



ANNUAL REPORT
2026





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Contact Details

The Cause Collective
15 Earl Richardson Ave, Wiri, Manukau
PO Box 276002 Wiri, Auckland 3920

Ph: +64 9 869 2433

Em: info@thecausecollective.org.nz | Wb: www.thecausecollective.org.nz

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✧ This ✧
Generation
will Win ✧
✧ the Next ✧
Generation



HE MIHI

Tuia ki te rangi
Tuia ki te whenua
Tuia ki te moana
Tuia ki te here tangata
Ka rongo te pō
Ka rongo te ao

E ngā mate whakawehe rua i te whakaaro
Haere koutou, e oki
Hoki atu rā ki ō maunga, ki ō awa
Ki tō Hawaiki e karanga atu ana
Hono atu ki te ao wairua
Tīhei mauri ora

Kia whakahōnore te Kuīni o te motu
Te Arikinui Kuīni Ngā wai hono i te po
Kia tau iho rā ngā manaakitanga ki a koe
me te Kāhui Ariki whānui
Rire, rire, hau, Paimārire

Ka titiro whakarunga ki ngā maunga rangatira
Matukutūreia, Matukutūruru, tēnā kōrua
Pōteretere ana ngā wai o Te Puhinui
Kia pari atu ngā tai ki Te Mānukanuka o Hoturoa
Ko ngā raukura matahiapo o Waiohūa
Tainui Waka, Tēnā koutou.

I tēnei tau, ka whakanuia ngā tau tekau
o The Cause Collective.
E ngā mātanga, ngā whānau me ngā hāpori,
tēnei te mihi mō tā koutou tautoko
i te whakarewatanga o tō tātou waka oranga,
me tā koutou hoe ngātahi mai.

Ko te manawanui me te kotahitanga
te mauri e ora tonu ai tēnei kaupapa.
Kia kotahi te hoe, ki uta, ki tai,
hei oranga mō ngā whakatupuranga.
Mā tā tātou hoe ngātahi,
e ū ai tō tātou waka ki te pae e wawatahia nei.
Tēnā rā koutou katoa.



CHAIRMAN'S REPORT

In July 2016 the Hon Paula Bennett launched us formally. We are now ten years old. And a bit wiser.

Tēnā koutou katoa, Kia orāna, Tālofa lava, Namaste, Mālō e lelei, Fakaalofa lahi atu, Ni Sa Bula Vinaka, Fakaauue lahi, Mālō ni, Gude tru, and Noa'ia.

In the year ending 30 June 2026 we consolidated our organisation structure, negotiated persistent macroeconomic inflation, stayed alert for government fiscal directives shifts, and watched carefully for the negative effects, if any, of health sector reconfigurations. We held tight to financial discipline and operational adaptability.

Consolidated The Cause Collective (TCC) group revenues were \$80.4m (\$65.4m in 2025) which is a 22.8% expansion in operational turnover driven by primary care capitation uplifts and social commissioning delivery. Group operating performance improved with the net deficit dropping to \$0.38m (\$0.95m deficit 2025). Our TCC parent entity net surplus was \$5.6k (\$323.8k deficit 2025). Total group assets were \$14.5m (\$15.1m in 2025) with net equity of \$8.5m (\$8.9m in 2025). The current ratio was 2.03 (2.07 in 2025). To reduce risk exposure caused by variations in health sector funding we increased our overheads cover to 12 months.

PRIMARY CARE NETWORK & SECTOR DYNAMICS

General Practice across Aotearoa is undiminished and demanding. Thin historical capitation margins, acute workforce shortages, and GP retirement cause risks which affect owner-operated clinics. As New Zealand's only Pacific Primary Health Organisation (PHO), TCC supports 47 practice partners with 166,000 enrolled patients. This 23% growth has occurred over two years. To deal with primary health sector headwinds we increased our advocacy and tangible financial support for our Practice Network.

This included passing through an unbudgeted 6.4% capitation uplift, securing \$4.0m in pay disparity adjustments, accessing \$1.85m in data-sharing contingency funding, and distributing \$0.6m in performance-based payments. The national introduction of the updated P3 capitation formula (reweighting funding toward age, deprivation, and multimorbidity) aligns with our enrolled population profile. Through 1-on-1 practice financial modelling, clinical governance under our Clinical Advisory Committee, and business sustainability support, TCC is helping clinic leaders to build clinical resilience.

OUR PLACE MĀNGERE / MĀNGERE HEALTH AND WELLNESS HUB

Our Place Māngere is a first step in transforming local primary health delivery into an accessible, place-based population wellness model located in Māngere Mall. To expand local clinical capacity, we recruited a Nurse Practitioner and integrated virtual GP consultations. This is supported by MedWand HD remote diagnostic equipment. It allows clinicians to examine heart, lung, and ear health digitally in real time. Backed by cultural partnerships with Ngā Whare Waatea and Papatūānuku Kōkiri Marae, the hub connects clinical interventions directly to social determinants of health on the retail doorstep of Mangere Mall.

THREE KEY NON-PHO INITIATIVES

1. Tātou Collective Ltd (Whānau Ora Community Commissioning)

Effective 1 July 2025, Tātou Collective Ltd commenced formal operations as a dedicated Pasifika Whānau Ora commissioning agency, establishing an independent delivery arm for social investment. Operating with an annual commissioning envelope of approximately \$28.34m across Region 4, Tātou mobilised 128 Navigator FTEs across a network of 48 Whānau Ora provider partners, directly supporting over 2,200 vulnerable families annually. This initiative proved that shifting commissioning authority closer to Pasifika communities yields targeted social outcomes and removes historical bureaucratic friction. Region 4 stretches from Northland to Invercargill.

2. South Auckland Creative and Tech Hub (SACTH)

TCC addresses youth employment and future-of-work shifts by expanding SACTH's footprint into a regional engine for digital innovation, creative industries, and AI literacy. The hub has deepened impact through strategic partnership with Mission Ready. This is opening pathways into technology careers by tapping into a network of over 280 corporate partners, including Microsoft, Datacom, and Fonterra. Engaging more than 2,500 young people through school and community programmes in game development and tech entrepreneurship is a smart channel SACTH uses to encourage intergenerational economic wealth outside traditional welfare models.

3. myFetū & Demand Aggregation Limited Partnership (DALP)

Designed as our demand-side market intel engine room, the AI myFetū platform and Navigator Portal are progressing to go-live operation on 1 December 2026. Developed by wholly owned TCC subsidiary, DALP, myFetū aggregates real-time consumer signals, client preferences, and community experience to make Pasifika whānau needs visible to decision-makers. For Tatou's commissioning decisions, myFetū's service design and live-evidence replaces assumptions and hearsay with actionable demand-side data.

THANK YOU

Thank you to the Ministry of Health and Te Whatu Ora - Health New Zealand for essential PHO funding. Thank you to the Ministry of Social Development (MSD) and Te Puni Kōkiri for their initiatives in the social determinants of health and wellbeing.

Thank you to the Minister of Health, Hon Simeon Brown, Minister of Te Puni Kōkiri, Hon Tama Potaka, and Minister of Pacific Peoples, Hon Paul Goldsmith for leadership in our country's development.

Well done to TCC CEO Leasiosiofa'asisina Ms Rachel Enosa for farsighted leadership armed with Theory of Constraints practices. Thank you to our Board: Dr Pauline Kingi CNZM (Deputy Chair), Dr Siro Fuata'i (Founding Chairman), Ms Sandra Kailahi, Mr Mohammed Khan (Finance Audit Risk Chairman), Mr Luamanu Maea (Tu'u'u Maeata'anoa Luamanu: Policy Chairman).

With our first ten years under our belts we are more confident that this generation will win the next.

Dr Uluomatootua S. Aiono
ONZM MBA (Otago) HonDCom (Otago)
Chairman



CHIEF EXECUTIVE'S REPORT

Ten years ago, The Cause Collective began with two questions.

The first was why community and public services were not producing better outcomes for Pacific and underserved communities despite decades of government investment.

The second came from our Primary Health Organisation: if we know what keeps bringing people through the door of general practice, why do we continue investing most of our effort after the health crisis has arrived?

Everyday, general practitioners were seeing housing, education, employment, family violence, poverty and isolation presenting as health issues, despite these issues sitting well beyond the reach of primary care. Too often we fund the ambulance at the bottom of the cliff while underinvesting in the fence at the top. That thinking has shaped everything we have built over the past decade. Rather than designing programmes around funding streams, we have deliberately focused on creating the conditions to prevent crises before they occur, reducing demand on downstream services and building a system that works better for families, our delivery partners and New Zealand.

As we celebrate our tenth anniversary, that thinking has grown into an organisation with annual revenue of \$80 million, supporting 162,000+ people as New Zealand's only Pacific-led Primary Health Organisation. Along the way we have established The Tātou Collective, a national Whānau Ora Commissioning Agency for Pacific peoples, the South Auckland Creative and Tech Hub, and Demand Aggregation Partnership Limited with its first product, myFetū, our demand-side intelligence platform.

2025-2026 has been one of the most demanding years in our history and one of the most important. Despite fiscal constraint and increasing pressure on communities, we have remained focused on building capability, strengthening partnerships and producing leave behind results that will outlast funding cycles.

This year we supported the establishment and early implementation of Tātou Collective. Within months, 128 Navigator FTE were operating across 48 delivery partners nationwide, representing a significant milestone for community commissioning. I thank Te Puni Kōkiri for their confidence in this approach, and every Navigator and delivery partner who helped establish a new national commissioning agency. Also, a special acknowledgement of Chairman Leopino Foliaki, the Tātou Board and Investment Board for the significant work that they have undertaken in the establishment phase.

Our Primary Health Organisation (PHO) reached its highest enrolled population in ten years, growing to approximately 162,632 people across 47 general practices. Immunisation coverage for pēpē up to 24 months increased to 87.4 percent, exceeding the national target through coordinated outreach, after-hours clinics, home visits and real-time data sharing. This achievement belongs to our frontline practices, outreach teams and data specialists whose commitment continues to improve outcomes for our communities.

We also strengthened foundations for the future. Our Place Māngere reached prototype stage as a new integrated model connecting health, social and community services around the needs of families, reducing avoidable demand on general practice and demonstrating what place-based prevention can achieve. We established our Community-Based Research Unit, led by Dr Ofa Dewes, and entered into a collaboration with the Maurice Wilkins Centre, creating a new model where community priorities help shape research rather than simply inform it. Development also continued on myFetū, our demand-side intelligence platform, which will help identify emerging need earlier, target investment more effectively and strengthen the evidence for prevention.

We continued investing in South Auckland's future workforce through the South Auckland Creative and Tech Hub. Our Game On initiative secured \$1 million to create new pathways into New Zealand's gaming industry, Techweek connected 20 South Auckland schools with industry partners, and our Business Leaders Breakfast series brought together leaders from

business, government and philanthropy to tackle the challenges and opportunities shaping New Zealand's future.

This year also saw the graduation of our first Nga Vaka o Kāiā Tapu micro-credential cohort at Level 6 on the NZQA framework. This milestone recognises the growing capability of community leaders and practitioners responding to family violence through culturally grounded practice. My thanks go to the Ministry of Social Development and Pasefika Proud; the Nga Vaka Cultural Lead, Fa'amatua'inu Tino Pereira; the ethnic-specific facilitators; New Zealand Police; and the communities that have contributed to this programme over the past decade.

This year's longitudinal national evaluation of Healthy Families also reinforced the direction we have taken over the past decade. It recognised that place-based, community-led approaches are creating the conditions for better long-term health outcomes, with Healthy Families South Auckland highlighted as one of the strongest examples of Pacific leadership and systems change.

Internally, we strengthened the way we work through Wisdom's House, our organisational operating system, providing a common framework for leadership, decision making and accountability.

Financially, revenue increased from \$61.8 million to \$80 million. The Board made a deliberate decision to invest in organisational capability and restructuring, resulting in a planned deficit of \$0.95 million while maintaining net equity of \$8.9 million and a current ratio of 2.0. This reflected an investment in future capability rather than preserving the status quo.

Looking back over ten years, I am proud not only of what we have built, but of what we have learned. We understand the system more clearly than we did a decade ago. We know where the real constraints sit, and we know where investment creates the greatest leverage.

The next ten years will bring profound change. Artificial intelligence will reshape industries and public services. New Zealand's workforce will become younger, more Pacific, more Māori and more diverse.

Communities will expect services that are more connected, personalised and accessible, while governments continue to face increasing fiscal pressure. These changes will also reshape the environment for our community organisations and general practice partners, who will be asked to do more with less and will see increasingly more complex needs. We are committed to walking alongside them through that change, building the capability and strengthening the partnerships and evidence needed to ensure they continue to thrive and deliver for the communities they serve.

My sincere thanks to our Board, chaired by Dr Uluomato'otua Aiono, for the courage to begin this journey ten years ago and for the leadership that continues today. Thank you to our funders, partners, researchers, businesses, philanthropic organisations, NGOs, general practices, churches and community leaders who continue to believe in Pacific-led solutions. Most importantly, thank you to every staff member of The Cause Collective, past and present. Everything we have achieved has been built through your professionalism, resilience and unwavering commitment to our families, communities and delivery partners.

Ten years ago, we set out to demonstrate that community and public services could be designed differently for Pacific and underserved families. Today, that is no longer a theory, it is the work we do every day.

Our vision remains unchanged.
This generation will win the next generation.

Leasiosiofa'asisina Rachel Enosa
Chief Executive



OUR BOARD



Dr Uluomato'otua Saulaulu Aiono ONZM

BSc, MBA, HonDCom
Chairperson

Dr 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. In 2025, he received an Honorary Doctor of Commerce from the University of Otago. He is the Habitat for Humanity North South Chairman, Rise Up Academy Chairman, The Cause Collective Chairman, Tātou Collective Deputy Chairman, and a Tertiary Education Commissioner.



Dr Pauline Kingi CNZM

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

Dr Kingi has worked for many years in the New Zealand public sector including a strategic role spanning 22 years as the Regional Director for the Auckland Regional Office Te Puni Kōkiri, 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 Rt Hon Helen Clarke and has been conferred with an Honorary Doctorate from Auckland University of Technology. She is a Trustee of the Habitat for Humanity Northern Region Board and a Board member of MUMA (Manukau Urban Māori Authority).



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.



Tu'u'u Luamanu (Lou) Maea

**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.



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 former member of the New Zealand Film Commission Board and in former roles as a 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

To create the conditions for communities to thrive across generations.

OUR MISSION

To work alongside communities, partners and government to innovate and redesign systems, strengthen capability and create solutions that improve health, wellbeing and economic resilience.

OUR VALUES STATEMENT

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

OUR STAR COMPASS

People, Place, Experience, Indigeneity.



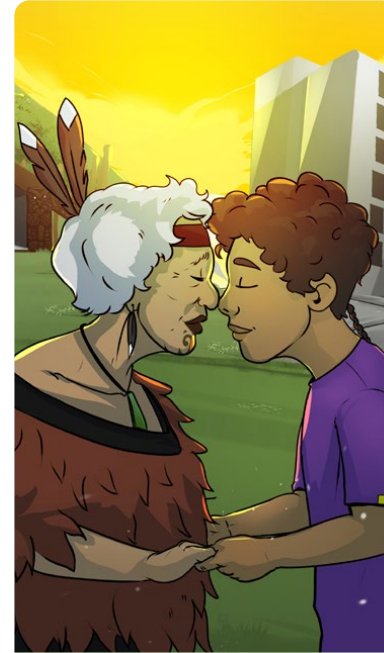
OUR GOALS FOR 2025/2026



**Healthy and
thriving families
and communities**



**Building
intergenerational
wealth**



**Strengthening
identity, social
cohesion and
wellbeing**



GOAL ONE:
HEALTHY AND THRIVING FAMILIES
AND COMMUNITIES





IMPACT HIGHLIGHTS

31,154

vaccinations
administered

to children aged 0 to 24 months
within our enrolled population, helping
protect them against preventable
diseases.

11,728

mental health extended
consultations across
the network.

These provide GPs with additional time to
assess complex or ongoing mental health needs,
develop comprehensive care plans and support
patients with appropriate follow-up.

87.4%

Immunisation coverage for
pēpē up to 24 months

through Te Iti Pounamu Hauora's
mobile clinic, providing culturally
safe, wraparound health services to
vulnerable populations including the
homeless and those with complex
social needs.

2,184

psychology and
counselling sessions

delivered across primary care within the TCC
network, supporting timely access to mental
health care.



About

The Cause Collective PHO is Aotearoa New Zealand's only Pacific-led Primary Health Organisation.

It supports a network of 47 general practices and more than 160,000 enrolled patients across Auckland. Guided by a strong Pacific and equity lens, it works to improve health outcomes for all communities, with particular attention to populations experiencing poorer access and outcomes. Its Practice Network Team works alongside general practices to strengthen service delivery, respond to their needs and represent their perspectives across the wider health system.





Words from our General Manager

This year marked a turning point for primary care, shaped by significant change, important firsts and opportunities to influence our sector's future.

A major milestone was the first review of the national capitation funding model in almost 20 years. Following extensive modelling,

consultation, negotiation and advocacy, a revised model was developed. For the first time, general practices could vote on both the proposed model and the negotiated funding uplift. The process demonstrated a sector increasingly united in strengthening primary care.

Throughout this change, our purpose remained constant: supporting our network of practices. We continued to provide clinical leadership, quality improvement, workforce development, education, advocacy and practical support, while helping practices prepare for opportunities in digital health, artificial intelligence and new models of care.

General practice continues to face workforce shortages, increasing demand and financial pressure. Our role is to help practices navigate these challenges, strengthen capability, improve access and deliver the best care for our communities.

The achievements in this report reflect the dedication, resilience and innovation of our practices and partners. To every practice owner, general practitioner, nurse, nurse practitioner, healthcare assistant, practice manager, administrator and wider primary care team member, thank you. Your commitment continues to strengthen our network and improve the lives of those we serve.

It is a privilege to work alongside you as we build a stronger, more connected and sustainable future for primary care.

Vanita Hira

General Manager, Primary Care



Words from our Clinical Director

This year, The Cause Collective PHO Practice Network has strengthened its commitment to delivering equitable, high-quality primary healthcare through collaboration, clinical leadership and innovation. Working alongside our practices, clinicians and community partners, we

remained focused on improving health outcomes and responding to the evolving needs of our communities.

Supporting practices through public health challenges was a major focus. From the national measles response to monitoring pertussis and other infectious diseases, we provided clinical guidance, education and coordinated support while working to improve immunisation coverage. We also maintained a strong focus on diabetes, rheumatic fever, youth health, family harm and preventative care.

A significant milestone was the opening of Our Place Māngere, our health and wellbeing hub. It provides greater access to multidisciplinary preventative services, enabling earlier support for whānau and helping reduce pressure on general practice. We continued investing in workforce development by supporting secondary and tertiary students pursuing health careers, as well as Pacific GP registrars preparing for examinations and future clinical leadership.

Innovation remains central to our vision. We continue to explore artificial intelligence and digital health solutions that can improve clinical workflows, enhance patient care and strengthen our practice network.

These achievements reflect the dedication of our practice teams, executive leadership and community partners. Thank you to everyone whose commitment enables us to deliver equitable, whānau-centred care and build a stronger primary care system for our communities.

Dr Anae Neru Leavasa

Clinical Director



CLINICAL ADVISORY COMMITTEE

Now in its third year, the Clinical Advisory Committee (CAC) continues to provide strong clinical governance and strategic leadership across The Cause Collective PHO. Bringing together clinicians, researchers and sector leaders, the committee has continued to guide clinical quality improvement, respond to emerging public health issues and ensure our strategic priorities remain focused on improving outcomes for Pacific, Māori and network communities. The committee continues to champion our key priority areas of immunisation, diabetes, rheumatic fever, youth health, family harm and preventative care, while supporting practices through ongoing sector change.

Research and innovation have remained important areas of focus. Through the PHO and our community-based research unit, the committee has supported collaborative research that strengthens the evidence base for primary care and improves health equity. Alongside this, the committee continues to explore artificial intelligence and digital health technologies that support clinicians, improve service delivery and position The Cause Collective as a leader in innovative, evidence-informed primary healthcare.



**Dr. Anae Neru
Leavasa**



Dr. Siro Fuata'i



Natalia Nu'u



**Dr. Hinamaha
Lutui**



**Dr. Viliami
Tutone**



**Galumalemana
Vaifagaloa Kitiona
Naseri**



**Dr. Yvonne
Crichton-Hill**



**Dr. Andrew
Chan Mow**

CELEBRATING THE IMPACT OF OUR NETWORK

Every day, our practice teams make a difference in the lives of the people and whānau they serve. Whether supporting someone living with a long-term condition, delivering preventative care, responding to an acute illness or helping a child receive their immunisations, the work of primary care changes lives in ways that are often unseen.

The achievements highlighted on this page belong to our network of practices.

While The Cause Collective PHO is privileged to provide leadership, support and resources, it is our general practitioners, nurses, nurse practitioners, healthcare assistants, practice managers, administrators and wider practice teams who turn those opportunities into better health outcomes for our communities.

This year saw strong progress across several national health priorities. Māori childhood immunisation coverage at the 24-month milestone increased from 65.2% to 73.1%, coming within 2.1 percentage points of the 75.2% target.

Progress such as this requires months of dedication, collaboration and persistence. It reflects the commitment of practice teams to proactively engage with whānau, remove barriers to access and continually improve health outcomes.



CELEBRATING EXCELLENCE

Each year, our PHO Awards provide an opportunity to celebrate the exceptional contribution of our practice teams.

Last year's awards recognised practices whose commitment helped our network achieve significant milestones, including our childhood immunisation success, while also acknowledging outstanding achievements across cardiovascular disease risk assessments, cervical screening and Diabetes management indicators.

These awards celebrate excellence, but they also represent something much bigger. They recognise the dedication, teamwork and commitment demonstrated every day across our network. While only a small number of practices receive awards each year, every practice contributes to improving the health and wellbeing of the communities we collectively serve.

Highlights from 2025

- **5 practices** achieved close to 97% or more cardiovascular disease risk assessments. (10 more than 90%)
- **4 practices** achieved close to 99% or more in DAR (8 practices more than 90%)
- **8 practices** exceeded the childhood immunisation National target of 95%
- **10 cervical screening milestone.** Exceeded the National Target 80%

Behind every result is a practice team that chose to go the extra mile for its community. These achievements reflect the passion, professionalism and commitment demonstrated every day across our network, and we are proud to celebrate the difference they continue to make.



SUPPORTING OUR PRACTICE NETWORK

Supporting our network of general practices remains at the heart of everything we do. Throughout the year, The Cause Collective PHO continued to work alongside practices through a period of significant change, providing practical support, education and advocacy while helping practices prepare for emerging national initiatives and future models of care.

During the year, our support focused on several key areas.

Advocacy and Funding Reform

The review of the national capitation funding model represented the most significant funding reform in almost two decades. Throughout the year, the PHO worked to keep practices informed of developments, supported their understanding of the proposed changes and advocated on behalf of our network during the consultation and negotiation process.

Digital Health and Data Sharing

As Health New Zealand progressed the National Primary Care Dataset (NPCD) and Shared Digital Health Record (SDHR) programmes, the PHO worked closely with practices to provide clarity about the purpose of the initiatives, the data being collected, privacy and governance requirements, participation options and the implications for general practice. This work has established a strong foundation as practices prepare for implementation in the coming year.

Quality Improvement and Practice Performance

Practices continued to receive regular performance reporting, data analytics and quality improvement support, enabling them to monitor progress against national health priorities, identify opportunities for improvement and make informed decisions that strengthen patient outcomes.

Education and Capability Building

Professional development remained an important focus throughout the year. Our Practice Managers' Forum brought practices together to explore key topics, including funding reform, digital health, artificial intelligence, enrolment requirements and other emerging sector changes, ensuring practices remained informed, connected and prepared for the future.

Practice Outreach Immunisation Support

Recognising that many enrolled families face genuine barriers to attending appointments, the PHO continued to provide a Practice Outreach Immunisation Support service. Working in partnership with practices, the outreach team supports families experiencing barriers such as transport difficulties, work commitments, childcare responsibilities and other competing priorities. This helps children receive their immunisations while remaining under the care of their enrolled general practice.

This collaborative approach extends the reach of general practice into the community, improves childhood immunisation coverage and supports practices in achieving the System Level Funding immunisation target. It also ensures they are recognised for the contribution they make towards improving health outcomes for their enrolled populations.

INVESTING IN TOMORROW'S WORKFORCE

Growing the Future Primary Care Workforce

Across The Cause Collective, we believe that investing in people today creates stronger communities tomorrow. Within the PHO, that belief is reflected in our commitment to supporting and developing the future primary care workforce. We recognise that a sustainable health system relies not only on supporting today's clinicians, but also on creating opportunities for the next generation of health professionals to learn, grow and experience the value of primary care.

Throughout the year, we worked alongside our practice network, universities, schools and professional organisations to support learners at every stage of their journey. From secondary school students exploring careers in health to university and medical students, nurse practitioner trainees, overseas-trained doctors and allied health professionals, we continued to invest in developing the workforce that will care for our communities in the years ahead.

Our practices play a vital role in this journey by generously opening their doors to students and trainees and providing valuable real-world learning experiences across a wide range of primary care settings. Together, we are helping to create a stronger, more capable and more sustainable primary care workforce for the future.



CREATING OPPORTUNITIES THAT MAKE A DIFFERENCE

From Medical Placement to Rhodes Scholar

A fifth-year medical placement with Te Iti Pounamu Hauora became the starting point for a much bigger journey for Dr Thomas Swinburn.

Working alongside the outreach team gave Thomas first-hand experience of taking healthcare beyond traditional clinical settings and into communities where access can be difficult. The placement exposed him to both the challenges faced by underserved populations and the potential of mobile, community-based models of care to make a meaningful difference.

That experience helped shape his academic and clinical direction. After being awarded a prestigious Rhodes Scholarship, Thomas went on to undertake doctoral research at the University of Oxford, exploring how mobile healthcare can improve access for underserved communities.

The Cause Collective continues to support his research by sharing insights from our experience in Aotearoa New Zealand. His journey demonstrates the lasting value of creating meaningful learning opportunities for emerging health professionals and the wider impact these experiences can have on the future of equitable healthcare.

GOAL 1: HEALTHY AND THRIVING FAMILIES AND COMMUNITIES

“My placement with Te Iti Pounamu Hauora as a medical student was a formative and thoroughly enjoyable experience that continues to shape my academic and clinical trajectory.

“I learnt the value of taking healthcare beyond the four walls of the hospital and directly to people in need. I relished the opportunity to learn from both the passionate clinical team and the communities we served.

“When choosing a topic for my doctoral studies at the University of Oxford, my head and my heart naturally returned to my time with Te Iti Pounamu Hauora. I feel privileged to be working with The Cause Collective to produce research that I hope will be useful back home and showcase this service to the world.”

Dr Thomas Swinburn



Stories like this remind us that the greatest impact of an investment is not always visible straight away. A placement may shape a career, a conversation may inspire a new direction, and an opportunity may influence the future of healthcare for generations to come.

COMMUNITY-LED INNOVATION

Listening to Communities. Creating Better Access.

At The Cause Collective, we believe the best solutions are created by listening first. By working alongside our communities, our network of general practices and our health sector partners, we gain valuable insight into the barriers people face when accessing healthcare. These insights challenge us to look beyond the immediate problem, understand the root causes of inequity and design solutions that are locally led, culturally responsive and built around the needs of the people we serve.

Rather than expecting communities to navigate a health system that was never designed around their lives, we believe the health system must continue to evolve to better meet people where they are. This philosophy has guided the development of both Te Iti Pounamu Hauora and Our Place Māngere, two complementary initiatives that improve access to healthcare while strengthening the role of general practice within the community.

By listening to communities, partnering with general practice and addressing the root causes of inequity, we are helping to build a health system that is not only easier to access, but also better designed to meet the needs of the people it serves.



TE ITI POUNAMU HAUORA

Taking Healthcare to the Community

Now in its fourth year of operation, Te Iti Pounamu Hauora continues to demonstrate the value of delivering healthcare beyond the traditional walls of a clinic. Established to reach people who are often disconnected from mainstream health services, the mobile service works alongside trusted community organisations to engage with whānau experiencing homelessness, housing insecurity, involvement with the justice system, family harm and other complex social circumstances.

By taking healthcare directly into the community, the service is able to build trusted relationships, identify unmet health needs and reconnect people with ongoing primary care and wider support services. Many of the people reached by Te Iti Pounamu Hauora are unlikely to present to a general practice until their health has significantly deteriorated. Meeting people where they are enables earlier intervention, improves access to care and helps to reduce avoidable demand across the wider health system.

OUR PLACE MĀNGERE

Extending the Reach of General Practice

Building on the insights gained through our neighbourhood and community work, this year saw the opening of Our Place Māngere, a community-based health and wellbeing service delivered from a local hub and designed in partnership with local general practices, community organisations and the people of Māngere.

Community feedback consistently highlighted the need for healthcare that was easier to access, closer to home and focused on prevention, early intervention and wellbeing. At the same time, our practices continued to experience increasing demand for acute care, limiting their capacity to deliver many of the preventative services that improve long-term health outcomes. These shared insights provided the foundation for a different way of thinking about access to primary care.

Rather than replacing general practice, Our Place Māngere has been developed as an extension of local general practice services, helping to improve access to care while strengthening the connection between patients and their enrolled practices.

The service provides an additional community access point for health screening, immunisations, long-term condition support, health education, navigation and wellbeing services. New initiatives, including nurse prescribing, telehealth consultations and digital assessment technology, are further expanding the range of services available. Importantly, the ongoing relationship between patients and their enrolled general practice remains central to the model, ensuring continuity of care while creating additional capacity within local practices.

One Philosophy. Two Models of Care

Although different in how they operate, Te Iti Pounamu Hauora and Our Place Māngere are founded on the same belief: that better health



outcomes begin by listening to communities, working in genuine partnership with general practice and designing services that respond to the realities of people's lives.

Together, these initiatives demonstrate our commitment to creating a more connected health system—one that addresses the root causes of inequity, improves access to care and strengthens, rather than replaces, the vital role of general practice within our communities.

“The best solutions don't begin with services. They begin by listening to communities understanding the root causes of inequity and working in partnership to create better access to care.”

OUR NETWORK

DATA SNAPSHOT AS OF 30 JUNE 2026

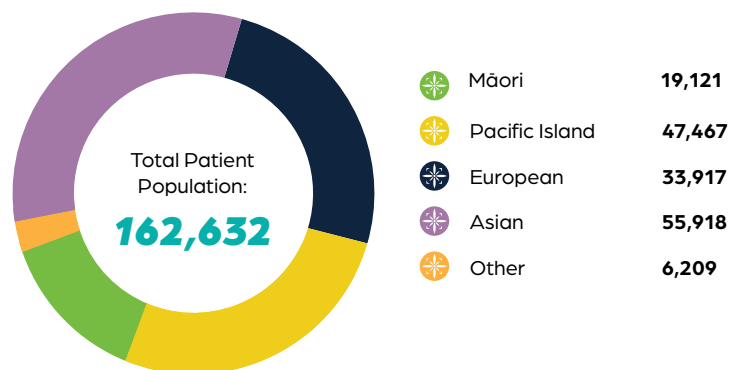
Number of Practices | 47



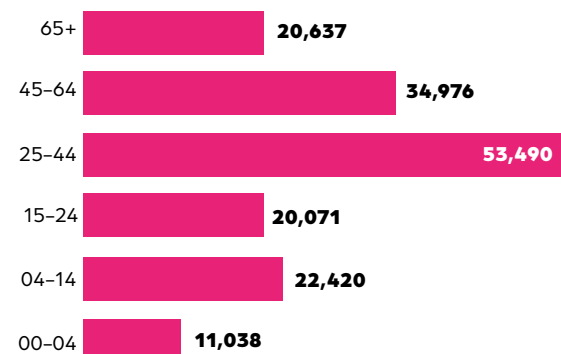
Number of Consults | 436,582



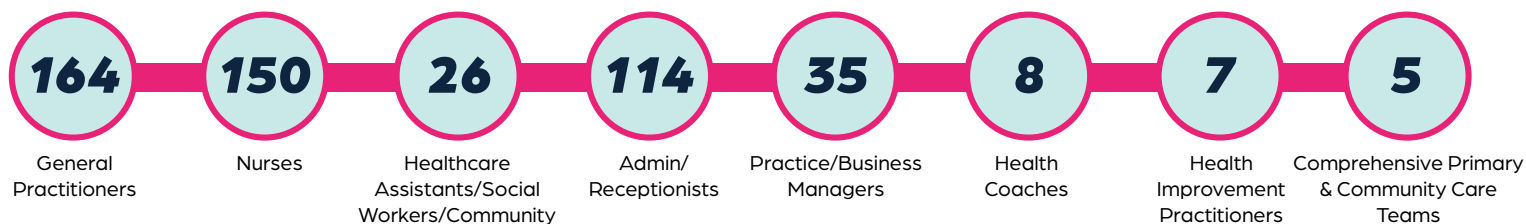
ETHNICITY



AGE (ENROLLED POPULATION)



NETWORK STAFF



OUR PRACTICES

Auckland (Central) 	Counties Manukau (South and East) 	Waitematā (North and West) 
Avondale Family Health Centre	Bader Drive Doctors Māngere	Hillview Medical Centre
Caring Clinic Doctors	Bader Drive Doctors Manurewa	Kelston Mall Medical Centre
Grafton Medical Centre	Bishop Medical Centre	Northpoint Medical Centre
Hong Kong Surgery	Clendon Family Health Centre	Royal Heights Doctors
Integrated Medical Centre	Clevedon Road Medical Centre	Wai Health
Jellicoe Health Hub	Dr K Magan's Surgery	Waitakere i-Medical Centre
Langimalie Onehunga	Fellbrook Medical Centre	
Langimalie Panmure	Flatbush Medical Centre	
Life Doctors	Greenstone Family Clinic	
Lifeline Medical Centre Ōtāhuhu	Health & Happiness Your Health Centre	
Maxcare Medical Centre	Māngere Bridge Surgery	
New Al-Dawa Medical Centre	Māngere Health Centre	
Ōtāhuhu Family Medical Centre	Newsham Park Medical Centre	
Queen Street Medical Centre	Pukekohe South Doctors	
Rosebank Road Medical Services	Rosehill Christian Medical Centre	
Sancare Medical Centre	Sandhu Doctors Limited	
The Auckland City Doctors	Selwyn House Medical Centre	
Tongan Health Society, Langimālie Medical Centre Ōtāhuhu	South Seas Healthcare	
Victoria Park Medical Suites	Southpoint Family Doctors	
	The Airport Lifestyle Doctors	
	The Wood Street Doctors	
	Waiuku Health Centre	

**Auckland
(Central)** **19 PRACTICES**

**Counties
Manukau
(South
and East)** **22 PRACTICES**

**Waitematā
(North and
West)** **6 PRACTICES**

healthy families

South Auckland
He oranga whānau

About

Healthy Families South Auckland is one of 11 Healthy Families NZ teams working across ten localities to reduce the risk of preventable chronic disease.

The programme focuses on changing the systems and environments that influence people's health and wellbeing. Its priority areas include Oranga Whakapapa, whānau living with type 2 diabetes, mental health and wellbeing, food systems, and movement and sport. Healthy Families South Auckland is funded by Health New Zealand.



ORANGA WHAKAPAPA

Oranga Whakapapa is a Healthy Families South Auckland initiative led by The Cause Collective to build a Māori-led prevention system for whānau living with type 2 diabetes in South Auckland. The initiative works alongside mainstream health services rather than in place of them. Having established the foundations of this kaupapa, the current phase has focused on connecting two essential partners: Māngere Health and our network of Rongoā practitioners.

This integration is delivered through the Oranga Hou Wellness Kit, which combines Rau Rākau (guided Māori movement), a structured referral pathway to Rongoā practitioners, and a wellness booklet supporting whānau to engage confidently with each component.

Māngere Health's clinical teams GPs, diabetes nurses and health coaches identify eligible whānau and introduce the kit as part of standard care. Where appropriate, and always with the whānau member's informed consent, a referral is made to a Rongoā practitioner, who then leads the engagement independently, determining the most suitable form of support based on their own professional and cultural judgement.

The model is underpinned by clear operating principles: Rongoā complements clinical treatment rather than substituting for it, referrals are whānau-led and voluntary, and Rongoā practitioners are recognised as system partners rather than an adjunct service. HbA1c levels are being tracked across the prototype period to evaluate clinical impact alongside qualitative feedback from whānau and practitioners.

Ten wellness kits have been distributed in this initial cohort. Māngere Health and Rongoā practitioners have held their first joint hui to establish working relationships ahead of ongoing referrals, marking a practical step toward a genuinely integrated model of care.



MENTAL HEALTH AND WELLBEING

Healthy Families South Auckland continues to walk alongside whānau, strengthening the everyday conversations that underpin mental health and wellbeing. Our whānau-led kaupapa, Kōrero Mai, began with a simple insight: parents want to connect more deeply with their tamariki and rangatahi but often lack a place to start. Rather than delivering another clinical service, we chose to build a tool with whānau, grounded in tikanga, lived experience and everyday life.

The Kōrero Mai conversation cards were co-designed and tested with 51 whānau. Te Kaha o Te Rangatahi Indigenous Youth Hub contributed lived experience and frontline expertise from its work alongside rangatahi and whānau, trialling the cards in real community settings. Kia Puāwai Family Therapists brought a therapeutic lens, testing the cards in therapeutic settings to ensure they were emotionally safe for whānau. As a result, the cards have grown from kitchen-table prototypes into a resource that is now shaping conversations well beyond the home.

This reporting period marks a significant milestone: Kōrero Mai has entered South Auckland schools for the first time, a natural progression into spaces where rangatahi spend many of their waking hours. Eight social workers are now using the cards across 11 schools in Manurewa and Papakura, supporting restorative conversations, pastoral care check-ins and peer mentoring sessions.

Early signs from the pilot are encouraging. Rangatahi are choosing the cards themselves and leading kōrero, while the emoji cards are emerging as a standout entry point, giving students a visual, low-pressure way to express how they are feeling. One student's response at the end of a session captured the early impact:

“ This activity was a 10/10. ”

The cards are also reshaping how social workers approach their practice:

“ Using the cards reminds me of how important my questioning is. They remind me to honour the child's voice. ”

Kōrero Mai is also spreading organically, with whānau taking the cards into sports teams and professional social work practice. Groundwork is also underway to introduce Kōrero Mai into church and community spaces, where South Auckland whānau live, gather and belong.

At its heart, this mahi reflects our belief that whānau already hold the capacity for healing, connection and change. Our role is to walk alongside them and help create space for that strength to emerge.



FOOD SYSTEMS

Healthy Families South Auckland continues to work alongside communities to create healthier food environments and reduce the inequitable burden of chronic disease. This year, our Food Systems work moved from understanding what shapes food choices to supporting communities to design and test their own solutions.

We partnered with five Samoan church communities in a community-led co-design process involving 27 participants. Through Talanoa, families shared their experiences, aspirations and challenges, providing deeper insight into the cultural, social and practical factors that influence food choices.

These insights informed the development of a Family Wellbeing Plan. Rather than focusing only on nutrition, the plan took a holistic approach to physical, emotional, spiritual and social wellbeing. Families identified practical actions, including shared meal planning, earlier family dinners, regular physical activity and intentional time together, before testing the plan in their homes over four weeks.

Families reported stronger communication, greater participation in shared activities and increased confidence in making healthier choices together. Children also emerged as important champions of change.

The prototype showed that sustainable change is more likely when solutions are practical, family-led and embedded within everyday routines. It also demonstrated that healthier lifestyles can be supported through small adaptations that honour cultural values and build on the strengths families already hold.

Looking ahead, Healthy Families South Auckland will continue refining the Family Wellbeing Plan with participating families and explore opportunities to test it across other Pacific communities and trusted settings.

A community gardening board tracked progress, while participants shared feedback and ideas for a more sustainable future. Suggestions were presented back to Kāinga Ora, including how food security could be better woven into urban development.

The next phase of this mahi shifted the lens even wider to look at the deeper links between food, systems, and long-term health outcomes.



Through systems mapping focused on Type 2 Diabetes, two core themes emerged:

- The normalisation of diabetes in Pacific families
- The compounding effects of toxic stress

Many whānau shared that while medication is readily offered, nutritional support is limited and often culturally misaligned. Prescribed meals were often unfamiliar or unappetising, and healthy eating advice didn't always speak to their day-to-day lives or cultural identity.



MOVEMENT AND SPORT

Movement and Sport is one of Healthy Families South Auckland's core systems of focus. The work is delivered through existing structures that Pacific and Māori communities already know and trust, including sports clubs, community trainers and everyday movement opportunities, rather than through standalone activities.

This year's mahi centred on three connected workstreams: a rugby league club prototyping partnership with Auckland Rugby League (ARL), a train-the-trainers model with Brown Pride and #movewell2feelwell, a locally developed movement encouraging everyday physical activity across South Auckland.

Strengthening Wellbeing Through the Clubroom

Healthy Families South Auckland partnered with Auckland Rugby League to explore how clubs can strengthen health and wellbeing from within. The initial phase focused on working with a small number of pilot clubs to build relationships and trust before designing any intervention.

An inception report was completed, marking the end of Phase 1 and creating a foundation for co-design. From October, #movewell2feelwell will extend into ARL's channels, allowing the community-led movement to become established before being amplified through the club partnership.

Building Community Strength Through Brown Pride

Brown Pride's Train the Trainers kaupapa builds the capability of community trainers to lead movement and wellbeing initiatives within their own communities. This year, the programme moved to a new model, shifting from its earlier church-based approach. Trainers were equipped with both the skills to lead movement and a pathway to turn those skills into income.

Brown Pride trained and mentored 31 new and emerging trainers, three of whom progressed into junior coaching roles within Brown Pride. The programme reached more than 376 people across South Auckland through gyms, sports teams, running clubs, youth fitness, boot camps and church-based wellness activities.

The actual reach is likely to be higher, as informal training and ongoing community-led activity have not yet been fully captured. One junior coach-led church wellness programme reached approximately 54 participants, with 45 people recording attendance and 163 total attendances.

#movewell2feelwell

Designed as a community movement rather than a standalone campaign, #movewell2feelwell reflects Healthy Families South Auckland's belief that lasting change occurs when communities take ownership of the kaupapa.

Content will begin rolling out to build grassroots momentum and encourage everyday movement across South Auckland.

Across all three workstreams, the principle is consistent: sustainable change is led by communities, with Healthy Families South Auckland walking alongside them rather than leading from the front.

“Sustainable change is led by communities, with Healthy Families South Auckland walking alongside them rather than leading from the front.”





Healthy Village Action Zones

About

Healthy Village Action Zones (HVAZ) is a community health programme working with 14 Pacific churches across central Auckland. Through trusted church environments, it supports communities to develop and deliver initiatives that encourage healthier lifestyles and improve access to health information, screening and support. The programme is funded by Health New Zealand.



WELLNESS ANCHORED IN FAITH AND COMMUNITY

We are grateful to all the providers who supported these events. The information and services they shared helped initiate important health conversations that may not otherwise have taken place. Across the health days, 372 community members engaged with health information and services, and 94 flu vaccinations were administered during the winter months.

Parish Community Nurses are a key part of the HVAZ model, providing health checks, information and advice within participating churches. Their patience and care give community members the confidence and time to ask health-related questions in a familiar environment, without the time pressures that can sometimes be experienced in a general practice setting.

We acknowledge Janet Broughton, Kimiora Rangirangi and Jade Thompson for serving as Parish Community Nurses during the year. We also thank Tamara Malone for the administrative support she provided across the HVAZ events.



Stop Sore Throats Hurting Hearts



About

Stop Sore Throats Hurting Hearts is a nationwide health initiative focused on protecting Pacific families who are most at risk of rheumatic fever.

It delivers coordinated social media, website, radio and church-based education to raise awareness, build knowledge and encourage early action to prevent rheumatic fever across Aotearoa. Grounded in community voice and cultural connection, the initiative is funded by Health New Zealand.



RHEUMATIC FEVER

Rheumatic fever education and awareness activities were again delivered across the North Island. During the year, the team travelled to New Plymouth, Hastings, Whanganui and Upper Hutt, as well as communities across South, West and North Auckland, engaging more than 396 participants.

Our team and partner clinicians bring both technical expertise and language capabilities, helping ensure key health messages are accessible and clearly understood. While rheumatic fever prevention was the primary focus, community members also valued the opportunity to ask questions about other health-related concerns.

This year's video competition attracted 14 groups, who demonstrated their understanding of rheumatic fever through song, storytelling and acting. The resulting videos provide accessible community resources that reinforce the importance of having sore throats checked, completing the full course of prescribed antibiotics, and keeping homes warm and dry.

We acknowledge the dedicated clinicians who generously shared their time and expertise to ensure communities received accurate and reliable health information. This year's clinicians included Rosalia Taotofi from Palmerston North, and Lupe Helu and Tepora Aofia-Malama from Auckland.

We also thank the communities who welcomed the team and provided warm hospitality throughout these visits.



SELF-MANAGEMENT EDUCATION

About

Self-Management Education (SME) is a six-week programme supporting Pacific people with long-term health conditions to manage their health and wellbeing. Delivered by The Cause Collective's Pacific Navigators across churches, community groups and workplaces in central Auckland, it provides practical guidance on healthy eating, physical activity, sleep, stress and accessing healthcare.

The programme follows the Chronic Disease Self-Management Programme developed by the Self-Management Resource Centre (SMRC).



MANAGING HEALTH TOGETHER

Pacific communities experience disproportionately high rates of long-term health conditions. The Self-Management Education (SME) programme is delivered across a range of community groups, primarily within church settings, to strengthen health knowledge and empower people to become informed advocates for their own health and the wellbeing of their families.

The SME Talanoa has encouraged communities to take action, including establishing wellness programmes led by champions from within their own congregations. Delivered over six weeks, the programme supports people living with long-term health conditions to strengthen their health literacy, improve nutrition and social connections, develop strategies for coping with stress, and better manage their conditions.

Within Pacific communities, health is rarely managed by an individual alone. It is often a collective effort involving family and the wider community. The programme therefore provides flexibility for the wider aiga and whānau to participate and learn together. This has encouraged families and community groups to work towards shared health goals while strengthening their sense of connection and belonging.

During the year, the programme was delivered across 18 churches and community groups, reaching more than 403 participants. A key strength of the programme is its network of facilitators, who deliver the content in ways that resonate with communities and, where possible, in Pacific languages.

Interest in the programme remains strong, with additional community groups seeking opportunities to participate in future programmes.





GOAL TWO:
BUILDING INTERGENERATIONAL WEALTH



IMPACT HIGHLIGHTS

355 Pacific and Māori rangatahi

reached through Get Ready Work Ready, almost double the original target. Of those who completed the eight-week programme, 72% progressed into employment, education or training.

430 Students

participated across both days of the South Auckland to the Tech World event.

10+ South Auckland schools engaged.

378+ Attendees

participated in three Business Leaders Breakfasts, bringing together business, government and community leaders to explore the future of work, leadership and opportunities for South Auckland.



WORDS FROM OUR GENERAL MANAGER

This year reinforced the importance of creating pathways that recognise the strengths, aspirations and potential of our rangatahi. Across Goal 2, we focused on helping young people build confidence, strengthen their capabilities and move towards employment, education and leadership.

Get Ready Work Ready continued to demonstrate the value of culturally grounded pastoral care. Its success showed that meaningful progression requires more than programme content. It depends on trusted relationships, practical support and walking alongside rangatahi beyond graduation.

The South Auckland Creative and Tech Hub expanded opportunities for young people to explore creative and technology pathways. Through Hub programmes, school engagement, Techweek and community outreach, rangatahi could see emerging industries as places where they belong, contribute and succeed.

Our Business Leaders Breakfast series brought business, government and community leaders together around shared challenges. Mānava placed funding decisions directly in the hands of young Māori and Pasifika leaders, creating space for voices, ideas and leadership.

Tapuvakai Vea

General Manager, Goal Two



About

Get Ready Work Ready (GRWR) is an eight-week initiative supporting Pacific and Māori young people aged 18–24 in South Auckland who are not in education, employment or training.

Launched in 2022, it combines practical skills, recognised certifications and tailored pastoral care to help participants transition confidently into meaningful employment or further study. The initiative is funded by the Ministry of Social Development.



KEY ACHIEVEMENTS

Get Ready Work Ready (GRWR) had its strongest year to date, reaching almost double its original target and demonstrating that pastoral care, alongside programme content, is a key driver of outcomes. Across the pilot and ten subsequent cohorts, GRWR developed into a strong model for supporting disengaged rangatahi into employment, education and training.

355	Rangatahi reached (target: 180)
78%	Completed the 8-week programme
72%	Of completers moved into EET

Data, Outcomes and Impact

- 355 Pacific and Māori rangatahi reached across the pilot and ten cohorts — nearly double the original target of 180.
- 276 rangatahi completed the core eight-week programme, a 78% completion rate.
- 201 completers (72%) moved into employment, education, or training: 105 into employment, 67 into education, and 26 into training, with a small number following mixed pathways.
- \$1.06m invested in FY25/26 — around \$3,800 per rangatahi — a strong return against the likely human and fiscal cost of prolonged disengagement for Pacific and Māori youth facing NEET status.
- Durability is being tracked as supported progression rather than uninterrupted employment: GRWR's support continues past graduation through ongoing pastoral care, one-on-one contact, and an active alumni network.

The programme's approach begins with relational engagement, followed by strengthening confidence and cultural identity, building practical readiness, and supporting participants into employment, education or training. Pastoral care is central to this model, particularly for rangatahi entering the programme with low confidence, limited support systems or a history of disengagement from mainstream services.

A Support System That Continues

Participants consistently described pastoral care as genuine, personal and responsive. Support included assistance with everyday challenges, such as transport and access to food, alongside emotional support during difficult periods.

“I wasn't just a number.”

GRWR alumni participant, reflecting on the pastoral care support they received

One participant recalled her pastoral care worker collecting her when she had no transport and ensuring she had food when needed. Every participant interviewed reported remaining in contact with the team beyond graduation, indicating that GRWR support continues into the next stage of each rangatahi's journey.

SOUTH AUCKLAND
**CREATIVE
& TECH HUB**
EXPLORE • CREATE • GROW

About

South Auckland Creative & Tech Hub (SACTH) provides young people in South Auckland with access to technology, hands-on learning and pathways into the creative and technology sectors.

Its courses cover areas including coding, multimedia, animation, 3D and graphic design, game and web development, UI/UX design and augmented reality. The Hub is supported by The Tindall Foundation, Foundation North, Lotto New Zealand, SkyCity Community Trust and Spark Foundation.



KEY ACHIEVEMENTS

South Auckland Creative & Tech Hub (SACTH) continued to build a strong pipeline into creative and technology pathways for South Auckland rangatahi this year, deepening its pastoral care model while creating an earlier point of entry through schools.

70	Rangatahi engaged across Hub programmes
396	Hours of pastoral care delivered
4	Grassroots Tech cohorts completed

Data, Outcomes and Impact

70 rangatahi engaged across SACTH's two core Hub-based programmes over the past 12 months.

Grassroots Tech engaged 55 rangatahi who were not in education, employment or training (NEET) across four eight-week, mentor-led cohorts, representing 32 delivery weeks in total and reaching the young people the Hub was established to support.

The School Taster pilot introduced 15 students to creative and technology pathways through an in-school taster hosted at the Hub. It was delivered in partnership with P-Tech, with Māngere College as the first partner school.

Across the year, 95 people received pastoral care, totalling 396 hours. This included 204 hours of regular group wellbeing check-ins and 192 hours of individual check-ins, home visits and alumni drop-in support.



A new alumni soft-skills drop-in was introduced this year to address gaps identified by the team in identity, confidence and communication. This extends pastoral care beyond the programme itself, supporting rangatahi not only into a pathway but also to remain on it.

Two clear patterns emerged this year. First, the cohort model continued to reach the rangatahi SACTH was established to support, with each cohort receiving consistent, culturally grounded pastoral care. Second, the School Taster pilot demonstrated the importance of earlier engagement in building interest in technology pathways and helping whānau see technology careers as attainable for their young people.

SOUTH AUCKLAND TO THE TECH WORLD 2 & OUTREACH

SACTH extended its reach well beyond the Hub this year, headlined by its flagship Tech Week event and a mobile trailer taking the tech and creative experience out into the community.

430	Attendees at South Auckland to the Tech World 2
450+	People onsite including stakeholders, partners & staff
5,000+	People engaged through the mobile trailer

- South Auckland to the Tech World 2 attracted 430 attendees, with more than 450 people onsite in total, including participants, stakeholders, partners and staff. This demonstrated strong community interest in hands-on exposure to technology and creative industries.
- Feedback highlighted strong engagement with hands-on learning in artificial intelligence, robotics, gaming and creative technologies. Attendees also valued the culturally safe and welcoming environment and reported increased confidence, interest and awareness of future pathways.

The SACTH mobile trailer extended this experience into the community, visiting primary, intermediate and secondary schools, as well as community events across Auckland and Tauranga, and engaging more than 5,000 people.



Partnerships

SACTH's School Taster pilot launched this year in partnership with P-Tech, with Māngere College as the first participating school. The pilot provides a promising new channel for reaching rangatahi earlier, before disengagement takes hold.

MANAVĀ

Youth-Led Philanthropy: Key Achievements

ManaVā was The Cause Collective's first youth-led funding initiative: Rather than consulting young people on a funding round, the initiative gave them direct decision-making authority over the funding process. A panel of young Māori and Pasifika leaders designed the funding criteria, assessed every application, and made the final funding decisions.

\$200k	Distributed into South Auckland communities
11	Youth-led initiatives funded
68	Applications received

Data, Outcomes & Impact

The ManaVā Youth Panel grew out of the Do Good Feel Good (DGFG) Leadership Group through an open expression-of-interest process. Panel members met weekly to build their understanding of philanthropy and shape a funding framework grounded in the realities of young people in South Auckland.

Following a community-wide promotion campaign across social media, community networks and Pacific Media Network, the panel received 68 applications.

Eleven projects were funded, directing \$200,000 into initiatives that support the holistic wellbeing of Pasifika and Māori youth across South Auckland, including physical, mental, social, emotional and cultural wellbeing.

The panel's priorities, shaped by lived experience, centred on mental and physical health, access to support services, connection to culture and community, and opportunities for personal growth.

Youth Leadership in Action

Panel members described the experience as both rewarding and empowering. They also identified important lessons for future funding rounds, including creating space for every panel member to contribute, giving applicants clearer guidance on funding priorities and strengthening outreach so opportunities reach the communities that need them most.

Above all, they encouraged future panels to trust their own voices and be bold in shaping decisions that directly affect their communities.

ManaVā reinforced something The Cause Collective has long believed: many community organisations across South Auckland deliver valuable work but face real barriers to accessing funding. By placing resources in the hands of young people who understand their communities' contexts, aspirations and challenges, ManaVā helped address that gap and demonstrated what is possible when youth leadership is placed at the centre of decision-making.

Partnership

ManaVā was made possible through the support of Foundation North, whose backing created space for young people to take a central role in community philanthropy decision-making.

BUSINESS LEADERS BREAKFAST

Key Achievements

The Cause Collective hosted three Business Leaders Breakfast (BLB) events during FY25/26, each delivered with a different partner. Together, the events extended the reach of this flagship series and strengthened The Cause Collective's role as a trusted convener of business, government and community leaders.

3	Business Leaders Breakfasts held
378+	Combined attendees across the year
188	Attendees at the largest event

Data, Outcomes and Impact

- Spark and Microsoft: 90 attendees. The event focused on the Future of Work and included the launch of an artificial intelligence micro-credential pathway in partnership with Open Polytechnic.
- Attention Seeker, featuring Stanley Henry: 188 attendees across in-person and online formats. This was the first hybrid and livestreamed Business Leaders Breakfast in the series, with 58.5% Pasifika representation and a 53.7% in-person attendance rate.
- PwC New Zealand: More than 100 attendees.

Across the three events, the series continued to attract strong and engaged audiences, while strengthening The Cause Collective's position as a platform where business, government and community leaders come together around shared kaupapa.

Partnerships

Each Business Leaders Breakfast was co-hosted with a different partner: Spark New Zealand and Microsoft, Attention Seeker and PwC New Zealand. This reflects a growing network of corporate partners supporting The Cause Collective's leadership platform.

At the Spark and Microsoft event, The Cause Collective Chief Executive Leasiosiofa'asisina Rachel Enosa opened the event alongside Spark Chief People Officer Heather Langton. Martin La'a from Spark's AI Skilling team and Microsoft ANZ Chief Technology Officer Sarah Carney spoke to the Future of Work theme. Dan Walker was also acknowledged for his long-standing support of The Cause Collective's kaupapa.

PARTNERSHIPS, NEW INITIATIVES AND ACKNOWLEDGEMENTS

This year's programmes were strengthened by a growing network of corporate, government, education and philanthropic partners, each contributing different forms of support to The Cause Collective's kaupapa.

- Spark New Zealand, Microsoft, Attention Seeker and PwC New Zealand: co-hosts of this year's Business Leaders Breakfast series, supporting The Cause Collective's platform for business, government and community leaders.
- Open Polytechnic: delivery partner for the new artificial intelligence micro-credential pathway launched at the Business Leaders Breakfast.
- Foundation North: funding partner for Mānava, The Cause Collective's first youth-led funding initiative.
- Spark Foundation, Foundation North, SkyCity Community Trust, The Tindall Foundation and the Department of Internal Affairs' Lottery Grants Board: funding partners supporting the South Auckland Creative and Tech Hub (SACTH).
- P-TECH and Māngere College: partners supporting SACTH's School Taster pilot and earlier engagement with rangatahi.
- Ministry for Pacific Peoples: funding partner for Game On, a new Pacific youth programme supporting the wellbeing and development of young people through sport.

Together, these partnerships support the next stage of The Cause Collective's work: strengthening pastoral care and progression pathways across transition programmes, growing corporate and government engagement through the Business Leaders Breakfast, and expanding youth-led decision-making through Mānava.

We also acknowledge the rangatahi, alumni, staff, mentors, facilitators and community organisations whose commitment and contribution have shaped Goal 2's work.





GOAL THREE:
STRENGTHENING IDENTITY,
SOCIAL COHESION AND WELLBEING



IMPACT HIGHLIGHTS

957+ Community Engagements

recorded across two Pasifika Church Ministers' Collective Village Hubs through 23 community programmes and events. The Hubs connected families with health, social, educational and wellbeing support in trusted church settings.

193 Practitioners

participated in Nga Vaka o Kāiga Tapu micro-credential training. Eight Pacific cultural frameworks were delivered across 10 programmes, strengthening culturally grounded approaches to supporting families and preventing violence.

44 Graduates

were formally recognised at the inaugural Nga Vaka o Kāiga Tapu graduation. The milestone celebrated the first graduates of the Pacific-led NZQA Level 6 micro-credential.



WORDS FROM OUR GENERAL MANAGER

This year reinforced that prevention and wellbeing support are most effective when grounded in culture, led by communities and delivered in places where people feel safe and connected.

Through the Pasifika Church Ministers' Collective Village Hubs, churches provided trusted spaces where families could access health, social and wellbeing support. This model brings services closer while building on the leadership, relationships and trust already present within communities.

Nga Vaka o Kāiga Tapu reached an important milestone with the graduation of its first NZQA Level 6 micro-credential cohort. This achievement reflected growing recognition of Pacific cultural knowledge as essential to preventing family violence and supporting practitioners to work effectively with Pacific families.

Our renewed Memorandum of Understanding with New Zealand Police strengthened our shared commitment to keeping Police connected with community hubs, churches and Nga Vaka o Kāiga Tapu Champions of Change. It also helps families access support through trusted relationships and settings.

These developments show what is possible when institutions work alongside communities. Looking ahead, we will strengthen the Village Hub model, support culturally grounded practice and expand community-led prevention. Our focus remains on building safer, stronger communities and enabling Pacific families to shape the solutions affecting their lives and wellbeing.

Laufa Lui Poe

General Manager, Goal Three



PASIFIKA CHURCH

MINISTERS' COLLECTIVE

About

The Pasifika Church Ministers' Collective (PCMC) is a growing network of more than 40 Pacific churches across Auckland, bringing together ministers from diverse denominations and cultures.

The Collective builds pathways of care through churches that are grounded in Pacific values, shared responsibility and the wellbeing of families. Its work is supported through funding and support from the Department of Internal Affairs.



PASIFIKA CHURCH MINISTERS' COLLECTIVE AND SOCIAL AND HEALTH CARE VILLAGE HUBS

Pacific Churches as Prevention Infrastructure

The Pasifika Church Ministers' Collective (PCMC) is a network of 35 Pacific church ministers serving approximately 37,000 parishioners across Auckland. Through collective leadership, advocacy and trusted community relationships, the PCMC works with The Cause Collective and partner organisations to support the health and wellbeing of Pacific families.

One of its key innovations is the Social and Health Care Village Hub model, currently being tested through two member churches. The model brings health, social, educational and wellbeing services into church settings where families already gather, worship and feel connected.

By delivering support through trusted community environments, the Village Hubs help reduce barriers to services, strengthen relationships and enable earlier intervention before challenges escalate.

Impact at a Glance

During 2025–2026, the two Village Hubs delivered:

- 23** community programmes and events
- 957+** community engagements
- 250+** health checks
- 135+** elders supported
- 130+** women involved in skills, leadership and enterprise initiatives
- 55+** young people supported
- 102** adults engaged in family violence prevention programmes

“I am so thankful for this hub because I am learning so much about things I didn't know before, like Power of Attorney and the importance of having my will done for my family, ”

Church mother, EFKS Sandringham

IMPROVING ACCESS TO HEALTH AND WELLBEING SUPPORT

The Village Hubs became trusted access points for health checks, screening, health education and referrals.

Key activities included:

- Four community health clinics
- Seven health promotion and screening events
- Three ongoing exercise and wellbeing programmes
- More than eight health sector partners mobilised

Partners included Te Iti Pounamu Mobile Clinic, the Heart Foundation, Diabetes New Zealand, the Stroke Foundation, the Arthritis Foundation, Hato Hone St John and other Pacific health providers.

Delivering these services through churches enabled participants to receive support in familiar and culturally grounded environments. In one case, a participant attending a church-based health clinic was identified as needing urgent medical attention and referred for treatment for suspected double pneumonia.

STRENGTHENING FAMILIES AND COMMUNITY WELLBEING

Supporting Pacific Elders

Programmes for Pacific elders combined social connection with practical health and wellbeing support.

Across the year:

- More than 135 elders participated
- Health checks were incorporated into programmes
- Self-management education was provided
- Emergency preparedness initiatives were delivered
- Social isolation was reduced through regular fellowship and community activities

Participants reported improved wellbeing, stronger connection and a renewed sense of purpose.

Hub-based support also connected elders with the Ministry of Social Development, helping some participants access financial assistance and entitlements they had not previously known were available.

“Just staying at home is very depressing, but now with this programme, I have something to look forward to every week.”

YOUTH DEVELOPMENT AND EDUCATION

Pacific Churches as Prevention Infrastructure

The Village Hubs supported young people through educational assistance, mentoring and cultural identity programmes.

- A church-based homework centre for secondary students
- NCEA support for 25 senior students
- Cultural identity programmes reaching 30–40 young people

These programmes supported educational achievement while strengthening confidence, cultural identity and future aspirations.

Women's Leadership and Economic Participation

The Moui Feinga Fefine handicrafts programme brought women and elders together to preserve and share traditional knowledge.

- More than 130 women participating
- Three handicraft cohorts delivered
- Stronger intergenerational cultural learning
- Leadership, enterprise and informal income-generation opportunities

The programme strengthened cultural connection while creating pathways for women to develop skills, confidence and leadership.

Family Violence Prevention and Family Wellbeing

The Village Hubs also provided trusted spaces for conversations about family violence prevention, healthy relationships and family wellbeing. During 2025–2026:

- 102 adults participated

- 3 prevention programmes were delivered
- 32 young couples were supported
- Partnerships were established with New Zealand Police, Nga Vaka o Kāiga Tapu and Pacific Family Lawyers

Delivering these conversations within trusted church environments helped reduce stigma and encouraged families to engage with prevention information and support.

Partnerships Supporting Community-Led Delivery

The Village Hub model brings together churches, government agencies, health providers, community organisations and local leaders around shared wellbeing goals.

- Ministry of Social Development
- Health providers and mobile clinics
- Auckland Emergency Management
- New Zealand Police
- Nga Vaka o Kāiga Tapu
- Pacific Family Lawyers
- Community volunteers and local leaders

Looking Ahead

The results from the two pilot Village Hubs demonstrate the potential of Pacific churches to serve as trusted prevention infrastructure. Through 23 community-led initiatives, the Hubs reached more than 950 people and improved access to health services, education, social support, family wellbeing programmes and cultural learning. With strong church leadership, established community trust and growing partner support, the model provides a foundation for continued development and demonstrates what can be achieved when Pacific communities are supported to lead solutions grounded in service, connection, reciprocity and care.

NGA VAKA

O KĀIGA TAPU

About

Nga Vaka o Kāiga Tapu is an initiative developed by and for Pacific communities in Aotearoa New Zealand. It provides eight ethnic-specific cultural frameworks and community training programmes that address family violence and strengthen the wellbeing of Pacific families.

The initiative supports communities to lead culturally grounded change, building safer, stronger and more connected families through Pacific values and traditions. Nga Vaka o Kāiga Tapu is funded by the New Zealand Ministry of Social Development through Pasefika Proud.



STRENGTHENING PACIFIC APPROACHES TO FAMILY VIOLENCE PREVENTION

Nga Vaka o Kāiāga Tapu strengthens the capability of practitioners and communities to prevent family violence through eight culturally grounded Pacific frameworks.

Delivered through training, an NZQA Level 6 micro-credential and community-led prevention activity, the programme supports practitioners to work with Pacific families in ways that recognise their distinct cultures, values, family structures and worldviews.

During 2025–2026, Nga Vaka o Kāiāga Tapu reached practitioners working across health, social services, justice, education and community settings, while supporting Pacific communities to lead prevention activities grounded in their own cultural knowledge.

Impact at a Glance

During the year:

- 193 practitioners participated in micro-credential training
- 68 participants met the micro-credential requirements
- 44 graduates were formally recognised at the inaugural graduation
- 8 Pacific cultural frameworks were delivered through 10 training programmes
- 400+ people engaged through Champions of Change activities
- 30+ community-led prevention activities were delivered
- 454 community members participated in culturally grounded prevention initiatives

Celebrating the First Graduates

On 18 June 2026, 44 graduates were formally recognised at the inaugural Nga Vaka o Kāiāga Tapu micro-credential graduation held at The Cause Collective.

The graduation marked a significant milestone for Nga Vaka o Kāiāga Tapu, an NZQA Level 6 qualification and culturally grounded, Pacific-led approach to preventing family violence. Delivered in partnership with Pasefika Proud and the Ministry of Social Development, the programme is helping to build a skilled workforce equipped to strengthen the wellbeing of Pacific families and prevent harm before it occurs.

Hon Karen Chhour, Minister for Children and Minister for the Prevention of Family and Sexual Violence, attended as keynote speaker. Her attendance recognised both the achievements of the graduates and the value of community-led, culturally informed responses to family harm.

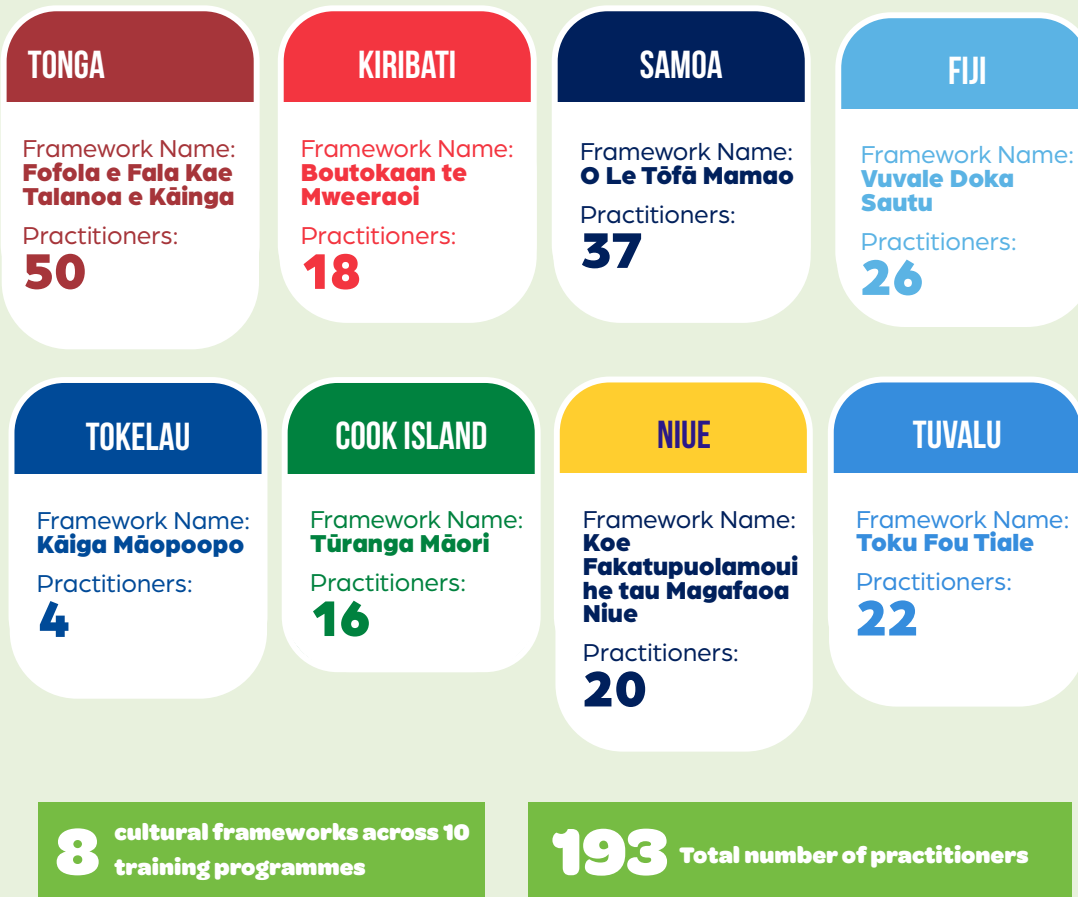
“I’m so proud because this is what I envisioned, and to see those graduates cross that stage, they’re the trailblazers for what good looks like moving forward. This is just the beginning, and I want to see way more of this because we need to have the right responses in the right places.”

Representatives from Pasefika Proud and the Ministry of Social Development, New Zealand Police, community organisations, churches and Pacific cultural leadership also joined the celebration.

The milestone demonstrated the value of investing in Pacific-led prevention, cultural capability and workforce development.

EIGHT FRAMEWORKS SUPPORTING PACIFIC PRACTICE

The micro-credential was delivered through eight ethnic-specific cultural frameworks:



Across 10 training programmes, 193 practitioners strengthened their cultural knowledge and capability to work more effectively with Pacific families and communities.

Strengthening Culturally Grounded Practice

An initial follow-up survey was conducted six months after the first cohort completed its training. The early findings are based on nine practitioner responses and will be supported by a more comprehensive evaluation in the coming year.

Among those who responded:

- All said they were applying their Nga Vaka o Kāiā Tapu learning in their work
- All would recommend the programme to other practitioners
- Seven of the nine said their practice had improved a lot or significantly
- Two-thirds had shared the learning within their organisation or professional network

Between 82% and 99% reported increased cultural knowledge, confidence, capability and understanding of Pacific family violence prevention approaches

Practitioners described becoming more intentional about recognising family roles, genealogy, faith, cultural values and relationships before discussing sensitive issues.

These early findings indicate that the programme is influencing both individual practice and wider organisational approaches to supporting Pacific families.

“Rather than relying on a generalised approach, the programme grounded my practice in a strengths-based, ethnic-specific framework, with cultural tools and a richer understanding of Pacific worldviews.”

– Practitioner, Pacific community services





About

Champions of Change is a community-led social movement delivered as part of Nga Vaka o Kāiga Tapu. Guided by its eight cultural frameworks, the movement brings together eight Champion groups representing Tonga, Samoa, Fiji, the Cook Islands, Tokelau, Niue, Tuvalu and Kiribati.

These groups include church, youth, gender and intergenerational leaders who develop community-informed approaches to prevent harm and strengthen family and community wellbeing.



COMMUNITY-LED PREVENTION

Champions of Change supported Pacific communities to lead conversations about family wellbeing, healthy relationships and violence prevention in trusted cultural, faith and community settings. This helped make prevention messages more relevant, accessible and responsive to each community.

More than 400 people engaged through over 30 community-led activities during the year, with 454 community members participating across the wider prevention initiatives.

Partnerships Supporting the Work

The Cause Collective and the Ministry of Social Development, Pasefika Proud continued their partnership to advance Pacific community aspirations and prevent family violence.

The programme also strengthened relationships with:

- New Zealand Police
- Ara Poutama Aotearoa | Department of Corrections
- Pacific churches
- Community and social service organisations
- Cultural and faith leaders

These partnerships supported the delivery of the micro-credential, community-led prevention activities and the continued development of culturally grounded approaches across the family violence sector.

The Cause Collective acknowledges Pasefika Proud and the Ministry of

Social Development for their continued partnership and investment in Nga Vaka o Kāiga Tapu. We also acknowledge our micro-credential partner, the New Zealand Academic Learning Institute, whose accreditation expertise underpins the NZQA Level 6 qualification.

Looking Ahead

The next phase of Nga Vaka o Kāiga Tapu will focus on strengthening the evidence base, supporting practitioners in applying the frameworks in their work, and continuing community-led prevention across Pacific communities.

Partnerships and Acknowledgements

We acknowledge the Pasifika Church Ministers' Collective, participating churches, community leaders and volunteers who opened their doors and created trusted spaces for families to access support. We also thank the Department of Internal Affairs for supporting the PCMC Village Hubs and their community-led delivery.

We thank the Ministry of Social Development and Pasefika Proud for their continued partnership and investment in Nga Vaka o Kāiga Tapu, and the New Zealand Academic Learning Institute for supporting the NZQA Level 6 micro-credential. We also acknowledge New Zealand Police, including our renewed partnership, Ara Poutama Aotearoa | Department of Corrections, Auckland Emergency Management, Pacific Family Lawyers, health providers and mobile clinics for supporting community-led delivery.

We extend our special thanks to Fa'amatua'inu Tino Pereira MNZM and the sixteen cultural facilitators representing each of the eight Pacific communities, whose cultural expertise and leadership are fundamental to the Nga Vaka o Kāiga Tapu frameworks:

Finally, we thank the practitioners, graduates, Champions of Change, families and Pacific communities who continue to lead this work. Your knowledge, trust and commitment are central to building safer, stronger communities.



About

Tātou Collective is the independent Whānau Ora commissioning agency for Pacific peoples across Aotearoa New Zealand. It works to transform how services are designed and delivered by shifting resources and decision-making closer to communities.

Its approach places families at the centre, ensuring services are culturally grounded, informed by real-time data and guided by the aspirations and voices of whānau.



SNAPSHOT

- 128 Navigator FTE in place and ready to commence services on 1 July 2026, with reach across Aotearoa New Zealand.
- All delivery partners operating from one data capture system from day one.
- Support for the delivery of 3 National Fono to build frontline capability.
- Strategic documents completed, including the Regional Needs Analysis, Navigator Profile and Investment Strategy.
- Website, branding and social media channels established.
- Tātou Collective team recruited and inducted into their new roles.
- New offices established.
- New operating and quality management systems introduced, including supporting policies and procedures.

Building a New Pacific Commissioning Agency

Tātou Collective was established by The Cause Collective during the 2025/26 financial year as the Whānau Ora Commissioning Agency for Pacific peoples across Aotearoa New Zealand. While Tātou Collective operates as an independent commissioning agency, its successful establishment and early implementation activities have been enabled through the support and infrastructure provided by The Cause Collective.

Creating a new national commissioning agency within a compressed timeframe presented both opportunities and challenges. Establishing governance arrangements, operational systems, workforce capability, financial processes, reporting frameworks and organisational infrastructure required a coordinated and collective effort. Throughout the year, The Cause Collective has played a critical role in supporting this



establishment journey and ensuring continuity of services for Pacific whānau.

Supporting Establishment at Scale

Establishing a new national commissioning agency required immediate access to the capability, systems and infrastructure needed to operate from day one. Rather than duplicating functions or building every capability from scratch, The Cause Collective provided the organisational backbone across finance, people and culture, communications, digital systems, organisational development and business operations.

This support helped fast-track establishment and allowed Tātou Collective to focus on building its commissioning model, strengthening provider relationships and delivering against its contractual commitments.

By building capability once and sharing it where needed, Tātou Collective was able to establish a fully functioning commissioning organisation while developing the systems, governance and operational maturity required to support a national provider network.

Establishing a National Whānau Ora Network

Tātou Collective successfully established a national delivery network comprising 48 Delivery Partners and a funded workforce of 128 Navigator FTE across Aotearoa. This included provider onboarding, workforce mobilisation, induction activities, reporting systems and the implementation support required to commence service delivery from 1 July 2025.

The Cause Collective's staff worked alongside Tātou leadership helping establish processes, strengthen organisational readiness and support the transition to a new commissioning environment. This collaborative approach helped ensure a smooth commencement of services and minimised disruption for whānau.

Building Strong Foundations

A significant milestone during the year was the development of strategic documents, which have become important commissioning tools that inform future investment decisions, workforce planning and service design.

The Cause Collective contributed analysis, project support, design and organisational expertise throughout the development of these documents, helping ensure Tātou Collective entered its first commissioning cycle with a strong evidence base and strategic direction.

Investing in Capability

The Cause Collective also played a support role in capability development across the Tātou network, including contributing to the design and delivery of the Tātou Foundation Programme. More than 160 Navigators, Managers and Practice Leads participated in workforce development activities

throughout the year, strengthening practice consistency, quality and confidence across the network.

The support provided reflects a shared commitment to building sustainable organisational capability and ensuring Tātou Collective is well positioned to deliver on its aspirations for Pacific families and communities.

Looking Ahead

As Tātou Collective transitions from establishment into its next phase of growth and maturity, The Cause Collective remains a valued strategic partner. The past year has demonstrated the importance of collective effort in building new systems that enable communities to thrive.

The support provided by The Cause Collective has helped create the foundations for a commissioning agency that is Pacific-led, data-driven, community connected and focused on delivering long-term outcomes for whānau across Aotearoa. Together, both organisations remain committed to a shared vision of generational change.





About

myFetū is a free digital platform developed by Demand Aggregation Partnership Limited, an independent company established by The Cause Collective in 2025.

Used by whānau and Navigators across Aotearoa, it captures lived experiences and needs to help families access support while informing more targeted, community-led responses.



KEY ACHIEVEMENTS

Navigator Portal developed and tested

The first functional version of the myFetū Navigator Portal was completed during the year. It brings the Whānau Ora service pathway together in one system, including:

- inbound referrals and intake case notes
- eligibility and risk assessments
- Hauora assessments
- goal setting and progress tracking
- flexi-fund requests
- service entry and exit processes

Secure role-based access supports the safe and appropriate use of information by Navigators.

AI-powered Smart Capture

Smart Capture uses artificial intelligence to convert voice recordings and handwritten notes into structured case records. It is designed to reduce administrative work and give Navigators more time to work directly with whānau.

Co-designed with Navigators

A cohort of Test Navigators worked with the development team each week from April to June 2026. Test Navigators were deliberately selected for their willingness to provide honest, thoughtful and constructive feedback, helping ensure the Portal was shaped by real frontline experience.



Presented at the Tātou National Fono

In June 2026, myFetū was presented to chief executives and Navigators from across Tātou's provider network. Test Navigators participated in a live panel, sharing their experience of using and helping to develop the platform.

Formal partnership established

Tātou Collective and Demand Aggregation Partnership Limited signed a Memorandum of Understanding. The agreement establishes how the organisations will work together, including governance and decision-making arrangements for the delivery of myFetū.

Navigator feedback

Post-testing feedback showed strong support for the new platform.

Navigators reported that myFetū was easier to use than the existing system and would allow them to spend more time working directly with whānau. Most expected the Portal to save at least one hour of administrative work each day, while some anticipated savings of more than two hours.

Navigators also reported high levels of confidence in using the Portal and trust in the team responsible for its development.

“I’m already using myFetū to do my work, then copying it across into the existing system.”

Test Navigator

During testing, several Navigators chose to work in myFetū first because they found it faster and clearer, even though the existing system remained the official record. Smart Capture was consistently identified as one of the features most likely to improve their day-to-day work.

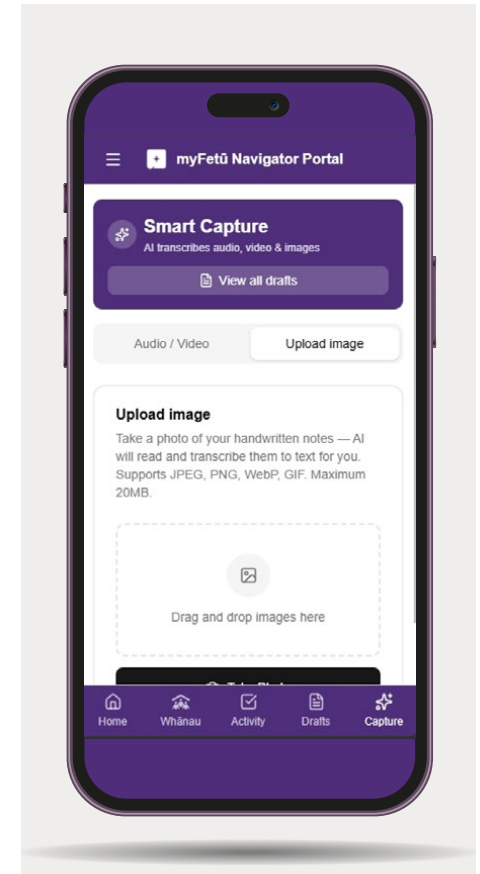
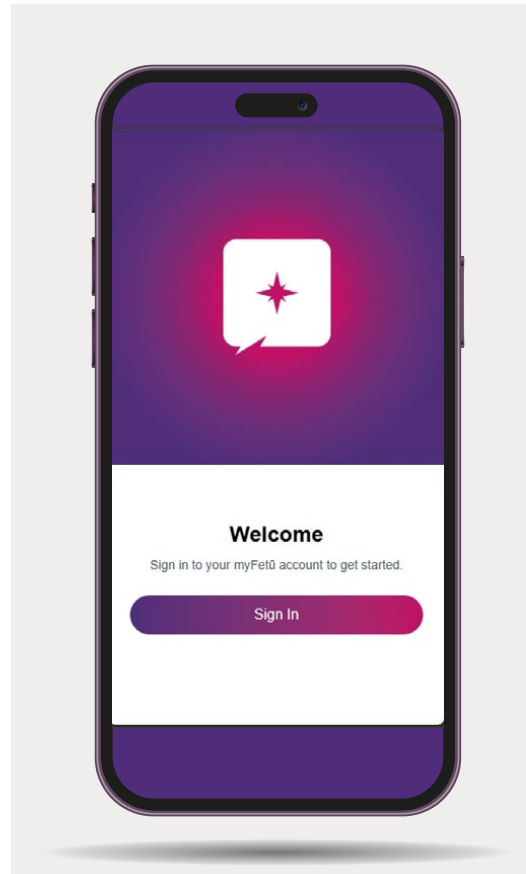
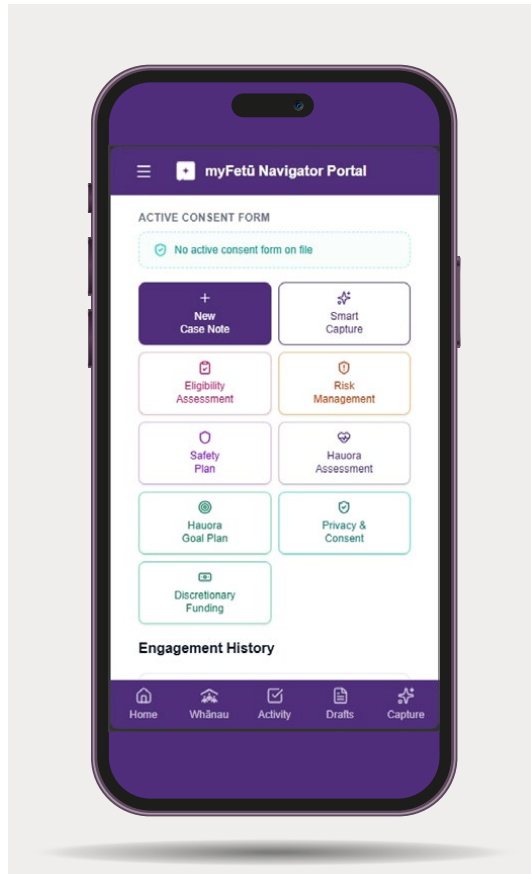
Suggested improvements included multilingual support, calendar integration and expanded reporting dashboards. These will inform the next phase of development.

Looking Ahead

- Pilot the Navigator Portal with an early adopter provider.
- Prepare for the wider transition from the existing system to myFetū.
- Develop Wisdom’s House, including the next generation of operating systems and dashboards.



Screenshots of myFetū Navigator Portal:



OTHER STRATEGIC INITIATIVES AND UPDATES

TCC RESEARCH AND EVIDENCE



Pacific Knowledge Shaping Research and Practice

Led by Research Director Dr 'Ofa Dewes, The Cause Collective (TCC) is developing a programme of research that informs, evaluates and strengthens its work across population health, social wellbeing and economic equity.

During 2025/26, TCC became a partner in Taunakitanga Takitini: Reframing Self-Management Support for All in Aotearoa. Funded by the Health Research Council of New Zealand and undertaken in partnership with the University of Otago's School of Physiotherapy, the research explores how people living with long-term conditions can be better supported to manage their health and live well.

Supported by Research Fellow Malia Tagatanu'u and Research Assistant Lina Seve, the project takes a Pan-Pacific approach to understanding the clinical, family, community and social supports people draw upon. The findings will help strengthen existing services and inform culturally appropriate approaches that support Pacific peoples, families and communities within their own contexts.

CONNECTING COMMUNITY KNOWLEDGE AND BIOMEDICAL RESEARCH

In May 2026, TCC and the Maurice Wilkins Centre for Molecular Biodiscovery signed a Memorandum of Cooperation, formalising a relationship developed through their shared commitment to improving health outcomes for Māori and Pacific communities.

The Maurice Wilkins Centre is New Zealand's national Centre of Research Excellence for biomedical research. Its network brings together more than 700 scientists, clinical researchers and postgraduate students working across major health challenges, including diabetes, infectious diseases and cancer. TCC contributes community relationships, lived experience and frontline knowledge of the systems and services affecting Pacific peoples.

The agreement provides a foundation for communities to help shape research priorities. It also supports approaches to data governance and consent that protect and benefit the communities from whom knowledge is gathered. The partnership reflects a shared commitment to Māori and Pacific peoples participating not only as research subjects, but also as researchers, leaders and decision-makers.



The Memorandum establishes shared intentions and ways of working rather than committing either organisation to specific projects. The next stage will focus on strengthening relationships, identifying potential projects and agreeing shared protocols so the partnership produces meaningful and observable benefits for the communities both organisations serve.

Maurice Wilkins Centre for
Molecular Biodiscovery

Pacific **Strategy**

2026-2028

Tautai fa'atonutonu folau
Take the lead. set the course



MAURICE WILKINS CENTRE
FOR MOLECULAR BIODISCOVERY



UNIVERSITY OF OTAGO PARTNERSHIP AND TCC RESEARCH LABORATORY

A New Chapter for Pacific-led Research

Shortly after the end of the financial year, TCC officially opened the TCC Research Laboratory at the University of Otago Business School. The opening marked an important milestone in its commitment to ensuring community knowledge and lived experience influence research, public policy and investment.

The laboratory represents the next stage of TCC's partnership with the University of Otago and strengthens their shared focus on supporting the economic resilience of Pacific communities. It provides a dedicated space

for researchers, practitioners and communities to work alongside one another, generating evidence that can inform better decisions and lead to meaningful outcomes.

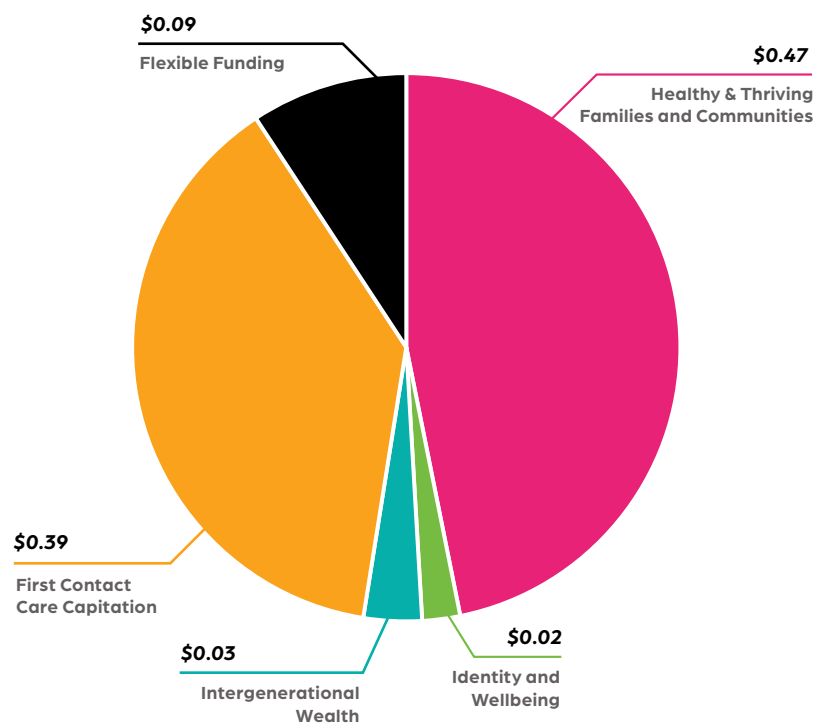
This development builds on the work of TCC's Community-Based Research Unit and reflects the changing role of research within the organisation. Rather than contributing only after research questions have been established, TCC is working with communities and research partners to help shape the agenda from the outset. This helps ensure research is grounded in lived experience, frontline practice, service innovation and the priorities of Pacific communities.

Together, these partnerships connect Pacific community knowledge with academic and biomedical expertise, create opportunities for future research and funding, and strengthen TCC's evidence base to influence commissioning, public policy and investment.

In the coming year, TCC will continue strengthening its research platform and building its capacity to lead high-quality, community-informed research.

FINANCIAL SUMMARY ANALYSIS

REVENUE ANALYSIS BY EACH DOLLAR RECEIVED



Total Revenue

\$80,124,626

Total Cost of Services

\$74,879,364

Gross Surplus

\$ 5,245,262

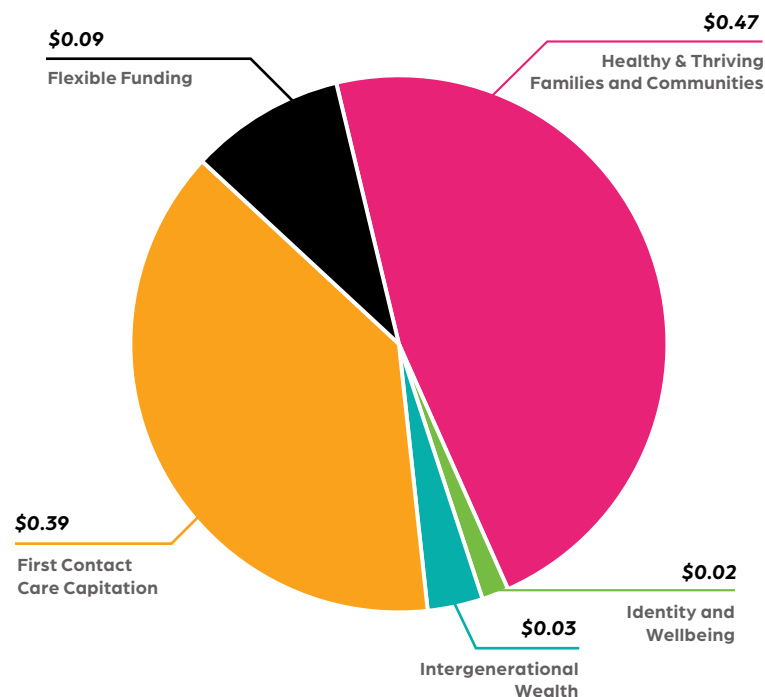
Net Surplus

\$5,622

First Contact Care Capitation

\$ 30,943,239

EXPENDITURE ANALYSIS BY EACH DOLLAR SPENT



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.



