

# MESSAGE FROM THE CHIEF EXECUTIVE

Kia ora koutou, and welcome to Te Ohu Kai Moana's (Te Ohu) Strategic Plan 2009–2014 and our Annual Plan 2009-2010. This year will be a crucial time for Te Ohu as we move from the allocation and transfer phase of the past five years, to a new structure that allows us to develop new ways of supporting iwi and Māori in the fisheries sector. The revised format we are using for this document supports that transition.

Our energy and effort will be spread across the four focus areas in the annual plan in a balanced manner. As you read the plans it will be clear that iwi remain our primary stakeholders, as the primary consumers of our services and our work product. We hope you like the new format. We have endeavoured to keep our planning and

the work that will come from it tight, disciplined and focused. In that way, we hope that this document gives you an insight into the coming year and beyond.

Naku noa, na



Peter Douglas  
Chief Executive



# STRATEGIC PLAN | 2009–2014 WHAIA TE PAE TAWHITI KIA TATA

**Vision** – ka hua ki tai - ka ora ki uta

**Mission** – working for iwi to spearhead the growth and development of seafood in New Zealand

**Role** - Te Ohu Kai Moana is an iwi seafood representative: a trusted advisor enhancing the ability of iwi to participate and grow, particularly in the seafood sector, by providing tools and options to move ahead collaboratively

## 5 Year Strategic Themes

Integration	Growth & Development	Credible Leader
<ul style="list-style-type: none"> <li>Develop and provide quality information - an informed discussion intra mandated iwi organisation and inter mandated iwi organisation cannot occur without a quality information base - Te Ohu creates the tools and is the conduit of valued information to mandated iwi organisation/iwi aquaculture organisation/asset holding company (MIOs/IAOs/AHCs)</li> <li>Balance the customary, commercial and recreational needs of iwi by providing tools to assist iwi to consider their interests from a balanced perspective</li> <li>Represent the views of MIOs/IAOs/AHCs to industry, government, councils and other key stakeholders - by re-aligning internal systems and processes to ensure enhanced responsiveness</li> </ul>	<ul style="list-style-type: none"> <li>Capability development strategy – working together with the Te Ohu Group and MIOs/IAOs/AHCs to identify development needs to build capacity internally and externally so that growth can occur</li> <li>Te Ohu Group strategy – to align individual endeavours with unity of purpose</li> <li>Seafood strategy – building on the Te Ohu Group strategy by indicating where iwi and Te Ohu can align for greater cohesiveness within the seafood industry</li> </ul>	<ul style="list-style-type: none"> <li>Effective, timely and relevant communication – informing MIOs/IAOs/AHCs and key stakeholders on time and with the right information</li> <li>Networks and relationships – identify and partner with key decision makers and influencers</li> <li>Grow Māori influence – be a key influencer to industry, government, councils and others</li> </ul>

# BUDGET 2010

## TE OHU KAI MOANA TRUSTEE LIMITED

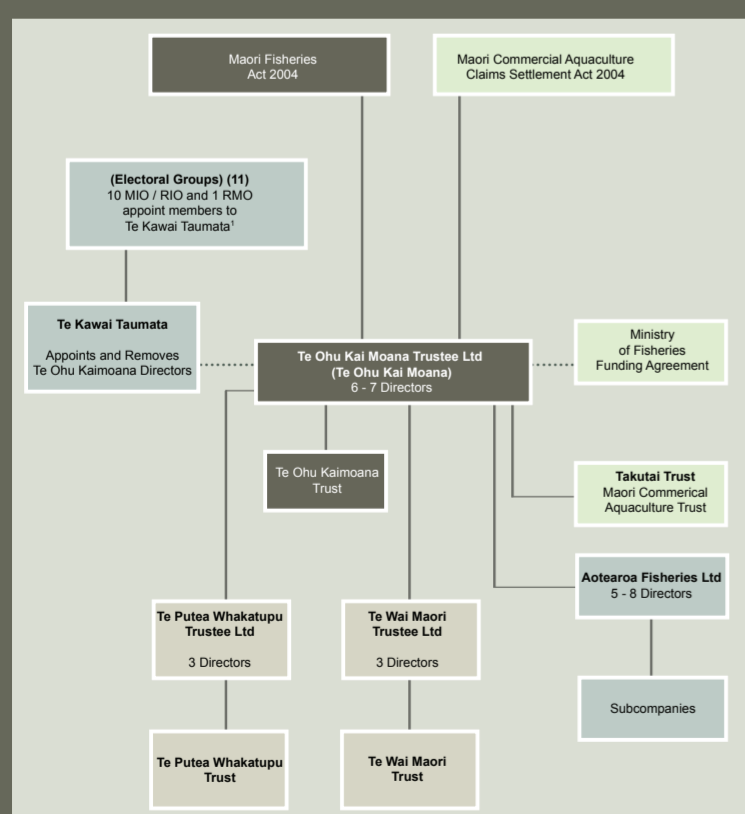
Forecast Statement of Income & Expenditure – for the year ended 30 September 2010

	2010 Plan	2009 Plan	2009 Estimated Actual
<b>Revenue</b>	\$000	\$000	\$000
ACE Income	1,925	3,228	3,228
Interest Income	4,200	6,243	6,548
Other Income	0	111	107
Overhead Recovery	733	773	773
<b>Total Income</b>	<b>6,859</b>	<b>10,355</b>	<b>10,656</b>
<b>Operating Expenditure</b>			
Facilities & Rental	486	739	685
Human Resources	2,518	2,855	2,835
Travel & Accommodation	465	537	588
Professional Services	916	1,056	898
Iwi Assistance	150	211	43
Directors	397	406	391
Te Kawai Taumata Members	40	46	50
Information & Publications	63	64	52
Representation Services	22	27	34
Quota Related Fees & Levies	1,221	2,142	2,132
Reporting & Accountability	390	608	590
Administration	288	340	258
Depreciation	168	121	119
Global Fisheries Scholarship	120	0	0
<b>Total Operating Expenditure</b>	<b>7,245</b>	<b>9,153</b>	<b>8,673</b>
<b>(Deficit)/Surplus</b>	<b>(385)</b>	<b>1,202</b>	<b>1,983</b>

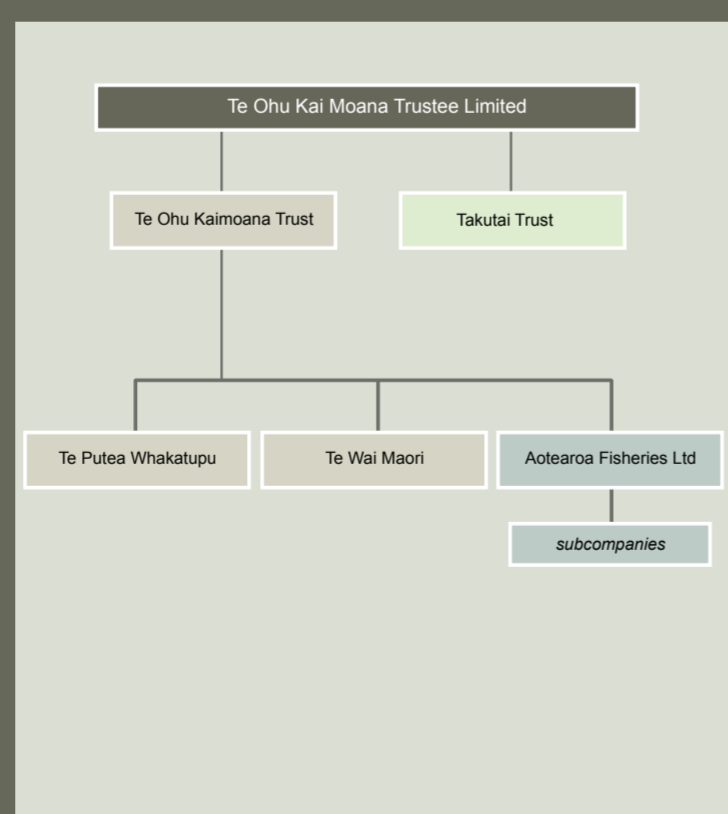
# ANNUAL PLAN | 2009–2010 WHAIA TE PAE TATA WHAKAMAUA KIA TINA

5 Year Strategic Themes	Integration - Growth & Development - Credible Leader		
Focus area	Project/Workstream	Description	KPIs
Iwi and key stakeholders	Kaimoana strategy (Growth/Development)	This project seeks to develop an agreed long term kaimoana strategy with MIOs/IAOs/AHCs and the Te Ohu Group	Kaimoana strategy ready by 30 September 2010
	Communication (Credible Leader)	The communication of timely, accurate and relevant information to MIOs/IAOs/AHCs is a vital part of our role. This communication strategy will establish how Te Ohu can improve communication with MIOs/IAOs/AHCs, across the Te Ohu Group, with industry and other key stakeholders	Draft communication strategy by 15 January 2010 and final communication strategy by 31 January 2010
	Capability development (Growth/Development)	Being able to accurately describe the 'present state' of Māori capability within the seafood industry will allow us to identify what capability we need in order to reach our 'future state'. This project will support the development of MIOs/IAOs/AHCs and individuals in the seafood industry by <ul style="list-style-type: none"> <li>Carrying out a stock take of Māori companies in the seafood industry by using publicly available information</li> <li>In conjunction with MIOs/IAOs/AHCs create a profile based on their needs assessment</li> <li>Minimum of 1 workshop for MIOs/IAOs/AHCs</li> <li>Capability development website for AHCs</li> </ul>	<ul style="list-style-type: none"> <li>Stock take completed 31 January 2010</li> <li>Assessment and profile completed by mid February 2010 (depending on MIOs/IAOs/AHCs responses)</li> <li>Workshop before 30 September 2010</li> <li>Website 'live' for use by 1 April 2010</li> </ul>
Performance (Credible Leader)	MIOs/IAOs/AHCs views on how Te Ohu has performed are an important business tool and will help us improve how and what we do. This step will review iwi and stakeholder levels of satisfaction with the performance of Te Ohu and the wider Te Ohu Group		Performance rating of greater than 60% from MIOs/IAOs/AHCs for Te Ohu by September 2010
Fisheries management (Integration)		There are three related projects being undertaken concerning fisheries management <ul style="list-style-type: none"> <li>This project will trial and review processes and principles for developing regional iwi fisheries management plans</li> <li>Members of the Te Ohu Group are working with other industry participants to develop effective industry structures</li> <li>This project seeks to identify how iwi and Te Ohu may collaborate to protect our fishing interests which are represented by commercial stakeholder organisations (CSOs). Key CSOs include deepwater species, paua, rock lobster and scallops</li> </ul>	<ul style="list-style-type: none"> <li>Prepare a report on Te Ohu participation in preparation of 1 regional/iwi fisheries management plan and review effectiveness of Te Ohu input by September 2010</li> <li>Cost effective industry representation for MIOs/IAOs/AHCs by 2011</li> <li>Collaborative approach for CSOs to work with MIOs/IAOs/AHCs finalised by September 2010</li> </ul>
		Ministry of Fisheries has established various working groups to address; low knowledge stocks, discards, research, observers and an International Strategy. Te Ohu will participate and provide information from the working groups to MIOs/IAOs/AHCs  Te Ohu will participate in the MFish annual process to determine what research should be carried out, what costs should be recovered and what sustainability measures need to be implemented in particular fisheries	<ul style="list-style-type: none"> <li>Quarterly Reports from Te Ohu to MIOs/IAOs/AHCs</li> <li>Te Ohu will respond to these processes on key issues</li> </ul>
Marine Protected Areas (Integration) (Credible leader)		Marine Protected Areas (MPA) have the possibility to affect vast areas of the coastal marine environment. This project focuses on providing information to MIOs/IAOs/AHCs so that they are informed and able to participate in the MPA process	Guidelines for participating in the MPA forums provided to MIOs/IAOs/AHCs by April 2010 and ongoing advice provided where required.
Information systems (Integration)		We are working on two IT based projects, firstly, a catch information mapping system (project CIMS) and secondly the Pātaka project. Project CIMS is the development of a catch mapping information system to help MIOs/IAOs/AHCs manage their fisheries responsibilities and resources.  The Pātaka project involves trialling the use of commercial vessels to harvest fish to be used for customary purposes with the addition of an electronic information/reporting system to issue permits and track product. Other possibilities to utilise the Pātaka tracking system for other customary purposes will also be explored (such as whale bone from stranded whales)	<ul style="list-style-type: none"> <li>Project CIMS trialled by 4 iwi by September 2010</li> <li>Pātaka project trialled by 3 iwi by September 2010</li> </ul>
	Policy & advocacy (All Strategic Themes)	In this year we expect the following major government reform processes (some commencing – some in progress) to be consulted on by government. Each of these reforms has the potential to affect the Fisheries Settlement being Phase 2 RMA, Aquaculture, Climate Change, EEZ and Freshwater	<ul style="list-style-type: none"> <li>Our minimum process will be to:                             <ul style="list-style-type: none"> <li>Provide a summary to MIOs/IAOs/AHCs within 2 weeks of receipt from government agencies</li> <li>Prepare initial response to iwi within 4 weeks of release of policy</li> <li>Kaihono follow up with MIOs/IAOs/AHCs 2 weeks after sending out initial response</li> <li>Prepare final response for submission</li> </ul> </li> </ul>
Residual services asset allocation and transfer (Integration)		Under this project we will continue to actively work with remaining recognised iwi organisations (RIO) to become MIO, work with MIO on inshore, harbour and freshwater agreements and continue residual ACE rounds until all settlement quota transferred	<ul style="list-style-type: none"> <li>3 RIO become MIO by September 2010 and measures put in place to address remaining RIO</li> <li>Consider and approve 7 post settlement governance entities as MIOs</li> <li>Carry out October 2009, April 2010 and October 2010 ACE rounds</li> <li>Facilitate coastline claims to take the total coastline verification length beyond 75 percent by 30 September 2010</li> </ul>
<b>People</b>	Good employer (Growth/Development)	Te Ohu shall remain a good employer of staff and ensure that employee development meets the requirements of the organisation and wider Te Ohu Group	Maintain its reputation as a good employer
	Succession planning (Growth/Development)	Te Ohu Group development of Māori workforce planning strategy	All key positions with succession plans in place by 30 September 2010
<b>Financial &amp; Accountability</b>	Performance of group (Credible Leader) (Growth/Development)	This project will review the effectiveness of the reporting regime of Aoteroa Fisheries Limited (AFL), Te Wai Māori and Te Putea Whakatapu to Te Ohu	Review each entities reporting regime by February 2010 and report to the Board
	Performance of group (Growth/Development) (Credible Leader)	Provide information to iwi to assist in their determination of the value of their AFL Income Shares (and, potentially, for use by iwi in establishing the carrying values of these shares for financial reporting purposes) and provide relevant information to assist Te Ohu in its monitoring role with respect to AFL	Distributed to MIOs/IAOs/AHCs by 30 June 2010
	Performance against plan & budget (Credible Leader)	Reporting on performance against annual plan to the Board	100% performance against plan
	Accountability (Credible Leadership)	Consult on the annual plan, hold AGM and provide annual report	Within Māori Fisheries Act 2004 timeframes
<b>Systems &amp; Processes</b>	Relationships (Credible Leader)	In line with the communication strategy Kaihono a Iwi shall better connect Te Ohu with iwi by establishing specific responsibilities for staff to liaise, communicate and build relationships with particular MIOs/IAOs/AHCs	Kaihono begin making contact in November 2009 to publicise the November workshop; possible training needs identified and training provided in second ¼ of the year, review effectiveness of Kaihono at July 2010
	Te Ohu Group strategy (Growth/Development)	This project will develop a Te Ohu Group Strategy to better align the individual parts of the Te Ohu Group across both governance and management	Discussions within Te Ohu Group, first draft to Te Ohu Group by 1 February 2010, final strategy agreed by the Te Ohu Group by 1 April 2010
	Governance (Credible Leader)	Provide secretariat and management support to Te Ohu, Te Putea and Wai Māori	Agreed support services provided in a cost effective and timely manner
	Corporate (Credible Leader)	The Chief Executives of Te Ohu, the AFL Group and the Sealord Group understand and are informed of each others respective strategic and annual plans	Quarterly meetings to inform and discuss their respective strategic and annual plans

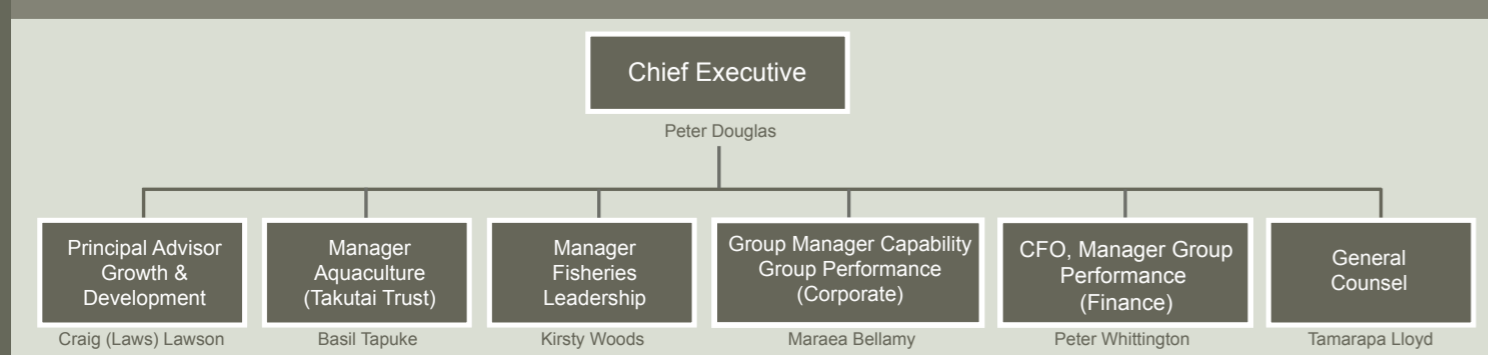
## TE OHU GROUP Governance Relationship Structure



## TE OHU GROUP and the Takutai Trust Structure



## TE OHU TEAM STRUCTURE



For a copy of the forecast statement of service performance and forecast statement of financial position as at 30 September 2010 as well as the directors fees (in bands) please visit:

[www.teohu.maori.nz](http://www.teohu.maori.nz) or call 04 931 9500

