

Achieved

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# Decision Making

Re-roofing at the local Marae

## Intro

To gain knowledge on financial decision-making in a work environment the year 11 Commerce class travelled to the local Marae in XXXX.

We met with X, head of property management and Y, head of administration and education. Both managers spoke to us about the values/pūtake of the marae and how they work and live aligning with those values. Te Runanga O Nga .... follow their pūtake and values very closely within their work and living environment. 'Our vision to grow our people' is their purpose and guide. They also incorporate their values to serve, engage, protect and grow into their everyday lives.

X spoke in depth about the water leakage problem in two of their buildings. He explained and expanded on the different options of fixing the problem for the health and safety obligations that they abide by for their community and workers.

## Main goals and values influencing this decision-making process

### Manaakitanga (care & respect)

Treating people with unconditional care and respect. Creating a place where everyone feels equal and welcome. Mana-enhancing behaviour is the theme of all they do.

### Te Reo Me Ngā Tikanga (culture and language)

The Rūnanga teaches, learns, upholds and uses reo and tikanga within the Marae community.

### Kotahitanga (Unity)

Working with others to achieve positive outcomes for everyone. This values relationships and continually puts sustainable positive outcomes for their whānau, hapū, iwi and community.

### Rangatiratanga (Leadership)

The leadership from everyone involved in the community will show pride, commitment, high capability, passion and authenticity that they uphold on behalf of the community.

### Whanaungatanga (Family & Relationships)

The Marae is a place where whānau, hapū and iwi, local Māori, Pasifika and the community at large are welcome, and create a sense of connection and belonging.

### Kaitiakitanga (Guardianship)

Working together to care for the environment so it stays sustainable for the future generations to come.

## Problem

The roofs in two of the offices on site were leaking due to weather damage in the winter months. The workers expressed the problem that they were having in their workplaces. Water had been leaking into the offices and the electrical systems inside. This was not only a safety hazard, but these issues were going against the values of manakitanga and kaitiakitanga that the leadership team were committed to uphold for their workers. This meant they had to go through the process of fixing the issues.

There were many steps and decisions they had to work through to get the best possible outcome for the workers and future generations of Ngati .... The steps they took were firstly, to get professionals to look at the issue, get different quotations for the options they were given, find the funding for the decided choice, and then finally talk together and logistically put their decisions into place.

## Stakeholders and making the decision

The stakeholders of Ngati ... in this decision-making process include the workers using the offices, the clients and community also using these spaces, the Ngati ... leadership team, contractors and builders, and the XYZ Trust. The stakeholders are anyone who will be affected by or affect this process and their opinions are something that also needs to be taken into consideration by the team when deciding what to do.

Before making a decision, Ngati ... had to relocate the workers to different offices. Luckily Ngati ... had spare space onsite so saved money on not renting offices off-site while getting the roofs repaired. They then got professionals to look at the leakages and estimate how much it will cost, and how long it would take to fix. The professionals then supplied the leadership team with options and the details on each of these. The leadership team then discussed their options to find the best way to approach the issue.

The property manager and the rest of the leaders used their value of rangatiratanga as they had many quotations to go through and funding applications they had to apply for.

Successful funding applications came back from the XYZ Trust who agreed to fund their project. The XYZ Trust benefits charitable organisations within NZ. Ngati ... was eligible because it is a community based and involved organisation. The leadership team was able to get the amount they needed for the job from the Trust.

They tried their best to find and work with local contractors although it was difficult because of the location of the property. The costs were covered for the new roofs, contractors, and workers to come onsite to complete the project. There is always room for improvement in a growing community like Ngāti ... and their pūtake to grow their people was a consistent aim throughout this process.

## Options and Details

### **Leave As Is**

Leaving the buildings as they are would not involve any cost although the building would be useless. Having multiple offices not being used could negatively impact the growing community of Ngāti ... If the buildings were still being occupied by the workers, it would also go against Ngāti ...'s values on the pillars and their pūtake of respecting their clients' health, safety, and needs.

### **Quick fix**

Doing a quick fix would include the cost of silicone to seal up any gaps and cracks in the roofs and walls, nails to fix up any larger gaps, plus the labour from contractors and builders that would be required to do the work. This comes to a rounded total of \$3000-\$6000. The problem with just doing a quick fix is that it will only last around a year so next winter they will be re-addressing the same problem, therefore spending money and time on the same problem again. Without a future proof solution, this may last many years to come.

### **Medium fix**

This would involve paying to patch the roofs with corrugated iron, silicone, nails and labour. This option would last about five years before having to be addressed again, needing the same or different work done on a different section of the roof or a different bigger problem could occur that would require spending more money on to fix. The total money needed for a medium fix would be \$12,000-\$16,000.

### **Big fix**

A big fix would include removing and replacing the entire roof. They would have to pay for the builders and supplies. The offices would last 50 years into the future after these renovations. They would be fixed well for the generations to come, aligning with the values that Ngāti ... upholds in their community, especially the value of kaitiakitanga. The overall cost for a big fix would be \$35,000-\$40,000.

### **Demolish**

Demolishing the whole building should be considered as an alternative option to renovating. It would cost around \$20,000 to clear the site and another \$200,000 to rebuild new offices. It would be a lot of work to get contractors and diggers in to demolish the infrastructure and then clear the area of debris. They could then leave an empty space or rebuild new offices. This option does not allow the culturally significant buildings to stay standing, or give the people using these offices a place to work.

## The Decision

The Marae decided on the **Big Fix**.

This would then allow them to uphold their values and create the best environment for both the current workers that will presently be utilising this space, but also for the future generations that would therefore be able to use this space and not need to repair it for the next 50 years.

The big fix was the most expensive repair option and will take the most time but it is still the best option because it should prevent any other roof problems for many years. When the work is done the Marae will be able to get on with their work without leaking worries.

## SWOT Analysis of the Big Fix

### Strengths

- Upholds the pūtake and values of Marae as the health and safety of workers and community members can be protected and the building can be looked after (kaitiakitanga).
- All of the cost (up to \$40,000) can be paid for by the XYZ Trust grant.
- Buildings will be weather-protected for the next 50+ years and won't need as much spent on ongoing maintenance than if the small or medium fix options were done.
- The buildings are of cultural significance to the Marae and its people, and therefore a valued aspect of the community.

### Weaknesses

- The \$35-40,000 is being spent on the roofing. The buildings might need other repairs in different areas so the job might end up being more expensive than they thought.
- Workers will need to be relocated for a long time while the big fix goes on. This might create inconvenience for them.
- The big fix is the most expensive option, up to \$24,000 higher than the medium fix option.

## SWOT Analysis of the Big Fix

### **Opportunities**

- Can find funding from other places as they are a community-based place and are culturally significant.
- Provide an updated workplace for the workers and this might open up more Marae jobs for new workers.
- Some other repairs might be able to be done from the budget, for example new carpet.

### **Threats**

- Bad weather could affect the timeframe of getting the job done.
- There might be delays due to illness (COVID).
- Investing too much money could potentially put the community at risk financially, in case something goes wrong.

## Evaluation of SWOT analysis

My SWOT analysis shows the positive and negative attributes of the decision made by the leadership team to do a big fix on the roofs.

Some financial consequences include the spending of money that could need to be used for the upkeep of other buildings in case of leakage or issues in other areas of the Marae or its business. They could also risk losing the money they were given if things don't go to plan.

Some non-financial consequences that the leadership team might have to deal with would be having a loss of workers who might find a better alternative if the roofing job is not quickly fixed, or they could lose time re-building that they could be using on other projects.