

2024/25 ANNUAL REPORT

Early Start Project



Atawhaitia nga pepe
Nurture the baby early

November 2025

Address: PO Box 21013, Christchurch 8140 Tel: 0800 378-278 <https://www.earlystart.co.nz>

Message from the Chairperson

Atawhaitia nga pepe



This year marks a significant milestone for Early Start as we celebrate 30 years of dedicated support to thousands of tamariki and whānau in Ōtautahi, this current year 317 active tamariki received wraparound service. This achievement reflects prudent governance, motivated management, and cohesive teamwork focused on meeting benchmarks and delivering positive outcomes.

Early Start continues to evolve by embracing best practice ensuring our mahi remains fresh and relevant as we walk alongside our tamariki and whānau year after year.

Like many NGOs, Early Start faced funding challenges this year due to a reduction in support from Oranga Tamariki (OT), creating uncertainty about our future sustainability. An external review by the Auditor-General highlighted a lack of engagement and care (by OT) in NGO partnerships during the 2024/2025 funding round, with expectations to maintain service delivery despite funding disruptions.

This environment placed immense pressure on management and the board, diverting valuable time to understanding future funding prospects and searching for sustainability. Currently, Early Start is in the second year of a three-year contract with OT, ending June 30, 2026, with no clear indication of future funding.

To navigate these challenges, the board and management held an externally facilitated workshop to strategise sustainable pathways forward. Valuable learnings were reached and prioritised over the next 18 months.

In this current year, management exercised strict budget scrutiny to meet operating targets, ensuring core services continued despite constraints. The surplus reflected in audited accounts represents: unspent donations (to be carried forward), prudent operational savings, deferring IT, database and website upgrades until more certainty.

On a brighter note, we bid farewell to our esteemed General Manager, Jan Egan, who has served Early Start for 25 years, including 10 years as General Manager. Jan's leadership through numerous challenges exemplifies professionalism and dedication. Her ability to stabilise and bring the team together during difficult times has been a highlight of her tenure. Jan excelled at navigating innovative, culturally safe and effective service to our enrolled whānau. We are grateful for her loyalty, dedication and currently, her ongoing contribution as she transitions to a Director, bringing valuable operational insight and experience.

Following a robust recruitment process supported by external HR consultants, we are delighted to welcome Tania Gilpin as our new General Manager. Tania has been with Early Start for 9 years, initially as a Whānau Āwhina, then rising to the challenge of a new role "Kai Hapai Mātauranga Māori" for the last 5 years. Tania mentored, with exceptional skills, in her role to successfully lead a programme of cultural upskilling/competency for our entire team. This, to ensure Early Start work effectively with all whānau to deliver services upholding mana and striving as an organisation to be worthy allies of Te Tiriti o Waitangi. All enrolled whānau benefit from a service that incorporates Te Ao Māori as we embody whanaungatanga, kaitiakitanga and manaakitanga as principles of establishing lasting relationships with our enrolled pepe, tamariki and whānau.

Since embarking on the General Manager role in November 2024, Tania has shown resilience and determination in responding to funding reductions, including difficult decisions affecting rural service delivery. Together with Clinical Manager Glynis Matehaere, Tania has successfully realigned resources to continue supporting whānau in the city. With external and internal challenges this has been an extremely difficult period for the organisation. Tania has brought a freshness and passion in leading the way for innovative ideas for the future. The board are grateful for her dedication in navigating the organisation through these rough waters as we work towards finding a sustainable pathway forward.

We are also deeply thankful to our generous donors whose support enables additional services such as Oranga Kai, child psychology sessions, Incredible Years training, and the Family Services Fund. Their partnership strengthens our community impact and uplifts our kaimahi working directly with whānau. It is not only the financial support that these donors offer our team at Early Start and enrolled whānau, but it embodies a sense of partnership with the community we serve. Demonstrating the support and Kōtahitanga of our vulnerable community in Ōtautahi, by both our government funding and local 'heroes' who boost us with their generosity.

I would like to thank the board for their expertise and time given freely to Early Start. Their voices are varied, from diverse backgrounds, adding strength and sustainability to oversee our early intervention mahi within our community.

I also thank the full Leadership Team for their tireless energy and commitment to leading the team through chaotic times of change. To our Admin Team we deeply appreciate the support you provide throughout the organisation. This ensures the dependability of our reporting, both financial and operational, strengthening our foundation as we move into a new phase.

Finally, to our Whānau Āwhina another very warm thank you for the tough mahi of in-home visitation, which takes a certain type of person to encourage, gently, and with focus to align the whānau towards their chosen goals, leading to lasting changes in the lives of their enrolled tamariki.

Together, we remain steadfast in our commitment to early intervention and community wellbeing, embracing the challenges and opportunities ahead with hope and determination.

Shelley McCauley
CHAIRPERSON

*He iti tangata, e tipu.
Ke iti toki, he iti tonu iho.
A little child will grow.
A little adze will always remain small*

Vision

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



Mission Statement

Early Start encourages and supports Canterbury whānau to provide each of their tamariki 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:

Shelley McCauley ~ Chairperson

Lynda Gray ~ Deputy Chairperson

Maria van der Plas

Emeritus Prof. John Horwood

Dale Stephens

Nicky Scott

Jan Egan

Korero from the General Manager

Tēnā koutou kātoa,
Nau mai, haere mai te whānau ki te kaupapa o Early Start.

As we reflect on the past year and look ahead to 2026, I am filled with a deep sense of pride, purpose and hope for the future of Early Start Project.

Despite the growing challenges facing the social sector – including shifting political priorities, increased scrutiny, and tightening resources – our commitment to whānau, pepe, and tamariki has remained steadfast.

This year has reminded us that the mahi we do is not only essential but deeply impactful. In a complex and often uncertain environment, our kaupapa has stayed strong. We have continued to walk alongside whānau with compassion, respect, and partnership, ensuring that every family we support feels seen, valued, and empowered.

What sustains me as General manager is the passion and resilience shown by our team. Their dedication to Early Start's vision – believing that every child deserves the very best beginning – has carried us through a time of significant sector pressures. Even as policy settings shift around us, we remain anchored in evidence-based practice, relational connection, and a belief that prevention and early intervention truly change lives.

My hope for 2026 and beyond is fuelled by the countless stories of strength we witness every day. Our faith in what is possible for whānau is not theoretical; it is grounded in real outcomes, real relationships, and real progress.

Each visit, each korero, each moment of trust shared with our whānau reinforces why our mahi matters.

Looking forward, we know the landscape will continue to evolve. But our purpose will not. We will remain advocates for the needs of pepe and tamariki. We will continue to champion early support as a proven pathway to stronger futures. We will work tirelessly to ensure that whānau receive the care, guidance and encouragement needed to thrive and flourish.

I am deeply grateful to our kaimahi, our partners, and the whānau who allow us to walk alongside them. Together, we hold a vision for a brighter future – one where every pepe and tamariki in Aotearoa is surrounded by opportunity, support and hope.

As we move into the next year, my commitment remains clear: to lead with passion, uphold our values, and ensure Early Start continues to provide the highest standard of care and connection for the communities we serve.

E kore au e ngaro, he kākano i ruia mai i Rangiātea
I shall never be lost for I am a seed scattered from
Rangiātea

Ngā mihi ki a koe

Tania Gilpin



A Whānau Journey

K was referred to Early Start in October 2023 through a housing agency.

Prior to this K and her daughter E had spent months in various motels and emergency accommodation before finally being placed in a Kainga Ora home which she now calls her “forever home”.

K grew up in an extremely violent house hold and spent much of her childhood in State Care, where she unfortunately endured significant harm and trauma. As a result of this she had very limited schooling, and after being excluded, turned to the streets; ultimately leading her on a path of heavy drug use and time in prison.

K endured several violent relationships and had her first child A, who was born sleeping. She was then blessed with the arrival of E in 2022.

When K engaged with Early Start Project, E was 17 months. Due to the extent of trauma K had endured over her life, and experiencing heavy Oranga Tamariki involvement, there was huge mistrust with agencies and external support, and it took time building a rapport based on trust and transparency.

K experienced significant Family Harm with E’s Father. With gentle support and reassurance she was able to recognize that her situation was becoming unsafe, and for the first time in her life, was able to contact the Police for support – in K’s words “for someone who was taught not to be a nark, I learned that it was okay to keep my daughter safe and that is what I will always do – choose her”.

During her time with Early Start, K has been able to grow and evolve into her role as a Mama to E through her various ages and stages of development. K has engaged in various play sessions with E and has gained knowledge about nutrition, and reaped the benefits of having a good routine. Early Start supported E to get into a safe sleep environment providing a cot, and E has now transitioned into a comfortable bed. K has also completed Early Starts Triple P programme which has allowed her to develop some robust behaviour management strategies to support E through her “Toddler era”. K says she never knew what “normal behaviour was” for children and felt supported in learning to navigate these challenges without the fear of being judged for “getting it wrong”. “I have gone from smacking to being able to take time and patience to reset and figure out what the problem is without reacting straight away”. “I have felt supported to still be able to parent in my own way but with good boundaries”.

E has been enrolled at a local Preschool for quite some time and K has become a part of this preschool community also, joining in coffee groups. K has been supported to seek regular dental treatment for E, a huge milestone for them both. With the support of her ES Whānau Āwhina, K has been able develop trust in medical professionals and attend medical appointments with lessened fear and anxiety.

K has gained her Learners License and looks forward to getting support to sit her Restricted License next year after recently purchasing a car. With the support and help from her WA she has also developed the confidence to finally do something for herself and looks forward to receiving dentures soon.



“I have never been let down, you have walked alongside me, gently allowing me to learn at my own pace and still be a parent in my own way. You have also allowed me to build trust in agencies again. I’m excited for mine and E’s future”.

Early Start Core Service Components ~ tailored to meet whānau need

- Family well-being
- Physical, social and emotional wellbeing of infants and children
- Healthy child development
- Child safety and wellbeing
- 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



“I don’t know how I would have coped without (my Whānau Awhina’s) support and the overall support from Early Start. Her support has enabled me to cope and gain the confidence I needed to manage parenting on my own. She’s helped set me up to succeed & know where I can go for help if I need it in the future”

tākai



Tākai was a kaupapa that wrapped around organisations such as Early Start Project so that we could awahi the whānau of our littlest tamariki under-five. Through rauemi, hononga, ako and pūtea to bring ideas to life – Tākai tapped into the energy of the village, weaving threads of traditional storytelling with parenting in the modern world. They worked with communities across the moto to create new resources and opportunities to grow together.

Tākai continues to be delivered at Early Start Project following our “Service Delivery Plan” ensuring all our valued education topics are being delivered.

We promote the delivery of the Education using our 4 Step Instructional Model.

- Presentation of the TOPIC and concepts
- Demonstrating what good looks like using our doll and an activity explaining why we do something and how it is done.
- Giving the parent and child time to replicate what we demonstrated while we observe/ support.
- Evaluation and Integration: Time to help the parent reflect and for us to coach, affirm, encourage and goal set.



OUR AIM IS FOR THE PARENT & CHILD TO HAVE THE OPPORTUNITY FOR A SUCCESSFUL, POSITIVE INTERACTION AT EVERY VISIT.

Tākai : Learning through the senses with a Treasure basket activity



We discussed the importance of giving baby opportunities to explore their world using their senses, as this fosters brain development by strengthening neural pathways in the brain.

We discussed that there is no need to rush out and buy toys for pepe, but instead there will be things around the home and environment to explore (making sure they are safe for baby i.e. Not too small to choke on and nothing toxic).

I introduced the Treasure basket activity which had items that mum might have around the house such as a spoon, spatula,

mint tin with something inside to make it rattle, different textured fabrics.

I encouraged the importance of Mum playing with pepe as shared experiences allow for more learning. I encouraged parallel talk where mum tells pepe what he is seeing, touching, smelling, hearing. Mum tried to stop pepe putting things in his mouth and we discussed that this is a natural part of development and a way in which pepe will be learning about his environment.

“I learnt that they play well with items around us and they are eager to learn. I also learnt it’s best we play with them together, talk and encourage them more often”



IY rural

Incredible Years Rural

Early Start was proud to delivery an Incredible Years Toddler (IY) to the North Canterbury community. Our expert fascilitators Leeanne and Fiona, kept things fun, simple and realistic and received phenomenal feedback from the community parents attending. A huge thank you to our generous gifters who enabled us to provide this important service in this community.

“Fantastic, informative, relevant, productive. So much to learn/practice. Really enjoying the course and having the opportunity to talk about problems and dilemmas. Really recommend this course.”

“Finding my Grandchild responding really well to praise and he is trying to initiate doing things to be praised for, his behaviour has charged radically for the better.”

“Finding IY very helpful and engaging. I’m getting lots of skills to practice.

Incredible Years City

We were delighted to once again to be able to offer two Ministry of Education funded Incredible Years Toddler programmes in 2025.

Incredible Years Toddler is a group programme to help parents of tamariki aged 1-3years learn to:

- Help their toddlers feel secure and loved, and to build positive relationships with their toddlers
- Encourage their toddler’s language, social and emotional development
- Establish clear and predictable routines
- Handle separations and reunions
- Use positive discipline to establish limits and manage behaviors

Participants attend 13 weekly sessions. The programme encourages group support and shared learning, and uses video clips of real-life situations to stimulate group discussions and problem-solving strategies. Our Incredible Years city programmes were facilitated by Group Leaders Lucy Ragg, Leeanne Odgers and Jo Waddingham. We would also like to acknowledge our peer coach from MOE, Erin Sturman, who alongside coaching support has also kindly stood in for us as Group Leader for some sessions this year to cover an injury. We are grateful to the Family Support Workers/ Whānau Āwhina for the ongoing encouragement and practical support provided to assist their client families throughout the programme. Well done to each of the participants who completed Incredible Years in 2025. We appreciate this significant weekly commitment from mums and dads each wanting to be the best parent they can be for their little ones, and supporting each other in the process.



Oranga Kai

At Early Start, we are fortunate to offer our Oranga Kai cooking programme — an in-home initiative designed to empower whānau to cook for or with their families while building confidence, nutrition knowledge, and meal-planning skills in a cost-effective and supportive way. Through this programme, we provide whānau with the ingredients needed to prepare the meals, staple pantry items, and any essential utensils they may not already have. We were also grateful to receive a thoughtful donation of handmade toddler and children’s aprons from a colleague’s mother-in-law, which we were delighted to pass on to participating whānau.



“I wish this programme could be longer, like another 12 months.”

“I couldn’t cook before. Now I’m happy to do all the cooking.”

“I learnt to make meatloaf and then make lots of different recipes from the meatloaf. Beautiful”

We are grateful for our Connections in the Community

Ehara taku toa I te toa takitahi engari taku toa he toa takimano
My strength is not mine alone but the strength of many

Dental Portfolio

Whānau participating in the Early Start program are enrolled at the dentist at 9 months old to ensure early intervention and to promote positive optimal health outcomes. We do this so they can begin protecting their oral health as early as possible before problems develop. Attending the dentist helps the parents with education around how to brush their tamariki teeth, nutrition and sugary drinks (bottles and sippy cups), how to look out for any early decay, the type of fluoride tooth paste to use and the amount needed and support with managing dental anxieties for both the Mother and tamariki, we transport the whanau to the dentist if needed.

We supply tooth brushes and toothpaste to every family member in the house, we do this every 3 months with ongoing dental health and nutrition education. Moreover the Early Starts approach with dental supports overall well - being improves developmental outcomes and helps reduce disparities in access to healthcare for tamariki who are at higher risk for unmet dental needs.

Dental clinic visit

Little AJ, age 2, had a great visit to the community dentist today! He sat safely on his Mum Jessica's knee so he could feel secure, and the whole appointment was calm and not scary at all. AJ loved choosing the color of his new toothbrush, and the dental nurse was very happy with how healthy all his baby teeth are.

She gave a gentle reminder about using just a small smear of fluoride toothpaste and brushing before bed every night — super important at his age. She was also pleased to hear AJ isn't using his pacifier anymore. The dental nurse was kind and gentle, making sure AJ had a positive, happy experience and will see AJ again in six months.



AJ's visit to the dental clinic

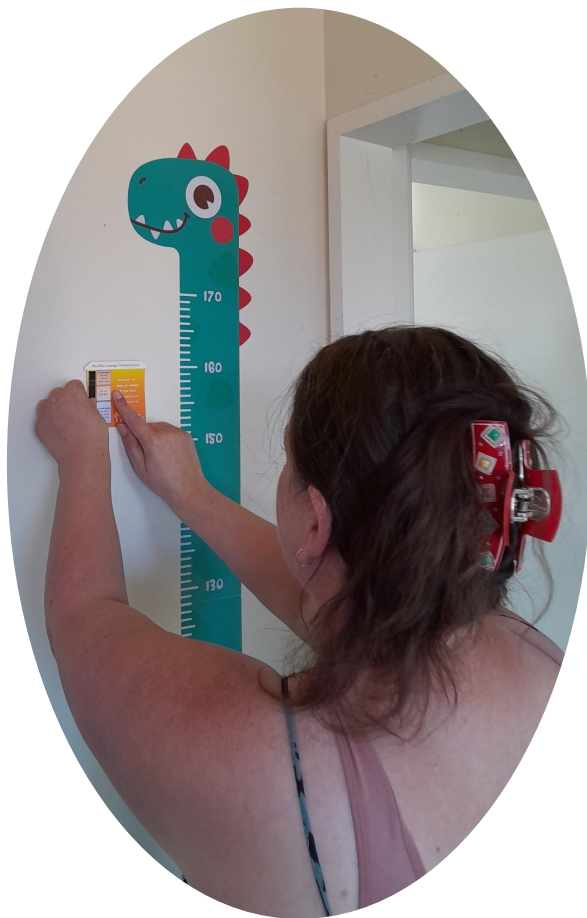


Healthy homes

As part of the Healthy Homes portfolio, we are fortunate to work alongside some incredible community partners who help keep our whānau warm and well through the colder months.

Blanketed with Love provides beautifully hand-knitted jumpers, booties, hats, and blankets to keep our pepe snug and warm. We work with **Tamaiti Healthy Homes (Te Puawaitanga Ki Ōtautahi Trust)** with the aim to reduce the number of tamariki in hospital due to ill health and housing-related conditions, and to increase the number of whānau and their tamariki to live in warm dry and healthy homes. **The Blanket Bank (Christchurch Methodist Mission)** supplies warm clean bedding and blankets, while the **Curtain Bank** provides quality thermal curtains to help homes retain heat and increase energy efficiency.

We provide practical support and deliver education to families on how to maintain warm, dry and healthy homes and refer whānau to our trusted community agencies for additional support, ensuring they have access to resources and service that make a real difference. Together, with these agencies, we make a real difference for our community — supporting health and wellbeing, reducing winter illnesses, and ensuring our tamariki and whānau can thrive in safe, comfortable homes.



Healthy homes temperature gauge



Nutrition resources

Nutrition Portfolio

Early Start holds a Nutrition Portfolio that enables us to collect and share valuable resources supporting the delivery of engaging and informative nutrition sessions for our whānau. We source free and downloadable materials from trusted organisations such as HealthEd, the Heart Foundation, Plunket, 5+ A Day, and Vegetables.co.nz. These resources enable our team to effectively support and guide our whānau in making informed nutrition decisions for themselves and their tamariki.

Good Night Sleep Tight

Early Start has been fortunate to have a long-standing relationship with the Good Night Sleep Tight charity. They have provided many of our most vulnerable whānau with warm bedding and bedwear during the cold winter months. These individual kits are made up of sheets, a blanket, a duvet, pjs, dressing gown, slippers, thermals, socks, a book and a toy- age and size appropriate. The presentation of the kits to the whānau is often an emotional one with all whānau elated to have received them.



Warm bedding and sleepwear from Good Night Sleep Tight



“it gives us a peaceful, nice routine before bedtime knowing they are warm and it helps them to sleep better and settled quicker. The children all wear their slippers and dressing gowns on them cold frosty days”.

Pasifika aiga

Early Start is grateful for the wonderful support from Etu Pasifika whom have supported fanau with welfare relief, from supporting with grocery and fuel vouchers to paying an overdue powerbill and wifi bill. This has benefited fanau immensely and eased the pressure of financial challenges they were experiencing at the time.

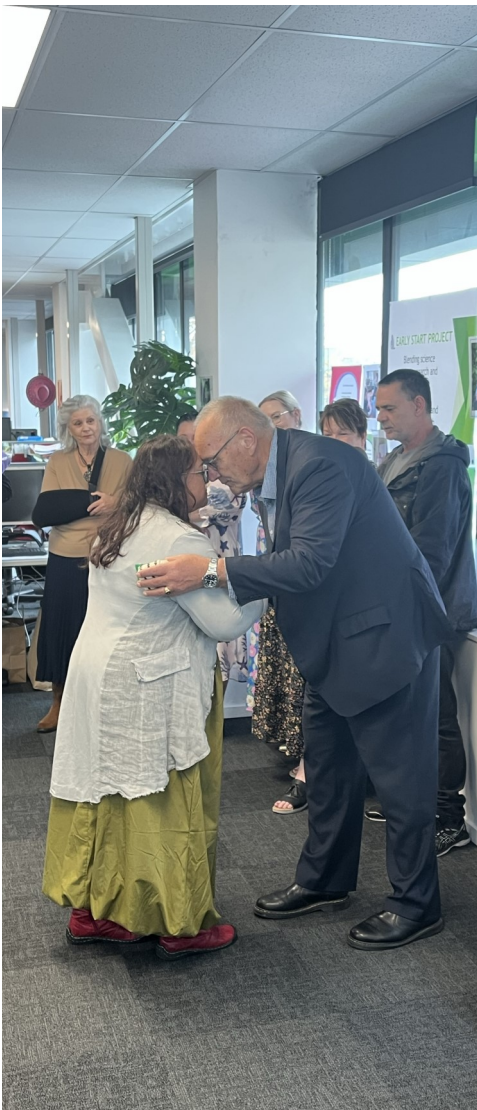
Early Start is grateful for the support provided by Tangata Atumotu Trust . Tangata Atumotu Trust Taimaiti Healthy homes provided fanau with support with heating in the home, assesments and education around keeping their home warm and dry to prevent illness specifically in children. Fanau were very grateful for the items provided and have mentioned these have made a big difference this winter.



Sharing the Values of Early Start

On Thursday 17th April we hosted Minister Karen Chhour (Minister for the Prevention of Family Violence and Sexual Violence of New Zealand).
My appreciation and gratitude goes specifically to our whānau parents, who chose to share directly with the Minister, the impact and change made to their lives as parents / caregivers and the lives of the pepe and tamariki in their care, through the support and commitment of Early Start Project.

“ Waiho ma te tangata e mihi “



Celebrating our International Speaking Opportunities



DFTB '24 Don't Forget the Bubbles

An International
Paediatric Specialist
Conference held in
Ōtautahi
Early Start invited to
present insight to
"Indigenous Māori
models of Health/
Hauora"



Indigenous Child Protection Conference 2024

Brisbane Australia
Early Start invited to
present on Panel and as
a Key note speaker
regarding Māori Models
of Child Protection
within our Community



Donations and Acknowledgements

It is with great pleasure that we acknowledge the very generous donors that support the mahi at Early Start. These donated funds support specific programmes that are not covered by the main contract funding from Oranga Tamariki. Therefore, all donated money goes directly into wrap around services to envelop our whānau to encourage growth and development. A very warm *ka nui te mihi* in recognising the amazing impact that your donations make for our enrolled whānau.

- ◆ Oranga Kai Healthy Eating Programme ~ Funded by anonymous donors
- ◆ Family Services Fund ~ Funded by private anonymous donors and the Mauer Charitable Foundation

And to:

- ◆ Fire and Emergency New Zealand ~ supply and fitting of smoke detectors
- ◆ Good Night Sleep Tight ~ warm bedding for vulnerable families/whānau
- ◆ Storytime ~ books for whānau
- ◆ Gifts of clothing, toys and food from generous individual donors
- ◆ Aotearoa Quilters ~ beautiful handmade quilts
- ◆ Blanketed with Love ~ beautiful knitted blankets, beanies, slippers and jerseys for pepe

- ◆ Clothed in Love ~ preloved or new clothing for children

Early Start would like to thank and acknowledge the support of Clothed in Love. Clothed in Love is a children's clothing charity, run by volunteers, who gift high quality individualised clothing packs to tamariki. Their service is totally free and their mahi has enabled us to offer these to whānau we are working alongside, allowing another level of support.

- ◆ Pregnancy Infancy Parenting Support (PIPS)

We extend our sincere gratitude to PIPS for their invaluable support of Early Start clients. By providing essential maternity and baby items such as clothing, cots, prams, and car seats, PIPS has been instrumental in helping us care for whānau facing significant challenges during pregnancy and early parenting.

This partnership allows us to make a meaningful and combined impact on the lives of whānau in need, ensuring they receive both the material aid and emotional support necessary for a brighter future. Together with PIPS, we are committed to empowering whānau and making a lasting difference in our community.

- ◆ Close Knit – Baby knitting

Early Start is grateful for the continued support from **Close Knit** a group of talented knitters providing gift sets for our new born pepe.

- ◆ The Warehouse

Early Start appreciates the opportunity as a recipient of the **Community Funds & Here For Good** from The Warehouse

THANK YOU



Photos

Thank you to Early Start whānau for giving us your permission to share the special moments in the photos included in this report.

NGO/Government Funding

Main Family Start contract: Funded by Oranga Tamariki to 369 whānau

Early Support to Young Parents 19 years and under: Funded by Te Whatu Ora

Incredible Years Toddler: Two 12 x week Parenting Courses: Funded by Ministry of Education



A SPECIAL
THANK YOU
FOR YOUR GENEROUS DONATIONS

Early Start continues to be grateful for the generosity of financial gifting. This goes directly to our community whānau, ensuring the safety and increased wellbeing of our most in need.

This year we have supported with: *Safety Gates, Car seats, Power Bills, Fire Guards, Safety latches, Firewood, Bedding, Cots, Prams, Health Specialists, Driver education, First Aid, Dental, GP fees, Pre-school fees, Clothing.*



"Thankyou so much for the baby gate. It has made such a difference. I can prepare dinner safely while keeping an eye on both children while they play in the lounge and I know they are safe."



"Hey thanks so much for the car seat my daughter absolutely loves it"

"The double pram has helped so much for me and my girls as we are able to walk together every day. And its really good for my mental health getting fresh air and also helping me get in better shape"



Financial Summary

This financial year for Early Start posed a year of uncertainty due to Oranga Tamariki (OT) funding review for 24/25, leading to a reduction in bulk funding. This was a very difficult process, experienced across the range of contracted services OT funded within the community. It was the year OT baselined the pay equity into base funding and therefore capping this to a fixed figure annually, irrespective of the pay spine of annual increases for our kaimahi. Geoff Giller our Regional Advisor from Oranga Tamariki closely supported management and board through this process and we thank him for being such an advocate for ES.

The financial result is a surplus of \$260,015. This was achieved by a conservative approach to all spending throughout the year and saw a saving of \$103,700 from our operating budget. We also deferred capital expenditure for example upgrades in IT, website and database.

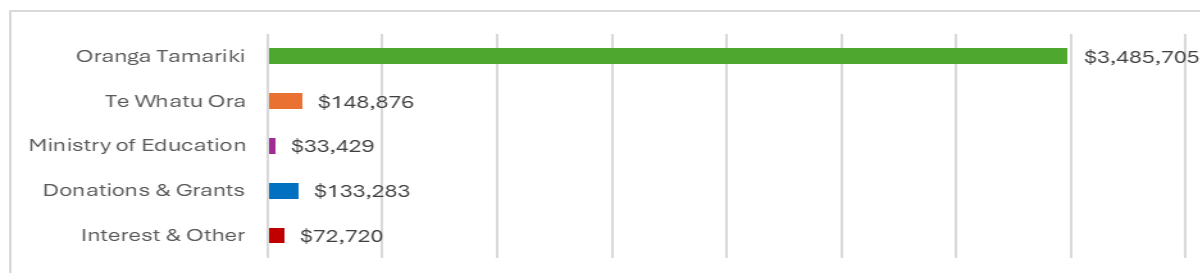
An absolute highlight in this year was additional phenomenal support from our generous donors, the Percasky family and others, who, through their support allowed ES to continue to fund other programs outside our main contract. We are extremely fortunate to have their support. These donations represent a significant figure and enabled us to provide whanau with a little bit of help over the Christmas period, a first for ES. There remain some unspent donations of \$106,509 which have been carried forward into the 25/26 year. We cant thank these donors enough for their generosity, care and advocacy for the work we undertake in Otautahi.

The board have always prioritised any budget surpluses back into service. Usually planned by employing additional Family Support workers/ Whānau awhina, however, due to uncertainty of future funding and being in year 2 of a 3-year contract, this could not be done. Therefore, the surplus this year can be seen as a result of prudent spending put upon us by uncertainty of funding both in current year and into the future.

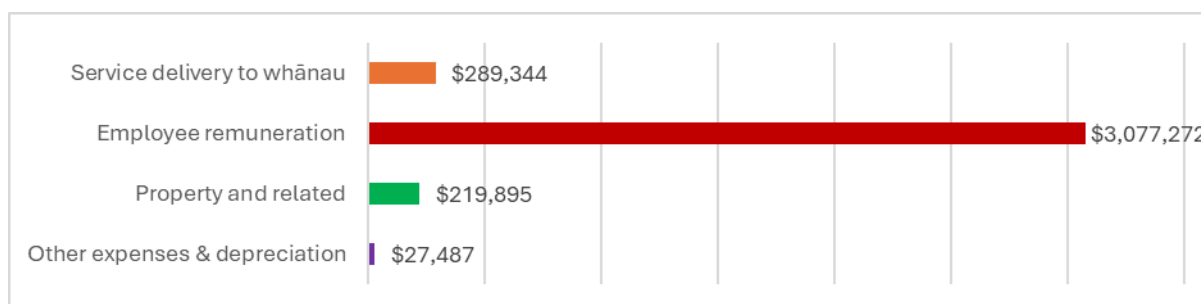
The outcome of showing a surplus of \$206,015 and accumulatively \$1,016,970 leaves ES in a position of having sufficient funds to continue to operate for a further 3-4 months, if in the unenviable position that OT chose not to fund Family Start initiative. The current OT contract offers only an 8 week notice period, which is minimal to wind down an agency which has offered 30 years delivering to over 300 whanau annually. These reserve funds that ES have been able to accumulate over the years will be spent on continuing this service to ensure all whanau are redirected to other applicable services in the community. Further details in our tagged fund budget as appears in the audited accounts.

We thank Oranga Tamariki for funding ES and are hopeful that this continues beyond our current 3-year contract.

REVENUE



EXPENSES



Financial Report to 30 June 2025

Please email the Board Secretary to request a copy of the audited Financial Report:
sue.taylor@earlystart.co.nz



Atawhaitia nga pepe
Nurture the baby early

