



Ngā Uri o Maikuku rāua ko  
Huatakaroa 1891 Trust

# STRATEGIC WORK PLAN

2025 - 2030



# Introduction

Ngā Uri o Maikuku rāua ko Huatakaroa 1891 Trust (NUOMRKH) Strategic Work Plan for 2025-2030 builds upon our previous strategic direction (2021-2025), reflecting lessons learned, emerging priorities, and the aspirations of our whānau, hapū, and community. This plan provides a framework for sustainable development, cultural revitalisation, economic sovereignty, and beneficiary support, ensuring that our mahi remains aligned with the long-term vision of fostering whānau wellbeing, hapū growth, and community resilience.

## The Shift in Focus

NUOMRKH recognises that while there is a strong desire to provide direct financial support, the Trust's best contribution lies in advocating for funding, facilitating access to opportunities, and creating self-sustaining initiatives. This strategy ensures that the Trust maximises its impact without overextending its resources.

# Core Strategic Themes



## Sustainability

Creating self-sufficient funding streams and seeking external grants to support long-term projects.



## Whānau Empowerment

Advocating for and facilitating access to housing, education, and wellbeing resources.



## Economic Sovereignty

Building self-sustaining, hapū-led economic initiatives that empower whānau to determine their own financial futures.



# Strategic Priorities & Actions

The following five priorities define NUOMRKH's work over the next five years.



# Whānau Strengthening (Housing, Education, Wellbeing)

Goal: Advocate for and connect whānau to housing, education, and wellbeing opportunities while strengthening self-determination and community resilience.

## Actions

- Housing & Economic Wellbeing:
  - Partner with Te Tii B3 Trust and other entities to create hapū-led housing solutions.
  - Seek funding to support whānau in accessing affordable, sustainable housing.
  - Advocate for land-use planning that prioritizes hapū-led housing developments.
- Education & Employment:
  - Partner with existing training providers rather than creating new programmes.
  - Promote external scholarship opportunities instead of managing an in-house fund.
  - Facilitate one financial literacy workshop per year in collaboration with a banking partner.
- Health & Wellbeing:
  - Strengthen partnerships with Māori health providers to improve access for beneficiaries.
  - Deliver two wellbeing initiatives per year (e.g., rongoā Māori, mental health awareness).
  - Advocate for mobile healthcare services rather than managing them internally.

# Hapū Development (Governance, Leadership, Resources)

Goal: Strengthen hapū self-governance, leadership, and resource development to ensure economic sovereignty and sustainability.

## Actions

- Governance & Leadership Development
  - Create an online repository of governance templates, policies, and best practices to support hapū committees and decision-making processes.
- Hapū Strategic & Resource Development
  - Establish a Resource Hub (physical or digital) that provides information on funding, training, and governance support.
  - Provide workshops on strategic funding applications and proposal writing to increase hapū capability in securing grants.
- Advocacy & Engagement
  - Develop a communications strategy to ensure hapū members (both local and dispersed) stay informed and engaged in decision-making.
  - Advocate for free or subsidized Mātauranga Māori classes through education providers.

# Social Needs & Community Support

Goal: Advocate for and connect whānau to housing, education, and wellbeing opportunities to strengthen community resilience, and developing self-sustaining support structures.

## Actions

- Hoko Shop & Community Hub:
  - Secure approval from TTB3 to establish the Hoko Shop and Hub as a self-sustaining revenue stream.
  - Use the Hub to provide free or low-cost workspace access for rangatahi and whānau who need support with employment, study, or small business ventures.
- Community Resilience & Self-Sufficiency:
  - Develop a Crisis Response & Emergency Preparedness Plan in collaboration with Civil Defence, marae, and community volunteers.
- Workshops & Skill-Building:
  - Establish a volunteer skills bank, where people can exchange skills (e.g., carpentry, budgeting, or gardening) for community service credits.
- Employment & Economic Development
  - Establish a social procurement strategy, ensuring NUOMRKH-supported projects prioritize hiring local and hapū members first.

# Cultural Revitalisation

Goal: Protect and promote cultural knowledge and practices while ensuring sustainability through strategic partnerships.

## Actions

- Te Reo Māori & Mātauranga Māori Revitalisation
  - Advocate for free or subsidized Mātauranga Māori classes through education providers.
  - Develop a Cultural Economy Strategy, supporting artists, weavers and carvers in creating sustainable livelihoods.
  - Secure funding for long-term cultural sustainability initiatives, such as māra kai, rongōā Māori gardens, and native tree planting.
- Whakapapa Verification & Knowledge Preservation
  - Establish a Whakapapa Research Initiative to support developing 'Whakapapa Verification Guidelines', incorporating TTB3 beneficiary schedules and constitutional requirements.
- Digital & Archival Preservation
  - Develop an online storytelling platform, where whānau can share pūrākau and hapū narratives.
  - Develop a Te Reo Māori Digital Resource Hub, including recordings of karakia, waiata, and pepeha for whānau learning.

# Beneficiary Engagement & Direct Support

Goal: Strengthen engagement with beneficiaries by enhancing communication, streamlining support processes, and advocating for external funding opportunities that directly benefit whānau.

## Actions

- Whānau Engagement & Communication:
  - Conduct a Beneficiary Survey every two years to assess needs, priorities, and areas of support.
  - Develop a quarterly digital and print newsletter to inform whānau about funding opportunities, cultural events, and Trust initiatives.
  - Improve access to information through a dedicated beneficiary portal or website with updates on Trust activities, whakapapa verification, and funding pathways.
- Advocacy & External Support for Beneficiaries
  - Actively identify and promote external grants, scholarships, and funding opportunities for whānau, including education, housing, and small business support.
  - Establish a Beneficiary Resource Hub, providing guidance on how to access government and non-government services.

# FUNDING & FINANCIAL STRATEGY

NUOMRKH's financial sustainability will be driven by a strategic focus on external funding acquisition, self-sustaining revenue streams, and targeted partnerships. While the Trust does not have the capacity to provide direct financial distributions to individuals, it will ensure funding is secured for initiatives that align with its long-term objectives.



# Key Approaches

- **Grant-Seeking & External Funding**

- Proactively identify and apply for relevant grants and philanthropic funding to support cultural preservation, social needs, and hapū development.
- Develop a funding pipeline, ensuring NUOMRKH is positioned to respond quickly when opportunities arise.

- **Self-Sustaining Revenue Generation**

- Secure TTB3 approval for the Hokohoko Shop and Community Hub, enabling it to generate income that can be reinvested into community initiatives.
- Develop a social enterprise model, ensuring the Community Hub provides both economic and social benefits to whānau.

- **Strategic Partnerships & Sponsorships**

- Build relationships with corporate sponsors, philanthropic organisations, and iwi development funds to secure financial backing for key initiatives.
- Establish sponsorship agreements for cultural events, wānanga, and educational programmes to offset costs.
- Engage with regional and national agencies to co-fund initiatives that align with NUOMRKH's kaupapa.

- **Financial Sustainability & Investment Planning**

- Develop a long-term financial strategy that balances incoming grants with sustainable revenue models.
- Ensure all financial decisions align with the Trust's commitment to whānau empowerment, cultural preservation, and community resilience.
- Explore investment opportunities that align with NUOMRKH's kaupapa and contribute to economic sustainability.

# Monitoring & Evaluation

To ensure transparency, accountability, and continuous improvement, NUOMRKH will implement a structured monitoring and evaluation framework that tracks progress, measures impact, and informs decision-making.

- Publish an Annual Impact Report summarizing key achievements, funding secured, and progress toward strategic priorities.
- Include beneficiary feedback, financial summaries, and performance metrics to demonstrate value to stakeholders.

## Annual Impact Reporting

- Conduct a Mid-Year Review to assess progress, identify challenges, and adjust priorities where needed.
- Engage Trustees, key stakeholders, and beneficiaries in reviewing implementation effectiveness.

## Performance Reviews

- Implement a digital tracking system to monitor funding applications, project milestones, and beneficiary engagement.
- Maintain a centralized funding database, ensuring NUOMRKH can quickly respond to new grant opportunities and track application outcomes.

## Data Management

- Establish a Beneficiary Feedback Loop, allowing whānau to provide input on NUOMRKH initiatives through surveys, hui, and online platforms.
- Use feedback to refine programmes, improve service accessibility, and align future initiatives with beneficiary needs.

## Community Feedback

- Regularly review the effectiveness of governance, financial strategies, and cultural initiatives to ensure alignment with long-term goals.
- Adjust strategies based on emerging opportunities, sector trends, and lessons learned from past initiatives.

## Continuous Learning

# Implementation Timeline

2025

## **Foundation, Revitalization & Infrastructure**

- Secure TTB3 approval for Hokohoko Shop & Community Hub.
- Develop a funding pipeline and submit key grant applications.
- Conduct Beneficiary Survey and analyze data for future planning.
- Launch the Whakapapa Verification Initiative and begin archival planning.
- Begin implementation of the Ngā Taonga Tuku Iho project:
  - Initiate strategic documentation with kaumātua interviews and cultural mapping.
  - Begin design and scoping of the digital archive platform.
  - Engage rangatahi in early storytelling and documentation workshops.
- Establish Digital Cultural Repository and begin recording oral histories.
- Pilot storytelling workshops and cultural heritage events.

2026

## **Strengthening Hapū Governance & Economic Growth**

- Implement Hapū Leadership & Governance Training Programme.
- Develop and publish the 10-Year Hapū Strategic Plan.
- Secure funding for marae infrastructure & cultural heritage projects.
- Continue expansion of the Ngā Taonga Tuku Iho project:
  - Integrate interactive mapping and digital tools.
  - Develop educational resources for schools and whānau.
- Launch the Hokohoko Shop & Community Hub as a self-sustaining initiative.

# Implementation Timeline

2027

## **Cultural Knowledge Consolidation & Economic Integration**

- Scale Ngā Taonga Tuku Iho to include more hapū members and wider digital access.
- Launch online storytelling platform with virtual tours and heritage content.
- Integrate tikanga-based business practices and cultural knowledge into hapū-led enterprises.
- Implement intergenerational cultural learning programmes.

2028

## **Social & Economic Resilience Building**

- Develop a Work-Ready Support Programme, assisting whānau with employment pathways.
- Expand financial literacy and business development workshops to support whānau enterprises.
- Strengthen partnerships with iwi, government, and corporate sponsors for long-term funding security.
- Establish a Marae Resource Hub for governance templates, funding pathways, and training.

# Implementation Timeline

2029

## **Consolidation & Long-Term Strategy Review**

- Review progress against Strategic Plan's goals and outcomes.
- Assess impact of Ngā Taonga Tuku Iho and Hokohoko Shop for scalability.
- Identify new opportunities for innovation in cultural and economic development.
- Conduct a comprehensive Beneficiary Engagement Review.

2030

## **Strategic Reset & Future Planning**

- Conduct a full organisational evaluation.
- Develop the 2031-2036 Strategic Plan informed by community and project insights.
- Expand long-term investment strategies and cultural/economic sustainability planning.
- Reaffirm commitment to tino rangatiratanga and legacy building.

# Looking Ahead

Ngā Uri o Maikuku rāua ko Huatakaroa 1891 Trust is committed to:

- Advocating for whānau empowerment and sustainable growth.
- Strengthening hapū governance, cultural heritage, and social resilience.
- Ensuring long-term financial sustainability through strategic funding and self-sustaining initiatives.

By embedding tino rangatiratanga into our operational and economic frameworks, we ensure that whānau and hapū have the tools and resources to shape their own futures while strengthening our collective identity. As we implement this strategic plan, our focus will be on scaling successful initiatives, securing long-term funding, and enhancing community engagement.

This Strategic Work Plan serves as a foundation for the next five years, guiding us towards a future where whakapapa is honoured, tikanga thrives, and our whānau are empowered for generations to come.

