

Annual Report

2026



TIHEI TAKITIMU
IWI MĀORI PARTNERSHIP BOARD

Representing local Māori perspectives on hauora Māori outcomes



Ngā Kai o Roto

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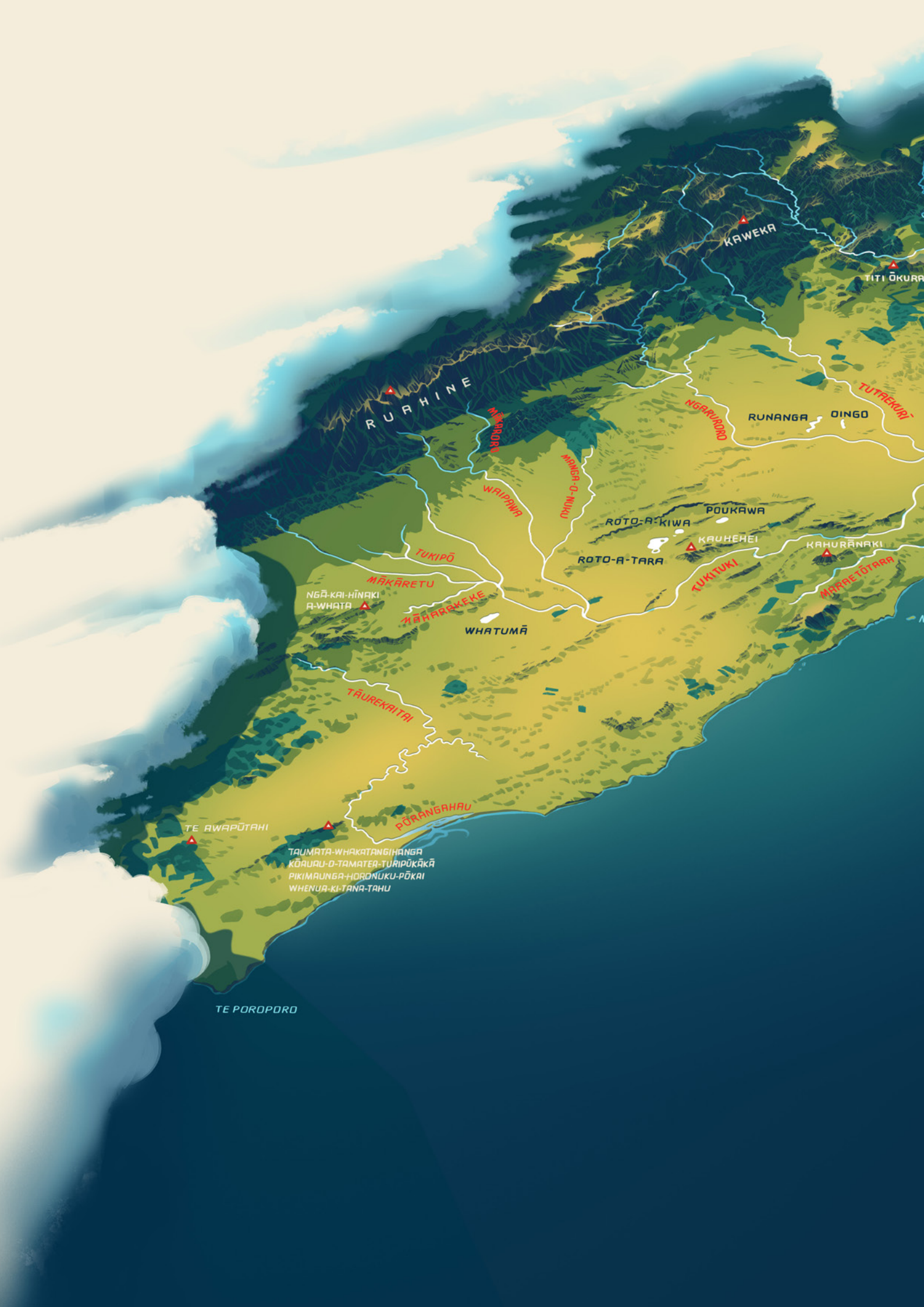
Looking Ahead 2026/2027

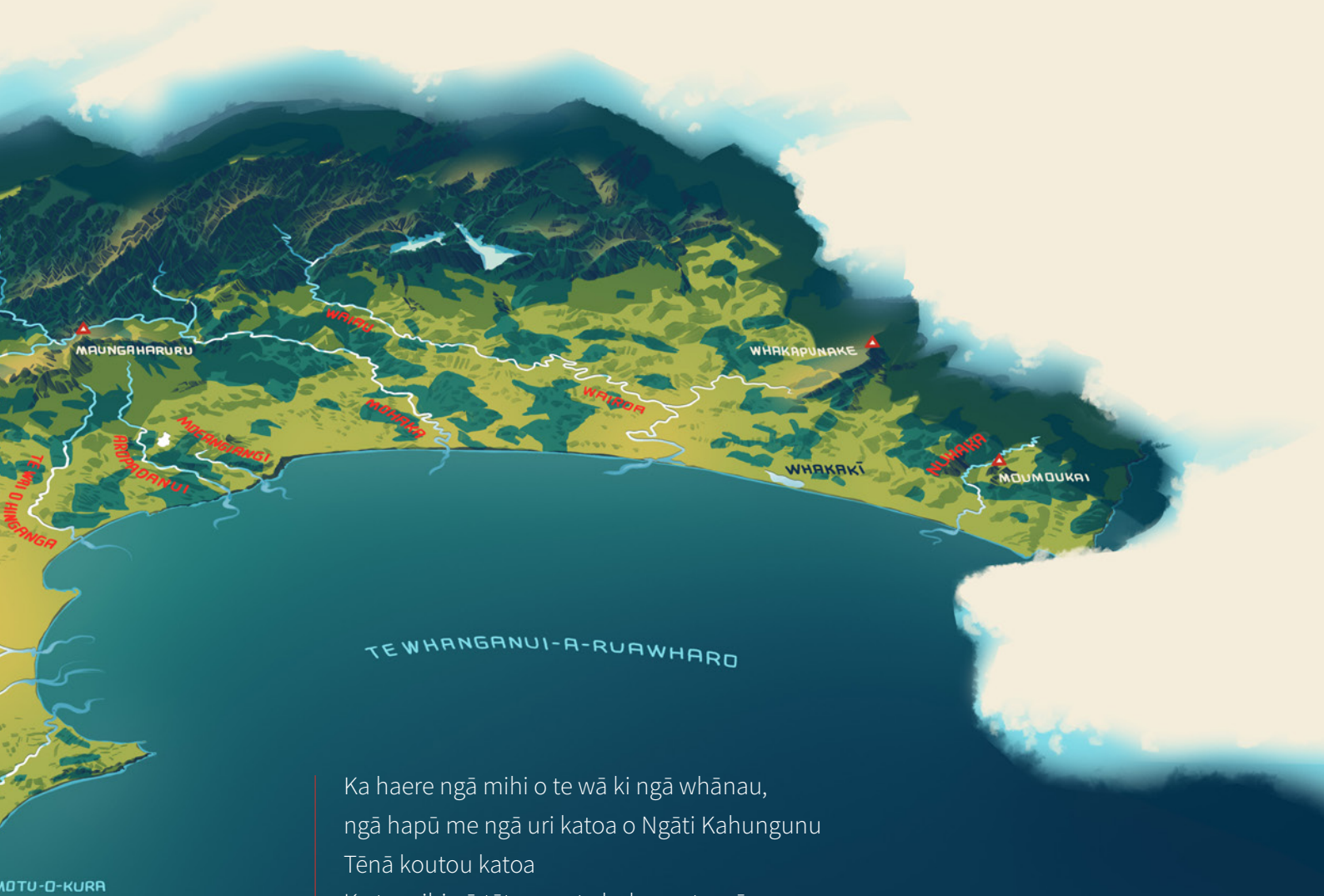
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Kupu aumihi

Acknowledgements







Mihi

Ka haere ngā mihi o te wā ki ngā whānau,
ngā hapū me ngā uri katoa o Ngāti Kahungunu
Tēnā koutou katoa
Ka tangihia ō tātou mate huhua o te wā
Kua haere ki tua o te pae.
Rātou te hunga kua riro titapu, rātou ki a rātou.

Tātou ngā mahuetanga iho ki tēnei ao hurihuri
Tātou ki a tātou
Tēnā koutou, tēnā tātou katoa

Ko tā tēnei Pūrongo ā-Tau he whakaata i te tau ka hori ake me ōna wero nunui, ōna piki me ōna heke me ngā āheinga hoki. Me tuku mihi ka tika, ki ngā whānau nā koutou i kōrero mai mō ō koutou ake wheako, wawata, kitenga hoki. Ka mutu, mā ō koutou reo anō e ahua hui ā mātou whāinga matua, e whakapakari i tā mātou e taunaki ai, e arahi hoki i a mātou e tohe nei kia pai ake ngā whāinga hauora mō ngā whakatipuranga o āiane, o āpōpō hoki.

He tau matohu te tau 2025/26 mō Tihei Takitimu. Hāunga ko ngā ture i tīnīhia me te rangirua i pā mai ki te rāngai hauora, ka whakapakari te Poari i tōna tū hei reo motuhake mō ngā whānau Māori puta noa i Te Matau-a-Māui. Nā ngā taunakitanga, ngā tūhononga rautaki, me te hautūtanga ā-rohe i whakanui ai mātou i ngā wawata o ngā whānau ko te mutunga atu i hāngai ngā whakawhitiwhiti kōrero mō te āpōpō o te hauora Māori, te whanaketanga ohumahi me te oranga roa.

He tau wehe te tau

He tau tukuroa te tau

He tau whakapakari te tau

Matakupu mai i ngā Heamana Takirua

Foreword from our co-chairs

Influence. Advocacy. Legacy.

The 2025/26 year will be remembered as a defining period for Tihei Tākitimu. Across Aotearoa, the health system continued to experience significant change. Legislative reform, organisational restructuring and uncertainty regarding the future role of Iwi-Māori Partnership Boards created a challenging operating environment. Yet throughout this period, our commitment remained unwavering.

Our vision is simple: Mā te reo o te whānau e ārahi ngā mahi | Whānau voice - shaping the evolution of hauora.

Everything we do is grounded in ensuring that whānau aspirations, experiences and priorities influence the design, delivery and accountability of health and wellbeing systems across Te Matau-a-Māui. This vision remains central to our work and reflects the founding purpose of Tihei Tākitimu as the independent Māori voice within the health system.

During the year, we strengthened our role as a trusted advocate and strategic leader. We continued to challenge inequities, champion Māori-led solutions and elevate the evidence required to influence investment decisions. We strengthened our relationships with iwi, providers, government agencies and community partners, building collective efforts to improve outcomes for whānau Māori.

Several achievements stand out.

We successfully restored access to critical health system performance data after a prolonged period without information. We completed significant research examining social investment, primary healthcare access and housing as a determinant of health. We strengthened regional commissioning conversations through Te Ikaroa. We

Everything we do is grounded in ensuring that whānau aspirations, experiences and priorities influence the design, delivery and accountability of health across Te Matau-a-Māui.

secured a partnership with the University of Waikato that will position Hawke's Bay as future clinical training location for graduate medical students. Most importantly, we helped initiate a wider regional conversation about a Kahungunu-led future for health and wellbeing.

These achievements reinforce an important truth.

Lasting transformation occurs when decisions are informed by those closest to the issues. Whānau, hapū and iwi are not recipients of solutions. They are architects of solutions.

As we reflect on the year, we acknowledge our Board members, Programme Office, iwi partners, health providers, stakeholders and communities who continue to support this kaupapa.

Together, we are creating the conditions for future generations to thrive.



Kerri Nuku
CO-CHAIR

Lewis Ratapu
CO-CHAIR



Year at a Glance

2025/26

ADVOCACY

- Submitted formally to Parliament regarding the Pae Ora Amendment Bill.
- Engaged with Ministers, senior officials and the Hauora Māori Advisory Committee.
- Released Tihei Tākitimu's inaugural Political Manifesto.

EVIDENCE AND INSIGHTS

- Regained access to critical Health New Zealand monitoring data.
- Completed three major social investment reports examining:
 - Public health investment
 - Access to primary healthcare
 - Housing and health

REGIONAL LEADERSHIP

- Guided Te Ikaroa strategic commissioning discussions.
- Contributed to identifying the Top Five Regional Māori Health Priorities.

MOKOPUNA FUTURES

- Convened a regional visioning wānanga exploring pathways towards a Kahungunu-led model of health and wellbeing.

WORKFORCE DEVELOPMENT

- Secured University of Waikato commitment to establish a Community Clinical Learning Centre in Heretaunga and Te Wairoa.



Piki tū, Piki ora *Our Strategic Journey*

From Establishment to Legacy

The Board's development continues to be guided by a long-term transformation pathway.

YEAR ONE | ESTABLISHMENT | 2022 - 2023

Building governance structures, partnerships and operational capability.

YEAR TWO | EXPLORE | 2023 – 2024

Listening to whānau, understanding aspirations and gathering evidence.

YEAR THREE | POWERING UP | 2024-2025

Preparing for strategic commissioning and developing the Community Health Plan.

YEAR FOUR | REIMAGINE | 2025-2026

Positioning Tihei Tākitimu as an influential advocate for long-term systems transformation. This year marked a transition from preparation to influence. While policy and structural reforms continued across the health sector, the Board increasingly focused on shaping the future rather than simply responding to it. The themes of influence, advocacy and legacy defined our work.

YEAR 4 | 2025 - 2026

Reimagine

YEAR 3 | 2024 - 2025

Powering up

YEAR 2 | 2023 - 2024

Explore

YEAR 1 | 2022 - 2023

Establishment



Te Pūtake me ngā Mahi Matua *Purpose and Functions*

Tihei Tākitimu exists to represent local Māori perspectives regarding:

- hauora needs and aspirations;
- health system performance; and,
- the design and delivery of services.

Throughout the year, our work remained aligned to our statutory responsibilities and our wider commitment to Te Tiriti-based approaches to health leadership.



Ngā hua

Performance Against Functions

Whānau voice

Whānau stories remained central to our work.

Rather than relying solely on traditional consultation processes, we continued developing an engagement model centred on lived experience, storytelling and collective dialogue.

These insights informed advocacy, investment discussions, research priorities and strategic commissioning conversations.

Impact

Whānau voice remained visible and influential in regional and national conversations about hauora Māori.

Needs Analysis and Priority Setting

The Community Health Plan continued to guide our priorities and decision-making.

We monitored progress against priority areas including:

- Oral health
- Cancer care
- Mental health
- Screening
- Workforce development
- Access to primary care

Throughout the year we expanded our evidence base through targeted research and regional analysis.

Impact

Our advocacy increasingly reflected robust evidence, local insight and clearly articulated whānau priorities.

Monitoring

One of the most significant achievements of the year was restoring access to performance data from Health New Zealand.

The Board subsequently analysed data relating to:

- Elective treatment
- Cancer treatment
- Specialist access
- Emergency department performance
- Immunisation
- Maternal health

Impact

Improved access to data strengthened our ability to monitor performance, identify inequities and hold the health system accountable for outcomes affecting Māori.

Investment and Innovation

The Board continued advocating for investment models that prioritise prevention, whānau wellbeing and long-term outcomes.

This work included:

- Social investment analysis
- Oral health advocacy
- Workforce development
- Regional commissioning priorities
- Māori-led service innovation

Impact

Tihei Tākitimu strengthened its position as an influential voice in discussions regarding future health investment.



Ā te Kāwanatanga Whāinga *Government Health Targets*

Strengthening Accountability Through Monitoring

Access to monitoring data enabled the Board to assess progress against Government health targets.

Strong performance was observed in:

- Cancer treatment
- Elective treatment
- Emergency department timeliness

However, persistent inequities remain in:

- Childhood immunisation
- Access to First Specialist Assessment

These results reinforce what whānau have consistently told us: prevention and access remain major challenges for Māori across Te Matau-a-Māui. Improving equity within these areas remains a critical priority moving forward.

A Spotlight on the Results

Across the first three quarters of 2025/26, the health system demonstrated strong performance in acute and treatment-focused health services, while continuing to experience inequities in childhood immunisation and timely access to specialist care. Overall, the health system met or exceeded annual milestones for emergency department timeliness throughout the year and showed marked improvement in cancer treatment and elective treatment performance by Quarter 3.

Childhood immunisation

This remained the most persistent challenge. Coverage among Māori tamariki was 77% in Q1, 78% in Q2, and 75% in Q3, consistently well below the annual milestone of 87%. Māori immunisation rates were lower than those of Pacific, Asian, and European/Other children in each quarter, highlighting a significant and ongoing equity gap in preventative care.

These results reinforce what whānau have consistently told us: prevention and access remain major challenges for Māori across Te Matau-a-Māui.

The First Specialist Assessment (FSA) target

Remained below the annual milestone throughout the reporting period. Results of 62% in Q1, 58% in Q2, and 59% in Q3 against a target of 65%. While performance remained relatively stable, these results indicate ongoing barriers to timely access to specialist services and represent a continuing area for improvement. The persistent gap between performance and target suggests a need for focused action to improve access and reduce waiting times for Māori requiring specialist assessment.

Faster Cancer Treatment

Performance against the Faster Cancer Treatment target was generally strong. The system achieved 88% in Q1, exceeding the annual milestone of 87%, before declining to 79% in Q2. Performance rebounded significantly in Q3 to 89%, again exceeding the target. These results demonstrate the ability of the health system to deliver timely treatment for Māori once patients enter cancer care pathways.

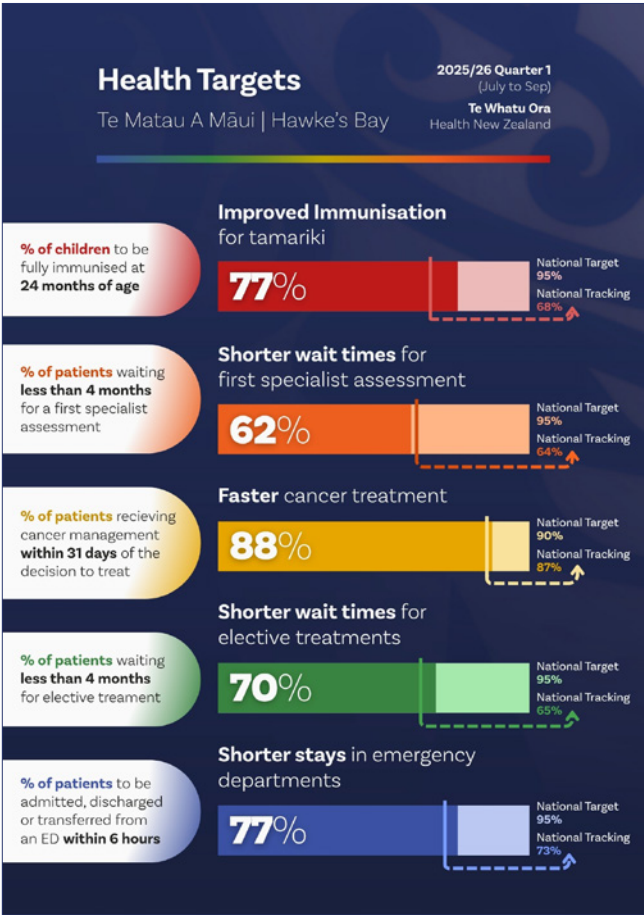
Elective Treatment

Performance against the Elective Treatment target improved over the course of the year, achieving 70% in Q1, meeting the annual milestone of 70%. By quarter Q2, achieving 72% and 74% in Q3 surpassing the target and reflecting improvements in access to planned care services.

Emergency Departments Stays

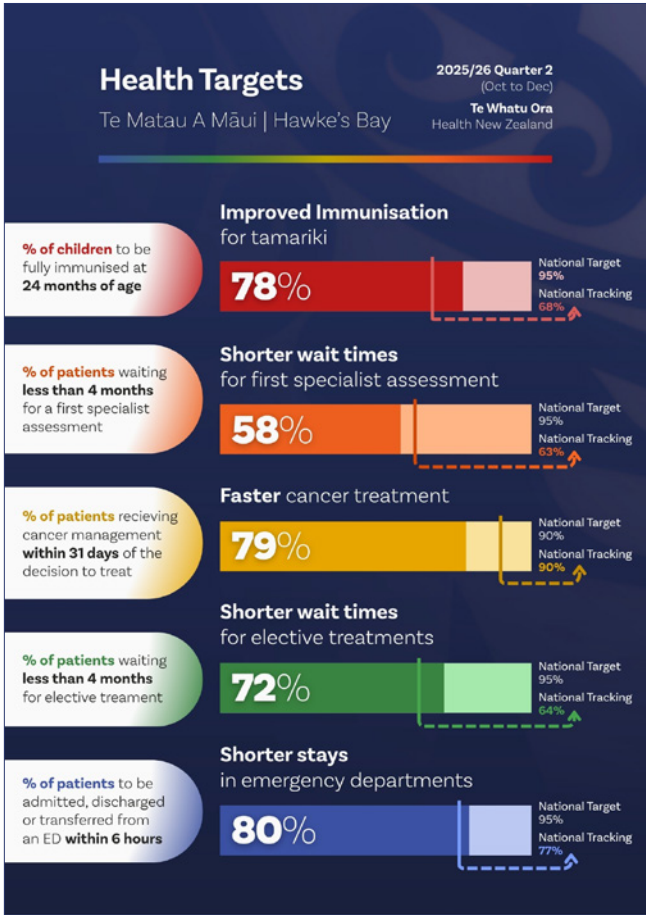
Results for Shorter Stays in Emergency Departments were consistently positive throughout the year, achieving 77% in Q1, 80% in Q2, and 79% in Q3, exceeding the national milestone of 77% in every quarter. This indicates sustained performance in acute care and timely patient flow for Māori presenting to emergency departments.

Ā te Kāwanatanga Whāinga Government Health Targets



QUARTER 1

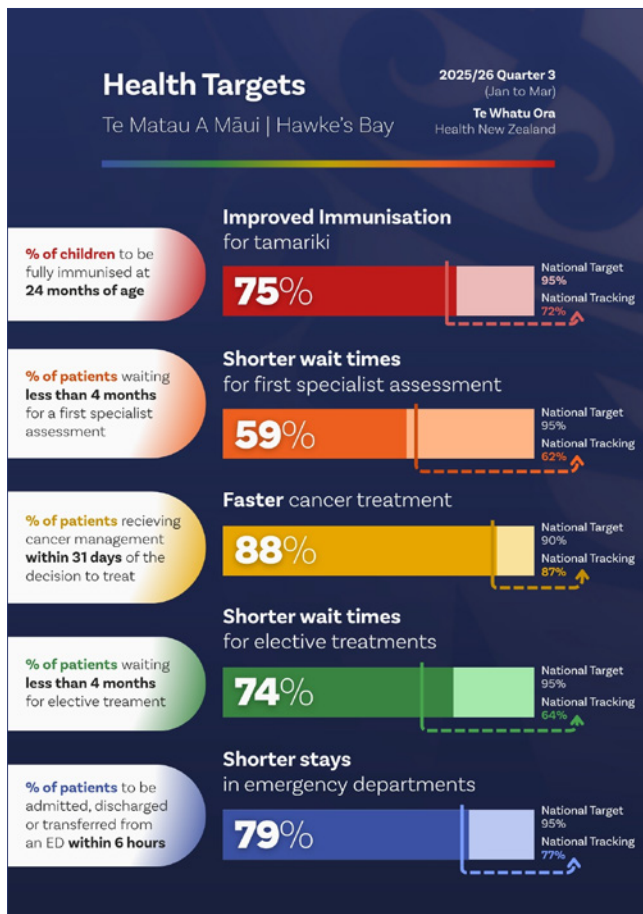
Results were mixed. Performance was strong in cancer treatment, emergency department timeliness, and elective treatments, all meeting national milestones. However, childhood immunisation, first specialist assessment remained below target. Childhood immunisation represented the largest equity gap, with Māori coverage substantially lower than all other major ethnic groups.



QUARTER 2

Results showed strong performance in emergency department timeliness and elective treatments, but three of the five health targets remained below their annual milestones. The greatest challenges were timely access to specialist assessment (58%), childhood immunisation (78%), and cancer treatment (79%).

Overall, the Q2 results suggest that the greatest equity challenges for whānau Māori were in prevention (immunisation) and planned care pathways (FSA) rather than acute care (ED) performance.



The continuing gaps in childhood immunisation and specialist access highlight why the voice of whānau and a relentless focus on equity remain so important

QUARTER 3

Performing strongly against three of the five health targets, exceeding national milestones for cancer treatment, emergency department timeliness and elective treatment. However, significant inequities remain in childhood immunisation (75%) and timely access to first specialist assessments (59%), both of which are well below target and remain priority focus areas.

QUARTER 4

At the writing of this report, results for Quarter 4 were not available.



Ngā Tino Hua

Key Deliverables – what we achieved

Strategic Leadership and Advocacy

Defending Local Māori Voice

Pae Ora Amendment Bill

During 2025, the Board submitted to the Health Select Committee opposing legislative changes that reduced the functions of Iwi-Māori Partnership Boards.

Our position was clear.

Locally informed decision-making, strong accountability mechanisms and meaningful Māori participation produce better outcomes than centralised approaches.

While legislative changes proceeded, the Board continued advocating for Māori leadership, whānau-centred decision-making and equitable investment.

A new purpose

The purpose of iwi-Māori partnership boards is to represent local perspectives of Māori communities on health outcomes based on their needs and aspirations.

New functions:

The functions of iwi-Māori partnership boards are to—

- (a) engage with local Māori communities about their health needs, aspirations, and health outcomes; and
- (b) communicate the results and insights from that engagement to the Hauora Māori Advisory Committee.

Building Evidence for Change

Hauora and Social Investment

Recognising that health outcomes are shaped by more than healthcare alone, the Board commissioned three major reports examining:

Public Health Investment

This report demonstrated the value of investing earlier in prevention, whānau wellbeing and long-term health outcomes.

Access to Primary Healthcare

The review identified persistent inequities in access, particularly across Wairoa and Central Hawke's Bay, and reinforced the importance of kaupapa Māori providers.

Housing and Health

The report confirmed housing as one of the most significant determinants of health and highlighted opportunities to improve wellbeing through housing investment.

Collectively, these reports strengthened the case for integrated and preventative approaches to hauora Māori.



“By combining the academic excellence of the University of Waikato with the local knowledge and infrastructure of our iwi and primary care partners, we are shaping an inclusive, sustainable health sector that protects the future of Hawke’s Bay, for everyone.”

Kerri Nuku, Co-Chair

Workforce Development

Growing Future Doctors

One of the year's most significant achievements was establishing a partnership with the University of Waikato Graduate School of Medicine. The partnership will support the development of a Community Clinical Learning Centre in Heretaunga, with a satellite presence in Te Wairoa.

This initiative has the potential to:

- **Grow the local health workforce.**
- **Improve recruitment and retention.**
- **Expand kaupapa Māori clinical placements.**
- **Strengthen equity-focused healthcare delivery.**

This represents a long-term investment in the future capability of the region's health system.

The bottom line is that an iwi-led approach moves healthcare workforce development into a sustainable, locally grounded system that improves health outcomes while securing the future of the entire health sector for our whānau.

This is a collective victory. Its success will rely on the shared wisdom and strength of all our PSGEs and Hauora Māori partners as we move into the design phase.

Regional Leadership

Te Ikaroa Priorities

Through collaboration with neighbouring IMPBs, Tihei Tākitimu helped identify the five most important Māori health priorities across Te Ikaroa:

1. Oral Health
2. Primary Healthcare
3. Mental Health and Addictions
4. Cancer Screening
5. Hospital and Specialist Services

The resulting work provides a shared platform for future commissioning and advocacy discussions.

Getting political

As New Zealand entered an election year, the Board recognised an important opportunity to elevate the issues that matter most to whānau Māori across Te Matau-a-Māui.

Consistent with our role as an independent advocate for whānau voice, Tihei Tākitimu developed its inaugural Political Manifesto (or Mana-festo), designed to inform conversations with political leaders, decision-makers and stakeholders about the changes needed to improve hauora outcomes in our communities.

The Board's advocacy will focus on three areas consistently identified through whānau engagement, research and health system monitoring:

- **Improving access to primary healthcare** and addressing workforce shortages.
- **Increasing investment** in prevention, health promotion and early intervention.
- **Strengthening mental wellbeing** services and community-led responses for whānau.

These priorities reflected challenges raised repeatedly by whānau throughout our engagement activities and align closely with the evidence gathered through our Community Health Plan, monitoring work and social investment research.



"Our role is not to participate in politics, but to ensure that the voices, aspirations and wellbeing of whānau remain visible in the decisions that shape the future of our communities."

Lewis Ratapu, Co-Chair

Mokopuna Futures – Kahungunu-Led Model of Oranga

Perhaps the most transformational kaupapa of the year was Mokopuna Futures. Through a regional visioning process involving iwi, Taiwhenua, hauora providers and community leaders, a collective conversation emerged regarding a future Kahungunu-led model of wellbeing. The vision extends beyond healthcare.

There was strong alignment that wellbeing must be approached holistically and preventatively, recognising the deep interconnections between people, whenua and taiao. Health, education, housing, employment, kai sovereignty, safety, cultural identity and economic development were consistently named as inseparable determinants of oranga. Healing, rehabilitation and empowerment – rather than judgement or punishment – were seen as central to transforming outcomes over generations.

At its heart sits a commitment to rangatiratanga, mana motuhake and intergenerational wellbeing. Rather than simply adapting existing structures, it challenges us to anticipate future trends and design proactive health responses that ensure current actions set a strong foundation for mokopuna. The Board believes this work lays foundations for one of the most significant Māori-led developments in the region's future.



The vision is centered on a commitment to rangatiratanga, mana motuhake and intergenerational wellbeing.





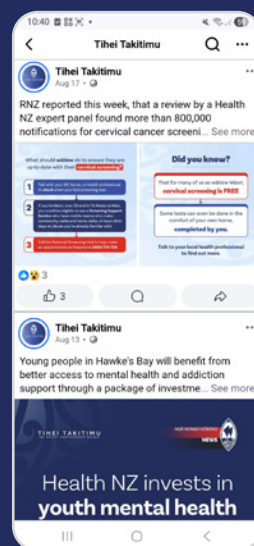
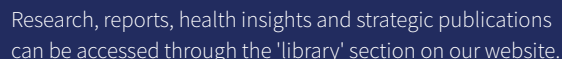
Throughout 2025/26,
engagement across our digital
channels continued to grow.
Our digital platforms amplify
whānau voices and strengthen
community connections.

Extending our reach and influence

Throughout 2025/26, engagement across our digital channels continued to grow, with strong participation from whānau across Heretaunga and Ahuriri. Video content featuring local leadership, advocacy and community-focused kaupapa consistently generated the highest levels of engagement, demonstrating the value of authentic Māori voices in reaching and connecting with our communities.

Our website has also evolved into a valuable public resource, providing access to research, reports, health insights, monitoring information and strategic publications. By making this information publicly available, we are supporting greater transparency, strengthening understanding of hauora issues and enabling more informed discussions about the future of wellbeing across Te Matau-a-Māui.

Looking ahead, we will continue to use digital platforms to amplify whānau voice, strengthen community connections and support evidence-informed advocacy, ensuring that Māori perspectives remain visible in conversations shaping the future of hauora.



Te Poari Governance



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 Rangitihi, Ngāti Tūwharetoa*

BOARD MEMBER



Beverly Te Huia Ellison

Ngāti Kahungunu, Ngāi Tahu

BOARD MEMBER



Henry Heke

Tainui

MĀTAWAKA



Darryn Russell

Ngāi Tahu

MĀTAWAKA

The Board met all statutory obligations during the reporting period while continuing to strengthen governance maturity, risk oversight and strategic influence.

Board attendance remained strong and membership stability enabled the organisation to build enduring relationships with iwi, providers, government agencies and strategic partners.

During the year, the Board maintained oversight of:

- legislative reform
- strategic commissioning readiness
- health system monitoring
- financial sustainability
- workforce initiatives
- regional partnership development

Te nuku roa me ngā tikanga

Our vision and values

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



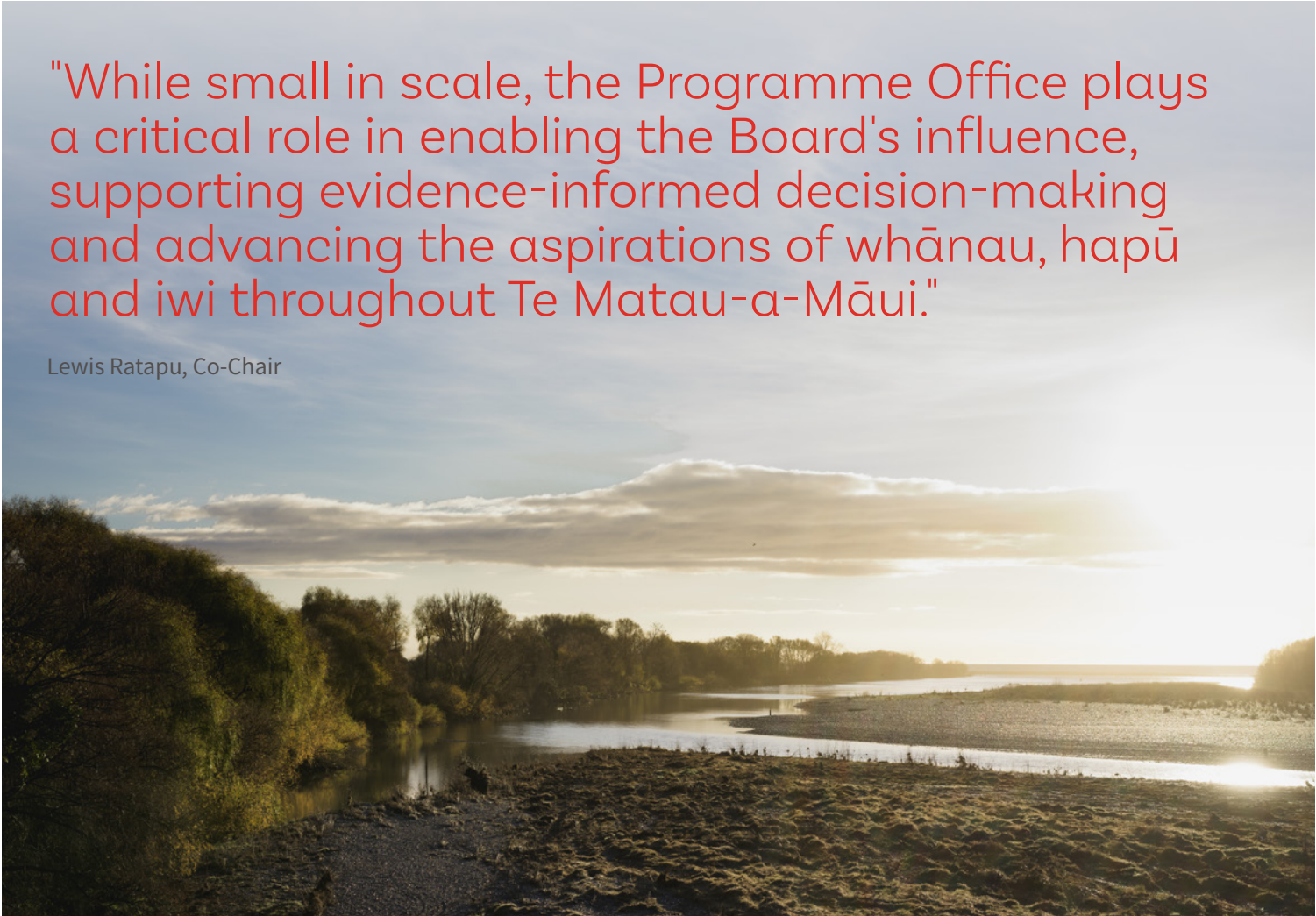
He Mana Motuhake

Dedicated to elevating the rangatiratanga of whānau, hapū and iwi in the design, development and monitoring the delivery of health services within the region.



He Ringa Hora

Dedicated to Manaaki and ensuring Māori and non-Māori that live within the region, are well cared for.



"While small in scale, the Programme Office plays a critical role in enabling the Board's influence, supporting evidence-informed decision-making and advancing the aspirations of whānau, hapū and iwi throughout Te Matau-a-Māui."

Lewis Ratapu, Co-Chair

Ngā Ringaringa Operations

Enabling Influence and Impact

Behind the Board sits a small, agile Programme Office dedicated to turning whānau aspirations into action. Operating across engagement, research, advocacy, communications and strategic commissioning, the team supports the Board to fulfil its mandate as the voice of whānau Māori across Te Matau-a-Māui.

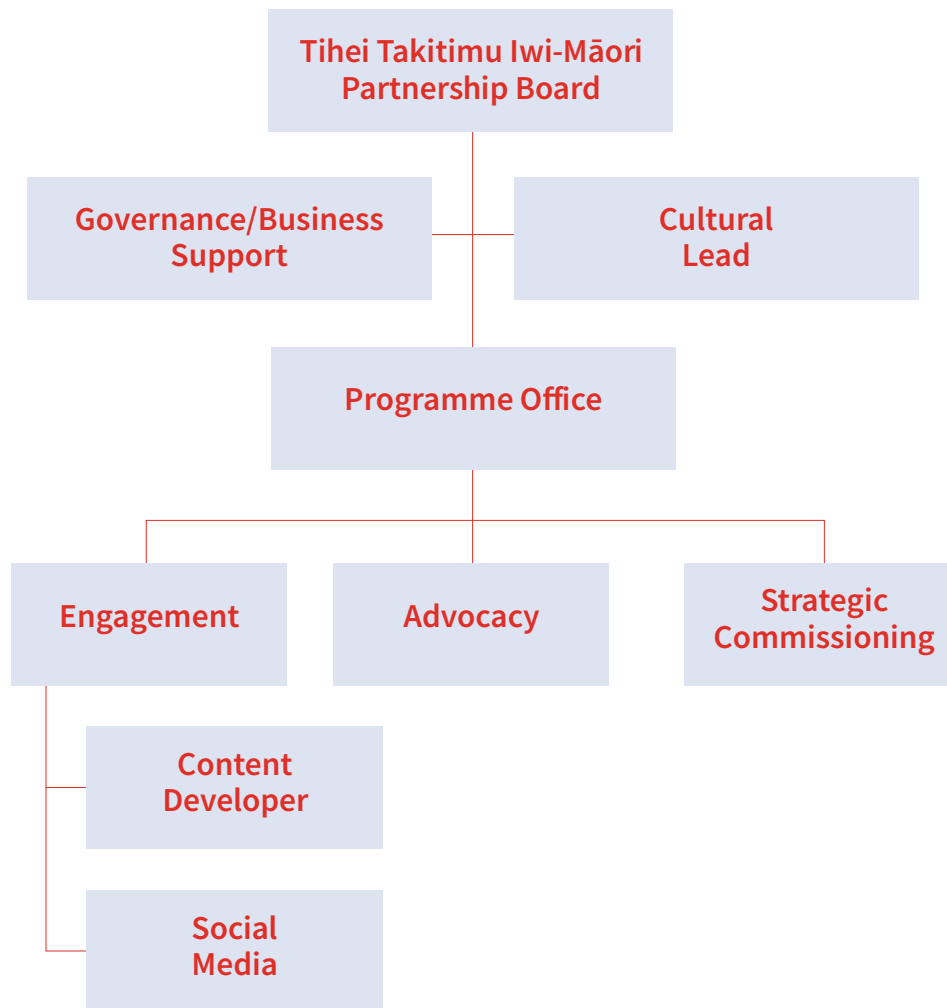
Throughout 2025/26, the Programme Office evolved to reflect the increasing maturity of the organisation and the growing complexity of the environment in which it operates. New capability was introduced in advocacy and strategic commissioning, strengthening the Board's ability to influence policy, investment decisions and regional planning processes.

Working alongside Health New Zealand, Te Ikaroa IMPBs and other strategic partners, the Programme Office continued to bring together evidence, community insight and system leadership to support better outcomes for whānau. This collaborative approach enabled Tihei Tākitimu to remain responsive to emerging issues while maintaining a clear focus on long-term transformation.

The Board continues to operate through a lean and adaptable model, deliberately prioritising capability, partnerships and influence over organisational size. This approach ensures resources remain focused on what matters most: amplifying whānau voice, strengthening accountability and advancing equitable hauora outcomes across the rohe.

Organisational Structure

The Board is supported by a lean Programme Office designed to deliver strategic impact while remaining responsive to changing priorities.



Our Approach

The Board remains committed to operating in a way that is:

Whānau-centred

Grounded in the aspirations, experiences and priorities of whānau.

Evidence-informed

Using research, data and monitoring to support better decisions.

Collaborative

Working collectively to achieve shared outcomes.

Adaptive

Responding to changing environments and emerging opportunities.

Future-focused

Building capability and influence that will benefit future generations.

Looking Forward

As Tihei Tākitimu enters its next phase of development, organisational capability will continue to be shaped by a single objective: strengthening our ability to advocate for whānau and influence systems that improve hauora outcomes.

The year ahead will require continued agility, innovation and leadership. The foundations established during 2025/26 position the organisation well to support emerging priorities, deepen strategic partnerships and advance the long-term aspirations of whānau, hapū and iwi across Te Matau-a-Māui.



Taha Ahumoni

Financials

Tihei Takitimu Limited

For the year ended 30 June 2026

Prepared by Adapt Accounting Limited

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Compilation Report

Tihei Takitimu Limited

For the year ended 30 June 2026

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 year ended 30 June 2026.

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.



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

Dated: 15 August 2026

Entity Information

Tihei Takitimu Limited

For the year ended 30 June 2026

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 year ended 30 June 2026

The directors are pleased to present the approved financial report including the historical financial statements of Tihei Takitimu Limited for the year ended 30 June 2026.

APPROVED



11 September 2026

Lewis Kereopa Ratapu
Co-Chairperson

Date



11 September 2026

Kerri Donna Nuku
Co-Chairperson

Date

Statement of Service Performance

Tihei Takitimu Limited

For the year ended 30 June 2026

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

Over the 2025-2026 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 and influenced and tracked the progress of local health system performance.

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

Description and Quantification of the Entity's Activities

Other key activities undertaken by the board have included the ongoing development of digital platforms to build community reach engagement, the resourcing of an advocacy function to influence strategic decision-making, building capability in strategic commissioning and ongoing research into the link between health and productivity, and a review of health from a social investment perspective.

Funding allocation was focussed on the 4 following key elements:

Description and Quantification of the Entity's Key Activities	2026	2025
Whānau Engagement	283,153	82,798
Needs Analysis and Priority Setting	11,200	19,997
Advocacy	94,688	-
Monitoring	44,966	90,000
Strategic Commissioning	44,519	15,000

Additional Information

To support workforce development, and respond to the shortfall in Māori doctors across our region, Hawkes Bay was successfully nominated as one region of five to host Graduate Medical Students, partnering with iwi to establish a Community Clinical Learning Centre, hosting trainee doctors from 2029.

Statement of Financial Performance

Tihei Takitimu Limited

For the year ended 30 June 2026

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

	Notes	2026	2025 (15 Months)
Revenue			
Government service delivery grants/contracts	1	950,042	2,982,480
Non-government service delivery grants/contracts	1	-	13,262
Interest, dividends and other investment revenue	1	89,103	140,819
Total Revenue		1,039,145	3,136,561
Expenses			
Directors fees and other related expenses	2	38,307	59,692
Expenses related to service deliverables	2	722,869	706,455
Other expenses related to service deliverables	2	97,727	123,051
Other expenses	2	10,076	9,010
Total Expenses		868,979	898,207
Surplus/(Deficit) for the Year		170,166	2,238,354

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

For the year ended 30 June 2026

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

	Notes	30 JUN 2026	30 JUN 2025
ASSETS			
Current Assets			
Cash and short-term deposits	3	367,064	305,082
Debtors and prepayments	3	75,213	117,437
Investments	7	2,017,701	1,900,000
Total Current Assets		2,459,979	2,322,519
Non-Current Assets			
Property, Plant and Equipment	6	10,076	20,153
Total Non-Current Assets		10,076	20,153
Total Assets		2,470,055	2,342,671
LIABILITIES			
Current Liabilities			
Creditors and accrued expenses	4	57,707	52,202
Deferred revenue	5	-	48,287
Total Current Liabilities		57,707	100,489
Total Liabilities		57,707	100,489
Total Assets less Total Liabilities (Net Assets)		2,412,348	2,242,182
ACCUMULATED FUNDS			
Accumulated surpluses (or deficits)	8	2,412,348	2,242,182
Total Accumulated Funds		2,412,348	2,242,182

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 year ended 30 June 2026

	2026	2025 (15 months)
Cash flows from operating activities		
Interest receipts	77,138	98,959
Receipts from service provisions	1,044,260	896,757
Payments to suppliers	(891,615)	(570,331)
Net GST paid / received	(29,494)	19,229
Payment to directors	(38,307)	(55,639)
Total Cash flows from operating activities	161,982	388,976
Cash flows from operating activities		
Payments for term deposits	(100,000)	(389,650)
Payments for property, plant and equipment	-	(18,500)
Total Cash flows from investing activities	(100,000)	(408,150)
Decrease in cash and cash equivalents		
Net Increase / (Decrease) in Cash	61,982	(19,175)
Total Decrease in cash and cash equivalents	61,982	(19,175)
Cash at bank available on demand		
Cash and cash equivalents at beginning of period	305,082	324,257
Cash and cash equivalents at end of period	367,064	305,082
Cash and cash equivalents comprise:		
Cash at bank available on demand	367,064	305,082

Statement of Accounting Policies

Tihei Takitimu Limited

For the year ended 30 June 2026

'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 year ended 30 June 2026

	2026	2025 (15 months)
1. Analysis of Revenue		
Government service delivery grants/contracts		
Allocated Future Funding Allocation	41,989	2,256,380
Health New Zealand Te Whatu Ora	908,053	726,101
Total Government service delivery grants/contracts	950,042	2,982,480
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	89,103	140,819
Total Interest, dividends and other investment revenue	89,103	140,819

Continued on page 40

Notes to the Performance Report

Tihei Takitimu Limited

For the year ended 30 June 2026

	2026	2025 (15 months)
2. Analysis of Expenses		
Director fees and other related expenses		
Board Fees	38,307	46,779
Director's Professional Development	-	12,913
Total Director fees and other related expenses	38,307	59,692

Expenses related to service deliverables		
Advertising & Promotions	9,349	10,511
Advocacy Lead	94,688	-
Board & Project Administrator	52,704	91,326
Cultural Lead	15,677	-
Insights Lead	28,000	10,400
Lead Advisor - Engagement	77,000	77,950
Legacy Project	22,949	-
Marketing & Communications	59,571	122,689
Project Engagement	135,667	-
Project Management	179,865	211,800
Research & Monitoring Programme	-	109,997
Strategic Commissioning	44,519	15,000
Strategic Consultants	2,880	56,782
Total Expenses related to service deliverables	722,869	706,455

Other expenses related to service deliverables		
Accountancy Fees	18,614	21,092
Bank Fees & Charges	152	132
Branding and Website Development	-	2,393
Computer & IT Expenses	10,503	5,898
Entertainment	1,856	2,657
Equipment Hire	-	6,434
Flights & Accommodation	32,685	46,762
General Expenses	1,440	2,482

Notes to the Performance Report

Continued from page 40

	2026	2025 (15 months)
Other expenses related to service deliverables		
Insurance	2,750	2,590
Meeting costs	15,227	10,586
Printing & Stationery	797	4,945
Subscriptions & Licences	13,705	14,706
Training	-	2,375
Total Other expenses related to service deliverables	97,727	123,051

Other expenses		
Depreciation	10,076	9,010
Total Other expenses	10,076	9,010

3. Analysis of Assets		
Cash and short-term deposits		
BNZ	367,064	305,082
Total Cash and short-term deposits	367,064	305,082

Debtors and prepayments		
Accounts Receivable	3,990	48,287
Accruals	41,845	47,579
GST	29,379	21,570
Total Debtors and prepayments	75,213	117,437

4. Analysis of Liabilities		
Creditors and accrued expenses		
Accounts Payable	57,707	21,703
PAYE	-	29,249
Sundry Creditors	-	11,496
Total Creditors and accrued expenses	57,707	52,202

Deferred revenue		
Income in Advance	-	48,287
Total Deferred revenue	-	48,287

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.

No further funding has been recognised as deferred revenue as at 30 June 2026 (2025: Ministry of Social Development \$41,989 + GST for “Health and productivity opportunities: Assessing the economic value of addressing priority health conditions in Hawkes Bay working-age Māori” - grant ended 10 September 2025).

6. Property, Plant and Equipment

This Year					
Asset Class	Opening Carrying Amount	Purchases	Sales / Disposal	Current Year Depreciation & Impairment	Closing Carrying Amount
Computer Equipment	6,308	-	-	3,154	3,154
Website	13,844	-	-	6,922	6,922
Total	20,153	-	-	10,076	10,076

Last Year					
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

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 July 2026 to November 2026 at interest rates ranging from 3.5% to 3.75% per annum. (2025: Maturity dates range from October 2025 to May 2026 at interest rates ranging from 4% to 5.15% 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 (2025: nil).

10. Contingent Liabilities and Guarantees

There are no contingent liabilities or guarantees as at reporting date (2025: 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 (2025: 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 \$38,306 (2025: \$46,778).

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 (2025: nil), and as a result, there are no other amounts owing to or from related parties at the reporting date (2025: nil).

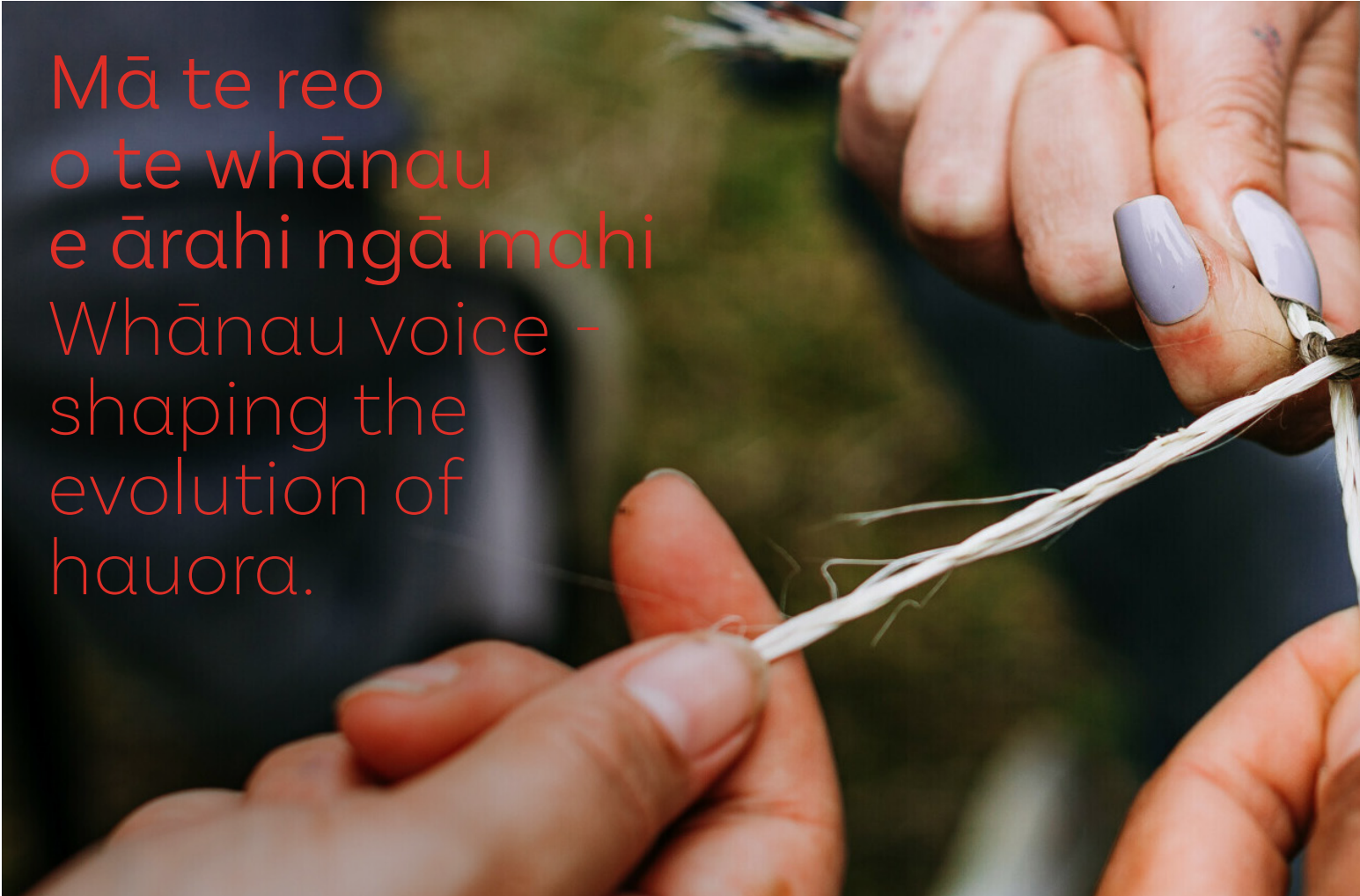
The entity has not made any allowance for bad or doubtful debts in respect of amounts owed from related parties, nor has any guarantee been given or received during the year (2025: nil).

Depreciation Schedule

Tihei Takitimu Limited

For the year ended 30 June 2026

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	1,139	569	-	-	285	1,423	285
Apple iPad Air (5th Gen) 10.9" 64GB Storage - WiFi + Cellular - M1 Chip w/ apple pencil and ipad case	31 Dec 2023	1,733	1,119	614	-	-	307	1,426	307
HP ELITEBOOK X360 1040 G10 14" TOUCH 16GB	30 Nov 2023	4,522	3,015	1,507	-	-	754	3,768	754
HP ELITEBOOK X360 1040 G10 14" TOUCH 16GB	29 Feb 2024	4,586	2,770	1,815	-	-	908	3,678	908
HP Probook 450 G9 15.6" Laptop for Admin	31 May 2024	1,641	889	752	-	-	376	1,265	376
Microsoft Surface Pro 9 Tablet	30 Nov 2023	3,153	2,102	1,051	-	-	525	2,627	525
Total Computer Equipment		17,342	11,033	6,308	-		3,154	14,188	3,154
Website									
https://ttpb.maori.nz/	25 Jun 2025	14,447	602	13,845	-	-	6,922	7,524	6,922
Total Website		14,447	602	13,845	-	-	6,922	7,524	6,922
Total		31,788	11,635	20,153	-	-	10,076	21,712	10,076



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

Te Huarahi Whakamua *Looking Ahead 2026/2027*

The coming year marks the beginning of a new chapter. While the legislative environment has changed, the need for strong Māori leadership within health and wellbeing systems remains.

Our priorities include:

- Strengthening accountability and monitoring.
- Embedding whānau voice throughout planning processes.
- Advancing Mokopuna Futures.
- Supporting implementation of the Waikato medical training partnership.
- Strengthening influence across commissioning settings.
- Advocating for equitable investment in hauora Māori.
- Supporting long-term pathways toward a Building a Well Hawke's Bay approach.

Our commitment remains unchanged.

We will continue to champion whānau aspirations, challenge inequities and advocate for a future where Māori communities exercise greater influence over the systems that affect their wellbeing.

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



Ngā Hononga Connections

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

Website

www.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/library/>

Facebook and Instagram

We have been grateful about the way 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 our vision.

Adriana Murton ADAPT ACCOUNTING

Todd Goggin STRESS FREE IT

Mardi Thompson-Joplin and Terri Cuttriss TE RAE

Irihāpeti Mahuika HEALTH HAWKES BAY

Jody Hamilton JMP CONSULTING

Simone Browne MONSOON CREATIVE

Joanne Duff LINETAMERS DESIGN

Karetai Williams REAREA LIMITED

Dorothy Adams

Mara Andrews and Lisa Pohatu

KĀHUI TAUTOKO CONSULTING LIMITED

Nicky Birch AWE AOTEAROA

Te Atiawa Toa, Te Karu o te Ika, Te Matuku
and Te Oranga o Ruahine o Taranaki, Te Ikaroa IMPB



TIHEI TAKITIMU
IWI MĀORI PARTNERSHIP BOARD