

The  
Cause Collective

# Annual Report

2024



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✕ This ✕  
Generation  
will Win ✕  
✕ the Next ✕  
Generation

OUR VISION

Tuia ki te rangi  
Tuia ki te whenua  
Tuia ki te moana  
Tuia ki te here tāngata  
Ka rongo te pō  
Ka rongo te Ao

Kei ngā mate whakawehe rua i te whakairo  
Haere koutou, e oki  
Hoki atu rā ki o maunga, ki o awa  
Ki tō Hawaiiiki e karanga atu ana  
Te hono ki te ao wairua  
Tīhei Mauri Ora

Kia whakahōnore te Kuīni o te motu  
Te Arikinui Kuīni Nga wai hono i te po Pootatau Te Wherowhero VIII  
Kia tau iho rā ngā manaakitanga ki runga ki a koe me te kāhui Ariki whānui  
Rire rire hau, paimaarire

Ka titiro whakarunga ki ngā Maunga Rangatira  
Mātukutūreia, Mātukutūruru tēna kōrua  
Pōteretere ana ngā wai o Te Puhinui  
Kia pari atu ngā tai ki te Mānukanuka o Huturoa  
Ko ngā raukura matahīapo o Waiohūa  
Tainui Waka  
Tēna rā koutou katoa

## CHAIRMAN'S REPORT

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We moved to 15 Earl Richardson Avenue, Wiri. From our Ronwood Avenue location. This was completed in October 2023.

It marked the end of negotiations by Mr Mohammed Khan, The Cause Collective Chairman of Finance Audit & Risk together with Chief Executive Ms Rachel Enosa and Chief Financial Officer Mr Umesh Chandra. They negotiated our leases. Thank you!

With their leadership and The Cause Collective Board backing, our revenues were \$61.0m (\$34.2m in 2023) with \$0.36m (\$0.30m) net operating surplus. Total assets were \$17.6m (\$18.4m) with \$9.8m (\$9.4m) net assets and 2.0 (1.9) current ratio.

We now have the right space for our Primary Health Organisation team, integrated into The Cause Collective from Alliance Health Plus in December 2022.

We also needed more room for our community services initiatives: Get Ready Work Ready (He Poutama Rangatahi); Auckland Pacific Skills Shift (Matangi Fou); Nga Vaka o Kāiga Tapu; Healthy Families South Auckland; South Auckland Creative & Tech Hub. Done!

Thank you to all the General Practices in The Cause Collective PHO and our Community Services providers. You never stop providing awesome care and insightful service to your patients and communities. By now you will have met Dr Anae Neru Leavasa. He is The Cause Collective's new Clinical Director and works closely with Vanita Hira, General Manager - Primary Care.

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Health New Zealand | Te Whatu Ora Chair Dame Karen Poutasi resigned in April 2024, less than 12 months after replacing Mr Rob Campbell. Right now, 250,000 people cannot register with GPs because GPs are out of capacity. For the necessary regulatory transformations, we must look to the Coalition Government formed out of the October 2023 general election.

For the necessary technology transformation our myFetu™ app will be released to a group of test users in December. It will harness the collective power of individual demands for services and goods, to influence and reshape supply. Thank you to Dr Tobi Vaudrey and his developers.

Congratulations to Prime Minister Rt Hon Christopher Luxon, Rt Hon Winston Peters and Hon David Seymour. You are New Zealand's Coalition Government leaders. Nothing short of your clear minded political decisions will save or restore us from the crises in health, employment, housing and crime. Please turn us back from GDP per capita falling 5.6% in the seven consecutive quarters since 2022. Please lead us into a new age of social cohesion and constructive nationhood.

The Cause Collective Chief Executive Ms Rachel Enosa with her incredible executive leaders and their crews, more and more, use Theory of Constraints critical thinking to make clear minded decisions. You, wonderful people, are our organisational super people. Without you, nothing would work. Thank you, thank you!

Finally, heads up and hands together for The Cause Collective Board members: Vice Chair Dr Pauline Kingi CNZM; Dr Siro Fuata'i (Founding Chairman); Chairman of Finance Audit & Risk Committee Mr Mohammed Khan; Chairman of Policy Committee Mr Luamanu (Lou) Maea Tu'u'u, Mr Paul Heeney, and Ms Sandra Kailahi. Your wisdom and patience count!

**Mr Uluomato'otua Saulaulu Aiono ONZM**

Chairman



## CHIEF EXECUTIVE'S REPORT

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### **Grounded in purpose, growing in impact**

This past year has been a period of consolidation for The Cause Collective as we adapted to changes in policy settings, sought new opportunities, and maintained fiscal restraint in a challenging operating environment.

Over the past year, we have built on our foundations with a renewed purpose. We have relocated to a new building at 15 Earl Richardson Avenue, Wiri, Manukau, which marks an important milestone in our organisational development. This new space serves as a vibrant community hub, housing our youth capability building programmes including the South Auckland Creative & Tech Hub (SACTH). In the past year, SACTH has expanded its reach, adding two new computer labs and launching a mobile hub that brings our programmes directly into schools and community.

Our community hub is pivotal in fostering capability-building activities that empower young people, particularly those Not in Employment, Education, or Training (NEET) and school leavers. Demand for our programmes has surged, with our Get Ready Work Ready (GRWR) initiative seeing 132 graduates, 72 of whom transitioned into work or further education. We also partnered with seven South Auckland schools to deliver the BOSS young entrepreneurs programme, benefiting 358 participants. Central to these efforts is our pastoral care programme, which has provided over 500 one-on-one sessions, enhancing confidence and life skills among South Auckland youth.

Additionally, our micro-credentialling programmes, offered through Matangi Fou – the Auckland Pacific Skills Shift, have resonated



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deeply within our church communities, with 335 micro-credentials completed this year. Leaders in these communities have highlighted the programme's value in preparing individuals for future employment.

Our Nga Vaka o Kāiga Tapu programme achieved notable success, becoming the first micro-credentialed initiative of its kind on the NZQA framework (Level 6), equivalent to a second-year university paper. This programme not only provides 20 credits to participants but also legitimises Pacific ethnic-specific approaches to addressing complex issues such as family violence. This year, we launched eight ethnic-specific Champions of Change initiatives, empowering Pacific leaders to leverage cultural insights for community safety. An impactful Social Return on Investment Report indicated that for every dollar spent on our training programmes, we generate \$7 in social value—a remarkable return.

Our health communications campaigns also yielded impressive results. The year-long “Stop Sore Throats Hurting Hearts” campaign against rheumatic fever achieved over 16 million impressions, while the 6-month “Don’t Be a Bots, Get Your Shots” measles campaign reached more than four million young people, generating significant community engagement.

We have remained focused on the pressing challenges in primary health care. The establishment of our Clinical Advisory Committee has been crucial in considering the complex health and social issues facing our Practice Network. I extend my gratitude to Dr Anae Neru Leavasa and Dr Apisalome Talemaitoga and all committee members for their invaluable contributions.

I acknowledge the ongoing struggles faced by general practice and commend both frontline staff and those in the background for their dedication. Financial viability and workforce challenges remain priorities for The Cause Collective, and we are committed to providing practical support through new business initiatives.

We recognise the complexity of our work, and while we cannot do everything, there are many things we must do. We have made some strong progress in the past year, and we must keep going. We remain committed to working hard for our enrolled population, our practice and provider networks, and the families and communities who engage with The Cause Collective.

Finally, I would like to thank our funders, partners and collaborators for your work in contributing to the impacts we have seen across our work this year. We remain committed to progressing our shared goals with you, moving forward together, confident in the work we are doing for the generations.

Despite tough economic times, our financial position has remained constant, and I would like to thank our amazing team for the work they have done to implement cost saving measures and address bottlenecks across the workflow to maximise impact. Thank you to the Board for your leadership and support as we move forward with our sails set to embark on the next leg of our journey.

**Rachel Enosa**  
Chief Executive



## OUR BOARD



### **Uluomato'otua Saulaulu Aiono ONZM**

BSc, MBA  
Chairperson

Mr Aiono founded successful software technologies company COGITA in 1983. In 2011 he became an Officer of the New Zealand Order of Merit for services to business and in 2022 he was inducted into the New Zealand Business Hall of Fame. He is the Rise up Trust Vice Chairman & Treasurer, Habitat for Humanity Greater Auckland Chairman and Finance Audit and Risk Committee Director, The Cause Collective Chairman, SensorFlo Chairman and Director of ViAGO NZ Ltd.



### **Dr Pauline Kingi CNZM**

BA, LLB, LL.M. MInstD, NZIM Fellow  
Deputy Chairperson

Dr Kingi has worked for many years in the NZ Public Sector including a strategic role spanning 22 years as the Regional Director for the Auckland Regional Office Te Puni Kokiri, the Ministry of Māori Development. She has worked as a Council member of the new Council for NZ Healthcare Standards, at the request of the former Minister of Health, the Right Hon Helen Clarke and has been conferred with an Honorary Doctorate from Auckland University of Technology. Dr Kingi is also a Habitat for Humanity Northern Region Board Trustee.



### **Dr Sirovai Fuata'i**

MBChB (Otago),  
Dip Obs (Auckland),  
FRNZCGP

Dr Fuata'i has been a General Practitioner (GP) for more than 35 years in Counties Manukau and is the Director of Baderdrive Doctors which has clinics in Māngere and Manurewa. He is also a Trustee of the Pacific GP Network (PGPN) working to support Pacific GPs in practice as well as those planning to work in the community.



### **Luamanu (Lou) Maea Tu'u'u**

B.Bus, ACA, ACIS,  
NCB Accounting & Finance

Mr Maea is an experienced Board Member with a demonstrated history of working across non-profit health and community organisations, most recently with Habitat for Humanity. He is a member of Chartered Accountants Australia and New Zealand, highly skilled in financial management and audit, programme evaluation, policy writing, systems improvement and more.



### **Mohammed Khan**

ACEA, NZCC, FNZIM,  
CMINSTD

Mo's career has involved extensive experience as a CEO, Managing Director, General Manager, and Company Director. His commercial experience is across broad sectors including fast moving consumer goods, consumer finance, numerous large retail sites, residential property development, utilities, and not-for-profit sectors. Mo has extensive governance experience in the SME and Not-for-Profit sectors.



### **Paul Heeney**

Management Consultant

Paul Heeney is a self-employed management consultant with experience across the public, private, and not-for-profit sectors, including Māori-owned and led organisations. He is currently an independent director for a privately-held IT company that specialises in providing managed infrastructure services to the primary healthcare market. Recently, Paul achieved the distinction of becoming a Chartered Member of the New Zealand Institute of Directors.



### **Sandra Kailahi**

Producer, Director, Journalist

Sandra Kailahi is a distinguished producer, director, and journalist, with over 20 years of experience in the television industry. Sandra has extensive experience in governance including as a member of the New Zealand Film Commission Board and a former member of the Strong Public Media Business Case Governance Group, Deputy Chair of the National Pacific Radio Trust Board, and Chair of the Auckland War Memorial Museum.

## OUR PURPOSE

Pacific peoples and South Auckland communities living their **'best lives'** now, **achieving** their **aspirations** for **good health, social, economic, and environmental wellbeing** - while **contributing** to a **thriving Aotearoa** and preparing for the **generations to come**.

## OUR MISSION

To **create the conditions** for Pacific peoples across Aotearoa and for South Auckland communities to **thrive for generations** to come.

## OUR VALUES STATEMENT

We do what is **necessary** and **right**, with **truth** and **love**.

## OUR STAR COMPASS

People, Place, Experience, Indigeneity.



# OUR GOALS

Where we are putting our focus



**Healthy and  
thriving families,  
and communities**



**Building  
intergenerational  
wealth**



**Strengthening  
identity and  
wellbeing**

**GOAL ONE:**  
HEALTHY AND THRIVING FAMILIES  
AND COMMUNITIES







# ***COMMUNICATIONS CAMPAIGNS***

# DON'T BE A BOTS, GET YOUR SHOTS

The Cause Collective launched a new digital campaign this year designed to educate, engage, and ultimately transform the health outcomes of Pacific and South Auckland populations.

Don't be a Bots, Get your Shots was an engaging campaign aimed at increasing measles vaccination rates among 18 to 34-year-old Pasifika youth.

Recognising the challenges of vaccine hesitancy post-COVID, The Cause Collective designed dynamic content that was authentic and relatable to young people and cut through the noise of health messaging.

The campaign spanned six months, utilising a mix of social media and community events to connect directly with this hard-to-influence audience.

The results were staggering: over 7 million impressions and 23,515 total engagements.

Feedback indicated that the messaging resonated deeply, successfully shifting perspectives on measles and vaccinations.



## OUR IMPACT

7,209,842

IMPRESSIONS

23,515

ENGAGEMENTS

4,411,414

REACH



# WINTER STRONG

Winter Strong is a place-based solution designed to work with the residents of Māngere to prevent winter related illnesses and lessen pressures on the health system.

A community communications campaign was implemented as part of a wider initiative to highlight what can be done in communities to keep them well and healthy over the winter months.



The aim was to take the learnings, insights gathered, and relationships formed to support a co-design process for a community health and wellbeing model of care.

The Winter Strong team looked to understand families' lived realities and experiences in accessing services to stay healthy and well over the winter months.

The campaign focused on providing practical tips and resources, utilising various digital platforms and highlighting local heroes to reach around 60,000 in the Māngere area.



Post-campaign, families reported an improved awareness of their health care entitlements and enhanced ability to navigate health services, particularly at pharmacies for repeat prescriptions.

Based on the campaign's success, a number of new initiatives are brewing at The Cause Collective to drive more impact in this space.



Cook Islands



Me kare koe e meitaki ana, noo  
atu ki te kainga



Samoa

Fale talavai

Saili fautuaga mai lau fale talavai  
Fuala'au ma vaila'au, tui puipui (Koviti ma le Fulū),  
fa'atalatalanoaga



Niue

Emepelene

Hea e numela 111  
Ka mamahi e fatafata, uka ke fafagu, tafe e toto  
poke logona kua mamahi lahi

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# STOP SORE THROATS HURTING HEARTS

The Cause Collective's successful Stop Sore Throats Hurting Hearts rheumatic fever campaign continued to go from strength to strength this year, raising awareness and education about rheumatic fever within Pasifika communities.

By leveraging social media platforms Facebook, TikTok, and Instagram, alongside radio outreach, the campaign garnered



over 16 million impressions, one million video views, and 100,000 engagements.

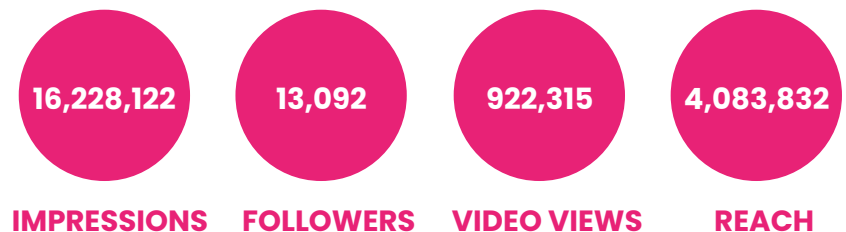
Notably, individuals who did not see the campaign were 2.9 times more likely to be unaware of the signs and risks associated with rheumatic fever.

This significant impact highlighted the effectiveness of our approach in addressing health education and awareness for Pacific people through digital platforms.

The Cause Collective remains committed to transforming the health narrative for Pasifika peoples and underserved communities and is looking to increase its reach and impact in the digital arena.

By continuing to innovate and engage meaningfully, we strive to create lasting conditions for individuals and families to thrive.

## OUR IMPACT







### **Words from our General Manager**

This financial year has been both exciting and challenging, with the added dynamics of an election year. The early months were filled with speculation about the future of primary care. The period since has been one of

transition, presenting both opportunities and uncertainties for our field.

Many primary care practices are feeling the pinch financially due to rising operational and compliance costs. At The Cause Collective, we have been working hard to save costs and provide additional support to our practices.

There has been a lot of uncertainty about the role of Primary Health Organisations (PHOs) and the broader landscape of primary care. Despite this, general practices can take pride in their unwavering dedication to delivering high-quality services to their communities, even in the face of inadequate funding allocations.

At The Cause Collective, we have been proactive in integrating primary care services and acting as a force for social change. We are continuing to explore ways to not only improve health outcomes but enhance the overall wellbeing of the people we serve, through our Primary Care partners and connections in the community.

As we look to the future, our focus remains on supporting and advocating for our practices and ensuring the sustainability and quality of primary care services for everyone.

### **Vanita Hira**

General Manager Primary Care



### **Words from our Clinical Director**

It has been a huge privilege to join The Cause Collective team as Clinical Director this year. I have always followed the amazing work that The Cause Collective provides not only to its Practice Network but also

through community programmes that make a real difference in social outcomes, helping to lift the health and wellbeing of our communities.

One of my priorities has been to understand the current landscape of our Practice Network and the issues they face daily. Working in two of our clinics within the network in previous roles has given me valuable insight into these challenges.

It has been a pleasure visiting some of our clinics and meeting the hard-working teams who are at the forefront of serving our patient populations and communities. The feedback received has been invaluable, and I plan to continue these visits to support our practice network and PHO, and advocate for a better health system that serves our primary care teams and communities more effectively.

Additionally, we have focused on enhancing clinical services, developing quality improvement initiatives, and engaging stakeholders to strengthen our efforts. By fostering innovation and collaborating on strategic plans, we aim to address priority health issues and continuously improve health outcomes for our communities.

### **Dr Anae Neru Leavasa**

Clinical Director



# CLINICAL ADVISORY COMMITTEE

## Driving health transformation

The Cause Collective has convened a new Clinical Advisory Committee.

The committee's mission is to spearhead health transformation efforts, leveraging clinical leadership to elevate the delivery and performance of The Cause Collective's clinical services while maintaining rigorous standards of quality assurance and oversight.

Focusing on pivotal health issues such as obesity, diabetes, youth mental health, family violence, and rheumatic fever, the committee places particular emphasis on the needs of Pacific and South Auckland communities.

The committee is committed to the principles of Te Tiriti o Waitangi and integrates key Pacific health strategies to ensure culturally competent and effective interventions.

The selection of committee members reflects a deliberate emphasis on clinical expertise, dedication to reducing health inequities, and an understanding of Māori and Pacific populations. This ensures that the committee's guidance is both knowledgeable and culturally sensitive.

The Cause Collective is honoured to welcome clinical leaders Dr Anae Neru Leavasa as chair and Dr Apisalome Talemautoga as deputy chair of the committee. Their extensive experience and strategic vision will be instrumental in driving our health transformation goals.

## Scope of The Committee

The Committee is concerned with creating the conditions for the target populations to be healthy and thriving including in the generations to come. To this end, the core focus areas of the Committee are:

	Clinical outcomes across the life course and for future generations
	Clinical leadership and advocacy
	Health transformation and innovation
	Addressing the determinants of health and the underlying causes
	Strengthening preventive healthcare
	Effective chronic disease management

# COMMITTEE MEMBERS



**Dr. Anae Neru Leavasa**  
Committee Chair



**Dr. Apisalome Talemaitoga**  
Committee Deputy Chair



**Dr. Siro Fuata'i**  
GP, TCC Board Member



**Dr. Viliami Tutone**  
Renal Physician



**Dr. Corina Grey**  
Public Health Physician,  
Epidemiologist and Pacific  
Health Researcher



**Dr. Siale 'Alo Foliaki**  
Psychiatrist



**Dr. Hinamaha Lutui**  
GP Southpoint Family Doctors



**Natalia Nu'u**  
Pharmacist BPharm (Hons), BSc,  
RegPharmNZ



**Galumalemana Vaifagaloa**  
**Kitiona Naseri**  
ONZM BSc, MBA



**Dr. Yvonne Crichton-Hill**  
Associate Professor



**Dr. Andrew Chan Mow**  
GP South Seas Healthcare



# COMPREHENSIVE PRIMARY AND COMMUNITY CARE

In the second quarter of 2023, The Cause Collective introduced the Comprehensive Primary and Community Care Teams (CPCT) programme. This initiative comprises a mix of registered clinical and allied health professionals.

These teams work closely with practice teams to support complex patients who require significant attention from practice clinical staff. The goals of the CPCT programme are to release some capacity within the practice teams and to provide comprehensive support for complex patients.

Currently, this programme is allocated to a select number of practices chosen by Health New Zealand | Te Whatu Ora for a fixed term of 17 months. The Cause Collective is using a hub-and-spoke model to address the small full-time equivalent (FTE) allocation across nine participating practices.

The CPCT teams, which include senior nurses and social navigators, have integrated well into their roles and are already demonstrating positive outcomes. Feedback from practices they collaborate with has been very encouraging.

Additionally, five practices, identified as either Pacific or rural, were given the option to recruit and manage their own CPCT staff.



This approach has also proven successful, with both the hub-and-spoke model teams and the individually managed teams meeting regularly to share knowledge and experiences.

By June 2025, The Cause Collective aims to present substantial outcomes demonstrating the success of this programme to secure ongoing funding.

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# 2023/24 PRIMARY CARE HIGHLIGHTS

We have increased our pool of podiatry providers to meet the demand for moderate to high-risk diabetes patients across the network. This expansion ensures that both patients and practices have timely access to essential podiatry support.

Our clinical team has supported several practices in adopting the nurse-led clinic model in response to the GP shortage and the increasing demand for appointments.

We have provided extensive NETP support to practices, with multiple clinics within our network hosting and supporting newly registered nurses.

Four nurses across our network have received support to complete the prerequisites necessary to progress to the Nurse Practitioner level.

We have supported 19 practices to successfully achieve their Foundation Standards status this financial year, including two newly opened practices. Five practices also achieved Cornerstone (includes additional modules of Equity and CQI) giving them RNZCGP teaching practice status.

The Te iti Pounamu Hauora mobile health team has continued its efforts out in the community, providing care to 936 individuals and identifying 429 new diagnoses for people not currently connected to the existing health system.

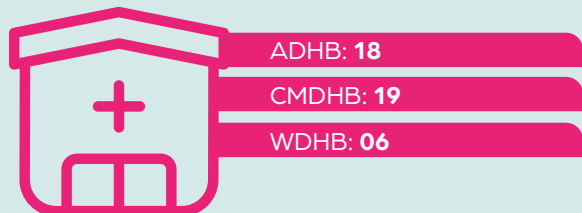
Health Improvement Practitioners (HIPs), a registered workforce, involves providing short-term interventions and support. Over the past year, our six HIPs have assisted 3,956 patients with short-term interventions.

Health Coaches, an unregulated workforce, focus on providing long-term support and connecting patients with necessary social support structures. Over the past year, our Health Coaches have worked with 2,515 patients.

Over the past year, we have conducted several in-person training sessions, focusing on specific topics requested by the network. The education sessions covered a range of topics including new diabetes treatments, podiatry overview and screening techniques, and register management including newborn enrolment, transfers, PES, Mōhio reports and funding sources.

# OUR NETWORK

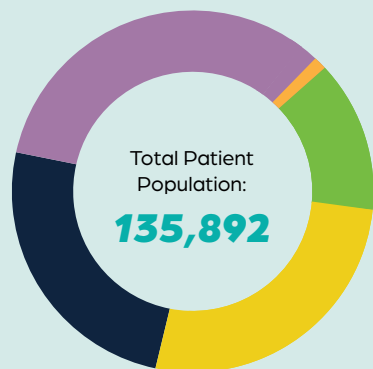
## Number of Practices | 43



## Number of Consults | 442,808

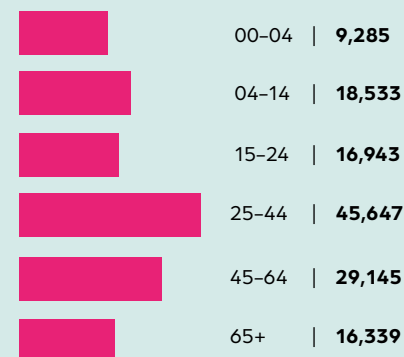


## ETHNICITY



	Māori	14,514
	Pacific Island	35,538
	European	32,663
	Asian	47,797
	Other	5,380

## AGE (ENROLLED POPULATION)



## NETWORK STAFF



OUR PRACTICE NETWORK FAMILY

Clevedon Road Medical Centre Fellbrook Medical Centre  
Langimalie Otahuhu Avondale Family Health Centre  
Jellicoe Health Hub Rosebank Road Medical Services  
Newsham Park Medical Centre Life Doctors  
Dynamic Family Doctors South Seas Healthcare  
Grafton Medical Centre Waitakere-I Medical Centre  
Bishop Medical Centre Integrated Medical Clendon Family Health Centre  
The Airport Doctor  
Auckland City Doctors Langimalie Onehunga  
Southpoint Family Doctors Otahuhu Family Medical Centre  
Howick Medical Practice We Care Family Health Centre  
New Al-Dawa Medical And Dental Centre  
Pukekohe South Doctors Victoria Park Medical Suites Queen Street Medical Centre  
Flat Bush Medical Centre The Wood Street Doctors  
Greenstone Family Clinic Waiuku Health Centre Sandhu Doctors  
Langimalie Panmure  
Kelston Mall Medical Centre Selwyn House Medical Centre  
Rosehill Christian Medical Centre Lifeline Medical Centre Otahuhu

Baden Drive Health Care  
North Point Medical Centre  
Stammore Bay Medical Centre  
Royal Heights Doctors  
Dr Magan's Surgery  
Caring Clinic  
Hong Kong Surgery



healthy  
families

South Auckland

He oranga whānau

# FOOD SYSTEMS

## **Affordable, nutritional produce**

In a move to better understand the challenges local families face with current food systems, Healthy Families South Auckland has spent the last year engaging in several community-based activations.

The team joined forces with I AM Māngere and Food Together to launch a fresh produce pop-up in Māngere, where locally sourced fruit and vegetable bags are available weekly for just \$15.

With living costs on the rise, this initiative aims to offer a budget-friendly solution for families struggling with food expenses.

Additionally, the team has disbursed seed funding and co-design support for EFKS Onehunga Church to establish a community garden.

This project is aimed at combatting youth chronic illness by promoting better food choices through home-grown produce.

Through support from The Cause Collective's Healthy Families South Auckland team, the church has begun engaging its youth and community in the planning and building stages of its project.

This has ignited discussions with Kāinga Ora Māngere to explore the potential for food growing initiatives for residents in Kāinga Ora properties in South Auckland.



## **New direction**

Food systems in Aotearoa tends to span three key areas: food insecurity, food sovereignty, and food consumption / behaviours.

Through the activations held this financial year, the team has built a trusted space to engage in an insight gathering process. This process identified that there is a need to better understand Pacific food systems in Aotearoa, to strengthen localised efforts in South Auckland.

The team has now shifted its focus to understanding the root causes that perpetuate the current South Auckland food systems challenges, with the goal to feed back to wider Healthy Families New Zealand kaupapa and to inform systems at the hyper local level.

# ORANGA WHAKAPAPA

## Te Ao Māori takes the spotlight

Healthy Families South Auckland's Oranga Whakapapa team partnered with sporting and community organisation Netball Manurewa for a series of wānanga aimed at integrating Te Ao Māori.

The collaboration has been instrumental in aligning with Netball Manurewa's Strategic Plan, which prioritises Māori Systems Return, recognising the significant representation of Māori players, coaches, and supporters within the club.

The wānanga (workshops), facilitated by the Oranga Whakapapa team and Netball Manurewa, provided valuable insights and identified approaches to introduce a Māori world view, aligning with Te Tiriti principles.

Wānanga emphasised the importance of adjusting resource flows to prioritise Māori outcomes, ensuring that the values and perspectives of Te Ao Māori are woven into the organisation.

As a result of these workshops, Netball Manurewa has shifted its focus towards reinforcing identity and culture. This has led to a profound sense of belonging and community pride amongst players and coaches, fostering a supportive and inclusive environment.

The emphasis on Tikanga Māori has not only normalised Te Ao Māori within the sporting and community facility but has also highlighted the contemporary applications of traditional knowledge and

frameworks, particularly in promoting the health and wellbeing of young people.

This partnership has set a strong foundation for continued growth and unity to foster an environment that celebrates and integrates Te Ao Māori, ensuring the community thrives in all aspects.



“ At Netball Manurewa, we're really lucky because it's whānau-based. Te Ao Māori is about the whole of a person - your spiritual, physical, mental, and emotional states of wellbeing. If players, coaches, and supporters can bring all that to what we do in Netball Manurewa, it will have a good outcome for everyone. ”

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# WORK 360

## **Transforming workplace wellbeing in South Auckland**

Work360—formerly Workplace Wellbeing Ecology—has continued efforts to improve workplace wellbeing in South Auckland, focusing on Māori, Pacific, and migrant workers who are most affected by workplace injuries.

The team has been collaborating with major businesses to overhaul workplace environments and address key factors affecting employee connection, wellbeing, and productivity.

Partnerships with Armourguard Security, Visy NZ Limited, Ventia, and Foodstuffs North Island have driven the development and implementation of wellbeing strategies that enhance safety, foster inclusivity, and boost overall employee engagement.

Key achievements for this financial year include Armourguard Security's successful integration of a feedback-driven wellbeing committee, which has transformed workplace dynamics and increased employee satisfaction.

At Visy NZ Limited, a new initiative celebrating the diverse cultural backgrounds of employees has notably improved injury rates and fostered a more inclusive workplace environment.

Looking ahead, Work360 is set to deepen its collaborations with businesses to refine and expand its wellbeing initiatives. The goal is to ensure these practices remain sustainable and effectively meet the needs of Māori, Pacific, and migrant workers.



By continuing to focus on culturally responsive practices, Work360 aims to create work environments where employees feel valued, resulting in higher productivity, reduced absenteeism, and enhanced workplace safety.



*OneLove*  
SOUTH AUCKLAND

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# ONE LOVE

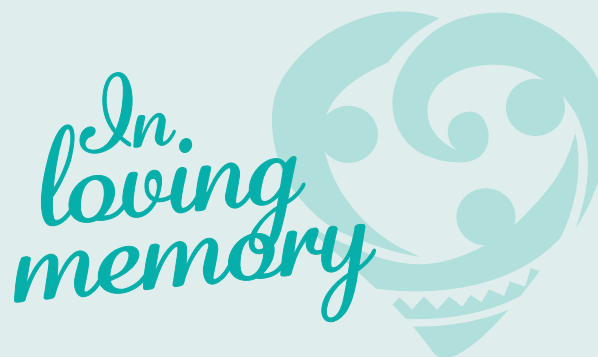
## Enhancing community action in South Auckland

The One Love team has made strides to strengthen social infrastructure across South Auckland, with a special emphasis on empowering residents to be neighbourhood champions. These champions are pivotal in keeping communities connected and engaged.

The team, with help from the Māngere-Ōtāhuhu Local Board, supported various community initiatives this year including regular meetings with street champions, distributing Green Gorilla bags for waste removal, creating outdoor movie screenings for locals, providing sports resources for use at Imrie Park, hosting a community celebration with games and a sausage sizzle, and delivering 60 health kits to prepare residents for winter.

In addition, One Love continued to offer donated items such as pyjamas and blankets and has partnered with I Am Māngere to run a weekly Food Together pop-up, providing residents with affordable, quality fruits and vegetables.

The team is also testing new wellbeing hubs in the area. A local resident praised this initiative, saying, "Keep doing these events in crowded areas because it's really hard now to find time for health checks. I appreciated the free flu shot and the convenient access to health resources."



We wish to acknowledge the passing of our beautiful sister and valued team member, Tofilau Yolande Ah Chong, who passed away in March 2024.

Tofilau started with The Cause Collective in 2019 as Indigenous Systems Lead. This work then led her to become a Neighbourhood Team Lead in our One Love South Auckland initiative. She was passionate about working with our families in Wiri and Māngere and supporting them to thrive.

Tofilau was an integral part of The Cause Collective's family and brought her incredible sense of humour, cultural knowledge, skills and a great desire for our generations now and in the future to excel.

**Manuia lau Malaga.**



Stop Sore  
**Throats**  
**Hurting**  
**Hearts**



# PACIFIC NAVIGATORS

## Community engagement boosts awareness of rheumatic fever

The Cause Collective's successful rheumatic fever education programme has expanded across the North Island.

Building on its initial success in Auckland, the past year has seen the team deliver the programme to 20 churches across the North Island from Auckland to Wellington.

The programme emphasises the importance of treating sore throats, completing the full course of antibiotics, and keeping homes warm and dry, and aims to further educate communities and combat rheumatic fever through church-led initiatives, including multilingual songs and videos that are then shared to a wider audience to increase education capabilities.

## Empowering health transformation

The Cause Collective's Self-Management Education (SME) programme has sparked a shift in Pacific communities by equipping them with practical tools to prioritise wellness.

The 6-week SME programme, in which the team has partnered with 20 churches and community groups this financial year, emphasises the importance of exercise, sleep, and healthy eating to prevent chronic illness.

Participants, including church members, Kava groups, and industrial workers, have learnt tools and skills to actively manage their health.

The programme has notably influenced individuals with familial health concerns, like diabetes, to seek regular medical advice and treatment, overcoming their previous reluctance. This proactive approach has fostered a stronger sense of community and collective health goals.



**GOAL TWO:**  
BUILDING INTERGENERATIONAL WEALTH







# MATANGI FOU

## The Future of Work

Matangi Fou (new winds) officially launched in May 2024 at The Cause Collective's new community hub. The launch featured presentations from stakeholders about past achievements and future goals, the release of the 'Pacific People and the Future of Work Report,' and the unveiling of the Matangi Fou website. The event coincided with the launch of The Cause Collective's Moana Campaign, aimed at enhancing community engagement and visibility about the Future of Work for Pacific people. Key objectives of the Moana Campaign include empowering Pacific communities to shape their own Future of Work pathways, raising awareness of what the Future of Work may hold, and inspiring through the motto 'if you can see it, you can be it.'

## Achievements unlocked

An impressive 335 micro-credentials were awarded this year, an increase of more than 38% from the previous financial year and taking the total achieved to 658. Thanks to support from the Pasifika Church Ministers' Collective, 205 micro-credentials were delivered to church groups, with some advancing to stage two programmes. Youth initiatives also got involved, with 130 micro-credentials awarded, including 105 to NEETs (Not in Employment, Education or Training) in the Get Ready Work Ready programme, 17 from Manurewa High School, and eight from pre-trades training at Auckland Airport. The success of this programme has prompted the development of two new micro-credential modules under the BOSS (Bridging Opportunities, Skills, and Success) young entrepreneurs' programme.



## BOSS-ing it

The BOSS Programme successfully reached 357 young people in 2023/24, surpassing its target of 380 with a total of 440 participants to date. This achievement was driven by expanding the programme's reach beyond online efforts to include new partnerships with ten South Auckland secondary schools, the Solomon Group, a community library, and a church cohort.





# GET READY WORK READY

## Get ready for success

Over 130 young people completed the Get Ready Work Ready programme across five cohorts this financial year.

Notably, over half of those who completed the programme have now transitioned into employment, education, or training opportunities, showcasing the programme's effectiveness in fostering career readiness.

To support the remaining participants, ongoing pastoral care is provided, ensuring that young people are prepared for their next steps.

This commitment to development emphasises The Cause Collective's dedication to the future success of all rangatahi involved.

In December, the Get Ready Work Ready alumni fellowship hosted an annual dinner to celebrate the achievements of those who completed the programme. A total of 68 young people from past cohorts attended the event, fostering community and connection among graduates.

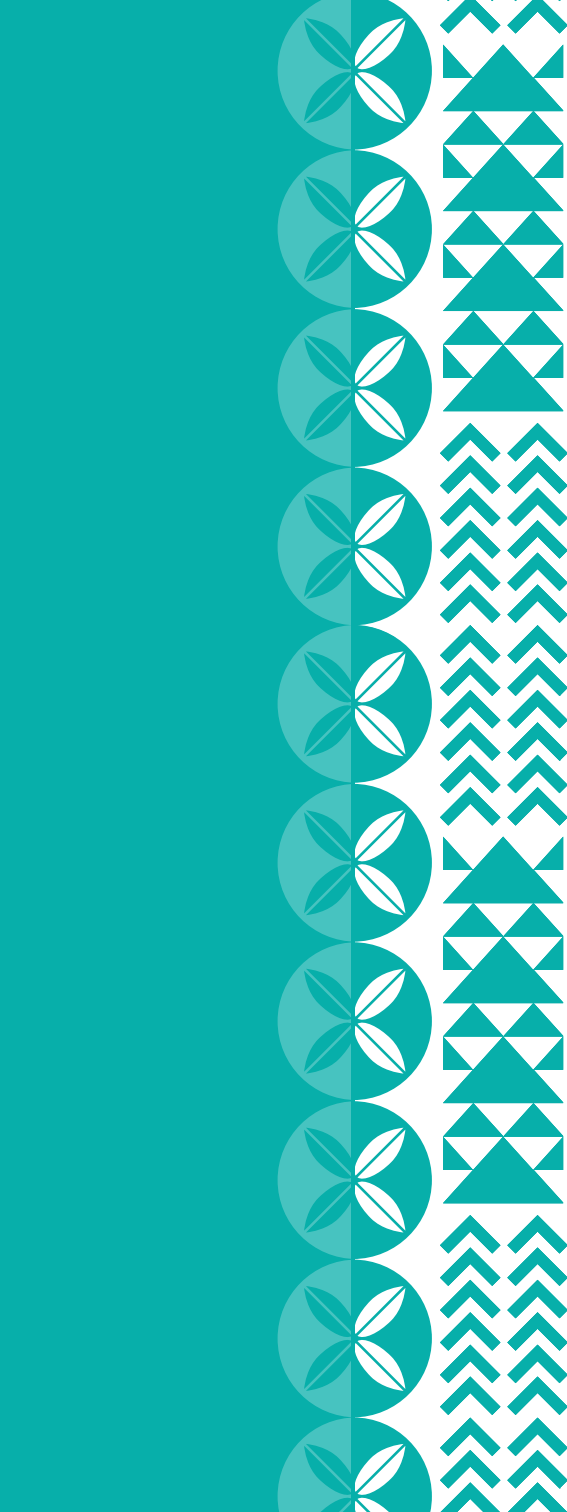
This financial year also saw a visit from now Rt. Hon. Christopher Luxon, who was given a tour of the Get Ready Work Ready programme as well as South Auckland Creative & Tech Hub.

The Prime Minister expressed enthusiasm for the impactful work being done to empower young people and enhance their employment prospects.



“...Just met with [Anonymous Cohort 5 graduate] today and thought I'd let you know he is really loving the programme and said it has helped him a lot with his confidence. I can tell too because he's a lot more open and confident whereas before he would come to his appointments with his mum beside him now he comes with his mum but she waits in the waiting area which is what I love to see, the change from beginning to end is just magical so thank you and your team for giving [Anonymous Cohort 5 graduate] the tools he needs to become a confident young man with aspirations.... ”

– Ministry of Social Development  
Case Worker, Manurewa



# SOUTH AUCKLAND CREATIVE & TECH HUB

## **Creativity on wheels**

South Auckland Creative & Tech Hub has taken to the streets, with a new mobile trailer designed to bring creativity and technology directly to South Auckland communities.

Over 2,500 South Auckland young people have been on board the mobile trailer already, which is equipped with state-of-the-art technology for digital and tech workshops.

With Pacific people making up only 4.4% of Aotearoa's digital tech workforce, the mobile tech hub aims to increase the number of Pacific youth interested in a career in the creative and technology sector, and to address gaps in access to resources, training, and inspiration.

South Auckland Creative & Tech Hub's home base has also seen major expansion, growing from 10 inbuilt work stations in 2023 to 36 in 2024, showcasing a commitment to expanding access to creativity and technology for Pasifika youth.

## **Powering up Pacific Tech**

South Auckland Creative & Tech Hub brought Tech Week to South Auckland this year, showcasing dedication to empowering young people in their tech journeys.



Attendees toured The Cause Collective's state-of-the-art facility and learned about our bespoke, culturally grounded Pastoral Care model, which includes personalised pre-home visits, assessments, and wrap-around support.

Facilitated by inspiring Māori and Pasifika mentors, this programme emphasised relatable role models who demonstrate achievable success in the tech field.

Guests were inspired by live drawing sessions and performances that showcased creativity in action, as well as in depth discussions on The Cause Collective's partnership with Media Design School's NZQA Level 4 programme, highlighting its importance in scaffolding young people's educational pathways.

The day concluded with a tour of the new mobile tech hub, bringing top technology directly to schools and community groups.

# PASTORAL CARE

## Pastoral Care expands to better support youth

The Pastoral Care team has seen significant growth this year, with a team of six dedicated members addressing the multifaceted needs of South Auckland's youth.

This growth reflects a commitment to providing personalised guidance and support as participants navigate pathways to employment, education, and training.

The expanded team is made up of youth workers, social workers, and registered mental health professionals, ensuring that all young people who walk in The Cause Collective's doors receive the attention and support they need to build confidence and skills while preparing for their future.

The Pastoral Care programme has been designed to acknowledge the complexity of issues faced by young people, particularly stemming from their home environments, including financial challenges and a lack of literacy.

By engaging with families and wider support networks, the programme adopts a wraparound approach to ensure comprehensive care.

The team's expansion comes at a crucial time, as more South Auckland young people seek guidance and support in a fast-changing world.

Frank Tu'inukuafe Matautia, who was supported through the Get Ready Work Ready programme, says Pastoral Care transformed his life, boosting his confidence, upskilling his certifications, helping him to secure a job, graduate, and pursue his future goals.

“I am thankful to the Pastoral Care team for all their help and support, and most of all believing in me.”

- Frank Tu'inukuafe Matautia

Frank's journey serves as a compelling testament to the power of pastoral care, demonstrating its ability to inspire individuals, foster resilience, and pave the way for a brighter future.

## OUR SUPPORT

608	young people supported through the BOSS programme
82	young people supported through the South Auckland Creative & Tech Hub programme
2,520	young people connected with the mobile tech hub trailer
12	young people supported through Media Design School NZQA Level 4 programme
187	young people supported through the Get Ready Work Ready programme



**GOAL THREE:**  
STRENGTHENING IDENTITY AND WELLBEING







**PASIFIKA CHURCH**  
MINISTERS' COLLECTIVE

# PASIFIKA CHURCH MINISTERS' COLLECTIVE

## Hubs of hope

The Pasifika Church Ministers' Collective (PCMC) is pleased to be partnering with the Department of Internal Affairs (DIA) to demonstrate how social and healthcare hubs within churches can significantly boost social cohesion.

First established to respond to COVID-19, the PCMC has expanded to a membership base of 42 church ministers representing various Pacific communities and families throughout Auckland. These church ministers have a reach of over 40,000 people, the majority of whom are Pacific.

By transforming churches into vibrant community centers, this initiative aims to forge stronger connections not only within Pacific congregations but also with the broader community.

The goal is to spark valuable partnerships between churches and government agencies, paving the way for innovative collaborations that benefit everyone involved.

Another highlight from this year is the expansion of the collective's Wi-Fi strategy, which has enabled numerous churches to increase social activity through digital evangelism and communication as well as provide relevant education and upskilling opportunities for churches.



“A privilege to stand with each other, ministers of different faiths with one purpose: to share God’s love, and His Word. We have our similarities and our differences, which makes us so unique in many ways. We share our similarities and respect our differences. We are family.”

– Cook Island Church Pastor



NURTURING FAMILIES THROUGH STRONG RELATIONSHIPS

# NGA VAKA O KĀIGA TAPU

## **Pacific family violence programme gets historic NZQA nod**

The first Pacific qualification to advance the cultural capability of family violence practitioners has been approved by the New Zealand Qualifications Authority (NZQA).

The accredited Nga Vaka o Kāiga Tapu programme integrates cultural knowledge with best practice to prevent family violence, drawing on eight ethnic-specific cultural frameworks from Samoa, Tonga, the Cook Islands, Niue, Tokelau, Fiji, and Kiribati.

This Level 6 micro-credential, launched in partnership with Pacific community facilitators and the New Zealand Academic Learning Institute (NZALI), is designed for social workers and frontline workers in the health and social care sectors. It focuses on addressing family violence within Pacific communities.

Since 2010, Nga Vaka o Kāiga Tapu has been delivering training programmes to strengthen relationships and build capability among practitioners working with Pacific families.

Fa'amatua'inu Tino Pereira MNZM, Cultural Lead for Nga Vaka o Kāiga Tapu says it's critical that a culturally led solution to preventing and stopping family violence meets rigorous academic standards, when delivering high-quality training for practitioners, employers and communities.



“It ensures that practitioners are equipped with the necessary skills and knowledge to engage effectively with Pacific families while adhering to national standards for education and training.”

– Fa'amatua'inu Tino Pereira MNZM

The micro-credential offers 20 credits and reinforces Nga Vaka o Kāiga Tapu's role in providing culturally relevant support for Pacific families in New Zealand.

# CHAMPIONS OF CHANGE

## Eight new waves of change

In a landmark achievement, eight core Champions of Change (CoC) groups have successfully launched over the past 12 months.

This milestone marks a significant advancement in addressing family violence and fostering cultural resilience within Pacific communities.

- Tokelau's Tūgaki Ke Olatia, launched on 1 July 2023, aims to disrupt family violence through cultural awareness.
- Tuvalu's Sokotakiga I Toman, which began on 22 July 2023, focuses on transforming mindsets among youth to combat violence.
- Kiribati's Te Wa Ni Mwaane, launched on 29 July 2023, seeks to support youth navigating cultural identity amidst societal challenges.
- On 24 August 2023, Niue's Lalaga Fakatupuola Moui Niue was unveiled to tackle intergenerational breakdowns and cultural loss.
- Fiji's Tekivu Mai Jerusalem, launched on 23 September 2023, addresses harmful cycles accepted by men within families.
- The Cook Islands' Taka'l'Anga Nō Apōpō, started 19 October 2023, aims to combat the stigmatisation of women and empower them within their communities.
- Tonga's Siate Folau launched on 10 May 2024, focusing on churches to support family wellbeing.



- Samoa's Fa'atāua Lau Anganu'u Ma Le Talalelei, launched on 8 June 2024, emphasises faith-based approaches to family harm and cultural integration.

The Champions of Change initiative, a key project of Nga Vaka o Kāiga Tapu, collaborates with Pacific communities to promote holistic, culturally embedded solutions to prevent family violence and support community-led responses.

## Partnership to address violence

On 25 October 2023 The Cause Collective, through its Nga Vaka o Kāiāga Tapu and Champions of Change initiatives, signed a Memorandum of Understanding with the New Zealand Police to combat family violence within Pacific communities.

This new collaboration brings together The Cause Collective, Nga Vaka's Champions of Change, and the New Zealand Police to promote cultural safety and community-led action.

The partnership aims to empower Pacific families and uphold cultural values while enhancing safety and ensuring accountability, and seeks to support Pacific ethnic groups through tailored approaches that address their unique needs and challenges.





# DO GOOD FEEL GOOD

## Empowering young leaders

Do Good Feel Good hosted a number of events across the year, all aimed at empowering young people with essential leadership skills, emotional intelligence, and practical strategies to manage mental and emotional challenges.

From July to December 2023, four young leaders from Māngere and Papatoetoe co-designed community tag runs, creating safe spaces for over 150 participants to connect through physical activity. The sessions were highlighted in a Mic'd Up video series, reaching over 5,000 viewers on social media.

Krysla Tagomoa, an alumna, shared, “Do Good Feel Good has significantly influenced my journey into social work by equipping me with tools to navigate my feelings. The safe space during the girls’ night encouraged open dialogue, allowing us to share and listen to one another. This unique environment of talanoa is rare in other youth groups.”

## From rhythm to revolution

In collaboration with the Projekt team, Do Good Feel Good has continued to enhance community wellbeing and street dance culture through the Projekt Feel Good (PFG) festival.

This year marked the 4th annual festival, with over 750 participants, including two renowned international guest artists—Brui5er (USA) and Waackxxxxy (Korea), who collectively have over 300,000

followers on their social media. They led workshops that helped upskill the local community, providing valuable opportunities for growth.

The festival also attracted attendees from across New Zealand, bringing together creatives to celebrate, learn, and collaborate. PFG has planted the seeds of change-making within the community, promoting leadership and connection through the power of dance.

## Amplifying the voices of young people – our reach:



25,000



21,500



10,000



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# ***CORPORATE SERVICES***

# CORPORATE UPDATE

## Gold standard accreditation

The Cause Collective has proudly attained Te Kāhui Kāhu Social Sector Level Three Accreditation, marking a significant achievement in organisational compliance.

This accreditation involves rigorous assessment against nine key social sector standards and additional specialist criteria.

The Level Three Accreditation confirms that The Cause Collective meets high standards for delivering social services.

It underscores a commitment to maintaining robust and secure business practices, ensuring we can safely and effectively serve communities, and provides stakeholders with assurance of The Cause Collective's adherence to excellence in service provision.

## Moves to boost impact

The Cause Collective has officially relocated to a new facility on Earl Richardson Avenue in Wiri, marking a pivotal moment in the organisation's growth and ability to serve communities more effectively.

The new premises is more than three times larger than the previous location, reflecting The Cause Collective's expanding scope and commitment to enhancing our impact on the communities we serve.



This includes the creation of a dedicated hub for community, including two full spectrum creative and technology computer labs, offering a safe and engaging environment with more opportunities for young people and their families to connect, learn and thrive.

The expanded facilities also offer room for future growth and potential, enabling The Cause Collective to develop and implement new initiatives that address emerging needs.

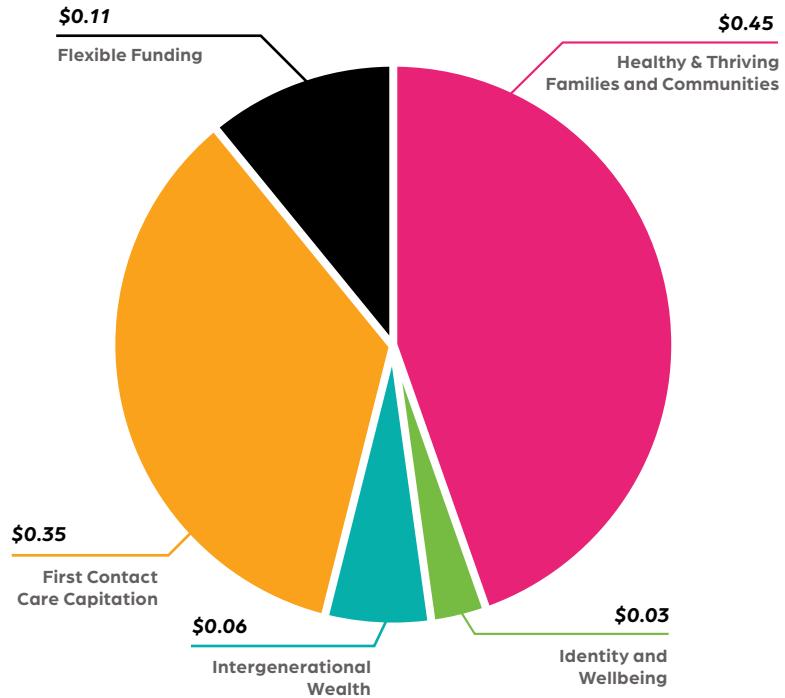
The new building was officially blessed in a Tūwhera Whare ceremony with the help of Kaumātua from Te Kei o te Waka Tainui.

A new ICT strategy has been successfully implemented at the new building, including a major migration of all services from Google to Microsoft to streamline operations and boost efficiency.

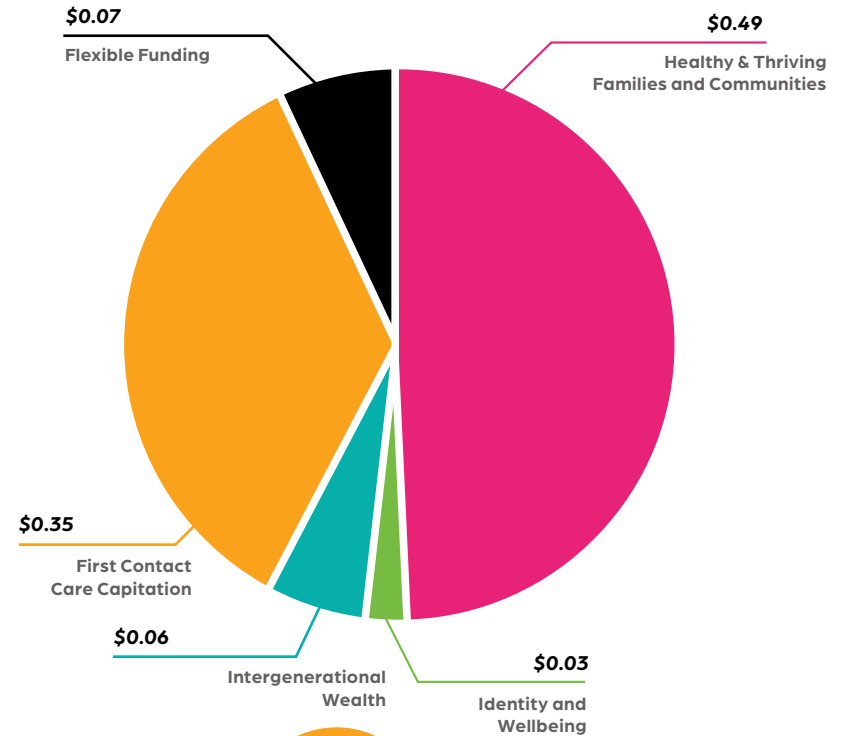


# FINANCIAL SUMMARY ANALYSIS

## REVENUE ANALYSIS BY EACH DOLLAR RECEIVED



## EXPENDITURE ANALYSIS BY EACH DOLLAR SPENT



**Total Revenue**  
\$61,853,291

**Total Cost of Services**  
\$56,005,323

**Gross Surplus**  
\$5,847,968

**Net Surplus**  
\$365,841

**First Contact Care Capitation**  
\$21,746,318

We extend our deepest gratitude to all those who have contributed to The Cause Collective's journey this year. To our funders, partners, clinical and provider network, and community groups, your unwavering support and belief in our mission have been vital to our success. Thank you for your generosity, collaboration, and commitment to making a difference for the generations.



