

---

**TE MAHERE Ā TAU 2023/24**  
**ANNUAL PLAN 2023/24**

1 Whiringa-ā-nuku 2023 - 30 Mahuru 2024

**2024**

**KO TE REO O NGĀ MANU TĒRĀ  
KA TANGI NEI I TE AO  
KUA URU KO TE RĀ KI WAENGANUI I A RANGINUI I A  
PAPATŪĀNUKU,  
KA NOHO KO RANGINUI KI RUNGA,  
KO PAPATŪĀNUKU KI RARO,  
KA HEKE IHO KO NGĀ ROIMATA I A RANGINUI,  
KA HIKI AKE KO TE KOHU I A PAPATŪĀNUKU,  
KO TE TOHU TĒRĀ  
KA ORA TĀUA I TE AO, I TE PŌ,  
TŪTURU WHAKAMAUA KIA TĪNA! TĪNA!  
HUI Ē! TĀIKI Ē!**

# NGĀ IHIRANGI | CONTENTS

---

04 Tā Mātou Whakatikenga | Our Vision

05 Ā Mātou Uara | Our Values

06 Tō Mātou Poari | Our Board

07 He Kupu Nā Te Mātārae | From Our Chief Executive

08 Ā Mātou Pou | Our Strategic Pillars

09 Te Arotake i ā Mātou Mahi | Annual Plan

12 Mahere Pūtea - Te Ohu Kaimoana | Budget

**TĀ MĀTOU WHAKAKITENGA | OUR VISION**

---

**THRIVING WHĀNAU, DETERMINING THEIR  
RELATIONSHIP WITH TANGAROA**

## WHAKAPAPA

Protecting our whakapapa rights and in turn fulfilling our obligations and responsibilities to Tangaroa and our people.

## RANGATIRATANGA

Encouraging and supporting autonomy, leadership and participation of our people.

## KOTAHITANGA

Connecting and bringing our people together. Being united and acting in the interests of our people.

## MANAAKITANGA

Uplifting, supporting and protecting the rights and aspirations of our people.

## KAITIAKITANGA

Protecting and ensuring the sustainable utilisation of Tangaroa for today and for the generations to come.

## HIHIRITANGA

Embodying the adaptability, imagination and innovation of our tūpuna to guide us in our challenges and new opportunities in the future.

# TŌ MĀTOU POARI | OUR BOARD

---



**Pahia Turia**

Chair

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



**Rangimarie Hunia**

Director

Ngāti Whātua



**Tā Selwyn Parata**

Director

Ngāti Porou, Ngāi Tahu



**Paki Rawiri**

Director

Tainui, Ngāpuhi



**Bella Takiari-Brame**

Director

Ngāti Maniapoto, Waikato



**Alan Riwaka**

Director

Te Atiawa, Taranaki Iwi,  
Ngāti Rārua, Whitikaupeka,  
Pāhauwera



**Kim Skelton**

Alternate Director

Te Ātiawa, Taranaki,  
Ngāti Raukawa ki te Tonga



**Maru Samuels**

Alternate Director

Ngāi Te Rangī, Te Rarawa,  
Ngāi Takoto

# HE KUPU NĀ TE MĀTĀRAE | FROM OUR CHIEF EXECUTIVE



**Lisa te Heuheu**

Te Mātārae | Chief Executive  
Ngāti Raukawa, Ngāpuhi,  
Ngāti Maniapoto

Tēnā koutou e ngā Rangatira o te motu,

This is Te Ohu Kaimoana's 2023-2024 Annual Plan. This year is the third year of our five-year strategic plan, building on progress we made in FY22/23 to broaden our work programme to give effect to the strategic priority of thriving whānau determining their relationship with Tangaroa.

This year will see significant changes to the governance of Te Ohu Kaimoana, with five new directors starting in December 2023. I'd like to acknowledge the courage and foresight of the board for leading us on our strategic transition, and I look forward to working with the new board to continue our work.

To give effect to the strategy, and by changing the way we work, this annual plan will contribute to Te Ohu Kaimoana becoming an organisation that:

- Leads the agenda by influencing policy and decisions related to moana for the benefit of iwi and Aotearoa.
- Reflects the views of iwi, and ensuring they feel valued and represented. We will be more visible throughout Aotearoa.
- Demonstrates that we are conscious, creative and innovative in the way we think and act.
- Is a voice for the moana.
- Is an organisation that unites iwi.

Of course, Te Ohu Kaimoana will continue to undertake its statutory functions under the Maori Fisheries Act 2004 and the Maori Commercial Aquaculture Claims Settlement Act 2004, to support iwi and their aspirations for the moana, and supporting the Crown to discharge its settlement obligations under both Acts.

There are a number of significant pieces of work that we will progress this year, including the development of Te Kawa o te Moana, a number of national and regional wānanga with iwi, more visible collaboration with kāhui (fisheries settlement) entities, and preparing for the implementation of amendments to the Maori Fisheries Act. These will require significant engagement with iwi, and we look forward to advancing these matters together.

Mauri ora,

A handwritten signature in blue ink, appearing to be 'Lisa te Heuheu', with a small blue dot at the end.

**Lisa te Heuheu**

Te Mātārae | Chief Executive



## POU TUATAHI

By the end of 2026 we have made transformational change to the legislative and policy system impacting iwi fishing and our relationship with Tangaroa



## POU TUARUA

To ensure 100% of our programmes assist in increasing the capability of iwi to determine management of their fisheries and marine interests



## POU TUATORU

To invest in research and innovation that supports an iwi perspective in fisheries management and their relationship with Tangaroa



## POU TUAWHĀ

To ensure 100% of our efforts in protecting the Deed of Settlement have resulted in positive and resilient outcomes for iwi



# TE AROTAKE I Ā MĀTOU MAHI | ANNUAL PLAN





## Strategic Priorities for 2023/24

The annual plan identifies five main priorities, which together contribute to the four pou of the five-year strategic plan.

Priority	Detail
<b>Priority 1:</b> Te Ohu Kaimoana is a tikanga led, kaupapa iwi organisation	This objective is ensuring that we are leading with tikanga and an iwi perspective (individually and collectively) and we are building the capability of our staff and leadership to continually improve our delivery as a kaupapa Māori organisation.
<b>Priority 2:</b> Te Ohu Kaimoana is an advocate for iwi in their relationship with the moana	This objective is not just about our delivery on the Fisheries and Aquaculture Settlements, but we are being an advocate for the spectrum of interests that iwi have with the moana and assisting them to have all the right information to make the best decisions they can in their relationship with the moana.
<b>Priority 3:</b> Te Ohu Kaimoana upholds the trust of iwi	This objective is about our visibility and engagement, and that we have amplified both our communications and transparency in information for iwi to have continued trust in what we do on their behalf.
<b>Priority 4:</b> Te Ohu Kaimoana is future focused and we amplify impact for iwi in oceans	To ensure that we don't become complacent and that we are looking to the horizon and being proactive, this objective requires us to be future focused in our mahi and when we find opportunities, we are amplifying the impact of those opportunities. We are an organisation that has multiple partnerships, but we can do more to get value from those partnerships. This objective will prompt us to explore and deliver new possibilities.
<b>Priority 5:</b> Te Ohu Kaimoana ensures operational efficiency	This objective ensures that Te Ohu Kaimoana maintains a sustainable and high performing organisation that effectively manages its resources, prioritises the well-being of its workforce, ensures financial stability, optimises the investment portfolio and is committed to operational efficiency.

## Key Performance Indicators for 2023/24

Key Performance Indicators (KPI) for 2023/2024 include:

Objectives	Strategic Pou	Key Performance Indicators
<p>1. Te Ohu Kaimoana is an influential tikanga-led kaupapa iwi organisation</p>		<ol style="list-style-type: none"> <li>1. Deliver an evolved brand identity for Te Ohu Kaimoana.</li> <li>2. Te Kawa o Te Moana is developed and endorsed by iwi, and reflected in the work of Te Ohu Kaimoana.</li> <li>3. Invest in the development of our staff to foster their growth and contribution to Te Ohu Kaimoana.</li> <li>4. Invest in the continual performance of Te Ohu Kaimoana as a kaupapa iwi organisation.</li> </ol>
<p>2. Te Ohu Kaimoana is an advocate for iwi in their relationship with the moana</p>		<ol style="list-style-type: none"> <li>1. Te Ohu Kaimoana has led and supported opportunities for iwi in the moana, including related to fisheries and aquaculture.</li> <li>2. Provide iwi with the information required to make their own decisions pertaining to legislative policy system changes impacting their relationship with the moana.</li> <li>3. Litigation strategy and rights based framework tested and developed.</li> <li>4. Bi-monthly updates on legislative changes and showcase Te Ohu Kaimoana's involvement in those processes.</li> <li>5. Te Ohu Kaimoana assists iwi to meet their compliance obligations.</li> </ol>
<p>3. Te Ohu Kaimoana upholds the trust of iwi</p>		<ol style="list-style-type: none"> <li>1. Deliver the Annual Report.</li> <li>2. Deliver the Annual General Meeting and wānanga.</li> <li>3. Bi-Monthly panui and communications to iwi on Te Ohu Kaimoana's events and progress on kaupapa.</li> <li>4. Te Ohu Kaimoana staff and leadership have regular in-person engagements with iwi to progress opportunities and challenges in the moana.</li> <li>5. We have been proactive in protecting and enhancing the reputation of Te Ohu Kaimoana.</li> </ol>
<p>4. Te Ohu Kaimoana is future focused and we amplify impact for iwi in oceans</p>		<ol style="list-style-type: none"> <li>1. Te Ohu Kaimoana has invested resource into research programmes in the moana.</li> <li>2. Te Ohu Kaimoana has worked with iwi to understand and prioritise research aspirations in the moana.</li> </ol>

Objectives	Strategic Pou	Key Performance Indicators
5. Te Ohu Kaimoana ensures operational efficiency	<b>N/A</b>	<ol style="list-style-type: none"> <li>1. Te Ohu Kaimoana provides financial transparency through regular reporting.</li> <li>2. Te Ohu Kaimoana ensures financial sustainability whilst investigating growth of our assets.</li> <li>3. Te Ohu Kaimoana attract, develop and retain a diverse and skilled workforce.</li> <li>4. Te Ohu Kaimoana maintain a safe and healthy workplace for all kaimahi.</li> </ol>

# MAHERE PŪTEA - TE OHU KAIMOANA | BUDGET 2023/24

Budget for Te Ohu Kaimoana for the 2023/24 Financial Year.

Item	Budget 2024 \$
<b>Income</b>	
ACE income	491,594
Portfolio income (4%)	3,871,350
Subsidiary cost recoveries	1,085,469
<b>Total Income</b>	<b>5,448,413</b>
<b>Expenses</b>	
Administration	229,406
Professional services	1,055,823
Directors	452,496
Facilities	281,867
Hui and catering	239,846
Personnel costs	3,593,859
Promotion and communication	104,747
Quota related fees and levies	321,627
Sponsorship / koha	23,500
Te Kāwai Taumata fees	9,000
Travel and accommodation	300,999
<b>Total Expenses</b>	<b>6,613,170</b>
<b>Operating Surplus (Deficit)</b>	<b>(1,164,757)</b>
Takutai recoveries	469,017
Non-operating portfolio income	2,613,161
<b>Net Surplus (Deficit)</b>	<b>1,917,421</b>

## Budget balance sheet for the 2023/24 Financial Year.

Assets	Budget 2024 \$
<b>Current assets</b>	
Cash and cash equivalents	4,361,255
Investment in associates	107,158,183
Receivables & prepayments	249,595
<b>Total current assets</b>	<b>111,769,033</b>
<b>Non-current assets</b>	
Property, plant & equipment	162,151
Investment portfolio	100,612,749
Quota	17,705,227
<b>Total non-current assets</b>	<b>118,480,127</b>
<b>Total assets</b>	<b>230,249,160</b>
<b>Liabilities</b>	
<b>Current liabilities</b>	
Payables and accruals	1,012,759
<b>Total current liabilities</b>	<b>1,012,759</b>
<b>Net assets</b>	<b>229,236,401</b>
<b>Equity</b>	
Trust capital retained earnings	93,584,549
Capital maintenance reserve	-
AFL income shares and redeemable preference shares	101,712,631
<b>Total trust capital and retained earnings</b>	<b>195,297,180</b>
<b>Maori Fisheries Act classified reserves</b>	<b>33,939,221</b>
<b>Total equity</b>	<b>229,236,401</b>

**Budget cashflow statement for the 2023/24 Financial Year.**

Cashflow	Budget 2024 \$
<b>Cashflow from operating activities cash provided from:</b>	
Receipts from sale of ACE	491,594
Other	1,451,691
<b>Total cash provided from</b>	<b>1,943,285</b>
<b>Cash applied to:</b>	
Payment to suppliers and employees	7,360,885
<b>Net cashflow from operating activities</b>	<b>(5,417,600)</b>
<b>Cash flows from investing activities</b>	
<b>Cash provided from:</b>	
Cash drawdown from joint investment portfolio	3,750,000
<b>Net cashflow from investing activities</b>	<b>3,750,000</b>
<b>Cashflows from financing and trust capital activities</b>	
<b>Cash applied to:</b>	
Distribution to iwi	1,200,000
<b>Net cashflow from financing activities</b>	<b>(1,200,000)</b>
<b>Net increase (decrease) in cash and cash equivalents</b>	<b>(2,867,600)</b>
<b>Opening cash balance</b>	<b>7,228,855</b>
<b>Cash and cash equivalents held at year end</b>	<b>4,361,255</b>



# 2024