



Our Year Ko Tātou tau whakahirahira 2015/2016





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VISIONWEST ANNUAL REPORT 2015/2016

VISIONWEST IS A GROUP OF PEOPLE AND PARTNERS GATHERED AROUND A VERY CLEAR IDEA. WE EXIST TO BUILD HOPE TOGETHER WITH OUR COMMUNITY, AND ULTIMATELY, WE STRIVE TO SEE TRANSFORMED LIVES AND HEALTHY COMMUNITIES.

We journey with our community, recognising its strengths and its needs. We respond to these needs using a culturally-integrated, strength-based, best practice methodology that is focused on seeing transformational outcomes for people we journey with. We believe in a holistic, wrap-around model of care, that is person-centric, rather than service-centric.

In other words, we believe that you must work with all aspects of a person: mental, social, spiritual and physical. We are an adaptive and responsive organisation. With changing needs in the community, our services are constantly reviewed to ensure we are responding in a way that is relevant and supportive. The services we provide are guided by the needs that exist in our community.

We are passionate about reducing poverty, addressing homelessness and ensuring young people have hope for their future.

VisionWest is a place where people feel they belong and are connected to their Whanau and their communities. A place where transformational change can occur with wrap around support and holistic care.

CHAIRMAN'S REPORT



“Our trustees give freely and generously of their time in support of the overall governance and future health of VisionWest. I am humbled to serve alongside such a dedicated group of individuals.”

It's my pleasure to welcome you to the VisionWest Community Trust Annual Report for 2015-2016. Serving as VisionWest chairman for the past 12 months has been an absolute privilege. I will look back on 2016 as a milestone in our journey, a time when the Trust matured into a truly national organisation.

In March 2015 we formulated a 5 year strategic plan that identified the desire to grow and expand the trust into new regions and areas of opportunity. The past 12 months have been a testament to this vision, – a season of stretching our tent pegs... *“Enlarge the place of your tent, stretch your tent curtains wide, do not hold back; lengthen your cords, strengthen your stakes,”* (Isaiah 53:2).

The Salvation Army Homecare acquisition certainly represented an expanding tent. Shared values and a history of close cooperation between our two organisations greatly assisted in this process. Our Home Care service will now reach across Auckland, the Waikato, Rotorua and the Bay of Plenty. Trebling in size with around a thousand staff, we have joined a very small group of large Not For Profits in New Zealand. This greatly improves our ability to influence policy and lobby on behalf of the vulnerable. Special thanks is needed for the entire Executive Team, Lisa Woolley CEO, and Steve Parker our Treasurer, for the long hours they invested to see this into fruition.

We have been encouraged by the ongoing support of central government and its focus on social housing. In December 2015 we saw the opening of our own Triangle Road housing development. The housing team should be extremely proud of the quality they achieved, in such a complex build.



Earlier in the year I had the pleasure of visiting our inspirational Christchurch Team at our Emergency housing facility, in Riccarton. The love and care our social workers bring to the table each and every day is awe inspiring. Housing remains a strategically important service at a time of growing homelessness.

With ongoing funding support from Foundation North our Whanau Centre continues to develop our unique model of wrap around support, peeling back the layers in a culturally inclusive way to meet the increasingly complex needs of our clients.

Our key enterprises such as our Counselling, Education and Training Centre and our Kindergarten continue to grow and specifically reach people every day.

The trust continues to be in a strong financial position, with a growing asset base. This financial strength allows us to confidently move into areas of need, while we seek funding partners for the long-term work of the trust. The establishment this past year of a donor program, will tap into new sources of revenue that can specifically fund areas that sit outside the conventional grants box, - such as our community Chaplain.

The trust's Board of Trustees are motivated by the vision of seeing Transformed Lives and Healthy Communities through the work of our trust. Over the past year we welcomed three new trustees, Martin Laycock, Paul Baird and Sheryl Connell. Each brings exciting new dimensions to our Governance team. Our trustees give freely and generously of their time in support of the overall governance and future health of VisionWest. I would like to thank Neil Baker in particular who stepped down after serving faithfully on the Trust for many years, Neil leaves big shoes as both Senior Pastor of Glen Eden Baptist Church and as a Trustee. I am humbled to serve alongside such a dedicated group of individuals.

Finally, thank you. Thank you to our funding partners. Thank you to our CEO Lisa Woolley for her passion and leadership excellence. Thank you to our dedicated managers, staff and volunteers, this work would not happen without you. And if you are reading this, then you are a part of our journey, thank you for walking with us.

God Bless
Mark Bridges
Board Chairman



CHIEF EXECUTIVE'S REPORT



This year has been one of exploring opportunities to grow our community services both in West Auckland and in other regions of our country. Through encouraging words, strategic planning, and pursuing a range of opportunities, VisionWest is now in a position to see compounded growth in the coming year as we work in a number of regions around the country in partnership with other community groups and organisations towards *transformed lives, healthy communities*.

In preparation, we formed an Executive Management Team, reporting to myself and consisting of Philip Ayers (Head of Finance), Anna Fraser (Head of HR) and Richard Nauck (Head of Operations and Partnerships) and in August 2016 Ian Yost (Head of Business Development) will join the team. These people are all highly skilled, passionate about the cause and are incredibly capable and dedicated – I couldn't ask for a better team to work with and we've achieved an incredible amount together this year.

One of the major growth opportunities we pursued was the purchase of the Salvation Army's HomeCare business, which operates in the Waitemata District Health Board (WDHB) area,

the Waikato, Bay of Plenty and Lakes/Rotorua DHB area. The Salvation Army and VisionWest have worked together for many years on various projects, and with aligned vision, mission, culture and values, it seemed like a good fit for both organisations. VisionWest has been providing home based care and support for older people and people with disabilities throughout the WDHB area for around 25 years and it was within our strategic goals to increase our reach in this service. This has taken a lot of work by our Due Diligence team (consisting of our Exec Team and one of our Trustees, Steve Parker), our Board, our legal team (Vincent Naidu, Vinci Law), and by our financial advisor, Russel Moore (Grant Thornton). I am so thankful for all their hard work and the ongoing support they have given.

Under the purchase, Salvation Army staff will become VisionWest staff with all the same terms and conditions as they had with Salvation Army. In addition, VisionWest will be taking over all of the contracts previously held by the Salvation Army, with the exceptions of the Bay of Plenty DHB contract, which is still under the Salvation Army. This will put our staff numbers up to over 1000 people, caring for over 20,000 people around the country through our housing, health care and wrap around support services. We will be launching our service as VisionWest Baptist HomeCare on the 3rd of October 2016 and we are looking forward to connecting with the local churches and other community groups in these regions to see how we can partner and support community initiatives including healthcare, housing and other wrap around support services.

We continue to work on our **Big 4 Strategic Goals**, and already we can see that we are making significant impact into our key areas of work. I've noted a few points of significance:

1. VisionWest is a place where people feel they belong and are connected to their Whanau and their communities.

- The blessing and opening of our Whanau Centre in 2015. Since then the team have worked towards building our services into a community hub, with supports for people from our social work team.
- Ongoing cultural development - we are grateful for the support and input from Josh Philips, Fred Astle and John Chapman. We have also appreciated the support of David Moko (Kaihautu, Baptist Churches), Brad Haami and Jerome Edwards as we have been on this journey from the Trust Board level, right throughout the organisation. We are committed to continually developing in this area and are looking at how we can ensure we have Maori leadership throughout all areas of VisionWest.
- Ongoing collaboration with Foundation North for our Whanau Centre funding - we are so grateful for their support and we are now looking at working collaboratively with a group of funders to keep the work going.

2. Reduce homelessness in West Auckland and areas of severe housing need in New Zealand.

- This has been a growing area of concern as we see more and more people struggling to access affordable housing in our main cities, especially in Auckland. VisionWest continues to work within a *Housing First* framework, with the basic premise that the first thing that a person/whanau needs is secure and affordable housing, with the appropriate wrap around supports. Once a person is



“VisionWest is a place where people feel they belong and are connected to their Whanau and their communities.”

CHIEF EXECUTIVE'S REPORT continued

settled into a home, a housing social worker can work with the whanau to support them in sustaining their tenancy, and achieving other goals, such as their children healthy and thriving in school and further training leading to employment. VisionWest has appreciated being part of a *Housing First Community of Practice* this year with other leaders and those wanting to develop in this area.

- Continued Growth of our Housing Stock over the year – 10 new homes in Massey were opened earlier this year by Minister of Social Housing, the Hon. Paula Bennett, and early in our new financial year we will have completed our build project in Christchurch with 20 new homes in Kaiapoi and Rangiora. This means 30 more families have safe, affordable, secure accommodation. We have also been able to support the community in Christchurch by providing over 100 families with emergency housing accommodation, while they seek more permanent housing. This is going to be an ongoing trend for Auckland and other areas of high housing need for low income families. In the coming year, this will also mean managing homes leased from developers and individuals with rental properties as a way for them to partner with us - we are very excited about this new project and I hope to be able to report on the success of this new initiative in my next annual report. Please contact me if you want to be part of the solution to ending homelessness in New Zealand.

3. Continue to build a robust, responsive and innovative organisation that can deliver its strategic priorities in a constantly changing environment.

- As mentioned earlier, we've built a strong, skilled Executive Management team and we've expanded Homecare services (which will be operational from October 2016).
- Continuing to build on our evaluation and data gathering systems.

4. Engage New Zealanders to partner with VisionWest, Building Hope Together for people in need and to see *Transformed Lives, Healthy Communities in West Auckland and beyond.*

- It was exciting to build relationships with new partners this year and to launch an individual giving programme. In the coming year, we will be making it easier for people to partner with us as we look at social media and digital giving platforms.
- Hearing stories from people in our community – this is the *why* of what we do – you can get a feel for some of the people we work with by reading our blogs and viewing stories on our website.
- Creating new imagery around our brand and supporting material - Richard Nauck is building a high functioning team to support the mahi of VisionWest and our communities.

“Once a person is settled into a home, a housing social worker can work with the whanau to support them in sustaining their tenancy, and achieving other goals.”





Thank you

It has been a huge year of preparing for the next wave of growth. I am grateful to the Trustees for investing in our team to enable this growth to occur and for all the extra hours they've spent on due diligence, and extra meetings. Thank you. A special thanks to our Chair, Mark Bridges, who is a great visionary leader, and to our Treasurer, Steve Parker who works hard on our Finance Committee. This year, we said goodbye to our long serving Senior Pastor of Glen Eden Baptist Church, Neil Baker. Neil has been a passionate supporter of the work of VisionWest and has been a Trustee for many years. We will greatly miss Neil's wisdom and support around the Board table, and wish him the very best for his future.

I am incredibly grateful and thankful for our hard working, faithful and passionate team of staff and volunteers at VisionWest and it is always such a pleasure and honour to work alongside you as we serve our communities in West Auckland and in Christchurch. Welcome to our new team as we move into other regions in New Zealand, we look forward to working with you over the next years.

Thanks to our whanau at Glen Eden Baptist Church for your ongoing prayer and support. We are looking forward to building our relationships



with our wider whanau of churches in the regions around the county.

And of course, thank you to all of our partners and supporters, we couldn't do this work without you. We look forward to the year ahead and our continued partnership together.

Blessings,
Lisa Woolley
CEO



WHANAU CENTRE REPORT

This financial year saw the culmination of many years thoughts, plans and prayers become a reality as we launched the VisionWest Whanau Centre in February of this year.

The aim was to create a welcoming, culturally-relevant and safe place for our community to connect with the range of wrap-around supports on offer here at VisionWest. An enormous amount of work went into seeing us get to our February launch, and scope, length and breadth of activities, events, actions and accomplishments is a tribute to the hard work put in by a number of staff directly involved with the Whanau Centre and across the wider community here at VisionWest.

Saying it, planning it, even launching it, is one thing. Putting the vision into practice is another. To give you an idea of the range of services on offer and the kind of work involved in ensuring solid connections, referrals and consistent guidance through a range of services, check out the diagram on the opposite page. 2016 has been all about making this happen, and the team has come through in an amazing way.

Our Whanau Centre team has been a work in progress over the last 12 months. There were a couple of vacancies within the team that impacted on our service to deliver at full capacity but we managed to multi- task roles across the small team we did have. Key to our success

has been the appointment of people who are qualified, experienced and prepared to operate across a multi- functional and multi-disciplinary team (e.g. Social Workers and Counsellors share responsibility for elements of one client plan). Another important factor is the collaborative way in which all staff are able to participate and contribute in any decision making that impacts on their role. This provides a real sense of collective input rather than a 'top-down' approach.

To make the Whanau Centre work, a central element is our referral system. The processes we have implemented included a referral system that is scalable and sensible to each service; locating the Youth Social Worker down inside the Training & Education Centre to be closer to the Youth portfolio of services; the Whanau Centre Coordinator role to include training and development for voluntary staff; the inclusion of student interns into the social work team to develop individual learning pathways (and completion of Social Work degree/s); the continuous self-assessment of Exess and PCOMS (Partners for Change Outcome Measurement System) with the Quality Assurance and Evaluation manager; the transition of all food bank clients into the Whanau Centre for vetting,

assessment and Social Worker client care planning; the introduction of weekly client case-management review with all social work staff; the introduction of a full team meeting to allow for staff to share 'what's out in front' in their individual roles; the ongoing development of a comprehensive client assessment tool that is functional, useful and purpose driven; the changes to a service visual display that is also used as part of an assessment tool for clients; the ongoing monitoring and upskilling of professional client case-note writing and recording; the ongoing development of a sensitive, confidential practice that is service specific; and so much more. As you can see the Whanau Centre team have been busy.

The following areas are indicative of where we would like to expend some of our resources and energy over the next 12 months:

- a. Scaling up our Housing First service under the Whanau Centre
- b. Reviewing the data-capture and data-formatting for reporting of services connected into the Whanau Centre (and where possible, extending the data-capture categories or data-sets)
- c. Developing a Crisis Intervention, Prevention and Intercessory program (CIPI) that will provide tools and practice for staff and client safety (this is unique to VisionWest because of the faith component that has been included in the scope)
- d. Te Aho Mataora – developing a comprehensive VisionWest cultural competency framework
- e. Matapuna – developing a Whanau Centre client care model that is bi-cultural with a multi-cultural reach
- f. Developing a VisionWest Social Work Framework of Professional Standards and Practice
- g. Future proofing the Whanau Centre working space by proposing a 'paperless' environment (developing a fully digitized workforce).

The work we've done and these goals for the future would not be possible without the support and engagement of a whole range of community organisations. Working together is key. Thank you.

Joshua Phillips

General Manager Whanau Centre



Good News Story...

We have many people in our community financially stretched at times and need a food parcel to get them through their struggle.

This month at the Whanau Centre, we had the privilege of meeting one of these individuals. As we worked alongside this woman and helped connect her in with various VisionWest services, she shared some of her story with us. She expressed how the food parcel she received from our Food Bank played a huge part in restoring her sense of dignity and self-worth.

This woman had been in the workforce for the majority of her adult working life. However, due to a range of circumstances and difficulties she has been out of work for the last three months causing major financial pressures, and putting her further and further into debt. Her financial situation caused her to go to Work and Income 'begging' for assistance. This was a hard experience for her and she spiraled down to what she identified as her 'lowest point'.

She later heard about VisionWest and came seeking an emergency food parcel. She was blown away by the warm and welcoming environment here, and the treatment she received from the Food Bank staff. She advised that the way the Food Bank is set up and the fact that she could discreetly choose parcel items from the shopping list, made her feel like her dignity was kept in-tact, she was given choices, and ultimately that she was valued as a human being.



CHAPLAINCY REPORT

Complete care for both staff and clients includes spiritual well-being as well as mental, physical and emotional well-being.

The board of trustees' decision at the beginning of this year to underwrite the position of Chaplain was a commitment to providing complete care for both staff and our clients, that includes spiritual well-being as well as mental, physical and emotional well-being.

One of the key focuses in this first year has been creating a welcoming, friendly and safe environment where people can share their story, and explore the spiritual side of their life. It's in that context that a relationship of trust and guidance can be developed in a way where spiritual healing and growth can occur as it aligns with their needs and goals.

A key area of success this year was our "Heroes" and "Alpha" gatherings that have been running since May. These lunchtime courses have been held at 12:30 on a Wednesday at the Church Café. The time and format have proved to be a winner

with our campus community. We have been getting a good number of people from our Mahi Ora programme attending both programmes and it has been wonderful to have some of our staff there to support and participate in the course too.

The major upside of having the programmes run during the day is that those people from campus who attend, are part of the immediate community and openly share with other students what they like about the programmes and what they are learning. Over the next year we are looking to run the Heroes and Alpha programmes twice each, or possibly find a suitable intermediary that would fit between the two programmes and provide a 'smoother' transition from Heroes to Alpha.

Another key part of the Chaplaincy role has been working in with the Whanau Centre providing support work with their clients. This has led to a significant increase in the ongoing clients that



I get to work with as Chaplain. The mix of support work having been added to Chaplaincy role allows me to introduce the more obvious spiritual elements, such as bringing up matters of belief/ world views and inviting prayer where that might otherwise not have occurred in the normal course of doing support work with a client.

Ultimately this role was created to provide a holistic support service at VisionWest that includes the spiritual aspect of people's lives. In addition to this, it is there to build a bridge from our community to support offered through local churches. While that has always been the plan, it has been incredible to see it being outworked in the gatherings, one-on-one work with clients and other non-regular contact with volunteers, staff, clients and church members.

Tony Dye
Chaplain

Good News Story...

Jane (name changed) was referred to me by one of our office staff who had done an excellent job of giving her time and showing genuine concern. Jane was still a little emotionally upset and clearly fragile but was able to feel safe and share her story.

She was in a crisis situation having been physically abused by her partner and fearing for her safety. She needed a place to stay, some clothing and support. It became apparent as we spoke that she had some ongoing issues that would, if not addressed, result in a future cycle of dependency and potentially further abuse.

What's amazing is, we as a team at VisionWest were ready and able to meet her needs. As chaplain I was able to sit with her and hear her. Jane allowed me to pray for her at the end of our time together and she was clearly touched by what God wanted to say to her. I was able to refer her to our counselling centre and connect her with Leonie's professional and considerate help. We also connected her with our Op Shop and gave her a voucher for the clothing she would need while it was unsafe for her to return home. She was cared for by Olivia in the Op-shop and by Yvonne who also arranged a food parcel. She has continued with counselling and is making great progress.

The story is of course not over, but it exemplifies what we are aiming to achieve in people's lives. Jane was provided with caring, holistic, practical support – and I believe it was her sense of God's love through us that convinced her and gave her the courage to begin to address some personal issues in counselling that could prove to be life changing.





COMMUNITY HOUSING REPORT



Growth in housing stock – 69 long term rentals (47 in Auckland and 22 in Christchurch) – this is an increase of 30% over the previous year.

Over 100 families successfully transitioning out of homelessness in Christchurch into long term accommodation. 95% of the families are still in their accommodation and are very happy with the supports 6 months after exiting the Short Term Housing response.

A new model of community empowerment is up and working in our multi-unit developments. Community empowerment has involved VisionWest walking alongside the communities to establish what they want and how we might be able to assist with some things and they might be able to do some things themselves. It usually involves sharing kai (food) at someone's place and having a korero (conversation) together. The success of these programs have led to a higher satisfaction level amongst families and quicker community integration.

The increase in developments has been a stretch for the team to get new families that are best fit for the developments and

Good News Story...

Kelly (name changed) is a solo mother of three children and is of Maori decent. Kelly has been with VisionWest where she was first housed in an emergency house. Kelly was then housed in a long term tenancy with VisionWest which has provided herself and children stability over the years. Kelly is very house proud and has landscaped a beautiful garden that she keeps immaculate, gardening has been very therapeutic for her and she loves to spend time in the garden. Kelly speaks fondly of the key people in her life that have worked alongside her and supported

her over the years at VisionWest. Kelly has engaged with budgeting and has managed to stay debt free and has learnt how to run a household budget. Kelly has also engaged with the Housing social worker, community care worker, and the chaplain over the years where she has been supported to make positive lifestyle changes for herself and children. Kelly is now in a position where she feels confident to be able to return to the workforce and has been attending the mahi ora program at VisionWest in preparation for returning to work.

make sure they integrate well into the house and the neighbourhood. This has been a new area for the team and we have learnt together with the families in the houses and adjusted what we do and how we do it as we go.

The team has been working on refining all our systems and processes so that as we grow we are well placed for expansion. In the past year we have achieved Community Housing Regulatory Authority Class 1 Social Landlord status. This acknowledges the robust systems and processes that are in place to make sure we deliver a high level of service.

The next 12 months are about growing the housing stock. As we grow we need to look at other models of renting from the market as well as building.

We are continuing to refine our systems and processes so that as the operation grows it is well documented and structured and does not rely on head knowledge of any one person.

Thank you to our key partners, supporters, funders. We are grateful for the ongoing support of government through the Social Housing Unit and The Ministry of Social Development for supporting our building projects. Also for Rata Foundation and their support of both the building of the Canterbury houses and the support of our community social worker in our long term housing.

James Widgery
General Manager Community Housing





EDUCATION AND TRAINING CENTRE REPORT



“With a growing dynamic of multi-culturalism at our centre we have been working towards creating programmes and activities which reflect this.”

One of our key strategic goals is to make the Education and Training Centre, which includes our Kindergarten, a “Place of Excellence”.

Becoming a place of excellence

While completing a team building exercise with the Education and Training Centre team this was identified as an area that would be a strategic priority moving ahead. In the last year we have developed many new strategies, ways of running our programmes, working with our tamariki (children) and working together cohesively to move towards achieving this goal. We have implemented a new student management system, Wisenet, with greater functionality as it is a web-based tool that we can develop how we utilise it going forward. With the possibility of moving onto an online platform with Wisenet we are ensuring that our systems and processes are sturdy and effective as we aim to grow the Education and Training Centre's client base. We are, as a staffing team aiming for the best within our own personal mahi (work) and how we embed best practise strategies into our everyday work. At the kindergarten we have been having ongoing Professional Development, deepening the practice with the Reggio Emilia Philosophy. The goal is to be able to achieve a Reggio inspired centre with our children taking responsibility for their learning. With the up and coming changes to the Budgeting Funding criteria, we are currently positioning ourselves so that we have every chance of being successful in receiving a new funding contract. Our

implementation of Financial Literacy courses, in addition to our One-on-One mentoring is leading the way for where we see this service moving. SkyCity Community Trust has been instrumental in allowing us to pivot in this direction ahead of government funding.

Across the whole Education and Training Centre we have been developing strategies and ways of incorporating whānau (family) centred practises into all that we do.

Change in culture

By basing our practises in our youth programmes on the Circle of Courage model of practise and utilising the Awhi (embracing, inclusion) process in our induction, we have been able to set the tone of the programmes from day one. We have spent the last year nurturing this new culture of belonging, mastery, independence and generosity. This culture has been culminated in staff, clients and students. As we are working with predominately second chance learners stating the culture from the beginning is imperative to our clients and students capturing this culture and working with it. We can see this new culture evident in the way in which our Youth Guarantee students are working towards their projects by serving the VisionWest community and staff. In doing this they are learning the importance of generosity and mastery as they give back to VisionWest and the wider community, as an extension of their learning they receive with us.

We have created more shared spaces across the Education and Training Centre which has been quintessential in the development and shift in the culture with staff, clients and students. We have shifted the computer suite to the student café to make a computer café. The purpose of this room is to not only better utilise the resources we have but to also create a shared environment where students from all programmes can come together and care for and utilise the space. We have done the same with a shared staff office for all staff of adult learning programmes. This office allows our staff to be a part of the culture that we are trying to foster with our clients, an environment of collaborative learning and mahi. With the inception of the broadened Education and Training Centre we are changing the culture of the service delivery and improving the connection with those that engage with our services. As we nurture diversity in our community with a non-judgemental approach we are able to offer a place of belonging, growth and transformation.

When we work collaboratively throughout the Centre we are better able to connect our clients to the services that they require.

A large change in culture across the Kindergarten has been towards inclusiveness across all cultures and differences. With a growing dynamic of multi-culturalism, we have been working towards creating programmes and activities which reflect this. We have run many different cultural days targeted towards showing our children how to celebrate our differences. We have also been involved in a number of Cultural Awareness Professional Development workshops which has been very beneficial.

Staffing

During this last year we have amalgamated as the **Education and Training Centre**, adopting the **Kindergarten** and **Budgeting and Financial Literacy** services. Being part of a collective and not operating as silo services has furthered and enhanced the delivery of all of our services. The input and support of colleagues helps enhance the work we do as we can best work effectively and efficiently to provide education and training to our students and clients. Over the last year we have had staff leave which has left us with the opportunity to be able to review and reassess what each programme needs in regard to staffing and adjust accordingly. We have worked hard to employ specialist staff who are passionate and skilled in their respective areas. These are people whom have caught our vision and are committed to help the Education and Training Centre become a Place of Excellence. We have all new staff appointments in Mahi Ora, Intensive Literacy and Numeracy, and Alternative Education as well as a new Carpentry tutor, Financial Literacy Facilitator, Kindy teacher and administrator.

We have 25 staff at the Education and Training Centre and a high percentage of those are new in their roles in the last 12 months.

With Stephen Brown coming on board as our newest staff member in Budgeting we look forward to the strengths and wisdom he will bring to this service. Stephen will be concentrating on the Financial Literacy component of our budgeting service and will look also at networking and extending our tent pegs further into the community.

A new integral role that is new to the Education and training Centre is the services of Hami Chapman as our Youth Social worker. Although

he sits under the Whanau Centre management, Hami works closely with our rangatahi (youth) and their whanau. We are already seeing the benefits of this role with the immediate increase in the facilitation of our rangatahi accessing both our services within VisionWest and outsourced agencies. There is also a notable change in the whanau engagement and participation of all aspects of our Rangatahi Programmes. Although Hami has the Youth portfolio he has also been available to work closely with our clients in our adult programmes. This again has seen an increase in the number of our Clients accessing the Whanau Centre Services.

The Year Ahead

Alternative Education consolidation

With two vacancies in Alternative Education we have a great opportunity to develop our programme to be able to best provide quality education and support to our young people and their whanau. We are advertising for an Alternative Education Co-ordinator and an Alternative Education Teacher, both of which will work collaboratively with our Education Outside The Classroom co-ordinator and our Youth Social Worker. We are currently trying a few new innovative approaches to educating our rangatahi in Alternative Education. This includes providing Environmental Learning Spaces, (ELS) that are student designed and navigated. The rangatahi then choose which environment they believe they work best in and we simply provide the educational resources and facilitate their learning. We are really excited about this new model and look forward to seeing what sort of results we get over the next two terms.

Youth Initiatives

Part of our strategic plan is to develop our youth programmes and initiatives. These include our Urban Arts programme, sports academy and after-school mentoring, holiday programmes and networking. The focus behind this priority is based on the knowledge that we know what our young people do between 9am and 3pm and have developed these services adequately. However, we do not always know what our young people are doing from 3pm – 9am. As we consolidate our programmes in education and training during the day, we will now be looking at how we can continue to develop after school and holiday programmes, initiated from the needs and goals of our young people.

Adult programme growth and development

With the adoption of budgeting and financial literacy into the education and training centre and the new adult programme staff spaces and recruitment of new staff we have a great opportunity to be able to grow and develop these programmes. Utilising these spaces for development we are putting focus on achieving our outcomes for our Mahi Ora programme. The Mahi Ora programme is intrinsically involved with our budgeting and financial literacy services as well as Intensive Literacy and Numeracy.

In regards to our budgeting and financial literacy services, we have submitted a proposal to the Ministry of Social Development (MSD) that will allow us to continue to grow this service. There has been a major review on how these services are provided and we look forward to being a part of this new initiative moving ahead. The idea behind our adult education and training programmes is to provide connected education where Intensive Literacy and Numeracy, Budgeting and Mahi Ora can work hand-in-hand for clients to transform their, and their whanau's, lives.

Kindy

We continue to strengthen our School Readiness Programme by extending the collaboration with a near-by primary School. Prospect School has embraced us as a significant partner in the aim of having a smoother transition from Kindergarten to Primary School. Their fortnightly visits to our kindy empower our children to be at ease with older children, learning with books, and having other teachers on site. Thus, the level of pre-readiness for academic skills has been elevated in line with the expectations of local primary schools.

Our uniqueness as a Christian Kindergarten is strongly reflected both in practice and visual environment. Collaborating with Pastor Tony, the community chaplain, who visits fortnightly has given the children a more realistic image of the "Church". Prayerfulness and values are spelt out in and around our learning environment. We believe this is one of our core strengths and we will ensuring we carry on and further develop this integral component of our kindy.

Families and their greater whanau are always included in our programme. Events, gatherings, and planning are always opened to the whanau for them to be part of and be involved in. Our families are continually attending our monthly events, may it be big or small occasions.

Budgeting

Looking ahead our big focus with budgeting is 'Securing funding' for 2016-17 and beyond. We envisage there to be some dramatic changes within the budgeting services, as already indicated by MSD, however we believe we are in a strong position to have a successful tender for this new contract, especially with the involvement and utilisation of the Whanau Centre Services.

We will also continue to look for alternative funding sources, to complement the ongoing provision and development of the Budgeting service.

John Chapman
General Manager Training Centre



“We are currently trying a few new innovative approaches to educating our rangatahi in Alternative Education.”

Good News Stories...

Our young people have made some great achievements over the last year. This included a camp to Turangi where our young people challenged themselves, had fun and developed. We are so proud of the accomplishments of our young people which include Brad* who graduated from the Carpentry programme at the end of 2015. On completion he started work with Fletchers Construction however found balancing that job with his complex home and personal issues very tough so resigned. Even though this was disappointing he came back to us and asked us to help him find another job. Since then he has now been employed again, using the skills he gained on the course as well as connecting again with counselling and support services.

Simon* is another young person who has found his place of belonging with us. Simon came to us as an Alternative Education student in early 2015 and upon turning 16 at the beginning of 2016 enrolled into our Carpentry course. With some very hard whanau situations occurring and finding himself out of mainstream education for a while he has turned his situation around. Simon has connected in with the Youth Social worker, counselling and is set to complete his Level 2 qualification at the end of this year.

Daisy* is a Youth Guarantee student. Daisy came to us with very low levels of literacy and numeracy so enrolled into our ILN programme. Once improving her literacy and numeracy skills she enrolled into our Hospitality programme which she is due to complete at the end of this year. Daisy has even been helping the other students with their work.

*not pictured

“...we are able to offer a place of belonging, growth and transformation.”





HOME HEALTHCARE REPORT

This has been an exciting and challenging year for VisionWest Home Healthcare.

The trend over the past few years has been one of consolidation in the industry with a number of providers electing to exit by selling to, or merging with, other organisations. Some of the drivers for this consolidation have been a mix of sustainability, partly due to economies of scale, and a desire to get back to core activity.

Throughout this year VisionWest has been engaged in a capital acquisition programme and agreement has been reached for VisionWest to purchase the business of the Salvation Army Homecare services in Auckland, Hamilton and Rotorua areas. The transfer is expected to be completed in the next financial year and will see VisionWest become one of the larger providers of Homecare services in our regions.

Excellence in Quality

2015-2016 sees another year of high client satisfaction. 94% of clients surveyed expressed that they are satisfied (rating over six) with the overall service they received from VisionWest Home Healthcare.

Excellence in Training

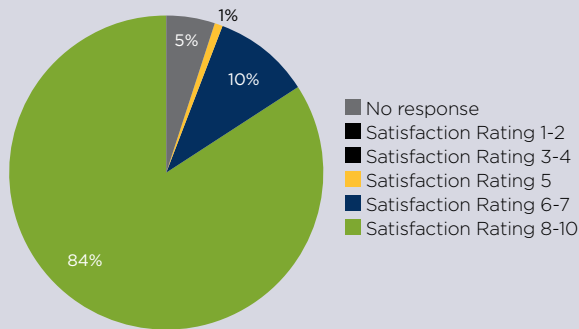
Our desire to be at the forefront of our industry and provide a quality service is embedded in our training systems and processes. We now employ 278 Support Workers and 24 Support Staff. Support Workers undergo both induction training and workplace training as part of the national qualifications framework. This year 102 staff completed our induction programme and 98.6% of our staff have been assessed as proficient in pre-packaged medication management. A total of 71 staff attained qualification to NZQA National Certificate in Health, Disability and Aged Support (L2) or above during the year.

Excellence in Service Delivery

VisionWest achieved a very satisfactory result in the Re-Certification Audit held in December 2015 with HDANZ against the Sector Standard of Quality Management Systems (NZS 8158:2012 Home & Community Support Sector Standard). This Certification is valid for 3 years from 2016 to 2019.

“Our desire to be at the forefront of our industry and provide a quality service is embedded in our training systems and processes.”

Client Satisfaction Rating
(July 2015 – June 2016)
Total of 993 clients surveyed



Innovation

In order to make the transition to become a major provider of quality services we have continued to develop the investment in our relationship with Valentia and our Innovacare client management system (CMS). The new programme will replace our existing system and offer advanced scheduling, monitoring and reporting capabilities. The transition has been challenging and costly with the need to adequately resource the transfer of our database and provide insight into the new systems development. It is exciting to see the system in operation and although there are some teething issues still to resolve the future looks good. The CMS allows for better management of client's care, with real time alert when the client's care has been missed; better matching of Support Workers to Client's needs and preferences; better tracking of audit and assessment schedules; better tracking of incidents as well as alerts within the system which alert the Management team of any serious concerns.

Excellence in Communication

One of the other significant projects we have embarked upon is the restructuring of the Coordination Team and the introduction of 2 new positions - CSR (Client Service Representatives) to improve communication with our clients. All incoming calls to the organisation are received by the CSR who will respond to the queries of the caller or transfer them to the appropriate staff if



needed. The feedback received has been positive about this change, with clients and Support Workers saying that their calls were dealt with more promptly.

The Year ahead

We are looking forward to the completion of our capital acquisition programme together with the opportunity we will have to introduce VisionWest services to the new regions. The Lakes region including Rotorua has been identified as an area that we are under represented in and offers potential for growth. The Ministry of Health Individualised Funding option is another popular service that we will promote to our new and expanding client base.

Thank you

We acknowledge the commitment of our dedicated staff and volunteers, the support we receive from our funders, and the guidance of our management and trustees.

Ian Yost

Business Development Manager



FINANCIAL REPORTS



I'm constantly reminded that behind each one of these numbers is a person, a life, someone who we have the awesome privilege of journeying with. I hope that as you read the rest of this report that stays firmly front of mind.

The 2016 Financial year was one of preparing for growth, as you would have read throughout this Annual Report. In our Community Housing area we completed some projects and began the process for new projects, as such our Capital Grant income in 2016 was down on 2015, which was a very build heavy year.

On the operations side, our income increased by \$1.3m. This was primarily due to growth in our Home Healthcare service, however, while we have experienced a growth in income, the operating surplus has diminished due to increasing compliance costs with only a very small increase in funding from the Government. This is a trend we have experienced throughout all of our Government contracts, where our staffing costs continue to increase to meet the growing need in the community, with virtually no increase in the funding from the Government. This is a challenge as we continue to grow and impact change and transformation in our communities.

Other areas of growth in our income are from a full year of operating our Emergency Housing

project in Christchurch and the increase in rental income from the houses completed throughout the year.

As part of our preparation for growth, our expenses grew by \$2.1m, the majority of this increase coming in increased employment costs. Our Whanau Centre has been at full complement since January; as mentioned above, we had a full year of operating our Emergency Housing project; as was discussed in our CEOs report, we created an Executive Management Team; and the biggest contributor to this increase was an in between travel payment for our Home Care workers that was introduced at the beginning of the financial year.

On the whole, as you can see in the following financial statements, VisionWest Community Trust had another strong year as we continue this journey of building hope together with our community.

Philip Ayers
Head of Finance

**VISIONWEST COMMUNITY TRUST
STATEMENT OF COMPREHENSIVE REVENUE AND EXPENSES
FOR THE YEAR ENDED 30 JUNE 2016**

	2016	2015
	\$	\$
Revenue from non-exchange transactions		
Capital government grants	871,656	3,419,480
Capital other grants	788,267	2,113,585
Operational government grants	31,929	39,788
Operational other grants	485,282	367,997
Fundraising	886	110
Donations	7,738	10,445
	2,185,758	5,951,405
Revenue from exchange transactions		
Income from health care services	9,239,575	8,616,496
Income from education services	1,390,598	1,415,940
Income from emergency housing contract	551,595	161,583
Income from other services	209,265	200,773
Income from MSD/CYF contract	122,390	106,454
Rental income	1,152,579	761,202
Interest income	26,405	44,026
	12,692,407	11,306,474
Total revenue	14,878,165	17,257,879
Expenses		
Employee related costs	11,561,495	9,939,364
Donations	2,250	1,500
Interest expense	329,962	181,902
Depreciation, amortisation and write-off expenses	287,194	199,859
Other expenses	1,527,870	1,272,227
Total expenses	13,708,771	11,594,852
Total surplus / (deficit) for the year	1,169,394	5,663,027
Other comprehensive revenue and expense	-	-
Total comprehensive revenue and expense for the year	1,169,394	5,663,027
Surplus or deficit attributable to the owners of the entity	1,169,394	5,663,027
Total comprehensive revenue and expenses attributable to the owners of the entity	1,169,394	5,663,027

**VISIONWEST COMMUNITY TRUST
STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2016**

	2016	2015
	\$	\$
ASSETS		
Current		
Cash and cash equivalents	492,672	547,250
Trade and other receivables	485,484	790,666
Prepayments	3,280	975
Total current assets	981,436	1,338,891
Non-current		
Investments	218,995	455,780
Property, plant and equipment	24,213,104	21,090,734
Total non-current assets	24,432,099	21,546,514
TOTAL ASSETS	25,413,535	22,885,405
LIABILITIES		
Current		
Trade and other creditors	720,208	950,738
Employee entitlements	924,665	831,290
Income in advance	151,478	312,118
Loans and borrowings	193,951	143,274
Total current liabilities	1,990,302	2,237,420
Non-current		
Loans and borrowings	7,547,982	5,942,128
TOTAL LIABILITIES	9,538,284	8,179,548
NET ASSETS	15,875,251	14,705,857
EQUITY		
Accumulated comprehensive revenue and expense	15,875,251	14,705,857
TOTAL NET ASSETS ATTRIBUTABLE TO THE OWNERS OF THE CONTROLLING ENTITY	15,875,251	14,705,857

Signed for and on behalf of the VisionWest Community Trust



Mark Bridges
Chairman



Stephen Parker
Treasurer

INDEPENDENT AUDITOR'S REPORT

To the Trustees of VisionWest Community Trust

Report on the financial statements

We have audited the accompanying financial statements on pages 4 to 17 of VisionWest Community Trust which comprise the statement of financial position as at 30 June 2016, and the statement of comprehensive revenue and expenses, statement of changes in net assets and cash flow statement for the year then ended, and a summary of significant accounting policies and other explanatory information.

The responsibility of Trustees for the financial statements

The Trustees are responsible for the preparation and fair presentation of these financial statements in accordance with Public Benefit Entity International Public Sector Accounting Standards (Not For Profit) Reduced Disclosure Regime, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing (New Zealand). Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.

An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Our firm carries out other assignments for VisionWest Community Trust in the area of consultancy. The firm has no other interest in the VisionWest Community Trust.

Opinion

In our opinion, the financial statements on pages 4 to 17 present fairly, in all material respects, the financial position of VisionWest Community Trust as at 30 June 2016, and its financial performance and cash flows, for the year then ended in accordance with Public Benefit Entity International Public Sector Accounting Standards (Not For Profit) Reduced Disclosure Regime.

Restriction on use of our report

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



Grant Thornton
New Zealand Audit Partnership
Auckland, New Zealand
28 October 2016

Please note: the above audit report is from the full set of financial statements. If you require more information please contact VisionWest finance.

NUMBERS AT A GLANCE...



2344

FOOD PARCELS

feeding over 6800 people



1039

CURTAINS

for 152 families supported
by Genesis Energy



78

HOUSES

that are offered for long
term supportive housing



82

NEW BUDGETING CLIENTS

supported through
279 sessions



56,625

**KINDY KID
HOURS**



1452

HOMECARE CLIENTS

delivering 318,604
hours of care



165

**COMMUNITY CARE
SESSIONS**



287

STUDENTS

assisted in education
and training



268

**NEW COUNSELLING
CLIENTS**

supported through
1305 sessions

THANK YOU

FUNDING PARTNERS

ACC
Auckland City Council
Baptist Community Ministries
Child Youth & Family Services
COGS
Foundation North
Lotteries Commission
Ministry of Business, Innovation
and Employment
Ministry of Education
Ministry of Health
Ministry of Social Development
Sir John Logan Campbell
Residuary Estate
SkyCity Auckland Community Trust
Tindall Foundation
Trust Community Foundation
Waitemata District Health Board
Your Choice – Te Puna Manawa

CORPORATE PARTNERS

Fletchers
FreshChoice Glen Eden
Genesis Energy
Mike Greer Homes
SGA Architects
Stanley Group
Western Gas – Z Service Stations

COMMUNITY PARTNERS

Adventure Specialties Trust
Auckland City Mission
Associated Budgeting Consultants
Baker's Delight
Career Force
Christian Budgeting of New Zealand
Counties Manukau District
Health Board
Community Fruit Harvesting
Community Post
Community Waitakere
DebtWorks
EcoMatters Environment Trust
Education Review Office
FairFood Trust
Fumacare Limited
Glen Eden Baptist Church
Green Bay High School
Hoani Waititi Marae
Kaipatiki Environment Trust
Kaurilands Primary School
Marinoto
My Food Bag
NZ Council of Christian
Social Services
New Zealand Police
Ohana Teen Parenting Unit
Prospect Primary School
Rhema Media
The Fono
The Salvation Army
Skills Update Training Institute
Sport Waitakere
Te Pou
Tertiary Education Commission
The Trusts Arena
Tuilaepa Youth Mentoring Services
University of Auckland Social Work
Department
Waitakere Alternative Education
Consortium
Waitemata Community Law Centre
Westfield Westcity
Work and Income New Zealand
Youthwest Health Hub
Youth Services West
Youth Horizons
Zeal
And a wide number of individuals
who contribute generously.

BOARD OF TRUSTEES

Mark Bridges – CHAIRMAN
Michael Taylor – DEPUTY-CHAIR
Stephen Parker – TREASURER/SECRETARY
Johannes Bloemendal
Andrew Fraser
Neil Baker
Martin Laycock

SENIOR MANAGEMENT TEAM

Lisa Woolley – CHIEF EXECUTIVE
Philip Ayers – HEAD OF FINANCE
Anna Fraser – HEAD OF HR
Richard Nauck – HEAD OF OPERATIONS AND PARTNERSHIPS
James Widgery – GM COMMUNITY HOUSING
John Chapman – GM TRAINING CENTRE
Joshua Phillips – GM WHANAU CENTRE
Tony Dye – CHAPLAIN
Sandra Jensen – EA TO THE CEO







Building Hope Together

Hikoi Tumanako-tahi
since 1988