

Kia ora e hoa mā Hello friends

The calendar year of 2021 comes to an end and the term 'new normal' has become a well-worn truism. Throughout the year, Odyssey's frontline kaimahi (staff) have continued to care for tāngata whai ora – people seeking wellness – often irrespective of Alert Levels. Mainly in Auckland, but in other areas of the country as well, many of Odyssey's services continue operation as we navigate the complexities of working from home during a global pandemic.

It is important to acknowledge our services are operated by people. Early on, Odyssey kaimahi were given the opportunity to receive the Pfizer vaccine. Many did so immediately, knowing the purpose was to protect all those coming within our sphere. On many levels, there has been continual sacrifice from kaimahi who have exercised agility, creativity, stability, and dependability amongst a fluctuating national and international landscape. Their commitment, and the courage of tāngata whai ora, has meant Odyssey continues to operate, achieve new milestones, and – perhaps most importantly – innovate and dream.

In 2020, a strategic review, backed by Odyssey's Board and CEO, gave the organisation a clear pathway to navigate the sector in a post-COVID environment. The 2021 Odyssey Annual Review you are now reading captures a glimpse into the journey taken so far: successes of new programmes, the quiet and consistent achievements of existing services, and ways of working which place hope at the forefront as we head into the future.

Ko Ōtihi tēnei | About us

"Hope is something I haven't had for a long time, and I'm starting to have it now. Hope for myself, and for my kids."

- A resident at Odyssey's Te Wairua service

This is our 'why'. We wholeheartedly believe everyone living in New Zealand should have the opportunity to live life to the fullest, to feel hopeful about their future, and to have meaningful relationships with friends and whānau.

Many people we support have endured stigma, discrimination, or social exclusion. Some may also have experienced disadvantages in education, housing, employment, or access to social services. Some are disproportionately affected by structural and historic barriers that hinder the ability to exercise rights to good health.

None of these factors support sustained recovery, nor do they nurture strong whānau and communities.

We want to change this.

Since 1980, we have supported tens of thousands of New Zealanders whose lives are affected by drug, alcohol or other addiction challenges and we are known for providing effective, evidence-based services to support wellbeing. We do this in partnership with tāngata whai ora and their whānau, working together to build the lives they want.

Today, our 200+ kaimahi support around 4000 tāngata whai ora each year - in ways and settings that work for them.

From bases in Auckland. Whangarei and Hamilton, we support people throughout Aotearoa in residential, community, school, custodial and other settings. We support parents to access residential services with their children and adults who are living with mental health challenges.

We work closely with whānau and partner with a wide range of agencies to provide support options for tāngata whai ora and rangatahi to build on existing strengths and move forward in their lives.

"I have learned so much here. It's unbelievable. I feel confident that I can take what I've learned from here and take that out into the community and with a completely different me. – Joshua, Te Wairua North

Annual Review | Arotake ā-tau 2021

Te Tumu Whakarae | Message from the Chair

Te Tumu WhakaraeMessage from the Chair

Kia ora koutou katoa and greetings.

COVID-19 has presented a second year of challenges in 2020–2021, which are continuing as I write. Again, our senior management and staff have responded magnificently. There are many examples where staff have gone the extra mile to ensure safety and wellbeing for Odyssey's tangata whai ora. On behalf of the Board, I thank you for your flexibility, your generosity of spirit and your professionalism.

Odyssey's financial position remains strong with no debt. Despite COVID, operational revenue increased by nearly 4% on the previous year with around 4000 New Zealanders benefitting from our care during the year. We thank our funders and donors for their continuing confidence in our standard of care. We continue to chase government contracts for further care packages, but the growth expected in the sector from the 'well-being budget' has, for some reason, yet to materialise to



any great extent. Odyssey remains ready, willing, and able – as always.

Management have done a great deal of good work to make us even more responsive to differing cultural needs, and to position Odyssey as a training organisation for a health sector which is increasingly short of the necessary competent human resources. We are fortunate to have a senior management team who not only keep us well-resourced and responsive to change but who also play a leading role in the sector when required. They are a credit to Odyssey.

My thanks to the Board for their dedicated contribution this year, during which we were joined by Dr Huhana Hickey and Dr Erena Wikaire as new members.

Dr Hickey is of Ngāti Tahinga and Tainui descent. As a solicitor, Dr Hickey is an advocate for human rights of marginalised people and has had extensive involvement in leadership and governance in community groups, trusts, Crown entities, and committees. Dr Hickey sits on the New Zealand Human Rights Review Tribunal and in 2018 was appointed as a director to the Housing NZ board. She brings skills and experience in community, academic, and disability sectors and governance.

Dr Erena Wikaire is of Ngāpuhi, Ngāti Hine, Te Hikutu, Te Kapotai, English and Scottish descent. She is a Māori Health Researcher and is currently Principal Kaupapa Māori Researcher at Te Hiringa Hauora. She was recently awarded the Ngā Pae ō Te Māramatanga Fulbright Graduate Award (2020) and the Health Research Council of New Zealand Hohua Tutengaehe Post-Doctoral Fellowship 2020. Her PhD in Public Health investigated Māori participation in traditional Māori health practices (rongoā) and her fellowship will focus on the multiple dimensions of Māori experiences of cannabis and methamphetamine use.

In closing, I wish all our stakeholders and their families the very best for the year ahead.

Regards,

No les

Allen Bollard Chair, Odyssey Trust

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Annual Review | Arotake ā-tau 2021

Nā te Tumuaki | CEO update

Tēnā koutou, tēnā koutou, tēnā tātou katoa,

I begin this update with a sense of gratitude, positivity, and hope. Like the rest of Aotearoa, last year Odyssey faced the challenge of the COVID-19 pandemic. I am extremely grateful to our committed and caring kaimahi (staff), who faced the unknown with courage, compassion, and determination to provide the best possible services to tāngata whai ora. Kaimahi response has ensured uninterrupted continuity of care to tāngata whai ora, above and beyond everything we could have ever expected.

Similarly, I am humbled by the trust placed in us by tāngata whai ora. They knew we were doing the best we could to keep them safe. One young woman reminded me Odyssey was a 'safe space' for her and her children.

Nonetheless, the pandemic and situation prompted and necessitated reflection and



needed to prepare for a future that would produce unprecedented challenges. This culminated in a strategic review between May and July 2020. Our collective response was understanding the challenge created space to make improvements. We resolved we would not stand still but adapt our services and structures to better fit the needs of those we serve. We have done this, although the integration of this vision and pathway is an ongoing project.

Internally, we use the metaphor of the 'braided river' – an approach which sees the organisation grow and move, fed by the various 'tributaries' comprising Odyssey. Indeed, our office building, Ngā Wai o Ōtihi, means the many streams of Odyssey. The rationale and intention are to reduce silos, create opportunities for projects and collaboration, and realise we're all part of a larger body.

New roles have been created, aiming to improve services, equity, and responsiveness to Māori and Te Tiriti o Waitangi commitments, as well as enhancing Pasifika and whānau experiences.

The reader will note this year's review features four stories predominantly: E Ara E, Haven, an article on Recovery Capital, and Odyssey Café.

E Ara E is Odyssey's work and study support service. It launched June 11, 2021. A partnership with MSD, it has been a timely introduction when one considers the impact lockdowns and unemployment are having on national mental health.

By contrast, Haven is an existing service seeing exponential growth since 2019, with more people than ever utilising the service in Auckland City. Notably, one weekend had over 800 visitors!

Odyssey's integration and implementation of the Recovery Capital framework continues, with many tangata whai ora finding it a useful tool for their recovery.

Demonstrating Recovery Capital principles in action, Odyssey Café's training programme celebrates an important milestone: its fifth year.

In all stories you will find examples of Odyssey 'holding the hope' against despair. Our practitioners and veterans of our services have often walked the path we are offering tangata whai ora. Additionally, an ongoing mission of Odyssey is reducing stigma and discrimination associated with 'addictions'.

Ōtihi, our Māori name for Odyssey, translates to 'all summit'. This naming is intentional because it refers to the idea that 'together it's possible'. I've seen plenty of evidence this year to convince me of this truth.

Ngā manaakitanga, with very best wishes for the year ahead,

Fiona Trevelyan CEO, Tumuaki Rangatira

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Tō Tātou Matakitenga Our vision

Poutia, Heretia

Tuia te muka tangata ki te pou tokomanawa

Ka tū mana motuhake; Ka noho herekore i ngā waranga me ngā wero nui o te ao

People, whānau and communities are connected and supported to live the lives they want, free from drug, alcohol and other addiction challenges.



Tō Tātou ArongaOur purpose

Ka hangaia e mātou he whare haumaru, he whare tūmanako hoki e tīni ai te tangata, he wāhi whakaaroaro, he wāhi ako, he wāhi tūhono anō hoki, mei kore e puta tātou ki te wheiao, ki te ao mārama.

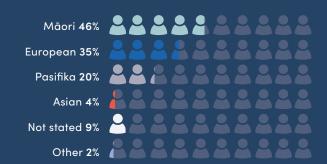
We create hopeful and safe spaces for change with opportunities to reflect, learn and connect so people can move towards a brighter future.

He WhakarāpopotoOdyssey in 2021: Data overview

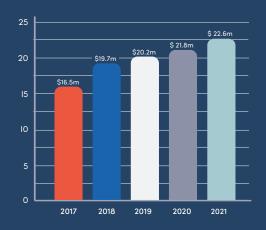
This section presents interesting information relating to Odyssey for Financial Year (FY) 2021. From August until September 2020, much of the country was impacted by a Level 3 lockdown and again for Auckland in February to March, 2021. Many of Odyssey's essential services – such as residential care – have continued to operate during these periods, while regular services relating to schooling, our café, and training programmes and workshops, have been postponed or affected by national disruptions.



Ethnicity of people we supported

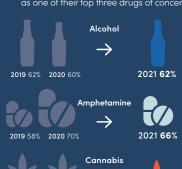


Operational Revenue



Drugs of concern

% of adults surveyed who ranked these drugs as one of their top three drugs of concern









E Ara E: In June 2021, its opening month, E Ara E provided services for 22 rangatahi.



Te Ara Oranga: In FY2021, 213 tāngata whai ora were supported by Te Ara Oranga (Path to Wellbeing), a methamphetamine harm reduction programme in Te Tai Tokerau, led by Northland DHB and NZ Police.



Stand Up! and Amplify: Stand Up! and Amplify supported 468 rangatahi in schools or alternative education in South Auckland.



Youth INtact: In the Waitako, **525 rangatahi** accessed school or community-based services through Youth INtact.



Assessments and Admissions: 1420 people came through our assessments and admissions team in FY21.

Unless otherwise stated, all data refer to Odyssey's 2021 financial year, 1 July 2020 to 30 June 2021 To view our full financial statements, please visit our website, www.odyssey.ora.nz

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E Ara E: Realising rangatahi potential

On 11 June, 2021, Odyssey Auckland launched 'E Ara E – Rise Up!'.
This is a work and study support service for 18 to 24 year olds with mild to moderate mental health or addiction challenges.
By September, 50 rangatahi had been referred to the service from six MSD offices in Auckland.

The Auckland service has been provided in partnership with the Ministry of Social Development (MSD), following a pilot programme in Odyssey House Christchurch. It is based on the internationally recognised Individual Placement and Support (IPS) model, but draws on the skills, experiences, knowledge, and philosophies developed by Odyssey over decades.

As part of Odyssey's strategy to increase peer workforce, peer support roles were integrated into this model. It recognises the importance of peer support workers with lived experience of the difficulties of the young people accessing the service.

E Ara E Auckland ensures each participant is (and feels) supported by a team, which includes wellbeing practitioners and employment and peer support specialists.

Initially, two workshops are held per week, for three weeks. Topics include managing emotions and well-being and developing a routine. The group then moves into an introduction to the writing of CVs and cover letters, and interactive activities designed to get rangatahi

"We want them to know they've always got a cheerleader on their side" - Olivia Hart familiar and comfortable with study and work application processes.

Crucially, workshops give young people a chance to meet others dealing with concerns they might be experiencing, such as anxiety and depression. "It's also about letting them know mental health concerns, addiction, and recovery aren't a barrier to getting into work or study," says Olivia Hart, Clinical Manager of E Ara E.

Participants often express a sense of grief and loss for the person they were, before being affected by wellbeing concerns, she says. Meeting people with similar experiences reassures rangatahi they're not alone and brings them out of their shells. "Often when they first come to us they've been quite isolated and anxious. They don't make eye contact. It's awesome to watch them flourish in a group, when they realise there are other people who feel the way they do, and this is a really safe space to share and to open up."

After the workshops rangatahi work with an employment specialist. The purpose is to identify and refine where they would like to work or study, and how they can get there. This includes development of their CV,

one-on-one training in interview skills, and making connections with employers.

Peer support workers walk alongside rangatahi to identify and break down barriers, which might include helping with formfilling, shopping for appropriate job interview clothes, driving them to a job interview, and more. "We want them to know they've always got a cheerleader on their side," says Olivia.

"There are many things we take for granted when we've got a parent or siblings or a family friend to help us do things, but a lot of these kids don't have those supports".

The programme was affected by Auckland's shift to Lockdown in 2021. "But we were really prepared and able to maintain the service with a lot of phone calls, a lot of texting, emails, and through social media," says Olivia.

The team also produced a lively and informal video to put a face and personality to the team of E Ara E. They asked each other questions, such as naming their favourite soundtrack, movie, or what they might have done in an alternative career. "We wanted them to get a sense of who we are as a team and feel comfortable with us. It is a

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What did you gain through working with E Ara E?

I gained confidence in my skills, and a sense of hope about finding employment I was lacking before. I also gained a much better written CV, which has resulted in me getting several job offers.

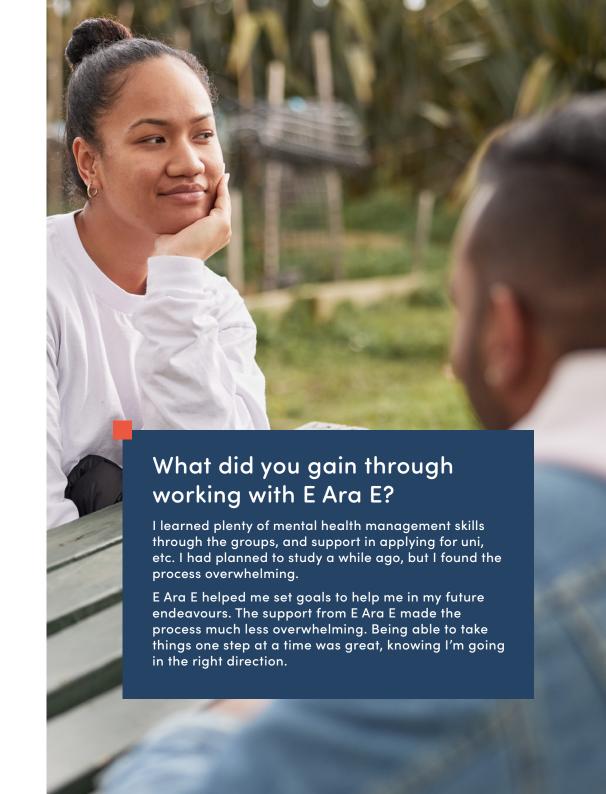
reminder of who we are, that we're not sterile professionals," says Olivia.

Young people often simply need space and time, and someone to listen to them. "Participants often say, 'nobody's ever listened to me'. Nobody's given them space and the time to figure out who they are, and what they want to do."

When asked on the video what she might have done if she didn't work for Odyssey, Olivia replied that she

might have been an actor. Having been with Odyssey for eight years, however, she couldn't imagine a more fulfilling place to work. "When I walked into Odyssey where I first started working in youth services when I was 20, it felt like home.

"Working for Odyssey has taught me so much. We learn so much from young people. We're helping them, but they also help us. They show us things about ourselves, and help shape who we are, because we're growing with them."



Haven: A refuge in the age of COVID

The impact of the pandemic on the most vulnerable members of our community was evident in the numbers visiting Haven following the 2020 lockdown.

Run out of Merge café, Haven is a peer-led support space on Karangahape Rd, central Auckland. It was initially established as a pilot programme in October 2019, with three years of funding being confirmed in April 2020 by the Ministry of Health.

Haven provides a space for people experiencing distress from addiction challenges, for people needing a safe, warm place or who are homeless, for people who feel isolated, or to get help to address an immediate crisis.

Prior to the lockdown of 2020, Haven typically had around 300 people come through their doors over a weekend. By early 2021, post-lockdown, 600 to 800 people were visiting over the weekend. On one weekend, around 950 people visited Haven.

"We never expected to see that many people," says Rachel Scaife, who was previously Odyssey's Operations Manager of Community Services. She has recently taken up a new role at Odyssey as Learning and Development Co-Ordinator.

Post-lockdown some common themes emerged: people came who had moved to Auckland hoping for better employment or support opportunities but had been unable to find a home; others had shifted into emergency accommodation, but often out in the suburbs, and wanted to reconnect with their central Auckland community; while others had been placed in emergency accommodation but didn't feel safe.

"As you can imagine, accommodating a lot of people with emergency housing in one place, with complex needs can be challenging", says Rachel.

There were others who had been placed in emergency accommodation, only to find they had to leave. At least one major emergency accommodation provider decided to sell the building. "People were in tears because they had adjusted to moving into emergency accommodation and were about to find themselves homeless again."



The community that come to Haven often circulate between different support places in the central city. "People would be at Haven at 9am, waiting for us to open the doors. It's somewhere people come to have a cup of tea, get warm, go to the bathroom, and so on."

Haven also saw a small number of international students who had felt isolated due to the restrictions resulting from the pandemic. "Some hadn't spoken to anyone for seven weeks. It was really lovely seeing how welcoming our regular visitors were to them, to see two communities who would probably never talk to each other come together."

Haven is a reminder of how changeable life can be. "Haven is an amazing and humbling place to work," says Rachel. "You hear snapshots of people's lives, where one small thing happened which set them on a whole different kind of pathway. People lose a job because

their company finished, and then they couldn't pay rent. People overnight go from working and having a place to live to not having a job or a place to live."

Haven is led by Odyssey in collaboration with Lifewise and Mind & Body. "The bonus of working in this partnership is having people from agencies available who can support taking care of people's mind and body. The peer support workers have an amazing knowledge and depth of lived experience that enables them to support and help people with a wide variety of needs," says Rachel.

It is staffed by peer support workers who have experienced many of the issues and problems visitors are experiencing. This is key to Haven's success. Visitors know they can get support from people who have 'walked the walk'

"I can't go on enough about how wonderful the staff team are," says Rachel. "They are phenomenal in the work they do. They create a welcoming environment and give our visitors hope that change is possible. The most important thing peers do is listen. It's so simple, but so effective. People come to Haven every weekend as part of their weekend routine."

The number of visitors to Haven show the need for safe places, where people can connect with people who understand them.

"Kaimahi create a welcoming environment and give our visitors hope that change is possible"

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Celebrating five years of Odyssey Café

In December 2021, Odyssey Café work training programme will celebrate its fifth birthday!

Since its launch at the end of 2016, 99 trainees have participated in the café training programme, gaining work experience, developing new skills, and achieving NZQA Unit Standards.

Café trainees often have limited previous work experience and qualifications, and may experience significant barriers to employment. The programme is grounded in Recovery Capital principles and helps trainees build pathways to employment. Trainees learn hospitality skills, such as customer service and coffee making, as well as general work skills, such as time management and communication.

Perhaps most importantly, participation in the programme helps trainees to build confidence and self-esteem and to envision a more positive future for themselves.

One trainee commented, "It felt special in a way – you know, that I'm working. 'See you later guys, I'm off to work'".

Another said, "When I started working at the café it contributed to me feeling good about myself actually doing something in the real world and achieving something. It was something I loved as well."

A 2020 external evaluation of the programme found that 98% of graduating trainees would recommend the training to others. Kaimahi are focused on creating a positive, fun, and supportive learning environment for trainees, and continually work to improve the training offered to participants.

"I like the people at Odyssey Café and the support I have. There's just a lot of love here. It's good to be around positive people, doing positive things."



"It builds your mana when you can speak eye-to-eye with someone. That's how I felt here. I didn't feel like there was a power dynamic. It was like, 'oh, they're talking to me like I'm a human'."

The past year has presented challenges for Odyssey Café, with programmes paused and the café closed for significant periods of time due to lockdowns. Training Manager, Nicola Corney says Kaimahi are eager to return to operating and continuing to support trainees in the coming years. "A big thank you to all those who have supported the work of the café training programme since its inception. We couldn't do it without you!"



517 NZQA Level 2



4400 training hours complete



work training programme graduates

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Understanding **Recovery Capital**

This was the second year of Odyssey's Recovery Capital (REC CAP) project, a framework Odyssey is pioneering in collaboration with Professor David Best, an internationally recognised expert, and the University of Derby, UK.

Recovery Capital is a way of describing the depth and breadth of internal and external resources an individual can draw on to initiate and sustain recovery.

It involves the use of an interactive framework, in which an individual collaborates with a staff member to identify barriers to recovery, unmet needs requiring specialist help, and steps needed to surmount

them, such as building on existing strengths.

The project at Odyssey is led by Zeddy Chaudhry who is doing PhD research focussing on REC-CAP, and is being supervised by David Best. She first visited the organisation in late 2018, after presenting research on REC-CAP at Cutting Edge Conference. The presentation resonated with Odyssey staff in attendance, and she was invited to put her research into practice at Odyssey. This placement and partnership has been the impetus for internationally ground-breaking work at Odyssey.

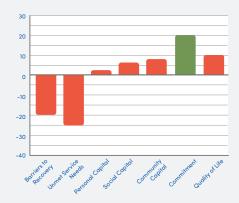
Zeddy arrived in New Zealand early 2019. As part of her PhD research, she spent much of the year identifying the feasibility of

"It's a really good framework to help people talk about their recovery and their journey with friends and family. It's also inherently positive and strengths-based, which generates hope"

integrating the REC-CAP framework into Odyssey's recovery programme. REC-CAP was then embedded in Odyssey's case review process at two Te Wairua services, Counties and Royal Oak, and the Adult Residential Service. It has also been piloted in one of Odyssey's prison programmes.

The REC-CAP framework builds on and enhances Odvssev's programmes by helping both support workers and those in recovery identify and articulate their recovery journey: the ups, and downs, and the in-betweens.

It involves a visual and interactive framework, says Zeddy, "that is very strength-based, based on positive psychology." Using a goal map developed with key workers gives people the ability to set, identify, and achieve short term goals, and track improvements over time.



"It's a really good framework to help people talk about their recovery and where they were at on their journey with friends and family. Talking about recovery in terms of capital – how much they have and would like - is really helpful in understanding what

steps to take next. It's also inherently positive and strengths-based, which generates hope."

In the year until July 2021, roughly 150 residents went through the REC-CAP programme at Odyssey. Zeddy has demonstrated that recovery capital scores increase on average from initial REC-CAP evaluations to their fourth evaluation (from 44.97% to 71.3%).



"Each person in recovery is different, with a unique set of skills, passions and relationships," says Zeddy. "People have personal attributes, such as self-esteem, self-efficacy, communication skills, coping skills and resilience, but that capital doesn't grow in isolation. That capital needs nurturing."

She agrees the word 'capital' is often used in an economic context, but social or social capital or community capital is not like financial capital. As David Best says, "With financial capital we all know that if you use it, there is less of it afterwards. That is not the case with social capital. When people engage in groups and support and help others, it is generative and there are residual effects and benefits increasing the overall pool of positive capital in the group and the community".

New Innovations: Social Recovery Model

Following the successful pilot in 2020, Zeddy and her Odyssey colleagues began working on collaborating with David Best and Dr Beth Collinson at Derby University to pilot the Social Recovery Model, which uses three interventions that target specific areas of recovery capital. The model was introduced at Odyssey's Adult Residential Service in Bollard Avenue, in March 2021.

At the first level, The Social Recovery Model includes the REC-CAP intervention, which focuses on mapping individual growth and change. The second level is social - the Social Identity Map (SIM), which focuses on social recovery capital, the social supports a person has and their commitment to them, such as family and friends. "Social recovery is about your social identity, the people you associate with, how much you have in common with them, what values you share with them, and how you can nurture and grow connections," says Zeddy. "Growing that capital might also involve identifying and expanding

connections with those who best support your recovery."

The third level, called Asset Based Community Engagement (ABCE), involves identifying the resources and networks that exist in the community, that a person can tap into to support their recovery. This might include finding a place to live or connecting with volunteer groups and sports and hobby groups. "It helps people identify their own community capital, how to harness that capital, and as a consequence, help grow that community capital for others." This bridges people who are often excluded into resources in the community that they may have otherwise been excluded from and allows them to nurture and develop skills and capacities to support

By using all three interventions at once, Odyssey is at the forefront of REC-CAP research, "which has got a lot of international attention," says Zeddv. "It's a really innovative area to be involved in."



Recovery Capital Case Study

Jacqui left Odyssey before graduating, having felt that she had got enough out of the programme. However, she found REC-CAP invaluable because it taught her a way of thinking and realistic goal-setting to support recovery outside Odyssey.

As she says, it can be overwhelming when dealing with addiction recovery and what needs to be addressed. Progress can be slow, and it can sometimes feel that you're not getting anywhere. "But REC-CAP gives you focus, and you can see how you're doing over time," says Jacqui.

The results are visually represented like a traffic system: green captures areas of strength and achievement, amber denotes areas where progress has been made but still need work, red indicates areas needing work and attention. "It's a good simplistic way of checking your progress."

She says it's also encouraging. "I'm a details person, so I like the level of detail. It isn't focused on the addiction, it's focused on recovery journey, which I think makes a big difference. You can actually see the progress you're making - when sometimes like you feel you're not getting anywhere - which can be quite empowering."

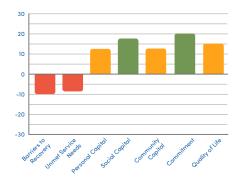
Crucially REC-CAP also focuses on strengths. "It helped practitioners identify what support, internal or external, could help vou. REC-CAP is good for the person doing it, but also the practitioner who is helping you."

She points to the value of it being an interactive programme, which produces a recommended list of goals, which she could adjust, add to, and refine.

Lastly the programme taught her SMART goal setting: specific (S), measurable (M), attainable (A), realistic (R), and can be achieved in a certain time (T). "If you set a goal that is unrealistic, it can have a negative impact, because it's not attainable. The practice of goal setting, getting an overview of aspects of your life that you might not think about, teaches you a lot. Learning to set goals, break them down, and make the goals attainable is really important."

"It's beneficial to any person, not just those in recovery. I think it should be taught in schools."

See page 25 for one of Jacqui's early REC-CAP graphs compared with the graph below, captured close to when Jacqui finished.



He Whakamānawa A big thank you

Our work is made possible by the generosity and ongoing support of our funders, benefactors and partners. Together, we support people to move towards a brighter future, bringing hope to whanau and communities throughout New Zealand. Our work would not be possible without your support – ngā mihi nui, thank you!

- Ara Poutama Aotearoa | Department of Corrections
- · Auckland District Health Board (DHB)
- Bay of Plenty DHB
- · Counties Manukau Health
- Foundation North
- Kai Whau
- Lakes DHB
- Manchester Trust
- MidCentral DHB
- Ministry of Education
- Ministry of Health
- Ministry of Social Development
- New Zealand Drug Foundation
- Northland DHB

- Oranga Tamariki
- Taranaki DHB
- Te Rau Ora
- Waikato DHB
- Waitematā DHB
- Whau Local Board

We are grateful for the support and guidance of our mana whenua partners in Auckland. Waikato and Northland, in particular Ngāti Whātua o Ōrākei

We would also like to acknowledge the contribution of longstanding programme collaborators who share our commitment to support tangata whai ora and whānau to work towards stronger futures.

Many thanks to our service and agency partners within initiatives including Haven, Te Ara Oranga, The Citizenship Programme, Te Whare Whakapiki Wairua and Youth INtact. We value the opportunity to work with you all. Finally, thanks also to our Board of Trustees in their stewardship of our work, and to our Senior Leadership Team in what has been a challenging year.

Board of Trustees

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