

**ANNUAL PLAN****MAIHERE-Ā-TAU**

1 October 2025 — 30 September 2026

**25-26**

He au ka piki

He au ka heke

Ha au kato he au rere

Rehurehu matangaro te ata kā whiti

Pikopiko i te puhi

Puhi nui puhi roa, puhi ora e

Tūroa Rongomaiwhiti i te rangi

E ara e!

Haumi e, hui e,

Tāiki e!





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## KO TE KAUPAPA OUR PURPOSE

KA TAUTOOKO 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.

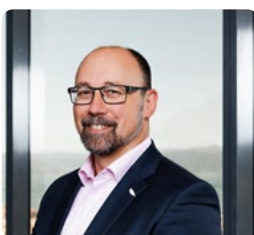


## OUR BOARD

# TŌ MĀTŌU POARI



**Pahia Turia**  
Tumu Whakarae | Chair  
Ngā Wairiki, Ngāti Apa,  
Whanganui, Ngā Rauru,  
Ngāti Tūwharetoa



**Dion Tuuta**  
Tumu Whakarae Tuarā |  
Deputy Chair  
Ngāti Mutunga, Ngāti Tama,  
Te Ātiawa, Taranaki



**Bella Takiari-Brame**  
Kaitohu | Director  
Ngāti Maniapoto,  
Waikato



**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, Ngāi Takoto



## FROM THE CHAIR

# HE KŌRERO NĀ TE TUMU WHAKARAE

**Pahia Turia**  
Chair, Te Ohu Kaimoana

It is my privilege to present the Annual Plan of Te Ohu Kaimoana for the 2025/26 financial year — our fifth and final year under the current five-year strategic plan.

As we reflect on the past year, I am proud of the progress we have made in strengthening our role as a trusted advocate and partner for iwi in the fisheries and marine space. Our work continues to be guided by our purpose:

*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*



This year represents a pivotal period for Te Ohu Kaimoana. The implementation of the Māori Fisheries Amendment Act 2024 (MFAA) is now well underway — one of the most significant developments in the post-settlement landscape.

Over the next 12 months, our focus will be on ensuring iwi are well supported through this transition, and that delivery is carried out with integrity, accountability, and alignment to iwi aspirations.

Equally important is the continued development of Te Kawa o Te Moana — our kawa and tikanga-led framework for oceans governance. This kaupapa provides a strong cultural foundation for how we engage, advise, and lead. Work during the year will focus on embedding its principles across Te Ohu Kaimoana — strengthening our shared understanding of whakapapa, kaitiakitanga, and mana moana as they apply to our organisational culture and strategic mahi.

As we complete this strategic cycle, our sights are also set on the future — nurturing the next generation of Māori fisheries leaders. Te Ohu Kaimoana is evolving as a space of growth and learning, preparing future leaders who are confident in both their cultural identity and their technical expertise.

I wish to acknowledge my fellow Board of Directors for their guidance and foresight as we conclude this phase and look ahead to shaping the next long-term strategy. The ongoing trust and partnership of iwi remains at the heart of all that we do.

This Annual Plan outlines both the continuation of our statutory responsibilities and the initiatives that will position Te Ohu Kaimoana — and iwi — for the next phase of our collective journey. We look forward to advancing this kaupapa alongside iwi and our kāhui partners in the year ahead.

Mauri ora,

A handwritten signature in black ink, appearing to read 'P. Turia', with a stylized flourish at the end.

Pahia Turia  
Tumu Whakarae | Chair

## KEY PRIORITIES

# NGĀ TINO WHĀINGA

This is the fifth and final year of our current five-year strategic plan. In 2024–25, the Board confirmed subtle but important shifts to ensure Te Ohu Kaimoana’s work is future-focused, rangatiratanga-led, and nurturing of the next generation of Māori fisheries leaders.

The purpose statement in the strategic plan describes the role of Te Ohu Kaimoana:

*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, there are seven priorities for FY25/26:

01

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.

02

Te Ohu Kaimoana will provide expert technical advice to iwi throughout Aotearoa, on fisheries, aquaculture, and relevant matters affecting the marine environment and the settlements.

03

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.

04

Te Ohu Kaimoana will strengthen coordination and collaboration across the kāhui entities.

05

Te Ohu Kaimoana will manage the transition of arrangements under the Māori Fisheries Amendment Act 2024.

06

Te Ohu Kaimoana will continue to provide for the growth and wellbeing of kaimahi and directors.

07

Iwi understand and have confidence in the role, performance, and value of Te Ohu Kaimoana.

## KEY PERFORMANCE INDICATORS

# NGĀ TINO INENGA

### PRIORITY

## Continued focus on core legislative duties

### CONTEXT

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.

### KPIs

#### By 30 September 2026, Te Ohu Kaimoana will:

1. Undertake October 2025 and April 2026 Annual Catch Entitlement (ACE) allocations to iwi and funds on trust.
2. Complete the distribution of historical funds held on trust for Mandated Iwi Organisations (MIO) where possible.
3. Actively support the final two Recognised Iwi Organisations to become MIO.
4. Deliver tailored support to MIO to meet compliance obligations under the 'Maori Fisheries Act 2004'.
5. Facilitate and support iwi to reach regional New Space and Reconciliation agreements with the Crown, and allocation agreements between iwi.

#### PRIORITY

#### CONTEXT

## Providing expert technical advice

Te Ohu Kaimoana will provide expert technical advice to iwi throughout Aotearoa, on fisheries, aquaculture, relevant matters affecting the marine environment and the settlements.

#### KPIs

**By 30 September 2026, Te Ohu Kaimoana will:**

6. Ensure relevant iwi have the necessary information to inform decisions on aquaculture settlement obligations in regional settlements and reconciliations.
7. Provide iwi with guidance on the nature and utility of customary non-commercial fishing regulations.
8. Support iwi and kaitiaki to use Te Ohu Kaimoana administered products such as IkaNet for issuing customary authorisations, and pātaka.
9. Deliver joint initiatives with iwi and kāhui that strengthen collective outcomes for Māori fisheries.

#### PRIORITY

#### CONTEXT

## Advocate on behalf of iwi

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.

#### KPIs

**By 30 September 2026, Te Ohu Kaimoana will:**

10. Critically assess Government reforms and consultations on matters that affect commercial and non-commercial fisheries, the marine environment, and settlements, promoting options that advance iwi interests.
11. Progress strategic litigation to protect settlements.
12. Develop and promote options to ensure current and future legislation upholds the intent of the Maori Fisheries Act 2004 and Maori Commercial Aquaculture Claims Settlement Act 2004, providing opportunities for iwi.

#### PRIORITY

#### CONTEXT

## Strengthening kāhui collaboration

Te Ohu Kaimoana will strengthen coordination and collaboration across the kāhui entities.

#### KPIs

**By 30 September 2026, Te Ohu Kaimoana will:**

13. Convene regular hui of kāhui Chairs, CEOs, and governance representatives to identify shared priorities and endorse an annual kāhui strategy.

#### PRIORITY

#### CONTEXT

## Māori Fisheries Amendment Act 2024 (MFAA) Transition

Te Ohu Kaimoana will manage the transition of functions, responsibilities, and arrangements required under the Māori Fisheries Amendment Act 2024.

#### KPIs

**By 30 September 2026, Te Ohu Kaimoana will:**

14. Develop, consult on, approve and implement the changes to kāhui entities (including MIO) to give effect to changes under the MFAA.

#### PRIORITY

#### CONTEXT

### Development and wellbeing of kaimahi and directors

Te Ohu Kaimoana will continue to provide for the growth and wellbeing of kaimahi and directors.

#### KPIs

**By 30 September 2026, Te Ohu Kaimoana will:**

15. Implement a staff capability and development plan.
16. Integrate Te Kawa o Te Moana principles into organisational culture and practice, ensuring it is reflected in relevant policies, engagement, and decision-making.

#### PRIORITY

#### CONTEXT

### Visibility, trust, and iwi confidence

Iwi understand and have confidence in the role, performance, and value of Te Ohu Kaimoana.

#### KPIs

**By 30 September 2026, Te Ohu Kaimoana will:**

17. Provide transparent, regular reports to MIO, RIO and Representative Māori Organisations on activities, outcomes, and statutory performance.
18. Undertake annual iwi engagement survey to measure trust, communication, and effectiveness, and publish the results.



## TE OHU KAI MOANA TRUSTEE LIMITED BUDGET YEAR ENDING 30 SEPTEMBER 2026

	BUDGET 2026
ACE Income	500,000
Other Income	339,000
Portfolio Income — Operating	3,931,753
Recoveries — Takutai	119,930
Recoveries — TWM & TR	185,125
<b>OPERATING INCOME</b>	<b>5,075,809</b>
Administration	166,343
Contractors	151,000
Consultants	434,744
External Legal Support	150,000
Facilities	353,772
Governance	661,600
Hui and Catering	102,530
Human Resources	2,518,655
Reporting and Communication	41,165
Quota Related Fees & Levies	351,700
Sponsorship and Koha	8,300
Te Kāwai Taumata Fees	-
Travel	136,000
<b>OPERATING EXPENSES</b>	<b>5,075,809</b>
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>0</b>
Portfolio Income — Non-Operating	2,457,346
<b>NON-OPERATING INCOME</b>	<b>2,457,346</b>
MFAA Implementation	783,000
28N Rights	500,000
Allocation to GFS Reserves	-
<b>NON-OPERATING EXPENSES</b>	<b>1,283,000</b>
<b>NET SURPLUS (DEFICIT)</b>	<b>1,174,346</b>



## TE OHU KAI MOANA TRUSTEE LIMITED BUDGET BALANCE SHEET YEAR ENDING 30 SEPTEMBER 2026

Account	30 Sep 2026
<b>Current Assets</b>	
Cash and cash equivalents	2,373,278
Funds on trust	5,538,668
Receivables and other	323,787
Assets held for distribution to iwi	1,543,291
<b>Total Current Assets</b>	<b>9,779,024</b>
<b>Non-Current Assets</b>	
Property, plant and equipment	157,017
Financial investments	108,365,680
Quota shares	17,705,227
<b>Total Non-Current Assets</b>	<b>126,227,924</b>
<b>Total Assets</b>	<b>136,006,948</b>
<b>Liabilities</b>	
Current Liabilities	681,501
<b>Total Liabilities</b>	<b>681,501</b>
<b>Net Assets</b>	<b>135,325,447</b>
<b>Equity</b>	
Trust capital and retained earnings	106,120,971
Assets held for distribution to iwi	(0)
MFA and other reserves	29,204,476
<b>Total Equity</b>	<b>135,325,447</b>



[teohukaimoana.nz](http://teohukaimoana.nz)