NGĀPUHI
Te Rūnanga-Ā-Iwi-Ō-Ngāpuhi

Ka Tātai Hono

Te Rūnanga-Ā-Iwi-Ō-Ngāpuhi

Representation Model brief for discussion

October - November 2025

Te Timatanga | Opening Statement

NGĀPUHI
Te Rūnanga-Ā-Iwi-Ō-Ngāpuhi

Ko te Whare Tapu o Ngāpuhi
He mea hanga tōku whare, ko Papatuānuku te paparahi.
Ko nga maunga nga poupou, ko Ranginui e titiro iho nei, te tuanui.
Pūhanga-tohora titiro ki Te Ramaroa e whakakurupaeake ra i te Hauāuru.
Te Ramaroa titiro ki Whīria, te Paiaka o te riri, te kawa o Rāhiri.
Whīria titiro ki Panguru, ki Papata, ki te rākau tū papata ki te tai Hauāuru;
Panguru, Papata titiro ki Maungataniwha.
Maungataniwha titiro ki Tokerau.
Tokerau titiro ki Rākaumangamanga.
Rākaumangamanga titiro ki Manaia, e tū kōhatu mai rā i te akau.
Manaia titiro ki Tutamoe.
Tutamoe titiro ki Maunganui.
Maunganui titiro ki Pūhanga-tohora.
Ehara aku maunga i te maunga nekeneke, he maunga tū tonu, tū te Ao tū te Po.
Ko te Whare Tapu o Ngāpuhi tenei, tihei mauri ora.

This whakatauki depicts the sacred house of Ngāpuhi. Papatuanuku (earth mother) is the foundation. Ranginui (sky father) is the overarching tuanui (roof) with the sacred mountains being the poupou (pillars). The boundaries are within the area covered by these sacred maunga (mountains) of Ngāpuhi. This must not be confused with the boundary of Ngāpuhi-Nui-Tonu which is contained in the whakatauki - te whare o Ngāpuhi, Tāmaki Makaurau ki te Rerenga Wairua.

Te Rūnanga-Ā-Iwi-Ō-Ngāpuhi

Te Rūnanga-Ā-Iwi-Ō-Ngāpuhi Group (is currently a collective of four organisations who represent the interests and aspirations of more than 184,4701 people who identify as Ngāpuhi.

Te Rūnanga-Ā-Iwi-Ō-Ngāpuhi (a registered charitable trust) is the parent organisation of the Group that includes Ngāpuhi Iwi Social Services, Te Hau Ora Ō Ngāpuhi and Ngāpuhi Asset Holding Company. As a collective, Te Rūnanga-Ā-Iwi-Ō-Ngāpuhi 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 purpose is to advocate for and uphold the tino rangatiranga o ngā hapū o Ngāpuhi.

Nā te Whakaputanga i tautoko i te mana motuhake o te ao Māori ki tenei whenua. The Declaration of Independence 1835 reinforced Māori as the sovereign people of Aotearoa/New Zealand.

Mission Statement

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.

Te Horopaki | Historical Context

The origin of Te Rūnanga-Ā-Iwi-Ō-Ngāpuhi (TRAION) extends back to 1987, when Ngāpuhi kaumātua, kuia and other leaders responded to the devolution of the Māori affairs department by forming a representative body to protect and advance Ngāpuhi interest. Te Rūnanga-Ā-Iwi-Ō-Ngāpuhi was formally established in 1989.

Under the Māori Fisheries Act 2004, TRAION became the mandated iwi organisation (MIO) for Ngāpuhi.

In 2005 TRAION was allocated approximately 60.5 million in Fisheries Assets. This asset is managed by the Ngāpuhi Asset Holding Company.

- The purpose of the Fisheries Settlement was to enable economic development for Ngāpuhi through commercial fishing and related venture.
- Support local Ngāpuhi fishers, including through discounted ACE (Annual Catch Entitlement) parcels.
- Strengthen iwi influence in national fisheries governance, including participation in collectives like Ngā Tapuwae o Maui.
- Ensure equitable representation and benefit distribution across hapū.

Current Organisational Structure

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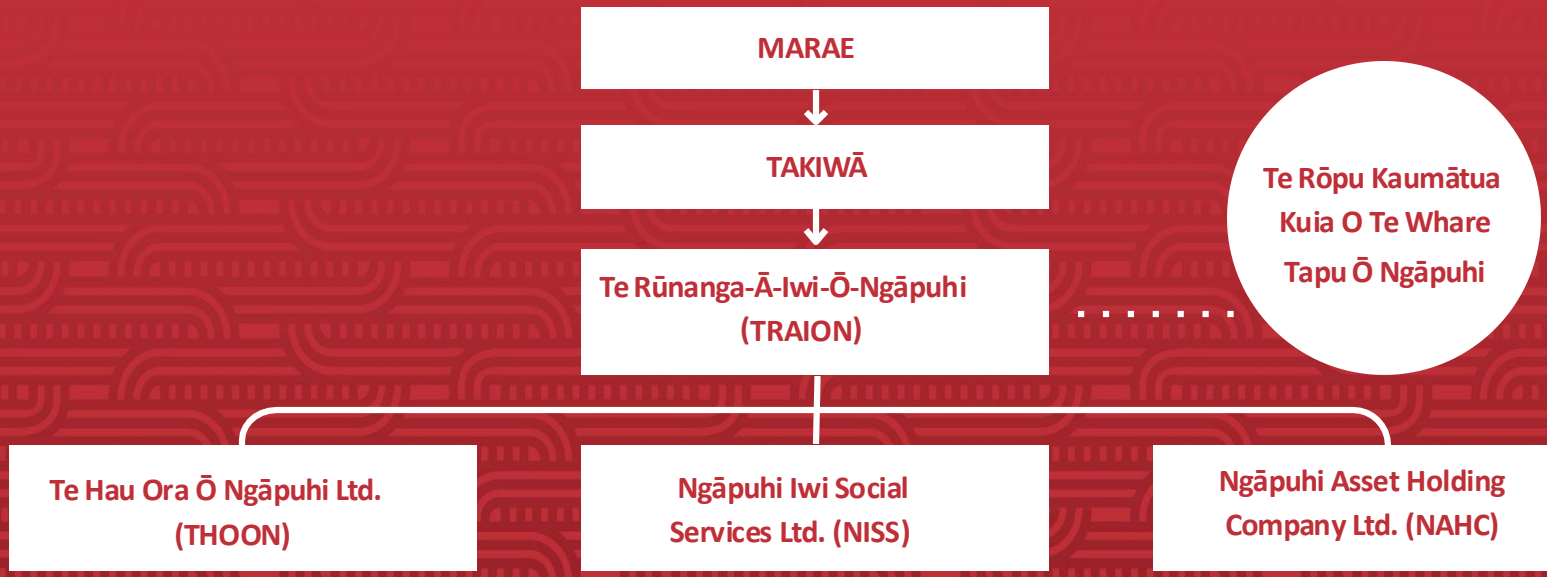
Te Rūnanga-Ā-Iwi-Ō-Ngāpuhi

Te Rūnanga-Ā-Iwi-Ō-Ngāpuhi



Ka Tātai Hono Process

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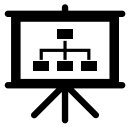
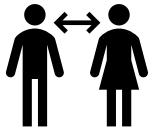
Te Rūnanga-Ā-Iwi-Ō-Ngāpuhi



Review

- Synthesised years of feedback (2020/2021 Governance review, Āpiti Hono Tātai Hono Haerenga 2024, Taitamariki engagements and Ka Tātai Hono engagements) into actionable insights.



Engagement

- Engaged on many levels short survey to deep dive, intimate conversations in groups and one on one with Ngāpuhi uri, takiwā, hapū ensuring feedback reflects grassroots voices.

Draft

- Drafted three governance models that reflected the key themes, taking into consideration the key challenges. Testing group developed these into one model.

Refinement

- In the process of refining the model based on Ngāpuhi feedback.

Deed Changes

- Any changes to the Trust Deed will be voted on at a SGM in 2026
- All registered Te Rūnanga-Ā-Iwi-Ō-Ngāpuhi members can vote on the new representation model changes at the SGM 2026

High-level overview of the key themes from TRAION engagement

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Te Rūnanga-Ā-Iwi-Ō-Ngāpuhi

Below is a High-level summary of what our people want:

Our whānau and hapū envision a future grounded in **tino rangatiratanga, whanaungatanga, and whakapapa.**

Hapū-centric governance that respects local autonomy while strengthening iwi-wide unity.

Transparent leadership accountable to marae and communities, with clear communication channels.

I**ntergenerational equity,** ensuring rangatahi and kaumātua voices shape decisions.

Cultural revitalisation through **te reo, tikanga**, and marae-based initiatives.

Economic and social prosperity, addressing systemic inequities (e.g., housing, health, education).

High-level overview of the key challenges

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Ngāpuhi uri have identified some key challenges across Te Rūnanga-Ā-Iwi-Ō-Ngāpuhi:

Disconnection

- Disconnection between leadership and whānau, leading to mistrust with low and disengaged participation

Inequity

- Inequitable representation, particularly for taitamariki, urban Ngāpuhi and diaspora.

Fragmented Communication

- Fragmented communication, with whānau citing unclear processes and limited access to information

Tensions

- Unresolved tensions between marae-based and hapū-based representation models

Ka Tātai Hono Representation Model Chart Overview

“Ka ora ngā Hapū, ka ora ā Ngāpuhi – When our Hapū thrive so will Ngāpuhi”

System Needs For Any Model

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To assist in practical terms the mana motuhake of Ngāpuhi by supporting hapū, hāpori-led decision-making and co-ordination the following elements need to be considered for implementation:

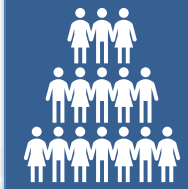
Incorporate Technology

Digital Platforms for Engagement and Development: Ngāpuhi's large and youthful population is tech-savvy. Creating a **dedicated app** or digital platform for ongoing communication, voting, and engagement to foster greater participation, particularly from younger members. This could also serve as a platform for regular networking, consultations, feedback on iwi initiatives, and real-time decision-making. Reference databases.

Ngāpuhi Policy Unit

- Grounded in tikanga, whakapapa, and Ngāpuhi aspirations as a sovereign iwi.
- Co-create policies with hapū that reflect Ngāpuhi worldviews and uphold He Whakaputanga and Te Tiriti o Waitangi.
- Develop Ngāpuhi policy on important kaupapa to enhance advocacy and influence.
- Provide a centralised yet responsive mechanism to:
  - Strengthen hapū independence and develop collective iwi strategy.
  - Ensure policies reflect Ngāpuhi values, mātauranga, and lived realities.
  - Support wellbeing through culturally aligned policy frameworks.

Functions and Responsibilities



- **Strategic Advice:** Provide evidence-informed, kaupapa Ngāpuhi analysis to support iwi and hapū leadership and hapū decision-making.
- **Monitoring and Accountability:** Track policy outcomes and ensure transparency to hapū and whānau and hāpori.
- **Engagement, review and refine**: Facilitate genuine kōrero with hapū, ensuring hapū shape and support policy direction.
- **Highly skilled secretariat:** Ensuring timely circulation of information and accurate record of decisions
- **Active communications team:** To work across all the above
- **Resource Hapū Aspirations:** Funding and resources to assist hapū with working on their priorities and aspirations.

Draft Representation Model for Testing

NGĀPUHI
Te Rūnanga-Ā-Iwi-Ō-Ngāpuhi

Hapū and Hapū Clusters
- Hapū business remains with the hapū
- Elevate kaupapa and participate in Iwi kaupapa
- Design representation appointment process

- Hapū appoint 3 representatives each to the Collective of Hapū Forum (to be named)
- These representatives will be given the role 'Kaikawe Kōrero'

Collective of Hapū (To be named)
- Iwi advocacy
- Set strategic plans, priorities and workstreams
- Appoint working groups
- Collective decision making on Iwi issues
- Approve Iwi policy and positions
- Nominate Trustee's to TRAION Board roles
- Oversee Iwi wide election process for TRAION trustee's

Key:
- Red dotted arrow - Reporting lines
- Black arrow - Appointment / Nomination
- Green Boxes - Roles and Responsibilities
- Red boxes - Rationale
- Blue circle - Kaupapa working group

Hapū and Hapū Clusters
- Kaikawe kōrero role to be defined by Hapū - they bring kōrero on behalf of Hapū.
- Taura Here - connect through Hapū. A reciprocal relationship between Taura Here and Hapū

Hapū cluster

Hapū

Collective of Hapū (To be named) and TRAION

Governance - Shared between
- Helicopter that never lands
- Principles / Objectives (ie constitution)
- Strategic direction
- Create the vision
- Appoint directors to subsidiaries
- Operations sits under both

Kaupapa working groups
Delegated to oversee (and work with) operations on agreed kaupapa

Kaupapa working groups

Collective of Hapū
(To be named)

TRAION Board x 3 Trustees + TRAION Board #2 x 3 Trustees Commercial Arm

TRAION Board of Trustees
- Oversee compliance
- Monitors implementation & review
- Managing the CEO (only) and annual review of Tumu Whakarae
- Existing TRAION board support transition & establishment phase. Est. 12 months.
- TRAION board role is reduced
- Risk management

Subsidiaries
Continue to lead on health, social and economic service delivery but report to Te Paremata and TRAION Board

NISS Board | THOON Board | Charter School Board | Asset Holding Company