

7. REVIEW OF NGA HAU E WHA NATIONAL MARAE

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Corporate Plan Output: Grants to Community Organisations.	

The purpose of this report is to provide information on the review of the National Marae undertaken by Deloitte Touche Tohmatsu and to submit a request for funding support for the Marae over the next five years. Representatives of the Marae Board addressed the Committee in support of this request.

STRATEGIC REVIEW

As Councillors will be aware the Major Grants Committee, which is responsible for making recommendations to the Annual Plan process in respect of major grant allocations to community organisations, has over the years carried out reviews of a range of organisations to ascertain their long term funding needs and any other assistance that they may require from the Council.

The National Marae was identified last year as an organisation that required a review. The Trust Board welcomed the opportunity provided by the review and the following brief was prepared for Deloitte Touche Tohmatsu to carry out this review.

1. To undertake a strategic review including a market assessment of Nga Hau E Wha
2. To review the existing governance and management structures and activities to determine what changes are required (if any) to meet the strategic direction including the Trust document itself.
3. Based on the required governance organisation/management structure and activities established during the Strategic Review to determine appropriate roles for Trustees (individually and collectively) and personnel levels and job specifications for each person/position in the organisation.
4. Review the skills sets of existing personnel to determine where they best fit into the revised organisation.
5. To formulate suitable policies for the Board.
6. To prepare a Business Plan which will include the following financial data:
 - (a) Any initial and ongoing capital investments required to meet strategic direction.
 - (b) Long term operational projections.
 - (c) Initial and future funding requirements.

Deloitte have carried out the Strategic Review process with the Board, and the Board have adopted in principle the draft strategic document. The final document will be completed before the end of the year.

The review process has highlighted several issues which the Nga Hau E Wha Board of Trustees have discussed with staff and have indicated a wish to discuss some of these issues with the Council. As a result of these discussions representatives from the Board of Nga Hau E Wha have requested speaking rights at the 4 December Strategy and Resources Committee meeting to raise some of these points.

The longer term direction of the Marae as indicated in the strategic review process will be further detailed in proposals that will come from the Marae Trustees for consideration in next year's Annual Plan process in respect of major grant allocations.

DEPUTATION FROM NGA HAU E WHA NATIONAL MARAE TRUST BOARD

Messrs Bill Edwards, Cliff Bedwell and Fred Karatiana of Nga Hau E Wha National Marae Trust Board addressed the Committee and outlined the actions the Trustees had taken or were proposing to take as a result of the review process.

The deputation confirmed that the Board of Trustees had considered the recommendations of the review and acted on the most urgent matters. A new board and charter, which will address many of the governance recommendations contained in the review, are currently being put in place. The governance of the Marae will be further strengthened by improvements to the trustee nomination and election process and by encouraging participation by persons with the skills needed by the Marae. The Board of Trustees has appointed a financial adviser to take control of the financial situation and to advise and support the board and management.

The review also made a number of recommendations in relation to future developments to revitalise the Marae, including Kaumatua housing, a Maori health facility and a Kohanga Reo.

The deputation advised that the review had, in addition to defining the long term funding requirements for the Marae, identified a short term funding requirement. As the Marae had no financial reserves and no ability to borrow money as the land and buildings are owned by the Crown, the deputation sought the following funding assistance from the Council to enable the board to implement the review recommendations:

1. Short term funding of \$60,000 to meet the immediate needs of the board.
2. Financial support of \$81,000 in 2001/02 and \$70,000 per annum for the following four years.

The Committee **decided** to appoint a subcommittee comprising the Chairman, the Mayor, Councillors Condon, Evans and James to consider the request from the Nga Hau E Wha National Marae, in context of the report from Deloitte and to report direct to the Council.

The Subcommittee met after the agenda for this meeting had been circulated and its report and recommendations will be tabled at the meeting.