



TE RŪNANGANUI O NGĀTI HIKARO

Strategic Plan

2023

DRAFT¹



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MIHI

(Insert mihi when finalised)

Te Rūnanganui o Ngāti Hikairo seeks to lay the visionary foundation for our shared future. A strong relationship between whānau and their elected representatives is crucial to ensuring a robust and effective decision-making process.

This Draft Strategic Plan builds on defining our new direction, and the development of a future strategy that guides the iwi to a brighter future.

INTRODUCTION

The Te Rūnanganui o Ngāti Hikairo Draft Strategic Plan is designed to reflect the aspirations of the iwi. The intent of this draft plan is a starting point for the future development of a comprehensive plan in the revitalisation and development of our iwi, hapū, marae and whānau.

More specifically, this plan is a tool that will be used to define Te Rūnanganui o Ngāti Hikairo purpose and to guide its overall future growth. It establishes values, principles, themes, priorities, and goals that will shape our growth and our actions.

Finally, this plan will be used to help Te Rūnanganui o Ngāti Hikairo measure its success by comparing the goals listed here to actual achievements on an ongoing basis. Progress reports will regularly be communicated at annual strategic planning sessions, Annual General Meetings and periodically in newsletters, online updates, or social media.

We all can relate to planning in our daily lives; we plan gatherings and family dinners, we plan weddings, we plan children's events, we plan how we are going to get through the month with our bills, groceries, and other basic needs; this is the same thing only on a bigger scale. In an effort to improve our lives and gain full control over our lands and way of life, and how we want to govern ourselves, we NEED a plan.

When we think of our lives and our community, we see things that happen both inside and outside of our rohe and the way they affect us. Planning is not a new concept to our people. Our tūpuna have always used planning in the past, it is a part of our tradition, and we look to learn from the past and the guidance of our tupuna as we plan for the steps for our future.

NGĀTI HIKAIRO¹

Ngāti Hikairo as a small, independent iwi whose rohe is wedged between two large iwi, Waikato and Ngāti Maniapoto. The wedge analogy reflects Ngāti Hikairo's self-determination and independence. It arises from the whakataua-ā-kī coined by our important tupuna, Tiriwa, at the great battle of Hingakākā,

“Māku te tītī, māku te whewhera” (I will be the wedge, and I will make my own gap).

Ngāti Hikairo founding tupuna is Whakamarurangi, the son of Hikairo II, whose mana descended from Rakataura III, a son of Tokohei, a relative of Tāwhao.

Ngāti Hikairo maintains that descent from Rakataura III, a direct descendant of Rakataura I, is the source of the iwi's mana to the whenua, unique whakapapa, and identity. It is descent from Rakataura III that brings the various hapū together. The children of Pāhoru-i-te-rangi also bring about important connections with Waikato tribes, in particular, Ngāti Apakura and Ngāti Mahuta.

As descendants of Rakataura, the tohunga of the Tainui waka, Ngāti Hikairo trace their whakapapa and history back to the arrival of the waka and initial occupation of Kāwhia Moana. Iwi narratives relating to the deeds of tūpuna, places of significance and historical occurrences also demonstrate strong connections to the greater Waikato region. However, it is through the deeds of Whakamarurangi that the united hapū of Ngāti Hikairo now claim mana whenua, established through the principles of:

- take taunaha (discovery)
- take tūpuna (ancestral right)
- take ahi kā (occupation and use)

¹ This section is a direct quote from Te Maru o Ngāti Hikairo

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- take raupatu (conquest)
- take tuku (exchange or gift),"

This mana extends over a rohe that stretches from Kāwhia to Waipā.

Ngāti Hikairo since these early origins exceled into a prosperous iwi where we grew large quantities of wheat and potatoes, established flour mills, owned schooners, and exported produce to Onehunga and elsewhere until the Waikato Wars broke out, and then the subsequent impact of colonisation to our people.

OUR PAST AND PRESENT

The loss of our whenua is not just the loss of land but also the loss of access to awa, ngahere and mahinga kai. Moreover, there has been the loss of our critical cultural assets that contribute to many facets of Te Ao Māori, with these same rivers, forests, and food resources that we considered as important taonga. It has also meant the loss of access to many of our urupā and pā sites; areas which we have held as considerable cultural importance and are wahi tapu to Ngāti Hikairo.

Our whenua has a strong relationship with wairua which is vital for sustaining the wellbeing of each generation. We consider the whenua itself as a taonga and consider ourselves as kaitiaki of taonga. These relationships form an integral part of our Ngāti Hikairo identity. The relationship that we have with whenua and the importance of kaitiakitanga over the natural environment are aspects of tikanga Māori that are vital in understanding the social, cultural, health and economic impacts of Māori land loss.

The loss of this whenua has contributed to the intergenerational degradation of our mana, culture, and many of the socioeconomic deficits that we now face is interrelated to this cultural loss. The intergenerational impoverishment inflicted by land alienation has led to a deterioration of our cultural identity, knowledge of whakapapa, understanding of cultural heritage, understanding of tikanga and proficiency in te reo Māori.

For many generations our tupuna have fought to put this wrong – right! Through the emergence of the Kingitanga, of which as many of you would know, Ngāti Hikairo, had been instrumental in establishing and supporting even to this very day. Te Rohe Pōtae Treaty Claim, where Ngāti Hikairo collaborated with neighbouring iwi to settle this whenua loss. Waikato Tainui Raupatu Settlement – the settlement of northern boundary of Ngāti Hikairo. These are all actions to assert the Ngāti Hikairo Mana Motuhake and Rangatiratanga.

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We now face a contemporary version of colonisation, the emergence of Post Settlement Entities, where this structure while having good intents, is in fact marginalising, hapu, and iwi that effectively is redefining who we are as a people.

The ability of Ngāti Hikairo to lead and settle our WAI 30 Treaty Claims, is a strategic imperative to disrupt the impact of government modern day colonisation through and by our own people.

Te Rūnanganui o Ngāti Hikairo consider the way forward and tackle these issues starts with the revitalisation of our iwi and our people. Our tūpuna Whakamarurangi has laid the pathway for us to follow.



VISION, MISSION, AND VALUES

Our vision has been established by our Tupuna and is expressed in the Moemoea of the Te Rūnanganui o Ngāti Hikairo constitution. We have encapsulated this vision through our rangatiratanga and mana motuhake as:

OUR VISION

Whānau living their best lives.

OUR MISSION

Our iwi sustains a prosperous socio-economic future for all of Ngāti Hikairo.

We seek to explore opportunities to ensure that the future of our tamariki and rangatahi is prosperous and fulfilling.

NGA MOEMOEA

We will know we have achieved this vision when the majority of our iwi, through their own endeavours, are able to enjoy a quality of life where;

- Their mauri or spiritual essence is strong and vibrant.
- They have fully developed their intellectual, emotional, and physical well-being.
- They are conversant, secure, and proactive participants in all facets of social, cultural, economic, and political life.
- The whanau, hapu, iwi, and the marae have become the basis for their collective cultural, social, and economic development as it was traditionally.
- They are comfortable and competent in both the Māori and pakeha societies.
- They are well educated to realise their full potential in the rapidly changing modern society.
- Their whanaungatanga has been rejuvenated and developed to the extent that the whanau has become the focus and the major family support unit.

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- They are fully employed, their resources are properly utilised and managed, they are financially secure.
- Their Māori identity, culture and values are widely understood and respected by all New Zealanders
- The Treaty of Waitangi is properly honoured as a covenant between Māori and Pakeha and other New Zealanders
- They are able to have dignity and harmonious content with all people in the cultural, social, and physical environment they all share.

PRINCIPLES AND VALUES

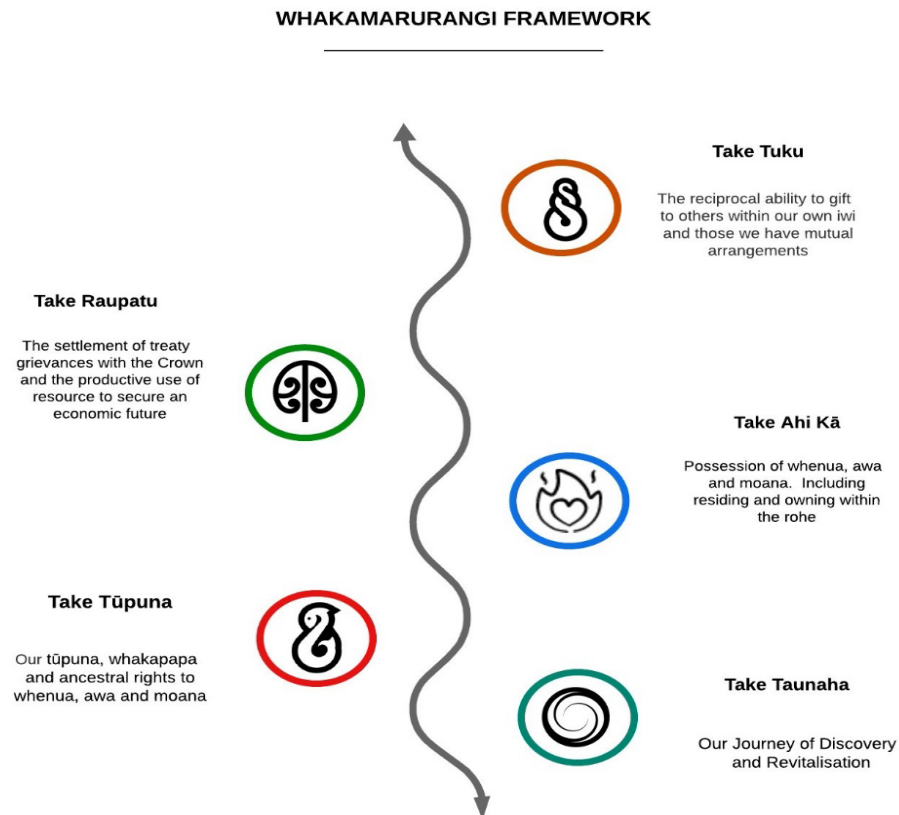
The core principles and values of Ngāti Hikairo are expressed as:

tohatoha	the fair distribution of material effects and social responsibility.
whakapapa	layering of relationships in the social and natural worlds.
tatai	lineage of our whakapapa.
whakaheke	linking of whānau, hapu, marae, and iwi.
ngā hono, manaaki	the principle of caring, expressing mana and generosity.
hau	the fundamental principle for the life force that generates life and reciprocal exchanges between humans and nature.
utu	the principles of exchange.
aroaha	compassion and peace.
whanaungatanga	belonging.
wairuatanga	spirituality.
kotahitanga	unity.
tapu	sacredness.
mauri	life force.
kaitiakitanga	active guardianship.

OUR RESPONSE

We now must progress toward the rebuilding of our iwi where we already have pathway in sight through the work of Whakamarurangi. We are on the journey of take taunaha – our discovery and revitalisation of our iwi through take tūpuna as our ancestral right, take ahi kā, our occupation and use of our whenua and moana, take raupatu the conquest of treaty settlements and other ventures that lift our economic base and take tuku where we once again are able to give back to others connected to our iwi and community.

Te Rūnanganui o Ngāti Hikairo have taken these elements and put this into an iwi development framework which we named after our tūpuna – “Whakamarurangi Framework”. We consider that this framework provides a pathway to revitalising our iwi and is represented in the following diagram.





Take Taunaha



Take Tupuna

Our People are strong, tight knit and competent in Hikairotanga.

We map out a clear vision and foundation for tomorrow – for our children, our grandchildren, great grandchildren, and future generations.

We establish ways to enable our whānau to participate, learn then preserve, protect, and enhance our hikairotanga that has been left to us by our tupuna.

Our tamariki and rangatahi grow and become our leaders and influence the decisions our iwi makes. It is with them in mind that we must consider the long-term growth of our iwi.



Take Raupatu

The Whenua, Awa, and Moana Shapes Our Iwi.

We have survived for hundreds of years in our rohe, on this land, over these waterways, and we took care of each other while the land provided for us pre-Treaty of Waitangi. We met each other's needs, and we carried our traditions with us. It is the knowledge of where we have been and a positive outlook and proactive approach that will shape and blaze the trail for our iwi's future.

We will continue to explore opportunities to use and develop our resources while seeking the balance in taking only what we need and offering respect in return. With proper strategies and management of the whenua, moana, awa and resources, we will continue to ensure the sustainability of our environment for our future generations.

Economic Development is Growing Opportunities.

Our economy is important for creating opportunities to prosper as an iwi. Developing our whanau's skills and training, along with resources, our whenua and entering commercial opportunities will help us to grow a better economy. We will explore every opportunity to grow an economic system for Ngāti Hikairo.

Improving our Self-Sufficient Governance.

We seek to move out of the era of dependency on the Government, Agencies and Regional and District Councils. Ngāti Hikairo must change the way we contribute to the decisions these entities make and the actions they take. We must shape our iwi as self-sufficient that makes its own decisions and directs its course of action.



Take Ahi Kā

Occupation through Ahi Kā.

Ahi kā not only relates to Marae but it also relates to the whanau presence within our rohe. We seek to restore this through settling our treaty claims as well as creating opportunities for whānau trusts that already exist and new opportunities through commercial ventures.



Take Tuku

Our iwi is generous and gives back to our people, and wider connections.

As an iwi, we would seek to support and give back to the marae, hapu, and the wider networks. In particular, Ngāti Hikairo will remain committed and loyal to the Kingitanga.



STRATEGIC THEMES AND GOALS

The focus of this interim Strategic Plan is the building of the foundation and has a timeframe of 12 months.

Te Rūnanganui o Ngāti Hikairo have identified 6 key strategic themes which are:

Growing Hikairotanga

Grow Hikairotanga within the iwi through Te Reo, Whakapapa, and historical knowledge. This will be achieved through wananga and a longer-term capability plan that ensures the ongoing future of our hikairotanga.

Effective Iwi Engagement

Te Rūnanganui o Ngāti Hikairo achieves effective engagement with our iwi members. This will be achieved through a robust communication plan, engagement initiatives and Whānau champions.

Iwi Development Plan

Te Rūnanganui o Ngāti Hikairo seeks to commence the development of iwi through Hapū, Marae and Whānau to collectively implement our vision and strategic goals. This will be achieved by undertaking a community development initiative.

Economic Development

Te Rūnanganui o Ngāti Hikairo will seek economic development opportunities. This will be achieved by identifying economic opportunities and identifying investor options.

Business as Usual regarding Treaty of Waitangi Claims and Resource Management

Te Rūnanganui o Ngāti Hikairo will continue to progress the iwi's existing participation in our kaitiakitanga and Treaty of Waitangi negotiations. This will be achieved by effective relationships with District Council, Government Agencies, and other stakeholders; and our ongoing commitment to engage iwi to seek endorsement and/or guidance.

Governance Capacity and Capability

Te Rūnanganui o Ngāti Hikairo will future proof the iwi's governance capacity and capability. This will be achieved through the development governance capacity and capability plan; and best practice governance systems, policy, and practice.

STRATEGIC THEME & GOALS SUMMARY



STRATEGIC MILESTONES

Te Rūnanganui o Ngāti Hikairo would seek funding to implement this plan but would also seek involvement from iwi members through sub committees to undertake the detailed planning for each strategic milestone.

Te Rūnanganui o Ngāti Hikairo have developed an overall plan for each of these strategic themes with specific key milestones. It is evident that there is a significant amount of work to undertake which is where we need our whānau support to build capacity and capability to implement this interim strategic plan. The key milestones are:

STRATEGIC THEME	MILESTONE	COMMENTS
Hikairotanga	Develop Hikairotanga Project Specification Appoint Hikairotanga Project Lead Establish Sub Committee & Seek Whanau Membership Develop Hikairotanga Development Plan Commence Hikairotanga Initiatives Undertake Review of Hikairotanga Initiatives	A subcommittee will be set up comprising of tikanga and te reo experts. This project will be ongoing throughout the year with a review in November 2023.
Iwi Engagement	Develop Iwi Engagement Project Specification Appoint Iwi Engagement Project Lead Establish Sub Committee & Seek Whanau Membership Develop iwi Engagement Plan Commence Iwi Engagement Undertake Review of Iwi Engagement Initiatives	A subcommittee will be set up to develop and implement the range of strategies to ensure the engagement of our whānau

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STRATEGIC THEME	MILESTONE	COMMENTS
Iwi Development	<ul style="list-style-type: none"> Develop Market Pitch for project & secure funding. Develop Iwi Development Project Specification Appoint Iwi Engagement Project Lead Establish Sub Committee & Seek Whanau Membership Engage Consultants to work with iwi Develop iwi development project plan Implementation of Iwi Development Plan Draft Iwi Development Plan to Te Runanganui o Ngati Hikairo Draft Iwi Development Plan released to whanau for consultation 	<p>The project is dependent on securing funding at the onset which is the reason to develop a market pitch. Once this is secured then the project requires consultancy support and an ongoing engagement within our iwi over at least 6-8 months. A draft plan will be published for consultation.</p>
Economic Development	<ul style="list-style-type: none"> Economic Opportunities Identified Ongoing through the year Rapid responses made where appropriate 	<p>There may be economic opportunities that the Rūnanga is able to respond and we wish to be able to size these opportunities as they arise.</p>
Business as Usual	<ul style="list-style-type: none"> Implementing the current work programmes for the Treaty Claims and Resource Management We further seek to develop an RMC Capability Plan to ensure the ongoing succession. 	<p>There are existing work programmes in place for these areas.</p>
Governance	<ul style="list-style-type: none"> We seek to ensure there is ongoing Governance Capability through the development of a capability plan, review, and readiness for the next AGM. 	

Te Rūnanganui o Ngāti Hikairo would seek to accomplish the above milestones within the first year and depending on the outcome of this work, it is anticipated that year 2 and 3 will involve the implementation or ongoing development of the milestone outcomes.

OUR MILESTONES

Write 1-3 goals for each project for each month.

	HIKAROTANGA	IWI ENGAGEMENT	IWI DEVELOPMENT	ECONOMIC DEVELOPMENT	BUSINESS AS USUAL	GOVERNANCE
MONTH ONE						
MONTH TWO	Develop Hikairo-tanga Project Specification	Develop Iwi Engagement Project Specification	Develop Market Pitch for project & secure funding Develop Iwi Development Project Specification	Economic Opportunities Identified Ongoing through the year Rapid responses made where appropriate	Implement the Treaty of Waitangi Claims Work Programme Continue to respond to RMC requirements	Develop Governance Capability Plan
MONTH THREE	Appoint Hikairo-tanga Project Lead Establish Sub Committee & Seek Whanau Membership	Appoint Iwi Engagement Project Lead Establish Sub Committee & Seek Whanau Membership	Appoint Iwi Development Project Lead Establish Sub Committee & Seek Whanau Membership	Economic Opportunities Identified Ongoing through the year Rapid responses made where appropriate	Implement the Treaty of Waitangi Claims Work Programme Continue to respond to RMC requirements Develop RMC capability plan	

OUR MILESTONES

Write 1-3 goals for each project for each month.

	HIKAROTANGA	IWI ENGAGEMENT	IWI DEVELOPMENT	ECONOMIC DEVELOPMENT	BUSINESS AS USUAL	GOVERNANCE
MONTH FOUR			Engage Consultants to work with iwi Develop iwi development project plan	Economic Opportunities Identified Ongoing through the year Rapid responses made where appropriate	Implement the Treaty of Waitangi Claims Work Programme Continue to respond to RMC requirements	Undertake review of current governance against plan
MONTH FIVE	Develop Hikairo tangā Development Plan	Develop iwi Engagement Plan	Implementation of Iwi Development Plan	Economic Opportunities Identified Ongoing through the year Rapid responses made where appropriate	Implement the Treaty of Waitangi Claims Work Programme Continue to respond to RMC requirements Publish RMC Capability Plan	Prepare for AGM
MONTH SIX			Implementation of Iwi Development Plan	Economic Opportunities Identified Ongoing through the year Rapid responses made where appropriate	Implement the Treaty of Waitangi Claims Work Programme Continue to respond to RMC requirements Implement RMC Capability Plan	AGM Held

OUR MILESTONES

Write 1-3 goals for each project for each month.

	HIKAROTANGA	IWI ENGAGEMENT	IWI DEVELOPMENT	ECONOMIC DEVELOPMENT	BUSINESS AS USUAL	GOVERNANCE
MONTH SEVEN	Commence Hikairo-tanga Initiatives	Commence Iwi Engagement	Implementation of Iwi Development Plan	Economic Opportunities Identified Ongoing through the year Rapid responses made where appropriate	Implement the Treaty of Waitangi Claims Work Programme Continue to respond to RMC requirements Implement RMC Capability Plan	Governance Orientation and Planning
MONTH EIGHT			Implementation of Iwi Development Plan	Economic Opportunities Identified Ongoing through the year Rapid responses made where appropriate	Implement the Treaty of Waitangi Claims Work Programme Continue to respond to RMC requirements Implement RMC Capability Plan	Implement Governance Capability Plan
MONTH NINE			Implementation of Iwi Development Plan	Economic Opportunities Identified Ongoing through the year Rapid responses made where appropriate	Implement the Treaty of Waitangi Claims Work Programme Continue to respond to RMC requirements	Implement Governance Capability Plan

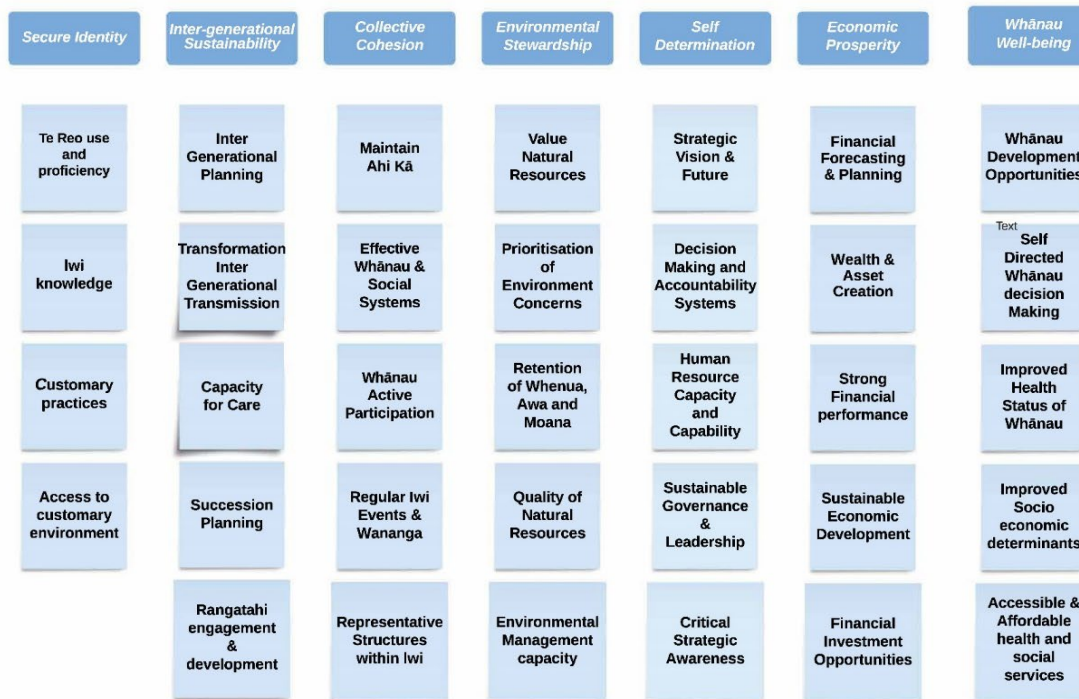
OUR MILESTONES

Write 1-3 goals for each project for each month.

	HIKAROTANGA	IWI ENGAGEMENT	IWI DEVELOPMENT	ECONOMIC DEVELOPMENT	BUSINESS AS USUAL	GOVERNANCE
MONTH TEN			Implementation of Iwi Development Plan	Economic Opportunities Identified Ongoing through the year Rapid responses made where appropriate	Implement the Treaty of Waitangi Claims Work Programme Continue to respond to RMC requirements	Implement Governance Capability Plan
MONTH ELEVEN	Undertake Review of Hikairo-tanga Initiatives		Draft Iwi Development Plan to Te Runanganui o Ngati Hikairo	Economic Opportunities Identified Ongoing through the year Rapid responses made where appropriate	Implement the Treaty of Waitangi Claims Work Programme Continue to respond to RMC requirements Review RMC Capability Plan	Review Governance Capability Plan
MONTH TWELVE		Undertake Review of Iwi Engagement Initiatives	Draft Iwi Development Plan released to whanau for consultation		Finalise project scope and get sign off	

STRATEGIC OUTCOMES

Ngāti Hikairo Outcomes



Te Rūnanganui o Ngāti Hikairo intend to measure our success through an outcomes approach. We have identified key areas that we will measure:

- Secure Identity
- Intergenerational Sustainability
- Collective Cohesion
- Environmental Stewardship
- Self-Determination
- Economic Prosperity
- Whānau Wellbeing

The framework is outlined in the attached framework.

NEXT STEPS

Te Rūnanganui o Ngāti Hikairo invite whānau to provide feedback on the strategic plan through either a feedback session at the AGM or through virtual means such as an online hui or survey.