NGĀPUHI
Te Rūnanga-Ā-Iwi-Ō-Ngāpuhi
CHARITABLE TRUST

Annual Plan
2026–2027

TE RŪNANGA-Ā-IWI-Ō-NGĀPUHI

Kia tū tika ai Te Whare Tapu o Ngāpuhi

That the sacred house of Ngāpuhi stands strong.

Tō Tātou Aronga | Vision and Mandate

This Annual Plan gives effect to the purposes of Te Rūnanga-Ā-Iwi-Ō-Ngāpuhi (TRAION) as set out in the Charitable Trust Deed (in effect from 24 July 2026). It is structured around the three Pou that anchor our strategy, with all priorities linked directly to the Trust's kaupapa.

Trust Deed Clause 3.2 requires the Trust to pursue the vision 'Kia tū tika ai Te Whare Tapu o Ngāpuhi'; drive spiritual, cultural, social and economic growth; be guided by Te Tiriti o Waitangi, Kaitiakitanga, and Ahi Kā; exercise powers in consultation with Whānau, Hapū and Marae; promote unity, co-operation and trust; and be a repository of the collective knowledge and whakapapa of Ngāpuhi. All priorities in this plan must demonstrably advance at least one of these principles.

POU TUATAHI
ARUMIA TE RUARANGI

Iwi Advocacy and Crown Relationships

Advancing rangatiratanga, Treaty-based relationships, constitutional recognition, and outcomes for Ngāpuhi mokopuna. Trust Deed 3.2(f),(h),(j),(q),(r).

TRAION values: Rangatira ki te Rangatira | Kaitiakitanga | Whanaungatanga

POU TUATAHI | Arumia te Ruarangi — Iwi Advocacy and Crown Relationships

Aronga / Priority	Kaupapa / Project	Key Outputs by Quarter (Q1–Q4)	How we will measure progress
Ngāpuhi Tamariki Mokopuna	**Te Rōpū Whāiti** Strategic oversight of Ngāpuhi tamariki mokopuna outcomes. Externally funded in part. Trust Deed 3.2(b),(l).	Q1: Continue strategic oversight of Ngā Tiahotanga ō Ngāpuhi implementation to June 2027; Oranga Tamariki funding is held with Ngāpuhi Iwi Social Services (NISS) Q1–Q2: Finalise and sign updated Relationship Agreement with Oranga Tamariki Q2: Social return on investment (SROI) evaluation progress report received and reviewed by Board Q3: Mid-year review of the NISS Enabling Communities pilot Q4: Annual report on Ngā Tiahotanga outcomes; confirm funding pathway beyond June 2027 Ongoing: TRAION oversight of the fundholder role for NISS	Number of Ngāpuhi tamariki entering state care vs prior year baseline Number of funding agreements managed under the fundholder role SROI evaluation milestones met Updated Relationship Agreement with Oranga Tamariki signed (by Q3) Quarterly hui held with Oranga Tamariki and NISS
Iwi / Crown Relationships	**Rangatira ki te Rangatira** Direct Crown relationships, formal agreements, and MoU. Trust Deed 3.2(o),(p),(q),(r).	Q1: Draft Oranga Tamariki Relationship Agreement Q1–Q2: Initiate 2 additional agency relationship agreements All draft relationship agreements completed Official signing events scheduled (where applicable) Q3: Mid-year review of all active Relationship Agreements Q4: Annual report — number, nature, and outcomes of Crown engagements Ongoing: Constructive dialogue with Ministers, MPs, and officials — minimum quarterly contact per relationship	Number of active formal Relationship Agreements (target: 3+ by Q4) Number of direct Crown engagements per quarter Multi-year workplan endorsed (by Q2) New MoU or relationship agreement initiated with 2 further agencies (by Q3)

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POU TUATAHI | Arumia te Ruarangi — Iwi Advocacy and Crown Relationships

Aronga / Priority	Kaupapa / Project	Key Outputs by Quarter (Q1–Q4)	How we will measure progress
He Whakaputanga, Rangatiratanga Constitutional Recognition	**Constitutional Reform and Hapū Rangatiratanga** Advocating for the recognition of He Whakaputanga and Rangatiratanga, supporting hapū constitutional engagement. Trust Deed 3.2(f),(j),(k).	Q1: Initiate and draft TRAION position statement on constitutional status Q1: Compile hapū positions on key constitutional matters to inform TRAION advocacy and support Q2: Hold hapū engagement hui to validate stock take findings and receive structured feedback on the draft position statement Q3: Revise position statement based on hapū stock take and feedback; commence final approval and sign-off process Q4: Ratify TRAION position statement; strengthen strategic partnerships that align with, and advance, the Ngāpuhi position Ongoing: Represent Ngāpuhi in Taitokerau and national constitutional reform forums, informed by an up-to-date understanding of hapū positions	Draft position statement circulated through key hapū networks for input Two hapū engagement hui delivered to gather feedback and refine the draft position statement (hapū participation recorded) Position statement ratified, with the number of hapū endorsements and/or Board resolutions confirming sign-off Stock take completed; number of hapū positions captured
Commemoration	**Kaupapa Whakahirahira** Supporting He Whakaputanga and Waitangi commemoration events. Trust Deed 3.2(f),(m).	Q2 (Oct): TRAION presence and participation at 28 October He Whakaputanga commemoration — Waitangi Q3 (Feb): TRAION presence and active participation at Waitangi Day events (1–6 February 2027) Q3 (Feb): TRAION presence at Māngungu Te Tiriti Commemoration Ongoing: TRAION branding visible and media engagement at all events	Number of TRAION representatives at each event Number of active participation roles (speeches, wānanga, panels) Media mentions of TRAION at events Number of uri interactions at events
Taniwha Rau	**Strategic Communications and Governance Reporting** Consistent public presence; cross-group alignment. Subject to securing funding. Trust Deed 3.2(j),(k).	Q1: Quarterly Chairs and Chief Executives hui schedule established for 2026–27 Q1: Website reviewed and updated with current organisational information Q2–Q4: Pānui published minimum 2 per annum; engagement metrics tracked Q3: Communications strategy reviewed against pānui data Q4: Annual communications and engagement report	Pānui open rate (target: >40%) Frequency of Chairs and Chief Executives hui (target: quarterly)

POU TUATAHI | Arumia te Ruarangi — Iwi Advocacy and Crown Relationships

Aronga / Priority	Kaupapa / Project	Key Outputs by Quarter (Q1–Q4)	How we will measure progress
Whakapiringa	**Mana Whakahono ā Rohe** Implementing agreements with all councils across Te Whare o Puhi. Trust Deed 3.2(d),(i),(q).	Q1: Far North District Council (FNDC) Mana Whakahono ā Rohe (MWaR) Year 1 workplan confirmed and underway Q1: Progress MWaR discussions with Northland Regional Council Q1: TRAION MWaR web page established and live Q4: Review of effectiveness of MWaR with FNDC Q4: Annual report on MWaR workplan delivery with FNDC	Number of active MWaR agreements (target: 1+ by Q4) FNDC Year 1 workplan milestones delivered (% complete by Q4) Number of new Ngāpuhi commissioners
Community Resilience	**Community Social Issues — Post-Taskforce Coordination (Te Kāhui Mārohirohi ō Ngāpuhi)** Methamphetamine Taskforce completed 2025–26. Continuation subject to securing new Crown funding. Trust Deed 3.2(b),(l),(q).	Q1: Assess the Taskforce's legacy and what ongoing coordination is needed Q1–Q2: Identify and pursue Crown or philanthropic funding for continuation Q3: Subject to securing funding — implementation of Year 1 community social issues workplan Q4: Report on the community social issues landscape in the Ngāpuhi rohe	Funding secured for continuation Number of community hui facilitated Year 1 workplan implemented, including one symposium Engagement with hapū and community partners (tracked quarterly)
Iwi Taketake	**Indigenous Engagement** Ngāpuhi engaging with indigenous practices globally. Subject to securing funding. Trust Deed 3.2(n),(p).	Q1–Q4: Identify opportunities for indigenous relationship development Q3: Formal engagement with at least 1 indigenous nation or organisation Q4: Report on indigenous engagement activities and outcomes	Number of indigenous relationship opportunities engaged (target: 1+) Number of formal engagements or agreements initiated (target: 1+ by Q3)

POU TUARUA
TOITŪ TE WHARE O PUHI

Sustainability, Whānau and Hapū

Building cultural, social, economic and educational foundations for Ngāpuhi whānau, hapū and marae. Trust Deed 3.2(b),(d),(l),(m),(u),(w),(y),(z).

TRAION values: Manaakitanga | Kaitiakitanga | Ahi Kā | Rangatiratanga

POU TUARUA | Toitū Te Whare o Puhi — Sustainability, Whānau and Hapū

Aronga / Priority	Kaupapa / Project	Key Outputs by Quarter (Q1–Q4)	How we will measure progress
PRIORITY — Ohanga Hapū / Kai Sovereignty	**Kaiwhiringa Ngāpuhi Market — Kaikohe Town Activation** Ngāpuhi Marketplace and Town Activator role. Key priority 2026–27. Trust Deed 3.2(b),(d),(l),(r),(w).	Q1: Town Activator recruited; Town Activator Oversight Group confirmed (TRAION, hapū/marae, FNDC, Kaikohe Business Association) Q1: Stakeholder mapping complete; market site development plan confirmed Q1–Q2: Phase 1 site infrastructure delivered (temporary canopy, power, health and safety) Q2: First monthly market operational; baseline whānau attendance recorded Q3: Market progresses to fortnightly; local growers network established Q3: Phase 2 — permanent covered structure design confirmed and consented Q4: Market operating weekly or fortnightly; Year 1 annual report completed; Year 2 workplan confirmed	Market operating weekly or fortnightly by Q4 Regular stallholders (target: 15+ by Q2) Local growers and producers participating (target: 10+ by Q3) Whānau and community attendance — baseline set in Q2, tracked quarterly Oversight Group hui held each quarter
Mana I Te Whenua	**Hapū Rangatiratanga and Kaitiakitanga** Supporting hapū kaitiaki roles, wānanga, and environmental stewardship. Subject to securing funding. Trust Deed 3.2(d),(w),(y),(z).	Q1: Identify co-funding opportunities for kaitiaki programmes Q2: Hapū wānanga delivered (skills, kaitiaki roles, whenua management) Q3: Support hapū kaitiaki rōpū with resources and networking Q4: Evaluate wānanga outcomes; annual kaitiakitanga programme report Ongoing: Support hapū capacity to respond to and influence Government policy	Number of wānanga delivered (target: 1+ per year) Number of hapū kaitiaki rōpū supported (target: 1+) Pre/post-wānanga participant confidence (% improvement) Funding secured for programme

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POU TUARUA | Toitū Te Whare o Puhi — Sustainability, Whānau and Hapū

Aronga / Priority	Kaupapa / Project	Key Outputs by Quarter (Q1–Q4)	How we will measure progress
Ka Ora Ai Te Whare	**Marae Resilience — Phase 2 Rollout** Building on completed pilot. Extending emergency resilience to further Ngāpuhi marae. Trust Deed 3.2(d),(l).	Q1: Evaluate pilot outcomes; identify 6 additional marae for Phase 2 Q1–Q2: Source funding for Phase 2 extension Q2: Needs assessment surveys completed with Phase 2 marae Q3: Phase 2 marae resilience support delivered (emergency plans, supplies, equipment) Q4: Phase 2 evaluation complete; Phase 3 funding identified	Number of marae with completed resilience plans (target: 6+ by Q4) Funding applications submitted and secured Emergency preparedness drill completion rate Marae feedback on support adequacy Emergency equipment needs identified and purchased or funding sought
Pūtea Tautoko	**Distributions and Funding Support (Significant Events)** Consolidated funding distributions; streamlined application process. Trust Deed 3.2(a),(b).	Q1: Single application process confirmed and operational for all TRAION funding streams Q2: Minimum 2 funder hui facilitated — connecting funders with marae/hapū Q3: Mid-year review of distribution efficiency Q4: Annual report — applications, success rates, outcomes, satisfaction	Number of applications received and approved per annum Time from application to disbursement (target: reduce by 20% on prior year) Applicant satisfaction survey (target: >80% satisfied) Number of events supported through distributed funds

POU TUARUA | Toitū Te Whare o Puhi — Sustainability, Whānau and Hapū

Aronga / Priority	Kaupapa / Project	Key Outputs by Quarter (Q1–Q4)	How we will measure progress
Tūhono	**Ngā Puawai o Ngāpuhi — Uri Engagement and Festival** Increasing TRAION presence; registered membership growth; Ngāpuhi Festival development. Trust Deed 3.2(j),(k).	Q1: Ngāpuhi Festival Committee meeting regularly; Year 1 festival plan confirmed Q1–Q2: Apply for festival funding; festival date and venue confirmed Q3: Festival planning at 80%+ completion; promotional campaign underway Q4: Festival planning confirmed for 2027–28; tools to record attendance and satisfaction developed Ongoing: TRAION presence at minimum 4 key uri events per year	Festival plan confirmed by Q1 Festival Committee hui frequency (target: monthly from Q1) Festival funding secured (by Q2) Number of Ka Tatai Hono hui held Uri attendance at TRAION events (tracked)
Iwi Rehiita	**Registration Data Cleanup** Improving the quality of current registration data. Trust Deed 3.2(g),(k).	Q1: Data cadets programme continues (4 cadets) Q1–Q2: Registration data cleanup begins; first phase delivered by end of Q2 Q2: Privacy & Takiwā option and Privacy & Declaration Statement updated Q3–Q4: Registration data cleanup continues in phases Q4: Annual review of the registration data cleanup presented	Reliable registration data that supports useful reporting Baseline for membership data established, allowing comparison across current and prior years
Iwi Rehiita	**New Registration Database — Scoping and Planning** Scoping and planning a new database for the iwi register. Trust Deed 3.2(g),(k).	Q2–Q3: New database roadmap confirmed (design phase complete) Q3: Hapū access to self-update their TRAION membership details — scoped	New database Phase 1 delivered (by end of Q2) New database Phase 2 delivered (by end of Q4) Hapū access scoped and agreed (by Q3)
Whakapapa	**Whakapapa Research and Verification Unit** Resourcing model and scope under review.	Decision on model and resourcing to be confirmed If the unit proceeds: programme and verification support for uri	Positive feedback from uri Number of hui or support cases recorded

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POU TUARUA | Toitū Te Whare o Puhi — Sustainability, Whānau and Hapū

Aronga / Priority	Kaupapa / Project	Key Outputs by Quarter (Q1–Q4)	How we will measure progress
Mana Mātauranga Registration	**Registration Events Programme** Attending minimum 4 key events annually to promote and support member registrations. Trust Deed 3.2(g),(k).	Q1–Q2: Events calendar confirmed for 2026, with a team assigned to each event Q3–Q4: Events calendar confirmed for 2027, with a team assigned to each event Q2: AGM — registration support provided; new registrations recorded Q3: Waitangi 2027 — minimum 2-day presence with registration support Q4: Minimum 3 additional Takiwā/regional events attended Q4: Annual report — new registrations per event	Number of events attended (target: 4+ per year) Number of new registrations per event (tracked) Total new registrations from events per year
Te Reo me ngā Tikanga o Ngāpuhi	**Te Rautaki Reo o Ngāpuhi — Language Strategy Implementation** Revitalising and implementing the Ngāpuhi Language Strategy across Takiwā. Trust Deed 3.2(m),(u),(z).	Q1: Wānanga Tuarua delivered; participant feedback and evaluation completed; planning commenced for Wānanga Tuatoru; funding opportunities identified for Wānanga Tuawhā Q2: Wānanga Tuatoru delivered; existing Te Kawa o Rāhiri programme completed; outcomes and learnings documented; funding applications submitted for Wānanga Tuawhā; planning commenced for Wānanga Tuawhā Q3: Wānanga Tuawhā delivered (subject to securing funding); participant feedback and programme evaluation completed; future Te Kawa o Rāhiri programme requirements reviewed; funding strategy developed for ongoing delivery Q3–Q4: Funding applications submitted for future Te Kawa o Rāhiri delivery; funding outcomes monitored and implementation planning commenced for the next programme cycle Q4: Revitalised Te Reo me ngā Tikanga o Ngāpuhi strategy presented to Board; future programme delivery pathway confirmed	Number of Te Kawa o Rāhiri reo and tikanga wānanga delivered (target: 3, plus 1 additional subject to securing funding) Participant feedback and evaluation completed for each reo and tikanga wānanga Representation and participation from across Te Whare o Puhi and Ngāpuhi takiwā Funding applications submitted and/or secured for Wānanga Tuawhā Funding applications submitted for future Te Kawa o Rāhiri programme delivery Revitalised strategy presented to Board

POU TUARUA | Toitū Te Whare o Puhi — Sustainability, Whānau and Hapū

Aronga / Priority	Kaupapa / Project	Key Outputs by Quarter (Q1–Q4)	How we will measure progress
Pūtea Mātauranga	**Karahipi — Scholarship Administration** Administering scholarship funds — Taumārere and the Iwi Māori Workforce Support Package (IMWSP) Fund. Trust Deed 3.2(b),(u).	Q1: Scholarship criteria and process reviewed for 2026–27 round Q1: Taumārere fund status confirmed for the 2026–27 scholarship round Q1: IMWSP fund status confirmed and applications opened; communications promote the opportunity Q2: Taumārere applications open; promoted through registration and communications channels Q3: Scholarships distributed; recipients supported Q4: Annual scholarship report — number awarded, fields of study, outcomes	Number of scholarships awarded per year Fields of study and level of qualification (tracked) Pastoral care for recipients tracked and reported quarterly
Kākahu	**Kākahu — Reset and Relaunch** New operating model under review.	New operating model, suppliers and marketing strategy to be confirmed If relaunched: a sustainable operating model	To be confirmed once the operating model is decided
Taonga Rikoriko	**Te Kaupapa Rikoriko — Taonga Digitisation** Scope and resourcing for 2026–27 to be confirmed.	Lead and scope to be confirmed If confirmed: 2 training sessions and 6 whānau/hapū digitisation engagements	Number of training sessions delivered Number of whānau/hapū receiving digitised taonga
Kaupapa Here	**Ngāpuhi Policy Unit** Reactivation pathway and resourcing under review.	Decision on reactivation and resourcing model to be confirmed If reactivated: 2–3 iwi policies drafted and approved per year Connected position statements communicated with hapū, government, and the wider community	Number of policies drafted and approved Engagement with local and national policy processes (tracked)



POU TUATORU
TE KAWA O RĀHIRI

Governance and Operations, Unity and Accountability

Ensuring TRAION Group is fit-for-purpose, accountable, and unified.
The Law of Rāhiri. Trust Deed 3.2(c),(e),(j),(s),(t),(x).

TRAION values: Whanaungatanga | Tikanga | Rangatiratanga

POU TUATORU | Te Kawa o Rāhiri — Governance and Operations, Unity and Accountability

Aronga / Priority	Kaupapa / Project	Key Outputs by Quarter (Q1–Q4)	How we will measure progress
Te Rōpū Kaumātua Kuia	**Te Rōpū Kaumātua Kuia o Te Whare Tapu o Ngāpuhi** Clarity of purpose; closer working relationships across TRAION Group. Trust Deed 3.2(x).	Q1 (Jul): Puanga — Kaumātua Kuia presence and manaakitanga supported Q2 (Oct): He Whakaputanga commemoration — Kaumātua Kuia participation supported Q2 (Dec): Christmas gathering — Kaumātua Kuia manaakitanga Q3 (Feb): Waitangi and Māngungu — Kaumātua Kuia presence and participation Q4: Wānanga in waiata, whaikōrero, mōteatea, karanga — minimum 1 delivered Ongoing: All TRAION Group entities maintain active working relationship with Te Rōpū	Number of kaupapa events attended by Te Rōpū (target: all key events) Kaumātua Kuia satisfaction and wellbeing (annual hui feedback) Cultural wānanga delivered each year Cross-group engagement with Te Rōpū (number of touchpoints per year)
Te Rōpū Taitamariki	**Taitamariki Voice and Representation** Building on 2025–26 establishment. Ensuring Taitamariki voice feeds into iwi decision-making. Trust Deed 3.2(j),(k).	Q1: Taitamariki Rōpū meeting quarterly; 2026–27 workplan confirmed Q2: Minimum 1 Taitamariki forum held; outcomes reported to Board Q3: Representation model engagement — Taitamariki contribution formally documented Q4: Annual report on Taitamariki engagement; ongoing voice mechanisms confirmed	Number of Taitamariki forums held (target: 2+ per year) Taitamariki participation in governance processes (touchpoints tracked) Taitamariki feedback on meaningfulness of engagement (survey)

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POU TUATORU | Te Kawa o Rāhiri — Governance and Operations, Unity and Accountability

Aronga / Priority	Kaupapa / Project	Key Outputs by Quarter (Q1–Q4)	How we will measure progress
Kia Tū Tika Ai	**Governance Review — Hapū-Based Representation Model** Implementing governance review recommendations; transitioning to hapū-based representation. Trust Deed 3.2(c),(e),(j).	Q1: Preferred representation model options presented to Board (based on 2025–26 feedback and external report) Q2: Iwi engagement on preferred model — hui ā hapū and iwi-wide forums held Q3: Trust Deed amendment options and implementation plan drafted Q4: Board decision on tabling Trust Deed changes at a General Meeting; transition planning commenced Ongoing: Trustee professional development	Preferred model endorsed by Board (by Q1) Hapū engagement hui held (number and attendance) Trust Deed amendment drafted (by Q3) Board decision on tabling Trust Deed changes at a General Meeting (by Q4)
TRAION Group	**Governance, Accountability and Operations** The group-wide foundations that support delivery of this plan.	Ongoing: Sound governance across the TRAION Group, regular reporting to Takiwā, and the operational foundations that support delivery of this plan	AGM, Annual Report and governance reporting obligations delivered within agreed timeframes
Hangarau Matihiko	**Digital and AI Transformation — Scoping and Decision** A scoping exercise in Q1 2026–27 comes before any decision to proceed.	Q1: Digital audit scoping Q2: Scoped digital roaadmap presented to Board for decision If approved: phased digital foundation implementation commences	Digital audit scoping completed (by Q1) Board decision on roadmap (by Q2) Phase 1 milestones delivered, if approved

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OUR 5 YEAR Direction Plan outlook

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Tū Te Whare o Puhi By 2028

Demonstrable increase in registered members; appropriate data shared with hapū.

Direct Crown-to-hapū relationships actively leveraged and functioning across Takiwā.

He Whakaputanga recognition in all Crown relationships.

Toitū Te Whare o Puhi By 2028

Kaiwhiringa Ngāpuhi Market fully operational weekly with 30+ stallholders.

Marae resilience programme extended to all participating marae across Te Whare o Puhi.

Revised He Rautaki Reo o Ngāpuhi implemented; measurable increase in confident te reo speakers.

Ngāpuhi Festival established as an annual anchor event for uri.

Iwi database upgraded and fit-for-purpose; hapū access live.

Te Kawa o Rāhiri By 2028

Governance review outcomes, including any agreed Trust Deed changes, implemented.

Taitamariki voices actively heard in governance and strategy.

TRAION Group operating as a high-performing, aligned, and accountable group.