

Hoea rā



Ngāti Kahungunu Iwi
INCORPORATED

Celebrating

30 YEARS
1996 - 2026

Annual Report
2025 - 2026

Published October 2026

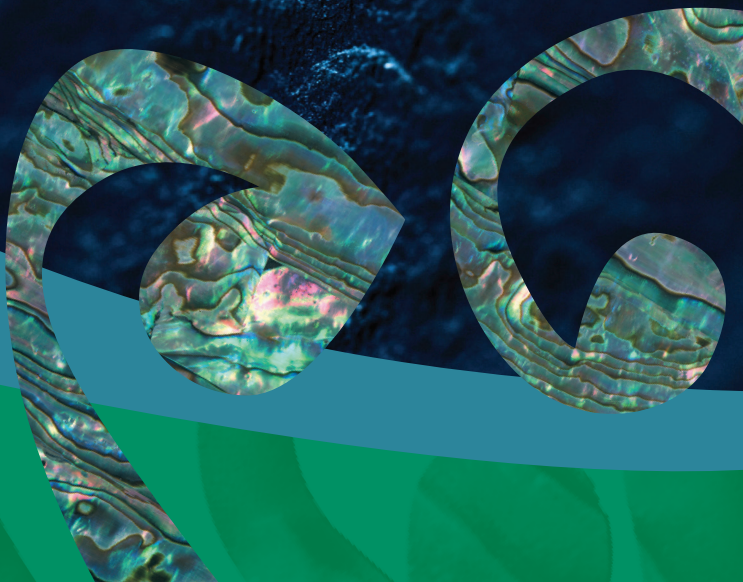


Table of Contents

	Page
Purpose, Vision & Mission	1
AGM Agenda	1
Chairperson's Report	2
Chief Executive's Report	4
Board Members 2025-2028	6
Staff Members 2025-2026	8
Te Reo, Tikanga & Mātauranga	10
Te Taiao Me Ōna Rawa	12
Te Ara Toiora - Pathway to Wellbeing	14
Te Ara Toiora - Whai Kainga, Whai Oranga	16
Smart Services and Benefits to Members	17
Kahungunu Asset Holding Company Ltd	24
NKII Summary Financial Statements	30
Annual Plan 2026-2027	32

NKII Staff at the 30 year event 24 September 2026.
o pe tūārangi, Haere mai rā, haere ma



Waimarama whānau support Orine Gillies and her acknowledgement.



Purpose, Vision & Mission

Ngāti Kahungunu Iwi Incorporated, with the mandate to represent the people of Ngāti Kahungunu, is the governing body for all aspects of Ngāti Kahungunu Iwi development.

The purpose of Ngāti Kahungunu Iwi Incorporated is to:

- Promote or assist the education of Ngāti Kahungunu Iwi
- Promote the custody and preservation of the beliefs, customs and language of Ngāti Kahungunu Iwi
- Promote the social and economic welfare advancement and vocational training of Ngāti Kahungunu Iwi
- Promote personal, whānau and community health and wellbeing and raise the living standards of Ngāti Kahungunu Iwi
- Promote high quality communications to and for the benefit of the members of Ngāti Kahungunu Iwi

Strategic Objectives

From June to September 2025, the Ngāti Kahungunu Iwi Chairman and Chief Executive met with Kahungunu whānau across our Taiwhenua and Taura Here communities. These hui captured whānau aspirations, priorities, and ideas, which shaped KAHUNGUNU2050 – the Ngāti Kahungunu Iwi 25-year vision and roadmap for the future.

Vision Statement

“Kahungunu - ki te whaiao, ki te ao mārama”

Achieving excellence in all areas of our lives

Mission Statement

Kia maumahara ki te mana āhua ake o Ngāti Kahungunu

Uphold the absolute uniqueness of the living breath of Kahungunu

“To enhance the mana and well-being of Ngāti Kahungunu Iwi”

Reporting

Ngāti Kahungunu Iwi Incorporated's Annual Report covers its activities and performance from 1 July 2025 to 30 June 2026. It reports progress against the 2025–2026 Annual Plan, key initiatives to strengthen the iwi membership database, and overall organisational performance. It also outlines changes in iwi asset values, profit distributions, and summary financial statements, ensuring transparency and accountability to iwi members.

AGM Agenda

Ngāti Kahungunu Iwi Incorporated
Annual General Meeting
28 November 2026, 9am
Splash Planet Conference Room
Grove Road, Hastings

AGENDA

- | | |
|---------------------|--|
| • Mihimihi | • Kahungunu Asset Holding Company Report |
| • Himene | • Audited Financials |
| • Karakia | • Re - Appoint Auditor |
| • Apologies | • Annual Plan 2026-2027 |
| • Maumahara | • General Business |
| • Previous Minutes | • Himene |
| • Chairman's Report | • Karakia |

Chairperson's Report

He Mihi

Ngāti Kahungunu ki te whaiao, ki te ao mārama, tīhei mauriora! Ki ō tātou tini mate kua huri kaweka ki tua o maumahara, haere, haere, haere atu rā.

Ki a koutou ngā mema poari ō mua, arā ko Jenny Nelson Smith, ko Nelson Rangi, ko uncle Haami Hilton, koutou ko Johnny Nepe Apatu, tēnei te tangi apakura a te poari nei ki a koutou. Nā koutou i whakapeto ngoi mō tō tātou iwi o Ngāti Kahungunu te take, haere atu rā ki te tini ngerongerō kua nunumi atu ki te pō.

Ki a tātou te hunga kua mahue mai ki muri, e kawē tonu nei i ngā taonga tuku iho a kui mā, a koro mā, tēnā tātou katoa.

This has been a year of resilience, transition, advocacy and renewal. Across the rohe, our iwi has stood firmly in its identity, guided by whakapapa, tikanga, mana motuhake and our enduring mission to enhance the mana and wellbeing of Ngāti Kahungunu.

Chairman's Reflections

The past year has carried both challenge and opportunity. Ngāti Kahungunu has continued to navigate an environment where the rights and interests of tangata whenua require constant vigilance. From legislative reform and national policy shifts through to local decisions affecting our whenua, wai, whānau and future generations, we have remained active, visible and resolute in giving voice to our people.

Through the Kahungunu 2050 kōrero, our people across Taiwhenua, Taurahere, marae, hapū, kaumātua, rangatahi and whānau helped shape the next horizon for our iwi. Those conversations reaffirmed the priorities of strong leadership, healthy whānau, secure homes, thriving reo and mātauranga, environmental protection, economic resilience and unity across the takiwā.

I acknowledge the Board, our Chief Executive Chrissie Hape, our kaimahi, Taiwhenua, Taurahere, PSGEs, marae, hapū, partners and whānau who have carried this kaupapa throughout the year. The strength of Ngāti Kahungunu lives in the collective energy, wisdom and commitment of our people.

Key Kaupapa and Achievements

The Board has continued to strengthen governance, accountability and strategic alignment. The triennial election brought renewed leadership and continuity to the Board table, while wider work on kotahitanga has explored how Iwi, Taiwhenua, PSGEs, hapū and marae can work more closely together. In uncertain times, unity is a practical strategy for protecting our rights and advancing shared aspirations.

One of the most significant kaupapa advanced this year has been Te Toka Tū Moana o Ngāti Kahungunu, the Kahungunu Health Authority. Grounded in mana motuhake, Te Tiriti o Waitangi and the Declaration of Ngāti Kahungunu Rights, this kaupapa responds to the ongoing reality that Māori health outcomes continue to lag behind non-Māori across major health categories. The Wānanga-ā-Iwi held in November 2025 brought more than 350 people together and provided a clear mandate to continue moving forward.

We acknowledge Tihei Tākitimu, the Iwi Māori Partnership Board, ngā Taiwhenua o Kahungunu, Māori health providers, PSGEs and other sector partners. The Kahungunu Health Authority is intended to provide a vehicle for iwi-led strategy, advocacy, accountability, service commissioning, data sovereignty and whānau-centred transformation. Kua takoto te mānuka.

Whānau wellbeing has continued through Te Ara Toiora and related programmes responding to housing insecurity, family harm, justice system impacts and inequitable access to services. Te Ara Mātua, Te Kura, Te Ao Mārama, E Tū Whānau and housing initiatives have prioritised mokopuna, whānau voice, safety, care, connection and dignity. Housing remains



Chairperson's Report

urgent, and the completion of papakāinga developments, affordable rental projects, cyclone repairs and the Ōtāne homes show what can be achieved through partnership and practical delivery.

Te reo Māori, tikanga and mātauranga remain central to our identity and wellbeing. Toitū Te Reo, the Kahungunu Mātauranga Symposium, Te Ao Mārama podcasts, scholarships, sponsorships and education partnerships have strengthened Kahungunutanga and created pathways for tamariki and rangatahi to stand proudly as Kahungunu in the world.

Our relationship with te taiao is inseparable from our identity. The Taiao team and partners have continued to advocate for the protection of waterways, whenua, mahinga kai, wāhi tapu and natural systems through freshwater planning, cultural monitoring, marine research, legislative submissions and the Kahungunu Fish Hook Summit. Outcomes such as recognition of outstanding waterbodies and the Maraekākaho Quarry decision reinforce the importance of evidence, persistence and rangatiratanga.

The iwi has also managed its financial and commercial responsibilities in a challenging environment. Strong group performance, disciplined governance through Kahungunu Asset Holding Company, and prudent investment across fisheries, property, farming, forestry and aquaculture remain essential to protecting intergenerational value. Our economic future must support social, cultural and environmental outcomes, not sit apart from them.

Our events, communications and member engagement continue to connect whānau to kaupapa, identity and each other. Waitangi Day, Matariki events, the Fish Hook Summit, AGM activities, pā sports, pānui and digital channels all help ensure our people remain informed, engaged and proud of their Kahungunutanga.

Looking Ahead

We recently celebrated the 30th anniversary of the incorporation of Ngāti Kahungunu. It was a fantastic evening celebrating and acknowledging those who helped pave the way forward. It gives homage to the proverb, “me huri whakamuri, kia anga whakamua”, that we must acknowledge the past to pave a successful future. Nō reira e tika kia mihia koutou ngā kai para i te huarahi!

The year ahead will require clarity, courage and kotahitanga. We will continue to progress Kahungunu 2050, strengthen governance and constitutional alignment, advance housing and wellbeing outcomes, establish the Kahungunu Health Authority, protect te taiao, revitalise te reo and mātauranga, and build economic resilience for future generations.

The political and social landscape will continue to shift. Our response must remain grounded in who we are. We will uphold Te Tiriti, assert our rangatiratanga, protect our taonga, invest in our people and continue to build our whare rangatira one pou at a time.

Acknowledgements

I acknowledge our Board members, kaumātua, Chief Executive, kaimahi, Taiwhenua, Taurahere, marae, hapū, PSGEs, partners, providers, funders, advisors and whānau who continue to support Ngāti Kahungunu. As Chair, I remain humbled by the responsibility to serve. Let us move forward together, united in purpose and heart, for the benefit of all Ngāti Kahungunu.

Ko ngā pae tawhiti whāia kia tata, ko ngā pae tata whakamaia kia tina!



Bayden Barber
Chair

Ngāti Kahungunu Iwi Incorporated

Chief Executive's Statement



“Ehara taku toa i te toa takitahi, engari he toa takitini.”

My strength is not mine alone, but the strength of many.

Tēnā koutou katoa. It is a privilege to present this Chief Executive's Report for Ngāti Kahungunu Iwi Incorporated and to acknowledge the collective mahi of our Board, Taiwhenua, hapū, marae, whānau, kaimahi, partners and communities across the rohe. This year has required focus, discipline and kotahitanga as we continued to serve our people, strengthen our systems and position the iwi for the next phase of our journey.

Our purpose remains clear: to enhance the mana and wellbeing of Ngāti Kahungunu. That purpose has guided our decisions, advocacy and operational priorities through a period of significant change for whānau, Māori organisations and Aotearoa more broadly.

The mahi reflected this year builds on the foundations laid through Kahungunu 2026 and the transition toward Kahungunu 2050, carrying forward the priorities identified by our whānau while responding to the changing environment around us.

Keeping the Iwi Voice Strong

Throughout the year, Ngāti Kahungunu continued to exercise its role as a constitutional, cultural and strategic voice for the iwi. We advocated for the rights, interests and aspirations of our people across central and local government, sector agencies, iwi and Māori partners, and regional stakeholders. This included ongoing work to protect rangatiratanga, uphold Te Tiriti obligations and ensure whānau experiences are visible in policy, funding and service-design decisions.

The review and refresh of our long-term vision, mai Kahungunu 2026 ki Kahungunu 2050, provided an important opportunity to listen to whānau and consider the future we are building together. Across the kōrero, the priorities were consistent: whānau wellbeing and hauora, kāinga and economic independence, mātauranga, te taiao and climate readiness, and rangatiratanga and political representation.

Delivering for Whānau, Hapū and Marae

Our operational focus remained grounded in practical outcomes for whānau. Across the organisation, kaimahi progressed work in housing, whānau wellbeing and capability, taiao, mātauranga, communications, iwi registration, support services, governance operations and strategic partnerships. The impact of this work is seen not only in programmes and projects, but also in the relationships we maintain with whānau, marae, hapū and local communities.

Across our directorates, the year was marked by practical progress and careful positioning for the future. Housing delivery gained momentum through completed affordable rentals, active builds, a forward development pipeline and the transition of Kahungunu Kāinga toward becoming the iwi's dedicated housing arm. This work reflects our commitment to practical, whānau-centred solutions that support secure kāinga and long-term economic resilience.

Te Ara Toiora continued to mature as a platform for iwi-led commissioning, system stewardship and local decision-making. Progress through Te Ara Matua, strategic partnerships, evaluation, provider readiness and community capability development signals an important shift from programme delivery toward a stronger role for Ngāti Kahungunu in shaping investment, service design and outcomes for tamariki, rangatahi, whānau and communities.

Protecting Te Taiao and Advancing Kaitiakitanga

Te taiao remains fundamental to the identity, wellbeing and future of Ngāti Kahungunu. Our responsibilities as kaitiaki require us to advocate for the health of our whenua, wai, moana, mahinga kai and biodiversity, while supporting hapū and marae to uphold their mana motuhake and environmental aspirations.

Taiao activity remained a strong expression of kaitiakitanga and rangatiratanga, with advocacy, research and statutory engagement focused on Te Tiriti, freshwater, marine protection, wastewater standards, climate resilience and local decision-making. This work strengthened the iwi voice

Chief Executive's Statement

in environmental policy and planning while supporting hapū and marae aspirations for the protection of whenua, wai, moana and mahinga kai.

Strengthening the Organisation

We also strengthened the organisation internally. Governance systems, reporting, audit readiness, assurance, risk management and Board support continued to improve, including the move toward BoardPro to streamline agendas, reports, minutes, actions and access to governance information. These foundations are essential as the organisation grows across housing, commissioning, environmental advocacy and strategic investment.

Financial discipline and stewardship remained central to organisational performance. The year-end result indicates a strong financial position, supported by significant income through external contracts, housing activity, administration fees, dividends and other revenue streams. It also reflects the scale and complexity of the organisation's work, particularly across Whai Kāinga Whai Oranga, Kahungunu Kāinga, Te Ara Toiora and multi-year Taiao and community contracts. Careful year-end review has been required to ensure revenue, costs, contract income, carry-forwards, asset transfers and recycled funds are properly understood and positioned for the next financial year. This stewardship supports transparent reporting, audit readiness, constitutional compliance and responsible management of resources entrusted to Ngāti Kahungunu.

Smart Services supported connection and visibility across the rohe through a significant events programme, including Matariki celebrations, the Fishhook Summit and preparations for Toitū Kahungunu and the 30-year commemoration. These kaupapa brought whānau, Taiwhenua, partners and communities together and reinforced the cultural strength of Ngāti Kahungunu.

Through events, communications, registrations and member support, we also continued to strengthen connection with whānau and ensure iwi members remained informed, engaged and visible in our work.

Partnerships and Collective Impact

Our achievements are made possible through relationships. We acknowledge our Taiwhenua, PSGEs, marae, hapū entities, whānau leaders, Māori providers, iwi partners, councils, government agencies, philanthropic partners and community organisations who continue to work alongside Ngāti Kahungunu. This year also opened new opportunities to explore practical partnerships in renewable energy, marae resilience and affordable housing sustainability.

Looking Forward

The coming year will require continued leadership and focus. We will continue to turn strategy into action, strengthen our evidence base, maintain financial and operational discipline, deepen partnerships and keep whānau voice at the centre of decision-making. The movement toward Kahungunu 2050 gives us a powerful horizon: one that calls for courage, unity and practical delivery.

Hei whakakapi, ka nui te mihi ki a koutou katoa mō tō koutou manaaki, tautoko, me tō koutou ū ki te kaupapa. Mā te kotahitanga, mā te whakapono, mā te mahi ngātahi, ka ū tonu tātou ki te ara e anga whakamua ai ngā wawata o Ngāti Kahungunu, hei oranga mō ngā uri whakatipu.

In closing, I extend my sincere thanks to you all for your care, support and commitment to the kaupapa. Through unity, belief and working together, we will remain steadfast on the pathway that advances the aspirations of Ngāti Kahungunu, for the wellbeing of future generations.

Kahungunu, kia eke!



Chrissie Hape
Chief Executive / Kaiwhakahaere Matua
Ngāti Kahungunu Iwi Incorporated

Board Members 2025-2028



Bayden Barber

Chairman

Ko Te Whanganui-a-Tara te maunga
Ko Waingōngoro te awa
Ko Waimārama te marae
Ko Taupunga te whare
Ko Tiakitai te tangata
Ko Ngāti Kurukuru te hapū
Ko Ngāti Kahungunu te iwi
Ko Tākitimu te waka
Ko Bayden Barber tōku ingoa



Cordry Huata

Kaumātua Representative

Mangaroa ki te rangi, Ramoto ki te whenua
Ngā mihirau aroha o Hineterā, o Hinemihi, o Kahuoterangi
Purea ake rā e ngā hau o Rongokako, o Maungaharuru o Whakapunaki
Purea ake rā e ngā wai o Ngaruroro, o Mohaka, o Waiau o Te Wairoa
Ngāti Kahungunu korou noa
Takitimu korou ora
Ko Cordry Huata e mihi



Hori Reti

Te Whanganui-a-Ōrotu Taiwhenua Representative

Ko Maungaharuru te maunga
Ko Tūtira te waiū
Ko Te Ngaru te awa
Ko Tangitū te moana
Ko Tāngoio te marae
Ko Hori Reti tōku ingoa



Crystal Edwards

Heretaunga Taiwhenua Representative

Ko Kahurānaki te maunga
Ko Ngaruroro te awa
Ko Takitimu te waka
Ko Ngāti Hāwea te hapū
Ko Pānapa te tangata
Ko Ruahāpia te marae
Ko Ngāti Kahungunu te iwi
Ko Crystal Edwards tōku ingoa



Esta Wainohu

Te Wairoa Taiwhenua Representative

Ko Moumoukai te maunga
Ko Nuhaka te awa
Ko Ngāti Te Kauaha te hapū
Ko Ngāti Rakaipaaka te iwi
Ko Ngāti Kahungunu te lwi whanui
Ko Manutai te Manutai te marae
Ko Takitimu te waka
Ko Esta Wainohu tōku ingoa

Board Members 2025-2028



Anthony Tipene-Matua

Tamatea Taiwhenua Representative

Ko Te Awa Putahi te maunga
Ko Taurekaitai te awa
Ko Ngāti Kere te hapū
Ko Ngāti Kahungunu te iwi
Ko Rongomaraeroa te marae
Ko Takitimu te waka
Ko Anthony Tipene-Matua tōku ingoa



Hayden Hape

Kahungunu ki Tāmaki-nui-a-Rua Taiwhenua Representative

Ko Kaitoke te marae
Ko Ngāti Pakapaka te hapū
Ko Tākitimu te waka
Ko Ruahine te maunga
Ko Manawatū te awa
Ko Ngāti Kahungunu te iwi
Ko Hayden Hape tōku ingoa



Melissa Ihaka

Kahungunu ki Wairarapa Representative

Ko Takitimu te waka
Ko Rangitūmau te maunga
Ko Ruamāhanga te awa
Ko Ngāti Kahungunu te iwi
Ko Hurunui-o-Rangi te marae
Ko Melissa Ihaka tōku ingoa



Te Aihurangi Tangiora

Taura here Representative

Ko Taupiri ki Te Mahia ratou ko Moumoukai ko Whakapūnake ko Mauao ōku maunga
Ko Whāngawehi ratou ko Nuhaka ko Te Wairoa ko Tauranga Moana ōku awa
Ko Kurahaupo ratou ko Takitimu ko Matātua ōku waka
Ko Rongomaiwahine ratou ko Rakaipāka ko Te Tokorima a Hinemanuhiri, ko Ngāti Kahungunu ko Ngāi Te Rangi ōku iwi
Ko Te Aihurangi Te Kauru Tangiora tōku ingoa



Brian Ruawai-Hamilton

Taura here Representative

Ko Waikaremoana te moana
Ko Waiau te awa e whāngai nei i te whenua me te tangata
Ko Rangiāhua, ko Te Kuha, ko Arimāwhā ngā marae
Ko Tamaterangi te tangata
Ko Brian Ruawai-Hamilton tōku ingoa

Staff Members

2025-2026



Chrissie Hape
Chief Executive



Ruth Wong
Director of Smart
Services and
Communications
Advisor



Chrissie Hape
Acting Director of
Te Reo,
Tikanga and
Mātauranga



Ngaio Tiuka
Director of
Environment and
Natural
Resources



Steve Gordon
Housing Manager



Tawehi Munro
Iwi Partnerships
Mātauranga Manager,
Ministry of Education



Shade Smith
Environment &
Natural Resources
Senior Analyst

Smart Services Team



Hine Hape
Finance Officer



Michelle Ferris
Executive Assistant



Kerrin Fair
Database Administrator
Office IT Expert



Te Rangi Huata
Events &
Promotions Manager



Danielle Keil
Special Projects
& Events Support



Waiora Kireka
Receptionist/
Administrator
(Waiora finished working
with NKII in July 2026)



Stacey Tua
Receptionist/
Administrator

Kahungunu Kāinga (Housing) Team



Jane Cunningham
Project Lead



Hannah Kupa-Elliott
Kaiāwhina
(Hannah finished
working with NKII in
April 2026)



Tori Paewai
Project Assistant



Kelly Allan
Project Manager



Talya Raukawa
Project Assistant



Melissa White
Director of Te Ara Toiora and Kaiwhakahaere Te Ara Mātua



Pictured is Kaumātua Haami Hilton with devoted wife Edina. Fondly known as Uncle Haami, he retired in April 2025 after more than 20 years of dedicated service as Kaumātua on the Ngāti Kahungunu Iwi Incorporated Board. In September 2026 Uncle Haami passed away, leaving behind a legacy of service, wisdom and commitment to Ngāti Kahungunu.

Strategic & Advisory



Te Uira Meihana
Pou Arotaki



Patrick Hape
Principal Advisor Design



Krystal Haimona
Strategic Partnerships Lead



Daveen Kupa
Senior Business Advisor & Reporting

Commissioning & Programmes



Georgina Te Amo
Commissioning Lead



Chris Karaitiana
Pou Raranga Ki Te Hāpori



Rowena Batt-Woods
Collaborative Pathways Coordinator



Christine McGhee
Regional Practice Lead



Janice Stevens
Programme Advisor



Ana Carroll
Programme Manager - Mātua Whangai



Leah Young
Senior Project Coordinator

Te Kura Sams



Nicosia Webster
Te Kura Lead



Krystal Ederveen
Te Kura Coordinator



Annie Sutton
Te Kura Administrator

Operations & Support



Okeroa Kupa-Elliott
Administration & Coordination



Angel Eru
Finance & Administration Support



Sheena Clearwater
Administration & Coordination (Sheena finished working with NKI in September 2026)

Te Reo, Tikanga & Mātauranga

Looking towards Kahungunu 2050

The 2025/26 year has been a significant period for Ngāti Kahungunu Mātauranga¹, as it has brought together the implementation of the existing Mātauranga Strategy with the development of Kahungunu 2050. Through engagement across Taiwhenua and Taurahere, supported by survey and online feedback, whānau identified Mātauranga - Education and Succession as one of five priorities for the future of Ngāti Kahungunu.

The aspirations expressed by whānau extend beyond educational achievement. They envisage future generations grounded in whakapapa, te reo, tikanga and identity, with access to diverse pathways through education, trades, technology, professional careers, innovation and leadership. This provides an important long-term reference point for the Mātauranga mahi and reinforces the role of education in strengthening whānau rangatiratanga and intergenerational wellbeing. Education and succession also contribute directly to wider Kahungunu aspirations for identity, belonging, whānau connection, readiness and safety, engagement and pathways. These outcomes provide important context for understanding the contribution of Mātauranga to the future wellbeing of Ngāti Kahungunu.

Progress and Impact

During 2025/26, NKII continued to strengthen relationships and pathways across early learning, schooling, Māori-medium and Kaupapa Māori education, tertiary and vocational learning and employment. These relationships support both educational success and the wider Kahungunu aspirations of identity, belonging, whānau connection, readiness and safety, engagement and pathways identified through Kahungunu 2050. Consistent with the emerging direction of Kahungunu 2050, the focus has increasingly been on iwi stewardship, collaboration and influence across the education ecosystem rather than direct programme delivery alone. Engagement with the Ministry of Education, education and tertiary providers, Taiwhenua and wider Māori and iwi education networks supported a more connected view of the journey experienced by Kahungunu ākonga and whānau.

Māori-medium and Kaupapa Māori education remained an important area of focus. Engagement with the Ministry of Education has strengthened understanding of current provision across the Kahungunu rohe, whānau demand, workforce pressures and barriers to future growth. While this work remains ongoing, it provides a stronger basis for connecting Māori-medium and Kaupapa Māori education with the wider aspirations of whānau for te reo Māori, tikanga, identity and intergenerational transmission.

Relationships between Taiwhenua, schools, kura, providers, tertiary institutions and NKII continue to provide important infrastructure for achieving educational and intergenerational aspirations across the rohe. These relationships help connect local priorities with wider iwi aspirations and create opportunities for more coordinated responses to educational challenges and opportunities across the rohe.

Work has also progressed on strengthening NKII's understanding and use of education information. What began as consideration of an iwi-led education data dashboard has developed towards the broader concept of Kahungunu education intelligence. This shifts the emphasis from simply receiving institutional data towards determining what NKII needs to know about Kahungunu ākonga and whānau, learner pathways, transitions, inequities and opportunities. The immediate progress has been clearer questions, stronger relationships and an emerging foundation for more iwi-informed decision-making and advocacy.

Strategic Bridging and System Influence

A significant feature of the Mātauranga mahi has been the strategic connection created between NKII and the wider education system. Increasingly, the role of Mātauranga is one of stewardship, influence and relationship building across the education ecosystem, helping connect iwi aspirations with education system opportunities and decision-making.

¹ Mātauranga: For the purposes of this document, Mātauranga refers to the Education and Succession aspirations of Ngāti Kahungunu, encompassing learning, educational pathways, leadership development, succession, and strategic engagement across the education system to support the intergenerational wellbeing and future capability of Ngāti Kahungunu.

Te Reo, Tikanga & Mātauranga

Increasingly, NKII's contribution is not defined by direct delivery but by its ability to exercise an iwi stewardship role across the education ecosystem, helping align aspirations, strengthen collaboration, identify opportunities and advocate for Kahungunu interests within education systems. The Ministry of Education secondment arrangement provides more than dedicated capacity for NKII. It enables knowledge of education systems, regional relationships and early learning and schooling networks to support iwi priorities, while Kahungunu aspirations, whānau perspectives and knowledge of the rohe can in turn inform engagement within the Ministry and wider education sector.

This bridging function also extends into tertiary and vocational education through relationships with organisations including EIT and Te Ara o Tākitimu/Māori and Pasifika Trades Training. It enables stronger connections across education, training and employment pathways and supports a reciprocal relationship in which NKII can better navigate and influence education systems while agencies and providers gain greater understanding of Kahungunu aspirations and context.

This stewardship role mirrors the strategic direction identified through the Kahungunu Kia Eke review, which highlighted leadership, collaboration and monitoring as core iwi-wide functions that are difficult to sustain within any single provider, school, Taiwhenua or PSGE acting alone.

The Mātauranga function has operated with relatively limited dedicated capacity, principally through a Ministry of Education secondment of two days per week and dedicated Mātauranga funding accrued since 2023/24. Partnership, strategic relationships, influence and leverage have therefore been important in extending the reach of the mahi.

Education, Identity and Succession

Kahungunu 2050 deliberately connects Education and Succession, strengthening the intergenerational purpose of Mātauranga. Rangatahi opportunities, scholarships, vocational pathways and leadership development are not only investments in today's learners; they contribute to the future capability of Ngāti Kahungunu. Succession includes developing future whānau leaders, governors, educators, cultural practitioners, innovators, professionals and iwi decision-makers who will carry Kahungunu aspirations into future generations. Today's tamariki and rangatahi will become future kaiako, kaitiaki, tradespeople, professionals, innovators, governors and iwi leaders.

Through engagement with schools, kura, tertiary providers, employers, the Ministry of Education and other partners, Mātauranga also seeks to strengthen the conditions that enable Kahungunu learners and whānau to experience strong identity, belonging, whānau connection, readiness and safety, engagement and meaningful pathways into the future.

Te reo Māori, tikanga and mātauranga are integral to this intergenerational journey. They are also expressed beyond the Mātauranga function through Taiao, communications and events, Te Ara Toiora, whānau and hapū engagement, and other areas of NKII mahi. As NKII transitions towards Kahungunu 2050, there is an opportunity to better recognise this organisation-wide contribution while retaining explicit leadership and accountability for dedicated reo and Mātauranga priorities.

Educational success for Kahungunu is broader than participation, qualification attainment or employment outcomes alone. Education contributes to iwi-defined outcomes including identity, belonging, whānau connection, readiness and safety, engagement and pathways. These outcomes provide an important lens through which future progress can be understood.

The planned refresh of the Reo and Mātauranga strategies provides an important opportunity to consider this relationship more fully. This work should draw upon the existing strategies and mahi, previous reo strategy work and reporting, the aspirations expressed through Kahungunu 2050, and the contribution already occurring across the NKII ecosystem.

Looking Forward

Kahungunu 2050 provides a renewed whānau mandate for Mātauranga - Education and Succession. The next phase is to translate that aspiration into focused priorities, sustainable capability, strong partnerships and measures that enable NKII and whānau to understand whether progress is being made.

Te Reo, Tikanga & Mātauranga

For Mātauranga, this means continuing to strengthen connected education pathways, Māori-medium and Kaupapa Māori education, Kahungunu education intelligence, strategic relationships and iwi influence across early learning, schooling, tertiary, vocational and employment sectors. Building a Kahungunu Education Intelligence approach will remain a priority. This work is intended to support iwi decision-making, strengthen advocacy, improve understanding of learner experiences and better monitor progress towards Kahungunu aspirations. This work moves beyond traditional reporting and data collection towards identifying the information, insights and evidence required to understand learner experiences, monitor progress and inform iwi decision-making, advocacy and investment. It also means contributing to the wider organisational work required to clarify how reo, tikanga and mātauranga will be led, integrated, resourced and expressed across NKII under Kahungunu 2050. The experience of 2025/26 provides an important foundation. The longer-term measure of success will not simply be the activities delivered each year, but the extent to which those activities contribute to stronger identity, belonging, whānau connection, readiness and safety, engagement and pathways for future generations of Kahungunu.

Ko te pae tawhiti, whāia kia tata; ko te pae tata, whakamaia kia tina.

Tawehi Munro

Senior Iwi Partnership Advisor

Te Taiao Me Ōna Rawa

Ngāti Kahungunu advocates for the protection and restoration of te taiao and for whānau and hapū to exercise tino rangatiratanga, mana motuhake and live as tangata whenua. Our work recognises the intrinsic connection between identity, wellbeing and te ao tūroa, expressed through our relationships with wai, whenua, moana, taonga, mahinga kai and associated practices.

Over the past year, the Taiao Directorate has continued to combine research, monitoring, policy development and advocacy. Engagement and evidence gathered alongside whānau, hapū, Taiwhenua and technical specialists has informed our submissions, planning work and participation in legal and consent processes. In turn, those processes have helped secure better monitoring, stronger environmental and cultural conditions and greater recognition of Ngāti Kahungunu values and interests.

Taiao advocacy and environmental reform

The reform of environmental legislation has remained a major focus. Ngāti Kahungunu submitted on the Natural Environment Bill and Planning Bill, opposing changes that would weaken environmental safeguards, centralise decision-making and reduce iwi and hapū influence. We also opposed the Conservation Amendment Bill's shift away from protecting the conservation estate and called for stronger recognition of Te Tiriti o Waitangi, the mauri of te taiao, precaution in the face of uncertainty, and intergenerational responsibility.

Our submission on the Fisheries Amendment Bill similarly opposed increased ministerial powers and reduced transparency and accountability, particularly when fisheries management is already confronting increasing pressures including climate change and cumulative degradation.

Freshwater planning, allocation and protection

The Tutaekuri, Ahuriri, Ngaruroro and Karamu Catchment plan, Environment Court proceedings continue for Ngāti Kahungunu Iwi Incorporated, Te Taiwhenua o Heretaunga, Ōmāhu and Mangaroa. At the heart of the issue is over-allocation of water; water managers "hands off" management approach and pressure from water users. A sustainable management framework where limitations are established is the logical outcome we seek that protects aquifer levels, connected springs and streams, mauri and mahinga kai.

Te Taiao Me Ōna Rawa

Ruataniwha and Tukituki water storage

Ngāti Kahungunu raised environmental, cultural and economic concerns regarding renewed proposals for water storage in both the Tukituki and Ngaruroro catchment. These include real risks to water quality including drinking water and seemingly endless public investment, from both taxes and rates. We question the logical of community taxes paying to store water, primarily for irrigation and community rates subsidizing the cost of those who purchase the water, while risking our core values. In addition, improved data shows the water security issue may have been overstated, we promote wise use of any limited resource including water.

Wastewater and mahinga kai

The Directorate continued to press for higher and continually improving standards for municipal wastewater treatment and discharge across the Ngāti Kahungunu rohe. In Wairoa, ultraviolet treatment intended to reduce pathogen risks associated with wastewater discharges has been trailed. Wairoa also commenced the removal of mortuary waste from its wastewater system, understood to be a first in Aotearoa.

We have encouraged Napier and Hastings councils to consider similar treatment advances and have discussed establishing Ngāti Kahungunu wastewater standards, centred on the protection of mauri and mahinga kai and supported by measurable improvements in treatment and monitoring.

Research, monitoring and capability

Mana Awa, Mana Whenua, Mana Tangata – River Management and Flood Control through a Ngāti Kahungunu lens – was completed during the year with river-engineering and science support from Earth Sciences New Zealand. The research examines how restoring space for rivers can reduce flood levels and velocities while supporting aquifer recharge, habitat, cultural values and more resilient river systems. Findings have been presented to the Hawke's Bay Regional Council with recommendations included in the Reimagining Flood Resilience programme.

The team also supported future-proofing groundwater research with Earth Sciences New Zealand. Marine work included research into a Marine Cultural Health Index, ocean acidification, seafloor springs and marine carbon dioxide removal. We supported hapū and whānau monitoring the Paritua and Karewarewa that included a data-analysis wānanga at Korongatā.

Mana Whakahono ā Rohe and tangata whenua participation

Ngāti Kahungunu initiated a Mana Whakahono ā Rohe process with Hawke's Bay Regional Council. This statutory participation arrangement provides a mechanism for iwi and the Council to agree and record how they will work together under resource management legislation. The current government put a halt to this process. Regardless, obligations to tangata whenua will always remain and have largely always depended on the willingness of local governors.

Mahi hī ika

Customary and freshwater fisheries work included participation in Te Ohu Kaimoana and Ministry for Primary Industries forums, including discussion of bottom trawling and the different priorities of commercial and customary fisheries. Funding was secured for Ngā Huruhuru o te Waitai o Tangaroa rāua ko Hinemoana, while pāua monitoring is continuing within and outside the Waimārama rāhui area, with positive early results. The Directorate was also part of the team led by LegaSea Hawkes Bay to scuttle the Twofold Bay trawler, creating new benthic and fishing habitat next to Pania Reef.

The 15th Kahungunu Fish Hook Summit was held in Ahuriri under the theme 'Resilience – Climate, People, Hōhā', bringing together knowledge and experience from across the rohe. Ngāti Kahungunu will also host the National Māori Freshwater Fisheries Conference run by Te Waimāori Trust at Toitoti in Hastings on 3–4 November 2026.

Our focus remains on protecting and restoring the environment for present and future generations, asserting tino rangatiratanga, and ensuring whānau and hapū have support and practical tools needed to exercise kaitiakitanga. Priorities for the coming year include resolving the remaining TANK allocation issues, progressing improved wastewater standards, implementing the Mana Awa research, strengthening local monitoring capability, and responding collectively to continuing changes in environmental and local-government legislation.

Ngaio Tiuka and Shade Smith

Environment and Natural Resources Unit

Te Ara Toiora - Pathway to Wellbeing

During FY2026, Te Ara Toiora continued to strengthen iwi leadership of wellbeing system transformation by advancing iwi-led commissioning, strategic partnerships, evaluation, and investment stewardship. Through its coordination role across health, housing, justice, education, economic development and community wellbeing initiatives, Te Ara Toiora helped create the conditions for more integrated, whānau-centred responses while increasing Ngāti Kahungunu influence over the decisions, services and investments that affect our people.

Te Ara Toiora: Advancing Whānau Wellbeing Through Iwi-Led Transformation

The year marked a significant year of growth, consolidation, and preparation for the next phase of iwi-led system transformation. Te Ara Toiora continued to strengthen its role as the organisations platform for commissioning, system leadership, service innovation, evaluation, and partnership development, supporting the long-term aspiration of Kahungunu ki te Whaiao, ki te Ao Mārama. Evidence gathered throughout the year demonstrates increasing alignment across programmes, stronger partner collaboration, and growing confidence in kaupapa Māori approaches to improving outcomes for tamariki, rangatahi, whānau, and communities.

Strategic Highlights

During financial year, Te Ara Toiora progressed a portfolio of interconnected initiatives designed to strengthen whānau wellbeing and influence broader system change. This included leadership of Te Ara Mātua, Te Kura, Te Ao Mārama, commissioning development, evaluation activities, and strategic partnership engagement with government agencies and Te Tumu Whakahaere o Te Wero partners. Te Ara Toiora continued to position Ngāti Kahungunu as a trusted partner in the design and commissioning of whānau-centred solutions.

A key focus throughout the year was preparing for a future state where iwi exercise greater stewardship over investment, commissioning, monitoring, and assurance functions. Work progressed to strengthen organisational capability, governance arrangements, information management, privacy systems, and reporting frameworks necessary to support this transition.

Te Ara Mātua Performance and Impact

Te Ara Mātua remained the largest and most significant programme within the Te Ara Toiora portfolio. Across the year, evidence showed positive progress against each of the Te Ara Toiora outcome domains. The programme delivered increasingly connected and culturally grounded responses that strengthened whānau capability, improved access to support, enhanced workforce practice, and contributed to safer and more enduring outcomes for tamariki and whānau. Information from service delivery partners shows that the collective pathways strengthened resilience, improved access to early intervention, and supported whānau-led planning and decision-making.

The Te Ara Hanganga pathway continued to support collaborative assessment and triage processes, helping ensure best responses are delivered in the right place at the right time. Results indicated strong alignment with Te Ara Toiora outcomes and a continued ability to reduce unnecessary statutory escalation where community-based responses were appropriate.

Te Ara Namunamu is strengthening navigation, advocacy, and intensive whānau support activities. Evidence gathered throughout the year demonstrated improved confidence, increased service awareness, stronger whānau connections, and enhanced safety outcomes. Whānau reported positive experiences of respectful, relational, and culturally grounded support.

Progress Against the Te Ara Toiora Outcomes Framework

Across the year, programmes contributed to the five Te Ara Toiora outcome domains:

Rangatira – Resilience, Security and Stability

Whānau experienced improved access to early support, strengthened decision-making capability, and increased confidence in navigating complex systems. Evidence suggests many whānau engaged earlier with support services and were better able to maintain stability and wellbeing.

Te Ara Toiora - Pathway to Wellbeing

Mātau – Knowledge, Understanding and Awareness

Kaupapa Māori learning approaches, including wānanga and workforce development initiatives, increased understanding of identity, healing, wellbeing, and service pathways for both whānau and kaimahi.

Tū – Whānau Safety and Connection

Relational practice approaches strengthened whānau engagement, safety, and connection to supports, enabling whānau voice to be more visible in planning and decision-making processes.

Ruku – Access and Navigation

Collaborative pathways improved connectivity between agencies and providers, creating more seamless access for whānau and reducing barriers to engagement.

Kounga – Quality, Responsiveness and Collaboration

Investment in governance, evaluation, workforce capability, information management, and quality systems strengthened organisational readiness and accountability across the Te Ara Toiora portfolio.

Workforce and System Development

A major achievement during this period was the continued development of workforce capability and organisational infrastructure. Te Ara Toiora supported kaupapa Māori workforce development initiatives while improving systems for privacy, assurance, monitoring, data management, and reporting. Significant effort was directed toward designing future commissioning and investment stewardship functions to support long-term iwi leadership.

Evaluation findings noted that transformation was being achieved through relationships and partnership building as much as through formal processes. The strengthening of collaborative pathways and shared ways of working has created a foundation for future growth and sustainability. Information contained within highlights that implementation proved to be highly relational and that investment in governance, partnership, and collective understanding continued to strengthen the programme over time.

Partnerships and Collective Impact

Throughout this time, Te Ara Toiora continued to strengthen relationships with iwi partners, community providers, and government agencies. Te Ara Mātua demonstrated how commissioning for outcomes can align investment decisions with whānau aspirations while promoting flexibility, accountability, and shared responsibility for outcomes. This approach remained central to the ongoing development of iwi-led commissioning and system transformation.

The growing maturity of leadership arrangements, collaborative pathways, and shared outcome frameworks provides a strong platform for future investment and expansion.

Looking Ahead

As the year concluded, Te Ara Toiora entered a period of organisational reset and future-state planning. Priority areas for the new year include advancing iwi-led commissioning, strengthening monitoring and assurance systems, finalising service transition arrangements, embedding new organisational structures, and continuing to develop the capability and infrastructure required for long-term investment stewardship and system leadership.

The foundations established during this year position Te Ara Toiora to play an increasingly significant role in transforming how services are commissioned, delivered, and evaluated across Kahungunu, ensuring decisions remain grounded in whānau aspirations, tikanga Māori, and enduring wellbeing outcomes.

Melissa White

Director of Te Ara Toiora and Kaiwhakahaere Te Ara Mātua

Te Ara Toiora-Whai Kainga, Whai Oranga

The Ngāti Kahungunu Iwi Board has identified housing and home ownership as a key priority. The actions outlined below are designed to align with and advance this priority.

Whai Kainga Whai Oranga - Affordable Rentals Programme Delivery. The Whai Kainga Whai Oranga objective has been to deliver 52 affordable rental homes.

Progress to date: Building on the 20 completed homes in Otāne, Kahungunu Kainga has maintained momentum by delivering a further 6 completed homes in Whakaruru Crescent, Flaxmere. This brings the total number of affordable rentals delivered to date to **26**, with another **26** homes currently under construction.

Expected completion: The remaining **26** homes are scheduled for completion by 30 November 2026. This will give NKII its full portfolio of **52** affordable rentals, which Kahungunu Kainga will manage.

Team capability: The Kainga team has benefited from the addition of Kelly Allen, who brings strong expertise in construction project management. His contribution has been highly valued, particularly his ability to keep projects on schedule and within budget, along with his positive, can-do approach.

Highlights

Kahungunu Kainga is now established as the housing entity for NKII.

Housing and land opportunities: Several strong housing and land opportunities have been identified. Many are now moving into the planning stage, while others are still being assessed for viability.

Build programme: Kahungunu Kainga has started planning a potential programme of up to 73 homes, offering a range of sizes and housing types. These homes may be delivered as additional affordable rentals or made available for sale to the market.

Innovative construction approach: Kahungunu Kainga plans to use cost-effective, sustainable construction methods, materials, and systems that support strong environmental outcomes. Key initiatives include:

- Hot-water heat pumps that can reduce water-heating costs by up to 70%.
- Solar systems that can significantly reduce, or potentially eliminate, power bills.
- uPVC cladding that removes the need for painting now and in the future.
- Pre-finished internal wall panels that remove the need for plastering or painting.
- One-piece cladding with built-in insulation.
- Steel framing and SIP panel systems.

Partnerships

Supplier and partner relationships: Kahungunu Kainga is working with trusted national, international, and local suppliers to access high-quality, cost-effective products that help reduce project and operating costs. This approach supports the delivery of affordable housing options while maintaining quality.

Kahungunu Kainga is also partnering with banking institutions to create clearer pathways into home ownership for whānau, supporting a key NKII Board priority. Options such as rent-to-buy, shared equity, and other ownership models will be explored.

Recycling Funds

Recycling income: A key Crown requirement of WKWO funding is that income is recycled to support the construction of more homes. To meet this requirement, we are developing a business plan that sets out how recycled funds from rental and sales income can be used effectively across our housing projects.

Kahungunu Kainga is excited to begin a new phase of delivering innovative housing options to the market. We aim to share these solutions with iwi, hapū, whānau, and other groups seeking to support the long-term wellbeing of our people.

Steve Gordon

Whai Kainga, Whai Oranga, Housing Manager

Smart Services and Benefits to Members

This report brings together the key activities and outcomes delivered across communications, registrations, events, scholarships and sponsorships. It reflects the continued growth of iwi connections, strong whānau participation in cultural and community events, and direct investment in the aspirations and achievements of Ngāti Kahungunu members.

Smart Services is the team that helps keep the tari connected, organised and operating effectively. We ensure our kaimahi have the tools and support they need, while maintaining administrative systems that respond to the changing needs of our organisation and whānau. Our team includes a welcoming receptionist, a knowledgeable and understanding registrations officer, a dedicated events management team, a communications hub that reaches across the iwi, an executive assistant who keeps the Chair, Board and Chief Executive connected, and a diligent finance officer who helps keep us accountable. Together, we provide the practical support that enables the wider organisation to deliver effectively for Ngāti Kahungunu.

At a glance

Measure	2026 result
Registered members at 30 June 2026	42,661
New registrations during the year	1,641
Major community events reported	11
Estimated event attendance	Approximately 47,000
Scholarship recipients	96 tauira
Total scholarship partnership value	\$91,050
Sponsorship recipients	98 individuals and 17 groups.

Communications

Communications remained current, timely and relevant across traditional and digital channels. The programme supported ongoing engagement with iwi members, promoted opportunities and events, and helped whānau remain connected to iwi kaupapa and representation.

- The partnership with NZME and Hawke's Bay Today supports the monthly Tihei Kahungunu 8 page insert (now going for 11 year).
- Daily Pānui ki te Iwi and regular media releases provided timely information to whānau.
- The NKII website and Facebook presence were actively maintained and updated.
- Digital screens, quizzes, historical video and shared narratives were used at events to deepen cultural learning and participation.
- Work commenced on the 2025-2026 Annual Report for distribution before the Annual General Meeting.
- A great effort to communicate with the iwi in coordinating the KAHUNGUNU2050 Strategic Vision.

The 2026 Annual General Meeting is scheduled for Saturday 28 November 2026 at Splash Planet, alongside inter-marae sports and whānau activities. Board members have been encouraged to promote the AGM through Taiwhenua and Taura Here networks to support strong participation.

Registrations

As at 30 June 2026, the iwi register had grown by 1,641 members to a total of 42,661. Heretaunga and Wairoa accounted for 65 percent of new registrations, consistent with their larger registered populations.

Rohe or network	New members	Share
Wairoa	562	34%
Heretaunga	514	31%
Wairarapa	292	18%
Te Whanganui-a-Orotū	126	8%
Tamatea	112	7%
Tāmaki-nui-a-Rua	32	2%
Northern Taurahere	2	<1%
Southern Taurahere	1	<1%
Total	1,641	100%

Smart Services and Benefits to Members

Data quality and participation

- 8,234 members, or 19 percent of the register, had an incorrect address. The target is to reduce this to 15 percent.
- 11,668 members, or 27 percent, had requested iwi membership cards.

Maintaining accurate member information is essential for effective communication, electoral participation, and access to iwi services and opportunities. Continued address and date-of-birth update campaigns should remain a priority.

Events

NKII delivered a broad calendar of free or low-cost events designed to strengthen cultural identity, whānau wellbeing and connection. Eleven major events were reported, with combined attendance of approximately 47,000. Four events were held outside Hastings and Napier to improve access across the rohe.

Matariki was a major focus. Eleven events were delivered or supported across the Kahungunu rohe, including the 14th Fish Hook Summit. Despite challenging winter conditions, no events were cancelled and only one was postponed by a week. The programme created opportunities for whānau to remember, reflect, celebrate and reconnect.

The Toitū Kahungunu 30 Years of Strength Service and Mana Motuhake celebrations were launched through the Matariki programme. Planning was also well advanced for the gala celebration on 24 September 2026, with 54 nominations received at the time of reporting.

Event outcomes

- Cultural programming included kapa haka, waiata, storytelling, hip hop, hautapu and new compositions unique to Ngāti Kahungunu.
- Rangatahi-led zero-waste activity supported environmental stewardship and leadership development.
- More than 100 whānau-led kai, craft and merchandise stalls supported local enterprise and showcased Kahungunu creativity.
- Iwi-owned assets, including marquees, lighting, staging, fencing, seating and a generator, reduced delivery reliance and supported safe, accessible events.
- Māori Wardens, security providers and event-specific health and safety planning supported safe delivery.

Future priorities include strengthening Taiwhenua delivery, supporting community and school hautapu ceremonies, developing a trained regional event workforce, maintaining iwi-owned assets, diversifying funding, and expanding digital storytelling and cultural tourism opportunities.

Benefits to Members

Scholarships

The 2026 Scholarship Programme received 116 applications. Following eligibility assessment, 96 tairua were approved: 93 for General Scholarships and three for Research Scholarships. Twenty applications did not meet the criteria, mainly because forms were incomplete or required documents had not been supplied. A total of \$61,500 was invested in scholarships.



Investing in the Education of Future Generations - NKII Chairman Bayden Barber is helping champion this kaupapa at both an iwi and national level through his role as Chairman of the Māori Education Trust.

Smart Services and Benefits to Members

General Scholarship Recipients who received \$500 each

1. Acacia Starr Cheer Bachelor of Midwifery
2. Alexander Julian William Fanning Heissner Bachelor of Arts with Honours
3. Amber Jade Takiari Postgraduate Certificate in Health Science
4. Ana Marama Tuitupoukutu Bachelor of Teaching and Learning
5. Anahera Whaanga-Smith Master of Public Health
6. Anikaaro Huia Te Tane Hohaia Bachelor of Social Practice
7. Anne Marie Nicholls Bachelor of Te Reo Māori
8. Arihia Paremo Grace Joseph Bachelor of Medicine and Surgery
9. Ama Whaanga Doctor of Philosophy in Māori Studies
10. Ashlee Waikawa Bachelor of Dental Surgery
11. Austin Jesse Brightwell Bachelor of Medicine and Surgery
12. Bailie Te-Ata-o-Te-Rangi Kerehoma Sims Master of Educational Psychology
13. Brie Amber Bennis Bachelor of Sport
14. Brierley McMillan Bachelor of Nursing
15. Carly Therese Thompson Bachelor of Health Science - Oral Health
16. Casey Whaitiri Tapara Bachelor of Teaching (Bilingual)
17. Charlotte Boyt Masters of Indigneous Studies
18. Charmaine Lee Beatson Bachelor of Nursing
19. Connor Puanaki Bachelor of Medicine and Surgery
20. Courtney Louise McGregor Bachelor of Medicine and Surgery
21. Deanna Jane Tahau Bachelor of Māori Art
22. Devon Edwards Bachelor of Social Work
23. Dora Kerena Player Bachelor of Nursing
24. Emily Rose Pratt Diploma in Te Reo Māori
25. Ethan Hodgkinson-Dee Bachelor of Arts and Bachelor of Laws
26. Felicia Lawrie Postgraduate Diploma in Clinical Psychology
27. Gabriella Elizabeth Gray Bachelor of Dental Surgery
28. Georgia Elaine Hayward Bachelor of Midwifery
29. Gia Lee Te Ata-I-Haea King Bachelor of Property
30. Grace Ngatairawhiti Sandra Hill Bachelor of Early Childhood Education
31. Hannah Marie Shilton Bachelor of Law and Bachelor of Marine Science
32. Jack Thompson Winiana Master of Science in Ecology
33. Jamie Lambert Doctor of Philosophy in Māori Studies
34. Jarrod Marquis Hape Bachelor of Climate Change & Diploma of Te Tohu Paetahi
35. Jasmine Melissa Ruth Norman Bachelor of Accounting
36. Jessica Bird Diploma in Christian Studies (Theological Studies)
37. June Maria Nicklin Bachelor of Arts
38. Jzilah Siobhan Ridley Bachelor of Law
39. Kaewa-Toni-Tahi Paki Bachelor of Law
40. Kahlia Litia Howard Bachelor of Midwifery
41. Kaitlyn Mclean Master of Arts
42. Kees John Wayne Greig Postgraduate Diploma Teaching and Learning Māori Medium
43. Kiana Marie Pohe-Bright Bachelor of Sport and Exercise Science
44. Kimiora Semmens Bachelor of Health Sciences Māori Nursing
45. Laura Gemmell Doctor of Philosophy (PhD)
46. Leila May Bachelor of Bicultural Social Work
47. Levi Armstrong Doctor of Philosophy (PhD)
48. Maania Maraea Spooner Bachelor of Arts and Bachelor of Science
49. Māia Lockyer Bachelor of Medicine and Surgery
50. Manawanui Mihaere Master of Mātauranga Māori
51. Marcella-Jane Williams Doctor of Philosophy in Management & International Business
52. Marcelle Scadden Doctor of Philosophy (PhD)
53. Maria Reti Bachelor of Pharmacy with Honours
54. Matangirau Whaanga Bachelor of Medicine and Surgery
55. Matariki Perepe-Perana Master of Community Action & Social Impact
56. Melissa Kaimoana Post Graduate Diploma Māori and Business
57. Merania Herapeka Anderson Masters of Contemporary Education
58. Mhairi Jane Mowat Graduate diploma in Teaching
59. Michelle Lee McIlroy Bachelor of Environmental Management
60. Miriama Kathleen Wilson Doctor of Philosophy in Chemistry
61. Natalie Alana Paewai Doctor of Philosophy (PhD)
62. Nesta-Teruru Eric Tamanuitera Bachelor of Counselling and Addiction Practice
63. Ondre Pohonui Arundel Hapuku-Lambert Bachelor of Medicine and Surgery
64. Patick Peter Doole Bachelor of Agribusiness
65. Pikitangarangi Ratapu Master of Science
66. Psalm Sara Dayna Meha Doctor of Philosophy (PhD)
67. Raythe Mystique Tanoa-Te Purei Master of Environmental Management

Smart Services and Benefits to Members

68. Rayven Elizabeth Tahere	Post Graduate Diploma in Education
69. Regan Taylor	Master of Creative Performance Practice
70. Ryleigh Alyssa Arnold	Postgraduate Certificate in Nursing
71. Scarlett McKay	Bachelor of Commerce
72. Serene Tokorangi Athena Naera Morrell	Master of Nursing Science
73. Seth Hemi Peakman	Bachelor of Commerce and Bachelor of Law
74. Shakira Munro	Bachelor Urban Planning (Honours)
75. Sherece Alana White	Bachelor of Bicultural Social Work
76. Shikira Hope McLean	Graduate Diploma of Teaching (Primary)
77. Shyan Kaya Murphy	Bachelor of Law
78. Skye Nadia Irihapeti Takarangi	Bachelor of Arts
79. Taiarahia Jason Akolo Silahauleva Moata'ane-Mika	Bachelor of Medicine and Surgery
80. Tammy Horopapera Tamaku Koroua	Bachelor of Social Work
81. Tania Teresa Tapine	Postgraduate Diploma in Māori and Management
82. Tayla Thiara Cameron	Bachelor of Health Science (Nursing)
83. Taylin Timu	Bachelor of Science with Honours in Neuroscience
84. Te Paea Parengaio Maharatia Maurirere	Bachelor of Arts and Bachelor of Laws
85. Te-Rina Manihana Paringatai	Postgraduate Diploma in Education (Māori Medium)
86. Tessa Jayne Karanga-wai Rollinson	Bachelor of Social Work
87. Theresa Pauline Thornton	Bachelor of Environmental Management
88. Tiaria Inuwai Belle Hinatai Te Atarangi Te Hau-Karaitiana	Master of Science in Psychology
89. Tina Ferguson	Master of Māori Studies
90. Tohu Wairua Aroha Harris	Masters of Visual Arts
91. Tori Brian Alexander Randell	Bachelor of Commerce
92. Trevania Stephanie Walbaekken	Masters of Indigenous Studies
93. Uma Merle Rata Mantel Vile	Bachelor of Arts

Research Scholarship Recipients who received \$5,000 each

1. Haukapuanui Vercoc	Doctor of Philosophy in Civil Engineering
2. Pareaute Ivory Meha	Doctor of Philosophy in Leadership Communication
3. Rhandell Tangaere	Doctor of Philosophy in Education

Through the partnership with the Māori Education Trust and participating tertiary institutions, NKII's \$61,500 investment was supplemented by \$12,300 from the Māori Education Trust and \$17,250 from five institutions. The total value of scholarship support reached \$91,050.

Health and wellbeing was the leading field of study, followed by Te Reo, Tikanga and Mātauranga. Study in environment and natural resources also increased. Recipients were enrolled across 24 institutions in Aotearoa and overseas, with the largest cohorts at the University of Otago, the University of Auckland and Te Wānanga o Raukawa.

The three research scholarships support kaupapa in marae resilience and climate readiness, culturally grounded wellbeing for kaumātua, and Māori-medium education pathways. Each aligns strongly with iwi priorities and offers practical benefits for whānau, hapū and iwi development.

Sponsorship and Representation

Sponsorship enabled Kahungunu individuals and teams to compete and perform at regional, national and international levels. Supported activities included rugby league, powerlifting, basketball, men's netball, Model Parliament, darts, flag football, waka ama, Muay Thai and Māori sporting events.

Support also extended to secondary school kapa haka teams representing Kahungunu nationally, including Tū Ahuriri, Te Aute College, Manu Huia and Te Kura Kaupapa Māori o Ngāti Kahungunu ki Heretaunga. These investments strengthened iwi visibility, celebrated excellence and enabled members to represent Ngāti Kahungunu with pride.

NKII also committed support to national events hosted within Kahungunu ki Te Matau a Māui, including the Waiata Māori Music Awards, Ahurei, Mokotini, Kuratini, Tama Tūranga, Hakanuia, Ironmāori and the Iwi Toi Kahungunu Exhibition.

Smart Services and Benefits to Members

Name	Event	Amount approved
Audrey Anna Robin	Ngā Kapa Haka Kura Tuarua o Aotearoa 2026 - Tūāhuriri	\$100.00
Cherish Sutton-Whiunui	Ngā Kapa Haka Kura Tuarua o Aotearoa 2026 - TĀKMONK	\$100.00
Dillyn Mouat	Ngā Kapa Haka Kura Tuarua o Aotearoa 2026 - Tūāhuriri	\$100.00
Ivy-Rose Waerea	Ngā Kapa Haka Kura Tuarua o Aotearoa 2026 - TĀKMONK	\$100.00
Jahriki Kingston Beamsley	Ngā Kapa Haka Kura Tuarua o Aotearoa 2026 - Tūāhuriri	\$100.00
Karina Burton	Ngā Kapa Haka Kura Tuarua o Aotearoa 2026 - Tūāhuriri	\$100.00
Kayno Ropata Cheyenne Beamsley	Ngā Kapa Haka Kura Tuarua o Aotearoa 2026 - Tūāhuriri	\$100.00
Keira Hetariki	Ngā Kapa Haka Kura Tuarua o Aotearoa 2026 - Tūāhuriri	\$100.00
Koia-Rose Ropotini	Ngā Kapa Haka Kura Tuarua o Aotearoa 2026 - Tūāhuriri	\$100.00
Kya-rose Waerea Kireka	Ngā Kapa Haka Kura Tuarua o Aotearoa 2026 - TĀKMONK	\$100.00
Manawa Kotahi Anaru Rakete	Ngā Kapa Haka Kura Tuarua o Aotearoa 2026 - Tūāhuriri	\$100.00
Mareikura Waapu	Ngā Kapa Haka Kura Tuarua o Aotearoa 2026 - Tūāhuriri	\$100.00
Mya Savage	Ngā Kapa Haka Kura Tuarua o Aotearoa 2026 - Tūāhuriri	\$100.00
Peyton Pomana	Ngā Kapa Haka Kura Tuarua o Aotearoa 2026 - Tūāhuriri	\$100.00
Piata Lewis	Ngā Kapa Haka Kura Tuarua o Aotearoa 2026 - Tūāhuriri	\$100.00
Pitama Chiefy Hikurangi Malcolm	Ngā Kapa Haka Kura Tuarua o Aotearoa 2026 - Tūāhuriri	\$100.00
Te Aomorangi-Gene Ropotini	Ngā Kapa Haka Kura Tuarua o Aotearoa 2026 - Tūāhuriri	\$100.00
Whaiora Nohokau	Ngā Kapa Haka Kura Tuarua o Aotearoa 2026 - Tūāhuriri	\$100.00
Aania Huata	NZSS Waka Ama Championships 2027	\$120.00
Foreva Haerewa	NZSS Waka Ama Championships 2027	\$120.00
Kippa Nukunuku-Komene	NZSS Waka Ama Championships 2027	\$120.00
Nia Haerewa	NZSS Waka Ama Championships 2027	\$120.00
Prince Te Ohonga	NZSS Waka Ama Championships 2027	\$120.00
Puhinga-i-te-rangi Taitin	NZSS Waka Ama Championships 2027	\$120.00
Ririana Abraham-Paddy	NZSS Waka Ama Championships 2027	\$120.00
Te Rangiamio Ropitini-Wikepa	NZSS Waka Ama Championships 2027	\$120.00
Tiffany Cameron	NZSS Waka Ama Championships 2027	\$120.00
Tui Hokianga-Te Nahu	NZSS Waka Ama Championships 2027	\$120.00
Tutawake Huata	NZSS Waka Ama Championships 2026	\$120.00
Unity-Devine Noda-Hemopo	NZSS Waka Ama Championships 2027	\$120.00
Wi Te Tau Huata	NZSS Waka Ama Championships 2027	\$120.00
Xaiden Grant-Hapuku	NZSS Waka Ama Championships 2027	\$120.00
Charlee Ropitini	Aotearoa NZ Māori Rugby League	\$200.00
Charlie James Cowan	Aotearoa NZ Māori Rugby League	\$200.00
Cheyarlrel Ropitini	Aotearoa NZ Māori Rugby League	\$200.00
Eli Woulfe Fincham	Aotearoa NZ Māori Rugby League Teina Tama Tournament	\$200.00
Haylo Lange	Tēina Kōtiro League Tournament	\$200.00
Jake Whyte	ICNZ Junior Provincial Indoor Cricket Tournament - Central Districts Team U13	\$200.00
Lucas Delano Hamiora Whyte	ICNZ Junior Provincial Indoor Cricket Tournament - Central Districts Team	\$200.00
Max Allen	U16 Lower North Island Representative Hockey Tournament	\$200.00
Nevaeh Lange	Tēina Kōtiro League Tournament	\$200.00
Noah Te Whaiti-loane	2026 Aotearoa Māori Rugby League Nationals	\$200.00

Smart Services and Benefits to Members

Name	Event	Amount approved
Peyton Olivia Moa	U16 Basketball New Zealand Nationals	\$200.00
Taj Hauraki	Aotearoa NZ Māori Rugby League Tournament	\$200.00
William Ronald Cowan	Aotearoa NZ Māori Rugby League Tournament	\$200.00
Anania Tamati	NZ National U18 Women's Hockey Tournament	\$250.00
Dontay Renata-Munro	Aotearoa NZ Māori Rugby League Tournament	\$250.00
Isla Yardley	National Youth Futsal Championships	\$250.00
Koea Tiaho Cooper	New Zealand Junior Youth Darts Championships	\$250.00
Manase-Jamez Tangaroa Bailey	Poitukohu Māori o Aotearoa	\$250.00
Natahlia Nathan	NZ Tag Nationals	\$250.00
Rafe Paewai	NZ Rugby League Nationals	\$250.00
Rashard Waihape	NZ Tag Nationals	\$250.00
Renata Wilson-Hunter	Basketball NZ - Footlocker Under 16 Nationals	\$250.00
Te Awarangi Puketapu-Pene	Youth Touch Nationals	\$250.00
Te Kerehi Neiham Henare Thompson	2025 NZMMNA Men's Netball Nationals	\$250.00
Teizar Butler-Brown	Aotearoa NZ Māori Rugby League Tournament	\$250.00
Texas Huata	Aotearoa NZ Māori Rugby League Tournament	\$250.00
Thurston Ewe	Aotearoa NZ Māori Rugby League Tournament	\$250.00
Troy Skipworth	New Zealand Mens Netball Nationals	\$250.00
Kauwaka - Toitū Te Reo	Community Advertising	\$299.00
Marcella-Jane Williams	20th Organization Studies Summer Workshop, "The Architecture of Hope in Distressing Times and Places	\$300.00
Matariki Events Team	Matariki Cheer - Feed a Whānau	\$400.00
Adam William Arama Pai Blake	Asia Oceania Inter-continentials Flag Football Qualifiers	\$500.00
Anthony Fransham	Kotahitanga U14 Tama Touring Rugby Team	\$500.00
Baileigh Walford-Puna	World Supremacy Battlegrounds World Championships Dubai	\$500.00
Bruno Michael Reed	Australian teams event tennis U11	\$500.00
Claudine Jasmijn Lammechiena Meerlo	Asia Pacific Sprint Regatta	\$500.00
Dylan Jahmaine Heaven Rewita	Rotorua U18 Girls Basketball Team Las Vegas Tour 2025	\$500.00
Emery Becker	World Supremacy Battlegrounds World Championships Dubai	\$500.00
Haydees Perese-Sukroo	All Nations, 3PTag Youth Tournament - Gold Coast Australia	\$500.00
Hayden Tither	2026 Amazing MuayThai Festival Bangkok	\$500.00
Jacqueline Smiler (HERETAUNGA BASKETBALL ROOPU)	Poitukohu Māori O Aotearoa	\$500.00
Jeremiah Rimene-Albrett	2025 IVF WORLDS DISTANCE ELITE AND CLUB CHAMPIONSHIPS, BRAZIL	\$500.00
Kahuranaki Julian Treacher	FIBA U19 BASKETBALL WORLD CUP	\$500.00
Kaylee Crystal Te Koha Rarere	World Supremacy Battlegrounds World Championship Dubai	\$500.00
Keija Miringaorangi	Fiba U17 Oceania Cup 2025 in Samoa	\$500.00
Kruze Joseph Cardie Te Kahu	International Softball Academy	\$500.00
Manaia Tamati Tawera	World Supremacy Battleground Championship Dubai	\$500.00
Matangihau Nuku	Junior White Sox Australian Tour	\$500.00
Nadia De Thierry	2025 Fiba u17s Oceania Cup Samoa	\$500.00
Naiara Marshall	World Supremacy Battlegrounds World Championships Dubai	\$500.00
Ngāti Kahungunu ki Wairarapa Charitable Trust	Walk 50k this May – hiko for incurable cancer	\$500.00
Ngāti Kahungunu Tamariki Team	AOTEAROA NZ MĀORI RUGBY LEAGUE Tamariki Tournament	\$500.00
Patrick Harding Rimene	2025 IVF Worlds Distance Elite And Club Championships, Brazil	\$500.00
Rhythm Butler-Brown	Area Codes of Europe 2026 - Rugby	\$500.00
Ria Ness Thorpe Kney	Oceania Continental Championship in Melbourne	\$500.00

Smart Services and Benefits to Members

Name	Event	Amount approved
Ruarakai Manuel	2026 Amazing MuayThai Festival Bangkok	\$500.00
Te Amorangi Manuel	2026 Amazing MuayThai Festival Bangkok	\$500.00
Trent Kingi Puru-Peri	Native American Basketball Invitational Tournament (NABI)	\$500.00
Waka Tither	2026 Amazing MuayThai Festival Bangkok	\$500.00
Public Dreams - Fiesta of Lights	Advertising	\$698.00
Mariah Wakefield-Otene	NZ Model Parliament Event	\$800.00
Flaxmere Planning Committee - Community Market	Community Advertising	\$998.00
Hikoi for Kaea Committee	Hikoi for Kaea Event	\$1,000.00
Michelle Ihaka	WKA World Championships England 2025 and the Unified World Championships Italy 2025	\$1,000.00
Mika Blundell Nepe	Life Space World Championship JiuJitsu	\$1,000.00
Ngā uri Whakaheke o Rongomaiwahine	Te Tū Mana Motuhake - Waitangi Commemoration Event	\$1,000.00
Nui Bartlett	Adaptive Crossfit Games	\$1,000.00
Riley Tu'u Tu'u Marama Bell - Kairiū	Oceania Powerlifting Championships 2025	\$1,000.00
Shianne Kelly	Oceania Junior Indigenous Cup	\$1,000.00
Zacarno King	World Masters Youth Qualifier 2025 (darts)	\$1,000.00
Te Taiwhenua o Heretaunga	Iron Māori Set Up - Public Dreams	\$1,600.00
Iwi Toi Kahungunu	Mauri Toi - 11 Years of Collective Life Force Exhibition	\$2,000.00
Kurawaka	Taku Manawahine - Te Mana o te Wahine Hui Taumata	\$2,000.00
Te Kura kaupapa Māori o Ngāti Kahungunu ki Heretaunga	Mana Kuratahi 2025	\$2,000.00
Te Rau Oranga o Ngāti Kahungunu Waka Ama Club	Noumea Va'a/Waka Ama International Cultural Exchange	\$2,000.00
Kahungunu Regional Kapa Haka Festival 2026	Roshy Photography and Certificate Printing Hastings	\$2,250.00
Te Kura Kaupapa Māori o Te Wānanga Whare Tapere o Takitimu	Kahungunu Ahurei	\$3,450.00
Tūāhuriri Kapa Haka team	Ngā Kapa Haka Kura Tuarua o Aotearoa 2026	\$3,500.00
Te Kura Kaupapa Māori O Ngāti Kahungunu Ki Heretaunga Kapa Haka Team	Ngā Kapa Haka Kura Tuarua o Aotearoa 2026	\$4,700.00
Manu Huia Kapa Haka Team	Ngā Kapa Haka Kura Tuarua o Aotearoa 2026	\$5,000.00
Te Aute College Kapa Haka Team	Ngā Kapa Haka Kura Tuarua o Aotearoa 2026	\$5,000.00
Waiata Māori Music Awards	18th National Waiata Māori Music Awards	\$20,000.00
Kauwaka - Toitū Te Reo	Toitū Te Reo	\$50,000.00

Looking Ahead

The achievements highlighted in this report reflect the dedication of our Smart Services team and the strong relationships we share with our whānau, Taiwhenua, Taura Here, partners and communities. With a growing iwi register, effective communications, well-supported events, and continued investment in scholarships and sponsorships, we remain focused on strengthening connections and creating meaningful opportunities for our people. We look forward to building on this momentum and continuing to serve Ngāti Kahungunu with manaakitanga, professionalism and pride.

Ruth Wong

Director of Smart Services and Communications Advisor

Kahungunu Asset Holding Company Ltd Chairman's Report

Ko ngā tapu o te rangi
Ko ngā tapu tawhito o te rangi
Ko ngā tapu o te whenua
I takea mai ai ko te mauri
Hunu-ā-rau rehutai, Hunu-ā-rau ahūwhenua
Ngā tukemata whānui o Kahungunu
Tēnei te mihi matangi rau
Tihei Kahungunu!

Moemoeā – Vision

Empower Ngāti Kahungunu Iwi Incorporated through sustainable economic and commercial success.

Rautaki – Mission

To grow and maximise the assets of Ngāti Kahungunu Iwi Incorporated so the full potential and aspirations of our iwi will be met.

Ngā Huarahi – Pathways

Tino rangatiratanga: Independence and Self-determination

By ensuring our investments contribute to and for the future generations of Ngāti Kahungunu whānau.

Taiao ora: Environmental health and wellbeing

By ensuring that we recognise, and advocate for, principles of Kaitiakitanga in our investment approach to maintain an environmentally healthy footprint.

Oranga whānau: Strong, vibrant and healthy whānau

By ensuring our investments will contribute to the health and wellbeing of whānau through employment and training.

Kahungunutanga: Cultural strength and integrity

We will ensure that our investments are under-pinned with strong cultural and commercial leadership.

Ohanga: Economic strength

We will invest in opportunities that will position Ngāti Kahungunu Iwi Incorporated as a significant leader in the Aotearoa, New Zealand economy.

Haporitanga: Participating global citizens

We will identify opportunities that will increase the tribal footprint of Ngāti Kahungunu Iwi Incorporated in the global economy.

Tuakiritanga: Making our Mark

By growing our fisheries asset to ensure Ngāti Kahungunu Iwi Incorporated is a significant leader in the seafood sector of Aotearoa, New Zealand.



Shearing quarters Tautane Station

Kahungunu Asset Holding Company Ltd Chairman's Report



Mike Devonshire
Co-Chair



Ratahi Cross
Co-Chair

E ngā mana, e ngā reo, e ngā iwi o Ngāti Kahungunu, tēnā koutou katoa.

It is our privilege as Co-Chairs of Kahungunu Asset Holding Company Limited (KAHC) to present our report for the 2026 financial year.

FY2026 has been a strong year for KAHC, with continued focus on improving returns from our existing assets while building a more diversified investment portfolio for the future. KAHC recorded an operating profit of approximately \$4.49 million and paid \$1.0 million in dividends to Ngāti Kahungunu Iwi Incorporated during the year.

We have continued to take a more active approach to our fisheries assets. New arrangements for our kōura and scampi ACE provide opportunities for KAHC to participate more directly in the value generated from these fisheries, while our established relationships with Sealord, Moana New Zealand and local fishers continue to provide important commercial returns.

This year also marked the release of Mana Moana, Mana Tangata, celebrating 25 years since the Māori fisheries settlement. The documentary provided an opportunity to reflect on the vision and determination of those who secured these assets for future generations, and the responsibility we now carry to protect, grow and use them well.

Across the wider portfolio, KAHC has continued to actively manage its existing assets while assessing a number of potential investment opportunities during the year. While none had progressed to investment by year end, this work has strengthened our investment pipeline and reflects our deliberate approach to diversification and long-term growth.

The year ahead will see this work continue as we consider new investment opportunities, the future potential of our existing assets and how KAHC can continue to strengthen its contribution to Ngāti Kahungunu.

We remain committed to disciplined commercial decision-making and responsible stewardship of the assets entrusted to KAHC, ensuring they continue to deliver enduring value for our shareholder and future generations of Ngāti Kahungunu.

Nō reira, tēnā koutou katoa.

Mike Devonshire
Co-Chair
KAHC Limited

Ratahi Cross
Co-Chair
KAHC Limited

Kahungunu Asset Holding Company Ltd

Chairman's Report

Financial Performance FY2026

KAHC recorded an operating profit of approximately \$4.49 million and a profit for the year of approximately \$3.04 million, with the final result reflecting non-cash valuation movements across the portfolio. During the year, KAHC paid \$1.0 million in dividends to NKII.

FISHERIES

Settlement Quota

At the beginning of FY2026, KAHC held Settlement Quota across 240 fishery stocks. No Settlement Quota was sold, exchanged or acquired during the year, and no interests were registered against KAHC's Settlement Quota. Detailed Settlement Quota holdings are available on request.

Annual Catch Entitlement

KAHC is one of 42 iwi groups that lease their deepwater ACE to Sealord through Ngā Tapuwae o Māui. The arrangement provides iwi with long-term participation in the value generated from deepwater fisheries while retaining ownership of iwi quota.

Inshore ACE continues to be leased through Moana New Zealand, alongside selected arrangements with independent fishers. Where commercially appropriate, KAHC seeks opportunities to keep our fisheries activity connected to the rohe and support local fishers to participate in the industry.

KAHC's kōura ACE was supplied to Tātai Kōura, a partnership of Māori fisheries entities that combines iwi-owned ACE with established harvesting, processing and export capability, providing KAHC with both a commercial return on its ACE and participation in a wider Māori-owned kōura business.

This year KAHC partnered with Connor International, a family-owned New Zealand fishing business, to harvest and market our scampi ACE. The arrangement provides KAHC with a guaranteed minimum return while also allowing us to share in higher market returns when strong sale prices are achieved.

Overall, ACE revenue for FY2026 was approximately \$3.11 million. Looking ahead, KAHC expects its fisheries assets to continue generating sustainable commercial returns. This includes developing long-term kōura leasing, building on the new relationship for scampi and exploring a Limited Partnership with Moana NZ for inshore leasing.

SHARES

Moana New Zealand

During FY2026, KAHC received a further 31,496 Moana shares through a taxable bonus share issue, increasing its holding to 62,992 shares. At 30 June 2026, these shares were valued at approximately \$9.01 million. KAHC also received a gross dividend of \$446,257 during the year.

Fiordland Lobster Company Limited

KAHC holds 89,670 shares in Fiordland Lobster Company, valued at approximately \$6.73 million as at 30 June 2026. During the year, KAHC tested the market for its shareholding as part of its strategy to rebalance and diversify the investment portfolio. No sale had been concluded at the date of this report.

Māori Fisheries Amendment Act

Following balance date, changes under the Māori Fisheries Amendment Act resulted in KAHC receiving a further 15,748 Moana shares, increasing its holding to 78,740 shares. KAHC's Moana shares also became ordinary shares with full voting rights, placing greater ownership and decision-making rights directly with iwi.

During the year, KAHC also updated its Constitution to reflect the changes introduced by the Māori Fisheries Amendment Act. The amended Constitution was approved by NKII in March 2026. No further changes to KAHC's constitutional documents are currently proposed.

Napier Mussels Limited

KAHC holds a 91% interest in Napier Mussels Limited, which holds a mussel

Kahungunu Asset Holding Company Ltd

Chairman's Report

farming consent off the coast of Waipatiki. During FY2026, KAHC progressed discussions with MPI and Cawthron Institute on a potential spat-catching trial to better understand the commercial potential of the consent.

PROPERTY

Pandora Road

KAHC continued to actively manage its Pandora Road property portfolio during FY2026, balancing current rental income with the longer-term development potential of these strategically located properties. At 30 June 2026, the properties had a combined valuation of \$5.39 million.

Tautane Station

KAHC owns Tautane Station, a sheep and beef farming property at Herbertville, operated under a long-term commercial lease. At 30 June 2026, the Station was valued at \$32.9 million.

KAHC continues to enjoy a positive working relationship with the Gunson whānau, who farm Tautane, with a shared focus on the long-term care and stewardship of this important iwi asset.

Kahutia

Kahutia Limited Partnership is a forestry and carbon investment with Hineuru Holdings Limited and Tangoio South Trustees, in which KAHC holds a 47.5% interest. KAHC's share of comprehensive income for FY2026 was approximately \$41,000.

LOOKING FORWARD

KAHC's focus remains on protecting and strengthening the assets entrusted to it while generating sustainable commercial returns for Ngāti Kahungunu.

During 2026 the Board began reshaping the strategic framework that will guide the next Statement of Corporate Intent. Three Pou Rautaki will underpin this direction:

Intergenerational Asset Stewardship

Protecting, strengthening and growing the iwi commercial asset base through disciplined long-term investment management, prudent capital allocation and active portfolio stewardship.

Strategic Opportunity Development

Identifying, assessing and progressing commercial opportunities that align with KAHC's mandate, investment settings and long-term iwi aspirations.

Taiao, Resilience and Future-Proofing

Ensuring investment decisions reflect kaitiakitanga, resilience and long-term sustainability while supporting enduring intergenerational wellbeing.

These Pou will guide KAHC as it continues to strengthen its existing assets, diversify the portfolio and consider new commercial opportunities with credible partners and operators.

Our role remains clear: to steward the commercial assets of Ngāti Kahungunu responsibly today, while ensuring they remain strong and capable of supporting generations to come.

Kahungunu Asset Holding Company Ltd

Directors

Mike Devonshire

Co-Chair

Mike is an experienced leader, mentor and Director with a background in institutional banking, corporate finance, infrastructure, property and business leadership.

Mike is also a Chartered Fellow of the Institute of Directors and has detailed governance experience working with capital-intensive industries, more particularly the construction, geotechnical, property, port and wine processing sectors.

Following an early career in property management and investment banking, Mike established his own business consultancy in 2002 and, alongside his governance roles, works with a wide range of clients providing transactional, strategic and governance advice.



Ratahi Cross

Co-Chair

Ngāti Pahauwera, Rongomaiwahine

Ratahi is involved in a number of companies that have large investments in the Kahungunu rohe, including his family business that has about \$150 million invested in the horticultural industry from Havelock North across the plains to Fernhill.

Ratahi holds a number of positions on various governance boards with horticulture as his main area of focus. Ratahi has a background in natural science specialising in native flora and fauna, and lectures in Māori history.



Alex Guilleux

Alex is of French descent, having grown up in Brittany, France and moving to New Zealand in 2009. After many years at PwC, Alex left PwC in 2019 to become Managing Director Foods and Markets at one of the largest vertically integrated horticulture businesses in New Zealand.

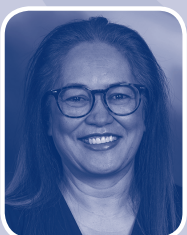
Alex is currently the Managing Partner of Corporate Value Associates (CVA) New Zealand where he provides strategic consultancy services to the horticulture and agriculture sectors.



Hineatauirā (Ira) Wilkinson

Ngāti Porou, Te Atiawa

Ira brings over 20 years of accounting expertise to her role as Director for KAHC Limited. Formerly an Associate Partner at Findex NZ Ltd, she co-founded Kācano Advisory Ltd in 2023, an Accounting, Tax and Advisory firm with offices in Auckland. Ira advises individuals, SMEs, Trusts, and Māori businesses, combining professional insight with a culturally informed approach. Ira also serves as Director of Tu Atea Network Services Ltd, Trustee of Māori Education Trust Board, Anglican Insurance Board, and Treasurer to the New Zealand Māori Council.



Kahungunu Asset Holding Company Ltd

Directors

Jono Bredin

Jono is an experienced Chartered Accountant, Director and Executive. He currently runs his own consulting business and is an investor in numerous companies.

Prior to moving to Maungawharau with his partner and three children (Ngāti Kahungunu), Jono owned his own accounting firm in Ōtepoti where he was also the CEO and Head of Tax. He acted for a wide range of clients including fisheries and iwi investments. Jono has also held the position of CEO for a national financial services firm.

Outside of his professional endeavours, Jono has been both an International Netball Umpire and a New Zealand Rugby Referee. Jono currently resides in Ōtaki with his whānau where he is studying Rumaki reo at Te Wānanga o Raukawa.



Hayden Hape (from 10 September 2025)

Ngāti Kahungunu ki Tamaki-nui-a-rua

Hayden Hape is a respected Māori leader and entrepreneur with nearly 20 years of iwi governance and leadership experience. He has served across a range of governance boards throughout Ngāti Kahungunu iwi, providing strategic direction while championing Māori governance, trade, and community development. As Chair of Hidden Pte Ltd in Singapore and through his roles guiding iwi investments in seafood, agriculture, and technology, Hayden has built trusted international partnerships with strong connections across China, Vietnam, Cambodia, and Japan. His greatest strength lies in creating and sustaining relationships across Asia and New Zealand, ensuring enduring connections that advance prosperity, tikanga, and opportunities for whānau, hapū and iwi.



Toa Greening (Associate Director from 1 July 2026)

Ngāti Kahungunu

As New Zealand's first Māori graduate in Information Engineering and a recently appointed Fellow of Engineering NZ, Toa Greening brings 30+ years of innovation and digital infrastructure experience to KAHC. A seasoned governor in the Māori commercial ecosystem, they spent over a decade with Te Huarahi Tika Trust and Hautaki Limited, navigating high-value commercial share exits. Recently, as a Director of Tu Ātea Limited, they governed the establishment of its substantial national digital infrastructure and commercial asset portfolio.



Ngāti Kahungunu Iwi Incorporated

Summary Financial Statements

FOR THE YEAR ENDED 30TH JUNE 2026

CONSOLIDATED SUMMARY OF FINANCIAL PERFORMANCE

	Group	
	2026	2025
INCOME		
Rendering of Services	27,711,526	26,680,937
Sale of Goods	335,304	-
Hī Ika Revenue	3,106,095	3,220,126
Rental and Lease Revenue	1,364,635	1,015,755
Other Exchange Revenue	317,398	253,811
Total Exchange Revenue	32,834,958	31,170,629
Non Exchange Revenue	212,389	60,892
TOTAL REVENUE	33,047,347	31,231,521
Other Income	10,016	22,013
EXPENSES		
Administration	2,194,713	2,552,226
Hauora	58,111	47,259
Mauri Ora	11,243,158	11,164,471
Governance	1,190,838	1,021,551
Hī ika	361,391	326,629
Kainga Subsidies	484,745	5,061,755
Cost of Sales	473,855	194,098
Rental	433,932	440,683
TOTAL EXPENSES	16,440,743	20,808,672
NET FINANCE INCOME	2,234,799	264,111
Net loss on financial assets measured at fair value	(3,865,627)	(4,113,921)
Share of surplus - joint ventures	41,134	897,893
Fair value adjustments to intangible assets	186,429	-
Surplus/(Deficit) from discontinued operations	212,994	(360,801)
NET SURPLUS FOR THE YEAR	15,426,349	7,132,144

CONSOLIDATED SUMMARY STATEMENT OF CHANGES IN EQUITY

EQUITY		
Opening Balances as at 1 July	74,051,428	66,919,284
Net Surplus for the year	15,426,349	7,132,144
TOTAL EQUITY	89,477,777	74,051,428

CONSOLIDATED SUMMARY STATEMENT OF FINANCIAL POSITION

ASSETS		
Total Current Assets	24,486,101	30,342,799
Total Non-Current Assets	93,038,051	86,457,422
TOTAL ASSETS	117,524,152	116,800,221
LIABILITIES		
Total Current Liabilities	13,947,740	33,439,794
Total Non-Current Liabilities	14,098,635	9,309,000
TOTAL LIABILITIES	28,046,375	42,748,793
TOTAL EQUITY	89,477,777	74,051,428
TOTAL EQUITY & LIABILITIES AS AT 30 JUNE	117,524,152	116,800,221

Ngāti Kahungunu Iwi Incorporated Summary Financial Statements

FOR THE YEAR ENDED 30TH JUNE 2026

FY2026 SERVICE PERFORMANCE AT A GLANCE

Ki te whaiao, ki te ao mārama

TE REO MĀORI & MĀTAURANGA	WHAI KĀINGA, WHAI ORANGA	TE TAIAO & RESILIENCE	MEMBERS & IWI CAPABILITY	TE ARA TOIORA & WELLBEING
\$277,702 invested	26 affordable rental homes completed	15th Fishhook Summit held	42,661 registered members	3,436 Reports of Concern
Toitū Te Reo support provided	17 critical-repair properties completed	TANK and wider environmental advocacy progressed	1,641 new registrations	302 combined pathway referrals
Digital pathways, data sovereignty and education opportunities progressed	59 cabins under rent-to-own	Cultural- flow and hydrological evidence advanced	96 scholarships	452 tamariki support activities
	37 of 38 critical repairs completed cumulatively		Kahungunu 2050 endorsed	7,017 family-harm notifications
				1,815 new whānau engaged
				99% budget utilisation

Ngāti Kahungunu Iwi Incorporated (the controlling entity) is an Incorporated Society registered under the Incorporated Societies Act 2022 and a charity registered under the Charities Act 2005.

The financial statements comprising the controlling entity and its controlled entities, Kahungunu Kāinga Limited and Kahungunu Asset Holding Company Limited, together the "Group", are presented for the year ended 30 June 2026. The Group is a reporting entity for the purposes of the Financial Reporting Act 2013.

The summary figures provided are taken from the full financial statements which have been subject to an audit.

Ngāti Kahungunu Iwi Incorporated is deemed to be a Public Benefit Entity as its primary objective is to provide goods and services for community or social benefit.

The Group financial statements have been prepared in accordance with New Zealand Generally Accepted Accounting Practice ("NZ GAAP"). As it meets the required eligibility criteria, Ngāti Kahungunu Iwi Incorporated has adopted and complied with the reporting requirements of Tier 2 PBE standards (PBE Standards RDR).

The significant accounting policies used in the preparation of the financial statements are set out in the full version of the financial statements.

To the members of Ngāti Kahungunu Iwi Incorporated, we present to you a summary of the financial statements.

Each tribal member is entitled to obtain a copy of the full financial statements. Requests should be made to the Director of Smart Services, Ruth Wong – Ngāti Kahungunu Iwi Incorporated, Taikura House, Level 1, 304 Fitzroy Avenue, Hastings. Phone 06 8762718 or toll free 0800 524 864 or email ruth@kahungunu.iwi.nz.



Bayden Barber

Ngāti Kahungunu Iwi Incorporated
Chairman



Mike Devonshire

KAHC Limited
Co-Chair



Ratahi Cross

KAHC Limited
Co-Chair



Ngāti Kahungunu Iwi
INCORPORATED

Annual Plan 2026-2027

VISION STATEMENT

**“Kahungunu – ki te whaiao, ki te ao mārama”
“Achieving excellence in all areas of our lives”**

MISSION STATEMENT

**“Kia maumahara ki te mana āhua ake o Ngāti Kahungunu”
“Uphold the absolute uniqueness of the living breath of Kahungunu
and enhance the mana and well-being of Ngāti Kahungunu Iwi”**

STRATEGIC OBJECTIVES

**Ngāti Kahungunu – Culturally Strong
Ngāti Kahungunu – Healthy and Vibrant
Ngāti Kahungunu – Economically Strong
Ngāti Kahungunu – Global Citizens
Ngāti Kahungunu – Self Determined
Ngāti Kahungunu – Healthy Environment
Ngāti Kahungunu – Making our Mark**

Annual Plan

Introduction

Ngāti Kahungunu Iwi Incorporated recognises the importance of regularly reviewing its objectives and ensuring its strategies remain aligned with the changing needs, aspirations and priorities of whānau, hapū, marae and Taiwhenua throughout the Ngāti Kahungunu rohe.

Each year, the Ngāti Kahungunu Iwi Incorporated Board reviews the Annual Plan to evaluate progress, identify areas requiring further attention and determine how the organisation can continue moving forward in a purposeful and sustainable way.

The 2026–2027 year marks an important period for Ngāti Kahungunu. It provides an opportunity to acknowledge the achievements and lessons of the iwi's 25-year strategic vision, developed in 2001, while preparing for the next stage of iwi development through **Kahungunu 2050**.

The Board recognises the need to remain responsive to the political, social, cultural, environmental and economic environment in which our people live. Our efforts must continue to contribute to the long-term aspirations of Ngāti Kahungunu and create positive, lasting outcomes for current and future generations.

Board Priorities

The Ngāti Kahungunu Iwi Incorporated Board has identified the following priority areas for 2026–2027:

- Housing and Home Ownership
- Health and Wellbeing
- Taiao
- Te Reo Māori and Mātauranga
- Whānau, Hapū and Marae Development
- Economic Development
- Mana Motuhake and Political Advocacy

Strategic Alignment

The Ngāti Kahungunu Iwi Incorporated Annual Plan describes the key objectives and intended areas of mahi for the 2026–2027 year.

The plan builds upon the seven pou of the Ngāti Kahungunu 25-year vision:

1. Economically Strong
2. Participating Citizens of the World
3. Tino Rangatiratanga
4. Making Our Mark
5. Strong, Healthy and Vibrant Whānau, Hapū and Marae
6. Culturally Strong
7. Protecting Our Environment

During 2026–2027, these pou will be reviewed and refreshed as part of the development of the iwi's future strategic direction, Kahungunu 2050.

The overall purpose of this Annual Plan is to support the organisation's mission:

To enhance the mana and wellbeing of Ngāti Kahungunu.

**KAHUNGUNU, KIA EKE!
TE REO, TIKANGA AND MĀTAURANGA**

Strategic Objective

To advance the Education and Succession aspirations identified by whānau through Kahungunu 2050 by strengthening identity, belonging, whānau connection, readiness and safety, engagement and pathways through education leadership, system influence, strategic partnerships and iwi stewardship.

Annual Plan

Key Actions 2026–2027

- Contribute to the refresh and alignment of the Reo and Mātauranga strategies with Kahungunu 2050, drawing upon existing strategies and mahi, previous reo strategy work and reporting, and the aspirations expressed by whānau to help clarify future priorities, outcomes, responsibilities and measures.
- Strengthen connected education pathways and system influence through relationships with the Ministry of Education, early learning and schooling, EIT and other tertiary and vocational providers, Taiwhenua and relevant partners, with particular attention to Māori-medium and Kaupapa Māori education, transitions and opportunities for rangatahi.
- Develop a Kahungunu Education Intelligence Framework in partnership with relevant agencies, providers and iwi partners to improve understanding of learner pathways, participation, transitions, opportunities and outcomes, and to support evidence-informed advocacy and decision-making.
- Strengthen collaboration between NKII, Taiwhenua, schools, kura, tertiary providers, employers and PSGEs to support shared Education and Succession aspirations across the rohe.
- Support greater integration across the NKII ecosystem by identifying where Education and Succession connects with other Kahungunu 2050 priorities and helping make visible how reo, tikanga, mātauranga, identity and succession are expressed through the work of NKII.

Enabling Approach

Delivery will continue to rely upon partnership, collaboration, strategic relationships, influence and leverage. Increasingly, NKII's role is one of stewardship, coordination, advocacy and system influence, working alongside Taiwhenua, PSGEs, providers and agencies to advance shared aspirations.

Intended Outcomes

By the end of 2026/27, NKII will have:

- clearer alignment between Mātauranga and the Education and Succession aspirations of Kahungunu 2050;
- strengthened relationships and influence across education pathways from early learning and schooling through tertiary, vocational learning and employment;
- progressed an iwi-defined approach to Kahungunu education intelligence;
- improved visibility of the connections between Mātauranga and the wider NKII ecosystem;
- contributed to clearer organisational direction for the future leadership, integration and resourcing of reo, tikanga and mātauranga;
- improved understanding of educational participation, transitions, achievement and pathways for Kahungunu learners and whānau;
- strengthened alignment between education activities and iwi-defined outcomes including identity, belonging, whānau connection, readiness and safety, engagement and pathways;
- increased capability for NKII, Taiwhenua, PSGEs and partners to work collectively on Education and Succession priorities;
- strengthened contribution to iwi aspirations relating to identity, belonging, whānau connection, readiness and safety, engagement and pathways for Kahungunu learners and whānau.

NGĀTI KAHUNGUNU NATURAL RESOURCES AND ENVIRONMENT KAHUNGUNU KI UTA, KAHUNGUNU KI TAI MARINE AND FRESHWATER STRATEGY

To protect, restore and enhance Te Ao Turoa and support mana motuhake, mātauranga and kaitiakitanga across Ngāti Kahungunu.

Key Actions for 2026–2027

- Advocate for Ngāti Kahungunu taiao values, rights, interests and objectives to be embedded within local, regional and national policy, management and decision-making.
 - Prepare and provide high-level submissions and input.
 - Support mana motuhake, mātauranga and kaitiakitanga.
 - Support capability building.
 - Grow meaningful relationships with government agencies, councils, organisations, research institutions and other iwi to advance Ngāti Kahungunu taiao objectives.
- Keep whānau informed and involved.
- Host the annual Kahungunu Fish Hook Summit as a space for Ngāti Kahungunu iwi, hapū, whānau and kaitiaki to:
 - Share mahi and knowledge
 - Discuss emerging environmental issues and priorities
 - Strengthen relationships across the rohe
 - Keep iwi members informed

TE ARA TOIORA O NGĀTI KAHUNGUNU KAHUNGUNU WELLBEING STRATEGY

Strategic Objective

To advance the health, and wellbeing of Ngāti Kahungunu whānau by strengthening rangatiratanga and self-determination, enabling whānau, hapū and communities to exercise greater influence over decisions that affect their lives, and supporting iwi-led solutions that create strong, healthy, safe and vibrant futures.

Key Actions for 2026–2027

- Strengthen strategic relationships with central and local government agencies to increase Ngāti Kahungunu influence over policy, investment and service delivery decisions affecting our people.
- Continue developing iwi-led commissioning and investment stewardship and assurance approaches that support decisions being made closer to whānau and communities.
- Promote whānau voice, lived experience and Kaupapa Māori approaches within the design, delivery, monitoring and evaluation of services and initiatives.
- Lead and support the development of integrated, whānau-centred approaches that improve coordination across health, housing, education, justice, employment and social sectors.
- Support the development of iwi-led wellbeing initiatives and strategic partnerships that advance the long-term aspirations of Ngāti Kahungunu, including the Kahungunu Health Authority vision.
- Strengthen iwi-owned evidence, intelligence and evaluation capability to inform investment decisions, demonstrate outcomes and identify emerging needs.
- Support continuous improvement and learning by promoting innovation, evaluation and shared accountability across funded services, partners and initiatives.
- Advocate for preventative, early intervention and strengths-based approaches that improve long-term wellbeing outcomes and reduce reliance on crisis responses.
- Increase access to safe, secure, healthy and affordable housing for Ngāti Kahungunu whānau
- Support pathways into home ownership, papakāinga development, emergency housing, transitional housing and long-term housing solutions.

NGĀ POU TAUNAKI

SMART SERVICES, COMMUNICATIONS AND BENEFITS TO MEMBERS

Strategic Objective

To provide effective organisational support, meaningful member benefits, strong communications and events that celebrate and strengthen Kahungunutanga.

Key Actions for 2026–2027

- Increase the vibrancy, connection and wellbeing of Ngāti Kahungunu whānau through the organisation and delivery of major iwi events:
 - Complete the Matariki Events 2025-2026 – July 2026
 - Support the Inaugural National Pickleball Event 15-16 August 2026
 - The Toitū Kahungunu 30 Year Celebration Event 24 September 2026
 - Support the National Waiata Māori Music Awards 25 September 2026
 - Host the National Māori Freshwater Fisheries Conference 3-4 November 2026
 - Support the Kahungunu Ahurei Event including Mokotini, Kuratini and Tama Tūrangā Events 16-20 November 2026
 - Host the Ngāti Kahungunu AGM Pā Sports Event 28 November 2026
 - Support the Kahungunu Hakanuia Inter-Marae Kapa Haka Event 5 December 2026
 - Support the hosting of the National Basketball Māori Tournament 25-30 January 2027
 - Host the Kahungunu Waitangi Day Event 6 February 2027
 - Host 11 Matariki events throughout the Ngāti Kahungunu rohe June-July 2026
- Maintain the Ngāti Kahungunu iwi registration database and continue correcting, updating and improving member information.
 - Investigate secure and accessible ways for individual members to update their personal registration details online.
 - Increase opportunities for Taiwhenua to access and administer relevant areas of the iwi registration database, supported by appropriate privacy and information security controls.
- Develop networks and partnerships with organisations that can provide meaningful opportunities and benefits to registered iwi members.
 - Continue delivering benefits including scholarships, grants, sponsorships, pātaka initiatives, member discounts and free or subsidised services.
 - Review member benefits to ensure they remain relevant, fair, transparent and accessible across the entire Ngāti Kahungunu rohe.
- Provide high-quality governance, executive, administrative and secretarial support services.
 - Improve internal office systems and encourage secure, paperless and environmentally responsible practices.
 - Review and update organisational policies, procedures, templates, records management and standard operating processes in line with new government policies.
 - Improve privacy, information security, risk management, data management and organisational compliance systems.
- Regularly communicate with whānau through:
 - The Ngāti Kahungunu website
 - Pānui ki te Iwi emails
 - Facebook and other social media platforms
 - Media releases
 - Printed publications
 - Taiwhenua and Taurahere engagement
 - Hui, events and community visits

Annual Plan

- Keep whānau informed about iwi activities, achievements, opportunities and issues affecting Ngāti Kahungunu.
 - Profile success and celebrate Kahungunutanga in all its forms and at every level.
 - Increase the publication of stories and media releases that acknowledge Ngāti Kahungunu achievements, leaders, whānau, hapū, marae, kaupapa and communities.
 - Ensure the iwi's key messages are consistently reflected across communication platforms, publications, email signatures, events and public statements.
 - Increase the appropriate use of te reo Māori and Kahungunu language, identity and tikanga within organisational communications.
 - Record and preserve contemporary Ngāti Kahungunu history for future generations.
 - Strengthen relationships with Māori and mainstream media to promote accurate and positive representation of Ngāti Kahungunu.
 - Continue improving the accessibility, timeliness and quality of information provided to iwi members.

NGĀ TŪHONOHONOTANGA

POLITICAL ADVOCACY, REPRESENTATION AND RELATIONSHIPS

Strategic Objective

To advance the health, and wellbeing of Ngāti Kahungunu whānau by To uphold the mana motuhake of Ngāti Kahungunu, strengthen iwi and hapū relationships and influence political decisions that affect our people and rohe.

Key Actions for 2026–2027

- Continue to strengthen relationships with hapū claimant groups throughout the Ngāti Kahungunu rohe.
- Maintain regular engagement with Taiwhenua, Taurahere, marae, hapū, post-settlement governance entities and other Kahungunu affiliated organisations.
- Advocate for meaningful Ngāti Kahungunu representation within local, regional and national decision-making structures.
- Support the continuation and strengthening of Māori wards, Māori constituencies and other forms of Māori representation.
- Influence legislation and policy developed by government agencies, local authorities and regional councils.
- Prepare high-quality submissions, position statements and responses on issues affecting Ngāti Kahungunu.
- Monitor the performance of government agencies, councils and other public entities against agreed Ngāti Kahungunu expectations and outcomes.
- Advocate for Te Tiriti o Waitangi obligations and Ngāti Kahungunu rights and interests to be recognised in all significant decisions affecting the rohe.
- Strengthen relationships with elected representatives, Ministers, councils, agencies and sector leaders.
- Lead and support the kaupapa of kotahitanga, bringing our people together to understand and respond to political, legislative and social change.
- Encourage whānau participation in elections, Māori roll decisions, local government processes and public consultation.
- Provide clear and timely information to iwi members about political developments and decisions affecting Ngāti Kahungunu.
- Support whānau and hapū to understand and participate in submission, consultation and decision-making processes.

TE WHAKATIPU ŌHANGA ECONOMIC DEVELOPMENT

Strategic Objective

To strengthen the economic wellbeing and resilience of Ngāti Kahungunu whānau, hapū and iwi.

Key Actions for 2026–2027

- Continue working with iwi partners to review, progress and implement the Ngāti Kahungunu Economic Development Strategy.
- Identify opportunities to increase employment, training, entrepreneurship and business development for Ngāti Kahungunu whānau.
- Support Māori-owned and Kahungunu-owned businesses to grow, collaborate and access procurement opportunities.
- Strengthen relationships with economic development agencies, education providers, employers, businesses and industry leaders.

OUR VISION

‘Ki te whaiao, ki te ao mārama’
‘The continuous pursuit
of excellence’

Culturally Strong

- Whānau are connected to Ngāti Kahungunu pā and Marae
- Whānau are growing te reo me ōna tikanga

Te Taiao (Environment) and Climate Resilience

- Active kaitiakitanga-reconnected with and restoring whenua, awa and moana
- Leading climate resilience by caring for our Taiao as our tupuna did

KAHUNG
205

Annual Plan

- Promote pathways into skilled employment, trades, technology, primary industries, environmental work, health, education and other growth sectors.
- Investigate opportunities to strengthen whānau financial capability, savings, investment and pathways into home ownership.
- Advocate for investment and infrastructure that supports communities throughout the Ngāti Kahungunu rohe.
- Encourage iwi and hapū participation in sustainable economic opportunities that align with tikanga, kaitiakitanga and long-term wellbeing.
- Support rangatahi to develop leadership, enterprise, innovation and employment skills.
- Profile and celebrate Ngāti Kahungunu businesses, entrepreneurs, innovators and economic success stories.
- Investigate opportunities for iwi assets, relationships and purchasing power to create greater benefits for registered members.
- Keep iwi members informed about employment, training, procurement, funding and economic development opportunities.

Whānau Wellbeing

- Whānau are strong, thriving and living long lives
- Te Ara Toiora

Economic Independence

- Our people are prosperous
- Our assets are growing

Mātauranga (Education and Succession)

- Bold, brilliant Kahungunu leaders in all areas
- Mokopuna are equipped to be prosperous and self determining

Annual Plan

WHĀNAU, HAPŪ AND MARAE DEVELOPMENT

Strategic Objective

To strengthen the capability, resilience and mana motuhake of Ngāti Kahungunu whānau, hapū and marae.

Key Actions for 2026–2027

- Strengthen engagement with marae, hapū, Taiwhenua and Taurahere throughout the rohe.
- Support marae and hapū to identify and progress their own priorities and aspirations.
- Advocate for improved investment in marae infrastructure, wharenuī, wharekai, water systems, digital connectivity and emergency preparedness.
- Support marae to strengthen governance, administration, financial management and succession planning.
- Promote opportunities for whānau to reconnect with whakapapa, marae, hapū and iwi.
- Encourage rangatahi participation in marae, hapū and iwi leadership.
- Support kaumātua participation and recognise their knowledge, leadership and contribution.
- Strengthen relationships between urban whānau, Taurahere and their marae and hapū.
- Improve the flow of information between Ngāti Kahungunu Iwi Incorporated, Taiwhenua, hapū, marae and registered members.
- Celebrate the achievements, histories and aspirations of marae and hapū throughout the Ngāti Kahungunu rohe.

MEASURING OUR PROGRESS

Progress against this Annual Plan will be monitored through:

- Regular reports to the Ngāti Kahungunu Iwi Incorporated Board
- Directorate and operational work plans
- Financial and budget reporting
- Project and contract reporting
- Member engagement and participation
- Whānau, hapū, marae and Taiwhenua feedback
- Communication and media reach
- Government and agency relationship outcomes
- Data, research and evaluation
- Annual Report achievements and performance measures

The Board will review progress throughout the year and may adjust priorities in response to emerging issues, opportunities and the changing needs of Ngāti Kahungunu.

OUR COMMITMENT

To strengthen the economic wellbeing and rNgāti Kahungunu Iwi Incorporated remains committed to working alongside whānau, hapū, marae, Taiwhenua, Taurahere, service providers, partners and communities to enhance the mana and wellbeing of our people.

As we acknowledge the completion of the Kahungunu 2026 vision and look toward Kahungunu 2050, we will continue to honour the aspirations of our tīpuna, respond to the needs of our people today and prepare a strong foundation for the generations yet to come.

Tihei Kahungunu!
Kahungunu, kia eke!



Ferris whānau from Porangahau tautoko Aunty Raina Ferris.



Hamilton whānau support their whānaunga Te Huia (Bill) Hamilton.



The Matthews whānau support their mama, Paremo Matthews.



Ngāti Kahungunu Iwi
INCORPORATED

TAIKURA HOUSE 304 FITZROY AVENUE, HASTINGS 4122
P.O BOX 2406, HASTINGS 4156, HAWKE'S BAY, NEW ZEALAND
PHONE: TOLL FREE 0800 KAHUNGUNU (524 864)
EMAIL: panui@kahungunu.iwi.nz WEBSITE: www.kahungunu.iwi.nz



AGM 28 NOVEMBER

9AM SPLASH PLANET, HASTINGS