

2020-30

Mangahanea Marae Strategic  
Plan



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# 1. Background

The land on which the Mangahanea Marae is sited was established as a Māori Reserve under the Natives Purposes Act 1937 on the 29 October 1947. Work began on the carvings and tukutuku panels for the wharenuī (Hinetaora) during the 1880's and was formally opened in 1896. The unique carving and tukutuku adorned wharekai (Rutu Tawhiorangi) was built and opened in the late 1930's.

Mangahanea Marae has served the community and its whānau and hapū extremely well since its establishment. The marae has hosted individuals, families and organizations in times of celebration and in times of sadness and continues to do so to the present day. Today it houses an active and vibrant Kohanga Reo which caters to the learning and language needs of nga tamariki o nga uri o Hinetaora.

In the 124 plus years of the marae's existence it has hosted thousands upon thousands of locals and visitors. In the last 10 years whanau members have sought and successfully gained funding that has enabled the replacement of the roof and the installation of a sprinkler system within the Wharenuī, the installation of protective roofing and concreting over one area of the Paepae. So much has been achieved but we still have a way to go to develop all areas of the marae complex so that it can continue to service the needs of nga uri a Hinetaora for years to come.

The Mangahanea Marae Committee and Trustees have worked diligently over the past 10 years to carry out the refurbishments and updates to the marae and currently we express gratitude for the work and diligence of past and present committee members and whanau.

The Mangahanea Marae Strategic Plan 2020-2030 is a continuation of the development and maintenance plan for the marae. The document sets out our strategic direction for the next 10 years and clearly identifies the tasks and activities needed to achieve what we want to do.

Integral to the success of this strategic plan is the continued support of our whānau, hapū and community. In order to facilitate your access to information and participation or contribution, the marae committee has established access through "Facebook" (Mangahanea Marae Pride) and website ([mangahaneamarae.com](http://mangahaneamarae.com)). You can also contact the Marae Committee Management members:

Chairman: Tim Maru  
[02108410970](tel:02108410970)  
[tkcontractors@gmail.com](mailto:tkcontractors@gmail.com)

Secretary: Colene Herbert  
0278989190  
[colene.herbert@gmail.com](mailto:colene.herbert@gmail.com)

Treasurer: Wi Mackey  
(06) 864 8229  
[whaipooti@xtra.co.nz](mailto:whaipooti@xtra.co.nz)

Co-Treasurer Maia Tokona  
[maia.tokona@gmail.com](mailto:maia.tokona@gmail.com)



Figure 1: Kawhia Milner, Ted Bear, Stuart Morice outside Hineta Porā circa 1978

## 2.Strategic Outlook

### **VISION – TIROHANGA WHAKAMUA**

**Mangahanea Marae is a safe and vibrant place where our children, families, communities and visitors find comfort and thrive**

*He wāhi haumaruru he wāhi whakaongaonga a Mangahanea – he wāhi manaaki me te whakaora i a tātau tamariki, whānau, manuhiri hoki.*

### **PURPOSE – NGĀ WHĀINGA**

**To ensure our children, families, communities and visitors will always be embraced with aroha, whanaungatanga and wairuatanga through strong marae practices in manaakitanga and tikanga**

*Mā te manaakitanga me ngā tikanga a tō mātau marae ka tauawhitia a tātau tamariki, whānau, manuhiri hoki e te aroha, te whanaungatanga me te wairua*

# Principles and Values

The fundamental Principles underpinning this strategy are:

## Manaakitanga - Caring

The need to care for and help each other. The importance of caring about people, our children, whānau, kaumatua and the community.

## Kaitiakitanga – Guardianship

The need to protect and preserve our taonga and all the things that we treasure. The need to preserve the tikanga of Te Whānau a Hinetapora, which is the essence of who we are. It is our heritage.

## Aroha - Love

The need to have respect for ourselves and for others. The need to ensure we support our families wherever they are.

## Whanaungatanga - Relationships

The importance of tamariki learning and valuing their relationships with each other, their whānau and their community. The relationships we develop by working co-operatively with ourselves and with others.

## Kotahitanga - Unity

The need to work in unity to ensure we move as one as we pursue our dreams and goals.

## Wairuatanga – Spirituality

The need to never lose sight of the Wairua within us.

Values identified as important to this and future strategies for the Mangahanea Marae Committee also included:

Excellence

Commitment

Participation

Quality

Respect

Honesty

Innovation

Knowledge

Diversity

Credibility

Integrity

Humility

Patience

Tolerance

Inclusiveness

Equity and Fairness

Transparency

Aroha

## Goals

The Marae Committee identified the following ideals and goals that reflect their desires and how they envisaged what the future of the marae would appear like in the next 1-10 years. This was achieved by asking the following questions.

What ideals does the Marae Committee want most to realize?

What values does the Marae Committee want to guide it?

What will give direction to the Marae Committee's existence?

What will be the driving forces behind the Marae Committee?

The Marae Committee identified that ideally over the next 10 years they would most like to realize that the marae:

1. Is a vibrant and living environment and fully utilized.
2. Provides modern and functional facilities and services.
3. Is in excellent condition with an ongoing successful maintenance plan.
4. Has a redevelopment plan which will accommodate a self-contained Kohanga Reo and improved marae storage and management facilities.
5. Has effective security and fire protection systems and plans
6. Is fully landscaped marae with low maintenance gardens
7. Has fully restored taonga (carvings, tukutuku panels, whakairo etc)

Expectations resulting from the ideals above are that the Marae Committee will have contributed to developing:

1. Widespread awareness of the Marae Committee's activities and goals through a Mangahanea Marae website and Facebook.
2. Community wide support and participation in the achievement of our goals.
3. Effective governance (participation; roles & responsibilities, establish portfolio teams)
4. Regular Wananga programming each year (History, Wharenui & Wharekai, Whakapapa, Paepae, Te Reo)
5. Developed succession plan for the paepae etc (Rangatahi & pakeke involvement)

The developments identified as important to the wellbeing, growth and success of the Marae Committee are:

1. A policy framework on which effective Marae Committee decisions can be made.
2. Strategies to focus effective activities in achieving marae goals.
3. Implementation plans for all key strategies.
4. Identifying and recruiting the right people with the right skills.
5. Clearly defined responsibilities within the Marae Committee.
6. Strong relationships with the community and all key stakeholders.

# Pathway to The Future

## Where We Are Today

In planning a pathway to the future, the Marae Committee decided it was necessary to review the current status of the Marae and the Marae Committee. In doing so it was an opportunity to learn from what is currently being done to enhance what needs to be done next.

The following are key areas that demonstrate the current status of the Marae:

- Marae wharekai needs modernizing

- Select marae taonga require restoration

- Marae needs fire protection facilities extended to all areas of the marae

- Kohanga Reo is using the wharekai which can be an inconvenience to both the Kohanga Reo and to the marae

- Lack of clarity around practices and procedures (Policies – Health & Safety, Use of facilities etc)

- No strategies to give direction and focus going forward (fundraising, income, etc)

- There is a strong sense of whanaungatanga and whakapapa links amongst the Committee members.

- There is also a strong sense of commitment, drive and ambition within the committee

## Into the Future

In having a clear view of where the Marae Committee is currently at and what are the key issues it faces particularly in the short term, the Marae Committee then asked the question; *“What actions do we need to take as a team in order to be strong enough to achieve our goals and keep the Marae Committee moving forward?”* As a result, the following were identified as areas in which strengthening would be necessary if the Committee is to have momentum moving forward. These are:

- Establish good clear policies, procedures and practices

- Establish a set of portfolios to effectively spread the workload amongst the Marae Committee/Trustees

- All Marae Committee/Trustees need to have a role in at least one marae portfolio

- Promote the committee and the marae

- Up skill our collective and individual knowledge, capability and capacity

- (history, marae, reo, paepae etc)

- Introduce better and wider planning

- Share marae and hapū information locally, nationally and internationally

- Engage whānau and our community through regular marae events and activities (vital to engage tamariki and rangatahi)

- Engage with and support other marae and their communities



Encourage whānau and rangatahi involvement through training and education  
Strengthen our knowledge in respect to whakapapa knowledge and marae protocol  
Establish sound funding strategies  
Develop a communication strategy that promotes the significance of our purpose and vision.

Other areas that would contribute significantly to the moving forward momentum of the Marae Committee would be:

To complete a Policies Manual  
Develop a Project Plan for marae redevelopment and maintenance.  
Develop an Investment/Funding Plan.

### **Key Stakeholders**

In planning this strategic plan, the committee concluded that they must ensure they have an intimate relationship with ngā uri o Te Whānau a Hinetaora.

Additionally, it was also concluded that it was vital for the Marae Committee to form strategic alliances with the local community and local businesses, government agencies and the Gisborne District Council.

### **Blocks and Constraints**

Through this strategic planning process, a couple of concerns have emerged that were of risk to the Marae Committee in achieving its goals. These concerns are:

Low trustees' participation and contribution and leaving it all to a small group of committed people.

The lack of adequate commitment to fundraising or investment may hamper the completion of the actions the committee needs to take.

A lack of respect for the committee decisions that are put in place.

### **Strengths**

In developing this strategic plan, the Marae Committee assessed its ability to pick up on the issues that may constrain efforts to fulfil its purpose and achieve its goals. There is considerable confidence that the Marae Committee with the support of whānau, hapū and other key stakeholders will ultimately utilize the collective strengths of the trustees, which are based on:

Genuine desire to improve the status of the marae

Whakapapa links

Whanaungatanga

The right people with the right skills and experiences

# Key Focus Areas

If the Marae Committee is to give positive effect to its purpose, then the key focus areas for this strategic plan are the following:

## 1. Governance

### *1.1. Leadership*

There is a requirement for the leadership of the Marae Committee to take ownership of this strategic plan and provide the appropriate governance and management of future developments and day-to-day activities.

### *1.2. Roles and Responsibilities*

The roles and responsibilities within the Marae Committee are to be specified through the creation of various portfolios.

### *1.3. Investment and Finance*

Effective investment and finance management is vital to the medium to long term success of the marae. Hence the need for the Marae Committee Management group to hold responsibility for this portfolio. An Investment and Finance Plan is to be developed.

### *1.4. Policy Development*

A priority for the Marae Committee is the establishment of policy areas to give clearly defined guidelines for decision making and for enforcing appropriate procedures and practices to ensure the effective and efficient operation of the Marae and the safety and wellbeing of all who visit, participate or work on the marae.

### *1.5. Marae Services*

A priority for the Marae Committee is to ensure all users of the marae have access to the best facilities and services we can provide. The Marae Committee will develop on-line bookings for the use of the marae through the new website.

## 2. Communications

### *2.1 Promoting the Mangahanea Marae and Marae Activities*

The Marae Committee will develop a communication strategy and develop access utilizing modern technology such as Facebook and a marae website. The Marae Committee will utilize these media to inform whānau and hapū of marae and hapū events, project developments and create opportunities for whānau connecting with each other

## *2.2 Seeking Support*

The new communications strategy should also create opportunities for whānau and hapū members to support the long-term viability of the marae as a successful gathering place for ngā uri o Te Whānau a Hinetaora hapū.

## **3. Marae Upgrades**

### *3.1 Upgrading Marae Facilities and Services*

The Marae Committee will develop a 10year plan for upgrading the marae facilities and services.

### *3.2 Te Kohanga Reo Facilities*

The Marae Committee will work cooperatively with the Marae Kohanga Reo to identify opportunities to establish the Kohanga in an independent building.

### *3.3 Fire Protection*

The Marae Committee will investigate opportunities to protect the marae facilities and taonga from fire and earthquake damage.

### *3.4 Landscaping and Vehicle Parking*

The Marae Committee will develop a 10 year plan to fully landscape the marae and upgrade on-site vehicle parking.

## **4. Developing Whānau and Hapū**

### *5.1 Establishing Wananga Programmes*

The Marae Committee will establish Wananga programmes where whānau can participate in learning about the marae history, whakapapa and reo

### *5.2 Succession Planning*

The Marae Committee will develop a succession plan for ngā uri o Te Whānau a Hinetaora to strengthen the long-term capability to practice marae tikanga, manaakitanga and wairuatanga.

# Strategic Objectives

**Table 1**

| <i>KEY FOCUS 1</i>                                | <i>STRATEGIC ISSUES</i>                  | <i>STRATEGIC OBJECTIVES</i>  |
|---|--|--|
| Effective and Efficient Governance and Management | Leadership                               | 1. Effectively manage the plans and activities that are developed as a direct result of the Mangahanea Marae Strategic Plan 2019-2024            |
|   | Roles & Responsibilities                 | 2. Establish a set of portfolios by which all trustees and committee members can participate and contribute                                      |
|   | Investment & Finance                     | 3. Establish an Investment & Finance Portfolio   |
|   |  | 4. Develop a 5-year Mangahanea Marae investment and finance plan   |
|   | Policy Development                       | 5. Develop a set of policies that guide the management and administration of the committee   |
|   |  | 6. Develop a set of policies that guide the health and safety of all who occupy the marae  |
|   | Marae Services                           | 7. Effectively manage the day to day operations of the marae including bookings  |
|   |  | 8. Develop an on-line booking system through the new Website   |
| <i>KEY FOCUS 2</i>                                |  |  |
| Communications                                    | Promoting the Marae and Marae activities | 9. Establish and maintain a Mangahanea Marae “Facebook Page”   |
|   |  | 10. Establish and maintain a Mangahanea Marae Website  |
|   | Seeking Support                          | 11. Develop a Communications Strategy to support whānau and hapū to be informed and to participate and/or contribute to the success of the marae |
|   |  | 12. Develop a yearly fundraising plan outlining a schedule of events and activities  |

| <b>KEY FOCUS 3</b>              | <b>STRATEGIC ISSUES</b>         | <b>STRATEGIC OBJECTIVES</b>  |
|---------------------------------|---------------------------------|--|
| Marae Restorations and Upgrades | Facilities and Services         | 15. Develop a 10-year plan for upgrading the maraes' facilities and services   |
|                                 | Te Kohanga Reo Building         | 16. Cooperate with Kohanga Reo to identify a new building location   |
|                                 | Fire and Earthquake Protection  | 17. Develop a plan for protecting the marae facilities and buildings from fire and earthquake damage                 |
|                                 | Landscaping and Vehicle Parking | 18. Develop a 10-year plan to fully landscape the Marae site.  |
|                                 |                                 | 19. Develop a plan for upgrading the marae vehicle parking facilities  |
|                                 | Marae Taonga                    | 20. Develop a 3-year plan for restoring marae taonga and their heritage status                                       |
| <b>KEY FOCUS 4</b>              |                                 |  |
| Developing Whānau and Hapū      | Wananga Programmes              | 21. Establish Wananga programmes for whānau to participate and learn about the marae history, whakapapa and reo      |
|                                 | Succession Planning             | 22. Develop a Mangahanea Marae succession plan to develop and sustain resources based on marae tikanga, kawa and reo |

## 6. Recommended Portfolios

The following portfolios are recommended so that the Mangahanea Marae Committee can manage on a regular basis all the strategic objectives outlined in table 1 above.

**Table 2**

|   | <b>PORTFOLIO</b>                | <b>STRATEGIC OBJECTIVES</b>                                | <b>TRUSTEES/WHĀNAU</b>   |
|---|---------------------------------|--|--|
| 1 | Governance                      | 1, 2, 3, 4, 5, 6, 7, 8<br><br>(from Table 1 above)         | Tim Maru<br>Wi Mackey<br>Bill Burdett<br>Colene Herbert<br>Maianga Tokona                              |
| 2 | Communications                  | 9, 10, 11, 12<br><br>(from Table 1 above)                  | Tim Maru<br>Anaru Kaiwai<br>Colene Herbert<br>Maianga Tokona   |
| 3 | Marae Restorations and Upgrades | 13, 14, 15, 16, 17, 18, 19, 20<br><br>(from Table 1 above) | Panapa Ehau<br>Katarina Porou<br>Flo Beach-<br>McClutchie<br>Kararaina Simeon<br>Suman Te Puni         |
| 4 | Developing Whānau & Hapū        | 21, 22<br><br>(from Table 1 above)                         | Selina Mathieson<br>Kiwi Chambers<br>Flo Beach<br>Myrtle Terekia<br>Katarina Porou<br>Kararaina Simeon |

The Marae Committee welcomes individuals and whānau who wish to support or participate in any of the portfolio focus areas above. Please contact one of the trustees listed below.

## 7. APPENDIX 1

### Trustees Contact Details

| NAME                   | ADDRESS   | HOME PHONE  | WORK PHONE               | MOBILE       | EMAIL  |
|------------------------|---|-------------|--------------------------|--------------|--|
| William (Billy) Walker | 2 Racecourse Road;<br>Ruatoria                              | 06 864 8448 |                          |              |  |
| William (Bill) Burdett | 243 Tuparoa Road<br>Ruatoria                                | 06 864 8966 | 06 864 8966              |              | bill.burdett@gdc.govt.nz   |
| Wi Mackey              | 269 Tapuaeroa Road<br>Ruatoria                              | 06 864 8229 | 06 864 8229              |              | whaipooti@xtra.co.nz   |
| Reweti Kaiwai          | 12 Walkers Road<br>Ruatoria                                 |             | 06 864 8408              |              |  |
| Suman Te Puni          | P.O. Box 124<br>Ruatoria                                    | 06 864 8442 | 06 864 6803<br>Extn- 833 | 0211189983   | <a href="mailto:Suman.tepuni@nph.org.nz">Suman.tepuni@nph.org.nz</a>   |
| Whai Kaiwai            | 1 Burdett Place<br>Ruatoria                                 | 06 864 8490 | 06 864 8490              |              |  |
| Tawhai McClutchie      | 7 Mangahanea Street<br>Ruatoria                             | 06 864 8394 | 06 864 8394              | 027 498 9987 | <a href="mailto:eastcapeorganics@xtra.co.nz">eastcapeorganics@xtra.co.nz</a>   |
| Ian Proctor            | Gisborne  | 06 8629437  |                          |              | ian.procter@ird.govt.nz  |
| Timoti Maru            | 4/18 Neal Avenue<br>Glenfield P.O. Box 36016<br>Auckland    | 09 441 3143 | 021 352636               | 021 352636   | <a href="mailto:timotiul@gmail.com">timotiul@gmail.com</a><br><a href="mailto:jtandtkcontractors@gmail.com">jtandtkcontractors@gmail.com</a> |
| Natalie Cairns         | 243 Tuparoa Road<br>Ruatoria                                | 06 864 8966 | 06 864 8450              |              | natmilner2015@gmail.com  |
| Charlie Poutu          | 477 Waiomatatini Road<br>Ruatoria                           | 06 864 8689 |                          |              | <a href="mailto:charliepoutu@xtra.co.nz">charliepoutu@xtra.co.nz</a>   |
| Hone Kaiwai            | 457 Pehiri Road<br>C/- Waerenga o Kuri PO;<br>Gisborne 4036 | 06 863 7077 | 06 867 9847              | 027 475 8715 | <a href="mailto:honekaiwai@xtra.co.nz">honekaiwai@xtra.co.nz</a>   |
| Carl Tuhou             | TBC*  |             |                          |              |  |
| Tony Tuhou             | TBC*  |             |                          |              |  |
| Raymond Thompson       | TBC*  |             |                          |              |  |