

Te Ngakinga o Whanganui Investment Trust Five Year Strategic Plan 2016 -2021

NGĀ UARA

KA WHAKATŌ NGĀ PURAPURA
KA NGAKI I TE MĀRA
KA PUĀWAI NGĀ HUA

PROTECT THE ASSETS OF TE NGAKINGA FOR FUTURE GENERATIONS
TO GROW AND DEVELOP THE ASSETS OF TE NGAKINGA SO THEY PROVIDE FOR TODAY AND TOMORROW
THAT THE IWI HAVE THE BENEFITS OF OUR WORK

This strategic plan aligns with the Five Year Strategic Plan of Ngā Tāngata Tiaki o Whanganui (NTTOW). Te Ngakinga is committed to delivering the strategic directions described in this plan and in doing so meeting its accountability to Ngā Tangata Tiaki and ngā Iwi of Whanganui. This plan recognises that the Trust is in its establishment phase and is building its investment approach.

Year 1 Establish

Year 2 - 3 Stablise

Year 4 - 5 Grow

STRATEGIC FOCUS	OBJECTIVE <i>Specific outcomes sought</i>	KEY PERFORMANCE INDICATORS <i>Indicators that monitor success</i>
Alignment with Ngā Tangata Tiaki Group	<ul style="list-style-type: none"> Align Te Ngakinga strategy and plans with the strategic objectives determined by Ngā Tāngata Tiaki o Whanganui Establish and maintain policies and procedures that ensure Te Ngakinga meets its legal and financial accountabilities Operate in a manner which positively contributes to the success of Ngā Tāngata Tiaki Group 	<ul style="list-style-type: none"> Letter of Expectation (LoE) between NTTOW and Te Ngakinga executed Te Ngakinga Strategic Plan approved by NTTOW Te Ngakinga Annual Plans and budgets approved by NTTOW Te Ngakinga meets periodically with NTTOW and other NTT Group members to discuss strategy and goals NTTOW approves Te Ngakinga Statement of Investment Objectives and Policies (SIPO), including any transitional SIPO Te Ngakinga and its Board seen as a positive contributor to NTT Group by other members of NTT Group
Growth and Prosperity	<ul style="list-style-type: none"> Identify, outline and realise the economic return criteria set by NTTOW Contribute towards iwi having the knowledge, capability and opportunity to ensure that iwi assets are managed prudently and grow to provide for current priorities and future prosperity 	<ul style="list-style-type: none"> Te Ngakinga meets its investment targets as determined in the LoE in accordance with its SIPO and meets its budget Te Ngakinga developed, along with NTT, appropriate structures and processes to assess investment opportunities as they arise (including environmental impacts) Te Ngakinga assesses investment opportunities from within the iwi against relevant investment criteria and processes Where appropriate, Te Ngakinga assists in the development of investment capability and understanding within the iwi
Relationships (internal)	<ul style="list-style-type: none"> Liaise with existing and other future Whanganui iwi post-settlement entities about potential investment opportunities arising from their Treaty of Waitangi settlements Liaise with other Whanganui iwi commercial entities about future development opportunities of mutual benefit 	<ul style="list-style-type: none"> Periodic meetings with relevant entities, including development of relationship protocols Periodic meetings with relevant entities (e.g. Atihau-Whanganui Inc, Morikaunui Inc)
Relationships (external)	<ul style="list-style-type: none"> Develop relationships with similar investment entities, including in particular other iwi investment entities and existing Māori enterprises or collectives Develop networks with investment entities of national significance to provide access to potential future investment opportunities that comply with Te Ngakinga's investment strategies and growth objectives 	<ul style="list-style-type: none"> Participate in relevant iwi collective discussions around existing and future investment opportunities Build relationships with entities of national significance and key personnel in those entities
Environmental scanning	<ul style="list-style-type: none"> Te Ngakinga to keep abreast of investment development opportunities, including inside our iwi rohe 	<ul style="list-style-type: none"> Build relationships (and where appropriate accords) with local and national investment organisations

Te Ngakinga o Whanganui Investment Trust Annual Plan 2016-17

Mouri Ora, Mouri Awa, Mouri Tangata The health and wellbeing of the Awa, the health and wellbeing of the Iwi.

In order to support the Five Year Strategic Focus this Annual Plan focuses on proficient, effective and excellent delivery over 2016-2018 of outputs necessary to meet objectives relating to:

- The establishment of Te Ngakinga o Whanganui Investment Trust along with the development of appropriate strategic, policy and operational frameworks;
- The receipt of assets from Ngā Tāngata Tiaki o Whanganui and where directed, assets from other pre-settlement Whanganui entities; and
- The establishment and nurturing of the relationships between Te Ngakinga o Whanganui investment Trust and other members of Ngā Tāngata Tiaki Group.

PROJECT	DESCRIPTION	INDICATORS
Transitional arrangements	<ul style="list-style-type: none"> ○ Transitional regime implemented by Te Ngakinga 	<ul style="list-style-type: none"> ○ By December 2016: <ul style="list-style-type: none"> • the transitional SIPO is agreed with NTTOW • the Letter of Expectation is confirmed • Te Ngakinga has appointed its Investment Advisor • Te Ngakinga Strategic Plan, Annual Plan and budget is signed off by NTTOW ○ By December 2016, relevant loan documentation relating to initial tranche of cash to be received by Te Ngakinga is executed with NTTOW ○ By December 2016, initial tranche of cash received from NTTOW is invested in accordance with the agreed transitional SIPO ○ By March 2017: <ul style="list-style-type: none"> • Te Ngakinga has met its investment objectives pursuant to the transitional SIPO • full SIPO is agreed between NTTOW and Te Ngakinga • Contract for services with NTTOW is agreed for provision of services to Te Ngakinga
Alignment with Ngā Tangata Tiaki Group	<ul style="list-style-type: none"> ○ Te Ngakinga works in a complementary manner with all other members of NTT Group and in accordance with all planning documentation approved by NTTOW 	<ul style="list-style-type: none"> ○ Ongoing, Te Ngakinga will meet its reporting and planning obligations with NTTOW ○ By June 2017, Te Ngakinga, has met with: <ul style="list-style-type: none"> • NTTOW to inform its strategic and annual planning round for the year • The Community Development Trust to better understand its role and strategic objectives
Growth and Prosperity	<ul style="list-style-type: none"> ○ Te Ngakinga receives all assets that are to be transferred from NTTOW, at an appropriate market value ○ Te Ngakinga implements its SIPO ○ Direct asset investment assessment approach implemented ○ Assisting iwi member investment knowledge 	<ul style="list-style-type: none"> ○ By February 2017 NTTOW has informed Te Ngakinga of all assets it wishes Te Ngakinga to manage and Te Ngakinga has agreed to manage them with agreed market valuations and any conditions attaching to their use ○ By April 2017, Te Ngakinga has begun implementation of its investments in accordance with its SIPO ○ By June 2017, Te Ngakinga has approved a direct asset investment strategy that is approved by NTTOW ○ By June 2017, Te Ngakinga has provided for publication an article outlining who Te Ngakinga is; its role and an introductory paper on investment fundamentals is layman's terms – to be published in any relevant NTTOW publication
Relationship (internal & external)	<ul style="list-style-type: none"> ○ Relationship building with other Whanganui iwi settlement entities ○ Relationship building with other Whanganui iwi commercial entities ○ Investment network development 	<ul style="list-style-type: none"> ○ By June 2017 Introductory meetings with at least 2 Whanganui iwi entities have taken place ○ By June 2017 introductory meetings with at least 2 Whanganui iwi commercial entities have taken place ○ By July 2017, Te Ngakinga has an investment network development plan, identifying the entities with which to develop a relationship and have begun implementation of the plan
Environmental scanning	<ul style="list-style-type: none"> ○ Develop and maintain appropriate commercial and investment networks 	<ul style="list-style-type: none"> ○ By September 2017, Te Ngakinga trustees have developed Te Ngakinga's profile within the Manawatū-Whanganui area as potential local investor