

WILSS in Schools

WILSS in the Workplace

WILSS in our
Communities

WILSS supporting Sport

WILSS developing
Leadership in our
Communities

2016 Annual Report and Financial Statements

WILSS

WILSS Annual Report 2016

03	Chairperson's report
04	General Managers report
05	Our People Our values Trustees WILSS Team Sponsors and Supporters
06	Key Performance Indications Overview Mission Statement Vision Business Objectives Key Strategies Strategic Plan Outcomes for 2016 Strategic Plan Outcomes by the numbers
13	Highlights of 2016
13	2017 and beyond
14	Summary of Annual Financial Statements

Chairperson's Report

Tēnā koutou katoa

The 2016 year had many positive elements and also some challenges. However, the WILSS team have continued to dedicate themselves to running a wide range of quality programmes around the themes of leadership and volunteering. In doing so, a significant gap in community programmes is being filled. The WILSS team continues to take advantage of opportunities that present themselves in creating programmes and partnerships with other entities. A significant strength of WILSS is its agile nature. It is quick to act, react and adapt to the environment. It does this well in an uncertain financial environment where there is greater increasing competition for valuable funds.

I would like to start by acknowledging the continued hard work and commitment of Jo Bailey, our General Manager, whose strategic leadership is the platform on which the staff of WILSS work. Once again, in 2016, the WILSS staff have proved themselves to be highly committed to delivering quality programmes. I commend Paula, Katie, Kath, Jody, Ashleigh and Zelda on the critical part they play in the WILSS team, together with our many facilitators. Their commitment to go beyond what is expected and achieve the highest possible results is extremely appreciated.

I've been lucky enough to have a taste of the WILSS' programmes in particular; the *Headz Up* programme for head students, and also the graduation ceremony of the National Certificate programmes'. In regard to *Headz Up*, this year the catchment of students was extremely broad, stemming from Waikato, King Country, Bay of Plenty and Auckland. This wide catchment signals the value schools see in travelling to be part of this quality programme. From my perspective, an important sign of its success is feedback from past participants. Listening to the panel of the 2015 head students talking about their past year, and how *Headz Up* has assisted them in their leadership roles is very satisfying. Being part of the graduation ceremony for the National Certificates (Coaching, Administration and First Line Management) provides another opportunity to witness a different type of group that WILSS provides programmes for, including parents, adults, volunteers, and paid workers from clubs and associations. For me, witnessing this process brings to light the ability of WILSS to reach out to a wide range of people within our communities, and our help in supporting them reach their chosen endeavours'.

This year was my first year as chair of the WILSS Board after Alan Strang retired. I'd therefore like to acknowledge Alan's work and support for the Board for the four years he was with us. Julian Williams also resigned from the Board at the end of 2016 after five years. Thank you to Julian for your contribution to WILSS, and in particular, bridging WILSS with Tainui tribes.

I'd like to acknowledge the members of the Board of Monica Leggat, Mike Maguire, Shane Tong, Kirsten Petrie, Roseanne Murray, Rhonda Parry and Andrew Bateman who provide a solid governance for WILSS. In 2016 Rhonda and Andrew joined the board. In the short time since their entry, they have shown that they provide important skills that complement the Board's work. We look forward to their further involvement in 2017.

Finally, WILSS has a group of funders and sponsors whose assistance continues to support WILSS programmes and without their ongoing generous support we would not be able to continue to reach our communities in the way that we currently do. The 2016 year was an exciting year for WILSS and so I wish all WILSS staff and supporters the best for 2017.

Na reira ka nui te mihi ki a koutou katoa.



Richard Hill
Chairperson

General Manager's Report

Tena koutou

Every year at WILSS seems to provide new challenges and opportunities and 2016 was no different. We embraced changes with both personnel and within our programmes as we adapted to the ever changing shift in external factors that affect our stakeholders and their needs. Working in collaboration enhances not only WILSS' work with our communities but also our partners. We were offered the opportunity to grow our youth development programmes with the help of our foundation and long established partner, Sport Waikato, in 2016. This partnership has enabled us to grow and extend our leadership and volunteer development work within schools through entry level coaching and officiating courses and their practical application within sporting contexts. The roll-on effect has been more young people volunteering within grassroots sport across the Greater Waikato Region.

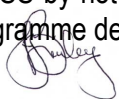
Consultation with internal and external stakeholders has been paramount over the last six months of the year as we developed WILSS' 2017-21 strategic plan. This has provided an opportunity to acknowledge our strengths and develop a plan to build on fresh and innovative opportunities. After a long six year wait we are excited to welcome the opportunity through Skills Active to deliver their new national qualifications for coaches and administrators/managers. These 'new' New Zealand qualifications replace old programmes of study that were originally created in 2000. The new qualifications now correctly reflect structural and fundamental changes within their perspective areas and we are eager to be offering these to the sector.

We have been fortunate to recruit into the sport programmes team two highly skilled and experienced new staff members this year; Katie Horne and Kath Dobson. They will certainly strengthen our sport programmes across two levels; the formal qualification delivery with the new certificates, and also the youth area. This will expand our work in support of young people putting their 'hands up rather than out' within their volunteering activities. WILSS is a small group of very passionate and energetic educators who work tirelessly to ensure that our programmes are of a high quality and meet relevant stakeholder needs. My sincere thanks to Paula, Jodie, Zelda, Ashleigh, Kath and Katie for their amazing efforts and commitment over the year.

Alan Strang (Chairperson), retired in March. He brought a high level of governance practice to the board table through his pragmatic and sensible leadership approach. His representation as a Trustee was for professional services and we made a number of changes relating to improving our financial processes over his tenure. I sincerely thank Alan for the time and efforts he contributed to WILSS over this time. Rhonda Parry and Andrew Bateman joined the Board in April and have extended the governance practice through their own involvement with Directors Inc and we have been fortunate to have had value added through this association. Thank you to Julian Williams who retired in December as our Iwi representative Trustee.

We continue to have the support of a very generous group of key funders, including; Trust Waikato, Lion Foundation, Grassroots Trust, The Southern Trust and Wel Energy Trust. Their willingness to invest in the concept of community education and developing volunteers and leaders certainly makes my 'professional begging' role a lot easier. Through their support it also signals to other funders the confidence that they have in our provision of delivery and also that what we are doing is making a difference within our communities.

My sincere thanks to Richard Hill as Chairperson of the Trust, for his time and efforts in working with me over the past year. Richard's understanding of the education sector and his cultural background have added immense value and has been appreciated by staff and myself over the year. Thank you also to the Trustees, who are an awesome group of people as well as experts in their respective professional and representative areas. They volunteer for WILSS by not only contributing their time towards its governance but also in ways that support team members and programme delivery.



Jo Bailey
General Manager

Our People

***“He aha te mea nui o te ao? He tangata! He tangata! He tangata!”
What is the most important thing in the world?
It is people! It is people! It is people!***

(Maori Proverb)

Our Values

- Incorporating people with the appropriate skills and expertise who walk the talk and who are central to a variety of aspects of the professional and academic developments coordinated by WILSS.
- Challenging the status quo through reflective practice and developing innovative approaches to teaching and learning.
- Providing safe, honest, challenging, rewarding, engaging and inclusive learning environments for all stakeholders.
- Developing active and positive working relationships which are responsive to the needs of groups and individuals.
- Encouraging the efficient and sustainable use of human, physical and environmental resources.

Representative Trust Board Members

Alan Strang (Chairperson – retired March 2016) representing professional advice, Richard Hill (Chairperson from March) representing School of Education University of Waikato, Roseanne Murray (Deputy Chair) representing the sport sector, Andrew Bateman representing a major funder, Monica Leggat representing the community, Kirsten Petrie representing Sport & Leisure Department University of Waikato, , Mike Maguire representing Sport Waikato, Rhonda Parry representing professional advice, Shane Tong representing schools, and Julian Williams representing Iwi (Retired December 2016).

Full time Team Members

Jo Bailey (General Manager), Jodie Collins (Community and Workplaces Programmes Co-ordinator), Paula Dewar (School Programmes Manager), Kath Dobson (appointed August - Sport Programmes Co-ordinator), Katie Horn (appointed August - Sport Programmes Manager) Moana Moleni (resigned July - Sport Programmes Manager), Ashleigh Sage (KiwiSport Leadership Development Officer), and Zelda Tucker (Programme Administrator and Support).

Our Generous Sponsors and Supporters

Lion Foundation, Trust Waikato, University of Waikato, The Southern Trust, Wel Energy Trust, Community Organisations Grants Scheme, DV Bryant Trust, Grassroots Ltd, Ministry of Social Development (Oscar funding), Sport New Zealand & Sport Waikato, Len Reynolds Trust, Sir John Logan Campbell Trust, ANZ Foundation, Communities Lotteries, Hamilton City Council and NZ Post, Youthtown, Four Winds Foundation.



The WILSS team at a Collective Gathering at Te Kowhai in July 2016
(back Katie, Jo, Kath, front Zelda, Ashleigh, Paula and Jodie)

Key Performance Indications Overview

Mission Statement

To deliver quality education in leadership and volunteer development that meets the changing needs in our communities of Aotearoa New Zealand.

Vision

Effective leaders and volunteers contributing to their communities.

Business Objectives

Long term business objectives of WILSS are summarised as:

1. Educate and enhance the quality of leadership and volunteer development at all levels of our communities.
2. Review, consolidate and develop our current programmes and create new programmes that reflect the changing needs within our various communities.
3. Work with stakeholder organisations to enhance and develop the provision of professional development within their workplaces and organisations.
4. Develop sustainable funding streams.
5. Explore and expand opportunities to grow WILSS.
6. Integration of sustainability measurement and facilitation for ongoing programmes and their operations.
7. Continue to develop and seek best practice of organisational methods to maintain effectiveness and efficiency.

Key Strategies

The following critical strategies will be pursued by WILSS':

- Continue to up-skill, educate and train paid and volunteer workers across various industry sectors.
 - Provide training and opportunities to develop and enhance leadership with our stakeholders.
 - Create new partnerships with organisations within and outside the Waikato region for the purpose of education delivery.
 - Explore new course and programme opportunities.
 - Secure and maintain consistent and permanent sources of funding.
 - Develop and enhance our operations and programmes with sustainable business policies and processes.
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Strategic Plan Outcomes

Below are stories demonstrating examples of how we have been achieving our strategic plan outcomes over the year.

1. Continue to up-skill and train paid and volunteer workers across various industry sectors.

Meremere Community

We were asked to come into this community to help get the community engagement with their new centre facility. We started an eight week programme of cooking workshops. Community members flourished under this engagement programme as the cooking sessions lead to members putting up their hands to initiate new projects that linked with the Community Board's aims and the needs of their community. Discussions with the group lead to the regeneration of their community garden and an after school programme. With the generous donation of seedlings and top soil from Oderings, a group volunteered to clear, dig and plant out the old garden. The garden has become a central point in feeding the children at their after-school and holiday programme activities and it continues to be a source of community development initiatives, such as food swaps, further cooking sessions and feeding those less fortunate within their community. The cooking workshops have acted as a catalyst for community members to come out and safely participate within their community but also demonstrating leadership within their family/whanua. Volunteers have come forward to initiate garden care, a youth group, FaceBook management, after school care

programme and Friday night sport competitions. The Meremere have demonstrated that by working together they are building an engaged community that is able to provide opportunities for their members.



Cooking classes for community members

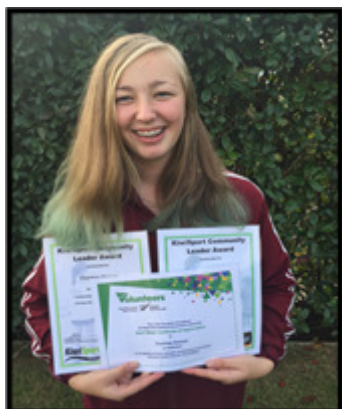
Before and after – the community garden

2. Provide training and opportunities to develop and enhance leadership with our stakeholders.



KiwiSport Community Leadership Programme

This programme aims to provide students with meaningful and enjoyable volunteering experiences – resulting in students realising the positive impact they can make as a volunteer and encouraging them to continue with volunteering in some capacity when they finish school. This year the KSCLP has continued to offer students numerous and varied opportunities to get involved in volunteering and develop their practical leadership skills.



Courtney Duncan is a KiwiSport Leader from Putaruru College and has completed more than the required 45 hours to complete the Award, her volunteering has also gained her a national award as a 'Sport Maker' from Sport New Zealand. Courtney is a tireless leader within her community as a coach, a player and role model for students at her school.

She says her favourite role so far, is being a swimming instructor. "I get to help young people improve their skills and water confidence. The best part is seeing the students outside at events where I am volunteering and they recognise who I am and tell all of their friends." Courtney also says that "If I didn't volunteer then others won't get the chance to participate." She also believes that she has learnt really important life skills through volunteering including time management, communication, conflict management and her self-confidence has improved especially around working with people.



KiwiSport Leader **Charley Linn** from Te Kuiti High School has logged more than 100+ hours of volunteering and continues to volunteer as she believes that “being a KiwiSport Leader has helped me to gain a lot of confidence to do things that I never thought I could do like, coach my own junior hockey team. It has also allowed me to learn and gain leadership skills and opportunities”. Charley says that, her most enjoyable role has been coaching the junior hockey team, as this has allowed her to pass on her knowledge and skills of the game the younger students. She has also noticed that her time management skills are greatly improved and she has had to learn how to create training programmes. She continues to volunteer within her community and school because she is determined to “give back to everyone who has helped me over the years, and I think it would be inspiring if I could do the same”.



Job well done!

Throughout the year our KiwiSport Leaders go out into their communities to volunteering including; coaching, refereeing at sports tournaments, Team managers, team captains, administrators and leaders at the Junior Disability Games, Rippa Rugby tournaments, winter sports days, GymSports Festivals, Tapuwae, cycle skills festivals Ki-O-Rahi, running activities at holiday programmes, assisting at school sport competition days (athletics, cross-country, swimming), after-school sporting sessions, community and school events and more.

Age Concern

The first Friday of every month WILSS presents to older adults at the Celebrating Age Centre as part of the Age Concern education seminars. Each month they have a different theme and WILSS starts their month of learning with sessions that are designed to engage, challenge and connect participants with diverse topics and also their communities. An example of a topic was “Innovation & Technology” and we wanted to show how technology can be used in a positive way while connecting young and old, so we used 3D and 4D animation. Their first task was to choose a colouring-in picture to colour. Using the “Quiver” app we made these 3D pictures come to life. Following on from this we were able to demonstrate how science can come alive with the “elements” and the “Anatomy 4D” apps. The overall learning outcome for the group was to introduce them to new technology and also provide them with something that they could take home and easily show and talk about with their children and grandchildren as a way of interacting and connecting. Many of the participants had smart phones but for those that didn’t they were going home to get their grandchildren to download the app on their phones. More importantly they were excited by the fact that this technology exists and they were going to be the ones to introduce it to their younger family/whanau members.



WILSS in Schools – Leadership Development

The Looking2lead (L2L) programme continues to deliver leadership programmes to years 5 & 6 in primary schools and years 7 & 8 in full primary and intermediate schools. These schools highlight ‘situational leadership’ and encouraging the students to **‘put their hands up rather than out’** by volunteering for different roles within their school environments. Schools get behind their leaders and provide authentic experiences and opportunities for the students to put their learning into practice. For example, a group of Thames students who had completed the Looking2Lead programme undertook an extension session to support their leaders in hosting over 100 students from various schools for a cluster leadership day. The students stepped up into their hosting role on the day and this was acknowledged by a very excited and pleased Principal who congratulated them on their goal setting and action steps in making the event successful. The Principal was also very enthusiastic to continue his support of the students next school event with a talent quest.



HeadzUp 2016

WILSS hosted 117 student leaders (from thirty one schools) at the Gallagher Performing Arts Centre at the University for the HeadzUp event this year. The head students spend time connecting with each other, as well as learning and engaging with leadership concepts. Dr Richard Hill began the day with a Mihi Whakatau followed by Professor Kay Weaver who opened the event with an address that was indicative of the concepts underpinning the day. We had a small panel of 2015 head students who participated in an open and frank Q&A discussion on what the current students might expect to have happen over their year. The panels' honesty and reality they provide to this event is extremely relevant and worthwhile. We were particularly impressed by the rap session led by Melville High School's Head girl that happened during the morning break – it was spontaneous, creative, and demonstrated leadership in action. The mid-morning session saw the University's Sir Edmund Hillary Scholars; Lewis Dean, Mungo Mason, Cian Gardner, Krisite Baillie, Blaire White and Morgan Haakma present their inspirational leadership stories and in the afternoon the students engaged in a series of interactive workshops created for their specific leadership development.

We receive such positive feedback from the Principals, and Deans when the heads return to their schools with goals and tools on how to manage their tenure at the school. WILSS has been providing a pathway of leadership development programmes throughout schools for the past 10 years and it is exciting to see head students attending who had also attended our WYLD, Learning for Sustainability and KiwiSport Leadership programmes.



Waikato Young Leaders Day (WYLD)

WYLD 2016 was a huge success with 398 enthusiastic Year 9 students from 33 schools from the Greater Waikato and Bay of Plenty regions attending the leadership development day held at the University of Waikato. The themes of the day continue to focus around the special challenges that Year 9 students' face in changing from stars in their junior schools to unknowns in their senior schools, these included; knowing yourself; making choices; taking up challenges, dealing with change and pressures; self-belief; looking ahead and taking little steps to get to bigger and better places.

Our action learning methodology of delivering theory in the morning and then its practical application in the afternoon continues as the framework of learning for this day with students listening and engaging with local leaders associated with disabilities, Maoro Barton; sport, Morgan Haakma; Justice, Niwha Jones; Music, Nic Martin as well as 10 engaging head students from various secondary schools. Inspiring leadership stories and journeys were told with relevant and practical knowledge shared to help these budding leaders with their own leadership journeys. The afternoon saw the students engaged in activities related to the aforementioned themes and practical tools were offered so these students could enhance their leadership tool box in order to head back into their schools and begin demonstrating their leadership skills through student lead events.



The Amazing Race

Wow this year, the Amazing Race attracted 480 Years 5-8 students and was certainly a high energy, loud and fun event. The event is held in the Hamilton Gardens and the young people participated in different leadership development activities that are set-up for them to orienteer around within a time limit. The activities are designed around building situational leadership skills and include aspects of physical strength, decision making, problem solving, communication, music, mathematics, reading, science, memory and creative poetry.

The teams of 8 members raced around the Gardens, advising visitors and staff, to tackle activities that encouraged them to work in teams, whilst also developing leadership skills, self-development and awareness of others skills. Although the event is framed up as a 'race' with learning outcomes aimed at skill and leadership development we do reward the 1st, 2nd and 3rd place-getters with big picture books on New Zealand leaders, inventors and history makers for their school's library rather than give prizes to team individuals. The students always leave exhausted, buzzing and with strong learnings of themselves and their team members and how they have negotiated and completed challenging tasks.



3. Create new partnerships for the purpose of education delivery with organisations within and outside the region.

Canterbury Touch

Canterbury Touch became a new partner of WILSS this year as they wanted to deliver entry level coach and officiating education to their younger members. We were able to 'touchise' coaching and referring resources underpinned with unit standards for their Year 11 -13 members and this were successfully delivered pre-season for the practical application to happen over the 2016/17 season. Rugby, Hockey, Swimming and Netball are other sports who are successfully using this model of engagement with their young members to help support young people who are actively volunteering within their specific sports in either coaching or officiating roles.



Learning for Sustainability – Te Awamutu College

WILSS was fortunate to gain a grant from the Waipa District Council Waste Minimisation Community Fund and this supported a whole of term programme with a class of Year 9 students at Te Awamutu College. After the initial programme delivery the students planned and implemented a number of activities within their school, including a



rubbish audit of the school grounds. The students analysed the results of the audit and then lead a number of actions in response to the findings. These included; a PowerPoint presentation to the whole of the school at an assembly, an investigation on how the school could reduce its rubbish footprint in the future, canteen audit of packaging, and posters for around the school to spread the word on current issues relating to waste and environmental challenges. The presentation included their aspirations on how to reduce waste for the school by using targeted recycle bins, more bins at hot spot locations and advocating for changes to packaging within the

canteen. The students did a massive amount of work around their activities in raising the awareness of local and global challenges relating to waste and waste management.

4. Explore new course and programme opportunities.

Otorohanga Community

Members of the Otorohanga community embraced the cooking classes with a record turnout of 30 participants per session over a six week period. This programme was inclusive of all community members and so we attracted a wonderful mix of participants with intellectual and physical abilities. Sessions were focussed on teaching participants how to be more self-sufficient, getting children to eat vegetables, healthy home cooked 'takeaways' and healthy meals on budgets. Participants documented the sessions in books, writing stories adding recipes and photos. And we even had a visit from the Otorohanga Mayor, Max Baxter, who participated in the pasta making workshop, to the delight of the other budding chefs.



4. Secure and maintain consistent and permanent sources of funding.

We continue to be expert 'juggler's with our limited resources of funding, ensuring the best delivery of quality programmes into cash scarce communities. Without the continued generous support of the Lion Foundation and Trust Waikato as our core funders, together with the Grassroots Trust, Southern Trust, DV Bryant Trust, Ministry of Social Development (Oscar funding), ANZ Foundation, COGS, NZ Post and David Henry Trust - our successes within our communities would have been considerably less. We have been fortunate to attract new funders this year and we welcome Len Reynolds Trust, Four Winds Foundation, Waipa District Council and Youthtown to the WILSS team. We understand that funders have to make difficult decisions around their funding priorities and so we are extremely grateful for all these grants and donations. And without our funding from Tertiary Education Commission towards our national certificate programmes we would not be able to offer up these qualifications at the extremely low fees that we currently do.

5. Develop and enhance our operations and programmes with sustainable business policies and processes.

At WILSS we accept that our business and our activities have an impact on the environment in which we operate, and that it is our responsibility to take the necessary steps to achieve the highest environmental performance possible. Our embedded systems and operations support a very streamlined approach and we continually review our operations to ensure we maintain the appropriate capabilities and assets to meet stakeholder needs, whilst still being prudent about increasing efficiencies, recycling, reducing energy consumption, and reducing waste. Our lease arrangements with the University of Waikato provides us with access to their initiatives around waste reduce, energy conservation and recycling, and so these contribute to our own efforts towards reducing our carbon footprint.

Strategic Plan Outcomes by the Numbers

Course Participant Numbers – 6,978 participants

Schools

- Looking2Lead – 1,034 students within 9 districts of the greater Waikato Region
- Leadership Training with youth – 1,202 students including KiwiSport workshops within 9 districts of the greater Waikato Region
- The Amazing Race – 480 students from Hamilton
- Waikato Young Leaders Day (Wyld) – 398 Year 9 students from 25 greater Waikato Region and Bay of Plenty schools
- HeadzUp – 121 students - 29 schools from Greater Waikato Region and Bay of Plenty schools
- Youth Leading Sport – 60 students
- Assessment Standards delivered to 1,239 students within 14 schools
- 176 students from 30 schools throughout New Zealand successfully completed the “You Make the Call” rugby refereeing course.
- 10 Waikato students completed officiating “Whistle Up” programme.

Volunteers and Workplaces within the Community & Volunteer Sector

- Community Development and Well-being programmes – 1,068 participants within 9 districts of the greater Waikato Region
- Holiday Programme – 4 deliveries and 32 participants.
- LiveLarge Holiday Programme – 306 participants – Hamilton and surrounding areas
- National Certificate in Business – First Line Management – 50 Pacifica participants from Wellington and Auckland.
- Swimming Pool Compliance Course – 41 participants from the Greater Waikato Region.

Sport, Clubs and Associations

- National Certificate of Sport - 25 participants – from within 9 districts of the Greater Waikato Region
- Smart Coach – 56 participants from within 3 districts of the Greater Waikato Region
- Sport/Club Development Courses – 3 deliveries and 52 participants – from within 3 districts of the Greater Waikato Region
- Lead the Way – National Certificate in Business (First Line Management Level 4) – within a sport context - 7 participants from Waikato, 5 from Canterbury.
- Waikato Academy for Young Achievers - 117 participants – deliveries held in Hamilton, Thames/Coromandel and Rotorua.

KiwiSport Leadership Development Project

- 28 secondary schools visited and informed about the project.
- 499 young people signed up as KiwiSport Leaders and as assistants to volunteer in local and after-school programmes.
- 92 young leaders achieved the Leadership Award.



Highlights of 2016

Youth Leading Sport

The 'Youth Leading Sport' event was a pilot initiative held in April at the University of Waikato's Gallagher Performing Arts Centre in the morning and then on the University's fields in the afternoon. It was aimed at Years 9-13 sport leaders who were demonstrating or showing the potential to step-up and lead sport within their school, possibility; as coaches; officials; administrators; team leaders and captains. 60 students from 12 schools participated in the day which covered topics relating to developing and supporting young leaders' within their school sport context, including: What leadership can look like; team-building; coping with negative side-line behaviour; volunteering; as well as the importance of effective communication. In the afternoon practical sessions saw the students putting theory turn into action with a prominent challenge of dealing with real, unfamiliar adults behaving in a negative way upon the side lines. The unanimous positive feedback from the students was the value of the "side-line behaviour" module and the practical tools and techniques that they would be able to use in their sporting environments.



Northland Rugby and Waikato Hockey

We worked in collaboration with these two regional organisations this year to support the development of young people involved as volunteers within their specific sports. Peter Nock, the Coach Development Officer for Northland was thrilled to see his boys step up into their coaching roles and seeing the "young guys hook up with coaching it was a real pleasure to watch them as they nurtured and motivated their Year 7&8 teams. They are really keen to carry on do more coaching again. Thanks for making this happen for our boys". Waikato Hockey introduced their "Whistle Up" officiating programme that saw ten awesome young umpires' achieve this regional acknowledge and unit standards towards their NCEA.

2017 and Beyond

Whatawhata School and WILSS Young Leaders Award Scheme

This exciting collaborative programme between WILSS and Whatawhata School's Te Rakau 2 leaders to grow as leaders of become better leaders of their own learning and lives so that they can make a difference to the lives of others. This is the underpinning aspirations for this programme that will develop young leaders within the context of leadership development, school and/or community service, passion project and outdoor education.

Meremere Community – Youth focussed

Although the Meremere community is well on its way to new initiatives and engagement with its community members, there is one piece missing to their puzzle and that is with youth development. Therefore WILSS is intending to work alongside their youth around leadership development and community engagement. Through our experience of working with children and youth over the years we believe that by supporting and training young people they do 'step up', put their hands up and volunteer within their school and wider communities. This in turn facilitates communities getting connected through the many different and variable threads that make up the uniqueness of Waikato's society. People ask about the cost of leadership development training, we ask what will be the cost of not investing in our young people?

With the WILSS team and our new Strategic Plan I am excited for the year ahead as we continue to evolve our programmes and courses to meet the ever changing needs and requirements of our community and stakeholders.

Jo Bailey
General Manager

Waikato Institute for Leisure and Sport Studies Trust

Statement of Financial Performance For the year ended 31 December 2016

REVENUE	2016	2015
	\$	\$
Revenue from providing services	400,663	392,277
Gain on sale of assets	-	6,957
Grants and Donations	159,239	128,187
Interest Received	15,804	16,374
Total Revenue	575,706	543,795
EXPENSES		
Oscar LiveLarge Holiday Prog. Expenditure	28,222	24,948
Costs related to providing services	129,303	140,131
Employee related costs	405,720	360,365
Depreciation	11,737	18,051
Total Expenses	574,982	543,495
Surplus/(Deficit) for the Year	\$724	\$300

Statement of Financial Position As at 31 December 2016

	2016	2015
	\$	\$
Equity	392,009	391,285
Current Liabilities	103,930	87,698
Total Equity and Liabilities	495,939	478,983
Current Assets	344,542	369,062
Non-Current Assets	151,397	109,921
	495,939	478,983

A copy of the full audited financial accounts are available upon request.