NĀTI 2050

He Wiwi, He Nati, He Whanoke

Te Runanganui o Ngati Porou Strategy

2025–2050



Te Runanganui O Ngati Porou

HURAE 2026 – HUNE 2027

Introduction

Nati 2050: He Wiwi, He Nati, He Whanoke is the strategic framework guiding the cultural, social, environmental and economic advancement of Ngati Porou through to 2050. It reflects our commitment to advancing the wellbeing and mana motuhake of our whanau, hapu, marae and iwi, building on their collective strengths and supporting them to realise their own aspirations, now and for future generations.

Established in 2025, Nati 2050 provides an enduring vision for Ngati Porou, built around five strategic pou: Rangatira, Kaitiaki, Whairawa, Whanau and Matauranga.

This annual refresh maintains our long-term strategic direction while updating our rolling Five-Year Strategic Plan and Annual Plan to reflect the priorities and actions required to advance our aspirations.

Te Runanganui o Ngati Porou provides the strategic direction and governance oversight for the Group, with subsidiaries responsible for developing and delivering their respective strategic plans and programmes.

Progress against our strategic objectives and agreed performance measures is measured and reported through the Group's Annual Report, providing accountability to Ngati Porou for the delivery of Nati 2050.

Our kaupapa remains clear

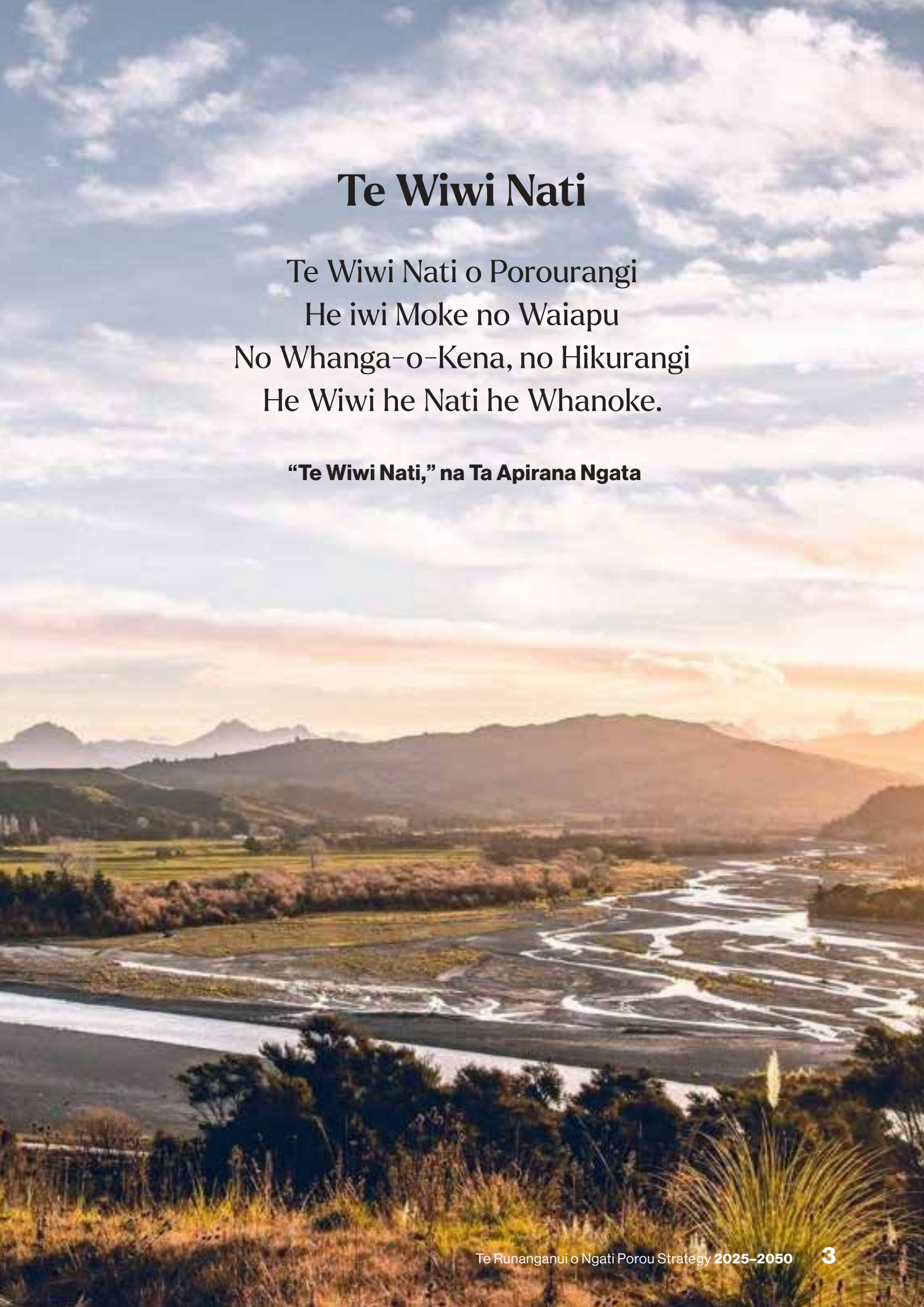
Ngati Porou mo Ngati Porou
for Ngati Porou
by Ngati Porou
with Ngati Porou



Te Wiwi Nati

Te Wiwi Nati o Porourangi
He iwi Moke no Waiapu
No Whanga-o-Kena, no Hikurangi
He Wiwi he Nati he Whanoke.

"Te Wiwi Nati," na Ta Apirana Ngata



Statement of intent

2025 – 2050



Our Purpose

To represent and serve Ngati Porou, uphold Ngati Porou mana motuhake and tikanga, enable meaningful iwi participation and accountability, protect and steward our collective assets, taonga and interests, and advocate for and advance the cultural, social, environmental and economic wellbeing of Ngati Porou, now and for future generations.

Our Vision

Mana motuhake o Ngati Porou mo nga uri whakatipu.

Ngati Porou self-determination for the future.

Our Mission

Mahi ngatahi kia tu pakari ai a Ngati Porou.

Working together so that Ngati Porou stands strong.



Te Whakapumau i te Mana Motuhake

Te Whakapumau i te Mana Motuhake o Ngati Porou mo nga Uri Whakatipu.

Nati 2050 is our generational commitment to sustain and strengthen Ngati Porou self-determination and prosperity for future generations, encompassing the cultural, environmental, social, economic and spiritual wellbeing of our people. It builds on the foundation of the original Te Whare Maire framework, reimagined for a future where Ngati Porou stands strong across all spheres of life.

“Ko te whare maire ka tu ki roto i te pa-tuwatawata, he tohu no te rangatira.”

A carved ancestral house within a fortified pa is a sign of chieftainship.

Te Whare Maire represents the strength of Ngati Porou. It stands upon whakapapa, upheld by our pou, and shelters our collective aspirations under the roof of Te Mana Motuhake o Ngati Porou.



Our Strategy | Nati 2050

The five pou of the Te Whare Maire framework underpin Nati 2050 and provide the enduring basis for the Group's long-term strategic direction.

The following strategic outcomes guide the rolling Five-Year Strategic Plan and Annual Plan, with ongoing engagement with Ngati Porou informing the priorities developed through each planning cycle.

Rangatira

Purpose

To uphold Te Tiriti o Waitangi and lead nationally and globally as Ngati Porou.

2050 Outcomes

- Have significant influence at regional, national, and governmental levels.
- Recognised as a prominent iwi, respected for its considerable authority, mana, and influence, with a strong sense of pride in its leadership.
- A high-performing Treaty partner that is transparent, strategic, connected and accountable.
- Treaty rights and settlements are protected, upheld, and strengthened in all government relationships

Kaitiaki

Purpose

Support and enable marae- and hapu-led leadership to restore and protect the wairua of our taiao, invest in economic and social development to create opportunities and a vibrant Ngati Porou rohe for those who remain and those who wish to return.

2050 Outcomes

- The Ngati Porou rohe is under integrated iwi-hapu taiao management.
- Te Runanganui o Ngati Porou will be in a strong position to support the Mana Motuhake of our hapu, marae and whanau.
- Marae and hapu are equipped to drive outcomes and are vibrant and self-sufficient.

Whairawa

Purpose

To sustainably grow the intergenerational economic wellbeing of Ngati Porou, so our people may prosper. To balance the needs of today with those of tomorrow for an ever-growing iwi, through sound investment and effective distributions to support the development goals and aspirations of the iwi.

2050 Outcomes

- Ngati Porou is recognised as a leading economic and investment iwi, with strong partnerships, financial capacity and capability.
- We have grown and continue to grow to provide meaningful and impactful distributions to whanau, marae and hapu to drive outcomes for our iwi.
- Our diverse, sustainable investments and assets support iwi objectives through changing conditions.
- We invest in and support economic activity in Ngati Porou that enhances the socio-economic environment in our rohe.

Whanau

Purpose

Enable Nati to fulfil their potential by providing tools that help iwi members make choices to benefit themselves and their whanau. Support Natis to be happy, healthy and well informed. Empower Natis to build further on their own collective strengths and supporting them to realise their own aspirations.

2050 Outcomes

- A wide-ranging, targeted benefits programme meets the needs and aspirations of our iwi members.
- Supporting whanau into meaningful and sustainable career pathways and commercial enterprises.
- Strong support frameworks for driving health and wellbeing outcomes.
- Well-established educational and workforce pathways.

Matauranga

Purpose

Revitalise and sustain te reo, tikanga and matauranga Ngati Porou. Invest in our cultural infrastructure, including our marae and the people who care for them, and support Natis to connect and reconnect to their whakapapa, marae, hapu and whenua, and sustain uniquely Ngati Porou ways of life.

2050 Outcomes

- Systems enable Natis, wherever they live, to know their whakapapa and connect with and contribute to their marae, hapu and iwi.
- Ngati Porou reo, tikanga and matauranga are widely used and easily accessed.
- Our iwi members are digitally connected and actively engaged.
- Our marae are well resourced with strong capacity to maintain cultural practices and the physical infrastructure to care for our taonga into the future.

Our Group and Delivery of Nati 2050

Nati 2050 provides the overarching strategic direction for Te Runanganui o Ngati Porou and its subsidiaries. Each organisation contributes distinct but complementary expertise and capabilities to advance the five strategic pou.

Te Runanganui o Ngati Porou

Te Runanganui o Ngati Porou provides strategic leadership, governance and oversight, representing Ngati Porou, protecting settlement rights and collective interests, and leading and coordinating Crown relationships, settlement partnerships and advocacy.

It draws on subsidiary expertise and relationships to develop Group positions, with subsidiaries supporting or leading sector engagement within approved mandates and delegations.

Te Runanganui maintains engagement with Ngati Porou and reports to iwi members through the Annual Report, Annual General Meeting and other processes, consistent with the Trust Deed.

It is also responsible for ensuring our principle of Kotahitanga is upheld throughout our group wide practices.

Nati Growth

Nati Growth is the Group's commercial and investment arm, protecting and growing commercial assets, generating sustainable returns and distributions, and pursuing investment and economic opportunities that support Ngati Porou and our rohe.

Toitu Ngati Porou

Toitu Ngati Porou leads the Group's cultural development and charitable distributions, providing grants and programmes for iwi members, whanau, hapu and marae that strengthen reo, tikanga, matauranga, education, cultural connections and participation.

Ngati Porou Oranga

Ngati Porou Oranga leads health, housing and whanau wellbeing services and programmes, seeking improved health, resilience, access to services and community outcomes.



Kotahitanga — Our Collective Strength

Kotahitanga recognises the collective strengths, knowledge and contributions of whanau, hapu, marae and the wider Group in achieving Nati 2050.

The Group draws on specialist expertise and relationships across its entities while respecting the mana motuhake, leadership and aspirations of hapu and marae.

The Group Strategy Committee supports cohesion and alignment of strategic priorities, collaboration and coordinated Crown advocacy by bringing together expertise from across the Group. It does not replace Te Runanganui's governance and accountability or the responsibilities of subsidiary Boards for their entities and approved plans.

Together, these arrangements enable a coordinated Group contribution to the aspirations of Ngati Porou.

Five Year Plan

2026 – 2031

FOCUS	STRATEGIC OUTCOMES	FIVE YEAR MILESTONE
Rangatira	Strategic, influential iwi, leading partnerships, managing risk, and upholding our aspirations.	To complete a full review of key Governance and Constitutional settings that provide the foundations of the Iwi. To implement all key improvements identified.
	Transparent, connected and accountable Treaty partner delivering under our settlement rights.	Well-established Toitu Tiriti programmes & engagement with Crown, local government, and Hapu. To hold Crown Summit Annually
	Protection and advocacy of our settlement.	Strategic resources to respond to threats and optimisation of our settlement instruments. Providing strategic input into key areas that potentially impact our rights
Kaitiaki	Enhanced capability of whanau to directly contribute to the sustainability of our taiao.	A cohort of iwi members trained and resourced to lead taiao initiatives.
	Build the structure and frameworks to enable mana motuhake of our hapu, marae and whanau.	Iwi has with our members developed a strategic and spatial response to land use aspirations for our rohe.
	Protect our environmental rights and interests for the benefit of our iwi, and work to drive iwi-led policy and regulation.	Established frameworks and investment made in building toward self-sufficiency.
Whairawa	Grow the asset base to support more iwi objectives through sustainable distributions.	Asset base to exceed $415m.
	Leverage our partnerships to secure funding opportunities for our iwi, hapu and marae.	Completed the development of 2 key programs with a focus on in rohe economic activity.
	Invest in innovation to create opportunities for our iwi.	Three major projects developed and in progress.
Whanau	Grow the annual benefits provided to our iwi.	Grow annual benefits from $1.5m to $5m.
	Support whanau into sustainable career pathways and commercial enterprises.	Well-established educational, workforce and business development pathways.
	Strong support frameworks for driving health and wellbeing outcomes.	Optimised services and support programmes that improve measurable outcomes.
Matauranga	Ngati Porou reo, tikanga and matauranga are widely used and easily accessed.	Established archives and reo resources, a 10% increase in reo utilisation.
	Well-resourced marae with strong capacity to maintain the ahikaa for all.	Established programmes building this capacity and growing self-sufficiency.
	Natis are connected, engaged and embrace their Ngati Poroutanga, while also contributing to the growth of Ngati Porou.	Increase iwi registrations by 50,000; develop engagement programmes that connect Natis with each other and their whakapapa.

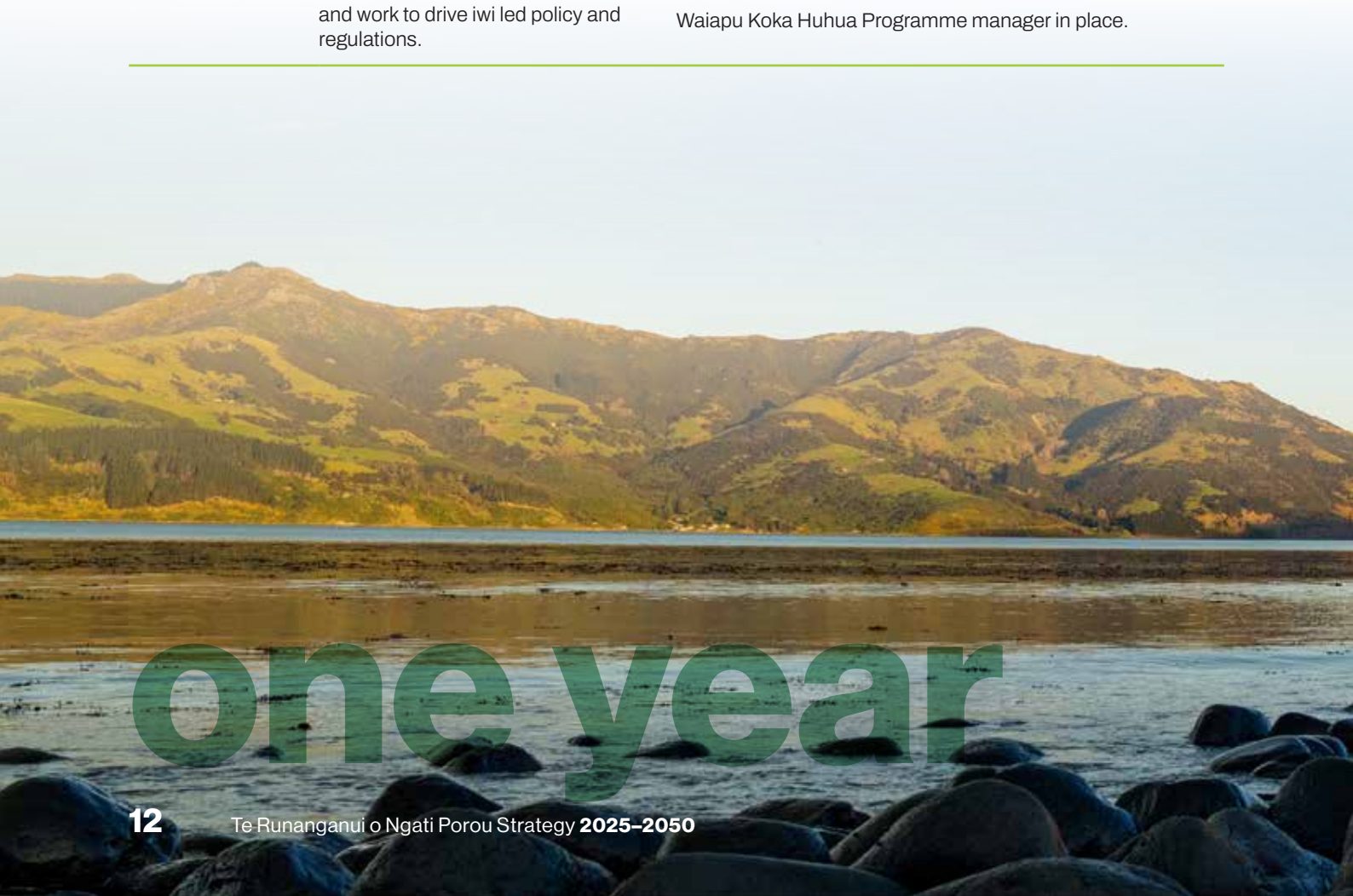
five year



Annual Plan

July 2026 – June 2027

FOCUS	STRATEGIC OUTCOMES	MILESTONE
Rangatira	Strategic, influential iwi, leading partnerships, managing risk, and upholding our aspirations.	Develop strategic central and local government engagement programme. Data strategy developed with a formalised relationship with StatsNZ and other agencies.
	Transparent, connected and accountable Treaty partner delivering under our settlement rights.	Agreed up to three government work programmes aligned to Nati 2050 outcomes. Developed three iwi led proposals for the Annual Crown Summit aligned with our Nati 2050 priorities.
	Protection and advocacy of our settlement.	Mechanisms in the new system provide for an active role in the new Planning Act with an agreed pathway for equivalency.
Kaitiaki	Enhanced capability of whanau and hapu to directly contribute to the sustainability of our taiao.	An iwi management plan is developed with a framework for hapu to develop and integrate hapu management plans.
	Build the structure and frameworks to enable mana motuhake of our hapu, marae and whanau.	Regular collaboration with Takutai Moana Trustees the Nga Hapu o Nga Rohe Moana working group. Active engagement in developing hapu framework and priorities.
	Protect our environmental rights and interests for the benefit of our iwi, and work to drive iwi led policy and regulations.	A Waiapu catchment restoration strategy developed in partnership with GDC and MPI. Waiapu Koka Huhua Programme manager in place.



FOCUS	STRATEGIC OUTCOMES	MILESTONE
Whairawa	Grow asset base to support more iwi objectives via sustainable distributions.	Grow group total asset base to $340m.
	Leverage our partnerships to benefit funding opportunities for our iwi, hapu and marae.	The Rural Growth Partnership is formalised, and spatial planning is underway. A Forestry Strategy is developed that informs spatial planning and strategic engagement.
	Invest in innovation to create opportunities for our Iwi.	Ngati Porou Farm Coalition development is underway with at least 5 farms opting in.
Whanau	Grow our annual benefits provided to our Iwi.	Grow benefit programme and annual grants to $3.0m. Launch Taurahere grants.
	Support whanau into sustainable career pathways and commercial enterprises.	Launch Business grant programme.
	Strong support frameworks for driving health and wellbeing outcomes.	Secured affordable/social housing funding. Optimised services and support programmes that improve measurable outcomes.. Develop housing strategy. Social Investment Agency program establishment.
Matauranga	Ngati Porou reo, tikanga and matauranga is widely utilised and easily accessed.	Refreshed Reo strategy and implementation plan. Establish Archives Matauranga framework. Develop education strategy.
	Well-resourced marae with strong capacity to maintain the ahikaa for all.	Establish a marae activation noho pilot to reconnect whanau with marae and agree marae capability and resourcing priorities to support future programmes.
	Natis are connected, engaged, embrace and contribute to the growth of Ngati Poroutanga.	Complete implementation of the iwi registration platform. Commenced planning for Ngati Porou Te Papa exhibition.



Implementation

Distribution Policy

Te Runanganui o Ngati Porou Group delivers its iwi benefits and distributions programme principally through its subsidiary, Toitu Ngati Porou.

Toitu Ngati Porou will annually review the needs and aspirations of Ngati Porou and establish priorities and programmes that advance the Group's strategic objectives under Nati 2050. These programmes may include grants, sponsorships, cultural development initiatives and other forms of support for iwi members, whanau, hapu and marae.

Funding priorities and allocations will be established through the annual planning process, subject to Trustee approval and the availability of financial resources. Distributions will be managed to balance the needs of Ngati Porou today with the long-term sustainability of the Group's assets and benefits for future generations.

Toitu Ngati Porou will report on the delivery and outcomes of its benefits and distributions programme through the Group's established reporting processes.

Commercial Policy

Te Runanganui o Ngati Porou Group undertakes its commercial activities principally through its subsidiary, Nati Growth, with the primary purpose of generating sustainable profits and growing the collective wealth of Ngati Porou for current and future generations.

The Group's commercial policy is to protect and sustainably grow its commercial asset base, generate increasing investment returns and distributions, and support investment and socio-economic development opportunities within the Ngati Porou rohe.

Commercial activities will be undertaken in accordance with prudent investment and risk management principles, including diversification, responsible investment, financial sustainability and the protection of Heritage Assets.

Management Policy

Te Runanganui o Ngati Porou will provide strategic governance and oversight of the Ngati Porou Group through the approval and monitoring of subsidiary strategic plans.

Subsidiary Boards will be responsible for developing and governing their respective entities and overseeing the implementation of approved plans. Subsidiary management teams will be responsible for day-to-day operations and delivery, operating within approved plans, governance frameworks and delegations, while remaining accountable through their respective Boards to Te Runanganui o Ngati Porou for performance.

Strategic Planning and Implementation

Nati 2050 will provide the overarching strategic direction for the Group. A rolling Five-Year Strategic Plan will be reviewed and updated annually to ensure medium-term priorities remain aligned with the long-term vision.

Annual Plans will translate these priorities into specific actions, performance measures and deliverables. Annual planning will include a review of the previous year's achievements against strategic objectives and agreed measures.

Governance and Accountability

The Group will maintain appropriate governance, risk management and performance reporting arrangements to support effective stewardship of Trust Assets and delivery of Nati 2050 strategic objectives.

Looking to 2050

Nati 2050 calls us to consider not only what we achieve today, but what we leave for those who follow.

In service of our whanau, hapu and marae, we will work together as the Ngati Porou Group to safeguard what has been entrusted to us and strengthen opportunities for future generations.

Mana motuhake o Ngati Porou mo nga uri whakatipu.


AKE AKE AK
A FOREVER LANGUAG

Te Runanganui
O Ngati Porou

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