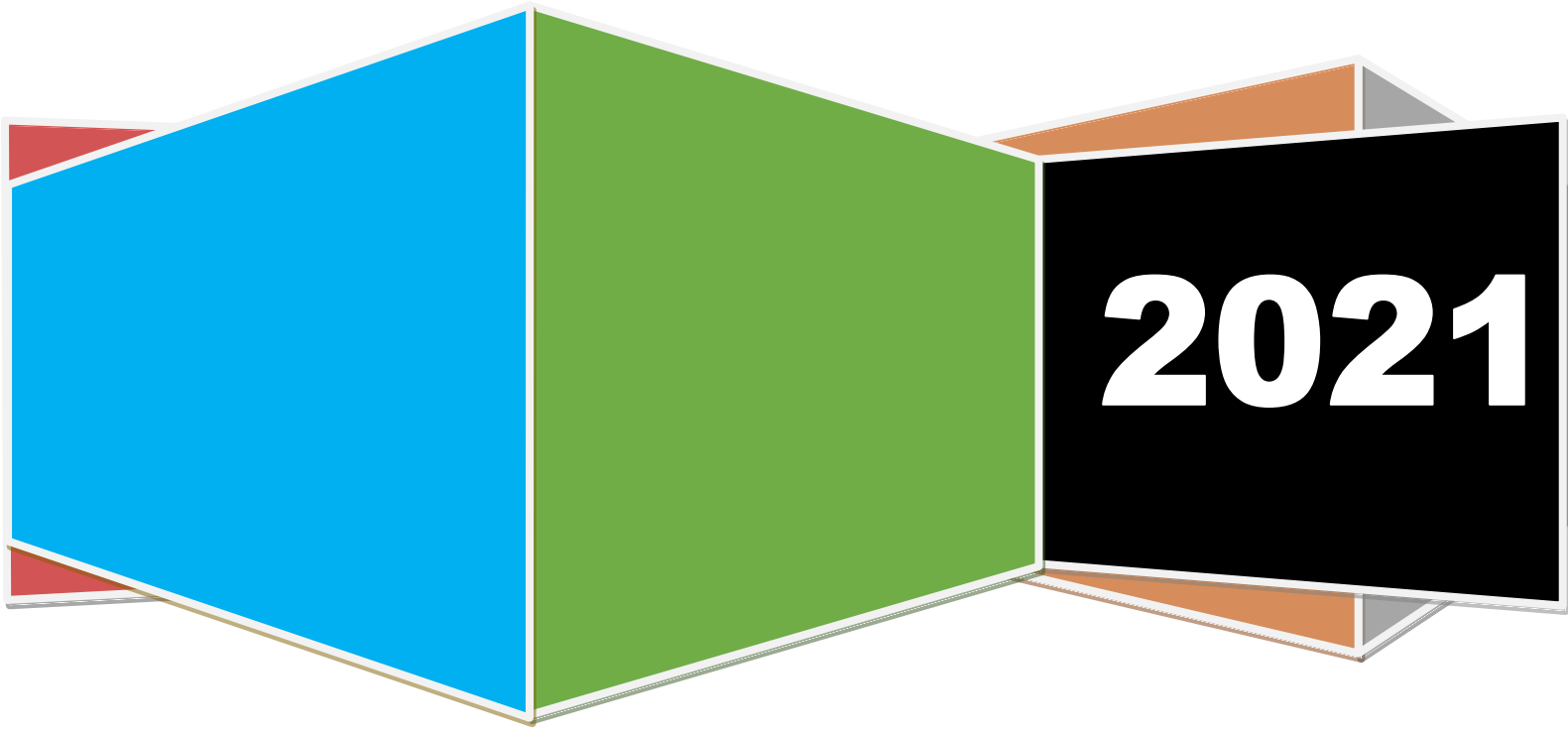
HIGHBURY WHĀNAU CENTRE

ANNUAL REPORT



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Company Directory

As at 30 June 2021

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 Moult Leon Tufuga Diana Kawana Kelly Bevan Veronica Tawhai
Shareholders	Whānau Support Group Highbury Takaro, Westbrook, Incorporated Ordinary Shares 100 Total Shares 100
Accountants	BDO Manawatu Limited PO Box 1242 Palmerston North
Auditors	CKS - Cotton Kelly Smit Limited 27 Matipo Street, Takaro 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

E te ti, e te ta, e pānui ki tenei korero-a-tau o te Poka pū o Highbury, tenei tāku mihi.

What a year, what are the stories that we will remember about this time to tell our mokopuna in the future. Some of our services were deemed "essential" where workers still had to come to work, while others stayed at home during the lockdown. Pete kept an eye on things from afar until we could get him home, and while it was an anxious time, it is important to acknowledge all of the kaimahi who ensured that the excellent services that we offer to rangatahi were still provided. Ngā mihi ki a koutou nga kaimahi.

In the midst of all of this the various branches of the organisation have continued to consolidate.

- The Highbury Whānau Centre now has a range of services that are very much appreciated by whānau in the community. In the summer months Junior Youth Touch fills the park every Friday night, and the Highbury Whānau centre is in use much of the time.
- START, continues to be acknowledged by their funders as an exceptional site for the delivery of their services.
- We are very lucky to have sustained a strong group of staff who have worked for the organisation for a number of years. Their passion, in working with rangatahi and their whānau from our community, is to be commended.
- This year, staff also returned to present at the Youth Involve conference. It is important as an organisation that we continue to present at a range of forums to highlight the good work that we are involved in.
- Alongside of Massey University, we have also been participating in some research around youth wellbeing and a Māori model of youth wellbeing.
- Our Fergusson Street premises have gradually been prepared for staff to move into. In the meantime, group work has been delivered from this space. This space is now being used by our HWC Transitions' team.
- The Highbury Whānau Executive Committee need to be acknowledged for their commitment to this organisation and the community that they feel very passionate about and dedicated to.
- We have been extremely lucky to have a number of years of stability as an organisation, and much of this is due to the leadership of Pete Butler. Pete along with his staff are the true drivers of this kaupapa.

Ngā mihi ki a koutou.

Wheturangi Walsh-Tapiata
Chairperson

Kaihautū – Group Executive Managers Report

Introduction

The following report is a summary of the activities that organisation has been facilitating during fiscal reporting period of July 1, 2020 to the June 30, 2021. 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 in particular the Palmerston North City Council, the Ministry of Social Development and Oranga Tamariki in order to meet the needs of our community.

Staffing: The Highbury Whānau Centre has completed its full complement of staffing with a full-time community development worker (Community Psychologist, Dr Alicia Moxon), a full-time youth worker (Kiria Tangaroa), youth mentor (Terry Clune), youth practitioner (Sharon Waples) and casual youth workers (Vanessa Graham & Denae Te Huna. We have further support within the staffing of the facility and services / programmes within the organisation through the employment of casual staffing compliments, within the School Holiday Programming and our specialist, youth, community and whānau services arm of the organisation. Te Hiringa Alternative Education Programme, continues to develop with teacher Julene Duerksen-Kapao leading the Te Hiringa Alternative Education team alongside the existing staff of youth workers within this programme Morgan Emery and Corey Woon; while Sandra Carroll completes administrative functions for the Te Hiringa programme and the Highbury Whānau Centre. During this fiscal period, the Transitions team continues to develop and grow with the addition of another FTE; this team is led by Jenine Scoon and assisted within the service development & functions by Mike Rongo, Reweti Arapere and Rosa Downer. The core function of this mahi is to assist young people that have been within state care, into independence. The teams that reside within the Highbury Whānau Centre facility and 299 are and managed very well by Anjali Naran-Butler.

The START team, continue to function well since the introduction of a four-day work week in late 2020, within the substantial administrative functions this team facilitates with rangatahi. We are becoming an organisation that assists within the development of the youth sector workforce in the strengthening of young youth development practitioners. The current START staffing includes the Youth Case work team of Lottie Savage, Arohia Durie-Kora, Isabella Bestberg, Renee Tongs, Waikohu Melbourne, Team Lead Hikmatus Talumepa and Manager Kelly Mavor.

All staff have continued to actively receive professional development and support in accessing this from the organisation; and are supported within their mahi with fiscal management functions for the organisation completed by Kiriaana Tamatea.

Governance: Wheturangi Walsh-Tapiata continues as our Chairperson for the HWC Executive Committee. Within our governance group, which include Frank Moult, a former Police Youth Aid officer, Diana Kawana, an experienced administrator and current coordinator for the Māori Wardens within the central region area, Leon Tufuga, a representative of the local community member and senior youth justice social worker with the Ministry of Oranga Tamariki, Dr Veronica Tawhai from Massey University, a lecturer in Māori Studies and Te Tiriti o Waitangi, and Kelly Bevan from Whaioro Trust, who is the CEO of this organisation. These people bring a wealth of knowledge within the community as well as valuable skill sets to any community organisation.
Our executive group is committed to both the community and the Highbury Whānau Centre, as well as our range of service provision and entities that support these developments; our aim is to provide a range high quality programmes to the youth and whānau/families of our local communities through seeking various funding avenues and opportunities that are becoming more present within our specialised area of expertise.

Planning: We have continued to follow both the strategic and business plans for the organisation, within the strengthening of our administration processes. We have been actively working with government agencies within planning of programmes for the forth coming financial year, completing contract negotiations and tender request for proposals for service provision for the F22 and beyond government fiscal periods. These are for added service provision within our Specialist Youth, Whānau and Community Development Team, Youth Services Team and the introduction of a new service line within Transitional Services of young people existing state care. We are constantly being consulted with regarding our expertise and success over a long period of time within the youth sector. We are now within a position to host input into government programme design, service development and youth research opportunities. The development of organisational services, initiatives, projects, programmes and resources, with the aim of "working smarter"; is constantly being accomplished in consultation with key players within the youth sector, as the 'compliance' aspects of providing non-government service provision to vulnerable populations is becoming more apparent and time / resource allocation for these functions are starting to impact on managerial operational tasks, whereby the need to employ further support for this is becoming evident. As we near the end of organisational strategic plan to 2025, a focus towards what the future for our organisation needs to be considered within the realm of sustainability and self-sufficiency / Tino Rangatiratanga; thus, meaning an income stream that is generated through other realms that align to the organisations values & ethos that can be utilised to fulfil our organisational aims & aspirations.

Programmes: Core programmes for the organisation such as the HWC Youth Touch Module, Alternative Education, Youth Justice Programmes, School Holiday & After School Programmes continue to grow and exceed numbers for this service delivery; although we have noticed a

movement away from 1:1 service delivery and more so a movement into group work / facilitation. Continued progressions are evident within the START – Youth Service provision, with proactive development occurring within this programme within the re-development of budgeting & parenting programming on a digital platform. The planning, implementation and strengthening of a new service streams within the Highbury Whānau Centre have also occurred within this fiscal period; which are the continued growth of the Youth Transitions and a contracting development from the initial Supported Bail Pilot Programme, into a contracted service stream. The provision of a pilot programme relating to work readiness, for young people also occurred during this period, which fulfilled outcomes beyond our expectations', but due to not hosting a framework to support this ongoing development, this pilot unfortunately did not progress into an ongoing contract, and it was closed due to its lack of sustainability. This is disappointing due to its success of 90% of participants transitioning into full time employment.

Funding:
Presently we receive funding for our programming from a number of sources, through partnership agreements, Service Contracts and Funding Proposals. Current funding for the organisation is received from Palmerston North City Council which goes towards our HWC Youth Workers' salary, which is the only funding we do receive from this source and being for the original service provision that the organisation has completed since its inception in 1981.
Some of the other sources include following:

- MSD – Ministry of Social Development
- Oranga Tamariki
- The Ministry of Education (Iuventus Alternative Education Services, through the managing school of Palmerston North Boys High School)
- PHO – counselling and mental health programmes
- HWC Facility user groups
- Plus, other fees associated with existing programmes such as 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:

1. ***Annual provision of after school programmes.***

<u>*H-Dub Club*</u>

Age group:	10-13-year old's
Number of participants:	Up to 24 young people participate in teambuilding activities, cooking and craft during.
Length of Programme:	Term 3: 20 July - 25 September, 2020 Term 4: 12 October - 10 December, 2020 Programme recommenced after being cancelled in early 2020 due to Covid-19 restrictions.
Programme Trainers:	HWC Specialist Youth and Community Services Team
Measurements Used:	Pre-evaluation and post evaluation

Rationale for Programme:	Healthy relationships are a crucial part of a child's development & learning how to build them is an important part of growing up. Research shows that brief education targeted at building self-esteem and pro-social skills at this age can have long term benefits.
Objective for Programme:	This programme will engage at risk pre-adolescents in physical and creative activity, and increase their knowledge about healthy lifestyles and the benefit of making positive choices. It taught the young people about self-esteem and pro-social peer skills that will be further embedded in their on-going relationship with HWC.
Responsibility of Whānau:	Similar to other programmes delivered through the Highbury Whānau Centre Social Services, members of these young men and women will be informed about the programme objectives as well as being asked to think about their responsibility that they hold in supporting their Rangatahi to participate within the programme.
Attendees:	For this 12-month time period 24 registered in 2020, a total of 12 participants for the period of 1 July 2020 to 30 June 2021; within the twelve-month time period.

Kia Kaha

Age group:	10-12-year-old young people for games and sporting activities
Number of participants:	Up to 6 participants
Length of Programme:	January to March 2021. Days of programme are Wednesdays, with seven (7) sessions completed in 2021. Programme Trainers: HWC Social and Community Services Team – Youth worker
Measurements Used:	Pre-evaluation and post evaluation
Rationale for Programme:	Healthy relationships are a crucial part of a child's development & learning how to build them with confidence is an important part of growing up. Research shows that brief education targeted at building self-esteem and pro-social skills at this age can have long term benefits.
Objective for Programme:	This programme engages at risk pre-adolescents in physical and creative activity, and increase their knowledge about healthy lifestyles and the benefit of making the right choices. It teaches self-esteem, confidence and pro-social peer skills that will be further embedded in their on-going relationship with HWC.

Responsibility of Whānau:	Similar to other programmes delivered through the Highbury Whānau Centre Social Services, members of these young men and women will be informed about the programme objectives as well as being asked to think about their responsibility that they hold in supporting their Rangatahi to participate within the programme.
Attendees:	6 registered participants; averaging 6 each day across the seven (7) sessions within the time period in 2021.

Tech Sport

Age group:	8-13-year-old young people for games and sporting activities, utilising technology.
Number of participants:	Up to 19 participants
Length of Programme:	A six-week programme. Days of programme are Wednesdays, with six (6) sessions completed in 2021.
Programme Trainers:	Two Tech Sport Facilitators, with HWC Social and Community Services Team – Youth workers
Measurements Used:	Pre-evaluation and post evaluation
Rationale for Programme:	Tech sport was run as a program in conjunction with a local group called Footsteps. Footsteps started as an idea to use technology to normalize physical activity for the younger generations. This developed into them creating an approach that looks at using their love for technology to deliver a program with smart tools to educate, entertain and assist young people in finding a form of sport/exercise they enjoy.
Objective for Programme:	Highbury Whānau Centre joined with Footsteps to provide a new and unique opportunity to help young people get excited about movement and physical activity. This programme engaged our Youth in physical and creative activity, using young people's love for technology.

Tech sport was a new initiative for this community and as such, interest grew slowly until the first session. After the first session there was an increase in participants as word of mouth spread. There were 19 participants from 8-13 yrs. that had engaged by the 3rd session however this consolidated to a regular 13 that were attending each week. the Tech Sport Facilitators identified that the smaller numbers fitted better for the activities that they were presenting and helped each participant to be able to engage fully. An HWC Youth worker supported the facilitators to engage the young people in a range of physical / mental tasks that were exciting, fun, varied and had them enthusiastic, engaged and focussed. At the end of the 6 weeks the core 13 participants shared their satisfaction with the program and evaluated that it helped them with their self- confidence, that they had fun and that they had the ability to demonstrate/share new knowledge and skills.

Responsibility of Whānau: Similar to other programmes delivered through the Highbury Whānau Centre Social Services, members of these young men and women will be informed about the programme objectives as well as being asked to think about their responsibility that they hold in supporting their Rangatahi to participate within the programme.

Attendees: 19 registered participants; across the seven (6) sessions within the time period in 2021.

2. *Annual provision of three School Holiday Programmes*.

Four School Holiday Programmes

Age group: 7-14-year old's

Number of participants: Up to 20 young people daily within each holiday programme.

Length of Programme: Two-week programme within the school holiday period.

Programme Periods:
1: Term 3, 2020 - September 26th to October 11th, 2020
2: January 26th to 29th, 2021
3: Term 1, 2021 – April 17th to May 2nd, 2021
4: Term 2, 2021 – July 10th to July 25th, 2021
Programme cancelled in July 2021 due to Covid-19 restrictions.

Programme Trainers: HWC Specialist Youth and Community Services Team

Measurements Used: *Consistent Action Reflection*
Immediately after each session the co-facilitators shared some informal reflections about what worked well, and what could be improved. The following day the co-facilitators came together for a more formal feedback

session to brainstorm, make suggestions, and plan tasks for the next session.

Evaluation Form

Group feedback was sought from participants throughout the programme. However, the co-facilitators wanted to develop a tool which would allow participants to provide individual and anonymous feedback. It was also an important part of ending the group in a tidy way and encouraging a sense of closure.

Rationale for Programme: We have developed this programme to not only cater for the recreational activities, but also the pro-social development of young people within this school holiday periods.

Objective for Programme: Holiday Programme is intended to provide youth the opportunity to engage in fun, interactive and productive activities which gave them with the chance to gain a skill and a sense of inclusion. Sports, Art, Team building, and Outside activities are included in this programme and has many associated positive learning outcomes from strengthening social networks, developing a sense of pride and achievement, developing fine and gross motor skills, as well as providing an opportunity to be creative and blow off some energy. To break down any potential barriers, participation is the key factor for the youth to socially interact in a team environment.

Responsibility of Whānau: Similar to other programmes delivered through the Highbury Whānau Centre Social Services, members of these young men and women are informed about the programme objectives as well as being asked to think about their responsibility that they hold in supporting their Rangatahi to participate within the programme.

Attendees: Programme 1 = 25 / Programme 2 = 19 / Programme 3 = 22 / Programme 4 = 25

91 participants; attended these programmes over the reporting time period of 1 July 2020 – 30 June 2021.

3. Annual provision of a Youth Leadership Development programme.

HWC JYT

Age group: 13 - 19-year old's

Number of participants: 40 young people participated within the programme during the reporting time period.

Length of Programme: October to December 2020

Programme Trainers: Designed by the HWC Specialist Youth and Community Services Team, and facilitated by the HWC Youth Worker & HWC JYT Staff.

Measurements Used: Pre-registration / training and post evaluation

Rationale for Programme: Delivered as an after-school programme (Friday afternoons) as a proactive, preventative measure for local, and other identified adolescents. This programme

focusses on young people from a low decile community, and aims to promote community engagement, peer leadership, improved communication and improved decision making.

Objective for Programme: This programme engages young people between the ages of 13 - 19 years old who we train to facilitate the refereeing and coordination of approx. 1320 young people within this sports module. This has given youth an opportunity to learn, in an active learning environment how to lead people in a positive yet confident way and led to options for them to attend specialised coaching and leadership trainings as well as further coaching, refereeing and co-ordination opportunities. This particular group has been retained to assist the next leadership in sharing their learning and experiences.

Responsibility of Whānau: Similar to other programmes delivered through the Highbury Whānau Centre Social Services; the families of these young people are informed about the programme objectives as well as being asked to think about their responsibility that they hold in supporting their Rangatahi to participate within the programme.

Attendees: 40 participants; for the reporting time period, this programme is going through to December 2020.

4: Annual provision of youth sport competitions.

HWC JYT (Highbury Whānau Centre Junior Youth Touch Module)

Age group: 5 – 15-year old's

Number of participants: 1320 young people participated within, 132 sports teams within the programme during the reporting time period.

Length of Programme: October 2020 to December 2020; we moved this to one side of the season after feedback from participants.

Programme Trainers: Designed by the HWC JYT Working Group, Specialist Youth and Community Services Team, and facilitated by the HWC JYT Coordinator.

Measurements Used: Pre-registration / training and post evaluation. Post season a formal review was held to improve facilitation of the programme.

Rationale for Programme: Delivered as an after-school sports programme on a Friday afternoon, within the summer months; as a proactive, preventative measure for local, and other identified adolescents. This programme focusses on young people from a low decile community, and aims to

	promote community engagement, peer leadership, improved communication and improved decision making.
Objective for Programme:	This programme engages young people between the ages of 5 -14 years who participate within the sports module. A total of 1320 young people playing within the sports module. This has given youth an opportunity to learn, in an active learning environment how to lead people in a positive yet confident way and led to options for them to attend specialised coaching and leadership trainings as well as further coaching, refereeing and co-ordination opportunities. This particular group has been retained to assist the next leadership in sharing their learning and experiences.
Responsibility of Whānau:	Similar to other programmes delivered through the Highbury Whānau Centre Social Services; the families of these young people are informed about the programme objectives as well as being asked to think about their responsibility that they hold in supporting their Rangatahi to participate within the programme.
Attendees:	1320 participants; 132 sports teams for the reporting time period, with an average of 10 players / participants per team.

5. Annual delivery of youth development programmes

Tāne & Wāhine Toa

Age group & gender:	Delivered to 13-16-year-old (male & female) as an in-school programme.
Number of participants:	63
Length of Programme:	Term 3: 20 July - 25 September, 2020 -19 young people Term 4: 12 October - 10 December, 2020 - 22 young people Term 2: 3rd May – 9 July, 2021 – 22 young people
Programme design & facilitation:	Co-designed by the Specialist Youth Team and Alternative Education Team of HWC.
Measurements Used: and post evaluation	Pre-evaluation
Rationale for Programme:	Research shows that most 'at risk' is young people. This programme is designed to positively encourage at risk youth through pro-social sports and leisure activities, and provide opportunities for leadership and cooperative roles in a team environment. The Wāhine / Tāne Toa programme promotes healthy lifestyle choices through physical activity and positive relationships.

Objective for Programme: This programme will encourage young people to reflect on their identity, relationships, and decision making, as well as leadership skills. It will also increase the adolescent's knowledge about the effects of alcohol and substances.
It will teach adolescents about the risks associated with alcohol and substance use and build commitment to avoid abusing alcohol and substances.

Responsibility of Whānau: Similar to other programmes delivered through the Highbury Whānau Centre Social Services, members of these young women's whānau will be informed about the programme objectives as well as being asked to think about their responsibility that they hold in supporting their rangatahi to participate within the programme.

Research shows that most 'at risk' is young people. This programme is designed to positively encourage at risk youth through pro-social sports and leisure activities, and provide opportunities for leadership and cooperative roles in a team environment. The Wāhine / Tāne Toa programme promotes healthy lifestyle choices through physical activity and positive relationships.

Objective for Programme: This programme will encourage young people to reflect on their identity, relationships, and decision making, as well as leadership skills. It will also increase the adolescent's knowledge about the effects of alcohol and substances.
It will teach adolescents about the risks associated with alcohol and substance use and build commitment to avoid abusing alcohol and substances.

Responsibility of Whānau: Similar to other programmes delivered through the Highbury Whānau Centre Social Services, members of these young men and women will be informed about the programme objectives as well as being asked to think about their responsibility that they hold in supporting their Rangatahi to participate within the programme.

Attendees: Term 3: 20 July - 25 September, 2020 -19 young people, Term 4: 12 October - 10 December, 2020 - 22 young people and Term 2: 3rd May – 9 July, 2021 – 22 young people. A total of 63 participants for the 1 July 2020 – 30 June 2021 year.

Tapu Toa te Tinana

Age group & gender: Delivered to 13-16-year-old (male & female) as an in-school programme.

Number of participants: 24

Length of Programme: Term 1: 30 January - 6 April, 2021 – 8 weekly sessions during this time period

Programme design & facilitation: Co-designed by the Specialist Youth Team and Alternative Education Team of HWC.

Measurements Used: Pre-evaluation and post evaluation

Rationale for Programme: Research shows that most 'at risk' is young people. This programme is designed to positively encourage at risk youth through pro-social sports and leisure activities, and provide opportunities for leadership and cooperative roles in a team environment. Tapu Toa te Tinana programme promotes healthy lifestyle choices through physical activity and positive relationships.

Objective for Programme: This programme will encourage young people to reflect on their identity, relationships, and decision making, as well as leadership skills. It will also increase the adolescent's knowledge about the effects of alcohol and substances.

It will provide learnings to adolescents about the risks associated with alcohol and substance use and build commitment to avoid abusing alcohol and substances.

Responsibility of Whānau: Similar to other programmes delivered through the Highbury Whānau Centre Social Services, members of these young women's whānau will be informed about the programme objectives as well as being asked to think about their responsibility that they hold in supporting their rangatahi to participate within the programme.

Attendees: A total of 24 participants for the 1 July 2020 – 30 June 2021 year.

Tama Tū

Age group & gender: Delivered to 9-10-year-old (male) as an in-school programme.

Number of participants: 5

Length of Programme: Term 3: 20 July - 25 September, 2020 – 7 weekly sessions during this time period

Programme design & facilitation: Kiria Tangaroa the Youth worker at Highbury Whānau Centre.

Measurements Used: Evaluation forms from the Participants and feedback from school.

Rationale for Programme: This programme is aimed at young people who want to gain confidence and to develop their leadership skills and experience in a range of activities that is controlled in a safe and supportive environment. The programme encouraged youth, through interactive activities and

provide opportunities for leadership roles in a team environment.

Objective for Programme: This programme will increase the boy's knowledge of behaviour management, personal safety, respect of self and support systems through brief education in a safe and supportive environment, through exploring ideas of self-esteem, confidence, respect, and behaviour strategies. The programme will help provide the young boys with life skills to enable them to create and engage in pro-social relationships.

Responsibility of Whānau: Similar to other programmes delivered through the Highbury Whānau Centre Social Services, members of these young women's whānau will be informed about the programme objectives as well as being asked to think about their responsibility that they hold in supporting their rangatahi to participate within the programme.

Attendees: A total of 5 participants for the 1 July 2020 – 30 June 2021 year.

He Kākano – Sowing the seeds

Age group & gender: Delivered to 9-10-year-old (female) as an in-school programme.

Number of participants: 6

Length of Programme: Term 1: 23 February - 3 March, 2021 – 7 weekly sessions during this time period

Programme design & facilitation:
Sharon Waples Youth worker at Highbury Whānau Centre.

Measurements Used: Evaluation forms from the Participants and feedback from school.

Rationale for Programme: This programme gives young girls opportunities to explore their views around healthy relationships in a safe and supportive environment, through exploring ideas of self-esteem, confidence leadership and teamwork. The programme will help provide the young women with life skills to enable them to create and engage in pro-social relationships. All HWC programmes cover five components; History, pathways, identity, Hauora and leadership, including a consistent theme of resiliency.

Objective for Programme: He Kakano is an in-school program for young girls 9-10 years' old that was designed to give young girls opportunities to explore ideas of self-esteem, confidence leadership and teamwork in a safe environment. During the program the girls explored safe spaces, safe people, self-esteem and peer relationships. This was an area that was identified early on in the program to be most relevant for the girls and became our primary focus for the 7 weeks.

Responsibility of Whānau:	Similar to other programmes delivered through the Highbury Whānau Centre Social Services, members of these young women's whānau will be informed about the programme objectives as well as being asked to think about their responsibility that they hold in supporting their rangatahi to participate within the programme.
Attendees:	A total of 6 participants for the 1 July 2020 – 30 June 2021 year.

P.A.C.T – Positive Attitude Changes Today 4 Tomorrow

Age group & gender:	Delivered to 9-13-year-old (male & female) participants as an in-school programme.
Number of participants:	17
Length of Programme:	Term 1: 11 March - 15 April, 2021 – 5 weekly sessions during this time period
Programme design & facilitation:	Kiria Tangaroa the Youth worker at Highbury Whānau Centre.
Measurements Used:	Evaluation forms from the Participants and feedback from school.
Rationale for Programme:	Healthy relationships are a crucial part of a child's development and learning how to build them is an important part of growing up. Research shows that brief education targeted at building self-esteem and pro-social skills at this age can have long term benefits.
Objective for Programme:	This programme will increase the young person's knowledge of behaviour management, personal safety, respect of self and support systems through brief education in a safe and supportive environment, through exploring ideas of self-esteem, confidence, respect, and behaviour strategies. The programme will help provide the young boys with life skills to enable them to create and engage in pro-social relationships.
Responsibility of Whānau:	Similar to other programmes delivered through the Highbury Whānau Centre Social Services, members of these young women's whānau will be informed about the

programme objectives as well as being asked to think about their responsibility that they hold in supporting their rangatahi to participate within the programme.

Attendees: A total of 17 participants for the 1 July 2020 – 30 June 2021 year.

6. **Annual completion of one community development initiative that will enhance community development identity.**
   - *Pātua te Taniwha* – A community driven initiative to promote Te Reo Māori within the community, and provide opportunities for people to learn and further develop their Reo. Started by local Kaumātua, the Highbury Whānau Centre has sourced funding to promote and develop Pātua te Taniwha, and housed the programme within the facility on a weekly basis. Participant numbers have tripled since it shifted under the HWC umbrella, and there are plans for further development. Each Thursday evening between 25-35 people of all nationalities attend class to grow their knowledge of and confidence within engagement & speaking of Te Reo Māori.

Specialised Youth / Development Work Activities

NDOE Youth Work / YDP / Mentoring / Supported Bail

Youth and community development group programmes are delivered by qualified staff for at risk youth aged 7-18 in Palmerston North. Programmes are planned and reviewed annually to meet identified community need. Duration, target group and size vary. Programme's aim to support young people to build skills, confidence and resilience so they may engage in pro-social activities, education and their family/whānau – A total of 21 participants for the 1 July 2020 – 30 June 2021 year.

Counselling and youth work support delivered by qualified staff for at risk 8-25-year olds and their family/whānau in Palmerston North. The service aims to use the strengths of children, young people and their family/whānau to set goals and develop a plan. Work is on relationships, anxiety, anger management, alcohol and drug use, offending behaviour, identify formulation, leadership and self-esteem building – A total of 25 participants for the 1 July 2020 – 30 June 2021 year.

Supported Bail is an intensive programme tailored to the needs of each rangatahi aged 12-17 and their whānau. It is delivered at times when rangatahi are at risk of breaching their bail conditions and/or reoffending. This includes weekdays, evenings and weekends and coverage over at-risk times during public holiday periods. Supported Bail is aimed at supporting rangatahi to be compliant with their bail conditions whilst enabling them to remain in the community during their bail period. It is a community-based alternative for rangatahi who would otherwise be detained on remained in an Oranga Tamariki Youth Residence. The programme also includes considerable support for whānau to enable them to understand court proceedings, confidently monitor and supervise their rangatahi, and advocacy and connection to community supports - A total of 15 participants for the 1 July 2020 – 30 June 2021 year.

Fresh Start Mentoring provides individualised and intensive support, positive guidance, encouragement, opportunity and challenge which assists the child or young person within Youth Justice to achieve their goals and aspirations. Mentoring includes an individual goal plan which aims to improve the child or young person's educational and employment opportunities, increases their community participation and reduces the level of their offending. The client group for mentoring is for under 18 and duration can be up to 12 months in length - A total of 13 participants for the 1 July 2020 – 30 June 2021 year.

Youth Development Programmes are services delivered to implement individually tailored intervention plans following Youth Justice Family Group Conferences. The aim is to achieve the outcomes set by the FGC process which includes holding the Child or Young Person accountable for their actions, address the underlying causes of their offending as well as providing parents and/or caregivers with tools to support their Child or Young person to live an offending free lifestyle. These are delivered to ages 13-18 and encompass a family/whānau wrap around approach - A total of 7 participants for the 1 July 2020 – 30 June 2021 year.

The following are the collaborative relationships that our organisation is currently participating within:

- Ora Konnect – a collect impact collaboration of organisations in the Westside of the city; the 4412 – operational aspect is facilitated through W.A.I.O.R.A.
- WOSIDLG – The Whānau Ora Strategic Innovation, Development and Leadership Group
- Ara Taiohi – The National Youth Sector Network
- Central Region Youth Service Providers Collective.
- Iwi & Māori Health & Social Service Organisation – Manawatū Rōhe Collective
- Oranga Tamariki – PPG (Professional Practice Group) Advisory Roopu – Tangata Whenua Caucus
- Palmy Youth Sector Network – Membership and steering group membership.
- Youth Well-being Advisory Group (YWAG) – Membership & participation into the DHB Youth Well-being Advisory Group
- Local SWiS workers – (SWiS – Social Workers in Schools) information sharing, programme design and at times facilitation of delivery.

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.

Staffing: START, Whana Tū – Youth Service has nine staff. All staff are experienced and / or qualified within Case management, Social Work and / or Youth Work; staff have continued to actively receive professional development and support in accessing this from the organisation.

In June 2021, we completed our ninth year within youth services after the initial period of establishment and development of the service and a way of working with young people within Palmerston North and the Manawatū region (July 2012 to June 2021); an understanding of how the youth services contract worked, and how we as an organisation were going to implement this service within our community. We have developed the initial evolution of youth service provision after the early years within the establishment and improvement of the youth transition programme that solely worked with NEET (Not Engaged in Education and Training) young people between the ages of 13 to 18 years old. Within the development of YP & YPP (Youth Payment & Young Parent Payment) we continue to meet and at times surpass the national average within the contracted outcomes for this service provision, encouragement of young people in re-engagement within education and further training is the outcome foci.

Within the delivery of this service we are fully involved within the performance / outcomes of the MSD Youth Service Contracts and it was a period of both growth and stabilisation within the current youth services contract for the organisation; especially within the learnings and adjustments in working with young people in receipt of financial support from the government under the YP & YPP (Youth Payment & Young Parent Payment) programmes of this contract.

The following is a table with the quantity and educational engagement percentages for START services here in the Palmerston North / Manawatū district (as at 30 June 2021): *Disclosure – the information recorded & displayed below is related to (quantity of young people within the service) is a 'snapshot' taken on the 30 June 2021, all other stats are a measurement across this time stated.*

Performance for Start for NEET from 01/07/2020 to 30/06/2021

Performance measure	Statistics
Number of enrolments as at 30/06/2021	25
Young people enrolled within 90 days of referral acceptance (NEET only)	89%
Young people contacted within the last 30 days (as at 30/06/2021)	95%
Initial Youth Service Plans completed within 30 days of enrolment (NEET only)	95%
Young people with a confirmed driver licence status (as at 30/06/2021)	64%
Youth Service Plans completed or reviewed with the young person within the last 90 days (as at 30/06/2021)	71%
Young people engaged in full-time education, full-time training or work-based learning (as at 30/06/2021)	16%
Young people in employment that have achieved sustainable full-time employment (as at 30/06/2021) (NEET only)	0%
Exit Youth Service Plans completed prior to the young person exiting the service	5%

Performance for Start for YP/YPP from 01/07/2020 to 30/06/2021

Performance measure	Statistics
Number of enrolments as at 30/06/2021	119
Young people contacted within the last 30 days (as at 30/06/2021)	91%
Young people with a confirmed driver licence status (as at 30/06/2021)	84%
Youth Service Plans completed or reviewed with the young person within the last 90 days (as at 30/06/2021)	86%
Young people engaged in full-time education, full-time training or work-based learning (as at 30/06/2021)	47%
Exit Youth Service Plans completed prior to the young person exiting the service	38%

Highlights for the Service

A highlight for the service has been the continued growth and development of the staff within their respective roles. The service team of START within our organisation is a group of committed individuals who strive to seek positive outcomes for each of their clients / rangatahi who need their support. Individuals are prepared to work as a collective to develop cohesive processes in the utilisation of the resource that is Youth Service, which enables young people to create independence and engage within education. Through the development of all of our staff members, their growth within the youth sector will to continue to flourish. The acceptance of the Youth Service within the youth sector, school's community and social service providers has constantly needed to be maintained, although it has been relatively unproblematic in connecting with all the above-named sectors. The maintenance comes from the forever evolving world that is social policy with the programme facilitation of NEET (Not Engaged in Education & Training) & Youth Benefit schemes; as well as balancing this with the individual development needs of staff and their whānau.

Having the adequate resources and support to develop this service, and the ability to creatively develop the work process / practice to meet the needs of the young people we serve, has also been a continued development. This is without the fiscal constraints that most other social service organisations face, has also been a highlight; this is a constant balancing act with our service meeting / achieving the overarching aim of having fewer young people relying on a benefit to meet their needs, as we have had a number of young people consistently leaving the youth benefit supports and moving into independence through gaining full-time work and re-engagement within further education and training.

With this contract secured to June 30, 2025, which includes smaller caseloads and FTE funding compared to previously being an outcome funded contract. During the Covid-19 lockdown period of March – May 2020 and again during the 2021 period, the START – Youth Service Team facilitated essential service provision, and assisting some isolated young people in being connected to assistance.

Challenges for the Service The proposed risk is that the ongoing development of service support, contact and the ability to engage with those young people whom are not accessing support from these services or agencies is becoming a concern, these young people have the classification of being (NEET - Not in Education, Employment and Training); alienated young people, whom have withdrawn from the education system, training opportunities and are becoming increasingly "unemployable"; is an enormous concern, these young people have also withdrawn from all support and avenues that can assist within their progress and development. Thus, coupled with the limited employment options for these young people, and the resources' and time needed to meet, assess the need and explore positive outcomes for these young people is an 'ethical' concern for the organisation. The mitigating strategy will be to 'pool' the time and resources for these groups with support from Work & Income to assist in the provision of service delivery to these vulnerable groups. The provision of an "frank", "blunt" and "honest" programme to these groups would benefit and aim to inspire the need for accessing programmes, training and employment options for their individual needs. Another worrying concern, becoming a trend has been the utilisation of some whānau and individuals viewing the YP (Youth Payment) benefit as a potential 'default' option rather than potentially exploring other options in accessing fiscal support for themselves. We need to develop a process that enables & empowers young people into work, and understanding what work is and the development of a culture or ethos of employment being a social norm.

A focus from the previous year was the development & facilitation of a Rangatahi Work Readiness programme for which ran for 6 months and had a 90% (as measured by MSD) success rate of rangatahi engagement into sustainable employment. Unfortunately, we could not obtain funding adequate for sustainability, as a proposed of a minimum three-year contract was able to be achieved through MSD; and therefor it was decided to cease operation of this initiative.

START and the service of Youth Service, continues within its development of kaimahi into youth work and community development work. It provides a 'structured' expose' of this sector and affords an opportunity for new staff to explore the sector as a career pathway.

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, this year 2021 signals 21 years 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.

2017-2021

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.

2020 signaled twenty years of Alternative Eduation 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.

Outcomes
Within the reporting period 1 July 2020 to 30 June 2021, a total of 111 students were enrolled in Alternative Education (we are funded for 42 annually); this included the students being supported in the ENGAGE programme. This programme supports these young people's re-engagement into mainstream education. Although there have been significant barriers to re-enrolment and reintegration, the annual outcomes indicate that the majority of referred students experienced a positive outcome.

There are often significant delays between student non-engagement (due to truancy, suspension or exclusion from school) and referral to Alternative Education. Consequently, the students' behavioral issues are often compounded by the results of long term disengagement; such as frustration, fraught whānau relationships, and lack of confidence in the system and themselves, and nervousness or anxiety at re-engaging. Attendance at AE, therefore, is a positive outcome, and a step towards reintegration into a mainstream setting.

Highlights for the Service
The highlights for the service over this reporting period has been the passionate staff and their commitment to the young people of the Alternative Education Programme, Te Hiringa. The Te Hiringa curriculum is derived from the NZ curriculum and couched in a cultural framework; engaging students in robust and relevant learning. Students learn interactively, at their own pace, and are progressed from their current aptitude and skill set. Key priorities include lifting the achievement of disadvantaged students through meaningful teaching and learning using 21st century ideas and resources. Individual student plans guide the teaching and learning process.

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.

Julene Duerksen-Kapao who joined this team in April 2018, has developed a strong mana enhancing programme for our Rangatahi; alongside our Youth Working staff within this programme, which are Morgan Emery and Corey Woon; administration support from Sandra Carroll and pedagogical lead & management from Anjali Butler, with support from Phil Hann of Palmerston North Boys High School.

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)

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, 2021. 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 two 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, whom host a wide collective experience; have guided the two organisational entities, the Highbury Whānau Centre and Iuventus, 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 39 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 five years to provide some understanding.

To the Ministry of Social Development and Oranga Tamariki Kaimahi, especially Katie Brosnahan, Claire Pope and David Jeremy 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, 2020 to June 30, 2021

Entity Information

For the year ended 30 June 2021

BDO

Entity Information

Whanau Support Group
For the year ended 30 June 2021

Legal Name of Entity

Whanau Support Group

Entity Type and Legal Basis

Whanau Support Group is a group registered with the Charities Commission.

Entity's Purpose or Mission

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

The embracing essence of our Whanau 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.

Nature of Business

Youth, Whanau & Community Development Services.

Entity Structure

The organisation commenced in 1981, by a group of parents wanting to assist their children to who were experiencing issues with truancy, youth crime and educational engagement. This was the commencement of youth development programmes for their own whanau 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.

A joint executive management committee of Highbury Whanau Centre & Iuventus 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 subsidiary Company.

Beneficiary

Youth Whanau and Community

Main Sources of Entity's Cash and Resources

Contract for service agreements with Ministry of Social Development, Palmerston North City Council and Oranga Tamariki. Other sources include participant fees within programme activities.

CKS AUDIT

Entity Information (Cont.)

For the year ended 30 June 2021

BDO

Main Methods Used by Entity to Raise Funds

Funding request applications are invited by the Ministry of Social Development and Palmerston North City Council, for specialist youth, whanau and community development services. An MOU is in place with the Managing School of the Principals Association to facilitate the funding of the Alternative Education Programme.

Participant subscriptions are drawn from service / programme participants if & when required to fund specific programme shortfalls.

Invoices are raised periodically, which align with the specific agreement specifications for the aligned service stream.

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.

Our Overarching Goal

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

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

Auditors

CKS Audit
PO Box 4125
Palmerston North

Accountants

BDO Manawatu Limited
Chartered Accountants and Advisors
Palmerston North 4410

Bankers

Westpac Bank
PO Box 4153
Palmerston North

Solicitors

Powell Lyall Solicitors
188 Broadway Avenue
Palmerston North

Registered Charity Number

Whanau Support Group, Highbury, Takaro, Westbrook Incorporated - CC41466
Iuventus Limited - CC37594
Whanau Support Group - CC53983

CKS AUDIT

Entity Information (Cont.)
For the year ended 30 June 2021

BDO

Approval of Financial Report

Whanau Support Group
For the year ended 30 June 2021

The Governing body are pleased to present the approved financial report including the historical financial statements of Whanau Support Group for year ended 30 June 2021.

APPROVED

Chairperson

Date 25/02/2022

Treasurer

Date 25/02/2022

Statement of Service Performance

For the year ended 30 June 2021

Statement of Service Performance

Whanau Support Group
For the year ended 30 June 2021

Description of Entity's Outcomes

The below figures represent what can be evidenced within the **Service Outcomes/Outputs** from 1 July 2020 to 30 June 2021.

Service Outcomes

- The outcomes of the organisation group include the following:
- 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), Registered Teachers (x2), Registered Social Workers (x2), Qualified Youth Workers (x7) and training Social Workers (x3)
- 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.

Description and Quantification of the Entity's Outputs	2021	2020
HWC - Specialist Youth, Whanau & Community Services		
Specialised self-esteem/peer relation development programmes - Individual participant numbers	30	81
Specialised Group Youth Mental Health Programmes - Individual participant numbers across two programmes	115	12
Specialised Alternative Education Undertakings - Individual participant numbers across three service streams	111	125
Specialised & Individualised Youth Justice Mentoring for at Risk Youth - Individual participant numbers	35	36
Specialised & Individualised Counselling for Young people presenting with extreme risk factors - Individual participant numbers	61	56
Specialised & Individualised Youth Work Support Activities for at Risk Youth - Individual participant numbers	21	24
After School Programmes - Group participant numbers	49	18
School Holiday Programmes - Group participant numbers from three programmes	91	49
Specialised Leadership Development - Individual participant numbers	40	39
Transitions Service - Individual participant numbers	60	30
Community Facility User Group Hours	2,212	2,025
HWC - Junior/Youth Sports Programmes		
HWC Junior Youth Touch participant numbers	1,320	1,410
HWC Kiwi Tag Module	-	340

Statement of Service Performance (Cont.)

For the year ended 30 June 2020

BDO

START - Youth Service

Service participant numbers measured from 1 July 2020 to 30 June 2021 - 377 participants (2020: 380 participants).

Description of Unquantified Outputs

HWC - Specialist Youth, Whanau &Community Services - 2400

Support & assistance to those seeking help from the organisation - average of 10 enquires per day across a 48 week year.

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.

CKS AUDIT

Statement of Financial Performance

For the year ended 30 June 2021

BDO

Statement of Financial Performance

Whanau Support Group
For the year ended 30 June 2021

	NOTES	2021	2020
Revenue			
Donations, fundraising and other similar revenue	1	3,062	1,304
Revenue from providing goods or services	1	2,487,661	1,641,477
Interest, dividends and other investment revenue	1	2,693	4,371
Total Revenue		**2,493,415**	**1,647,153**
Expenses			
Volunteer and employee related costs	2	1,435,771	994,997
Costs related to providing goods or service	2	529,220	443,273
Other expenses	2	167,238	147,369
Total Expenses		**2,132,229**	**1,585,639**
Surplus/(Deficit) for the Year		**361,186**	**61,513**

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

C.K.S AUDIT

Statement of Financial Position

For the year ended 30 June 2021

BDO

Statement of Financial Position

Whanau Support Group
As at 30 June 2021

	NOTES	30 JUN 2021	30 JUN 2020
Assets			
Current Assets			
Bank accounts and cash	3	1,098,990	559,894
Debtors and prepayments		111,812	125,397
Income tax receivable	4	2,615	2,610
Westpac term deposit		11,089	11,016
Total Current Assets		**1,224,506**	**698,916**
Non-Current Assets			
Property, plant and equipment	5	613,196	600,151
Total Non-Current Assets		**613,196**	**600,151**
Total Assets		**1,837,701**	**1,299,067**
Liabilities			
Current Liabilities			
Creditors and accrued expenses	6	153,372	45,017
Employee costs payable		133,614	107,173
GST payable		69,530	26,877
Total Current Liabilities		**356,516**	**179,068**
Total Liabilities		**356,516**	**179,068**
Total Assets less Total Liabilities (Net Assets)		**1,481,186**	**1,119,999**
Accumulated Funds			
Accumulated surpluses or (deficits)	7	1,481,186	1,119,999
Total Accumulated Funds		**1,481,186**	**1,119,999**

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

Performance Report | Whanau Support Group

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CKS AUDIT

Statement of Cash Flows

For the year ended 30 June 2021

BDO

Statement of Cash Flows

Whanau Support Group
For the year ended 30 June 2021

	2021	2020
1. Cash Flows from Operating Activities		
Cash was received from:		
Donations, fundraising and other similar revenue	3,062	1,304
Revenue from providing goods or services	2,613,710	1,625,360
Interest Received	2,687	4,371
Net GST	44,214	(9,813)
Total	**2,663,673**	**1,621,222**
Cash was applied to:		
Volunteer and employee related costs	1,409,331	951,015
Costs related to providing goods or services	659,090	551,811
Total	**2,068,421**	**1,502,826**
Net Cash Flows from Operating Activities	**595,252**	**118,396**

	2021	2020
2. Cash Flows from Investing Activities		
Cash was received from:		
Receipts from sale of investments	11,016	10,779
Total Cash was received from:	**11,016**	**10,779**
Cash was applied to:		
Payments to purchase investments	11,089	11,016
Payments to acquire property, plant and equipment	56,083	112,907
Total Cash was applied to:	**67,172**	**123,923**
Net Cash Flows from Investing Activities	**(56,156)**	**(113,144)**

	2021	2020
3. Cash and Cash Equivalents		
Net Increase (Decrease) in Cash Held	539,096	5,251
Cash at the Beginning of the Year	559,894	554,643
Total Cash and Cash Equivalents	**1,098,990**	**559,894**

	2021	2020
4. This is represented by:		
Cash & Bank Balances	1,098,990	559,894
Total This is represented by:	**1,098,990**	**559,894**

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

CKS AUDIT

Statement of Accounting Policies

For the year ended 30 June 2021

BDO

Statement of Accounting Policies

Whanau Support Group
For the year ended 30 June 2021

Reporting Entity

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

Iuventus Limited, the wholly owned subsidiary, and the parent are both registered charities under the Charities Act 2005.

These consolidated financial statements for the year ended 30 June 2020 comprise the controlling entity and its controlled entities (together referred to as the "Group") and individually as "Group Entities".

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

Basis of Consolidation - 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.

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 associate or an available-for-sale financial asset depending on the level of influence retained.

Transactions Eliminated on Consolidation

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

Statement of Compliance and Basis of Preparation

The Group has elected to apply PBE SFR-A (NFP) Public Benefit Entity Simple Format Reporting - Accrual (Not-for-Profit) on the basis that it does not have public accountability and has total annual expenses of equal to or less than $2,000,000. In the application of PBE SFR-A (NFP) 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

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.

Going Concern

Performance report has been prepared on the assumption that the reporting entity is a going concern.

CKS AUDIT

Specific Accounting Policies

The following specific accounting policies which materially affect the measurement of the Statement of Financial Performance and Statement of Financial Position have been applied:

Revenue Recognition

Revenue is recognised based on the progress of the contract, including completed milestones and reports. It is measured at fair value of consideration received or receivable. Revenue is stated net of GST.

Interest received is recognised as interest accrues, gross of refundable tax credits received.

Hiring of facilities is recognised when an invoice is raised.

Property, Plant & Equipment

Property, plant and equipment is recognised at cost less aggregate depreciation. Historical cost includes expenditure directly attributable to the acquisition of assets, and includes the cost of replacements that are eligible for capitalisation when these are incurred.

All other repairs and maintenance are recognised as expenses in the Statement of Financial Performance in the financial period in which they are incurred.

Gains and losses on disposal of fixed assets are taken into account in determining the net result for the year.

The following estimated depreciation rates/useful lives have been used:

Iuventus

Land	0% Prime Cost
Building Fit out	20% Prime Cost
Building Fit out	4% - 67% DV
Motor Vehicles	30% DV
Office Equipment	12% - 67% DV
Alt Ed Assets	15.6% - 25% DV
Buildings	2% Prime Cost

Whanau Support Group

Office Equipment	10% - 67% DV
Furniture and Fittings	20% DV
Catering Equipment	20% DV
Motor Vehicles	20% - 30% DV
Sports Equipment JYT	25% - 67% DV
Sports Equipment Footsteps	40% DV
Leasehold Improvements	0% - 67% DV

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Income Tax

The Group has charitable status and is exempt from income tax.

Goods and Services Taxation (GST)

Revenue and expenses have been recognised in the performance report exclusive of GST except that irrecoverable GST input tax has been recognised in association with the expense to which it relates. All items in the Statement of Financial Position are stated exclusive of GST except for receivables and payables which are stated inclusive of GST. The society is registered for GST.

Accounts Receivable

Receivables are recognised at estimated realisable value.

Changes in Accounting Policies

There have been no changes in accounting policies. All policies have been applied on a basis consistent with those from previous performance report.

CKS AUDIT

Notes to Performance Report
For the year ended 30 June 2021

BDO

Notes to the Performance Report

Whanau Support Group
For the year ended 30 June 2021

	2021	2020
1. Analysis of Revenue		
Donations, fundraising and other similar revenue		
Donations Received	1,540	-
Sponsorship	1,522	1,304
Total Donations, fundraising and other similar revenue	**3,062**	**1,304**
Revenue from providing goods or services		
Events Income	10,900	5,261
Hire of Facilities	5,617	6,452
Junior Sport	43,087	40,009
Massey University	10,550	-
Ministry of Health	108,633	-
Ministry of Social Development	1,602,363	984,229
Miscellaneous Grants	7,304	51,588
PNBHS Alternative Ed	514,908	456,206
PNCC	49,238	48,750
Primary Health Organisation	2,520	43,732
Programme and Course Funding	48,453	3,044
Sundry Income	497	2,207
Te Kura o Takaro	14,090	-
Te Tihi Whanau Ora	69,500	-
Total Revenue from providing goods or services	**2,487,661**	**1,641,477**
Interest, dividends and other investment revenue		
Interest Received	2,693	4,371
Total Interest, dividends and other investment revenue	**2,693**	**4,371**

	2021	2020
2. Analysis of Expenses		
Volunteer and employee related costs		
ACC Levies	4,359	2,878
Other Employee Expenses	6,898	9,330
Staff Supervision	10,801	7,724
Staff Training	19,034	11,531
Wages	1,394,679	963,533
Total Volunteer and employee related costs	**1,435,771**	**994,997**
Costs related to providing goods or services		
Computer Lease	29,631	25,125
Event Costs	5,378	7,426
Facilities Costs	14,506	17,073
General Expenses	11,716	3,649
Junior Sport Expense	12,613	55,642

Performance Report | Whanau Support Group

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CKS AUDIT

	2021	2020
Marketing and Promotion	2,632	3,728
Motor Vehicle Expenses	8,649	8,936
Motor Vehicle Lease	20,239	13,956
PNBHS Alternative Ed Teacher Expenses	188,532	177,500
PNBHS Management Fee	47,169	44,081
Professional Membership Fees	6,499	-
Rent	28,442	24,688
Resource Materials	53,567	21,252
Youth and Whanau Development Expenses	99,647	40,217
Total Costs related to providing goods or services	**529,220**	**443,273**
Other expenses		
Accountancy Fees	7,720	7,249
Audit Fee	5,100	6,200
Bad Debts Written Off	334	523
Bank Fees and Charges	-	60
Depreciation	43,038	38,772
Donations and Koha	9,826	9,453
Governance Costs	573	1,306
Insurance	30,609	24,221
Interest	-	1
IRD Interest and Penalties	-	368
Legal Fees	700	500
Loss on Sale of Fixed Assets	-	1,227
Office Expenses	28,780	17,026
Telecommunications	40,558	40,463
Total Other expenses	**167,238**	**147,369**

3. Cash and Bank Balances

	2021	2020
Cash Balance		
Cash on Hand	114	67
Total Cash Balance	**114**	**67**
Bank accounts and cash		
Alt Ed Cash on Hand Account	282	203
Kiwibank 00 - Edge Account	76,987	23,988
Kiwibank 01 - Online Call Account	701,997	354,515
START Cash on Hand Account	484	95
Westpac 00 - Jnr YT Account	-	44,109
Westpac 00 - START Account	263,553	83,611
Westpac 25 - START Savings Account	32,807	20,312
Westpac 26 - Alternative Education	22,766	32,995
Total Bank accounts and cash	**1,098,875**	**559,826**
Total Cash and Bank Balances	**1,098,990**	**559,894**

BDO

	2021	2020
4. Income Tax		
Opening Balance	(2,602)	(2,602)
RWT Receivable	(14)	(8)
Income Tax Payable/(Receivable)	**(2,615)**	**(2,610)**

5. Property, Plant and Equipment

2021	Opening Carrying Amount	Purchases/(Sales or Disposals)	Depreciation & Impairment	Closing Carrying Amount
Iuventus				
Land	195,097	-	-	195,097
Buildings	217,264	-	4,681	212,583
Building Fitout	62,164	405	6,960	55,609
Motor Vehicles	9,301	-	2,790	6,511
Office Equipment	13,278	3,841	4,225	12,894
Alt Ed Assets	1,588	-	275	1,313
Whanau Support Group				
Office Equipment	34,845	8,992	8,077	35,760
Furniture & Fittings	1,722	2,873	751	3,844
Catering Equipment	3	-	-	3
Motor Vehicles	13,222	16,087	6,624	22,685
Sports Equipment JYT	5,495	-	2,210	3,285
Leasehold Improvements	46,172	2,715	5,034	43,853
Sports Equipment Foot Steps	-	21,170	1,411	19,759
Total Property, Plant & Equipment	**600,151**	**56,083**	**43,038**	**613,196**

CKS AUDIT

2020	Opening Carrying Amount	Purchases/(Sales or Disposals)	Depreciation & Impairment	Closing Carrying Amount
Iuventus				
Land	195,097	-	-	195,097
Building Fitout	33,863	35,192	6,891	62,164
Buildings	221,945	-	4,681	217,264
Motor Vehicles	13,288	-	3,987	9,301
Office Equipment	14,591	3,125	4,438	13,278
Alt Ed Assets	1,925	-	337	1,588
Whanau Support Group				
Office Equipment	29,683	9,943	4,782	34,845
Furniture & Fittings	2,152	-	430	1,722
Catering Equipment	4	-	1	3
Motor Vehicles	5,368	13,478	5,624	13,222
Sports Equipment JYT	-	9,941	4,446	5,495
Leasehold Improvements	-	49,327	3,155	46,172
Total Property, Plant & Equipment	**517,916**	**121,007**	**38,772**	**600,151**

6. Creditors and Accrued Expenses

	2021	2020
Accounts Payable		
Accruals	12,090	12,300
Accounts Payable	23,371	29,043
Total Accounts Payable	**35,461**	**41,343**
Other Payables and Accruals		
Funds Held on Behalf	7,993	-
Income in Advance	109,918	3,675
Total Other Payables and Accruals	**117,911**	**3,675**
Total Creditors and Accrued Expenses	**153,372**	**45,017**

7. Accumulated Surpluses/(Deficits)

	2021	2020
Opening Balance	1,119,999	1,058,486
Current Year Earnings	361,186	61,513
Total Accumulated Surpluses/(Deficits)	**1,481,186**	**1,119,999**

	2021	2020
8. Operating Lease Commitments		
Future minimum lease payments under non-cancellable leases		
Current	59,250	58,170
Non-current	40,785	47,265
Total	**100,036**	**105,435**

Iuventus has at lease on property at 210 Featherston Street with current right of renewal expiring 30 July 2021. No new lease has been confirmed and is therefore rolled forward under existing terms.

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

9. Related Parties

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

10. Capital Commitments

The Group has no capital commitments as at 30 June 2021 (2020: $Nil).

11. Contingent Liabilities and Guarantees

The group has no contingent liabilities and no guarantees as at 30 June 2021 (2020: Contingent Liabilities Nil, Guarantees Nil).

12. Goods or Services Provided to the Entity in Kind

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

13. Events Occurring After Balance Date

Iuventus Limited entered into an agreement topurchase a property at 2 Moray Place, Palmerston North for $585,000 withsettlement 7 October 2021.

There were no other events that have occurred after the balance date that would have a significant impact on the Performance Report (2020: Nil).

14. Impact of COVID-19

A new virus, COVID-19, arose in China in December 2019 and became a global pandemic by March 2020. In response to the pandemic, in late March 2020 the New Zealand Government ordered a four-week lockdown, during which non-essential businesses and organisations were not allowed to operate and individuals (other than essential workers or those undertaking essential business) were required to stay at home. In late April 2020, the lockdown period ended and the New Zealand Government started gradually easing the restrictions that had been placed on businesses, organisations and individuals.

On 18 August 2021, New Zealand was again ordered into a level 4 lockdown for two weeks. From 1 September 2021, restrictions were gradually eased for areas outside of Auckland. Auckland remained in a level 4 lockdown for longer than the rest of the country.

The group did not suffer any significant impact especially funding due to being an essential service provider; the only impact was the ability to meet with clients in person, as some of our programme numbers were impacted on during the 'lockdown' process, and certain programmes were cancelled, such as the tag football sports module and programme attendees, to group activities as these were cancelled.

Independent Auditors Report

CKS AUDIT
COTTON KELLY SMIT LIMITED

INDEPENDENT AUDITOR'S REPORT

To the Members of Whanau Support Group, Highbury, Takaro, Westbrook Incorporated

Report on the Consolidated Performance Report

Opinion

We have audited the consolidated performance report of Whanau Support Group, Highbury, Takaro, Westbrook Incorporated including its subsidiary Iuventus Limited (the Group) on pages 3 to 18, which comprises the group entity information, consolidated statement of service performance, consolidated statement of financial performance and consolidated statement of cash flows for the year ended 30 June 2021, the consolidated statement of financial position as at 30 June 2021, the statement of accounting policies and other explanatory information.

In our opinion:

- the reported consolidated outcomes and outputs, and quantification of the outputs to the extent practicable, in the statement of service performance are suitable;
- the consolidated performance report on pages 3 to 18 presents fairly, in all material respects:
  - the financial position of the Group as at 30 June 2021 and of its financial performance and cash flows;
  - the entity information; and
  - the service performance

for the year then ended accordance with Public Benefit Entity Simple Format Reporting – Accrual (Not-For-Profit) issued in New Zealand by the New Zealand Accounting Standards Board.

Basis for Opinion

We conducted our audit of the statement of financial performance, statement of financial position, statement of cash flows, statement of accounting policies and notes to the performance person in accordance with International Standards on Auditing (New Zealand) (ISAs (NZ)), and the audit of the entity information and the statement of service performance in accordance with the International Standard on Assurance Engagements (New Zealand) ISAE (NZ) 300 (Revised).

Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Performance Report section of our report. We are independent of Whanau Support Group, Highbury, Takaro, Westbrook Incorporated 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 qualified opinion.

Other than in our capacity as auditor we have no relationship with, or interests in,, Whanau Support Group, Highbury, Takaro, Westbrook Incorporated or its subsidiary.

Restriction on responsibility

This report is made solely to the Members, as a body, in accordance with section 42F of the Charities Act 2005. Our audit work has been undertaken so that we might state to the Members those matters 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 Members as a body, for our audit work, for this report, or for the opinions we have formed.

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CHARTERED ACCOUNTANTS

CKS AUDIT
COTTON KELLY SMIT LIMITED

Executive Committee's Responsibility for the Consolidated Performance Report

The Executive Committee is responsible for determining that the Public Benefit Entity Simple Format Reporting – Accrual (Not-For-Profit) framework is acceptable in the entity's circumstances and, for:

a) identifying outcomes and outputs, and quantifying the outputs to the extent practicable, that are relevant, reliable, comparable and understandable, to report in the consolidated statement of service performance;

b) the preparation and fair presentation of the consolidated performance report which comprises:
   i. the consolidated entity information;
   ii. the consolidated statement of service performance; and
   iii. the consolidated statement of financial performance, consolidated statement of financial position, consolidated statement of cash flows, statement of accounting policies and notes to the performance report
   iv. in accordance with Public Benefit Entity Simple Format Reporting – Accrual (Not-For-Profit) issued in New Zealand by the New Zealand Accounting Standards Board, and

c) for such internal control as the Executive Committee determines is necessary to enable the preparation of a 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 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 ISAE (NZ) 3000 (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/assurance-standards/auditors-responsibilities/audit-report-17/

We communicate with the Executive Committee regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

CKS audit

CKS Audit
28 February 2022

The Highbury Whānau Centre Strategic Plan 2015 - 2025

The Strategy is underpinned by six pou (pillars). These provide the foundation for all of the organisation'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.

Whakamana Tangata

To support the needs of people/community by empowering them to determine their own future.

- To take an inclusive approach
- To embrace diversity.
  - Encourage diverse communities to utilise the facility & services
    - Scope community need & timeframe it
      - Service Provision in response to need as evidenced by staff & community accessibility
- To encourage community / whānau to develop social enterprise.
  - Social Enterprise Opportunities
  - Investigate other Social Entrepreneurship opportunities
  - Training in Social Enterprise
  - Check Viability
  - Investigate options for investment that align with our organisational 'pou'.

Whakahao Rangatahi

To provide & further develop services to enhance the potential of young people

- To develop youth leadership programmes.
  - Continue to build & develop further Youth Leadership
- Potential Development for:
  - Operational roles
  - Governance roles
- Scholarship / Internship
- To maintain & develop further youth education / training programmes.

Whakapiki Oranga

To promotion & development of healthy lifestyles entwined within all activities

- To develop and promote sport as a youth & community development tool.
- To encourage a holistic approach to wellbeing

Te Whakatuia
To establish & maintain strong relationships with Highbury community, local community, local and national organisations.

- To maintain strengthen and develop positive relationships with
  - Funding organisations
  - Whānau, hapū & Iwi
  - Local communities
  - Local organisations
  - Youth Development organisations
  - National organisations.
- To develop & maintain a positive local / regional & national profile.
- Hāpori – Profiling Organisation
  - Locally / Regionally / Internationally
  - Positive Messaging / Branding / Marketing Events
  - Telling & Visualising our story / Gym signage / Digital "Photo frame"
  - Promotional Marketing
  - To regularly host consultation Hui with the Highbury community. E.g. Highbury Whānau Ora Day.
- Community Events Coordinator
- To commit to developing social capital within our communities of interest.

Whakawhanaketanga
To take a positive, future focused approach to development

- To develop a robust business planning cycle
  - To develop a business arm for long term sustainability of the organisation.
- Development of Residual Income
- Scoping a Business initiative to secure income streams and ensure long term sustainability of the WHOLE organisation.
- To regularly review policy & strategy.
- To maintain & increase current service contracts.
- To continue to develop efficient and effective administration / management & office systems.
- To regularly host full staff Hui to promote a positive work environment.
- Develop a Leadership Team Hui Cycle
  - Six weekly

Rangahautanga
To foster and support research & development

- Decisions will be based on clear and well-informed evidence and research.
- To develop & implement a research & development strategy.
- Internship Programme – develop a strategy to provide a framework for the following:
  - Internship
  - Relationships

Organisational CHART

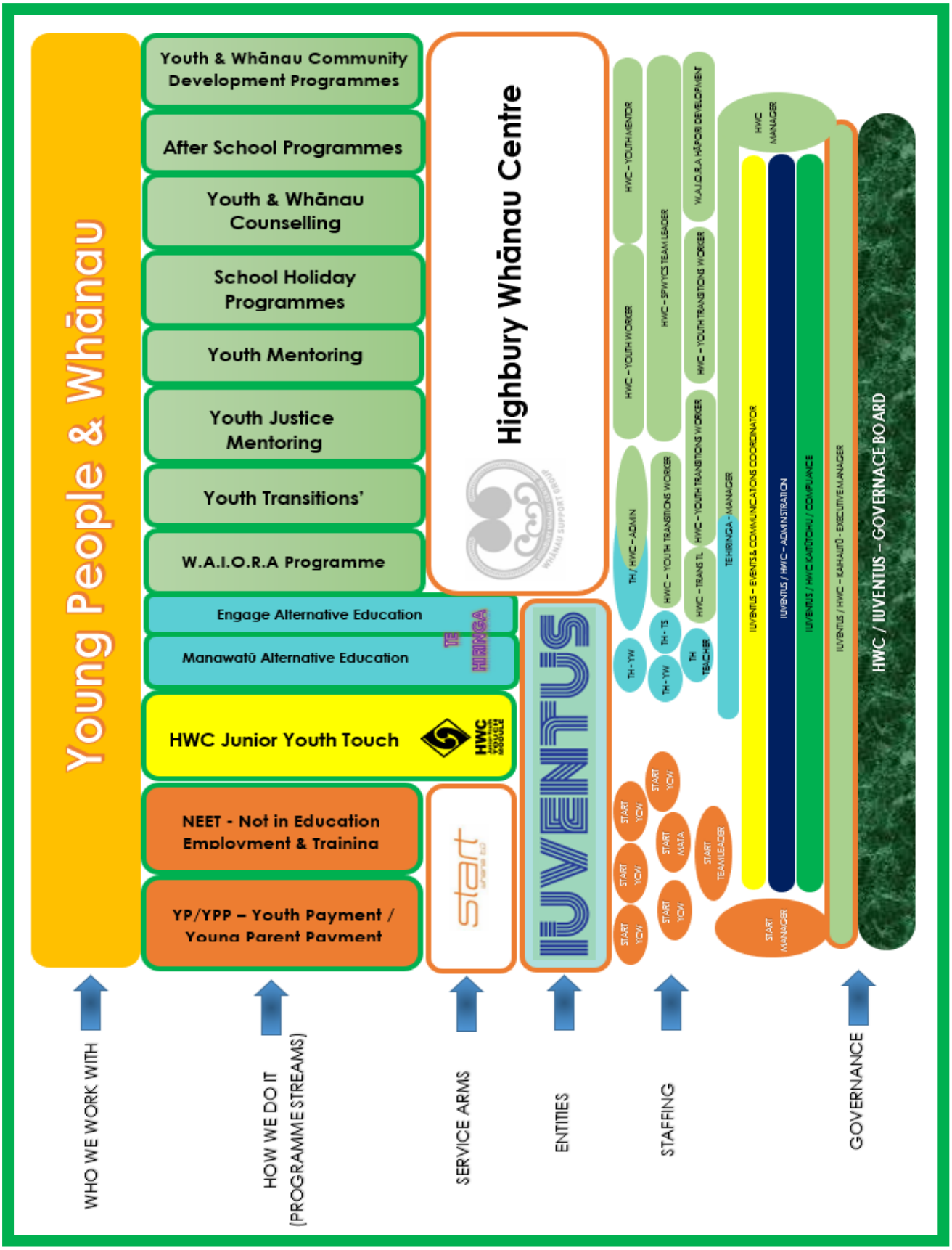


Photo Captions

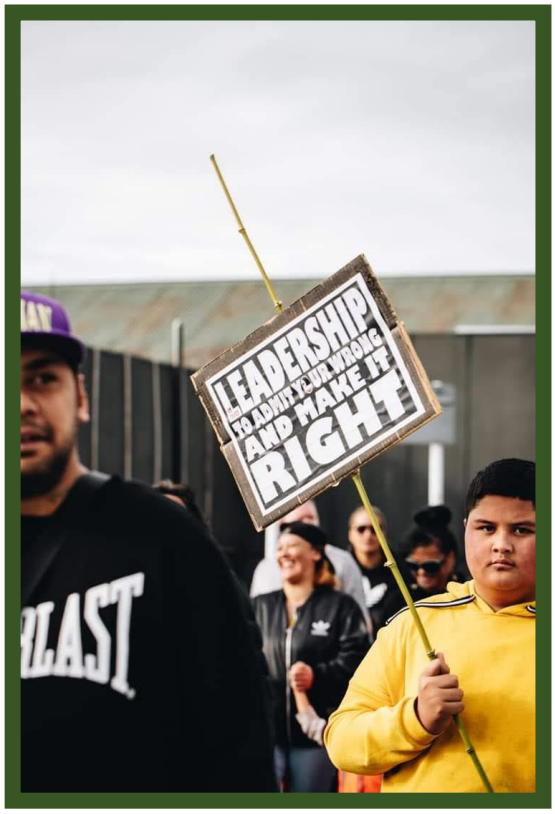
HWC – Holiday Programme

Photo Captions (cont.)

Te Hiringa Alt. Ed Programme

Photo Captions (cont.)

Learning Action – Te Hiringa



Kaupapa kei HWC

START – Driver Licence Recipient

NOTES: