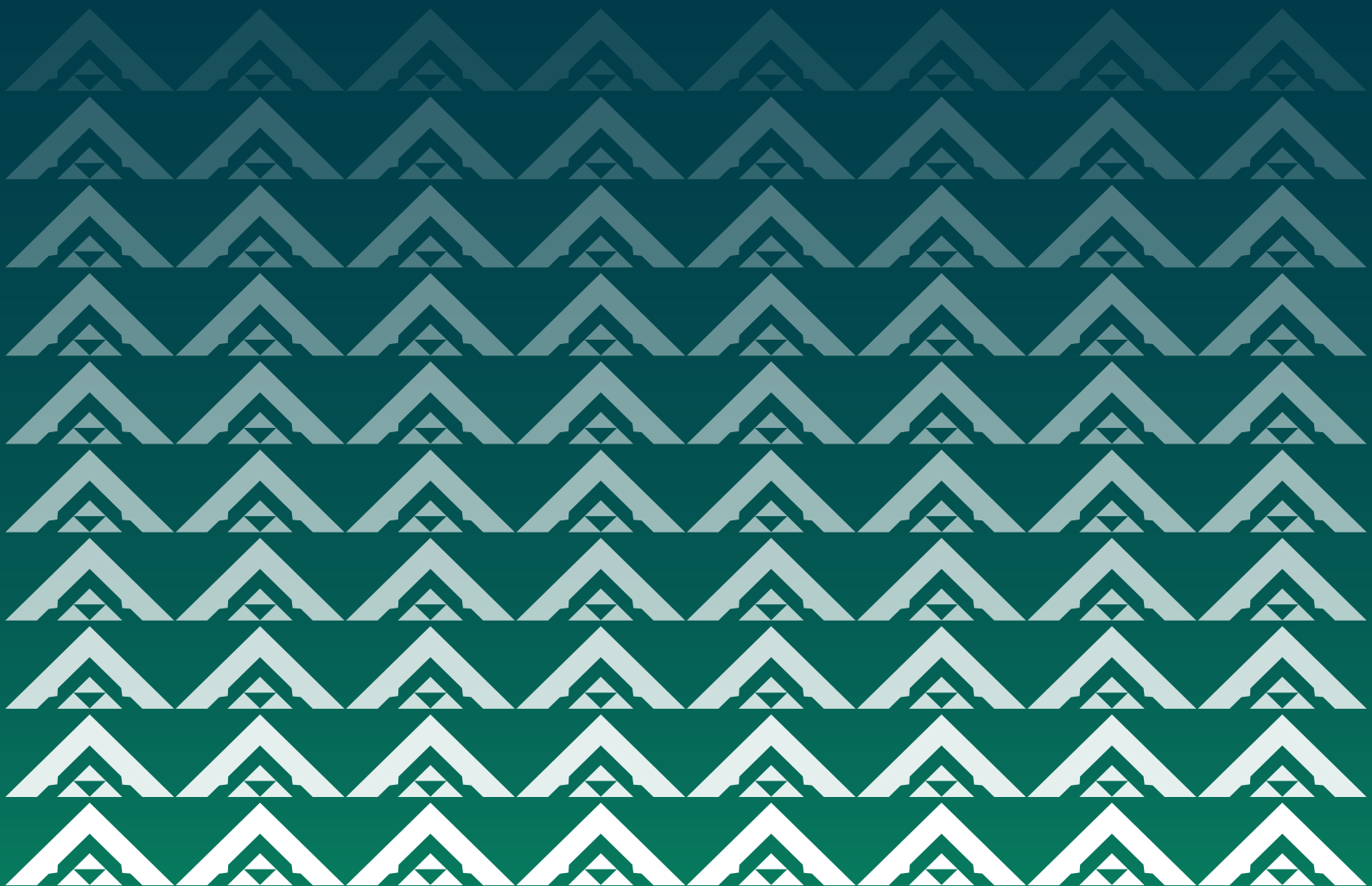




NGĀTI APAKURA

TE ITI O APAKURA

Ngāti Apakura Strategic Plan





He Kōrero nā te Kaiwhakahaere

Tēnā koutou katoa,

It is with great pride and optimism that I present Te Iti o Apakura, the strategic plan that will guide Ngāti Apakura over the coming years as we continue to strengthen our people and build a prosperous future for generations to come.

The name Te Iti o Apakura reflects our unique journey as an iwi. While we may be modest in size, our strength has never been measured by numbers alone. Our strength lies in our whakapapa, our whenua, our history, and our people. It is found in the resilience of our tūpuna, the commitment of our whānau, and the aspirations we hold for future generations.

As Ngāti Apakura, we have a responsibility to honour those who came before us while preparing the way for those yet to come. We are the caretakers of a legacy that extends beyond our own lifetimes. Every decision we make today contributes to the future wellbeing, prosperity, and identity of our mokopuna.

This strategy reflects that responsibility. It provides a clear pathway for how we will strengthen our connections to whakapapa and whenua, build effective governance, grow our resources responsibly, and ensure our voice is heard wherever decisions affecting our people are being made.

We are inspired by the vision of Te Arikinui Kuini Nga wai hono i te po, whose leadership continues to emphasise the importance of whakapapa, unity, and economic independence as foundations for a thriving future. Her vision reminds us that true prosperity is not simply measured by financial wealth, but by the strength of our people, the vitality of our Apakuratanga, and our ability to exercise mana motuhake over our own future.

At the heart of Te Iti o Apakura is a commitment to ensuring that every uri, regardless of where they live, remains connected to their identity, culture, and community. It is a commitment to protecting and growing the resources entrusted to us. It is a commitment to transparent leadership and collective progress.

The success of this strategy will not be measured solely by the completion of projects or achievement of milestones. It will be measured by stronger whānau connections, increased participation of our uri, the protection of our whenua and tāonga, and the opportunities we create for future generations to thrive as Ngāti Apakura.

I would like to acknowledge all those who have contributed to the development of this strategy and who continue to serve our iwi with dedication and commitment. Together, we can build a future that stays true to where we've come from and opens up new opportunities for those who come after us.

Hōri Griggs — Chairperson

He Kupu Whakataki

– Introduction

Te Iti o Apakura provides a clear direction for how we will work together to strengthen Ngāti Apakura and create lasting value for our uri, our whenua, and future generations.

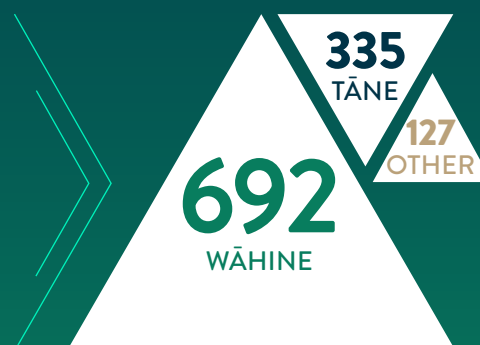
Ngāti Apakura is entering an important period in our history. We are continuing the work of strengthening our foundations, building organisational capability, and creating the structures and systems needed to support our future. This is a time to continue building on the legacy of our tūpuna while preparing with purpose for the opportunities and responsibilities that lie ahead.

At the heart of this Strategy is our connection to whakapapa and whenua. We will strengthen the ways in which our uri connect with their whakapapa, history, reo, mātauranga and identity, while protecting and developing our whenua and taonga for future generations. We will also improve how we communicate and engage with our people, using contemporary approaches and digital tools to ensure our uri, wherever they may live, can remain connected, informed and involved.

A strong and capable iwi organisation is essential to achieving these aspirations. We will continue to strengthen our governance, policies, systems and processes, while developing the skills and capability needed to support effective decision-making and delivery. We will build an organisation that is transparent, accountable and responsive to the needs of our people.

Ngāti Apakura Stats

TOTAL REGISTERED WHĀNAU



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

NGĀ UARA

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!

Manawaroa Resilience

We nurture and support our
people, protect our taonga and
whenua, and remain strong
and adaptable in the face of
challenges.

Auahatanga Innovation

We embrace new ideas and ways
of thinking that enhance our
kaupapa. We are agile, forward
thinking, and unafraid to challenge
the status quo.

Manaakitanga Reciprocity

We uphold our mana through
reciprocity, humility, and aroha as
passed down through our tikanga.

He Whakamāramatanga – Te Iti o Apakura

Our progress will also depend on the relationships we
build. We will strengthen partnerships with our marae,
whānau, neighbouring iwi, government agencies,
local authorities, community organisations and other
strategic partners. Through meaningful engagement,
strong advocacy and a clear voice, we will work to
ensure Ngāti Apakura is represented in the decisions
and conversations that affect our people, our whenua
and our future.

The ongoing work of Hohou i te Rongo reinforces the
importance of this approach. As the reconciliation
process continues to develop, we must ensure
Ngāti Apakura has the capability, systems and discipline
to responsibly receive, administer, protect and grow
any assets or resources that may be returned to our
people. The priorities within Te Iti o Apakura provide
an important foundation for ensuring that any benefits
secured today create lasting value for generations
to come.

The Board is committed to supporting the delivery
of this Strategy with a focus on accountability,
collaboration and continuous improvement. We will
measure our progress, listen to our people, and adapt
where necessary to ensure our work remains responsive
to the needs and aspirations of Ngāti Apakura.

This is a collective effort. It will require the contribution
of our Board, marae, whānau, uri and partners, working
together with a shared sense of purpose.

Te Iti o Apakura is our foundation for the future –
strengthening what we have, building what we need,
and creating lasting value for those who come after us.

Ko te Atua tō mātou piringa,
ka puta, ka ora.

The name also acknowledges the
kōrero and legacy of Ngāti Apakura
kaumatua, Pupuhi Whakamau,
who used this expression and
named a papakāinga after it.
In carrying this name forward
through our Strategy, we
acknowledge the whakapapa
and kōrero that sit behind it.



The Apakura Rūnanga Trust Strategic Plan sets out our
vision, priorities, and long-term goals for Ngāti Apakura.
It guides our efforts to restore whenua, strengthen
whānau wellbeing, revitalise te reo me ōna tikanga,
protect our environment, and assert tino rangatiratanga.

**Stay connected to Ngāti Apakura — for our
people, our whenua, and future generations.**

Hohou te Rongo Peace

We restore relationships between
people, with the whenua, and
across generations so that our
future is shaped by understanding
and guided by the past.

Whanaungatanga Relationships

We build and maintain strong,
inclusive connections within our
iwi and with partners, building
kotahitanga and collective
responsibility.

Whakapapa & Whenua

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

Ngā Whainga Matua:

Support uri to access, understand, and strengthen their connections to whakapapa, whanau, marae, hapu and iwi.

Create meaningful opportunities for uri to engage in iwi activities, decision-making, cultural events, and community initiatives regardless of their location.

Promote the revitalisation and transmission of Ngāti Apakura history, mātauranga, tikanga, and reo across generations.

Provide opportunities for uri to reconnect with ancestral lands, significant sites, and the stories that define our identity and belonging.

Utilise digital platforms, communications, and innovative engagement approaches to ensure uri living both locally and abroad remain informed, connected, and involved.



Whakapapa & Whenua — Te Whakatinana Kaupapa:

PAE TATA

SHORT TERM 1-3 YEARS



- ▲ Develop and maintain a comprehensive uri database to strengthen connections and communication with whānau both locally and abroad.
- ▲ Improve access to whakapapa information, iwi history, and cultural resources through digital and in-person platforms.
- ▲ Create regular opportunities for uri to engage in iwi activities, hui, events, and community initiatives.

PAE WĀENGA

MEDIUM TERM 3-5 YEARS



- ▲ Deliver programmes and initiatives that support the revitalisation of Ngāti Apakura history, mātauranga, tikanga, and reo across generations.
- ▲ Increase opportunities for uri to participate in strategic discussions, iwi development initiatives, and decision-making processes.
- ▲ Facilitate organised visits, wānanga, and experiences that reconnect uri with ancestral lands, marae, significant sites, and cultural narratives.

PAE TAWHITI

LONG TERM 5+ YEARS



- ▲ Establish enduring pathways for the transmission of whakapapa, mātauranga, tikanga, and reo to future generations.
- ▲ Strengthen participation and leadership opportunities for uri to contribute to the future direction and wellbeing of Ngāti Apakura.
- ▲ Embed innovative digital engagement and communication approaches that ensure uri remain informed, connected, and actively involved regardless of where they live in the world.

Te Mana Whakahaere

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

Ngā Whāinga Matua:

Develop and maintain a skilled, knowledgeable, and effective governance body that upholds the values, aspirations, and responsibilities of Ngāti Apakura.

Ensure decision-making processes, performance reporting, and organisational activities are transparent, accessible, and accountable to uri.

Regularly review and improve policies, systems, and governance structures to support effective leadership, compliance, and risk management.

Create opportunities for uri to contribute to strategic discussions, governance processes, and decision-making that shape the future of Ngāti Apakura.

Te Mana Whakahaere — Te Whakatinana Kaupapa:

PAE TATA

SHORT TERM 1-3 YEARS



- Review and strengthen governance policies, delegations, and decision-making processes to ensure clear roles and responsibilities.
- Develop a governance development programme to build the skills, knowledge, and capability of Board members.
- Establish regular performance reporting and accountability mechanisms to provide transparency to uri.

PAE WĀENGA

MEDIUM TERM 3-5 YEARS



- Implement a structured programme for reviewing governance policies, organisational performance, and risk management practices.
- Create formal opportunities for uri to contribute to strategic planning, governance discussions, and future priorities.
- Strengthen governance systems and processes to ensure compliance with legal, regulatory, and trust obligations.

PAE TAWHITI

LONG TERM 5+ YEARS



- Establish a governance succession and leadership development pathway to support future generations of Ngāti Apakura leaders.
- Regularly evaluate governance effectiveness and implement improvements that reflect best practice and the aspirations of uri.
- Build a culture of transparent, accountable, and future-focused decision-making that supports long-term iwi success.

Toitūtanga

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

Ngā Whāinga Matua:

Develop and expand sustainable income sources to strengthen financial resilience and reduce reliance on any single funding stream.

Maintain prudent financial management practices that protect and enhance tribal assets for current and future generations.

Ensure the resources, systems, and capability are in place to support effective operations, strategic delivery, and long-term growth.



Toitūtanga — Te Whakatinana Kaupapa:

PAE TATA

SHORT TERM 1-3 YEARS



- Complete a full financial and asset baseline of whenua, housing, liabilities, and current income position.
- Establish clear financial management and reporting systems to support transparent decision-making and regular monitoring.
- Develop settlement fund governance settings including investment principles, risk settings, and decision-making processes.

PAE WĀENGA

MEDIUM TERM 3-5 YEARS



- Identify and activate initial whenua-based income opportunities (e.g. leasing, grazing, or short-term land use agreements).
- Develop and begin implementing a settlement fund investment strategy focused on low-risk, long-term growth and capital protection.
- Establish strategic partnerships with external operators or entities to support income generation and capability building.

PAE TAWHITI

LONG TERM 5+ YEARS



- Expand and reinvest in proven income streams to strengthen financial resilience and reduce reliance on single funding sources.
- Develop a diversified investment portfolio from settlement and operational surpluses to grow long-term intergenerational wealth.
- Establish a financial sustainability reserve or contingency fund to support operational stability and protect against future shocks.

Ngā Ara Whanaunga

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

Ngā Whāinga Matua:

Develop and maintain strong relationships with our iwi, marae, hapū, local government, Crown agencies, community organisations, and strategic partners to advance shared aspirations.

Represent and promote the interests, rights, and aspirations of Ngāti Apakura in regional, national, and sector forums.

Strengthen the visibility, participation, and leadership of Ngāti Apakura across the Waikato region and within key decision-making forums.

Build strong, enduring relationships with our marae to strengthen the wellbeing, capability and future aspirations of Ngāti Apakura.

Ensure the values, priorities, and achievements of Ngāti Apakura are communicated effectively through coordinated engagement, storytelling, and public representation.

Communication, Advocacy & Engagement — Te Whakatinana Kaupapa:

PAE TATA

SHORT TERM 1-3 YEARS



- Establish a coordinated communications approach and key messaging aligned to Ngāti Apakura values, priorities, and aspirations.
- Develop and maintain a centralised database of uri, partners, and stakeholders to strengthen consistent engagement.
- Initiate and strengthen core relationships with iwi, marae hapū, local government, Crown agencies, and key community organisations to advance Ngāti Apakura kaitiaki interest of our whenua, wai and tāonga.

PAE WĀENGA

MEDIUM TERM 3-5 YEARS



- Implement regular engagement and communications channels to ensure marae, uri and stakeholders are informed and connected.
- Actively participate in regional, national, and sector forums to represent Ngāti Apakura interests and priorities.
- Strengthen partnerships and collaborative initiatives with key stakeholders to advance shared outcomes.

PAE TAWHITI

LONG TERM 5+ YEARS



- Strengthen Ngāti Apakura representation and leadership across key decision-making forums at regional and national levels.
- Embed consistent storytelling, communications, and public representation to enhance visibility of achievements and aspirations.
- Consolidate and mature strategic relationships to ensure long-term advocacy and influence for Ngāti Apakura interests.

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

