

Annual General Report  
2010 - 2011



*Building Hope Together*  
Hikoi Tumanako-tahi



In 2010 the Friendship Centre Trust became VisionWest Community Trust. The name evolved from the Trust's passion and vision of hope and transformation for families living in West Auckland. VisionWest Community Trust now provides a range of community services to around 11,000 individuals and families every year, with a wonderful staff and volunteer base of over 450 people. The Trust is still based out of Glen Eden Baptist Church and continues to grow and respond to needs in the West, with a mission of building hope together.

Proverbs says: "Without a vision the people perish" (Prov 29:18) and "Hope deferred makes the heart sick" (Prov 13:12). At VisionWest we believe that we all need to have a vision and a hope for the future. As a community development based organisation, our vision is to build a place of trust and openness where people feel valued and loved.

*Transformed Lives, Healthy Communities*  
Hauoratanga mo nga iwi Whanu

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# Trust Board Annual Report

2010 - 2011

## Chairman's Review

I recently saw a pithy statement saying: "Life is Change, Growth is Optional, Choose wisely". It echoed for me the last 12 months in the life of VisionWest Community Trust. As we have just completed the first year as the new organisation we are very conscious of the changes that we have seen. Some key ones that I would highlight are:

- New office arrangements and building uses for some activities
- Commencing the new Property Care programme
- Course changes in the Training Centre
- Contract for Individualised Funding at Home Healthcare

As far as the Board is concerned we definitely opted for growth. Following an organisational review we embarked on a deliberate plan to resource for growth while looking to reduce the number of direct reports that the CEO has. We are pleased to see that the first phase of that plan is largely implemented. I believe that we have attempted – with God's guidance – to choose wisely for the long term sustainability of the organisation.

I must admit that there is a tinge of sadness as I write my last report. I will step down as required in our policy at the AGM in October. I have thoroughly enjoyed my time on the Board and tried to bring my business and personal skills to the role. What I find most encouraging to see is that despite the malaise of the NZ economy the Trust again saw positive economic growth. The Board also attempted to respond to a number of opportunities or needs that the management identified, such as the increased need for food parcels, budgeting and pastoral care.

When I addressed the team during the launch events in July, I made reference to a list of ten predictions – I found that list recently and was amused by them. I thought I would refresh them here reflecting on what has happened:

- 1 **Calm** - If it came it was brief as the project list testifies!
- 2 **Consolidation** - We do have a clear identity and one structure.
- 3 **Construction** - We are building houses and the kingdom, not an empire.
- 4 **Communication** - Signage and updates achieve this.
- 5 **Cooperation** - Efforts made at many levels (Campus, local community and sector).
- 6 **Comfort** - We are getting there - some office changes will assist that.
- 7 **Creativity** - The Board sees many good ideas being pursued.
- 8 **Connectivity** - Staying locally grounded but reaching national Government.
- 9 **Change** - See above.
- 10 **Continued growth** - Definitely! - Just read the rest of this report.

## At this point I must Thank some key people

Firstly, my fellow Trustees on the Board. I would again want to acknowledge their dedication to the task, careful weighing of strategic decisions and willingness to seek God's will for the future. I recognise that there have been some extra demands during both the structural and strategic reviews. On behalf of the stakeholders I would honour you for the careful governance that you have brought. I believe we have worked together extremely well and each of you has contributed to that. Earlier this year Kevin Hardie left the board and we thank him again for his service, good ideas and attention to detail.

Secondly to Tracey Gallagher who, in addition to acting as the Minute Secretary, assists Lisa in arranging our meetings (including the snacks). Your quiet efficiency is an asset both to the Board and Management. Thanks a lot for what I know you do but few see.

Thirdly, and especially, to Lisa. It has been said that for an organisation to be successful, the CEO must give time and attention to strategic planning, financial oversight, internal business processes, employee growth and development, stakeholder relations and the impact of the organisation in the community. From my experience of working with her for over two years she has demonstrated commendable commitment to all of these key management tasks. I repeat what I have said before - she can be rightly proud of what the organisation has achieved and the reputation that this brings in the wider community and even the national context.

Finally to all those that make it happen - the dedicated managers and staff, and especially to the hard working volunteers who actually do the work on a daily or weekly basis. Also to all those organisations and individuals who through various means assist us in achieving the vision.

In concluding this report I would refer to our recent review of the strategic plan which clearly demonstrated that the whole organisation was well ahead of schedule and can be justifiably proud of what has been achieved. But every time the Board meets or there is a conversation on Campus it is clear that there is so much we can continue to do in our efforts to Transform Lives and Build Healthy Communities.



(Top left to right) Glenn Melville, Allan Hunter (Secretary), Steve Parker (Chairman), Andrew Fraser  
(Bottom Row) Suzy Aislabie, Nettie Burton (Treasurer), Lisa Woolley (Chief Executive Officer)  
(Absent) Trevor Parsons





## **This is the year of Celebration!**

Over the last few years we have set out to achieve many key outcomes and we have worked with a clear sense of vision and focussed determination to implement strategic initiatives to meet these outcomes. It is great to now be in the place where we can now look back on these goals and celebrate our achievements.

Obviously the name change and merging two Trusts (the Friendship Centre Trust and Genesis Training Trust) was a massive task and I am pleased to say that this has gone exceptionally well. The rebranding has been a great achievement and has brought about a greater sense of synergy amongst the wide range of services that we offer, both from an external stakeholder perspective as well as amongst our own staff of over 400 people. We also spent a lot of focussed time working with our staff on our vision and mission.

When I hear our team talking about our Trust, I hear them say that VisionWest is all about Hope and Transformation and I know they have absolutely got it! We are all working towards one vision and one mission and there is such a great sense of unity and ability to achieve some wonderfully positive outcomes in our community.

As you will see from reading the various service reports, there have been some great achievements throughout the Trust and we have continued to see strong growth in our services. Unfortunately we have also seen growth in the demand for food parcels, housing and issues such as homelessness continue to grow as the recession really starts to bite and we see very real issues of housing stress; unemployment and poverty take hold in our community. At VisionWest, we are committed to addressing these issues and will continue to look at partnerships that will enable us to work with people who are facing hardship in our community.

## **Key Areas of focus this year have been:**

### **Continuation of our rebranding project**

- Website development
- Signage project

### **Staff Structure Review**

- Earlier in the year we underwent a staff structure review, which we are now working towards implementing the recommendations. We are thrilled to have appointed Christine Dyson as our new Community Services Manager; Philip Ayers has picked up some of the Operation Manager tasks and we are recruiting for a General Manager for Housing.

### **Strategic Planning**

- Each year the Managers and Trustees take time out to check in with the strategic plan to ensure we are still on target for the key areas we are working in. Our theme for our strategic planning retreat this year was 'going from here to

there'. It was stimulating to be with a group of like-minded people as we looked at what the 'there' could look like. It was also encouraging to see how much of our strategic plan we have already achieved. We reflected on how important it is to have strong foundations for continued growth and to that end we have been working towards implementing the recommendations from the staff structure review.

## **Housing**

- We have again seen an increase in the need for our Emergency and Long Term Supported Housing and I have been involved in a number of forums addressing the housing issues that our country faces.
- As a Trust we are committed to growing our housing stock - please refer to the housing report for more information on this growth.



## **Training Centre**

- The Training Centre (formerly the Genesis Training Centre/Trust) has now been part of VisionWest for just over a year and has been a key area of focus. We have given special attention to our staffing; structure and programmes ensuring that we can provide the best environment for these young and adult students to thrive in. At VisionWest, we are committed to addressing issues such as youth education; employment and training and will continue to look at the best ways of implementing programmes that help our young people and people seeking employment and training achieve their goals for greater opportunities in life.

## **New Initiatives - Property Care**

- It has been great to see this new social enterprise initiative get started and we have already been able to bring a number of people off the unemployment benefit while providing an affordable property maintenance service to the community. For more information please refer to the Property Care report.

## Campus Development

- As we continue to grow, we look for solutions that will enable the development of our community service facilities including a café project. This will be a key area of work going into the new year.

## West Auckland Business Awards

- We decided to enter the Westpac West Auckland business awards this year and we have made submissions in the Not for Profit section; Innovation and Training and Development as well as putting up Stephanie Yost for the Young Business Person of the Year award. We look forward to hearing the results in August. This process again re-emphasised our mission statement of **building hope together**.

## Community projects

VisionWest has been involved in a number of community initiatives over the year including:

- Greater Glen Eden Project: This has been a great project bringing together the local community of Glen Eden. Our draft mission statement is as follows: Working together to achieve the best for the people, families, groups and communities of Glen Eden, we seek to promote environmental, social, cultural and economic justice.

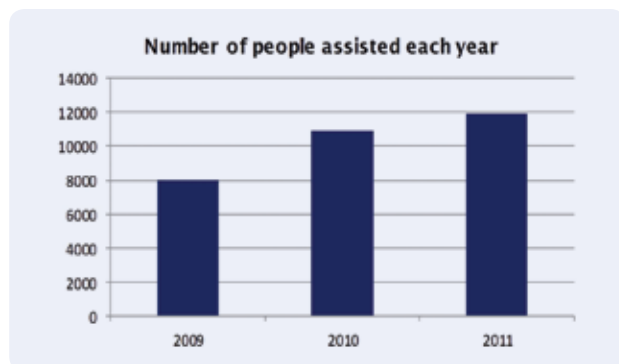
VisionWest has been involved in a number of Calls to Action in Waitakere including:

- Housing Call to Action
- Food Security Call to Action
- Building Strong Local Economies Call to Action.

## Staffing

A special welcome to new managers this year including Andrew Ayles (General Manager for the Training Centre), Christine Dyson (Community Services Manager) and Leanne Frost (Counselling Centre Manager). Thank you to Charles Graty for the management of the Counselling Centre over the last two years.

We have an amazing team of staff and volunteers and I am always so impressed with their sense of vision and commitment to seeing hope and transformation in the community.



Thank you to all of our team! You make such a difference to so many lives in our community.

## The Year Ahead

In brief, the key areas of focus over the next year include:

- Continued focus on the vision and mission of VisionWest and the outworking of this through our teams.
- Continue to work in key areas of concern in the community including housing; poverty; youth and unemployment.
- Planning for strategic growth and development, including a review of the campus land usage with the Church; staffing and office requirements; funding partnerships and sponsorship programmes.
- Community engagement including the Greater Glen Eden group and the Waitakere Calls to Action.

## Thank You

As mentioned earlier, partnerships are a key feature of the work of VisionWest Community Trust and I would like to thank all of our partners including community organisations; businesses; philanthropic funders; council and government for your ongoing support and partnership. This is a journey we are all on together and is only made possible through the great partnerships that have been formed.

Thank you also to all the wonderful people of Glen Eden Baptist Church, to Neil and the Pastoral team, the prayer team and to all the people who contribute to the work of our Trust – Thank you.

In closing I would like to pay a special tribute to our Trustees who work so hard behind the scenes to ensure sound governance is in place and that decisions are being made that will enable the continued growth and development of our Trust. Each Trustee brings valuable insight and skills to the Board and we are so fortunate to have such a passionate and capable team of Trustees serving in this area. Thank you to Kevin Hardie who stepped down from his Trustee role earlier this year after serving a six year term. I would also like to specially acknowledge Steve Parker who has served his six year term on the Board and has been the Chair for the last two years. Steve has been a great support to me as CEO and has been incredibly committed to serving the Trust and will certainly be missed by the whole team. Thank you Steve!

**So, the celebrations continue**, we have had an amazing year and we are so thankful for all of your support. We look forward to another great year together of building **hope and transformation** for people in our community.

God Bless,

Lisa Woolley  
CEO

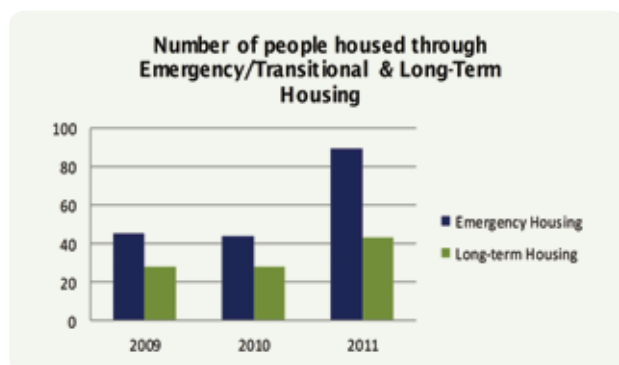


## The Year

VisionWest has continued, throughout the year, to provide short term emergency housing and long term housing supported by a social worker. Care to clients has been further enhanced by other wrap around services offered on campus.

Housing in West Auckland is a significant issue. Overcrowding, affordability and accessibility (for the marginalized and low income) see families sleeping rough, in cars, garages and on couches in friends or family's homes. VisionWest Community Housing receives an average of three phone calls per working day (this equates to around 715 calls a year) from people looking for affordable homes.

This need is being addressed by VisionWest, through the Housing Innovation Fund project, where we are now supplying an additional 20 homes to social housing. At the year ending 30th June 2011 we had added 11 of the 20 to the long term community housing allotment. In addition we rented 5 houses from Housing New Zealand and Auckland Council to use as emergency/ short term accommodation. This has proved to be a productive year for Community housing at VisionWest and provided us with a strong platform for moving forward.



**Numbers in emergency and long-term housing provision have increased as funding has enabled the purchase of additional housing stock.**

## The Team

During this year the position of Housing General Manager has been added to the area of social housing at VisionWest. This new role will be responsible for moving housing into the future and working with the well-established team to build upon the good work already achieved.

The team have worked hard this year to put in place new processes and systems, and to learn new ways of doing things to improve quality, efficiency and to pave the way for the future.

Training and learning has occurred in a number of areas this year. Courses/workshops attended include: A National Housing Seminar, a leadership course run by Careforce and an in-house introduction to Results Based Accountability.

## Challenges

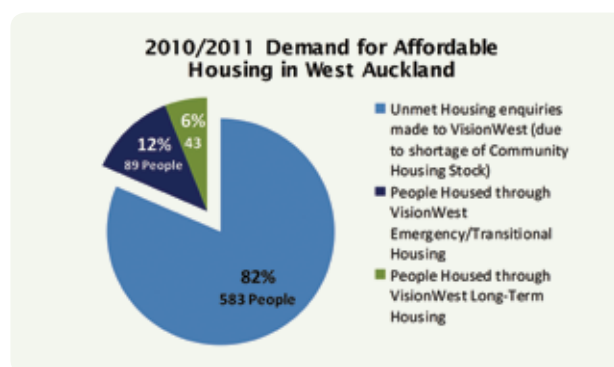
With such an increase in the demand for social and affordable housing, it is important that adequate funding is released through Government, and that partnerships are continually fostered and developed to ensure there are enough resources for VisionWest to continue with the building programme. This will bring into line the supply of new affordable rental homes for people in West Auckland. We will continue to work towards our goal of hundreds of affordable homes for families in the West.

## Year Ahead

VisionWest will continue to work on the new community housing accreditation process set up by Community Housing Aotearoa which will ensure we have sound building blocks in place for all areas of community housing as we continue to grow in size and scale. Our CEO, Lisa Woolley, will continue to be involved on the Council for Community Housing Aotearoa and has also been appointed to the Housing Ministerial Advisory Panel which is appointed to give feedback to the shareholding Ministers for Housing regarding the new social reforms.

We also have a very exciting building project/partnership planned with the Unitec school of architecture for 2012 and will have some great updates on this project in the next report.

With the new Government social housing reforms planned to take place over the next few years, we plan to significantly grow our housing stock and possible transfers of stock. VisionWest is excited about the year ahead, seeing the completion of new builds to bring the stock to 31 and securing funding to continue growth with future builds and possible transfers. We want to move social and affordable housing into the future and VisionWest has the potential to do this.



**The need for affordable social housing is evident as the demand continues to grow.**





*Building Hope Together*  
Hikoi Tumanako-tahi





## The Year

Based on sector and community engagement as well as qualitative data collected, the educational needs of the community are divided into three categories: Employment Focus (training for work), Academic Focus (Youth NCEA and Alternative Education) and Adult Education (Literacy/Numeracy and ESOL).

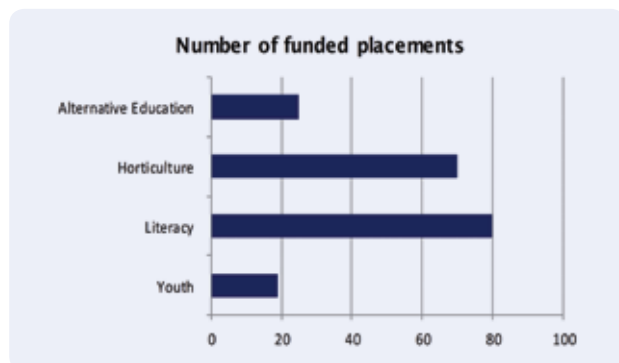
The Training Centre has responded to the identified needs of the community in three parts:

1. The implementation of the new Training for Work in Landscaping and Garden Design programme is in collaboration with the Ministry of Social Development (MSD), VisionWest Property Care and sector employers. This initiative aims to address the unemployment issues of the community by creating employment focus and opportunities.
2. Community agencies such as Work and Income and Migrant Services have highlighted the increasing needs of adults in the community to improve levels of literacy and numeracy in order to have better employment opportunities. Management have taken this feedback on board and increased the service delivery of the Literacy/Numeracy programmes from one stream in the morning to two streams, morning and afternoon, in order to cater for the needs of the community.
3. There has been increased volume of young people entering the Youth programme with either very little or no NCEA credits in 2011. In order to effectively address the needs of youth by allowing them to gain their NCEA level 1 it was decided that the Youth programme ought to go through a process of educational metamorphosis by developing modular components. This modular programme enables the tutors to be more effective in catering for the educational needs of the students with the classroom with the eventual outcome being the achievement of NCEA level 1.

Target funding means being reliant on MSD or TEC for student places. Funding runs from January to December.

## The Team

- Stability and continuity a huge focus for the team since February 2011. We have undertaken regular team-building and provided individual support.



- **New appointments:** Andrew Ayles - General Manager; John Tuamoheloa - Academic Programmes Manager; Cassie Isaacs - Student Services Coordinator; Doug Skaggs (qualified secondary school teacher) - Youth Tutor; Brendon Armstrong - AE Tutor; Ruth McCarthy-Veacock - Office Administrator; Suzy Aislabie - NCALE contract Tutor.
- **Departures:** England So'onalole - Education Manager; Anne Kelderman - Office Manager; Amandah Hola - Youth Tutor - to go into full-time study for her B.Ed.
- Staff professional development - five tutors enrolled on National Certificate of Adult Literacy and Education (NCALE). Moderation Training completed.

## Challenges

Currently the key issues are with the funding of the Youth programme and trying to identify more holistic ways of both providing and measuring the success of this programme. In order to address this issue, there has been discussion with the Training Centre management, VisionWest CEO, the minister of Youth Affairs and various government departments.

A registered teacher has been hired in order to improve the results of the Youth programme and there has been a redevelopment of the Youth programme.

### Further challenges include:

- Student retention.
- Holistic support looking at initiative such as supplying breakfasts; free access to counselling.
- Evaluating the on-going need/demand for the National Certificate of Adult Literacy.

## Year Ahead

Management at the Training Centre is currently engaging in strategic development of new programmes for 2012 and beyond in order to better address the educational needs of the community. Development initiatives include;

- Re-introduction of the National Certificate in Horticulture programme.
- On-going discussions with Government Ministers and Departments to increase the number of youth places from 19 to 30.
- Seeking accreditation for Level 3 and 4 courses in order to gain Youth Guarantee funding such as trade (carpentry) and vocational (hospitality).
- Seeking funding for an additional English as a Second Language programme.
- Initiation of a breakfast programme.
- James Widgery has been awarded the Vodafone NZ Foundation World of Difference Fund enabling him to work with the Training Centre on strategic initiatives over the next 12 months. Including the campus café project.



**Mike Hadland**  
Property Care Manager

# Property Care

## The Year

Property Care is a social enterprise initiative, providing affordable property care services to low income families, the aged, and the disabled in our community, whilst providing employment opportunities and training to the unemployed.

This has been an exciting year for Property Care. We have moved forward from the initial idea stage, to implementation, to experiencing growth. Growth is continuing from new clients and from existing client bases requiring further work. Clients are finding Property Care to be an efficient and affordable service. With spiraling costs for people in our community the service we have provided has been greatly appreciated. We are assisting people to move from poorly maintained to well-maintained properties.

For the year 2010/2012 we have trained 6 Property Care Workers who have supported the community by providing 167 maintenance jobs. Work has included: property maintenance, landscaping and basic gardening tasks. Requests are carefully evaluated to ensure that staff are qualified to do the work and that risk is not incurred. Staff are trained and only placed in jobs that they are trained and competent to undertake.

## The Team

VisionWest has grown the team from one to eight staff members over the year. A cohesive team spirit has been achieved with the team working together to get the job done to a good standard and in a good timeframe. Staff training has been a key focus over the year. This has included training on the correct use of tools, correct property care/maintenance procedures and health and safety training. Special emphasis has been given to mentoring the young staff members employed; because of this we have seen a significant change in staff members both as employees and in their individual lives. Training and employment has also been made available to people that have accessed the Trust's Community Housing service.



Key employment positions filled over the year included a site Supervisor/Builder and an Administrator. Both of these are pivotal roles in ensuring good work practice, efficiency and client care.

We envisage increasing staff numbers further in the near future as we embrace the opportunity of Spring and Summer bringing an increase in workload and business.

## Challenges

Challenges we face are neither insignificant nor insurmountable. An example of a challenge is that some of our employees and future employees require an increase in training time before they can work independently. This is due to them not having had employment previous to working at VisionWest. In addition we need to maintain an intense and structured supervisory/mentoring process which adds additional costs.

It is crucial that we ensure there is the correct number of staff and vehicles available to meet demand. Following good business practice, supply and demand is evaluated by the property care team and the wider management team.

Overall the challenges we face are being addressed and business confidence is good.

*“ For the year 2010/2012 we have trained 6 Property Care Workers who have supported the community by providing 167 maintenance jobs. ”*

## Year Ahead

We remain positive that the VisionWest Property Care service will progress to provide the community with high quality service at an affordable price, providing opportunities for unemployed people in our community, while we work towards developing this service to be a financially viable social enterprise. We are planning to undertake further marketing and to encourage word of mouth over the next six months.

We would like to acknowledge the support of the Auckland Council, ASB Community Trust, Waitakere and Portage Licensing Trusts for investing in the start-up phase of this new initiative.



## This Year

This has been another exciting year for Home Healthcare. We have successfully implemented the new Individualised Funding service with Ministry of Health. This service has great potential in allowing members of the community greater flexibility in how they manage their own care. We have already received positive feedback from many of the new clients who have taken up this service.

The year has been significant for us with regards to compliance. We have had a number of external audits including the Ministry of Health and District Health Board. In December 2010 we completed a Health and Disability Audit New Zealand surveillance audit of all our systems and processes in relation to the Home and Community Support Sector Standards. We are pleased to advise that the Auditors had no adverse findings to report. This is a great achievement and verifies that all of our current systems and processes are of an exceptionally high standard.

Our client satisfaction rates continue at a high level with over 93% of clients surveyed being satisfied or very satisfied with our service. This is an indication of the high standard of service being provided by both our Support Work Staff and Administration Team.

## The Team

There have been some exciting developments to our Management Team over the year. We have introduced a revised role of Business Development and Project Manager, which will help maximise our ability to market and expand our current services while developing new initiatives. Human Resources and Administration Manager roles have been combined to streamline functions and create greater efficiencies.

We have created a new specialised role of Individualised Funding Coordinator (Coach) to support and develop the new service.

Training remains an important priority for us. We have set ourselves a target of having 80% of our Support Workers trained to New Zealand Qualifications Association (NZQA) level two and 20% to NZQA level three within three years. We are well ahead on this plan and currently have 42% level two and 8% level three trained. We have held a number of graduation ceremonies throughout the year giving family and friends' opportunity to join us in and celebrating the achievements of our staff.

Our Support Worker staff retention rates are at a historically high level of currently 84.9%, which is very encouraging. This is a reflection on our recruitment policies, team building programs, career pathways and the current economic climate.

**The graph shows our strong growth in hours over the past 5 years as a result of our commitment to providing quality home health support services.**

A Big Thanks to our Support Workers and in-house Staff who provide an excellent service to those in the community as well as our team of wonderful volunteers who help us at various times throughout the year especially with our Christmas Events and Client Party.

## Challenges

In this tight economic climate our funders have continued to exercise fiscal restraint in the allocation of resources; this is somewhat reflected in reduced growth rates of additional support hours being allocated. However through prudent management of processes we have continued to grow our hours of care provided.

We have worked hard to maintain our costs in relation to our income streams and have operated within our agreed budgets.

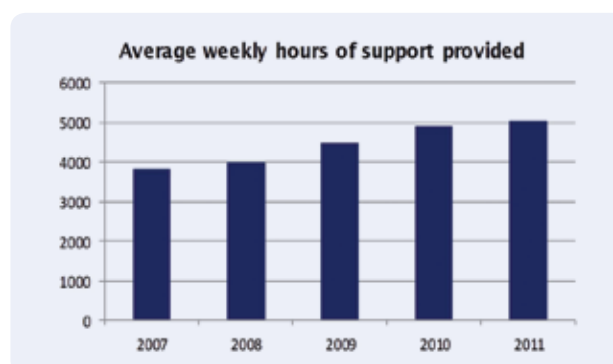
## Year Ahead

The Trust Board has agreed to allow us an opportunity to rapidly expand our Individualised Funding service area to include the wider Auckland community. We plan to capitalise on this and have set ourselves objectives to provide services to one hundred clients by the end of this financial year.

A New Look Uniform has been designed in the VisionWest brand colours and is being issued in July/August. This will enhance our professional image in the community.

As part of their strategic plan the District Health Board will be carrying out a review of the current Home based Support Service provision and model of care. We are well equipped and strategically positioned to meet the challenge that may result from the review.

The Clinical & Quality Monitoring Team is being equipped with mobile remote access mini netbook computers. This will bring greater efficiency to their role allowing for 'real time' access to information and enable them to update records whilst in client homes. We also plan to introduce a VisionWest branded vehicle for the use of this team, promoting our Trust whilst working out in the community.





**Christine Dyson**  
Community Services Manager

# Community Service Manager

## The Year

The Community Service Manager role is a new role within VisionWest Community Trust and the position came into place in April 2011.

This has been a year of continued growth and demand for the community services of VisionWest, with a noticeable increase in the need and complexity in each service. The increase in need is determined by unemployment, increase in living costs, and other issues related to the impact of recession. The increase in complexity appears to be due to the compounding effect these issues have had on already disadvantaged people in the community. As a result the individual service providers have not only had to face the increase in demand by seeing more people but also have been faced with needing to give increased time to each client because of the complexity of the clients difficulty.

The response to these needs from our services has been significant. Our mission of *building hope together* can be seen clearly on a daily basis. From my vantage point I can see the wrap around services put in place frequently and working to transform lives.

The year has also provided a number of opportunities. Out of the concern of growing needs in the community new initiatives have emerged. These include: participation in the establishment of the Greater Glen Eden community group, working in partnership with Auckland Council on food related activities, and other initiatives falling out of the Community Response Model work. It is exciting to be partnering with other agencies, groups and individuals in the community to address community needs.

## Teams

The teams in community services include Budgeting, Foodbank, Community Care, Kindergarten and Counselling. Each service manager has risen to meet demand in the service they provide, frequently going the extra mile to ensure clients are cared for in a holistic way. New roles have been created and filled in the teams of both Budgeting and Community Care. Due to the increase in demand these roles have quickly reached capacity.

There are a number of themes evident in the work of each service manager, these include: passion, sound leadership, good management of resources, working more efficiently, and being innovative with time. Each manager has given significant goodwill of their time during the year. They are a great team to be working with.

Over the year investment into the teams has been made through training sessions, workshops, and conferences as part of continuing education in their specific fields. Their knowledge is shared across the teams therefore increasing organisational learning.

This year a feature of organisational learning has been the introduction to the monitoring and evaluation tool Results Based Accountability, which is being worked out through our High Trust contract with the Ministry of Social Development. This knowledge will be built upon over the next year assisting us to improve measurement of service outcomes.

Community Services also has a large number of volunteers. These volunteers are committed hard workers who uphold the values of VisionWest and significantly contribute to the work being done. It is here that we often observe lives being transformed. VisionWest is currently experiencing an upward trend of people wanting to volunteer.

I cannot leave this section without mentioning specifically our wonderful foodbank team. They are all volunteers who work compassionately, tirelessly, and uphold work ethics of excellence.

## Challenges

The challenges faced by community services have often been around having time and space to meet demand. However, challenges bring the opportunity for further innovation, the teams have consistently demonstrated they are not afraid of challenges and are rarely short of ideas.

The challenge of space has been addressed on two fronts for Community Services this year which includes:

- The Counseling Service moving to newly renovated road frontage offices
- Administration moving into a renovated support office suite, freeing up much needed space for budgeting and housing

*“ This has been a year of continued growth and demand for the community services of VisionWest, with a noticeable increase in the need and complexity in each service. ”*

## Year Ahead

Community Services are positioned well to move into the new year. There are new projects and opportunities on the horizon this year, for example a business plan is being developed to establish a campus Café. This Café will be rolled out in stages depending on demand over the next year. This is an exciting project that will be a vehicle to further enhance relationships both on and off campus. Other new projects will be pursued together with other services of VisionWest which will enable even greater collaboration and partnerships for the year ahead.





## The Year

The last year has been a very positive year for the Kindergarten. We have focused on a number of key areas. Firstly, we have been building a strong teaching team. As we have a relatively new team this has been a key priority. This focus has resulted in a dedicated team of teachers who are committed to providing the best possible care and education for our children, as well as providing a supportive and encouraging environment for whanau in our community. Secondly, we have been developing robust teaching practices including self-review processes.

Over the last twelve months we have reviewed bi-cultural practice within the Kindergarten, as well as focusing on planning and observation and transition to school. Thirdly, we have been working on the upgrade of the Kindergarten. The interior upgrade of the Kindergarten has been completed with the wall between two of the rooms being removed and the existing carpet uplifted and vinyl being laid throughout the Centre. We have received very positive feedback regarding these changes.



## The Team

During the year Michelle Huang has taken maternity leave and we have appointed Gail Hembest, a qualified teacher to cover this period. Ongoing professional development and growth is valued in the Kindergarten and teachers have participated in whole Centre professional development for self-review, in addition to individual professional development. Three teachers attended the Christian Early Childhood Conference in May and were able to network with other teachers and brought back some valuable ideas for the rest of the team.

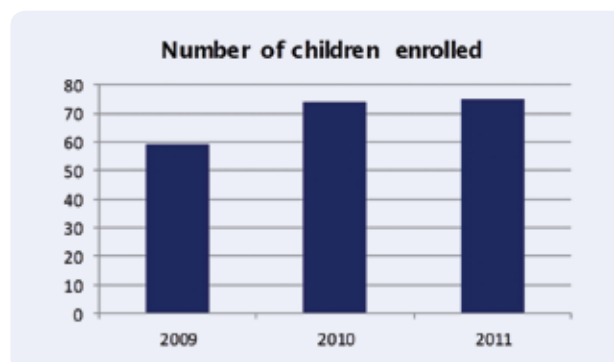
Youngran Culhane completed her teacher registration, and I completed my Bachelor of Education study. Sharon Crick has been appointed to the role of Senior Teacher which she is job sharing with Liz Skeates. A Management Team which includes the Senior Teachers, Office Manager and Centre Manager has been developed to share the increasing workload. We have supported a number of students who are studying Early Childhood education on short-term and long-term teaching practice as well as volunteers. We appreciate their time and support in the Kindergarten.

## Challenges

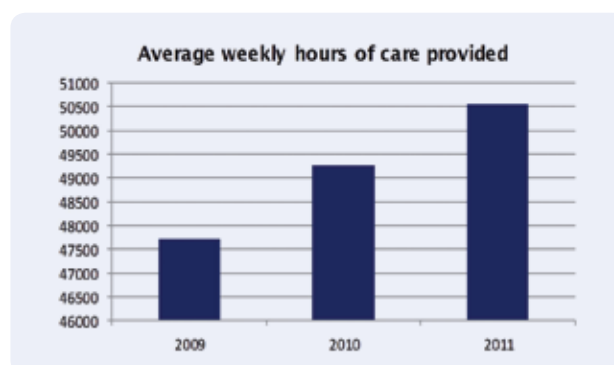
The outdoor upgrade has been a challenge and has taken many months to plan and seek consent. I am optimistic that we will be able to complete the upgrade before the end of the year. We have also found that the last year has been a challenge for many of our families who have been facing difficulties, including; unemployment, financial difficulties and relationship issues. Wherever possible we try to support families to access suitable support either through VisionWest or outside agencies. I am finding that an increasing amount of time is being spent on this.

## Year Ahead

A key priority over the coming year is the completion of the outdoor upgrade. This will include replacing the shade covers and the shed. In addition to this the surround of the sandpit will be replaced and new planter boxes will be installed, we are looking forward to this being completed. The other priority for the coming year is to continue to develop strong management practices including a review of our operation manual, staff handbook and appraisal system that reflects the new teacher criteria.



**Our waiting list has remained consistently high throughout the year with morning sessions continuing to be very popular. It is encouraging to receive so many word of mouth referrals from families within the Kindergarten recommending us to family and friends.**



**The hours of care have also increased steadily over the past 3 years.**



**Leanne Frost**  
Counselling Centre Manager

# Counselling Centre

## The Year

The move of the Centre to the new premises on the main road has been a key project this year. This has resulted in an increased profile and already people are commenting on being able to find us more easily. We have had a major focus on networking in the community including hosting the Waitakere Anti-Violence Essential Services (WAVES) Community Meeting on Campus each month. We have been able to secure two new contracts with PHO's enabling clients to receive funded counselling through their GP's. We have also negotiated very successful working relationships with Child Youth and Family (CYFS) which has led to an increase of individual contracts for their clients.

## The Team

We continue to have a team of passionate counsellors with a diverse range of skills. Our staff continues to train in order to be aware of current issues and current intervention options. We were joined on a short-term contract by an additional child and family contract counsellor. The demand for children and family work is evident as we partner more and more with community agencies, and this signals the need to grow this skill base in our team in the future. We have also supported an Intern on a short-term contract this year. It is our hope to do so again in the coming year.

## Challenges

A year of financial uncertainty and employment limitations has created concern for families and individuals with a flow-on effect of pressure in relationships and health. This has resulted in clients of various ages experiencing anxiety, anger and relationship strain in greater numbers. Drinking and drug use have increased in our statistics as clients attempt to find ways to soothe their distress.

The 'It's Not OK' campaign continues to have results bringing Family Violence into the open and allowing abuse to be spoken about more readily. A trend may be psychological abuse being used rather than physical abuse as a result of the campaign. We have experienced an increased number of referrals from community agencies in the past year.

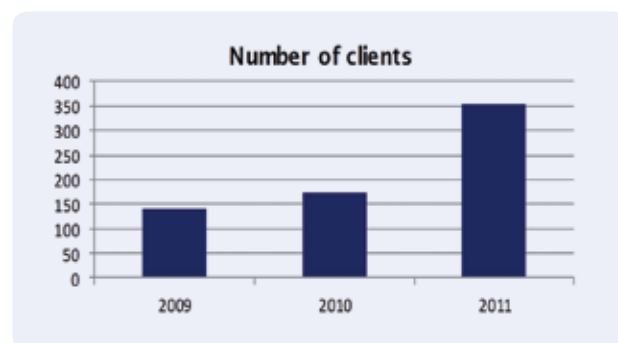


We have been working to increase these clients' retention rates, which are often affected by a need to wait for funding approval, or by the need to be able to afford the necessary doctor's visit to gain approval for counselling funding.

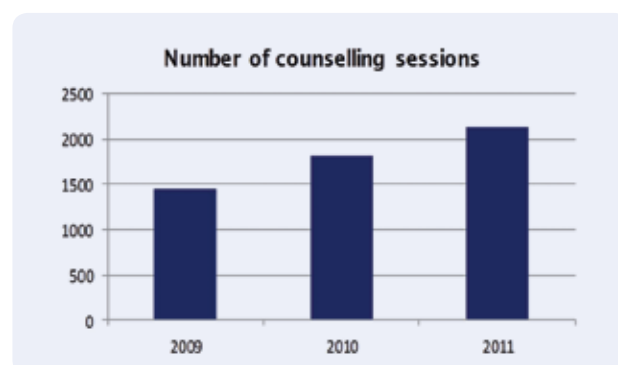
## Year Ahead

We have identified many children in our community are living with grief so will be offering a group, 'Seasons for Growth', supporting children through the journey of grief. A second group supports adults experiencing the breakdown of relationship, another common theme in our community. Promoting professional supervision is also a priority this next year.

Continued profiling in the social service community of VisionWest Counselling Centre as a multi-disciplinary social service agency is a high priority for the establishment of key relationships and contracts moving forward.



**There has been an increase across the year in clients in our Centre, of particular note is an increase in children and family referrals along with referrals from Community Agencies. This year saw us meet with 352 clients, a marked increase on last year's 175.**



**Sessions held in the Centre this year have been consistently higher than previous years. We held 2,137 sessions, an increase of 15.5% on last year's 1,806 sessions.**



## The Year

In the past year the needs of clients through our service have ranged from wanting to boost income and gain employment, sourcing reasonable rental accommodation, addressing debt, intervention for insolvency applications, negotiating with creditors and advocacy support for government departments such as; Work & Income, Accident Compensation Corporation (ACC), and Inland Revenue.

Our Budgeting Service is focused on finding solutions in response to our clients' needs. As a Christian based organisation we have a holistic approach, showing respect and standing by client confidentiality. The most exciting part of the budgeting service is seeing God's grace at work in the lives of our clients, bringing hope and transformation through the work that we do. In response to needs, we offer; emergency food parcels, advocacy, budgeting tools, tips and tricks for more self-sufficiency around the home.

## The Team

Currently our Budgeting Team consists of three part-time Advisors. Collectively we provide 52 hours of service. Due to a new staffing appointment we have just completed a two week induction training programme. As part of our team staff development we attend on-going workshops, conferences and seminars throughout the year to enhance our roles. These are generally hosted by groups such as Consumer Affairs, Community Law Service, other budgeting groups, Inland Revenue, Insolvency Trustees. As a team initiative we have signed up to nine months financial literacy self-directed study through Te Wananga Aotearoa. This is Unit Standard accredited at Level 1.

## Challenges

Key issues that have influenced and impacted operations include:

- Lack of confidential interview space to cope with the increase of client sessions.

- Influx of client referrals from Work & Income - creating an increased volume of client case loads and sessions.

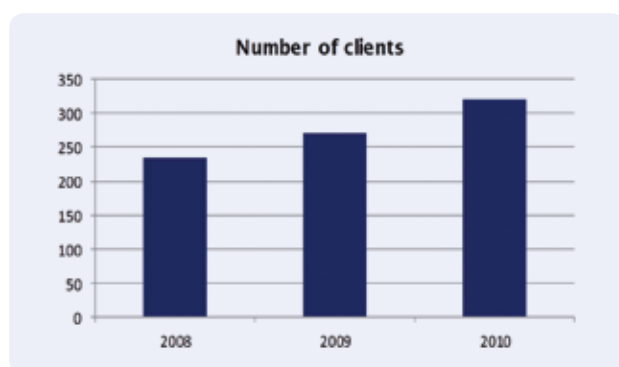
## Solutions and Planning in Response to this challenges:

- Moving premises to one of the larger offices is due to take place in August - September 2011. This will provide greater space, with the availability of an interview room shared by the Housing Team. In addition there has been an office made available in the Counselling Centre for the Budgeting Team to utilise.
- Work & Income Regional Office representatives conducted a collective meeting in May 2011. The agenda was to address the volume of referrals to services. One agreed action was for case managers to better prepare the client, notifying them that they may have to show steps towards budgeting activities taken, before an advance payment is considered or approved. A one-off grant of \$5000 from Ministry of Social Development was allocated to help assist budgeting services with additional resources required.

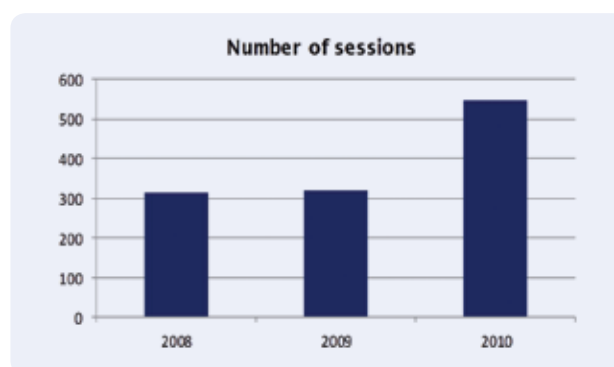
## Year Ahead

### Our Strategic plan for 2011-2012 Focus:

- Up skilling to enhance IT knowledge - Certificate in Business Administration & Computing Studies (Levels 4-7).
- Staff Training, Personal Development, Retreats and Team Building, Staff Recognition, Leadership Development.
- Create & facilitate a Financial Literacy workshop; catering to external community groups and education providers. Implementing Tools, Work Books and Power Point Presentations.
- On-going support for individuals and families needing support in reducing debt and negotiating with creditors.
- Offsite networking, connecting clients to other Community Services; ensuring they are supported in a holistic manner.



There are significant needs for budgeting support in our community. The demand continues to grow. With funding support we are able to help greater numbers.





**Jean Abraham**  
Foodbank Manager

# Foodbank & Op Shop

## The Year

Feeding the poor and looking out for the most vulnerable in our community is mandatory work of VisionWest Foodbank. A small quantity of food makes a big difference to those in need. Many people in our community find themselves so financially stretched at times that they need a food parcel to get them through. We do not underestimate the difficulties many people face in our community and seek to help in whatever way we can. The Op Shop has been very successful in supporting Foodbank activities, and also providing affordable clothing, bric-a-brac, and other items such as blankets and linen that are essential to those with limited resources.

We have seen again a rise in families and single people in West Auckland in need of food parcels. They are finding rent, power and food costs leave them very little and the Foodbank and other services are essential to their wellbeing. For the year 2010/2011 we gave out **2,550** parcels, feeding **9,372** people facing crisis situations in our community. In addition to this, we gave out 155 Christmas Parcels at our annual Christmas Hamper Day. Providing a complete Christmas dinner for families and gifts for the children, once again, it was an amazing day to be part of.



The Foodbank remains a point of call for people in crisis and many are connected into Budgeting and Community Care services, to provide holistic care for families. The Op Shop has again been very successful in helping families with affordable clothing, bedding, and other items that are essential to those with limited resources.

*“ For the year 2010/2011 we gave out 2,550 parcels, feeding 9,372 people facing crisis situations in our community. ”*

## The Team

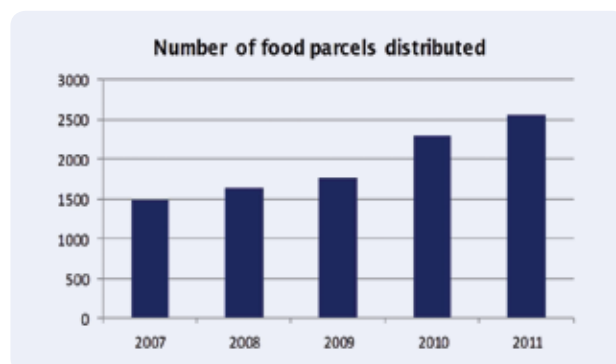
We have an amazing team of dedicated volunteers who support one another as well as families in our community. We have a team of 12, half of which are in a younger age group and are able to support with the heavier work. Thank you to our volunteers for your love and commitment to the Foodbank & Op Shop. A special thanks to Paul – Community Chaplain who has been available during sessions to support the team as well as people in the community. Thank you to the Community Services Manager who has supported and encouraged the team with all the changes taking place, and those on campus who support us in so many ways.

## Challenges

The big challenge for Foodbank continues to be getting enough Funding and donations to keep up with the increasing demand for Foodparcels. It remains important to be aware that there are many other issues families want to talk about and we offer the support of other community services to provide holistic care.

## Year Ahead

We will continue to give where there is a need in our community and ensure Foodbank and Op Shop has the resources to meet growing demand for food parcels and assistance for people facing financial hardship, and show Gods love and grace to all.



**Over the past 3 years there has been a 45% increase in the number of emergency food parcels given out to people facing crisis situations in our community.**





## The Year

The Community Care team continues to look for innovative ways to assist low-income families. This can be seen in the establishment of the School Uniform Bank and Curtain Bank this year. Both programmes have been successfully implemented and will continue to provide practical support for families in our community.

The need for an appropriate parenting programme for high-needs and high-risk families was identified and a partnership was developed with Te Whanau O Waipareira to run 'The Incredible Years' at VisionWest. The initial feedback from our families participating in the 15 week programme has been very positive.

'The Hub' Community Group has continued; building community, providing a place of belonging and a support network for many who have experienced isolation and difficulties in life situations and relationships. The Hub now has three children's workers providing a programme for the children and allowing parents the time to relax and talk with other adults. From The Hub other initiatives have developed including a netball team and a youth dance team. 'The Hub Cap' was started as a response to the needs of the adults for deeper connection and discussion around the issues they were facing.

The Community Care team partnered with the Foodbank team again this year to create an amazing day in December when we gave out Christmas Hampers and gifts for the children. The Community Care team organized more than 200 gifts so that all the children received a beautiful gift for Christmas. Some parents said it would be the only gift their children would receive that year.

## The Team

The Community Care team began the year with one part time paid Community Worker (25 hours) and one volunteer Co-ordinator for the Uniform Bank. We finish the year with two part time Community Workers (25 & 10 hours) and two volunteer Co-ordinators for the Uniform and Curtain Banks.

Many of our volunteers have stepped up into leadership roles for different special interest groups and have volunteered in the delivery of short term courses and one-off community events. The act of volunteering is an integral part of belonging and giving back to the community, which creates a feeling of purpose, wellbeing and camaraderie.

## Challenges

We have seen poverty increase amongst the people in our community with the cost of living continuing to rise. In particular, people are not seeking medical treatment when sick, and food costs are increasing so quickly that people cannot afford the basic foods of dairy and fresh fruit and veggies. Adding to this burden is a reduction of additional assistance available through Work & Income. This has led to the Community Workers being

more involved in advocacy and an increase in referrals to Foodbank this year.

The hours available for paid community work allocated continue to be well below the demand for this support. With the extra hours of community work this year, there has been an immediate increase in client sessions without any advertising or promotion of the service.

Due to high demands, the Uniform Bank was unable to help 86 children; over 20% of the children requesting uniforms. More work will be done on partnering with schools; giving them accurate numbers of families seeking and receiving help with uniforms for their schools.

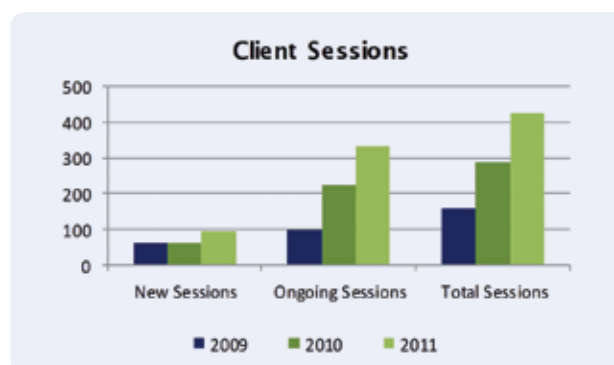
We have been unable to advertise Curtain Bank because of low stock of donated curtains available. We have recently approached companies inviting them to partner with us on the Curtain Bank to considerably grow our stock before advertising to the wider community.

The Hub numbers have increased considerably from an average of 24 to an average attendance of 33 this year. The Hub also ran for 11 out of the 12 months this year.

The Hub often needs additional food supplies particularly when the numbers are over 35 and so a proposal has been sent to Auckland Council under the 'Waste to Taste' project. Members of The Hub are keen to help with cooking the meal.

## Year Ahead

The need to integrate Maori culture and communicate our commitment to the Treaty of Waitangi has become a growing focus. It is hoped that this year we will become more proactive in this commitment, giving it real expression within the way we work and the way we relate to each other and our community.



**Overall numbers have continued to increase, aided by an increase in resourcing for Community Worker hours. There has been a total session increase of 48% from a 40% increase of hours over just four months of the year.**

# Financial Headlines

## The Year

The 2011 financial year has been a great year for the Trust. It has seen income increase from \$7.6 million in 2010 (as Friendship Centre Trust) to nearly \$9 million, due mainly to the incorporation of the Training Centre (formerly Genesis Trust) into the Trust, continued growth in Homecare services and an increase in rental income which reflects our increased housing stock. Also, our income from Grants and Donations (excluding Housing Grants) increased by over 20% compared to last year despite a reducing base of available funds. This, I believe reflects the confidence and trust that our funding partners have in us to deliver sustainable community support services.

It is important to note in the financial statements that the "2010" column represents Friendship Centre Trust not VisionWest Community Trust as this is our first full year of trading under the new Trust.

Our operating surplus has reduced from last year (Friendship Centre Trust) due to a number of factors. With growth there has been the need to staff strategically for the future so we have seen an increase in staffing costs. We have also incurred some extra costs associated with the changeover from Friendship Centre Trust to VisionWest Community Trust.

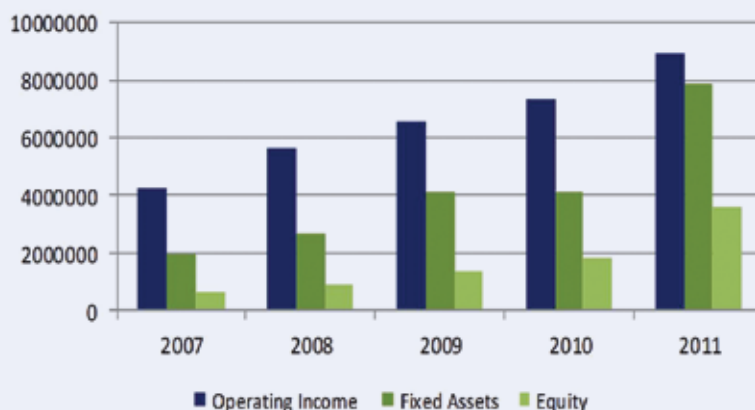
While our surplus overall for 2011 is outstanding (when including Housing Grants) it must be pointed out that these grants go straight into the purchase of community houses and do not remain in our bank account. In fact in the past year we have contributed \$318,000 to Community Housing out of our reserves and expect to contribute a further \$182,000 in this financial year.

## The Year Ahead

We expect that we will see further growth in 2012 especially in the following areas:

- Completing our current Community Housing project with Housing New Zealand to take our number of houses to thirty.
- Look to partner with Department of Building and Housing to increase our provision of community housing to help meet the demand for housing in West Auckland.
- Continue to grow our Property Care service.
- Increasing demand for our services particularly in the Foodbank and Budgeting areas.
- Continuing to develop partnerships with funders and corporates, working towards sustainable community development.

Financial overview



# Statement of Financial Position

As at 30 June 2011

	Friendship Centre Trust	
	2011	2010
<b>ACCUMULATED FUND</b>		
Opening Balance	1,037,640	826,564
Net Surplus	760,035	435,829
Friendship Centre Trust Equity	1,262,393	-
GENERAL EQUITY	<b>3,060,068</b>	<b>1,262,393</b>
<b>SPECIFIED FUNDS</b>		
Building & Capital repayments	505,000	505,000
Redundancy	60,000	60,000
TOTAL EQUITY	<b>3,625,068</b>	<b>1,827,393</b>
REPRESENTED BY :		
<b>CURRENT ASSETS</b>		
Cash on hand & Bank Balances	1,025,948	974,458
Accounts Receivable	521,762	377,195
Other Current Assets	29,466	11,048
TOTAL CURRENT ASSETS	1,577,176	1,362,701
<b>LESS CURRENT LIABILITIES</b>		
Accounts Payable	196,079	44,782
Designated Funds	150,475	117,672
Accrued Expenses	813,044	738,718
TOTAL CURRENT LIABILITIES	1,159,598	901,172
WORKING CAPITAL	<b>417,578</b>	<b>461,530</b>
<b>ADD FIXED ASSETS</b>		
At Net Book Value	7,864,355	4,123,036
<b>LESS TERM LIABILITIES</b>		
Term Loans	4,656,865	2,757,173
NET ASSETS OVER LIABILITIES	<b>3,625,068</b>	<b>1,827,393</b>

# Combined Statement of Financial Performance

For the year ended 30 June 2011

	Friendship Centre Trust	
	2011	2010
<b>INCOME FROM :</b>		
Income from Services	8,265,191	7,089,485
Grants & Donations	298,610	247,650
Fundraising	887	(79)
Interest	42,661	26,402
Rental Income	277,810	188,615
Sundry Income	61,882	39,028
<b>TOTAL INCOME</b>	<b>8,947,042</b>	<b>7,591,101</b>
<b>STAFF COSTS :</b>		
Wages & Salaries	7,056,254	5,935,137
Other Expenses	180,825	190,918
Travel Reimbursement	422,094	394,543
<b>TOTAL STAFF EXPENSES</b>	<b>7,659,173</b>	<b>6,520,598</b>
<b>OVERHEAD EXPENSES :</b>		
Other Expenses	732,451	428,211
Depreciation	155,541	87,899
Grants & Donations	10,000	4,070
Audit Fees	6,008	6,270
Rent and Rates	166,514	107,659
Loss on Sale of Fixed Assets	-	565
<b>TOTAL OVERHEAD EXPENSES</b>	<b>1,070,514</b>	<b>634,674</b>
<b>TOTAL EXPENDITURE</b>	<b>8,729,687</b>	<b>7,155,272</b>
<b>NET OPERATING SURPLUS</b>	<b>217,355</b>	<b>435,829</b>
Community Housing Grants Received	542,680	-
<b>NET SURPLUS</b>	<b>760,035</b>	<b>435,829</b>

Being Total Recognised Income less Expenses





## Independent Auditor's Report to the trustees of the **VisionWest Community Trust**

We have audited the financial statements on pages 1 to 4, being the statements of financial performance, movements in equity, financial position and notes to the accounts. These financial statements provide information about the past financial performance of the VisionWest Community Trust, and its financial position as at 30 June 2011. This information is stated in accordance with the accounting policies set out on pages 3-4.

### **Trust Board's Responsibilities**

The trustees are responsible for the preparation of financial statements, which give a true and fair view of the financial position of the VisionWest Community Trust, and of the results of its operations for the year ended 30 June 2011.

### **Auditor's Responsibilities**

It is our responsibility to express an independent opinion on the financial statements presented by the trust board, and to report our opinion to you.

### **Basis of an Unqualified Opinion**

An audit includes examining, on a test basis, evidence relevant to the amounts and disclosures in the financial statements. It also includes assessing:

- the significant estimates and judgements made by the trustees in the preparation of the financial statements; and
- whether the accounting policies are appropriate to the Trust's circumstances, consistently applied, and adequately disclosed.

We conducted our audit in accordance with generally accepted international auditing standards in New Zealand. We planned and performed our audit so as to obtain all the information and explanations we considered necessary. We obtained sufficient and adequate audit evidence, to give reasonable assurance that the financial statements are free from material misstatements, whether caused by fraud or error. In forming our opinion, we also evaluated the overall adequacy of the presentation of information in the financial statements.

Other than in our capacity as auditors, we have no other relationship with or interests in the VisionWest Community Trust.

### **Opinion**

We have obtained all the information and explanations we have required.

#### **In our opinion:**

The financial statements on pages 3 to 6 give a true and fair view of the financial position of the VisionWest Community Trust as at 30 June 2011, and of the results of its operations for the year ended on that date.

Our audit was completed on 27th September 2011, and our unqualified opinion is expressed as at that date.

A handwritten signature in blue ink, appearing to read "P. Conaglen".

Peter Conaglen CA PP  
Manukau

# Supporter Thank You

## Thank You

VisionWest would like to thank all who have played a part in making our community support services possible. Your contribution has made a real difference in the lives of families and is evident in the results; as we continue to see lives transformed and the development of healthier communities.

## Community

Thank you to the local community and church for your generous donations of money, time, or goods during the year. This support enabled VisionWest to help more than 11,000 people in West Auckland. VisionWest is very grateful for the public's kindness and generosity.

## Businesses

VisionWest is fortunate to have several local businesses partner with the Trust who, through their support and donations have helped to build hope for families in West Auckland. Some of these partnerships have assisted VisionWest in reducing its administration costs so the maximum amount of money could go to our community-based support services.

## Philanthropic Trusts

Generous support from many Trusts and Foundations will help ensure that our community services continue throughout the coming year. This funding enables VisionWest to develop and grow its support services to meet the changing needs of West Auckland communities.

### Thank you to the following funders who have provided financial support:

ASB Community Trust	\$579,586
Community Organisations Grants Scheme	\$8,000
CR Stead	\$4,000
Glen Eden Baptist Partnership	\$3,920
Housing New Zealand Corporation	\$4,392
NZ Lotteries Grants	\$35,000
Portage and Waitakere Licensing Trusts	\$65,903
Waitakere City Council	\$33,559
Other Grants and Donations	\$106,930



*Building Hope Together*  
Hikoi Tumanako-tahi

