



NZ ROCK LOBSTER
INDUSTRY COUNCIL

Five Year Strategy

NURTURING THE BOUNTY OF THE OCEAN
Ka whakapai te kai o te moana

Introduction

The purpose of the Strategy is to articulate the medium-term priorities and focus areas for the NZ Rock Lobster Industry Council (NZ RLIC), based on a comprehensive survey of CRAMAC and industry sentiment, as well as individual input from our Board members.

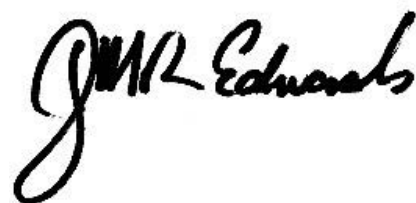
Our priorities for the next five years are organised under four strategic pillars. These set out the objectives that we intend to achieve. The strategies outline in more detail how we propose to deliver these objectives through a combination of management initiatives, support for change, development of improved settings, investment, advocacy, communication and collaboration.

The Strategy also outlines how we will measure success against each objective and the set of strategies. This enables our quota share owners, ACE owners, Iwi partners and processors and exporters to envisage what success looks like. Finally, the strategy outlines a number of conditions that are necessary to support achieving this framework.

Together these elements ensure that NZ RLIC and its Board can focus efforts where it matters most. The Strategy also provides Government, other fisheries stakeholders and the public an accessible and credible picture of what NZ RLIC does and seeks to achieve.

The Strategy provides a framework for the development of the annual Business Plan and budget which set out in more detail the operational activity and services that will be delivered and how they are resourced. Collectively the actions in the Business Plan contribute to the vision set out in the Strategy.

The Strategy will support the high value that is provided to all New Zealanders by rock lobster fisheries through export revenue, employment and sustainable use. We are enthusiastic about working with you to deliver this Strategy.



Mark Edwards
Chief Executive Officer



Malcolm Lawson
Chair

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NZ Rock Lobster
Industry Council Ltd.

About us

Industry snapshot

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 hardworking, place a high value on the fishing lifestyle and are therefore inherently conservative on sustainability and environmental issues. The rock lobster industry provides a significant economic contribution and employment regionally and maximises the return to the national economy from sustainable commercial harvest through its live exports.

That said, the challenges faced by New Zealand’s rock lobster industry are daunting and increasing in scope and complexity. The ongoing uncertainty and rapid pace of change in our operating environment, including government, legislative and regulatory reform. These reforms present both issues to address and opportunities, such as the intent to enable industry management and the commitment to an export-led economy.

Context

Born of an advisory committee to the New Zealand Fishing Industry Board from 1979 through to 1996, the New Zealand Rock Lobster Industry Council (NZ RLIC) has taken responsibility for rock lobster industry representation since September 1996.

With a clear mandate from the industry, NZ RLIC is an organisation with purpose, serving the interests of rights owners, the fishery itself (habitat), and interested government agencies.

As Chair Malcolm Lawson describes it:

“Simply put, our role is to position the industry to maximise return from an abundant fishery”

Understanding our structure

The NZ RLIC is an umbrella organisation for the nine CRAMACS representing each of the rock lobster (CRA) management areas of New Zealand. These CSOs are known as Cray Management Area Councils (CRAMACS)

CRAMAC membership comprises CRA quota owners, processors, exporters, and fishermen (quota share owner-operators and annual catch entitlement (ACE) owners in each region. CRAMACS are shareholders in the NZ RLIC, and appoint the board of directors. The current board members represent a wealth of skill and experience in the rock lobster industry.

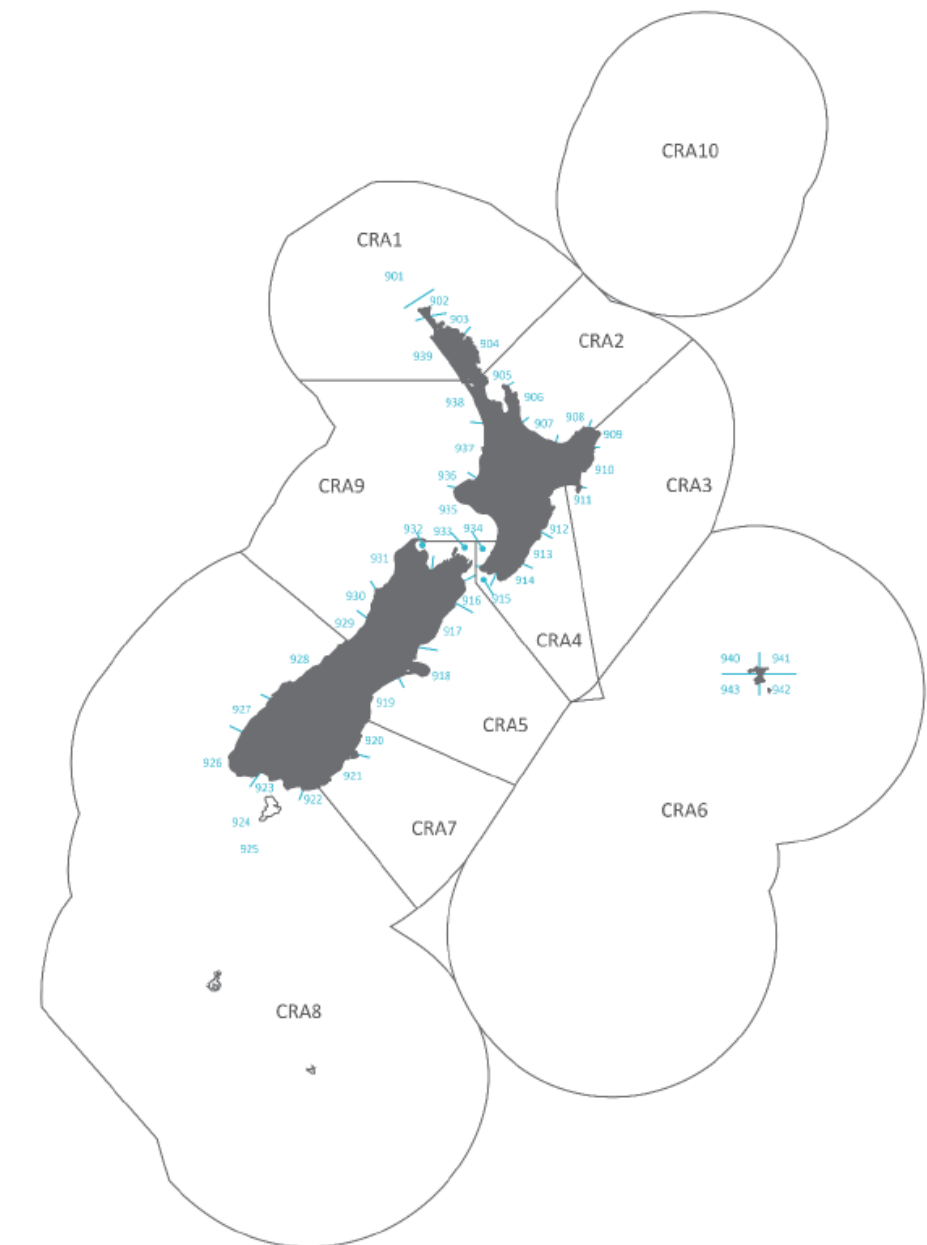
Environmental commitment

NZ RLIC supports the incorporation of ecosystem considerations into fisheries management and seeks a more comprehensive understanding of the role of rock lobsters in the marine ecosystem, environmental variability and regime shifts that affect stocks and their habitats. We are responsive to advances in science and technology and increased attention to ethical and animal welfare matters.

Our approach is intended to ensure a long-term future for our industry through best-practice management and environmental performance informed by industry-initiated and funded stock monitoring and research.

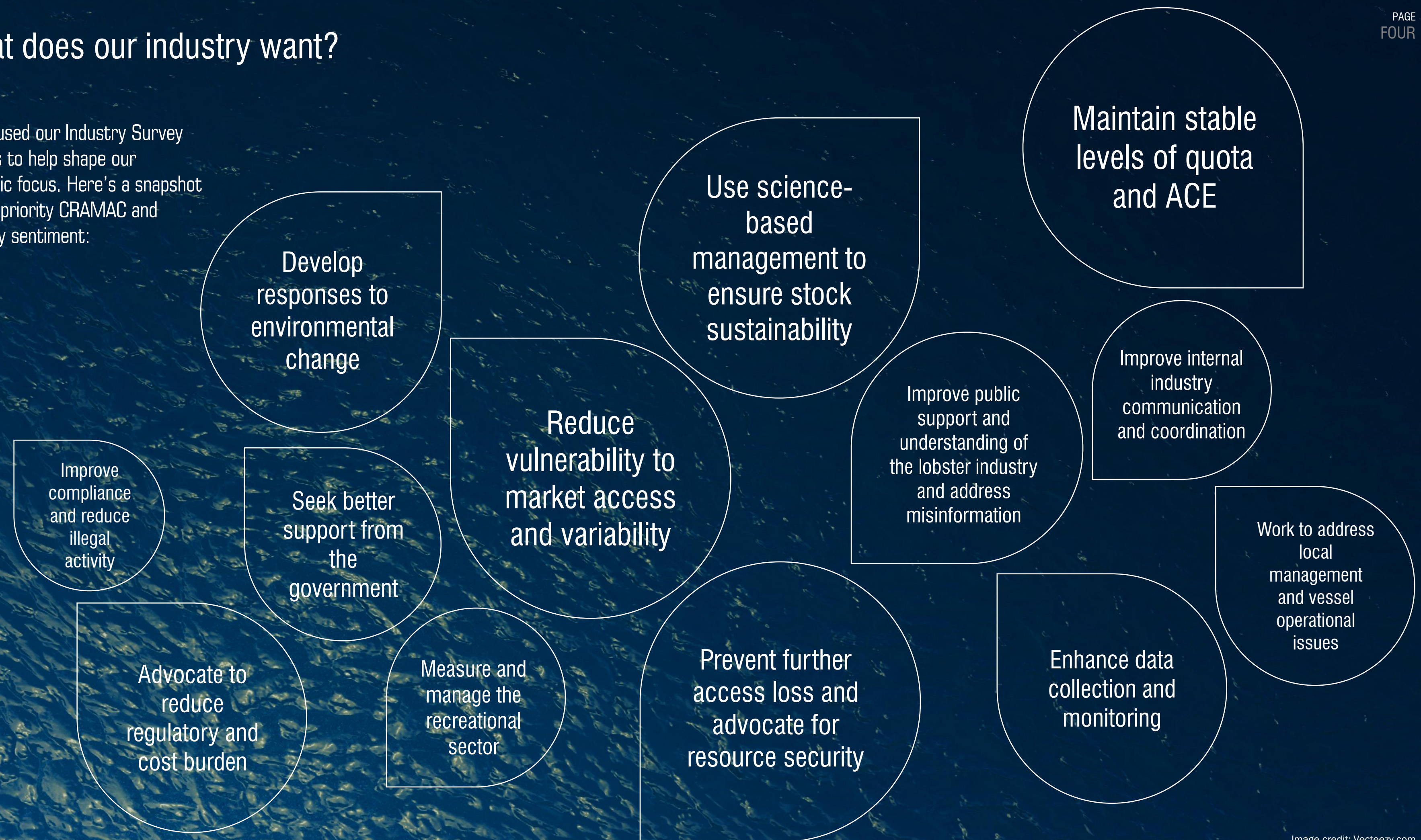
Our relationship with Iwi

NZ RLIC is consolidating working relationships with iwi, their companies and asset management groups and seeking to understand and incorporate iwi values and aspirations by encouraging their involvement in CRAMACS. We have a strong working relationship with Te Ohu Kaimoana and recognise their role in safeguarding the Māori Fisheries Settlement, the importance of the Settlement to the integrity of the QMS, and their mandate from Mandated Iwi Organisations (MIOs). Many of those MIOs are also rock lobster QSOs. We work with them and Te Ohu Kaimoana so that our positions are aligned and mutually supportive.



What does our industry want?

We've used our Industry Survey insights to help shape our strategic focus. Here's a snapshot of high-priority CRAMAC and industry sentiment:



Why do we exist?

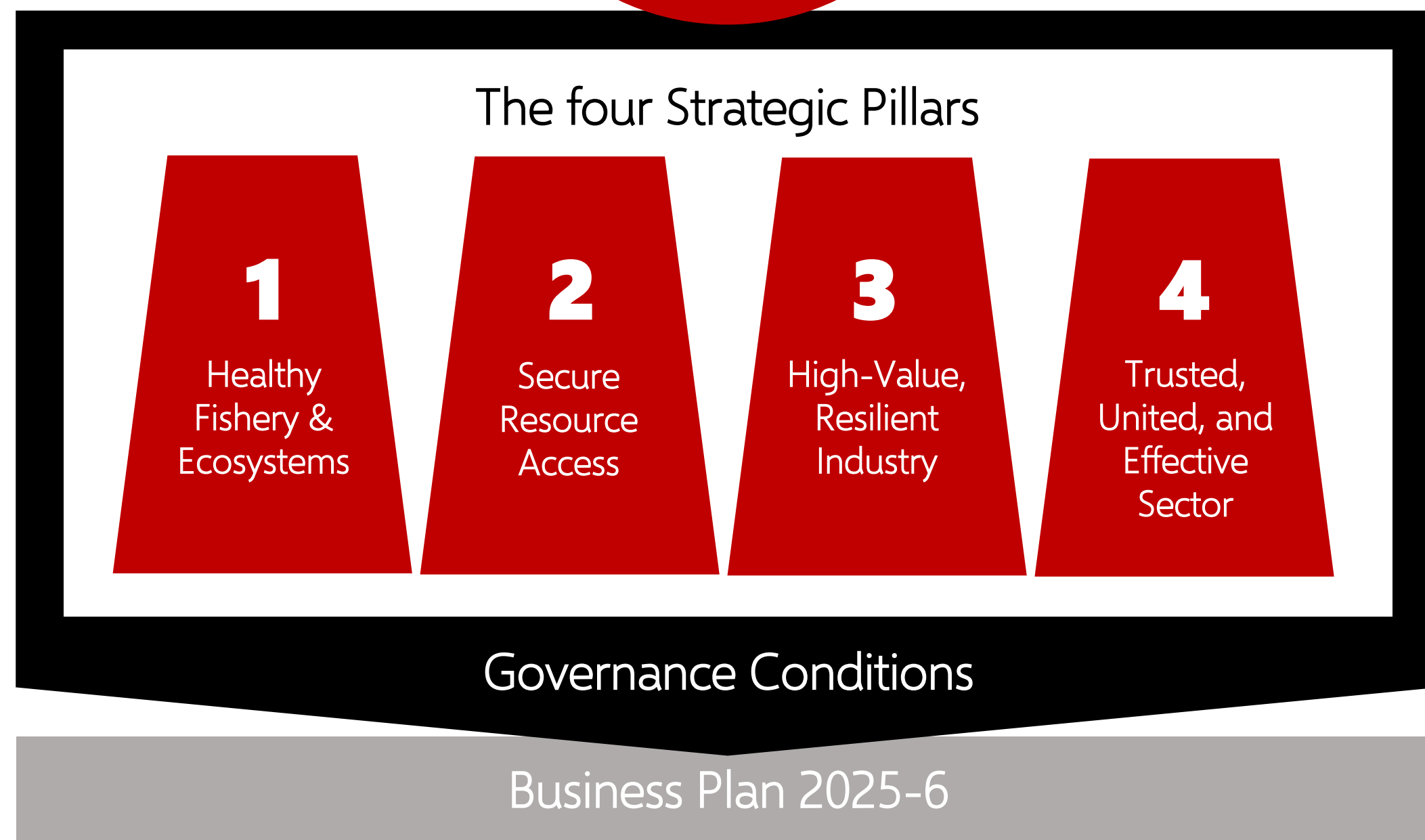
The concept of *kaipukahu*, abundance, guides the NZ Rock Lobster Industry Council's approach to fisheries management. It serves as the core principle underpinning the business.



What's most important?

Our strategic priorities for the next five years are organised under four Strategic Pillars.

These set out what we intend to achieve, the work we will undertake achieve that intent and outline what success looks like / outline how these objectives will be achieved. Together these elements ensure NZ RLIC can focus its effort where it matters most.



What are we going to do?

OBJECTIVES	STRATEGIES	SUCCESS MEASURES	CONDITIONS
<p>1 Pillar 1 – Healthy Fishery & Ecosystems</p> <p>Safeguard the long-term sustainability and abundance of rock lobster stocks and the ecological health of their habitats.</p>	<ul style="list-style-type: none"> Invest in and contribute to robust monitoring and stock assessment to inform evidence-based management. Develop pro-active management initiatives to address stock management and sustainability issues Support measures that address threats to marine environments Invest in research and adopt technological innovations that improve environmental performance. 	<ul style="list-style-type: none"> 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. 	<p>To deliver this strategy, NZ RLIC requires:</p> <ul style="list-style-type: none"> Sound governance across NZ RLIC and CRAMACs Adequate capacity and capability (people, resources, science, analytics, communications) Cohesive industry support for integrated national positions Investment in data, research, and relationship management A commitment to proactive engagement and communication rather than reactive responses
<p>2 Pillar 2 – Secure Resource Access</p> <p>Protect commercial fishing rights and ensure enduring, fair, and non-exclusive access to the coastal space and fishery resources we depend on.</p>	<ul style="list-style-type: none"> Support the development of marine legislation that recognises and protects commercial fishing rights Advocate for a predictable, evidence-driven inter-sector allocation framework. Establish and maintain relationships with coastal iwi/hapu on stock management in their areas of interest. Work to mitigate access risks arising from regulatory change, and obtain a fair process where reallocation of space to other uses is proposed. 	<ul style="list-style-type: none"> 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. 	<p>These four pillars provide a focused framework for action, ensuring that NZ RLIC remains effective, future-ready, and aligned with the values of abundance (kaipukahu), kaitiakitanga, and long-term industry prosperity.</p>
<p>3 Pillar 3 – High-Value, Resilient Industry</p> <p>Preserve and enhance the industry's economic contribution, export value, and long-term commercial viability.</p>	<ul style="list-style-type: none"> Advocate for regulatory settings that minimise unnecessary compliance cost and support efficient, sustainable operations. Collaborate with exporters to maintain market access and minimise exposure to market volatility and geopolitical risk. Develop innovative, pragmatic and information driven responses to issues that affect the sector 	<ul style="list-style-type: none"> 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. 	
<p>4 Pillar 4 – Trusted, United, and Effective Sector</p> <p>Strengthen the rock lobster industry's image as responsible and innovative fishery managers backed by a unified, respected and effective commercial lobster sector.</p>	<ul style="list-style-type: none"> Promote awareness of the sector as an environmentally sustainable, responsible sector driving regional economic activity and export returns. Build and maintain constructive relationships with government, iwi, and other marine stakeholders. Improve two-way communication with CRAMACs and operators, fostering an understanding of our responsibilities and a collective sense of purpose. Invest in capability, governance, and science-based advocacy. 	<ul style="list-style-type: none"> Increased community connection by improved understanding of the sectors 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.. 	

Want to know more?

Find out more about the New Zealand Rock Lobster Industry Council

- <https://nzrocklobster.co.nz/>

Download our Business Plan

- <https://nzrocklobster.co.nz/resources/#nz-rlic-business-plans-and-budgets>

Learn about how we fish sustainably

- <https://nzrocklobster.co.nz/#how-we-fish-sustainably>

Understand the economic contribution of the rock lobster sector

- <https://nzrocklobster.co.nz/#economic-contribution>

Learn about rock lobster biology

- <https://nzrocklobster.co.nz/lobster-facts>

