



## NGATI KOATA – STRATEGIC DIRECTION QUESTIONNAIRE

### Strategic Plan

In the past previous boards have undertaken strategic planning consultations with the iwi, particularly in 2001 and again in 2007. However the time is appropriate to review the previous plans particularly in light of the significant assets that will soon be settled on the iwi. The board wish to consider those previous strategic plans as part of its review and particularly the following Vision, Mission and Values that came out of the previous consultation hui:

*TE MOEMOEĀ – VISION*

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***Our People are Well***

*TE KAUPAPA – MISSION*

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***To support the Cultural, Social, Spiritual and Economic aspirations of our people***

*VALUES*

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***The non-negotiable values that reflect what makes Koata people who they we are, as a people and as an organisation, and that will never be traded away, or compromised, are***

- Whakawhānaungatanga (commitment – the practice of maintaining relationships)
- Manaakitanga (aroha, respect, hospitality, generosity)
- Whakatupatotanga (risk management, accountability, professionalism)

### The Current Trust Objectives are:

1. Protect the Rangatiratanga of Ngati Koata.
2. Protect, preserve and sustainably manage the taonga within the Ngati Koata Rohe.
3. Identify and protect Waahi Tapu areas of Ngati Koata and areas of significance within the Ngati Koata rohe.
4. Promote and enhance Ngati Koata commitment to the terms of the Treaty of Waitangi.
5. Support the improvement of the social and economic welfare of Ngati Koata, by promoting improved health, the pursuit of education, and long term employment.
6. Support the cultural needs of Ngati Koata.

Some needs that have been identified so far:

**Cultural Needs**

Koatanga Guidance - Kaumatua Council  
Good representation on Community Committees  
Personal Development Opportunities- Beneficiaries' Grants Endowment Fund, and other Education Opportunities  
Housing, Employment, Health & Wellbeing  
Community Presence - Radio Broadcasting, Media announcements  
Historical Knowledge and Practice retention – Koata research Library/Archive system established, rangatahi education wananga  
Claims Negotiations  
Recognition and Remembrance of our peoples achievements – Past, Present and future

**Governance Needs**

Relevant Strategic Direction – Strategic Plan Revision, Iwi consultation sought  
Effective Trust board – Trustee Responsibility Development/Succession Planning, Appropriate Recognition/Remuneration  
Powers to act - Revised Deeds, Delegations of Authority,  
Transparent decision making processes - Policy & procedure review  
Good communications (dissemination of information), accurate reporting

**Commercial Needs**

Effective Business Advice – Business Advisory Board  
Business Planning - clearly defined investment policies and objectives for both the short-term, medium term and long-term  
Financial Forecasting  
Asset management – Companies, Joint ventures, Consortiums  
CEO/Business Manager

**Please complete the form below and return it to:**

Strategic Direction  
Ngati Koata Trust,  
PO Box 1569,  
Nelson  
p: 03 546 1639 f: 03 548 2569

**By no later than 14 August 2009**

Thank you for your input.

Naku noa na,

Matt Hippolite  
Chairperson

<b>Name</b>	
<b>Address</b>	
<b>Contact Details</b>	

Question	Response
What do you think are the 3 key issues facing Ngati Koata? (i.e. what concerns do you have regarding Ngati Koata?)	1.  2.  3.
What do you feel are some of Koata's STRENGTHS? (i.e. things we do well)	1.  2.  3.
What do you feel are Koata's WEAKNESSES? (i.e. things we don't do well)	1.  2.  3.
What do you feel are some of the OPPORTUNITIES that Koata has now? (i.e. things we could do within the next 5 years)	1.  2.  3.

<p>What do you feel are some of the THREATS that Koata faces now? (i.e. things we need to watch out for over the next few years)</p>	<p>1. 2. 3.</p>
<p>What 3 key values do you think epitomises Ngati Koata? (i.e. what do we stand for that we will never compromise)</p>	<p>1. 2. 3.</p>
<p>What social services could Koata be providing? (i.e. education, training, health, disability etc)</p>	<p>1. 2. 3.</p>
<p>What economic services could Koata be providing? (i.e. business opportunities)</p>	<p>1. 2. 3.</p>
<p>Do you see there being a problem between social and economic goals? If so, what? How could we overcome those problems? If not, why not?</p>	

<p>What is your vision for Ngati Koata?</p> <p>(i.e. where would you like Koata to go, what would you like Koata to be doing during the next 5 years?)</p>	
<p>Any other comments you would like to make...</p>	

Claims settlement funds specific questions:

**1. Aquaculture Settlement Funds**

- a. Do we hold the cash or begin investing it? If hold, how long?
  
- b. Do we invest it in aquaculture assets only or do we look at other investments? If other, are they fishing/marine related or other/wider?
  
- c. Do we invest only within the boundaries of the tuku, our current cultural boundaries, or wider?
  
- d. In making investments, do we treat those investments as:
  - i. Purely commercial
  - ii. Only cultural
  - iii. Or a mix?
  
- e. What is a return on investment that we would expect from each of the above?
  
- f. What is our general policy on joint ventures? What about shareholding in larger investments?

## 2. Main Settlement Funds (excluding Crown Forestry Land)

- a. We don't know what the transfer prices on each commercial property will be but generally do we have a view on buying Crown commercial property?
- b. Do we buy and hold, or buy and sell (i.e. to a commercial property company)?
- c. Do we want to leverage (borrow against) our purchases to keep some cash in the bank?
- d. Do we want our own commercial property company or do we want to own shares in a larger company (i.e. with other iwi of Te Tau Ihu)?
- e. Do we have a view for what asset classes the cash from the main claim can purchase? I.e. Crown commercial property and/or what else?
- f. Do we invest in only our cultural boundaries or are we able to invest on purely commercial grounds?
- g. In making investments, do we treat those investments as:
  - i. Purely commercial
  - ii. Only cultural
  - iii. Or a mix?
- h. What is a return on assets that we would expect from each of the above?
- i. What is our general policy on joint ventures? What about shareholding in larger investments?
- j. Is the main settlement cash required to be held in the Asset Holding Company under Te Pataka Trust?
- k. Are the investments bought with this cash required to be held in this AHC?

