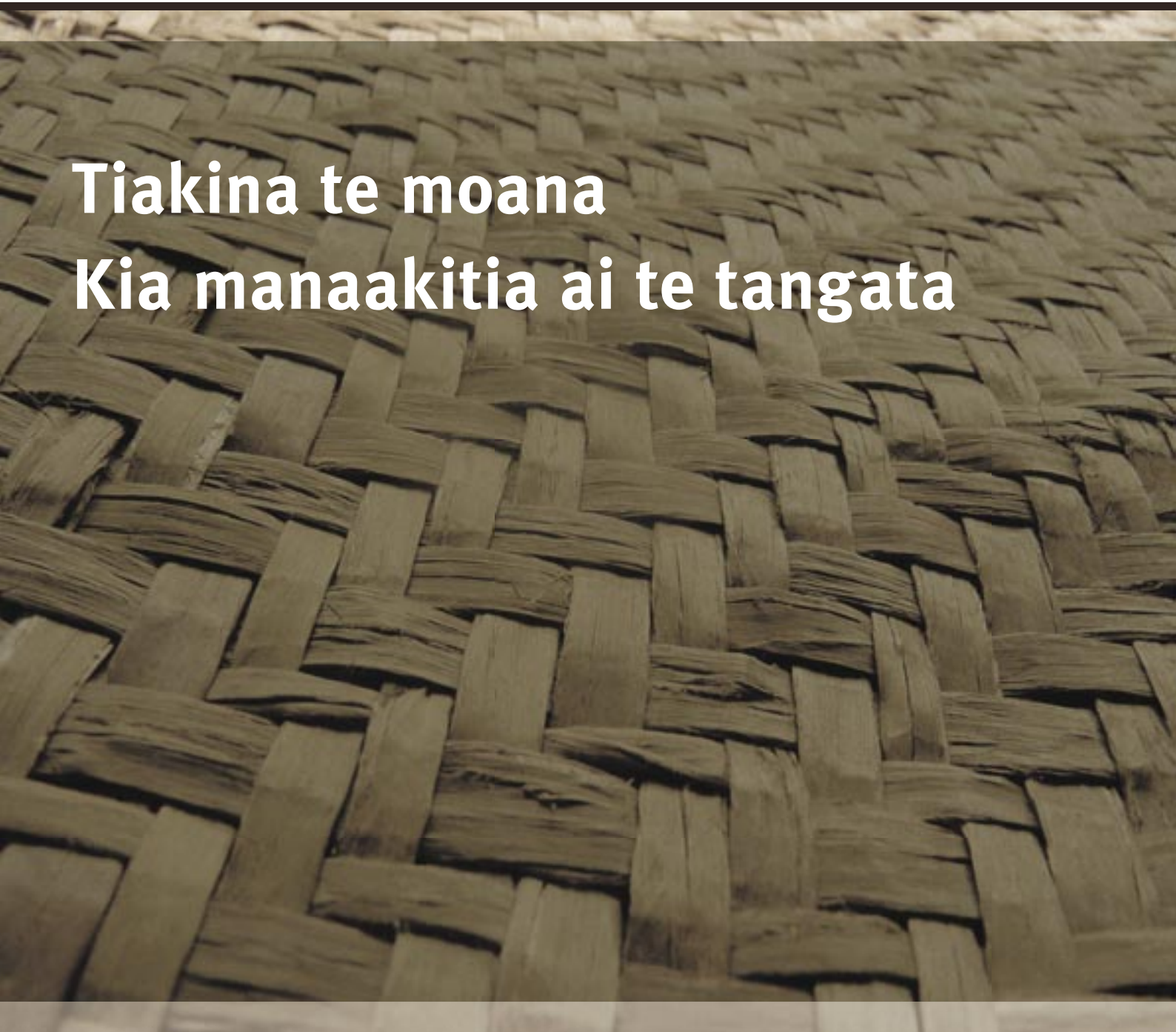


TE OHU  
KAIMOANA



**TE OHU KAI MOANA TRUSTEE LIMITED | STRATEGIC PLAN**

1 October 2006 - 30 September 2012



**Tiakina te moana  
Kia manaakitia ai te tangata**



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## Chair's Welcome

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*E nga karangatanga maha, tena tatou katoa i te hunga kua wheturangitia. Kua oti ratou te whakawhiti atu ki tua o Reao, ki te putahitanga a Rehua. Ratou ki a ratou, tatou ki a tatou. E tamara ma, kei a tatou te tikanga me e mau ai to tatou mana me nga taonga tuku iho, ara nga moemoea a kui ma, a koro ma. Koia ta matou e whakamatau nei kia uu ai o tatou iwi aa kia matorotoro ai nga hua aa kia ea ai o tatou tumanako mo nga take whanaketanga. Na reira, me hoe tahi tatou kei mahue i te toenetanga o te ra.*

It is a pleasure to bring forward this strategic plan for Te Ohu Kai Moana (Te Ohu Kaimoana) in 2007. This augments our inaugural Strategic Plan.

Our board and staff strive to be results-focussed. We are satisfied that the significant results to date show that we are achieving our tasks within the allotted period of time as specified in our Statute. A transition has taken place and we are ahead of schedule in terms of Fisheries Settlement Assets transferred to iwi.

The fishing industry faces ongoing challenges. Global forces, domestic economics, parliamentary politics and Maori imperatives all impact on our organisation and the position of Maori in the fishing industry.

It is inevitable that Te Ohu Kaimoana will need to improve its capacity to advocate, broaden relationships, and further prepare iwi for the future. A nationally based organisation must always ensure that concerns on the marae, within the iwi, are not overlooked as it seeks to engage with central government.

The strategic plan requires us to look for ways to improve operationally. The functions which are an important part of the overall work programme of Te Ohu Kaimoana can only be delivered upon by people being competent, well led, and having extensive networks.

Throughout Maoridom the spotlight is regularly on governance practice. There will be changes to the Board which will likely affect governance. After all, sound governance is the amalgam of multiple perspectives and various strengths.

To this end I look forward to the appointments process currently under way with the members of Te Kawai Taumata. We will have new faces at the helm of our organisation, this is a positive step. Nothing is static; change is inevitable, I am confident the organisation will cope with the greater challenges in our part of the political and economic environment.

He iti pioke no Rangaunu, he au tona.

A handwritten signature in black ink, appearing to read 'Shane Jones'.

Shane Jones,  
Chair

## Chief Executive's Statement

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Since the establishment of Te Ohu Kaimoana in November 2004, we have been busy. Te Ohu Kaimoana has developed systems and processes to facilitate our business activities and we have worked hard to establish good relations with many iwi.

We have made excellent progress regarding the number of iwi organisations mandated and exceeded our target for 30 September 2006. I would point out however, that we did not purposely set a target that we knew we could meet. The success to date is due to iwi who have committed their time and resource to work through the mandating process with our staff.

The process did not always run smoothly and we didn't always agree with each other, nor did we always get it right the first time. However, it wasn't through lack of effort or trying. We have learnt from our mistakes and we do not intend to repeat them. Irrespective of differences or mistakes, the Mandated Iwi Organisation and Te Ohu Kaimoana made genuine attempts to resolve them, we all want iwi to take control of their assets and utilise them as best they can.

Strategically, Te Ohu Kaimoana has reached the point where we must provide the time and resource to manage the changes that will take us into the future and we need to prepare the ground for that future. Individual iwi need to decide the level of their involvement in the various activities that protect and enhance the value and the growth of their individual fisheries settlement assets, including the collective interest of iwi.

We appreciate that some iwi are already involved with these activities to a greater or lesser degree and it is Te Ohu Kaimoana's aim to ensure that our ongoing role adds value to iwi. We therefore need to work together to establish the optimal working arrangements so that there is clarity for all parties. Our first priority is to inform iwi of the range of activities that we currently undertake as kaitiaki of the settlement assets. We need to ensure we do this in a manner that does not burden iwi with information overload or inappropriate timing. I also appreciate that whatever the process it can only be implemented at the invitation of, and with the support of, individual iwi.

This strategic plan provides an explanation of our strategic direction and approach over the next period.

Naku noa, na



*Peter Douglas,*  
*Chief Executive*



## Statement of Purpose

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Te Ohu Kai Moana Trust and Trustee (Te Ohu Kaimoana) are established under the Maori Fisheries Act 2004 (the Maori Fisheries Act).

The purpose of Te Ohu Kaimoana as determined by section 32 of the Maori Fisheries Act is to advance the interests of iwi individually and collectively, primarily in the development of fisheries, fishing and fisheries-related activities, in order to:

- a. ultimately benefit the members of iwi and Maori generally,
- b. further the agreements made in the Deed of Settlement,
- c. assist the Crown to discharge its obligations under the Deed of Settlement and the Treaty of Waitangi, and
- d. contribute to the achievement of an enduring settlement of the claims and grievances referred to in the Deed of Settlement.

This plan sets out our role as the corporate trustee of the trust. The trust either directly holds or controls assets arising from the Maori Fisheries Settlement on behalf of all iwi and Maori.

Under the Maori Fisheries Act, Te Ohu Kaimoana (as successor to the Maori Fisheries Commission) has a new focus. In contrast with the primary objective of the Commission, Te Ohu Kaimoana:

- performs a number of functions and has a corresponding range of objectives,
- has more prescribed and direct fiduciary responsibilities to iwi and Maori,
- operates under specific processes and statutory time horizons.

Following the subsequent passage of the Maori Commercial Aquaculture Claims Settlement Act 2004 (the Maori Aquaculture Act), we were also named as corporate trustee of another trust -- the Maori Commercial Aquaculture Settlement Trust (referred to as Takutai Trust). Our purpose as trustee of the Takutai Trust is set out under Section 35 of the Maori Aquaculture Act. The purpose of the Takutai Trust is to:

- a. receive settlement assets from the Crown or regional councils,
- b. hold and maintain settlement assets on trust until they are transferred to an iwi aquaculture organisation,
- c. allocate settlement assets to iwi on the basis of a model set out in this Act, and
- d. facilitate steps by iwi to meet the requirements for the allocation of settlement assets.

Although the two trusts arise from different statutes and are each subject to their own funding and accountability processes, considerable synergy and linkage exists between the activities we carry out as corporate trustee for the two trusts. Therefore, the scope of this strategic plan captures Te Ohu Kaimoana's governance responsibilities under both of the Maori Fisheries Act and the Maori Aquaculture Acts. The annual plans for Te Ohu Kaimoana and Takutai Trust are provided through separate documents.

### *The Te Ohu Kaimoana Board*

The directors of Te Ohu Kaimoana must act as a collective body in the best interests of the beneficiaries of the trusts assets and funds. The governance role of the Te Ohu Kaimoana Board has five key components:

- represent and act in the best interests of iwi and Maori,
- ensure that Te Ohu Kaimoana and Takutai Trust meets at all times the statutory obligations under the Maori Fisheries Act, the Maori Aquaculture Act, and other applicable legislation,
- guide and oversee the strategic direction of Te Ohu Kaimoana Group (Te Ohu Group)<sup>1</sup> in collaboration with the respective board of each entity,
- oversee the performance of the Te Ohu Kaimoana Trust and the Takutai Trust, and
- effectively manage risk while also encouraging strategic enterprise.

In performing its governance role the board will:

- meet the specific requirements of the Corporate Governance Charter and the legal governance framework for Te Ohu Kaimoana,
- delegate responsibility to, set performance expectations for, and evaluate the performance of, the management of Te Ohu Kaimoana,
- appoint directors to the board of Aotearoa Fisheries Ltd (AFL), and consult regularly with that board about the activities of AFL. Request AFL to prepare and present a draft business plan for consideration and comment of the Te Ohu Kaimoana Board. Perform the duties required of the single voting share holder of AFL,
- appoint directors to the board of Te Wai Maori (Wai Maori), and consult regularly with that board about the activities of Wai Maori. Approve the annual plan for Wai Maori,
- appoint Te Putea Whakatupu Board (Te Whakatupu), and consult regularly with that board about the activities of Te Whakatupu. Approve the annual plan for Te Whakatupu, and
- demonstrate its accountability for the functions, objectives and results of Te Ohu Kaimoana and those of the Takutai Trust, through strategic and annual plans, annual reports, and Te Ohu Kaimoana's annual meeting, as well as other ongoing communications with iwi and Maori.

<sup>1</sup> Te Ohu Kai Moana and every subsidiary, trust, or other entity over which it has effective control, including Aotearoa Fisheries Ltd and its sub companies, because in relation to that subsidiary, trust, or other entity, Te Ohu Kaimoana trustee controls, directly or indirectly, 50% or more of the votes; or appoints 50% or more of the directors, trustees, or office holders, as the case may be.

## *This Strategic Plan*

Te Ohu Kaimoana considered how it could best meet its fiduciary and statutory responsibilities while also developing the foundation to support the new activities, with its limited resources. We were conscious that the Acts and our own values demand that our work be of high quality and enduring value.

Te Ohu Kaimoana established a strategic horizon of six years. The six-year horizon provides an appropriate planning perspective and recognises the specific time horizons and intentions of the Acts. The Board established a two-year planning cycle whereby it will evaluate progress (against the strategic plan) one year and the results of this evaluation will contribute to the update of the strategic plan for distribution, the following year.

The following table is an example of the type of activities and changes captured by the strategic planning cycle.

### Te Ohu Kaimoana Strategic Plan 2004-2010

2005	First strategic plan for Te Ohu Kaimoana released.
	Six-year timeframe: 2004-2010
	Strategic plan identifies performance measures for : 2007 & 2010

### Te Ohu Kaimoana Strategic Plan 2006-2012

1 Oct 2006 - 30 Sep 2007	An updated version of the strategic plan distributed.
	Six-year timeframe: 2006-2012.
	Strategic plan identifies strategic outcomes for 2012 and performance measures for: 2007 & 2010

### Te Ohu Kaimoana Strategic Plan 2006-2012

1 Oct 2007 - 30 Sep 2008	Board evaluates strategic progress by June 07.
	No strategic plan published.
	Letter to iwi and Maori informing them of any new issues not captured in the current strategic plan.
	2007 performance measures evaluated during October 07.
	Findings inform the board evaluation.
	Strategic plan performance measures: 2010

### Te Ohu Kaimoana Strategic Plan 2008-2014

1 Oct 2008 - 30 Sep 2009	An updated version of the strategic plan distributed.
	Six-year timeframe: 2008-2014.
	Strategic plan identifies strategic outcomes for 2014 and performance measures for: 2010 & 2012

### Te Ohu Kaimoana Strategic Plan 2008-2014

1 Oct 2009 - 30 Sep 2010	Board evaluates progress by June 09.
	No strategic plan published.
	Letter to iwi and Maori informing them of new issues not captured in the current strategic plan
	2010 performance measures evaluated during October 2010.
	Findings inform the board evaluation.
	Strategic plan performance measures: 2012

### Te Ohu Kaimoana Strategic Plan 2010-2016

1 Oct 2010 - 30 Sep 2011	An updated version of the strategic plan distributed.
	Six-year timeframe: 2010-2016
	Strategic plan identifies performance measures for: 2012 & 2014

The Maori Fisheries Act requires Te Ohu Kaimoana to update the strategic plan each year. Te Ohu Kaimoana does not have the resource to complete a strategic planning process and an evaluation in the same year. The two-year strategic planning cycle is designed to satisfy the intention of the Maori Fisheries Act, being transparency, currency, and maintenance of a strategic focus.

The strategic plan must remain current for iwi therefore if significant changes occur during an evaluation year we will inform iwi, either by way of a letter or if appropriate, through the annual plan.

Annual plans provide the detail for the key activities identified in this strategic plan. The annual report will identify the progress made towards our strategic objectives.

### *Explanation of Amendments to this Strategic Plan*

There are three key changes to the inaugural strategic plan:

- the inclusion of a new section on governing legislation,
- the replacement of functional areas with strategic focus areas, and
- at least one 2012 strategic outcome for each strategic focus area.

The inclusion of the section on the governing legislation simply provides information that we would have liked to include in the inaugural strategic plan.

The second change is an internal change for the organisation with a move away from functions and functional line management areas used in the inaugural strategic plan, to strategic focus areas. Functions/functional line management areas suited the immediate priorities of Te Ohu Kaimoana during the establishment phase. The establishment phase is completed and the transfer of assets is ahead of schedule. We must now ensure that we meet the requirements that enable us to achieve our goals for the future.

As we move forward and look at the possible future scenarios we believe that a functional approach is no longer the most useful approach if we are to place greater emphasis on the strategic direction using our current resource. The tendency with a functions/functional line management approach is to spread resources too thin with an expectation that the operational resources will become the strategic planning resources when required. Te Ohu Kaimoana has reached the point where both the board and the CE appreciate that dedicated resource must be assigned to strategic planning and the management of changes. This dedicated resource will assist the board and the CE to plan, develop and implement change and allows resources currently dedicated to operational activities to undertake these activities unimpeded.

Te Ohu Kaimoana will retain the same level of resource and attention currently applied to the certification of iwi organisations, the allocation and transfer of assets and the numerous activities associated with the protection and enhancement of the fisheries settlement. In addition, we also intend to give greater attention to the planning of, and preparation for, the medium to long-term environment within which iwi, the entities of the Te Ohu Group and the Takutai Trust, will operate.

The third change to the strategic plan is the addition of at least one strategic outcome for 2012, for each strategic focus area. All strategic outcomes are to be replaced by performance measures as the strategic plan is updated.

## Vision, Values and Mission

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### *Our Vision*

Maori and all New Zealanders are proud of how the Maori Fisheries Settlement is managed by capable and well-prepared iwi organisations.

All Maori can expect that their interests in the Maori Fisheries Settlement will be managed and developed in a way they find relevant and that will maintain their long term interests upper most. We must be proud of what we achieve as well as the way we achieve it.

### *Our Mission*

By 2010 to have successfully effected the transfer of assets to iwi organisations properly prepared to manage them on behalf of Maori.

To grow and protect the value of Maori fisheries assets through effective governance, advocacy, technical support and capability development.

### *Our Values*

<i>Future Focused</i>	Our responsibilities are beyond our lifetimes and those of our children
<i>Providing Leadership</i>	Effective, focused and inspiring, to set a standard
<i>People Focussed</i>	People achieving their full potential, develop lasting and relevant relationships
<i>Transparency</i>	Reporting clearly and inviting scrutiny
<i>Results Oriented</i>	Effort and activity count for little without results

## Governing Legislation

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### Structures

The Minister of Maori Affairs appointed the initial directors of Te Ohu Kaimoana in November 2004.

The Maori Fisheries Act recognises 57 different iwi (which includes four collectives), and seven representative Maori organisations. The Act also created five entities, each with a specified purpose. Te Ohu Kaimoana Trustee has governance responsibilities for four of the five entities:

- Te Ohu Kaimoana – a trust that advances the interests of iwi individually and collectively.
- AFL - manages specified Maori fisheries assets in a commercial manner.
- Te Whakatupu – holds and manages trust funds under the Deed of Settlement, to promote education, training and research.
- Wai Maori – holds and manages trust funds under the Deed of Settlement, to advance Maori interests in freshwater fisheries.
- Te Kawai Taumata – the sole purpose of Te Kawai Taumata is to appoint and remove directors to the Te Ohu Kaimoana Board. Te Ohu Kaimoana does not have any governance responsibilities for Te Kawai Taumata though it does have a funding responsibility and must consider the provision of support to assist Te Kawai Taumata with the appointment processes.

The Maori Fisheries Act specifies requirements for the recognition of Mandated Iwi Organisations (MIO) and the determination of any disputed fisheries settlement asset allocations. Until assets are transferred, they are held and managed by Te Ohu Kaimoana in trust for iwi.

The Maori Fisheries Act specifies that Te Ohu Kaimoana will allocate and transfer fisheries settlement assets to iwi in accordance with the Maori Fisheries Act, using formulae based primarily on iwi coastlines and populations. In addition to specific cash transfers and direct ownership of quota, iwi will hold income shares in AFL.

After assets are transferred, their management becomes the responsibility of the MIO that is required to act in the interests of its iwi members.

The Maori Aquaculture Act specifies that the Takutai Trust receives aquaculture settlement assets and allocates them to iwi, subject to a number of requirements.

The key requirements for asset transfer broadly parallel those under the Maori Fisheries Act, with adjustments made to recognise the differing features of the aquaculture industry and its governing legislation. For example, Te Ohu Kaimoana will operate processes to recognise Iwi Aquaculture Organisations (IAO) and receive, hold and manage aquaculture assets until they are transferred to individual iwi. Those processes link with the requirements of the Maori Fisheries Act.

The Maori Aquaculture Act operates differently from the Maori Fisheries Act in several important respects. First, the beneficiaries of the aquaculture settlement assets are only those iwi who have coastline. Second, the settlement is regionally based, with all the iwi within a regional council's boundaries (and that have coastline) sharing in the settlement. Third, while overall shares are agreed by coastline the iwi involved need to agree on how they share and manage individual assets. The Maori Aquaculture Act does not create an entity corresponding to AFL to operate existing Maori aquaculture enterprises; each iwi will determine how to best operate its own aquaculture enterprises.

The Maori Aquaculture Act also provides that our reasonable costs and expenses (in carrying out our core duties) shall be met from money appropriated by Parliament. This is in contrast to the Maori Fisheries

Act, which established capital funding from which we must manage our own finances and resources. Accordingly, for aquaculture-related work, Te Ohu Kaimoana operates under a funding agreement with the Ministry of Fisheries (MFish) as the government agency that will receive Parliamentary appropriations, pay them to the trustee, and operate the corresponding accountability processes.

Te Ohu Kaimoana also directly or indirectly holds and manages some Maori fisheries settlement assets on behalf of all iwi collectively. Those assets include 20% of the income shares and all of the voting shares in AFL. The Maori Fisheries Act specifies how the various assets should be managed by the entities created under the Maori Fisheries Act and how the resources of those entities should be applied on behalf of iwi. The Maori Fisheries Act also provides for the ultimate allocation and transfer of all assets to individual iwi, should the entities above be wound up.

## *Accountability*

The Maori Fisheries Acts stipulate that Te Ohu Kaimoana must:

- account for the assets it holds and manages,
- develop annual and strategic plans and distribute them to iwi for comment,
- present budgets for its activities, and regularly report on those activities,
- specifically disclose key items of governance information such as accounting policies, directors appointments and remuneration, asset holdings and how revenue is applied,
- hold an annual general meeting,
- record all key decisions on a register that is available to iwi, and
- meet any additional reporting obligations arising from other statutes.

In accordance with its values, Te Ohu Kaimoana is committed to effective relationships, to continuing communication and to being fully accountable to iwi and Maori in letter and spirit.

## *The Broader Environment*

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### *Economic Factors*

Seafood exports are New Zealand's fifth largest earner of overseas funds behind tourism, dairy, meat and forestry. They make a valuable contribution to our economy and to New Zealand's overall welfare.

As recent developments in quota management demonstrate, most of New Zealand's wild fisheries are now fished at or near maximum sustainable yields and production volumes are unlikely to rise significantly. New Zealand seafood producers face the challenge of adding additional value to products. Furthermore, because more than 90% of production is exported the value of fisheries assets depends heavily on global markets, international trade regulations, and currency fluctuations. New Zealand producers therefore need to achieve critical mass and operate with technical and human capability that is globally competitive.

By contrast, aquaculture is a relatively new industry that promises to increase total seafood production in ways that are ecologically and economically sustainable.

### *Commercial Fisheries Management*

New Zealand has been a leader in managing fisheries on a sustainable use basis. The quota management system introduced in 1986 was a major step forward in fisheries thinking with its concentration on controlling the outcomes of fishing activities rather than the activities themselves. It offered incentives for quota holders to take direct responsibility for the sustainable management of the fisheries in which they were engaged and provided a vehicle for the settlement of Maori commercial fisheries claims.

While the rights of duties of quota holders under the quota management system are clear, those of non-commercial participants are less so, and at times has led to conflict between fishing sectors. That has particular significance for Maori in light of their "customary non-commercial and commercial" fishing rights (see below).

Since 1992, the quota management system has come under frequent attack from groups seeking to restore central control of fisheries, expand marine protected areas, limit fishing effects or promote alternative uses of coastal and oceanic waters. The scope of fisheries management is continually being challenged and extended by new issues such as aquaculture, biosecurity and international treaties.

In 2006, the fishing industry took a proactive approach to find solutions that address public concern about the effects of fishing activity, particularly bottom trawling. Areas have been proposed to be closed to bottom trawling within New Zealand's EEZ, as well as international waters. The development and success of such proposals requires commitment from the industry to work collectively.

### *Property Rights*

Wider property rights issues, many of them controversial, also continue to require the engagement of iwi and Maori. Issues of current importance in the fisheries context include:

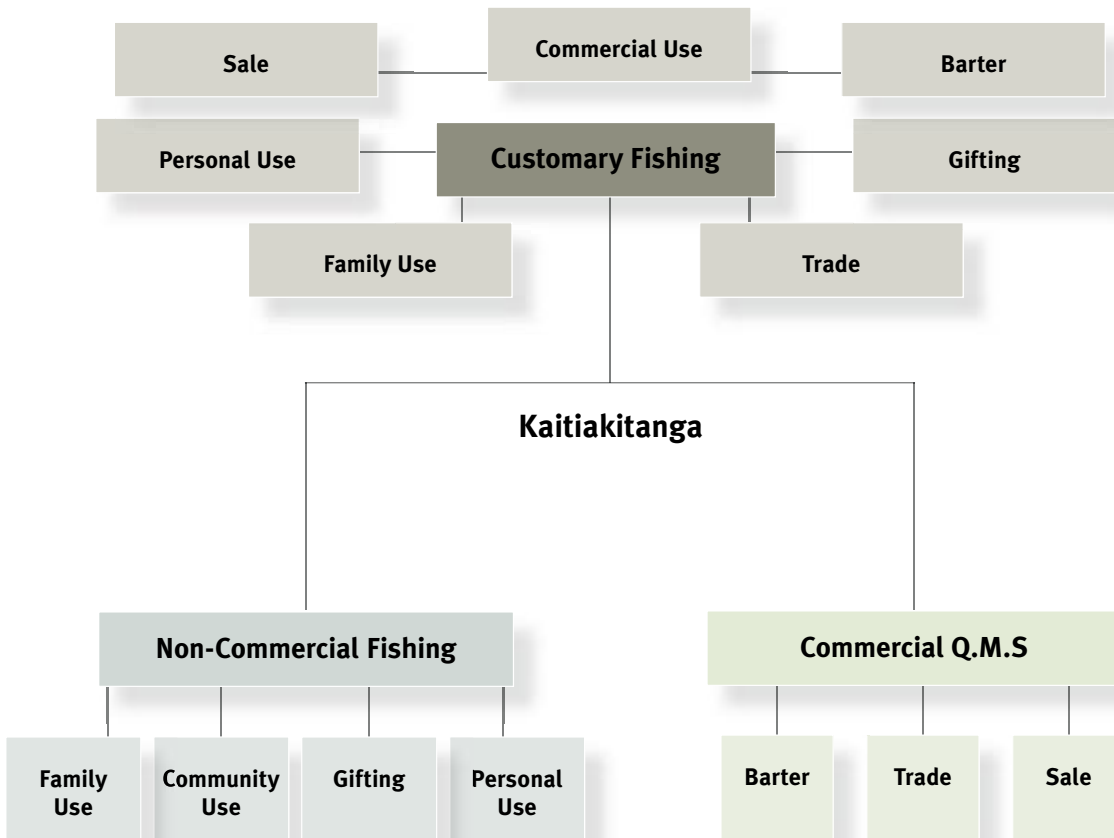
- the impact of the Foreshore and Seabed Act 2005, on fishing and fisheries related activities,
- freshwater fisheries development,
- the growing impetus to manage fisheries on an ecosystem basis,
- concerns about biodiversity and proposals for marine protected area, and
- the demands of environmentalists and recreational fishing interests.

### Maori non-commercial fishing interests

*“I am satisfied that there is a strong case that before 1840, Maori had a highly developed and controlled fishery over the whole of the coast of New Zealand, at least where they were living. That was divided into zones under the control and authority of hapu and tribes of the district. Each of these hapu and tribes had the dominion, perhaps the rangatiratanga, over those fisheries. Those fisheries had a commercial element and were not purely recreational or ceremonial or merely for the sustenance of the local dwellers”*  
 (Justice Grieg, High Court, 1987)

The 1992 Fisheries Settlement settled all Maori claims to fisheries. However while Maori fishing was customarily carried out for a variety of purposes, including community use, barter, gifting, personal use, family use and sale, the settlement separated the commercial and non-commercial elements of Maori customary fishing into two different management regimes (see Figure 1).

Figure One



Maori claims to fishing for non-commercial purposes were settled with an agreement that regulations would be promulgated to provide for non-commercial fishing for customary purposes, and greater provision for the input and participation of the tangata whenua in fisheries management.

The customary regulations, including the establishment of rohe moana and the appointment of kaitiaki have only been partly implemented. In some cases, the regulations, including management tools such as mataitai, are being implemented without reference to the commercial fisheries interests of iwi.

The challenge for iwi, hapu and whanau in future is to manage both sets of interests in a mutually supportive way.

### *Capacity and Capability*

With the fisheries settlement being one of the largest injections of settlement assets ever received by iwi, having the appropriate strategies to further advance and develop their fisheries settlement assets will be a priority for iwi.

Capacity and capability spans a multitude of areas and is reliant on good support mechanisms being in place. Capacity and capability issues can be a difficult area to address because of constant changes and the many variables that impact upon the workforce and organisations. Many people focus exclusively on skill level and competencies. However, while these might be the more obvious components, limiting capacity and capability to these two areas ignores other equally important areas of capacity and capability. Such areas include: building and constantly updating the information base; having the resource to access information; the finance to access the resource; good employer policies; a full capacity workforce from the outset in order to enable individuals to undertake training and development; having the required time to develop on the job; the finance to support personnel and organisation development; good governance operating; sound management; organisation systems; and the depth within each to respond appropriately when the unexpected arises.

Workforce development within the commercial fishing industry is the responsibility of that industry. Iwi therefore should not be expected to address the issues of Maori in the commercial fishing industry unless they are the employers.

There is a scarcity of people experienced in the fishing industry and fisheries-related activities at the governance, management and operational levels, and this is likely to impact upon some of the MIOs and Asset Holding Companies (AHCs).

Capacity and capability issues specific to iwi may include individuals new to the fishing and fisheries-related activities needing to come up to speed quickly, stretching an already stretched workforce, some of whom may be part-time in theory but full time in reality, and extending the multi-tasking skills even further. None of these issues will be new to iwi, but the governance, management and operations requirements of the fisheries settlement assets is likely to place a degree of capacity and capability strain on iwi, at least in the short-term. There are iwi who have the depth of experience and resource in the fishing industry, who are in a position to assist other iwi.

The circumstances for each iwi will be different and only the individual iwi know what they have, where they are heading and what they require to get there. It will be important for iwi to assess their capability and capacity strengths and weaknesses so these can be taken into account in the development of their longer-term business plans. In addition to the considerations for individual iwi there are also capability and capacity considerations for specific areas of the industry (i.e. freshwater, education and training and aquaculture) and for the collective interest of Maori.



# Strategic Focus Areas

## *Strategic Focus Areas*

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Te Ohu Kaimoana has established four strategic focus areas to enable us to achieve our purpose. The operational detail for these areas can be found in the annual plan.

Te Ohu Kaimoana's four strategic focus areas are:

1. Allocate and transfer assets to MIO.
2. Protect the value and sustainability of the fisheries settlement assets.
3. Manage changes to ensure the Te Ohu Group and iwi meet future challenges.
4. Provide optimal governance of the Te Ohu Group.

The first two strategic focus areas centre on the operational activities. These areas include the various processes required to enable an iwi organisation become a recognised MIO, allocation of assets and transfer of assets, and the numerous activities that contribute to the protection and enhancement of the settlement assets. The latter activities involve the government and the industry, customary rights and fisheries management.

Strategic focus areas 3 and 4 have a more direct association with the governance responsibilities of the Te Ohu Kaimoana Board. The fourth strategic area focuses specifically on the board, its governance responsibilities and accountability of the Te Ohu Group, and the relationships between the governing bodies of the Te Ohu Group.

The third strategic area focuses on two key activities. The first activity is the preparation and the management of the changes expected over the next few years. Expected changes include the capitalisation of Wai Maori and Te Whakatupu; the transfer of assets to iwi, changes to Te Ohu Kaimoana's programme as individual iwi determine their role and level of participation in the future. The environment in which we operate continues to change and though we cannot predict the environment that iwi wish to operate within, we hope to have the opportunity to discuss the more predictable changes with iwi and ideally to work with iwi to progress these changes.

Ongoing communication with iwi, MIO, AHC, Maori, Maori representative organisations and the various entities within the Te Ohu Group structure is likely to be time consuming and may at times be difficult, but Te Ohu Kaimoana has a responsibility to engage. The nature and scope of any future role of Te Ohu Kaimoana, other than our statutory role, is something which we look forward to discussing with iwi. We do not presume any role in the distant future but we will continue to have centralised responsibilities such as governance.

The second key activity is to provide strategic and governance support to the board. Accordingly, the governance and corporate functions for the organisation sit within this strategic focus area.

## Strategic Focus Area 1: Allocate and Transfer Fisheries Settlement Assets to MIO

### 2012 Strategic Outcome:

– Individual iwi have full ownership of their fisheries settlement assets.

Strategic Objectives	Performance Measures	
	By 30 September 2007	By 30 September 2010
1.1 Assist individual iwi to meet the requirements to become a MIO.	<p>At least 50 iwi have been recognised by the Te Ohu Kaimoana Board as a MIO.</p> <p>Iwi not yet mandated have an agreed path to become recognised as a MIO by the Te Ohu Kaimoana Board.</p> <p>There are no identified barriers to certification that cannot be reasonably overcome by any iwi.</p>	All iwi have a MIO recognised by the Te Ohu Kaimoana Board.
1.2 Allocate and transfer existing fisheries settlement assets to individual MIO.	<p>Population assets for 50 MIO are transferred.</p> <p>At least 44% of (coastline) agreement assets have been transferred.</p>	<p>All population assets have been transferred.</p> <p>At least 80% of (coastline) agreement assets have been transferred.</p> <p>Facilitate interim agreements between iwi so as to transfer as much of the remaining 20% to iwi as possible.</p>
1.3 Systems kept current to allow allocation and transfer of fisheries settlement assets to individual MIO.	<p>Processes to classify new fisheries quota operating routinely and effectively, as required.</p> <p>Processes to register new settlement quota operating routinely and effectively, as required.</p> <p>Processes to allocate and transfer settlement quota for new species under existing fisheries legislation operating smoothly.</p>	<p>Processes to classify new fisheries quota operating routinely and effectively, as required.</p> <p>Processes to register new settlement quota operating routinely and effectively, as required.</p> <p>Processes to allocate and transfer quota for new species under existing fisheries legislation operating smoothly, as required.</p>

Strategic Objectives	Performance Measures	
	By 30 September 2007	By 30 September 2010
1.4 Monitor and appropriately enforce restrictions on sales and exchanges of settlement quota as required by the Act.	<p>Monitoring and reporting mechanisms in place to cover swaps and disposal of settlement quota.</p> <p>Settlement quota exchange policy operational.</p> <p>Settlement quota disposal processes developed.</p> <p>Settlement quota trading feasible.</p>	<p>Asset sales feasible, with effective processes operating for sale processes and right of first refusal.</p> <p>Sales and exchanges of settlement quota operating effectively.</p>
1.5 Annual Catch Entitlement (ACE) transferred to Recognised Iwi Organisations (RIOs) and MIOs.	ACE rounds for settlement quota still held by Te Ohu Kaimoana undertaken with clear processes that ensure RIOs/MIOs receive ACE in a timely manner.	ACE rounds for remaining quota held by Te Ohu Kaimoana undertaken with clear processes that ensure RIO/MIOs receive ACE in a timely manner.
1.6 Where necessary participate in disputes as required under the Act.	Disputes are efficiently resolved, where possible.	Disputes are minimised and efficiently resolved where possible.

## Strategic Focus Area 2: Protect the Value and Sustainability of the Fisheries Settlement Assets

### 2012 Strategic Outcome:

- Iwi and Maori are positioned so they may direct, influence and/or participate in key decisions that impact upon their fisheries settlement assets.
- Iwi and Maori are positioned and resourced to grow the value of the fisheries settlement assets and protect their customary, commercial and non-commercial right.

Strategic Objectives	Performance Measures	
	By 30 September 2007	By 30 September 2010
2.1 Advise iwi on responses to central and local government reforms, and advocate a collective response to government.	Active and effective representation on all material threats to the value and integrity of the fisheries settlement.	Iwi satisfied with the representation by Te Ohu Kaimoana on all material threats to the value and integrity of the fisheries settlement.
2.2 Work with iwi to assess whether any proposed Aquaculture Management Area (AMA) will affect the use of settlement quota.	Active and effective representation on all material threats to value and integrity of the fisheries settlement.  Optimal processes to work with iwi agreed between iwi and Te Ohu Kaimoana.	Iwi support Te Ohu Kaimoana involvement in fisheries management activities.
2.3 Represent iwi interests in key Commercial Stakeholder Organisations (CSO).	Ensure any measures promoted by CSOs don't detract from iwi interest.  Clear criteria and processes for future involvement with CSOs, on behalf of iwi have been established.	Criteria and processes for Te Ohu Kaimoana involvement are agreed with iwi and consistently applied and approved by iwi.
2.4 Assist iwi to give expression to their customary rights.	Substantial progress towards developing an appropriate and practical framework that has wide iwi acceptance.	Appropriate and practical framework operating with strong iwi support.
2.5 Advise iwi on responses to government marine management operations and advocate a collective response to government.	Oppose any applications that have undue adverse effects on the use of that settlement quota.	Oppose any applications that have undue adverse effects on the use of that settlement quota.

## Strategic Focus Area 3: Manage Changes to Ensure the Te Ohu Kaimoana Group and Iwi Meet Future Challenges.

### 2012 Strategic Outcome:

- Iwi have collectively determined how the entities within the Te Ohu Group will provide maximum value.

Strategic Objectives	Performance Measures	
	By 30 September 2007	By 30 September 2010
<p>3.1 Capability Development Te Ohu Kaimoana will provide to iwi, in a timely manner, the information and resources required for iwi to make informed decisions about their involvement in all fishing matters.<sup>1</sup></p>	<p>Individual iwi are aware of the range of activities required of owners of fishing assets, including the level of resource applied by Te Ohu Kaimoana.</p> <p>The quality of information provided enables iwi (individually and collectively) to make informed decisions regarding the extent and level of their involvement in the future, including what resources are required to build upon the existing capacity and capability base of individual iwi.</p> <p>Iwi satisfied that they have been provided with the correct capability and capacity information.</p>	<p>Iwi capacity and capability realised.</p> <p>Cooperative working relationships between MIOs, AHCs, and IAOs with Te Ohu Kaimoana established - to protect and grow the value of their assets.</p>
<p>3.2 Te Ohu Kaimoana adapts to meet the changing environment to best serve the needs of iwi.</p>	<p>Current and medium-term roles and responsibilities agreed in principle by iwi and Te Ohu Kaimoana.</p>	<p>Iwi supportive of Te Ohu Kaimoana's role and processes to adapt as required in place.</p>

<sup>1</sup> Includes fisheries, fishing, and fisheries-related activities.

Strategic Objectives	Performance Measures	
	By 30 September 2007	By 30 September 2010
3.3 Te Ohu Kaimoana functions and activities correctly understood and practically applied within a culture of communication and collaboration with iwi.	<p>Te Ohu Kaimoana's medium term role is clear and supported by iwi.</p> <p>Te Ohu Kaimoana is adequately resourced to enable it to meet its responsibilities.</p> <p>Institutional knowledge maintained.</p> <p>Long-term funding planned in consultation with iwi.</p>	<p>Te Ohu Kaimoana's long-term role is clear and supported by iwi.</p> <p>Organisation retains the appropriate skills and funding to enable it to fulfil responsibilities competently and consistently.</p> <p>Te Ohu Kaimoana is effectively but not excessively resourced and funded to perform its duties.</p> <p>Working capital targets attained.</p> <p>Finance in place to support remaining allocation and transfer timetables.</p>
3.4 Delivering on the strategic direction set by the board, including maintaining effective working relationships with iwi, other entities of the Te Ohu Group and other stakeholders.	<p>Finalise the strategic planning cycle for Te Ohu Kaimoana.</p> <p>Te Ohu Kaimoana's strategic plan informs key stakeholders of the organisation's medium-term role.</p> <p>Te Ohu Kaimoana's work is valued by iwi, other entities of the Te Ohu Group and other stakeholders.</p>	<p>Te Ohu Kaimoana's strategic planning process and planning cycle understood. The planning cycle implemented successfully, across the Te Ohu Group.</p> <p>The strategic plan informs key stakeholders of the organisation's long-term vision and role and any resourcing and funding implications are identified and supported by iwi.</p>

Strategic Objectives	Performance Measures	
	By 30 September 2007	By 30 September 2010
3.5 Facilitate the process required for the audits and reviews	<p>Timetable for audits completed.</p> <p>Develop terms of reference for the initial audit, in conjunction with the entities of the Te Ohu Group.</p> <p>Prepare a list of potential auditors for the Board.</p>	<p>Initial audits timetabled.</p> <p>Project plan to scope the term of reference of the initial audits commenced.</p> <p>A list of potential auditors has been prepared for consideration by the appropriate board.</p>
3.6 Te Kawai Taumata.	<p>Prepare necessary information for the Chair of Te Ohu Kaimoana and the Chair of Te Kawai Taumata, to discuss the resourcing of Te Kawai Taumata for 2007.</p> <p>Ensure the budget and support agreed by the Chair of Te Ohu Kaimoana and the Chair of Te Kawai Taumata is actioned.</p>	<p>Te Kawai Taumata - operating independently - level of support and funding agreed between Chair of Te Ohu Kaimoana and the Chair of Te Kawai Taumata.</p>
3.7 Te Whakatupu	<p>Te Ohu Kaimoana and Te Whakatupu to develop and analyse the options for Te Whakatupu, including the implications for Te Ohu Kaimoana resource, should the trust capitalise at any point between 2006 and 2010.</p> <p>These options have the full involvement of the Te Whakatupu Board.</p>	<p>Te Whakatupu– pathway to capitalisation established.</p>

Strategic Objectives	Performance Measures	
	By 30 September 2007	By 30 September 2010
3.8 Wai Maori	<p>Te Ohu Kaimoana and Wai Maori to develop and analyse the options for Wai Maori, including the implications for Te Ohu Kaimoana resource, should the trust capitalise at any point between 2006 and 2010.</p> <p>These options have the full involvement of the Wai Maori Board.</p>	<p>Wai Maori – pathway to capitalisation established.</p>

## Strategic Focus Area 4: Provide Optimal Governance of the Te Ohu Kaimoana Group

### 2012 Strategic Outcome:

- The Te Ohu Kaimoana Board is accountable and continues to perform in accordance with good governance practice.
- Iwi and Maori satisfied that all entities operating under the Maori Fisheries Act are accountable.

Strategic Objectives	Performance Measures	
	By 30 September 2007	By 30 September 2010
4.1 Ensure Te Ohu Kaimoana's oversight of AFL is robust without impeding AFL's ability to operate a commercially viable business.	<p>Scope of AFL activities understood and agreed.</p> <p>Prior to the expiry of AFL directors' term of office, review the performance of the AFL Board.</p> <p>Target for shareholder value set and benchmarked.</p> <p>Evaluation methodology for AFL income shares established for use by iwi.</p> <p>Independent reporting by Te Ohu Kaimoana to iwi on AFL's performance.</p> <p>Fisheries management activities for AFL assets effectively operated.</p> <p>Defined and appropriate processes for shareholder consultation and oversight, operating effectively and adding value.</p> <p>Reporting by AFL demonstrates it has met its statutory and constitutional obligations to collaborate with iwi to mutual commercial advantage.</p>	<p>Prior to the expiry of AFL directors' term of office, review the performance of the AFL Board.</p> <p>Targets for shareholder value attained.</p> <p>Evaluation methodology applied to establish dividend benchmark.</p> <p>Independent reporting by Te Ohu Kaimoana to iwi on AFL's performance.</p> <p>Oversight of AFL's fisheries management activities routine within Te Ohu Kaimoana's monitoring of AFL.</p> <p>Dividend payments of 40% of net profit after tax being attained without constraining AFL commercially.</p>

Strategic Objectives	Performance Measures	
	By 30 September 2007	By 30 September 2010
4.2 Directly hold and manage other assets of Te Ohu Kaimoana - including those not yet allocated to individual.	Targets for shareholder value set and benchmarked.	Targets for shareholder value attained.
4.3 Governance of Wai Maori effectively delivers on its statutory role.	<p>Governance, management and accountability boundaries agreed by Te Ohu Kaimoana Board and the Wai Maori Board.</p> <p>Wai Maori has an agreed long-term vision and delivery programme.</p>	<p>Trust governance and funding operating.</p> <p>Prior to the expiry of Wai Maori Director's term of office, review the performance of the Wai Maori Board.</p> <p>Programmes demonstrably effective.</p>
4.4 Governance of Te Whakatupu effectively delivers on its statutory role.	<p>Governance, management and accountability boundaries agreed by Te Ohu Kaimoana Board and the Te Whakatupu Board.</p> <p>Te Whakatupu has an agreed long-term vision and delivery programme.</p>	<p>Trust governance and funding operating.</p> <p>Prior to the expiry of Te Whakatupu Director's term of office, review the performance of Te Whakatupu.</p> <p>Programmes demonstrably effective.</p>

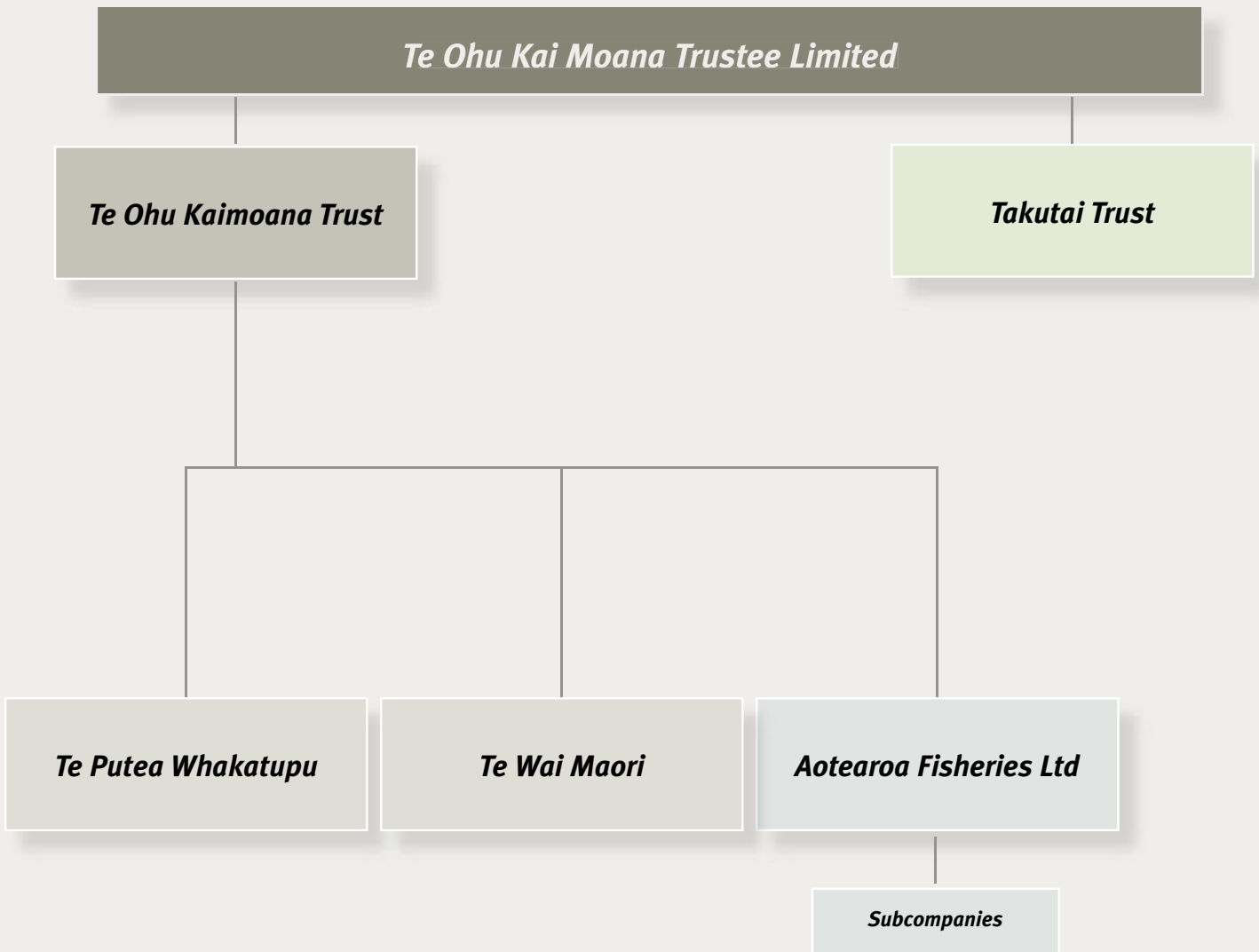
Strategic Objectives	Performance Measures	
	By 30 September 2007	By 30 September 2010
4.5 Effective working relationships between Te Kawai Taumata and Te Ohu Kaimoana.	<p>Te Kawai Taumata and the Te Ohu Kaimoana Board have an agreed level of support and communication protocols.</p> <p>Processes for support and communication applied to effectively deliver their respective roles.</p>	<p>Te Kawai Taumata and the Te Ohu Kaimoana Board have an agreed level of support and communication protocols.</p> <p>Processes for support and communication applied to effectively deliver their respective roles.</p>
4.6 Demonstrate accountability to iwi and Maori.	<p>All planning, recording and reporting processes operating effectively, efficiently and in accordance with the Maori Fisheries Act.</p>	<p>Iwi do not perceive any major conflicts between their interests and the continuing operation of the Act.</p> <p>Any surplus funds allocated to iwi organisations.</p>
4.7 Delivering on strategic direction including the management of roles, boundaries and relationships.	<p>At least two strategic planning sessions undertaken.</p> <p>Protocols developed between the Te Ohu Kaimoana, and the boards of Wai Maori and Te Whakatapu.</p> <p>Liaison protocols between Te Ohu Kaimoana and AFL updated.</p>	<p>Strategic direction of the Te Ohu Group is clear and transparent to iwi and Maori.</p>
4.8 Te Ohu Kaimoana is adequately resourced to carry out all responsibilities.	<p>Te Ohu Kaimoana internal capability and funding is reasonably resourced to meet its statutory requirements</p>	<p>Board approves adequate level of resource.</p>



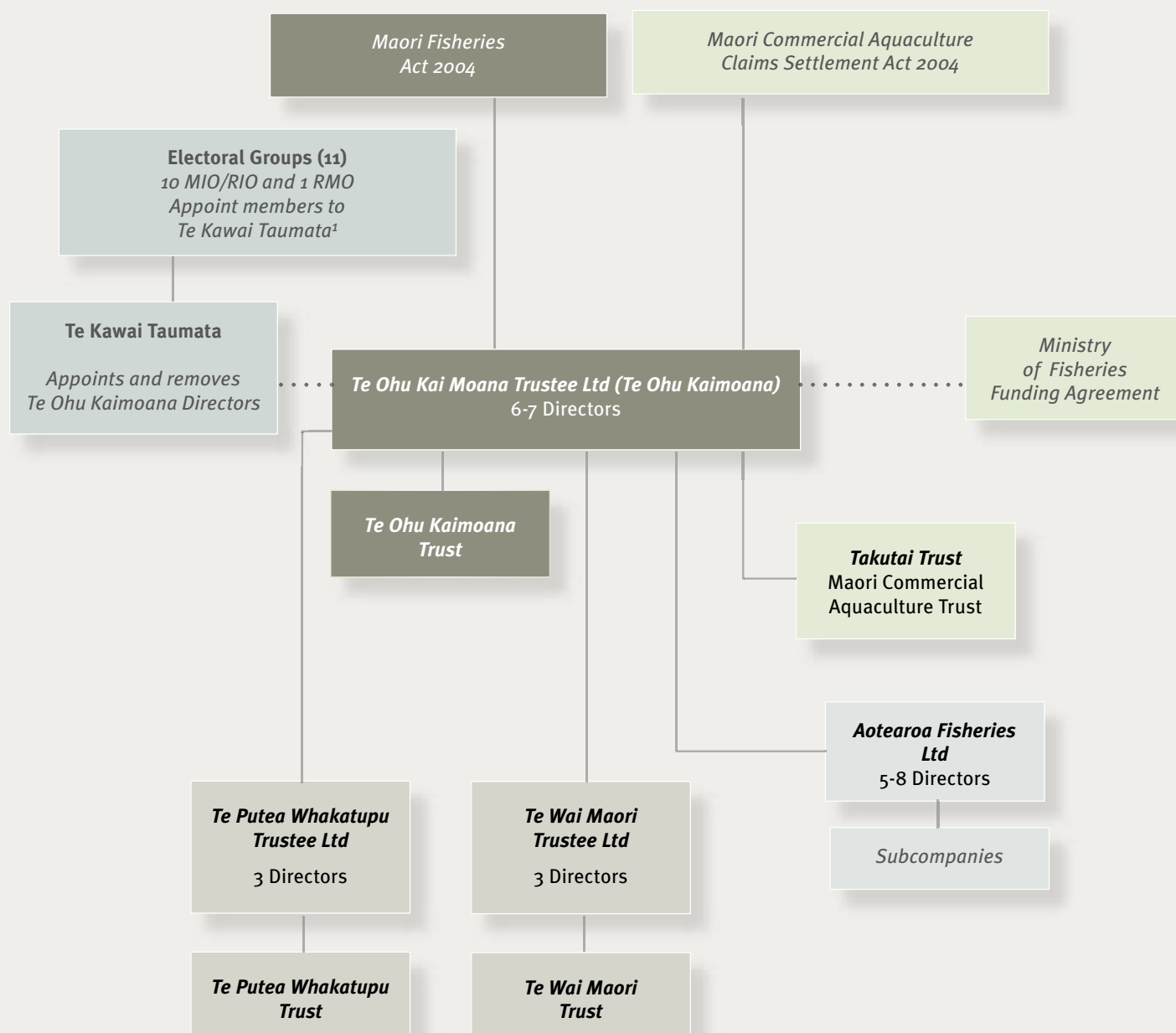
# Organisational Structures

## *Te Ohu Group and the Takutai Trust Structure*

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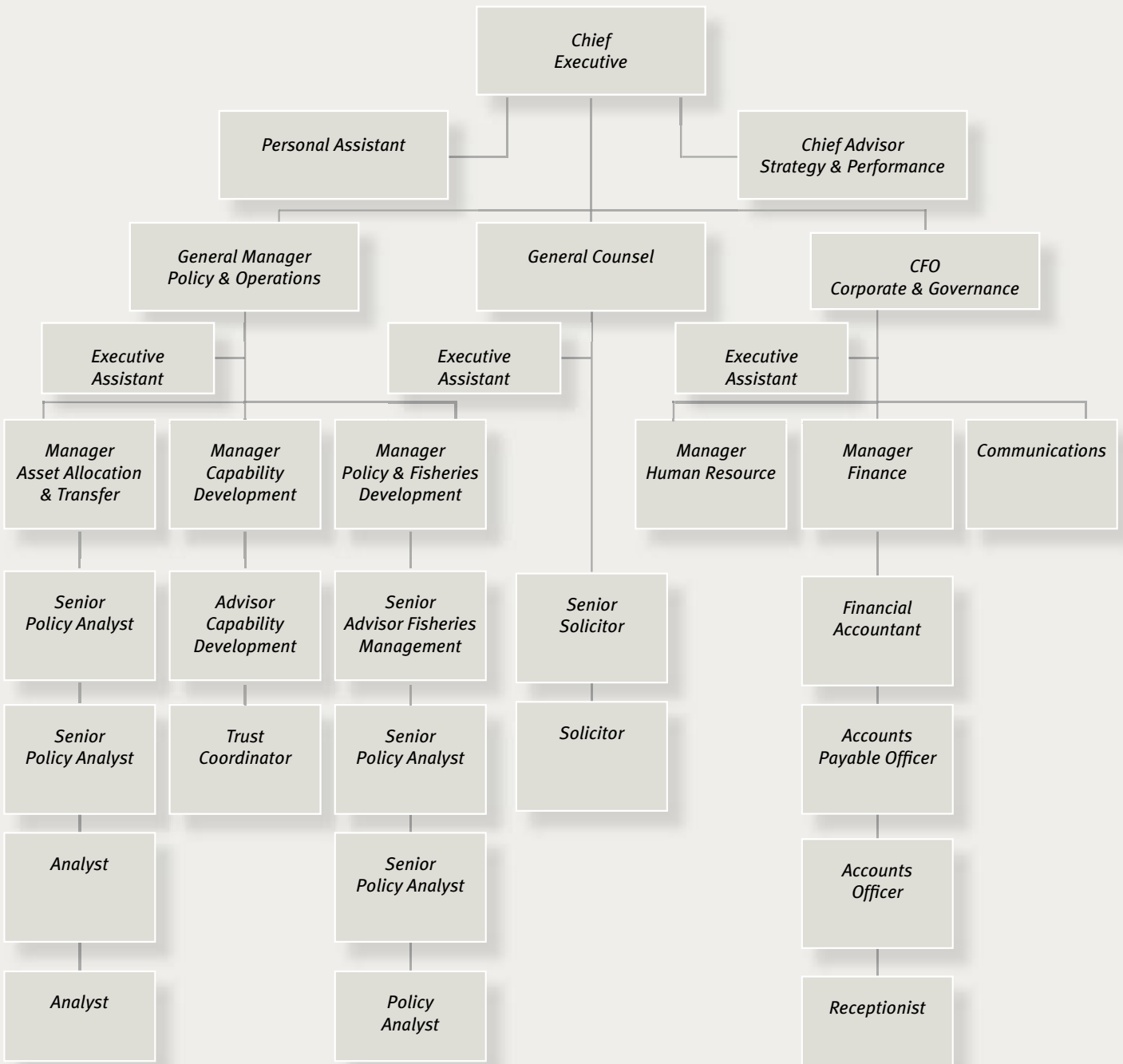


## Te Ohu Kai Moana Group – Governance Relationship Structure



(1) MIO = Mandated Iwi Organisation | RIO = Recognised Iwi Organisation | RMO = Representative Maori Organisation

## Te Ohu Kaimoana Staff Structure



### Executive Management

Peter Douglas	Chief Executive
Peter Whittington	Chief Financial Officer
Craig Lawson	General Manager - Policy and Operations
Tamarapa Lloyd	General Counsel

## Board of Directors

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*Shane Jones (Chair)*  
Ngai Takoto, Te Aupouri



*Rangimarie Parata Takurua*  
Ngai Tahu, Ngati Kahungunu



*Archie Tairaoa (Deputy Chair)*  
Ngati Haua, Ngati Kurawhatia,  
Te Ati Haunui-a-Paparangi,  
Ngati Tuwharetoa,  
Ngati Apa, Ngati Maru



*Dame Georgina Kirby*  
Ngati Kahungunu



*Koro Wetere*  
Tainui



*Rob McLeod*  
Ngati Porou

### *Alternate Director*



*Fred Cookson*  
Te Arawa-Ngati Uenukukopako, Ngati Kahungunu

## Board Committees

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### *Audit Committee*



Rob McLeod



Rangimarie Parata Takurua



Fred Cookson

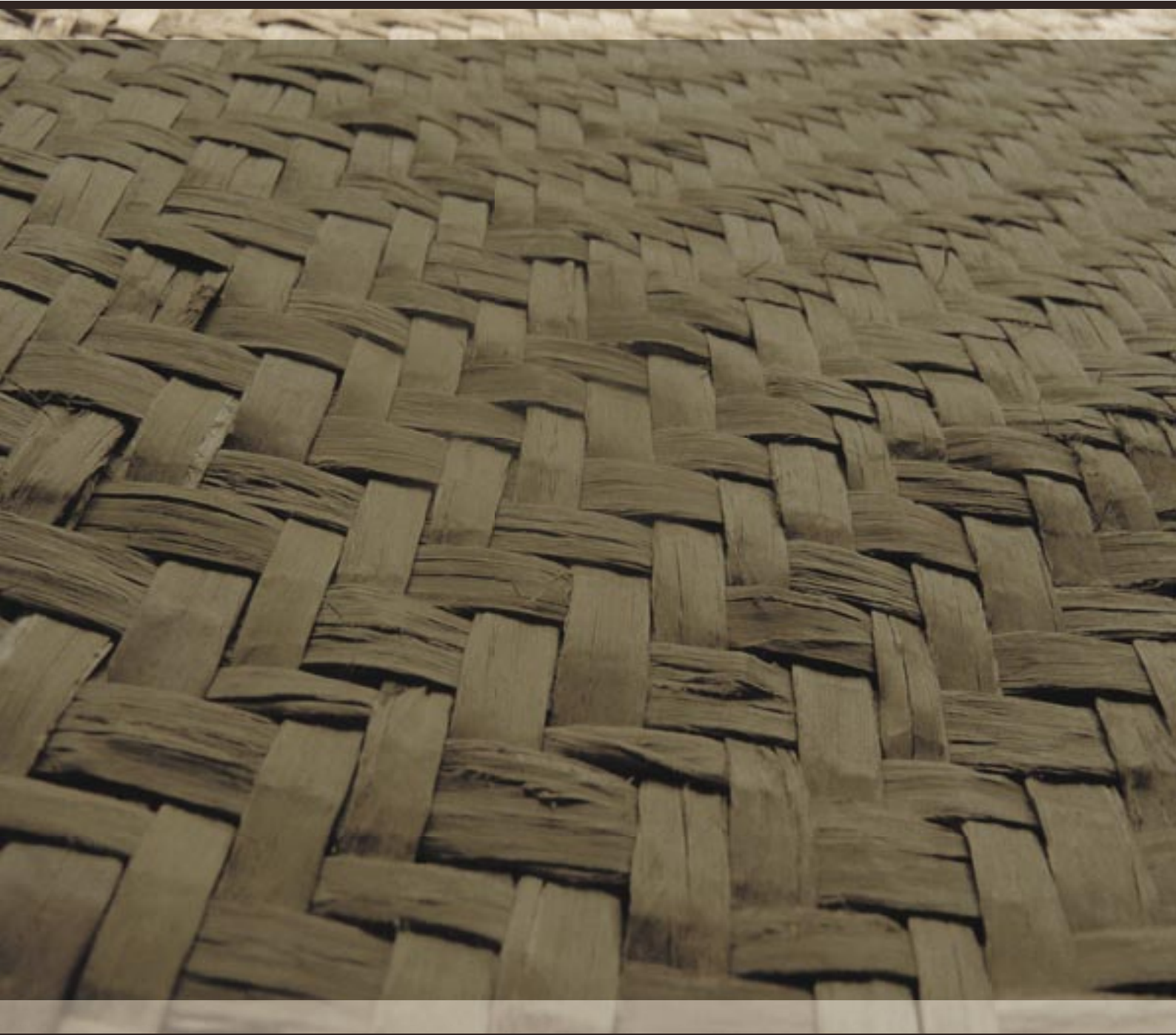
### *Remuneration Committee*



Shane Jones



Archie Taiaroa



REGISTERED OFFICE

Level One Revera House (ex Hitachi House)  
48 Mulgrave Street Thorndon Wellington

POSTAL ADDRESS

PO Box 3277 Wellington

Telephone +64 4 931 9500 | Facsimile +64 4 931 9518



[www.teohu.maori.nz](http://www.teohu.maori.nz)