



Early Start Project

Atawhaitia nga pepe ~ Nurture the baby early

Annual Report 2019/20

Contents



- Vision, Mission Statement and Board Members
- From the Chairperson
- From the General Manager
- Early Start Background
- Who the Service is for, Programme Aims, What Early Start Does
- Child Health and Parenting Goals
- Core Service Components, Information for Whānau, Te Māhuri Breastfeeding Group
- Positive Parenting Programmes: Listen Love Play, Triple P and Incredible Years Toddler
- Additional Services: Oranga Kai, Child and Family Psychologist
- What Our Families/Whānau Tell Us
- What Our Families/Whānau Told Us About Their Involvement with Early Start
- Benchmarks
- The Early Start Team
- Property Update ~Thank you to our Supporters ~ Research
- Financial Summary
- Financial Snapshot: ~ Our Funding Partners



Vision

A society where children enjoy a supported,
positive and happy childhood.

Mission Statement

Early Start encourages and supports Canterbury families to provide each of
their children with a positive and enjoyable childhood experience.



Early Start Board

*Early Start Project Ltd is a charitable company and was formed in 1995. It is governed
by a board of directors consisting of a consortium of health care professionals
and community members:*

- **Mr Ashley Seaford - Chairperson** Oranga Tamariki
- **Maria van der Plas** Plunket Canterbury
- **Dr Lynda Gray** Pegasus Health
- **Prof. John Horwood** Christchurch Health and Development Study
- **Shelley McCauley** Business Advisor
- **Elsa Tuck** Māori Health Worker
- **Mere Balsom** Cultural Advisor
- **Hildegard Grant** Service Development and Delivery Advisor

From the Chairperson ~ a year in review

Tēnā koutou

This year has been unusual and difficult. On behalf of the Board I want to thank all of Early Start's staff for their flexibility, tolerance and hard work during the March - May period. I want to acknowledge all staffs' determination not to let the lockdown get in the way of supporting our tamariki and whānau. To those reading this who have been personally impacted by the consequences of Covid my thoughts are with you.

On behalf of the Board, I want to pay tribute to Dr Clive Wilson who after 15 year's service retired earlier this year. I will miss Clive's gentle and respectful manner. In his interactions and behaviour with staff and Board colleagues he lived values that underlie broader notions of human dignity, equality and wellbeing. During Board meetings Clive contributed a psychological perspective to the thinking and discussions. His knowledge of childhood wellbeing and the child protection system ensured his strong advocacy for the safety and wellbeing of vulnerable tamariki. Clive was their voice and ensured their needs stayed in the forefront of our planning and discussions. Take care Clive, we miss you! Thank you for all your hard work, passion, energy and commitment.

It is also important to note that this year Shelley McCauley celebrated over 16 years as a member of the Board. I offer Shelley my heartfelt thanks for all she does for Early Start. The contribution Shelley has made over these years is enormous and her principled, graceful and respectful manner infectious. I would not be able to work as the Chair without Shelley's support, wise counsel, and gentle sense of humour.

Reflecting on the last year I would like to highlight the following achievements:

- Continuing to develop our knowledge and confidence with Te ao Māori to ensure we are providing a service that meets all the needs of tamariki and whānau. Thank you to our Kuia, Elsa Tuck and Whaea Mere Balsom for their wisdom, patience, guidance and support on this journey.
- The separation of our 3 year partnership with Te Puawaitanga Ki Ōtautahi Trust. It has been a positive experience working with Alison Bourne, Tamara Williams and their team. We remain closely connected and wish them the best as they deliver the Family Start programme to whānau in Ōtautahi.
- The continuation of the Oranga Kai programme. This important programme makes a key contribution to the wellbeing and health of tamariki by teaching practical food selection and preparation skills that can be passed down through generations.
- In January 2020 the Board approved a 3% CPI/salary increase for all staff.
- Contributing anonymized data to an Oranga Tamariki project to enable comparisons to be made between various Family Start providers.
- Maintaining key community relationships to ensure long term property options.

In closing my thanks specifically to Jan Egan and the wider Leadership Team for their hard work during an unpredictable year! Their quick response to the effects of Covid ensured service delivery was not interrupted or quality compromised.

Thanks are due to our funders and all the organisations and individuals who continue to support Early Start in a variety of ways. It is through your kindness and generosity that Early Start is able to support children and their families.

Ngā Mihi
Ashley Seaford

Ashley Seaford
Board Chairperson





Nurture the baby early

Early Start encourages and supports families to provide each of their children with a positive and enjoyable childhood experience

From the General Manager

a year in review



Jan Egan: General Manager

Tēnā koutou

Early Start's guiding principle is expressed in the words Atawhaitia nga pepe (Nurture the Baby Early) and this year our focus has been on increasing Early Start's Cultural capability across the Early Start Team. This journey has been strongly supported by the Board and has led to the creation of a Leadership role; Kai Hapai Matāuranga Māori.

Early Start practices are underpinned by the knowledge that there are differential outcomes for firstly Māori, and secondly Pasifika. Over this year within Early Start we have been reviewing our contribution to the reduction of the inequities within our scope of practice and circle of influence - always working towards supporting parents in their role of raising happy healthy thriving children.

Tania Gilpin was appointed as the Early Start Kai Hapai Matauranga Māori In November 2019 which is when she began to work with the Early Start Operational Leadership Team and myself using a consultative co-design process to review and build on our Early Start Canterbury cultural capability at an individual and collective level. This is building on the work of others at Governance level who have been long time and strong supporters of this need, and is an ongoing collective journey.

As part of Family Start's national expansion, three years ago Early Start Canterbury and Te Puawaitanga ki Ōtautahi Trust entered into a co-delivery model for the Early Start service within the Christchurch region. The intention was always that Te Puawaitanga ki Ōtautahi would become a stand-alone service provider by 1 July 2020. This separation was undertaken with both Early Start and Te Puawaitanga ki Ōtautahi Trust grateful for the opportunity to work so closely together on behalf of families in Canterbury. Family Start acknowledge this commitment Early Start made to this short term partnership...;

"We particularly want to acknowledge and thank Early Start for their willingness to awahi Te Puawaitanga ki Ōtautahi during this time of establishment. The generosity of Early Start through sharing systems, skills and experience has been greatly appreciated by us (Pa Harakeke Family and Community team) and Te Puawaitanga ki Ōtautahi. Thank you Jan and team" (Partnering For Outcomes- Oranga Tamariki – Ministry for Children 5/20)

The separation was smoothly undertaken with families already enrolled with Te Puawaitanga ki Ōtautahi continuing their relationships with their whānau workers. Collaboration and communication between our services on behalf of families is regular and effective and based on a shared goal of working with whānau at the heart and soul of what we do.

There have been many other highlights over the time from July 2019 – June 2020.

Early Start encompasses a well-established and skilled team that focusses on development and improvement of services as we continue to deliver our highly regarded programme. The families we support are at the center of everything we do and are the reason we focus on continuous improvement. The goal is to consistently work at doing better for whānau as we work in this long term partnership together, always guided by the Early Start vision of our work contributing to; *A society where children/tamariki enjoy a supported positive and happy childhood.*

From the General Manager ~ a year in review cont....

As part of this ongoing process over this year several projects are underway or have been completed. Some examples are;

The review and development of the Triple P Positive Parenting Programmes Pathway (PPP) within Early Start began, a team reviewed current practice, looked at outcomes, strengths and challenges of the variation of programmes PPP offers and what we could improve at Early Start, and enhance with any additional PPP programmes. Karma Gilray completed training in 2019 in two new PPP-enhanced programmes and was integral in the development of a Pathway Tool for Clinical Supervisors and Family Support Workers/Whānau Āwhina to assess when PPP and what PPP option to choose to best meet the individual needs of each whānau.

COVID-19 brought with it many challenges. In late March 2020 the Early Start Team had to quickly adapt all service delivery and their supports to work within Covid -19 Level 4 lockdown restrictions. This lasted for nearly five weeks. The disruption continued for several more weeks as Alert Levels changed. In June the Team completed a survey to capture the service adaptations made by the team during this period. This was to enable Early Start to learn more about what tools and skills were used or were developed over this time, what worked, what didn't and to examine the relevance of these adaptations/tools/skills for integration into business as usual and to support service delivery developments and resourcing in the future. The survey analysis has been completed and already the findings actioned by way of resourcing, and tailored professional development. Of particular note is the Early Start Virtual Service development that has begun most recently. This will, should we return to a Lockdown level 3 or 4 support our team to continue to deliver a purposeful service with families. Working remotely with families was challenging for all parties – much has been written around NZ about this experience and the Early Start survey report details examples. For example becoming familiar with new technology, the deep listening skills needed when body language cannot be part of the communication. Our Team was outstanding in the way they responded to the need to work in this way. Many families showed such resilience and strength and spoke of their appreciation of the creative contact they had with 'their' Family Support Worker/Whānau Āwhina. We were very fortunate to have had a generous private donation into a *Family Services Fund* which enabled many whānau to have food security over this time and beyond, and also met needs for winter warmth in a variety of ways.

Alongside *business as usual* additional essential work is being undertaken; updating resources, ongoing changes re the Service Delivery plans and Child and Family Plans. A focus on supporting families' through Family Harm events has meant updated Family Support Worker/Whānau Āwhina resources with a small team, and active collaboration with the Integrated Safety Response Team on a daily basis.

Database updates following review have been occurring throughout the year so IT resources meet the monitoring and reporting needs of Early Start.

Partnering for Outcomes have consulted over the past months with the Family Start/Early Start Collective about different funding models and have moved towards funding against 'whānau worker FTEs' rather than funding for volumes. Also to be implemented is a whānau worker variable caseload in recognition of the complexity of whānau needs. This will initially be trialed until 30 June 2021 with a review process undertaken in March/April 2021. Family Start is keen to learn whether the Intensity Level model is; practical, aligns with current Family Start/Early Start practice for allocating caseloads and hopeful it could ensure a level of national consistency. Early Start is incorporating the changes these models bring. We believe this is a positive way forward.

From the General Manager ~ a year in review cont....

Referrals into Early Start (260 this year) remains consistent with 84 families on the waitlist as of 30 June 2020. This is an ongoing issue for Early Start and reflects the need across the city and within the rural areas we service. We actively communicate with referrers about the waitlist status to ensure families are well informed and can be supported by shorter term service options before connecting with Early Start. We are always mindful of the need, and over the past year have been working on ways to increase our capacity for families.

This year we have welcomed the following new team members: ***Jennie Down, Leanne Odgers and Tui Sinclair.***

This year we said farewell to: ***Julie Kempt, Anita Moke, Alice Zikhali, Jaimee Hornblow, Tracey Casey, Rebecca Coapman, Erna Jackson and Katherine Tarr.***

Finally I want to acknowledge the Early Start Team for their creative and skilled work undertaken both in leadership and alongside families over these past challenging times. Thank you also the Early Start Board Directors for their capable and caring governance. To our partners, supporters and donors, as well as our funding agencies, thank you for your support on behalf of the tamariki and whānau Early Start have engaged with over the year.

Early Start this year has demonstrated how agile we can be in order to support the diverse and changing needs of the vulnerable families in our community. Our intent over the next year is to keep exploring how we can support whānau in innovative and flexible ways to meet increasing need and changing times.

Jan Egan





Nuture the baby early



Blending science with good practice to support and nurture great families



Children learn through play

Early Start Background

New Zealand newspapers, magazines, journals, TV and radio programmes tell us that many of New Zealand children are living in circumstances which may put at risk childrens wellbeing.

This information is supported by the Christchurch Health and Development Study which from 1977 studied the health and lifestyle experiences of 1,200 Christchurch children over a period of 20 years.

Its findings showed that the children most frequently identified as having multiple problems such as poor child health, mental health problems, drug and alcohol addictions and criminal behaviours are children who have been exposed to families experiencing challenges relating to these issues.

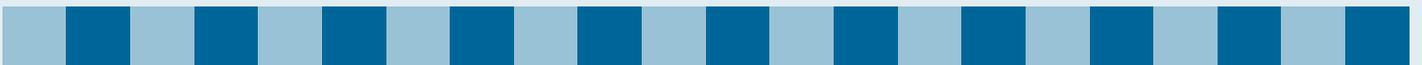
- ⇒ The founder of the Early Start Project was Emeritus Professor David Fergusson.
- ⇒ In December 1994 the Trust Bank Community Trust provided seeding funding to develop the Early Start Service.
- ⇒ The Consortium formed early in 1995 and funding was secured from the Health Funding Agency, Community Funding Agency and the Christchurch City Council to pilot the service. Families were enrolled from October 1995
- ⇒ In 1997 an 18-month evaluation of the Early Start service was completed and the published findings indicated that it was feasible to conduct a randomized research trial to test if New Zealand families would benefit from a home visiting service addressing identified family needs in a structured and systematized way using an intensive and long term approach.
- ⇒ In 1998 the Government "Strengthening Families" initiative provided funds for the service provision to the Field Trial, and this is in turn was distributed under contract by the Department of Child Youth and Family and the Canterbury District Health Board.
- ⇒ In 2001 Canterbury DHB provided funding to establish an Early Start Service.
- ⇒ Today there are 41 Family Start provider sites and one Early Start provider across New Zealand. Early Start is contracted to and is receiving funding from Oranga Tamariki and Canterbury DHB to work with 405 families/whānau and their children.



The Service is for Parents

Early Start is offered to Canterbury families with newborn babies, where social and family circumstances mean they experience challenges which may impact on the health and well-being of their children.

The service provided is voluntary, free, long term (up to 5 years) and home based and promotes healthy child holistic development and wellbeing within a nurturing family environment.



Programme Aims ~ What Early Start Does

We encourage and support families/whānau to provide each of their children with a positive and enjoyable childhood experience.

Early Start uses a planned, focused and systematic approach to intervention and intends to enable enrolled families/whānau to:

- To learn and apply nurturing parenting practices
- To discover personal strengths and abilities
- To develop new skills and practices
- To support healthy lifestyle changes

EARLY START Child Health Goals

Encouraging a healthy environment:

- Breast feeding
- SmokeFree
- Complimentary Feeding
- Common concerns
- Care of first teeth
- Safe homes
- Sleep
- Preventing Sudden Unexpected Infant Death (SUDI)
- Growth and physical development

95% of children enrolled with the dental service

95% of children living in a smoke free home

94% of children are fully immunised

99% of families are enrolled with a single GP

- ◆ Immunisation and Well Child checks
- ◆ Enrolment with a single general practitioner
- ◆ Liaison with the Well Child Provider
- ◆ Identifying and managing childhood illness

74% of children over 18 months are attending preschool

EARLY START Parenting Goals

- ◆ Encouraging parents to express warmth and affection to their baby.
- ◆ Encouraging parents to recognise and respond to their infant's needs and behaviours.
- ◆ Encouraging parents to initiate positive social interaction and play with their infant.
- ◆ Encouraging the use of positive and non-punitive child rearing methods.
- ◆ Encouraging parents to provide consistent and predictable daily routines for their infant.

260
Referrals
received

9,760
home visits
made this year

84 referrals on
the waitlist at
30-6-2020

1,180
Parenting topics
delivered

Core Service Components

- Family well-being
- Physical, social and emotional well-being of infants and children
- Healthy child development
- Child safety and well being
- Parenting Education
- Encouraging participation in Early Childhood Education Services
- Child and Home Safety
- Smoke Free Home Environment / Smoke cessation
- Maternal/Paternal Depression/ Mental Health Support
- Advocacy, Home Skills, Relationship Issues
- Family Harm, Addictions, Strengthening Family Supports
- Support through crisis



Information for Whānau

Our commitment is to provide you and your whānau with a good quality service and to ensure that you are provided with information, teaching and support in a culturally appropriate, respectful and safe manner.

Te Māhuri Breastfeeding Group

Te Māhuri Breastfeeding Group offers support for young parents, their babies and pregnant women (up to 24 years).

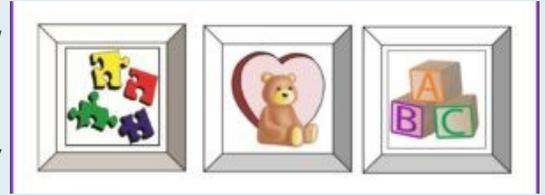
Thank you to Pegasus Health for funding this group.



Positive Parenting Programmes

Listen Love Play from birth to 3 years

Our Listen, Love, Play Parenting Programme is for parents/ caregivers and their children, from birth to 3 years. We will work in partnership with you to support your learning by delivering fun and educational sessions in your home.



Listen, Love, Play is a series of topics focusing on the interactions between parents and children.

- Emotional communication between you and your baby
- Emotional regulation
- Reading, respecting and responding to your baby's cues
- Strengthening attachment between you and your baby
- Building a positive relationship with your baby
- How children learn through play
- Learning more about healthy child development

Triple P from 2 to 5 years



The Triple P Positive Parenting Programme focuses on positive parenting practices and addresses childhood behaviour problems.

- Parents like it
- Parents find it works
- Children respond well



Incredible Years Toddler

The Incredible Years Toddler (IYT) Parenting Programme is a well researched programme which enables the parents to reach their maximum potential in providing a happy home environment for their children. This programme is designed to benefit parents of children aged 1 to 3 years.

IY Programme Goals Include:

- Increase parents positive relationships and bonding with their toddler
- Promote optimal, social, emotional, physical, language and brain development
- Improve parents limit-setting skills using positive discipline techniques

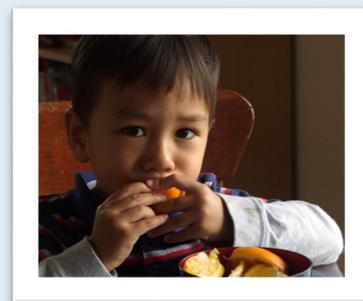
31 x families participated

Additional Services

Oranga Kai Healthy Eating

This is an additional programme which has been offered since July 2019. The aim is to help whānau grow their confidence and skills in the key area of whānau wellbeing by learning to cook healthy nutritious meals. Oranga Kai is delivered over 7 x in-home sessions.

- ⇒ Budgeting for healthy meals
- ⇒ Stocking up on pantry items and kitchen basics
- ⇒ Learning about food groups and serving sizes
- ⇒ Meal planning and supermarket shopping



This year there have been 37 x in-house referrals:

- ◆ 11 x have completed the full programme
- ◆ 10 x are currently participating
- ◆ 8 x are on the waitlist
- ◆ 8 x have exited for various reasons

Child and Family Psychologist *“Together we can do so much more”*

This programme has run from May 2017. This service is short-term, weekly, home based and consists of carrying out an assessment to help whānau better understand the needs of their tamariki. Suggestions of how to facilitate positive change and decrease distress were offered. In most cases the psychologist worked alongside the family to facilitate positive change. Highlights from this year:

- 19 whanau completed assessment and intervention with Sally addressing children’s challenging behaviours and worries regarding their development.
- Sally Burrett became the first accredited practitioner in New Zealand for the attachment based intervention, Video Interaction Guidance.
- Positive outcomes from interventions have been reported by caregivers and observed by the FSW/WA 3-6 months post intervention.
- One Case consult afternoon has been introduced for FSW/WA; these are well utilised.
- Staff training: Family Harm and the impacts on children.
- Project work: Revision of the family conflict screen and presently facilitating the revision of the Parent-Child Interaction measure.
- Representing ES with Te Pā Harakeke | Nurturing Care in the First 1,000; developing a first 1,000 Days nurturing care approach for all tamariki in Te Waipounamu South Island.

What Our Families / Whānau Tell Us

Pregnancy:

- 74% of pregnancies are unplanned

Accommodation:

- 80% are living in rental accommodation (either private or Kainga Ora)
- 23% find their accommodation is barely adequate
- On average each family/whanau had 10 x changes of family situation before they were 16 years

Economic Circumstances:

- 80% are receiving WINZ benefits
- 50% find their income is barely adequate
- 57% have limited their food expenditure to the basics
- 47% accessed a food bank
- 47% stopped buying clothing
- 57% family debts total more than \$500

Maternal Childhood Events and Experiences up to 16 years:

- 53% ran away from home or started hanging out with a bad crowd
- 42% started using illicit drugs
- 33% had problems with alcohol
- 23% became pregnant
- 62% frequent arguments between their parents
- 43% witnessed physical violence between their parents
- 38% parents were frequently drunk or drugged
- 38% family was often in debt
- 28% there was often not enough food in the house

Other:

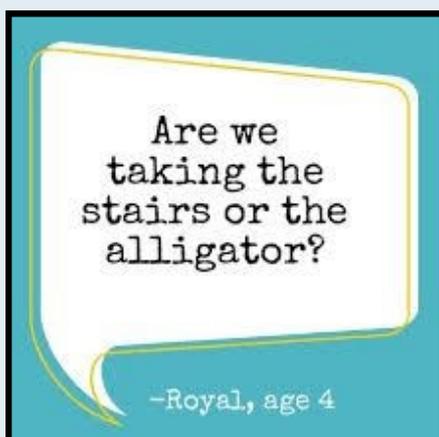
- 37% feel a little or very lonely, isolated and lacking social support
- 28% have used cannabis
- 45% have experienced depression or anxiety disorders
- 48% have involvement with Oranga Tamariki
- 18% have had support from a Women's Refuge
- 52% don't drive



What Our Families / Whānau Told us About their Involvement with Early Start

The following comments are from families who have been involved with Early Start:

- *“Reassured me I was doing well and helping me come up with things I could do with my daughter.”*
- *“I feel like I came a very long way in myself while working with my Family Support Worker.”*
- *“You provide an incredible service and on behalf of my family and I, I would like to sincerely thank you for everything you have done for us.”*
- *“I have set and achieved many goals during this journey with your support and encouragement. Thank you.”*
- *I’ve always felt support and un-judged, which has helped me become a better more confident parent.”*
- *My Family Support Workers were my lifeline when I was depressed. I’m now about to apply for part-time work, which means I’m feeling back to my old self now.”*
- *“I knew we were doing a great job, however hearing this is nice too and my Family Support Worker always made sure to reiterate this to us.”*
- *“We absolutely loved being part of Early Start. Always had help regarding the children and myself and has made us all feel very confident. I always tell people how much Early Start has helped me and was so sad to say goodbye.”*
- *Working with my Family Support Worker for the past 5 years has been wonderful, I didn’t think I was going to enjoy the program at the start, but she came in and made herself part of the family.”*
- *Early Start helped me believe in myself being the best mother I could be to my children.”*



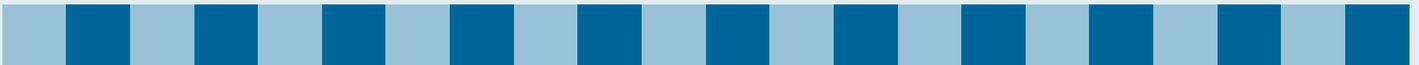


Outcomes 2019/20

<p>Immunisation</p> <p>Definition: According to the National Immunisation Schedule</p>	<p>At least 92% of children are up to date with his/her pre-school immunisation</p>	<p>4-monthly monitoring 94% of children are up to date with his/her pre-school immunisation</p>
<p>Primary Health Care Provider and GP visits</p> <p>Definition: Children are seen by a General Practitioner on a regular basis to monitor health and well-being.</p>	<p>At least 90% of client families have been registered with the same GP/GP Practice for at least 6 months.</p>	<p>4-monthly monitoring 87% of client families have been registered with the same GP/GP Practice for at least 6 months.</p>
<p>Well child provider core scheduled contacts</p> <p>Definition: Free Well Child Tamariki Ora service from birth – five (MOH)</p>	<p>At least 80% of children are enrolled with a Well Child Provider and are up to date with their scheduled well child contacts</p>	<p>4-monthly monitoring 90% of children are up to date with their scheduled WCC</p>
<p>Family Economic Circumstances</p> <p>Definition: Families are experiencing economic hardship and have serious budgeting difficulties. Factors include “borrowed money from family friends; unable to pay bill or rent; postponed health visits”</p>	<p>12a – At least 80% of families who are experiencing serious budgeting difficulties have either been referred by the FSW/WA or have self-referred to a budget advisory service</p> <p>12b – Of those referred 60% of families have engaged and are using a budget plan</p>	<p>4-monthly monitoring 12a – 61% of families who are experiencing serious budgeting difficulties have either been referred by the FSW/WA or have self-referred to a budget advisory service</p> <p>12b – 64% of families referred have engaged with the budget service and are using a budget plan</p>
<p>Parental Health and Wellbeing</p> <p>Definition: The child/ren’s primary caregiver’s physical, social and emotional well-being is supported, protected and sustained</p> <p>Two major focus areas are:</p> <ul style="list-style-type: none"> • depression • family planning 	<p>At least 80% of mothers/primary caregivers scoring 10 and above on the EDPS have been referred to a GP or specialist service</p> <p>At least 80% of all mothers/primary caregivers in treatment for depression are compliant to their treatment regimes</p>	<p>4-monthly monitoring 72% of mothers/primary caregivers scoring 10 and above on the EDPS have been referred to a GP or specialist service</p> <p>95% of all mothers/primary caregivers in treatment for depression are compliant to their treatment regimes</p>

The Early Start Team

- General Manager: **Jan Egan**
- Clinical Managers: **Michelle Fletcher and Glynis Matehaere**
- Clinical Supervisors: **Amelia Wither, Christine Hart, Heather Davidson, Janine Harrison, and Sarah McKinnon**
- Family Support Workers / Whanau Awhina: **Amy Smyth, Andrea Mathias, Anna Stack, Anne Robson, Claire Weatherford, Debbie Taylor, Elizabeth Partridge, Fiona Hayes, Fiona Pentecost, Georgie Ellis, Hannah Crozier, Jane van der Merwe, Jayne Watt, Jean Corlett, Jennie Down, Jenny McPhail, Jess Buchanan, Jo Waddingham, Karma Gilray, Kerry Painter, Leanne Odgers, Lesley Glenn, Miranda Harris, Nikki Burke, Petra Drobne, Sarah White, Saskia Stein, Shaniqua Mahani-Tafua, Tania Gilpin and Tui Sinclair**
- Whānau Āwhina / Kai Hapai Mātāuranga Māori Early Start Canterbury: **Tania Gilpin**
- Admin Team: **Lucy Gregory, Shirley Percasky and Sue Taylor**
- Child and Family Psychologist: **Sally Burrett**
- Incredible Years Facilitators: **Jo Waddingham and Lucy Ragg**
- Oranga Kai Community Support Worker: **Ange Keepa**
- Te Mahuri Breastfeeding Group Facilitators: **Azalia Gove and Emma Jeffery**



Property Update

We Moved to a New Office

In early July 2019 Early Start signed a 4-year lease and moved to a new office at 354 Armagh St (cnr of Armagh St and Fitzgerald Ave). This is a lovely spacious, warm and light office.

Since July 2017, as the team grew we were located over 3 x sites in Shirley Rd, Golf Links Rd and Marshland Rd. This new office has space to house all of our team at one site.



Briggs Road:

The long association Early Start had with Barnardos ended with the expiry of the lease on 30 June 2020. Te Puna Ōraka ~ Shirley Early Years Services HUB was based there up until 30 June 2019, with non-profit groups using the premises for the last 12 months.



Thank you to our Supporters

Early Start wishes to acknowledge the generous support from:

- ⇒ Good Night Sleep Tight ~ warm bedding for vulnerable families/whānau
- ⇒ Fire and Emergency NZ ~ supply and fitting of smoke detectors
- ⇒ Kiwanis Northwest ~ baby floor rugs

Research

Some of the research Early Start has completed; copies are these can be viewed on the website: <https://www.earlystart.co.nz/research/>

- Evaluation Report - Nov 2005
- Evaluation Report Nine Year Follow-up - Oct 2012
- Evaluation Incredible Years Toddler Programme – March 2017
- Christchurch Health and Development Study



Professor John Horwood
Director

Financial Summary *from the Deputy Chairperson*

Early Start financial goals are oriented towards providing as high level of service delivery to as many whānau as our annual income allows. Our year started well with healthy reserves, representing a strong financial position to mitigate any unforeseen risks throughout the year. The board approved the budget which projected a deficit of **(\$208,610)**, utilizing accumulated funds. This deficit was planned expenditure providing additional service delivery projects (2 x Child and Family Psychologists, .7FTE Incredible Years Toddler Programme Facilitators, 1 x Oranga Kai Community Support Worker) outside what our main funders provide for. Our actual audited result was a deficit of **(\$115,438)**, which reflects this invested expenditure into further services for whānau. However, in addition, \$62,803 of unspent donations will be projected forward into 2020/21 year, for specific projects (Oranga Kai and Family Services Fund).

A highlight of this year has been generous donors who came to the fore when Covid hit, two companies (Reefville and Beachville) provided funds to be distributed to whānau in need during the winter months of lockdown. This was spent on food, electricity, wood, warm clothing for some of our whanau and was hugely appreciated by both our team and the receiving whānau. In addition to this donation, Early Start also received a generous Xmas corporate donation from Rookwood; this was donated to Early Start in lieu of gifts to their staff at end of year.

In December 2019, the board approved a 3% CPI increase for the team, the percentage was based on the previous years' budget not allowing for a CPI increase. The team have worked diligently throughout the year and exceptionally well under the difficult period of lockdown.

Over the past 20 years there have been some years of positive annual operating, at the end of the year. These unspent funds, along with prudent bank interest has allowed for a risk management 'Tagged Fund', offering approximately 3-months security in the event that our main funding were ever to cease, giving time for our enrolled whānau to be reallocated to other services. A copy of the 'Tagged Fund' report is available on request; please email shirley.percasky@earlystart.co.nz

I would like to thank Chairperson, Ashley Seaford, for his continued dedication to Early Start with his keen interest in the overall financial and operational side of Early Start. He offers a real strength as Chairperson and generously gives substantial time and expertise to the Governance of Early Start. I would also like to acknowledge and thank Shirley Percasky as Office Manager whom I work closely with. She continues to work efficiently and effectively, always willing to investigate further. Her knowledge of both the financial and clinical/admin operational side of Early Start is at a very high level of expertise. Lastly, I would like to thank Jan Egan for her absolute diligence in her role as General Manager. We are very fortunate to have such a strong leader in Jan who consistently manages the overall operation of Early Start in a caring, fair, transparent and proactive way. Her commitment to the financial impacts of operational decisions, adherence to policies and her long service gives a wide and deep overall knowledge of Early Start.

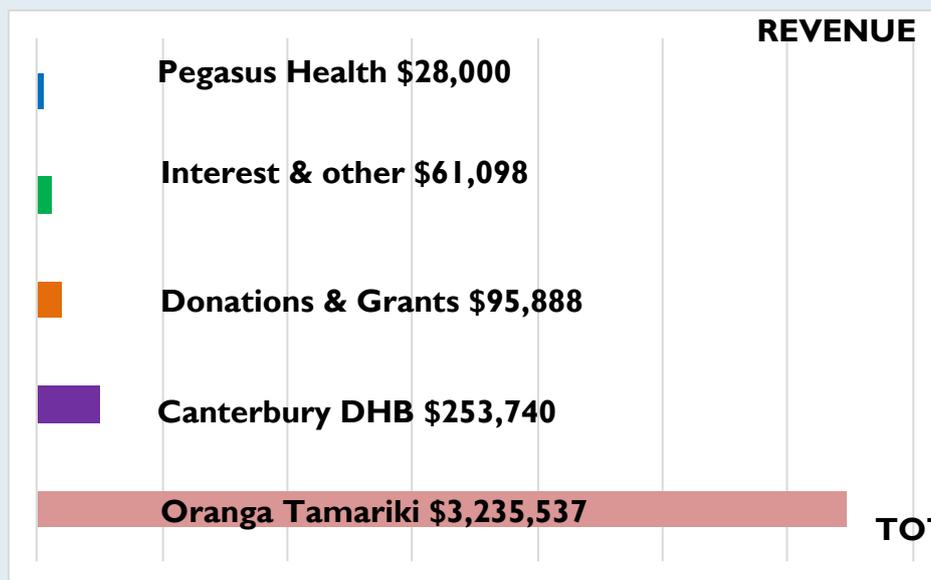
Shelley McCauley
Deputy Chairperson
Director



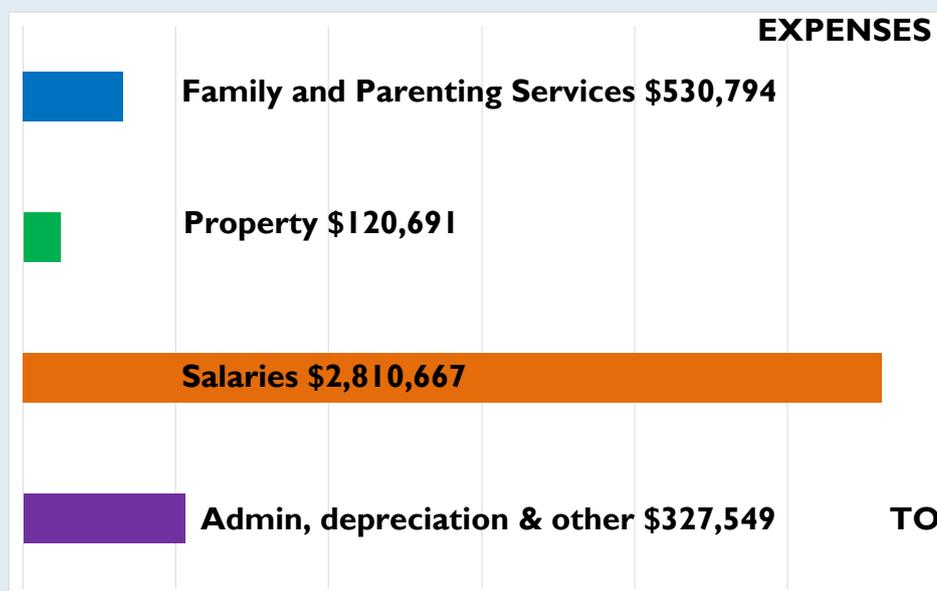
Financial Snapshot *from the Deputy Chairperson*

Our funding partners

- ⇒ Oranga Tamariki ~ Family Start Initiative
- ⇒ Canterbury DHB ~ **B**aby **A**nd **B**eyond **Y**oung Parents
- ⇒ Pegasus Health ~ Te Māhuri Breastfeeding Groups
- ⇒ Philanthropic donations: Rookwood Holdings, Beachville Properties and Reefville Properties



TOTAL Revenue: \$3,674,263



Equity at beginning of year	\$923,053
Net (Deficit) Surplus	-\$115,438
Equity at end of year	\$807,616 Refer to Tagged Funds note 16 (page 17) of Financial Statements

The full financial report has been audited and an unqualified audit opinion has been received. A copy is available on request; please email shirley.percasky@earlstart.co.nz



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