



Central South Island Fish and Game Council

GOVERNANCE POLICY

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Part 1 Introduction

1 **Effective date**

- (1) Council adopts this Governance Policy with effect from the date written below.
- (2) Council shall review this Governance Policy not less than annually.
- (3) Council may by ordinary resolution amend or replace this Governance Policy at any time.

2 **Purpose**

This Governance Policy sets out the principles by which the Council collectively and its Members individually will be guided in performing their statutory functions to the highest possible standard.

3 **Structure**

- (1) This Governance Policy forms part of the Council's overarching Governance Framework, which comprises:
 - (a) **Legislation** — including the *Conservation Act 1987* (which establishes and empowers the Council); the *Local Government Official Information and Meetings Act 1987* (which controls Council meetings); and the *Wildlife Act 1953* (which provides for open seasons, licensing and enforcement); and
 - (b) **Regulations** — including the Fish and Game Council Elections Regulations (SR 1990/361) (which governs elections of Members to Council); and
 - (c) CSIFGC **Standing Orders** (which control meeting procedure); and
 - (d) this CSIFGC **Governance Policy**; and
 - (e) CSIFGC policies, as follows —
 - (i) the **Risk Management Policy** (Appendix A); and
 - (ii) the **Conflicts Management Policy** (Appendix B); and
 - (iii) the **Communications Policy** (Appendix C); and
 - (iv) the **Delegations Policy** (Appendix D); and
 - (v) the **Sensitive Expenditures Policy** (Appendix E).
- (2) To avoid doubt, this Governance Policy does not deal with management of CSIFGC's operations, which is the responsibility of the Chief Executive and is documented elsewhere.
- (3) Conduct by a Member that is inconsistent with this Governance Policy or any of the appended CSIFGC policies may constitute grounds for censure or other action against the person involved.

4 **Glossary**

- (1) In this Governance Policy, unless the context otherwise requires—

Central South Island Fish and Game Region has the meaning given by notice in the *Gazette* of 29 August 1991 (No. 129) at page 2786.

Chair means the Chair of Council.

Chief Executive means the person employed as the Chief Executive of the Central South Island Fish and Game Council.

Council means the Members collectively.

CSIFGC means the Central South Island Fish and Game Council established as a body corporate under section 26P of the *Conservation Act 1987*.

Governance Framework has the meaning given in paragraph 3.

Licence Holder means any person who holds a licence for fishing or gamebird hunting within the Central South Island Fish and Game Region.

Member means an individual elected for the time being as a member of Council.

Minister means the Minister with responsibility for the *Conservation Act 1987*.

Part 2 Responsibilities of Council

Leadership

5 Council's leadership responsibility

- (1) Council is responsible for determining the objectives and directing the affairs of CSIFGC, including by ensuring that CSIFGC is solvent, well-run, and achieving its objectives.
- (2) Council is responsible for performing the functions and exercising the powers given to it by Part 5A of the *Conservation Act 1987*.
- (3) Council is responsible for annually—
 - (a) determining CSIFGC's strategic objectives for the next twelve months and beyond; and
 - (b) setting measures by which success in achieving CSIFGC's strategic objectives can be assessed.
- (4) Council is responsible for considering and approving, at least annually, an Operational Work Plan to support achievement of CSIFGC's strategic objectives.
- (5) Council is responsible for considering and approving, at least annually, a Budget to support the operations of CSIFGC.
- (6) Members are entitled to participate in the operational work of CSIFGC, with the agreement of the Chief Executive.
- (7) Members must not intervene in operational decision-making that is within the scope of the Chief Executive's delegation.

6 Council's accountability for performance

- (1) Council is accountable to Licence Holders and the Minister for the performance of Council's duties, exercise of its powers, and responsible management of its operations.
- (2) Council shall comply with all applicable legislation and regulation.
- (3) Council shall maintain and regularly review a system of internal controls, policies and procedures.

7 Review and appraisal

- (1) Council is responsible for regularly reviewing and appraising both—
 - (a) whether it is doing things right (i.e. whether it is achieving its objectives); and
 - (b) whether it is doing the right things (i.e. whether it has the correct objectives).
- (2) Council shall review and revise its objectives in accordance with paragraph 18 of this Governance Policy.
- (3) Council shall from time to time review its own performance and the performance of the Chair and the Chief Executive in accordance with paragraphs 19, 20, and 21, respectively.

Cooperation

8 Members' cooperation

- (1) Council is best able to perform its statutory functions and achieve its objectives by all Members working together as a team.
- (2) Members must work cooperatively to engage the full range of individual Members' knowledge, skills and experience.
- (3) Members must speak and act respectfully toward other Members and Staff.
- (4) Members must be truthful in their dealings with other Members and Staff.

Collective Responsibility

9 Responsibility for decisions

- (1) All decisions made by Council in the exercise of its lawful authority are decisions of the whole of the Council.

- (2) Each Member is bound by a decision made by Council, regardless of whether the Member voted against the particular decision or abstained from voting.
- (3) Each Member has the responsibility to contribute, in a constructive and candid manner, to debate on any decision before the Council.
- (4) Each Member must respect a decision lawfully made by Council as representing the decision of the Council as a whole and must not criticize, denigrate or disparage a decision, or those that supported the decision, or take steps to undermine or obstruct the implementation of that decision.
- (5) Each Member must respect decisions and actions of the Chief Executive that are made or taken in good faith within the authority delegated to him or her as the decisions or actions of the Council and must not criticize, denigrate or disparage such decisions or actions, or the Chief Executive, or take steps to undermine or obstruct the implementation of such decisions or actions.
- (6) No Member may exercise individually a power of the Council, except pursuant to a formal delegation made in accordance with Standing Orders.

Integrity

10 Members' obligation of integrity

- (1) Members must observe high standards of ethical conduct in all their dealings with or on behalf of CSIFGC.
- (2) Members must safeguard and promote the good reputation of CSIFGC.
- (3) Members must comply with the spirit and the letter of the law and this Governance Policy and, to the extent they apply, with—
 - (a) the Risk Management Policy (Appendix A); and
 - (b) the Conflicts Management Policy (Appendix B); and
 - (c) the Communications Policy (Appendix C); and
 - (d) the Delegations Policy (Appendix D); and
 - (e) the Sensitive Expenditures Policy (Appendix E).

Risk management

11 Risk management

- (1) Council is responsible for conscientiously managing a diverse range of risks that confront CSIFGC.
- (2) Council must regularly identify, take action to mitigate, and review, the risks to which it is subject.
- (3) Council shall establish and from time to time update a Risk Management Policy (Appendix A).

Communications

12 Transparency

- (1) Council has an obligation to inform Licence Holders, other stakeholders and the general public about CSIFGC and its work and to listen to and give due consideration to their views.
- (2) Council must listen and respond to the views of Licence Holders and others with an interest in CSIFGC's work.
- (3) Council must communicate openly and candidly about its objectives, operations and performance (except to the extent it may owe a duty of confidentiality in a particular matter).

13 Media

- (1) Much of the work of Council will be of keen interest to members of the public and the news media by which they are informed.
- (2) The Chair is responsible for communication with news media regarding the work of CSIFGC.
- (3) The Chair may delegate to the Chief Executive or a specified Member authority to communicate with news media regarding work of a particular kind, or in particular circumstances.
- (4) A Member must not speak on behalf of CSIFGC to news media, except with the Chair's agreement in advance.

- (5) A Member must not denigrate or disparage the Council, any member of Staff, any individual Member, or any decision of Council to news media or in any public communication.
- (6) All Members (and the Chief Executive) must comply with the requirements of the Communications Policy (Appendix C).

14 Confidentiality

- (1) Council will from time to time receive or handle information that is private, commercially sensitive, privileged or otherwise subject to a duty of confidentiality that Council must respect.
- (2) A Member must not disclose any confidential information or record, or allow it to be disclosed, in breach of a duty of confidentiality (e.g. by disclosing it to a person other than a Member).

Delegation and Oversight

15 Delegation to Chief Executive

- (1) Council is responsible for employing, tasking, and appraising the performance of, the Chief Executive.
- (2) Council will ensure that appropriate systems, procedures and controls are in place to ensure that the Chief Executive performs his or her functions of—
 - (a) employing, tasking and appraising the performance of staff; and
 - (b) managing the operations of CSIFGC; and
 - (c) reporting to Council on the operations and finances of CSIFGC.
- (3) The Chief Executive must act within the limits set out in the Delegations Policy (Appendix D) and the terms and conditions of his or her employment agreement.

Part 3 Responsibilities of Chair

16 Role of the Chair

- (1) During meetings of Council the role of the Chair is to—
 - (a) preside at all meetings of Council at which the Chair is present, with the commonly accepted powers of that position; and
 - (b) ensure that meetings of Council are conducted consistent with its Standing Orders and external requirements (including Part 7 of the *Local Government Official Information and Meetings Act 1987*); and
 - (c) ensure the fair and full participation of Members in meetings; and
 - (d) ensure that deliberation is fair, open and thorough and is timely, orderly and to the point.
- (2) Outside meetings of Council, the role of the Chair is to—
 - (a) represent the Council to external stakeholders; and
 - (b) represent the Council to the Chief Executive; and
 - (c) inform Council of matters relevant to the business of Council.

17 Chair is bound by policies

- (1) The Chair is bound by the Council's Governance Framework and has no authority unilaterally to alter or dispense with any part of it.

Part 4 Evaluation and Improvement

Review of Objectives

18 Annual review of objectives

- (1) Council must, not less than annually, review and evaluate—

- (a) CSIFGC's objectives for the past twelve months; and
 - (b) the degree to which CSIFGC has been successful in achieving its objectives; and
 - (c) whether it is necessary or desirable to change any of the objectives or success measures.
- (2) Council must, on reviewing CSIFGC's objectives, also review and amend, as necessary or desirable—
- (a) the Operational Work Plan; and
 - (b) CSIFGC's Budget.

Reviews of Performance

19 Performance review of Council

- (1) The performance of the Council must be reviewed on or around the first anniversary and second anniversary of each election of Council.
- (2) To avoid doubt, the Council's performance shall not be reviewed in a year in which an election is held.
- (3) A review of the Council's performance shall address strengths and weaknesses in the performance of Council as a body corporate and not the performance of individual members.

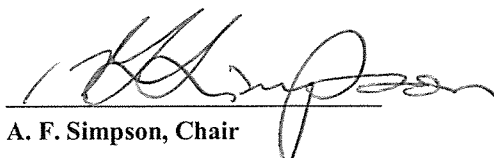
20 Performance review of Chair

- (1) The performance of the Chair shall be reviewed by Members annually, by holding a fresh election for Chair in accordance with Council's Standing Orders.

21 Performance review of Chief Executive

- (1) The performance of the Chief Executive must be reviewed annually by two Members, one of whom shall be nominated by the Chief Executive and the other of whom shall be the Chair or a member nominated by the Chair.
- (2) The Chief Executive's performance shall be reviewed having regard to all relevant matters, including:
 - (a) the statutory functions of the Chief Executive; and
 - (b) the operational and financial performance of CSIFGC during the review period; and
 - (c) the strategic objectives of CSIFGC during the review period; and
 - (d) the Operational Work Plan for the review period; and
 - (e) the Delegations Policy; and
 - (f) the Chief Executive's maintenance and development of CSIFGC's internal and external relationships; and
 - (g) the Chief Executive's reporting to Council during the review period.

Adopted by resolution of Council, this 17th day of October, 2019



 A. F. Simpson, Chair



Central South Island Fish and Game Council

RISK MANAGEMENT POLICY

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Governance Policy Appendix A

1.0 INTRODUCTION

A risk is an uncertain event which might occur in the future. The event might prevent or delay the achievement of the objectives of Central South Island Fish and Game Council (CSIFGC). Risks are uncertain but their likelihood and impact can be estimated. Many risks can be managed or reduced, to some degree. Not all risk is unacceptable and CSIFGC must take into account what level of risk it is willing to accept.

The varied activities of CSIFGC result in varied kinds of risks, including risks to its reputation, resources and staff. Risks can arise from external factors such as economic, political and environmental effects, as well as from internal culture and management practices.

CSIFGC recognises that risk management is an integral part of good governance and managerial best practice.

This Risk Management Policy sets out a methodical approach to risk management, which involves identifying, analysing, evaluating and treating each of the risks that CSIFGC faces. CSIFGC will implement this Risk Management Policy to manage the risks it faces.

2.0 THE RISK MANAGEMENT PROCESS

Risk management is the coordinated governance and management activities which are intended to manage the risks that arise in any operating environment.

Managing risk involves five steps:

- **Risk Identification**– what could happen, how and where could it occur, and what is the potential impact?
- **Risk Analysis** – what is the likelihood of the risk occurring and how great is the potential impact if it does occur? Is the level of risk acceptable?
- **Risk Treatment** – what steps should CSIFGC take to reduce the likelihood, reduce the impact, eliminate the risk, or share the risk?
- **Risk Monitoring** -- Ongoing monitoring and reporting, and regular review of the CSIFGC’s risks and their management are essential to maintain focus on what risks exist and what is being done about them.

2.1 Step One: Risk Identification

Risk identification involves considering what might happen, why it might happen and what the impact might be.

Risks to CSIFGC could be identified having regard to the following categories — this list is not exhaustive and should be expected to change over time:

- Governance and compliance
 - Failure of Council to provide proper oversight
 - Failure of Council to delegation duties and responsibilities clearly
 - Non-compliance with relevant law (e.g. health and safety, data protection)
- Reputational
 - Poor stakeholder relations

Governance Policy Appendix A

- Failure to protect confidential information
- Staff acting in unethical way
- Operational
 - Failure of IT system
 - Poor service delivery
 - Lack of succession planning
 - Poor tracking of contractual commitments
- Financial
 - Decline in licence revenues
 - Failure to safeguard or manage assets
 - Poor cashflow management
 - Poor value for money
 - Fraud or theft
 - Poor budgeting or allocation of resources
- Strategic
 - Engage in activities which do not support strategy
 - Failure to deliver against strategic objectives

For each of these categories of risks, it is necessary to consider the particular types of risks that arise.

More than one kind of risk might exist in each category. Additional categories of risks might also be relevant to CSIFGC.

2.2 Step Two: Risk Analysis

For each kind of risk identified in Step One, it is necessary to analyse the likelihood of that risk (i.e. how likely is it to happen) and what the likely impact might be (i.e. how serious would the consequences be) if the risk were to occur.

It is important to analyse the likelihood and consequence of residual risk. That is, the level of risk which exists after taking account of the controls already in place.

CSIFGC already has a number of controls already in place which might lessen the likelihood of certain risks, or their impact. These controls include management policies and procedures, separation of duties, staff training, and physical structures such as automatically locking external doors and access controls. These controls need to be assessed periodically against each risk which has been identified and a view formed about whether the relevant control is weak and needs strengthening, or is strong and therefore effectively mitigates the risk.

After considering the controls that already in place, it is necessary to consider the likelihood of the risk and the consequences (or impact) for CSIFGC if the risk were to occur.

The likelihood of a risk occurring can be described as:

- Rare – 1
- Unlikely – 2
- Possible – 3
- Likely – 4
- Almost certain – 5

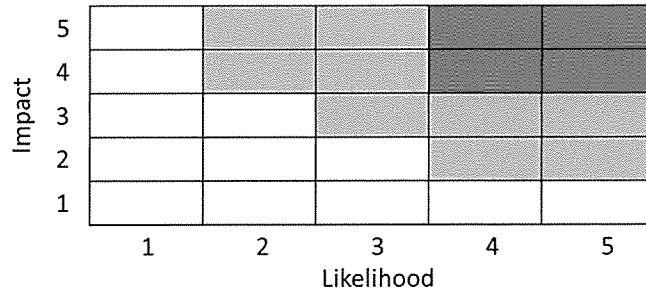
The impact a risk would have if it were to occur, having taken into account the controls already in place, and their probably effectiveness, can be described as:

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- Insignificant – 1
- Minor – 2
- Moderate – 3
- Major – 4
- Extreme – 5

The use of a Risk Matrix (figure 1, below) allows the risks identified to be rated and will indicate the more serious risks which must be treated and actively monitored.

Figure 1. Risk Matrix



The risk is placed into the box corresponding to its estimated likelihood and impact. Those risks which are in the red (top right corner) are more likely to occur and would have greater impact if they do occur. They clearly should attract more attention. It would be expected that approximately five – ten risks would be sufficiently serious that they make it into the Risk Matrix.

CSIFGC will evaluate each risk and decide whether the risk is acceptable or unacceptable.

After evaluating the risks, CSIFGC will decide whether to:

- Cease performing an activity, or refrain from starting a project, case or other initiative; or
- Accept the risk and take no action; or
- Prioritise the actions required if the risk is complex and requires action; or
- Take positive action to treat the risk.

2.3 Step Three: Risk Treatment

A risk might be acceptable if the likelihood and impact are very low and if the cost of treating the risk is high and the benefits of treatment are low. Otherwise, a risk should be regarded as unacceptable and action should be taken to treat that risk.

Risk treatment strategies are intended to protect CSIFGC by reducing the likelihood or impact of a risk. Risk treatment can also involve strategies intended to assist in achieving strategic goals and therefore add value.

After working through the above steps of identification and analysis of relevant risks, CSIFGC will decide what action to take. Possible action could include:

- **Reducing the likelihood.** Where possible, CSIFGC will take action to reduce the likelihood of a risk occurring. For example, by training staff or developing new policy. This is not always possible where the cause is likely to be external to CSIFGC and therefore outside the CSIFGC’s control. For example, CSIFGC has no control over whether external funding is provided or paid on time.

Governance Policy Appendix A

- **Reducing the impact.** Even where the likelihood of a risk can be reduced, v will also take action to reduce the impact. For example, having clear resource allocation processes, which are matched to the strategic plan, will allow the Commission to respond appropriately if funding is not available to the anticipated level, or within the expected timeframe.
- **Sharing the risk.** In some cases it may be possible to obtain insurance or the risk can be shared by contract. For example, by engaging experts and external legal counsel to assist with court cases.
- **Eliminating the risk.** If the risk is highly likely, and the impact too great, CSIFGC may elect not to proceed with a project. For example, if there is a risk that a case with unclear legal precedent and unreliable witnesses might result in an unhelpful precedent, CSIFGC might decide not to pursue that case. Elimination of a risk is not always possible, particularly with respect to safety hazards.
- **Accepting or tolerating the Risk.** There may be some risks, which should be accepted, having regard to their low likelihood and low impact. In these cases, the cost of treatment may far exceed the benefit from treating the risk. These situations will be documented in the Risk Management Plan, because circumstances may change and the cost benefit equation could alter.

After the treatment for each kind of risk has been agreed, CSIFGC will consider whether the treatment itself raises additional risks. For example, external security to manage the risk of burglary of an office must have a fail-safe mechanism to protect personnel from the risk of being locked inside in the event of a fire.

2.4 Step Four: Risk Monitoring

Risk management is a cyclical process and treatment plans can be long term. For example, developing a policy to improve IT security and reduce the risk of inappropriate disclosure of confidential information will take time. After the policy is developed, training will be required for all staff to ensure that the policy is appropriately implemented.

The CE will prepare and regularly update a *Risk Register* which sets out the major risks the organisation faces, and the plans for treatment of each kind of risk. A sample of a hypothetical *Risk Register* is annexed.

The CE will provide Council with a *Risk Management Report*, every six months. A sample of a hypothetical *Risk Management Report* is annexed.

In each Risk Management Report, each kind of risk will be evaluated according to the effectiveness of the treatment plan, so that the residual risk to the CSIFGC is apparent and can readily be considered by Commissioners.

3.0 CONCLUSION

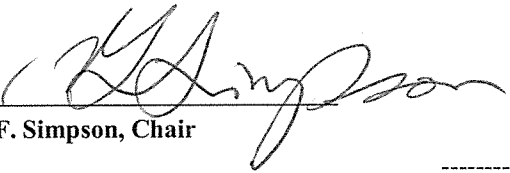
CSIFGC recognises that risk management is an ongoing process. Risks must be identified, analysed and treated. The analysis process will provide a rating for each risk and the significant risks will be the subject of treatment plans to reduce the likelihood of them occurring and to reduce their impact if they do occur.

In some cases, CSIFGC might accept or tolerate certain risks because the likelihood and impact are low and the cost of treating the risk would outweigh the benefit.

The key to managing risk is active monitoring and reporting on the risks and their treatment, along with constant evaluation of the residual risk which remains after treatment.

Governance Policy Appendix A

Adopted by resolution of Council, this 17th day of October, 2019


A. F. Simpson, Chair

Governance Policy Appendix A

SAMPLE DOCUMENTS

This section of the Risk Management Policy sets out a sample Risk Management Report and a sample Risk Register. CSIFGC might choose to use documents that differ from these samples, depending on its needs.

Sample of Risk Management Report

To Council
Date November 2018
From Chief Executive
Subject Risk Management Report

Introduction

This *Risk Management Report* sets out the key risks facing CSIFGC and describes the likelihood and impact of each risk, as well as the proposed treatment. The report has been updated to show the action which has been completed over the last six months, and the actions which still remain.

Risk Matrix

The Risk Matrix below summarises the residual risk of each of the key risks, after taking into account the current or planned treatment action.

There has been no change to the Risk Matrix since the last risk management report in June 2018. Each of the risks identified in the Risk Matrix is explained in more detail below.

Risk Matrix

Impact	5	Fraud		Funding		
	4					
	3			Health & Safety	IT Failure	
	2					
	1					
		1	2	3	4	5
		Likelihood				

Action Completed since the last Risk Report

The following actions have been completed over the last six months in relation to the risks identified in the Risk Matrix.

Governance Policy Appendix A

IT Failure

- An assessment has been completed of the current storage capacity of CSIFGC servers. The review indicated that the CSIFGC is close to capacity and additional servers are required. The cost of \$xxxx has been allocated and the additional capacity will be available in the next two weeks.
- A revised IT Management Plan has been prepared and is on the Council's meeting agenda.
- Once the Plan has been approved, a training programme for all staff will be implemented.

Health and safety

- Etc.

Funding Shortfall

- The Strategic Planning workshop has been scheduled for December. The strategic plan will set the priority outputs for the CSIFGC over the next five years.
- The Budget will be restructured to ensure that resources are allocated directly to the priority outputs
- Invoices for the electricity funding have been issued.

[Signed] Chief Executive of CSIFGC

Governance Policy Appendix A

Sample of Risk Register

Risk Name	Description (incl. triggers)	Consequences for CSIFGC	Likeli- hood 1-5	Impact 1-5	Actions already in place	Further action required	Position responsible for managing risk	Time for completion	Residual risk (L x I)
<i>Failure to deliver strategic priorities</i>									
<i>Funding shortfall</i>									
<i>Failure to safeguard assets</i>									
<i>Lack of value for money</i>									
<i>Fraud or theft</i>									
<i>Poor resource allocation</i>									
<i>Poor Quality of work</i>									
<i>Lack of Succession Planning</i>									
<i>Health and Safety</i>									
<i>Staff skill levels</i>									

Governance Policy Appendix A

<i>Failure to track contractual commitment</i>																				
<i>unethical conduct by staff</i>																				
<i>confidential info leak</i>																				
<i>Poor stakeholder relationships</i>																				
<i>Lack of oversight by Council</i>																				
<i>Poor definition of delegated duties</i>																				
<i>Non-compliance with law or regs</i>																				
<i>IT system failure</i>																				



Central South Island Fish and Game Council

CONFLICTS OF INTERESTS POLICY

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- 6.0 MANAGEMENT OF CONFLICTS
- 7.0 SOURCES OF FURTHER ADVICE

Governance Policy Appendix B

1.0 PURPOSE

This Conflicts of Interests Policy (**Policy**) has been adopted by CSIFGC in order to protect the integrity and the reputation of CSIFGC and its Members.

Council is responsible for ensuring that all actual, perceived or potential conflicts of interest are handled appropriately.

This Policy sets out Council's requirements and procedures for the avoidance and management of actual, perceived or potential conflicts of interests.

This Policy is binding on all Members of Council and all staff members of CSIFGC.

CSIFGC shall review and may vary this Policy at any time.

CSIFGC may make a decision regarding any particular actual, perceived or potential conflict of interest at any time.

2.0 POLICY ON CONFLICTS OF INTEREST

Members of Council and staff members must be alert to potential conflicts of interest.

Members of Council and staff members are expected to have read and be familiar with the Office of the Auditor-General's publication *Managing Conflicts of Interests: Guidance for Public Entities* (2007).

Each Member of Council must, as soon as practicable after election to Council, be provided with a copy of this Policy and must confirm in writing that he or she has read and understood it and will comply with its requirements.

Each staff member must, as soon as practicable after being hired, be provided with a copy of this Policy and must confirm in writing that he or she has read and understood it and will comply with its requirements.

The following sections of this Conflicts Management Policy broadly follow the key steps in the management of conflicts:

- First, Members must declare all relevant interests, to enable a decision to be made as to whether any conflict arises from those interests (see heading **3.0**).
- Secondly, Members' interests must be recorded in the Council's Register of Interests, maintained by the CE (see heading **4.0**).
- Thirdly, whether a conflict of interests exists must be determined by the Council, having regard to the interests that have been declared (or that have come otherwise to light) (see heading **5.0**).
- Fourthly, where a conflict of interests has been identified, the Council must determine how that conflict is to be handled and record both the conflict and how it will be managed in a Conflict of Interests Management Plan (see heading **6.0**).

Members of Council and staff members are referred to sources of further information to supplement this Conflicts Management Policy (see heading **7.0**).

A Member of Council or a staff member must seek further advice if he or she is in any doubt regarding what this Policy requires or how he or she should act.

Members of Council are encouraged to raise any query regarding conflicts of interests with the Chair.

Governance Policy Appendix B

Staff members are encouraged to raise any query regarding conflicts of interests with the Chief Executive.

Council will not routinely engage outsider advisors on matters of conflict of interests but may do so in special circumstances (involving, for example, unusual or complex circumstances).

3.0 DECLARATION OF INTERESTS

Not all interests give rise to conflicts of interests – relevant interests should be declared, so that a determination can be made as to whether a conflict arises.

Members present at a meeting of Council must promptly declare any direct or indirect interest they have in any matter being discussed at the meeting, other than an interest that they hold in common with the public.

Members of Council and staff members must disclose any actual, perceived or potential conflict of interest.

Members may be asked at any time to complete and sign a **Material Interests Declaration**. Members should be guided by the Office of the Auditor-General's publication *Managing Conflicts of Interests: Guidance for Public Entities* (2007) in considering what interests are relevant to declare. In particular:

- Is the interest one that has the potential to affect, or that could be perceived as affecting, the Member's duties or responsibilities to CSIFGC?
- Is the interest one that has the potential to create, or that could be perceived as creating, an incentive for the Member to act in a way that might not be in the best interests of CSIFGC?

Members of Council and staff members are strongly encouraged to 'err on the side of disclosure' if in any doubt as to whether or not to declare an interest or disclose a conflict.

A declaration of a relevant interest is not a disclosure of a conflict – it is intended to assist Members and staff in identifying a possible conflict if or when one arises, and to protect Members and staff from any suspicion of having concealed a relevant interest.

The Chair or Chief Executive may require any Member of Council or staff member to provide further particulars regarding any relevant interest that has been declared or that has otherwise come to the attention of the Chair or Chief Executive.

A relevant interest of a Member of Council or a staff member that is identified in a Material Interests Declaration or that is otherwise disclosed must be recorded in the Register of Interests.

The Material Interests Declaration may take the format set out in the attachment to this Policy.

Any actual, perceived or potential conflict of interest should be disclosed as soon as you become aware of it. (The earlier a possible conflict is disclosed, the more easily it can be managed.)

A conflict may arise from an interest that is held by an immediate family member of a Council Member or staff member. Members and staff should declare material interests that are held by a spouse, civil union partner or de facto partner. Members should also consider declaring interests of other family members (e.g. children, parents, or relatives who live with the Member or staff member) if those persons' interests could be significantly affected by any decisions or activities of CSIFGC.

Members will be asked at the start of every meeting of Council whether they have any new interest that should be recorded on the Register of Interests.

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4.0 REGISTER OF INTERESTS

The Chief Executive is responsible for maintaining a **Register of Interests**.

The Register of Interests must record:

- the date on which the interest is declared or identified; and
- the name of the Member of Council or staff member having the relevant interest; and
- the relationship between the Member of Council or staff member and the person holding the relevant interest (if relevant, e.g. spouse); and
- a reference to any Conflict Management Plan or other action taken.

The Register of Interests may be inspected by any person by prior arrangement with the Chief Executive.

The Register of Interests may take the following format:

Register of Interests				
Date	Name	Relationship to Interest Holder	Interest	CMP or other Action

5.0 IDENTIFICATION OF CONFLICTS

It is not possible to enumerate all the circumstances in which a conflict of interests will exist – whether there is an actual, perceived or potential conflict of interest is frequently a matter of judgment.

This policy is not a comprehensive guide on the identification of conflicts. Members of Council and staff members are referred to the Office of the Auditor-General's publication *Managing Conflicts of Interests: Guidance for Public Entities* (2007) for further guidance as to when a conflict arises. Council will be guided by the principles set out in that publication when applying this Policy.

Members and staff are encouraged to raise any query with the Chair or Chief Executive, respectively.

In general, a **conflict of interests** exists where a person's duties to CSIFGC are, or could be, affected by some other personal or financial interest or obligation.

An **actual conflict of interests** arises where a person has interests or obligations outside CSIFGC that could interfere with his or her ability to be impartial, objective and independent in performing his or her duties to CSIFGC.

A **perceived conflict of interests** arises where a reasonable outside observer might perceive that a person has interests or obligations outside CSIFGC that could interfere with his or her ability to be impartial, objective and independent in performing his or her duties with CSIFGC.

A **potential conflict of interests** arises where a person has interests or obligations outside CSIFGC that could in the future interfere with his or her ability to be impartial, objective and independent in performing his or her duties with CSIFGC.

A conflict of interests does not arise if a person's interest is so remote or insignificant that it cannot reasonably be regarded as likely to influence him or her in carrying out his or her responsibilities as a Member of Council or a staff member.

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Examples of circumstances in which a conflict of interests could arise include:

- When a Member (or relative of a Member) is an owner or investor in a business that supplies or is offering to supply goods or services to CSIFGC.
- When a Member or staff member accepts a gift or gratuity from a business or individual that CSIFGC has (or could have) dealings with.
- When a Member or staff member is in a position to profit from information obtained as a result of involvement with CSIFGC.
- When a Member or staff member owns or occupies land that is affected by CSIFGC's decision making.
- When a Member or staff member is a member or office holder in a club, society or association that is a party to a dispute with CSIFGC.
- When a staff member is involved in an investigation concerning a relative or a person to whom the staff member owes some obligation.

A conflict of interests may arise where a Member holds strong views about a matter that create a risk of bias, prejudice or predetermination that is inconsistent with performing his or her duties to CSIFGC in an impartial, objective and independent manner. Members must not approach CSIFGC decisions with a "closed mind" but rather must be willing to consider fairly all relevant information and arguments.

If a Member is concerned that another Member has an actual, perceived or potential conflict of interests:

- the concerned Member must inform the Chair of all material facts, at the earliest reasonable opportunity; and
- the Chair will report that concern to the next meeting of Council; and
- the concern will be recorded in minutes of the meeting; and
- the Council will determine the appropriate further steps to be taken.

(Members are reminded that invoking this Policy for their own strategic or political purposes, rather than to uphold the integrity of CSIFGC, would be contrary to the Governance Policy and their duties as Members.)

6.0 MANAGEMENT OF CONFLICTS

The Council Member or member of staff concerned has the right to be heard before any step is taken to manage a conflict or interests.

Where the Council has determined that an actual or perceived conflict of interests exists, the conflicted Member—

- must not participate in the Council's consideration of any matter to which the conflict relates; and
- must not vote on any decision to which the conflict relates;
- must not be present in the meeting room for discussion or voting on any decision to which the conflict relates; and
- must not attempt to influence other Members, or staff, or the CSIFGC in relation to any matter or decision to which the conflict relates, either at a meeting or outside of meetings.

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Despite the preceding paragraph, the Council may determine (by general resolution) that a conflicted member—

- may participate in the Council's consideration of any matter to which the conflict relates; or
- may vote on any decision to which the conflict relates; or
- may be present in the meeting room for discussion or voting on any decision to which the conflict relates; or
- may respond, orally or in writing, to questions put by the Council.

Where a potential conflict of interests has been identified, the conflicted Member—

- must notify the Chair and Chief Executive of any change in the Member's relevant interests, as soon as reasonably practicable; and
- shall take such other steps as the Council may reasonably require.

Where an actual, or perceived, or potential conflict of interests has been identified, the Chief Executive must record in a **Conflict of Interests Management Plan**:

- the name of the Member of Council or staff member concerned; and
- the date on which the interest was declared or identified; and
- the steps taken to manage the conflict of interests.

Steps to manage any actual, perceived, or potential conflict of interests might include one or more of the following:

- recording the interest but taking no action;
- ascertaining whether affected parties would consent to the Member's participation;
- arranging special oversight or review of the Member's participation;
- arranging independent advice for the Member;
- restricting the Member's access to particular kinds of information;
- excluding the Member from voting on particular matters;
- excluding the Member from discussion on particular matters;
- resignation of the Member from a CSIFGC committee or from Council.

7.0 SOURCES OF FURTHER INFORMATION

Office of the Controller and Auditor-General *Managing Conflicts of Interests: Guidance for Public Entities* (2007).

Adopted by resolution of Council, this 12th day of December, 2019


A. F. Simpson, Chair

Governance Policy Appendix B

Schedule to Conflicts of Interests Policy
Material Interests Declaration

Name: _____

Member of Council Staff member

My current occupation (other than with CSIFGC):

Directorships and trusteeships held by me (or my immediate family) which could be considered relevant to CSIFGC activities:

Shareholdings in publicly listed companies held by me (or my immediate family) which could be considered relevant to CSIFGC activities:

Shareholdings in private companies (if greater than 5% of issued shares) held by me (or my immediate family) which could be considered relevant to CSIFGC activities:

My property interests within Central South Island Fish and Game Region which could be considered relevant to CSIFGC activities:

My involvement in community organisations within Central South Island Fish and Game Region, or which could be considered relevant to CSIFGC activities:

My other interests (or other interests of my immediate family) that I consider relevant to declare:

I declare that the above disclosures are a true and complete record of my interests and the interests of my immediate family in accordance with the CSIFGC Conflicts of Interests Policy

.....
(signature)

.....
(date)



Central South Island Fish and Game Council

COMMUNICATIONS POLICY

(Note – this Policy was first adopted by Council on 29 October 2015.)

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BACKGROUND

1. OVERALL AIM
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3. TARGET AUDIENCES
4. KEY MESSAGES FOR TARGET AUDIENCES
5. COMMUNICATION CHANNELS
6. COMMUNICATION PLANS
7. EVALUATING SUCCESS
8. COSTS

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Background

Central South Island Fish and Game Council ('the Council') is the statutory manager of sports fish and game bird resources within the Central South Island Fish and Game Region ('CSI'). The Council is an independent public entity elected by local anglers and hunters, but it operates within a collective with 11 other regional Fish and Game Councils and the New Zealand Fish and Game Council which is responsible for co-ordination and advocacy. In short fish and game management in New Zealand is devolved to the regional level but some matters require effective communication for collective decision-making at the national level to occur.

The establishment, functions, powers, and responsibilities relating to Fish and Game Councils are contained within the Conservation Act 1987. The main purpose of regional Fish and Game Councils as set out in Section 26Q of the Conservation Act is to: *'manage, maintain, and enhance the sports fish and game bird resource in the recreational interests of anglers and hunters.'* To fulfil their purpose Fish and Game Councils must communicate effectively with a wide range of audiences that have influence on the management of sports fish and game bird resources.

CSI sports fish and game bird populations are protected under the Conservation Act and Wildlife Act respectively. Some fish and game habitats are protected in various types of reserve under the Conservation Act but most habitats (rivers, lakes and wetlands) are protected under other legislation primarily the Resource Management Act administered by Regional and District Councils. Habitat maintenance, protection and enhancement requires involvement in the planning process and public advocacy. In the drought prone CSI Region freshwater habitats are under serious pressure from land use impacts.

Public access is an important consideration for natural resource-based recreation. Public land is managed by a range of agencies but primarily DOC (parks and reserves), LINZ (unused Crown land) and District Councils (parks, reserves and the roading network). Computer mapping programmes are emerging which allow the public to identify public land with relative ease and the establishment of the Walking Access Commission should further simplify identification of public land. Again, public access requires involvement in the planning process (e.g. tenure review, district planning, road stopping) and advocacy.

Public access over private land including pastoral lease land depends on the goodwill of landholders and good relationships between anglers and hunters and landholders at the individual level. In CSI access over private land is usually readily available and public/landholder relationships are in good shape, but they rely on sustained communication and goodwill. Projects that enhance habitats and research management issues occur on both public and private land. In the case of private land, landowner goodwill is critical to the success of projects and can only be gained with effective communication.

The Council needs to meet the information needs of its licenceholders. Anglers and hunters have a strong interest in fish and game management and their licence fee needs to have a perceivable value. Keeping licenceholders up to date and informed of Council activities and management issues adds value to the licence. Anglers and hunters may have other roles including as councillors, honorary rangers, licence agents, club members or commercial guides. Well informed and active anglers and hunters are an inherent strength of the organisation.

The public have a strong interest in good environmental management and often approve of or actively support Council activity. A well-informed public can provide welcome support for advocacy objectives.

1. OVERALL AIM

To identify communications objectives, target audiences, messaging and delivery channels as a framework to support the achievement of Central South Island Fish and Game Council strategic and project objectives

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and goals as identified in the CSI Sports Fish and Game Management Plan and successive annual Operational Work Plans.

2. COMMUNICATIONS OBJECTIVES

- Build awareness of fish and game resources and issues amongst all target audiences.
- Build public awareness of and support for Council activities and objectives.
- Continue to communicate and advocate for the protection, management and enhancement of sports fish and game bird populations and habitats
- Build and maintain relationships with landowners which benefit sports fish and game bird habitat and public access to utilise such resources.
- Secure the support of specific groups of stakeholders toward the achievement of strategic or project objectives.
- Influence specific policies or decision-makers over issues affecting Council interests.
- Maintain well informed, supported and engaged licenceholders.
- Promote angling and hunting participation to the general public.

3. TARGET AUDIENCES

Target audiences have been identified below in two groups - Internal (part of Fish & Game Management) and External (affecting Fish & Game Management).

Target Audience	Primary Communication Objectives	Primary Channels
Internal		
Minister of Conservation	Inform, influence decision making	Submissions, letters, annual report
NZ F&G Council	Seek direction, inform	Meetings, emails, NZC appointee
CSI F&G Council	Seek direction, inform	Meetings, manager updates
CSI F&G Operational Staff	Support, seek direction, inform	Meetings, emails, open door policy
F&G Regions	Share, inform, support	Meetings, emails, conferences, project partnerships, working groups
F&G Rangers	Inform, support, promote participation	Newsletters, meetings, organised ranging/training, personal contact.
Local Licenceholders	Meet information needs, engage, support, encourage participation	Regional newspapers, F&G magazine supplement, website, newsletters, social media, ranging, surveys, radio
Visiting Licenceholders	Meet information needs	F&G magazine supplement, website, newsletters, social media, ranging
External		

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Landowners/ Occupiers	Inform, encourage and influence behaviour	Regional newspapers, meetings, personal contact
General Public	Inform, promote participation	Regional newspapers, radio, advertising, event involvement, Children's fishing day, website, social media
Licence Agents	Inform, support client sales and servicing	In store visits, updates
Education Providers	Inform, support, encourage research	Liaise with, classroom visits, Fish in Schools
Ngai Tahu	Inform, encourage common position	Meetings, co-opted council member
Department of Conservation	Inform, encourage common positions	Meetings, submissions, email, project partnerships
Regional and District Councils	Inform, influence decision making, encourage common position	Submission, meetings, project partnerships, stakeholder group membership
Local MP's	Inform, influence decision making	Meetings
Ministry for Primary Industries	Inform, influence decision making	Liaise with local contact, ranging
Conservation/ recreation groups and clubs	Inform, support, encourage common positions	Meetings, event/project involvement, liaison
Conservation Boards	Inform, encourage common positions	Meetings, letters, submissions

4. KEY MESSAGES FOR TARGET AUDIENCES

Key messages have been identified for six key target audiences or clusters of audiences as follows:

4.1 Licenceholders

- The Council is working actively on your behalf on issues related to access, habitat, and water quality and quantity.
- The Council supports angling and hunting with information and advice.
- The Council wants support over issues affecting fish and game management.
- The Council wants feedback on issues affecting angling and hunting.

4.2 Conservation/recreation groups, clubs and DOC

- The Council wants to work co-operatively with its natural allies.
- The council encourages voluntary work that benefits licenceholders.

4.3 Regional and District Councils, Local MPs and Central Government

- The Council is acting in the interests of the licenceholders and the wider public in seeking improved environmental management.

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- The Council wants your support for its management objectives – public access, clean water, habitat protection, habitat enhancement etc.

4.4 General Public

- The Council is acting in the interests of the general public in seeking improved environmental management.
- The Council resources are public resources.
- The Council wants your support for its management objectives – public access, clean water, habitat protection etc.
- The Council encourages and supports participation in sports fishing and game bird hunting.

4.5 Landowners

- The Council encourages the provision of public access to angling and hunting resources on private land.
- The Council wants your supports to achieve habitat enhancement and research projects.
- The Council encourages best practice land management to ensure the maintenance and enhancement of sports fish and game habitats.

5. COMMUNICATION CHANNELS

5.1 Press

- Media Coverage at Council Meetings.
- Media releases.
- Letters to the editor.
- Radio Interviews.
- TV Interviews.
- Feature articles.
- Supplements.

5.2 Online

- Website.
- Social media.
- Electronic newsletters.

5.3 Advertising

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- Print.
- Radio.
- Billboards.
- Online.

5.4 Print

- Brochures.
- Posters.
- Letters/emails/Submissions.
- Leaflets.
- Newsletters.
- Technical reports.
- Surveys.

5.5 Public Relations

- Event involvement.
- Telephone calls.
- Meetings.
- Conferences/Forums.
- Ranging.
- Stakeholder groups membership.
- Project partnerships.
- Give-away merchandise.
- Angler/hunter workshops.
- Guest speaker.
- Displays at public events.

6. COMMUNICATION PLANS

Special issues, events, or campaigns may require an individual communication plan designed to achieve specific objectives. These will be prepared on a case by case basis and will include:

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- Project manager
- Objectives
- Target audience
- Key message(s)
- Communication channels
- Costs
- Performance measures and time frames.

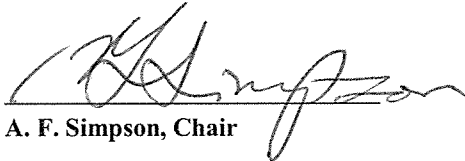
7. EVALUATING SUCCESS

The success of the Council's communications will be evaluated by assessing achievement of project objectives as detailed in the Sports Fish and Game Management Plan and measured against the planned results of Operational Work Plan projects. Where communication plans are developed specific performance measures will be established and measured against.

8. COSTS

Costs of communications activities will be provided for in Work Plan project budgets, as far as possible.

Adopted by resolution of Council, this 17th day of October, 2019



A. F. Simpson, Chair



Central South Island Fish and Game Council

DELEGATIONS POLICY

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DELEGATIONS POLICY

1.0 Purpose

1.1 This Delegations Policy sets out—

- (a) the financial authority of the Chief Executive (CE) for payment of operational and capital expenses; and
- (b) the scope of authority delegated by Central South Island Fish and Game Council (CSIFGC) to the CE to exercise certain powers and perform certain functions of CSIFGC; and
- (c) limitations and requirements relating to those delegations.

2.0 Principles

2.1 CSIFGC remains accountable for the exercise of functions and powers delegated to the CE under this Delegations Policy.

2.2 The delegations set out in this Delegations Policy are authorised by s 44 of the *Wildlife Act 1953*, s 42 of the *Local Government Official Information and Meetings Act 1987*, and s 26P of the *Conservation Act 1987*.

2.3 The functions and powers delegated to the CE must be performed and exercised by him or her in accordance with the CSIFGC's Strategic Plan and all applicable laws and regulations.

2.5 CSIFGC may from time to time supplement, limit, impose conditions on, or withdraw any delegation to the CE, or approve any specific expenditure by the CE, by general resolution notified in writing to the CE.

2.4 To avoid doubt, the approval by the Council of CSIFGC's Annual Budget is not approval to incur expenditures referred to therein: the CE is authorised to incur expenditures within the terms of this Delegations Policy or the scope of a particular resolution.

3.0 Terms of CE's employment

3.1 The terms and conditions on which the CE is employed are set out in an Employment Agreement between the CE and CSIFGC.

4.0 CE's accountability

4.1 The CE is accountable in all matters to CSIFGC.

5.0 Staff

5.1 The CE is authorised to employ and remunerate staff, provided that the CE must:

- (a) select, employ and promote staff on the basis of impartial assessment of their ability to achieve the performance standards needed to achieve CSIFGC's goals;
- (b) remunerate staff (within the financial limits of the Annual Budget) according to their level of responsibility, authority, accountability, technical competence, and achievement of results;
- (c) take all reasonable steps to provide each employee with a working environment free from harassment;

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- (d) ensure that workplace and employment conditions are not unfairly discriminatory and are consistent with the principle of equal opportunities in employment, training, and promotion;
- (e) not cause or allow workplace or employment conditions that are unfair, unsafe or undignified;
- (f) ensure that CSIFGC complies with all applicable workplace and employment legislation;
- (g) promptly inform the Chair and Council of any grievance or developing dispute that might lead to termination of employment or action against CSIFGC;
- (h) ensure that all staff are acquainted with their rights as employees of CSIFGC;
- (i) ensure that all staff have access to a fair internal grievance process; and
- (j) not prevent any member of staff from bringing a grievance to the attention of: (A) the Chair; and (B) the Council, if not satisfied with the response of the Chair, where: the internal grievance process has been completed; or a CSIFGC policy has been violated; or a CSIFGC policy does not adequately protect the human rights of that member of staff.

5.2 The CE may delegate to a member of staff the performance of any function or the exercise of any power for which the CE is responsible.

5.3 The CE remains accountable to CSIFGC for the performance of any function or the exercise of any power delegated to a member of staff.

6.0 Operational Work Plan

6.1 The CE must develop an Operational Work Plan, annually, for consideration and approval by CSIFGC.

6.2 The CE must have regard to the strategic objectives set by CSIFGC in the Strategic Plan, in developing and giving effect to the Operational Work Plan.

6.3 The CE must diligently pursue the work required under the Operational Work Plan, within the limits set by the Operational Work Plan, the Annual Budget, and this Delegations Policy.

6.4 The CE must report regularly to Council regarding the progress of work required under the Operational Work Plan.

6.5 The CE must promptly notify the Chair of any significant delay, expense, obstacle or other issue materially affecting the accomplishment of work required under the Operational Work Plan.

7.0 Financial management

7.1 The CE must develop an Annual Budget each year, for consideration and approval by Council.

7.2 The CE is authorised to establish and operate bank accounts, in the name of CSIFGC, for management of CSIFGC monies.

7.3 The CE must provide bi-monthly and annual financial reports to CSIFGC.

7.4 The CE must prepare annually CSIFGC's Statement of Service Performance, for audit by CSIFGC's auditor.

7.5 The CE must engage a reputable independent auditor to audit the financial accounts and end of year financial statements of CSIFGC annually.

8.0 Risk management

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- 8.1 The CE must manage risks that are material to CSIFGC in accordance with the Risk Management Policy approved by CSIFGC.
- 8.2 The CE must report at regular intervals to Council regarding the risks material to CSIFGC and the steps taken to manage those risks.
- 8.2 The CE must report to the Chair, as soon as reasonably practicable, if—
- (a) any significant new risk arises; or
 - (b) the likelihood or impact of any previously identified risk becomes significantly more serious.

9. Compliance

- 9.1 The CE must ensure that CSIFGC complies with all legal and regulatory obligations, including, without limitation, under—
- (a) the Conservation Act 1987; and
 - (b) the Wildlife Act 1953; and
 - (c) employment laws; and
 - (d) health and safety laws; and
 - (e) taxation laws.

10. Borrowing

- 10.1 The CE is not authorised to enter into any loan or mortgage or contract to borrow money or to otherwise incur any debt or liability on behalf of CSIFGC, except as expressly authorised under this Delegations Policy.

11. Financial delegations

- 11.1 The CE may incur expenditures on behalf of CSIFGC, for the purposes referred to in Table 1, subject to the financial caps set out in Table 1.

Table 1	
Capital Expenditure:	CE's authority:
Software, equipment, vehicles, plant	\$20,000 per annum
Operational Expenditure:	CE's authority:
Rent	n/a
Office expenses (phone, power, stationery, IT, etc)	\$20,000 per annum
Professional services	\$10,000 per month
Events (venue hire, catering, etc.)	\$2,000 per event
Communications (website, printing, etc.)	\$10,000 per month
Travel and accommodation, within NZ	\$2,000 per trip

12. Communications and media

- 12.1 The CE and the Chair are each authorised to represent CSIFGC in communications with news media, in accordance with the Communications Policy.

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13. Prosecution of wildlife offences

- 13.1 In order to ensure that decisions concerning prosecutions for fishing and gamebird hunting offences under the *Wildlife Act 1953* and the *Conservation Act 1987* (“wildlife offences”) are made independently, and uninfluenced by the political considerations of any elected Member, the CE is authorised to commence, carry on and withdraw or settle prosecutions for wildlife offences, on behalf of CSIFGC.
- 13.2 The CE must determine whether or not to commence, carry on, withdraw, or settle prosecutions for wildlife offences having regard to—
- (a) the information available to the CE relating to the suspected wildlife offence; and
 - (b) the advice provided by barristers and solicitors engaged by CSIFGC to advise on the suspected wildlife offence.
- 13.3 The CE may request the Council’s direction in respect of the commencement, conduct, withdrawal or settlement of any prosecution for a wildlife offence.
- 13.4 The CE must report regularly to Council regarding the progress and status of all prosecutions under the *Wildlife Act* or the *Conservation Act*, including the fees and costs incurred, and outcomes.
- 13.5 The CE must notify the Chair of any material development in any prosecution that might affect the reputation, budget, organisational relationships, or strategy of Council.

14. Civil litigation

- 14.1 The CE is not authorised to commence, carry on or settle any civil litigation, including judicial review or planning appeal proceedings, except pursuant to, and in accordance with, an express resolution of Council.
- 14.2 The CE must not commence any proceeding in the High Court or Environment Court except pursuant to, and in accordance with, an express resolution of Council.
- 14.3 The CE must promptly notify the Chair if any person commences any proceeding in the High Court or Environment Court to which CSIFGC is a party or should consider joining as a party.

15. Consultations and submissions

- 15.1 The CE is authorised to make submissions on behalf of CSIFGC in response to public or non-public consultations on matters within CSIFGC’s areas of responsibility.
- 15.2 The CE must ensure that any CSIFGC submission is—
- (a) consistent with CSIFGC’s statutory role and functions and the strategic objectives identified by Council in its most recent Strategic Plan; and
 - (b) within the scope of the Operational Work Plan for the relevant period.
- 15.3 The CE must report regularly to Council regarding—
- (a) submissions filed on behalf of CSIFGC; and
 - (b) work in progress in preparation of submissions.
- 15.4 The CE may request the Council’s direction in respect of any submission.
- 15.5 The CE must (unless the deadline for submissions makes it impracticable to do so) request Council’s direction in respect of a proposed submission if—

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- (a) making the submission would require expense beyond the limits of the CE's general delegations; or
- (b) the submission relates to a high-level instrument (such as a Water Conservation Order, or equivalent); or
- (c) the proposed submission involves a significantly heightened level of political sensitivity or reputational risk for CSIFGC.

16. Collaboration with other bodies

- 16.1 The CE is authorised to develop and maintain sound working relationships with CSIFGC's counterparts, including organisations in the public sector and private sector.

17. Review of projects

- 17.1 The CE will, following the completion of any significant project (including a significant prosecution, appeal, or scientific study) report to CSIFGC on—
- (a) the costs of that project; and
 - (b) the outcomes achieved by, or anticipated from, that project; and
 - (c) lessons learned from participation in the project.

18. Review of delegations

- 18.1 The Council will review, not less than annually, the functions, powers and authority delegated to the CE and make such changes as it considers necessary or desirable.

Adopted by resolution of Council, this 12th day of December, 2019


A. F. Simpson, Chair



Central South Island Fish and Game Council

SENSITIVE EXPENDITURES POLICY

(Note – this Policy was first adopted by Council on 20 October 2016.)

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Governance Policy Appendix E

PART ONE — INTRODUCTION

Background

1. The Council agrees that it has a responsibility to ensure that sensitive expenditure incurred by the Central South Island Fish and Game Council (**Council**) must clearly be linked to the business of the Council. The Council has agreed on the fundamental principles of this Policy, and has delegated responsibility for the implementation and monitoring of this Policy to the Chief Executive.
2. The Council requires the Chief Executive, as the Council's most senior employee, to implement and manage this Policy. The Chief Executive may, from time to time, further delegate some of their responsibilities, and all such delegations must be attached as appendices to this Policy.
3. This Policy must be read in conjunction with other Council Policies, and the exercising of all authority and may not exceed an individual's established level of delegated authority.
4. Sub Policies directly linked to this policy include:
 - **Part Two — Travel**
 - **Part Three — Entertainment**
 - **Part Four — Gifts**
 - **Part Five — Credit Cards**
5. The Council spends licence holder's money, and all such spending must meet standards of probity that will enable it to withstand Parliamentary and licence holder scrutiny.
6. This policy outlines the Council's procedures for dealing with sensitive expenditure, to ensure payments for goods and services are subject to proper authorisation and controls.

What is Sensitive Expenditure?

7. "**Sensitive Expenditure**" is expenditure by the Council that could be seen as giving some private benefit to an individual staff member or council member that is additional to the business benefit. Travel, accommodation, and hospitality spending are examples of areas where problems often arise. It also includes expenditure that could be considered unusual for the purpose or function of the Council, for example purchasing gifts to acknowledge someone that provides a service free of charge.

Principles applicable to sensitive expenditure

8. Expenditure decisions need to:
 - have a justifiable business purpose;
 - preserve impartiality;
 - be made with integrity;
 - be moderate and conservative, having regard to circumstances;
 - be made transparently; and
 - be appropriate in all respects.
9. Approval of items that are considered to be sensitive expenditure should be:

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- given only when the person approving the expenditure is satisfied that a justified business purpose and other principles have been adequately met;
- given before the expenditure is incurred, where practical;
- made within the statutory limits of the Council's delegations;
- made only when budgetary provision and delegated authority exist;
- given by a person senior to the person who will benefit or who might be perceived to benefit for the sensitive expenditure, where possible. Where this is not possible, this fact should be recorded, and any such expenditure should be subject to some form of monitoring; and
- authorised by the Chief Executive prior to the expenditure taking place.

Spending limits

10. Expenditure over the value of \$100 that might be considered sensitive expenditure must be approved by the Chief Executive. Note any spending should be approved by a person that is more senior to the person who will benefit or might be perceived to benefit.
11. Expenditure over the value of \$1500 that might be considered sensitive expenditure must also be approved by the Council. This should occur at an ordinary meeting, where possible. However, if a decision needs to be made prior to the next ordinary meeting the Chair must get written approval from fellow Councillors that they agree and accept the sensitive expenditure before the sensitive expenditure is incurred.

Approval

12. When the Council approves this Policy it agreed that no variations of this Policy or amendments to it can be made except with majority approval of the Council.
13. As part of its approval the Council requires the Chief Executive to circulate this Policy to all staff, and for a copy to be included in the Council's Policy Manual, copies of which shall be available to all staff. The Council requires that the Chief Executive arrange for all new staff to be made familiar with this Policy and other policies approved by the Council.

Approved by Council, at meeting of 20 October 2016

PART TWO — TRAVEL AND ACCOMODATION

Principles

14. The Council agrees to ensure that:
 - the travel expenditure is on the Council's business, and that the Council obtains an acceptable benefit from the travel when considered against the cost;
 - expenses are reimbursed on an actual and reasonable basis; and
 - staff and/or councillors that are required to travel on business do not suffer any negative financial effect.

Process for Making Travel Arrangements

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15. All booking for international and domestic travel is to be conducted through the Council's normal purchase procedures. This includes the booking of accommodation, flights and rental cars when appropriate.
16. In order to secure the most cost effective bookings the use of the internet to book, accommodation, flights and rental cars will be accepted.

Travel within New Zealand

17. It is to be transparent and must relate to a Council need.
18. All domestic air travel is to be economy class.

International Travel

19. Prior to international travel being undertaken, the traveller must be given a copy of this policy and be required to sign it off to signify that they have read and understood it.
20. All international travel should be authorised by the Council before it is commenced. A proposal must be put to the Council detailing the purpose of the trip, the expected benefit to the Council that will arise from the trip and an estimate of the costs of the trip. The Council will approve the travel via the normal Council meetings.
21. At the end of the trip overseas, the traveller must prepare a trip report that details the costs incurred during the trip, activities that took place during the trip and the benefits to the Council of the trip.
22. All international air travel is to be economy class.
23. If a staff member has a travel time without a stopover in excess of 20 hours, a rest period of 24 hours before commencing work is permitted.

Accommodation

24. Staff and councillors requiring accommodation on Council business should opt for cost effective but not superior accommodation, and must be prepared to justify exceptions to this rule to the Council.
25. Staff and councillors who stay privately will be reimbursed on production of receipts, for koha or for the cost of a gift given to the people they have stayed with. Prior to travel the staff member should receive authorisation for the value of the intended koha/gift. (Refer to Gift Policy)

Vehicles

26. When using rental cars, staff should opt for good but not superior model vehicles and should be prepared to justify any exceptions to this rule to the Council.
27. Staff use of private vehicles for work related activities is to be approved by the Chief Executive and reimbursement will be at the rate specified by the Council.
28. If taxis are used, then staff should pay for the taxis out of their own pocket, obtain a receipt and seek reimbursement through petty cash or as part of an expense claim.

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Reimbursement of Expenses

29. The reimbursement for business related travel expenses is on the basis of actual and reasonable costs. Actual and reasonable expenditure is defined as “the actual cost incurred in the particular circumstance, provided that it is a reasonable minimum charge”.
30. For travel within New Zealand, actual and reasonable expenses are those incurred above the normal day to day costs. For example, a staff member would normally incur personal expenditure for lunch on a daily basis and the cost of lunch when travelling should not be reimbursed unless the costs are greater than that normally incurred.
31. All personal expenditure is to be met by the staff member. Examples of this are mini bar purchases, in house movies, laundry and private phone call charges are to be paid separately by the travelling staff member.
32. All receipts must be retained and attached to the travel claim. The claim is to be authorised on a one-up basis.
33. For expenditure incurred in New Zealand of value greater than \$50 (including GST) there should also be a GST invoice to ensure that GST can be reclaimed by the Council.
34. Authorisation can still be given for expenditure less than \$50 where there is no receipt, for example if it is not practical to obtain a receipt or if the receipt is lost. The expenditure can be reimbursed provided there is no doubt about its nature or the reasons for it.

Discretionary Travel Benefits

35. Travel benefits, including airpoints and loyalty scheme rewards/points (Flybuys, Global, etc), accrued from official travel are able to be redeemed for personal use.
36. Staff must travel by the most direct route unless scheduling dictates otherwise.
37. The Council will not meet expenses incurred on behalf of a spouse or travelling companion. In the event of a person travelling with an employee, a reconciliation of expenses should clearly demonstrate that the Council did in no way incur additional expenditure.

PART THREE – ENTERTAINMENT

Purposes of Entertainment

38. Entertainment expenditure in general will be for the following purposes:
 - Building relationships and goodwill;
 - Representation of the Council in a social situation;
 - Hospitality provided in the course of Council business to external parties; and
 - Internal social functions or functions to develop internal organisational efficiencies.
39. The purpose of all purchases should be transparent and the amount expended able to be demonstrated as reasonable and appropriate.

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Council Events and Staff Meetings

40. This includes conferences, seminars, workshops, training courses and meetings.
41. When deciding upon a venue, staff should take into account location, accommodation standard and tariff rates. They should give due consideration to the nature of the event, total cost, expectations of participants and their home location.
42. When deciding upon catering, staff should take into account the nature of the event and the quality of food required. Lunch should only be provided for staff meetings where it is not possible to arrange the meeting for a period that avoids the lunch break.

Alcohol Purchases

43. The Council should only purchase alcohol for entertainment purposes.
44. Purchases are usually for the consumption by councillors, staff and guests at Council hosted events. The amount expended needs to be demonstrably reasonable and appropriate for the event and should be sufficient for moderate consumption only.

PART FOUR — GIFTS

Giving Gifts

45. The Council accepts that there may be rare occasions when it is appropriate to give gifts to persons or organisations that offer significant services to Fish and Game without charging for these services.
46. The cost of a gift should be modest, reasonable and appropriate for the circumstances.
47. All gifts should be purchased through the Council's normal purchase procedures.
48. Gifts must not be given in lieu of remuneration or remunerative benefits for employment; nor should they conflict with the terms of contract agreements for employees
49. If the gift is to be given during international travel, then the staff member should receive authorisation for the value of the intended gift before the travel. If the need to purchase a gift arises unexpectedly during international travel, then a full record of the gift should be provided to the Council and the cost of such a gift should be justifiable to the Council.

Receiving Gifts

50. Gifts should not be accepted if there is possibility or concern that their acceptance could be seen by others as an inducement or a reward that might place the recipient under an obligation or alter a recipients decision making.
51. Staff can receive and retain gifts that are inexpensive and openly distributed by suppliers or clients (eg pens, badges, confectionary, calendars etc)
52. If the gift is more valuable then the recipient must disclose the gift to the Chief Executive. The gift should remain the property of the Council to use unless the Council agrees to an exception.

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53. A formal register of gifts must be kept if the gift is in excess of \$100 in value or is attractive in nature. Gifts regarded as attractive in nature include jewellery, watches and electronic items.

PART FIVE — CREDIT CARDS

Process for Issue of Credit Cards

54. Credit cards should only be issued to staff members after being authorised by the Council.
55. A register of cardholders should be maintained.
56. The limits set for credit card use should not exceed the overall financial delegation of the cardholder. Any variations require Council approval.
57. Prior to the card being issued, the recipient must be given a copy of this policy and be required to sign it off to signify that they have read and understood it.

Procedures to be Followed when Using the Card

58. The credit card is not to be used for any personal expenditure.
59. The credit card will only be used for:
- payment of actual and reasonable travel, accommodation and meal expenses incurred on Council business.
60. All expenditure charged to the credit card should be supported by:
- A credit card slip;
 - A detailed invoice or receipt to confirm that the expenses are properly incurred on Council business; and
 - For expenditure incurred in New Zealand of value greater than \$50 (including GST) there should also be a GST invoice to support the GST input of credit.
61. The credit card statement should be certified by the cardholder as evidence of the validity of expenditure.
62. All purchases should be accounted for within 5 working days of receiving a credit card statement.

Cash Advances

63. Cash advances are not permitted except in an emergency.
64. Where cash advances are taken, the cardholder must provide a full reconciliation, with receipts wherever possible, of how the cash was used. Any unspent monies must be returned to the Council.

Discretionary Benefits

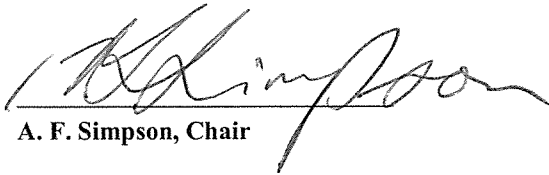
65. Any benefits of the credit card such as a membership awards programme are only to be used for the benefit of the Council. They should not be redeemed for personal use.

Cardholder Responsibilities

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66. The cardholder should never allow another person to use the card.
67. The cardholder must protect the pin number of the card.
68. The cardholder must only purchase within the credit limit applicable to the card.
69. The cardholder must notify the credit card company and the Council immediately if the card is lost or stolen.
70. The cardholder must return the credit card to the Council upon ceasing employment there or at any time upon request by the Council.

Adopted by resolution of Council, this 17th day of October, 2019


A. F. Simpson, Chair