

Wainuiomata Marae

Development Plan

February 2021



Prepared by the Wainuiomata Marae Committee Trust

Approved for Release :

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Date 1.2.2021

Wainuiomata Marae Committee Trustee

The Wainuiomata Marae Vision

To protect and nurture our marae, our environment
and the taonga tuku iho handed down from our tupuna
to ensure the wellbeing and sustainability
of our community and future generations

1. Introduction

The Wainuiomata Marae Trust (WMT) have prepared this *Marae Development Plan* (MDP) to guide future management decisions, investment and actions to achieve a range of cultural, community and sustainability outcomes that are integral to the purpose of the marae.

The decision to prepare a Marae Development Plan was motivated by the emergence of a number of challenges and opportunities facing the marae in recent years. Collectively, the challenges are starting to adversely affect the functioning of the marae and the ability of the WMT to realise a number of opportunities that align with marae's Vision and Purpose.

This was confirmed at the MDP wananga held at Wainuiomata Marae on 11 July 2020, where the following issues and opportunities were identified and discussed in terms of the impact on the marae, risks, priority, dependencies and potential actions toward resolving them. These form the basis of the *Marae Development Plan*:

- ♦ Sustainable Income
- ♦ Succession
- ♦ Marae Buildings and Grounds (Maintenance and Fit-for Purpose issues)
- ♦ Proposed Papakainga Housing Development:
 - ♦ Locate Tihei Rangatahi on site
 - ♦ Expand/Develop Health and Social Services

The group started by reviewing and affirming the purpose and values of the marae and listing all the activities (cultural, social, fund-raising) that occur at the marae (see Sections 5 and 6 below)

The group then considered if the current marae facilities (buildings and services) or the capacity and capability of marae members, management and/or systems were sufficient to ensure the aspirations of the marae were achieved.

This process identified a number of emerging issues and opportunities which were developed into **Goals** (What we want to achieve) and **Objectives** (How we are going to achieve our Goals) which included a set of proposed actions. These form the basis of the Wainuiomata Marae Development Plan (See Sections 7 and 8)

The MDP starts by providing a brief Background of the marae (Section 2), an outline of the steps followed to create this MDP (Section 3) and a Summary of Papakainga Project that is currently in the planning phase (Section 4).

2. Background Overview of the history of the marae and its people (1-2 pages)

DRAFT _ source Te Wharenuī Pukeatua (10 Sept 1988)

Wainuiomata Marae: Background (for Marae Development Plan)

The numerous artifacts found in and around Wainuiomata indicate the earliest people to the area were from the moa-hunter period. One of earliest tribes to settle there was Rangitane, followed later by Ngāti Ira and Ngāti Kahungunu who lived peacefully side by side for several centuries. Te Atiawa originally from Taranaki drove these iwi out of the valley and settled beside the Wainuiomata River. From the 1840s onwards European farmers and forestry workers started to arrive in the valley and by the early 1900s the town of Wainuiomata was taking shape.

In the 1940s and 1950s Wainuiomata was rapidly opened up for housing and people from around New Zealand (especially Māori, but also Pacific Islanders and Pakeha) moved there for work and to raise families. From this group came the great leaders who worked tirelessly to establish Pukeatua Marae. Their vision was for a 'house of people' where people of all cultures and ethnicities could live in harmony under the guidance of tikanga Māori and within the spirituality of Pukeatua.

The vision for establishing an urban Marae at Wainuiomata originated in the 1960s out of concern by community Kaumatua for their people's needs. In particular Wainuiomata Kaumatua were concerned that:

- 1) bereaved families were holding tangihanga at home which the Council of the day believed was a health hazard. Consequently, Wainuiomata families had to consider taking their tupapaku back to their tribal area at great expense, which was unaffordable for many
- 2) there was not a suitable place to foster and teach **Toi Māori** (arts, crafts, haka, waiata, tikanga and marae kawa)
- 3) there was a need to bring Wainuiomata's multi-cultural community together under a banner of friendship and togetherness
- 4) Wainuiomata did not have a meeting place and the facilities for young people and family to gather for social and cultural activities

In the early 1970s a marae committee was established to encourage fund raising ideas from the community and to work with the Council. By 1980 enough funds had been raised and a proposal including a marae design and site was accepted.

On the 18 February 1981 a Whakanoa Ceremony took place. The ceremony was a sacred blessing of the site where the marae complex was to be built. The ceremony was conducted by the late Ruka Broughton and representatives from Te Atiawa. The Reverend Tawhao Tioke took the church service accompanied by Samoan, Cook Island, Anglican, Baptist, Salvation Army, Union Church ministers and other religious representatives. A number of Government representatives also attended including the Hon. Ben Couch (Minister of Māori Affairs) and the Hon. Whetu Tirakatene Sullivan.

By 1983 the hall, kitchen and toilet facilities were completed, and the site was blessed at a dawn ceremony in preparation for the building of the Wharenuī and the whakairo, tukutuku kowhaiwhai work. One of the most important factors to the successful development of the marae was the input, and dedication from the community from the outset.

The marae complex was literally built by the Wainuiomata Community, for the Wainuiomata Community. The marae was officially opened in September 1988.

3. MDP Process

Marae Develop Plan – Six Step Process			
Activity / Step	When	Who	Status
1. Wananga	<u>Saturday 11 July</u> <u>9am - 6pm</u> (approx.) Venue: Wainuiomata Marae	• All WM Trustees, and other invitees • Rangatahi reps (4-6pm) tbc • Kuia and Kaumatua reps (4-6pm) tbc	Completed
2. Marae Hikoi:	<u>Friday 10 July 9am</u> <u>-12pm</u> Venue: Wainuiomata Marae	• WM Trustee and Caretaker Project Manager	Completed
3.The story of the marae. Gather all current and historical documents, photos	<u>Now - October 2020</u> This will be covered in the Wananga. However, this an ongoing process throughout the year.	Anybody who has any documents, photos or information about the marae that will help to tell the story of the marae and its people. Please bring these to the wananga or contact ...	Completed
4.Draft Marae Development Plan	<u>July – August 2020</u>	Project manager and WMT members will prepare a Draft Plan for review	Completed
5.Community Input to Draft MDP	<u>August or Sept 2020</u> Includes an open day (4 hrs) for the community to meet with the WMT at the marae	The Draft MDP will be distributed to all main users of the marae and other community groups for review and feedback	Completed
6. Finalise the MDP	September – October 2020	Project manager and WMT members will consider the community feedback and finalise the plan.	Completed

4. Summary of the Papakainga Project

WHO: Wainuiomata Marae Charitable Trust in collaboration with Housing New Zealand, Te Puni Kokiri, University of Otago(Wellington) and Hutt City Council. All parties have expressed a strong commitment for the project. Engagement with the Wainuiomata Community and stakeholders is underway.

WHAT: Wainuiomata Marae Trust has initiated a sustainability project to develop 25-30 eco-friendly houses on Trust land surrounding the marae, and to upgrade the marae. Stage 1 of the project involves 11-12 dwellings. The project has many unique aspects:

- One, is the provision of a range of social, health and education services and social opportunities to enhance and support the well-being of housing residents and the wider community. The services will be delivered from the Wainuiomata Marae in conjunction with Kokiri Marae (Seaview).
- A second is to generate renewable energy on site by using solar PV and micro-grid technologies to minimise energy costs (and CO₂e emissions) for the housing residents and ensure fuel poverty is eliminated.
- A third is a research project that will monitor and study the outcomes of the development over a 5 year period. Outcomes include the health and wellbeing of residents, the marae and the community.
- A fourth, the project provides a unique model for private-public partnerships that are designed to address a range of pressing social issues, evident in many communities around New Zealand today.
- Fifth, the marae will be upgraded and provide training and link with mara kai that will be established on the grounds.

WHY: Like many communities in New Zealand, the Wainuomata Community is being affected by the housing crisis with rising rental rates and house prices, and a shortage of affordable and/or social housing. This is creating significant economic hardship for many households, leading to a range of social issues in the form of overcrowding, social isolation, cultural disconnectedness and reduced home ownership which is negatively impacting the social cohesion, resilience vibrancy, development and sustainability of the community. In addition, environmental sustainability is an issue the housing sector is struggling to address. Reducing greenhouse gas emissions, minimising waste, and ensuring water is used efficiently throughout the construction phase and life of the housing are key aspects of this project.

5. Our Purpose and Values

During the MDP wananga (11 July 2020) we reviewed and made amendments to Wainuiomata Marae's current Purpose and Values. The updated Purpose and Values are the shown below. These collectively guide how the WMT want to interact with the wider community and take care of the marae.

Our Purpose (July 2020)

- We are **leaders** in our community, leading with integrity, honesty, respect and excellence
- We are the living evidence of the continual revitalisation of our culture, Te Reo, Tikanga, Kawa, Taonga and Tukuoho.
- We **support, empower and enable whanau** and individuals to be strong, healthy, wealthy and independent
- We are **kaitiaki** of our total environment
- We **welcome and embrace diversity** of cultures and communities through Te Ao Maori by being encouraging, engaging and supportive of manuhiri in growing their understanding of Māori concepts
- We work collaboratively with all **iwi and other cultures** to enrich the uniqueness of Wainuiomata

Updated July 2020 Marae Development Plan Wananga

Our Values



Tangihanga – Providing holistic support throughout the duration of Tangihanga is a special, important and fundamental part of Te Ao Maori



Hapori (Community) – We demonstrate strong leadership and innovation in our decision making to create and support strong communities



Rereke (Diversity) – We embrace diversity within our community



He Tangata (People) – People are our greatest treasure. We support individuals and whanau to be safe, strong, independent and healthy (emotionally and physically)



Te Taiao (Environment) – We are kaitiaki of our environment. We protect (our taonga), grow (give back), and promote environmental benefits to our community and beyond



Te Ao Maori (Culture) – At the heart of our existence is the need to foster, maintain and evolve matauranga maori



Whakahautana (Innovation) – We continue to pursue and develop new and creative ideas that advance our community

6. This Is How Our Marae Is Currently Used

During the MDP wananga, the WMT and other the attendees listed the activities that the marae is used for or has been used for in the last 1-2 years. (see list below)

Wananga/Hui

- ♦ Gang related
- ♦ Kaumatua housing hui (Wellington Rd)
- ♦ Training Industry – Work-safe Training
- ♦ Takiri Mai Collective
- ♦ Central and Local Government Hui
- ♦ Ora tika clinic/Rongoa
- ♦ Police graduates
- ♦ Council hui
- ♦ Research hui: University of Otago; Te Awanuiarangi Wanaga (Paul Whatuira)

Bookings

- ♦ Weddings
- ♦ Birthdays
- ♦ Reunions
- ♦ Fundraisers
- ♦ Annual Matariki Art Expo (Wearable Arts)
- ♦ Rongoa Maori
- ♦ Health Promo
- ♦ Hangi Pit
- ♦ Kaumatua Day – Weekly
- ♦ Tamariki Ora Clinic
- ♦ Voting Booths – Locals General Elections
- ♦ School Holiday Programmes

Cultural Activities

Tangihanga

Paepae – Having enough, succession
Comms around tangihanga Tikanga required for users
10 x pa: senior groups; school college roopu

Kapa Haka

Kapa Haka

Other

Paepae/ Karanga Classes (Te Roopu Faumata, weekly) Waiata, Karanga, Whaikorero

Te Kakano Putanga o Pukeatua ?

Weaving Classes

(Daily/Weekly) - Tukutuku, Restoration of Whariki

Matariki Expo / Wearable arts - Arts Maori, Ta moko, Waiata

Rongoa Clinic

(weekly) – Ora Tika Rongoa Maori (Kawakawa, Kumarahou, Mirimiri, Romiromi)

Kaumatua Roopu

(weekly) - Kanikani, Waiata, Whakawhanaungatanga,

Kohanga Reo

Te Ngahere o te Rangimarie

Taonga Taakaro

Kio Rahi, Maori Traditional dance

Iwi Hui for Te Puna Wai ?

Wananga/Hui

Cultural based presentations – Moana Jackson

Marae Experience

Schools from around NZ

Hangi

Hireage, Teaching

Te Taiao

Kiwi release Programme (DoC, Rimutaka Forest Trust)

Environmental Hui

Research

The main points from listing these activities (above):

- 1: The marae is used for a wide range of activities some of these are cultural and others are for community and business use.
- 2: The cultural activities occur regularly (weekly, fortnightly or monthly). However, there is a need to develop cultural capability around marae tikanga and Te Ao Maori generally, and to enable the younger generation into management roles.
- 3: Given the number of different activities and the prospect of increasing or changing use of the marae, the system and processes currently used to manage the marae activities should be reviewed to determine if they are robust enough to meet future demands.
- 4: There is a constant stream of bookings from community and government and other groups throughout the year. These could be followed up for new bookings
- 5: Current use of the marae does not cover the cost of maintaining and operating the marae
- 6: The marae facilities need maintenance and upgrade (See details below)
7. The marae does not currently have the facilities or management capacity necessary to accommodate potential future uses such as papakainga housing and a hauora hub.

7. Consultation with the Tihei Rangatahi Roopu

On 11 November 2020, a consultation session was held with the Tihei Rangatahi roopu to get their whakaaro about Wainuiomata Marae. The purpose of this exercise was to provide an opportunity for rangatahi to feedback on the positives, improvements and barriers they feel there are for them at Wainuiomata Marae.

WHO

29 rangatahi were involved in the consultation. Their ages ranged from 9 to 19 years old. A mixture of male and female predominately Māori with 1 being European and 6 being Samoan and 22 being Māori.

HAVE YOU BEEN TO THE MARAE?

19/29 have been to the Marae, 10 had not been to the marae.

POSITIVES

- Very welcoming
- Feel comfortable there
- Feels like I'm at home
- Love the carvings
- Like the new toilets – they're so nice actually thought they'd be ugly

IMPROVEMENTS

- We could have Kapa haka comps
- Competitions on knowing your roots and where you come from
- More noho marae
- Art and painting
- Powhiri to be involved in
- New furniture
- Have a market
- Have Ta Moko there
- More activities kids will enjoy outside
- Have more creative activities

BARRIERS

- ♦ Not being Māori – Can we have a Pacific Festival?
- ♦ We thought you had to be welcomed to go to the Marae
- ♦ Need to pay money, we don't have enough money
- ♦ Families don't know about the Marae

8. Our Goals: These Are The Things We Want to Achieve:

These goals were developed by the WMT and other attendees during the wananga on July 11 2020.

- A. Create/Update the **Story of the Marae and its People**. This includes creating an archive of important historical documents and photos, as well as photos and korero of marae carvings, panels and other cultural features.
- B. Establish a **Sustainable Income** for the marae
- C. Review **Management and Booking** processes and charge out rates
- D. Enable **Succession** in two main areas:
 - 1) Cultural Capacity (Matauranga Maori; Marae Tikanga/Kawa)
 - 2) Governance, Management and Operation of the marae
- E. Address/Resolve significant **Maintenance Issues** and manage others
- F. **Upgrade/Develop the Marae and Grounds** for future services and uses, including:
 - 1) Social Housing - Papakainga Project with Kainga Ora
 - 2) Health and Social Services Clinic
 - 3) Tihei Rangatahi Facility
 - 4) Catering Business and Training
 - 5) Increased Corporate Customers
 - 6) Access to the hillside / rongo / pathways /
- G. Develop effective **Communications** with the local and wider community

Goals - Are written in plain language and easy to understand

9. Objectives: How we are going to achieve our Goals

A. Creating the Story of the Marae and Its People

The purpose is to build on the booklet produced in 1988 to ensure the story of the marae and its people over the last 40 years is well documented and not lost to future generations. This will uplift the identity, mana and wairua of the marae and create connections between generations and within the community.

The first step in doing this is to identify and source relevant documents and plans (current and historical) and research their content to form the basis of 'the story' about the marae, its people and history. Ideally, we would also include interviews with key individuals to contextualise and corroborate the content of the material we source (i.e. record oral histories)

We are also looking into an archiving activity in the wharenui, where pou, whakairo and tukutuku panels are documented (photographed, details and story recorded, including interviews) and collated into a resource for the marae.

Actions A:

1. Linda has a large amount of archive material (currently stored on L2 of the wharekai?), which needs to be sorted, reviewed and archived.
2. Continue to ask the community for historical documents and photos
3. An opportunity exists to involve local schools in this process (Renee is looking into this)
4. Cheryl is looking into funding to support these activities including a photographer to work with Linda (and possibly students) to photograph carvings, panels and other cultural items
5. Timeframes (what are the timeframes for this objective)?
6. Develop team and prepare a simple plan including the resource requirements to undertake this activity
7. Add as an agenda item on the next WMT meeting

B. Sustainable Income

One of the key drivers and challenges for the future use and development of the marae is the need to have a sustainable income. A sustainable income for the marae is about having enough income to meet the costs of operating and maintaining the marae while enabling the social and cultural aspirations of the marae and community to flourish.

This topic was widely discussed at the MDP wananga with a range ideas, options and actions suggested ([See list below with associated actions](#)). These could form the basis of a Sustainable Income Strategy.

An important tool to achieving this is to develop a *Sustainable Income Strategy*.

Another aspect is to review current activities (especially those that incur hireage fees) in terms of costs and income and to generate a spreadsheet showing ALL the marae's costs and what these costs relate to.

Ideas and Options to Create a Sustainable Income

1. Health and Social Services Centre

- ♦ A clinic for the whole community, delivering health and social services
- ♦ Services would support the social housing tenants living in the papakainga housing
- ♦ The clinic would be the size of an average 3-bedroom home
- ♦ Could adapt the Marae to fit the required services and spaces for the clinic, or build a separate building (which would probably be the easiest option)
- ♦ We need to improve these services "Kura Whakarauora ki Poneke"

Actions B1: Create a 'Brief' and/or Feasibility Plan outlining:

1. The services that will delivered out of the clinic
2. The facilities and types of 'spaces' that the clinic would require
3. How the clinic will be managed, including managing the finances
4. How income will be generated for the marae
5. How the building and facilities the clinic requires will be funded
6. Potential locations on the marae site

2. Establish a Catering Business and Training Programme Run Out of the Marae Kitchen

- ♦ There is potential to establish a catering business using the marae's kitchen and food storage facilities.
- ♦ The hangi is currently a source of income for the marae. The hangi could be part of the catering business
- ♦ There are still many questions regarding the feasibility of this idea (i.e. the market; health and safety – compliance; finances; accounting; costs/pricing management; employees etc..)
- ♦ The kitchen is currently not suitable for a commercial catering business (i.e. needs to be upgraded to a commercial standard)
- ♦ Running Catering/Cookery Training from the marae is also an option.

Actions B2: Work is required to investigate the feasibility of a catering business and related training courses

1. Create a small team to prepare a Commercial Kitchen and Catering Training Plan
2. Seek funding for the feasibility plan

3. Consider how the kitchen upgrade will be funded and management and training requirements

3. Expand/Develop the Marae as a Venue for Hire

Aim to get more Corporate Companies hiring the Marae

- ♦ Upgrade marae to Corporate standards
- ♦ Digital strategy – Upgrade Wifi, printer, white boards
- ♦ We need full office equipment, FB, website
- ♦ Upgrade the hirage package to include more options
 - For example, Offer packages (bedding, IT)
 - Kiwi Package, facilitation, walk up the bush, Moa history
- ♦ Offering more meeting areas – maybe repurpose the old toilets and upstairs

Talk to Paul Reihana – runs the Wharewaka and talk to Marvin Karawana Catering

Actions B3: Further work is required to investigate the feasibility of developing the marae as a venue for corporate customers, including marketing to existing and potential new customers and understanding their expectations and requirements

Notes:

1. If the marae is up to the standard of corporate customers and their experience is positive (in terms of services, facilities, management and customer service) it is likely other customers will be interested.
2. Consideration must be given to managing the interactions between Corporate customers and social housing. This needs to be handled with some sensitivity – having a good balance between corporate hirers and tenants.

4. Move Tihei Rangatahi to the Marae

Tihei Rangatahi (TR) is a popular youth programme run out of Council buildings in Wainuiomata.

Tihei Rangatahi Programme leader and Marae Trustees agree there are mutual benefits if Tihei Rangatahi were to relocate to the marae grounds.

The benefits include:

- ♦ Many of the rangatahi are Maori and have a connection to the marae
- ♦ Many of activities Tihei Rangatahi run could benefit the marae and the students
- ♦ Supporting the development of Rangatahi in tikanga and kawa associated with the marae
- ♦ Rangatahi could support the marae in many ways including the management of the marae, where there is need to develop and transfer skills to the next generation
- ♦ Rental from Tihei Rangatahi would generate some income for the marae (or be used to service loans for development activities such as establishing a premise for Tihei Rangatahi to operate out of)

Actions B4: Investigate the feasibility of locating TR on the marae site.

1. Start by preparing a simple 'Brief' – What are TR's requirements (facilities, access etc); What is likely rental; What are sources of funding for a facility.

5. Research

To date the marae has created some income by undertaking or being involved in research. The current strategy is to assess research opportunities as they become known

Actions B5: There is potential income from research, but this will need to be investigated in terms of:

1. Current and future research opportunities, including Scholarships
2. Capacity/Capability required to access research funds and carry out the research.

C. Review Management and Booking Processes and Charge-Out Rates

The current management and booking process and systems for marae activities will be reviewed given the increasing demand on marae management.

The marae is going to move toward more activities and corporate customers, as well as operate a Health and social Services Clinic. There will also be a need to manage the relationship with social housing residents.

The overarching management of these activities is required if they are to be sustainable and to provide the services and manage finances, compliance issues and other factors efficiently and effectively.

Be great to have a manager – their role would be :FB, websites, bookings, packages

Action C:

1. Review the current management and booking processes for marae activities and identify where it could be amended to accommodate the greater demands.

D: Enable Succession

While the marae is supported by many individuals in many ways, the governance and management of the marae is managed by a handful of individuals who will retire over the next decade.

This is equally true for cultural activities such as sitting on the paepae and performing karanga and whaikorero. For important occasions and events, such as tangihanga, the number of individuals with necessary cultural skills is in decline.

Many of the current group of Trustees and managers have had a connection with the marae since its beginning, and as such have an enormous amount of matauranga marae that would greatly benefit future generations. There is a very real risk that the knowledge and experience these individuals have will be lost without an active learning-based succession process.

In addition, not only is there a need for additional support from the next generation, but it would be wholeheartedly welcomed by those currently in these roles

Currently the WMT have several ideas to enable succession but they do not have a succession plan.

They are not fully aware of the 'people capacity' they may have available and would be interested in finding other ways to enable and support marae succession.

Actions D:

1. Investigate/ research relevant succession strategies
2. Seek assistance from other organisations and Iwi. Te Atiawa (for example) have a succession strategy to 2040 with 5-year goals.
3. Create a succession strategy (priority of having speakers for Paepae: Set up a Rangatahi Roopu – Whakarau reo , Te Herenga Waka)
4. Set up regular hui between Koroua/Kuia and Rangatahi (this would be facilitated if Tihei Rangatahi relocated to the marae)

E: Resolving Maintenance Issues

The marae, built in the 1970s, requires ongoing maintenance and some areas and equipment are in need of an upgrade or replacement to ensure the marae is able to provide safe, healthy, functional and energy efficient facilities that are appropriate for the community (well into the future) and align with Trust's Vision, Goals and the Purpose the marae

The marae currently has a range of maintenance and repair issues. Several of these are significant and should be prioritised. There are also many smaller day to day maintenance and repair issues.

There are several issues that require specific expertise and capital, which are currently beyond the capacity of the marae.

Ivan has done and continues to do his best to keep up with all of these issues. See Ivan's notes – use these as the basis for a Marae Maintenance Strategy

Day to day maintenance and undertaking smaller building and maintenance projects is almost a full-time role

The approach to maintenance has largely been reactive (i.e. fixing leaks as they appear) rather than preventative due to costs, knowledge, time and effort required to assess issues and engage contractors, especially for large issues such as replacing or repairing the wharekai roof.

Much of the maintenance and general upkeep of the marae is done by a few individuals who have generously donated their time and expertise over many decades. However, there is a need to spread this work among the younger generation or establish another method (i.e. contractors). Succession in terms of the practical upkeep, maintenance and management of the marae is a significant issue for the Trust that will need to be addressed to avoid financial risks and achieve the Trusts vision for the marae.

Many issues were raised at the wananga regarding the state of the marae and specific issues that need to be addressed in the short-term to prevent the marae incurring costs.

Actions E: Prepare a Marae Maintenance Strategy

(NOTE: see Ivan's notes for the basis of this the Marae Maintenance Strategy)

1. Identify current and typical maintenance issues (see Appendix)
2. Consider how they will be addressed/funded and by whom (site caretaker or contracted)
3. Develop a maintenance framework that includes: Responsive, preventative and long-term maintenance.
 - ♦ Responsive: broken windows, doors, locks; water leaks; health and safety (e.g. stairs, rails etc..)
 - ♦ Preventative: repair items before they fail. Typically, these are larger components that have the potential to cause widespread and costly damage (e.g. roofs, cladding, water leaks)
 - ♦ Long term maintenance and upgrade i.e. every 20 years need a new kitchen
4. **Note:** A *maintenance strategy* should identify maintenance issues in three categories (Responsive; Preventative and Long-Term) and include (actual or estimated) information on costs, how the strategy will funded and who will do the work.

F : Upgrade/Develop the Marae and Grounds for Future Services and Uses

The marae has identified these goals in terms of future activities.

1. Social Housing - Papakainga Project with Kainga Ora
2. Health and Social Services Clinic
3. Tihei Rangatahi Facility
4. Catering Business and Training
5. Increased Corporate Customers
6. Access to the hillside / rongo / pathways /
7. Safe entrance and exit to Parkway Rd
8. Walking Path linking Dover Rd with Parkway (along foot of hillside)

For the most part the marae does not have the infrastructure or facilities to accommodate these future activities without significant investment. However, without knowing the details of each activity (e.g. scale, scope, function, services, planning and other requirements) it is uncertain what infrastructure and/or facilities are needed, where the activities could be located and what the cost will be.

The Papakainga Housing project is currently in the planning stage with Kainga Ora. The infrastructure requirements for this project will be extensive and will be developed with Te Puna Kokiri. There may be an opportunity to align the infrastructure requirements of the other activities (i.e. the Health and Social Services Clinic ; the Tihei Rangatahi Facility)

Actions:

1. As indicated in section B: Sustainable Income (above) , prepare a 'Brief' for each activity outlining the facilities, spaces and approximate area required (e.g. scale, scope, function, services, planning and other requirements)
2. Once this is completed, consider if the activity can take place within the current marae buildings or a new building is required.
3. Undertake a high-level master - planning exercise identifying where each activity could be located, common requirements (i.e. parking, toilets etc..) and how each activity integrate with the marae and other activities.
4. Prepare options for funding for each activity or bundle.

G: Communications Guidelines

The Wainuiomata Marae Trustees understand that as the marae gets busier and has more interactions with the community, businesses and other organisations, the way in which it communicates, and the content of communications must be managed. The WMT want a set of communications guidelines to be established to ensure any communications from or on behalf of the marae are:

1. Consistent and timely
2. Reflect WMT values and purpose
3. Use appropriate language for the type of communication
4. Not released until approved by an appointed communications manager
5. Recorded or archived

Actions G:

Appoint a communications manager or coordinator whose role is to develop communications guidelines for the marae and to oversee communications from the marae.

Associated Considerations

Skilled Marae Manager

If the marae is going to move toward more commercial activities, as well as operate a health and social services clinic, and if social housing is to be developed on the site, the overarching management of these activities is required if they are to be sustainable and to efficiently and effectively provide the services and manage finances, compliance issues and other factors.

Be great to have a manager – their role would be :FB, websites, bookings, packages

Sustainability

The marae vision includes moving toward more sustainable practices

Trustees have said:

- ♦ They want to recycle but need proper facilities and need good coms on how to do this
- ♦ Look at generating our own power, helping us to be more self sufficient
- ♦ Investigate renewable energy options (wind, solar, water -companies who lease these) LED's – better lighting options.
- ♦ Playground – Mara Hupara, Harko Brown
- ♦ Hill-growing Rongoa, establish pathways – make it part of maintenance plan

APPENDIX : Marae Maintenance Issues

1. Wharekai Roof (Urgent approx. \$150k)

The roof of the Wharekai currently leaks in several places, especially around the 4 x dormer windows on the eastern side of the roof

On-going reactive (make-shift) repair has occurred over many years. However, as recently as July 2020 leaks continue

Needs fixing, design is poor (been leaking for 30 years) needs new paper, new roof



The original roof was made of long run iron which releases an acid that cause the galvanised guttering to rust and deteriorate. Ivan has replaced the guttering but needs to be monitored for leaks.

Include roofs over passageways as these have leaked in the past and been repaired (poorly)

2. Wharekai Windows (Urgent - part of Wharekai roof replacement)

The dormer windows on the western side of the first floor (level 2) of the wharekai are a leak hazard and require regular repair. The design is poor.



3. No fire sprinklers in Wharekai (Urgent - part of Wharekai roof replacement)

Sprinklers – if/when the roof is off, put the pipes in for sprinklers. This is a compliance issue

4. Heating in Wharekai

Heating is provided by a large gas operated fan heating unit located on the 2nd level of the wharekai. In winter, the gas bill is \$1500-2500 per month

The whare kai is approx. 20 x 15 meters square with mono-pitch roof with 4 x upstand windows ceiling is 8m one side falling to approx. 5m on the other side, creating an enormous volume of space to heat. However, only the bottom 2m meters of the wharekai is used, resulting in most heat rising to the ceiling and being lost through the building envelope.

Problems with the heating system

1. Is used to heat the entire wharekai space even if a small area is being used
2. The shape of the wharekai means most of the heat rises and is not heating people on the ground
3. Using gas introduces moisture into the wharekai with condensation regularly forming on the ceiling and dripping on to the wharekai floor.
4. The heating system is difficult to operate and does not have a thermostat
5. It is a fire risk
6. Does not align with the "sustainability" kaupapa for the marae (i.e. natural gas creates GHGs)

Actions:

- ♦ An alternative heating system needs to be assessed – seek advice or quotes from heating specialist
- ♦ This could include assessing the heating needs of the whole marae and potentially looking at a central heating system (i.e. with a boiler or efficient hot water heat-pumps/solar powered)
- ♦ Seek funding for an alternative heating option

Note: An immediate benefit would come from installing ceiling fans which would drive the heat toward the floor. In summer when it is sometimes too hot, ceiling fans can be reversed to bring in cool air.

5. Wharenui Windows and Fans (Urgent)

Wooden window sills and framing are rotting and are subject to on-going repair, painting and patching. Repairs and painting lasts only 10years

There are gaps that let water in to the building adjacent to some of the carvings and panels

Look to replace window frames with an alternative material (e.g. aluminium windows) and consider installing double glazing at the same time (this may be a compliance requirement)

There are two fans located in the ceiling apex of the Wharenui. These are not currently used (due to noise??). The idea behind these fans is good, in that they can bring in

fresh air and mix heated air (that sits near the ceiling) as well as be reversed and exhaust air for cooling in summer if needed.



6. Lighting in Wharekai and Marae Buildings Generally

The majority of lighting in the wharekai and associated spaces (corridors, storage rooms etc..) is mainly fluorescent tubes which are inefficient.

The replacement of fluorescent tubes on the wharekai ceiling is problematic as scissor lift (or similar system that complies with 'working from heights' regulations) is required to reach the lights. There is significant cost and management (time and effort) required to simply replace dead tubes.

Lighting in the wharenui is inadequate and unsuitable for reading or note taking, which is problematic when the wharenui is used for hui or wananga. The entire lighting in the wharenui needs to be assessed

The lighting in the waharoa also needs attention as it is inadequate at present.

Car park and general security lighting also needs to be assessed

Replacement with long lasting energy efficient lights, such as LEDs (within healthy spectrum) is an option.

7. Kitchen Repairs

One of the goals is to re-design and upgrade the kitchen to be a better more efficient layout and be suitable for training and to operate as a commercial catering kitchen.

Meanwhile the kitchen has a number of health and safety issues including: gas leaks from faulty equipment, trip hazards, poor lighting and fire hazard if oils/fats build up in extract ducts.



8. Door Repair

Many doors have had hinges and door jambs damaged due to improper use. These are repaired by Ivan as and when required. However, doors continue to be damaged and on-going repair is not always possible as door jambs are too damaged.

Note: Many of the doors are fire-doors and therefore very heavy. Door jambs and hinges were not designed to take such heavy doors

9. Wharenui – Paint Roof

The Wharenui is ok for now but will within a few years will need painting and potential leak points assessed and repaired to ensure it continues to perform and last longer.

The Wharenui may also require fire sprinklers are installed. If the roof is replaced in future fire sprinklers could be installed at the same time.

10. Hangi-Pit

Hangi have been the backbone of marae fund raising, helping to fund the initial marae buildings and ever since. The hangi continues to be a source of income for the marae, and has been and provides an important service for the community. Retaining the hangi is important to the identity of the marae.

The location of the hangi-pit at present is likely to be problematic with respect to proximity to future housing in terms of air quality regulations and potentially a fire risk perspective.

Hangi pit- potential air quality concerns (being too close to housing)

Look at new way to keep the Hangi pit going in an urban environment

Note: Ivan is currently doing an overhaul of the hangi to include a large BBQ and to make it easier to use. The BBQ will use gas and may not generate enough smoke to be a nuisance to nearby residents

11. Workshop and Storage

Currently there is limited workshop and storage space for maintenance and repair activities and equipment. A large well-equipped workshop would be beneficial in

attracting rangatahi to support the practical upkeep of the marae and grounds and to learn these skills

12. Waste Station and General Rubbish on Site

Currently the marae waste system is not particularly sustainable. The Trust's sustainability aspirations would include developing a waste system to separate various waste materials to either recycle, re-use or compost food waste.

This should be considered in relation to the waste system Kainga Ora intend introducing with the housing development

It is also an on-going job to keep the site clean. It is important to do this to ensure marae is well-presented but also to stop other people dumping rubbish – especially waste fees are increasing.

13. New Toilets

The sewage outlet pipe must be flushed clear after heavy use as the outflow pipe does not have enough fall on it to naturally self-clear. If not cleared will back up and overflow into the toilet area. This is a job that Ivan does but is inadequate as can result in sewage being spread near entrance.

Doors are starting to come apart on the bottom

Roof downpipe is regularly blocked (from trees nearby) and guttering is likely to leak in future areas are patched with silicon sealant.

14. Sewage Pipe from Kohanga

Has blocked in the past and there is potential for blockage in future

Not urgent but something to consider if re-developing other parts of the site.

15. Bubby Turner Building

Roof has minor leaks in a few places

16. Boundary Fence on Parkway

Fence is in disrepair and looks bad – doesn't give a good impression of the marae

Fence is Council's property but they have not maintained it

17. Gateway Waharoa

Upgrade required?

18. Previous Women's Toilet

This has been turned into a mattress storage area. However it needs to be well-ventilated and mattresses able to be aired (i.e. design and build a mattress rack) otherwise mattress are likely to develop mould and be unhealthy!!.

NOTES

Income:

The cost of operating and maintaining the marae, and ensuring it is fit-for-purpose for a wide range of existing and new community and cultural activities is increasingly beyond the financial resources available to the marae.

Succession:

At present the knowledge, skills, systems and time and effort to manage and sustain the many marae activities and maintenance issues is adequate, but often stretched. This can result in lost opportunities and income and reflects on the mana of the marae (Te taonga tuku iho).

In addition, there is no formal or applied succession plan in terms of transferring and developing the necessary cultural and management knowledge and skills amongst the next generation. There is a risk (now and in future especially) that the marae will not have the necessary social capital to operate in a way that befits the aspirations and mana of the marae and its people.

Succession planning (and implementation) is required in the following two areas:

- ♦ Matauranga Maori/marae and marae tikanga/kawa
- ♦ Governance, management and operations of the marae

Marae Buildings and Grounds (Maintenance and Fit-for Purpose issues):

A range of maintenance issues (some significant) have been identified in this plan.

In addition, the marae needs a number of new/upgraded facilities, services and spaces to meet future aspirations.

Proposed Papakainga Housing Development:

The development of marae land for social housing will bring additional requirements for the marae, including: A Health and Social Services Clinic; Training facilities; Management between marae activities and residents' rights/activities

Locate Tihei Rangatahi on site:

The successful youth programme Tihei Rangatahi and the marae would greatly benefit from Tihei Rangatahi locating on the marae site. A suitable building or space within the marae will need to be provided

Expanded Health and Social Services

There is a growing need to for health and social services in the Wainuiomata community, which could be delivered through the marae.