



Ngāti Ranginui Iwi Group

Wānanga 3: Joint Board hui &
Present the draft transition plan

9 March 2024

**HOURUA
PAE RAU**
Deloitte Māori Services

Strictly Private and Confidential

Purpose of today

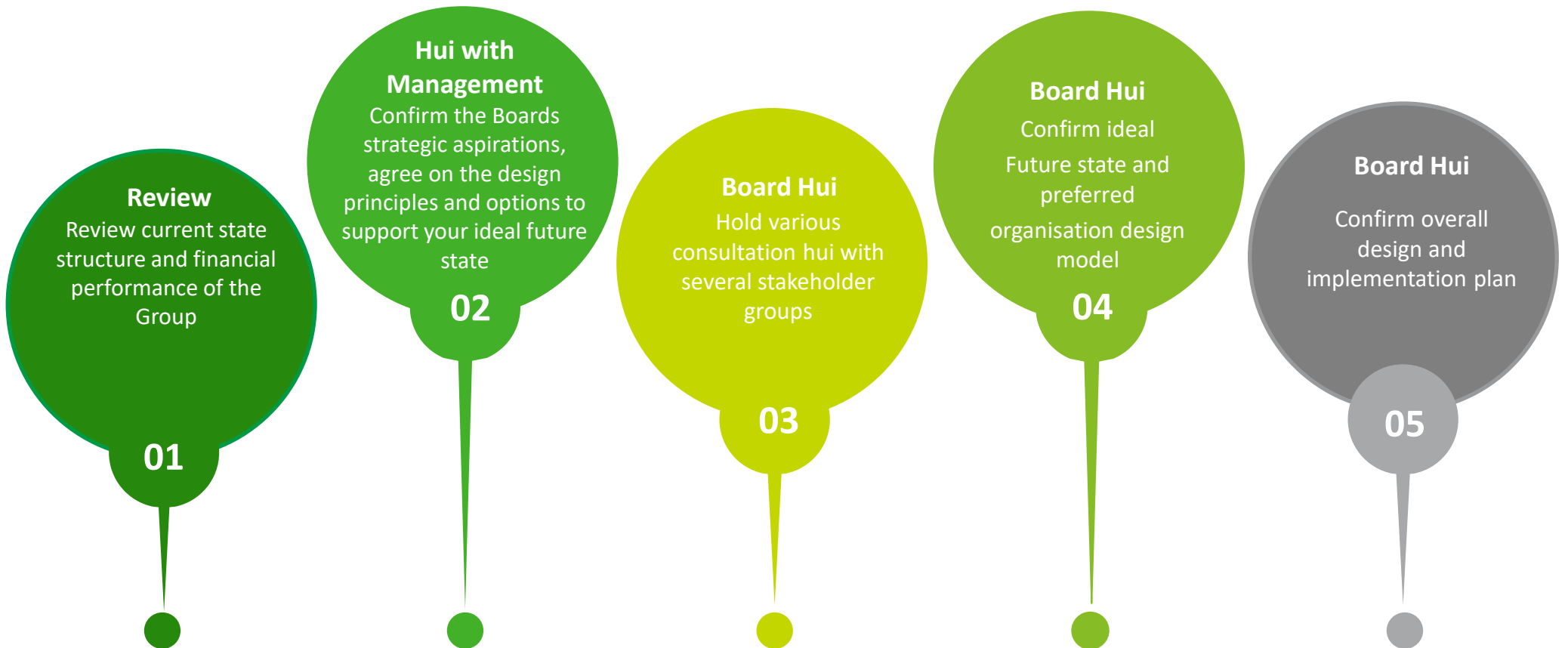
- 1 Recap mahi completed to date
- 2 Confirm the design principles and preferred option as a Group
- 3 Present the draft transition plan
- 4 Capture your feedback
- 5 Discuss suggested next steps towards implementation

The Transition Plan serves as a 'strategic roadmap', align the views and seek buy-in from the two Boards (Ngāti Ranginui Incorporated Society and Ngāti Ranginui Fisheries), executive management, staff, discussing implementation and planning the key roles required to support the delivery of the Transition Plan.

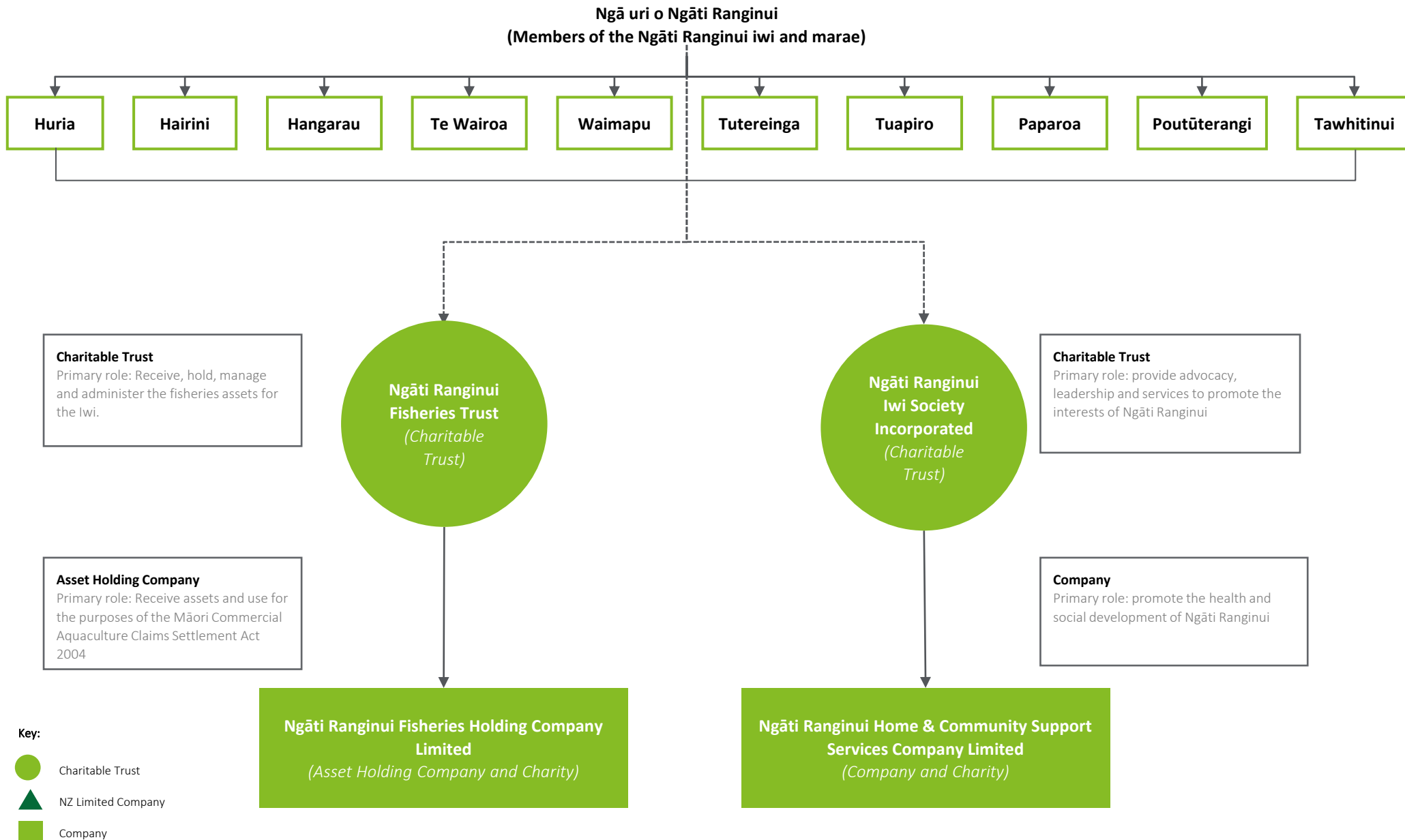
2. Recap of previous sessions

Timeline of completed activities

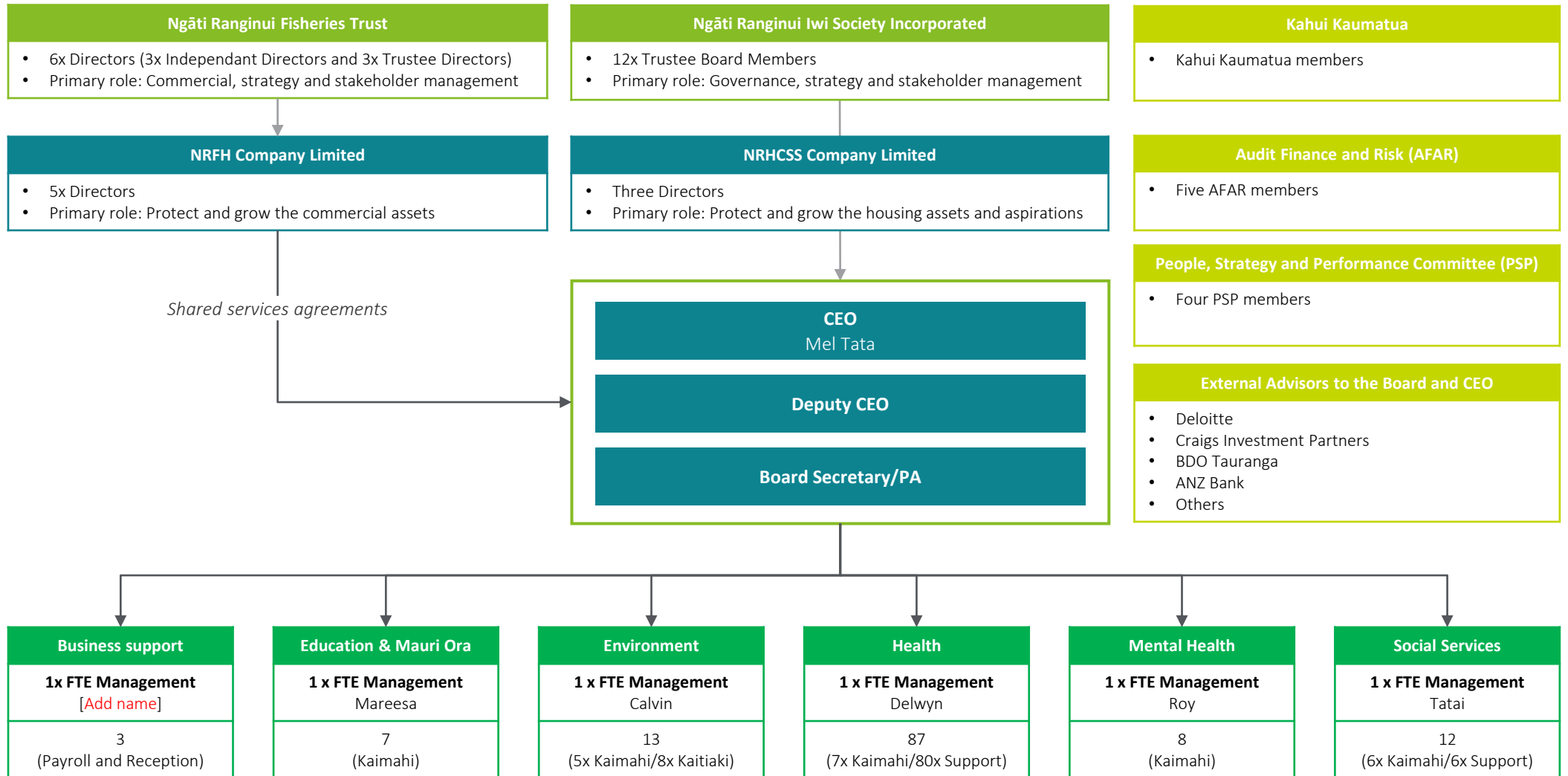
Below is an overview of the mahi we've completed to date.



Current legal structure

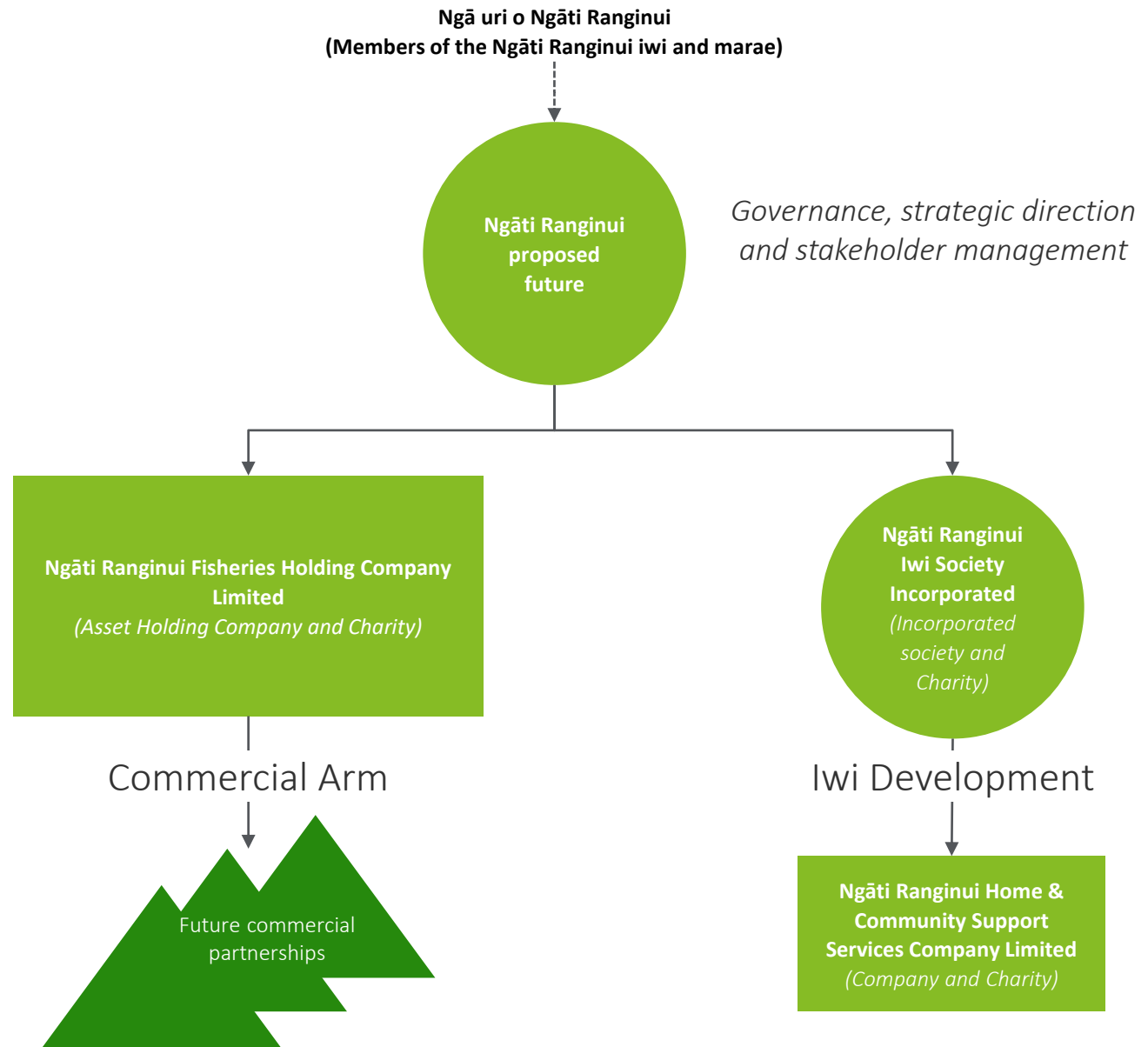


Current people structure (siloes and by division)



Preferred future state structure

Finding	Description
	<ul style="list-style-type: none"> Tax efficient Simple to understand and administer More flexible in terms of ways distributions can be made to beneficiaries and between Group entities Allows for separation of commercial and community activities
Pros	<ul style="list-style-type: none"> Allows for assets to be split amongst commercial, investment and community activities and provides more protection Growth flexibility – stays open to different types of structuring once asset base and revenues grow Potential for a Māori authority subsidiary of the NRFHC Limited to provide tax efficiencies with managed funds portfolio
Cons	<ul style="list-style-type: none"> More complex governance structuring may be required to ensure alignment Still some risk around asset protection Cost to change and process of Iwi wide vote Unless Māori authority subsidiary is added to group, no imputation credits on managed funds can be claimed



Key:

- Charitable Trust
- ▲ NZ Limited Company
- Company

Strategic Theme	Design Principles
<p>I te ngaro i te ngaro Ranginui Ka Kitea, Ka Kitea, Kitea</p> <p><i>Ngati Ranginui Leadership</i></p>	<ul style="list-style-type: none"> • Strong, courageous and united, Ngāti Ranginui iwi leadership that is aligned, supportive and acts as a cohesive group • Ensure Ngāti Ranginui leadership group is united when driving the Iwi forward through change and adversity
<p>Ranginui e ngunguru nei. Au! au! Aue ha! Aha ha</p> <p><i>Strategic Alignment</i></p>	<ul style="list-style-type: none"> • Ensure the organisation design enables the Iwi Society and Fisheries Trust to deliver effectively on its strategic mandate (social and commercial objectives) • Focus on areas of expertise and capability to ensure the organisation has the skills and knowledge to deliver at a governance and operational level
<p>Ka tataki mai te whare o nga ture</p> <p><i>Collaboration for Growth</i></p>	<ul style="list-style-type: none"> • Provide flexibility in the design to enable the Group to respond effectively to changes in projects, legal requirements, and other external pressures • Collaborate across functions maintaining open communication lines within and across functional areas • Training and education to 'grow our own'
<p>Kite unahi o te ika o Ranginui</p> <p><i>Ngati Ranginui Connection</i></p>	<ul style="list-style-type: none"> • The Board and staff leadership to have whakapapa connections to Ngāti Ranginui • Remuneration transparent and commensurate with role and responsibilities
<p>Haramai tonu nga iwi</p> <p><i>Risk Management</i></p>	<ul style="list-style-type: none"> • The capability to deliver on significant investments • Ensure that any employment, management, or Board agreement is viewed through a risk management lens that reduces or prevents any potential legal, political, environmental, economic, or social repercussions
<p>Uhia mai ra ki te rau o te aroha</p> <p><i>Clear Accountability</i></p>	<ul style="list-style-type: none"> • Ensure accountabilities and responsibilities are clear across the Group with no duplications • Establish clear accountabilities for the Boards, executive management, Project leads and ownership / decision rights for strategic priority areas • Enable timely decision-making across projects

<p>Uhia mai ra ki te rau o te aroha</p> <p><i>Strive For Efficiency</i></p>	<ul style="list-style-type: none">• Optimise structure through spans to improve efficiency and allow the Chief Executive to focus on key areas• Ensure outsourced specialist skillsets can be effectively managed• Bring together “like” functions to promote consistency
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