



Annual Report 2025



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Mihi

Ka mea te Atua
Māku koe e whakakaha;
Āe ra, māku koe e awhina,
Ka tautokona ake anō koe
e te ringa matau o tōku tika. Īhāia 41:10
Ko te mea tuatahi anō ko te Atua,
Nō reira e te kaihanganga o ngā mea katoa
Ko koe, e te Atua, te tino Atua,
Nōu te mana, te ihi, te wehi,
Nōu te ao, te mauri, te ora.
Nāu te katoa, i te rangi, i te whenua
Ko koe tonu te Atua.
E ngā mana, e ngā reo, e ngā karangatanga maha, tēnā anō koutou.
Tēnā anō tātou te hui Amorangi ki Te Tai Tokerau.
E te Pīhopa, tēnā koe.
Tae noa ki tō hoa rangatira a Lynnore, me ngā pononga o te Hāhi
Mihingare.
Nō reira, ka huri ki ngā tini mate kua mene ki te pō nui, ki te pō roa.
Rātou te hunga wairua ki a rātou anō.
Huri mai ki a tātou ki ngā mahuetanga i tuku mai i a rātou anō.
Huri rauna, tēnā tātou katoa.

Entity information

TE WHARE RURUHAU O MERI TRUST

NATURE OF ENTITY

Registered Charity

REGISTERED OFFICE

Auckland: Te Taanga Manawa, Building 2,
Ground floor, 19 Lambie Drive,
Papatoetoe 2104
Northland: 138 Commerce Street, Kaitaia

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EMAIL

admin@tewhare.org.nz

WEBSITE

www.tewhare.org.nz

CHARITY REGISTRATION NUMBER

CC34683

DATE OF REGISTRATION

30/6/2008

AUDITORS

Silks Audit

SOLICITORS

Parry Field Lawyers
Kemps Weir Lawyers

BOARD OF TRUSTEES



Natalie Vincent
Chair
Ngāpuhi



**Bishop Te Kītohi
Wiremu Pikaahu**
Te Aupōuri, Te Rarawa,
Ngāti Kahu, Ngāpuhi,
Ngāti Whātua



**Reverend Rannie
Marsden**
Ngāpuhi, Ngāti Kahu,
Ngāi Takoto



David Tapene
Ngāti Tūwharetoa,
Ngāti Maniapoto,
Te Rarawa, Ngāti Kahu



Janet O'Connor

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Natalia Sexton
Ngāti Kahungunu ki
Wairoa, Rongomaiwahine,
Rongowhakaata, Ngāti Porou



Rachel Roberts

SENIOR LEADERSHIP TEAM



Elizabeth Walker
Tāhuhu | CEO
Te Rarawa
Ngāti Tūwharetoa



Valeriy Maseykin
Senior Finance Manager
BSc, EMBA



Tania Beekmans
Social Work Practice Lead
Manukura | Tāmaki Makaurau
BSW, PGDipSup

LEADERSHIP TEAM

Tania Morunga
Manutaki | Te Tai Tokerau
Ngāti Kahu, Ngāpuhi (BSW)

Pāora Graham
Manutaki | Te Tai Tokerau
Te Rarawa, Te Aupōuri (BSW)

Teena Siteine
Manutaki | Tāmaki Makaurau (BASW)

Shay Twomey
Manutaki | Tāmaki Makaurau (BSP)

Cecelia Taniwha
Manutaki | Tāmaki Makaurau
Waikato Tainui, Ngāti Kahu, Ngāti Kuri
BSW, GradDip, Kaitiakitanga Bicultural, ProfSup

Tēnā koutou katoa

As Chair of Te Whare Ruruhou o Meri Trust, it is my privilege to present this annual report reflecting on a year of growth and meaningful transformation. The past year has been a pivotal chapter in Te Whare's journey, distinguished by our rebrand and the implementation of our new impact strategy.

Our refreshed visual identity – featuring vibrant new colours and a thoughtfully designed logo – has been created to authentically honour and reflect our whakapapa, kaupapa and vision. This new brand creates a powerful visual narrative that genuinely represents our identity and the values that drive our mahi.

The unveiling of our new brand reached its pinnacle at our launch event in March, which proved to be an outstanding success. We were honoured to welcome many distinguished dignitaries, Church, and community leaders, kaimahi and whānau. A particular highlight was hosting the Honourable Karen Chhour, Minister for the Prevention of Family Violence and Sexual Violence, whose inspiring address acknowledged our contributions and reaffirmed the essential nature of our mahi in supporting whānau to heal and restore their oranga.

This launch event served as the perfect platform to introduce our new impact strategy, anchored by our four transformative pillars for change (detailed on page 8). These strategic pillars underpin our broader mission and create tangible pathways for measuring progress as we work to restore whānau wellbeing.

Over the course of this year, we have developed comprehensive plans for delivering measurable and strategic impact. These initiatives will strengthen stakeholder engagement and enhance our communications approach, with a particular focus on cultivating robust networks, fostering multi-agency partnerships, and encouraging shared innovation.

All of which amplify and empower our core work.

A thorough organisational review has provided invaluable insights into developing a high-performing team and ensuring sustainable operations. This has led to strategic investment in expanding our senior leadership team, providing stronger guidance and direction while driving our impact and supporting our dedicated kaimahi. We've also introduced new office support roles and created a crucial Social Work Practice Lead position to oversee quality assurance and ensure our kaimahi have strong opportunities for professional development and skill growth.

Our commitment extends to building internal capacity, establishing clear career pathways, and ensuring our team has the structural support necessary for their invaluable and challenging mahi.

As we look back on the past financial year, we take pride in our role as responsible stewards of our resources. Despite operating in an increasingly challenging funding environment, we have maintained fiscal discipline while continuing to deliver essential services to whānau. Our financial management has been characterised by strategic planning and careful resource allocation, ensuring every dollar invested directly contributes to whānau wellbeing.

We've also developed a funding-diversification plan which, alongside our stakeholder-engagement strategy, aims to build sustainable funding partnerships and explore new, innovative ways to grow our financial resources. This strategic approach positions Te Whare to deliver enhanced support for whānau while building resilience for the future.

The past year has demanded considerable dedication from our governance board, and I extend my heartfelt gratitude to my fellow trustees for their unwavering commitment and support for this vital work. I am equally grateful to our entire Te Whare team, led by our CEO,

Elizabeth Walker, who continue to demonstrate skill, passion, and dedication in pursuing better outcomes for whānau and for Aotearoa.

As we reflect on this transformative year of growth and evolution, we stand confident in our strengthened foundation and clear strategic direction. Our investments in people, systems, and partnerships have positioned us exceptionally well to continue leading the restoration of whānau wellbeing.

Despite the challenges that surround us, we remain optimistic about the opportunities ahead and our capacity to create meaningful, lasting change for the whānau we serve across Tāmaki Makaurau, Whangārei and Kaitaia.

I encourage you to take time to explore this report, which showcases our organisation's enduring impact and beautifully captures the evolution of our kaupapa.

*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.*

As we begin a new year full of hope and renewal, may aroha and peace fill your homes and hearts. May the coming year bring abundant blessings, continued healing, and strengthened connections for all our whānau.

Ngā mihi nui me ngā manaakitanga. With warm regards.



Natalie Vincent

Board Chair
Te Whare Ruruhou o Meri Trust

Tēnā koutou katoa

This annual report reflects a year of reviewing, learning and of weaving change that strengthens our mahi with whānau. Our theme of 'Weaving Change, Nurturing Knowledge' encapsulates the mission and values of Te Whare. Our commitment to supporting whānau to reconnect with their culture and whakapapa sets them on a transformative journey toward positive change.

Central to our work is Te Kawa o te Marae®, the impactful framework we've developed. For those interested, further details about this proprietary model can be found on page 7, while our impact statistics on page 9 provide compelling evidence of the significant strides we are making in helping whānau heal and enhance their wellbeing.

Among the many milestones this year, the launch of our Impact Strategy and refreshed brand in March stood out. This initiative allowed us to articulate our ambitious and actionable vision for change: to foster communities where every whānau can flourish, to break the cycle of violence, and to use cultural connection as a source of healing.

We proudly introduced the four foundational pillars – cultural connection, stronger whānau, safer communities, and thriving tamariki – that support our Impact Strategy (see page 8).

Witnessing the shared aroha and manaakitanga among everyone involved has been truly inspiring as we come together to uplift and empower those who need it most.

Another key achievement has been the positive evaluation from The Kingi Ihaka Research Centre regarding our tāne non-violence behaviour change programme. Through comprehensive interviews with tāne, the report highlighted the substantial and often life-altering outcomes of the programme for both individuals and their families. The findings affirm our commitment to this initiative and inspire us to expand its reach, enabling us to assist even more families.

This year, we have also prioritised collaboration with other social services and organisations. To that end, we are thrilled to announce new partnerships with Nurturing Families, The Period Place, and Rongopai House Community Trust.

Furthermore, our involvement in the Te Ahuru Mōwai Service (TAMS) – an innovative, multi-agency collaboration in Kaitiāia – has enabled us to take a more whānau-centred and holistic approach to addressing family and sexual violence. Just a year into its operation, TAMS has already shown impressive results, highlighting the effectiveness of a collaborative framework.

As we wrap up another successful financial year, I would like to take this moment to express my heartfelt gratitude to our Board and dedicated kaimahi for their unwavering support in guiding whānau on their paths

toward positive change.

Every day, as we walk alongside whānau, we witness remarkable outcomes firsthand – families reclaiming their mana, healing from past traumas, and weaving meaningful transformation into their lives.

Nāku noa, nā



Elizabeth Walker

CEO
Te Whare Ruruhau o Meri Trust

About Te Whare



Te moemoea - Our vision

Whaimana Whānau
Empowered families

Tamariki harikoa
Joyful children

Puni Mātauranga
Knowledgeable sector



Te mahi - Our mission

Tū Rawea Tū Pākau Roroa
Leading the restoration of whānau wellbeing.

Ngā pou matua | Strategic pillars

- 1 Mana Wāhine | Wāhine Focus, Family and Sexual Violence Social work**
We will strengthen our existing core service delivery and organisational capacity in family harm and sexual violence social work. We will prioritise and focus on the prosperity and wellbeing of mana wāhine.
- 2 Kaupapa Māori**
We will bring our strength in kaupapa Māori service delivery to the forefront for tamariki, whānau, hapori and the sector.
- 3 Tūhono Rangaou | Multi-agency partnership**
We will continue to lead innovation in partnership and embody Te Tiriti O Waitangi as a kaupapa Māori organisation working with others in our community, including government agencies and non-government organisations.
- 4 Te Taha Wairua | Spirituality**
We will further develop our commitment to Te Taha Wairua across all our services, recognising our Hahi Mihingare whakapapa.

This strategy is underpinned by our commitment to advance the wellbeing and aspirations of wāhine. We recognise the inherent mana afforded to wāhine and place importance on their place in the future of whānau, hapu and iwi.

Our proprietary framework

At the heart of our mahi is **Te Kawa o te Marae**®, our proprietary wellbeing framework that supports whānau on their journey towards wholeness and wellbeing. When whānau are reconnected to their culture, they begin to heal from generational violence, restore relationships and nurture their tamariki.

This unique, hands-on model guides whānau on their healing journey, empowering them to break cycles of harm and create tangible, lasting change.



Participants take home their own model of the whare – a powerful touchstone that guides them as they continue on their journey to heal and restore wellbeing.



TE KAWA O TE MARAE

A framework for change by
Te Whare Ruruhou o Meri Trust.

Our unique approach

Walking alongside whānau where we're needed most

Te Whare provides kaupapa Māori social work support, behaviour change programmes and advocacy services in areas where sexual and family violence are most prevalent: Tāmaki Makaurau, Kaitiāia and Whangārei. We currently have 51 kaimahi dedicated to supporting whānau on their journey to healing and restoring wellbeing.



Collaborating with like-minded partners

Te Whare recognises that true impact is achieved through collaboration with community organisations, agencies and social service providers who are equally committed to healing and restoring whānau wellbeing.

This year, we are pleased to announce new and exciting partnerships with Rongopai House Community Trust, Nurturing Families and The Period Place.

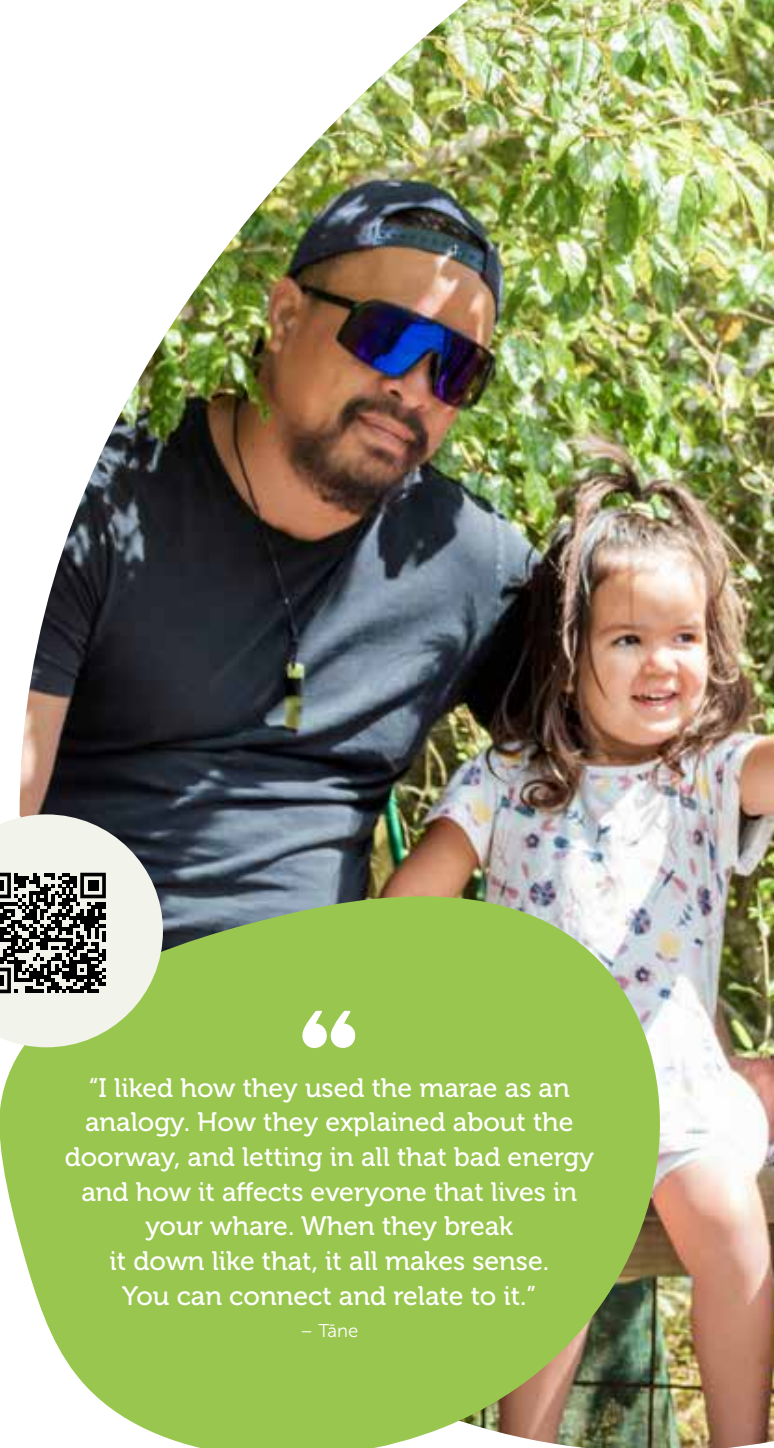
A further example of collaboration in action is our involvement with Te Ahuru Mōwai Service (TAMS). An innovative, multi-agency initiative in Kaitiāia, TAMS aims to deliver a more whānau-informed and responsive approach to addressing family and sexual violence. **Scan the QR code to learn more.**



Te Kawa o te Marae – a powerful framework for change

Our proprietary framework, **Te Kawa o te Marae**®, empowers tāne and wāhine to break free from unhealthy behaviours in a culturally grounded way. At the heart of this approach is a symbolic metaphor that anchors whānau back to a place that is safe and sacred for all Māori – the Marae.

Rooted in te ao Māori values and tikanga, this practical framework supports transformation. It provides whānau with a familiar structure to navigate conflict, rebuild respectful relationships, and restore their sense of mana, dignity and aroha.



“

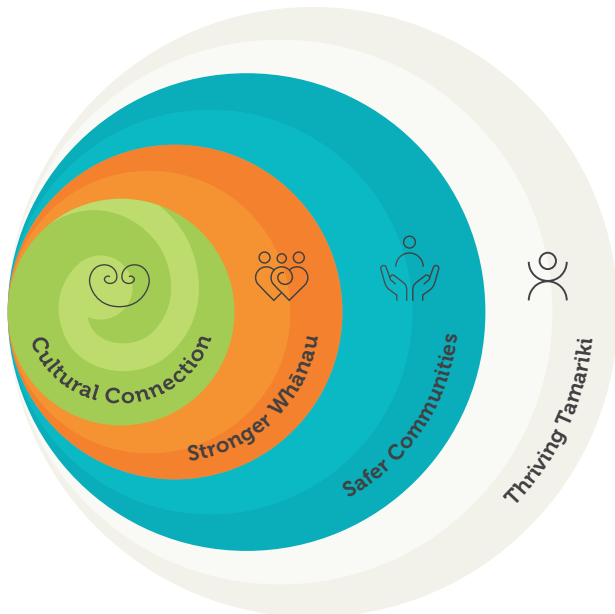
I liked how they used the marae as an analogy. How they explained about the doorway, and letting in all that bad energy and how it affects everyone that lives in your whare. When they break it down like that, it all makes sense. You can connect and relate to it.”

– Tāne

Our impact strategy

A strategy designed to deliver lasting, life-changing impact

Family harm and sexual violence continue to escalate in Aotearoa, with Māori disproportionately affected¹. This year, recognising the need to create greater impact, Te Whare developed pathways to foster healing and restore whānau wellbeing at every stage of life. Our **four pou (pillars) of change** form the foundation of our Impact Strategy:



¹ Te Aorerekura Outcomes and Measurement Framework, 2024



Cultural connection

A strong sense of cultural identity and connection to one's wairuatanga strengthens communities, fostering inclusion and a sense of belonging.

By understanding their place within their whakapapa, whānau can strengthen their cultural identity, build confidence, and positively contribute to their communities. This sense of belonging creates a stronger, more inclusive society where everyone feels valued and supported.



Stronger whānau

Supporting individuals to break the cycle of family harm and violence paves the way for better outcomes for all members of the whānau.

Family violence often leads to cycles of abuse that can affect generations – impacting all aspects of health and wellbeing. Supporting whānau to overcome family harm reduces the risk of repeated harmful behaviours and helps break generational cycles of violence.



Safer communities

Safer whānau build stronger, more resilient hapori whānau, providing a stable tūāpapa for a safer Aotearoa.

Resilient communities experience less crime, lower rates of violence and reduced pressure on law enforcement and social services. When whānau feel secure, they're more likely to engage in education, find work, and be part of their community.



Thriving tamariki

Growing up in a safe, nurturing and loving environment enables tamariki to reach their full potential.

Children exposed to violence often face developmental delays, emotional trauma and behavioural issues. When tamariki feel secure and supported, they're more likely to succeed in school, avoid crime, and contribute positively to society.



Images from the launch of our refreshed brand and Impact Strategy, including our four pou (pillars) of change.

Our life-changing impact

A recent survey of whānau who have engaged with our services demonstrates the truly transformative impact of our mahi as we support whānau to heal and restore wellbeing. Since engaging with Te Whare, respondents* reported that:

83% Of whānau break family violence cycles

66% Report that their relationships outside of their whānau have improved

66% Feel more connected to their culture

72% Say that their tamariki are safer and more settled

79% Are more confident and better able to handle challenges

62% Feel that their tamariki are doing better at school

76% Consider their whānau relationships have improved

93% Would recommend Te Whare to their whānau

76% Believe that their home is safer for their whānau

**Results of Te Whare whānau questionnaire, June 2025. Due to the transient nature of many of the whānau we work with, not every client participated in the survey.*



“

Our Impact Strategy enables Te Whare to more effectively deliver on Te Aorerekura and play our part in eliminating family and sexual violence in Aotearoa. When tāne and wāhine reconnect with who they are, the impact ripples out. Whānau become stronger, hāpori whānui become safer, and tamariki get to grow up in homes filled with aroha and calm.”

– Elizabeth Walker, CEO



Serving, supporting, strengthening

This year has been defined by progress, creativity, and stronger partnerships as we continue to serve our whānau and communities with aroha and integrity. Even with the ongoing pressures across the sector and the challenges of limited internal resources, our kaimahi have shown remarkable resilience and unwavering dedication to our kaupapa.



Key service developments and partnerships

A significant highlight of the year has been the strengthening and successful rollout of several new services that extend our reach and deepen our impact:

- **Te Whakapakari Ngā Hononga** – Delivered in partnership with Oranga Tamariki, this new service focuses on increasing the capacity of matua whāngai (whānau caregivers). Grounded in trauma-informed learning and kaupapa Māori values, this programme supports sustainable care arrangements and the wellbeing of tamariki and their caregivers.
- **Pouhono Kaumātua Services** – In collaboration with the Selwyn Foundation, Pouhono enhances the hauora of our kaumātua and kuia, reducing isolation and improving access to services through culturally appropriate support and advocacy.
- **Kia Ora Ake** – A joint initiative with the Anglican Trust for Women and Children and Oranui, Kia Ora Ake is a tamariki hinengaro programme supporting the emotional and mental wellbeing of tamariki across 14 schools in the Franklin region. This early intervention model is responsive, locally led, and whānau-focused.

² Impact Lab GoodMeasure report prepared for Te Whare Ruruhou o Meri

Research and sector leadership

This year, Te Whare has contributed to several important research projects, as we continue to invest in evidence-based practice and Māori-led solutions:

- **E Ora ai te Tangata** – an MSD-funded kaupapa Māori research project into sexual violence.
- Evaluation Report of Te Whare 12-week Non-Violent Programme (NVP) through Kingi Ihaka Research Centre.
- An Impact Lab social return on investment analysis of NVP, which has affirmed the value and reach of our work.²

These important research projects help us continuously refine our approach and ensure our mahi achieves the change our communities deserve.

Workforce development and sector engagement

Our kaimahi work on the frontline of family and sexual violence, so they need strong support and training to sustain their vital mahi. This year, we have focused on building internal capacity, creating career pathways, and strengthening support structures for our teams, including:

- Delivering a series of supervision workshops, including the introduction of 'Eyes-On Supervision', a kaupapa Māori framework for manutaki and kaimahi.

- Facilitating practice forums focused on self-awareness, reflection and supervision excellence.
- Supporting the professional journey of our kaimahi, with two staff successfully transitioning from students to fully qualified Social Workers.
- Delivering practical workshops under the Life Admin – More than Money series, supporting kaimahi with everyday wellbeing and financial literacy.

Members of our team also attended national conferences such as the SSPA Conference and the Family Violence Conference, ensuring we remain up to date with national trends, innovations and policies.

Community voice and presence

We're pleased to report our visibility in the community has increased this year through active networking, collaboration and greater awareness. Our mahi has included:

- Active participation in the Manawa Titi Family Violence Strategy, contributing to a collective, whānau-centred response.
- Delivery of presentations to tertiary providers such as MIT & Te Wānanga o Aotearoa, showcasing our proprietary practice model, Te Kawa o Te Marae®.
- Ongoing networking and collaboration with fellow NGOs, further enriching our ability to respond holistically to whānau needs.

Safety and innovation

Te Whare continues to prioritise the safety of our staff and whānau. During the past year, we have introduced safety watches for kaimahi attending home visits and to distribute to whānau living in high-risk environments. Implementing safety watches is a powerful example of our values in action – keeping whānau safe while maintaining high-quality engagement.

Challenges and the path forward

Like many in our sector, we have navigated recruitment challenges as well as changes within our senior leadership team. These shifts have required flexibility, collaboration and a willingness across our teams to take on broader responsibilities. Despite these pressures, we have continued to deliver strongly by drawing on our shared skills and collective resilience.

We are also responding to changes in government priorities and shifting expectations within our contracts. While this brings ongoing pressure, our focus remains steady – we adapt as needed while staying grounded in our values and in kaupapa Māori approaches.

Finally, I want to recognise the courage, commitment, and aroha that our kaimahi bring to their mahi every day. Their dedication to whānau and to living the values of Te Whare Ruruhau o Meri Trust is what sustains and defines our organisation.





Whānau stories

Stories of healing and change

Cultural Connection

“Being Māori is a strength, not a weakness.”

After leaving a controlling and abusive relationship, Marama* is on a journey towards healing with the support of Te Whare. “Before, I lived in constant fear,” she says. “Now, I’ve learnt that my story matters, that I’m not alone and that I’m going to be okay.”

Connecting with her culture has been integral to that journey. “Marama has reconnected with her marae and hapu,” says her Kairuruku (Social Worker). “Importantly, she has begun to believe that being Māori is a strength, not a weakness.”

“Since working with Te Whare, I have become more connected,” agrees Marama. “Now Te Taiao (the natural environment), helps ground me when I feel anxious and overwhelmed. I can connect the cyclical nature of my trauma with the living world.”



Stronger Whānau

“Te Kawa o te Marae is an awesome concept.”

A recent graduate of our Tāne Non-Violence programme, Aperahama shared his thoughts on its life-changing impact for him and his whānau.

“The programme changed the way that I think about our whare,” he explains. “We wouldn’t smoke in the whareniui and we wouldn’t drink alcohol there. We wouldn’t fight or anything like that on the marae. Then the Kaiarahi (facilitator) turned it around and goes, ‘that’s how you should treat your own whare’. And I thought, you’re dead right!’. Why didn’t we ever think of it like that? The whole programme is so cool because it changes your thinking straight away.”

Aperahama says his family are feeling a lot happier too. “The kids now know that Dad is available. Dad is present. He’s not off on the booze whenever he feels like it. That’s when I started hearing compliments from our kids, things like, ‘So proud of you Mum and Dad. You guys are doing really, really well’. That made my wife feel great – and it made me feel good, too, you know.”

“

Now, I’ve learnt that my story matters, that I’m not alone and that I’m going to be okay.”

“

The kids now know that Dad is available. Dad is present. He’s not off on the booze whenever he feels like it.”



Safer Communities

“Our whare will be safer now.”

While participating in our Wāhine Safety Programme, Tui* realised that she and her tamariki were at risk once her violent partner was released from prison. She packed up her family and headed home to her whānau in another region. Now settled in her new home, Tui is establishing a new life for her and her whānau.

“If it weren’t for the mentoring from Te Whare, I would have struggled. My family and I are really grateful for your support and I know from here on forward, our whare will be safer. I hope that every wāhine who walks through those doors gets as much out of the programme as we have.”

“

If it weren’t for the mentoring from Te Whare, I would have struggled.”



Thriving Tamariki

“My tamariki no longer have to worry”

Kiri* had been trying to get approval from Oranga Tamariki so she could become the primary caregiver to her mokopuna, but wasn’t getting anywhere – until Te Whare got involved. “I was struggling with having nobody to advocate for me,” says Kiri. “I had problems passing the caregiver assessment and I was going to lose my tamariki.”

One of our Kairuruku (Social workers), Hurihia, supported Kiri and her family to get the help she desperately needed. “Hurihia helped me feel safe and that I could trust her – I loved how straightforward our kōrero was. She advocated for me and made sure my concerns were voiced.”

“It has given me peace of mind, knowing that I have Hurihia to help me and to push for what is right. Without her, my voice wouldn’t have been heard,” she says.

She says that the healing process has changed the lives of both her and her tamariki. “The kids have seen the weight lifted off my shoulders. My tamariki no longer need to worry about being taken away from me. That’s huge.”

“

My tamariki no longer need to worry about being taken away from me.”



Strengthened leadership. Enhanced oversight

This year, Te Whare Ruruhou o Meri Trust has continued to strengthen our governance practices, ensuring robust decision-making, enhanced transparency and sustainable growth for the organisation. Key milestones include:



Board Chair Natalie Vincent, CEO Elizabeth Walker and Bishop Te Kītohi Wiremu Pikaahu at our launch event in March.

Strengthening leadership and oversight

A revitalised Board structure

Membership of our Board has increased to include a variety of professionals and offer new perspectives that support our strategic objectives. Initiatives to increase gender diversity led to notable wāhine representation, influencing decision-making and demonstrating inclusivity and equity.

New committees provide strategic focus

To streamline governance processes, Te Whare has established specialised committees to focus on key areas such as project governance and policy review. These committees have provided management with the Board support needed to successfully achieve key strategic milestones.

Transparency and accountability initiatives

Enhanced reporting to the Board

Building on our commitment to transparency, Te Whare has developed refined reporting structures specifically designed to enhance Board oversight. Our quarterly strategic reports include not only detailed financial performance but also comprehensive analyses of organisational priorities and outcomes. These reports are tailored to provide the Board with actionable insights, supporting informed decision-making and alignment with long-term objectives.

Creation of the CE Performance and Remuneration Committee

Recognising the importance of focused governance on leadership performance and equitable compensation, Te Whare has introduced the Chief Executive Officer (CEO) Performance and Remuneration Committee. This specialised committee oversees the evaluation of the CEO's leadership effectiveness, strategic contributions and alignment with organisational values, while also ensuring transparent and fair remuneration practices.

By setting clear performance benchmarks, conducting periodic reviews, and maintaining accountability, the committee drives continuous improvement in executive leadership and compensation frameworks.

Bolstering Board competencies and cultural insights

Inaugural annual governance training

Demonstrating foresight and commitment to excellence, the Board of Te Whare implemented its first annual governance training session this year. This foundational initiative focused on cultivating ethical decision-making, enhancing leadership competencies, and addressing conflict resolution within governance structures.

Planned focus sessions

The Board has scheduled focus sessions for the upcoming year to deepen members' understanding of operations and improve decision-making. These sessions will include sharing Te Kawa o Te Marae cultural protocols to educate new members and an interactive health and safety simulation to illustrate daily operational scenarios faced by our kaimahi.

Policy development initiatives

Te Whare Ruruhau o Meri Trust's commitment to advancing governance practices was reflected in key policy development for the Board this year. The introduction of a Remuneration Policy ensured equitable and transparent practices for compensating leadership roles, while the No Cash Policy reinforced fiscal accountability by promoting secure and traceable payment methods.

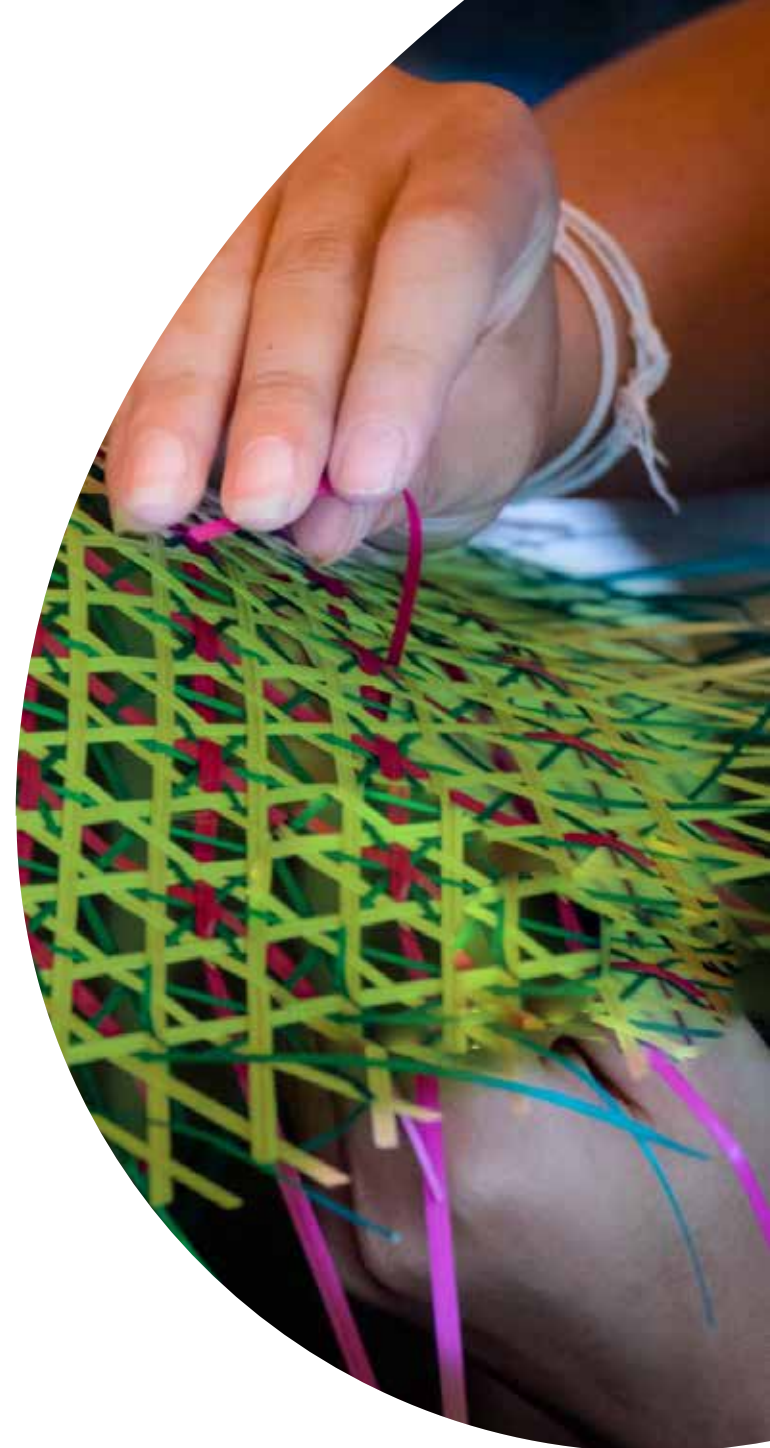
Additionally, the Board engaged in its first annual risk session, marking the initial review of its Risk Management Framework. These initiatives collectively demonstrated a proactive approach to fostering robust governance mechanisms and mitigating organisational risks.

Acknowledgements

Te Whare extends its appreciation to retired Trustees, Katene Eruera and Nikk Hurst, for their valuable service during their tenure, acknowledging the meaningful impact they made on Te Whare's governance journey despite their brief time with the organisation.

Furthermore, we would like to express our heartfelt gratitude to Trustee, Adam Martin, for his long-standing service spanning nearly nine years, during which time he contributed valuable insights into financial strategies and governance practices. Notably, Adam's legacy includes the establishment of the Foundation Trust, an initiative that has enhanced our resources and operational sustainability.

We thank all three Trustees for walking alongside us as we work to heal and restore whānau wellbeing, and we wish them all the very best in their future endeavours.



Renewal and growth through restructure

Financial Performance Summary – Year Ending 30 June 2025

As we mark the end of financial year, Te Whare Ruruhou o Meri Trust continues to stand strong as we provide culturally embedded support to whānau and extensively expand the services we provide. The year saw an ambitious organisational restructure plan, designed to strengthen the senior leadership team and provide support for future expansion of our services and enable us to support more whānau to heal and restore wellbeing.

The financial performance detailed below* demonstrates our ongoing efforts to ensure our services remain accessible, impactful, culturally relevant and sustainable.

Financial Performance Overview

During the FY 24/25 financial period, Te Whare's total income amounted to \$6.4 million, an increase of 20% over the previous year. This growth is primarily due to the commencement of the Kia Ora Ake contract with Te Whatu Ora and a subsequent significant increase in harm reduction services. It is also due to the substantial growth of services delivered in Kaitaia through Sexual Violence and Direct Services contracts with the Ministry of Social Development.

Most of our funding comes from government contracts, which are essential for providing services that meet the needs of our whānau. We would also like to acknowledge:

- The ongoing support of St Mary's Trust, which provides an annual grant of \$80,000.
- Our new collaboration with the Selwyn Foundation on the Pouhono initiative has provided an additional \$270,000 worth of services to support whānau.

Overall expenses have increased by 22% compared to FY 23/24, primarily due to the strengthening of our organisational restructure, our brand, and increased outreach of Te Whare to the community. Consequently, salary costs have increased by 20% (\$617k) and contractors' costs have increased by 94% (\$177k) compared to the previous year. The above mentioned contractors' costs were invested in organisational and leadership development, in the renewal of Te Kawa o te Maraē®, and in renewal of IT equipment, so that the services of Te Whare remain culturally competent and our technology up to date.

Operational and strengthening costs — including rent, OPEX, and administration — totalled \$5,924,678, enabling us to maintain a stable and welcoming environment for those we serve.

We ended the year with a preliminary net surplus of \$528,995, which aligns with our financial strategy of sustainability and resilience, and supports our commitment to investing in areas that require further strengthening.

Looking to the future

We recognise the impact of regulatory changes affecting the for-purpose sector and the resulting economic uncertainty. For FY 25/26, our focus will remain on:

- Consolidation
- Excellence in contract delivery
- Demonstrating the community impact of our services
- Funding diversification

The organisational restructure will continue to be implemented across Te Whare, focusing on:

- Senior Leadership team development — hiring new leaders to serve our mission
- Using data to inform and improve service delivery



Statement of service performance report

Ngā pou matua | Strategic outcomes 2024-2028

1. Tuāpapa | Strengthening our foundations

To ensure long-term success, we will deliver on current commitments, refine our partnerships to align with our mission and strengthen governance. By implementing robust compliance systems and attracting skilled staff, we will continue to deliver high-quality social services.

2. Tira Whaipānga | Building stronger partnerships

We aim to foster stronger relationships with stakeholders by maintaining transparency and clear reporting processes. Our engagement plan will enable Trustees and the Management Team to form sustainable partnerships aligned with our strategic goals.

3. Hua Putanga | Delivering meaningful outcomes

We are committed to identifying measurable outcomes and impactful services that drive positive social change in the communities we serve. By deepening our understanding of whānau Māori needs, we will adopt best practices to maximise our contribution.

Performance measures

Family harm and sexual violence

Te Aorerekura is the Aotearoa national strategy to eliminate family violence and sexual violence. Te Whare Rururhau o Meri has been contracted to contribute to the strategy's goals by delivering kaupapa Māori services and programmes designed to support behaviour change of users of violence and to promote safe tamariki, safe whānau, safe communities. Te Whare provide sexual violence crisis and support services to victims of sexual violence and their whānau. The spectrum of support offered includes advocacy across justice pathways, accessing ACC entitlements, navigation of and referral to specialised services to meet the physical and emotional healing needs of victims, their whānau and where-needed aspects of whānau reconciliation. Te Whare works within a kaupapa Māori framework and prioritises the needs of whānau Māori impacted by sexual violence. Responsive to 55 whānau throughout 2024/2025 which reflects similar numbers from the previous year.

Crisis Support

Te Whare supported 24 tamariki impacted by sexual violence. Referral numbers are slightly lower to the previous year in both referrals and plans.

Sexual Violence Crisis Support – Adult

Referrals have increased slightly. The number of hauora plans have doubled, a significant lift compared to previous year and due to an internal focus on developing stronger assessment and planning skills and closer monitoring systems of entries in the Client Management Database.

	Referrals 2023 / 2024	Plans	Referrals 2024 / 2025	Plans
Crisis Support SV Adults Kaitaia	53	23	55	47
Crisis Support SV Tāmariki Kaitaia	28	25	24	21



Direct Services to Whānau

Numbers have increased this year reflecting a higher demand for services. Government has reduced funding across early prevention services to whānau which has led to several social service providers scaling back on service delivery which has increased referrals to Te Whare.

	Referrals 2023 / 2024	Plans	Referrals 2024 / 2025	Plans
Direct Services to whānau Kaitaia	118	43	156	43

Intensive Whānau Support

Intensive whānau support provides whānau with services needed to restore safety and wellbeing, (mauri ora) where violence, sexual and physical harm has occurred or is at risk of occurring. Our numbers have remained consistent however again, we see an uplift in hauora plans.

	Referrals 2023 / 2024	Plans	Referrals 2024 / 2025	Plans
Intensive Whānau Support Kaitaia	86	59	76	71

Court Support Sexual Violence

The referral number reflects the reality at which sexual violence is reported to Police, then followed up through the justice system. 89.9% of sexual assault offences from 2018 to 2024 went unreported to Police (Ministry of Women, data and research, NZCVS cycle 7). A difficult and often traumatic process that can lead to complainants withdrawing from the court process.

	Referrals 2023 / 2024	Plans	Referrals 2024 / 2025	Plans
Court Support - Tāmaki Makaurau	7	7	6	7

Support Services

Te Whakapakari Nga Hononga

Te Whakapakari works with Matua Whangai (whānau caregivers) to gain skills to support tamariki with trauma behaviours. A whānau approach service provision that aims to keep tamariki in safe whānau care. Oranga Tamariki is the sole referrer for service as tamariki have care orders in place. A lift in numbers due to 2024-25 spanning a 12 month contract period, 2023-24 spanned 6 months service delivery.

	Referrals 2023 / 2024	Plans	Referrals 2024 / 2025	Plans
Te Whakapakari Nga Hononga	14	2	25	16

Amorangi

Pastoral care chaplaincy service based in Middlemore Hospital, offering spiritual support, prayer and guidance to patients and their whānau and hospital staff. A high volumes contract dependant on Māori patients admitted to Middlemore Hospital.

	Referrals 2023 / 2024	Completing	Referrals 2024 / 2025	Plans
	4024		4348	

Whānau Resilience

Whānau Resilience supports whānau who have had lived experience of family violence with long term healing and recovery. We are in partnership with two other agencies in Tamaki.

	Referrals 2023 / 2024	Plans	Referrals 2024 / 2025	Plans
Tāmaki Makaurau	25	11	23	11
Kaitaia	1	3	20	20



Kia Ora Ake

Kia Ora Ake is a free, school-based wellbeing service supporting tamariki and whānau in Franklin through early, practical, and culturally grounded mental health support. It partners with schools to build emotional, social, and whānau wellbeing so tamariki can thrive.

	Programmes delivered	Tamariki Supported (Groups & 1:1)	Kura engaged
Franklin	19	450	10

Pouhono

Kaimahi work alongside kaumatua (elderly), utilising a comprehensive, culturally centred practice framework. Pouhono support and advocate for the health and wellbeing of kaumatua by integrating tikanga, evidence-based practices, and holistic approaches with a focus on utilising Te Whare Tapa Wha model of holistic wellbeing. The increase in numbers reflects a full 12 months of service provision.

	Referrals 2023 / 2024	Plans	Referrals 2024 / 2025	Plans
Pouhono	6	2	21	18

Behaviour Change Programmes

Adult Safety Programmes

Tāmaki increase in referrals reflects an increase in the number of family violence victims seeking supports to increase safety for themselves and tamariki. The increase can also be attributed to a concerted effort to market the services of Te Whare and a newly developed website that provides user friendly access to supports. Referrals are a combination of mandatory orders through the family court system, community, and self-referrals.

	Referrals 2023 / 2024	Completion rate	Referrals 2024 / 2025	Completion rate
* Tāmaki Makaurau	60	38%	93	35%
* Te Tai Tokerau	39		70	

Non-Violent Programmes

Non-violent programmes work with tāne and wāhine using our framework Te Kawa o Te Marae to help whānau understand where the violence has come from, the impact on their whānau and themselves, and gives strategies to becoming non-violent.

	Referrals 2023 / 2024	Completion rate	Referrals 2024 / 2025	Completion rate
* Tāmaki Makaurau – MOJ / DOC	64	51%	60	78%
* Te Tai Tokerau – MOJ / DOC	120		128	



Safety Programmes Tamariki

A large increase in referrals of tamariki seeking safety programmes to help them understand how to keep themselves safe.

	Referrals 2023 / 2024	Completion rate	Referrals 2024 / 2025	Completion rate
* Tāmaki Makaurau	38	11%	93	38%
* Te Tai Tokerau	20		70	

Strengthening Safety Service

A 25% increase in referrals across both regions indicating an increase in whānau needing the safety service which is an assessment for whānau safety and can lead to attendance in a Safety Programme.

	Referrals 2023 / 2024	Completion rate	Referrals 2024 / 2025	Completion rate
* Tāmaki Makaurau	33	28%	41	112%
* Te Tai Tokerau	14		18	

Community Integrated Response – Violence

Referrals for tane and wahine group programmes to increase awareness of violence and understand the impact while providing skills and strategies to be free from violence.

	Referrals 2023 / 2024	Referrals 2024 / 2025
* Wāhine	64	86
* Tāne	60	83

Multi-Agency Partnership

New Zealand Police Manawa Titi/ Counties Manukau/ Whiri Te Muku (Kaitaia)

A multi-agency partnership with Manawa Titi Police. The team engages with whānau who have police call-outs for family violence engaging whānau with services to support their healing and recovery. A decrease in contract size is indicated in the drop of referrals.

	Referrals 2023 / 2024	Referrals 2024 / 2025
Manawa Titi	576	382

Counties Manukau

A multi-agency partnership with Counties Manukau family harm team. The kaimahi engage with whānau to support with healing and recovery, often referring on to other services within Te Whare or outside agencies.

	Referrals 2023 / 2024	Referrals 2024 / 2025
Brief Intervention / Whānau Wellbeing	298	405



Statement of comprehensive revenue and expenses

Te Whare Ruru hau o Meri Trust for the year ended 30 June 2025

	Notes	2025	2024
Revenue from Non Exchange Transactions			
Provision of goods and services	6	5,340,857	5,023,258
Grants revenue	5	340,000	80,000
Total Revenue from Non Exchange Transactions		5,680,857	5,103,258
Revenue from Exchange Transactions			
Rental income		55,396	
Other revenue	11	11,950	
Total Revenue from Exchange Transactions		67,346	151,251
Total Revenue		5,748,202	5,254,509
Expenses			
Costs of services provided	8	1,293,614	1,093,729
Wages, salaries and other employee costs	7	3,793,266	2,967,310
Depreciation, amortisation and impairment expenses	9	175,962	190,010
Other overhead and administrative expenses		640,277	584,863
Total Expenses		5,903,119	4,835,912
Finance Income and Costs			
Finance income	10	109,033	154,980
Finance costs	10	–	(33)
Net Surplus/(Deficit) from Finance Activities		109,033	155,013
Operating Surplus/(Deficit)		(45,884)	573,610
Total Comprehensive Revenue and Expenses for the Year		(45,884)	573,610

These financial statements should be read in conjunction with the notes to the financial statements.



Consolidated statement of financial position

Te Whare Ruruahu o Meri Trust for the year ended 30 June 2025

	Notes	2025	2024
Current Assets			
Cash and cash equivalents	12	4,191,178	3,779,142
Current Investments			500,000
Receivables from non-exchange transactions	13	250,808	512,080
Prepayments		59,013	19,486
Total Current Assets		4,500,999	4,810,708
Non-Current Assets			
Property, plant and equipment	14	1,460,514	1,556,596
Total Non-Current Assets		1,460,514	1,556,596
		5,961,513	6,367,304
Current Liabilities			
Payables under exchange transactions	15	296,742	169,838
Employee entitlements	16	361,555	340,833
Income in advance	17	296,768	804,301
Total Current Liabilities		955,065	1,314,972
		955,065	1,314,972
Net Assets			
Accumulated funds		5,006,448	5,052,332
		5,006,448	5,052,332

These financial statements have been authorised for issue by the Te Whare Ruruahu o Meri Trust Board.



27 February 2026

Chairperson - Board of Trustees

Date



27 February 2026

Trustee

Date

These financial statements should be read in conjunction with the notes to the financial statements.



Consolidated statement of changes in net assets

Te Whare Ruruhou o Meri Trust for the year ended 30 June 2025

	2025	2024
Equity		
Opening Balance	5,052,332	4,469,591
(Deficit)/Surplus for the year	(45,884)	573,610
Prior period amendment to correct asset values	-	9,131
Balance as at 30 June	5,006,448	5,052,332

Consolidated statement of cash flows

Te Whare Ruruhou o Meri Trust for the year ended 30 June 2025

Statement of Cash Flows	2025	2024
Cash flow from operating activities		
Fundraising, donations, grants and bequests	350,000	80,000
Receipts from goods and services provided, non-exchange transactions	5,107,426	5,049,242
Interest and dividends received	117,237	158,459
Payments to suppliers	(1,846,515)	(1,654,534)
Payments to employees	(3,772,544)	(2,768,771)
Net GST	36,312	(81,369)
Net cash flow from operating activities	(8,084)	783,027
Cash flow from investing activities		
Proceeds from sale of property, plant and equipment	-	24,133
Purchase of property, plant and equipment	(79,880)	(92,719)
Purchase of investments	(1,500,000)	-
Total Non-Current Assets	(1,579,880)	(68,586)
Cash flow from financing activities		
Interest paid	-	(33)
Net cash flow from financing activities	-	(33)
Net increase in cash and cash equivalents	(1,587,964)	714,408
Cash and cash equivalents at beginning of the year	4,279,142	3,564,732
Cash and cash equivalents at end of the year	2,691,178	4,279,142

These financial statements should be read in conjunction with the notes to the financial statements.



Ngā mihi nui to all those who walk alongside us.

We are deeply grateful to Te Hāhi Mihinare, The Māori Anglican Church of Aotearoa, for their foundational and enduring support.

Thank you also to our generous supporters and partners for your ongoing manaakitanga and aroha as we work to weave powerful, positive change into the lives of whānau.



tewhare.org.nz

Auckland South Te Taanga Manawa, Building 2, Ground floor, 19 Lambie Drive, Papatoetoe.
Northland 138 Commerce Street, Kaitaia

Te Whare Ruruahau o Meri Trust is a registered Charity. Charities Commission number: CC34683