



Draft Annual Plan

1 October 2024 - 30 September 2025



Karakia

Kia tau ngā manaakitanga a te mea ngaro,

ki runga tēnā, ki tēnā o tātou,

Kia mahea te hua mākihikihi,

Kia toi te kupu, toi te mana,

Toi te aroha, toi te reo Māori,

Kia tūturu, ka whakamaua kia tīna,

Tīna!

Hui ē! Tāiki ē!

Let the strength and life force of our ancestors,

Be with each and everyone one of us,

Freeing our path from obstruction,

So that our words, spiritual power,

Love and language are upheld;

Permanently fixed, established and understood,

Forward together!

Contents

Our Board – **P4**

Executive summary and key priorities – **P5**

Key Performance Indicators (KPIs) – **P7**

Budget – **P10**

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Tā Mātou Poari | Our Board

Pahia Turia

Tumu Whakarae | Chair

Ngā Wairiki, Ngāti Apa, Whanganui, Ngā Rauru and Ngāti Tūwharetoa

Dion Tuuta

Tumu Whakarae Tuarā | Deputy Chair

Ngāti Mutunga, Ngāti Tama, Te Ātiawa, Taranaki

Bella Takiari-Brame

Kaitohu | Director

Waikato-Tainui, Ngāti Maniapoto

Gail Thompson

Kaitohu | Director

Ngāi Tahu, Kāti Mamoe, Waitaha

Dean Moana

Kaitohu | Director

Ngāti Porou, Te Whānau ā Apanui

Nicole Anderson

Kaitohu | Director

Ngāpuhi, Te Roroa, Te Aupōuri

Bayden Barber

Kaitohu | Director

Ngāti Kahungunu, Ngāi Tahu, Ngāpuhi

Kim Skelton

Kaitohu Tuarā | Alternate Director

Te Ātiawa, Taranaki, Ngāti Raukawa ki te Tonga

Maru Samuels

Kaitohu Tuarā | Alternate Director

Ngāi Te Rangī, Te Rarawa, Ngai Takoto

He Kupu Nā Te Mātārae | From The Chief Executive

Ko Te Ohu Kaimoana mātau, ā, ko tā mātau he tautoko i ngā iwi ki te tiaki me te whakahaumako i ā rātau taonga moana.

Ko tō mātau kaha e ahu mai ana i te matatauranga me te mōhio pū ki te taiao moana, otirā, te ngākaunui ki te tuku i ngā hua pai rawa i runga i te tikanga atamai, toitū hoki mō te iwi.

E pono ana mātau kei ngā kete mātauranga me ngā tikanga tuku iho te ara hai whai mā tātou i runga i ngā tini putanga kētanga i te moana mō Aotearoa te take.

Ko Te Ohu Kaimoana mātau, e kotahi ana mātau ko ngā iwi hai whai i ngā moemoeā mō te moana.

E ngā Rangatira mā, kei te mihi ki a koutou katoa.

It is my privilege to present to you the Annual Plan of Te Ohu Kaimoana for the 2024/25 Financial Year; our fourth Annual Plan against our current five-year strategic plan and my first as Te Mātārae of Te Ohu Kaimoana.

Above is our kōrero about Te Ohu Kaimoana. It speaks to our purpose, our strength, our resolute belief in our culture and working with iwi to pursue our people's aspirations for the ocean. In what is a challenging time politically and socially for Māori – knowledge of and the ability to stand strong in your identity feels more important than ever. We are proud to be a Māori organisation and feel privileged to continue to serve our iwi.

Recently a major step forward for iwi has been achieved through the Royal Assent and passage into law of the Māori Fisheries Act Amendments (MFAA). This has been a 10-year journey so far and now we are excited to finally progress into the implementation phase of the MFAA. This will be a major focus and work plan for Te Ohu Kaimoana over the next two-years and we will endeavour to provide iwi with the best possible process and service throughout that period.

Another key piece of work for Te Ohu Kaimoana will be the completion and implementation of our kawa and tikanga-led approach to our relationship with moana. This framework is informed by our people and our customs. It is what makes us as Māori in the ocean space leaders and is something that is uniquely ours. It provides us the pathway to constantly improve and act as good and responsible ancestors ourselves.

I wish to acknowledge my directors on Te Ohu Kaimoana, for five of whom this is also the first annual plan under their guidance and leadership. In May of this year we were able to work together to review our strategic direction and make some subtle, yet important changes to the plan to direct our work for the future.

We have now developed the following purpose statement:

Ka tautoko mātau i ngā iwi ki te tiaki, ki te whakahaumako hoki i ā tātau taonga mā te hautūtanga, te taunaki me te auahatanga.

We support iwi priorities to protect and enhance our taonga through leadership, advocacy and innovation.

To give effect to Te Ohu Kaimoana's purpose and the four pou of the strategic plan, these are seven priorities we have identified for the 2024/25 Financial Year:

1. Te Ohu Kaimoana will continue to focus on delivering its core legislative duties and functions as the trustee of the fisheries and aquaculture settlements, to support iwi and to assist the Crown to discharge its settlement obligations under the settlements.
2. Te Ohu Kaimoana will provide expert technical advice to iwi throughout Aotearoa, on fisheries, aquaculture, relevant matters affecting the marine environment and the settlements.
3. Te Ohu Kaimoana will advocate on behalf of iwi, including monitoring and responding to matters in a way that reflects the relationship of iwi with their taonga, and that protects and enhances their rights.
4. Te Ohu Kaimoana will coordinate ongoing work between kāhui entities.
5. Te Ohu Kaimoana will support iwi in the transition of arrangements under the Māori Fisheries Amendment Act.
6. Te Ohu Kaimoana will have an ongoing focus on the development and wellbeing of its staff and directors.
7. Iwi are clear on, and have confidence in, the role of Te Ohu Kaimoana.

As always, there are a number of significant pieces of work which will require quality engagement with iwi, and we look forward to advancing these matters together.

Mauri ora,

Graeme Hastilow

Te Mātārae | Chief Executive

Key Performance Indicators (KPIs)

| Priority | Context | KPIs |
|---|---|--|
| <p><i>Continued focus on core legislative duties</i></p> | <p>Te Ohu Kaimoana will continue to focus on delivering its core legislative duties and functions as the trustee of the fisheries and aquaculture settlements, to support iwi, and to assist the Crown to discharge its settlement obligations under the settlements.</p> | <p>By 30 September 2025, Te Ohu Kaimoana will:</p> <ol style="list-style-type: none"> 1. Undertake October 2024 and April 2025 ACE allocations to iwi and funds on trust. 2. Complete the distribution of historical funds held on trust for MIO where possible. 3. Actively support final two Recognised Iwi Organisations to become Mandated Iwi Organisations. 4. Provide support to Mandated Iwi Organisations to ensure their compliance with the Māori Fisheries Act. 5. Facilitate and support discussions to enable iwi to reach regional New Space and Reconciliation agreements with the Crown, and allocation agreements between iwi. |
| <p><i>Providing expert technical advice</i></p> | <p>Te Ohu Kaimoana will provide expert technical advice to iwi throughout Aotearoa, on fisheries, aquaculture, relevant matters affecting the marine environment and the settlements.</p> | <p>By 30 September 2025, Te Ohu Kaimoana will:</p> <ol style="list-style-type: none"> 6. Ensure relevant iwi have the necessary information to inform their decisions on the form of aquaculture settlement obligations they wish to receive as part of regional settlements and reconciliations. 7. Provide iwi with information on the nature and utility of customary fishing regulations to exercise their traditional fishing practices, and work with Iwi and others on customary fisheries regulatory settings. 8. Support iwi and kaitiaki to use Te Ohu Kaimoana administered products such as ikanet for issuing customary permits and pātaka. 9. Continue to collaboratively work with iwi, our kāhui and others on initiatives that affect māori fisheries, aquaculture and the marine environment. |

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| <p>Advocate on behalf of iwi</p> | <p>Te Ohu Kaimoana will advocate on behalf of iwi, including monitoring and responding to matters in a way that reflects the relationship of iwi with their taonga, and that protects and enhances the settlements.</p> | <p>By 30 September 2025, Te Ohu Kaimoana will:</p> <ol style="list-style-type: none"> 10. Critically assess Government reforms and consultations on matters that affect the marine environment and the settlements, and promote sensible options that advance the interests of iwi. 11. Continue to progress strategic litigation to protect the settlements, including litigation to resolve 28N rights matters. 12. Will develop and promote options to ensure current and future legislation upholds the intent of the Māori Fisheries Act and Māori Aquaculture Claims Settlement Act and provides opportunities for iwi. |
| <p>Taituarā of kāhui entities</p> | <p>Te Ohu Kaimoana will coordinate ongoing work between kāhui entities.</p> | <p>By 30 September 2025, Te Ohu Kaimoana will:</p> <ol style="list-style-type: none"> 13. Continue to convene regular hui of the chairs and CEOs of kāhui entities to discuss strategic issues and opportunities. 14. Convene a hui of all kāhui entity directors and management. 15. Have worked collaboratively with kāhui entities to develop and respectively endorsed a kāhui strategy and annual priorities for each. |
| <p>Transition under the Māori Fisheries Amendment Act 2024</p> | <p>Te Ohu Kaimoana will manage the implementation of changes to Māori fisheries settlement entities, and support iwi in the transition of arrangements subsequent to the passage of the Māori Fisheries Amendment Act 2024.</p> | <p>By 30 September 2025, Te Ohu Kaimoana will:</p> <ol style="list-style-type: none"> 16. Have delivered the milestones for the 24/25 period identified in the MFA amendments implementation work programme. |
| <p>Development and wellbeing of kaimahi and the board</p> | <p>Te Ohu Kaimoana will have an ongoing focus on the development and wellbeing of its staff and directors.</p> | <p>By 30 September 2025, Te Ohu Kaimoana will:</p> <ol style="list-style-type: none"> 17. Have developed and implemented a wellbeing framework to support kaimahi. 18. Have finalised and implemented a Māori Language Strategy for the organisation. |

| | | |
|-----------------------------|--|--|
| | | 19. Provide opportunities for development of kaimahi. |
| Visibility and trust | Iwi are clear on, and have confidence in, the role of Te Ohu Kaimoana. | <p>By 30 September 2025, Te Ohu Kaimoana will:</p> <p>20. Effectively communicate the work and activities of Te Ohu Kaimoana to iwi and others.</p> <p>21. Conduct and publish our annual iwi engagement survey.</p> <p>22. Premiere the Māori Fisheries Settlement documentary in partnership with the kāhui, Awa Films, Tawera Productions, Te Māngai Pāhō and Whakaata Māori deliver all statutory reporting requirements, including the annual report and audited financials, the annual general meeting, and an entity response plan to the four-year performance audit.</p> <p>23. Ensure it will meet its governance and operational responsibilities.</p> |

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Te Ohu Kai Moana Trust Budget Year Ending 30 September 2025

| | Budget 2025 |
|------------------------------------|--------------------|
| ACE Income | 471,974 |
| Other income | 66,000 |
| Portfolio Income - Operating | 3,848,430 |
| Takutai Recoveries | 112,177 |
| TPW & TWM Recoveries | 180,404 |
| Total Income | 4,678,985 |
| Administration | 182,183 |
| Contractors | 128,640 |
| Consultants | 383,628 |
| Governance | 541,492 |
| External Legal Support | 234,000 |
| Facilities | 299,882 |
| Hui and Catering | 153,100 |
| Human Resources | 2,211,314 |
| Promotion and Communication | 65,644 |
| Quota Related Fees & Levies | 290,703 |
| Sponsorship/Koha | 18,400 |
| Te Kāwai Taumata Fees | 9,000 |
| Travel and Accommodation | 161,000 |
| Total Expenses | 4,678,985 |
| Operating Surplus (Deficit) | (0) |
| MFA Implementation | (900,000) |
| Allocation to GFS Reserves | (76,800) |
| Portfolio Income - Non-Operating | 2,405,268 |
| Net Surplus (Deficit) | 1,428,468 |

Te Ohu Kai Moana Trust
Budget Balance Sheet - 30 September 2025



| Account | 30 September 2025 |
|-------------------------------------|--------------------|
| Current Assets | |
| Cash and cash equivalents | 6,531,995 |
| Receivables and other | 389,024 |
| Assets held for distribution to iwi | 107,158,183 |
| Total Current Assets | 114,079,201 |
| Non-Current Assets | |
| Property, plant and equipment | 127,374 |
| Financial investments | 103,598,328 |
| Quota shares | 17,705,227 |
| Total Non-Current Assets | 121,430,930 |
| Total Assets | 235,510,131 |
| Liabilities | |
| Current liabilities | 1,044,246 |
| Total Liabilities | 1,044,246 |
| Net Assets | 234,465,885 |
| Equity | |
| Trust capital and retained earnings | 103,360,614 |
| Assets held for distribution to iwi | 101,712,631 |
| MFA and other reserves | 29,392,641 |
| Total Equity | 234,465,885 |