



MANGAHANEA

MARAE

Strategic Plan

2011 - 2016

Kia mau ki ngā tikanga tuku iho
ō a tatou mā tipuna o Hinetapora

JULY 2011

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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 organisations in times of celebration and in times of sadness and continues to do so to the present day. In the 114 plus years of the marae's existence it has hosted thousands upon thousands of locals and visitors. In this year 2011 the age and wear and tear on the marae and its facilities is clearly evident.

The Mangahanea Marae Committee and Trustees have worked diligently over the past 8 years to establish a development and maintenance plan for the marae. A feasibility study and a development plan were completed in 2006 which was a consideration of repairs and maintenance to the existing buildings in conjunction with modifications that provide improvements to the facilities and use of the marae.

In April 2009 the marae committee was successful in lodging a Marae Heritage and Facilities Funding application to build a new marae ablution block. The new ablution block was completed late 2010 and is a significant improvement and an asset to the marae and community.

The Mangahanea Marae Strategic Plan 2011-2016 is a continuation of the development and maintenance plan for the marae. The document sets out our strategic direction for the next 5 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 are in the process of setting up a Website (mangahaneamarae.com). You can also contact the Marae Committee Management members:

Chairman: William (Billy) Walker (06) 864 8448
Secretary: William (Bill) Burdett (06) 864 8966
Treasurer: Wi Mackey (06) 864 8229

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 of the things that we treasure. The need to preserve the tikanga of Te Whānau a Hinetaora, 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 where ever 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 | • Innovation | • Patience |
| • Commitment | • Knowledge | • Tolerance |
| • Participation | • Diversity | • Inclusiveness |
| • Quality | • Credibility | • Equity and Fairness |
| • Respect | • Integrity | • Transparency |
| • Honesty | • Humility | |

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 1-5 years. This was achieved by asking the following questions.

- What ideals does the Marae Committee want most to realise?
- 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 4-5 years they would most like to realise that the marae:

1. Is a vibrant and living environment and fully utilised.
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, Wharenuui & 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.

3. 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:

- Repairs to the wharenui and wharekai are necessary
- Select marae taonga require restoration
- Marae facilities and services need modernising
- Marae needs fire protection facilities
- 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)
- New ablution block is completed
- 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

Getting Stronger

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 definitely 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 the Marae Committee's *Pathway to the Future*, 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 considered to be 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

Strengths

In developing the *Pathway to the Future*, the Marae Committee assessed its ability to pick up on the strategic 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 utilise the collective strengths of the trustees, which are based on:

- Leadership dexterity
- Genuine desire to improve the status of the marae
- Whakapapa links
- Whānaungatanga
- The right people with the right skills and experiences

4. Key Focus Areas

If the Marae Committee is to give positive effect to its purpose then the key focus areas for this initial 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 utilising modern technology such as Facebook and a marae website. The Marae Committee will utilise 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 Hinetapora hapū.

3. Marae Repairs and Maintenance

3.1 Marae Condition Report – October 2006

The Marae Committee will review the Marae Condition Report – October 2006 with the aim of developing a repairs and maintenance plan for the next 5 years. This will include an estimate of associated costings.

4. Marae Upgrades

4.1 Upgrading Marae Facilities and Services

The Marae Committee will develop a 5 year plan for upgrading the marae's facilities and services.

4.2 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.

4.3 Fire Protection

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

4.4 Landscaping and Vehicle Parking

The Marae Committee will develop a 5 year plan to fully landscape the marae and upgrade on-site vehicle parking.

5. Restoration of Marae Taonga

5.1 Restoration Plan

The Marae Committee will develop a 5 year plan for the restoration and preservation of all the marae taonga particularly those that are currently in a damaged state.

6. Developing Whānau and Hapū

6.1 Establishing Wananga Programmes

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

6.2 Succession Planning

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

5. Strategic Objectives

Table 1

KEY FOCUS 1	STRATEGIC ISSUES	STRATEGIC OBJECTIVES
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 2011-2016
	Roles & Responsibilities	2. Establish a set of portfolios by which all trustees and committee members can participate and contribute
	Investment & Finance	3. Establish a 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 that 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
KEY FOCUS 2		
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
KEY FOCUS 3		
Marae Repairs & Maintenance	Marae Condition Report - October 2006	13. Review the Mangahanea Marae Condition Report – October 2006
		14. Develop a Marae Repairs and Maintenance Plan for the next 5 years

KEY FOCUS 4	STRATEGIC ISSUES	STRATEGIC OBJECTIVES
Marae Upgrades	Facilities and Services	15. Develop a 5 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 5 year plan to fully landscape the Marae site.
		19. Develop a plan for upgrading the marae vehicle parking facilities
KEY FOCUS 5		
Restoration of Marae Taonga	Restoration Plan	20. Develop a 5 year plan for the restoration and preservation of all marae taonga
KEY FOCUS 6		
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 is able to manage on a regular basis all of the strategic objectives outlined in table 1 above.

Table 2

	PORTFOLIO	STRATEGIC OBJECTIVES	TRUSTEES/WHĀNAU
1	Governance	1, 2, 3, 4, 5, 6, 7, 8 (from Table 1 above)	William (Billy) Walker William (Bill) Burdett Wi Mackey Shirley Reedy Tawhai McClutchie Hone Kaiwai
2	Communications	9, 10, 11, 12 (from Table 1 above)	Hone kaiwai William (Billy) Walker Wi Mackey
3	Marae Restorations Upgrades & Repairs	13, 14, 15, 16, 17, 18, 19, 20 (from Table 1 above)	Shirley Reedy Tawhai McClutchie Whai Kaiwai Natalie Cairns Charlie Poutu
4	Developing Whānau & Hapū	21, 22 (from Table 1 above)	Tawhai McClutchie Puti Rickard Suman Te Puni Hone Kaiwai

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; Ruatoria	06 864 8448			
William (Bill) Burdett	243 Tuparoa Road Ruatoria	06 864 8966	06 864 8966		Fax - 06 864 8967
Wi Mackey	269 Tapuaeroa Road Ruatoria	06 864 8229	06 864 8229		
Shirley Reedy	120 Reporua Road Ruatoria	06 864 0056	06 864 0056		a.reedy@clearnet.co.nz
Ramari Collier	16 Crossroads Ruatoria	06 864 8130			
Reweti Kaiwai	12 Walkers Road Ruatoria		06 864 8408		
Suman Te Puni	P.O. Box 124 Ruatoria	06 864 8442	06 864 6803 Extn- 833	0211189983	Suman.tepuni@nph.org.nz
Whai Kaiwai	1 Burdett Place Ruatoria	06 864 8490	06 864 8490		
Tawhai McClutchie	7 Mangahanea Street Ruatoria	06 864 8394	06 864 8394	027 498 9987	eastcapeorganics@xtra.co.nz
Ian Proctor	TBA*				
Timoti Maru	4/18 Neal Avenue Glenfield P.O. Box 36016 Auckland	09 441 3143	021 352636	021 352636	timotiul@gmail.com jtandtkcontractors@gmail.com
Natalie Cairns	243 Tuparoa Road Ruatoria	06 864 8966	06 864 8450		
Charlie Poutu	477 Waiomatatini Road Ruatoria	06 864 8689			charliepoutu@xtra.co.nz
Hone Kaiwai	457 Pehiri Road C/- Waerenga o Kuri PO; Gisborne 4036	06 863 7077	06 867 9847	027 475 8715	honekaiwai@xtra.co.nz
Marie Collier	TBA*				
Carl Tuhou	TBA*				
Tony Tuhou	TBA*				
Raymond Thompson	TBA*				

*To Be Advised