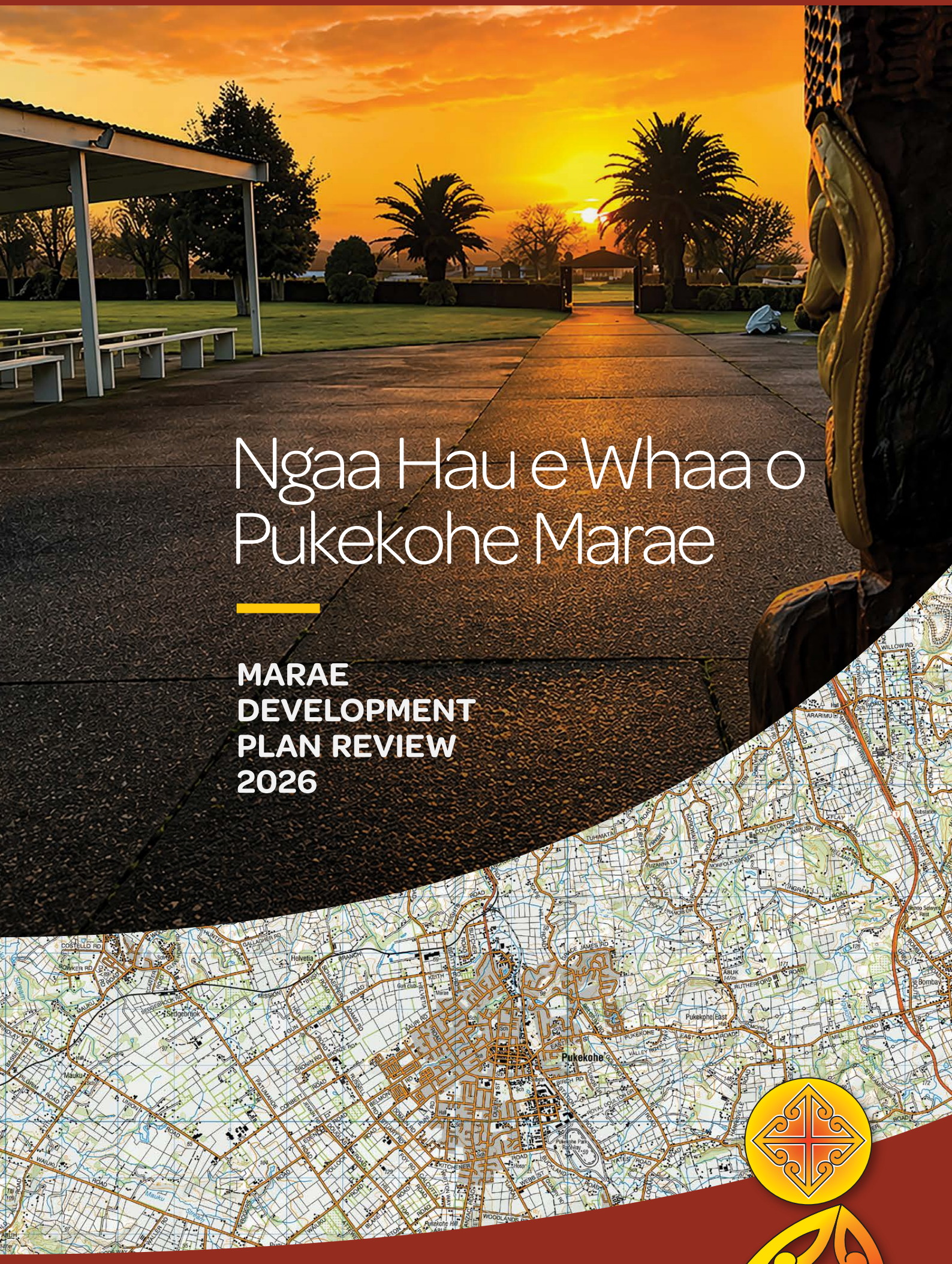


Ngaa Hau e Whaa o Pukekohe Marae

MARAE DEVELOPMENT PLAN REVIEW 2026

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Acknowledgement

This review of the Ngaa Hau e Whaa o Pukekohe Marae Development Plan has been prepared by the Pou Tokomanawa of Ō Manuka Ltd. The review draws upon information gathered through wānanga with kaumaatua, kui, and whaanau members, together with historical information provided by the whaanau.

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Ō Manuka Ltd

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Part 1: Introductions

Overview

Marae Development Plans (MDPs) remain the foundational planning document for marae, capturing the vision, aspirations, and long-term goals of whaanau for their marae future. The plans also outline the strategic priorities and actions required to turn that vision into reality.

For key stakeholders, including local, district, regional, and national funding agencies, the MDP provides a clear understanding of the marae, the communities it serves, and its development priorities. As highlighted in the MDP review reports, many funding organisations have made significant investments in projects identified through the 2021 plan, demonstrating the value of MDPs as a catalyst for marae development and growth.

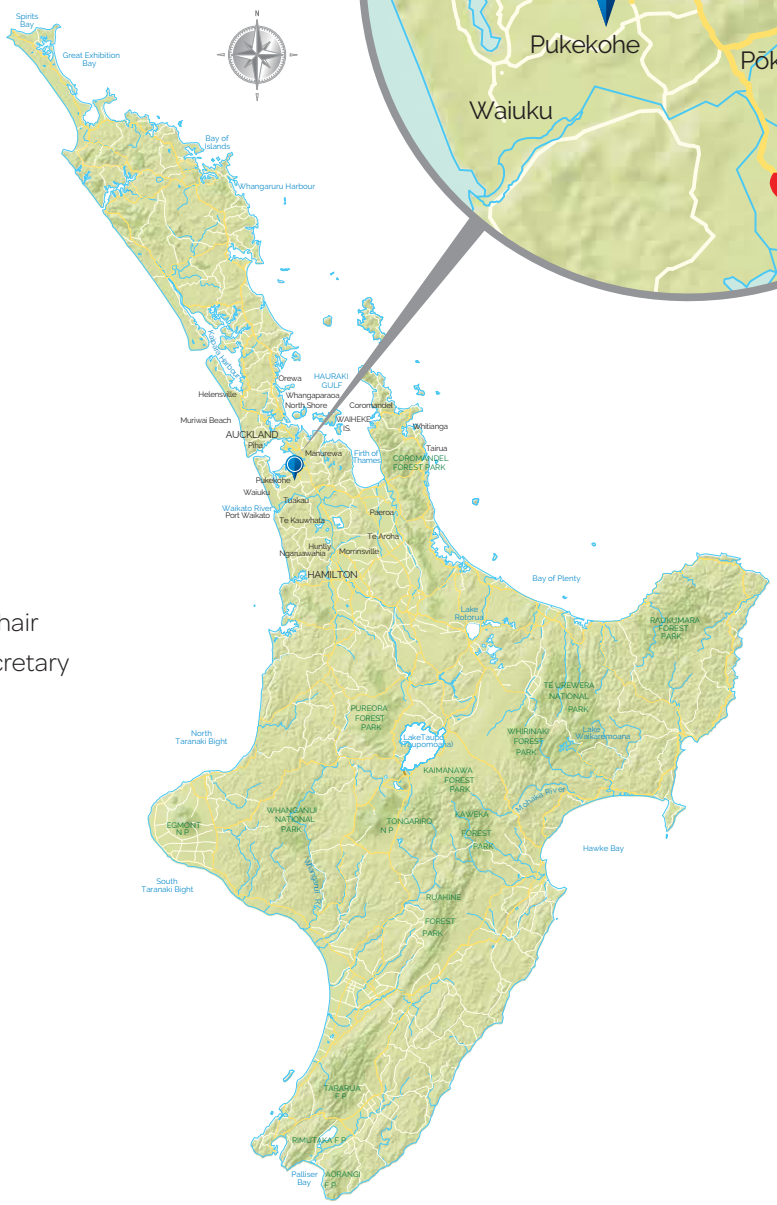


With many of the capital works projects out of the way this 2026 edition of the MDP focuses heavily on the softer goals, such as the development of the people. Succession planning and the knowledge areas of te reo, tikanga, budgeting, money management, and governance have been scheduled into a long-term action plan.

Location

Ngaa Hau E Whaa O Pukekohe marae is located on the northern outskirts of Pukekohe. The hapuu is Ngaati Tamaoho of the Waikato-Tainui confederation. The wharenui is named Ngaa Hau e Whaa and the wharekai is Te Tari O Te Ora.

There are also workshop, sports fields, kaumaatua flats, a training centre and a koohanga reo. Ngaa Hau E Whaa O Pukekohe marae is ancestrally linked to the maunga Taupiri and to the Waikato River.



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Governance:
Raemon Matene – Chair
Denise Proctor – Secretary
Ken Hiku – Treasurer

Executive Summary

This 2026 Marae Development Plan Review marks an important point in the journey of Ngaa Hau e Whaa Marae o Pukekohe. At the halfway stage of the current strategy, the review provides an opportunity to acknowledge the significant progress made since the adoption of the 2021 Marae Development Plan, to reflect on the aspirations of whaanau, hapuu, iwi and community partners, and to confirm the priorities that will guide the Marae over the next ten to fifteen years.

The review recognises the achievements delivered through strong governance, whaanau commitment, stakeholder support and sustained project management, including major improvements to whenua and facilities, strengthened rangatiratanga, progress in sustainability, and the advancement of maatauranga.

It also records the new priorities identified through whaanau engagement in 2026: waananga, whanaungatanga and facilities. Together, these priorities set a clear direction for a thriving Marae, connected whaanau, flourishing whenua and future generations who are confident in their identity, tikanga, reo and tuurangawaewae.

This report is organised to help readers distinguish between the original 2021 Marae Development Plan, the 2021–2026 review findings, and the renewed strategic direction for 2026–2040.







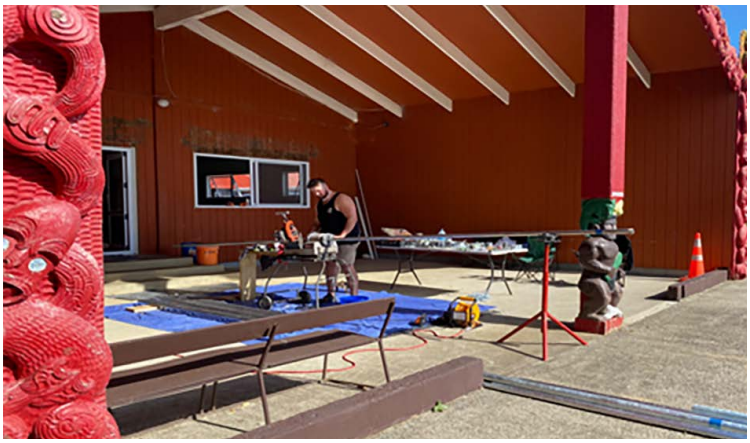


Ngaa ringa hapai



Part 2: Progress since 2021

The progress report demonstrates that Ngaa Hau e Whaa Marae o Pukekohe has made substantial progress since the adoption of the 2021 Marae Development Plan. At the halfway point of the 10-year strategy, the Marae has delivered significant achievements across the four original priority areas: whenua and facilities, rangatiratanga, sustainability, and maatauranga.



Key achievements include the completion of major capital works, including the full renovation and refurbishment of the wharenui, the creation and installation of taonga and mahi toi, upgrades to the kitchen and dining facilities, and the renovation of Te Manaaki Flats.

More than $2 million in development projects has been completed, underpinned by strengthened governance, effective project management, sustained stakeholder engagement, and the timely completion of funder accountability reporting.

The report also identifies clear progress in rangatiratanga, reflected in stronger leadership, accountability, governance systems, policy development, stakeholder confidence, and whaanau support. Progress in maatauranga includes the implementation of te reo, whakapapa and hiitori waananga, paepae development, and planning for Kohanga Reo and Whare Kura. Under sustainability, the Marae has future-proofed key facilities, introduced new technology, developed resilience strategies, and responded to flooding events.

Overall, the review confirms that the Marae has achieved substantial progress through the collective commitment of trustees, whaanau, funders and stakeholders. It also highlights the importance of succession planning, resourcing, and developing the next generation of leaders to sustain momentum. The 2026 review identifies three priority focus areas for the next stage of development: waananga, whanaungatanga and facilities.

Progress Summary by 2021 Priority Area

Whenua & Facilities	**Highlight** 1. Governance capability strengthened 2. Engagement of key Marae Development stakeholders 3. Almost $2 million of capital works projects completed 4. Funder accountability reports submitted	**Results** » Wharenui fully renovated and refurbished » Taonga and mahi toi created and installed » Full renovation and refurbishment of the kitchen and dining facilities » Te Manaaki Flats renovated, with a new roof, two new bathrooms, modernised kitchens, healthy homes accreditation, heat pumps installed, and fully insulated
Rangatiratanga	**Highlights** 1. Strengthened governance led to stronger leadership and accountability 2. Improved governance systems and policies 3. Outstanding project management 4. Almost $2 million of developments are completed 5. Te reo, whakapapa and hītori Waananga implemented 6. Project planning for Koohanga Reo and Kura Maaori are underway 7. Strong representation at Tainui Games	**Results** » Stakeholder confidence » Sound decision making » Good leadership and accountability » Strategy advanced
Sustainability	**Highlights** 1. Key facilities future proofed 2. Integrated new technology throughout the marae. 3. Development of a resilience strategy for the marae with storage of critical emergency supplies. 4. Maintenance & facilities management	**Results** » New facilities future proof » Marae preparedness strategies developed » Resilience supply containers Providing 72 hours of safe independent refuge and support » Emergency water and fuel reserves, temporary shelters, independent power supply » Essential tools & equipment » Caretaker, dedicated storage unit. Secure mowers & tools & ground keeping assets
Maatauranga	**Highlights** 1. Strategy developed 2. Te reo, whakapapa and hītori Waananga implemented 3. Project planning for Koohanga Reo and Kura Maaori are underway	**Results** » Strategy » Learning opportunities » Maatauranga planning for future generations

Key Review Findings

The highlights and results show strong progress against the four key priorities. The delivery of two major renovation and refurbishment projects and the renovation of Te Manaaki Flats is indicative of great leadership, good planning and strong project management. Great leadership is validated by great followship. The Trustees and whaanau have worked well together to complete the task necessary to achieve the outcomes they have.

Furthermore, the presence of good governance is evident in the confidence marae development funders has shown in the trustees and marae whaanau. Funders are assured by the timely delivery of projects and the satisfactory completion of accountability reports.

A further consideration worth mentioning, is that these complex projects are being delivered by volunteer whaanau and trustees. Strategically, this matter sits in the priority area of sustainability. Succession planning, inspiring the next generation of leaders and governors, and securing resources will be important to maintain the momentum.

"Kua tawhiti kē tō haerenga mai, kia kore e haere tonu. He nui rawa ō mahi, kia kore e mahi tonu."
"You have come too far, to not go further, you have done too much, not to do more" Nā Tā Himi Henare



Kitchen upgrades

- Upgrades include some of the latest technologically advanced catering equipment.
- New stainless-steel surfaces, new utensils, cutlery.
- A new upgraded potable water system with four tank rainwater collection system and a dedicated multi-stage filtration unit further enhancing the marae self-sufficiency goals.
- New and enhanced safety features throughout, refurbished non-slip floors modernising the wharekai ensuring durability, cleanliness and a pleasant presentation of the facility for manuwhiri.
- New ovens, dishwashing systems, easy clean walls and surfaces.
- Lots of bench space & storage – fresh and clean

Dining Hall refurbishments

- New mahi toi, artwork, fresh paint, clean easy maintenance surfaces.

Installation of solar system

- To both the dining hall & Ablutions block

Refurbishment of the Wharenui

- Installed a new emergency management system with two dedicated water tanks to supply fire engines in the event of an emergency.
- New tukutuku panels, kōwhaiwhai and decorative artwork throughout the inside with new carpets
- Fully upgraded and refurbishment to the carvings mahau and the whole exterior. Fresh paint throughout.

Technology & site security

- The instillation of high-speed Wi-Fi and a comprehensive security cameras system covering the entire marae, protecting assets, monitoring access and providing connectivity for whaanau and manuwhiri















Part 3: New Strategic Direction

In May 2026, whaanau were invited to participate in an exploration exercise that informed the development of this review. Through this process, three priority focus areas emerged: ***waananga, whanaungatanga, and facilities***. All uncompleted actions from the 2021 plan have also been incorporated into the review to ensure continuity and ongoing progress.

Our Strategy

VISION

The nature of the winds

Our Vision is whaanau thriving, and whenua flourishing, through traditional knowledge, being bold and creating leaders. ngaa hau taonga tuku iho, kaha, rangatiratanga

MISSION

Kia tupu, kia hua, kia puaawai.
Na Te Puea Herangi

VALUES

Whanaungatanga – *relationship & connections*

Manaakitanga – *Respect & protection*

Kotahitanga – *Prosperity in unity and movement*

Kaitiakitanga – *Responsibility as Governance and Leaders*

GOALS

2026-2040

Waananga – *The marae is the base for all educational programmes*

Whanaungatanga – *Uplift our people through kotahitanga and whanaungatanga*

Facilities – *We have the facilities we need for our future*

Goals

GOAL 1	Waananga
VISION	**Ko te marae te tuaapapa o te ake ake** The marae is the enduring foundation that sustains us forever
MISSION	**Mahia te mahi** Develop the learning and education programmes that will strengthen our future
RATIONALE	Our people will be strong in "te reo me ngaa tikanga me ngaa mea Maaori". They will know who they are, and they will have the skills and knowledge to live a full and productive life
STRATEGIC INTENT	The strategic intent is threefold: 1. To create learning programmes that empower whaanau with the skills, knowledge, and confidence needed to lead fulfilling lives. 2. To develop and sustain a range of events and activities that bring whaanau together to work, share kai, learn, grow, and strengthen relationships with one another. 3. To foster greater whaanau pride in and ownership of their marae, encouraging active participation in its governance, management, and day-to-day operations.
ACTIONS	1. Establish a waananga roopu 2. Develop a Kura Poo programme cover a range of subjects 3. Develop a 3-day te reo me ngaa tikanga waananga 4. Create an annual sports event. 5. Create an annual events calendar 6. Finalise an annual events calendar

EXAMPLE ONLY

Event	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
Te reo tikanga			3 days							3 days	
Kura Po		1 night		2 nights		1 night		2 nights			2 nights
Research Strategy	1 night		1 night		1 night		1 night		1 night		
Annual sports							1 day				

GOAL 2	Whanaungatanga
VISION	**Amohia ake te ora o te iwi** Uplift our people through kotahitanga and whanaungatanga
MISSION	**Mahia te mahi** We go forward in togetherness, celebrating our pan-tribal identity and determining our future through practical well-balanced collaboration and innovation.
RATIONALE	Our Marae is established on whanaungatanga. It is the strengthening of connections of whaanau, hapuu Iwi. It links the four winds our Tuupuna came through to support our whakapapa and belonging
STRATEGIC INTENT	Through a broad variety of events and celebrations we spend time together, and value the needs of our marae.
ACTIONS	1. Support the actions described in the waananga goal 2. Develop and implement the succession plan strategy (SPS). 3. Develop the "ringa raupa" (potential next generation of leaders) data base 4. Develop and implement the Sports & Activation strategy

GOAL 3	Facilities
VISION	**Maaku anoo e hanga tooku nei whare.** We have the facilities we need for our future
MISSION	**Mahia te mahi** Work, play and enjoy life together
RATIONALE	Our key buildings have been refreshed and refurbished, now we begin work on home ownership, papakaainga, hauora facilities, sporting and education facilities.
STRATEGIC INTENT	To have a housing programme that brings whaanau home to the marae. To be able to deliver education and wellbeing services from the marae
ACTIONS	1. Engage Maaori housing development advisors and expert 2. Create a facilities development strategy 3. Prioritise and schedule the facilities development programme 4. Engage key housing stakeholders
Development Pathway & Phasing Note:	Facilities initiatives are delivered through a phased model: prioritising shovel-ready infrastructure, Papakaainga housing, and site utilities first, followed by feasibility studies, business case development, and external partner co-funding for broader health and community amenities.

Part 4: About the marae

The Maaori Reservation is located within the boundary of Tainui and Ngaati Tamaoho is recognised as the original hapuu (mana whenua) of Pukekohe and surrounding districts. Our Marae is located on the northern outskirts of Pukekohe, Auckland. Our Marae is a vital part of the community and displays its mana and manaakitanga by bringing together people, ngaa waka katoa O Aotearoa from near and far for celebrations, fundraisers, tangihanga, hui, wananga and more. Our dream is to have our people back to celebrate who we are as the whaanau of Ngaa Hau e Whaa Marae. Our people connected, our facilities updated and our Maaoritanga strong, thriving and leading full lives for generations to come.

The Marae Development Plan review process has bought forward three (3) new strategic goals. However, it is important to note that while aspects of the 2021 plan were not completed, they have been integrated into the three new goals:

- Waananga
- Whanaungatanga
- Facilities

Our focus is on strengthening our whaanau and developing our whenua as kaitiaki and to ensure we create future leaders to sustain the growth of our people. The whaanau have spoken, they want to ensure our next generation are equipped with the knowledge, support and vision to maintain and sustain our Marae as our Turangawaewae.



Rt. Hon. Sir William Birch, Lady Rosa Birch,Te Arikinui, Kuini, Te Ataairangi Kahu, Whatumoana Paki. (1989)

Legal Status

Legal Entity Name

Nga Hau E Wha O Pukekohe Society Incorporated

Charities Commission status

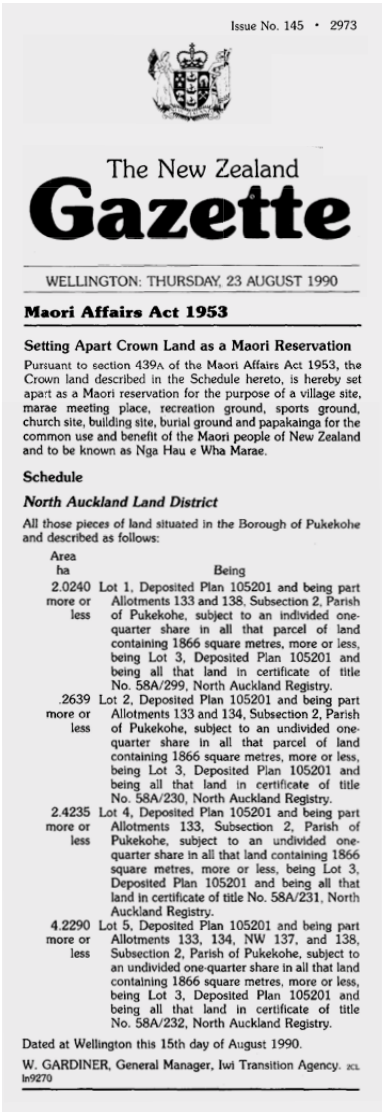
Registration number: CC63661

Maaori land Act

(Te Ture Whenua) Land Notices:

The NZ Gazette, 23 August 1990,
No 145. p.2983

The NZ Gazette, 29 March 1990,
No 48, p.1129
Ngaa Hau E Wha Marae O Pukekohe Maaori Reservation – 1990 Awaiting confirmation



Issue No. 145 • 2973

The New Zealand
Gazette

WELLINGTON: THURSDAY, 23 AUGUST 1990

Maori Affairs Act 1953

Setting Apart Crown Land as a Maori Reservation

Pursuant to section 439A of the Maori Affairs Act 1953, the Crown land described in the Schedule hereto, is hereby set apart as a Maori reservation for the purpose of a village site, marae meeting place, recreation ground, sports ground, church site, building site, burial ground and papakainga for the common use and benefit of the Maori people of New Zealand and to be known as Nga Hau e Wha Marae.

Schedule

North Auckland Land District

All those pieces of land situated in the Borough of Pukekohe and described as follows:

Area ha	Being
2.0240 more or less	Lot 1, Deposited Plan 105201 and being part Allotments 133 and 138, Subsection 2, Parish of Pukekohe, subject to an individed one-quarter share in all that parcel of land containing 1866 square metres, more or less, being Lot 3, Deposited Plan 105201 and being all that land in certificate of title No. 58A/299, North Auckland Registry.
.2639 more or less	Lot 2, Deposited Plan 105201 and being part Allotments 133 and 134, Subsection 2, Parish of Pukekohe, subject to an undivided one-quarter share in all that parcel of land containing 1866 square metres, more or less, being Lot 3, Deposited Plan 105201 and being all that land in certificate of title No. 58A/230, North Auckland Registry.
2.4235 more or less	Lot 4, Deposited Plan 105201 and being part Allotments 133, Subsection 2, Parish of Pukekohe, subject to an undivided one-quarter share in all that land containing 1866 square metres, more or less, being Lot 3, Deposited Plan 105201 and being all that land in certificate of title No. 58A/231, North Auckland Registry.
4.2290 more or less	Lot 5, Deposited Plan 105201 and being part Allotments 133, 134, NW 137, and 138, Subsection 2, Parish of Pukekohe, subject to an undivided one-quarter share in all that land containing 1866 square metres, more or less, being Lot 3, Deposited Plan 105201 and being all that land in certificate of title No. 58A/232, North Auckland Registry.

Dated at Wellington this 15th day of August 1990.

W. GARDINER, General Manager, Iwi Transition Agency. [SCL In9270]





Hiitori

In 1959 Ngaa Hau E Whaa Community Hall was opened by the late Rt.Hon. Sir Walter Nash, Minister of Maaori Affairs following fundraising projects initiated by the Maaori community. The Community Hall was built on the Pukekohe Maaori School land in Ward Street. This hall served as a "Marae" for the Maaori community for 25 years. In 1972 a committee was formed to raise money for the establishment of a Marae complex for the Maaori community of Pukekohe. A Marae project steering committee was eventually established with representatives from Ngā Hau E Whā Hall Trustees and Marae Committee,

- The Pukekohe Maaori Committee,
- Member of Parliament for Franklin,
- Pukekohe Borough Councillors and
- Department of Maaori Affairs.

The land in Beatty Road, Pukekohe was declared as a suitable site and was set aside as a Maaori Reservation.

In 1984, Ngaa Hau E Whaa community Hall in Ward Street was partly demolished and the framework was transported to Beatty Road.

The hall was re-designed and reconstructed as the Marae Wharenui.

Ngaa Hau E Whaa O Pukekohe Society (Incorporated) was formed in 1984 under the Incorporated Societies Act 1908 to access government and community funding where fifteen trustees were duly elected.

Te Arikinui Kuini Te Ataairangikaahu opened the Marae complex on 30th September 1989. Ngaa Hau E Whaa was the name given to our wharenui. The Wharekai was also opened on the 30th of September 1989, jointly by Te Arikinui, Kuini Te Ataairangikaahu and the Rt. Hon. W.F. Birch, Member of parliament for Franklin.

On the 20th of September 1997 the trustees and beneficiaries signed a covenant with the Kiingitanga Movement. This "Kawenata" formally aligns Ngaa Hau E Whaa with the Tainui Confederation of Tribes which give allegiance to the Kiingitanga. Tainui protocols and customs (tikanga/kawa) is embraced.

Ngaa Hau E Whaa Marae has provided a safe cultural space for all our Maaori who migrated to Pukekohe in search of employment and came from the "four winds". (ngaa waka katoa o Aotearoa).



Part 5: Deeper analysis of progress

Strategic Focus 2021	Intended Impact	The result to date	Updated Focus 2026 - 2040
Whenua and facilities Hauora, maatauranga and housing	▶ Our leader shares the process and learnings. ▶ Our facilities are compliant and fit for purpose ▶ We identify development & learning opportunities ▶ The fruition of our moemoeaa, from past and for future sustainability of our whaanau. ▶ We are good kaitiaki of our assets. ▶ Home ownership of healthy and safe housing. ▶ Employment and high achievement in academia, sports and health.	1. Facilities condition assessment report received 2. Engagement of key Marae Development stakeholders 3. Governance capability strengthened 4. Marae infrastructure program initiated 5. Development funding secured 6. Projects completed and funder reports submitted 7. Papakaainga development project initiated 8. Completed projects include: » Infrastructure upgrades » Wharenui renovations completed, » Wharenui taonga was created, refurbished and installed » Dining room and kitchen renovations completed » Te Manaaki Flats renovated	**Facilities (Focus area 3)** Health & care facilities » GP Clinic » Whare Oranga upgrades » Hospice / Respite facility » Youth Centre » Recreational Centre and Gym Utilities & sustainability » Solar power / renewable energy » Reticulation and water reuse » Other resilience upgrades Community activation spaces » Sporting academy includes golf, softball, cricket, basketball, league & rugby » Sports field development & upgrades » Drive in movies (day and night), podcast & music recording facilities, and a radio station. » Trade training courses and facilities » Micro-nursery & mara kai Marae care and maintenance programme » Repairs and upgrades to buildings and infrastructure in a timely manner

Strategic Focus 2021	Intended Impact	The result to date	Updated Focus 2026 - 2040
Rangatiratanga Strengthening our whaanau identity and cultural confidence » Self-determination	▶ Pathways for leadership. ▶ Empowering our whaanau ▶ Leaders in Tikanga Te Reo and all Kaupapa Maaori, Management and Governance. ▶ Clear and robust systems and policies. ▶ Employment and high achievement in academia, sports and health.	1. Governance capability strengthened 2. Strong leadership and accountability 3. Robust governance systems and policies 4. Excellent engagement of key marae development stakeholders, including local and central government agencies, Iwi & hapuu, regional funding entity, philanthropic entities, local business, Maaori development entities, Ngaa Whare Waananga, whaanau and more 5. Led an effective community support response to the Covid 19 pandemic 6. Clear and effective strategy strongly supported by whaanau 7. Outstanding project management 8. More than $2 million of development completed 9. Te reo, whakapapa and hītori Waananga implemented 10. Project planning for Kohanga Reo and Kura Maaori are underway 11. Powerful representation at Tainui Games	**Whanaungatanga (Focus area 2)** Marae operations and roles » Marae committees » Ringawera » Elections » Succession planning » Ongoing governance training Community engagement & partnerships » Continue to strengthen connections with key stakeholders (reported earlier) Social & physical activation » Whaanau Days » Annual sports Days » Inter-sports events (Paa wars) » Line dancing, zumba, boxing » Music-based exercise programmes

Strategic Focus 2021	Intended Impact	The result to date	Updated Focus 2026 - 2040
Sustainability Environmental, Social and Economic • Creating a sustainability strategy • Prioritise rangatahi • Potential actions: » economic development, » rongoa, » renewable energy, » businesses and » grow our cultural capital	▶ Self-sustained Marae ▶ Digital Technology and Scientific ability. ▶ Accountability to maximise integrity and transparency ▶ Self-sufficient whaanau hapuu and Iwi. ▶ Employment and high achievement in academia, sports and health. ▶ Strengthen our Paepae, our whaanau, hapuu and Iwi ▶ Generate income streams to sustain our Marae	1. Future proofing facilities 2. Building technology capability into governance and marae management 3. Integrated new technical equipment throughout the marae. 4. Development of a resilience strategy for the marae 5. Responded to significant flooding event	

Strategic Focus 2021	Intended Impact	The result to date	Updated Focus 2026 - 2040
Maatauranga Kura Maaori, Whare Waananga » Create a Maatauranga strategy » Prioritise mokopuna & tamariki » Ahikaaroa, generational learning » Learning on the marae	▶ Confident whaanau thriving through identity and knowledge. ▶ Leaders of Te Reo me ona Tikanga Karakia – Waiata – Whaikorero Paepae Whakapapa ▶ Valued and secure in their own identity. ▶ Increased participation of the whole whaanau. Confident whaanau, lifelong learners, ▶ Increased participation of the whole whaanau. ▶ Lifelong learners	1. Strategy developed 2. Te reo, whakapapa and hītori Waananga implemented 3. Paepae development initiated 4. Project planning for Kohanga Reo and Kura Maaori are underway	**Waananga (Focus area 1)** The marae as the base for » Education & qualifications: » Kohanga Reo » Kura Kaupapa, Whare Kura » Te Reo Maaori classes (beginner to advanced) » Business classes » Research & higher learning » Master Planning & Feasibility Studies Wellbeing & training » Medical training » Te Ao Maaori perspectives » Tikanga classes » Mahi toi, creative & digital arts » Te Reo Waananga Financial & housing support » Budgeting workshops » Financial advice » Saving & insurance » Debt management » Home ownership and Papakaainga housing Cultural & media » Maaori Radio station » Whaanau story telling

Goal Tables and Potential Actions

Waananga	Goals	Potential actions
Ko te marae te tuaapapa o te ake ake The marae is the enduring foundation that sustains us forever	**1. Education & qualifications:** » Kohanga Reo » Kura Maaori » Te Reo Maaori classes (beginner to advanced) » Business classes » Research & higher learning » Master Planning & Feasibility Studies **2. Wellbeing & training** » Medical training » Te Ao Maaori perspectives » Tikanga classes » Mahi toi, creative & digital arts » Te Reo Waananga **3. Financial & housing support** » Budgeting workshops » Financial advice » Saving & insurance » Debt management » Home ownership and Papakaainga housing **4. Cultural / media** » Maaori Radio station » Whaanau story telling	1. Develop an annual plan of events a. 2 x 3day te reo, tikanga, hitori, and mahi toi » Develop a budget and a funding plan » Confirm key presenters » Develop resources b. Develop a schedule of Kura Po / night classes (1 to 2 hours) » 2 x Budgeting & Finance workshops » 2 x home ownership & debt management workshops » 2 x Hauora workshops » 2 x Research & planning 2. The Annual Sports event a. Planning & administration b. Venue & management c. Catering & accommodation d. Project management e. Budgets & Funding 3. Develop an events calendar (example below) a. Schedule monthly activities

Whanaungatanga

Amohia ake te ora o te iwi

Uplift our people through kotahitanga and whanaungatanga

Goal

1. **Marae operations and roles**
   - » Marae committees
   - » Ringawera
   - » Elections
   - » Succession planning
   - » Ongoing governance training
2. **Community engagement & partnerships**
   - » Continue to strengthen connections with key stakeholders (reported earlier)
3. **Social & physical activation**
   - » Whaanau Days
   - » Annual sports Days
   - » Inter-sports events (Paa wars)
   - » Line dancing, zumba, boxing
   - » Music-based exercise programmes

Potential actions

Note: Research & Strategy scheduled into calendar example.

1. Form a Succession Planning Roopu
2. Develop the **Succession Plan Strategy** (SPS) & implement
   a. Align SPS goals with annual events
   b. Develop a communications strategy that ensures key messages are being delivered through all events
   c. Develop a stakeholder map and align with the communications strategy
   d. Create a data base of potential ringa raupā that might transition into
3. Develop a Sports & Activations strategy and integrate it into the annual calendar of events
   a. Establish a Sports & Activations working group



Facilities

Maaku anoo e hanga tooku nei whare.

We have the facilities we need for our future

Goal

1. **Health & care facilities**
   - » GP Clinic
   - » Whare Oranga upgrades
   - » Hospice / Respite facility
   - » Youth Centre
   - » Recreational Centre and Gym
2. **Utilities & sustainability**
   - » Solar power / renewable energy
   - » Reticulation and water reuse
   - » Other resilience upgrades
3. **Community activation spaces**
   - » Sporting academy includes golf, softball, cricket, basketball, league & rugby
   - » Sports field development & upgrades
   - » Drive in movies (day and night), podcast & music recording facilities, and a radio station.
   - » Trade training courses and facilities
   - » Micro-nursery & marakai
4. **Marae care and maintenance programme**
   - » Repairs and upgrades to buildings and infrastructure in a timely manner

Potential actions

1. Establish a facilities development roopu
   a. Develop a facilities priority schedule
   b. Develop a facilities maintenance schedule
      - » Maintenance programme
      - » Painting, replacement schedule, cleaning programme, regular electrical assessments, etc.
2. Developing a Hauora strategy
   a. Vision, purpose, goals and actions
   b. Initiate actions to address priority one
   c. Develop a business plan that incorporates stated strategic goals, iwi & hapū aspirations, feasibility assessments, funding options, workforce capability & capacity, key collaborators & stakeholders and governance oversight
   d. Identify the facilities needs to deliver the Hauora strategy
3. Review the Sport & Activation strategy to confirm facilities need
   a. Develop a business plan to deliver the facilities needed to deliver the S&A strategy

Capability & Capacity considerations

Introduction

The marae development plan review has identified three new key strategic goals. Succession planning will be a key consideration that will influence how well the marae whaanau will deliver the strategic goals. The review identified the successes of the current marae leadership and their ability to deliver strategic outcomes. However, sustaining those leadership qualities and commitments over the next 10 to 15 years will be a challenge. This challenge is not unique to Ngaa Hau e Whaa marae whaanau, it is a challenge being faced by a large majority of marae whaanau across Aotearoa.

This section offers an overview of capacity needs to deliver the outcomes or goals described above.

1. **Governance / Trustees** (5 people) – responsible, accountable, leadership, finance & budgets reporting
2. **Marae Committee** (5 – 15 people) – tangihanga, paepae, kaitiaki, manaakitanga, catering, communication, events organisation & co-ordinations, lawns, opening & closing facilities, hire-age, operational budgets
3. **Waananga roopuu** (5 – 8 people) – Lead, programme designer & content developer, resources, catering, budget, funding & fundraising, facilitators, administrator, registration &comms
4. **Kura Poo** (3 people) – administrator, facilitator, content production team, stakeholder liaison
5. **Research & Strategy** (2 – 3 people) – Identify future leaders through marae events and kaupapa to encourage and develop participation in the workstreams and roopuu above. Facilitators, researcher, administration & communications
6. **Facilities Roopuu** (3 – 5 people) – Projects Lead / manager, Tradesman, designers, facilitators, end users, technology integration advisor, & whaanau
7. **Hauora Roopuu** (3 – 5 people) – Project lead, Hauora experts, designers, facilitators, end users, technology integration advisor, & whaanau helpers
8. **Maintenance Roopuu** (3 – 4 people) – Programme leader, tradesmen, a team of kaimahi & whaanau helpers

Part 6: Conclusion

In conclusion, this review affirms that Ngaa Hau e Whaa Marae has built a strong foundation through determined leadership, collective whaanau effort, and the successful delivery of major development priorities since 2021. The next phase will require the same unity, discipline, and commitment, with a deliberate focus on waananga, whanaungatanga, facilities, succession planning, and the development of future leaders. By continuing to work together, strengthen identity, care for the whenua, and invest in the people, Ngaa Hau e Whaa Marae will remain a place of belonging, learning, resilience, and opportunity for current and future generations.





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