



te waipuna puawai
MERCY OASIS Ltd

2020

Annual Report



A Snapshot

Our vision

Whakamana te oranga wairua o te tangata me te whenua
Well-being for our communities and restoration of the earth

Our mission

Kia u ki te mahi kotahi whakarawea te mana wāhine,
Te mana whānau, me te mana iwi whānui
Working together to strengthen women,
Strengthen families and strengthen community

Our values

Te Tapu o te Tangata	Respect
Aroha	Compassion
Tika	Justice
Manaakitanga	Hospitality
Mana whakahaere	Mutual enhancement

What we do

To improve the health and wellbeing of the Tāmaki community, we:

- ▶ Build healthy relationships to reduce family violence
- ▶ Enhance child development, learning and family wellbeing
- ▶ Innovate financial wellbeing initiatives
- ▶ Deliver community-based education programmes
- ▶ Activate or support community-led initiatives

Our approach

Our Mercy kaupapa requires this kind of response:

- ▶ Collaborative, relational, holistic
- ▶ Community-based, community-led
- ▶ Whānau-centred, outcome-focussed
- ▶ Innovative, relevant, life-giving
- ▶ Earth-aware, Tiriti-based practice

Our goals

Our strategic plan challenges us to:

- ▶ Live our Mercy Kaupapa
- ▶ Demonstrate our positive impact on the community
- ▶ Develop a sustainable organisation

Outcomes we strive to achieve

- ▶ Women and whānau are thriving and safe
- ▶ A viable organisation offering a safe haven
- ▶ Recognised as an engaged member of the Tāmaki community
- ▶ Informed and committed stakeholders
- ▶ Evaluation and evidence-based reporting that demonstrates impact
- ▶ A culture of open communication and working together
- ▶ Mercy kaupapa woven through all our activities and processes



Tumuaki Chair's Report

E ngā mana, e ngā reo, e ngā rangatira o Tāmaki Tēnā koutou, tēnā koutou, tēnā koutou katoa

Te Waipuna Puawai celebrated a major milestone in 2019 – our 20-year anniversary. We hosted heart-warming gatherings with current and former board members, staff, volunteers, whānau, colleagues and others who helped shape who we are and what we do. Beloved Sisters of Mercy and community stalwarts told stories we'll remember.

Our anniversary publication – *Being Mercy in Tāmaki: The story of Te Waipuna Puawai* – reminds us that our organisational legacy is grounded in story, place, and relationships. Our vision and action are embedded in Mercy heritage and values, Te Tiriti o Waitangi and Earth awareness. The wellbeing of women, children, whānau and community has always been core. On the practical side, we provide infrastructure and expertise that can help innovate or support community-led approaches. Our 20-year journey shows we're here for the long haul. The community can rely on Te Waipuna Puawai to listen, learn and respond with aroha.

In uncertain times we're also challenged to witness an optimistic, positive and proactive approach. Covid-19 has taken a significant toll on Tāmaki communities. Human and economic costs continue. Lockdown also activated community resilience and cleared roadblocks to engagement. We all came together, *for the people, for community*, to drive a community-led, community-wide response. Te Waipuna Puawai embraced opportunities to serve and was again mandated to exercise leadership. The work continues. We welcome opportunities to rebuild/build on relationships forged through Covid-19, to further harness the collective vision and energy of Tāmaki marae, agencies, and groups.

Over the past year, the Board consolidated its vision for Te Waipuna Puawai. Our strategic priorities remain the same: to live our Mercy kaupapa; demonstrate our positive impact on the community and develop a sustainable organisation.

Our new business plan sets a clear direction. It challenges us to operationalise five goals: sustainability; a diverse funding portfolio; robust outcomes; managed growth; and a planned, evidence-based response to

the changing landscape of Tāmaki. We will maintain current management and administration costs and, as funding allows, engage new personnel.

Te Waipuna Puawai will continue to offer whānau, colleagues and groups manaakitanga and a safe haven in which to be, learn and work together. We will maintain our work with whānau (through HIPPY); build on our Adult Community Education programmes; help grow healthy relationships and reduce family violence (through HEART); grow new community-led, entrepreneurial initiatives (for financial wellbeing and wellness/healing/oranga); start new environmental initiatives (Papatūānuku Programmes) and assess the need for a specialist counselling initiative for women.

The Board works hard to fulfil governance obligations. I appreciate the presence, expertise and commitment of our current members: Deputy Chair Nicola Brehaut, Paula Anamani rsm, Kylie Dunn and Dickie Humphries. After long service, Patricia Rowe rsm retired in 2019. We remain grateful for her wisdom, compassion, concern for community, strategic insight and humour. We also farewelled Tyrone Tangata-Makiri, whose humble manner, humour and astute comments taught us much about the community in which he lives and Te Waipuna Puawai operates. We will review our governance needs and recruit new board members.

Finally, I recall the wise words of Catherine McAuley, the founder of the Sisters of Mercy. She reminds us we are a gift to one another.

Nā te Atawhai hūmārie He whānau kotahi tātou

*The tender Mercy of God
Has given us one another*

Luke Ryan
Tumuaki



Manukura Chief Executive's Report

Tihei Mauri Ora!

**Ko te maunga o Maungarei e tu tonu mai
ki te awa o Tāmaki e rere atu rā ki te moana
o Waitemata
ki te waka o Tainui, ki nga iwi o Waikato-Tainui,
Ngāti Whātua, Ngāti Paoa
Mihi mai, mihi mai ra**

Ko Waiatarua te rohe

**Ko Ruapotaka te marae, he marae mo
te hāpori katoa**

**Ko Te Waipuna Puawai, he wāhi atāwhai,
he wāhi manāki**

**Ko nga Whaea Atāwhai o Aotearoa e mihi
atu nei ki te ao hurihuri, ki te ao hou**

Tēnā koutou, tēnā koutou, tēnā tatou katoa

We acknowledge the hardship and uncertainty whānau are experiencing due to the impacts of Covid-19 on our community and country. Covid-19 interrupted our work programme and presents ongoing challenges. This report also highlights the opportunities it offers and our work in community.

HEART continues to activate community leadership and provide a creative space for initiatives that build healthy relationships. Our staff again enrolled 100 whānau in the nationally-recognised, community-based Home Interaction Programme for Parents and Youngsters (HIPPY). Te Waipuna Puawai initiated a community-led approach to financial wellbeing. Our community education programmes remain popular. We also delivered family services. The highs and the lows are covered in following pages.

In early 2020 Covid-19 presented an unexpected opportunity to harness resources across Tāmaki. Putting aside politics, diverse people from different agencies recognised the need to work together. Representatives of 21 agencies and groups joined forces to co-develop a community-led, government supported response to the nation-wide lockdown. Each new level of Covid-19 required new ways of working. I acknowledge our colleagues at Tāmaki Regeneration Company for their role in helping to spearhead an effective community response.

It's been exciting and productive to contribute behind the scenes to various Covid-19 related work streams. Te Waipuna Puawai supported amazing community outreach efforts activated through HEART that nourished whānau wellbeing. As a fundholder for a community contract we were able to support vital work in the communications space. Local creatives translated public health messaging into community-friendly language and drove a digital platform to share key information.

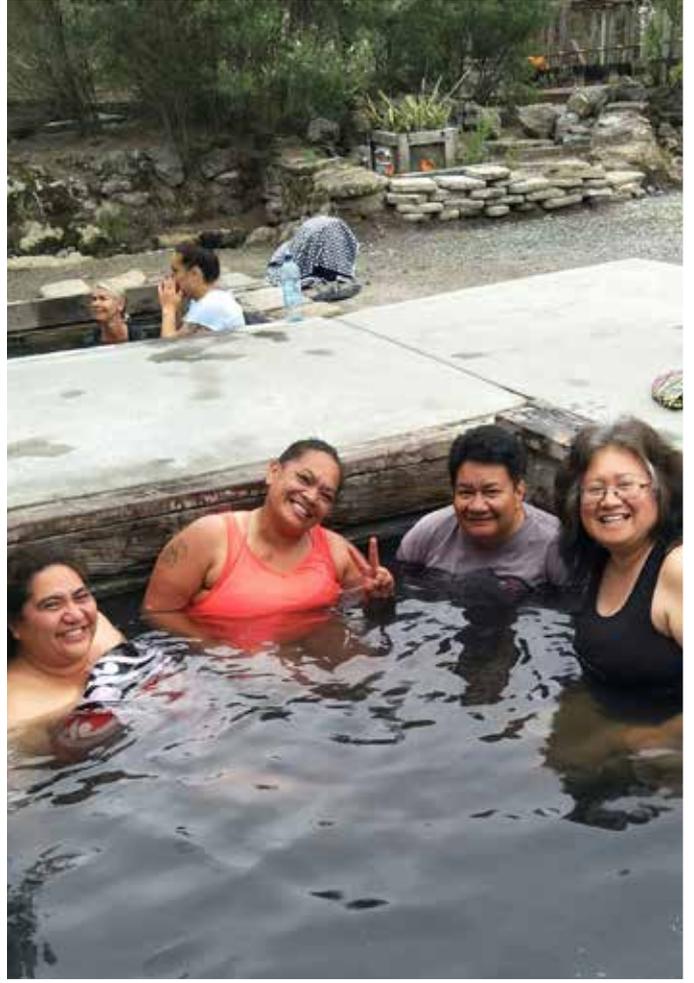
Te Waipuna Puawai created space for lifting the wairua of our team, so we could continue to give our best to the community. We jumped on board video conferencing using Zoom, learning how to transform hui into 'zui'. Mercy colleague Ashleigh Latimer joined daily 'check-ins', encouraging us to pause and consider what Mercy means to us.

I am grateful for the commitment, skill and teamwork of all those contributing to the mission of Te Waipuna Puawai. This year we farewelled highly valued employees: Nandita Mathur (HEART), Sheryl Egglestone (Family Services) and Susan Scofield (GFIT). As of 31 March 2020, we had four full-time and three part-time staff and three community contractors. Sisters of Mercy Marie Brown and Linda van Bussel serve as volunteers. Others help when needed.

Challenging times show people who we are and what we can do – *as a community and as an organisation*. Te Waipuna Puawai values keeping pace with change, by being proactive, agile and responsive to community needs.

Bill Takerei

Manukura





Established in 2012, HEART is an innovative community-led movement seeking to reduce family violence and grow healthy relationships in Tāmaki homes, neighbourhoods and communities. Whether at events, marches, workshops, or online, HEART kōrero fosters a strength-based, resilient approach.

This year The HEART Movement championed a rich array of activities. *Support Groups* continued, including: Women's Koru Group, Men's Koru Group, Pēpi Koru Group, 24FIT Tāmaki, Koru Kotahitanga, and Casual Friday Kōrero. *Special events* included: Matariki celebrations and workshops; White Ribbon March; Hiko with HEART; and a Mana Wāhine International Women's Day Hui. *Free community-based training* included: trauma training; mental health and addictions; drug and alcohol harm; suicide prevention; youth and the law; racism; responding to disclosures of domestic abuse; youth offending; affirming diversity; and conversations about anger.

The HEART Movement brought Change Agents together to build connections, knowledge, interpersonal skills, self-awareness, and self-care strategies. HEART Collective (representatives of member groups and some Change Agents) met bi-monthly to support community-led planning and decision making.

Before departing, Programme Lead Nandita Mathur commissioned an independent review (see story opposite). A transitional team coordinated HEART activities while the review was underway. Ren Joe was responsible for administration and coordination; Candace Weir for social media and marketing; Tara Moala for HEART leaders and Change Agents; and Cristy Trewartha for strategic, funding and project support. It worked well but we lost some momentum with the absence of a fulltime lead role out and about in the community encouraging, reminding, and welcoming people to the trainings.

During lockdown, The HEART Movement was busier than ever, developing new ways to mobilise the community. Ren Joe stepped up to a fulltime role and

introduced a *Three-Star System* to motivate Change Agents. The system creates space for different contributions. *One star* acknowledges Change Agents who champion HEART in the community; *two stars* acknowledges those actively promoting HEART and attending HEART Collective/Support Groups; and *three stars* recognises those taking on leadership and coordination responsibilities that warrant a koha. Change Agents can move across the system, depending on their time, energy, availability and skillset. Of 32 Change Agents, 12 are at a three-star level, seven at two stars and 13 at one star.

The HEART Movement stepped up its online presence, extending its reach and influence across the country. It effectively harnessed a new website, existing newsletters, and social media platforms. As well, HEART groups and workshops operated online. They promoted whānau wellbeing strategies such as exercise programmes, cooking classes, hygiene, supportive kōrero, and service delivery information.

Ren's awesome efforts led to her appointment as the new Kaiārahi Mahi Kōkiri Hapori / HEART Leader for Change. Ren recently completed a Bachelor of Leadership for Change through Otago Polytechnic. She brings invaluable experience in community engagement, youth leadership development, and event management. Candace Weir continues her vital part-time communications role.

Highlights

- ▶ **311 HEART training participants**
- ▶ **213 residents at HEART events**
- ▶ **32 HEART Change Agents**
- ▶ **1876 Facebook followers**
- ▶ **123 New Instagram followers**
- ▶ **450+ newsletter subscribers**
- ▶ **HEART training highly rated**
- ▶ **Increased online presence**

HEART review

In 2019 Rachael Trotman and Dr Frances Hancock conducted an independent review of HEART. It focussed on its current arrangements, activities, impacts and future prospects. They reviewed documentation, website and social media communications, and interviewed 22 diverse stakeholders.

This resoundingly positive review highlighted huge commitment to the kaupapa and the value of HEART's ground-up, community-led, community-mobilisation, evidence-based approach. Driven by vision and values, HEART's activities mainly impact on residents (women and some young people) and individuals in participating organisations. HEART's greatest contribution currently is 1) growing awareness, knowledge, capability, and connections, 2) engaging the community, and 3) enabling local leadership.

"Building critical mass means creating space for more people to take-up smaller but tangible leadership roles at the grassroots."

Change Agent

The least developed aspect of HEART's work is influencing for larger scale action. The system surrounding family violence (policy, service delivery, sector operations/response) is largely unaffected. We also don't know enough about who exactly had engaged with HEART, to what depth and to what effect.

"Change Agents are the engine room of a community mobilisation approach."

Advisory Group Member

Participants saw Te Waipuna Puawai as a "natural partner" and reliable fundholder for HEART, providing organisational/staff support and governance oversight. They thought the Programme Lead role was crucial for a coordinated approach and the Change Agent model instrumental for effective engagement. All agreed HEART is blessed with talented, experienced and well-networked people at an advisory level and on the frontline.

Different understandings exist of who "owns" and sets the direction for HEART, and how a community mobilisation approach works. Participants agreed these tensions are not insurmountable and best addressed through wānanga. The review identified ways to strengthen the role, visibility and listening mechanisms of Te Waipuna Puawai through wānanga and increased participation in HEART events and Advisory Group hui.

Participants saw exciting possibilities to grow HEART. Such as, investing in the Change Agent model and engaging those with fewer connections (men, Pacific communities, rangatahi). If funding allowed, HEART could 1) extend its influence through research, writing, storytelling and policy advice, and 2) offer contracts for emerging leaders to work at the grassroots. Other ideas were to pursue strategic partnerships, seek longer-term resourcing and communicate impact.



FINANCIAL WELLBEING

Following a process of way-finding, research and strategic planning, Te Waipuna Puawai Board prioritised the financial wellbeing of Tāmaki whānau. Our GFIT programme had run its course. We wanted to champion community-led, entrepreneurial ways of working that have a positive impact on community.

The statistics speak for themselves.¹ Of 6,366 households in Tāmaki, 41% are social housing. Compared to the national average, Tāmaki has higher averages of low income, welfare dependence, food grants and emergency grants. These and like statistics are especially worrying given inequalities that structurally disadvantage Māori and Pasifika peoples. Around 26% of Tāmaki residents identify as Māori and 44% as Pasifika.

“We’re convinced investing in local talent is crucial to innovating community-led approaches that work for whānau.”

Bill Takerej, Manukura

In 2019, we conducted an Expression of Interest process, to spearhead a new initiative. We invited Tāmaki creatives and social entrepreneurs to register interest in partnering with Te Waipuna Puawai. We wanted to work with imaginative and competent practitioners who could create ideas to support Tāmaki individuals and whānau to enhance their financial wellbeing through innovative means.

We commissioned Tyrone Tangata-Makiri (NoSix) to scope opportunities and pilot ideas. A Tāmaki resident and digital storyteller with local networks, Tyrone offered fresh ideas. As a former board member, he also knew us and was brimming with enthusiasm. He earned the contract on merit.





“our community research validated our assumptions. Tāmaki entrepreneurs have a lack of clarity about what they want to do and achieve. They lack the financial security to focus on what they want. They also have a lack of moral support to grow and flourish.”

Tyrone Tangata-Makiri, Project Lead

We encouraged Tyrone to avoid the trappings of a standard social service delivery approach. “Come up with an inclusive, strengths-based approach that can open-up a range of opportunities,” we said. An in-depth understanding of whānau realities/needs around financial wellbeing was core to the work. As was collecting good data to inform future decision making. Tyrone’s idea to identify, work with and understand the challenges facing Tāmaki entrepreneurs had exciting potential and was doable.

Tyrone created a small project team, In The Flow State (ITFS). As at 31 March 2020, the team had engaged with 19 Tāmaki entrepreneurs, including a deep dive process with seven, to gain a deeper understanding of their/whānau financial needs and entrepreneurial aspirations. ITFS organised a hui for entrepreneurs in January 2020 to discuss their visions for themselves and their businesses. Working online during lockdown, ITFS also created a Facebook group for local entrepreneurs and helped developed groups that will be working together on themes.

ITFS is now supporting the growth of a community-led collective called the Tāmaki Entrepreneurs Collective (TEC), to create space for collaboration, sharing and growing local entrepreneurs. Currently, a TEC Narrative Team is meeting on a regular basis to develop stories for the Collective and to discuss inspirational content to help move Tāmaki forward. ITFS is also promoting TEC locally and exploring prototypes (tools, resources, peer-to-peer mentoring platforms) to enable entrepreneurs to seek advice and support, to consider what their businesses need to thrive, how to address financial challenges and ways to improve their financial wellbeing.

It’s early days. Te Waipuna Puawai funded this phase and will seek funding to take this work forward.

Highlights

- ▶ **Engagement with 19 local entrepreneurs**
- ▶ **New data on financial needs**
- ▶ **An emerging entrepreneur collective**
- ▶ **26 Facebook members, in business or wanting to grow a business**
- ▶ **A developing community-led approach**





COMMUNITY EDUCATION

We offer free Adult Education Courses at our purpose-built Ellerslie facility, providing transportation to and from Tāmaki. We typically run six or seven-week modules. We advertise through word-of-mouth, Facebook and by maintaining contact with past participants.

Cultural specialist and Mad Ave innovator Tamati Patuwai continued his popular te reo courses. Whaea Rangī Davis, a tikanga adviser, Maori spirituality specialist and psychosynthesis counsellor, continued working with women. Her classes explore Te Ao Māori philosophy in action, including Mana Matua Mana Tupuna, Oranga Wairua, Te Kahu o Te Ao.

This year Karen Nathan, a former volunteer and student, joined our group of exceptional tutors. A long-time Glen Innes resident and a talented weaver doing commissioned work, Karen is passionate about teaching others her craft. Our students LOVED her Raranga classes, learning how to harvest and prepare harakeke, apply tikanga, and practise different weaving techniques.

"I wouldn't be weaving and teaching without all the awahi I've received over the years"

Karen Nathan, Tutor

We maintained a healthy attendance rate for courses. Some participants dropped out due to personal/family (housing, health, making ends meet). Insufficient funding meant fewer courses this year and lockdown also disrupted programme delivery.

We plan to seek funding to increase and diversify our programme delivery, adding new courses that build confidence and enable whānau to take a step towards a pathway to employment or higher-level education.

Highlights

- ▶ **135 course enrolments**
- ▶ **78% course completion rate**
- ▶ **250 transports provided**
- ▶ **High levels of participant satisfaction**
- ▶ **Increased participant confidence, knowledge, skills, connections**



FAMILY SERVICES

This year, following a service review, we withdrew from offering social work support to whānau. Although an accredited Ministry of Social Development (MSD) family service provider, this work was only partially funded through an MSD contract. Insufficient funding prevented a team approach needed to ensure safe, viable, well-supported and professional social work practice. Compliance costs are high and other agencies in Tāmaki, to whom we now refer whānau, are better resourced to offer comprehensive family services. Our business plan and the changing context of Tāmaki has focussed our attention on other mahi.

From April to December 2019, our trained social worker worked alongside whānau with complex needs. Most whānau identified as either Māori or Pasifika, lived in Tāmaki, and many received social work support over a number of months. We continue to support whānau in a myriad of ways. We receive food parcels and household furniture to distribute to families. Our work embodies a non-judgmental, compassionate approach.

Highlights

- ▶ 95 whānau received social work support
- ▶ 400 food or bread parcels distributed
- ▶ Increased whānau access to services and benefit entitlements

Other ways we can support whānau

This year, HEART Change Agent, Tāmaki resident, new Dad, and digital storyteller, Tyrone Tangata-Makiri (NoSix) created a Fatherhood Video Series. "I started this project to learn more about fatherhood and talk about my experience," he said. Along the way he created an opportunity for other young Dads in Tāmaki to talk about what fatherhood means to them. Max, who lives in Glen Innes, felt honoured to participate. "I was heartened to see that across our different lived experiences and journeys to fatherhood we all wanted the same thing, to be the best role models and fathers we could, and to ensure our children had loving and happy upbringings."

HIPPY

Funded through Great Potentials Foundation, the Home Interaction Programme for Parents and Youngsters is a two-year, home-based, inter-generational, structured programme. HIPPY actively engages parents in the education of their children aged three-four years old. Parents work with their tamariki 15 minutes each day over a 30-week period, preparing them for a successful transition to school. Tutors support parents to progress their child through HIPPY workbooks and role-plays.

Our full-time HIPPY Kaiwhakaako (Coordinators) Roi Boyd and Reihana Riwaka are now a year older in their roles and a year wiser. Driven by a passion for education and a clear goal, they face the challenge of gaining and maintaining enrolment numbers, and support two part-time HIPPY tutors.

The Great Potential annual site visit enables us to review progress. It also supports team development. We achieved our enrolment numbers, despite some fluctuations throughout the year. Families moving within and outside the area can disrupt enrolments and programme participation. Other major challenges affecting family participation are: health issues, making ends meet, funerals, family visitors, tiredness, and celebrations..

"We understand every family's circumstances are different and we respect that. We say to parents, it's not a race, it's a journey; just do what you can."

Hippy Coordinator

A flexible, whānau-centred approach, weekly targets, ongoing monitoring and a positive attitude remain key factors in service delivery. Tutors work hard to work with family circumstances and meet weekly with whānau in their home. Other activities, such as Family Fun Days, help keep whānau committed to the programme. Some mums have also become involved in the community education programmes we offer.

The impact of Covid-19 has increased pressure on under-resourced families. Distributing food parcels in the community not only offered practical support to our HIPPY whānau but also created an opportunity to enrol new families in the programme. Tutors used various technological platforms to connect with one another and support families during lockdown.

Highlights

- ▶ **100 HIPPY enrolments**
- ▶ **Whānau develop knowledge, skills and confidence**
- ▶ **Diverse community networks and referrals**

A Mum's story: Finding her voice and her self

Prior to doing HIPPY, a Mum did not know how to help her son. She went with the flow of what was happening in his life. Keen to learn how to support her three-year-old boy, she found the courage to act. Shy, quiet, and unsure of her capabilities, she took her first steps in engaging with the HIPPY Process.

After a few weeks of doing HIPPY role plays, we heard her begin to use the HIPPY language. She developed the confidence to write her son's name with him. She applied that new skill to labelling her son's lunch box and other belongings. Her son developed a HIPPY routine. Although not a "sit down, sit still" child, when he sees his Mum bringing out the HIPPY Box he runs to the table to wait, ready to start. He can proudly say his colours, red and blue, and can recognise his shapes, circle and square. He loves walking around the house looking through the clear shapes to spot items.

Like others in the programme, this Mum loves HIPPY to the core. She now understands the importance of her role in working with her son and in doing it right. She is organised and ahead of everyone in her cohort. Also, before HIPPY, she could not express herself to her partner and the rest of the family. Her confidence has soared in the programme and she finally has a voice in the home.



"We have to be realistic about how long sustainable change takes and be prepared to go on that long journey with individuals, whānau and community."

Nicola Brehaut, Deputy Chair

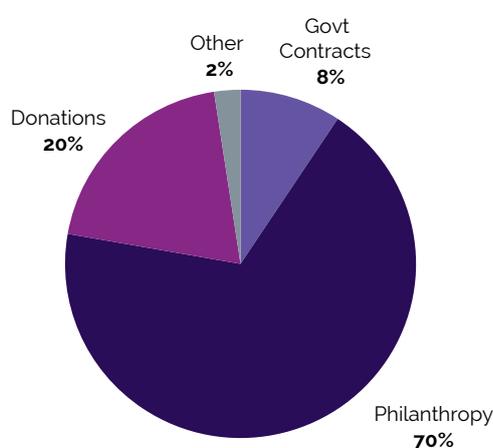


Financial review

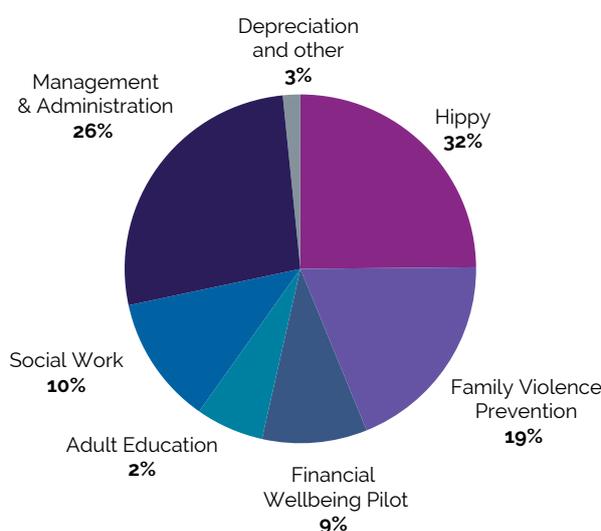
For the year ending 31 March 2020, Te Waipuna Puawai had an operating budget in excess of \$800,000 with a small operating surplus just over \$10,000. Just over 70% of our operating budget supported programme costs and 29% covered centralised management, administration, depreciation and other costs.

As in previous years, our revenue was mainly derived from philanthropic foundations (70%) and donations (20%) with some additional revenue from government contracts (8%). We maintain long-standing productive partnerships with several philanthropic partners and cash donations provide untaged funding that helps to cover programme shortfalls or address unmet needs. Audited accounts are available on request.

Revenue



Expenditure



Acknowledgements and thanks

Generous funders, donors and supporters sustain our mission. We especially acknowledge the following contributions and express our gratitude for their moral and financial support.

We received **funding from philanthropic organisations, listed alphabetically**: Auckland Community Foundation, Blue Waters Community Trust, COGS Auckland City, COMET Auckland, Estate of Ernest Hyam Davis & The Ted and Mollie Carr Endowment Trust (proudly managed by Perpetual Guardian), Foundation North, Four Winds Foundation, GI Business Association, Great Potentials Foundation, Incredible Trust, JR McKenzie Trust, Mt Wellington Foundation Limited, New Zealand Lottery Grants Board, Ngā Whaea Atawhai o Aotearoa Tiaki Manatu – Sister of Mercy Ministries, Rano Community Trust, Sargood Bequest, Selwyn Community Education, The Lion Foundation, and, The Catholic Caring Foundation.

We received **local and central government funding** from Auckland Council, Oranga Tamariki, Ministry of Social Development and Whānau Regeneration Company.

We received **food donations** from Churchill Park Probus Group, De Paul House, Glendowie Catholic Parish, Glendowie Presbyterian Parish, Glen Innes Foodbank, Meadowbank Parish, Michael Park School, St Ignatius Primary School, St Kentigern School, Tegel Foods Limited and other anonymous donations.

We received **gift vouchers, cash donations or other support** from Oilseed Products NZ Limited, PAK'nSAVE Glen Innes, Papatūānuku ki Tauranga, Panmure and Sylvia Probus Groups, St Heliers Women's Probus Group, Tony Verner, Waiatarua Mercy Parklands, and anonymous donors.

About the report

This report was prepared by Dr Frances Hancock of Ardra Associates and is presented in good faith using information provided by Te Waipuna Puawai. No liability is accepted for any inaccuracy or omission. In the Financial Wellbeing section Tāmaki statistics were taken from government data compiled by Heidrick & Struggles in their 2017 report, *Tāmaki Households Segmentation*, for the Tāmaki Regeneration Company.

Design and layout of this annual report by Creative Sauce Ltd.





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