



**pathway.**

**ANNUAL 20  
REPORT 23**

helping people make a fresh start



# yes. to making a difference.

## Pathway's story 25 years in the making

**We've seen a lot in the 25 years we've been around. We've seen people at their best, their worst and everything in between. The work we do is tough, but through times of hope and despair one thing has remained the same – Pathway's unwavering commitment to helping people make a fresh start.**

From our unique prisoner reintegration programme at Christchurch Men's Prison, the Navigate Initiative (NI); to our residential drug and alcohol programme, He Kete Oranga o te Mana Wāhine; our community housing provider, Pathway Affordable Housing; and our social enterprises, Alloyfold and Oak Tree Devanning, we are uniquely positioned to support people who are desperate for a second chance at proving themselves.

We are in the business of changing lives and by that virtue, the community as a whole. By offering our all-encompassing wraparound support services we are not only assisting some of our most marginalised, vulnerable groups, but creating powerful social change by breaking the devastating intergenerational cycle of violence, crime and poverty, thus making Christchurch a safer, stronger place for all.

Sometimes, you have to look back to look forward. It's hard to believe that the lasting positive change we've made in the lives of hundreds of people goes back a quarter of a century. It all started with a group of friends doing a humble deed – handing out hot food to the homeless in Cathedral Square. It was

a start, but sustaining and building on it was the real trick. The next step was helping them find meaningful work opportunities to make a true difference, which materialised when another Dunedin-based friend who employed at-risk people at a manufacturing plant took them on.

Together, they sowed the seeds that would become Alloyfold, a leading supplier of seating solutions to the New Zealand and overseas markets. Now manufacturing offshore, Alloyfold's reach extends into the United States, Australia and China and is building on its success year-on-year. With our goal of changing lives at front-of-mind, a second business – Oak Tree – was born. The container devanning and labour-for-hire service provided jobs for local workers previously employed by Alloyfold and has also employed men who have gone through the NI.

As social enterprises, Alloyfold and Oak Tree advance our social objectives so we can continue to change lives.

Much like our wraparound support services help those in need, our two social enterprises provide us with equally important support so we can continue in our endeavour to create profound, powerful change in the lives of many.

E Tū Tāngata – We succeed together.

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**“Your people will rebuild the ancient ruins and will raise up the age-old foundations; you will be called repairer of broken walls and restorer of streets with dwellings.”**

*Isaiah 58 vs. 12*

**Pathway Trustees**

(L-R) Steve Jukes, Lois Flanagan, Murray Kennedy, Matthew Gray



**kia ora. welcome.**

## The Pathway Charitable Group annual report

**This time of year always comes around very quickly. It is a time when we reflect on the group's successes and the adversities we face, but also count ourselves thankful for what we have achieved across our varied divisions.**

Thanks to our dedicated teams here and overseas, we can certainly say that we have not been found wanting in terms of our achievements, which have given people the empowerment they so desperately need to make a fresh start. That's a massive accomplishment, realised by our unwavering commitment.

In the following pages you will find reports from our division leaders about the incredible things each of their teams have achieved this past year. You will also find the personal

stories of several individuals who have been given a fresh start by our team. These stories really represent the heart and soul of the group, which is why we include them.

It has been a very good 12 months at Pathway. We have a very strong and cohesive team that has by-and-large hit the targets they set out to achieve.

We welcomed Deane, Josh, Dan, Emily, Milly, Uelese, Emma, Rae and Joe to the Pathway team. We also farewelled Renee and honoured Wendell, who have both taken their rightful place on Pathway's legends wall.

Some highlights you'll read about are Alloyfold's biggest year for sales, Pathway Affordable Housing's first new build project completed and tenanted, the Navigate Initiative

helping to deliver some spectacularly low recidivism rates among the Tū Ora being released from Christchurch Men's Prison, the "He Kete drug and alcohol programme for women making a real difference, and Oak Tree Devanning making steady gains in its work in the logistics industry.

Despite all of this, we are constantly made aware of the tremendous need in our community for our services, and that can sometimes feel overwhelming. Housing, for example, is in short supply across the community, but for people leaving prison it is especially difficult to find, and a constant challenge to our teams.

We continue to be encouraged by our faithful financial supporters and volunteers who partner with us every step of the way and give

us the strength we need to keep going when things get tough, as they do from time to time.

As with all success, it's been a combined effort, not only of our team on the ground, but also our supporters, volunteers, funders, partners, customers and the wider community because alone we can achieve little, but with your support we can make our community a stronger and safer place for everyone.

Yours in faith,

**Murray Kennedy**  
CEO



# ways we say yes.

## Social services

### Prison reintegration.

Pathway are about helping people make a fresh start. Our reintegration service supports people as they embark on what can be a trying journey back into the community. We do this via an all-encompassing, wraparound programme that features a wide range of community-based social services, opens doors to employment opportunities and provides safe, secure housing options.

After an individual has served a prison sentence, securing accommodation, employment and accessing positive, proactive support networks can be a challenge. It often results in a return to familiar social circles and trigger points, which inevitably leads to reoffending and more prison time. It doesn't have to be this way. Our proud history of success supporting some of society's most vulnerable shows the very real impact our work has to instigate powerful change in the lives of those we work with.

#### Our reintegration services include:

- Community support work, pre and post-release
- Employment opportunities
- Restorative justice services
- Community mentors
- Drug and alcohol support
- Accommodation

### Accommodation

#### Short-term housing:

Over the years a number of our reintegration clients have been afforded the opportunity to enjoy safe, short-term accommodation provided by Pathway. It's an essential service that aids in a smooth transition back into society. When it's time to find long-term housing, our reintegration team uses its experience and strong network of connections to find a solution that meets our client's needs.

#### Long-term accommodation:

Pathway Affordable Housing has a singular goal: breaking the intergenerational cycle of poverty and crime, by providing warm, safe and affordable accommodation for people in desperate need. Pathway became a registered social housing provider in 2021 and during that time we have housed four families in our modern, functional housing development. Construction on another three homes is imminent and scheduled for completion in November, which will further enhance our ability to provide families with a fresh start.

### Employment

Gaining steady, meaningful work can be a powerful step forward in the lives of the people we work with. Our employment initiatives provide opportunities for people willing and able to work or learn new skills, all centred around giving them the best chance to succeed in whatever career path they choose.

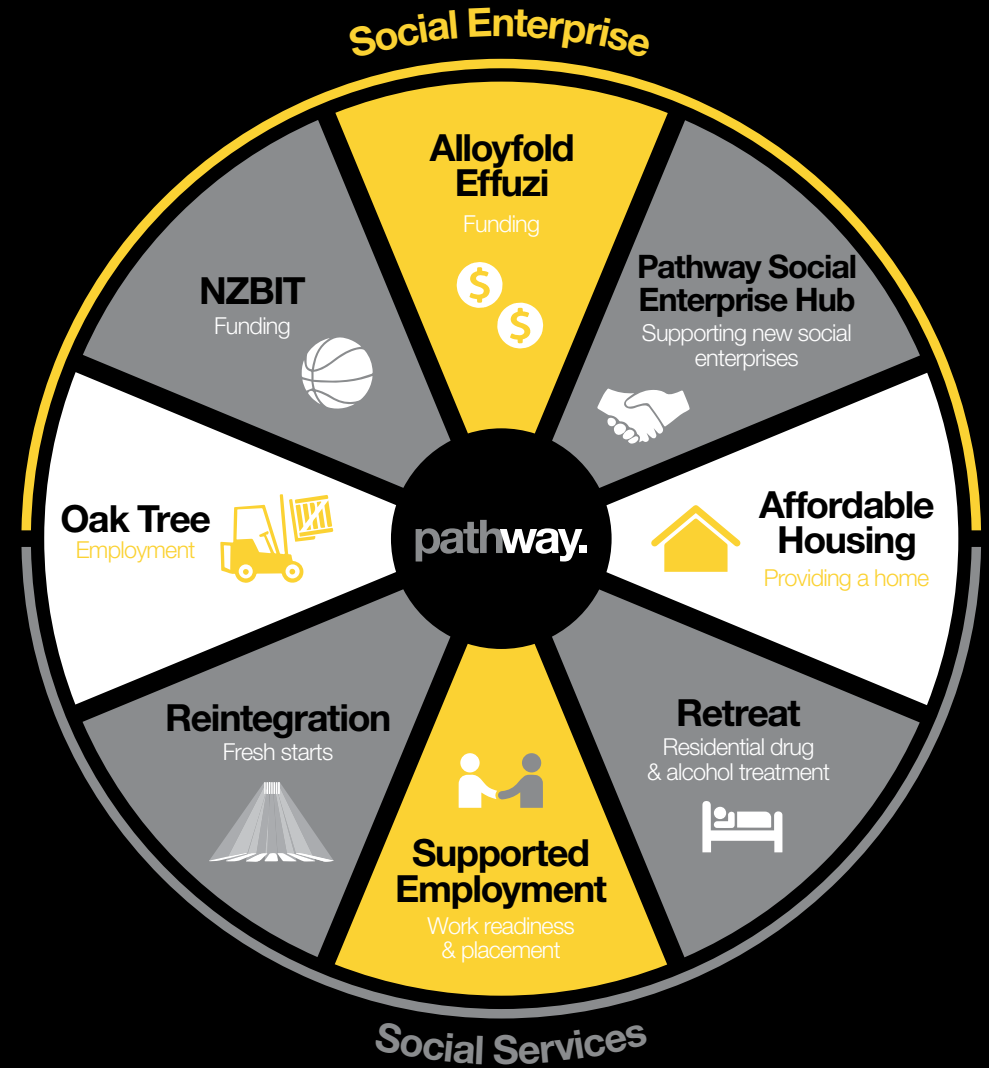
#### Supported Employment:

We work with a range of partner employers to offer employment assistance to released prisoners. This service includes transitional support into the workforce and help finding a suitable employer so our clients can ease back into work with the knowledge they'll be well looked after.

#### Oak Tree Devanning:

A Pathway social enterprise, Oak Tree is a professional container devanning and labour hire company that offers employment, training and skill development. We have assisted a number of reintegration clients and the general public as part of this endeavour. Staff we take on learn the value of teamwork to achieve the goal of providing a high level of service to our valued customers.

# Pathway Charitable Group



yes. we help people make a fresh start.

**our people.**  
**The Pathway Charitable  
 Group team**



**Murray Kennedy**  
 CEO



**Kirsten Billcliff**  
 COO



**Abii Powell**  
 Lead Reintegration  
 Navigator, Wāhine



**Milly Shilton**  
 Reintegration  
 Navigator, Wāhine



**Luke Kenmare**  
 Reintegration  
 Employment Navigator



**Dan Birchfield**  
 Communications Advisor



**Matthew Gray**  
 Director Pathway  
 Affordable Housing



**Chris Colenso**  
 Alloyfold  
 General Manager



**Randal Jordan**  
 CFO



**Anaru Baynes**  
 Reintegration  
 Manager



**Emily Clearwater**  
 Marketing Coordinator



**Joanna Willmer**  
 Marketing Coordinator



**Matt Le Breton**  
 Alloyfold Purchasing &  
 Inventory Controller



**Tyler Tao**  
 Alloyfold Purchasing &  
 Sales Administrator



**Jamie Dale**  
 Oak Tree  
 Operations Manager



**Deane Rose**  
 Oak Tree Operations  
 Coordinator



**Trish Standfield**  
 PA to COO



**Sarah Pownall**  
 Accounts  
 Administrator



**Solomon Taputoro**  
 Alloyfold Warehouse  
 Coordinator, NZ



**Josh Westacott-James**  
 Alloyfold Warehouse  
 Coordinator, NZ



**Jo Triplow**  
 Alloyfold Senior Account  
 Exec, NZ



**Rebecca Breen**  
 Alloyfold Senior Account  
 Exec, NZ



**Emma Wallis**  
 Tenancy and  
 Wellbeing Manager



**Rae Lentz**  
 Trust Administrator and  
 Property Coordinator



**Geoff Howard**  
 Reintegration  
 Team Lead



**Silvan Danuser**  
 Reintegration Navigator  
 Unit Lead



**Rob Ibbetson**  
 Alloyfold Account  
 Exec, NZ



**Vaughan Carpenter**  
 Alloyfold Senior Account  
 Exec, Australia



**Connie Koronakos**  
 Alloyfold Account  
 Exec, Australia



**Joe Berkelmans**  
 Alloyfold Senior Account  
 Exec, Australia



**Maiti Brokenshire**  
 Reintegration Navigator,  
 Tū Ora



**Uelese Fa'au**  
 Reintegration Navigator,  
 Tū Ora



**Renee Jones**  
 Reintegration Support  
 Services Coordinator



**David Starr**  
 Reintegration Support



**Gaynor Smit**  
 Alloyfold Sales & Warehouse  
 Coordinator, Australia



**Murray Treweek**  
 Technical Advisor



**Wendell Hart**  
 Alloyfold US  
 Logistics Exec



**Suki Lee**  
 Alloyfold Quality  
 Control Manager



# yes. to a fresh start.

## Pathway reintegration

**Our reintegration team prides itself on being highly effective at preparing, supporting and empowering our men and women to forge ahead in creating new lives and achieve a fresh start. It can be tough work, but it's all worth it when we see our men thriving beyond the wire.**

For Tū Ora exiting the Navigate Initiative (NI), addiction continues to be a major challenge for many. Some have struggled to put an end to the relationships in the community that influenced them negatively. Add to that, being released at a time of high inflation and cost of living pressures across the board, it makes for a particularly challenging time for our men to get ahead. The vast majority of Tū Ora remain fully engaged with the NI, and where some have gone off track, we continue to support them as best we can.

A massive highlight over the last 12 months was the participatory Outcome Harvest evaluation, an extensive evaluation into the NI that involved Pathway and Corrections staff, volunteers and Tū Ora. The evaluation was unique, as all of the above acted as evaluators for each other, defining the questions asked and analysing data.

The report tracked the progression of Tū Ora from prisoners to people in the community, and that of Ara Poutama Aotearoa (Department of Corrections) staff as they engaged with the NI. Together, they produced a rich evaluation that speaks to what we are achieving and the exceptional results of the NI at Christchurch Men's Prison.

In 2022 we once again saw more than 90% of all Tū Ora who went through the programme remain in the community. This reaffirms that what we are doing works and that Tū Ora are taking full advantage of their second chance.

We are incredibly thankful to all of our supporters, volunteers and the ongoing partnerships we have with the likes of the Department of Corrections, Odyssey House Trust and Purapura Whetu. They all believe in what we do and are working hard to help us achieve our goal of transforming lives and creating a safer, stronger community.

**2023–2024 outlook:** As the NI enters its fifth year, it's time to take stock and not only look back at our achievements, but also look forward in how we are doing. The team has created a road map for the future, one we will continue to navigate with our Tū Ora.

We look forward to focusing on pushing our core values, one of which is leadership, when working with our Tū Ora. Its impact inside and outside the wire has been evident and something we aim to continue. We will continue to grow stronger as a team, which will flow into our in-house resources, partnerships and community connections to give our Tū Ora the best opportunities to succeed.

We continue to concentrate fully on issues such as the continued housing shortages and the methamphetamine pandemic that plagues our community. This is a huge test of our resources, but one we are responding to successfully. Finally, we are working hard to inspire other agencies in Aotearoa to look at what we do and implement that in their own regions. To us, that's a fascinating, exciting prospect.



**Anaru Baynes**  
Reintegration manager





# yes. pathway gave me a fresh start.

## Brian's\* story

**Brian once found comfort in the bottle. Today, he finds solace in serving the community.**

On the surface his family life seemed pretty normal – he grew up with his mother, father and siblings. His family was tight-knit. Brian was often visited by his cousins and had plenty of mates to hang out with. He liked to play sport, dabbling in rugby, softball, football and rugby league. Money may have been tight, but there was always clothes on his back, a roof over his head and a bed to sleep in. But there was also a lot of alcohol.

For years his father struggled with alcoholism, as did his uncles. That had an impact on Brian, who took his first sip aged 11. “I had a love/hate relationship with alcohol. I despised it before I picked it up, but I discovered I loved it. It allowed me to escape the reality of someone else’s addiction. “It was normal. A lot of my uncles started around the same age. It made it easier for me to access, so alcohol played a big part on both sides of the family.”

As he got older, his drinking became heavier. In his early teens he spent his weekends hitting the bottle and by the time he was 18, it had become a daily habit. “I’d go to work drunk, get home drunk. I was under the influence of alcohol 24/7.” As his alcohol dependence worsened, coupled with regularly using opioids, cannabis and psychedelic drugs, he drifted towards crime to support his habit. Shoplifting was his go-to, whatever he could get his hands on.

Brian was sent to prison for the first time aged 17 and by 19, was in and out of prison like clockwork. During his last stint behind bars, as he was undergoing a drug treatment programme, Brian’s case manager told him about the Navigate Initiative. He admitted that entering Navigate was a scary thought, but something he had to do for himself and the sake of his family.

“It was around the time I found out my eldest nephew had been born. I actually had the lightbulb moment that I needed to start working on myself and change my life around to become the uncle he needs.”

As time passed and Brian settled in and grew in confidence, he became more and more invested in the NI activities behind the wire, specifically church services and T-shirt printing. He developed a daily routine – a key part of the reintegration process. Once on the outside, he was able to put it into action.

“I was able to figure out what I needed to do. I was able to pay my bills, I was able to get to work, I was able to find other places to get help...just to connect with the community a lot better as well. I learned how to become comfortable serving the community.”

Today, Brian is a regular at Narcotics Anonymous and heavily involved with his local church. He has a job he loves as a groomer/yard hand at a vehicle dealership, which he’s held on to for about two years. “It was a nerve-racking experience,” he says of

“I was able to figure out what I needed to do. I was able to find other places to get help”

Brian, Tū Ora

returning to work. “I’ve been out of the workforce for quite a while. In a lot of ways working has really helped me transition from prison life back into the community.”

He relapsed about eight months into the job, “disappearing” for about six months, but Brian recovered, and after an honest chat with his employer, was welcomed back with open arms. So valued is Brian, his employer recently celebrated one year of sobriety with a special lunch that all of his fellow staff attended.

The support he has at work matches that at home, where he flats with another Navigate graduate. Pathway is helping Brian get his driver’s licence and supporting him if he needs a chat.

He says working with Pathway has been life-changing and implored others to do the same. “Take the opportunity with both hands. It’s a great resource.”

*\*name has been changed*

# yes. to meaningful employment.

## Pathway supported employment service

**Employment can be a major barrier to former prisoners settling back into society, no matter how long their stint in prison may be. Many are willing and able to work, but simply aren't given the opportunity thanks to their past actions. Pathway's employment service helps them find meaningful employment, without judgement. This includes workplace trials and assessments, assistance creating a CV, interview skills and the actual job search.**

It was a year of significant change for the service, both operationally and the role we play, due to our employment support services contract with the Department of Corrections coming to an end. Despite that, we continue to provide the service to all of the people we work with, Tū Ora and Wāhine.

Our goal is to provide them with meaningful employment, not just a job. We love to see clients thrive in the roles they take on, which can give them more self-confidence, purpose, the ability to support themselves and their families and the positive feelings that come with working as part of a team.

We have made good progress in changing employers' perspective of people with barriers to employment due to their criminal past which has strengthened future opportunities with our employment partners.

It also means our Tū Ora have more options when it comes to employment opportunities when the stars align and they are a good fit for the role, is in line with their long-term career goals and it fits within their reintegration timeline. In collaboration with our social enterprise Oak Tree Devanning, backed by our full support, plays a part in this and remains a strong option for suitable clients.

Our holistic, eyes wide open approach has not changed and we continue to teach practical skills as part of the Navigate Initiative, growing and refining these when our Tū Ora are released back into the community.

This is multi-faceted thanks to our ability to assist people with accommodation, relationships, parenting skills, driver licensing, budgeting, ongoing career development and goal setting. All of this gives our clients the best possible chance to thrive in and retain a job long-term, bringing with it multiple socially-driven benefits to the community.

As was the case last year, women who have participated in He Kete are also grasping employment opportunities when given the chance, which is only being further enhanced by Pathway's close relationship with Odyssey House Trust.

Seeing our clients embracing and committed to doing themselves and their employers

proud is the ultimate reward for us. Being part of that journey reinforces to us that transformation does happen, which is worth celebrating.

We would like to thank our dedicated employer partners who have allowed all of the above to happen.

**2022-2023 outlook:** A major focus in the coming year is to instil the importance of training, education and long-term employment goals in our men and women. Achieving this not only sows the seeds for a potential career and not just a job, but helps ensure they can fulfil their goals on release. This is more important than ever, especially in the current cost of living crunch.



**Anaru Baynes**  
Reintegration Manager





# yes. to unlocking women's potential.

## He Kete Oranga o te Mana Wāhine



**There may be fewer women in prison than men, but the percentage of women who suffer from drug and alcohol addiction is far greater. The level of support available for women does not match the need. Their addictions are often driven by past trauma, which ultimately leads to criminal activity. To combat this, Pathway Trust and Odyssey House Trust established the South Island's only residential drug and alcohol facility for women, He Kete Oranga o te Mana Wāhine, a women's basket of wellness.**

Run in partnership with Odyssey House Trust and Purapura Whetu with involvement from Project Esther, the programme is into its fourth year and since its inception 80 women have completed the programme, while 37 women on our books continue to take advantage of our extensive in-community aftercare support.

Our wāhine have continued to thrive in the He Kete environment over the past 12 months. This has only been enhanced as our relatively new partnership with Purapura Whetu has blossomed. It aims to provide greater cultural support, given 60% of our wāhine identify as Maori. We are continuing to work together to create positive outcomes for our wāhine and we are excited to see this continue to flourish.

The seven pillars of reintegration framework (life skills, education, employment, wellness, whānau, accommodation and strengthened identity) has proved its value at He Kete and is used across all of our reintegration support services. We are continuing to develop processes, workshops and our team's capabilities to give our wāhine the best possible chance of success.

The housing crisis was felt in the latter half of 2022–2023, which made securing suitable accommodation more difficult than ever before.

We expect this will continue for the foreseeable future and be a massive hurdle for our women to overcome in helping them fight their addictions, a big part of which is a safe, steady environment. When one of our women does find a suitable property, it is a reason to celebrate and reinforces how crucial the work we do is and the profound impact it has on our wāhine.

Much like last year Covid presented us with some significant challenges, particularly when a single case of the illness was discovered within the He Kete unit. This effectively shut the women off from the outside world and meant our wāhine navigators were unable to visit their clients in person. The use of technology proved invaluable during this time in the form of encouragement and assurance through video calls, which also gave our women the chance to hear the reality of what was going on in the outside world beyond traditional and social media coverage.

**2023–2024 outlook:** A major focus for us will be combating the current housing supply issues. We are confident we can overcome this by networking and collaboration with other agencies to secure housing for future wāhine in need.

Finding employment and exploring the prospect of higher education is another area of focus. Many have expressed an interest in Ara's well-being course to embark on a purpose-driven career, using their lived experiences to give back to the community and help others.

**Steve Jukes**  
He Kete Executive Director



**80**  
women have completed the programme since opening



**37**  
women continue in-community aftercare support with Pathway



# yes. pathway gave me a fresh start.

## Mel's\* story

**At one point in her life, Mel needed drugs to function. Now, she's the one supporting others struggling with the shackles of addiction.**

Mel is married, owns a home and has a child on the way but looking back, such a career and balanced life was a pipe dream.

When she was young, life was grim. Her father wasn't around and her mother was in an on/off relationship with an abusive partner. Every day was traumatic. "I watched a lot of abuse. Alcohol, drugs...things like not being able to eat or being too scared to ask for things, so I was pretty much just hiding in the background having to listen to my mum scream. Then there was the parties and the loud music and trying to get to sleep. I know I wet my bed until I was 12 because of it, so it was pretty tough."

She was expelled during her first year of high school, ran away from home and at one point broke into her mother's house. Police got involved and at 15, Mel was charged for the first time.

Shortly afterwards she was sent to the West Coast to work on dairy farms, which she loved and excelled at. Mel also grew to love the social side.

"I used to drink quite a bit...that's the culture of dairy farming. I fell into binge drinking. I was drunk all the time. I would wake up drinking, drink all day, go to the pubs. I was pretty out of control."

At about 20 she entered a relationship and "settled down". Life was good for a few years, until she turned to drinking again.

"I had my son, then at 24 life took a turn. I met a new guy and I was lying and pretending to be someone I wasn't because I needed to be who he wanted me to be. I thought that was normal. Even though I was nursing I was still drinking. I'd pretend I was working night shift but I was actually out drinking. He believed women shouldn't drink; it was a very toxic relationship."

Mel was in a dark place. It would only become worse. "I started drinking with a friend when she introduced me to meth. It was all downhill from there. I ended up dating a drug dealer, living in the house and being on drugs every single day. Even relying on it to get up and do anything. My personality changed, who I was changed."

Three stints in jail between 2012 and 2019 didn't curb her addictions, until the option of going through He Kete came along, which she was sceptical about.

"I had the same attitude I think every girl does in prison, here's a get out of jail free card. But, I thought I'd rather do He Kete than stay in jail." And as time passed, Mel's attitude shifted.

"He Kete was so hard, it was very challenging, but I loved it. Every minute of it. When I got out I thought 'shit, what I had in there was really good'; looking at my behaviours and

really learning about the effects of meth to my body, to my brain... that's when it clicked for me. There is help there. If you want to change, it's possible."

Mel now works for an organisation that supports women behind bars struggling with substance abuse issues, facilitating an eight-week programme for eight wāhine. It's a career she says is her purpose.

"I'm just real with them and it's about them knowing in themselves if they want to change, they have to want it and I don't believe it's going to work if you're forced into it. I think they appreciate where I come from, because I'm an open book...I'll let you in on all the little secrets about what worked for me and if you don't want to do it, you won't. It's about people knowing their own journey, not forcing the journey on them. If I can change just one person, I'm doing what I'm meant to be."

*\*name has been changed*

**"There is help there. If you want to change, it's possible."**

*Mel, He Kete Wāhine*



# yes. to a good home.

## Pathway Affordable Housing

**Safe, warm, healthy and affordable accommodation is something many people take for granted, but as some have discovered in recent times as a result of the cost of living crisis this is becoming increasingly difficult to sustain. As a social housing provider, we can assist people living on the breadline within our community by saying yes when they are in desperate need.**

The 2022–23 financial year has been one Pathway Affordable Housing has taken great pride in. Mid-March marked one year since our first four homes at 150 Pages Road became fully tenanted. It was celebrated with a get-together of tenants and staff, with a morning tea and general discussion. This occasion was an extension of our wellness plan for our tenants, which involves us meeting with them regularly to talk through any feedback they have, positive or negative. This is vital, as the information we glean from them can play a powerful part in shaping the future of our affordable housing initiative, in both infrastructure and the level of support we provide.

Combined with the support services available through the Pathway group as a whole, it goes a long way towards breaking through the barriers people, who are determined to make a fresh start, are facing in the current climate. This ensures they are benefiting fully and enjoying the assurance and security that comes with living in long-term accommodation of a high standard.

But, there's still work to do. As of December 31, 2022, there were 24,081 applicants on the Ministry of Social Development's Housing Register, a drop of 10.4% on the previous 12-month period. This refers to people who have been assessed as eligible for public housing and ready to be matched to a suitable property. The decrease may be encouraging,

but does not change the reality that there simply aren't enough properties available.

Our focus continues to be on our second housing development at 75 Pages Road. We have been granted building and resource consent for three two-bedroom houses, and the green light to commence construction by the Ministry of Housing and Urban Development. This is an exciting project which ensures we will be even better placed to support those who need it.

A wonderful initiative we introduced in the lead up towards Christmas was the donation of a gift hamper for each family we house. These were made up of food items we all enjoy over the festive period and a small present for each child. These hampers were greatly appreciated by our tenants, and brought wonderful Christmas cheer. They were delivered by our staff, who took immense satisfaction in doing so.

We also welcomed Emma and Rae to the Pathway Affordable Housing team. Emma is the support person for our tenants in her role as tenancy and well-being manager, while Rae took on the role of property coordinator. Both have built a strong rapport with our families and are working closely with them each day.

**2023–2024 outlook:** The highly-anticipated construction of our second housing development in Pages Road is underway. Barring any supply chain issues or major weather-related delays, we expect construction to be completed in November.



**Matthew Gray**  
Pathway Affordable Housing  
Executive Director



24,081

on the wait-list for  
social housing



7

houses built or  
under construction



# yes. to employment opportunities.

## oaktree.

For more than 20 years, Oak Tree has provided an efficient, reliable container devanning service across the Canterbury region. It is a thriving social enterprise, where its success is measured by the number of people it has employed who otherwise wouldn't have been. Being able to help people with barriers to employment is a privilege, as is seeing profits generated by Oak Tree going back into Pathway Trust to fund the transformative work it does.

Shipping and supply chain issues faced in previous years have eased, but our largest challenge continues to be the labour market. It remains tight, partly due to a lack of immigrant labour, low unemployment and higher wages. Recruitment has been a struggle over the last six to 12 months, but our team pulled together and continued to deliver the best possible service for our customers. Our workloads continue to ebb and flow as shipments and containers arrive across similar timeframes. Such fluctuations are not unusual; we have adapted to them well.

To combat staff shortages, we embarked on a recruitment campaign across a range of platforms, including digital billboards at prime central Christchurch locations and social media. The latter has proved fruitful in recruitment of both new and former staff, and for referrals. While staff are still needed, the ongoing campaign has got off to a positive start.

Over the year we enabled 12 of our staff to move into permanent full-time employment, one through a current Oak Tree customer. We helped the remainder find jobs through work preparation we provide for people with barriers such as physical and mental health, literacy and learning disabilities, criminal convictions and long-term unemployment.

The ability to help train and up-skill people to give them the best possible opportunity with Oak Tree or other employers is an important part of our work and one we take great pride in, whether it be guiding them to a forklift licence or earning MPI accreditation.

We continue to hold a number of diverse labour hire contracts providing general labour work. Over the financial year our staff worked 8,990 labour hours, a number we hope to increase in the coming 12 months. The Oak Tree app Prodevan continues to streamline processes and a focus on social events has positively impacted staff.

**2023-2024 outlook:** A major focus for us this year is recruitment, so we are in a position to actively seek and secure more business and look at new business opportunities, all while maintaining a high level of service. We plan to solidify our brand recognition through new uniforms, further app developments and other initiatives and incentives to encourage our staff to be the best they can be. Oak Tree is also looking into the logistics of expanding its operations into Auckland once again, which would require the services of an operations manager, a physical site and base staff.

Supporting people with barriers to employment is what we're all about. It's incredibly humbling to be able to give people that opportunity. We're proud to say we've helped to boost the local labour market pool and forge a strong reputation to build on.

**Jamie Dale**  
Oak Tree Operations Manager



62  
new staff



35  
people hired who  
previously received a  
government benefit



2185  
total containers  
devanned



38  
people had barriers  
to employment



# yes. one chair can change a life.

## alloyfold.

**Twenty-five years ago, Alloyfold set a straightforward yet ardent goal – creating employment for people in desperate need by manufacturing furniture locally. Fast forward to 2023 and Alloyfold is a market leader in the wholesale of commercial furniture, with operations based in New Zealand, Australia and the United States. Our social drive continues to take us on an incredible journey, that includes Alloyfold's profits going directly back to Pathway Trust to support the powerful work we do.**

Given the result of the previous financial year, we headed into 2022–2023 with confidence reflected in our demanding yet attainable sales targets. It is immensely satisfying to confirm our New Zealand and United States teams hit their targets. Business was impacted by higher freight costs – in some cases multiplied three or four times – and manufacturing cost pressures. However, we managed to overcome these with a combination of hard work and tenacity.

International borders reopening meant staff were able to represent Alloyfold overseas for the first time in several years, in the United States, China, Australia and Europe. A particular highlight was the American Rental Association's annual trade show in Orlando, Florida in February. It can't be overstated how essential these trade shows are in generating revenue and networking with present and potential clients and it's encouraging to see demand for our products was high.

Across this financial year we have sourced some exciting, innovative new products and increased our range of furniture options. This has enabled us to further increase our market share and expanded our already

strong client base. Retractable seating is an example of this, particularly in New Zealand. Our customers see Alloyfold as a top service provider, and has given us great confidence in our ability to get positive results for each client.

A massive achievement was recognised this year as we celebrated 20 years of outstanding service by US-based Alloyfold team member, Wendell Hart. The 80-year-old has played an integral part in the organisation's success thanks to his long-term dedication and logistical support work. It was wonderful to thank him in person while in the US for the ARA show. Other staff got the same opportunity when he and wife Donna beamed in via video to witness a plaque being unveiled in his honour on our Pathway Legends wall. Wendell is the epitome of what Pathway as a whole is all about; unwavering commitment to our cause.

**2023–2024 outlook:** We are looking at a strong start to this financial year on the back of exceeding our sales goals and targets last year. We expect the US market to be fruitful, thanks to our presence and momentum gained at the ARA show.

We are excited to be launching our portable sanitation services in Australia and are in the process of establishing that, initially in Sydney followed by our existing presence in Melbourne.

Alloyfold has a busy year ahead with a large number of trade shows on the calendar in 2023–2024, with a big focus on Australian shows, which we look forward to attending as both buyers and sellers.



**Chris Colenso**  
General Manager

Concordia Lutheran College,  
Toowoomba  
84 Viva Auditorium seats with tablets

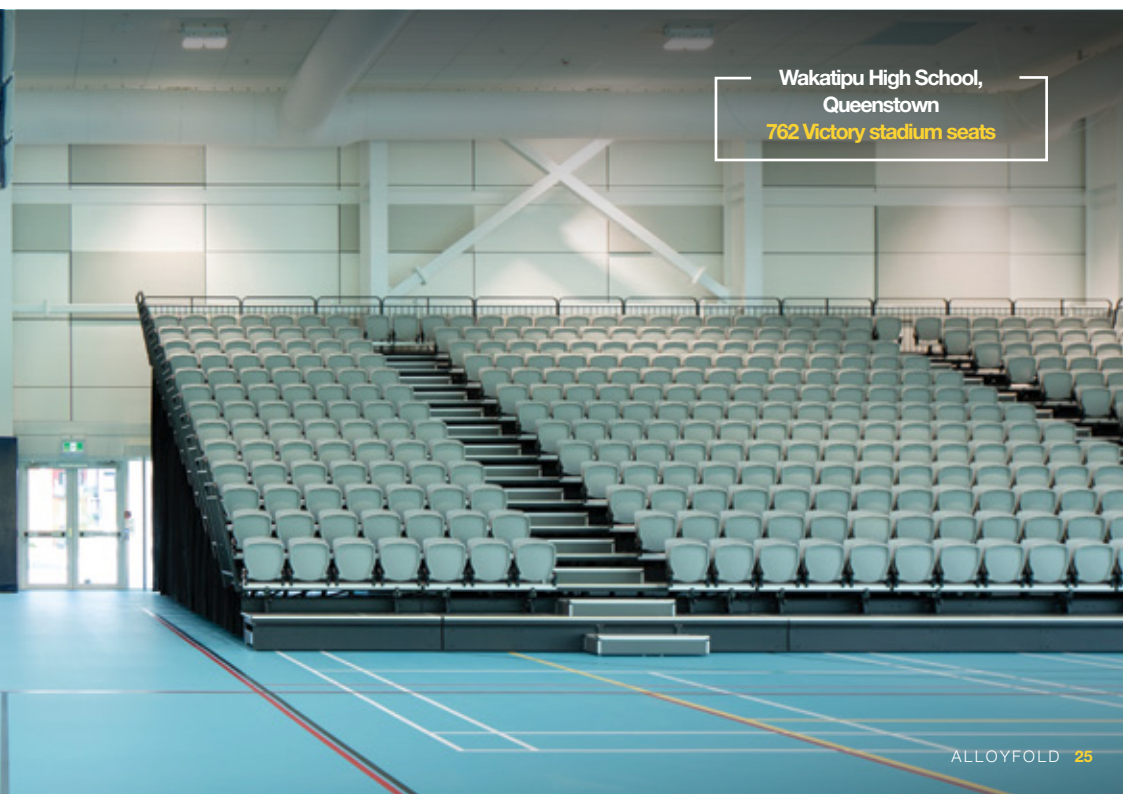




Silky Otter Cinema,  
Ponsonby  
108 Tchaikovsky cinema seats



Hagley College,  
Christchurch  
209 Debussy auditorium seats



Wakatipu High School,  
Queenstown  
762 Victory stadium seats



# yes. we need your support.

## Pathway fundraising

**When I look back at the past year and consider all of the extraordinary things our clients have achieved and the opportunities Pathway has afforded them, I have again been left amazed and humbled. I can't overstate how incredible it is that all of this is thanks to our supporters.**

Whether it is regular monthly donations from individuals or multi-year commitments from corporate impact investors, maintaining a consistent level of funding ensures we can continue to journey alongside our clients as they endeavour to make a fresh start. Whether it's a few dollars or a few thousand, everything helps keep Pathway on track to achieve this.

One of the ways we're able to work with the freedom we do is by maintaining sovereignty over our support services, which is only made possible through self-funding. It means we are not bound by government contracts and the caveats that come with them. We have a strong desire to continue in this vein now this funding model is well-established.

We will celebrate the fifth anniversary of the Navigate Initiative in September 2023. To launch this unique partnership with the Department of Corrections, Pathway had to prove we had secured funding for the Ni's first year, ahead of it becoming a reality. This means some of our supporter shareholders have now reached their initial five-year commitment.

All these years later I remain in awe of our supporter's willingness to invest in what was essentially an unknown. They had faith that we could deliver real change to people's lives. We are equally delighted that so many have chosen to re-commit and remain supporter shareholders.

Special thanks must go to the Rata Foundation, J R McKenzie Foundation, Frimley Foundation, Maurice Carter Trust, Wilberforce, David Ellison Charitable Trust, Christchurch City Council and Strathlachlan Trust, who have all thrown their support behind our powerful wraparound service, as have the ReKIT Foundation, and the Tindall Foundation, who joined us as corporate impact investors.

This thanks extends to the numerous individuals, businesses, churches and other organisations who have contributed as donors and supporter shareholders. Without them we would never have been able to get to where we are now, transforming lives for the better. All can rightly share in the successes as we listen to and tell the truly inspiring stories our clients willingly talk about.

Addressing the community issues of recidivism, housing and employment are at the heart of what Pathway does. We are deeply grateful for the generosity and dedication of our supporters who share our commitment to fostering social changes and building safer communities.

**2023-2024 outlook:** Pathway will continue to invite individuals and the corporate sector to pledge towards our efforts. We really do consider all our supporters to be partners in the work of Pathway. We know how effective our work is and the impact it's having on people and by maintaining sovereignty over it, that impact is only going to spread. Only together can we change the lives of many.



**Kirsten Billcliff**  
COO



# yes. is not possible without you.

## Thank you to our volunteers

**Understanding people's struggles and the often unrealised potential of our Tū Ora drives Pathway volunteer Alex Dalzell. Alex was named best new volunteer, one of several awards presented at Pathway's supporters thank you night in November. The event really belonged to our volunteers and the tremendous difference they make. Without them, we would not be able to provide support for prisoners starting their journey towards release.**

Alex has been with us for a couple of years, working with our men behind prison walls and in the community as part of our respective writers' groups. A board member of the Laura Fergusson Brain Injury Trust, Alex got involved with Pathway after a research presentation struck a chord.

"One of our researchers presented a paper to the board about the connection between young men offending and brain injuries. This interested me and I investigated a bit more and found Pathway. I realised it was a wonderful organisation doing so much for so many. I also loved that the funding largely comes from a social enterprise, and the generosity of donors, and I think that's a great business model."

After making contact with Pathway, she was quickly accepted. Alex says the men she works with are an inspiration, as are the other volunteers part of the writers' groups.

"The amazing conversations, stories and discussions that come out of the writers' group are incredible. I'm not a writer at all, however the Tū Ora share so much with their talented writing it's very motivating to try and do the same. I come away from every class feeling inspired.

"The other volunteers are wonderful people, particularly Jane Jones who gives so much, along with the support from the Pathway folk."

She says Pathway is making a huge difference to both individuals and the community, which has wide-ranging positive outcomes.

"It breaks down barriers, reduces bias and discrimination, and through education helps people realise that a true community is diverse and everyone needs a helping hand at some stage in their life.

"It also helps the wider community understand that support and love are the best thing you can do for others. Helping Tū Ora into meaningful work, providing support and helping them feel seen and understood as important members of society is beneficial to everyone."

While super surprised to be given the best new volunteer accolade, Alex says her volunteering is all about doing what she can for others, no matter what that may be.

"I went into this hoping I could help in some way, I assumed I'd be putting letters in envelopes or any other task that was required. To be part of the writing group is an enormous privilege. I truly feel I get way more than I give.

"I care deeply about others. I recognise my privilege and I now have time to help where I'm needed outside my work life.

"I want to be involved with organisations where there is a values match and to be part of a group of amazing people – and Pathway attracts such good people. I also feel it's important to look outside my life to really understand the hardships and the potential of others."

**"I feel it's important to look outside my life to really understand the hardships and the potential of others."**

*Alex Dalzell, Volunteer*





# Pathway Trust financial report.

## 2022–2023

**It is wonderful to be able to thank our donors, partners, volunteers and staff for a solid 2022–2023 financial year.**

As always, it was of utmost importance for our management team to further foster positive relationships with our key supporters. High demand for funding from various charities and countless organisations made this imperative, so it was pleasing to see some of our major financial contributors commit for another three years as part of their funding cycle.

A milestone we will soon celebrate is the fifth anniversary of the Navigate Initiative (NI). The NI was only possible thanks to supporter shareholders, that made a five-year pledge. We are confident our current donors will continue to support the initiative as it grows, while we are also grateful to the new donors who have come on board over the past year.

He Kete successfully completed its two-year pilot programme in June, which resulted in the working agreement between Corrections, Odyssey House Trust and Pathway being renewed. Everyone involved has worked hard to manage the complexities of such a relationship in terms of culture and expected outcomes, which to this point has been hugely positive both support-wise and financially.

Pathway Affordable Housing had its own reason to celebrate recently, as we marked one year of our four three-bedroom units being fully tenanted. The rental income earned from this covers all our associated costs and has allowed us to slowly but surely build our asset base so we can provide housing for more people in need in the future. We are delighted to say construction has started on our second three-unit development, expected to be completed in November.

Our business arm enjoyed a fruitful year, with targets achieved across most areas. Strong sales in New Zealand and better than expected sales in the United States market meant Alloyfold achieved its best year on record. While sales were unexpectedly slow in Australia during the first half of the year, they rebounded as advanced orders picked up. Credit must be given to the Alloyfold team for almost zero bad debts, warranty claims, or unplanned expenses. These factors contributed positively to the business and made sure it finished in a robust position. This will allow us greater flexibility in our planning across the group.

**2023–2024 outlook:** We anticipate the coming year will be one of continuation rather than change for the Pathway Charitable Group. The business side of our social enterprise continues to see robust activity in all areas and we feel good that our social enterprises being able to deliver the same support as last year and even support some expansion, subsidised by our donors. This continues to be our main priority as the NI approaches its five year anniversary and He Kete continues to mature. Confirmation that our second social housing development is going ahead this year is exciting news and a continuation of our commitment to providing safe, secure homes for those that need them.

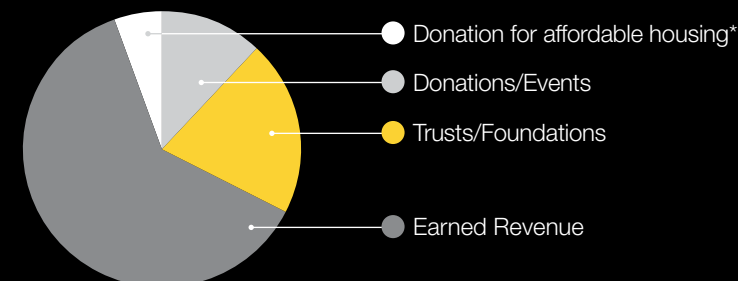
Lastly, we would like to thank our wonderful donors. We can't do what we do without you.



**Randal Jordan**  
CFO

## Pathway Trust operational social services

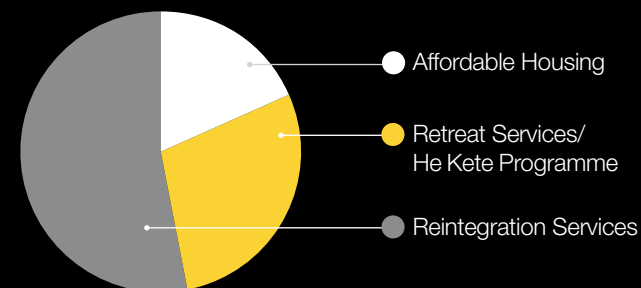
### Revenue summary 2023



	2023	2022
● Donations/events	\$159,003	\$160,491
● Trusts/foundations	\$267,500	\$270,000
● Earned revenue	\$818,552	\$805,128
● Donation for affordable housing*	\$70,000	\$154,895
<b>Total revenue</b>	<b>\$1,315,055</b>	<b>\$1,390,514</b>

## Pathway Trust operational social services

### Expenditure summary 2023



	2023	2022
● Affordable housing	\$238,898	\$215,569
● Retreat Services/He Kete Programme	\$371,720	\$166,123
● Reintegration services	\$689,367	\$740,889
Funds allocated for 2023*		\$210,000
<b>Total expenses</b>	<b>\$1,299,985</b>	<b>\$1,332,580</b>
<b>Profit/(Loss)</b>	<b>\$15,070</b>	<b>\$57,934</b>

\*These items have been separated from our normal categories to allow more accurate comparison with previous years.

## yes. to doing business differently.

### Pathway Social Enterprise Hub

**Social enterprise is breaking new ground in the world of business. It boosts our economy while at the same time delivers real social impact. These are commercial businesses, but with targeted social aspirations for good that define their reason for being.**

This social enterprise model has helped Pathway make a difference to hundreds of lives for the benefit of the wider community. Had we relied exclusively on government funding or donations, we just wouldn't be in a position to have done that.

As strong advocates for the social enterprise model, in 2017 Pathway established a Social Enterprise Hub, with the idea being to support social enterprises in their infancy as they increase their social impact. We do this by providing shared workspace and resources including accounting, marketing, HR and business planning.

Joining us most recently thanks to funding from Wilberforce is social enterprise The EPIC Sports Project. Co-founded by Carolyn Esterhuizen and Bernadine Bezuidenhout, a New Zealand women's cricket representative, the project's mission is to inspire hope by helping young people in low socio-economic communities develop a sense of value, belonging and self-worth through sport and dance.

Their initiatives include: Get Active Sports, which provides young people with a chance to participate in a variety of sports and recreational activities free of charge; Get Active Hip Hop, a free series of dance classes run by an experienced dancer so young people can express themselves through dance; Train the Trainer, which aims to develop the skills of coaches, teachers and parents to empower and drive change in the community and finally Career Pathway, a focused initiative for young people interested in following a career path into the business sector.

All of these initiatives are funded through grants, donations and fees for coaching services, which helps them subsidise their free services. We look forward to watching its growing impact and are delighted to be working with its team.

It's one of many social enterprises that have utilised what the hub has to offer. We continue to engage with organisations that need it and would love to support as many social enterprises as possible. Pathway is right behind all social enterprises and their respective goals and we want to see their dreams come to fruition.



## We create possibilities

not promises

sometimes this  
**leads to  
miracles**





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[www.pathway.org.nz](http://www.pathway.org.nz)

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