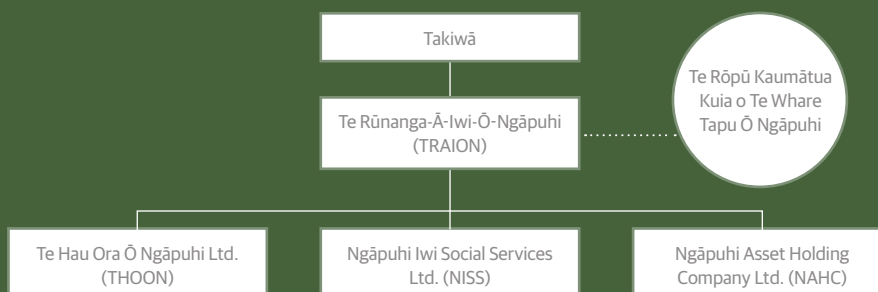




TE PŪRONGO A TE RŪNANGA-Ā-IWI-Ō-NGĀPUHI



Tumu Whakarae

GENERAL MANAGER'S REPORT

OROKOHANGA HIHIRI - DYNAMIC EVOLUTION

The past year has been one of dynamic evolution for Te Rūnanga-Ā-Iwi-Ō Ngāpuhi (TRAION). Guided by the theme of *Orokohanga Hihiri - Dynamic evolution*, our operations have focused on strengthening organisational capability, deepening engagement with Ngāpuhi whānau and hapū, and advancing iwi-led initiatives that reflect the aspirations, identity, and mana motuhake of Ngāpuhi.

OUR DYNAMIC TEAM

Following the organisational restructure in 2024, our operations team has continued to demonstrate resilience, innovation, and a steadfast commitment to the kaupapa. Despite operating within tight resource constraints, the team has successfully delivered on key priorities, including the relocation to our new home at Te Mahinga in the Ngāwha Innovation and Enterprise Park. This move represents more than a change of premises, it symbolises a new phase of collaboration and growth for TRAION.

The dedication and professionalism of our kaimahi remain the foundation of our success. Their mahi reflects our shared commitment to progressing iwi aspirations.



Moana Tuwhare — Tumu Whakarae General Manager
Te Rūnanga-Ā-Iwi-Ō Ngāpuhi

KA TĀTAI HONO

Work to redesign the Ngāpuhi representation model has advanced significantly this year. The focus is on developing a hapū-based governance model that truly upholds hapū rangatiratanga and enables collective, inclusive decision-making.

Various styles of engagement were used to capture aspirations, test pathways forward, and gather feedback on what a good model looks like that supports the many hapū of Ngāpuhi. A technical working group has recently been formed to work alongside the Ka Tātai Hono team to develop a way for hapū to collectively represent our iwi. This process is ongoing and laying the groundwork for a future governance structure that reflects Ngāpuhi diversity, ensures accountability, and strengthens connections between hapū, taitamariki, and leadership throughout Ngāpuhi.



ENGAGING WITH NGĀPUHI WHĀNAU

Through the Āpiti Hono Tātai Hono Roadshow, the Ngāpuhi Group engaged with over 1,000 whānau to share updates, gather insights, and strengthen relationships. The hui held across Kaikohe, Whangārei, Tāmaki Makaurau, Ōtautahi, Te Whanganui-Ā-Tara, and Kirikiriroa, reaffirmed the importance of transparency. Whānau emphasised that transparent communication and governance would be key in empowering iwi members – particularly rangatahi and hapū – to have a greater voice in decision-making.

TAITAMARIKI AND KAUMĀTUA ENGAGEMENT

A strong focus this year was on taitamariki engagement, recognising that Ngāpuhi under 30 years of age now make up more than 56% of our iwi population and steadily increasing. When engaging with taitamariki across Ngāpuhi, they described Ngāpuhi identity as *proud, strategic, tenacious, staunch and unapologetic*. They expressed aspirations grounded in:

Tōhungatanga

Purpose and strength-based learning

Kaitiakitanga

Environmental and cultural stewardship

Rangatiratanga

Self-sustainability and wellbeing

Kānohi kitea

Visible representation in Māori spaces

In February 2025, a facilitated workshop with 40 kaumātua and kuia created a space to share their aspirations, reflect on their contributions to marae, hapū, and iwi, and guide future directions for Ngāpuhi.

NGĀTI HINE WHAKATŌPU

TRAION and Ngāti Hine have re-affirmed our relationship and continue to constructively work together to facilitate the recognition of Ngāti Hine interests in a proportion of the Ngāpuhi fishery assets. We look forward to resolving this longstanding matter and remain committed to working with Ngāti Hine on our shared goals, now and into the future.

HOUSING AND WELLBEING

A major milestone was achieved in May 2025 with the completion and blessing of 13 new homes on the former TRAION office site at Mangakāhia Road, in partnership with Kāinga Ora. This development provides secure, quality housing for Ngāpuhi whānau, reinforcing wellbeing, stability, and intergenerational connection.

Beyond bricks and mortar, this project represents prioritising tangible solutions that respond directly to community needs and aspirations. A strong example of what can be achieved through collective determination.

ADDRESSING METHAMPHETAMINE HARM - COMMUNITY LED TASKFORCE

TRAION led a call to action to galvanise a united Ngāpuhi community led response to methamphetamine harm across Kaikohe and the mid-North. The series of hui brought together whānau, hapū, and service providers leading to the establishment of a Ngāpuhi methamphetamine taskforce. Funding has been secured for a Strategy and Coordination Lead which will ensure this work has a sustained response to one of the most pressing challenges facing our communities.



EDUCATION - RECLAIMING LEARNING PATHWAYS

TRAION submitted an expression of interest to partner with Northland College in the conversion to a Charter School. A bold initiative designed to embed Ngāpuhitanga into a system of education and empowerment for our tamariki. We seek to redefine what success looks like through a Ngāpuhi lens.

Once approved, TRAION will act as the legal sponsor, overseeing strategic direction and compliance, while engagement with communities, whānau and hapū will shape how the college reflects Ngāpuhi values and aspirations.

ADVOCACY AND PARTNERSHIPS

TRAION continued to advocate strongly for Ngāpuhi interests on national platforms. Reaffirming the Ngāpuhi position under *He Whakaputanga* and *Te Tiriti o Waitangi*. All advocacy and relationship development emphasises our enduring commitment to tino rangatiratanga and reinforces Ngāpuhi as a leading voice defending Te Tiriti o Waitangi rights and obligations.

A Ngāpuhi-ACC Relationship Agreement is under development with input from across the Ngāpuhi Group. While work was briefly paused due to ACC's internal audit, both organisations remain committed to reaching agreement in 2026. Once finalised, it will provide a framework for improving injury prevention, rehabilitation, and service accessibility for Ngāpuhi uri.

Another major achievement was the signing of the Mana Whakahono-Ā-Rohe Agreement with Te Kaunihera o te Tai Tokerau (Far North District Council). This historic agreement marks the first of its kind and sets a positive precedent for partnership between the Council, iwi, and hapū of Ngāpuhi. Affirming mutual respect and shared commitment to collaborative local governance.

NGĀPUHI KĀKAHU RESET

The Ngāpuhi Kākahu business was revitalised this year through nationwide roadshows and the launch of the *Kaupapa Tee* during Hikoī mō te Tiriti. The operation has returned home to Kaikohe (Te Wā), reestablishing a physical hub for uri to connect with their Ngāpuhi identity through design and merchandise as authentic expressions of Ngāpuhi culture, by Ngāpuhi for Ngāpuhi.

COMMEMORATIONS AND EVENTS

TRAION supported and participated in a range of significant iwi and regional events throughout the year. These occasions celebrated Ngāpuhi history, resilience, and identity while strengthening whanaungatanga and revitalisation.

Highlights included:

Taitamariki activations and leadership wānanga

Hikoī mō Te Tiriti

Waitangi celebrations and forum tent

Māngungu commemorations

Te Ika a Ranganui event

Te Kahika - Northern War commemoration

Ngāti Hine festival

Taitokerau Kapa Haka Festival

Each event provided opportunities to honour Ngāpuhi whakapapa, connect generations, and celebrate collective pride in our ongoing story.



CROSS-GROUP COLLABORATION

TRAION has continued to lead cross-group collaboration across the Ngāpuhi entities (Ngāpuhi Iwi Social Services, Te Hau Ora Ō Ngāpuhi, and Ngāpuhi Asset Holding Company) to align strategic priorities and create unified approaches to iwi development.

We are collectively making significant progress in aligning kaupapa, improving coordination, and ensuring that Ngāpuhi Group entities work cohesively towards shared outcomes.

MONITORING AND LONG-TERM OUTCOMES

Te Rūnanga-Ā-Iwi-Ō-Ngāpuhi continues to strengthen how it measures and reports progress across the Ngāpuhi Group. Over the coming year, work will focus on identifying and aligning a consistent set of indicators that can be tracked annually to demonstrate long-term impact. This work will take time to embed as systems, processes, and capability continue to mature.

As these frameworks are implemented, TRAION will phase in consistent, evidence-based reporting to track collective progress, strengthen accountability, and inform decision-making across the Group.



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POLICY AND SYSTEMS DEVELOPMENT

Work continues to strengthen organisational systems and governance frameworks. Many of our internal policies are under review, with completion expected in the coming year to align with our new representation model and way of operating.

The digital transformation project, led by Ultra IT, successfully established Microsoft 365 and SharePoint platforms across the Group. These upgrades are improving document management, internal communication, and collaboration across entities, laying the foundation for greater efficiency and group alignment.

LOOKING AHEAD

As we move forward, the focus remains on embedding the outcomes of this year's work – progressing the representation model, finalising partnerships, and continuing to deliver initiatives that support our iwi.

Through *Orokohanga Hihiri – Dynamic Evolution*, TRAION continues to grow and adapt, always guided by whakapapa, rangatiratanga, and the collective strength of Ngāpuhi whānau and hapū. Finally, I want to acknowledge all of the support from many quarters. This transformational shift cannot be successful in isolation. It is the work of many. It is an exciting time for Ngāpuhi and I am continuously honoured to serve and work for, and with you all.

