we have formed.

BDO Manawatu Audit Limited

BDO Manawatu Audit Limited
Palmerston North
New Zealand
29 December 2025



Highbury Whānau Centre Strategic & Operational Plan 2025 - 2040

Vision Statement

Ūwhia te pā, whakawairua ki te manawanui, kia haemata te tipu

Embrace the essence of the whānau and community to empower our children and youth as leaders for tomorrow.

Whakatauākī

Ururua huarahi, ngaro tangata; huarahi wātea, kainga kitea.

An overgrown pathway leads to confusion; A clear pathway leads to positive gains.

He Whakamārama: An Explanation

The Highbury Whānau Centre Strategic Plan will empower the development and maintenance of our operational activities through the period of 2025 - 2040.

This planning has been created in consultation with the Highbury Community, Staff and Governance Members.

The Strategy is underpinned by six pou (pillars). These provide the foundation for all the Centre's activities:

- **te whakamana tangata** – community empowerment
- **te whakahao rangatahi** – rangatahi development
- **te whakapiki oranga** – healthy lifestyles
- **te whakatuia** – strong and positive relationships
- **te whakawhanaketanga** – building a positive future
- **te rangahautanga** – evidence and research-based decision making.

Historical Explanation

Highbury Whānau Centre is principally an urban Māori youth, whānau & community development organisation. This was established by a grouping of whānau from the communities of Highbury, Takaro & Westbrook who were suffering the effects of urbanisation & colonisation through the experiences of their own children & whānau, such as solvent abuse, truancy, youth & whānau violence, unemployment and loss of cultural identity. This was established in 1981.

Most of the original mahi that was completed in the early years was reactive youth, whānau & community development work, combating solvent abuse, youth gangs & whānau violence and unemployment. This is where we have come from, and focus has been working towards a drug, violence, truant & gang free community, with the development of alternatives that empowers and values education / learning at secondary and tertiary levels the proactive development of youth leadership & whānau cohesiveness, where self-determination within an evolving cultural context and young people are mentored within our community to become our leaders of tomorrow.

Our next stage is focused on the sustainability of our kaupapa and the development of an independent future focused organisation as a tauira of hāpori rangatiratanga for our rangatahi, whānau and wider hāpori.

Ngā Pou Whakahaere

Te Whakamana Tangata (Community Empowerment):

- Support the needs and people of the community by facilitating their journey towards self-empowerment and Rangatiratanga.
- Embrace diversity and embody inclusivity, potentially through initiatives like developing a Takatāpui (LGBTQ+) policy.
- Encourage community and Whānau to develop social enterprises.
- Develop the capacity to serve as a beacon and refuge for the community during uncertain times and emergencies (political, environmental, climate, social, civil disasters).
- Explore purchasing a farm or land to foster food sovereignty, teach related skills to young people, and provide resources (e.g., meat, vegetables) for the community during events like tangi or disasters.

Te Whakahao Rangatahi (Rangatahi Development):

- Continuously advance the potential of young people and their whānau through youth leadership programmes, youth services, and youth education and training programmes.
- Continuously define what "Rangatahi" means in a contemporary context and ensure their voice is included at the governance table.
- Cultivate the next generation to support all aspects of the organisation, ensuring a transition plan and representation across all levels.

Te Whakapiki Oranga (Healthy Lifestyles):

- Encourage a holistic approach to Oranga (well-being).
- Deepen the understanding of "Oranga" (well-being) by initiating discussions and feedback loops within the community about what it means for them in the current context.
- Promote healthy lifestyles, including using sport as a youth and community development tool.
- Integrate and utilise culturally appropriate practices.

Te Whakatuia (Strong and Positive Relationships):

- Maintain, strengthen, and develop positive relationships locally, regionally, nationally, and internationally, within a cultural context.
- Develop social capital (investing in their people) within communities of interest.
- Actively tell their organisational story and consider holding a community reunion / celebration in the 50th year (2031).

Te Whakawhanaketanga (Building a Positive Future/Sustainability):

- Develop diverse income streams and ensure long-term sustainability, exploring initiatives independent of government contracts.

- Ongoing development of resources (people and facilities) to ensure we host cutting edge innovation within service provision for our hāpori.
- Pursue self-sufficiency through social enterprise, such as potentially purchasing a farm for food sovereignty and teaching related skills.
- Work towards becoming carbon-neutral and equipping facilities with resources like solar power and water tanks to function as emergency centres.

Te Rangahautanga (Research and Development):

- Advance the development of high-quality research and evaluation, with a particular focus on Rangatahi and their connections to wider systems.
- Lead Kaupapa-driven professional development within our community.
- Explore opportunities to present at national or international conferences (e.g., International Indigenous Voices in Social Work Conference) to share their work and contribute to the sector.

Photo Captions



HWC – Holiday Programme

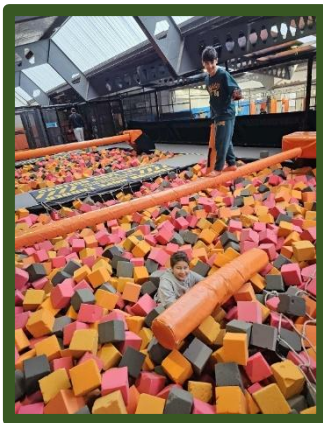
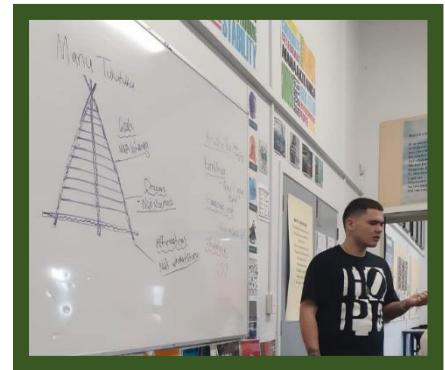
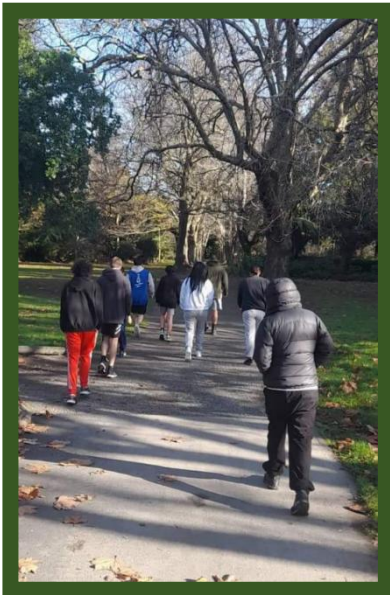
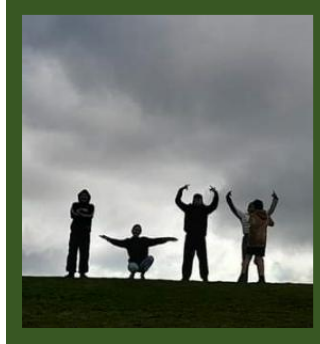


Photo Captions (cont.)



Te whanaungatanga



Te Hiringa Alt. Ed Programme



Photo Captions (cont.)

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NOTES: