



2024 - 2025

ANNUAL REPORT



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KAIHAUTŪ MĀ CO-CHAIR REPORT

Tēnā koutou, tēnā koutou, tēnā koutou katoa, ngā hoa o Ara Taiohi,

He waka eke noa.

We are all in this waka together.

This whakataukī has never felt more relevant. The past year has continued to test the resilience of our communities, yet the waka of the youth development sector in Aotearoa has not only stayed afloat, it has powered forward with innovation, strength, and a collective determination to serve rangatahi. As a Board, we stand in awe of the unwavering commitment we have witnessed across the motu. When faced with adversity, this sector does not retreat—it adapts, it evolves, and it finds new ways to reach, support, and empower young people.

This incredible resilience was the backdrop against which we celebrated significant milestones for Ara Taiohi. We were proud to officially launch our new strategic plan and refreshed brand, symbols of our clear and focused vision for an empowered ecosystem of youth development, where rangatahi thrive. This new tohu and direction are more than just a look: they are a promise to our sector and a declaration of our shared purpose.

A key step in bringing this strategy to life was our move into new premises. This was not merely a change of address but a physical milestone towards strengthening our national infrastructure. It provides a foundation for greater collaboration, innovation, and a hub from which we can better serve our members and partners.

We were also deeply honoured to support the official launch of Pou Pasifika, a vital new pillar for our ecosystem, established through a powerful partnership with Ola le Ola Aotearoa Trust. This initiative stands as a testament to the strength that emerges when we work in genuine partnership to uplift all communities, ensuring culturally anchored support for Pacific young people and those who serve them.



None of this progress would be possible without the profound support of our stakeholders. To our government and philanthropic partners, thank you for your faith and collaboration. To the countless organisations on the ground—the youth workers, mentors, leaders, and volunteers—your work continues to save and change lives, often without fanfare. You are the true heart of this sector, and we see you.

The Board's role is to ensure Ara Taiohi remains a steadfast peak body, advocating fiercely for the resources and recognition you all deserve. We are committed to steering the waka with a clear and strategic vision, always guided by the wisdom of Mana Taiohi.

Finally, the Board wishes to honour Te Arikinui Kuini Nga wai hono i te po VIII for a successful first Koroneihana anniversary. Her vision of flourishing cultural identity, strengthened connection to the environment and the prioritisation of health and wellbeing outcomes sets a bold foundation for youth workers to build upon and a great platform for young people to aspire to.

As we look to the future, we do so with hope and confidence, knowing that together, we are an unbreakable force for rangatahi. Our waka is strong, our crew is dedicated, and our course is set.

Ngā mihi nui,

Raniera Pene
Kaihautū / Co-Chair



Chillion Sanerivi
Co-Chair



CEO REPORT

The 2024-25 year has been a challenging one for the youth sector. The cost-of-living crisis has had a direct impact on young people and youth organisations.

In line with our vision of an empowered ecosystem of youth development that supports rangatahi to thrive, our advocacy this year has prioritised responding to policy and legislation that directly undermines youth development, Mana Taiohi, our Code of Ethics and te Tiriti o Waitangi. The team has been kept incredibly busy, actively engaging in this area, including presenting orally on the Treaty Principles Bill, the Serious Young Offenders Bill, and the Repeal of S7AA.



In this challenging environment, the resilience and magnificence of the youth development sector and young people continue to shine. The theme of Youth Week this year was Whai Wāhitanga - Take Our Place. After an epic launch event, supported by our Minister for Youth, James Meager, we saw more events, online engagement and grants allocated than ever before. Our whānau of young people held this space incredibly, and feedback affirmed the importance of collaboration and real appreciation for the campaign.

All of this sits in the context of business as usual as our small, hard-working and dynamic team continue to support training, resource distribution, communications, membership (including Korowai Tupu, Ngā Kaihoe, MOSAIC and our partnerships supportin Te Ngākau Kahukura and Pou Pasifika) and general operations of Ara Taiohi. Phew!

Changes in the team this year:

- We farewelled the amazing Zach Hardy, who supported us to transform our bookkeeping system. We were incredibly excited to welcome our accountant, Chris Davison, whose steady hand makes complicated things easy.
- To release staffing for INVOLVE, we welcomed the gracious and smart Cimone Grayson and the charismatic and trusted Matt Renata to the Ngā Kaihoe team. Matt needed to move on to full time mahi but continues to serve with our Kaiārahi.
- We farewelled Parris Petera as our training co-ordinator. Parris stepped in seamlessly to the team and we wish her all the best as she focuses on her career in professional sports.

After significant personnel changes at last year's AGM, our new Board has stepped into their role under the guidance of our Kaihautū, Raniera Pene and Co-Chair, Chillion Sanerivi. Their continued wisdom and guidance, along with our Korowai Tupu Rōpū and Ngā Kaihoe Kaiārahi support us to deliver our vision and mission for our members, and ultimately for young people. Ngā mihi ki a koutou – thank you for all you have given.

Finally, I could not be prouder to be part of the youth sector. One of the favourite parts of my job is connecting in regions with you and the mahi you do on the ground. It is at times thankless, often under-recognised, and always genuinely inspiring. Without you there is no empowered ecosystem!

Mā mua ka kite a muri, mā muri ka ora a mua.

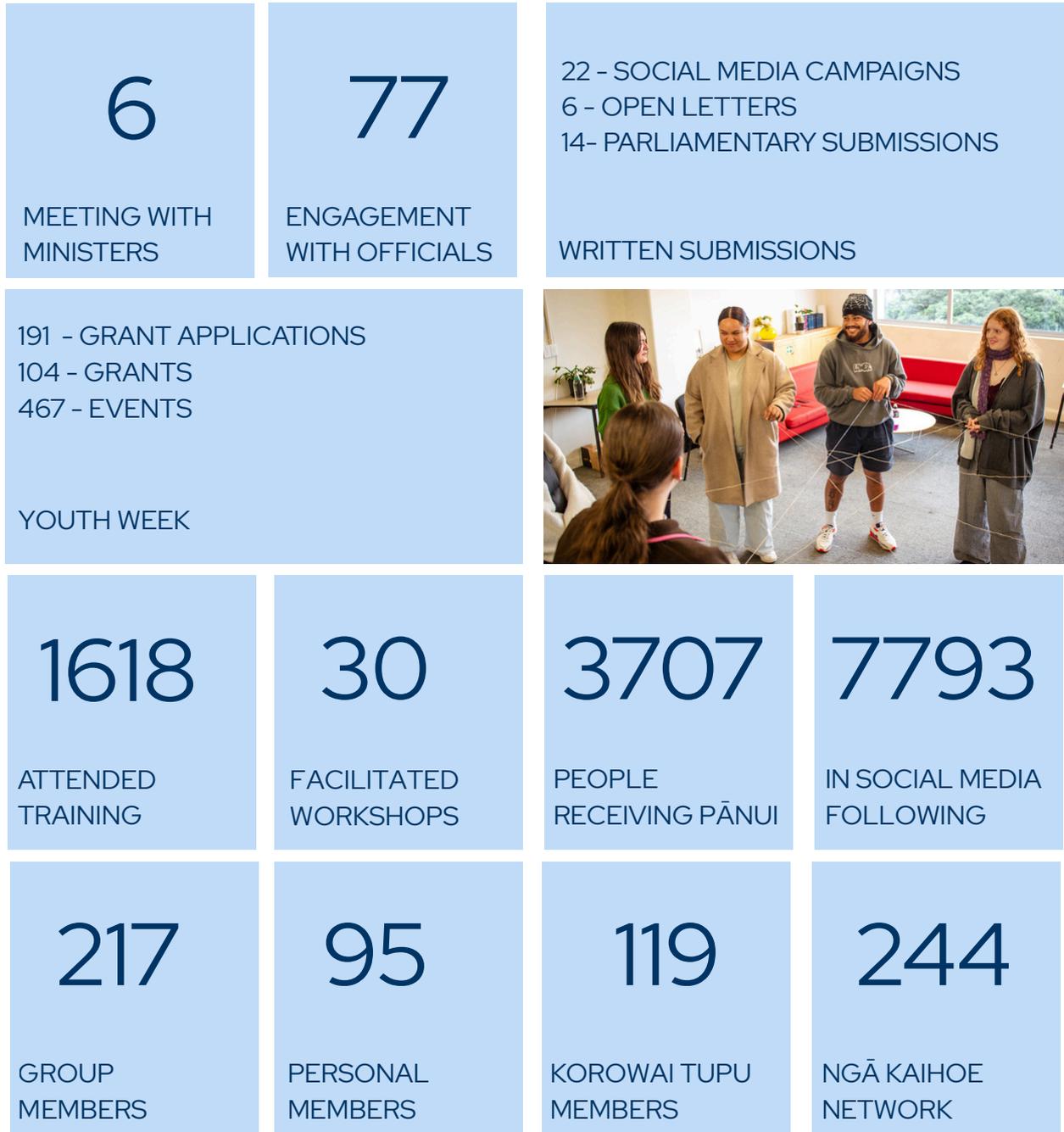
Those who lead give sight to those who follow, those who follow give life to those who lead.

In the reciprocity that is youth development, we look forward to both leading and being led by you in the coming year.

Ngā manaakitanga
Jane Zintl



SNAPSHOT OF THE YEAR



NGĀ KAIHOE

Tēnā koutou katoa,

The past year has been one of growth, connection, and purpose. Together, we have continued to strengthen Ngā Kaihoe as a collective of Māori youth workers and advocates who champion rangatahi across Aotearoa. Guided by whakapapa, grounded in Te Tiriti o Waitangi, and fuelled by the aspirations of our taiohi, our mahi has created spaces of belonging, resilience, and empowerment.

Ngā Kaihoe exists to whakamana Māori youth development champions. Through whanaungatanga, we ignite tino rangatiratanga.

Building our Whānau

In 2024 we welcomed new kaimahi to the Ngā Kaihoe team, bringing fresh energy, diverse experiences, and a deep commitment to our kaupapa. Their mahi has expanded our reach, strengthened our networks, and aimed to be responsive to the needs of Māori youth workers across the motu.

We also farewelled valued team member Matt Renata, acknowledging his contributions and wishing him every success as he continues his journey in youth and community development at Mana Mokopuna.

Highlights of the Year

- He Māori Ahau Wānanga (Ōtautahi, October 2024): A gathering of Māori youth workers from across the country, guided by the theme He Māori Ahau. Participants shared insights, strengthened whanaungatanga, and explored what it means to live and work unapologetically as Māori.



This was a partnership between Pou Tūhono and Ngā Kaihoe.

- Waitangi 2025: Our reflections highlighted Waitangi as both a site of struggle and empowerment. In a climate where Te Tiriti continues to be contested, our network stood firm in unity, honouring our tūpuna and reaffirming our commitment to Toitū te Tiriti. We continue to advocate the importance of acknowledging Te Tiriti in the work that we do.
- Te Matatini o Te Kāhui Maunga (Taranaki, Feb–Mar 2025): Ara Taiohi joined the celebration of kapa haka excellence and cultural pride, standing alongside thousands of whānau in a living expression of te ao Māori. This impacted us as we looked at the many different rōpū and their key messaging to help guide us in the work that we aim to do with Māori within the youth development sector.
- Voices from the Motu: Through our He Kaimahi Rangatahi Māori kōrero series, youth workers from Waitaha, Wairarapa, and Te Tai Tokerau shared lived experiences of working with rangatahi, exposing systemic challenges while also celebrating the resilience, creativity, and hope within their communities.

Kotahitanga in Action

Ngā Kaihoe will play a vital role in weaving kotahitanga across the motu. We are developing our Strategy & Action Plan, along with our Five-Year Strategy 2026–2030. These plans will provide direction for Ngā Kaihoe, ensuring we remain sustainable, impactful, and anchored in our values. Our mahi will continue to focus on:

- Strengthening connections between Māori youth workers through Hui-ā-Rohe and Hui-ā-Tau
- Advocating for systemic change that places rangatahi Māori at the centre
- Creating safe, vibrant spaces where Māori youth workers can thrive and be supported
- Showcasing the brilliance of taiohi and the whānau who walk alongside them

As we move forward into 2026 and beyond, we invite you, our whānau, hapu, and iwi, to walk with us. Together, ka mua, ka muri. We walk backwards into the future, guided by the wisdom of our tūpuna and the aspirations of our rangatahi.



KOROWAI TUPU



This year has been a time of both reflection and resilience for Korowai Tupu as we continue to uphold and strengthen the professional association for youth workers in Aotearoa.

A significant focus of our mahi has been the Royal Commission of Inquiry into Abuse in Care (RCI). We have closely engaged with its developments and supported members to understand the implications for Youth Work practice. The Commission's findings remind us of the critical role youth workers play in ensuring safe and ethical practice, particularly in contexts of state- and faith-based care. These conversations, though challenging, are vital to ensuring our sector continues to protect and whakamana rangatahi.

Another highlight has been our ongoing contribution to Kaiparahuarahi, the Journal for Youth Work in Aotearoa. Korowai Tupu has been closely involved in the development of this kaupapa, with the launch of three mini-editions this year. These publications have provided platforms to amplify youth worker voices, highlight lived experiences, and deepen collective understanding of intersectionality, identity, and practice across our sector.

Membership remains the heart of Korowai Tupu. Over the past year, we have focused on supporting registrations, strengthening engagement, and creating opportunities for meaningful connection through regular member hui. While we have seen a decrease in membership due to sector-wide challenges including funding cuts, and pressures on organisational capacity, we are committed to growing and sustaining our professional community. Looking ahead to 2025–26, we are setting clear intentions for membership growth and will continue advocating for the recognition of Youth Work as an essential and valued profession.

We are also pleased to report that over the past year Korowai Tupu has received no formal complaints. This is a strong reflection of the commitment of our registered youth workers to uphold the Code of Ethics and maintain high standards of professional practice.

Through these collective efforts, Korowai Tupu holds committed to its kaupapa: championing Youth Work practice and strengthening the professional community of youth workers who dedicate themselves to the wellbeing of young people across Aotearoa New Zealand.

TE NGĀKAU KAHUKURA

This year, Te Ngākau Kahukura has continued to work across sectors and systems to make Aotearoa safer and more inclusive for rainbow people. Our work over the last year has engaged with kaupapa including violence prevention, state care, upholding Te Tiriti o Waitangi, gender-affirming healthcare, intersex health, human rights law, youth development, mental health and addictions, suicide prevention, statistics and data collection, and rainbow support sector development.

Our work continues to be guided by our five core strategies for systems change: educating decision-makers, embedding rainbow competence in professional training, building inclusion in services, developing accessible information, and growing rainbow support sector infrastructure.

As the context of the last year has been shaped in particular by attempts to undermine Te Tiriti o Waitangi and tino rangatiratanga for Māori, that has been at the forefront of our organising and advocacy. We have worked with many other rainbow, trans, takatāpui, and intersex groups and organisations to collectively push back against the racist rhetoric and material harms perpetuated by political decision-makers and related anti-Māori and anti-rainbow hate groups.

We have also undertaken an organisational evaluation and reflection process that resulted in this [**Impact Report from the Centre for Social Impact**](#). We are grateful to CSI for their questions and insights, and we also appreciate the feedback from many of our colleagues and collaborators about how they perceive the value of Te Ngākau Kahukura and the particular position we have in the rainbow support sector eco-system.

Te Ngākau Kahukura is described by CSI as “working at the cutting edge of systems-change practice,” and as having an approach to work that is “relational and collaborative, intersectional, Te Tiriti-centred and lived experience-led” (p24).



Having read our many reports, organisational documents, policies, articles, resources, watched our webinars, interviewed our collaborators and colleagues across the sector, and facilitated reflection workshops with the Te Ngākau Kahukura team of Co-Leads, CSI affirmed that:

“Te Ngākau Kahukura is achieving demonstrable impact in line with its critical strategies and outcomes. The importance of its systems-focused work is affirmed and underlined by key informants as a key role that is vital in a sector that is largely more focused on service delivery.” (p24)

Since this last year has involved sustained collaborative work under increasingly challenging social and political circumstances, it is heartening to know that our efforts to organise collective responses across the sector, to show up and work together with other people, groups, and organisations, is recognised as a valuable part of the wider struggle. One interviewee said:

“I just can’t say enough about the impact of the collective movement building, relationship building across the sector. I came in when that work was already underway, but I get the sense that a few years prior it was much more siloed and there wasn’t the same sense of working together collaboratively, which I now think the rainbow sector does very well compared to a lot of sectors.” (p20)

This sentiment was reflected in many ways, with another interviewee reflecting that:

“I think when it comes to advocacy and when it comes to talking back to government, for example, having the strength of all of our organisations as a collective is much more effective than just having any one of our organisations alone. I think that there is real power in having us come together in that way.” (p20)

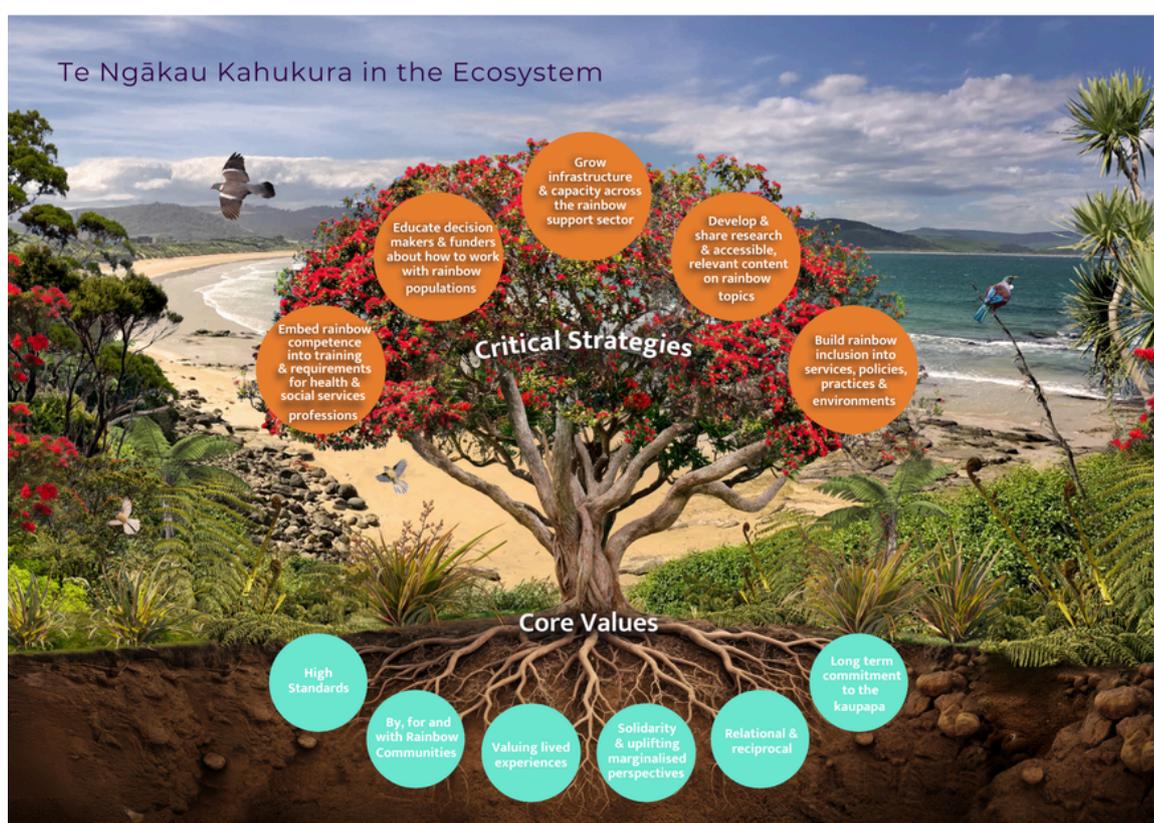
We have been prioritising the work that nourishes the eco-system around us, because we know that this is the way to sustain ourselves (as individuals, as a team, as organisations, as movements) in these difficult times. The value is evident from some of the generous feedback we received from interviewees, with one person saying:

“I probably can’t quite imagine what this sector would look like without having them there to refer to, to rely on to seek that sort of advice and direction from. Almost like a keystone species in an ecosystem. If you remove Te Ngākau Kahukura I think the whole thing would fall into chaos pretty quickly. I don’t think that’s an exaggeration.”

Overall, CSI noted that interviewees identified the following approaches, ways of working and attributes as key strengths of Te Ngākau Kahukura:

- Strategic and systems focus
- Capable and connected team
- Te Tiriti centred
- Amplifying of lived experience
- Highly relational
- Trusted and credible

This impact report is a milestone for Te Ngākau Kahukura, and we will use the information and feedback contained within it to shape our future as an organisation, to inform our strategic vision, our ways of working together, and the way we collaborate across sectors. We invite you to read more [here](#).



“Te Ngākau Kahukura in the Ecosystem.”

This year, we developed an illustration of how our critical strategies (which are the five key elements of our work and an essential part of our Theory of Change) grow out of our shared values and ways of working together as a team. It was created as part of our Impact Report to highlight the importance of the connection between our values and our strategies.

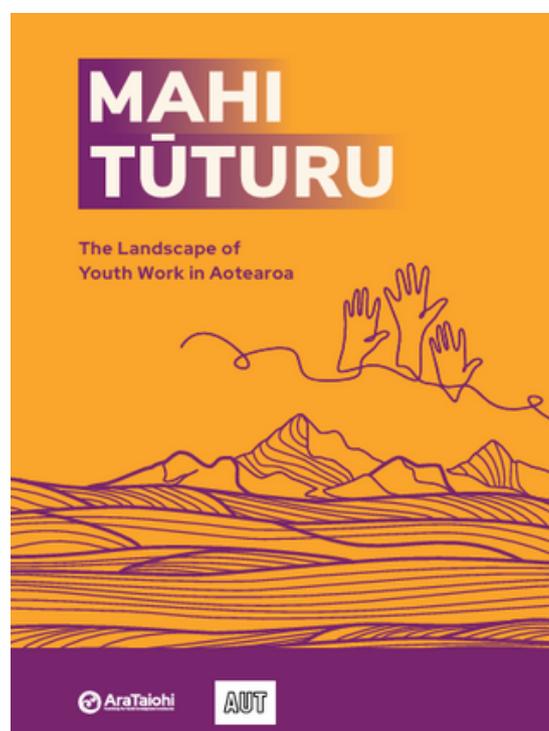
MAHI TŪTURU

Mahi Tūturu is a landmark research project that captures the lived realities, aspirations, and challenges of Youth Work in Aotearoa New Zealand. It emerged from the sector's need for evidence that reflects the authentic experiences of youth workers. Mahi Tūturu provides a foundation for strengthening practice, informing policy, and advocating for systemic change that honours rangatahi and those who work alongside them.

At the heart of this kaupapa is the commitment to youth development that is grounded in te ao Māori, tikanga, and mātauranga, while reflecting the diverse voices of communities across Aotearoa New Zealand. The research shines a light on the unique role of youth workers, the values they uphold, and the importance of ensuring sustainable, well-supported pathways for those who dedicate themselves to this mahi.

This work would not have been possible without the collective wisdom, energy, and aroha of our sector. The Mahi Tūturu journey has been shaped by contributions from researchers, practitioners, managers, funders, and community leaders who generously offered their insights and experiences. Their voices gave power to the findings and affirmed that Youth Work is not just a profession, but a vital pou for the wellbeing and development of taiohi in Aotearoa New Zealand.

We extend our deepest gratitude to the research contributors: Dr Judy Bruce (AUT), Dr Adrian Schoone (AUT), Tyler Ngatai (Ara Taiohi), Dr Lloyd Martin (New Season), and Stephen McConnachie (Think e-Learning), whose dedication brought depth and care to this mahi.



A defining feature of Mahi Tūturu is its practical recommendations for different parts of the sector:

- **Youth workers** are encouraged to commit to lifelong professional learning, bicultural practice, ethical engagement, and Korowai Tupu membership. They are also challenged to embrace emerging areas of practice, whether that be digital Youth Work, critical justice approaches, diversity and unity across difference, and stronger advocacy for the social impact of Youth Work.
- **Managers and leaders** are called to ensure youth workers are resourced for safe, sustainable practice, including funding supervision, wellbeing supports, and professional learning. The research also emphasises the need for leaders to engage with accountability mechanisms, to strengthen bicultural commitments, and to collaborate across organisations, regions, and identity groups.
- **Sector leaders** are urged to take a strategic approach to networking and collaboration, bridging national and regional connections, resourcing youth worker-led networks, and developing advanced training pathways for both practitioners and managers. Strengthening the sector's collective confidence and creating shared tools for measuring impact are central recommendations.
- **Government and policy makers** are encouraged to consider the protection of the professional title "Youth Worker" and the potential for mandatory registration in certain contexts, particularly in state residential care. This reflects the need for Youth Work to be recognised as a profession of integrity with clear standards of safety and accountability.
- **Funders** are asked to prioritise collaboration and resource flow towards networking, innovation, and safe practice. Embedding Korowai Tupu membership and professional development commitments within funding criteria is seen as an important lever for lifting practice sector-wide.
- **Researchers** are invited to continue the work, particularly in areas such as volunteer Youth Work, pay and conditions, critical justice approaches, and impact measurement.

Together, these recommendations provide a roadmap for a more connected, confident, and sustainable Youth Work sector.



Mahi Tūturu was made possible through the support of our funders. We take this time to mihi to Wayne Francis Charitable Trust, Rourou One Foundation Aotearoa, Rātā Foundation, Tauranga District Council, Toi Foundation, Clare Foundation, and Ihi Aotearoa - Sport New Zealand. Your investment has ensured that Youth Work in Aotearoa New Zealand is recognised, valued, and championed.

“Ehara taku toa i te toa takitahi, engari he toa takitini” – My strength is not as an individual, but as a collective.

YOUTH WEEK

Youth Week 2025 (19–25 May) celebrated the voices, strengths, and leadership of young people across Aotearoa. With the theme “Take Our Place – Whai Wāhitanga”, the week highlighted the importance of belonging and participation.

Youth Week shines a spotlight on the positive impact young people make in their whānau, communities, and wider society. Through youth-led events and initiatives, the week is all about rangatahi creating opportunities to connect, express themselves, and be heard, while reminding decision-makers of the need to listen, support, and create meaningful opportunities for youth voice in shaping the future of Aotearoa.

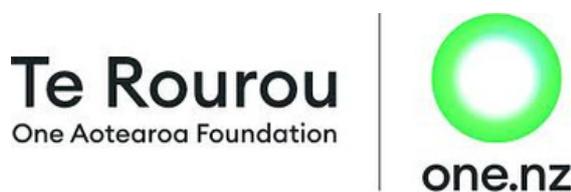
Youth Week 2025 received 191 grant applications, with 104 events funded across Aotearoa, thanks to the support of the Ministry of Youth Development, Ihi Aotearoa - Sport NZ, and Wellington City Council.

Youth Week 2025 was officially opened by Minister for Youth, James Meager, at a launch party hosted at Te Tai Ohinga Youth Centre in Wellington, where youth MCs Lucy Smith and Te Maungarongo Maarie Mareikura-Ellery guided an inspiring evening featuring young creatives: DJ Asterisk on the decks, Hannah Patterson performing her original song, and Casmai Sawhney sharing her spoken word piece exploring this year’s theme.

A huge thank you to our amazing Youth Advisor Crew, and to Lul Qiu for designing this year’s Youth Week image: your creativity and passion helped make Youth Week 2025 truly special.



FUNDERS & PARTNERS



FINANCIAL REPORT

SUMMARY 2024/2025

Statement of Financial Performance

For the year ended 30 June 2025

Revenue	2025	2024
Donations, fundraising and other similar revenue	906,304	1,222,422
General Grants	209,775	260,417
Fees, subscriptions and other revenue from members	48,364	394,136
Revenue from providing goods or services	540,968	783,237
Interest, dividends and other investment revenue	<u>37,579</u>	<u>49,995</u>
Total Revenue	1,742,990	2,328,751
Expenses		
Volunteer and employee related costs	1,156,604	1,118,261
Costs related to providing goods or services	582,398	1,176,679
Other expenses	<u>3,409</u>	<u>4,532</u>
Total Expenses	1,742,411	2,299,472
Surplus/ (Deficit) for the Year	579	29,279

FINANCIAL REPORT

SUMMARY 2024/2025

Statement of Financial Position
For the year ended 30 June 2025

	2025	2024
Assets		
Current Assets		
Bank accounts and cash	1,227,924	1,175,703
Debtors and prepayments	308,898	68,406
Total Current Assets	1,536,821	1,244,109
Non-Current Assets		
Property, plant and equipment	6,564	5,654
Total Non-Current Assets	6,564	5,654
Liabilities		
Current Liabilities		
Creditors and accrued expenses	30,867	56,185
Employee costs payable	121,999	106,787
Unused donations and grants with conditions	831,076	526,914
Total Liabilities	983,942	689,886
Total Assets Less Total Liabilities (Net Assets)	559,444	558,865
Accumulated Funds		
Accumulated surpluses or (deficits)	305,444	308,865
Reserves	254,000	250,000
Total Accumulated Funds	559,444	558,865

