



Te Rūnanga-Ā-Iwi-Ō-Ngāpuhi

2023-2024 ANNUAL PLAN

Ngāpuhi Rūnanga Group

The Ngāpuhi Rūnanga Group (also known as TRAION Group) is a collective of four organisations who represent the interests and aspirations of more than 165,000 people who identify themselves as Ngāpuhi.

Te Rūnanga-Ā-Iwi-Ō-Ngāpuhi (TRAION) is the parent organisation of the group that includes Ngāpuhi Iwi Social Services (NISS), Te Hau Ora Ō Ngāpuhi (THOON) and Ngāpuhi Asset Holding Company (NAHC).

As a collective, the Group provides a range of support, advisory services and kaupapa to help progress our iwi, hapū, marae and whānau towards a vision where Te Whare Tapu o Ngāpuhi, the sacred house of Ngāpuhi, stands strong.

Our vision for Ngāpuhi remains constant:

Kia tū tika ai te whare tapu o Ngāpuhi

That the sacred house of Ngāpuhi stands strong.

Our mission statement also remains the same:

Mā te Rūnanga e arahi atu

i te wairuatanga

i te pāporitanga

i te tikanga me te tupu whai hua mō Ngāpuhi

kia hua ai ki te katoa o Ngāpuhi

te mana motuhake me te ora tonu.

We lead the spiritual, social, cultural, environmental and economic growth of Ngāpuhi by ensuring the self-determination and on-going sustainability of our people.

Our group planning framework

This year, we have made refinements to how our mahi is framed and organised. In June 2023, Trustees of TRAION adopted a group strategy. The group strategy objectives headline the group 5-year directional plan.

In turn, the 5-year plan informs TRAION's annual plan as well as the annual plans of NISS, THOON and NAHC.

This planning framework is illustrated on the following pages.



Group Strategy

Purpose

Our purpose is to advocate for and uphold the tino rangatiratanga o ngā hapū o Ngāpuhi

Role

As the iwi authority, we represent the collective interest of Ngāpuhi

Values/Behaviours

We value whanaungatanga; we are tika and pono; we are audacious; and we honour mana atua, mana tangata and mana whenua

Outcomes *that we will achieve in the next 5 years*

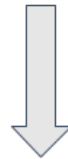
1. Manaaki hapū preparedness to achieve Te Tiriti o Waitangi redress
2. Our Group joint work programme is driving spiritual, social, cultural, environment and economic prosperity
3. Increase group net assets

Principles *that will guide our work programme over the next 5 years*

1. Ngāpuhi tamariki and whānau are at the heart of everything we do
2. Hapū mana motuhake is paramount
3. Tino rangatiratanga and kawanatanga require a sharing of power as envisaged by Te Tiriti o Waitangi
4. Advancing Ngāpuhi's prosperity benefits the Taitokerau region, as well as the nation
5. He Whakaputanga and Te Tiriti are sacrosanct



Group Strategy Outcomes



1. Manaaki hapū preparedness to achieve Te Tiriti o Waitangi redress
2. Our Group joint work programme is driving spiritual, social, cultural, environment and economic prosperity
3. Increase group net assets

Group 5-year Directional Plan



TRAION Annual Plan

TRAION Annual Plan

Our plan is based on three pou:

Arumia te Ruarangi:

- This pou relates to growth and development, looking to and pursuing the horizon.

Toitū Te Whare o Puhi:

- This pou focuses our drive for Ngāpuhi whānau, hapū and iwi sustainability.

Te Kawa o Rāhiri:

- The Law of Rāhiri, encompassing unity and accountability to our people.

The Annual Plan prioritises activities to give us the necessary foundations to deliver on our group long-term (5-year) plan; each pou sets out commitments we are making in 2023-2024 to ensure that the sacred house of Ngāpuhi stands strong.

Table of Contents

Our group planning framework	2
Table of Contents	6
Arumia te Ruarangi	7
Activity: Connecting Ngāpuhi	8
Activity: Giving effect to Tino Rangatiratanga and Kawanatanga	9
Activity: Kia tū rangatira ai a Ngāpuhi	10
Toitū Te Whare o Puhi – Ngāpuhi Sustainability	11
Activity: Te Taiao	12
Activity: Hapū and Marae Development	13
Activity: Housing	14
Activity: Education	15
Te Kawa o Rāhiri – Accountability and Unity	17
Activity: Kaumātua Kuia	18
Activity: Governance	20

Arumia te Ruarangi

Arumia te Ruarangi relates to growth and development; looking to and pursuing the horizon.

Current state:

- There is currently a large gap between Ngāpuhi uri (around 165,000) and registered members numbering approximately 43,000.
- Of our registered members, Te Rūnanga-Ā-Iwi-Ō-Ngāpuhi has approximately 17,000 email addresses in its database.
- There is a desire from the Te Rūnanga-Ā-Iwi-Ō-Ngāpuhi Board and senior management team to continue to build confidence within Ngāpuhi of the value of Te Rūnanga-Ā-Iwi-Ō-Ngāpuhi.
- In 2021/2022, Te Rūnanga-Ā-Iwi-Ō-Ngāpuhi supported the establishment of a new communications platform, Te Pou Taakiri.
- Tino Rangatiratanga / Kawanatanga relationships with Crown agencies and Local Government are presently being negotiated.

Opportunities associated with this pou:

- To build trust and confidence in Te Rūnanga-Ā-Iwi-Ō-Ngāpuhi.
- To increase the relevance of Te Rūnanga-Ā-Iwi-Ō-Ngāpuhi.
- To increase pride in being Ngāpuhi and articulate the value of membership, and membership numbers.
- To have relationships with Crown agencies that give effect to Tino Rangatiratanga and Kawanatanga.
- To assist hapū readiness for Te Tiriti redress, and hapū rangatiratanga.
- For Ngāpuhi whānau and hapū to further share and reinforce their cultural identity with the wider community.

Activities within this pou:

- Connecting Ngāpuhi.
- Giving effect to the dual jurisdictions of Tino Rangatiratanga and Kawanatanga.
- Kia tū rangatira ai a Ngāpuhi.

Activity: Connecting Ngāpuhi

Impact statement: Ngāpuhi benefit from effective iwi governance.

This impact will be realised if:

- Registered members of Ngāpuhi report high levels of satisfaction with the governance of the iwi

Our mahi

This area of mahi involves

- Manaaki hapū preparedness to achieve Te Tiriti o Waitangi redress.
- Providing ways for whānau to register with TRAION.
- Maintaining a registrations database.
- Actively promoting registrations and the benefit of membership.
- Assessing the satisfaction of registered members of Ngāpuhi.

Our commitments in 2023/2024

Commitment	Manager	Project budget
Connect community, hapū and Takiwa	Hapū Development	BAU (Business as usual)
Increase our engagement with and across social media platforms	Operations	BAU
Scope and implement a registration drive to increase membership registrations	Governance	BAU
Update current registration information	Governance	BAU
Progress utilisation of Te Pou Taakiri	Operations	External funding
Progress to completion <i>The Shadows of Tumatauenga A Bounty of War Booty</i>	Education	External funding

Five-year horizon

Between now and 2027 / 2028, we will:

- Have implemented regular registration drives.
- Have seen a demonstrable increase in registration numbers from 2023 / 2024.
- Undertake a comprehensive survey of uri o Ngāpuhi, similar to the 2020 PWC survey.
- Be actively measuring “member satisfaction” with the governance of the iwi.
- To the extent permissible by privacy law, ensure membership information is shared with hapū.

Activity: Giving effect to Tino Rangatiratanga and Kawanatanga

Impact statement: Ngāpuhi enjoy effective iwi governance.

This impact will be realised if:

- Hapū and Crown settle Te Tiriti o Waitangi grievances
- Our relationships with Crown agencies give effect to Tino Rangatiratanga and Kawanatanga
- Registered members of Ngāpuhi report high levels of satisfaction with the governance of the iwi.

Our mahi

This area of mahi involves

- Negotiating Tino Rangatiratanga / Kawanatanga relationships with Crown agencies
- Negotiating Tino Rangatiratanga / Kawanatanga relationships with Local Government agencies
- Actively maintaining these relationships and representing the interests of Ngāpuhi
- Leveraging these relationships to influence funding and resources for Ngāpuhi.

Our commitments in 2023 / 2024

Commitment	Manager	Project budget
Formalise Strategic Relationships Agreement with Oranga Tamariki	CE	External funding
Implement Enabling Communities partnership with Oranga Tamariki	CE	External funding
Develop a joint work program to give effect to the Stage 2 Report findings that Te Tiriti o Waitangi requires shared authority	CE	External funding
Implement the combined Mana Whakahono A Rohe agreements with councils in Te Taitokerau	Natural Resources	BAU

Five-year horizon

Between now and 2027 / 2028, we will:

- Be actively leveraging and evolving these relationships so that the kaupapa of Ngāpuhi is supported by the Crown agencies.
- Have resourcing relationships in place with Crown agencies.
- Have opened the door for hapū to have direct relationships with Local Government entities.

Activity: Kia tū rangatira ai a Ngāpuhi

Impact statement: Ngāpuhi express their Ngāpuhitanga in a variety of cultural, academic, social, artistic, and sporting settings.

This impact will be realised if

- Ngāpuhi reports a high level of cultural self-esteem.
- Ngāpuhi tikanga are observed in relation to the preservation and enjoyment of Ngāpuhi taonga.
- Ngāpuhi whānau and hapū can share and reinforce their cultural identity with the wider community.

Our mahi

This area of mahi involves

- TRAION supporting or leading Ngāpuhi tikanga for commemoration events.
- Ensuring representation and attendance at significant cultural events.
- Supporting whānau and hapū to digitise their taonga.

Our commitments in 2023 / 2024

Commitment	Manager	Project budget
Prepare a scope and undertake initial planning for a 2026 Ngāpuhi Festival	Operations	BAU
Make available to whānau and hapū the digitisation of taonga providing hours of audio-visual digitised media	Governance	BAU
Support He Whakaputanga and Te Tiriti o Waitangi commemoration events	Hapū Development	BAU
Enter Memorandum of Understanding / Intent with the Crown (Department of Internal Affairs) for the return of He Whakaputanga and Te Tiriti documents	CE	BAU
Support the 'unpacking' of " <i>TINO RANGATIRATANGA ME TE KĀWANATANGA</i> ", the Report on Stage 2 of the Te Paparahi o Te Raki Inquiry to enable a wider understanding	Education	BAU

Five-year horizon

Between now and 2027 / 2028, we will:

- Hold a Ngāpuhi festival in 2026 (subject to funding)
- Make available to whānau and hapū the digitisation of taonga
- Progress the return of He Whakaputanga and Te Tiriti to Ngāpuhi
- Increased hapū preparedness to engage in Te Tiriti o Waitangi redress

Toitū Te Whare o Puhi – Ngāpuhi Sustainability

Toitū Te Whare o Puhi focuses our drive for Ngāpuhi whānau, hapū and iwi sustainability.

Current state

- Across all work areas, the current legislation prevents participation and there is a need to have a platform to discuss and create policy suitable to Ngāpuhi.
- Our whānau are experiencing a housing crisis.
- Regarding education, we have the highest non-enrolled / attendance; highest non-achievement in the country; but now have a strong Ngāpuhi Education Advisory Rōpū which is opening doors for us to have a voice on national and local panels to help shape the future of education for our rangatahi.
- We offer scholarships and have recently partnered with Māori Education Trust and other tertiary institutions to expand this offering.
- The Rautaki Reo Mo Te Reo o Ngāpuhi / Māori Language Strategy Te Reo o Ngāpuhi was prepared and this kaupapa needs to be resourced and revitalised.
- For Te Taiao, there are ill-suited legal frameworks and legislation that don't provide for kaitiakitanga nor adequately for transfer of Mātauranga.

Opportunities associated with this pou include:

- Across all work areas, there are opportunities to realise hapū authority.

Activities within this pou are

- Te Taiao
- Hapū and Marae Development
- Housing
- Education
- Te Reo me ōna tīkanga

Activity: Te Taiao

Impact statement: The whenua, awa and moana of Ngāpuhi are protected.

This impact will be realised if:

- By 2035, key metrics pertaining to the mauri of the whenua, awa and moana are satisfactory and improving.
- Hapū have the knowledge, skills, resources, data and tools to be actively involved in protecting their whenua, awa and moana.
- Hapū report high levels of satisfaction at the impact of their kaitiakitanga within their respective rohe.
- Hapū maximise the economic potential of their kaitiakitanga role.
- Ngāpuhi report high levels of understanding of kaitiakitanga roles and responsibilities.

Our mahi

This area of mahi involves

- Ensuring the TRAION Group is resourced to support hapū and marae in this function.
- Providing access to technical, financial, and administrative support to the hapū and marae to enable their engagement with Central and Local Government processes relating to Te Taiao.

Our commitments in 2023 / 2024

Commitment	Manager	Project budget
Scope and initiate discussions toward the establishment of Ngāpuhi Te Taiao Authority (Subsidiary entity or similar)	Natural Resources	External funding
Hold wananga to build skills and the transfer of knowledge that encourage and support kaitiakitanga roles	Natural Resources	External funding
Manaaki the establishment of Ngāpuhi Kaitiaki roopu	Natural Resources	BAU
The work undertaken and data collected by Kaitiaki Kauri informs and enables hapū rangatira decision making processes	Natural Resources	External funding
Enter Memoranda of Understandings with the Crown to formalise strategic relationship agreements with agencies and ministries who hold data, information and biological collections.	Natural Resources	External funding

Five-year horizon

Between now and 2027 / 2028, we will:

- Have a functioning and effective Ngāpuhi Te Taiao Authority.
- Have a Ngāpuhi Te Taiao Strategy.
- Have hapū accessing data and information to inform their Te Tiriti o Waitangi redress

Activity: Hapū and Marae Development

Impact statement: The hapū and marae of Ngāpuhi flourish.

This impact will be realised if:

- Whānau are connected in meaningful ways to their hapū
- The marae of Ngāpuhi are strong and functional
- Whānau enjoy opportunities to learn the basics of hapū and iwi governance, and of leadership generally

Our mahi

This area of mahi involves

- Administering Hapū Development Funds and Committee
- Administering applications for Discretionary Funding and Sponsorship Funding throughout the year as required

Our commitments in 2023 / 2024

Commitment	Manager	Project budget
Implement revised funding criteria. Giving effect to a recommendation to allow discretion to the committee to allocate funding across Hapū Development, Discretionary and Sponsorship	Hapū Development	BAU
Formalise Strategic Relationships with Oranga Marae - DIA, TPK and other contributors	Hapū Development	BAU

Five-year horizon

Between now and 2027 / 2028, we will:

- Work with communities to facilitate wānanga or noho marae for all interested attendees. The kaupapa being to learn the basics of hapū and iwi governance, and of leadership generally.
- Have supported the creation and implementation of a taitamariki leadership plan - *by taitamariki, for taitamariki.*

Activity: Housing

Impact statement: Ngāpuhi enjoy high levels of wellbeing in home ownership.

This impact will be realised if:

- Whānau are housed with adequate space, insulation and heating, are adequately ventilated, have functioning smoke alarms, are supplied with potable water, and are able to access a good internet connection.
- Whānau have access to satisfactory emergency housing, if needed.
- Whānau are aware of, and prepared for, all significant natural hazards they may face.
- Whānau and / or whānau members have high levels of financial literacy.

Our mahi

This area of mahi involves:

- Working across the Group to gather information to inform a Ngāpuhi housing strategy.
- Working with government agencies and Te Pou Ahi o Te Taitokerau to secure resources to enable a Ngāpuhi-led housing strategy.

Our commitments in 2023 / 2024

Commitment	Manager	Project budget
Have Te Pouahi o Te Taitokerau to deliver on Ngāpuhi housing needs.	Hapū Development	BAU
Working with THOON, following assessment of needs, to consider how to advance a housing strategy; and commence preparation of that strategy.	Hapū Development	BAU

Five-year horizon

Between now and 2027 / 2028, we will:

- Have a Ngāpuhi housing strategy in place.
- Facilitate National Māori Housing Conference 2025.
- Ensure adequate resourcing for Ngāpuhi housing needs.

Activity: Education

Impact statement: Ngāpuhi learners know they are born of greatness and are thriving.

This impact will be realised, if:

- Learners benefit from an education that is responsive to who they are.
- Learners experience learning contexts that are inclusive and operate within a kaupapa Māori worldview,
- Learners experience honourable leadership which reflects a sound understanding and application of He Whakaputanga and Te Tiriti.
- Learners experience teachers that are informed by a pedagogy of emancipation.
- Ngāpuhi as a learning community are influencing and learning from indigenous education nationally and globally.

Our mahi

This area of mahi involves

- Enabling research to understand the enablers, opportunities, and barriers for Māori (and Ngāpuhi) students and whānau.
- Advocating to and influencing the Ministry of Education / Te Tāhuhu o te Mātauranga.
- Advocate and support leadership which reflects a sound understanding and application of Te Tiriti and He Whakaputanga.
- Be alert, be outspoken on Educational issues that affect us and respond accordingly.

Our commitments in 2023 / 2024

Commitment	Manager	Project budget
Influence Ministry of Education Policy	Education	BAU
Facilitate Takiwā in progressing educational outcomes to meet their needs	Education	BAU
Increase Ngāpuhi Education Scholarships to \$600K for this year	Education	External funding
Extend dollar-for-dollar scholarship scheme.	Education	BAU
Establish Ngāpuhi Education Authority.	Education	External funding

Five-year horizon

Between now and 2027 / 2028:

- The Ngāpuhi Education Authority is functioning and effective.
- A Ngāpuhi Education Strategy will have been developed and is being implemented.
- Investigations will have been undertaken into the establishment of a Ngāpuhi Wānanga.
- We will have leveraged additional funding for scholarships.

Activity: Te Reo me ōna tīkanga

Impact statement: Te reo o Ngāpuhi me ōna tikanga is preserved, expressed and celebrated.

This impact will be realised if:

- By 2035, 50% of Ngāpuhi households use te reo Māori regularly in day-to-day conversations.
- All Ngāpuhi tamariki have the opportunity to attend school up to and including Year 13 in a Māori medium.

Our mahi

This area of mahi involves

- Revitalising He Rautaki Reo Mo Te Reo o Ngāpuhi / Māori Language Strategy Te Reo o Ngāpuhi.

Our commitments in 2023 / 2024

Commitment	Manager	Project budget
Revitalise He Rautaki Reo Mo Te Reo o Ngāpuhi / Māori Language Strategy Te Reo o Ngāpuhi, including hosting wānanga.	Education	BAU

Five-year horizon

Between now and 2027 / 2028, we will:

- Have implemented a revised He Rautaki Reo Mo Te Reo o Ngāpuhi / Māori Language Strategy.

Te Kawa o Rāhiri – Accountability and Unity

Te Kawa o Rāhiri relates to the Law of Rahiri, encompassing unity and accountability to our people.

Current state

- Kaumātua Kūia are currently reviewing their Terms of Reference.
- Support is extended to the Kaunihera Rōpū for hui and attendance at kaupapa.
- TRAION and its subsidiaries operate reasonably independently of one another.

The opportunities associated with this pou include:

- Tautoko Kaumātua Kūia to provide the cultural and spiritual leadership to uphold the mana of Ngāpuhi, and enable attendance at cultural events.
- Establishing Te Huihuinga and enabling iwi members and marae to increase their capability and capacity.
- Ensuring that TRAION and its subsidiaries are fit-for-purpose and have explored and maximised operational efficiencies across the Group and collectively maximise the utilisation of resources, and return investment in assets and people.

Activities within this pou are

- Kaumātua Kūia
- Te Rangatiratanga o Ngā Hapū o Ngāpuhi
- Governance Development
- Group Governance
- Corporate Services

Activity: Kaumātua Kuia

Impact statement: A high proportion of kaumātua and kuia report satisfaction with their involvement in whānau, hapū and iwi life.

Our mahi:

This area of mahi involves

- Supporting Te Rōpū Kaumātua Kūia o Te Whare Tapu Ō Ngāpuhi to fulfil their purpose.
- Enabling and supporting Kaumātua Kūia attendance at kaupapa.
- Ensuring TRAION Trustees are advised on cultural and spiritual matters and maintain the mana of Ngāpuhi.

Our commitments in 2023 / 2024

Commitment	Manager	Project Budget
Pending approval of the Trust Deed amendments; continue to provide support to Kaumātua Kūia in a revision of their Terms of Reference, which will culminate in proposed Trust Deed amendments in the 2023 AGM.	Governance	BAU
Enable Kaumātua Kūia expertise / contributions to be recognised and valued.	Governance	BAU
Tautoko Kaumātua Kūia to provide the cultural and spiritual leadership to uphold the mana of Ngāpuhi, and enable attendance at the following kaupapa <ul style="list-style-type: none">● July 2023 - Matariki● 28 October 2023 – He Whakaputanga● December 2023 - Christmas● 3-6 February 2024 – Waitangi and NICF● 12 February 2024 – Māngungu● 29 March - 1 April 2024 - Te Aranga● July 2024 – Matariki	Governance	BAU
Support Kaumatua and Kuia in their role	Governance	BAU
Hold wānanga in waiata, whaikōrero; mōteatea, karanga	Governance	External Funding

Five-year horizon

Between now and 2027 / 2028, we will:

- Have adopted and implemented the proposed amendments to the Trust Deed
- Ensure Kaumātua Kuia feel supported and valued for their contribution to Ngāpuhi

- See Kaumātua Kuia providing the cultural and spiritual leadership to uphold the mana of Ngāpuhi
- Facilitate planning for Kaumatua Kuia attendance at Te Matatini (2025) and the National Māori Housing Conference (2025)

Activity: Te Rangatiratanga o Ngā Hapū o Ngāpuhi

Impact statements: All Ngāpuhi hapū, who wish to be, are prepared to achieve Te Tiriti o Waitangi redress.

This impact will be realised if:

- The identity and membership of hapū are clear.
- Hapū governance is strong.
- The authoritative and collective voices of hapū are heard and respected.

Our mahi

This area of mahi involves

- Establishing Te Huihuinga.
- Enabling and facilitating capability building for hapū.
- Facilitating access to resources for marae.

Our commitments in 2023 / 2024

Commitment	Manager	Project budget
Establish Te Huihuinga, the assembly of Tino Rangatira o ngā Hapū o Ngāpuhi to lead Te Tiriti o Waitangi redress	CE	External funding (Te Arawhiti)
Facilitate the Crown / Te Arawhiti’s resourcing of hapū capability building.	CE	External funding (Te Arawhiti)

Five-year horizon

Between now and 2027 / 2028, we will:

- Have established Te Huihuinga.
- To the extent permissible by privacy law, ensure membership information is shared with hapū.
- Enabled iwi members and marae to increase their capability and capacity, compared to 2022 levels. [NB: need to establish a baseline measurement].
- Undertake a comprehensive survey of the uri o Ngāpuhi, similar to the 2020 PWC survey, to gauge the perception of hapū and marae capacity and capability.

Activity: Governance

Impact statement: Ngāpuhi benefit from effective iwi governance.

This impact will be realised if:

- The Trust Deed provides governance structures and processes for TRAION and its subsidiaries that are fit-for-purpose.
- Registered members report high levels of satisfaction with TRAION’s electoral system.

Our mahi

This area of mahi involves

- Implementing the Governance Review, including facilitating amendments to the Trust Deed.
- Ensuring Governance Review workstreams include Governance professional development, a reviewing of the Trust Deed and representation model.
- Providing electoral services to support Takiwā elections.

Our commitments in 2023 / 2024

Commitment	Manager	Project budget
Scope and review group structure and commission a feasibility study for intra-group mergers	Governance	BAU
Provide electoral services to the three Takiwā elections	Governance	BAU
Commission an independent performance review of subsidiary boards	Governance	BAU
Ensure all subsidiaries operate under agreed statements of intent	Governance	BAU
Scope of TRAION Group treasury function	Operations	BAU
Implement the Governance Review workstreams in accordance with the existing Governance Review plan, including professional development of Trustees and Kaunihera Rōpū	Operations	BAU

Five-year horizon

Between now and 2027 / 2028:

- The Governance Review will be completed and amendments to the Trust Deed will have been facilitated.
- Undertake a comprehensive survey of uri o Ngāpuhi, similar to the 2020 PWC survey.
- Have clear and coordinated strategic intent across the TRAION Group.
- Commence revitalisation of Ngāpuhi Brand Guidelines within TRAION and across the Group.