

WALSH trust

inspiring change, transforming lives – piki ki te ora

Annual Report 2024 - 2025

atawhaitanga
courtesy



manaakitanga
respect



whakamana
integrity



aroha
kindness



kotahitanga
We, us... together

Chairperson's Report



This year has been one of reflection and renewal, an opportunity to take stock and ensure our foundations remain strong and fit for purpose. The board has focused on reviewing and updating several core governance documents to ensure they reflect best practice and support our evolving organisational needs.

We've welcomed the full executive team to attend our board meetings on a quarterly basis, which has added depth and richness to our discussions. Their insights have helped shape our strategic thinking and strengthened the connection between governance and operations.

Wellbeing has been a key theme throughout the year, both at an organisational level and within the Board itself. Our discussions have extended beyond health and safety obligations to include the physical work environment at head office and initiatives that support staff wellbeing. I was recently introduced to the concept of Safety-II, which shifts the focus from risk avoidance to asking, "What needs to go right?", a perspective that aligns well with our proactive approach.

A highlight of the year was a two-day workshop with Te Pumaomao Nationhood Building, attended by most of the Board, senior leadership, executive team, and senior staff. It was an informative and productive time, focused on strengthening our commitment to Māori stakeholders and honouring Te Tiriti o Waitangi. Each group left with a plan to embed the learning across all levels of the organisation.

As the calendar year draws to a close, we are turning our attention to the renewal of our strategic plan in 2026. We're exploring meaningful ways to engage with stakeholders to co-create a long-term vision that reflects our shared aspirations.

This year also marked the departure of two long-serving trustees, Gayleen Maurice and Phil Laird. Both have contributed wisdom, insight, and their own areas of expertise to our governance journey. On behalf of the board, I extend heartfelt thanks for their dedicated service over the years.

Gail Tongs
Chairperson

Karakia

Tūtawa mai i runga

Tūtawa mai i raro

Tūtawa mai i roto

Tūtawa mai i waho

Kia tau ai

Te mauri tū, te mauri ora

Ki te katoa

Haumi ē, hui ē, taiki ē

**Come forth from above,
from below,
from within,**

and from the environment

**Vitality and well-being for all
Strengthened in unity**

Chief Executive Report



I'm filled with a deep sense of pride and gratitude for what we have achieved together. The 2024 - 2025 year has been one of intentional transformation, grounded in our values and guided by our unwavering commitment to the people and communities we serve.

One of the most significant milestones this year was the introduction of a new leadership structure. We created new leadership roles and recruited new and great people. This change wasn't just about roles and titles. It was about positioning ourselves to deliver exceptional service and to be ready for the opportunities that lie ahead. Our new structure brings clarity, cohesion, and a renewed sense of purpose to our work. It's a foundation that will support us as we continue to grow, innovate, and respond to the evolving needs of our community.

Wellbeing has been a central focus for us this year. We introduced the Gallup engagement survey across the organisation, giving us valuable insights into how our people are feeling and where we can do better. Alongside this, we launched a number of wellbeing initiatives, some small, some bold, all aimed at creating a workplace where people feel seen, supported, and empowered. The feedback has been encouraging, and we remain committed to making 'wellbeing' an everyday experience, not just a concept.

We also leaned into our connection with Māori in a way that felt both authentic and deeply meaningful. This has been a year of listening, learning, and walking alongside. From embedding tikanga into our everyday practices to strengthening relationships



with mana whenua, our intentional focus on Māori partnership is something we are incredibly proud of. It's not a project or a programme – it's part of who we are and who we are becoming.

Throughout the year, I've been continually inspired by the dedication and heart of our team. Whether in leadership, frontline support, administration, or behind-the-scenes roles, our people bring their whole selves to the work. Their passion, resilience, and commitment to our values are what make WALSH Trust the organisation it is.

I want to acknowledge our Board for their ongoing support and strategic guidance. Their belief in our mission and their willingness to embrace change have been instrumental in our progress. I also want to thank our partners, funders, and community allies, your support enables us to do what we do, and we are grateful.

As we continue to learn and adapt to new technologies, particularly the rapid evolution of artificial intelligence, we find ourselves at an interesting 'values crossroad'. AI is transforming how we work, communicate, and make decisions. But amidst this transformation, one truth remains: the need for humans to serve humans has never been more vital.

Technology can automate tasks, analyse data, and even simulate conversation. But it cannot replicate empathy, compassion, or the deep relational care that defines our work at WALSH Trust. These are distinctly human qualities, ones that must be nurtured, celebrated, and protected.

In this moment of technological acceleration, our challenge, and our opportunity, is to excel at being human. To lead with heart, to connect with purpose, and to ensure that innovation never comes at the cost of humanity. At WALSH, we remain committed to this principle. Whether through our services, our relationships, or our leadership, we will continue to put people first.

As we look ahead, I feel a quiet confidence. We are well-positioned, well-prepared, and deeply motivated to continue making a difference. The challenges will come, as they always do, but so will the opportunities. And with our values as our compass, I know we'll continue to navigate both with courage and care.

Ngā mihi nui
Will Ward
Chief Executive



"I would definitely not hesitate to recommend WALSH Trust to others absolutely."

"Thank you for today, your support means a lot to me."

"I just wanted to let you know how much I appreciate you and your help. I will be forever grateful to you. We are lucky to have an employer consultant like you. Trust me when I say that you make a difference to people's lives."

"Thank you to each member of the trust for all their assistance and ongoing support. Love you guys."



"Appreciate your service very much team. Very wonderful, God bless."

"Thank you so much for the support. You are the best support worker I had and I really appreciate you."

"Thank you so much for your help today, I honestly needed that nap more than you know! You're an angel! Have a great week."

"I want to let you know that every single client of mine that you support has given a good feedback about you and they really appreciate all your support. Thanks heaps, for all the support you do with kindness!"

Creating a Culture of Wellbeing

In November 2024, WALSH Trust launched its first Gallup Q12 staff engagement survey, marking a key step in our journey to strengthen workplace culture. With a 77% response rate, the survey reflected strong staff participation and a shared commitment to continuous improvement. The results were positive, placing WALSH Trust above the average engagement levels in the healthcare sector. This affirmed the strength of our team connections, leadership, and shared purpose.

Following the Gallup survey, teams across WALSH Trust developed targeted action plans to address areas that mattered most to them. These plans

have helped us focus on meaningful improvements, foster open conversations, and build stronger team dynamics. A second Gallup survey administration is being held in late 2025 that will contribute to our growth in 2026.

To further support staff wellbeing, safety, and quality service delivery, we reviewed key internal supports, including our supervision processes, Employee Assistance Programme (EAP), and Flexible Working Arrangement policy. These updates reflect our ongoing commitment to creating a workplace where people feel supported, valued, and empowered to deliver high-quality services.



Positive Progress

We have developed our first Artificial Intelligence Management (AI) policy, setting out principles for safe, ethical, and purposeful use of emerging technologies. We have begun exploring ways to use digital tools to enhance efficiency and support service delivery, ensuring technology aligns with our values and mission.

We have maintained a strong and ongoing focus on health and safety, ensuring that actions are shaped by staff input, views, and opportunities to contribute. Staff engagement in health, safety, and wellbeing initiatives, including organisational events, continues to be a cornerstone of our commitment to a safe and supportive workplace.



The Impact of Our Mahi

Our greatest impact is felt in moments and told through stories; a person maintaining their tenancy and home, reconnecting with whānau, returning to work or rediscovering hope and confidence. This year we are proud to have provided:

94

compliments received, letting us know that what we are doing is helping to transform lives and whānau thrive.

81,672

support hours delivered to our Tāngata Whaiora

81

people that kept their tenancy and housing

1,599

people and their whānau supported across services

365

mama and pepi supported in our Perinatal Mental Health Services



153

parents were supported through our Perinatal Respite Services this year.

200+

group sessions delivered across services



Our Services

Adult Community Clinical & Non-Clinical Support

Peer Support

Awhi Ora Primary Support

Sustaining Tenancies

Employment Works

Perinatal Mental Health Respite & Outreach Clinical & Non-Clinical Support

Older Adults Short-Term & Respite Services

Integrated Housing & Support

Independent Endeavours

Kauri Tenancy Services

Our Tāngata Whaiora

20%

of people supported
were Māori

14%

of people supported
were youth (18-25)

11%

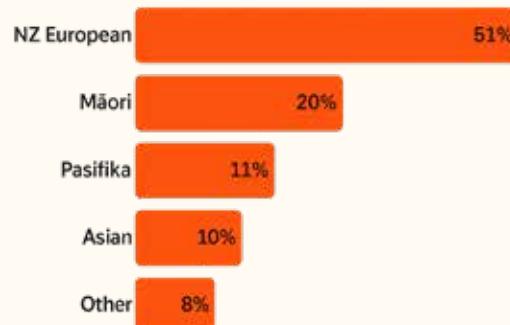
of people supported
were Pasifika

11%

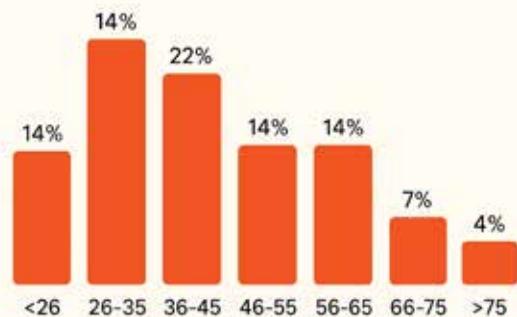
of people supported
were aged over 65



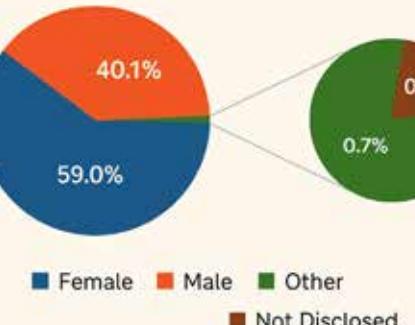
Tāngata Whaiora Ethnic Diversity



Tāngata Whaiora Diversity by Age



Tāngata Whaiora Gender Composition



He Kākano Ora – A Decade of Nurturing Whānau

This year, He Kākano Ora celebrates a very special milestone – ten years of walking alongside parents, pēpi, and whānau as they navigate the transformative and sometimes challenging journey of early parenthood. What began as a small seed of an idea has grown into a flourishing service grounded in compassion, connection, and a deep belief in the strength and resilience of our community.

Over the past decade, we have seen the needs of new parents grow and change, and we have grown with them. More whānau than ever have reached out for support during those tender early moments of life, trusting us to hold space for them with care, dignity, and warmth. Our team has responded by expanding our presence in the community, being there in homes, at bedsides, and in the quiet moments where reassurance and understanding can make all the difference.

Throughout these years, we have offered thousands of hours of support – listening, guiding, and standing beside parents as they navigate both the challenges and joys of welcoming a new pēpi. This mahi has not only supported individual wellbeing but has nurtured the stability and connectedness of whānau as a whole.

As the service has evolved, so too has our commitment to providing holistic, wraparound care. We now offer couples counselling and parenting groups, creating spaces where relationships can strengthen, stories can be shared, and a sense of community can grow.

Reaching the ten-year mark is more than an anniversary; it is a testament to the trust whānau place in us and to the dedication of everyone who has shaped He Kākano Ora along the way. We look forward to continuing this journey, nurturing wellbeing, and growing strong, connected whānau for many years to come.

Laura Sanchez-Jimenez
Perinatal Mental Health Service Manager



Our People

Underlying all of our work is a team of exceptional people. Our staff bring together their effort, expertise, and care to ensure WALSH Trust is well placed to respond to both challenges and opportunities. My gratitude goes to our staff who everyday demonstrate unwavering commitment to WALSH Trust, their colleagues, and the people accessing our services.

Throughout the year, we welcomed many wonderful new team members who bring their expertise, skills, and energy to support tangata whaiora in achieving better outcomes. We have improved our recruitment processes to enhance the candidate experience of people keen to work with WALSH Trust and contribute to our mission.

120
total workforce this year
2023/2024: 114 staff members

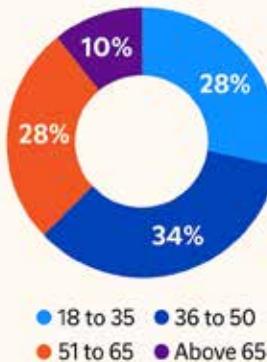


47
staff members joined
WALSH Trust in 2024/2025
2023/2024: 28 staff members

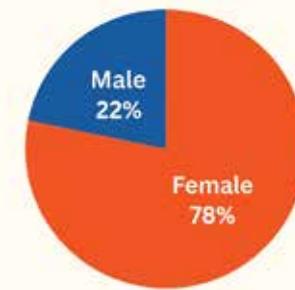
The Ethnic Diversity of Our People



The Diversity of Our People by Age



The Gender Composition of Our People



Tikanga at The Heart

Our whakawhānaungatanga sessions each Monday and Friday grounds our week in connection, belonging, and respect. We have implemented our mihi whakatau process to welcome all new staff that join WALSH Trust and are proud to have our Māori kaimahi leading us in this space.

We have had the privilege of holding 10 mihi whakatau in the past year welcoming new kaimahi and reaffirming our commitment to a workplace shaped by tikanga Māori and cultural safety. This tikanga ensures wairua and connection, reminding us of who we serve and how we serve.





"Thank you so much for everything you have done for me. I truly appreciate the care and support provided by your entire team who have been wonderful throughout. Thank you again for your incredible work."

"Thank you for today's group. It totally exceeded my expectations! I felt welcome and I felt like I belonged and on top of that I thoroughly enjoyed the speakers and sharing. It's a very valuable community resource for people like me and thank you for being the person facilitating this for us. Look forward to next week!"

Measuring Outcomes

An Outcome Measures Working Group undertook a review late 2024 of the tools we use to measure outcomes. The working group recommendations resulted in streamlining these tools to ensure our efforts are focused on holistic measures of wellbeing. This included a shift toward frameworks such as Hua Oranga, which better reflect the diverse dimensions of wellbeing for the people and communities we serve.

We enhanced our focus on collecting and using data from tangata whaiora exit surveys, giving us greater ability to action feedback and understand how people are experiencing our services. This feedback is vital in helping us continuously improve and ensure our support is responsive, respectful, and effective. We are also reflecting on

how we connect with whānau / families through our work with tangata whaiora and looking forward to growing opportunities to partner with whānau and families.

**Responsive,
respectful
and effective
support.**



Ka Mua, Ka Muri – Reflection

“Ka mua, ka muri – we look to the past to inform the future.”

This year has reminded us what happens when community, partnership, and purpose align. At WALSH Trust, we walk alongside people on their journeys, holding fast to our kaupapa of hope and empowerment. Our values of manaakitanga, whānaungatanga, and kotahitanga have guided us and ensure that our mahi is human, responsive, and real. Our commitment to supporting whānau in the West Auckland community thrive remains our driver and forming partnerships with other organisations in our local area has been a focus over the past year. We are stronger collectively and that means embedding ourselves into the fabric of West Auckland.



"I enjoyed my time working with you, you've been so helpful with getting me a job. You've made it easy for me to do things I've never done before, I liked everything we've done. Thanks for all you've done I really appreciate it."

"You are such a ray of sunshine and have a heart of gold. My family and I are so grateful for all you have done for us. We will miss you so much. Thank you for supporting me when I needed it the most. Lots of love and thanks."

Matt's Journey: From Volunteer to Warehouse Manager

After several years away from work due to mental illness, Matt found it challenging to take the first step back into employment. With the guidance and encouragement of WALSH Trust, he began to rebuild his confidence and rediscover his strengths.

"WALSH Trust were instrumental in helping me return to full-time work," Matt shares. "From the very beginning, they took the time to listen and help me work through my concerns. With their support, I started volunteering at Fair Food – that first step opened the door to a new chapter in my life."

What began as a volunteer role soon grew into much more. Matt transitioned from volunteering to part-time work as a Warehouse Assistant, before stepping up to full-time employment as a Driver.

His dedication, reliability, and quiet leadership continued to shine, leading him back into the Warehouse - this time in a lead role, and eventually to his current position as Warehouse Manager.

Throughout his journey, WALSH Trust and Fair Food walked beside him. "The journey hasn't been easy," Matt reflects, "but with the support of people like Bela Divecha, my employment consultant from WALSH Trust, and Tracey Watene, I've been able to overcome obstacles, grow in confidence, and find work that's both personally rewarding and meaningful to our community."

Tracy Watene (Fair Food Head of Operations) shares her admiration for Matt's growth and contribution:

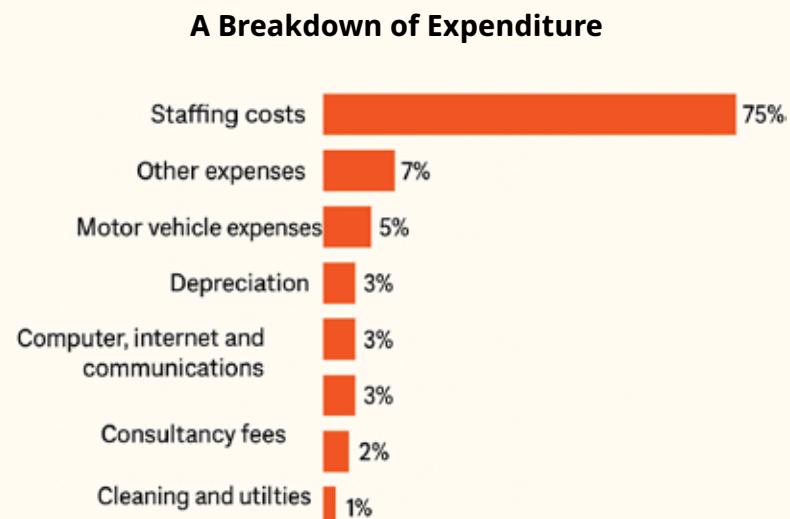
"Matt joined Fair Food in 2023 as a volunteer, and from day one his calm nature, strong work ethic and genuine care for people set him apart. He quickly progressed from Warehouse Assistant to Team Lead and now Warehouse Manager, where he leads a team of two with integrity, care and quiet confidence. His success is a reflection of his willingness to learn, his steady presence under pressure, and his deep commitment to his community. Matt's journey shows what's possible when heart, hard work and a supportive environment come together."

Matt's story is a powerful reminder that with the right support, compassion, and opportunity, people can rebuild their confidence, rediscover purpose, and thrive in work that makes a real difference.



Financial Overview 2024 - 2025

WALSH Trust completed a Financial Audit and a Social Services Accreditation audit which confirmed the strength of our internal processes and systems. The Social Services Accreditation review feedback commended our Sustaining Tenancies and Employment Works teams, highlighting their passion for their work and the positive impact they make in the lives of those we support.



"Aww! I could never have come this far without your support! You have been soo gentle and encouraging. I have all of these dreams, and no time to fulfill them at the moment. Thank you for helping me to build courage. XOOX"

"My life would have been very difficult without your support. Your advocacy with other services was extremely beneficial. I have done way better than I could have imagined since seeing you and now look forward to getting up and starting my day. I no longer spend the day in bed depressed. I feel I can move forward and deal with challenges in my life with the skills given. Thank you! everything has been very helpfull."



Hui with Te Kawerau A Maki on 6 November

West Auckland Living Skills Homes Trust Board - known as WALSH Trust

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