



Hineuru Strategic Plan 2016-2020



He mihi

Tēnā tātou Hineuru

Me mihi ka tika ki o tātou mate, hāere, hāere atu rā.

Kia tātou te kanohi ora, tēnā tātou katoa.



After over a year of planning, discussion at the Board table, focussed wananga with our people on views for Hineuru future, we are now in a position to present the draft 5 year strategic Plan for Hineuru. Much of the korero in this document has come directly from our people and we are very proud that our people are keen to contribute to such an important document.

The following document is the approved 5 year Strategic Plan. For us, we have found that the next five years is about setting the proper strategic foundations so that we can build the overall future for Hineuru. While there is much planning to be completed, we think that there are opportunities to begin achieving our overall vision, “Hineuru – ka tupu, ka ora, ka rea”.

The five year strategic outcomes are those outcomes that our people have determined are important and need to be completed in the short term. Our work as trustees now turns to implementing the plan and ensuring that the outcomes come to fruition.

Mai Hineuru, mo Hineuru,



Tuhiao Kahukiwa - Chairman



Hineuru 2040 – a dream for the future

Our Dream

Welcome to the year 2040...

Our marae is standing as a proud symbol of Hineuru and is central to our people's identity. The marae grounds are immaculate, it is off the grid and there are no power bills because the marae has wind and solar power generation. The marae is making money because any extra power is added back to the grid. It is flash too – it has a mezzanine floor in the wharekai where our taonga is proudly displayed. The floors of Rongopai are heated and there are automatic lights that come on when there is movement in the wharekai, wharepaku and the kitchen. Our wharenuī is bigger and our resident carvers carved new poupou in Rongopai. We have intricate whāriki completed by our expert weavers of the iwi. Our kitchen has the latest models of gear and our people are all working together for the many hui and functions at the marae. Our whanau feel Hineuru, and feel connected and our numbers have increased because whanau have realised that they are Hineuru. Our children are reading and performing our Hineuru stories and there will be a show next week at the school that will be broadcast on the internet through Hineuru TV – an online platform for our people.

Our people are coming back frequently to marae hui, to events, tangihanga and our Hineuru Ahurei which happens once every three years. We have satellite at our marae and are able to beam in all of our whanau from around the world into hui so that everyone continues to contribute to the well-being of our people. Our people are having hui in te reo Maori, and our paepae is full of kaikorero and kaikaranga who are staunch Hineuru and are experts in whakapapa Hineuru. Our people stand proud but humble in knowing who they are and their own individual whakapapa. We just finished a graduation ceremony for our Hineuru kura wananga (primary and secondary) where our tamariki were top of the country in all major subjects. It is awesome to also see our Rangatahi have come home to help and bring all of their University expertise to tautoko. They are all student loan free because the iwi trust has helped them with their tuition fees and supported with accommodation at the major university cities in NZ.

It is awesome to see that our people and our trust are recognised as being the authority on Hineuru issues and issues in the heart of the North Island. Our people are regularly asked to advise government. We have CEO's from across many sectors from land management, business and new technologies always being asked to go and support other iwi and other peoples around the world as our people are critical and leading edge thinkers. We are very proud of our whanau members who are in Parliament and are representing our Maori and Hineuru voice and we hope that shortly one of them will be the Prime Minister of this country. As well as in te ao Pakeha, our people are leading education and strengthening culture in te ao Maori, particularly with regard to our flora and fauna.

Did I tell you about the amazing pou we have in our rohe? We have an app that will give you a tour of our rohe, our stories and the histories of Hineuru. The pou are beautifully carved and have information boards to tell everyone about us. Everyone knows when they enter our rohe; everyone receives a text to welcome them to the rohe of Hineuru. The iwi has provided free wifi for everyone and lets them know when they enter and leave our Hineuru territory. In Te Haroto, there are major waharoa to welcome the people. People slow down as there are speed restrictions of 50km in Te Haroto because our people are walking around Te Haroto and we needed to make sure it was safe for our whanau.

Te Haroto has become a buzzing little getaway town. Whanau have moved home and have set up businesses thanks to the establishment of a cottage industry incubator about twenty years ago. The café at the top of the hill is owned and run by Hineuru and is a top destination for any traveller in New Zealand. Travellers receive a text saying "you are 5kms away from Te Haroto café, order coffee now and pick up on your way through". Te Haroto and the Hineuru region is home to wellness-retreats. All manuhiri that arrive to the wellness retreat are welcomed through pohiri onto our marae and into our rohe. We have a dedicated group of healers and specialists who help look after our own people as well as those coming to Te Haroto to regenerate and be one with nature.



Speaking of nature, the birdlife is prolific and you can hear the tui, the kaka and the kereru in the trees. Titiokura has become a sanctuary for Kiwi which are now plentiful. All of the hard work our whanau put in over the past 25 years with council, DOC and other iwi are now paying off. As kaitiaki we take whanau and tourists on nature hikes through our rohe to see and hear the bird life, to walk the lands of our ancestors and to talk about our histories. Our river, Mohaka, is still clean and our people work together to look after the mauri of the river. We also have adventure tourism in our rohe and are looking at bottled water from the Mohaka.

We have two wellness retreats for both tane and wahine. We have regained our ancient wahine pa, and have rebuilt it as a place of solace and for regeneration of our wahine. We have a constant influx of wahine – Hineuru wahine and everyone else from around the world – who have made the journey to come and feel recharged and refreshed. Our whanau have created pamper rooms and rongoa packs for those coming in from nature. Karakia is held every night for those whanau members who wish to have karakia and we have whare wananga recognised under NZQA providing rongoa courses and qualifications.

Those at the wellness retreats join the locals at the Tarawera Hot Springs. The hot springs were regenerated 15 years ago and now people head there to relax among nature, get rid of aches and pains from the warm waters of Tarawera and to do cold dips in the Mohaka river. The springs are protected and the water is carefully taken from the springs to the nearby land on the Mohaka river. This land was gifted back in the settlement and now has baths and rooms for all. Whanau who are registered with Hineuru can get in for free but all others must pay a toll to help with the continued upkeep of the hot pools.

Our people are healthier and our kaumatua are livelier because they don't suffer from many illnesses. This is due to an increased quality of housing for our people. Our whanau are living longer and our tamariki mokopuna are not influenced by drugs and other aspects. We have All Blacks, Silver Ferns and an Olympic Champion waka ama team. We hold hauora days and free mental health support for our whanau. We noticed that sometimes it just takes a korero and our hauora centre provides these services and access for our rangatahi no matter where they live in the world.

We still have some healing to go as an iwi but we have made some significant progress on building towards the future by working with each other and letting go of the pains of the past. We do not forget, and have archive building with our korero in it. Our archive centre has many visitors from both Hineuru and outside of Hineuru. We have learnt to work together for the betterment of the iwi and our iwi are more actively involved because they know what is happening and how they can participate. We can only look up and beyond from here.



Hineuru Strategic Plan Executive Summary

This document outlines the long term vision and 5 year strategic plan for Te Kōpere o te iwi o Hineuru Trust (Te Kōpere). This document provides the overarching vision to accompany the dream of the iwi. This plan identifies seven core focus areas for iwi development to achieve our desired outcomes in the next 5 years. As this is the inaugural strategic plan for Te Kōpere, much of the actions will be internally focussed on iwi development, and the development of our entity.

The Vision

Hineuru – Ka tupu, ka ora, ka rea
Hineuru – we grow, we thrive, we prosper

Our Mission / core purpose

Kia rangatira ai te iwi
Rejuvenate our Hineuru people

Strategic Priorities

Culture
and
History

Education
and
developme
nt

Health
and
Social

Environ
ment

Economic

Ahikā

Te
Kōpere

Values

Whanaungata
nga

Kotahitanga

Kaitiakitanga

Manaakitanga

Tohungata
nga

Rangatirata
nga



Vision: Hineuru – ka tupu, ka ora, ka rea; Hineuru – we grow, 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 whanau 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

Tohungatanga – 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 5 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 developing robust plans for development of the iwi on all fronts, but to also begin with initiatives for whanau. In order to fulfil the 25 year dream, it is important to determine the high level overarching objectives of the iwi, and begin to work together to achieve outcomes that are both for the present, with a view to the future of Hineuru.

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



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:** Te Kōpere (our organisation)

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

The collaboration of ideas and wishes of the iwi in the next five to 25 years have been categorised under each of the seven pou outlined above.



Pou 1: Culture and History

Explanation

This pou is about is about telling our stories, building our cultural identity so that our people feel Hineuru, and be confident in their identity as Hineuru.

Objective

To inform and educate our people in the histories of Hineuru and to develop the cultural capacity of Hineuru uri.

Issues

Our people are still learning about who we are and who Hineuru is;
 The loss of land and displacement of our people severely damaged our culture and traditions
 We are not yet culturally strong as an iwi and many of our kaumatua have passed.
 We do not know how many of our people speak Maori, or whether our people know their Hineuru connection
 The wider public do not know our history and we are still incorrectly labelled as “rebels”

Medium term actions / outcomes

Economic	Cultural	Social	Environmental
Videos and media on Hineuru	Historical research book on History of Hineuru	Cultural revitalisation strategy complete	Identification of urupa and wahi tapu in rohe
	Whakapapa project underway	Annual wananga a iwi on Hineuru tikanga	



Pou 2: Education and people development

Explanation

This pou is about building our people through education and leadership development, and ensuring Hineuru leads the education of Hineuru people through effective collaboration with education institutes and advocating for the inclusion of Hineuru history in the NZ Curriculum.

Objectives

To support our people into education, to develop leaders and critical thinkers that will protect and develop Hineuru interests, and influence decision making at all levels.

Issues

We do not have the information available on the level of education our people have in Secondary or undergraduate study. We notice our young people are leaving school early and are in need of assistance with trades training.

Medium term actions / Outcomes

Economic	Cultural	Social	Environmental
Support for trade training and apprenticeships	Hineuru education strategy developed	Assessment of feasibility to re-open Te Haroto School	Stocktake of matauranga Maori for Hineuru
Hineuru education scholarships	Stocktake of iwi skill database	Relationships with government agencies	



Pou 3: Health and Social

Explanation

This pou 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.

Objectives

To be the platform for supporting our whanau into good health and to empower our people into better lifestyles

Issues

Our history shows that the living conditions of our people were severely eroded after the raupatu period. We know there are still many people suffering in physical and mental health

We do not have the required information necessary to begin to make a difference to our Hineuru people

We need support networks to develop health services for our people

Medium term actions / objectives

Economic	Cultural	Social	Environmental
Relationships with government agencies	Hauora days for Hineuru whanau	Demographic study / social indicators report completed	Hineuru rongoa centre assessed and feasibility completed
Partnerships with DHB's in Hawkes Bay, Taupo and BOP			



Pou 4: Environment

Explanation

This pou is about caring for our environment today for our future generations tomorrow. It is about educating our own as well as others about our environment and to advocate for the health of the Taiao so that we may continue to connect, understand and be involved in our environment.

Objectives

To utilise and protect our natural resources as kaitiaki of our Hineuru rohe

Issues

As an iwi, we need to be clear on what being a kaitiaki means

We do not have an Iwi Environmental Management Plan

We do not have all necessary information on our environment to adequately provide assistance in the management

Medium term actions / outcomes

Economic	Cultural	Social	Environmental
Te Kawenata signed with DOC	Support for renewable energy at Te Haroto Marae	Hineuru uri appointed to Rangitaiki River Forum and other representative bodies for environment	Collaborative research opportunities
Hineuru initiatives are on the National Conservation Management Strategy	Environmental initiatives underway at Titiokura and other sites of significance		Conservation Strategy and environmental management plan complete and underway
	Advocate our kaitiakitanga		



Pou 5: Economic

Explanation

This pou is about growing our Treaty Settlement asset base to help further our social, cultural and environmental aspirations as an iwi. We must grow our assets prudently and be a little more creative in wealth creation for Hineuru.

Objective

To grow our assets received in Treaty settlement to provide sufficient resources to support our iwi development today and in the future.

Issues

Land availability in the region is scarce and current available investment is farming or forestry
 Current investments in the region are limited
 Investments need to bring a return to reinvest and grow the assets as well as cover operating expenditure

Medium term actions / outcomes (1-5 years)

Economic	Cultural	Social	Environmental
Hineuru settlement assets received	Ethical investment strategy	Education opportunities for Hineuru in financial literacy	Clear Hineuru position on oil, gas and mineral exploration
Investment strategies and policies completed and implemented	investment policy reviewed annually	Transparency of financial performance	Natural resources economy strategy investigated
Investigate Hineuru fisheries settlement assets plan completed and being implemented	Woodstock Station is working as an economic unit	Prudent investments with a focus on short and long term gains for Hineuru uri	Investigating commercial opportunities from through a conservation lens
Maximise economies of scale opportunities			



Pou 6: Ahikā

Explanation

This pou is about is about our Hineuru identity and being visible in our rohe and outside of our rohe. This is about our relationship with our land and how we maintain and reconnect our people to our whenua, to Te Haroto and our awa in the Hineuru rohe.

Objective

To be visible as an iwi in our rohe

Issues

- Our mana whenua has been subjected to ongoing and systematic assault as a result of Crown interventions.
- Our recognition as an iwi is continually failed to be acknowledged
- As a consequence of Crown intervention, Hineuru have been classified and labelled, up until recently, a hapū of other iwi in the region.
- Hineuru are often excluded as an iwi from publicly available material such as census material.

Medium term actions / outcomes (1-5 years)

Economic	Cultural	Social	Environmental
Relationships with Crown agencies	mana whenua initiatives established and underway	Initiatives underway to re-connect Hineuru whanau	Hineuru day in the rohe
Hineuru appointee on the Hawkes Bay Regional Committee	Kawe mate to Chatham Islands	Hineuru included on NZ Census as an iwi	
	Erection of pouwhenua		



Pou 7: Te Kōpere

Explanation

This pou is about the trust entity and ensuring that as an organisation, the trust effectively continues to meet the needs of the iwi and to act on behalf of the iwi. This includes the day to day issues, the relationships with agencies, representing Hineuru in all aspects, and advocating for and on behalf of Hineuru. From an internal iwi perspective, this includes supporting whanau and communicating with whanau effectively as well as leading initiatives for the iwi.

Objectives

To operate for the benefit of Hineuru by representing the iwi
 Putting into action the aspirations of the iwi
 To act as the representative entity for the iwi
 To act as the voice to the people, and on behalf of the people

Medium term actions / outcomes (1-5 years)

Economic	Cultural	Social	Environmental
Complete structuring of Hineuru group	Hineuru values and vision shape decision making and initiatives	Find best people with appropriate skills and expertise to manage entities	Determine if Hineuru needs an office and if so, where?
Establish income streams for entity	Open communications with iwi members	Operationalise Hineuru strategic plan	
Employ appropriate management structure			