



# TE WHAKAKI NUI A RUA TRUST

## TE WHAKAKĪ-NUI-A-RUA TRUST STRATEGIC PLAN 2025 to 2030

### ABOUT TWNART

Te Whakakī-Nui-A-Rua Trust (TWNART) is a mandated Kāhui entity, representing the interests of the marae of Whakakī, Te Rauhina and Iwitea, in the Wairoa district. The Trust was established in 2019 following the Treaty of Waitangi settlement process, as part of the collective post-settlement governance arrangements under Tātau Tātau o Te Wairoa. TWNART plays a central role in upholding mana motuhake and leading initiatives that reflect the aspirations and values of its hapū, whānau, and marae.

### OVERVIEW OF PLANNING PROCESS

The development of the TWNART Strategic Plan (2025–2030) was carried out in the first half of 2025, through whānau engagement and collaboration. Around 150 whānau members contributed through in-person wānanga, surveys, and informal kōrero, ensuring that diverse voices and lived experiences shaped the strategic direction. This inclusive approach enabled TWNART to refresh its strategic Pou, set clear priorities, and build a future-focused outcomes framework that reflects the aspirations and integrity of the Kāhui members it serves.

### OUR STRATEGIC PLAN 2025 TO 2030

#### OUR VISION

**Huihuia, Ngākia kia Puāwai**

***Together, Empowered & Prosperous***

*Our vision is to unite with purpose, nurture collective strength, and grow a prosperous future for our people, our marae, and our Taiao.*

#### OUR MISSION STATEMENT

We are committed to:

- Standing together with courage, guided by our tikanga and kawa
- Achieving marae sustainability and intergenerational resilience
- Fostering spiritual and physical well-being as foundations of whānau empowerment
- Strengthening social development through whānau, hapū, iwi leadership
- Honouring the integrity of our environment (te taiao) and the economy to build a future of mana motuhake and prosperity.



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## OUR VALUES

- **Whanaungatanga**  
Inspire **courageous** leadership aligned with our hapū and continue to strengthen belonging
- **Tikanga**  
Perseverance to uphold **tikanga and kawa** on our marae and in our everyday lives
- **Wairuatanga**  
Encourage and nurture the connection of spiritual & physical **well-being** and the beliefs of our hapū
- **Manaakitanga**  
We achieve **integrity** through caring for ourselves and our manuhiri
- **Kaitiakitanga**  
Rejuvenate and protect our Taiao for the benefit of our hapū and our **future** generations



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## THE VOICE OF OUR MOKOPUNA

Tamariki and rangatahi were engaged through a range of events and activities, including through a wānanga at Wairoa College. They have clear aspirations which underpin TWNART strategic directions.

- Keep Our Culture and Community Strong**
  - Keep the pou strong and make sure they mean something
  - Stick to our values and beliefs
  - Help us stay connected to our whakapapa and marae
  - Make sure our future is solid for the next generation
- More Events For Everyone**
  - Have more things that bring people together like Matariki, galas, and market days
  - Support small businesses by giving them a space at events
  - Get an outdoor pool so there's something else fun to do
- Cheaper and Better Food Options**
  - Make sure school lunches are decent and available for everyone
  - Bring food prices down so whānau don't struggle
  - Get another supermarket so there's more choice and better prices
- Look After Our Awa and Land**
  - Put resources into protecting our river and lake
  - Sort out flooding and drainage issues
  - Clean up our environment and keep it safe
- Fix Our Roads and Transport**
  - Fix potholes and stop the roads from getting wrecked
  - Make roads safer to stop accidents, especially for kaumātua
  - Get a train service back for passengers
- Grow Wairoa and Bring in New Ideas**
  - Bring in new things that make the town better and more exciting
  - Support local businesses and give people more options
  - Use the empty buildings for something useful
  - Build more houses so people aren't struggling to find places to live
- More Jobs and Work Experience**
  - Create more jobs for locals
  - Help Māori kids who are struggling to get jobs
  - Make sure jobs aren't just manual labour or retail – we need more options
  - Give students better work experience and part-time job chances
- Keep Tamariki Safe and Respected**
  - Make kura kaupapa stronger
  - Keep our town clean and gang-free
  - Let kids be themselves and learn about their whakapapa
  - Make sure kids feel safe and respected – no one should be stressing about the future
- Better Communication Between Leaders and Us**
  - Actually listen to what the community is saying
  - Have a place where people can drop in complaints or suggestions
  - Make sure decisions reflect what the people actually want
- Make Our Community More Fun and Supportive**
  - Help out kaumātua so they're looked after
  - Have more things to do like marae nights and game nights
- Better Schools and Learning Spaces**
  - Get more money for our schools
  - Fix up the buildings so they're good to learn in



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## POU AND STRATEGIC PRIORITIES

The following sets out our priorities for the next five years.

### 1. Mana Motuhake (Self-Determination)

Hapū (supported by TWNART) exercise self-determined governance over whenua, wai, and tikanga.

Strategic Priorities:

- Strengthen hapū decision-making and governance capability through TWNART support, leading to autonomy in whenua, wai, and tikanga matters
- Enhance visibility and engagement with marae

### 2. Taiao (Environment)

Regenerated and resilient whenua, waterways, and taonga through kaitiakitanga.

Strategic Priorities:

- Regenerate and protect waterways, wetlands, and whenua
- Prepare for climate resilience and emergencies

### 3. Tāngata (People & Culture)

Whānau wellbeing and cultural identity strengthened.

Strategic Priorities:

- Improved whānau wellbeing through access to services and support
- Strengthen culture and identity through te reo Māori, whakapapa, and tikanga
- Growing people potential through personal development

### 4. Whai Rawa (Economic Development)

TWNART achieves sustainable income and supports whānau enterprise.

Strategic Priorities:

- Through strategic partnerships, develop income streams, commercial ventures and growth fund
- Provide access to financial education and business support to whānau



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## OUTCOMES FRAMEWORK

The following sets out how we will track progress against the Pou.

Pou	Outcome	Strategic Priorities	Indicators	Timeline
<b>Mana Motuhake</b>	Hapū (supported by TWNART) exercise self-determined governance over whenua, wai, and tikanga	<ol style="list-style-type: none"> <li>1. Strengthen TWNART and hapū decision-making and governance capability</li> <li>2. Enhance visibility and engagement with marae</li> </ol>	<ul style="list-style-type: none"> <li>• # of governance and related workshops delivered</li> <li>• Increased marae participation rates</li> </ul>	Yr 1-3: Establish Yr 4-5: Consolidate
<b>Taiao</b>	Regenerated and resilient whenua, waterways, and taonga through kaitiakitanga	<ol style="list-style-type: none"> <li>1. Regenerate and protect waterways, wetlands, and whenua</li> <li>2. Prepare for climate resilience and emergencies</li> </ol>	<ul style="list-style-type: none"> <li>• Environment Management Plan completed for our takiwā</li> <li>• # of restoration projects</li> <li>• Climate resilience plan completed</li> </ul>	Yr 1-2: Plan Yr 3-5: Implement
<b>Tāngata</b>	Whānau wellbeing and cultural identity strengthened	<ol style="list-style-type: none"> <li>1. Improved whānau wellbeing through access to services and support</li> <li>2. Strengthen culture and identity through te reo Māori, whakapapa, and tikanga</li> <li>3. Growing people potential through personal development</li> </ol>	<ul style="list-style-type: none"> <li>• # of whānau accessing services</li> <li>• # of reo/tikanga programmes delivered</li> <li>• # number of scholarships funded</li> </ul>	Ongoing (Yr 1-5)
<b>Whai Rawa</b>	TWNART achieves sustainable income and supports whānau enterprise	<ol style="list-style-type: none"> <li>1. Through strategic partnerships, develop income streams, commercial ventures, and growth fund</li> <li>2. Provide access to financial education and business support to whānau</li> </ol>	<ul style="list-style-type: none"> <li>• # of income streams established</li> <li>• # of whānau accessing financial education</li> </ul>	Yr 1-2: Develop Yr 3-5: Grow



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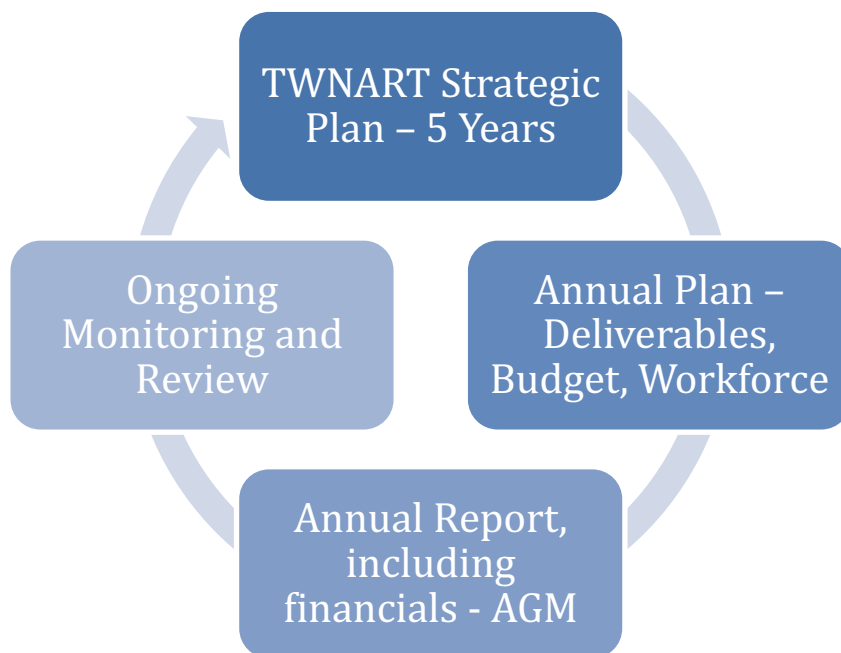
## IMPLEMENTATION APPROACH

Our strategic plan will be implemented working alongside key stakeholders and partners and with full transparency for our marae, hapū and whānau.

We will implement this plan with consideration of Tātau Tātau o Te Wairoa Trust strategic Pou, to maximise outcomes for our whānau, those Pou being:



We will align delivery of this plan with our annual planning and reporting cycle, by setting out the delivery workplan in an Annual Plan (with budget) and reporting on delivery at the Annual General Meeting (AGM).



We will reference progress against activities in our Strategic and Annual Plans in communications and engagement activities with marae and whānau.

We will form and nurture strategic partnerships with funders, hapū entities, government agencies and other stakeholders to progress the priorities in this plan.



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## IMPACT MONITORING

TWNART will implement a structured monitoring approach aligned to each strategic Pou—Mana Motuhake, Taiao, Tāngata, and Whai Rawa—ensuring that outcomes are tracked and evaluated consistently over time.

Each Pou has been assigned clear success indicators such as workshop delivery, plan completions, and access statistics, with corresponding timelines for establishment, implementation, and growth. These indicators provide a tangible means to assess progress toward goals like strengthened hapū governance, environmental resilience, cultural revitalisation, and economic development. Annual reporting, based on these indicators, will track changes and inform decision-making.

As illustrated above, monitoring will be embedded into TWNART's annual planning and engagement cycle. Feedback loops from marae, whānau, and partner entities will ensure impact is grounded in the lived experience of our whānau and responsive to marae and hapū realities.

TWNART will maintain flexibility to adapt its actions if indicators show progress is slow or off-track.

The implementation of strategic partnerships with external agencies, funders, and government will support access to resources, data systems, and evaluation expertise. This approach ensures accountability and empowers TWNART to drive forward momentum in alignment with the vision to grow a prosperous future for our people, our marae, and our taiao.

**Living Document:** This strategic plan is a living document. TWNART will review progress annually, with a full review at the end of year five (2030).