

Annual Report

2025



TIHEI TAKITIMU
IWI MĀORI PARTNERSHIP BOARD

Representing local Māori perspectives on hauora Māori outcomes

Contents
Ngā Kai o Roto

5	Mihi
7	Matakupu mai i ngā Heamana Takirua Foreword from our Co-Chairs
8	Piki tū, Piki ora Transformation - the roadmap
10	Te Pūtake me ngā Mahi Matua Purpose and Functions
12	Ngā hua Our results
14	Ā te Kāwanatanga Whāinga Government Health Targets
16	Ngā Tino Hua Key Deliverables – what we achieved:
	Monitoring Framework 16
	Needs Analysis and Priorities 16
	Treasury Bid 18
	Community Health Plan 18
	Operationalising Strategic Commissioning 19
	Research – Health and Productivity 19
	Branding and Website Refresh 20



22	Te Poari Governance
23	Te nuku roa me ngā tikanga Our vision and values
24	Ngā Ringaringa Operations
26	Taha Ahumoni Financials
42	Ngā Hononga Connections
43	Kupu aumihi Acknowledgements



Mihi

Tau ake ko te tau nei
Ko Ruatipua, ko Ruatahito
Ngarue i runga, ngarue i raro
Ngarue te ihu o Tāne – te ihu o Tāne
Tō ake nei au i taku waka
Ko wai taku waka? Ko Takitimu!
Tihei Takitimu e!

E rere taku manu kia tau atu ki ngā maunga kārangaranga o te rohe o Tihei Takitimu

E tangihia tonutia ana ngā mate o te wā, haere rā koutou.
Haere hei whetū kura i Pōhutukawa i te rangi.
Ko mātou kua mahue mai, ko ngā kura o Pōhutukawa ki te whenua.

Ki ngā whānau me ki ngā hapū katoa huri noa, huri noa.
He mea tuku ngā mihi nui i runga i ngākau māhaki
Tēnā koutou, tēnā tātou katoa.



Foreword
from our
Co-Chairs

Matakupu mai i ngā Heamana Takirua

We are delighted to present our second Annual Report, showcasing our results in another year filled with uncertainty, widespread health system change, political movements with legislative change on the horizon – all calling for agility and adaptation.

At our AGM 2024, we couldn't predict what the following year would look like, but we set out to build a Community Health Plan that would strike at the heart of what mattered for whānau. This plan consolidates the work we delivered to capture whānau voice, determine whānau needs and priorities and put a stake in the ground about what we needed to monitor when it came to the performance of the health sector. This plan came with a promise that we would have a seat at the table, when it came to making decisions around where best to invest in health, according to your priorities. This promise is yet to be fulfilled.

We turned our attention to partners, organisations that could fulfil the promise of collaboration. We signed an Agreement with the Primary Health Organisation, Health Hawkes Bay in April 2025 and while this partnership is maturing, we are exploring

shared priorities. We also collaborated with the Hawkes Bay Regional Development Agency to explore the link between health and productivity for working-age whānau.

At the start of the new reporting year and given the shifts in the Governments narrative to 'power-up' IMPBs, we were expecting to be in that first tranche of Strategic Commissioning, from 1 January 2025. We continue to wait for a seat at the table.

Despite the challenges of this year, we are on-track to 're-imagine' what is next for the Iwi-Māori Partnership Board.

Kerri Nuku
CO-CHAIR

Lewis Ratapu
CO-CHAIR

Transformation:
the roadmap

Piki tū, Piki ora

At the outset, we forecast our journey of transformation. This was intended to be an 'internal exercise' designed to logically draw a roadmap – an explainer – something that we could point to and say – yes – this is where we are at – yes – that is where we have come from and – yes – there is where we are heading. Neatly described as:

YEAR ONE | ESTABLISHMENT | 2022 - 2023

In the first year, we turned our attention to building a start-up, growing Board cohesion, setting an agile agenda, establishing a Project Office, ticking the 'right boxes' along the way. We were recognised in legislation, and became recipients of a Capability Support Agreement, and with funding set about listening to what matters for whānau.

YEAR TWO | EXPLORE | 2023 - 2024

We commissioned guidance on how best to engage with whānau – and approved a two-stage programme for whānau collaboration and empowerment. The first stage invited whānau to share their status, concerns, access and priorities regarding health. We shared whānau stories widely – in formal presentations and across socials. We commissioned more research to analyse needs – for whānau and services in order to determine what matters and importantly, what to monitor.

YEAR THREE | POWERING UP | 2024-2025

'Powering up' - to coin a phrase quoted by the then Minister of Health – Dr Shane Reti, this would be the year that we grow groundswell, build capability and assert our influence. With a new legislated function of strategic commissioning to define, we will continue to engage, take a deep dive on priorities with whānau, monitor the health system, and influence investment in innovation.

YEAR FOUR | REIMAGINE | 2025-2026

Looking forward - and what this year will bring remains 'blurry'. Without making any predictions about whether funding will continue, whether IMPBs exist into the future, we will turn our attention to reimagining a sustainable future – enabling a future where whānau are empowered to revolutionise hauora.

When we spoke to you last year, we were in Year 2 of our transformation journey. This year was the exploratory year, where we gathered whānau voice, made headway to determine needs and priorities and prepared for strategic commissioning.

Armed with a newly published Community Health Plan, we prepared for strategic commissioning in this reporting period - Year 3 - our year to POWER-UP.

With a new Minister – Minister Simeon Brown, ongoing and system-wide restructures at Health New Zealand all worked against the IMPBs anticipated POWERING-UP. On reflection and this is a sentiment shared by many IMPBs, this period could better be described as a POWER-DOWN phase.

We have partnered with the Health New Zealand in 'good faith', produced our Community Health Plan, redesigned our entity to prepare for the role of Strategic Commissioning, only to be let down by a system that was ill-prepared for transformation. Lesson learned.

YEAR 4 | 2025 - 2026

Reimagine

YEAR 3 | 2024 - 2025

Powering up

YEAR 2 | 2023 - 2024

Explore

YEAR 1 | 2022 - 2023

Establishment

Purpose and Functions

Te Pūtake me ngā Mahi Matua

To better share the story of our results for 2024/2025, we should start with our legislated purpose and functions. This simply serves as a reminder:

PURPOSE

The purpose of the IMPB was to represent local Māori perspectives on:

- needs and aspirations regarding hauora Māori outcomes;
- how the health sector is performing in relation to needs and aspirations;
- the design and delivery of services



FUNCTIONS

The functions of the IMPB were:

1

Whānau voice

Engage with whānau and hapū about local health needs and communicate results and insights to Health New Zealand.

2

Needs analysis and priority setting

Evaluate the current state of hauora Māori to determine priorities for improving hauora Māori.

3

Monitoring

Monitor the local performance of the health system, and report on the activities of Health New Zealand to Māori in our area.

4

Influence investment and innovation

Engage with Health New Zealand and support its priorities for kaupapa Māori investment and innovation.

5

Strategic commissioning

Play a key role in local service planning with Health New Zealand and be supported to take on a greater role in strategic commissioning from early 2025.

PURPOSE

Representing local Māori perspectives on hauora Māori outcomes



Our results

Ngā hua

Despite the ambiguity, we managed to meet our legislative requirements, and because of the volatility of the environment, we explored new approaches to yield results in innovative ways.

WHĀNAU VOICE

Throughout July 2024 and August 2024 we led out a new round of engagement with whānau, recognising that as we developed more insights from the analysis of needs and priorities, gaps were revealed. We called this Whānau Voice 1.5 and we were grateful to receive close to 400 responses from whānau.

We also opted for a new approach away from a traditional advisory panel to explore priorities, and opted instead for a strength-based model, taking story-telling to a new level. This is what we refer to as Whānau Voice 2.0.

Next steps:

With permission from whānau, we are committed to sharing compelling and authentic case studies and stories from whānau - in their own words. The intent is to shift away from numbers on a page, or digits on a dashboard and instead amplify whānau voice – to ensure that whānau can see themselves reflected in these stories.

Over the coming months, you will see and hear more whānau sharing their experiences of hauora, through our digital channels. These stories are compelling and some might say, better than numbers on a page or digits on a dashboard.

NEEDS ANALYSIS AND PRIORITY SETTING

We committed to building, from the ground up – a state of the nation report, capturing whānau voice and stories, extracting data from a variety of sources. We completed our Needs Analysis and Priorities report in August 2024, a consolidation of data and insights and whānau voice.

Next steps:

To ensure that needs and priorities are ‘front and centre’ in all investment discussions with Health New Zealand locally, regionally and nationally.

MONITORING

We completed our monitoring framework in July 2024 and we raised expectations that whānau would see the results of monitoring in the form of dashboards before the end of 2024. Sadly, this did not happen. We were constrained by the availability of health data from Health New Zealand.

The Government turned it’s attention to five health targets and the Hauora Māori Advisory Committee were able to deliver population health priorities.

Next steps:

We are not going to make any promises about what we can showcase in monitoring terms, until access to data is provided. Fortunately, the regional health team is able to share data and insights with some currency and are able to spotlight some of the priorities they are turning their attention to.



INFLUENCE INVESTMENT AND INNOVATION

At the outset, we committed to challenging ‘status quo’ making sure that whānau voice was informing investment and innovation.

In the meantime, and despite the ‘fiscal constraints’ faced by health, we submitted a Treasury Bid in October 2024 for consideration – to increase investment in oral health, first 2000 days and workforce development.

Disappointingly, there are no results to report-back, despite the fact that we are armed with new knowledge on the priorities for whānau. And, in spite of the set-backs in various forms – the health system was undergoing broad scale change, we opted to turn to partners outside of the health system.

We collaborated with the Hawkes Bay Regional Development Agency to commission research that explored the link between health and productivity for working-age whānau. The results showcased that with targeted investment in high priority conditions like cancer, cardiovascular disease, diabetes and mental health and wellbeing, there is an opportunity to claw-back \$122 million per annum in lost productivity.

Next steps:

We had anticipated that this function would be folded into Strategic Commissioning. As we have reported below, we anticipate being invited to regional integration fora to influence the investment in health to diminish Māori health inequities.

STRATEGIC COMMISSIONING

We shared with you at our last AGM that the intent was to deliver our Community Health Plan to compete for a place on the first tranche of strategic commissioning, to commence in January 2025.

We delivered our Community Health Plan in December 2024 and developed an operational framework for Strategic Commissioning in March 2025, so that we would be prepared to evolve into this new role.

Next steps:

Delays are ongoing from Health New Zealand. There are no next steps to share at the writing of this Annual Report – a promise however that regionally Health New Zealand will be inviting IMPB to regional integration hui in November 2025. This will be the forum for flexing our strategic commissioning role.

We are committed to sharing compelling and authentic case studies and stories from whānau

We have committed to challenging the ‘status quo’ making sure that whānau voice was informing investment and innovation.

Government
Health Targets

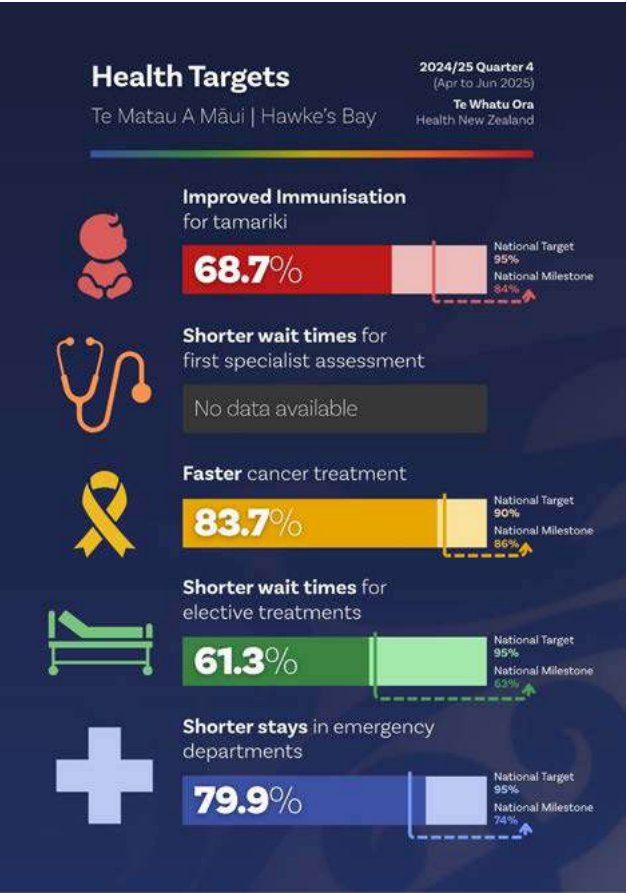
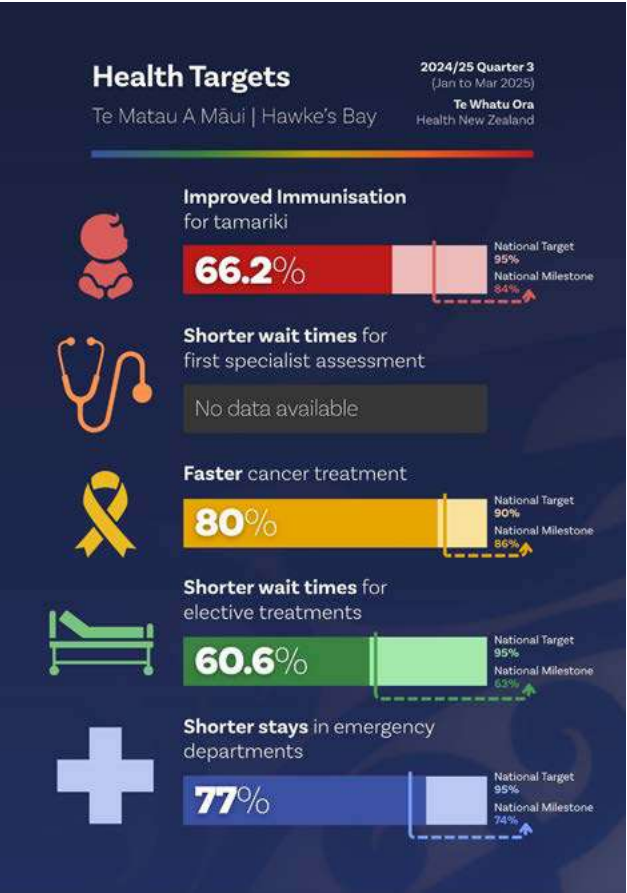
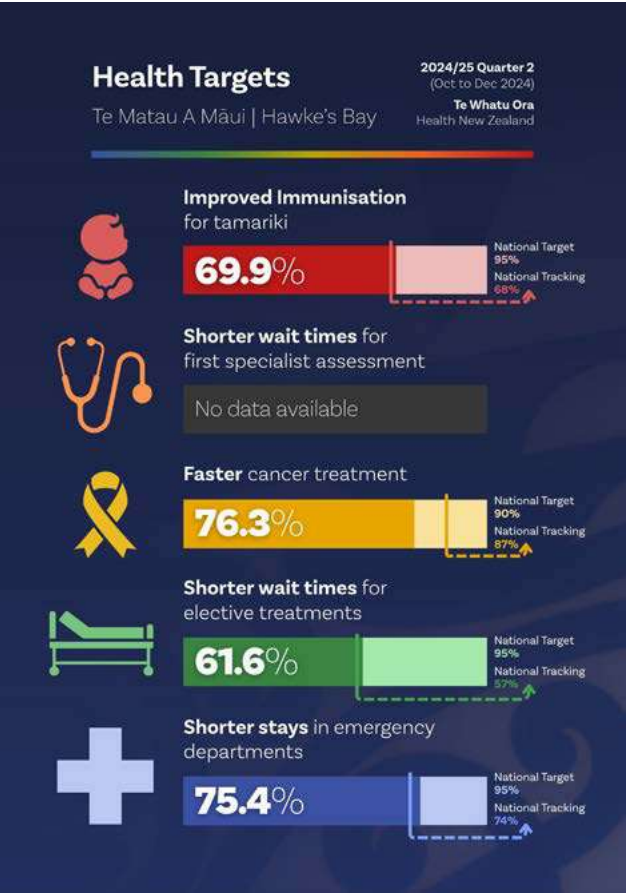
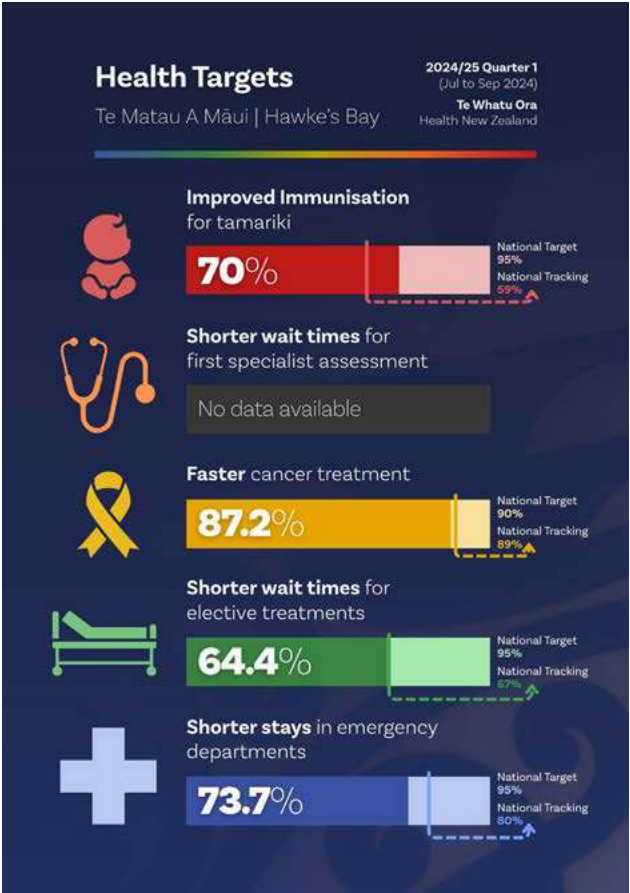
Ā te Kāwanatanga Whāinga

The government sets the following targets designed to support the delivery of better health outcomes.

- Improved immunisation for children
- Shorter wait times for first specialist assessment
- Faster cancer treatment
- Shorter wait times for elective treatment
- Shorter stays in emergency departments

So how did the health system fare over the reporting period?

Over the four quarters, there has been little improvement across the 4 targets where data was available. Results are slightly behind on all key targets, apart from the measure for shorter stays in emergency departments, starting at 73.7% in quarter 1, rising to 79.9% by quarter 4.



Key Deliverables –
what we achieved

Ngā Tino Hua

Over the reporting period we continued to advocate for whānau and influence the health sector in new and innovative ways. What follows is a summary of our key deliverables for the 2024/2025 period.

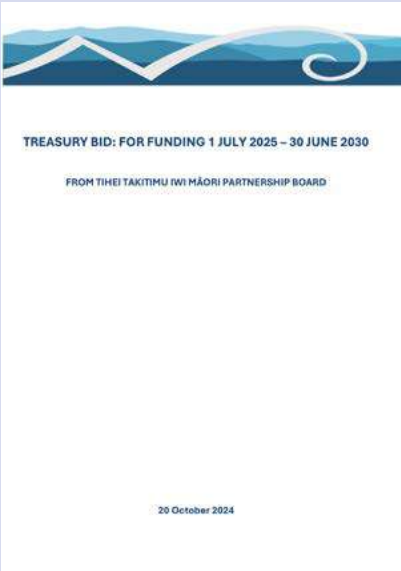


MONITORING FRAMEWORK

Completed 31 July 2024

The Monitoring Framework was designed to capture ‘what matters to whānau’ and while what matters for whānau sometimes overlaps with what the Government chooses to monitor, is distinguishable from the Government’s 5 Health targets.

The document can be viewed in the library on our website - tpb.maori.nz/library



TREASURY BID

Completed 30 October 2024

We exercised our intent to influence investment with a Treasury bid that went to Health New Zealand, focussing on the primary needs of whānau. On completion of our Needs Analysis and Priorities for the rohe, the Board concluded that more targeted investment was required in the areas of:

- **Oral health (dental care):** to address gaps and poor dental outcomes for tamariki and rangatahi Māori, as well as high need pakeke (adults) = **\$1.8m**
- **First 2,000 days (maternal child health):** building on the current initial investment and expanding current services to extend their reach especially into rural communities, and particularly due to significant Māori population increases in under 25-year-olds of childbirth age = **\$2.1m**
- **Māori workforce development:** boosting workforce investment in specific areas to build a workforce that will align with significant Māori population growth over the coming two decades = **\$1.1m**

We were seeking an opportunity to influence new investment in these areas from the period commencing July 2025 onwards, giving effect to the function of influence, as outlined in the Pae Ora (Healthy Futures) 2022 Act – section 30(1)(e).

The Board proposed that the funding request be added to the Hauora Māori Appropriation for the Tihei Takitimu IMPB area, and that Health New Zealand | Te Whatu Ora be required to procure services in our area to meet the objectives outlined in the Treasury Bid.



NEEDS ANALYSIS AND PRIORITIES

Completed 31 August 2024

The state of the nation report is a hefty tome that comes with the caveat that the data was not always perfect, whānau voice, however, always is. Part of the reason for going back to whānau with Whānau Voice 1.5 were the gaps that were revealed while analysing the data and insights that came from a diverse range of sources.

The document can be viewed in the library on our website - tpb.maori.nz/library



COMMUNITY HEALTH PLAN

Completed 1 December 2024

The Community Health Plan is a programme plan outlining our commitments as Strategic Commissioners, consolidating all that we had discovered through whānau voice, the determination of needs and priorities, and a framework for monitoring the health system. Essentially, it operationalises what we need to do to give effect to the purpose and functions of an IMPB, while keeping whānau needs, front and centre, over a three-year period.

The document can be viewed in the library on our website - tpb.maori.nz/library

The framework proposes how Tihei Takitimu would work with Health New Zealand at a national, regional and local level



OPERATIONALISING STRATEGIC COMMISSIONING

Completed 31 March 2025

The document can be viewed in the library on our website <http://tpb.maori.nz/library>

While Health New Zealand was working through broad-scale change, we were developing a framework for strategic commissioning. This work outlined our requirements for capability – for governance and for operations.

The Government's expectation was that IMPBs are fully integrated and influencing Health New Zealand service design, planning, and monitoring processes by 1 July 2025 and, despite the recent change in Minister, there has been no formal indication that this expectation has changed.

The framework proposes how Tihei Takitimu would work with Health New Zealand at a national, regional and local level to implement our community health plan and give effect to monitoring health sector performance in their rohe of Hawke's Bay.

The framework provides a context in which Tihei Takitimu operates in partnership with Health New Zealand and establishes their structured processes concerning their legislated responsibilities for strategic commissioning and monitoring functions.



RESEARCH – HEALTH AND PRODUCTIVITY

Completed 29 May 2025

Lacking data and insights through the 'usual' channels, and wanting to 'disrupt' the narrative around health inequities, we secured an opportunity to partner with the Hawkes Bay Regional Economic Development Agency to explore the link between health and productivity for working-age Māori in Hawkes Bay.

With slowing economic growth in Hawkes Bay, the governments focus on 'going for growth', we wanted to amplify the impact that health has on economic growth, so together we collaborated with the New Zealand Institute of Economic Research.

Research revealed that:

- Improving the health of working age Māori in Hawke's Bay will lead to a potential productivity gain of \$122m per annum and an additional 1,800 workers for the region.
- We need to think and work differently to address health conditions adversely affecting productivity for working age Māori.
- if we invest and deliver health services that target mental illness and addiction, as well as diabetes and cardiovascular disease differently we will achieve better health outcomes and productivity.

- We should explore alternative models for health services that include large employers of working age Māori, iwi, hauora Māori providers, health service providers and local and central government working together to trial different of providing health services, including improving early access.
- The research shows that working age Māori in Hawke's Bay have high rates of acute care and emergency department visits and a low rate of out-patient care.
- Additionally, there is a high rate of mental health issues (including addiction and death by suicide) as well as diabetes and cardiovascular disease. Working age Māori in Hawke's Bay are not accessing essential health care early enough, leading to more serious primary health conditions.

We have brought together a group of collaborators, with representatives from the health sector, hauora Māori providers, iwi, business and government agencies to determine next steps.

The document can be viewed in the library on our website <http://tpb.maori.nz/library>

Branding
and Website
Refresh

Te Whakahounga i te Tohu me te Paetukutuku

During the past year we embarked on a branding and website refresh programme to bring together the promise of the vision to enable whānau to shape the future of hauora.

This brand story started on a crisp dawn morning with Ātea a Rangi Educational Trust and finished with a tohu whose central feature is the waka hourua. The main design elements combine to reflect the journey of a waka hourua on the open ocean.

TE HOE

The outer motif is based on a hoe (paddle), reinforcing the value of working together toward a shared vision and dream. The notches carved around the outer hoe motif pay homage to the art of whakairo and how this kaupapa carves a pathway of ‘piki tū, piki ora’ for uri and whānau.

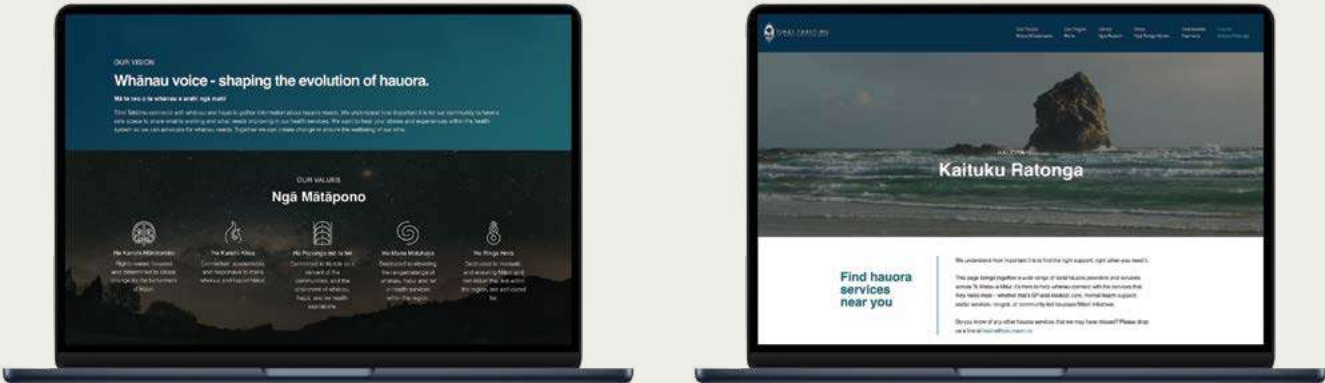
TE WAKA HOURUA

The waka hourua is the central focus of the logo, representing a number of things; the whānau and its role in decision-making and future thinking. This design also speaks to kotahitanga – unity through a shared vision and kaupapa, and also the relationship between Māori and the Crown.



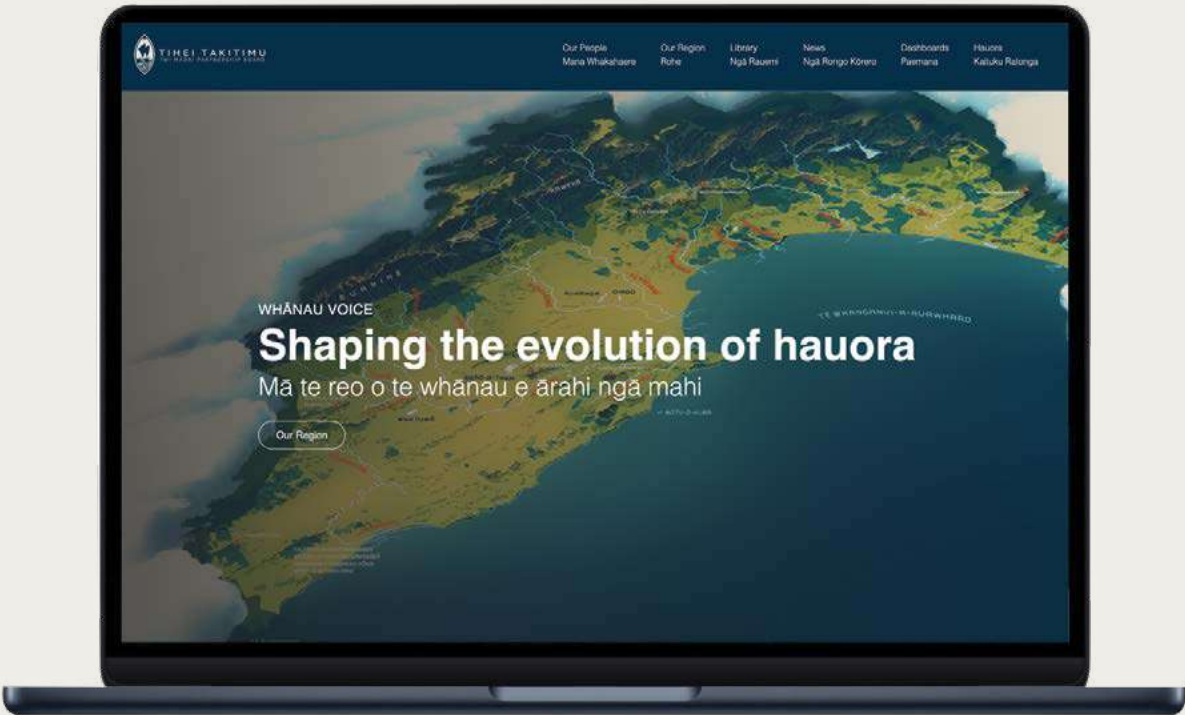
NGĀ TAI KARANGAROA ME NGĀ TAI MĀRANGARANGA
The koru and pūhoro elements beneath the waka represent Ngā Tai Karangaroa and Ngā Tai Mārangaranga. Respectively, these element symbolise the eternal and enduring voices of our tīpuna and whānau as well as the ongoing challenges – ngā piki me ngā heke (the ups and downs).

NGĀ TAE
The colours presented in the concepts derive mostly from the original colour palette with small adjustments for contrast and clarity. These speak to the geography and natural environment of the Tihei Takitimu rohe.



WEBSITE
The intent was to build a modern website that would make it easier for our whānau to navigate, incorporating our newly minted branding, with content that would inspire. Our engagement and reach continues to grow.

Whānau told us that it was difficult to know where to go for help when it came to help, so we developed a simple tool, to help whānau find the support they could access, throughout the rohe.



Governance

Te Poari

Board membership remained stable over the reporting period, ably led by Co-Chairs – Kerri Nuku and Lewis Ratapu.

Tihei Takitimu Iwi-Māori Partnership Board is comprised of a capability-based group of governors, committed to improving health outcomes for whānau, bringing deep and broad backgrounds across iwi development, the health sector, research, thought leadership, whānau advocacy and transformation across diverse settings.



Kerri Nuku
Ngāti Kahungunu, Ngāi Tai
CO-CHAIR



Lewis Ratapu
Rongomaiwahine,
Ngāti Kahungunu ki Te Wairoa
CO-CHAIR



Heather Te Au-Skipworth
Ngāti Kahungunu, Ngāi Tahu, Ngāti Ruanui,
Ngāti Rangitīhi, Ngāti Tūwharetoa
BOARD MEMBER



Beverly Te Huia Ellison
Ngāti Kahungunu, Ngāi Tahu
BOARD MEMBER



Henry Heke
Tainui
MĀTAWAKA



Darryn Russell
Ngāi Tahu
MĀTAWAKA

OUR VISION

Mā te reo o te whānau e ārahi ngā mahi
Whānau voice – shaping the evolution of hauora

OUR VALUES



He Kanohi Hōmiromiro
Rights based focussed and determined to create change for the betterment of Māori.



He Kanohi Kitea
Connected, accountable, and responsive to mana whenua and hāpori Māori.



He Pononga mō te Iwi
Committed to its role as a servant of the communities, and the attainment of whānau, hapū, and iwi health aspirations



He Mana Motuhake
Dedicated to elevating the rangatiratanga of whānau, hapū and iwi in the design, develop and monitor the delivery of health services within the region.



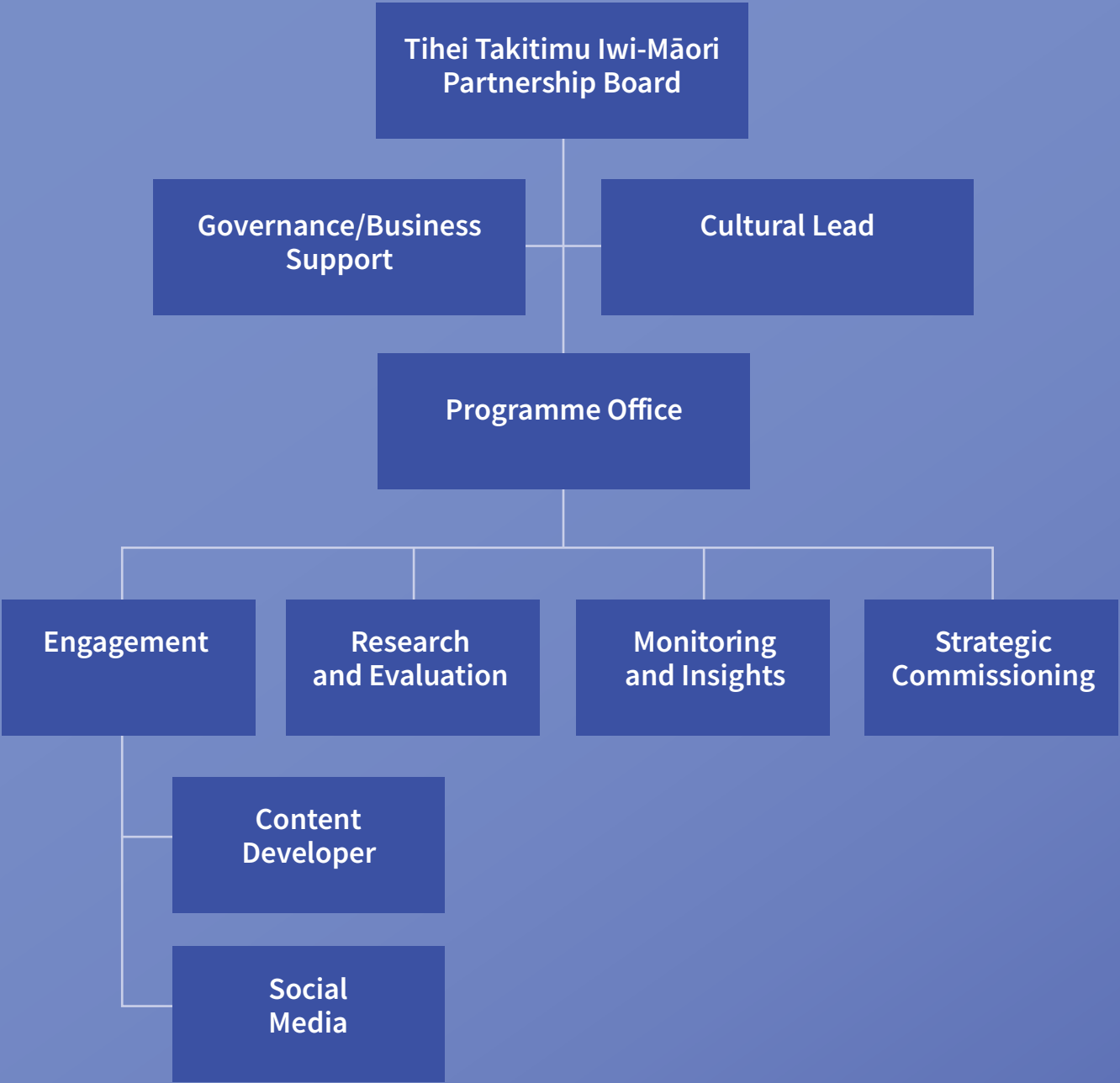
He Rīnga Hora
Dedicated to manaaki, and ensuring Māori and non-Māori that live within the region, are well cared for.

Operations

Ngā Ringaringa

The operational entity is supported by a Programme Office, with a whānau-centric team committed to delivering on the expectations of the Programme Plan.

With a core team, the Office collaborates with local partners providing expertise and services as needs arise. We operate an agile model, expanding and contracting aligned to the requirements of the Programme Plan.



Performance Report

Tihei Takitimu Limited
For the 15 months ended 30 June 2025

Prepared by Adapt Accounting Limited



CONTENTS

27	Compilation Report
28	Entity Information
29	Approval of Financial Report
30	Statement of Service Performance
31	Statement of Financial Performance
32	Statement of Financial Position
33	Statement of Cash Flows
34	Statement of Accounting Policies
35	Notes to the Performance Report
41	Depreciation Schedule

Compilation Report

Tihei Takitimu Limited
For the 15 months ended 30 June 2025

Compilation Report to the Directors of Tihei Takitimu Limited.

Scope
On the basis of information provided and in accordance with Service Engagement Standard 2 Compilation of Financial Information, we have compiled the financial statements of Tihei Takitimu Limited for the 15 months ended 30 June 2025.

These statements have been prepared in accordance with the accounting policies described in the Statement of Accounting Policies.

Responsibilities
The directors are solely responsible for the information contained in this financial report and have determined that the accounting policies used are appropriate to meet your needs and for the purpose that the financial statements were prepared.

The financial statements were prepared exclusively for your benefit. We do not accept responsibility to any other person for the contents of the financial statements.

No Audit or Review Engagement Undertaken
Our procedures use accounting expertise to undertake the compilation of the financial statements from information you provided. Our procedures do not include verification or validation procedures. No audit or review engagement has been performed and accordingly no assurance is expressed.

Independence
We have no involvement with Tihei Takitimu Limited other than for the preparation of financial statements and management reports and offering advice based on the financial information provided.

Disclaimer
We have compiled these financial statements based on information provided which has not been subject to an audit or review engagement. Accordingly, we do not accept any responsibility for the reliability, accuracy or completeness of the compiled financial information contained in the financial statements. Nor do we accept any liability of any kind whatsoever, including liability by reason of negligence, to any person for losses incurred as a result of placing reliance on this financial report.

A handwritten signature in black ink, appearing to be "AS" or similar, written over a horizontal line.

Adapt Accounting Limited
Level One,
10 Porter Drive,
Havelock North, 4130
New Zealand

Dated: 10 October 2025

Entity Information

Tihei Takitimu Limited

For the 15 months ended 30 June 2025

Legal Name of Entity
Tihei Takitimu Limited

Entity Type and Legal Basis
Registered Charity

Registration Number
CC62908

Entity's Purpose or Mission
The purpose of the Tihei Takitimu Iwi-Māori Partnership Board is to represent whānau perspectives on:

- the needs and aspirations regarding hauora Māori outcomes
- how the health sector is performing in relation to these needs and aspirations
- and, the design and delivery of services

Entity Structure
Charitable company, legislated under the Pae Ora (Healthy Futures) Act 2022

Main Sources of Entity's Cash and Resources
Te Whatu Ora/Health New Zealand, Capability Support Agreement (1018890 / 382922-000)

Main Methods Used by Entity to Raise Funds
The entity currently has no requirement to access funds privately to meet their purpose.

Entity's Reliance on Volunteers and Donated Goods or Services
The entity currently has no requirement for volunteers to service the requirements of the entity's purpose.

Entity's Governance Arrangements
The company is governed by a capability-based board, with 6 directors, led by 2 Co-Chairs, meeting on a monthly basis.

Current directors at the timing of this report include:
Kerri Nuku (Co-Chair), Lewis Ratapu (Co-Chair), Heather Te Au-Skipworth, Beverly Te Huia-Ellison, Henry Heke, Darryn Russell.

Postal Address
C/Adapt Accounting Limited, Level One, 10 Porter Drive, Havelock North, Havelock North, New Zealand, 4130

Approval of Financial Report

Tihei Takitimu Limited

For the 15 months ended 30 June 2025

The directors are pleased to present the approved financial report including the historical financial statements of Tihei Takitimu Limited for the 15 months ended 30 June 2025.

APPROVED



Lewis Kereopa Ratapu **Date** 20 November 2025
Co-Chairperson



Kerri Donna Nuku **Date** 20 November 2025
Co-Chairperson

Statement of Service Performance

Tihei Takitimu Limited
For the 15 months ended 30 June 2025

'What did we do?', 'When did we do it?'

Over the 2024-2025 period we gave effect to the purpose and functions of the Iwi-Māori Partnership Board as mandated in the Pae Ora (Healthy Futures) Act 2022. We engaged whānau and hapū about local health needs, evaluated the current state of Māori health, identified priorities and monitored local performance. Following a new government mandate, we also prepared for the role of Strategic Commissioning and produced a Community Health Plan.

Description of medium to long term objectives

Our vision is to ensure that whānau voice drives the evolution of the health system. Our objective is to advocate for improved health outcomes for whānau and hapū in Te Matau a Māui.

Our long-term objectives, outlined in the Community Health Plan (Tihei Takitimu Programme Plan) are to ensure that we advocate for:

- An environment where whānau have access to timely and high quality health care
- A system that enables whānau to live long and healthy and productive lives
- A country that prioritises equity when it comes to investment in health services
- That whānau are enabled to make good decisions about what matters for whānau

Funding allocation was focussed on the 4 following key activities:

Description and Quantification of the Entity's Activities

Other key activities undertaken by the board have included the development of a social media presence to build community and grow advocacy, governance professional development, the development of an operational framework for strategic commissioning to prepare for the new requirement to become Strategic Commissioners, hosted the inaugural Annual General Meeting to engage the community.

Description and Quantification of the Entity's Key Activities	
Whānau Engagement 82,798	82,798
Needs Analysis and Priority Setting 19,997	19,997
Monitoring 90,000	90,000
Strategic Commissioning 15,000	15,000

Additional Information

Strategic commissioning was a new requirement for the Board, introduced by the Minister for Health in 2024. The Community Health Plan was a new requirement for the Board, introduced by Te Whatu Ora/Health New Zealand in 2024.

Statement of Financial Performance

Tihei Takitimu Limited
For the 15 months ended 30 June 2025

'How was it funded?' and 'What did it cost?'

	Notes	2025 (15 Months)	2024 (15 Months)
Revenue			
Government service delivery grants/contracts	1	2,982,480	481,950
Non-government service delivery grants/contracts	1	13,262	-
Interest, dividends and other investment revenue	1	140,819	5,933
Total Revenue		3,136,561	487,883
Expenses			
Directors fees and other related expenses	2	59,692	93,556
Expenses related to service deliverables	2	706,455	368,821
Other expenses related to service deliverables	2	123,051	18,343
Other expenses	2	9,010	3,335
Total Expenses		898,207	484,055
Surplus/(Deficit) for the Year		2,238,354	3,828

This statement has been prepared without conducting an audit or review engagement, and should be read in conjunction with the attached Compilation Report.

Statement of Financial Position

Tihei Takitimu Limited
 As at 30 June 2025

'What the entity owns?' and 'What the entity owes?'

	Notes	30 Jun 2025	31 Mar 2024
ASSETS			
Current Assets			
Cash and short-term deposits	3	305,082	324,257
Debtors and prepayments	3	117,437	27,205
Investments	7	1,900,000	2,003,825
Total Current Assets		2,322,519	2,355,287
Non-Current Assets			
Property, Plant and Equipment	6	20,153	13,075
Total Non-Current Assets		20,153	13,075
Total Assets		2,342,671	2,368,362
LIABILITIES			
Current Liabilities			
Creditors and accrued expenses	4	52,202	108,154
Deferred revenue	5	48,287	2,256,380
Total Current Liabilities		100,489	2,364,534
Total Liabilities		100,489	2,364,534
Total Assets less Total Liabilities (Net Assets)		2,242,182	3,828
ACCUMULATED FUNDS			
Accumulated surpluses (or deficits)	8	2,242,182	3,828
Total Accumulated Funds		2,242,182	3,828

This statement has been prepared without conducting an audit or review engagement, and should be read in conjunction with the attached Compilation Report.

Statement of Cash Flows

Tihei Takitimu Limited
 For the 15 months ended 30 June 2025

	2025 (15 months)	2024 (12 months)
Cash flows from operating activities		
Interest receipts	98,959	604
Receipts from service provisions	896,757	3,149,080
Payments to suppliers	(570,331)	(369,009)
Net GST paid / received	19,229	(378,192)
Payment to directors	(55,639)	(60,170)
Total Cash flows from operating activities	388,976	2,342,313
Cash flows from operating activities		
Payments for term deposits	(389,650)	(2,000,000)
Payments for property, plant and equipment	(18,500)	(18,056)
Total Cash flows from investing activities	(408,150)	(2,018,056)
Decrease in cash and cash equivalents		
Net Increase / (Decrease) in Cash	(19,175)	324,257
Total Decrease in cash and cash equivalents	(19,175)	324,257
Cash at bank available on demand		
Cash and cash equivalents at beginning of period	324,257	-
Cash and cash equivalents at end of period	305,082	324,257
Cash and cash equivalents comprise:		
Cash at bank available on demand	305,082	324,257

Statement of Accounting Policies

Tihei Takitimu Limited
For the 15 months ended 30 June 2025

'How did we do our accounting?'

Basis of Preparation

The entity is permitted by law to apply the Tier 3 (NFP) Standard issued by the External Reporting Board (XRB) and has elected to do so. A PBE may apply the standard if it does not have public accountability and has total annual expenses less than or equal to \$5,000,000. All transactions in the Performance Report are reported using the accrual basis of accounting. The Performance Report is prepared under the assumption that the entity will continue to operate in the foreseeable future.

Goods and Services Tax (GST)

The entity is registered for GST. All amounts are stated exclusive of goods and services tax (GST) except for accounts payable and accounts receivable which are stated inclusive of GST.

Income Tax

Tihei Takitimu Limited is wholly exempt from New Zealand income tax having fully complied with all statutory conditions for these exemptions.

Receivables

Receivables are stated at their estimated reliable value. Bad debts are written off in the year in which they are identified.

Bank Accounts and Cash

Bank accounts and cash in the Statement of Cash Flows comprise cash balances and bank balances (including short term deposits) with original maturities of 90 days or less.

Property, Plant and Equipment

Property, plant and equipment are stated at cost less any accumulated depreciation and impairment losses unless otherwise stated.

Revenue Recognition

Revenue is recognised when it is probable that the economic benefits or service potential associated with the transaction will flow to the entity, and the amount of revenue can be measured reliably. Revenue from grants and funding is recognised when conditions related to the grant or funding have been satisfied. If there are unfulfilled conditions or obligations, the amount received is recognised as income in advance (a liability) until those conditions are met

Changes in Accounting Policies

There have been no changes in accounting policies. Policies have been applied on a consistent basis, noting that this is the first year of the entity reporting under these reporting standards.

Notes to the Performance Report

Tihei Takitimu Limited
For the 15 months ended 30 June 2025

	2025 (15 months)	2024 (12 months)
1. Analysis of Revenue		
Government service delivery grants/contracts		-
Allocated Future Funding Allocation	2,256,380	3,149,080
Health New Zealand Te Whatu Ora	726,101	481,950
Total Government service delivery grants/contracts	2,982,480	481,950
Non-government service delivery grants/contracts		
Ngāti Kahungunu Iwi Incorporated	13,262	-
Total Non-government service delivery grants/contracts	13,262	-
Interest, dividends and other investment revenue		
Interest Income	140,819	5,933
Total Interest, dividends and other investment revenue	140,819	5,933

Continued on next page

Notes to the Performance Report

Tihei Takitimu Limited
For the 15 months ended 30 June 2025

	2025 (15 months)	2024 (12 months)
2. Analysis of Expenses		
Director fees and other related expenses		
Board Fees	46,779	71,666
Director's Professional Development	12,913	-
Total Director fees and other related expenses	59,692	71,666
Expenses related to service deliverables		
Advertising & Promotions	10,511	14,436
Board & Project Administrator	91,326	54,353
Data Analyst	10,400	-
Engagement Programme	77,950	110,756
Marketing & Communications	122,689	41,971
Project Management	211,800	106,500
Research & Monitoring Programme	109,997	13,500
Strategic Commissioning	15,000	-
Strategic Consultants	56,782	4,882
Total Expenses related to service deliverables	706,455	346,399
Other expenses related to service deliverables		
Accountancy Fees	21,092	6,293
Bank Fees & Charges	132	(7)
Branding and Website Development	2,393	-
Computer Expenses	5,898	1,684
Entertainment	2,657	807
Equipment Hire	6,434	-
Flights & Accomodation	46,762	14,528
General Expenses	2,482	2,306

Continued from page 38

	2025 (15 months)	2024 (12 months)
Other expenses related to service deliverables		
Insurance	2,590	2,570
Legal Fees	-	7,894
Meeting costs	10,586	2,556
Printing & Stationery	4,945	-
Staff Recruitment Expenses	-	21,890
Subscriptions & Licences	14,706	2,844
Training	2,375	-
Total Other expenses related to service deliverables	123,051	63,364
Other expenses		
Depreciation	9,010	2,626
Total Other expenses	9,010	2,626
3. Analysis of Assets		
Cash and short-term deposits		
BNZ	305,082	-
TSB	-	324,257
Total Cash and short-term deposits	305,082	324,257
Debtors and prepayments		
Accounts Receivable	48,287	-
Accruals	47,579	-
GST	21,570	27,205
Total Debtors and prepayments	117,437	27,205
4. Analysis of Liabilities		
Creditors and accrued expenses		
Accounts Payable	21,703	96,658
PAYE	1,249	-
Sundry Creditors	29,249	11,496
Total Creditors and accrued expenses	52,202	108,154
Deferred revenue		
Income in Advance	48,287	2,256,380
Total Deferred revenue	48,287	2,256,380

5. Deferred Revenue

Health New Zealand | Te Whatu Ora

The entity received funding from Health New Zealand - Te Whatu Ora (formerly Te Aka Whai Ora) to support the establishment and operation of the Iwi Maori Partnership Board (IMPB), subject to specific milestones and deliverables under a multi-year agreement. In accordance with standards, the portion of funding for which the related obligations had not been completed at balance date has been recognised as income in advance. Revenue will be recognised as the milestones are met and services delivered.

The deliverables were:

- All eligible IMPB Kaimahi and members onboarded to IMPB Digital platform
- Terms of Reference reviewed, amended and submitted to Te Aka Whai Ora for review
- Draft workplan in place for discussion with Te Aka Whai Ora on fulfilment of section 30 functions, (ie. mechanism to engage with Te Aka Whai Ora on Kaupapa Māori investment and innovation)
- Ongoing fulfilment of section 31 criteria (mechanism to report back to whānau)
- Operations team in place
- Locality boundary recommendations determined and submitted to Te Whatu Ora
- Draft operating model in development and submitted to Te Aka Whai Ora
- Operating model is complete

There was a completion date of 31 January 2024.

The payments are from 1 July 2023 to 30 June 2026 and total \$4,137,507.50 plus GST.

Ministry of Social Development

The entity received \$41,989 + GST for “Health and productivity opportunities: Assessing the economic value of addressing priority health conditions in Hawkes Bay working-age Māori”.

The grant will commence on 11 June 2025 and end on 10 September 2025.

The delivery of the funding has been between 1 July 2025 to 10 September 2025.

Revenue will be recognised at the completion of the activity on 10 September 2025 at the latest.

6. Property, Plant and Equipment

This Year					
Asset Class	Opening Carrying Amount	Purchases	Sales / Disposal	Current Year Depreciation & Impairment	Closing Carrying Amount
Computer Equipment	13,075	1,640	-	8,407	6,308
Website	-	14,446	-	602	13,844
Total	13,075	16,087	-	9,009	20,153
Last Year					
Computer Equipment	-	15,701	-	2,625	13,075
Total	-	15,701	-	2,625	13,075

The entity has not revalued any of its property, plant, and equipment, during the reporting period. All assets are recorded at historical cost.

Significant Donated Assets or Heritage Assets

The entity did not receive any significant donated assets during the reporting period. The entity also does not hold any heritage assets.

7. Term Deposits

Term deposits are invested within New Zealand trading banks. Maturity dates range from October 2025 to May 2026 at interest rates ranging from 4% to 5.15% per annum. (2024: Maturity dates range from July 2024 to October 2024 at interest rates ranging from 4.25% to 6% per annum.

8. Reserves

The following describes the nature and purpose of each reserve within equity:

- Retained Earnings - the entity's accumulated profits and all other net gains and losses recognised elsewhere

9. Commitments

There are no commitments as at reporting date (2024: nil).

10. Contingent Liabilities and Guarantees

There are no contingent liabilities or guarantees as at at reporting date (2024: nil).

11. Subsequent Events

There were no events that have occurred after the balance date that would have a material impact on the Performance Report (2024: nil).

12. Ability to Continue Operating

The entity will continue to operate for the foreseeable future.

13. Related Party Transactions

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the entity, and comprise of the directors of the entity. The total remuneration paid to key management personnel during the year was \$46,778 (2024: \$71,665).

During the year, there were no transactions with a related party that were not in relation to their role as director and therefore disclosed in key management personnel remuneration.

There were no other transactions with related parties during the year (2024: nil), and as a result, there are no other amounts owing to or from related parties at the reporting date (2024: nil). The entity has not made any allowance for bad or doubtful debts in respect of amounts owed from related parties, nor has any guarantee been given or received during the year (2024: nil).

Depreciation Schedule

Tihei Takitimu Limited
For the 15 months ended 30 June 2025

Name	Purchased	Cost	Opening Accum Dep	Opening Value	Purchases	Disposals	Depreciation	Closing Accum Dep	Closing Value
Computer Equipment									
Apple iPad Air (5th Gen) 10.9" 64GB Storage - WiFi + Cellular - M1 Chip	30 Nov 2023	1,708	356	1,352	13,844	-	783	1,139	569
Apple iPad Air (5th Gen) 10.9" 64GB Storage - WiFi + Cellular - M1 Chip w/ apple pencil and ipad case	31 Dec 2023	1,733	289	1,444	-	-	830	1,119	614
HP ELITEBOOK X360 1040 G10 14" TOUCH 16GB	30 Nov 2023	4,522	942	3,580	-	-	2,073	3,015	1,507
HP ELITEBOOK X360 1040 G10 14" TOUCH 16GB	29 Feb 2024	4,586	382	4,203	-	-	2,388	2,770	1,815
HP Probook 450 G9 15.6" Laptop for Admin	31 May 2024	1,641	-	-	1,641	-	889	889	752
Microsoft Surface Pro 9 Tablet	30 Nov 2023	3,153	657	2,496	-	-	1,445	2,102	1,051
Total Computer Equipment		17,342	2,626	13,075	1,641		8,408	11,033	6,308
Website									
https://ttpb.maori.nz/	25 Jun 2025	14,447	-	-	14,447	-	602	602	13,845
Total Website		14,447	-	-	14,447	-	602	602	13,845
Total		31,788	2,626	13,075	16,087	-	9,010	11,635	20,153

Connections

Ngā Hononga

There are a variety of ways you can find out more about Tihei Tākitimu Iwi-Māori Partnership Board.

Website
[www.ttpb.maori.nz](https://ttpb.maori.nz)

Ngā Rauemi
We share progress reports, research, thought pieces and other key documents from our library on our website – <https://ttpb.maori.nz>

Facebook and Instagram
We are grateful for the way in which whānau have taken to Facebook and Instagram to share their whakaaro.

Contacting the Board and/or the Programme Office
We have an email account kiaora@ttpb.maori.nz that is closely monitored. If you have a question for the Board or the Programme Office, please email kiaora@ttpb.maori.nz



Kupu aumihi

Acknowledgements

Throughout the reporting period, we relied on the expertise of a number of organisations supporting us in a variety of ways so that we could get closer to the our vision – Whānau Voice – shaping the evolution of hauora.

Adriana Murton, *Adapt Accounting*
Todd McGoggin, *Stress Free IT*

Mardi Thompson-Joplin and Terri Cuttriss, *Te Rae*

Sarah Hogan, *New Zealand Institute of Economic Research*

Lucy Laitinen, *Hawkes Bay Regional Economic Development Agency*

Irihāpeti Mahuika, *Health Hawkes Bay*

Jody Hamilton, *JMP Consulting*

Ātea a Rangi Educational Trust

Hori-Te-Ariki Matakī, *Ariki Creative*

Simone Browne, *Monsoon Creative*

Joanne Duff, *Linetamers Design*

Karetai Williams, *Rearea Limited*

Patrick LeGeyt

Dorothy Adams

Greg Fahey

Mara Andrews and Lisa Pohatu, *Kāhui Tautoko Consulting Limited*

Teiti Hapuku, Whaitiri Poutawa, Teei Kaiaruna, Michelle Hippolite and Selah Hart, *Te Whatu Ora*

Te Āti Awa Toa Hauora, Te Karu o te Ika, Te Mātuku and Te Pae Oranga o Ruahine o Taranua, *Te Ikaroa IMPB*





TIHEI TAKITIMU
IWI MĀORI PARTNERSHIP BOARD