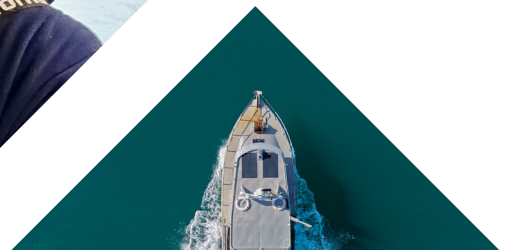


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NZ ROCK LOBSTER
INDUSTRY COUNCIL

BUSINESS PLAN



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KA WHAKAPAI TE
KAI O TE MOANA | NURTURING THE
BOUNTY OF THE OCEAN

EXECUTIVE SUMMARY

As the representative body for the commercial lobster fishing industry, the NZ Rock Lobster Industry Council (NZ RLIC) advocates for outcomes that are positive for our constituents and support healthy rock lobster fisheries.

We are committed to responsible environmental performance, delivering substantial regional and national economic value and safeguarding the social and cultural value of New Zealand's rock lobster fisheries.

[NZ RLIC's Five Year Strategy](https://nzrocklobster.co.nz/wp-content/uploads/bsk-pdf-manager/2026/06/NZRLIC-Strategy-Final-Design_240627.pdf)¹ sets out the organisation's direction through four strategic pillars. These pillars describe the outcomes we seek to achieve over time, while the broader strategy articulates our priorities, how those objectives will be achieved and what success would look like. This Business Plan translates the strategy into an annual work programme, setting out core activities and budget across five functional categories. Each category includes specific objectives and actions to provide transparency and accountability for delivery of the strategy.

The commercial rock lobster sector operates in a difficult and dynamic environment. The international geopolitical and economic environment is turbulent and poses uncertainty, volatile costs and risk to market access and returns.

NZ RLIC works with government to ensure the sector's pressures are well understood, along with their implications for economic activity, employment and export earnings. While diversification into alternative markets would be desirable, efforts by our exporters have yet to identify viable alternatives to the sector's largest market, China, that can absorb current volumes or deliver returns commensurate with current production costs.

NZ RLIC engages constructively and professionally with central and local government agencies and Ministers to influence policy and regulatory settings. Our focus is on achieving ecologically sustainable fisheries, cost effective and responsive management and enabling the industry's strong contribution to export revenue, employment and regional economic activity.

NZ RLIC supports the sector by working to maintain the necessary access to inshore fishing grounds, minimise imposed costs and achieve a rational regulatory framework that enables the industry's success.

The work programme outlined in this Business Plan will pursue improvements to the regulatory environment for the sector. We seek to:

- Enable responsive adjustments to management of rock lobster stocks, taking into account environmental factors
- Apply a science- and evidence-based best practice approach to resource sustainability and environmental stewardship
- Reduce unnecessary restrictions on fishing and address the underlying drivers of such proposals
- Confront the cumulative effects of spatial access loss arising from multiple, uncoordinated mechanisms
- Look to challenge decisions adversely affect fishing rights unnecessarily, including through participating in litigation where necessary
- Advocate for measures to minimise habitat damage from threats such as terrestrial run-off and coastal habitat degradation
- Advance effective management of recreational fishing and reduce uncertainty around the allocation of the Total Allowable Catch (TAC) to support clearer, shared incentives.

NZ RLIC supports the incorporation of ecosystem considerations into fisheries management and seeks a more comprehensive understanding of the role rock lobsters play in the marine ecosystem, environmental variability and regime shifts that affect rock lobster stocks and their habitats.

We remain responsive to advances in science and technology and to evolving best practice and expectations relating to ethics and animal welfare.

Areas of new investment include trialling the use of artificial intelligence and automated data collection to improve the quality and quantity of stock monitoring data, and exploring advances in technology to assess age and growth of lobsters to improve the performance of stock assessments.

As the sector's representative body, NZ RLIC both guides and takes direction from the full spectrum of participants in the sector, including spiny rock lobster (CRA) and packhorse lobster (PHC) Quota Share Owners (QSOs), iwi, processing and exporting companies, individual ACE holders and vessel operators.

This representation is delivered through our ten-person Board, with each of the directors appointed by their respective CRAMACs². The CRAMACs, as regional representative organisations, reflect the breadth and diversity of the sector, nationwide.

The contribution of individual vessel operators is fundamental to effective fishery management. Their ongoing participation in voluntary logbooks, and support for the observer catch sampling and the tag and recapture programme – provides critical information that underpins stock monitoring and assessment. Strong relationships between the catching sector and QSOs, processors and exporters are essential for the rock lobster sector. The CRAMAC operating model enables NZ RLIC to maintain direct engagement with operators and QSOs on the ground, while NZ RLIC's working relationship with Lobster Exporters of New Zealand (LENZ³) ensures a strong connection to the international market.

NZ RLIC is strengthening relationships with iwi, their companies and asset management groups and seeks to better understand and incorporate iwi values and aspirations, including encouraging their involvement in CRAMACs.

“THE CONTRIBUTION OF INDIVIDUAL VESSEL OPERATORS IS FUNDAMENTAL TO EFFECTIVE FISHERY MANAGEMENT.”

Establishing and maintaining relationships with coastal iwi and hapū on stock management matters within their areas of interest is an important part of this work. We maintain a strong relationship with Te Ohu Kaimoana and recognise its role in safeguarding the Māori Fisheries Settlement, the importance of the Settlement to the integrity of the QMS and their direction from Mandated Iwi Organisations (MIOs). Many of those MIOs are also rock lobster QSOs. Therefore, we work with them and Te Ohu Kaimoana to ensure our positions are aligned and mutually supportive.

Through our involvement in the Commercial Fisheries Forum (CFF), NZ RLIC supports the development of well-formulated, integrated positions and collaborative working relationships with other Sector Representative Entities (SREs), including the Pāua Industry Council, Seafood New Zealand (including its Inshore and Deepwater councils), Te Ohu Kaimoana and Aquaculture New Zealand. These relationships also enable the sharing of costs for services and initiatives where there are shared interests. NZ RLIC also maintains constructive working relationships with a range of external stakeholder groups, including environmental non-Governmental Organisations (ENGOS) and recreational fishers.

NZ RLIC seeks to improve public and media understanding of the contribution the rock lobster sector delivers to New Zealand, while addressing misconceptions surrounding commercial fishing, to reinforce our fishers' social licence to operate. The industry's pro-active management initiatives and investment in monitoring, which underpin future benefits for the sector and for non-commercial customary and recreational fishers, needs acknowledgement.

Our sector has a compelling story to tell – we can be proud that New Zealand's commercial rock lobster fishery is a high-value and low-environmental impact sector. Industry participants are resourceful and hard-working, place a high value on the fishing lifestyle and are therefore inherently conservative on sustainability and environmental issues. The rock lobster sector provides a significant economic contribution, supports regional employment and maximises returns to the national economy through its high-value live exports.

We need to recognise the leadership and initiative shown by leaders in the rock lobster sector, including the CRAMAC executives and their Executive Officers. They have developed and implemented responses to some daunting management issues and they are supported by QSOs and operators, who, every year demonstrate their commitment to the fishery in advocating for responsible management. NZ RLIC will continue to listen to, support and work with you to address these issues and challenges to make progress in 2026/27 and beyond.



Mark Edwards
CHIEF EXECUTIVE OFFICER
9 June 2026

Mark Edwards

¹ https://nzrocklobster.co.nz/wp-content/uploads/bsk-pdf-manager/2026/06/NZRLIC-Strategy-Final-Design_240627.pdf

² CRA Management Area Councils – the regional organisations that represent the rock lobster industry in the nine QMAs

³ Lobster Exporters of New Zealand is an incorporated society whose members comprise rock lobster export companies



KAIPUKAHU | ABUNDANCE

The concept of kaupukahu - *abundance* - guides the NZ Rock Lobster Industry Council's approach to fisheries management. It serves as the core principle underpinning our work.

OUR ROLE

We represent and advance the interests of the commercial rock lobster sector and ensure a sustainable, well-managed fishery.

OUR MISSION

We deliver strong advocacy, sound science and cohesive industry coordination to protect the value generated through sustainability of the fishery and responsible environmental performance.

OUR VISION

A united, world-leading, economically sustainable, high-value lobster industry trusted by New Zealand and valued globally as a leader in the sustainable management of rock lobster fisheries.

OUR STRATEGY

Our strategic priorities for the next five years fall under four *Strategic Pillars*.

These set out what we intend to achieve, the work we will undertake to deliver our objectives and outline what success looks like.

These pillars also provide a focused framework for action, ensuring that NZ RLIC remains effective, future-ready, and aligned with the values of kaupukahu (abundance), kaitiakitanga (guardianship) and long-term industry prosperity.

Read the full strategy document [here](#).

1 HEALTHY FISHERY + ECOSYSTEMS

Safeguard the long-term sustainability and abundance of rock lobster stocks and the ecological health of their habitats.

SUCCESS MEASURES

- Stable or increasing biomass indicators across lobster management areas
- Rock lobster stocks are managed at or above management targets
- Establish management procedures for all lobster stocks
- At least one new research initiative or data-technology enhancement adopted annually
- Participate in key processes that seek to reduce impacts on the marine environment.

2 SECURE RESOURCE ACCESS

Protect commercial fishing rights and ensure enduring, fair and nonexclusive access to the coastal space and fishery resources we depend on.

SUCCESS MEASURES

- Curtail loss of access to key fishing grounds
- Submissions made on all relevant legislation that affects commercial fishing rights
- Improvement in inter-sector allocation decisions made by government
- Documented advances in regional working relationships with iwi and local authorities.

3 HIGH VALUE, RESILIENT INDUSTRY

Preserve and enhance the industry's economic contribution, export value, and long-term commercial viability.

SUCCESS MEASURES

- Demonstrated reduction in compliance or administrative burden over time
- Recognition of NZ live lobster as a premium, safe, and sustainably managed product that meets all standards
- Adaptive management responses are developed to address challenges in our environment.

4 TRUSTED, UNITED + EFFECTIVE

Strengthen the industry's image as responsible and innovative fishery managers, backed by a unified, respected and effective commercial lobster sector.

SUCCESS MEASURES

- Increased community connection by improved understanding of the sector's role in investment in science and monitoring and environmentally sustainable use
- Bi-annual industry survey showing increased clarity and support for NZ RLIC's role
- Industry cohesion is evident through aligned national positions
- Demonstrated engagement with government and media and leadership in working with peer organisations.

FUNDING

The NZ RLIC has primary responsibility for the Rock Lobster Commodity Levy.

The levy was first implemented in 2013 and renewed in 2018 and then in 2023 for spiny rock lobster (CRA) and packhorse rock lobster (PHC). The levy is mandatory and is charged per tonne of CRA or PHC quota weight to fund the range of activities and services set out in this Business Plan to the benefit of the rock lobster sector.

The administration of the levy (invoicing and debt collection) is contracted to Commercial Fisheries Services Limited (FishServe).

NZ RLIC has a separate income stream from the operation of the rock lobster stock monitoring contract with the Ministry for Primary Industries (MPI).

Income is also derived from providing a range of contract management, financial management and administrative services to a small number of clients. Income earned in this manner offsets the amount required to be collected by way of the Rock Lobster Commodity Levy.

NZ RLIC operational expenses for the period 1 October 2026 through to 30 September 2027 have been formulated to fund the capacity, services and activities needed to address risks and opportunities identified by the Board.

Close financial management of expenditure and careful prioritisation of available resources will continue with regular oversight from the Board. NZ RLIC has a number of governance and accountability policies to ensure the organisation operates with appropriate procedures and controls.

The Rock Lobster Commodity Levy will be set to recover \$1,603,873.43 for the 2026/27 year. This budget takes into account the expanding scope and complexity of the policy and regulatory work programme and the need for fiscal constraint.

The Board seeks to provide the resourcing needed to engage in the many policy and management issues that affect rock lobster fisheries, including those that threaten access.

The total CRA TACC for 2026/27 is 2,852.286 tonnes. The CRA Commodity Levy will be \$554.19 per tonne.

The PHC TACC for 2026/27 is 49.300 tonnes. The PHC Commodity Levy will be \$469.88 per tonne.

\$1,603,873

Is set to be recovered by the 2026/27 Rock Lobster Commodity Levy

2852.286T

The total CRA TACC for 2026/27
The CRA Commodity Levy will be \$554.19 per tonne

49.300T

The total PHC TACC for 2026/27
The PHC Commodity Levy will be \$469.88 per tonne

2901.586T

The sum of the TACCs for all spiny and packhorse rock lobster stocks for the 2026/27 fishing year

INDUSTRY | SNAPSHOT



220	
Rock lobster vessels are deployed nationally. Fishing from Three Kings, Manawhatāwhi, all the way to Stewart Island, Rakiura and the Chathams, Rēkohu Wharekauri	

\$350M	
Average export revenue (FOB) generated by the rock lobster industry since 2021	

100	
Landing points across New Zealand and a strong presence in regional communities	

1800	
Full time employees (FTEs) are employed by the New Zealand rock lobster industry	

THE 2026/27 BUSINESS PLAN

The work undertaken by NZ RLIC under its Business Plan and resourced by the budget is divided into five categories. The outcomes sought and the steps that will be taken are outlined in the subsequent sections.

1 POLICY AND MANAGEMENT

Enable responsive management, improve the performance of the legislative and regulatory framework, work to maintain access and reduce the uncertainty and cost in the operating environment.

2 STOCK MONITORING AND RESEARCH

Invest in scientific research and monitoring to inform evidence-based decisions and adaptive management of lobster stocks, taking into account their relationship with the marine ecosystem.

3 ELECTIVE RESEARCH AND DEVELOPMENT

Pursue innovative research and development opportunities to improve industry practices, enable adaptation and respond to emerging risks.

4 PRODUCT STANDARDS AND CERTIFICATION

Support the industry in navigating changes to requirements and standards in export markets. This includes commissioning elective research and mitigating risk of market disruption.

5 COMMUNICATIONS AND ENGAGEMENT

Raise general awareness of the sector's positive contribution to stock sustainability and substantial contribution to economic activity and export returns. Internal communications will foster a deeper understanding of our responsibilities and commonality of purpose.



POLICY + MANAGEMENT

NZ RLIC seeks to influence the development and implementation of policy, legislation, regulation and the performance of the fisheries management framework, nationally and regionally, to support environmentally, sustainable, efficient, ethical and economically beneficial use of the rock lobster resource.

The security and confidence to invest in the fishery and its future, along with incentives for stewardship, are underpinned by the rights and incentives inherent in the QMS and ongoing non-exclusive access to inshore fishing grounds. Access and allocation pressures will continue to be a primary focus, alongside efforts to address impacts on the health and productivity of the inshore marine environment.

NZ RLIC's approach will always be grounded in science and evidence and developed in collaboration with other representative bodies, where appropriate. This enables integrated and cost-effective positions to be developed through collaboration and shared investment.

1 ENABLE RESPONSIVE AND EQUITABLE FISHERIES MANAGEMENT

- Work with the National Rock Lobster Advisory Group (NRLAG) and MPI in the annual review of rock lobster stocks, the TAC, TACC, allowances and regulatory controls
- Support the development of new TAC management procedures and the associated mechanisms for responsive adjustment of management controls for rock lobster stocks
- Develop and work to implement revised management targets for rock lobster stocks
- Seek material improvements in the measurement and management of recreational fishing and greater certainty about allocation of the TAC, to create shared incentives for participants in rock lobster fisheries.

2 IMPROVE PERFORMANCE OF THE MARINE MANAGEMENT FRAMEWORK

- Develop industry submissions addressing spatial access loss through closures and restrictions, including their cumulative impact, displacement effects and the lack of integration between mechanisms
- Work to ensure that proposals for finer-scale management and localised abundance are cognisant of information requirements,

sustainability effects, cost and implications for access rights

- Engage constructively in the recognition and provision for customary rights through customary marine title applications, settlement legislation and mechanisms under Part IX of the Fisheries Act, while ensuring there is appropriate consideration of the ongoing ability to utilise commercial entitlements
- Engage in proposed new Marine Protected Areas (MPAs) and other spatial management initiatives to address any adverse effects of fishing while protecting the integrity of the fisheries management regime and safeguarding fisheries access and utilisation.

3 LEGISLATIVE REFORM PROVIDES FOR CONFIDENCE AND SUSTAINABLE DEVELOPMENT OF THE SECTOR

- Work with agencies and government to implement reform that supports multiyear science and evidence-based management to provide certainty and enable responsive management
- Support the resolution of landings and returns issues through the exemption process and adjustments to the settings for reporting and balancing against ACE
- Push for reform of the Resource Management Act (RMA) and seek to address the overlap in function with the Fisheries Act and recognition of fisheries rights
- Engage in reform and implementation of legislation providing for customary marine title so that impacts on commercial entitlements and the Fisheries Settlement are taken into account.
- Work with government agencies on other reforms that have potential to impact rock lobster fisheries, including through access loss, such as marine conservation statutes, new developments in the coastal marine area and regional initiatives.

4 REGIONAL COASTAL PLANS AND POLICIES SHOULD ADDRESS THREATS TO COASTAL MARINE ECOSYSTEMS AND PROVIDE ACCESS AND UTILISATION CERTAINTY FOR THE WILD HARVEST SECTOR

- Continue to engage and advocate in regional planning process including challenging encroachment in fisheries management and duplication of matters that are addressed through the Fisheries Act

- Redirect regional coastal plans and policies to focus on addressing threats to the health and productivity of marine ecosystems
- Encourage integrated monitoring and management of all activities across the coastal marine environment
- Participate in upcoming coastal plan reviews including to address threats to utilisation or access.

5 SEEK IMPROVEMENT IN THE REGULATORY ENVIRONMENT TO DELIVER OUTCOMES WHILE BEING PRACTICAL AND COST-EFFECTIVE

- Continue the initiative to resolve ongoing issues and costs and improve the quality of at-sea reporting to inform science and management
- Support greater sector involvement in management and service delivery to enable more responsive and cost-effective management, including collective decision-making, ACE shelving and spatial fishery management
- Address escalating cost recovery by ensuring;
 - ◊ Recovery is consistent with the Act's principles
 - ◊ Cost recovery is commensurate with improvement in service transparency and cost-effectiveness,
 - ◊ Attribution of levies is based on the cost of efficiently provided services.
- Continue collaborative work with FNZ Compliance to better estimate and reduce illegal activities and improve voluntary compliance
- Support initiatives to identify and review redundant or ineffective regulation.

95%

OF THE NZ ROCK LOBSTER TACC IS FROM STOCKS WITH A BIOMASS GREATER THAN THE BMSY-BASED REFERENCE LEVELS.

ALL STOCKS ARE ABOVE SOFT LIMITS.

6 ADVOCATE FOR PRACTICAL VESSEL OPERATIONAL REQUIREMENTS

- Engage with agencies, including Maritime NZ, with the objective that vessel operational requirements deliver against their outcomes while being practical and cost-effective.

7 IMPROVED RESPONSE AND SUPPORT FOR INDUSTRY

- Ensure regulators understand the consequences that imposition of restrictions have on operations and fisher wellbeing
- Advocate for interventions supported by evidence, that are cost-effective in their design and necessary to achieve good fishery management outcomes
- Support the provision of mental well-being services to provide targeted counselling and support services to industry participants, while avoiding overlap in function with SREs and maintaining cost-effective scale.

8 BETTER MANAGEMENT OUTCOMES THROUGH COLLABORATION

- Enable and support CRAMAC initiatives with regular face-to-face engagement and provide assistance on policy and operational issues
- Support cohesive and credible whole-of-industry positions on all legislative and policy matters affecting the seafood industry by supporting the Commercial Fisheries Forum
- Encourage alignment and recognition of the shared interests and responsibilities of the catching sector and QSOs
- Foster constructive relationships with iwi, MIOs and their companies, including working with Te Ohu Kaimoana
- Support and work with LENZ on their export and market-related initiatives
- Maintain information sharing and co-investment initiatives with Australian rock lobster industry groups and agencies
- Work to maintain and develop constructive relationships with recreational and eNGO groups and representatives and build on areas of common interest.

STOCK MONITORING + RESEARCH



To maintain sustainable levels of harvest and environmental performance, the NZ RLIC invests in world-leading and innovative stock monitoring and assessment.

Continuous improvement is sought in the quality of the information, data and science that informs management and delivers social, economic and cultural benefits to all stakeholders. Greater understanding of the environmental variables that impact the productivity of rock lobster stocks and ecosystem relationships will inform responsive management and support delivery of an ecosystem approach to fisheries management that is inherent in the Fisheries Act.

1 INVEST IN RESEARCH TO INFORM DECISIONS ON SUSTAINABLE LEVELS OF HARVEST

- Fund research that assesses stock biomass relative to agreed management targets and limits
- Support research that seeks to understand the impact of environmental change on rock lobster populations, including the relationship between rock lobster abundance and other components of marine ecosystems
- Support the peer review, transparency and publication processes that give government and the public confidence in the quality and integrity of the science that informs rock lobster management
- Participate in all relevant research processes including the Rock Lobster Fishery Assessment Working Group, the Marine Amateur Fisheries Working Group, the Aquatic Environment Working Group, the Biodiversity Research Advisory Working Group and the Conservation Services Program Technical Working Group
- Facilitate research planning that identifies priority areas for investing in new science and information
- Monitor developments in research and science in other jurisdictions to identify advancement opportunities.

2 COORDINATE COLLECTION OF STOCK MONITORING INFORMATION THAT PROVIDES KEY DATA TO INFORM STOCK ASSESSMENT AND ASSESS IMPACT OF SPATIAL EXCLUSION

- Organise the collection of spatially and temporally representative fishery-dependent information including length frequency, sex and state from the voluntary vessel logbook programme augmented by observer catch sampling
- Implement tag release and recapture programmes to provide growth estimates and movement information to inform length-based population models
- Support the implementation of the pre-recruit index program to collect information on strength of recruiting year classes.

3 COMMISSION SCIENCE THAT SUPPORTS RESPONSIVE MANAGEMENT

- Support the development of new stock management targets and the formulation of a new generation of management procedures to provide clarity and responsive adjustments to the TAC as new information becomes available.

ELECTIVE RESEARCH + DEVELOPMENT



Sustainable use of a marine resource generates constant challenges. Proactive steps must be taken to address those, including being aware of emerging food safety and biosecurity risks and threats to the health and welfare of lobsters.

Marine biotoxin events have been occurring with greater frequency and intensity. Serious implications would follow a detection in export shipments. Industry must continue to build on past work by supporting scientific and procedural developments that strengthen risk assessments, preparedness and response capability. Monitoring advances in animal husbandry will also be importance, alongside responding to changes in protected species interactions. NZ RLIC will invest through direct purchase or elective research to allow the industry to act responsibly, adapt, progress and be resilient.

1 ENSURE RESPONSES TO EMERGING RISKS AND OPPORTUNITIES ARE INFORMED THROUGH INVESTMENT IN SCIENCE

- Monitor research on biotoxins in Australasia including their detection, testing mechanisms, accumulation and persistence in crustaceans
- Examine developments in the science related to crustacean welfare and support the development of standards that meet or exceed international best practice
- Scan for new or emerging threats, including biosecurity risks.

2 LOOK FOR OPPORTUNITIES TO USE ADVANCEMENTS IN SCIENCE TO IMPROVE THE MONITORING AND ASSESSMENT OF LOBSTER FISHERIES

- Seek to address uncertainties in inputs and assumptions that influence assessment outcomes
- Scan for and seek opportunities to learn from, or adopt, emerging technology and scientific developments.

3 REDUCE THE RISK OF WHALE INTERACTIONS AND SUPPORT EFFECTIVE RESPONSE AND MITIGATION IN THE EVENT OF ANY ENTANGLEMENT.

- Promote and disseminate the WhaleSafe Manual
- Review best practice approaches and gear modifications that have reduced the incidence of entanglements in other jurisdictions
- Work with the Department of Conservation (DoC) to deploy the GPS location buoys purchased by the NZ RLIC to allow timely intervention should an entanglement incident occur.

4 ENSURE VESSEL OPERATORS AND CATCH SAMPLING TECHNICIANS HAVE THE EQUIPMENT AND SUPPORT REQUIRED

- Invest in maintaining and updating electronic vessel logbook platforms
- Ensure electronic data collection and data storage protocols meet or exceed the required standards
- Maintain the TagTracker database that provides key growth increment data and provides upgraded feedback reports to vessel operators reporting rock lobster tag recaptures.

5 INFORM INDUSTRY SUBMISSIONS ON SPATIAL ACCESS LOSS, RE-ALLOCATION AND OTHER MECHANISMS IMPACTING ON ECONOMICS OF OPERATION

- Improve the approach to analyse the impact of closure, restriction and increased cost including the collection of specific, credible economic data.



PRODUCT STANDARDS



Maximising value from quota-limited landings is critically dependent on maintaining market access for live rock lobster exports and responding quickly to any barriers or threats.

Exporters face evolving requirements and standards in export destinations, as well as ongoing shifts in consumer preferences across markets. NZ RLIC will continue to work closely with LENZ and the Seafood Standards Council (SSC) to navigate these shifts successfully. NZ RLIC will support LENZ's work to mitigate market-related risks and consider what steps the sector can take to develop market resilience.

1 COORDINATE INDUSTRY RESPONSES TO ISSUES THAT HAVE IMPLICATIONS FOR MARKET ACCESS AND FOOD SECURITY INCLUDING FOOD SAFETY, QUALITY, ANIMAL WELFARE AND ENVIRONMENTAL PERFORMANCE

- Commission elective research and undertake analysis to address risks and issues concerning food safety, biotoxins, biosecurity, product standards and animal welfare
- Implement the revised National Marine Biotoxin Risk Management Plan to ensure readiness and response. Coordinate its implementation with the SSC and CRAMACs
- Promote ethical treatment in handling, processing and distribution of lobsters.

RMPs

ALL NEW ZEALAND BUSINESSES PROCESSING ROCK LOBSTER FOR EXPORT OPERATE UNDER MPI-REGISTERED RISK MANAGEMENT PROGRAMMES (RMPs) AND APPLY HAZARD ANALYSIS AND CRITICAL CONTROL POINT (HACCP) SYSTEMS FOR FOOD SAFETY

2 SUPPORT LENZ INITIATIVES THAT EXAMINE MARKET OPPORTUNITIES AND PROMOTE AND ENHANCE THE REPUTATION OF ROCK LOBSTER AS A 'BEYOND PREMIUM' PRODUCT

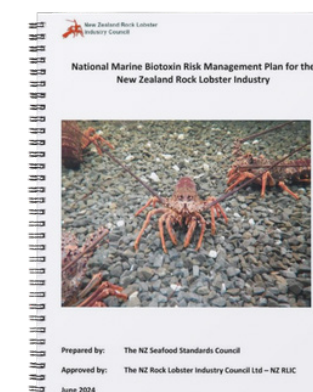
- Facilitate work by LENZ to promote and market rock lobster, explore opportunities to diversify markets and address challenges including freight and logistic issues, including through seeking support from and advocacy with government agencies
- Monitor developments and the uptake of third-party certification, seafood labelling and traceability in the Chinese market and coordinate the development of appropriate responses
- Encourage and facilitate use of environmentally friendly packaging.

3 SUPPORT INDUSTRY MANAGING AND ADAPTING TO MARKET DISRUPTION, ACCESS AND COST ISSUES

- In the event of market access issues, work urgently with government to develop and implement adjustment and mitigation approaches
- Where global or regional market disruptions such as pandemics emerge, work with the SSC to provide protocols, information and advice, including requirements to maintain and operate 'essential service' status and protect health, safety and wellbeing
- Communicate with government to raise awareness of costs pressures, availability of essential inputs and the resulting impacts on industry viability, employment and export performance.

4 MITIGATE THE RISK POSED TO CRAMACS BY SEVERE AND EXTENDED BIOTOXIN EVENTS

- Maintain a NZ RLIC-administered collective fund to support CRAMACs with the cost of biotoxin events beyond the thresholds of self-funding.



COMMUNICATIONS + ENGAGEMENT



We will promote New Zealand rock lobster as a premium value, healthy, sustainable and ethically harvested food choice. The industry provides substantial export returns to the national economy and generates significant economic activity in regional towns and coastal communities. By sharing this information consistently, we aim to improve public understanding and appreciation of the sector's value to New Zealand.

Raising awareness of the sector's positive contribution is central to ensuring it is appropriately considered in decision-making processes affecting the rock lobster fishery. We will maintain a considered and evidence-based approach to our advocacy and maintain constructive relationships with government and all fisheries stakeholders.

NZ RLIC's internal communications will endeavour to inform, coordinate and connect industry so there is commonality of purpose and alignment on priorities, responsibilities and outcomes.

1 THERE IS CONSENSUS WITHIN INDUSTRY ON THE OUTCOMES WE SEEK TO ACHIEVE AND THE RESPECTIVE ROLES DIFFERENT COMPONENTS OF THE SECTOR WILL PLAY

- NZ RLIC will ensure there is regular engagement and discussion with the CRAMAC membership to ensure unity of purpose and understanding of our priorities and responsibilities.



NZ RLIC Chief Executive Mark Edwards presenting at the Trans-Tasman Rock Lobster Conference in Melbourne last August.



2 INCREASE COMMUNITY CONNECTION BY IMPROVING PUBLIC UNDERSTANDING OF THE INDUSTRY'S ENVIRONMENTAL AND STOCK SUSTAINABILITY CREDENTIALS AND ITS CONTRIBUTIONS TO THE SOCIO-ECONOMIC FABRIC OF NEW ZEALAND

- Reinforce the image of the rock lobster sector as responsible, with a strong commitment to sustainable use of the fishery, including a long-standing record of constructive management and investment through science, monitoring and management initiatives
- Targeted communication that addresses inaccurate and imbalanced information by providing facts on the science and management principles behind the New Zealand fisheries management framework
- Convey the value the rock lobster industry generates for regional and communities, including through employment and associated servicing and support businesses.

3 STRENGTHEN NZ RLIC's COMMUNICATION APPROACH AND TOOLS

- Implement the Board's communication priorities, in coordination with CRAMAC initiatives
- Maintain and enhance the NZ RLIC website to ensure content is relevant, current, accurate and easily accessible by all. Encourage CRAMAC use of their sections of the website.

SINCE 1990...

2700

T

The overall annual rock lobster TACC, which has remained steady for the last 25 years

420%



Increase in export revenue from New Zealand rock lobster

73%



Reduction in the number of pot lifts

57%



Reduction in the number of rock lobster vessels nationwide

400%



Increase in the catch per unit effort (CPUE) rate

ORGANISATION STRUCTURE

NZ RLIC strives to operate with high standards of governance, prudent financial management and strict adherence to legislative and constitutional requirements. This includes health and safety requirements and the need for an independently audited financial report.

The financial independence provided by the levies contributed by our members allows us to apply energetic focus and well-informed representation on the many policy, operational and administrative issues that confront the lobster industry. This Business Plan reflects the scope of work to be undertaken and the process of engaging with the industry on priorities.

The NZ RLIC team provides timely support and facilitation for the regional CRAMACs and for industry participants generally as appropriate. Every effort will be made to deliver the necessary submissions and manage programmes and deliverables outlined in this Business Plan to deadlines, and within budget. The reactive nature of the operating environment requires responsiveness and adaptation within the year and may lead to our team recommending adjustment of the programme to the NZ RLIC Board.

NZ RLIC team comprises chief executive officer Mark Edwards, chief operating officer James Robertson and marine technician Angela Russell. Daryl Sykes continues in a support and advisory role. Mandy Cosgrove has recently been appointed as business manager, following the retirement of long-serving administrator Helen Regan. NZ RLIC thanks Helen for her significant contribution over many years. Administrative support continues to be provided by Leigh Brown under contract.

NZ RLIC leases office space in the NZ Post House in Wellington. The facilities are co-located with other seafood representative bodies, Te Ohu Kaimoana and Commercial Fisheries Services Ltd (FishServe). As it has done since 1996, NZ RLIC will coordinate the delivery of a wide range of technical, science, legal and policy advice to CRAMACs and individual industry members. On request from the CRAMACs, financial administration of rock lobster Stock Specific Levy income is undertaken by NZ RLIC.



MARK EDWARDS
Chief Executive Officer



JAMES ROBERTSON
Chief Operating Officer



ANGELA RUSSELL
Marine Technician



DARYL SYKES
Advisor



MANDY COSGROVE
Business Manager



LEIGH BROWN
Administrative support

“ KAITIAKITANGA / GUARDIANSHIP
IS AT THE HEART OF NEW ZEALAND'S
ROCK LOBSTER FISHERIES
MANAGEMENT ”



OUR BOARD

NZ RLIC staff are guided and supported by the nine Board members nominated by each of the CRAMACs. NZ RLIC's current Board chair, Malcolm Lawson, will be retiring in 2026, following five years of strong leadership and effective governance. NZ RLIC acknowledges Malcolm's contributions, which have left the organisation more capable, resilient and well organised. As his successor, Chanel Gardner has already demonstrated that she will bring new ideas and energy to the role.



OUTGOING CHAIR:
Malcolm Lason



CRAMAC 1:
Paul Knight



CRAMAC 2:
Dan McRae



CRAMAC 4:
Mark Peychers



CRAMAC 5:
Mitch Campbell



CRAMAC 3:
Salve Zame



CRAMAC 6:
Terry Gittings



**INCOMING CHAIR +
CRAMAC 7:** Chanel Gardner



CRAMAC 8:
Kathryn Molloy



CRAMAC 9:
Sonya Tuerlings

The CRAMAC Chairs and their executive committees are equally important, providing expertise and regional input to address fisheries management issues across their respective QMAs and improve coordination and communication within their areas. We also work closely with the professionals appointed by most CRAMACs:

CRAMAC 1-4

Julie Hills

CRAMAC 5

Mitch Campbell

CRAMAC 7

Chanel Gardner

CRAMAC 8

Kathryn Molloy

CRAMAC 9

Larncie Wichman

2026/27 BUDGET

	BUDGET 2024/25	BUDGET 2025/26	BUDGET 2026/27
INCOME			
Commodity Levy	\$1,355,065	\$1,516,561	\$1,603,873
External service provision	\$26,000	\$20,000	\$21,000
MPI research contract	\$653,822	\$635,822	\$626,787
TOTAL INCOME	\$2,034,887	\$2,172,383	\$2,251,660
EXPENSES			
Policy and management	\$275,000	\$275,000	\$275,000
Communications	\$57,580	\$48,846	\$58,555
Elective research	\$106,800	\$157,900	\$274,400
Product standards	\$125,000	\$64,000	\$68,568
Staff and resource	\$867,902	\$1,012,032	\$1,003,582
MPI research contract	\$577,105	\$577,105	\$571,555
Direct purchase research	\$25,500	\$37,500	-
TOTAL EXPENSES	\$2,034,887	\$2,172,383	\$2,251,660

COMMODITY LEVY

NZ RLIC shareholders agreed that the 2026/27 Rock Lobster Commodity Levy will be set to recover \$1,603,873.43 to offset operational expenses and support CRAMACs for the period 1 October 2026 - 30 September 2027.

2852.286T

Total CRA TACC
for 2026/27

\$554.19

CRA Commodity
Levy per tonne

49.300T

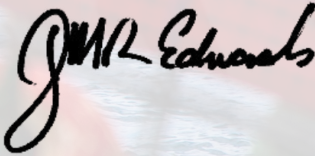
Total PHC TACC
for 2026/27

\$469.88

PHC Commodity
Levy per tonne

Should you have any enquiries about the proposed 2026/27 NZ RLIC Business Plan and Budget, or about the Rock Lobster Commodity Levy, please contact the NZ RLIC office at your convenience.

Mark Edwards
CHIEF EXECUTIVE OFFICER
9 June 2026



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