

# HINEURU Strategic Plan 2021-2025

## **Executive Summary**

This is the second five year strategic plan for Hineuru Iwi Trust. The first plan covered the period of 2016 – 2020.

This document is for 2021- 2025. Consistent with the first plan it reconfirms our tribe's long term vision and the twenty five year 'dream' for our iwi. It proposes revised activities which sit under the seven core focus areas of the first plan to achieve outcomes within the five year period ending 2025.

However, unlike the first plan this one sets an indicative target for the completion and execution of actions and activities over the five years.

# Reflection on **2016 - 2020**

The first five years of the tribe's development focused on getting the structure and systems of operating in a post settlement environment right. Below is a list of completed actions and activities which were achieved by Hineuru Iwi Trust in the period 2016 – 2020:



## **Poll 1** Culture & History

- Videos and media on Hineuru
- Whakapapa project underway
- Cultural revitalisation strategy complete
- Annual wananga a iwi on Hineuru tikanga



## **POU 2** Education & people development

- Hineuru education scholarships
- Relationships with government agencies



## POU 3 Health & Social

- Relationships with government agencies
- Demographic study / social indicators report completed



### **POU 4** Environment

- Te Kawenata signed with DOC
- Advocate our kaitiakitanga
- Hineuru uri appointed to Rangitaiki River Forum and other representative bodies for environment



## POU 6 Ahi kaa

- Relationships with Crown agencies
- Hineuru appointee on the Hawkes Bay Regional Committee
- Mana whenua initiatives established and underway
- Initiatives underway to re-connect Hineuru whānau
- Hineuru included on NZ Census as an iwi



### **POUS** Economic

- Hineuru settlement assets received
- Investment strategies and policies completed and implemented
- Maximise economies of scale opportunities
- Investment policy reviewed annually
- Transparency of financial performance
- Prudent investments with a focus on short and long term gains for Hineuru uri
- Investigating commercial opportunities through a conservation lens



## POU 7 Hineuru Iwi Trust

- Complete structuring of Hineuru group
- Establish income streams for entity
- Employ appropriate management structure
- Hineuru values and vision shape decision making and initiatives
- Open communications with iwi members
- Find best people with appropriate skills and expertise to manage entities
- Operationalise Hineuru strategic plan

Hineuru Strategic Plan 2021-2025



# Vision

# Hineuru

Ka tupu, ka ora, ka rea <u>We gro</u>w, we thrive, we prosper

Our Hineuru people experienced the most serious kind of raupatu which resulted in the systematic taking of Hineuru lands, lives and livelihoods. Our people continue to experience the effects of these raupatu today. Therefore, the vision statement by the trustees reflects the need for Hineuru to support ourselves now for the betterment of our future. By supporting our people, we will grow and prosper as whānau and as an iwi of Hineuru. Our dream is to see our people grow, thrive and prosper.

# Mission

Kia rangatira ai te iwi

Rejuvenate our Hineuru people

A mission statement speaks about our core purpose as an organisation. To support and achieve our vision, our mission statement is focussed on working towards the rejuvenation of our people in all areas.

# Guiding principles / values

Whanaungatanga	We connect to each other, the land, and rivers through whakapapa. All have mana
Kotahitanga	We stand and work together for the betterment of Hineuru
Kaitiakitanga	Guardianship and protection of our rohe
Manaakitanga	Our attitudes and behaviours give due respect to those we deal with
Panekiritanga	We strive to be the best and to excel in what we do
Rangatiratanga	We are honest, we have integrity in our mahi, and we work towards Hineuru working by and for Hineuru (mai Hineuru, mo Hineuru)



## The next five years

From the information we have received from the iwi members of Hineuru, there is general consensus that the next five years should be about execution of strategy and implementing robust plans for development of the iwi.

It is important to determine the high level overarching objectives of the iwi, and begin to work together to achieve outcomes for the present, with a view to the future of Hineuru.

We set out below the five year goals and aspirations for Hineuru lwi Trust with respect to each of our priority areas.

The basis of our five yearly Hineuru Strat Plan, stems from our 25 year aspirations outlined in the original Hineuru Strat Plan: 2015 – 2040.

## **Priority Areas**

In connection with our Deed of Settlement, and the aspirations of our Hineuru people, the following seven general focus areas were developed. These seven pou cover all aspects of Hineuru, provide a description of the history and the loss to Hineuru in all respects, and what the iwi wish to see in the future. The pou are:

- Pou 1: Culture and History
- Pou 2: Education and people development
- Pou 3: Health and Social
- Pou 4: Environment
- Pou 5: Economic
- Pou 6: Ahikaa (our lands and our identity)
- Pou 7: Hineuru Iwi Trust (our organisation)

All of these pou are inter-dependant and many issues and projects that Hineuru wish to complete may fall under a number of pou.

The collaboration of ideas and wishes of the iwi in the next five years have been categorised under each of the seven pou outlined above.

Six monthly progress reports detailing strategic plan performance will be prepared for tribal members to review. These will be presented at Special and Annual General Meetings, and at Hui a lwi.

It is envisaged that the listed Yearly Actions & Outcomes will be completed in the years projected with the symbol

The boxes will be ticked in the six monthly progress reports provided to the lwi when the Yearly Actions & Outcomes have been achieved.



- To celebrate & affirm Hineuru tribal identity and whakapapa connections.
- To educate our people in the histories of Hineuru.
- To strengthen & build our relationship with Te Haroto Marae and the Te Haroto Marae Māori Reservation Trustees.
- To develop the cultural capacity of Hineuru uri.

#### Explanation

This pou is about is about telling our stories, building & strengthening our cultural identity so that our people feel confident and proud as iwi members of Ngāti Hineuru.

		2021	2022	2023	2024	2025
Social	Annual programme of wananga a iwi developed from Iwi feedback & these are promoted & communicated amongst Iwi members to participate					
	Resources developed affirming Hineuru identity & shared with whānau					
	The book on the History of Hineuru produced & published					
Cultural	Pouwhenua are erected and installed increasing the visibility & presence of Hineuru in its rohe					
	To work in partnership with Te Haroto Marae on an annual programme of activity that will strengthen our people's relationship with Te Haroto Marae					
Environmental	To undertake a project where Hineuru urupa and wahi tapu in the rohe are identified & ways are scoped to ensure their preservation & protection					



- To support our Hineuru tribal people into education and further learning.
- To develop leadership and critical thinkers that will protect and develop Hineuru interests.

#### Explanation

This pou is about providing educational and learning pathways, both formal and informal for Hineuru tribal members.

		2021	2022	2023	2024	2025
Cultural	Hineuru education and training strategy developed					
Economic	Hineuru education grants & scholarships facilitated					
Environmental	Skill database of Hineuru tribal members developed as a tool for tribal planning					
Casial	Strategic & collaborative relationships with external and governmental agencies formed to support Hineuru education & people development					
Social	Tailored educational programmes and training activities developed for delivery to Hineuru					



- To establish and share emergency and civil defence plans designed to protect our whānau and those within our tribal rohe.
- To promote & support whanau oranga and healthy lifestyles.
- To scope health and social service delivery options for our whānau to access.
- To share and inform Hineuru whānau of the benefit of rongoa Māori.

#### **Explanation**

This pou is about is about being a conduit for our people to access good health and to empower our people to better lifestyles. Happy whanau and happy homes are important to Hineuru as well as our physical, mental and spiritual health.

		2021	2022	2023	2024	2025
Cultural Economic	An update of the Hineuru social indicators report is completed for supporting tribal planning					
	We connect kanohi ki te kanohi and visit with our people outside of our tribal rohe					
Economic	Relationships with external & governmental agencies formed to support civil defence & emergency responsiveness at Te Haroto & within the Hineuru rohe					
Environmental	Undertake a scoping exercise of rongoa resources & the viability of a rongoa centre					
Environmental	Promote education and training about COVID-19, first response and managing emergency situations					
Social	Strategic & collaborative relationships with health & social service providers formed to support Hineuru people					



# **POU 4** Environment (Taiao)

#### Objectives

- To exercise mana whenua as kaitiaki over our tribal rohe.
- To utilise and protect our natural resources.
- To uplift & hiki wairua through actively promoting activity which connects our people with the taiao and the taiao with our Hineuru people.
- To encourage and promote better behaviour and practices for the benefit of our environment.
- To advocate caring for our taiao today for our future generations tomorrow.

#### Explanation

This pou is about educating our own, as well as others, about our taiao so that we may continue to connect, understand and be involved in our taiao.

		2021	2022	2023	2024	2025
Social	Investigate and scope the potential for establishing a Hineuru Kaitiaki Hunting Club or Association					
Economic	Strategic & collaborative relationships with external and governmental agencies formed to support Hineuru Taiao aspirations					
Cultural	Engage our people in wananga that looks at Hineuru Taiao concepts such as kaitiakitanga, mana o te wai, rongoa & the practices relating to these					
	Iwi Environment Management Plan (IEMP) completed & implemented					
Environmental	Strategic conversations led about Hineuru having increased influence & impact over the Department of Conservation estate in its rohe					
	Collaborative research opportunities scoped to consolidate the implementation of the IEMP & Te Kawenata					



- To grow our assets to provide sufficient resources to support our iwi development today and in the future.
- To be agile in developing our assets prudently.
- To be innovative and creative in wealth creation for Hineuru.

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#### Explanation

This pou is about growing and developing our asset base to further our social, cultural and environmental aspirations as an iwi.

		2021	2022	2023	2024	2025
Economic	Independent governance investment review completed					
	Establish an Audit & Risk Committee reporting to Hineuru lwi Trust					
	Ensure all outstanding settlement actions as they relate to Hineuru assets have been completed					
	Investigate & scope the potential for acquiring Hineuru fisheries settlement assets					
Social	Best practice methods for demonstrating financial performance for tribal members scoped & implemented					
SUCIAI	Opportunities available for tribal members to increase their knowledge and understanding of financial literacy					
Environment	Relationships with Hineuru Māori Land trusts, incorporations & trusts, external & governmental agencies formed to scope & investigate commercial opportunities for Hineuru in eco-tourism and other related activity					
Cultural	Annual review of investment framework and policies					
	Opportunities provided for our people to visit our lands and assets					



- To promote our identity and visibility as an iwi in our rohe.
- To support those who keep the home fires burning in the rohe of Hineuru.
- To optimise and develop our human capital focused exclusively on Hineuru development.

#### Explanation

This pou is about our relationship with our land and how we maintain and reconnect our people to our whenua.

		2021	2022	2023	2024	2025
Economic	Collaborative and strategic relationships with Crown agencies such as NZTA & local & regional territorial authorities established					
Social	Initiatives implemented to reconnect Hineuru whānau & promote whānau ora					
	Strategy implemented to ensure our whānau participate in the New Zealand Census & record their Hineuru tribal affiliation					
Environment	Hold open information hui for tribal members to visit the Hineuru Cherri Orchard & Hineuru Station					
Cultural	Kawe mate to Wharekauri/Chatham Islands					
	Scope ways to support the ongoing retention and development of Māori land title & ownership within Hineuru rohe					



#### Explanation

This pou is about the trust entity providing leadership for the iwi.

#### Yearly Actions & Outcomes

#### Objectives

- To put into action and execute the aspirations of Hineuru.
- To uphold distributive leadership practices.
- To be an excellent representative entity and voice for the lwi.
- To meet the needs of the lwi and to act on behalf of the lwi
- To optimise our resources, leveraging our relationships and exhibiting efficient practices.

		2021	2022	2023	2024	2025
Economic	Devise a strategy for the operations of Hineuru lwi Trust that considers the viability of a Hawkes Bay office base and the ideal way for the Trust to structure itself according to economic times and variability in future revenue					
	Source annual independent trustee remuneration reports					
	A Hineuru communication strategy completed and implemented					
Social	Process and system improvements made to the tribal register to ensure contact information for members is regularly sourced & updated					
	Deliver six monthly plans to the iwi which clearly track and monitor progress with implementation of this strategic five year plan					
Environment	Ensure that we are operating organisational practices that are eco friendly					
Cultural	Promote an environment of openness as good ancestors and role models for our mokopuna					

