



**Kāhui Tū Kaha**

**2018**  
**Annual**  
**Report**





**Trustees of Affinity Services Charitable Trust**

**Dame Rangimarie Naida Glavish**, DNZM. JP

**Glenn Wilcox**

**Directors of Kāhui Tū Kaha Limited**

**Leisa Nathan**, Chairperson

**Andrew Mitchell**, Deputy Chairperson

**Michael Smyth**

**Prue Kapua**

**Monique Pihema**

**Franky Wang**

**Senior Management Team**

**Barbara Browne**, Chief Executive Officer

**Tipene Lemon**, Pou Tāhuhu

**Linda Jones**, Financial Controller

**Rod Flower**, Consumer Manager

**Stephanie Abrahams**, Operations Manager (Mental Health)

**Marama Hetaraka**, Operations Manager (Social Housing)

**Pervin Contractor**, Manager (Housing & Development)

**Tricia Doré**, Quality Manager

**AUDITORS**

Crowe Horwath New Zealand Audit Partnership

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# Our Trustees

Ka tukuna ngā mihi ki a koutou o Kāhui Tū Kaha e tiaki nei i tō koutou kaupapa hono.

Kei roto i a Aotearoa, he kaupapa hononga motuhake tō koutou, arā, e pupuri noa ana te iwi Māori i te kawa o tāua hononga, hei arataki i a koutou.

I whakatau a Ngāti Whātua i te hononga nei, kia horahia puta noa ngā mātāpono o Ngāti Whātua mai i Maunganui tae noa ki Tāmaki.

I takea ēnei mātāpono mai i ngā Whēinga o tua whakarere mō Ngāti Whātua me te hunga e nonoho nei i tēnei rohe.

Ko te aroha ki te tangata

Ko te manaakitanga ki ngā tāngata katoa, ahakoa nō hea

Ko te tiaki hoki ki ngā tāngata katoa

Mā ēnei mātāpono te hunga ora e tū pakari ai i tō rātou ake rangatiratanga i te Ao hurihuri nei.

Nō reira kia ū kia manawanui ki te pupuri ki āua mātāpono hei arataki i a koutou. Nā



Dame Rangimarie Naida  
Glavish, DNZM, JP



Glenn Wilcox

# Our Chairperson

Tēnā koutou katoa

E ngā mana, e ngā reo, e ngā ihi, e ngā wehi, tēnei te mihi ki a koutou katoa. He kura tangihia, he mamae aroha ki a rātou mā kua wehe atu ki te pō. Haere atu koutou, ā, moe mai. Tau mai ki a tātou ngā mata ora o rātou mā. Kia kaha, kia maia, kia manawa nui.

Ka mihi ki te Rūnanga o Ngāti Whātua, i tukuna mātou ki te tautoko i ngā wawatā o te iwi, kia tata mai te pae tawhiti. Kia ea ai te whakairo,



*“Kaua e mahue tētahi atu ki waho o te Tihi Oranga o Ngāti Whātua.”*

Kāhui Tū Kaha is honoured to have Dame Rangimarie Naida Glavish and Glenn Wilcox as its Trustees. Te Rūnanga o Ngāti Whātua has the exclusive right to appoint the Trustees of Affinity Services Charitable Trust, who then appoint the Board of Kāhui Tū Kaha.

The original name of the Trust has been retained to recognize the whakapapa of the organisation. The name of the charitable company, as the service delivery arm, changed to Kāhui Tū Kaha on 1 September 2017. Our name was gifted by Te Rūnanga o Ngāti Whātua; we strive to uphold the origins of this name, and the values and strength that are contained within it.

The Trustees appointed two new directors in 2017-2018, Monique Pihema (Ngāti Whātua) and Franky Wang (Chinese). They have both brought valuable governance skills to the Board, and a recognition that the organisation is both a Ngāti Whātua organisation and an organisation of diversity.

During the year, Brad Walker (Te Whānau ā Apanui / Te Whakatōhea) resigned as a Board Director. Brad played a key role in setting the pathway for Kāhui Tū Kaha. The organisation was named Te Korowai Aroha in the 1990s and then, when it separated from Baptist in 2006 and became Affinity Services, it set a new vision that included partnering with Māori. Brad helped to keep this vision alive. Together with former Trustee Henry Harrison and others, Brad sought an authentic partnership for the betterment of Māori.

The decision of Kāhui Tū Kaha (as Affinity Services) to move under the auspices of Te Rūnanga o Ngāti Whātua was based on a strong philosophical position that placing the organisation's resources and accountabilities under the Iwi was 'the right thing to do'; that partnership required no less than this. Kāhui Tū Kaha sought to contribute to the role of Ngāti Whātua in the provision of health and social services, and in determining its own service delivery. In return, Kāhui Tū Kaha sought to improve its capability to deliver services to Māori, and other people.

The strategic direction set by the Board is to strengthen the position of Kāhui Tū Kaha both as a Ngāti Whātua entity and as a leader in organisational diversity, and as a recognized service provider committed to achieving meaningful health and social outcomes for everyone. The Directors have confidence that the Chief Executive Officer and staff are progressing well with this direction.

*Me akiaki i te mana o ngā tangata i te rohe o Ngāti Whātua.*

We seek to enhance the mana of people who reside within the rohe of Ngāti Whātua.

**Leisa Nathan**  
Chairperson

## Our CEO

Tēnā koutou katoa

Kāhui Tū Kaha is primarily a service delivery agency, focused on supporting people to achieve health and social outcomes. We do not seek publicity, but instead expect to be judged by the outcomes we achieve.

Our results in 2017-2018 have been affirming of our direction. The range of our services has expanded, and the intensity of our work increased with revenue growing by 22%.



Most of our growth has been in social housing. We have developed operations and property teams capable of delivering services in a Māori framework. Our efforts were recognised in April 2018 when we received increased funding for our key social housing program, Housing First.

In our mental health services, we received a Ministry of Health recertification audit and a District Health Board contract audit. These audits confirmed the high quality of our services, ensuring we are well placed to welcome the anticipated changes from the government's Mental Health & Addiction Inquiry.

The special character of our organisation enriches us. We have a unique combination, a Māori base together with recognised leadership in diversity. Our staff are protective of our identity, frequently discussing application of our organisational values and demonstrating pride in our name, Kāhui Tū Kaha.

I am grateful to the foresight of Te Rūnanga o Ngāti Whātua and our Trustees for providing us with our pathway, to the Board of Kāhui Tū Kaha for providing us with our purpose and vision, and our magnificent staff for embracing our strategic direction.

**Barbara Browne**  
Chief Executive Officer

# Our Pou Tāhuhu

Tēnā anō koutou, kei aku huia kaimanawa, kei aku titihua, kei aku titiraupenga.

Ko tēnei te mihi ki a koutou katoa me ngā tini āhuatanga e pīkau ana koutou ki runga ake i wa koutou pokowhiwhi. Ko te tūmanako ka ngāwari mai, ka tau te rangimārie hoki.

I tēnei tau i takahia e Kāhui Tū Kaha te ākau roa, kia pātata mai te pae o te rangi, kia mau ai ki te pae tata. I te tūtuki haere tōnu te tuku manaakitanga ki ngā tāngata katoa e noho ana ki te rohe o Ngāti Whātua. Nā te ngākau nui o ngā ringa raupā, ngā ringa rehe me ngā waewae tāpā ki te whakapau wera.

I te waimarie mātou o Kāhui Tū Kaha i te noho whakaiti rawa matou ki te whakatinana i ngā hiahia me ngā wawata o Te Rūnanga o Ngāti Whātua. Nā tō koutou tautoko mai, i whai kaha mātou ki te ū ki ngā tikanga tuku iho. Kia kore rawa mātou e kōtiti haere ai, ā i ngā wā katoa.

Nō reira, ko tēnei te mihi ki a koutou katoa.

Nāku noa, nā

**Tipene Lemon**  
Pou Tāhuhu



# Our Services

*Toitū te kupu, toitū te mana, toitū te whenua.*

We strive to apply Māori values throughout the organisation, as the basis of how we do things.

We are contracted to provide a range of mental health, advocacy and social housing services:

## Respite / Residential

- Adult (Tumanako & Te Aroha),
- Maternal (Awhi Rito),
- Youth (Reframe)
- Residential mental health (Kahurangi)

## Mobile Mental Health

- Māori (Te Korowai o Te Aroha)
- Pasifika (Ola Manuia),
- Asian
- Muslim
- General
- Housing & Recovery Support (Te Rangimarie)
- Community Living Service
- Awhi Ora (working with five medical centres including Ōrākei)
- Peer Support

## Social Housing

- Social housing for people receiving mental health services
- Sustaining tenancies (Whare Toko)
- Housing First (Whare Taupua)
- Youth social housing (Aka Matua & Māhuri)

## Other

- Consumer Advocacy & Leadership (Mental Health & Addictions)
- Cultural Support
- Community Groups (Kupenga Ora)
- LGBTTI Liaison & Training
- Rainbow Tick
- Support Stream (PHO-funded counselling)
- Unitec Student Advocacy

We embed our organisational values in the delivery of these services:

- **Manaakitanga:** enhancing the mana of others
- **Rangatiratanga:** supporting people's self-determination
- **Whakawhanaungatanga:** establishing relationships, a sense of belonging, family connections and kinship.

We provide culturally specific services, recognizing that cultural strengths are a pre-requisite to mental well-being.



*By working with people of the same culture, staff connect on different and deeper levels through their shared experience.*  
Zainab Kajji, Service Manager, Asian & Muslim team

*It helps in removing barriers to understanding when our staff communicate with families and the people we work with in their own language.*  
Ana Maria Sio-Nielsen, Service Manager, Ola Manuia

*He korowai aroha ki runga, he tōpuni ki roto, koia nei ngā kākahu o te rangatira.*  
Matekitawhiti Chase, Service Manager, Te Korowai o Te Aroha



# Mental Health Respite Services

We provided

**114** people  
with **mental health crisis**  
**respite services**,  
**31%** being  
**Māori**.

Each person **stayed on average** for

**6** days

We have signed a building agreement  
for a replacement 4-bedroom house  
for Te Aroha.

We have services at:

- Awahi Rito - Maternal Respite, Manurewa
- Tumanako & Te Aroha - Adult Respite, Manurewa
- Reframe - Youth Respite, Mt Albert



Stephanie Abrahams,  
Operations Manager  
(Mental Health)



Sara Pai, Service Manager  
Awahi Rito, Tumanako &  
Te Aroha



Alice Havili,  
Service Manager  
Reframe & Peer Support

She is 19 years old and Youth Respite is her first contact with mental health services. She had tried to suicide following a relationship break-up. Support workers rostered 24/7 helped her to be safe, giving her and her whānau skills to manage her deep feelings of hopelessness and, as she got better, to create her goals for when she returned home. Support Workers assisted her whānau so she was able to keep up her kapa haka, gym, netball and boxing. She stayed at Youth Respite for three weeks, moving to the day programme and then to our Peer Support Worker on her return home.



He is 22 years old and stayed in Youth Respite for two weeks. He came from a lengthy hospital admission and with a diagnosis of paranoid schizophrenia. He needed further oversight while his medication was being adjusted. He involved himself in the youth day programme and we discovered he loved to cook. He would often help the Support Worker prepare lunch and dinner, and it was during these times that meaningful conversations occurred. Cooking distracted him, reducing the voices and stress he was experiencing. He was introduced to some grooming products and began to take pride in his appearance. Our Peer Support Worker is still visiting him twice a week to work with him on his goals.

She was distressed when she arrived at Adult Respite - threatening, punching walls and stomping around the house. The Support Workers cooked the food she liked and involved her in the preparation. They talked with her about her whakapapa and she told them about the loss of her sister and her grandfather. She was supported to visit their urupā, which was nearby. On the return trip, they stopped at the beach to watch the waves. She left Adult Respite saying she had never felt so respected and listened to.



She was hapū with their first child, and both she and her husband had been diagnosed with severe depression. Dirty dishes were overflowing on to the floor. She had traumatic flashbacks while giving birth. She struggled with breastfeeding. There were no whānau nearby. The Support Worker supported her in her home for the baby's first four weeks, visiting her daily. She continued to be overwhelmed by her home environment, and so came in to the Maternal Respite residential service. There, she had the 24/7 support of our rostered Support Workers, removing the pressure of housework, and instead, providing her with home cooked meals and sharing the care of her baby so she could sleep, shower and eat uninterrupted. The Support Workers helped her to set realistic goals, and continued to provide daily visits in the first weeks of her return home, ensuring success in her recovery.



Awahi Rito

# Mobile Mental Health Services

We provided a range of different **mental health support services** to

**561** people living in the community, **21%** being Māori.

## Social housing

was provided to

**49** of these people at any one time.

These people were supported to live independently and maintain their tenancy.

The people we work with are in the lead role. Staff focus on developing a trusting and respectful relationship, supporting the goals and aspirations that the people consider important to their recovery and independence.

**Each person** received, on average,

**1.5** hours support per week

There are **46 staff working in Mobile Mental Health Services**, 87% being Support Workers and the remainder Registered Health Practitioners.

A Pou Whirinaki leads and role models support for the people we work with to reconnect with whānau, hapū and iwi.

## Service Managers



Lorraine Bailey  
(General)



Ana Maria Nielsen-Sio  
(Ola Manuia)



Zainab Kajji  
(Asian & Muslim)

## The support took many forms and included:

- Advocating for two kuia on the Protection of the Personal & Property Rights Act to reduce exploitation of their property and finances;
- Whakatau for a young man and his whānau into Totara Whakaruruhau whare (social housing);
- Advocating for a person at Work & Income NZ for a rent arrears loan to avoid eviction;
- Tautoko to a person starting a carpentry course, a key component of his recovery plan;
- A hikoi along a beach to whakatau hinengaro/relaxation techniques;
- Tautoko to a person to the local library to practise computer skills for a job seeker course;
- Arranging an ambulance for someone found on a routine visit to be seriously unwell, and staying with them in hospital until family arrived;

- Tautoko to a person to get clothing quotes for their daughter's school uniform;
- Checking on a person with diabetes and long-term health issues to ensure she takes her prescribed medication properly;
- Accompanying a person to do their grocery shopping, helping him to gain confidence in handling money and teaching him to understand nutritional values;
- Providing smoke-free advice, offering a range of interventions;
- Meeting together with a family, acknowledging their contribution in providing food to their son and his flatmates, and discussing healthy food and exercise options to contribute to his goal of losing weight;
- Visiting a person who has recently migrated, supporting her to navigate through different services and advising her on available English lessons to reduce her isolation and support her to communicate confidently at her children's school;
- Diverting from scheduled work to provide immediate support to a person who is very depressed and having thoughts of suicide, helping her to create a plan on what to do when she experiences negative thoughts;
- Supporting a woman to gain her licence to reduce her isolation and help her gain employment. This involved the Support Worker sitting in the back seat to interpret as there was no driving instructor who could speak Farsi;
- Contacting a clinician to set up a meeting with a young woman and her family so they have more information to better support her.

### Service Manager

### Pou Whirinaki



Matekitawhiti Chase  
(Te Korowai o Te Aroha)



Tina Kaiawe

# Social Housing

We **provided social housing** to **57 young people** who were either homeless or transitioning from state care, **55%** being Māori.

We **supported 64 people at risk** of losing their public housing to retain their tenancy, **33%** being Māori.

We supported people who had been **chronically homeless into permanent housing**, applying the principles of Housing First. We **housed 116+88 adults children** **60%** being Māori.



*I love the diversity and flexibility we are given around our mahi.*  
Registered Social Worker

*I get to work with some awesome, talented, funny and dedicated staff at Kāhui Tū Kaha.*  
Support Worker & Social Work graduate

*We get to help others and that makes me feel good, and I'm good at it.*  
Support Worker & Social Work graduate

*There's new challenges every day at Kāhui Tū Kaha and I know what we do makes a difference to the communities we work in.*  
Support Worker with lived experience of homelessness

*Kaupapa Māori must be the way for Aotearoa.*  
Support Worker & Social Work graduate

*Tiakina te kaupapa o Kāhui Tū Kaha, hei oranga mōu.*  
Support Worker & Social Work graduate



## Achievements

- Together with other members of Housing First Auckland, we developed and began implementing Taiki Model as a kaupapa Māori framework for service delivery.
- Kāhui Tū Kaha became registered as a Community Housing Provider.
- We established a stable management structure for our social housing support services with an Operations Manager and three Service Managers.
- We increased our social housing properties from 24 to 58 over the 12-month period, primarily renting from private landlords.
- We established a separate property and tenancy team to manage this portfolio.



Marama Hetaraka,  
Operations Manager,  
Social Housing

*Our team is highly collegial; they are driven by the purpose of their work.*



Karam Meuli, Service  
Manager, Whare Toko,  
Aka Matua, Māhuri

*There is a careful balance of professionalism and heart. It is important to me that we have become an iwi organisation.*



Fauolo Torise Aati,  
Service Manager,  
Whare Taupua (Central)

*I strongly tautoko and humbly stand with our organisational values and our role as being the hands and feet of service to our community.*



Leaupepetele Fritz Von  
Heiderbrandt, Service  
Manager, Whare Taupua  
(West/North)

*The work is about the people and their needs.*



Pervin Contractor,  
Manager Housing &  
Development

*Our ongoing success is dependent on building long-lasting relationships with both landlords and tenants.*



Waimaria Bidois,  
Tenancy Coordinator

*House checks are a time to get the tenant on board; respect their mana, then they will respect their whare.*



Jo Miller,  
Property Coordinator

*We offer landlords guaranteed rent, management of the tenancy, long-term stable tenancies, and the chance to contribute to community wellbeing.*

# Rainbow Tick



Our goal is to have safe and welcoming workplaces throughout Aotearoa for people of diverse gender identity and sexual orientation. Inclusiveness in the workplace promotes health and well-being. We provide a quality improvement cycle to support organisations to demonstrate their inclusiveness.

Rainbow Tick originated from work we were doing in training mental health practitioners to be responsive to people from Rainbow communities. From this, we then developed Rainbow Tick as a proactive measure to reduce the mental health issues related to discrimination.

In the past year, the number of organisations registered with Rainbow Tick grew to 63, an increase of 75%. Of these, 39 organisations have received Rainbow Tick certification while the remaining organisations are progressing with the requirements to achieve certification.



Julie Watson, Michael Stevens (Rainbow Tick Director),  
Tai Hartley-Parsons, Rawiri Te Hurinui-Haumaha.

# Rainbow Tick

## Certified Organisations

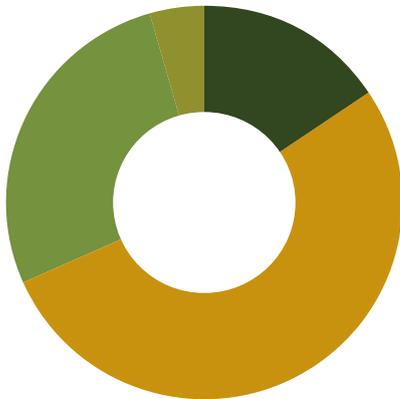
ANZ	NZME (APN Holdings NZ Ltd)
ASB	NZ Rugby Union
Auckland Council	Otago Polytechnic
Auckland Grammar	Otago University
AUT	PwC (Pricewaterhouse Coopers)
Bell Gully	REINZ Inc
BNZ	Repromed
Cigna Life Insurance NZ	Russell McVeagh
Coca Cola Amatil	Simpson Grierson
Ernst & Young	Sky City
Fertility Plus	Southern Cross
Fletcher Building	Sovereign Insurance
Flick Electricity	Spark
GlaxoSmithKline NZ Ltd	St Johns Ambulance
Horton Group	Vector Ltd
HSBC	Vodafone
IAG NZ Ltd	Westpac
KPMG	Xero
Massey University	Z Energy
MediaWorks Holdings Ltd	

## Organisations working towards certification

AMP	Microsoft
Auercon	New Zealand Defence Force
Contact Energy Ltd	NIWA
Cove Insurance Ltd	NZ Defence Force
CRFU/The Crusaders	Partners Life
Estee Lauder	Progressive Enterprises
Fonterra NZ	Silverdale Medical
GHD	Sport Hawke's Bay
Human Rights Commission	State Services Commission
JLL	The Coffee Club / Bird on a Wire
Lion - Beer, Spirits & Wine (NZ) Ltd	The Warehouse
Meridian Energy Ltd	Tompkins Wake

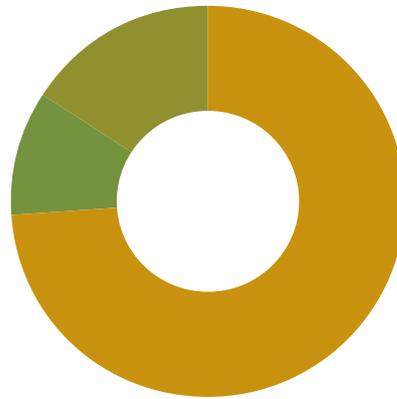
# Staff Metrics

### Staff qualifications



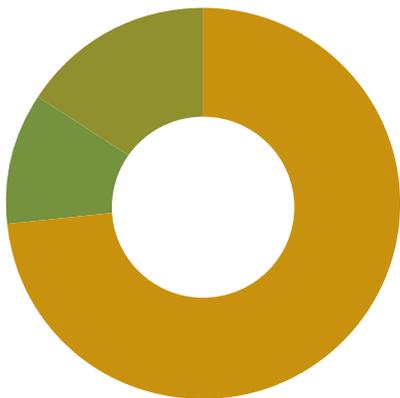
- ▶ Post-Graduate
- ▶ Diploma or Certificate
- ▶ Degree
- ▶ None

### Permanent staff



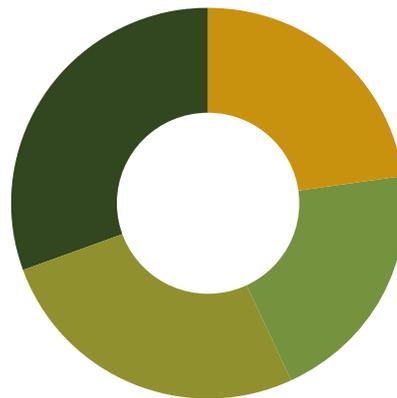
- ▶ Direct Client Support
- ▶ Service Managers
- ▶ Business Services/Executive

### Full-time equivalent staff



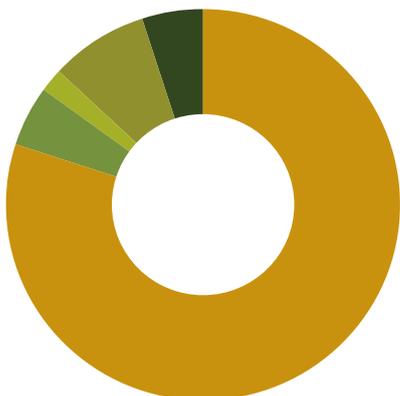
- ▶ Direct Client Support
- ▶ Service Managers
- ▶ Business Services/Executive

### Staff ethnicity



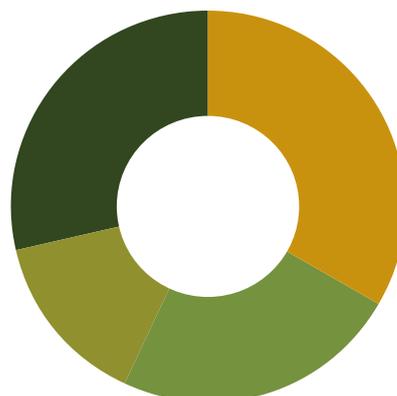
- ▶ Māori
- ▶ Pacific
- ▶ Asian
- ▶ Other

### Staff pay equivalent levels



- ▶ Level 4
- ▶ Level 3
- ▶ Level 2
- ▶ Level 0
- ▶ Level pending

### Management staff ethnicity



- ▶ Māori
- ▶ Pacific
- ▶ Asian
- ▶ Other

## **INDEPENDENT AUDITOR'S REPORT**

### **To the Shareholders of Kahui Tu Kaha Limited**

#### **Opinion**

We have audited the financial statements of Kahui Tu Kaha Limited ("the Company") on pages 5 to 20, which comprise the statement of financial position as at 30 June 2018, the statement of comprehensive revenue and expense, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of Kahui Tu Kaha Limited as at 30 June 2018 and its financial performance and its cash flows for the year then ended in accordance with Public Benefit Entity Standards with Reduced Disclosure Regime issued by the New Zealand Accounting Standards Board.

#### **Basis for Opinion**

We conducted our audit in accordance with International Standards on Auditing (New Zealand) (ISAs (NZ)). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of Kahui Tu Kaha Limited in accordance with Professional and Ethical Standard 1 (Revised) Code of Ethics for Assurance Practitioners issued by the New Zealand Auditing and Assurance Standards Board, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our firm provides accounting services to Kahui Tu Kaha Limited. The firm has no other relationship with, or interests in, Kahui Tu Kaha Limited.

#### **Responsibilities of the Directors for the Financial Statements**

The Directors are responsible on behalf of Kahui Tu Kaha Limited for the preparation and fair presentation of the financial statements in accordance with Public Benefit Entity Standards with Reduced Disclosure Regime issued by the New Zealand Accounting Standards Board, and for such internal control as the Directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Directors are responsible for assessing Kahui Tu Kaha Limited's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Directors either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

## Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (NZ) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (NZ), we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

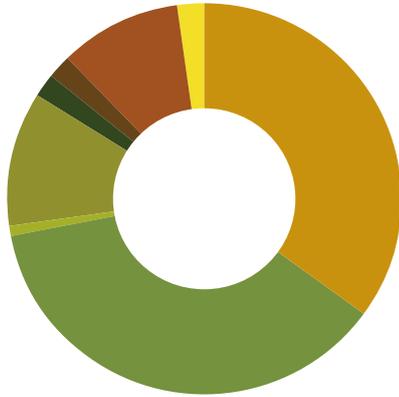
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of the use of the going concern basis of accounting by the Directors and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



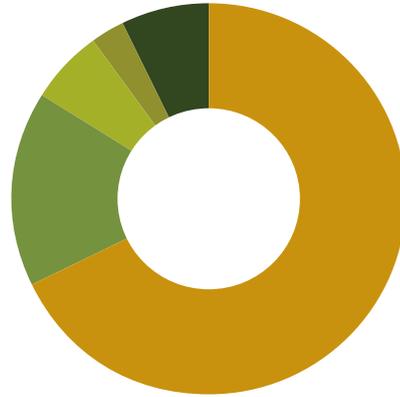
# Organisational Metrics

Revenue (\$10.155m)



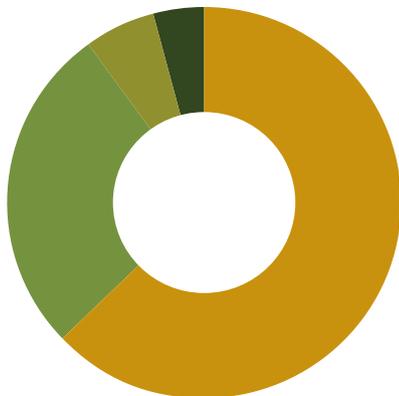
- ▶ Auckland DHB
- ▶ Counties Manukau DHB
- ▶ Waitemata DHB
- ▶ Oranga Tamariki
- ▶ Rent received
- ▶ Ministry of Social Development
- ▶ Rainbow Tick
- ▶ Other

Operating expenses



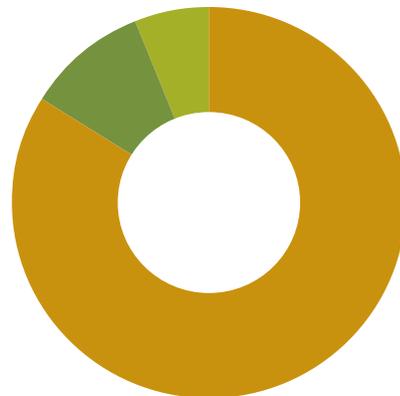
- ▶ Staff-related
- ▶ Client accommodation
- ▶ Service delivery
- ▶ Depreciation
- ▶ Other

Fixed assets



- ▶ Land & buildings
- ▶ Furniture
- ▶ Motor vehicles
- ▶ Equipment

Property ownership



- ▶ Private rental
- ▶ Kāhui Tū Kaha owned
- ▶ Housing NZ





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