

A man with dark hair and a brown shirt is standing next to a young boy with dark hair and a white shirt. They are both looking at a whiteboard that has several colorful markers on it. The man is pointing at the whiteboard with his right hand, which has a tattoo on the forearm. The boy is holding a red marker in his right hand. They are in a kitchen setting with a window in the background showing greenery.

# Community Link Trust

## Annual Report | 2022



# Table of Contents

Chairpersons Report	05
General Manager’s Report	06
What you’ve Helped us Accomplish	08
Where our Funding was Allocated	16
Huge Thanks to our Sponsors	19





# Chairpersons Report

Josh Moore



**Kia ora,**

**It is a pleasure to present our annual report for the year ending 31st December 2022. Community Link Trust (CLT) is passionate about bringing real transformation into the lives of the people we work with. This last year has been one of significant impacts in many ways.**

Coming off the back of a challenging year in 2021, with the impact and uncertainty that COVID-19 brought, our focus for 2022 was to improve stability and strength in our organisation, to provide a foundation for future growth. By the end of the year, we were pleased to say we had exceeded our expectations.

Alongside our focus of stability and strength, we chose to take on just one large new initiative for 2022, which was an Alternative Education (AE) contract. While it certainly had its challenges, we were very pleased with how our team developed the programme, bringing an intentional trauma-informed approach, which saw positive changes within the students. We received very strong praise from the consortium that oversees AE in Hamilton. While we chose not to continue the programme into 2023 we were very pleased with the meaningful impact we were able to deliver.

After a significant financial deficit in 2021, we were pleased to bounce back and achieve our strongest financial year performance ever in 2022 with a healthy surplus. PropertyLink, our social enterprise, had its most profitable year ever, and our teen mentoring and AE programmes also contributed surpluses. This strengthened financial performance was very encouraging after a hard 2021, and positions CLT well for the future to be sustainable in bringing transformation to the communities we work in.

August was an exciting month for CLT with a change in General Manager at the same time as moving into our new dedicated facilities at the new Activate Community Park at 21 Ruakura Road. The board thanks Chris Fulford for his excellent work as GM. We appointed existing team member Astra Patmore as the interim General Manager, and in November we were pleased to appoint her as the new permanent General Manager. Our new facilities at the Activate Community Park include multiple offices, a large cafeteria/meeting space plus classroom spaces for our mentoring and future programmes for the community. A significant highlight near the end of the year was the Te Tiriti o Waitangi full-day workshop for our staff and board members. It was insightful and deeply moving, and an important contribution to our ongoing development into being a bi-cultural organisation.

## **To the Trust Board:**

Thank you for your valued service. I was appointed as Chairperson in July and have appreciated the support and dedication of our wonderful board. A special thanks to Rachel Afeaki-Taumoepeau who has been the Chairperson for the last year and continues as a board member. Glen Mathews and Dee Holmes-Chan stepped down from the board during the year – thank you both for your contribution. Thank you to Anna Ho, Nicole Domett and Pastor Sheridyn Rodgers for your ongoing expertise in governance – it is a pleasure to work with you.

A special thank you to our donors, our funders and our key stakeholders who continue to support the work we do – we are humbled and blessed beyond measure. Finally, thank you to everyone who continues to pray for the vision and mission of CLT, for our board, our staff, and our clients. We know as a result we are truly having an impact in our community.



# General Manager's Report

Astra Patmore



## Championing Strong communities in 2022

Like much of the country, after a challenging year in 2021, Community Link Trust (CLT) found itself in a position of severe and unavoidable depletion. Our goal for 2022 was to get ourselves into a healthier position, refuelling the tanks of our team and also our financial reserves. Although covid continued to bring challenges, our programs continued to be delivered, our work continued, and PropertyLink continued to grow. We started 2022 with a mission to find new ways to deliver the various programs and bring hope to the very tired community we had served through lockdowns, PPE gear and isolations. The resilience of our nation was beginning to wane, and the breakdowns in whānau relationships were becoming more and more evident. Where possible we ran face to face events to re-engage with the community in a more personal and human way, but this became challenging when the introduction of vaccine passports caused further separation and isolation to some of our community. Our heart has always been for the people we serve and this particular challenge became a heart check for us all; a reminder that every person counts. We wanted no one to feel excluded, forgotten or unworthy of love and support. Our team came up with creative strategies to support ALL of the whānau we work with, bringing even more of a

personal commitment to 'building stronger community'.

Trying to come back from such a crippling financial year in 2021 was a challenge, but it also fuelled us with determination to change our circumstances. Towards the end of the year, the majority of government funding had its budgets cut, bringing contracts to a close and reduced fee for service work. We could see the trickledown effect as the government-funded youth work began to withdraw. Our new challenge became finding new funding as our main income stream dried up. Relying largely on Government funding had put us in a vulnerable position, and self-funding has now become key in order to ensure our sustainability going forward as an organisation. Our biggest challenge has always been funding as it takes a lot of resource to transform lives and truly support whānau in a holistic and long-term way. Without the support of funders, personal donations, and those who support us through choosing to employ Propertylink, we simply couldn't exist. We were very pleased to end the 2022 financial year with 100% of our general overheads and admin costs covered by our social enterprise Property Link and private funding sources.

CLT has an incredible impact in the lives of those we work with, and post-covid the need is even greater than ever before. 2022 taught us that every person is open to being vulnerable and needing support, and adversity doesn't discriminate. We had needs in some of the



poorest areas of town, and also some considered the 'wealthiest'. People had found themselves struggling to cope with the 'new normal'. Emotional wellbeing and hauora had been damaged, home life had become more challenging, youth were no longer engaging in school, and many families were struggling to come out of the unhealthy coping methods that had developed through covid. Social status, ethnicity and location no longer mattered; whānau were struggling more than ever, and often behind closed doors.

Overall, 2022 was a year of many highs and lows, challenges and successes; but through it incredible transformations began to take place. We saw our best year yet for Propertylink, and

sensed the writing on the wall for what will likely be our worst days to come for government funding. We had new programs created, and like many organisations in New Zealand, we became skilled in learning to pivot. We moved locations, had team members move on and new personnel join the team - but most importantly, we made impacts building a stronger community and also built a stronger team.

I am proud of what CLT achieved last year, and excited for what is to come in 2023. There are more financial challenges ahead but we can now step into this equipped with wisdom, new skills, and a steeled determination to endeavour to continue in our mission of transforming lives for a stronger community, one whānau at a time.



**What you've  
helped us  
accomplish**  
**808 Families  
& individuals  
supported**





## PropertyLink

*"2022 saw not only our biggest comeback, but also our strongest financial year ever."*

Propertylink has always been the social enterprise arm of CLT and this year we were relying on them more than ever to sustain us. With a plan for growth, Propertylink grew the team, took on more clients, and moved into larger scale renovations and refits in addition to their usual external property maintenance. With 100% of the profits of Propertylink used to fund our

community work, we are incredibly grateful for the large group clients in Hamilton who support us by employing Propertylink to look after their properties. 2022 saw not only our biggest comeback, but also our strongest financial year ever. This played a massive part in keeping our social service lights on, staff employed, and programs able to run.

## FoodLink

*"At Times This Looked Like Ready-To-Heat Meals For An Overwhelmed Mum Struggling To Cope"*

Foodlink has been a valuable resource for supporting those in need in our community. We have valued the partnership with the Salvation Army to be able to deliver food parcels, which has allowed us to support whānau in other ways as well. At times this was a stop gap, or emergency relief to get them through a crisis. At other times this looked like ready-to-heat meals for an overwhelmed mum struggling to cope. We

were able to provide wraparound support for our Teenlink, Inschools and Alternative Education whānau, giving us the opportunity to engage with the parents of the youth and children that we were working with. In an ever-changing world, food support is a basic need that helps in a practical way and encourages emotional investment.

## Teenlink

*"One young person described it as feeling like they could breathe."*

Teenlink saw good growth with nine new passionate and highly capable part-time and full-time mentors joining the team. We were able to provide more mentoring support with a thriving Teenlink team working hard to bring support and positive change to the rangatahi that were in our care. Positive stories of youth making better choices, transitioning successfully back into education, or even finding employment, continued throughout the year. The increased space in our new building allowed us to better facilitate sessions with the rangatahi and also provided them with a safe space they could call their own. It's a beautiful thing to see youth who are navigating some big challenges in their lives choosing to be in our space, connecting with our wider team, and learning what whānau looks like in a healthy way. One young person described it as feeling like they could breathe. This year saw some high-risk youth come into our care, and being able to provide them with a safe place where they could just be, breathe and process, is certainly considered a win.

Our inschools team mentored over 40 youth in 6 different schools throughout Hamilton. The youth enjoyed their end-of-year celebration with a fun graduation at Ninja Valley, where the highlight for many was being transported there and back from their schools

in the massive new Ninja Bus. We would like to especially thank Ninja Valley for their generous support of CLT in 2022, and for allowing these young people to have experiences they would otherwise never have had. We are also grateful for the local businesses who get behind what we do and partner with us to change the lives of our community.





## ParentLink

*"This Solo Mum Was Able To Get Back In The Drivers Seat Of Her Own Life And Choose A Better Future For Herself And Children"*

Parentlink successfully delivered programs to help support the whānau of our community, partnering with local businesses Chipmunks Hamilton and Ninja Valley. In March, leading up to the Omicron outbreak, our Parent Project workshop was held at Chipmunks Hamilton to equip whānau with strategies for parenting through a pandemic. Many parents gave feedback of finding it helpful to know that they are not alone in this, and valued learning the importance of looking after themselves in order to have capacity to look after their tamariki.

In the second half of the year, Parentlink held a series of Whānau Nights at the newly opened Ninja Valley. There was fantastic uptake for this program and whānau enjoyed attending the weekly workshops where they learnt important strategies, shared and took learnings from other parents, and then participated in the whānau activities and challenges in the Ninja arena.

The highlight for Parentlink in 2022 was the development of our very own Parent Mentoring Program, which delivered incredible results for a whole whānau. Our new Parent Mentoring pilot program saw a family home immersed in dysfunction, trauma and chaos, finally find some light where they were coached into a better space. Daily routines became normal, communication improved, mum began to understand her children and vice versa, having dinner as a family became a normal thing, home-cooked meals replaced



takeaways five days a week, emotional healing took place, and the kids reengaged with school and began attending again. This solo mum was able to get back in the driver's seat of her own life and choose a better future for her and her children. The true success of this story goes beyond the initial program, and is proven by their continued connection with CLT. We are still journeying with this whānau, supporting mum with advice when she needs it and mentoring the youngest children. Parent Mentoring is delivering the positive transformation we hoped for.

## Budgetlink

*"In a year where there was much household re-adjusting needed, successes rang throughout 2022 from being able to bridge a gap with food support, through to repaying car loans and clearing large amounts of debt. "*

Budgetlink continued to support clients as they found themselves struggling post-covid. Many had lost jobs and found themselves in a position they didn't expect to be in. As our client base diversified we looked at new ways to support them, with some needing a simple hand to feel like they were back in control with a plan and others needing longer term financial mentoring to get things back on track. Covid created a need to pivot and relook at how financial mentoring was delivered. We began a journey of bringing in new systems and processes to be able to support those who couldn't leave their homes via phone and zoom calls. Food parcels were delivered to those who were struggling at home or

isolating. Tangible support was being felt on the frontline by those who used our service, while in the background we looked at how we could better deliver the gold that is found through Financial Mentoring. In a year where there was much household re-adjusting needed, successes rang throughout 2022 from being able to bridge a gap with food support, through to repaying car loans and clearing large amounts of debt. Our financial mentors navigated this space well, providing emotional support as well as financial, to help our clients feel like they had a way forward again for a brighter future.





## Alternative Education

At the beginning of 2022 Alternative Education (AE) began under CLT management. We had acquired the school at end of 2021 and set about getting a team in place to step into this new education space. The students were like many of our Teenlink youth; disengaged from education and removed from mainstream school, with most navigating a life of trauma, dysfunction and abuse, along with substance abuse. Some of our Teenlink mentors joined the team to provide pastoral support and trauma-informed care as Kaiarahi for this new space.

There were many challenges throughout the year, the main one being staffing. We understood the importance of having the right people for the job, who were not only passionate about youth but also resilient enough to endure the environment and challenges that our team was presented with each day. These were the young people that most had given up on. They had burnt their bridges and ran out of second chances. Every day was about survival for them, with weapons needing to be handed in to the staff as they got out of the vans each morning.

Our greatest learning was that atmosphere was everything. In order for these rangatahi to have any chance to learn or engage in some form of education, they first needed to be in a space where they felt safe, seen and heard. Our staff went through CPI crisis prevention & restraint training at the beginning of the year, which equipped them for being able to operate with a trauma

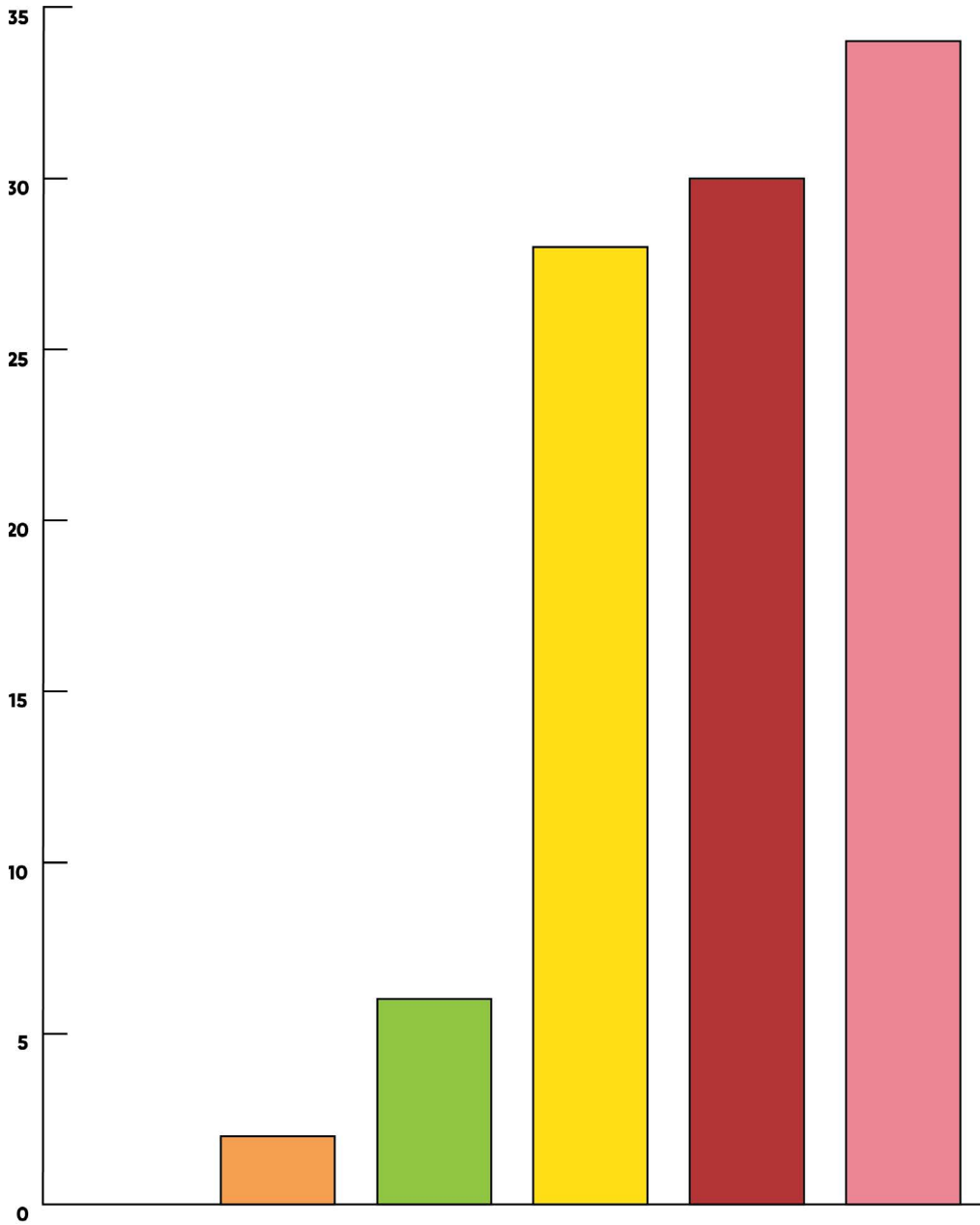
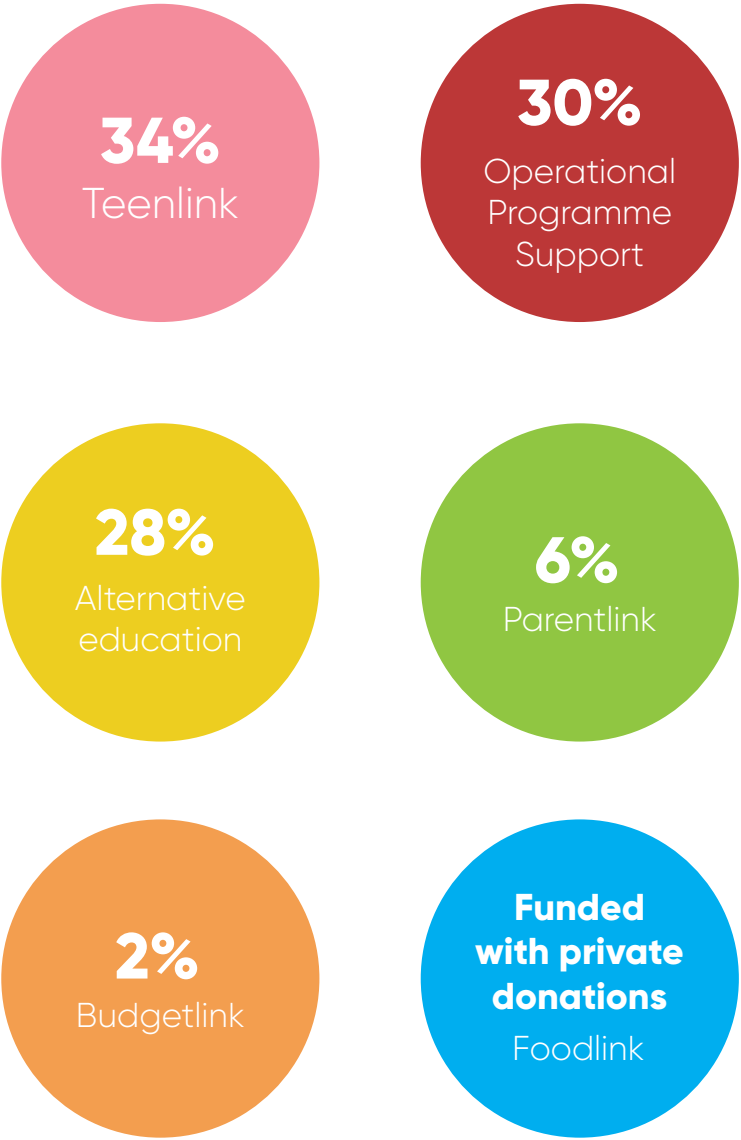
informed approach when chaos broke out. We were able to diffuse many of the situations before they escalated into something life-threatening. The difference that we found through managing the school in our 'CLT way', versus the previous way resulted in only two incidents compared to the 22 incidents that had taken place in the first six months. We were getting through, we were making a difference, and our intentional methods and social service approach was bringing genuine transformation to our students.

By the end of 2022, we could see the gold within the program, and we could also see what needed to change. There was a clear gap in the education system for the rangatahi who needed support to process their damaging life experiences, but also needed to be able to learn and find a positive pathway forward, knowing that sometimes mainstream school was not the right place for them. They needed a safe and stable space with small numbers, intensive support to do the deep restorative work needed, and get a stronger sense of personal and cultural identity. This was not able to be delivered in the current Alternative Education framework. While government were making their budget cuts, this also meant funding cuts for our AE school, making it no longer financially viable to operate. We made the hard call to close the school at the end of the year, with a plan to develop the new "Phoenix Project" concept to fill the gap and better serve our most at-risk youth in 2023.





# Where our Funding Income was Allocated



## All of our admin costs covered

100% of our general overheads and administration costs (\$359K) was self funded by our social enterprise and private donor's





**A huge  
thanks  
to those  
who have  
partnered  
with us**

- The Tindall Foundation  
(Community Waikato)**
- Tidd Foundation**
- WEL Energy Trust**
- Trust Waikato**
- DV Bryant Trust**
- Hamilton City Council**
- G & J Gallagher Foundation**
- Community Organisation  
Grants Scheme: Dept. of  
internal Affairs**
- Lottery Community Dept.  
Internal Affairs**
- ANZ New Zealand  
Staff Foundation**
- Ministry of Social Development**
- Oranga Tamariki**
- The Salvation Army**
- Activate Church**
- Activate Foundation Trust**
- Chipmunks Playland & Cafe**
- Excess Connectivity**
- Norah Howell Charitable Trust**
- Ninja Valley**
- Hope Rising Farm**
- Te Whānau Pūtahi**
- The Lion Foundation**



# Bringing Hope Transforming Lives Changing the Future



#### PRINCIPLE ACTIVITY

Community services  
Teen mentoring in schools  
Teen mentoring fee for service  
Free budgeting services  
Parenting programs  
Food bank  
Wrap around services  
Property management

#### TRUST ESTABLISHED

4th of Oct 2010

#### TRUSTEES

Josh Moore  
Nicole Domett  
Rachel Afeaki  
Anna Ho

#### IRD NUMBER

105-791-024

#### BANKERS

ASB

#### SOLICITORS

Norris Ward McKinnon

#### AUDITORS

PFK Hamilton

#### CHARITIES COMMISSION REGISTRATION

CC45954