

He hononga mō te ora Connecting for wellbeing

Hui Amorangi Pūrongo-ā-tau | Annual Report
for the year ending 30 June 2026



Mihi

**E ngā mana, e ngā reo, rau rangatira mā,
Tēnā koutou, tēnā koutou, tēnā koutou katoa**

**Tuatahi rā ki ngā aituā o te wā, ka whitawhita tonu mai
te kanaku aroha ki te pae o mahara, kia mahana tonu te
whatumanawa o te whānau e tangi nei, e noho pani nei.**

**Rātou te hunga wairua ki a rātou,
tatou te hunga ora ki a tatou,**

**Ka tuku mihi hoki ka tika ki te Hāhi Mihingare me ōna
rangatira o te Tai Tokerau, ki a koutou ko tō whānau e te
Pīhopa, tēnā koe, ōtira, tēnā koutou katoa.**

**He mea nui ki a mātou te hononga me te mahi tahi, me
te whai i ngā tohutohu me te māramatanga o te Hāhi i
roto i tēnei kaupapa. He ara kotahi, he kaupapa kotahi,
he whānau kotahi tatou.**

**Koia nei tā mātou kaupapa, ko te ārahi i te
whakahokinga mai o te ora ki ngā whānau.**

**Nō reira, kia ū ki te kaupapa, kia kaha ki te mahi,
kia tupu te whānau, kia ora ai te iwi.**

**Kia tau ki runga i a tātou katoa te aroha noa o te
Atua, te rangimārie a tōna Tama a Ihu Karaiti, me te
whakakotahitanga o te Wairua Tapu.**

Nō reira, tēnā koutou, tēnā koutou, tēnā tātou katoa.

To all those of authority, to all voices, to the many esteemed
leaders and elders,
Greetings, greetings, greetings to you all.

First, we acknowledge those who have passed in these times.
The deep ache of love continues to burn brightly upon the horizon
of our memories, that the hearts of the grieving and bereaved
whānau may remain warmed and comforted.

To those who have passed into the spiritual realm, we
acknowledge you; to those of us who remain in the world of the
living, we acknowledge one another.

It is right that we also extend our greetings to the Anglican Church
and its leaders of the Tai Tokerau, and to you, Bishop, and your
whānau; greetings to you, and indeed, greetings to you all.

Our connection and our working together are of great importance
to us, as is following the guidance and wisdom of the Church
throughout this kaupapa. We are travelling one pathway, united
in one purpose, as one whānau. This is our purpose: to lead the
restoration of wellbeing to whānau.

Therefore, let us remain steadfast in this kaupapa, strong in our
work, that whānau may grow and flourish, and that our people may
be well and prosper.

May the grace of God rest upon us all, the peace of His Son Jesus
Christ, and the unity of the Holy Spirit.

Therefore, greetings to you, greetings to you, greetings to us all.



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Te moemoeā Our vision

Whaimana whānau
Empowered families

Tamariki harikoa
Joyful children

Puni mātauranga
Knowledgeable sector



Whāinga Our mission

Tū rawea tū pākau roroa
Leading the restoration
of whānau wellbeing.

Ngā pou matua | Our 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, hapū and iwi.



Ngā uara | Our values

Auaha | Nurturing the creative and innovative spirit

Te ao Māori | Valuing the past, present and future of the Māori world

Pono | Acting with integrity

Tika | Do what is right and just

Aroha | Giving unconditional and compassionate service

Tū tangata | Pursuit for excellence

Tumanako | Releasing the aspirations





TE WHARE RURUHAU O MERI TRUST

NATURE OF ENTITY

Registered Charity

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REGISTRATION NUMBER

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DATE OF REGISTRATION

30 June 2008

AUDITORS

Silks Audit

SOLICITORS

Parry Field Lawyers
Kemps Weir Lawyers

BOARD OF TRUSTEES



Natalie Vincent
Heamana | Chair
Ngāpuhi



Jenny Collings



Matthew Mark



Rachel Roberts



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



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



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



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



Carmen Tonks
Te Rarawa, Te Roroa



Deborah Davidson
Hēkeretari
Secretary

SENIOR LEADERSHIP TEAM



Elizabeth Walker
Tāhuhu | CEO
Te Rarawa,
Ngāti Tūwharetoa



Semi Asafo
Manutaki Tangata
HR Manager
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Tauwhiro Maimahi-a-iwi
Practice Lead
BSW, PGDipSup



Yahnina Hutchings
Manukura
Operations Manager
Ngāpuhi,
Ngāti Kahu ki Whangaroa



Erin Rangi-Watt
Kaihautu Ratonga
Rangatōpū | Corporate
Services Manager
Ngāti Ruanui,
Ngāti Hikairo





Building foundations for strategic growth



As Chair of Te Whare Ruruhau o Meri Trust, I am proud to present this report to Te Hui Amorangi o Te Tai Tokerau for the year ending 30 June 2026.

This year our kaupapa has continued to take root and grow. Across Tāmaki Makaurau, Kaitia and Whangārei, our kaimahi have walked alongside whānau with skill, aroha and quiet determination, supporting them to heal from harm and restore their wellbeing. Every achievement in this report belongs first to those whānau, who have shown the courage to seek change, and to the kaimahi who have walked that journey with them.

A particular highlight has been the growth of our presence across the rohe. We have strengthened our services in Whangārei with the appointment of a new team to lead our kaupapa Māori sexual violence support work, extending our reach further into Northland closer to whānau who need us.



Our kaimahi continue to be recognised beyond Aotearoa. This year, members of our team travelled to Australia to present at the Anglican Care Network conference, sharing our indigenous, kaupapa Māori approach to working with tāne and the difference it is making in their lives. It was a proud moment to see our people, and model of care, recognised on an international stage.

Good service for whānau depends on more than what happens in the room. It also depends on the systems, funding provision and policy settings around it, so a real part of our mahi has been getting our voice heard with Government and key stakeholders, so that kaupapa Māori approaches and the lived experience of whānau shape the decisions that affect them.

Marking one year since launching our impact strategy, our CEO Elizabeth and I, along with representatives of the Auckland Anglican Diocese hosted the Honourable Minister Karen Chhour in Whangārei, an opportunity to highlight our contribution to Te Aorerekura, the national strategy to eliminate family and sexual violence, and to showcase our growing partnership with the Diocese. Hui such as these matter because they keep the realities facing whānau visible to the people who make decisions about the services they rely on.

Elizabeth is a tireless advocate for our mahi, raising awareness of the positive impact we have on restoring whānau wellbeing. Supported by kaimahi, Elizabeth has presented our impact story and participated in advisory groups around the motu, ensuring our whakaaro, and that of the whānau we serve, is heard where it matters.

I want to thank my fellow trustees for their continued service and commitment to our kaupapa over the past year. It has been a privilege to govern alongside such a dedicated group, and I am pleased to welcome our newest trustees to the Board. Together, we remain a strong and engaged board, focused on our kaupapa and stewarding the strategic objectives of the organisation with care.

As we enter the final year of our current strategic plan, Te Whare is stable, with a clear direction and a committed team carrying our mission forward.

Natalie Vincent

Heamana | Board Chair – Te Whare Ruruhau o Meri Trust





Reta a te Tāhuhu | CEO letter

As I reflect on the past year, I am reminded that the true measure of our impact is not found in numbers. It is found in people. It is found in the courage of a wahine taking her first steps towards safety, a tāne choosing a safe path for himself and his whānau, tamariki experiencing stability and aroha, and whānau holding hope for a better future despite the challenges they face.



Every day, Te Whare is invited into deeply personal moments of vulnerability, uncertainty, anger, grief, healing and transformation. We do not take that trust lightly. It is both a privilege and a responsibility to walk alongside whānau during some of the most challenging periods of their lives.

This year marked the first full year of delivering our Impact Strategy. While strategy provides direction, our focus has remained firmly on the difference we are making for whānau. We continue to look beyond activity and outputs and focus on the positive changes we see in people's lives, now and into the future.

The stories throughout this report demonstrate that lasting change rarely happens through a single intervention. Change happens through relationships. It happens when people feel safe, heard, respected and supported to determine their own pathway forward. It happens when strengths are recognised, mana is restored, and opportunities for healing are created.

We recognise many of the whānau we support have experienced adversity, violence, grief, loss or disconnection. We also recognise these experiences do not define a person's future. Every whānau we work alongside holds strengths, resilience and potential. Our role is not to fix people. Our role is to create the conditions where healing, growth and self-determination can flourish.

A key focus of this year has been strengthening connection for impact. The challenges facing whānau are often complex and interconnected; no single organisation can address them alone. Meaningful outcomes are achieved when communities, iwi, government agencies, funders, local services and whānau themselves work together towards shared goals. Through collaboration, we can strengthen pathways to support, remove barriers and create opportunities for wellbeing.

Our Safer Tamariki Christmas Appeal was a powerful reminder of why this work matters. While Christmas is often a time of celebration and connection, for some whānau it can also bring experiences of hardship, isolation and family violence into sharper focus.

Through sharing authentic stories, we sought to build greater understanding of the realities faced by many within our communities and the importance of ensuring support is available when needed most.

None of this work would be possible without our dedicated kaimahi. Every day they hold space for difficult conversations, support people through crisis and uncertainty, celebrate progress, and carry hope alongside whānau. Their compassion, professionalism and commitment are at the heart of everything we do. They embody the values of manaakitanga, whanaungatanga and aroha that have shaped Te Whare for generations.

To our Board, partners, community supporters, funders and kaimahi, thank you for your trust, commitment and belief in this shared kaupapa.

Ultimately, our purpose remains unchanged: supporting whānau to thrive. Whether helping create safer homes, strengthen wellbeing, restore relationships or support aspirations, we remain committed to building a future where whānau are safe, connected, valued and able to flourish.

Elizabeth Walker

Tāhuhu | CEO

Te Whare Ruruhau o Meri Trust

**He heals the
broken-hearted and
binds up their wounds.**
Psalm 147:3



Organisational growth and strengthening capability

Over the past year, Te Whare has continued to strengthen its capacity, capability and organisational foundations, positioning ourselves to better support kaimahi and deliver meaningful outcomes for whānau across our communities.

One year on from the implementation of a significant leadership restructure, the benefits of these changes are becoming increasingly evident. Te Whare has experienced positive growth in our ability to respond to the complex needs of whānau while fostering a culture that empowers kaimahi to deliver high-quality, whānau-centred services. This strengthened organisational capability has enabled us to support more whānau on their journey towards healing, resilience and restored wellbeing.

A key contributor to this progress has been the establishment of a dedicated Practice Lead role and the introduction of the Operations Manager role.

The Practice Lead provides vital leadership in maintaining safe, effective, and culturally responsive practice across the organisation. Through ongoing guidance, coaching and professional development opportunities, the role helps build the confidence and capability of kaimahi, ensuring they are well supported to work with whānau experiencing a range of challenges. The focus on practice excellence strengthens service delivery and reinforces our commitment to achieving positive and sustainable outcomes for those we serve.

The Operations Manager role strengthens organisational oversight, accountability and performance reporting. A particular focus has been enhancing relationships with funders, stakeholders and partner organisations, ensuring they remain connected to the outcomes being achieved through their investment and collaboration. This supports greater transparency, understanding and confidence in the impact being created for whānau and communities.

Another new role, the Corporate Services Manager plays an important role in supporting organisational effectiveness through strengthening internal communication, promoting our achievements and ensuring key information is shared effectively across Te Whare.

These efforts help strengthen organisational cohesion, celebrate the successes of our people and services, and support a culture of engagement and shared purpose.

Recognising that our people are our greatest asset, Te Whare also invested in strengthening its workforce through the appointment of a full-time Human Resources Manager. This role enables a more strategic approach to supporting kaimahi and fostering a positive workplace culture. Given the demanding nature of the mahi undertaken across Te Whare, a strong emphasis has been placed on ensuring kaimahi are supported to prioritise their own hauora and wellbeing while continuing to serve whānau effectively. This investment is contributing to a more resilient workforce and reinforces our commitment to being an employer that values and supports its people.

During the year, Te Whare also reviewed and restructured its finance function to strengthen financial stewardship and organisational sustainability. As part of this process, an external accountant has been engaged to provide specialist expertise and support the ongoing development of robust financial systems, controls and reporting practices. This investment ensures Te Whare continues to manage the pūtea entrusted to us with integrity, transparency and accountability, while supporting informed decision-making for future growth.

As Te Whare looks ahead, there is a strong sense of optimism and purpose. The Senior Leadership Team remains committed to strengthening the strategic focus of Te Whare, building on the solid foundations established over the past year and creating opportunities for continued growth and innovation. Together, we will continue to work towards our vision of Whaimana Whānau (Empowered Families), Tamariki Harikoa (Joyful Children) and Puni Mātauranga (Knowledgeable Sector), ensuring our people, systems and organisational capability continue to contribute to lasting positive change for whānau and communities.





He aha te mea nui o te ao?
He tāngata, he tāngata,
he tāngata.

What is the most important
thing in the world?
It is people, it is people,
it is people.



Sharing mātauranga, strengthening whānau wellbeing

At Te Whare, we know that lasting change happens through connection, shared learning, and working together to support whānau wellbeing.

By sharing our knowledge and experience we contribute to stronger communities and help create the conditions for whānau to thrive.

In September 2025, Te Whare was proud to share our kaupapa on an international stage at Anglicare Australia's Staying Brave Conference in Melbourne. Supported by our senior leadership team, Whānau Resilience Kaiārahi, Brett Gillett presented Te Ara Tuna: The Path of the Eel.

Grounded in the life cycle of the longfin tuna, Te Ara Tuna is a kaupapa Māori model of whānau resilience that brings together whakapapa, tikanga, and behavioural science. The framework supports tāne and their whānau to navigate adversity, strengthen connection, and build pathways towards wellbeing.

The conference provided an opportunity to exchange ideas, deepen relationships, and contribute to conversations about culturally grounded approaches to resilience. Structured around five pou, Te Kōpū, Te Awa, Ngā Piringa, Te Moana, and Te Hokinga, the model reflects the strengths, wisdom, and aspirations that exist within whānau.

Through partnerships and shared learning across Aotearoa and Australia, we continue to grow our collective knowledge, strengthen practice, and support positive outcomes for whānau and communities.





Service delivery and impact

The past year has been one of growth, reflection and strengthening across Te Whare. Following our organisational restructure, we are focused on building strong operational foundations that support our people, services and long-term sustainability.

While much of this work happens behind the scenes, we have balanced this important development with a commitment to responding to the increasingly complex needs of tamariki, whānau and communities.

Amorangi holds a special place within Te Whare and continues to be a valued partnership with Middlemore Hospital. Through more than 4,100 chaplaincy and pastoral care engagements this year, the service strengthened the wairua, wellbeing and mana of tūrora, whānau and hospital staff. Amorangi reflects our commitment to holistic wellbeing and the important role spiritual and cultural care plays in the healing journey.

A key focus for Te Whare has been deepening our understanding of what success looks like for whānau. Through impact surveys and evaluation activities, we have begun elevating whānau voice and their experience at the centre of service improvement. Early insights provide evidence of increased safety, confidence, cultural connection, and positive outcomes for tamariki and whānau. This work is helping us better understand the difference our services make and ensuring we continue to evolve in response to community needs. Alongside this, we have begun our journey towards becoming a trauma-informed organisation, embedding trauma-responsive and culturally grounded approaches that strengthen outcomes for whānau.

This year also brought exciting growth. Kia Ora Ake continued to expand across Franklin with four additional positions funded and new schools added to the service. We were successful in securing the Te Pikinga contract at Northern Region Corrections Facility, delivering a wellbeing programme within the Corrections sector, and, in partnership with Te Tuhiata Mahiora, were awarded the Te Ao Mārama contract in Te Tai Tokerau, supporting whānau engagement and participation within the justice system.



Looking ahead, we remain committed to strengthening our understanding and measurement of impact, growing strategic partnerships and continuing to deliver services that create meaningful and lasting change. A key focus is our progression towards becoming a trauma-informed care organisation which marks the beginning of a three-year journey to embed trauma responsive, culturally grounded approaches throughout every level of our work.

This commitment reflects our belief that healing, safety and connection sit at the heart of sustainable outcomes for whānau.



To tatou pānga | Our impact

Finding hope and new possibilities

For Adi, creating a safe, healthy and happy environment for herself and her tamariki was her top priority.

"My social worker through Whānau Resilience told me about the Wāhine Safety Programme, and I knew straight away I wanted to sign up."

After leaving an abusive marriage, Adi was determined to build a better future for her family. Although she was initially worried that her limited knowledge of Mātauranga Māori might hold her back, the programme's facilitators helped make concepts and tools, such as the Te Kawa o te Marae framework, accessible and meaningful.

"Once I started using those tools and letting that knowledge guide my decisions, the possibilities felt truly endless, especially when it came to building something safe and healthy for my family."

Since completing the programme, Adi has gained a Health and Wellbeing Certificate and an Adult Teaching Certificate and is preparing to begin a degree.

"When I said the possibilities were endless, what I really meant was that it gave me hope. Hope that I could achieve anything I set my mind to."

Her advice to others considering change is simple: know your "why".

"Having that anchor kept me grounded and gave me courage, because even positive change can feel terrifying."

Adi also believes self-compassion is essential.

"Forgive yourself for not knowing earlier what only time could teach."



Breaking the cycle: Nato's journey to positive change

For Nato, joining the Te Whare Tāne Non-Violence Programme was about creating a better future for himself and his whānau. Growing up with a violent father had shaped many of his own behaviours and relationships.

"I knew I needed help. I didn't want to keep living like that."

Since completing the programme, Nato has embraced significant changes, including calmer communication, stronger self-control, and a commitment to living without violence.

"I think about the outcome now. I'm not reacting how I used to. I stop and remember what I learned."

He says these changes have strengthened his relationships and created a safer, more supportive environment for his whānau. One of the most valuable parts of the programme was connecting with other tāne who had experienced similar challenges.

"Being able to relate with the other men about violence in relationships helped me realise I wasn't alone."

The safe space to kōrero openly allowed Nato to reflect on his experiences, learn from others, and reconnect with kaupapa Māori values such as whanaungatanga and manaakitanga. He also developed new ways to communicate with his tamariki and wider whānau.

"I talk calmer with my kids and my whānau. I think before I act and have better self-control."

Today, Nato remains committed to breaking the cycle of violence and ensuring his tamariki are nurtured, loved, and supported to thrive.





Whakawhanaungatanga for kaumātua

Demand for our kaumātua support service, Pouhono continues to grow with a commitment to connection across communities and partners such as Ōtara Music and Arts Centre (OMAC).

During Elder Abuse Awareness Week, in partnership with OMAC, we delivered a programme that empowered kaumātua with knowledge and resources on elderly abuse, while creating a safe space for discussion and peer support. The willingness of kaumātua to share their experiences and support each other demonstrated the value of working together to promote safety, awareness, and wellbeing.

A journey of healing through karakia

Our Amorangi Chaplaincy service provides pastoral care and religious support with a te ao Māori focus, helping meet the cultural and spiritual needs of tūrora (patients) and whānau at Middlemore Hospital.

When Denise, one of our Amorangi Chaplains, was called to support Wiremu*, a tāne in his mid-50s, he was facing the prospect of having his left leg amputated the following day.

When she arrived, Wiremu was emotional. Together they shared kōrero and karakia, and by the time Denise left, he was more at peace. True to her promise, Denise returned the next morning before surgery. They began the day with karakia, and she continued visiting him daily throughout his recovery.

The day after his operation, Wiremu shared that he had remained awake during the procedure. At the end of the surgery, he asked the medical team to guide his hand to the stump so he could offer a karakia for healing. He then asked to see his amputated limb and offered a karakia of gratitude for the service it had given him throughout his life before saying goodbye.

The surgical team was moved by his strength and commitment to tikanga Māori. Wiremu's journey highlights the power of cultural connection. By reconnecting with wairuatanga and whakapapa, whānau can find strength, healing and hope during life's most challenging moments.

**Name changed for privacy reasons*



Hoa haere kōtui | Our partners

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

Thank you 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.



Ngā mihi nui ki a koutou
Thank you to all those who walk alongside us



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

