



Friendship House  
*He Whare Tangata*

Annual Report 2014 - 2015





## FRIENDSHIP HOUSE

### STAFF

Alison Ross, Alistair Sherlock, Andre Herewini, Cherie Maroroa, Colin Didier'serre, Damian Robertson, Darlene Wirihana, Dawn Howat, Faye Murray, George Gin, Jo Panoho, Jos (Jocelyn) Povey, Lance Murray, Leonila Melendrez, Lesley Ison, Liana Meredith, Liz Mahutu-Pimm, Lupe (Tokilupe) Mahe, Margaret Plummer, Martha Sampson, Natasha Waru, Rose Maroroa, Sandra Pere, Sepa Taukatelata, Serena Murdoch, Sheree Veysey, Sue Stone, Tracey Tamihere, Travina Pomare, Vicki Sykes

### PROGRAMME FACILITATORS & SUPERVISORS

Alred Uluheua, Ben Taufua, Darcy Millar, Dave Norman, David Neilson, Dawn Howat, Evan (Mac) McPhee, Fay Lilian, Lua Maynard, Lupe Mahe, Puja Tuli, Selu Ma'asi, Tau Marsters, Vaelua Lamb

### THE FRIENDSHIP HOUSE TRUST BOARD

Denis O'Brien,  
Diane Miller-Keeley,  
Dorothy Alofivae,  
Gus Autagavaia,  
Helen Pulman,  
Jason Dilger,  
Josephine Waru,  
Paula Jakeman,  
Prince Devanandan,  
Robyn McCulloch,  
Vai Ngahe



“The only way to make sense out of change, is to plunge into it, move with it, and join the dance.”



**F**or Friendship House this year has been all about change and the quote above gives a sense of how we have collectively handled it.

Change began when we restructured in the middle of 2014, in response to changes of policy in the Domestic Violence field which affected the mandating of men to programmes and created a corresponding drop in income. This was a difficult period, as all restructuring is, but was managed very well and the new teams settled into their changed roles with grace and efficiency.

Changes in the Charities Act and in the policies of the Ministry of Social Development were part of the background that helped the Board shape its latest strategic plan. We were helped in this by consultants Peter Fitzsimons and Philip Beilby who also worked with us to further our thinking around social enterprises. One of the Board's goals is to move toward becoming more financially independent, so much consideration is being given to how this might be achieved.

The Board decided this year to remain accredited as a Living Wage employer. Doing so has raised some interesting issues which the Board continues to wrestle with. While we are completely committed to fair and just remuneration for all staff, the basis of calculation for the Living Wage means it is rising faster than the standard cost of living increase. The Board has agreed to review our Living Wage accreditation annually.

One of the changes we are still working on is the remodelling of the ground floor to make it a safer and more flexible space. Considerable funding has been secured and we are working steadily toward finding the final amount that will enable the work to be completed.

A number of changes have occurred within the Board. Three members resigned during the year – Josephine Waru, Paula Jakeman and Vai Ngahe. Each in their own way added a richness of experience and wisdom to the Board and we are very grateful for their contributions. Three new trustees were welcomed onto the Board – Gus Autagavaia, Robyn McCulloch and Dorothy Alofivae. The depth of experience they have has broadened the skill matrix of the Board and we are already benefitting from that. The remaining Board members are Denis O'Brien, Helen Pulman, Jason Dilger and Prince Devanandan. As Chair I wish to record my thanks for their dedicated work and careful governance.

The big change occurred at the end of May when our Chief Executive, Vicki Sykes, announced her resignation. Vicki has been at the helm of Friendship House for seventeen years and has skilfully steered it through any number of changes in that time. Friendship House is enormously indebted to her. She has worked tirelessly, constantly seeking ways of improving the quality of the

## Friendship House Trust Board - Chairperson's Report

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services that are delivered, scoping out new work to be involved with, analysing trends in society that might affect the work of the House or to which the House should respond, developing the skills of staff and Board, offering an entrepreneurial edge to future thinking. She is a person of great capacity as evidenced by the fact that she achieved her Master of Social Practice earlier this year, doing it all part-time.

Vicki feels it is the right time to leave as the House is in a strong position, poised to enter a new chapter, and she is ready to face new and fresh challenges. She leaves very big shoes to fill but we wish her all the very best as the future unfolds for her. The recruitment of a new Chief Executive has begun and, while the Board will do this as expeditiously as possible, we do not want to place so much urgency on that task that we hurry the process. This appointment is too important for that, so we will take a measured approach, while not wanting to extend it unnecessarily. An external recruitment company has been engaged to work with the Board to find the right candidate.

To ensure that the House continues to function at a high level and in a sustained way, we have put in place an Interim Leadership Team of senior staff managers. This team was put in place immediately upon the announcement of Vicki's resignation so that she had the chance to coach them into this new role. As well as the Interim Leadership Team, the Board has appointed Robyn McCulloch, who is the Deputy Chair of the Trust Board, to be on site every week offering coaching and oversight to the team and available for consultation at other times. Robyn has significant experience in management, HR and governance in both the Local Government and Community Sectors. We are very confident that, until an appointment is made, this arrangement will enable Friendship House to keep to the high level of excellence in service delivery for which it is known.

Many thanks to the Friendship House Trust Board for the fine work they do, and to the staff, who are the face of Friendship House and do a marvellous and often difficult job.

**Diane Miller-Keeley (Rev)**

CHAIRPERSON

FRIENDSHIP HOUSE TRUST BOARD

Our customer has more confidence and self-esteem present in her life.

In July 2015 I will come to the end of my seventeen years of service with Friendship House. It has been a privilege, a challenge and quite a journey. I am pleased that as I leave I can look back on these years knowing that Friendship House continues to serve the community in ways that its founders, more than 40 years ago, both hoped for and yet also couldn't have imagined.

In the careful deliberations which took place in the early to mid-1970s to establish Friendship House, there were a range of contextual factors which led to what took shape. The Vietnam War was still underway and issues of international peace and justice were in sharp focus. Rapid urbanisation was occurring and the new Manukau City was developing. Waves of new migrants, particularly from the Pacific, were settling nearby. And the churches which developed Friendship House were very focussed on working together to address social justice issues.

Friendship House was designed to be "a place for people" where the community could gather, learn, seek and find support and work together for social justice. Right from the start it fulfilled this purpose. Although when Friendship House was first built it seemed miles from anywhere and was surrounded on two sides by carparks and two sides by paddocks, people found their way here when they wanted or needed to. These days that is still the case. Most weeks we get visitors who have "just found" Friendship House, or who have walked past for years and have only just noticed us.

One of the valuable roles that Friendship House fills is as a clearinghouse or hub of information for the wider Counties Manukau area. Thousands of people contact us or come into Friendship House each year seeking advice, directions, information or assistance. Some of these needs we are able to help with and when we can't, we tap into the wide networks we have and point people towards other community resources. We've been pleased to continue our collaboration with the Auckland JP's Association who provide a JP Service Desk at Friendship House 3 days a week. They, together with our own staff, provide valuable information and advice to the community.

Over the last year we have been changing the language we use for the people who access our services or seek our assistance. As much as possible we now talk about people as our customers. While some of our stakeholders use terms such as client, victim, offender and visitor, we find that when we use the term customer it reminds us that we are there to serve the community and it is our job to listen to what our customers need.

We have also changed the way we talk about money or fees with our customers. While some of our income comes from government contracts and philanthropic grants and we greatly appreciate this support, it does not cover all our costs. We believe it is important to encourage and offer the opportunity for our customers to contribute to the cost of our services. This may be, but isn't only, financially. We talk to people about how they are already or could in the future be contributing to their community e.g. child care, sports coaching, helping neighbours. We also talk about



paying it forward and finding new ways to contribute in the community. These are all ways that people are making a contribution, and in turn we can see this as an exchange for our support and our funders' support of them.

Once again the variable nature and the significant drop in our income from some of our government contracts meant we needed to reduce our staffing and reorganise our work during the year. This is always a challenging and costly exercise for all involved. We had to say goodbye to some of our team and in turn welcomed some new staff. At different times over the last 12 months we farewelled Faye Murray, Lesley Ison, Alistair Sherlock, Sandra Pere, Darlene Wirihana, Sue Stone, Jocelyn Povey, Sepa Taukatelata, Sheree Veysey, Rose Mararoa, Lupe Mahe and Liana Meredith. We have been pleased to welcome the following staff over the last 12 months - George Gin, Travina Pomare, Cherie Mararoa, Lance Murray, Dawn Howat, Martha Sampson, Colin Didier'Serre, Andre Herewini and Jo Panoho.

Both the Ministry of Justice and the Department of Corrections have introduced significant changes to their family violence contracts which have required many changes at our end. We've been pleased to continue our involvement with the Auckland Provider Alliance – a group of five Auckland providers of family violence programmes. This Alliance has enabled the sharing of support, resources and ideas, and we have also entered into some joint contracting together.

In June 2015 Friendship House entered into a contract with Serco who run Kohuora, the Auckland South Corrections Facility for men. We are currently developing and will be delivering a Volunteer Mentor Programme for men pre and post release. The goal of this new initiative is to match suitable mentors and participants, so that mentors can be a buddy who will be part of the support system for the men on their reintegration journey. If you are reading this and are interested in being a mentor, please do contact us.

Over the last 12 months with all the changes Friendship House has undergone, the staff and the Board have undertaken some strategic planning to ensure Friendship House is well placed for the next 40 years of service. We have examined whether we have the most efficient and effective structure and staffing to take us forward and we have looked at a wide range of strategies for income generation to support the work of Friendship House. This aspect is ongoing and although there is no magic pot of money, Friendship House is committed to thinking creatively and laterally to ensure it is sustainable into the future. To that end I entitled my recently completed Master's thesis "Business acquisition in the community sector in NZ". This explores one potential strategy for income generation – a copy is on the Friendship House website for those who may be interested.

In last year's annual report I mentioned the Ground Floor renovation project which has been planned in order to refurbish the public face of Friendship House and to ensure our facilities are fit for purpose into the future. We are very appreciative of those funders who have already given or pledged money towards this project. While our ideal scenario would have been to do the whole project at

once, it has taken longer to raise the full sum than we thought. With the funding received to date we expect to undertake stage one of three in late 2015. We're hopeful that the balance of the funding can be raised by early 2016.

I have been privileged to work alongside hundreds of wonderful people in my time at Friendship House – employees, contractors, volunteers and Board members. Each one has brought unique skills and commitment to serving the community. To our current team, I will miss you. You are a great bunch of people with many wonderful skills and I know, with the support of the Leadership Team and the Board, you will go from strength to strength.

It is important and appropriate as I conclude the last of my annual reports for Friendship House, to pay tribute to the special communities of Counties Manukau and to our many and varied customers. Friendship House exists solely to serve the community. We do this in many different ways and often there is a reciprocal aspect to our work, where we learn and gain from what we do, as much as our customers say they gain from our connection with them. Friendship House seeks to work from a place of recognising and valuing the strengths our customers bring to our work with them. The people of Counties Manukau are strong, resource-filled and wonderful.

Just like all people, if there are not sufficient internal and external resources for the tasks of life, we may need a helping hand. Friendship House provides “a place for people” where hope, a helping hand, service and justice are woven together. My wish for Friendship House is that it stays true to its founding mission to blend service with social justice, and also that it finds new, creative and contextual ways to do this as times change.

***An Irish blessing for the future:***

*May there always be work fr your hands to do.  
May your purse always hold a coin or two.  
May the sun always shine on your windowpane.  
May a rainbow be certain to follow each rain.  
May the hand of a friend always be near you.  
May God fill your heart with gladness to cheer you.*

Vicki Sykes  
CHIEF EXECUTIVE



**T**hat commonly asked question, 'What are we here for?' is answered in many ways by the activities and customers of the Friendship House Community Centre:

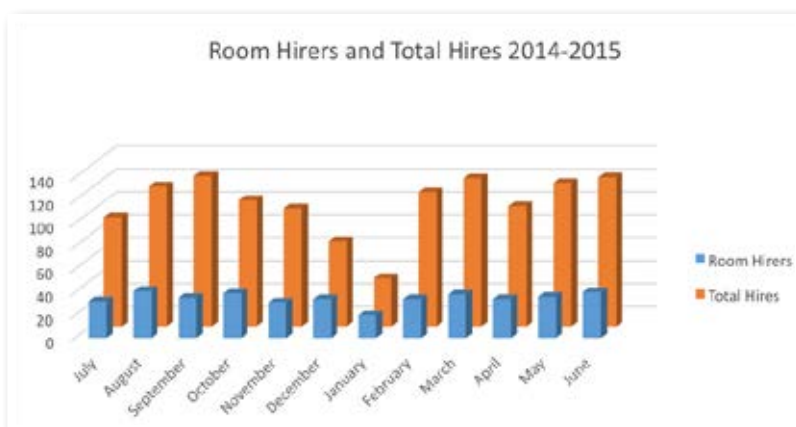
- We welcome
- We give people directions and helpful information
- We support and enable people to help themselves
- We unscramble confusion
- We refer for advice and professional services, both in-house and to other agencies
- We provide answers, both general and specific
- We provide free local phone calls and WiFi
- We connect people to groups and groups to the people who need them
- We run programmes
- We provide a place where other agencies can run their programmes
- We offer rooms for hire for 2-30 people at very reasonable rates
- We are a community resource
- We offer affordable food, drink and a place to be
- We have a safe play area for small children

During the 2014-2015 year, our staff dealt with over 5,500 personal or telephone enquiries, always with the goal of providing high quality customer service. Our JP desk attended to 1,479 matters.

There's always a buzz in our community lounge, as people pop in for a cuppa and muffin or lunch with friends and whanau, call in for that much-needed piece of information or spend time on problem solving with members of our Social Practice Team. First-time visitors usually comment on the friendly atmosphere and wonderful home-cooking aromas. Long-time users feel as if they 'fit' – they feel safe, comfortable and familiar.

Other service providers, from individual counsellors to dance groups, from migrant support groups to Government agencies, from health supporters to parenting advisers have used the Community Centre for their regular and one-

off gatherings. It's been lovely and a privilege to satisfy people desperately searching for a room for their hui and then have them make future bookings with us because we are able to answer their needs. We've noticed that funding restraints experienced by individual and agency providers have led them to hire our rooms because they are reasonably priced,





well serviced and clean. It's also been good for our Café to have the opportunity to provide them with lunches and refreshments, sometimes at quite short notice.

Décor in the community lounge has been extra colourful at times, as we participated in public awareness campaigns for Shine, Epilepsy New Zealand, ANZAC Day, Matariki, New Zealand sign language, Maori language, Aged Concern, White Ribbon and Random Acts of Kindness. That colour often extended into the offices as staff got into the spirit of the occasion with their clothing and accessories.

During the national elections, we hosted a polling station which attracted over 2,000 people. 1,300 cast ordinary votes and 771 cast special votes. We received a lovely letter of thanks:

***'It is pleasing to note that a polling station was set up at Friendship House to facilitate voting. This marked your initiative and a major contribution by you and your team to the local community. You should be congratulated for a job well done.'***

The increased foot traffic over the 2-week period the polling station was open made for an exciting atmosphere and many community members discovered Friendship House, its Community Café and services for the very first time.

Another service we hosted and promoted was a visit from the Diabetes Testing Van. Staff handed out brochures and a diabetes questionnaire in advance of the visit and customers were encouraged to take the opportunity to ensure their healthy future by having a free diabetes check. It's estimated that over 200,000 have been diagnosed with diabetes, mostly type 2, but as many as 100,000 others may have diabetes but have not been diagnosed. Friendship House wanted to give people in our community the chance to have that very important health check, free of charge.

In partnership with the Manukau Beautification Trust, Friendship House hosted a public meeting in July 2014 to gauge interest in the proposed initiative called The Collaboration Station which was due to open a few months later. The Collaboration Station, in Holmes Road, Manurewa, offers Baby Boomers the chance to benefit the community and environment while enjoying social interaction. Staff handed out over 130 flyers to the public and encouraged visitors to make contact and establish new connections in their lives.

At Friendship house we believe in the benefits of collaborating and sharing information with our neighbours. This achieves a higher level of integrated services for our community and peer support for those of us working in the community





sector. Approximately 50 community agencies who are based in or offer services to the Manukau City Centre area, are registered to receive bi-monthly invitations to City Centre Community Network meetings. Friendship House hosts these early morning meetings in the Community Centre from 8.00 am to 9.30 am on the third Friday of every second month. In the past two years, attendance has averaged 25 people but recent enquiries indicate numbers could be on the increase. Complimentary fresh muffins and hot drinks are provided and some participants choose to buy from our affordable, tasty breakfast menu. A speaker of interest to

the agencies makes a half hour presentation and time is allowed for questions, discussion and networking.

Our Community Café has undergone a few changes. It now opens at 8.00 am and offers a range of breakfast options. The enticing aroma of bacon and other favourite breakfast foods has established a market of casual diners, breakfast meetings and family gatherings. Staff have taken advantage of this new facility as well, so the Café staff have been kept busy. With the ever-increasing price of groceries, it became necessary to increase prices, but the loyalty of our customers and the quality of the food meant that business has not declined. In fact with the extra room hires and refreshment orders, it has increased. We are really looking forward to the time when funds become available to carry out a major refit of the kitchen so that the menu can be enhanced even further. We were lucky enough to have a volunteer help out in the Café for a while during the year. Thanks, Miriama, for your help and support and for your summary of what the Community Centre and Café are all about:

***'I think at Friendship House there is a house full of really caring and dedicated people who have passion and compassion for looking after others in need. Those people who come in for services that are provided and to dine are very fortunate to have such a place to come to.'***

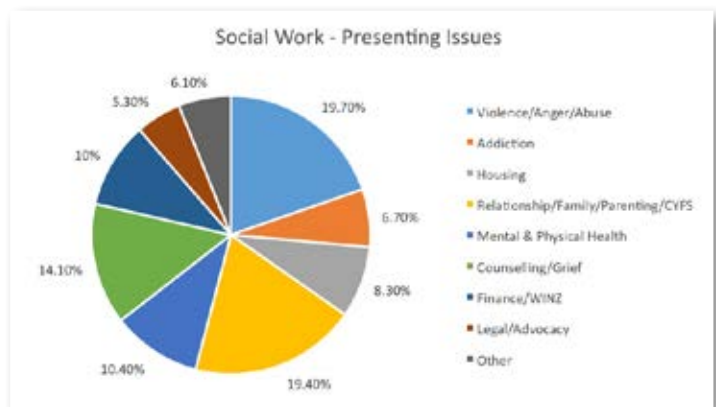
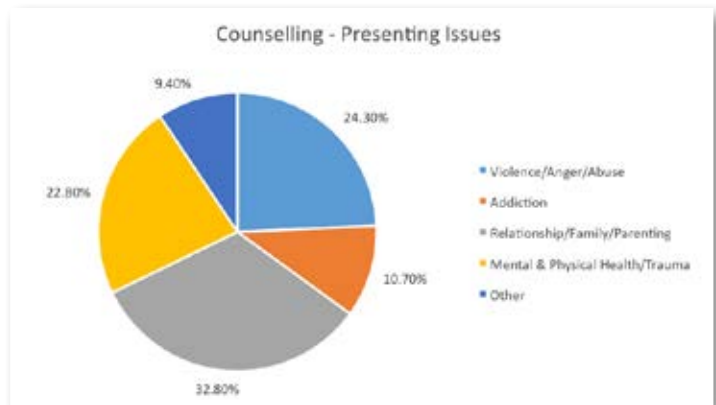
The year began with a fresh approach to service delivery. The Social Practice Team moved its operational base from the relatively quiet and calm atmosphere of the first floor offices to the more hectic and sometimes chaotic front line environment of the ground floor. Although the move resulted in some staffing changes, it proved to be an important step in taking customer service right up close to those who needed it.

The Client Records Management system introduced during the 2013-2014 reporting year was not able to produce information in the form and with the level of detail required by new contracts, so by the end of this year it was replaced. Fortunately the new system has proved easy to implement and use. As a result, service delivery outcomes can be better reported on and managed. Over time, the system is expected to provide excellent data from which Friendship House services can be adapted in response to customer needs.

The setting up of the Children’s Team for the Manurewa/Clendon/Papakura area meant that social practice staff had to participate actively in workshops and discussions related to the requirements of the Vulnerable Children’s Act. Two senior social practice staff attended the National Workshop on Children’s Action Teams, enabling them to learn more about the Vulnerable Kids Information System and the Hub – both key components of the Children’s Action Plans. Staff also completed training on child protection which provided them with strong child protection lenses when dealing with customers who have children in their care.

Good relationships with external providers were the key to enabling the Social Practice Team to assist almost 50 customers who presented with housing or accommodation needs and a number of other particularly challenging cases involving a combination of mental health, addiction and domestic violence issues. Those relationships enabled us to make referrals for assistance in some specialist areas to other community and statutory agencies and service providers. Our customers have also been very pleased to take advantage of the Triple P - Positive Parenting Programme which has been delivered at Friendship House, enabling the Social Practice Team to monitor their participation and attendance.

Relationships with the tertiary training institutes and University gave the opportunity to a number of social practice, counselling and business students to undertake placements at Friendship House. The benefit of these placements is two-way: students bring new and valuable insights to our service delivery, while sharing in the work of Friendship House enriches the students’ future practice.





Friendship House has saved our family and we are very appreciative.

Thanks to Friendship House for giving us the time and guidance to help us with our family and future.



May this place shelter lives.  
When they come in here,  
may all the weight of the world  
fall from their shoulders.  
May this be a safe place  
full of understanding and acceptance,  
where you can be as you are,  
without the need of any mask  
of pretence or image.

May this be a place of courage,  
where healing and growth are loved,  
where dignity and forgiveness prevail.  
A place where patience of spirit is prized  
and the sight of the destination is never lost.

Though the journey be difficult or slow,  
may there be great delight around this hearth.  
May it be a place of welcome  
for the broken and diminished.  
May you have the eyes to see  
that no visitor arrives without a gift  
and no guest leaves without a blessing.

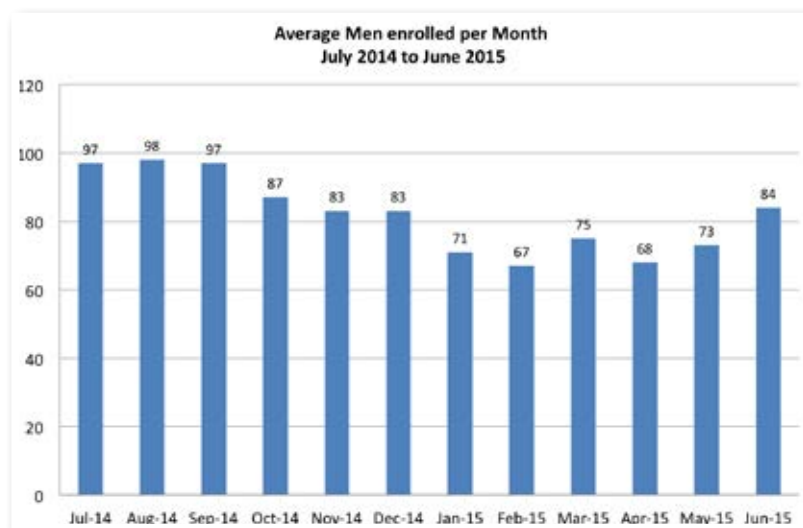
*John O'Donohue*

Friendship House has specialised for a long time in the delivery of programmes designed to engage men actively in eliminating their violent behaviour, especially within the family environment. For such programmes to reach the people who most need to make changes in the ways they communicate and interact with others, it has been necessary for the Ministry of Justice and Department of Corrections to mandate attendance at programmes such as ours. The sad reality is that many men who use aggressive behaviours do not recognise them as such because of their own histories and experience. Mandated attendance gives them the opportunity to discover that there are other ways to communicate that don't put their own and their families' health and wellbeing at risk.

In addition to mandated customers, we have an average of 1 man each week who, sometimes with his family, comes to Friendship House of his own volition to engage in our Living Without Violence programme because he has come to realise that aggression is the cause of much unhappiness in the home. Funding for such men has to be found from other family-focussed contracts and from philanthropic grants. We acknowledge that it takes courage, sincerity and a high degree of self-awareness for these men to present themselves for enrolment in the programme. Friendship House aims to encourage them and their families to work with the Social Practice Team to develop harmonious and joy-filled family lives.

Our violence prevention courses run for 18 weeks and are designed to encourage participation, ownership of violent behaviour, identification of both physical and psychological bullying and its triggers, new ways to communicate and positive ways to work with and relate to family members.

The implementation of the Domestic Violence Amendment Act 2013 by the Ministry of Justice and Department of Corrections meant that we had to make a lot of adjustments to the training of facilitators, the way in which our programmes were delivered, the related forms, reporting structure and style and invoicing. The transition was achieved through collaboration with several other service providers, collectively known as the Auckland Provider Alliance. We have enjoyed excellent and productive relationship with our collaboration partners and are grateful for the initiative which brought us all together.



## Farewell to Vicki Sykes

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I've been Chair of the Friendship House Trust Board for the past 6 or 7 years now and have lived in dread of one thing – Vicki leaving! This place and Vicki seemed to be so enmeshed that it was hard to imagine Friendship House without her.

But the mark of any good leader is that what they have been part of, even an integral part of, is strong enough to flourish even in their absence and, Vicki, you can look with real satisfaction at the fact that the Interim Leadership Team is doing a great job which will continue until the new Chief Executive is appointed. And it is a real feather in your cap that you created the capacity and the systems for that to happen.

Seventeen years is a long time to be at the helm of a Not For Profit organisation and the stability you have given the work here is immeasurable. But it has never been static. It has changed many times over that period, due to the qualities Vicki has brought to the role of Chief Executive. I want to highlight some of those as we honour her this afternoon.

- Vicki has never flagged in her **deep commitment** to this place. She has used all her considerable abilities to constantly seek ways in which Friendship House can better serve the community of Manukau. The House's by-line, a place for people in the heart of Manukau, has been the focus and the various developments of the work over those 17 years have been informed by it. Such is Vicki's commitment to this place that tomorrow, her last day in the job, she is meeting the builders to see about starting work on remodelling the downstairs area so that the House can be more flexible and offer different opportunities. She's still thinking about the welfare of the place.
- One of the important emphases of her work has been **to lift the level of professionalism**. It is no accident that Friendship House has a very good reputation. Vicki has acted as a coach to staff and Boards alike, to keep on developing their capabilities and meet exacting standards. This she has applied to herself as much as to anyone else. It is simply astonishing that, amidst the hurly burly of work, she managed to achieve her Masters in Social Practice with a very good pass!
- Vicki's leadership has also been a **compassionate** one. She knows the staff well; she knows their personal circumstances and the pressures under which they live at times and has always been ready to take that into account. Her care for them can be seen in the way she led the commitment to Friendship House being the first place of business to be registered as a "Living Wage" organisation. This was because of the importance she has always placed on the fair treatment of the staff.
- That displays another aspect of her leadership style - she has been **visionary**. Vicki has never settled for "what is" being "what will always be". She has the ability to look ahead, read the landscape, dream of a different future, a different way of delivering services for the people who need them. She always has an eye to the future as well as the present.

- But she is also **very grounded**. Go to Vicki with a bright idea and you'll come away with a piece of paper that invites you to look at the "unintended consequences" of your idea!

That combination of being **visionary, grounded and with a keen analytical mind** is unique, I believe. Those qualities do not often reside within the one person. But Vicki has them aplenty, along with a huge capacity for sheer hard work.

Vicki, what you have given Friendship House over the seventeen years of your leadership has been remarkable and it won't end with your moving on. These qualities are now embedded in the way Friendship House operates.

We are immensely grateful for all that you have given and can only wish you every blessing as you launch out into a future which is unknown but which will be fulfilling and exciting – I am completely confident about that.

Go well, my friend.

23 July 2015



## Vicki's response to Chair Diane Miller-Keeley

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Thank you all for being here today. I see this as a celebration not just of my time here but also of Friendship House – what it is now and what it has been since its inception.

There are a few of you here today who were here before me – Earle, Innes, Margaret. Some of the current staff have been here since my early days. I had to confess to the staff yesterday that one of the most worrying aspects of my early years at Friendship House was that someone would find out that I really didn't know what I was doing. Gradually, though, I got the hang of things and continued to add more and more to my knowledge base. There is no doubt that this role has been a wonderful learning experience. There's also no doubt that Friendship House and I are not the same as we were seventeen years ago.

Thinking about what to say today brought back some special memories:

- Margaret remembered yesterday that I used to bring my little dog Rosie to work with me
- Someone almost set off the sprinklers by lighting too many candles at a Christmas celebration
- A couple of major floods that brought us to a standstill for a while and taught us resilience
- Several major building projects which challenged us to be lateral thinkers
- Lots of births, deaths and marriages and one that was nearly both of those! It involved a previous staff member who is here today, a knife and a jammed shredder
- The wairua of the House – people feel it when they come here
- The prayers, blessings, love and hope that surround and infuse Friendship House
- The fact that this place is more than any one of us.

More than anything, Friendship House is about its customers, the community it serves. It's more than the numbers which are impressive enough:

- The 500,000 foot fall (per year)
- More than 5,000 interventions and advice given each year
- The 500 men who go through Living Without Violence programmes each year
- Countless people who have received counselling and social work assistance
- And countless others who visit the café or rent rooms for meetings

This place really is the hub, the glue, the clearing house – He Whare Tangata – the place for people in the heart of Manukau. For some it's a home away from home, a place to meet others. For some it's a beacon of hope. For still more it's the place where life-changing learning happens – and that's just the staff! But seriously, there is no 'them' and 'us'. We are all on this very human journey.



## Vicki's response to Chair Diane Miller-Keeley

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What does the future hold? Friendship House has a fantastic team and is currently on a very solid footing with new projects in development and the building work to be carried out on the ground floor. It's a time for creativity and courage, and I know that when a new Chief Executive is appointed, you will give them all the support they need. For me, the future holds a time to reflect and work out a new direction – after Peter and I have a couple of weeks' holiday.

Finally I want to offer a few special thanks:

- To the current staff and Boards, thank you for organising today, for your support and for your commitment to the vision and work of Friendship House and for trusting me in the role.
- To other stakeholders and contractors, thank you also for being part of the Friendship House vision.
- More than anything, I want to thank my family for their support which has freed me up to do this work. Luke and Shona are here today representing our kids, the rest of whom are at work or overseas. Thank you.
- And most importantly, my thanks go to Peter. Your love, support, patience and forbearance make you an unsung hero in this story. You may wish in a while that my overactive organising skills were back at Friendship House!

I'd like to finish with a poem I also shared with the staff yesterday:

*When you walk to the edge  
of all the light you have  
and take that first step into the darkness  
of the unknown,  
you must believe that one of two things will happen:  
there will be something solid for you to stand upon, or  
you will be taught how to fly.*

Patrick Overton



# The Friendship House Trust Financial Statements

The Friendship House Trust  
Statement of Financial Performance  
For the year ended 30 June 2015

**Certified  
integrity Financial  
AUDITS**

<b>Income</b>	<b>2015 \$</b>	<b>2014 \$</b>
Café Sales	98,045	89,956
Client Fees	3,463	8,219
Contracts for Service - fixed	439,541	577,042
Contracts for Service - variable	497,540	406,443
Donations & Grants	226,859	223,668
Foundation North	33,334	34,000
COGS	-	5,000
The Friendship House Foundation	21,000	
NZ Lottery Grants Board	45,000	90,000
Rents & Room Hireage	48,697	96,194
Sundry Income & Reimbursements	101,515	80,254
	<b>1,514,993</b>	<b>1,610,776</b>
<b>Less Expenditure</b>		
Accident Compensation Levies	4,217	8,311
Administration	155,196	237,824
Advertising & Marketing	5,208	4,157
Audit Fees	9,080	3,153
Café Expenses	49,661	44,338
Course & Programme Costs	253,951	268,393
Depreciation	14,845	18,323
Postage, Printing & Stationery	12,445	12,817
Property Costs	142,722	246,341
Salaries & Wages	763,138	793,733
Staff Costs - Other	36,864	24,627
Staff Development	6,016	22,806
Supervision Expenses	34,543	
Telephones	8,617	8,107
Sundry Expenses	18,183	6,484
<b>Total Expenditure</b>	<b>1,514,684</b>	<b>1,699,414</b>
<b>Net Operating Surplus/Deficit</b>	<b>\$309</b>	<b>(\$88,638)</b>
<b>Non-Operating Income</b>		
Interest	10,494	12,430
Dividends	1,005	990
<b>Total Non-Operating Income</b>	<b>11,499</b>	<b>13,420</b>
<b>Total Surplus / Deficit-Current Period</b>	<b>\$11,808</b>	<b>(\$75,218)</b>
<b>Prior-Period Adjustment</b>		
Contract Interpretation Change	(\$33,721)	\$0
<b>Total Surplus / Deficit-Current Period</b>	<b>(\$21,912)</b>	<b>(\$75,218)</b>
<b>Transfer to Specified Maintenance Fund</b>	<b>(\$66,874)</b>	
<b>Net Deficit in General Accumulated Funds</b>	<b>(\$88,787)</b>	

*The notes and accounting policies are integral to these financial statements.*

# The Friendship House Trust Financial Statements

The Friendship House Trust  
Statement of Movements in Equity  
For the year ended 30 June 2015

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<b>Recognised revenues and expenses</b>	<b>2015</b>	<b>2014</b>
	\$	\$
Net surplus/deficit for the year	(\$21,912)	(\$75,218)
Total recognised revenues and expenses for the year	<b>(\$21,912)</b>	<b>(\$75,218)</b>
<b>Movement in Equity for the year</b>	<b>(\$21,912)</b>	<b>(\$75,218)</b>
Trust Equity at beginning of the year	200,711	275,929
<b>Trust Equity at end of the year</b>	<b>\$178,799</b>	<b>\$200,711</b>

## Statement of Financial Position

For the year ended 30 June 2015

	<b>2015</b>	<b>2014</b>
	\$	\$
<b>Current Assets</b>		
Cash	93,633	39,419
Short term deposits	368,109	202,210
Receivables and prepayments	113,026	196,098
<b>Total Current Assets</b>	<b>574,768</b>	<b>437,728</b>
<b>Current Liabilities</b>		
Payables and accruals	97,196	74,530
Holiday Pay Accrual	42,436	35,155
Grants in Advance	263,624	84,564
Government Funding	48,355	109,854
<b>Total Current Liabilities</b>	<b>451,610</b>	<b>304,103</b>
<b>Working Capital</b>	<b>123,157</b>	<b>133,625</b>
<b>Non-Current Assets</b>		
Property, plant and equipment	55,641	67,086
<b>Total Non-Current Assets</b>	<b>55,641</b>	<b>67,086</b>
<b>Total Net Assets</b>	<b>178,798</b>	<b>200,711</b>
<b>REPRESENTED BY:</b>		
Accumulated Trust Funds	111,924	200,711
Specified Maintenance Funds	66,874	-
	<b>178,798</b>	<b>200,711</b>

Chairperson

*Deborah Kookey*

Dated 24 / 09 / 2015

Trustee  
CEO

*D. Davis*

Dated 24 / 09 / 2015

The notes and accounting policies are integral to these financial statements.

# The Friendship House Trust Financial Statements



## THE FRIENDSHIP HOUSE TRUST - Notes to Financial Statements for the year ended 30 June 2015

**REPORTING ENTITY:** The Friendship House Trust is a discretionary Trust under the Trustee Act 1956 established by deed of trust dated the 7 June 1984. The Trust was registered as a Charitable Trust (Number 282202) on 23 August 1988 & is registered with the Charities Commission (Number CC21243). The Trust operates solely within New Zealand and all finances are stated in NZ\$.

**BASIS OF PREPARATION:** The general accounting policies as recommended by the Institute of Chartered Accountants of New Zealand for the measurement and reporting of results and financial position under the historical cost method have been adopted in the preparation of these financial statements. These policies have been adopted by the Trust Board in meeting the requirements of clause 9 of the Constitution of the Trust to prepare financial statements that give a true and fair view of the financial affairs of the Trust for the immediately preceding income year and are completed in accordance with the requirements of the Financial Reporting Act.

**PRINCIPAL ACTIVITY:** The Trust Board's principal activity during the period was the operation of the Friendship House Property at Manukau City as a community centre & social service agency at the heart of Manukau City. This activity is carried out from the building known as Friendship House as defined in the Constitution of the Trust.

**ACCOUNTING POLICIES:** The following general accounting policies have been followed in the preparation of the financial statements:

- The financial statements are prepared in accordance with New Zealand Generally Accepted Accounting Practice and in accordance with applicable Financial Reporting Standards.
- The measurement base adopted is that of historical cost. Reliance is placed on the fact that the Trust is a going concern.
- The matching of revenue earned and expenses incurred is adopted using accrual accounting concepts.
- Income from and for the provision of services is recognized as services are delivered. Interest and rental income is accounted for as earned.

**SPECIFIC ACCOUNTING POLICIES:** The following specific accounting policies, which materially affect the measurement of financial performance and financial position, have been applied:

<b>STATEMENT OF UNCOMMITTED FUNDS</b>	<b>Funds Held</b>	<b>2015</b>	<b>2014</b>
	Cash at Bank	93,633	30,000
	Short Term Deposits	368,109	211,629
	Receivables & prepayments	113,026	196,098
		<b>574,768</b>	<b>437,727</b>
	To meet the following commitments		
	Payables & accruals	97,196	74,530
	Holiday Pay accrual	42,436	35,155
	Grants	263,624	84,564
	<b>Leaving uncommitted funds:</b>	<b>403,225</b>	<b>194,249</b>

The Trust is dependant on prompt collection of receivables and future funding to meet its commitments. Trustees aim to maintain uncommitted funds at a level sufficient to meet six months operations costs, currently estimated at \$700,000. The going concern basis has been adopted as trustees have reasonable expectations of continuing funding support.

**DIFFERENTIAL REPORTING:** The Friendship House Trust qualifies for differential reporting because it is not publicly accountable and it is not large as defined by the Financial Reporting Framework of the Institute of Chartered Accountants of New Zealand. All available differential reporting exemptions allowed under the framework for differential reporting have been adopted.

**GOODS AND SERVICES TAX (GST):** The Trust Board is registered for GST. The financial statements have been stated exclusive of GST, except for the accounts payable and accounts receivable which are inclusive of GST.

Receivables: Receivables are carried at estimated realizable value after providing against debts where collection is doubtful. Bad debts are written off during the period in which they are identified.

**INVESTMENTS:** Non-current investments are stated at cost.

**PROPERTY, PLANT & EQUIPMENT:** All owned items of property, plant and equipment are initially recorded at cost, except for land, and are depreciated as outlined below. Initial cost includes the purchase consideration, or fair value in the case of donated assets, and those costs directly attributable to bringing the asset to the location and condition necessary for its intended use.

Where an item of property, plant or equipment is disposed of, the gain or loss recognised in the statements of financial performance is calculated as the difference between net sale price and the carrying amount of the asset.

**DEPRECIATION:** Depreciation of property, plant and equipment is calculated on a diminishing value basis so as to expense the cost of the property, plant and equipment, or revalued amount, less any expected residual value, to the statement of financial performance over its useful economic life. Inland Revenue rates of depreciation have been adopted.

Furniture and Fittings	20% DV	Kitchen Equipment	25% DV	Office Equipment	25% DV
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# The Friendship House Trust Financial Statements

**Certified**  
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**AUDITS**

## PROVISIONS

**Employee entitlements:** Employee entitlements to salaries and wages, annual leave, long service leave and other benefits are recognized when they accrue to employees.

**Income in advance:** Grants that are provided for the provision of specific services or the purchase of property, plant and equipment which have not been provided or acquired at balance date are recognized as a current liability.

The Trust has received \$139,398 funding for stage 1 of the re-development of the ground floor of Friendship House. If the project does not proceed, the funds will be returned to the providers.

**Grants Received:** Friendship House received Operational & Capital Grants from a number of sources. The following funders have requested that details of their grants be noted.

- Community Organisation Grants Scheme (COGS) - The grant was received on the 20th August 2014 for the amount of \$3,500
- Foundation North – The grant of \$50,000 was granted, in two instalments of \$25,000. The first instalment was received on 2nd March 2015.
- NZ Lotteries – A grant of \$60,000 was received on the 18th September 2014.

**CHANGES IN ACCOUNTING POLICIES:** There have been no changes in accounting policies and all policies have been applied on a basis consistent with those applied in the annual financial statements for the year ended 30 June 2015.

**ACCUMULATED TRUST FUNDS:** There was no corpus on settlement and accumulated funds are retained surpluses from the years of operation since the trust was settled.

**TAXATION:** The Trust has income tax exemption, and charitable status through registering with the Charities Commission on the 19th Feb 2008. [CC21243]

## PROPERTY, PLANT AND EQUIPMENT

	2015			2014		
	Cost	Accumulated depreciation	Book Value	Cost	Accumulated depreciation	Book Value
Furniture & Fittings	173,620	140,502	33,118	173,620	132,222	41,398
Kitchen Equipment	26,418	24,751	1,667	26,418	24,196	2,222
Office Equipment	150,231	129,375	20,856	146,831	123,366	23,465
<b>TOTAL FIXED ASSETS</b>	<b>350,269</b>	<b>294,628</b>	<b>55,641</b>	<b>346,870</b>	<b>279,786</b>	<b>67,086</b>

Related Party Transactions: There have been no Related Party Transactions.

Financial Instruments: Financial instruments which potentially subject the trust to credit risk principally consist of bank balances, accounts receivable and investments.

Maximum exposures to credit risk as at balance date are:

	2014	2015
Cash	93,633	30,000
Short term deposits	368,109	211,629
Receivables & prepayments	113,026	196,098
	<b>574,768</b>	<b>437,727</b>

No collateral is held on the above amounts.

The Trust is not exposed to any concentrations of risk.

The Trust has a bank overdraft facility of nil.

The Trust is exposed to interest rate risk in that future interest rate movements will affect the returns earned, cash flows, and the market value of financial instruments.

The carrying amount of bank balances, accounts receivable, investments and accounts payable, is the fair value for each of these classes of financial instrument.

**Commitments:** There are no commitments not recognized in the financial statements. (2014 Nil).

**Contingent Liabilities:** There are no contingent liabilities. (2014 Nil)

**Events after Balance Date:** There are no events after balance date that requires adjustments to these financial statements.

## INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF THE FRIENDSHIP HOUSE TRUST FOR THE YEAR ENDED 30 JUNE 2015

We have audited the financial statements being the financial performance, financial position & notes, on pages 1 to 4. The financial statements provide information about the past financial performance of the Friendship House Trust and its financial position as at 30 June 2015. This information is stated in accordance with the accounting policies and notes on pages 3 -4.

### Responsibilities of the Trustees

The trustees are responsible for the preparation of financial statements, which fairly reflects the financial position of the Friendship House Trust, as at 30 June 2015 and the results of its operations for the year ended 30 June 2015.

### Auditor's responsibilities

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

We conducted our audit in accordance with generally accepted international auditing standards in New Zealand. On this basis, 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 misstatements in the financial statements, whether due to fraud or error. In making the risk assessments, the auditor considers internal controls, relevant to the organisations preparation of the financial statements, in order to design audit procedures, which are appropriate for the circumstances, but not specifically for the purpose of expressing an opinion on the entity's internal control. Based on the audit assessment of risk, an appropriate level of sample testing, has been used to gain the evidence relevant to the amounts and disclosures in the financial statements.

### Basis of a Qualified Opinion

We obtained sufficient and appropriate audit evidence on which to base our audit opinion, except that our work was limited in verifying café income. In forming our opinion, we also evaluated the overall adequacy of the presentation of information in these general purpose financial statements.

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

### Opinion

Except for the matter outlined in the basis of opinion we have obtained all the other information and explanations we have required. Proper accounting records have been kept by the trust as it appears from our examination of those records.

In our opinion, except for any adjustments to café income had we obtained sufficient information on cash sources of income, the financial statements of the Friendship House Trust, on pages 1 to 4, fairly reflects in all other material aspects the financial position as at 30 June 2015, and the results of its operations for the year ended on that date.

Our audit was completed on the 17<sup>th</sup> September 2015, and our qualified opinion is expressed as at that date.



Integrity Audit  
East Tamaki

# Acknowledgments

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## THANKS TO ALL OUR SUPPORTERS

Friendship House will continue to serve the people of Manukau by your grace and goodwill. We offer our sincere thanks to all those organisations and individuals who have contributed financially and in kind. We appreciate your on-going trust and support.

### Funders:

#### Central and Local Government

Auckland Council  
Department of Corrections  
Department of Internal Affairs – Community Organisation Grants Scheme  
Ministry of Justice  
Ministry of Social Development – Child, Youth and Family  
Ministry of Social Development – Family and Community Services  
Otara-Papatoetoe Local Board

#### Trust Donations

ASB Community Trust  
BlueSky Community Trust Ltd  
Blue Waters Community Trust  
Dragon Community Trust Ltd  
Endeavour Community Foundation  
Four Winds Foundation Ltd  
The Friendship House Foundation  
Hostel of the Holy Name Advisory Group  
Lion Foundation  
New Zealand Lottery Grants Board  
New Zealand Post  
Pub Charity Ltd  
SkyCity Auckland Community Trust  
The Methodist Church of New Zealand  
The Southern Trust  
Trillian Trust  
The Trusts Community Foundation



Hospitality • Justice • Support  
Integrity • Care • Hope • Christian Compassion  
Accountability • Congruence • Innovation



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