



NGĀTI APAKURA

Apakura Rūnanga Trust

Te Pūrongo ā-Tau 2026





NGĀTI APAKURA

Whakakitenga / Vision

Apakura Mana Motuhake
— He mana nō tūāuri, whaioio, he mana nō tuawhakarere!

Whāinga Matua / Mission Statement

Kia mau ki ngā kura a ngā mātua tīpuna, kia tupu ngā peka o Apakura ki ngā karamatamata o tēnei ao hurihuri, haere ake nei!

Ngā Uara / Our Values

Manawaroa

Resilient

Auahatanga

Innovation

Manaakitanga

Reciprocity

Whanaungatanga

Relationships

Hohou te Rongo

Peace/Reconciliation

Te Poari matua / Our Board

The Apakura Rūnanga Trust Governance Board provides strategic leadership and oversight to safeguard the iwi's assets, uphold tikanga, and advance the wellbeing of Ngāti Apakura.

Hōri Griggs
Chairperson

Orrin Kapua
Deputy-Chairperson

Professor Tom Roa
Kaumātua/Trustee

Dr Kahu McClintock
Trustee

Julia Martin
Trustee

Tiaki Ormsby
Trustee

Regan Balzer-Horo
Trustee

Zacchaeus Te Uri Karaka
Trustee



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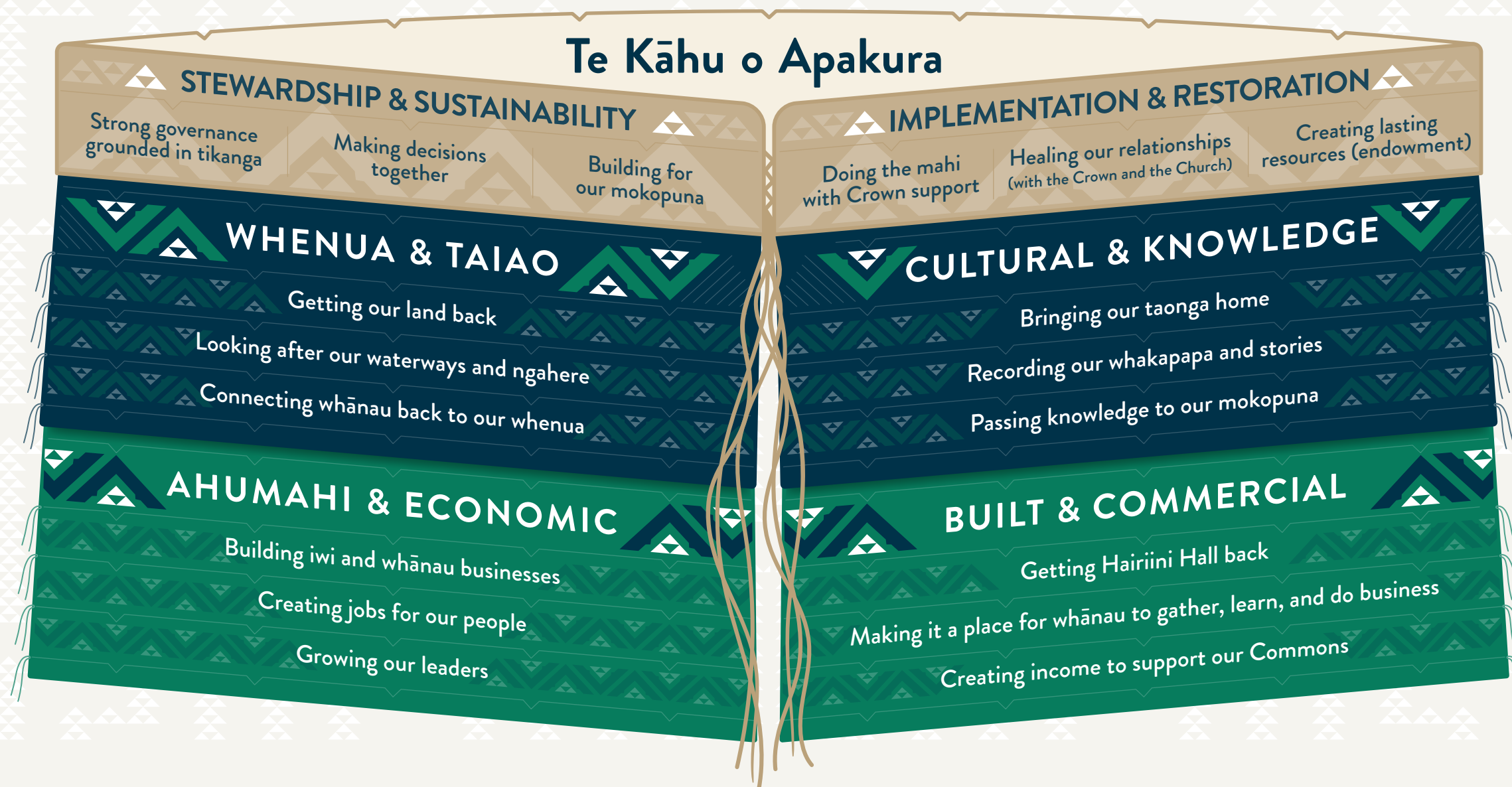
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Kei ngā toronga maha o Ngāti Apakura, tēnā tātou katoa

Papaki kau ana ngā tai ki waho o Kārewa



These lessons helped inform Ngāti Apakura's developing approach.



Te Kāhu o Apakura — Our Reconciliation Framework

During the year, Te Kāhu o Apakura emerged as the framework through which Ngāti Apakura sought to organise a forward-looking reconciliation.

[illegible]

The framework brings together
four interconnected domains:

- ▶ Whenua me te Taiao
- ▶ Ahumahi me te Ōhanga
- ▶ Ahurea me te Mātauranga
- ▶ Whakatipu me te Whai Rawa

[illegible]

Rather than treating these areas as separate Crown programmes, the Rūnanga sought an integrated approach recognising that cultural restoration, whenua, economic development, education, environmental wellbeing and intergenerational prosperity are interconnected.

By April, preparations were underway for workshops with the Crown designed to establish alignment around Te Kāhu o Apakura as a reconciliation-based framework rather than a conventional transactional settlement. The Rūnanga also sought a coordinated whole-of-government approach and stronger system-level accountability across Crown agencies.

By June 2026, a draft provisional reconciliation package had been developed as the basis for further Crown discussions.

Our People Shaping Reconciliation

A key principle throughout Hohou i te Rongo has been ensuring that our people have opportunities to understand the kaupapa and contribute to its development.

The Rūnanga delivered a coordinated engagement programme in March 2026 that included media, digital communications, online wānanga and supporting resources.

Online hui were held on 17 and 24 March, livestreamed through Zoom and the Ngāti Apakura Facebook platform. These allowed uri to hear directly about Te Kāhu o Apakura, ask questions, provide feedback and participate without having to be physically present in the rohe.

[illegible]

Supporting work included development of an engagement and communications calendar, presentation decks, graphics, detailed facilitation runsheets and kōrero tuku iho content for both engagement and longer-term archival purposes.

[illegible]

An in-person wānanga at Rangiaowhia further supported whānau engagement.

This work reflected a broader commitment to ensuring that reconciliation is shaped by our people rather than being something developed solely between negotiators and the Crown.



John Hetet and Harry Maki-Midwood at the hui marking the finalisation of the Ngāti Apakura Historical Account – a key milestone in the Reconciliation process.

The Ngāti Apakura Historical Account

Significant work continued throughout the year to ensure the historical experiences of Ngāti Apakura are properly recorded.

By October 2025, the Historical Research Project was progressing, with early chapters drafted under the review of Lead Historian Dr Robert Joseph.

A Historical Account Working Group was subsequently established to provide additional scrutiny, knowledge and iwi oversight.

The group reviewed chapters, cross-referenced source material, identified gaps and provided feedback to the historians and negotiation team.

This was not always straightforward mahi. The Board and Historical Account Working Group had substantive discussions about language, framing, source material and the distinction between a Crown-agreed Historical Account and the much broader story of Ngāti Apakura.

Those discussions were important. Our history is not simply an administrative requirement of reconciliation. It forms part of the intergenerational transmission of who we are.

By June 2026, the Crown Historian had completed their review, with chapters returned to the Ngāti Apakura historian and representatives for further consideration.

Maintaining our Iwi Huānga Relationships

Ngāti Apakura has also recognised throughout Hohou i te Rongo that Rangiaowhia forms part of a wider whakapapa landscape.

Relationships with iwi huānga were therefore an important part of the year.

Joint correspondence from Ngāti Apakura and Te Tari Whakatau was provided to Waikato-Tainui, Te Nehenehenui, Raukawa, Ngāti Hauā, Ngāti Koroki Kahukura, Tūhoe and Ngāti Rangiwewehi as the reconciliation kaupapa moved into a new phase.

Positive responses were received, including support for Ngāti Apakura to progress the kaupapa and interest from Raukawa and Ngāti Tūwharetoa in further discussions.

This relationship-based approach remains central to how Ngāti Apakura intends to move forward — leading our own reconciliation while acknowledging and maintaining the whakapapa connections that surround Rangiaowhia.

Whakapapa, Apakuratanga me te Tuakiri

Strengthening who we are as Ngāti Apakura

The strength of Ngāti Apakura begins with whakapapa

During 2025/26, the Rūnanga increased its investment in the systems and people required to support whakapapa, registration and cultural connection.

Additional administrative capacity was brought in to support both the Whakapapa Committee and Kaumātua Council, including the long-overdue task of working through the existing Whakapapa Register.

Administrative effort was also directed towards updating TikiOS, responding to member queries and improving the information available to the Whakapapa Committee.

This work is particularly significant for an iwi whose people were widely dispersed following the events of the nineteenth century.

Many of our uri are reconnecting, sometimes generations later. Strengthening our whakapapa systems is therefore not simply about maintaining a database. It is about creating pathways home.



Our Apakura Rūnanga Trust team met with Dr Golda Varona, Dean Ogilvie and Jacinta Paranihi from Stats NZ.

Kaumātua Council

The Kaumātua Council continued to develop during the year as another important forum within Ngāti Apakura.

A Kaumātua Council hui held in November brought kaumātua together for kōrero, updates and discussion about collective direction.

Work continued on how the Council should operate in a manner that reflects the particular needs and aspirations of Ngāti Apakura rather than necessarily replicating structures used by larger iwi organisations.

Strengthening the role of kaumātua remains important both for the cultural integrity of the organisation and for ensuring mātauranga and guidance remain embedded within decision-making.



Looking the future, Ngāti Te Kohera and Ngāti Apakura are hopeful their relationship will be long lasting and enduring. Photo credit / Te Ao Māori News.

Iwi Data and Stats NZ

One of the most important new relationships developed during the year was with Stats NZ.

The relationship moved beyond Hohou i te Rongo into a broader work programme designed to strengthen the data capability of Ngāti Apakura.

A Stats NZ site visit to Rangiaowhia in October involved discussion about the iwi classification process, tribal register capability, census and survey information, Oranga Marae eligibility, agency coordination and how data could help Ngāti Apakura better understand where our people are and the circumstances in which they live.

Ngāti Apakura’s application for inclusion within the national iwi classification process was subsequently submitted and accepted into the classification review process.

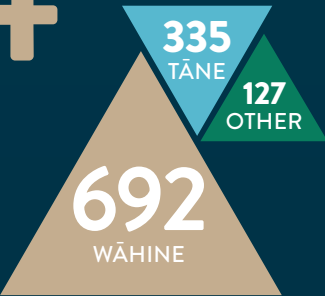
This is foundational mahi.

A better understanding of our population will allow the Rūnanga to plan more effectively, communicate with our people, advocate using stronger evidence and make more informed decisions about future investment.

Total Registered Whānau

1154

- Auckland ▶ 81
- BOP ▶ 80
- Manawatū-Whanganui ▶ 37
- Taranaki ▶ 21
- Waikato ▶ 168
- Wellington ▶ 58
- Other Aotearoa-NZ ▶ 52
- Australia ▶ 12
- Unknown ▶ 645



Ngā Pou Whenua Haerenga

Reconnecting our people with place

During the year, the Rūnanga organised a Pou Whenua Haerenga, taking whānau to sites of significance throughout Waipā and places connected to Ngāti Apakura history.

The kaupapa was designed to strengthen connection to both whenua and whakapapa, with further haerenga envisioned to expand opportunities for participation.

These experiences allow uri to encounter their whakapapa physically — standing on the whenua, hearing the kōrero associated with a place and understanding how different locations fit within the wider story of Ngāti Apakura.



Apakura whānau gathered at Mōkai for the Te Ara Roimata haerenga with our whanaunga from Ngāti Tūwharetoa.



Te Ara Roimata

Retracing the footsteps of our tūpuna

That approach was extended through Te Ara Roimata.

Te Ara Roimata was developed to retrace the journey of Ngāti Apakura through Tūwharetoa following the invasion.

Planning involved people with knowledge of the places, histories and relationships connected to the journey.

The kaupapa was well attended, with people travelling from across the motu.

Participants heard kōrero from hau kāinga and visited places associated with Ngāti Apakura histories and occupation. Kōrero following the haerenga reflected the emotional impact of the experience and the importance of physically reconnecting with these places.

Work following the haerenga also sought to preserve kōrero shared by hau kāinga so that the knowledge generated through the kaupapa can remain available to future generations. More haerenga connecting our people back to places of significance are in the pipeline for next summer.

Rangiaowhia Development

Restoring our Epicentre

Rangiaowhia remained at the centre of our cultural, historical and strategic work throughout the year.

The Rūnanga continued improving 61 Rangiaowhia Road so that the property could increasingly support iwi activity.

Work included boundary and fencing improvements, landscaping and maintenance, painting, improvements to the access road and repairs to the barn to increase its usability for sheltered gatherings and kaupapa.

The Boardroom had also been improved earlier in the year, creating a better environment for governance hui, visitors and collaboration.

But 2025/26 also marked a shift in thinking about Rangiaowhia.

Rather than simply maintaining a property, the Rūnanga began considering what the whenua could become over generations.



Tepera Tiwene shares her Apakura haerenga with whānau.

Planning from the whenua outwards

A significant step in that process was the progression of the Rangiaowhia Whenua Analysis.

Kahu Creative Studio was engaged to support a whenua-first, systems-based approach to the future of the site.

The intention is that development decisions are not made as isolated construction projects but instead emerge from an understanding of the whenua as a whole – its history, ecology, cultural significance, infrastructure, aspirations and future use.

The proposed approach explicitly prioritised mātauranga Māori, environmental integrity and intergenerational outcomes.

Board discussions also reinforced the importance of climate-change considerations, involvement of local communities and meaningful engagement with whānau.

Whānau aspirations, including the long-term aspiration for a marae at Rangiaowhia, were recognised within this planning process.

This work provides an important platform for future decisions.

Our responsibility is not simply to develop Rangiaowhia. It is to ensure that development is worthy of the significance of the whenua and creates value for generations yet to come.



Rangiaowhia is a place of deep significance to Ngāti Apakura, the tūrangawaewae where our tūpuna lived, thrived, and built their community. It remains a tohu of our history and enduring connection to that whenua.



Preserving the Story of 61 Rangiaowhia Road

Alongside the physical work, the Rūnanga began developing a historical storytelling project focused on the acquisition of 61 Rangiaowhia Road.

The project was intended to capture first-hand accounts from those involved, provide clarity around the circumstances of the land acquisition, address misinformation and ensure that the cultural and historical significance of the whenua is properly documented.

This is another example of the Rūnanga seeking not only to hold whenua, but to preserve the kōrero associated with it.



Te Taiao

Exercising our responsibilities as kaitiaki

Our responsibilities to the taiao are inseparable from our responsibilities to whakapapa and whenua.

During 2025/26, the Rūnanga continued strengthening both our practical involvement in environmental kaupapa and our capability to articulate a distinctly Ngāti Apakura approach to kaitiakitanga.

Early in the year, discussion included establishing stronger dedicated taiao capability, including support for environmental leadership and a more formal taiao rōpū.

Throughout the year, the Rūnanga continued engaging in environmental matters affecting the rohe, including Ngā Roto, Pā Tuna, wastewater infrastructure and cultural monitoring.

Cultural monitoring activity also formed part of operational expenditure during the year, reflecting an increasingly active role for Ngāti Apakura in matters affecting sites, whenua and development within our rohe.

Taiea te Taiao

Taiea te Taiao remained an important environmental kaupapa during the year and strengthened connections between ecological restoration, education, mātauranga and iwi aspirations.

The Board received dedicated reporting on the programme and supported efforts to continue the mahi beyond the existing funding period.

The February–June 2026 quarter recorded significant activity, including 28,960 plants planted by contractors, landowners and through community planting days on Waipā District Council reserves.

The programme also delivered educational activity with students, collaborated with neighbouring projects to launch Weed Free Waipā, and supported the Rūnanga’s own Rangiaowhia Whenua Development planning through a dedicated wānanga.

This demonstrates how environmental capability developed through one kaupapa can strengthen other areas of iwi activity.

Iwi Environmental Management Plan

During 2025/26, work was undertaken to sought contractors to develop our Iwi Environmental Management Plan. The purpose of the plan is to establish a clearer iwi-led framework for our environmental priorities, decision-making and engagement with councils and other organisations.

Importantly, the intention is for that framework to reflect the values, aspirations and mātauranga of Ngāti Apakura.

Our longer-term aspiration is to move beyond simply responding to environmental decisions initiated by others.

We want Ngāti Apakura to be increasingly capable of identifying our own priorities, articulating our own position and exercising our responsibilities as kaitiaki over our whenua, wai and taonga.

Ngā Ara Whanaunga

Strengthening our relationships and our voice

Relationships have been one of the defining themes of 2025/26.

As a developing iwi organisation, Ngāti Apakura cannot achieve its aspirations by working in isolation.

Throughout the year, the Rūnanga invested considerable effort in strengthening relationships with neighbouring iwi, Crown agencies, councils, schools, tertiary providers, health organisations and other strategic partners.

The purpose has not been to accumulate meetings.

It has been to ensure that Ngāti Apakura is increasingly present in the places where decisions affecting our people and rohe are made.



While individual property or development opportunities may change, establishing enduring relationships with organisations that share an interest in improving outcomes for our communities creates a platform from which future opportunities can emerge.

This principle will become increasingly important as the Rūnanga develops more educational, historical and cultural resources.



Collectively, this represents an important strengthening of the governance and compliance foundations of the Rūnanga.

Te Iti o Apakura

Strategic planning was an ongoing process throughout the year.

Early sessions focused on clarifying the longer-term priorities of the organisation, the relationship between cultural outcomes and economic sustainability, and the need to align future activity with the opportunities emerging through Hohou i te Rongo.

Board discussion reinforced that financial sustainability should be an enabler for cultural, historical, social and environmental aspirations rather than an end in itself.

Whakapapa and reconnecting uri were also strengthened within the emerging strategy following Trustee feedback.

By the end of the year, this work had evolved into Te Iti o Apakura, providing a clearer strategic direction for the years ahead.

The strategy recognises that success is not measured solely through completed projects, but through stronger whānau connections, increased participation, protection of our whenua and taonga, and the creation of opportunities for future generations.



■ Hori and Bill with mokopuna at St John’s Anglican Church Te Awamutu.

Looking Ahead
Mai i te pae tata ki te pae tawhiti

The 2025/26 year has been about establishing and strengthening foundations.

The next challenge is to turn those foundations into increasingly tangible outcomes for our people.

Hohou i te Rongo will continue to progress as the Historical Account, Crown commitments and reconciliation package move closer to decisions by our people.

Rangiaowhia will continue to develop, with the Whenua Analysis providing a foundation for future investment and development.

Our whakapapa and data mahi will continue as we seek to create stronger pathways for uri to reconnect.

Our environmental capability will continue to develop through Taiea te Taiao, environmental planning and a stronger Ngāti Apakura voice in decisions affecting our whenua and wai.

Our relationships with marae, iwi, kura, councils, Crown agencies, health organisations and strategic partners will continue to deepen.

And internally, the Rūnanga must continue strengthening the governance, financial and organisational capability required to responsibly receive and manage whatever opportunities come next.

The physical renovation programme for 61 Rangiaowhia Road, for example, commenced after the reporting period in July 2026 and therefore belongs to the next chapter of this story rather than being claimed as a 2025/26 achievement.

What 2025/26 has done is establish many of the conditions required for that next stage.

Vision and Strategy Direction

Te rautaki matua a Ngāti Apakura
Ngā aronga matua e whā — Our four strategic pou

Te Whakakitenga

Apakura Mana Motuhake – he mana nō tuāuri whaioio, he mana nō tuawhakarere.

To uplift the enduring legacy inherited from our tūpuna, entrusted to our uri whakaheke.



Te Tauāki Whāinga

Kia mau ki ngā kura a ngā mātua tūpuna, kia tupu ngā peka o Apakura ki ngā karamatamata o tēnei ao hurihuri, haere ake nei.

Ngāti Apakura uri thriving and making a positive impact in their communities, across Aotearoa, and throughout the world.

Uri connected to identity, whakapapa, and community.

PAE TATA ▲ SHORT TERM 1-3 YEARS
Build a uri database and improve access to whakapapa resources.

PAE WĀENGA ▲ MEDIUM TERM 3-5 YEARS
Grow reo, mātauranga, and Ngāti Apakura tikanga across generations.

PAE TAWHITI ▲ LONG TERM 5+ YEARS
Embed lasting pathways to pass on whakapapa and tikanga.

Financially sustainable, with strong income streams.

PAE TATA ▲ SHORT TERM 1-3 YEARS
Complete a full financial and asset baseline.

PAE WĀENGA ▲ MEDIUM TERM 3-5 YEARS
Activate whenua-based income and our investment strategy.

PAE TAWHITI ▲ LONG TERM 5+ YEARS
Grow a diversified, intergenerational investment portfolio.

Robust, transparent governance for our future.

PAE TATA ▲ SHORT TERM 1-3 YEARS
Strengthen governance policies and Board capability.

PAE WĀENGA ▲ MEDIUM TERM 3-5 YEARS
Grow uri input into strategic and governance decisions.

PAE TAWHITI ▲ LONG TERM 5+ YEARS
Build succession pathways for future iwi leaders.

Strong, informed connections and effective advocacy.

PAE TATA ▲ SHORT TERM 1-3 YEARS
Establish coordinated communications and key relationships

PAE WĀENGA ▲ MEDIUM TERM 3-5 YEARS
Strengthen partnerships and represent us in key forums

PAE TAWHITI ▲ LONG TERM 5+ YEARS
Consolidate strategic relationships and long-term influence





Performance Report

Apakura Runanga Trust
For the year ended 31 December 2025

Prepared by Tax Link Hamilton



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Entity Information

Apakura Runanga Trust
For the year ended 31 December 2025

'Who are we?', 'Why do we exist?'

Legal Name of Entity

Apakura Runanga Trust

Entity Type and Legal Basis

Apakura Runanga Trust Board is a registered charitable trust. The Trust is governed by elected trustees who participate in the coordination of matters. The Trust currently has two contractors to assist in the administration of affairs.

Registration Number

CC51407

Entity's Purpose or Mission

The purpose of the Trust is to promote the education, spiritual, cultural, health and social development of Apakura people. 2024 saw Apakura Runanga Trust mandated by the iwi to proceed with Hohou te Rongo/ Reconciliation Process with the Crown.

Entity Structure

There shall be no less than five and no more than seven elected Trustees. In addition, two further trustees may be appointed, one trustee by the Kingitanga; and one trustee by the Kaumatua Council.

Main Sources of Entity's Cash and Resources

The Trust currently relies on external funding and contributions for operations.

Physical Address

61 Rangiaowhia Road, Te Awamutu, New Zealand, 3875

Postal Address

61 Rangiaowhia Road, Te Awamutu, New Zealand, 3875



Approval of Financial Report

Apakura Runanga Trust
For the year ended 31 December 2025

The Trustees are pleased to present the approved financial report including the historical financial statements of Apakura Runanga Trust for year ended 31 December 2025.

APPROVED

Name George Griggs

Position Kaiwhakahaere- Chairperson

Date 30th September 2026

Name Julia Martin

Position Treasurer

Date 30th September 2026



Statement of Service Performance

Apakura Runanga Trust For the year ended 31 December 2025

'What did we do?', 'When did we do it?'

Ko wai mātou | Who we are

Te Rūnanga o Ngāti Apakura works to advance the collective aspirations, wellbeing, identity of Ngāti Apakura uri.

During 2025/26, the Rūnanga continued to strengthen the foundations required to support the long-term development of the iwi, while progressing significant kaupapa across reconciliation, whakapapa, whenua, culture, environmental kaitiakitanga, communications, advocacy, governance and organisational capability.

During the reporting period the Rūnanga also progressed the development of Te Iti o Apakura, its longer-term strategic direction. The strategy recognises that the strength of Ngāti Apakura is grounded in whakapapa, whenua, history and people, and that decisions made today carry responsibilities to future generations.

The strategic direction is expressed through four interconnected areas:

- Whakapapa & Whenua
- Mana Whakahaere
- Toitūtanga
- Ngā Ara Whanaunga

Together, these areas provide a useful framework through which to understand the Rūnanga's service performance and the foundations established during 2025/26.

1. Whakapapa & Whenua

Our desired outcome

Our people remain connected and actively engaged in their identity, whakapapa and community, no matter where they are in the world.

The strategic direction for Whakapapa & Whenua is to strengthen connections to whakapapa, whānau, hapū and iwi; create opportunities for uri participation; support the transmission of Ngāti Apakura history, mātauranga, tikanga and reo; reconnect uri with ancestral whenua and significant sites; and utilise digital and other engagement approaches to connect uri wherever they live.

What we did during 2025/26

Whakapapa, registration and iwi data

The Rūnanga continued work to strengthen its whakapapa and registration infrastructure. Administrative resource was allocated to support the Whakapapa Committee and Kaumātua Council, including progressing work on the existing Whakapapa Register.

A significant relationship was also developed with Stats NZ to improve the data foundations available to Ngāti Apakura.

By December 2025, three of four outputs under the initial short-term work programme with Stats NZ had been completed. Areas of collaboration included:

- progressing recognition of Ngāti Apakura through the National Iwi Classification Standard;
- technical support for the Ngāti Apakura register;
- exploring census information to better understand where Ngāti Apakura uri live;
- support for future iwi surveys and data collection; and
- coordination with Crown agencies associated with Hohou i te Rongo.



The Rūnanga's application for inclusion within the iwi classification system had also been submitted and accepted into the classification review process by November 2025.

This work directly contributes to the strategic priority of developing a stronger uri database and improving the ability of the Rūnanga to communicate and reconnect with whānau locally, nationally and internationally.

Rangiaowhia and connection to whenua

Rangiaowhia remained central to the cultural and strategic work of the Rūnanga.

During the year, planning continued for the future use and development of 61 Rangiaowhia Road. Builders and other professionals were engaged to assess the existing property, potential improvements and opportunities to increase the long-term functionality and value of the asset.

The Rūnanga also began exploring a longer-term approach to development of the wider Rangiaowhia whenua, including engagement with architects and planners and consideration of how future development could reflect the historical and cultural significance of the site alongside the future aspirations of Ngāti Apakura.

Apakuratanga, history and reo

Strengthening Apakuratanga remained an important part of the Rūnanga's work.

Historical kōrero and kōrero tuku iho were incorporated into Hohou i te Rongo engagement activities, supporting both whānau understanding and the preservation of Ngāti Apakura narratives.

The Rūnanga also began developing an iwi-led approach to te reo Māori revitalisation. By December 2025, work was underway on a funding application with Te Mātāi intended to support reo Māori initiatives, capability and leadership, intergenerational transmission of language and cultural knowledge, and the embedding of Apakuratanga across Rūnanga activities.

Te Taiao and kaitiakitanga

The Rūnanga continued to participate in environmental kaupapa affecting the rohe, including activity associated with Ngā Roto Reserve Management Plan, the Pā Tuna Mātauranga Framework and wastewater treatment infrastructure.

Initial work also commenced towards an Iwi Environmental Management Plan, including identifying suitable support and obtaining quotes. The intended purpose of the plan is to provide an iwi-led framework for environmental priorities, decision-making and engagement with councils and partners while reflecting Ngāti Apakura values and mātauranga.

Contribution to outcomes

During 2025/26, the Rūnanga strengthened the foundations required for uri to reconnect with whakapapa, history, whenua and iwi identity. This included improved whakapapa and data infrastructure, greater attention to Apakuratanga and reo, continued connection to Rangiaowhia, and increased capacity to exercise kaitiakitanga over whenua, wai and taonga.

2. Te Mana Whakahaere

Our desired outcome

Our governance systems are robust, transparent and accountable, ensuring decisions are made in the best interests of our people and future generations.

Te Iti o Apakura identifies skilled and effective governance, transparent decision-making, performance reporting, strong policies and systems, and meaningful opportunities for uri participation as important elements of Te Mana Whakahaere.

What we did during 2025/26

The year involved significant work to strengthen governance and organisational systems as the scale and complexity of the Rūnanga's activities continued to grow.

A strategic planning process was undertaken, including a strategic planning hui in January 2026. The resulting work drew together iwi aspirations and began establishing a clearer multi-year direction for the Rūnanga.

Governance and organisational improvement also included work relating to:



- governance policies and procedures;
- conflict-of-interest processes and maintenance of an interests register;
- governance and management responsibilities;
- delegations and decision-making processes;
- governance training and development;
- financial oversight and regular financial reporting;
- organisational reporting and accountability; and
- strategic planning and prioritisation.

These activities align closely with the short-term direction subsequently expressed in Te Iti o Apakura: strengthening governance policies, delegations and decision-making processes; developing Board capability; and establishing regular performance reporting and accountability mechanisms.

Internal and external reporting requirements were being actively managed throughout the year, with the September 2025 management report recording that reporting requirements were current at that point.

Contribution to outcomes

The Rūnanga strengthened the systems, policies, capability and organisational disciplines necessary to support transparent and accountable iwi governance.

This capability-building is particularly important as Ngāti Apakura prepares for the potential responsibilities and opportunities arising through Hohou i te Rongo. Te Iti o Apakura recognises the importance of establishing the capability to responsibly receive, administer, protect and grow future assets secured through reconciliation.

3. Toitūtanga

Our desired outcome

We are financially sustainable, with strong and reliable income streams that support ongoing operations and future growth.

The strategic direction for Toitūtanga focuses on diversifying income, prudent financial management, protecting and enhancing tribal assets, and ensuring the organisation has the resources and systems required to deliver its responsibilities over the long term.

What we did during 2025/26

The Rūnanga continued to strengthen its financial management and reporting processes during the year, alongside work to improve budget development, accounting systems and financial oversight.

Financial reports were provided regularly to the Board, covering Trust operations, Hohou i te Rongo, funding and organisational financial responsibilities.

The Rūnanga also continued to pursue external funding to support core operations and specific kaupapa, while progressing a wider funding pipeline intended to improve sustainability.

Asset development also became an increasing area of focus.

Work undertaken in relation to 61 Rangiaowhia Road included assessing improvements to the house and whenua, obtaining professional advice and considering options to enhance both the functionality and long-term value of the asset.

The development of the Rūnanga's strategic direction also included consideration of the need to establish a stronger asset and financial base capable of supporting its charitable purposes over time.

This work contributes to the short-term priorities now identified in Te Iti o Apakura, including establishing a clearer financial and asset baseline and strengthening financial management and reporting systems.

Contribution to outcomes

During 2025/26, the Rūnanga strengthened the financial and asset-management foundations required for greater long-term sustainability.



The Rūnanga remains in a developmental phase and continues to rely significantly on external funding. However, work undertaken during the year established stronger systems and began positioning iwi assets and future reconciliation opportunities within a longer-term sustainability framework.

4. Communication, Advocacy & Engagement

Our desired outcome

We maintain strong connections with uri, partners and stakeholders, ensuring our people are informed and engaged, our relationships are strengthened, and our interests are effectively represented and advanced.

The strategy places emphasis on strong relationships with iwi, hapū, local government, Crown agencies and community organisations; representing Ngāti Apakura interests in decision-making forums; increasing iwi visibility and leadership; and communicating the values and aspirations of Ngāti Apakura through coordinated engagement and storytelling.

What we did during 2025/26

Communications and uri engagement

The Rūnanga invested in strengthening its communications infrastructure.

Development progressed on the official Ngāti Apakura website as a central platform for information about the iwi, strategic priorities, initiatives, documents and opportunities for engagement.

The Rūnanga also transitioned its primary social media communications towards an official Facebook Page to improve accessibility, consistency and reach. Branded collateral and supporting communications resources were also developed or commissioned.

These activities contribute directly to the strategy's short-term intention to establish a coordinated communications approach and improve consistent engagement with uri and stakeholders.

Hohou i te Rongo engagement

Hohou i te Rongo provided a significant platform for uri participation during the year.

Two online wānanga were held on 17 and 24 March 2026 and livestreamed through Zoom and the Ngāti Apakura Facebook platform. These provided opportunities for uri to hear about Te Kāhu o Apakura, ask questions and provide feedback without needing to attend in person.

The engagement programme also included communications planning, presentation resources, media engagement and an in-person wānanga at Rangiaowhia.

This work supported development of Te Kāhu o Apakura, which brings together four interconnected domains—Whenua me te Taiao, Ahumahi me te Ōhanga, Ahurea me te Mātauranga, and Whakatipu me te Whai Rawa—as the proposed framework for a forward-looking reconciliation with the Crown.

Advocacy and external relationships

The Rūnanga continued to represent Ngāti Apakura through relationships with Crown agencies, councils, neighbouring iwi and other strategic partners.

Through Hohou i te Rongo, engagement occurred with agencies including Stats NZ, the Department of Internal Affairs, Kāinga Ora and Health NZ. Discussions extended into areas including iwi data, housing and property opportunities, community infrastructure, digital inclusion and longer-term Crown relationships.

An application for membership to the Iwi Chairs Forum was also progressed during the financial year.

Contribution to outcomes

The Rūnanga increased the range of opportunities available for uri to receive information and participate in iwi kaupapa while strengthening relationships with organisations capable of supporting Ngāti Apakura aspirations.



Ngāti Apakura's voice and interests were increasingly represented across Crown, local government, iwi and community relationships, establishing stronger foundations for longer-term advocacy and influence.

5. Hohou i te Rongo – A Significant Cross-Cutting Kaupapa

Hohou i te Rongo is not confined to one strategic area. Its scale and significance mean that it contributes across all four areas of the Rūnanga's developing strategic direction.

Reconciliation and Historical Account

The Historical Account Working Group continued to review the Ngāti Apakura Historical Account, providing commentary, cross-referencing sources and working to ensure the historical narrative accurately reflected Ngāti Apakura experiences and perspectives.

By June 2026, the Crown Historian had completed a review of the historical chapters, which were then with the Ngāti Apakura Lead Historian and negotiation representatives for further consideration through the Historical Working Group.

Progress towards a reconciliation package

By June 2026, a draft provisional redress package had been developed as a foundation for further discussions with the Crown.

The reconciliation process was increasingly positioned around long-term relationship restoration and intergenerational outcomes rather than solely transactional redress.

Contribution to long-term outcomes

Hohou i te Rongo has provided an important catalyst for strengthening Ngāti Apakura's capability, relationships, cultural foundations and long-term planning.

The process has reinforced the need for the Rūnanga to have strong governance, financial management, iwi data, communication systems and organisational capability so that any future opportunities secured through reconciliation can create enduring value for Ngāti Apakura.

Strategic area	Progress during 2025/26
Whakapapa & Whenua	Strengthened whakapapa and registration infrastructure; advanced Stats NZ relationship and iwi classification application; progressed Rangiaowhia planning; supported Apakuratanga, history, reo and environmental kaupapa.
Te Mana Whakahaere	Progressed strategic planning; strengthened governance policies, systems, reporting, interests management and governance capability.
Toitūtanga	Strengthened financial management and reporting; pursued funding opportunities; progressed planning for better utilisation and development of iwi assets.
Communication, Advocacy & Engagement	Strengthened digital and social communications; delivered multiple channels for uri engagement; strengthened Crown, council, iwi and partner relationships and advocacy.
Hohou i te Rongo	Advanced Te Kāhu o Apakura, uri engagement, the Historical Account, Crown negotiations and development of a draft provisional reconciliation package.

Overall assessment

The 2025/26 year was a period of significant foundation-building, transition and increased organisational maturity for Te Rūnanga o Ngāti Apakura.

The Rūnanga progressed one of the most significant contemporary kaupapa facing Ngāti Apakura through Hohou i te Rongo while simultaneously strengthening the organisational foundations needed to support the iwi beyond the reconciliation process.

Progress was made in strengthening connections with uri, improving whakapapa and iwi data systems, reconnecting people with Rangiaowhia, improving governance and financial management, strengthening communications and external relationships, and developing a clearer strategic direction.



Te Iti o Apakura recognises that success should not be measured solely by completed projects or milestones, but through stronger whānau connections, increased participation of uri, protection of whenua and taonga, and opportunities for future generations to thrive.

Many of the outcomes sought by Ngāti Apakura are therefore long-term and intergenerational. The mahi undertaken during 2025/26 represents an important step towards the broader vision expressed in Te Iti o Apakura:

Apakura Mana Motuhake – he mana nō tuāuri whaioio, he mana nō tuawhakarere.

To uplift the enduring legacy inherited from our tūpuna, entrusted to our uri whakaheke.



Statement of Financial Performance

Apakura Runanga Trust
For the year ended 31 December 2025

'How was it funded?' and 'What did it cost?'

	NOTES	2025	2024
Revenue			
Donations, koha, bequests and other general fundraising activities	1	3,570	12,085
Revenue from providing goods or services	1	510,922	307,348
Interest, dividends and other investment revenue	1	1,805	8,449
Other revenue	1	2,949	348
Prior Period Adjustment	12	-	1,190,000
Total Revenue		519,246	1,518,230
Expenses			
Volunteer related expenses	2	125,393	109,534
Costs related to providing goods or services	2	303,893	161,884
Other expenses	2	15,066	20,377
Total Expenses		444,352	291,795
Surplus/(Deficit) for the Year		74,895	1,226,435

This statement has been prepared without conducting an audit or review engagement, and should be read in conjunction with the attached Compilation Report.



Statement of Financial Position

Apakura Runanga Trust
As at 31 December 2025

'What the entity owns?' and 'What the entity owes?'

	NOTES	31 DEC 2025	31 DEC 2024
Assets			
Current Assets			
Cash and short-term deposits	3	264,720	347,432
Debtors and prepayments	3	132,594	63,392
Other Current Assets	3	1,218	1,150
Total Current Assets		398,532	411,974
Non-Current Assets			
Property, Plant and Equipment	5	1,227,019	1,192,505
Total Non-Current Assets		1,227,019	1,192,505
Total Assets		1,625,551	1,604,479
Liabilities			
Current Liabilities			
Creditors and accrued expenses	4	23,943	11,945
Total Current Liabilities		23,943	11,945
Non-Current Liabilities			
Other non-current liabilities	4	291,724	357,545
Total Non-Current Liabilities		291,724	357,545
Total Liabilities		315,667	369,489
Total Assets less Total Liabilities (Net Assets)		1,309,884	1,234,990
Accumulated Funds			
Accumulated surpluses (or deficits)	6	1,309,884	1,234,990
Total Accumulated Funds		1,309,884	1,234,990

This statement has been prepared without conducting an audit or review engagement, and should be read in conjunction with the attached Compilation Report.



Statement of Cash Flows

Apakura Runanga Trust
For the year ended 31 December 2025

	2025	2024
Cash Flows from Operating Activities		
Operating receipts (money deposited into the bank account)		
Donations, koha, bequests and other general fundraising activities	3,570	12,085
Revenue from providing goods and services	378,857	551,687
Interest or dividends received	1,805	8,449
GST received	64,105	80,322
Other cash received	2,319	348
Total Operating receipts (money deposited into the bank account)	450,656	652,892
Operating payments (money withdrawn from the bank account)		
Volunteer and employee related costs	(123,829)	(134,686)
Payments related to providing goods and services	(284,637)	(182,884)
GST paid	(63,310)	(99,019)
Other payments	(5,434)	(18,968)
Total Operating payments (money withdrawn from the bank account)	(477,209)	(435,557)
Total Cash Flows from Operating Activities	(26,553)	217,335
Cash Flows from Other Activities		
Receipts from other activities		
Receipts from other activities	-	11,945
Total Receipts from other activities	-	11,945
Payments from other activities		
Payments to acquire property, plant and equipment	(44,146)	(1,350)
Payments for other activities	(12,013)	(887)
Total Payments from other activities	(56,159)	(2,237)
Total Cash Flows from Other Activities	(56,159)	9,707
Net Increase/(Decrease) in Cash	(82,712)	227,042
Bank Accounts and Cash		
Opening cash	347,432	120,389
Net change in cash for period	(82,712)	227,042
Closing cash	264,720	347,432

This statement has been prepared without conducting an audit or review engagement, and should be read in conjunction with the attached Compilation Report.



Statement of Accounting Policies

Apakura Runanga Trust
For the year ended 31 December 2025

'How did we do our accounting?'

Basis of Preparation

The entity is permitted by law to apply the Tier 3 (NFP) Standard issued by the External Reporting Board (XRB) and has elected to do so. A PBE may apply the standard if it does not have public accountability and has total annual expenses less than or equal to \$5,000,000. All transactions in the Performance Report are reported using the accrual basis of accounting. The Performance Report is prepared under the assumption that the entity will continue to operate in the foreseeable future.

Basis for Valuing Property, Plant and Equipment

All property, plant and equipment is valued at historical cost less accumulated depreciation. Depreciation is calculated on a diminishing value basis at rates determined by the estimated useful life of the asset. The land and building at 61 Rangiaowhia Road, Te Awamutu was gifted to the Apakura Runanga Trust Board by the Anglican Church. It is valued based on the Waipa District Council valuation at 1 August 2022.

Goods and Services Tax (GST)

The entity is registered for GST. All amounts are stated exclusive of goods and services tax (GST) except for accounts payable and accounts receivable which are stated inclusive of GST.

Income Tax

Apakura Runanga Trust is wholly exempt from New Zealand income tax having fully complied with all statutory conditions for these exemptions.

Revenue Recognition

Revenue is recognised on an accrual basis.

Bank Accounts and Cash

Bank accounts and cash in the Statement of Cash Flows comprise cash balances and bank balances (including short term deposits) with original maturities of 90 days or less.

Changes in Accounting Policies

There have been no changes in accounting policies. Policies have been applied on a consistent basis with those of the previous reporting period.



Notes to the Performance Report

Apakura Runanga Trust

For the year ended 31 December 2025

	2025	2024
1. Analysis of Revenue		
Donations, koha, bequests and other general fundraising activities		
Koha Income	3,570	12,085
Total Donations, koha, bequests and other general fundraising activities	3,570	12,085
Revenue from providing goods or services		
Administration Income	-	17,485
Funding	505,072	284,355
Lease Revenue	5,850	5,459
Whakawhanaunga hui koha	-	50
Total Revenue from providing goods or services	510,922	307,348
Interest, dividends and other investment revenue		
Interest Income	1,805	8,449
Total Interest, dividends and other investment revenue	1,805	8,449
Other revenue		
Other Revenue	2,949	348
Total Other revenue	2,949	348
	2025	2024
2. Analysis of Expenses		
Volunteer and employee related costs		
Subcontractors	34,966	92,929
General Manager	86,474	-
Subcontracting - Hui & Cultural Monitoring	397	1,403
Travel - National	3,056	15,203
Travel National - Flights	499	-
Total Volunteer and employee related costs	125,393	109,534
Costs related to providing goods or services		
ACC Levy's	76	-
Administration Expenses office	9,809	2,015
Bank Fees	145	120
BAP website	4,722	5,031
Catering Expenses	7,556	12,880
Cleaning	400	-
Communication	32,274	-
Consultancy Expense	4,585	27,274
Council Expenses	515	-
Entertainment	1,021	-
Event Expenses	4,125	4,453
Filming	-	2,750



	2025	2024
General Expenses		
General Expenses	974	2,944
Governance Fees	-	31,850
Governance Oversight - Hohou te Rongo	15,400	-
Hireage	-	162
Hui Expenses	15,614	4,000
Insurance	3,705	3,365
Koha	236	250
Licenses, Permits & Subscriptions	431	283
Motor Vehicle Expenses	69	-
Motor Vehicle Expenses - Fuel Reimburse	119	-
Motor Vehicle Expenses - KM reimburse	2,755	-
Negotiator Fees	95,823	22,621
Non-deductible Expenses	173	-
Printing & Stationery	56	-
Project Management	85,931	31,871
Purchases	-	1,695
Rates WDC	2,407	2,840
Repairs and Maintenance	7,413	596
Telephone & Internet	1,776	1,089
Tiki os registration and whakapapa	4,560	3,795
Website	1,222	-
Total Costs related to providing goods or services	303,893	161,884
Other expenses		
Advertising	1,345	239
Legal expenses	2,271	17,074
Light, Power, Heating	1,817	1,655
Depreciation	9,633	1,409
Total Other expenses	15,066	20,377
	2025	2024
3. Analysis of Assets		
Cash and short-term deposits		
Hohou te Rongo Operating Account	20	20
Operating Account	264,699	347,411
Total Cash and short-term deposits	264,720	347,432
Debtors and prepayments		
Accounts Receivable	75,622	-
GST	56,972	63,392
Total Debtors and prepayments	132,594	63,392
Other current assets		
Withholding tax paid	1,124	1,056
Rounding	1	1



Income Tax	94	94
Total Other current assets	1,218	1,150

	2025	2024
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4. Analysis of Liabilities

Creditors and accrued expenses		
Accounts Payable	23,943	-
PAYE Payable	-	11,945
Total Creditors and accrued expenses	23,943	11,945
Other non-current liabilities		
Funds Carried Forward	291,724	357,545
Total Other non-current liabilities	291,724	357,545

	2025	2024
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5. Property, Plant and Equipment

Land		
Opening Balance	900,000	900,000
Total Land	900,000	900,000
Buildings		
Opening Balance	290,000	290,000
Purchases	4,824	-
Accumulated depreciation - buildings	(40)	-
Total Buildings	294,783	290,000
Motor Vehicles		
Opening Balance	1,447	2,067
Accumulated depreciation - vehicles owned	(434)	(620)
Total Motor Vehicles	1,013	1,447
Plant and Equipment		
Opening Balance	810	-
Purchases	8,145	1,350
Accumulated depreciation - plant and machinery owned	(2,441)	(540)
Total Plant and Equipment	6,514	810
Other Fixed Assets		
Opening Balance	249	498
Purchases	31,178	-
Accumulated depreciation - fixed assets owned	(6,717)	(249)
Total Other Fixed Assets	24,709	249
Total Property, Plant and Equipment	1,227,019	1,192,505

Significant Donated Assets Recorded



On 4 September 2023 the Trust received a significant donated asset in the form of land and buildings at 61 Rangiaowhia Road, Te Awamutu. These assets were donated as a gift from the Anglican Church.

	2025	2024
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6. Accumulated Funds

Capital contributed by owners		
Opening Balance	-	1,190,000
Capital contributed by owners	-	(1,190,000)
Total Capital contributed by owners	-	-
Accumulated surpluses or (deficits)		
Opening Balance	1,234,990	8,555
Current year earnings	74,895	1,226,435
Total Accumulated surpluses or (deficits)	1,309,884	1,234,990
Total Accumulated Funds	1,309,884	1,234,990

The title for the land at 61 Rangiaowhia Road, Te Awamutu was gifted to the Apakura Runanga Trust Board by The Anglican Church.

7. Commitments

There are no commitments as at 31 December 2025 (Last year - nil).

8. Contingent Liabilities and Guarantees

There are no contingent liabilities or guarantees as at 31 December 2025 Last year - nil).

9. Related Party Transactions

Due to the nature of the Trust being small along with trustees often holding management type roles, a number of related party transactions occur throughout the year - namely as trustees operate as contractors for the Trust within the cultural monitoring space. All transactions were held at arms length.

During the 2024 financial year, governance fees were paid to the board members. The gross amount is shown below. RWT was deducted from these amounts and the net was paid to Apakura Runanga Trustee’s and Te Waha a Tuara members, who attended hui related only to Entity Development Phase 2022-2023. Biil Harris the Project Manager chair was paid directly by the Crown.

	2025	2024
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Governance Fees

Tom Roa	-	3,100
Hazel Wander	-	3,400
Moepatu Borrel	-	2,500
Mere Balzer	-	1,700
Robert Joseph	-	350
George Griggs	-	4,100
Barney Manaia	-	1,700
Rama Kete	-	3,800
Julia Martin	-	4,100



	2025	2024
Zacchaeus Te Uri Karaka	-	2,600
Tiaki Ormsby	-	3,100
Orrin Kapua	-	700
Kahu McClintock	-	700
Total Governance Fees	-	31,850

10. Events After the Balance Date

There were no events that have occurred after the balance date that would have a material impact on the Performance Report (Last year - nil).

11. Ability to Continue Operating

The entity will continue to operate for the foreseeable future.

12. Prior Period Adjustment

A prior period adjustment of \$1,190,000 was made in the statement of financial performance for the 2024 financial year to recognise the value of the significant donated assets received in 2023.

Conflicts of Interest Register

Name	Organisation/Group	Position
Regan Balzer	Te Atinga: Contemporary Māori Arts Committee of NZ	Chairperson
	Balzer Whenua Trust	Trustee
	Balzer-Horo Ltd (t/a Orowaru Arts)	Co-Director
George Griggs	Waipā Iwi Chairs Forum	Member
	Kairangi Ltd	Director/Shareholder
Orrin Kapua	Tu Karamaene Consultancy	Director
	Auckland Council	Employee
Julia Martin	No conflicts declared	
Dr Kahu McClintock	Te Nehenehenui Trust	Kaumatua Roopu Trustee
	Te Nehenehenui Trust	Whakapapa Committee Member
	Nga Marae Toopu	Tainui Marae Executive
	Mangatoatoa Pa	Research Reference Member
	Māori Women's Welfare League Ka Puta Ka Ora	Member
	Apakura Kohatu Comer	Mother of Vinnie, who voluntarily mows Kohatu Corner
Tiaki Ormsbv	Pirongia Te Aroaro o Kahu Restoration Society	Board member
Prof. Tom Roa	Waikato University	Employee
	Waitangi Tribunal	Member
	Te Punaha Matatini	Board Member
	Tarewanga Marae	Trustee
Zaccheus Te Uri Karaka	No conflicts declared	
Barlow Toi Anderson	Tāwharautia Ltd	Trustee
	Te Kopua 2B3 Incorporated	Trustee
	Waipā Iwi Chairs Forum	Member
	Waikato Tainui – Te Arataura	Associate
	Te Mātāwai	Contractor

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WĀHI NOHO

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