

Anglican Care Waiapu Report

Chair's report

The last financial year saw a pleasing continuation of the work to reposition Anglican Care Waiapu that began after the sale of the rest homes and retirement villages in 2017. The Board approved a new five-year strategy in December 2018 that seeks to transform ACW into a credible social service agency that is responsive to community needs, data-driven, and most of all, remains committed to living the gospel through loving service.

The new strategy, supported by our capital base, provides us with a unique opportunity to deliberately transform and grow the organisation using the best models available. Although there is a high up-front financial cost to strengthening our organisational foundations and investing in innovation, with time this investment will position us to pursue new partnerships, funding streams, and opportunities. The true measure of our success will not be income, however, but how well we deliver on our mission and make a distinctive impact, relative to our resources.

ACW's renewed purpose statement is "Anglican Care Waiapu is the social services arm of the Anglican diocese of Waiapu, partnering with our parishes and communities to nurture lasting transformation". The Board and ACW management team are committed to strengthening relationships with our parishes and I am pleased to hear of many examples where our relationships are flourishing. We hope, through the appointment of the new role of "Parish Projects Facilitator", that parishes will take up the offer of practical and financial assistance to continue developing and delivering their community initiatives.

The new strategy has led the Board to consider its composition and readiness for guiding the implementation of the new strategy. We are working with a consultant to identify the particular skills and qualities held by existing Board members, the requirements of the new strategy, and any gaps we may have. We expect, at the end of this process, to be able to present a refreshed Board rotation schedule and recommended candidates to the Standing Committee.

This year Nicola Roberts stood down from her role on the Board, which she joined in 2007. On behalf of the Board, I would like to thank Nicola for her long commitment to WASSTB and Anglican Care Waiapu Limited.

John Palairet
Chair

CEO's Report

I am coming up to my second year as CEO of Anglican Care Waiapu and am pleased with our progress as an organisation and proud of our staff and volunteers for stepping so bravely into new ways of doing and being. Our new strategy has given the organisation much-needed clarity of purpose and direction and organisational leadership is committed to assisting each person in the organisation to understand the role that they can play in achieving the strategy.

At the beginning of this year, I reformed my senior leadership team to ensure that the organisation has the skills and behaviours in place to drive implementation of the strategy. Where required, we are supported by consultants for one-off pieces of work or for specific skillsets not held in the organisation. An example is the development of a cultural competency framework, which will soon be a requirement for social service agencies to continue to receive government funding but, more importantly, will improve our ability to respond to the needs of Māori clients and community members.

Strategy implementation is guided by a strategy implementation plan, which is broken into projects and initiatives connected to our four strategic objectives: a) Demonstrate impact; b) Facilitate community development; c) Excellence in practice; and d) Partnering with parishes. This plan ensures we are resourced correctly and can track and report progress to the Board.

As much as possible ACW is seeking to develop high levels of competence in areas where we have critical mass. As such, our focus is on four main areas: early childhood education and afterschool programmes, family services, growing through grief, and day centres for older people. For this reason, over the last year we made the difficult decision to close Central Hawke's Bay Family Services and we are currently in the process of selling Waiapu Kids Homebased Whakatāne. Over time, we may open up new service avenues but we will only do that in a deliberate way with a full understanding of community needs and confidence in the role we can play to contribute to improving the wellbeing of our clients and the wider community.

We are fortunate to have unusually high levels of staff engagement (measured annually). Organisationally, there has been an obvious shift in professionalism as staff and volunteers are being provided with training, tools, and improved working environments to assist them in their roles. I believe this bodes well for our future.

Lucy Laitinen
Chief Executive Officer