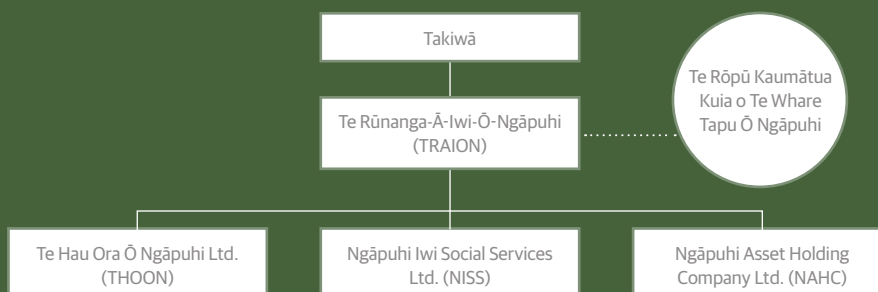




TE PŪRONGO A TE RŪNANGA-Ā-IWI-Ō-NGĀPUHI



Chair's Report

TE RŪNANGA-Ā-IWI-Ō-NGĀPUHI

Te Rūnanga-Ā-Iwi-Ō-Ngāpuhi Board Of Trustees

Mane Tahere	Trustee/Chair	Ngāpuhi ki te Hauāuru
Chester Fong	Proxy Trustee	Ngāpuhi ki te Hauāuru
Brent Reihana	Trustee/Deputy Chair	Ngāpuhi ki Waitematā
Te Rau Allen	Trustee	Taiāmai ki te Marangai
Janelle Beazley	Trustee	Te Takiwā o Ngāpuhi ki Whangārei
Mori Rapana	Trustee	Ngāpuhi Hokianga ki te Raki
Tasha Hohaia	Trustee since June 2025	Te Takiwā o Ngāpuhi ki te Tonga o Tāmaki Makaurau
Nicole Anderson	Trustee	Ngā Ngaru o Hokianga
Te Ringakaha Tia-Ward	Trustee	Te Rōpū Takiwā o Mangakāhia

Tēnei te mihi nui ki a tatou katoa. Ka tika kia tuku atu ngā mihi ki ngā pou tokomanawa o te Iwi – ngā kaumātua, ngā kuia, me ngā kaiārahi kua hanga ake te waka ki mua. Ko ngā maunga whakahī te tiaki, ko ngā awa tapu te hono, ko te whenua rangatira te ūkaipō.

Kia mahara tātou ki te mana me te whakapapa kua tau mai ki a tātou hei arahi i ngā uri whakatipu. Kia kaha tātou ki te whakakotahi i raro i te whakaaro kotahi, hei painga mō Ngāpuhi, mō te motu whānui. Tēnā koutou, tēnā koutou, tēnā tātou katoa.

It continues to be a great privilege to present my report as Chair of Te Rūnanga-Ā-Iwi-Ō-Ngāpuhi (TRAION) for the past 12 months. The theme of this year's annual report – **Orokohanga Hihiri (Dynamic Evolution)** – speaks to the transformation underway across our organisation and the collective journey we are navigating together. It is a theme that acknowledges growth through change, the courage to evolve, and the determination to shape a stronger future for Ngāpuhi.



Mane Tahere – Heamana / Chair
Te Rūnanga-Ā-Iwi-Ō-Ngāpuhi

OROKOHANGA HIHIRI - DYNAMIC EVOLUTION IN ACTION

Since taking on this role, I have worked closely with the Board to lead an intentional refresh and reset across TRAION and the wider Ngāpuhi Group. This process has required honesty, courage, and a willingness to challenge the status quo, to ask the difficult questions about how we operate and whether our structures still serve the needs of our people today.

Change of this magnitude is never easy. It has, at times, been confronting, even painful, as long-standing practices and assumptions have been tested and, in some cases, replaced. I acknowledge the unease this has caused for some of our stalwarts and their whānau, who have carried this kaupapa for many years. At the same time, I want to express deep gratitude to those who have remained steadfast and supportive throughout this period of transformation. Your faith and resilience have enabled us to move forward with confidence.

As Chair, I take full responsibility for the direction and pace of this evolution. I remain convinced that for Ngāpuhi to thrive, parts of the old Rūnanga model needed to evolve. While transition can be uncomfortable, it is essential if we are to remain relevant, responsive, and effective for our people, both now and in generations to come.

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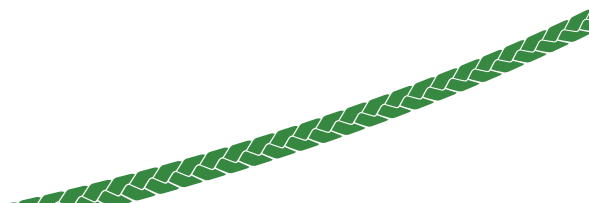
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OPERATIONS

Last year, I reported on the major operational restructure undertaken across TRAION. I am pleased to report that this new structure continues to settle and strengthen. Under the leadership of our Tumu Whakarae Moana Tuwhare, the operational team has made impressive strides in establishing clearer systems, stronger accountability frameworks, and more efficient ways of working.

One of the most significant cultural shifts has been learning when to say “kao” — to recognise that we cannot, and should not, try to be everything to everyone. For too long, the Rūnanga stretched itself across too many fronts, often at great financial and organisational cost. We are now focusing our resources on doing fewer things well, on mahi that is impactful, sustainable, and firmly grounded in our core purpose.

This renewed discipline is already paying dividends. Teams are clearer about priorities, lines of accountability are more transparent, and decision-making is becoming more strategic. These changes provide a stronger platform for long-term growth and for delivering meaningful outcomes to Ngāpuhi whānau.



GOVERNANCE

I wish to sincerely acknowledge the TRAION trustees for their commitment, resilience, and leadership throughout this period of dynamic evolution. Each trustee has had to carry the weight of transition within their own Takiwā, while continuing to represent their people with integrity and dedication.

Our Board has remained steadfastly focused on strengthening governance practice, grounding decision-making in Ngāpuhi values while navigating the practical realities of operating within an ao Pākehā framework. We have continued to refine our policies, clarify our roles and responsibilities, and ensure that our decisions are transparent, principled, and forward-looking.

Despite a constrained economic environment, we have remained financially prudent, protecting the long-term interests of our people while preparing for the opportunities that lie ahead.

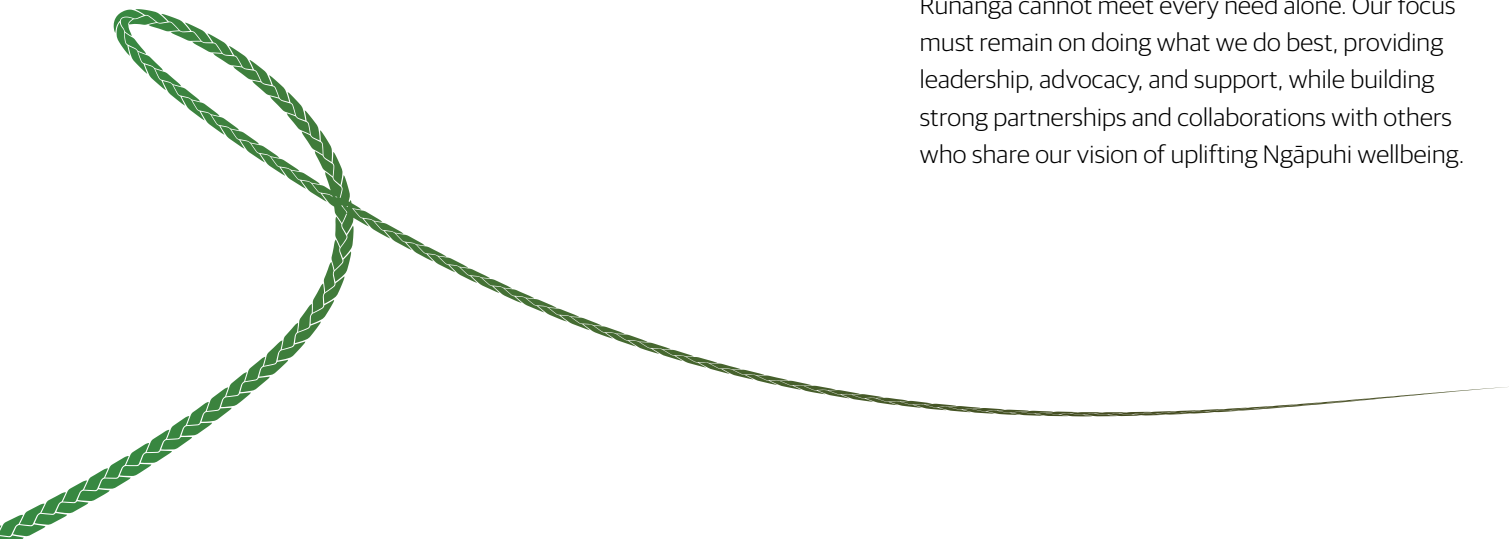


TRAION GROUP

Over the past year, the TRAION Board has reaffirmed its commitment to kotahitanga across all entities within the Ngāpuhi Group. A key step in this has been the introduction of Letters of Expectation (LoE) for our subsidiaries – Ngāpuhi Iwi Social Services (NISS) and Te Hau Ora Ō Ngāpuhi – extending an approach already in place with Ngāpuhi Asset Holding Company Ltd (NAHC).

These letters establish clear performance expectations, strengthen accountability, and ensures each entity is aligned to our shared mission and strategic direction. This represents a more unified, coordinated, and strategic approach to governance and management across the group.

With a Ngāpuhi population of nearly 200,000, the Rūnanga cannot meet every need alone. Our focus must remain on doing what we do best, providing leadership, advocacy, and support, while building strong partnerships and collaborations with others who share our vision of uplifting Ngāpuhi wellbeing.



KA TĀTAI HONO

Engagement with our people has been a central focus this year as we explore a new representation model for the Rūnanga. Following earlier surveys and consultations, we undertook a nationwide roadshow to gather further feedback from Ngāpuhi whānau across Aotearoa.

The response has been overwhelming. Thousands of contributions have helped to shape and strengthen this kaupapa. We are now nearing the final stages of design and will soon confirm a preferred model. Over the next six months, our goal is to finalise the constitutional changes required and prepare a transition and implementation plan that truly reflects the aspirations and voices of our people.

This is an historic opportunity, to reimagine how Ngāpuhi represents itself, how we make decisions collectively, and how we carry our mana motuhake into the future.

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CONCLUSION

As we look ahead, let us remember that our strength lies in our unity, in standing together with shared purpose and determination. Through collaboration, respect, and collective effort, we will continue to advance the aspirations of Ngāpuhi.

I remain deeply optimistic about the opportunities before us and profoundly grateful for the continued support of our people. Together, we are shaping a future defined by resilience, innovation, and self-determination, a thriving Ngāpuhi that is strong, connected, and enduring for generations to come.

Mane Tahere

Heamana / Chair

Te Rūnanga-Ā-Iwi-Ō-Ngāpuhi



