



Kāhui Tū Kaha

2021
Annual
Report



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KEY INFORMATION

Trustees of Affinity Services Charitable Trust

Dame Rangimarie Naida Glavish, DNZM. JP
Glenn Wilcox

Directors of Kāhui Tū Kaha Limited

Prue Kapua, Chairperson
Andrew Mitchell, Deputy Chairperson
Monique Pihema
Brennan Rigby
Michael Smyth
Franky Wang

Senior Management Team

Barbara Browne, Chief Executive Officer
Tipene Lemon, Deputy Chief Executive Officer/ Pou Tāhuhu
Stephanie Abrahams, Operations Manager (Mental Health)
Marama Hetaraka, Operations Manager (Social Housing)
Taitosaua (Bill) Peace, Operations Manager (Social Housing)
Pervin Contractor, General Manager Housing
Mosiana Fifita, Financial Controller
Gabriela Grecu, Human Resources Manager

Auditor: Crowe New Zealand Audit Partnership

Charities Service Number: CC22564

Incorporation Number: 1739967

IRD Number: 92-401-693

Trustees

The Directors of Kāhui Tū Kaha present this Annual Report to our Trustees, Dame Rangimarie Naida Glavish and Glenn Wilcox.



E ngā rau rangatira, e ngā kaumātua me ngā kuia ō Ngāti Whātua, ko tēnei te mihi maioha ki a koutou katoa. Ko koutou ngā kaitiaki i te ihi, i te tapu, i te mana ō tawhiti-nuku, ō tawhiti-rangi. E tika nei ngā kōrero a wā tātou mātua tūpuna. 'Rārangi maunga tū i te ao, tū i te pō. Rārangi tāngata, e mīmiti nei, e ngaro nei ki te pō, ki te pō nui, ki te pō roa, ki te wāhi okiokinga ō te tini me te mano'. Moe mai koutou. Me hoki mai ki a tātou i ngā mataora ō rātou, kia kaha, kia maia, kia manawanui. Mauri ora ki a tātou katoa!

He nui te mihi ki a koutou e ngā pou hirahira, e ngā pū kōrero ō ngā marae maha huri noa i te rohe ō Ngāti Whātua. Ko koutou ngā manu tūtei e tiaki nei i ngā tikanga me ngā kōrero oha ō rātou mā.

Nā tō koutou whakapau kaha ki te awhi, ki te tautoko atu i a mātou, kia āhei ai ki te akiaki i te mana ō ngā tāngata e noho nei ki te rohe ō Ngāti Whātua. I te whakatinana a Kāhui Tū Kaha i ngā hiahia me ngā wawata ō Te Rūnanga ō Ngāti Whātua. Hei ringa raupā, hei ringa rehe me ngā waewae tāpā e tuku manaakitanga atu ana ki ngā tāngata katoa. Kāti rā, kia tūtuki ai ki wēnei ō ngā mātāpono ō wā tātou mātua tūpuna, ā, te manaaki me te aroha ki ngā tāngata. Kia ea ai te korero, 'kaua māhue tētahi ki waho atu i te tahi ora'.

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

Board Chairperson

E rau rangatira mā, ānei te mihi ki a koutou katoa e aku iti, e aku rahi. Ko taku tū ki mua i a koutou, ko te reo o te hemana, i runga anō i te tū o te whakaiti, ā, o te aroha.

On behalf of the Board of Directors, I present the work of Kāhui Tū Kaha as a reflection of our purpose, driven by who we are and the current context.

The pandemic has set the context for our work. The path of the pandemic has shown that, when a population group is inadequately served, it both exacerbates their disadvantage and creates negative impacts for all. Kāhui Tū Kaha is committed to addressing inequities in wellbeing.

We consider that inequities in wellbeing are best addressed through a growth in Iwi service organisations, thereby increasing organisations with the value-set to give unwavering attention to inequities. The Crown has an obligation to preferentially recognise and support the development of Iwi organisations to restore equilibrium in the Crown-Tiriti partnership.

The Crown also needs to be more proactive in funding preventative measures to address inequities. For instance, it is well recognized that family harm is a precursor to homelessness and yet funding is not available for a Kaupapa Māori immediate response program for perpetrators of family harm. Also well-known is the impact of family violence on the mental wellbeing of children, and yet funding has been declined for a Kaupapa Māori response.

Kāhui Tū Kaha is an organization belonging to Te Rūnanga o Ngāti Whātua. We are committed to fulfilling our obligation to manaaki all people within the rohe. This means we accept all referrals, regardless of the challenges they may present.

We place immense value on the Tikanga support and guidance we receive from the Rūnanga. In return, we seek to place the Rūnanga at the forefront in responding to people in need. We are proud to be a Ngāti Whātua organisation and we are proud of the work that we do on behalf of the Rūnanga.

Mā te tika me te pono ka taea ake te whai atu i te ara tika, kia tūtuki ai ngā mātāpono tuku iho o ngā mātua tūpuna. Ko te aroha atu ki te tangata. Ko te manaakitanga i ngā tāngata katoa ahakoa nō hea rātou. Mā te whakaponu ki wēnei ake ō ngā mātāpono ka taea ai tātou i te awhi i te tangata. Kia tū kaha anō ia ki runga i tōna ake rangatiratanga, ā, i tōna oranga ake. Hei whakatinana i ngā wawata me ngā hiahia o te Iwi.

Prue Kapua
Chairperson

Chief Executive Officer

This year has been one of growth – a 48% increase in the number of people receiving our services, 28% increase in our staff numbers, and 61% increase in revenue over the past year. Our growth has been in response to the level of need in the community, much of this need having been exposed by the pandemic.

Our mental health services delivered to an increased number of people despite there being no real increase in contracted volumes or revenue for existing services.

We also commenced a new mental health service, Te Kotiu, a forensic residential rehabilitation service for Māori. Due to the pandemic, there was a delay in opening and so we were delighted when we were finally able to begin working with Mason Clinic and accept tāngata into this service.

Our main growth has come from social housing, now 58% of our total revenue.

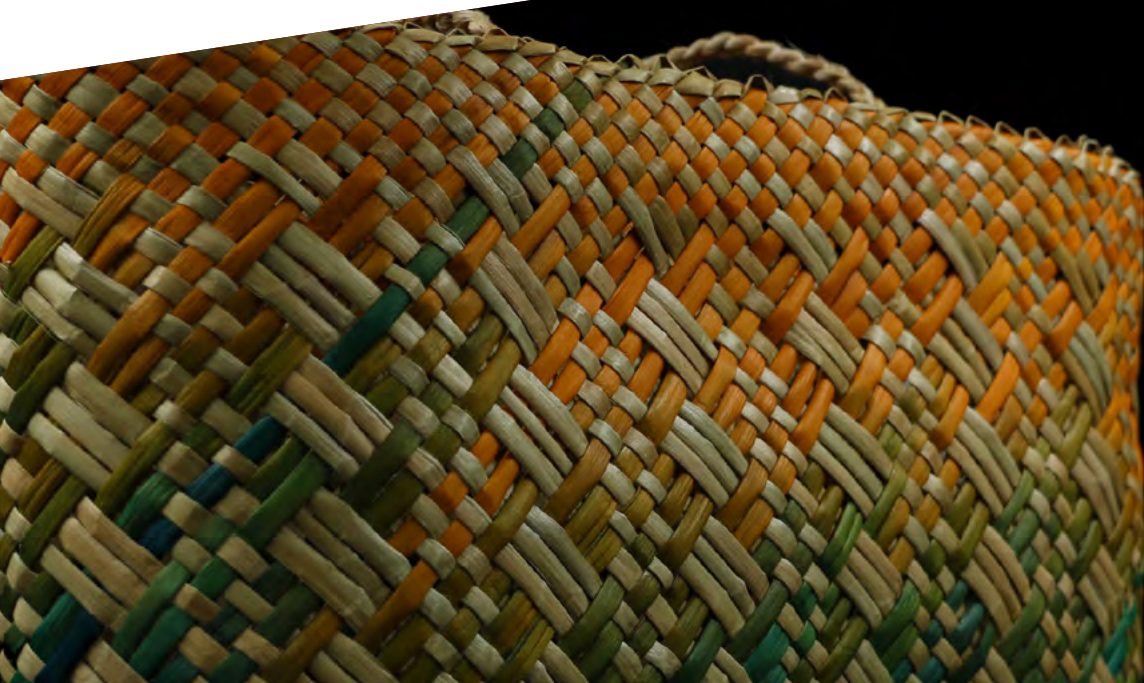
Referrals for Emergency Housing increased during the two Covid-related lockdowns. To reduce reliance on Emergency Housing, we increased our Transitional Housing by 266 apartments and commenced Public Housing with 75 apartments. These long-term leases gave welcome relief, giving us the resources to support people through the continuum of housing.

Given the growth of the organisation plus the demands of the on-going pandemic, we have concentrated on being able to respond flexibly to new and increased needs, while maintaining organisational stability, ensuring our structure and systems match our larger size. Special attention has been given to on-boarding new staff, ensuring they have both the technical skills and the values-base to contribute to our organisational culture. We are pleased our staff survey reported 91% of employees declaring the purpose of Kāhui Tū Kaha as being important to them with the remainder being neutral.

My appreciation to the Board of Directors for giving full support to our immediate response during the pandemic while also building Kāhui Tū Kaha to be an organisation capable of fulfilling its 20-year strategy.

Nā tō tātou waimarie, kia āhei mātou ki te whakapau kaha ki te whakatinana i ngā wawata me ngā hiahia o Te Rūnanga o Ngāti Whātua.

Barbara Browne
Chief Executive Officer





Contracted Services

Mental Health Services (Auckland only)

- Awahi Ora, early mental health interventions
- Community Living Service, co-located with the DHB Intensive Community Team
- Community well-being groups including cultural-specific programs
- Consumer Advocacy & Leadership
- Counselling Services for people referred by Primary Health Organisations (PHO)
- Housing & Recovery Support for people exiting long-term hospital stays
- Kaupapa Māori Forensic Intensive Residential Rehabilitation
- Kaupapa Māori mobile support services
- LGBTTQIA+ Liaison & Training
- Look Up, an annual youth mental health hui
- Mental Health First Aid Training
- Mobile clinical support
- Residential services for people requiring 24/7 long-term care
- Respite services, separate for youth, maternal & adults, staffed 24/7 and including day programs/ day stay
- Specific mobile support services for Pasifika, Asian & Muslim
- Supported accommodation for people receiving secondary mental health services
- Youth peer support.

Social Housing Services

Auckland & Whāngareī

- Emergency Housing in MHUD-funded motels
- Intensive support & permanent housing for people being released from long-term prison sentences
- Intensive support & permanent housing for people who are chronically homeless
- Rapid rehousing for people experiencing homelessness
- Supporting Tenancies for people at risk of losing their tenancy
- Transitional Housing.

Other Services

- Rainbow Tick, a workplace inclusiveness program, www.rainbowtick.nz
- Whāngaia Ngā Pā Harakeke – family harm support.

Auckland only

- Public Housing
- Reintegration program & housing for people exiting short term prison sentences or remand
- Supported accommodation for Rangatahi transitioning from state care
- Supported accommodation for Rangatahi who are homeless.

Whangārei only

- Support for people in MSD-funded emergency motels.



Te Aroha, Adult Mental Health
Respite Service, Manurewa



Service Performance

During the period 1 July 2020 to 30 June 2021, **3778** people received either a mental health or social housing service from Kāhui Tū Kaha, including the following:

- **5** people were provided with 24/7 residential care due to chronic mental health needs.
- **57** people attended recovery focused community groups.
- **114** people received on average **115** hours each of intensive mental health support and housing.
- **408** people referred by their General Practitioner (or other sources) received primary mental health services or counselling.
- **536** people received an average of **57** hours each of home-based mental health support with specific services provided for Māori, Pasifika, Asian and Muslim.
- **458** people used our mental health respite services, staying an average of **7 days**.
- **102** people received reintegration support and housing when released from long-term prison sentences.
- **49** people exiting short term prison sentences or remand received Out of Gate services.
- **240** people at risk of eviction from their housing received support for an average of **9 months** to ensure they retained their tenancy.
- **148** people who were in MSD-funded emergency motels in Whangārei received support services.
- **56** young people who were homeless were provided with supported accommodation for an average of 9 months.
- **111** people eligible for Rapid Rehousing were provided with permanent housing and an average of 11 months of support to prevent re-entry into homelessness.
- **189** people who were chronically street or car homeless were provided with intensive support and placed in permanent housing.
- **185** people who we had previously housed following chronic homelessness were provided with on-going intensive support to maintain their tenancy.
- **821** people received Emergency Housing in MHUD-funded motels.
- **219** people received Transitional Housing.
- **39** people received Public Housing only.
- **131** organisations were enrolled in Rainbow Tick, with **31** of these being new members.



Henderson Valley Rd,
Transitional Housing



Henderson Valley Rd,
Transitional Housing



Atkinson Ave, Otahuhu,
Transitional Housing

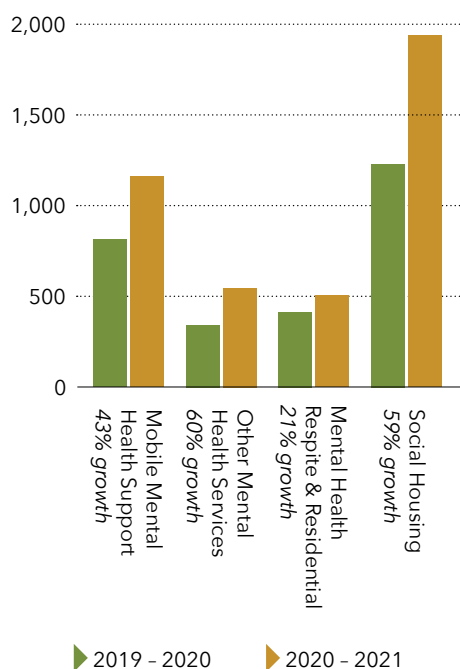
Key Data - All Services

People receiving our service by service type



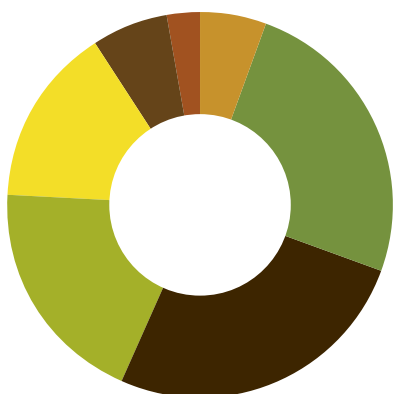
- Mobile Mental Health Support : 28.1%
- Other Mental Health Services : 13%
- Mental Health Respite & Residential : 11.9%
- Social Housing : 47%

Growth in total number of people by service



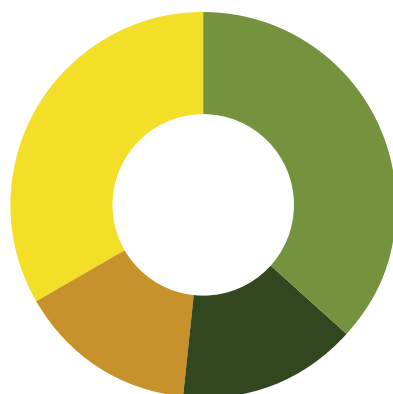
2019 - 2020 2020 - 2021

Age of all people receiving our services



- 10 to 19 : 5.6%
- 19 to 29 : 25.2%
- 30 to 39 : 26%
- 40 to 49 : 19.3%
- 50 to 59 : 14.9%
- 60 to 69 : 6.4%
- 70 + : 2.7%

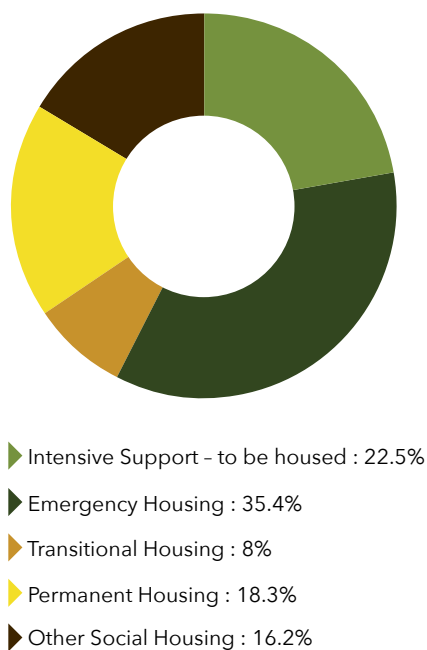
Ethnicity of all people receiving our services



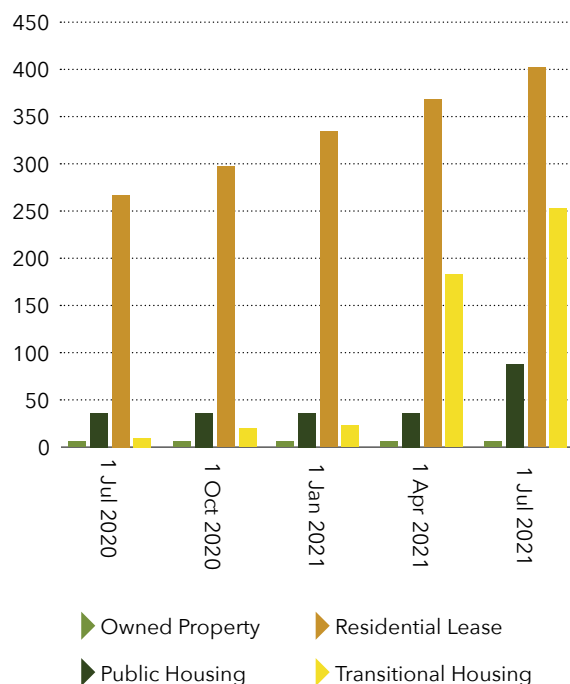
- Māori : 36.9%
- Pasifika : 14.9%
- Asian : 14.9%
- Other : 33.3%

Social Housing Data

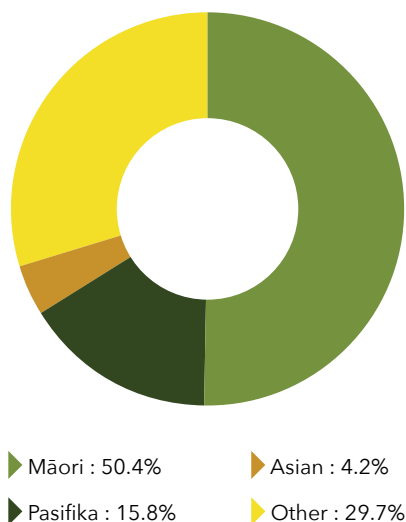
People receiving our Social Housing services by service type



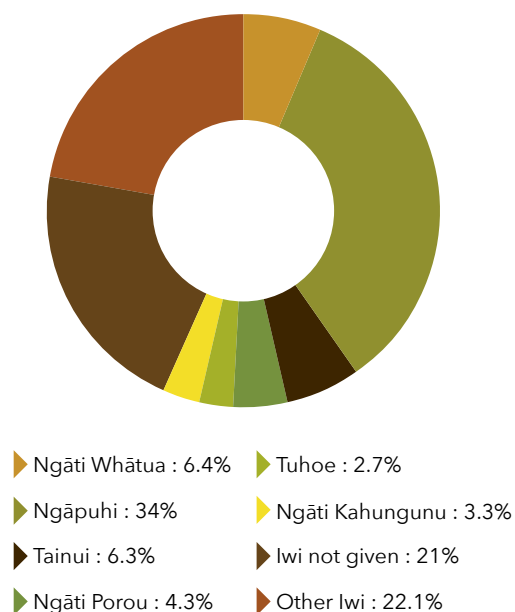
Social Housing Properties - Type and Growth



Ethnicity of all people receiving our Social Housing services

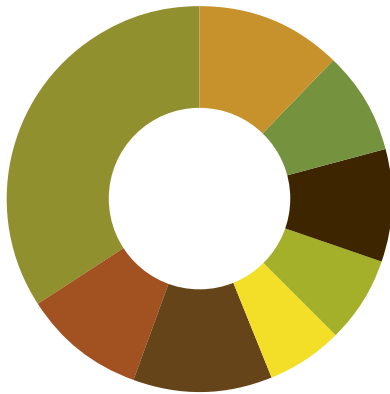


Iwi of all people receiving our Social Housing services



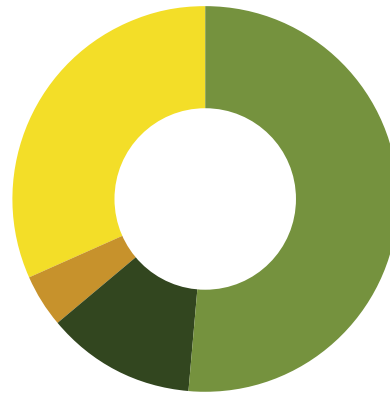
Emergency Housing Data

Emergency Housing,
length of stay



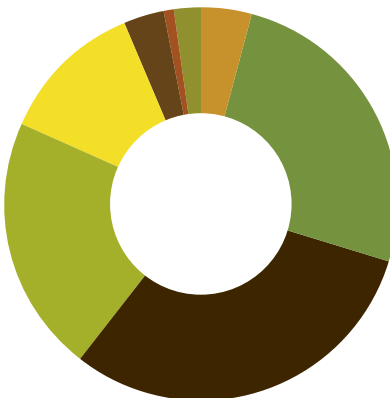
0 to 10 days : 14.4% 41 to 50 days : 7.3%
 11 to 20 days : 10.3% 51 to 75 days : 13.7%
 21 to 30 days : 10.9% 76 to 100 days : 12.1%
 31 to 40 days : 8.5% 100 plus days : 39.9%

Ethnicity of all people
receiving our Emergency
Housing Services



Māori : 51.6% Asian : 4.4%
 Pasifika : 12.3% Other : 31.6%

Age of all people receiving our
Emergency Housing Services



10 to 19 : 4.4% 50 to 59 : 12%
 19 to 29 : 25.6% 60 to 69 : 3.3%
 30 to 39 : 30.7% 70 + : 0.7%
 40 to 49 : 21.1% Unknown : 2.2%

Timeline

July

- We opened Riverside (Whangārei), our first long-term lease for Transitional Housing (8 apartments and a house).
- Smythe (Henderson) commenced, our first public housing complex (36 apartments).
- Te Hokinga Mai-Raki was launched, a provider collective delivering a reintegration program. Our contribution is to deliver 'Out of Gate' to people exiting Auckland Prison, Pāremoremo.
- We were commissioned by the Health Promotion Agency to support their Muslim Youth Psychosocial Response Project.

August

- To respond to the Covid-19 lockdown in Auckland, we received an extra 20 emergency motel units from the Ministry of Housing & Urban Development, bringing our total to 230.
- Our residential mental health services received recertification from the Ministry of Health, the first online recertification audit conducted nationally.

September

- Our Board of Directors approved our 20-year strategic plan.
- Te Kotiu was opened, our 5-bed Kaupapa Māori forensic residential rehabilitation service, delivered in partnership with the Mason Clinic.

October

- We began using the newly built 4-bedroom house, Te Aroha, one of two houses for our Adult Mental Health Respite service in Manurewa.
- We sponsored the Rainbow Tick award for our member organizations as part of the Rainbow Excellence Awards.

November

- We provided LGBTTTQIA+ representation to the Ministry of Health's review of the Health & Disability Sector Standards.
- Luke (Ōtāhuhu) was opened, our first long-term lease for Transitional Housing in Auckland (10 units).

December

- A pōwhiri was held for 85 new staff, our first pōwhiri for 9 months due to Covid-19 restrictions.
- We were contracted to support Muslim in Managed Isolation and Quarantine and who are self-isolating at home.

January

- Our annual staff picnic was held at Karangahape (Cornwallis Beach).
- Alex El Amanni, our Lead Addiction Advisor, was appointed as an inaugural member of the Mental Health & Wellbeing Commission.

February

- Another Level 4 Covid-19 lockdown for Auckland and the addition of a further 15 motel units for Emergency Housing.
- We received a Ministry of Health audit of contracted staff volumes over 4-years and were found to have either delivered or over-delivered on all requirements.

March

- Atkinson (Ōtāhuhu) was opened by Minister Woods, our first large Transitional Housing site and our first long-term lease from Kāinga Ora (82 apartments).
- We presented our submission to the Wai 2750 Housing Policy and Services Kaupapa Inquiry.

April

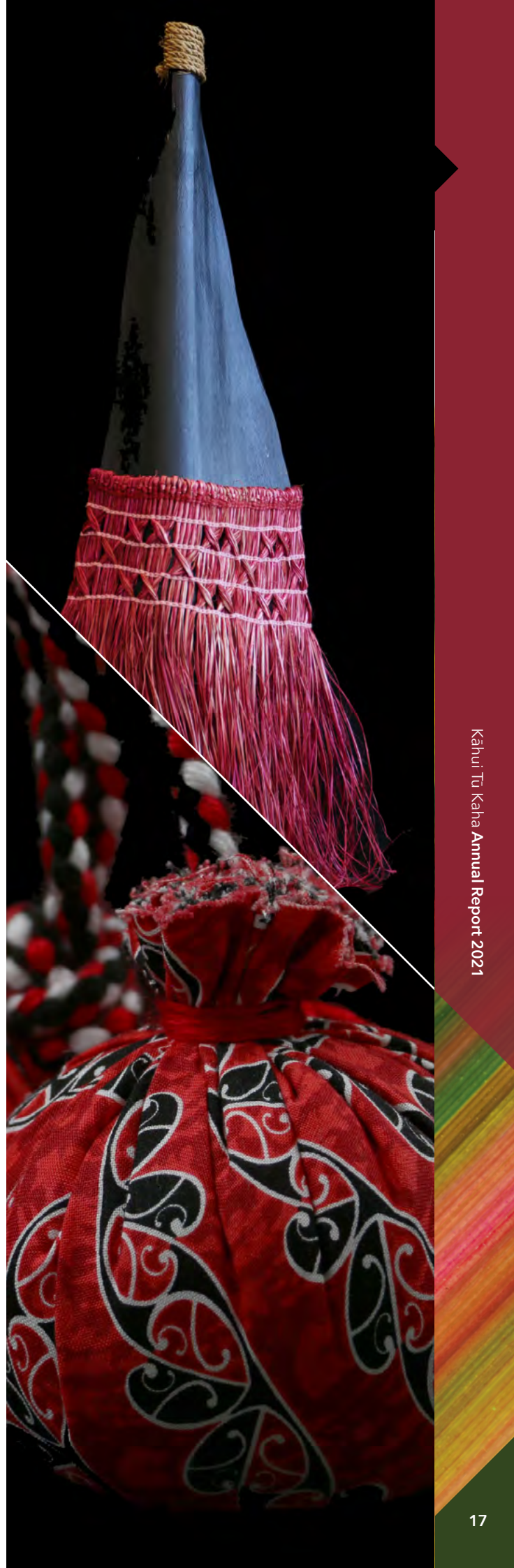
- Henderson Valley was opened, 68 studio units for Transitional Housing.
- We worked towards establishing Korimako, 3 new fulltime roles to complement domestic violence service providers in the Waitematā District.

May

- We received an excellent result from our 3-yearly District Health Board contract audit, many plaudits and only one required action (being a date change in a policy).
- Duke (Papakura) was completed, giving an additional 39 Public Housing apartments.
- We gained additional long-term leases for Transitional Housing - Clayton (Otara), 20 units; Farrington (Glenn Innes), 12 family units, and Porchester (Takanini), 23 single units.

June

- Our Oranga Tamariki contract to provide supported accommodation for Rangatahi transitioning out of state care was increased from 12 to 18 beds.
- There were further increases to Transitional Housing - Bollard (Mt Albert) with 32 units and Pakuranga with 10 units.
- We prepared for the establishment of Āhuru Pūmanawa, a supported housing service for Takatāpui.
- To support our increased staff and training needs, we increased our office space by 824m² to a total of 2125 m².





Strategic Plan 2020 – 2040

This strategic direction seeks to place Kāhui Tū Kaha in the following position by 2040:

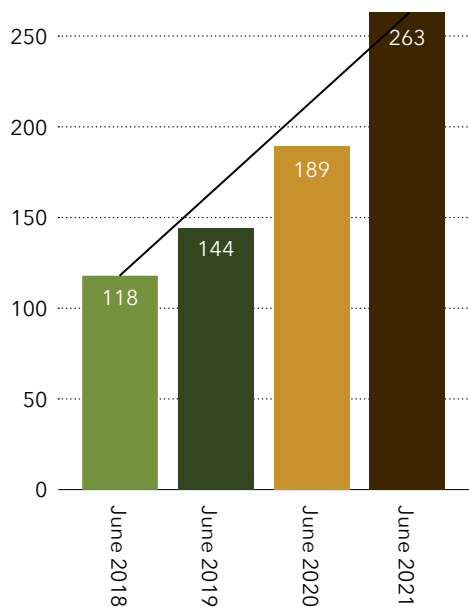
1. We will uphold the values of Ngāti Whātua, recognizing that these are constant and the basis of our policies and service delivery.
2. We will be in the top 5 social housing providers in the rohe of Ngāti Whātua and provide the full continuum for housing and related support services.
3. We will be in the top 5 mental health and addiction providers in Tāmaki Makaurau and provide a comprehensive pathway of care.
4. We will hold a recognised advocacy role, focusing on addressing inequities in wellbeing and have a research unit and/or partnership to support this.
5. We will be a recognised provider of Kaupapa Māori services.
6. We will be a recognised provider of services to other population groups, discharging iwi obligations to manaaki all people within the rohe of Ngāti Whātua.
7. We will be a provider of Kaupapa Māori specialist training in relation to the services we deliver.
8. We will be recognised as consistently providing high quality services, always working to make service improvements.
9. We will be a supporter of other iwi in the development of their health, social service and social housing services.
10. We will be recognised as a representative of Ngāti Whātua in a wide range of sector leadership forum for health, social service and social housing, thereby having a key role in the development and delivery of these services and related policy.

Kia whaia tātou i te iti Kahurangi, ina tūohu koe. Hei maunga teitei.

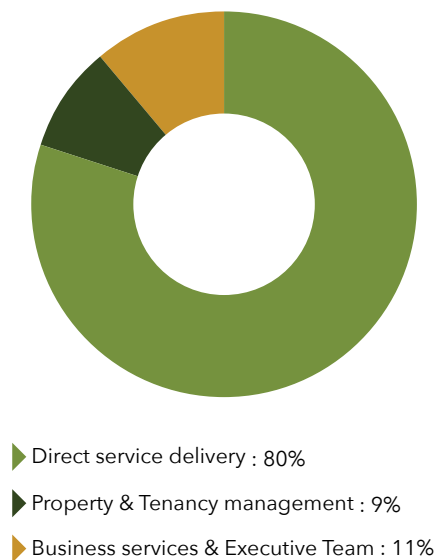
**Let's pursue our lofty aspirations for the future.
Let's find solutions for challenges that we may encounter.**

Staff

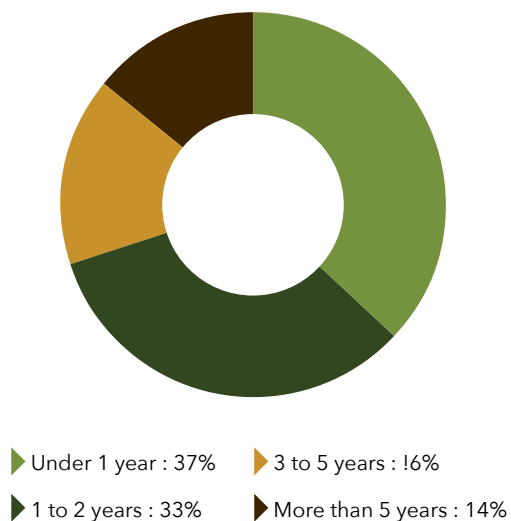
Full-time equivalent growth



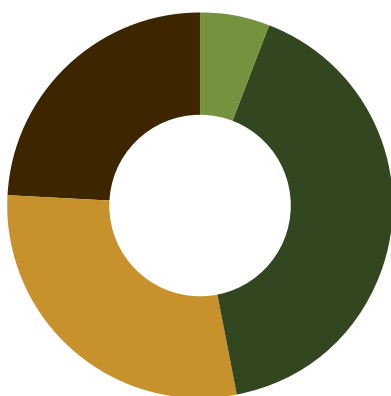
Distribution of staff



Length of Employment

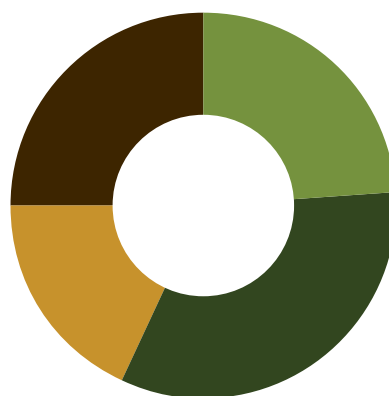


Staff qualifications - direct service delivery



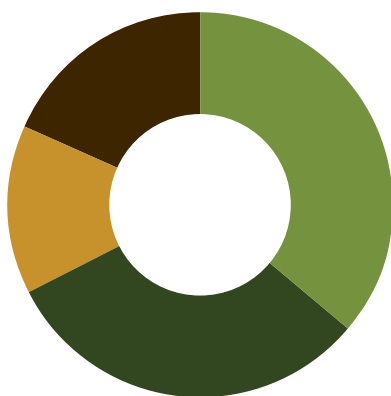
- ▶ Post-Graduate : 6%
- ▶ Bachelor Degree : 41%
- ▶ Diploma & Certificate : 29%
- ▶ Enrolled : 24%

Staff age



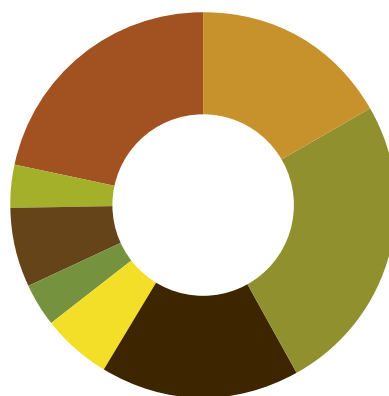
- ▶ Under 30 years old : 24%
- ▶ 30 to 40 years old : 33%
- ▶ 40 to 50 years old : 18%
- ▶ Over 50 years old : 25%

Staff ethnicity



- ▶ Māori : 36%
- ▶ Asian : 14%
- ▶ Pasifika : 31%
- ▶ Other : 18%

Iwi affiliation

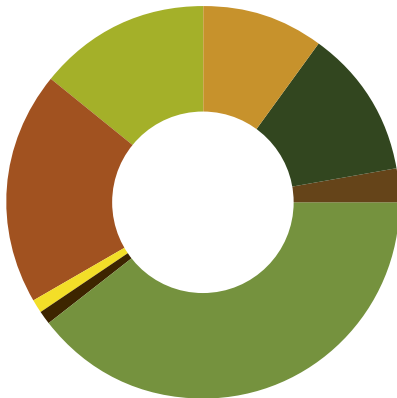


- ▶ Ngāti Whātua : 18%
- ▶ Ngāti Porou : 4%
- ▶ Ngāti Awa : 7%
- ▶ Ngāi Tahu Whānui : 4%
- ▶ Te Arawa : 6%
- ▶ Tainui : 18%
- ▶ Other Iwi : 23%
- ▶ Ngāpuhi : 27%



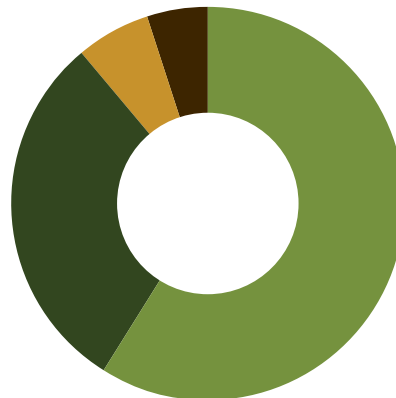
Revenue & Assets

Revenue (\$39.5m)



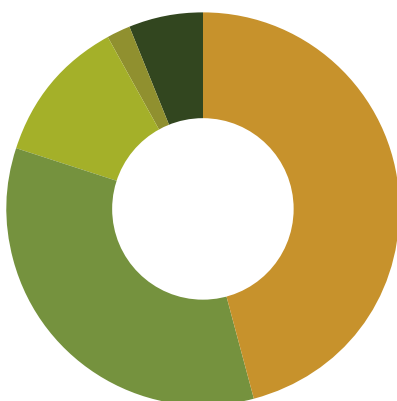
- ▶ Auckland DHB : 10%
- ▶ Counties Manukau DHB : 12%
- ▶ Waitemata DHB : 3%
- ▶ MHUD : 39%
- ▶ Oranga Tamaki : 1%
- ▶ Rainbow Tick : 1%
- ▶ Rent received : 19%
- ▶ Other : 14%

Fixed assets



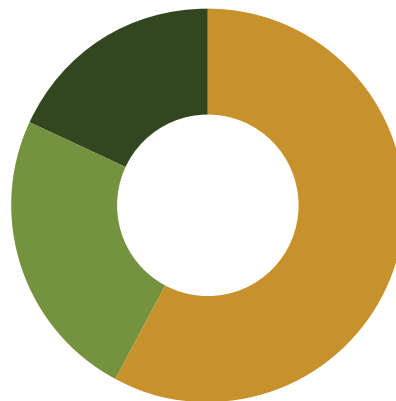
- ▶ Land & Buildings : 59%
- ▶ Motor Vehicles : 30%
- ▶ Furniture : 6%
- ▶ Equipment : 5%

Operating expenses



- ▶ Staff Related : 46%
- ▶ Client Accommodation : 34%
- ▶ Service Delivery : 12%
- ▶ Depreciation : 2%
- ▶ Other : 6%

Net assets (\$12.6m)



- ▶ Current Assets : 58%
- ▶ Fixed Assets : 18%
- ▶ Current Liabilities : 24%



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INDEPENDENT AUDITOR'S REPORT

To the Shareholders of Kahui Tu Kaha

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 2021, and the statement of comprehensive revenue and expense, statement of changes in net assets/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 the Company as at 30 June 2021, and its financial performance and its cash flows for the year then ended in accordance with Public Benefit Entity Accounting Standards 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 the Company in accordance with Professional and Ethical Standard 1 International Code of Ethics for Assurance Practitioners (including International Independence Standards) (New Zealand) 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 taxation services to the Company. The firm has no other relationship with, or interests in, the Company.

Emphasis of matter for COVID-19

We draw attention to Note 22 of the financial statements, which describes the effects relating to the spread of COVID-19. Our opinion is not modified in respect of this matter.

Directors' Responsibilities for the Financial Statements

The Directors are responsible on behalf of the Company for the preparation and fair presentation of the financial statements in accordance with Public Benefit Entity Accounting Standards 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 the Company'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.

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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.

Restriction on Use

This report is made solely to the Company's Shareholders, as a body. Our audit has been undertaken so "that we might state to the Company's Shareholders those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's Shareholders as a body, for our audit work, for this report, or for the opinions we have formed.



Crowe New Zealand Audit Partnership

CHARTERED ACCOUNTANTS

Dated at Auckland this 31st day of August 2021



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