



New Zealand Fish and Game Council

BOARD PACK

for

**New Zealand Fish and Game Council Meeting 160
November 2022**

Friday, 25 November 2022

9:00 am (NZDT)

Held at:

Default Location

78 Victoria Street, Wellington Central, Wellington, New Zealand

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AGENDA

NEW ZEALAND FISH AND GAME COUNCIL MEETING 160 NOVEMBER 2022



Name:	New Zealand Fish and Game Council
Date:	Friday, 25 November 2022
Time:	9:00 am to 5:00 pm (NZDT)
Location:	Default Location, 78 Victoria Street, Wellington Central, Wellington, New Zealand
Board Members:	Ray Grubb (Chair), Barrie Barnes, Gerard Karalus, Debbie Oakley, Greg Duley, Richard McIntyre, Tom Kroos, Dean Phibbs, Linn Koevoet, Dave Coll, Dave Harris
Attendees:	Carmel Veitch, Corina Jordan, Jack Kós
Apologies:	Darryl Reardon

1. Opening Meeting

1.1 Welcome and Chairperson's Introduction

1.2 Karakia

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1.3 Apologies

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1.4 Conflicts of Interest for the Meeting

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2.4 Draft Updated Budget

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2.5 Governance & Chairs Training Brief & Costs

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2.6 Organisational Culture & Leadership Training

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2.7 Draft Organisational Strategy

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2.8 Draft 3yr Business Plan

Supporting Documents:

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3. Public Excluded

3.1 Confirm public Excluded Minutes for Meeting 159

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3.2 Wildlife Working Group Update

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3.3 RMA Stocktake and Next Steps

Supporting Documents:

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3.4 Legal Advice

Supporting Documents:

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4.1 CE Report

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4.2 NZC Finance Report

Supporting Documents:

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4.3 Correspondence Report

Supporting Documents:

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5. Meeting Close

5.1 Close the meeting

Next meeting: No date for the next meeting has been set.

1.2 Karakia

Whakataka te hau ki te uru

Cease the winds from the west

Whakataka te hau ki te tonga

Cease the winds from the south

Kia mākinakina ki uta

Let the breeze blow over the land

Kia mātaratara ki tai

Let the breeze blow over the

E hī ake ana te atakura

ocean

He tio, he huka, he hau hū

Let the red-tipped dawn come with

Tihei mauri ora!

a sharpened air.

*A touch of frost, a promise of a
glorious day.*

1.3 Apologies

The Chairperson invites notice from members of:

1. Leave of absence for future meetings of the NZ Council; or
2. Apologies, including apologies for lateness and early departure from the meeting, where leave of absence has not previously been granted.

REGISTER OF COUNCILLORS INTEREST FOR FISH & GAME NEW ZEALAND**Interests that should be declared in order for potential conflicts to be considered are:**

- Directorships, including non-executive directorships held in companies or organisations.
- Ownership or part-ownership of private companies, businesses or consultancies likely or possibly seeking to do business with the Fish & Game NZ.
- Any interest in any company/organisation that provides or may provide services or support to Fish & Game NZ.
- Any interest where a contract in which he/she or any person connected with him/her has any pecuniary interest, direct or indirect, the Board member shall declare his/her interest by giving notice in writing of such fact to the Trust as soon as practicable.

NAME	POSITION	DETAILS OF INTEREST AND NATURE OF BUSINESS	DATE DECLARED
Rainsford J Grubb	Chair	F&G NZ Ministerial Review Implementation Committee	4/12/21
Rainsford J Grubb		Haunt Digital, Software Developers	4/12/21
Rainsford J Grubb	Chief Ombudsman	Personal friendship	4/12/21
Rainsford J Grubb	Consultant	Ngāi Tahu	4/12/21
Rainsford J Grubb	FIG Member	Freshwater Implementation Group Advisory	4/12/21
Rainsford J Grubb	Chair	F&G NZ Council	4/12/21
Rainsford J Grubb		previous membership with Kiwi Anglers	25/3/22
Rainsford J Grubb	Member	High Country Advisory Group	23/08/22
Darryl Reardon	F&G NZ Council Member	Nothing to Declare	10/12/21
Dave Harris	F&G NZ Council Member	Nothing to declare	4/12/21
Gerard Karalus	Member	Tongariro & Lake Taupo Anglers Club	4/12/21
Gerard Karalus	Owner/occupier	Misty Creek Trust (small beef farmer)	4/12/21
Gerard Karalus	Independent Contractor	Dairy Trust Taranaki	4/12/21

NAME	POSITION	DETAILS OF INTEREST AND NATURE OF BUSINESS	DATE DECLARED
Gerard Karalus	Independent Contractor	Land base training ltd	4/12/21
Dave Coll	F&G NZ Council Member	Nothing to declare	4/12/21
Debbie Oakley	Director/shareholder	Several horticultural companies/entities (Kiwifruit growers)	4/12/21
Debbie Oakley	Chair	Seeka Growers Ltd (Kiwifruit)	4/12/21
Richard McIntyre	Dairy Chair	Federated Farmers	13/07/22
Richard McIntyre	Trustee	NZ Dairy Industry awards	4/12/21
Richard McIntyre	Owner/occupier	McIntyre Dairy Ltd (dairy & dry stock farming)	4/12/21
Dean Phibbs	General Manager Finance	Buller Holdings Ltd	7/12/21
Dean Phibbs	Trustee	Buller Electric Power Trust	7/12/21
Dean Phibbs	Member	NZ Whitebait Stakeholder Governance Group	7/12/21
Greg Duley	NZ Hunter	Magazine and TV Show	4/12/21
Greg Duley	Member	New Zealand Conservation Authority	23/08/22
Linn Koevoet	Committee Member	Lower Waitaki River Management Society	4/12/21
Linn Koevoet	Administration and committee member	Waitaki River Volunteer Salmon Hatchery	4/12/21
Linn Koevoet	Section Co Ordination	Civil Defence	4/12/21
Tom Kroos	Company Director	Wildlife Services Ltd	23/08/22
Barrie Barnes	Owner	I Love Fly Fishing	23/08/22
Barrie Barnes	Treasurer	North Shore Flyfishers Inc	23/08/22
Barrie Barnes	Foundation Member	Alpha Pistol Club	23/08/22

AGENDA ITEM 1.5**Public Excluded Minutes 159****New Zealand Fish and Game Council Meeting 160 November 2022**

1. *That NZC approve the draft minutes from meeting 159*

One hundred and fifty ninth meeting of the
New Zealand Fish and Game Council
23 & 25 August 2022
via Zoom

PRESENT**NZ Councillors:**

Ray Grubb (Chair), Dave Harris, Dave Coll, Gerard Karalus, Barrie Barnes, Dean Phibbs, Darryl Reardon, Greg Duley, Richard McIntyre

NZC Staff:

Corina Jordan, Chief Executive, Brian Anderton, Deputy Chief Executive, Carmel Veitch CFO, Jack Kós, Senior Policy & Legal Advisor

Guests:

Jean Willis (Nelson Marlborough Fish and Game Councillor)

-

1. Welcome and CE's Introduction

- Meeting started 7:00pm.
- Chair introduced new CE, Corina Jordan, & Jean Willis from Nelson/Marlborough Fish and Game Council.

2. Apologies

- Apologies received from Crs. Oakley & Kroos.

3. Declaration of Interest & Oath of Office

- Chair added High Country Advisory Group
- Cr. Duley added NZCA
- Cr. Phibbs Whitebait Advisory Group
- Cr. McIntyre Feds Dairy
- Cr. Kroos Company Director Environmental Consultant Wildlife Services Ltd.
- Cr. Barnes owner I Love Fly Fishing, Treasurer North Shore Flyfishers Inc, Foundation Member Alpha Pistol Club

That the New Zealand Fish and Game Council:

1. *Note any conflicts*

- Cr. Reardon had technical difficulties and left meeting at 7:05pm.
- New CE introduced herself and spoke to her background and outlined the challenges she sees for Fish and Game – namely, social licence of hunting and fishing and legislative change. Also the need to bring the whole organisation along on this journey.
 - Cr. Barnes: spoke to the positive reaction to meeting CE at AW, and encouraged CE to get around all the regions.

4. Approve Minutes for Meeting 158

- Typo p.2 CE report second bullet point (extra letters).

That the New Zealand Fish and Game Council:

1. *Approve minutes for meeting 158 subject to the above amendments.*

Moved: Crs. Harris/McIntyre

Carried unanimous

5. Review Action List

- Chair queried where the non-resident levy consultation is at and staff confirmed that it would be out shortly following the meeting.

That the New Zealand Fish and Game Council:

1. *Note the action list*

Moved: Crs. Harris/McIntyre

Carried unanimous

6. Health and Safety

- Councillors noted the report.

7. NZC Subcommittee Updates

- NZC congratulated Cr. McIntyre on his appointment as the Dairy Chair of Feds. Chair thanked Cr. McIntyre for his contribution to the Exec.
- Discussion ensued on the role and functions of the executive, and the need for the executive to provide regular reports to NZC of all meetings and decisions.

That the New Zealand Fish and Game Council:

1. *Receive the information.*
2. *Agree to retain the exec with Chair, Crs. Oakley & Phibbs.*

Moved: Crs. Harris/Coll

Carried unanimous

8. Approval of NZC Budget 2022/23

- CFO clarified a number of minor points.

That the New Zealand Fish and Game Council:

1. *Approve the 2022/23 Budget Statement of Financial Performance for the year ended 31 August 2023 with a Deficit of \$120,474 subject to any changes resulting from strategic planning process.*
2. *Approve Capital Expenditure for the year of \$2,600.*

Moved: Crs. Grubb/Phibbs

Carried unanimous

9. Meeting Timetable

- CE spoke about discussions had with Managers regarding bringing forward budget process to better align with regions. Also suggested there may be need for more face to face meetings, including possibly an all of staff conference.
- **Action:** Include Southland High Country Opening

That the New Zealand Fish and Game Council:

1. Agree to the proposed meetings for the New Zealand Council in 2022/23:
 - i. 25th & 26th November 2022 in Wellington
 - ii. 10th to 12th February 2023 in Wellington
 - iii. 21st & 22nd April 2023 in Wellington
 - iv. 15th June 2023 by Zoom 7pm to 9pm
 - v. 15th and 17th August 2023 by Zoom 7pm to 9pm
 - vi. 24th and 25th November 2023 in Wellington
2. Agree to a Governors Forum be held in Wellington on 11th February 2023.
3. Agree that a Strategic workshop for the New Zealand Council be held 16th and 17th September 2022 in Wellington.
4. Agree that proposed face to face meeting of the Managers take place in Wellington on 20th April with a Joint meeting on the 21st April 2023.
5. Agree to consult with Regions on the proposed dates for the NZC, Governors and Managers meetings.
6. Note that these dates may be subject to change and/or additional meetings/workshops may be required due to the implementation of the Review.

Moved: Crs. Harris/Barnes

Carried unanimous

10. Pressure Sensitive Fisheries Management

- Chair sought comment from all Crs individually.
- All Crs. expressed support for the proposal, with some particular comments around:
 - The need for recent data to support recommendation to the Minister.
 - The need for thought to be given to the policing/enforcement of this scheme.
 - **Action:** Communicate to regions suggestion that they use NR levy for monitoring and enforcement.
 - The need to link with the guide's licence proposal.
 - **Action:** Model fiscal implications of the proposal.
 - Clarification of licence fee on p.54.
 - The need for a process by which waters are designated.
 - Chair queried the intent behind allowing NR anglers to reset their allocation of 4 days by shifting regions.
 - Staff confirmed this was the intention to redistribute angling effort.

That the New Zealand Fish and Game Council:

1. Approve the attached paper as national policy.
2. Note the next steps of:
 1. Briefing the Minister of Conservation.
 2. Working with regional Fish and Game councils ahead of Anglers Notice process.

3. Work with Department & PCO on drafting Anglers & Sports Fish Licences Fees and Forms Notices.

Moved: Crs. Harris/Phibbs

Carried unanimous

11. Use of Reserves notification

- Staff clarified that because this is a dedicated reserve this only a note and that no decision is required..

That the New Zealand Fish and Game Council:

1. Note Nelson Marlborough intend to use \$7,826 from Non-resident Reserve for the one-off purchase of a fish tanker.

2. Note Southland intend to use \$102,000 in 2023 and \$52,000 for 2024 and 2025 financial year from the Non-resident Levy for a fixed term contract for staff resource in Te Anau.

Moved: Crs. Karalus/Reardon

Carried

12. Legal/RMA Applications

- CE set out the process NZC staff had taken to review this application and noted that independent lawyer had supported but queried if fees were sufficient. CE spoke to Southland CE and Southland will fund any overspend from reserves.
- Brief discussion on question of adding a contingency to the application.

That the New Zealand Fish and Game Council:

1. Receives the information;

And

2 Approve the funding application for \$20,000 from Southland Fish and Game Council from the RMA/Legal Fund.

And

3 Note that any further expenditure would be subject to further independent review.

4 Recommend that Southland staff seek support from MfE and for NZC to facilitate.

Moved: Crs. Grubb/Koevoet

13. Research Applications

- Staff noted the following consultation with regional managers:
 - Support for Fishing for Mental Health
 - Mixed view on HB application and whether the research fund is the right funding avenue.

That the New Zealand Fish and Game Council:

1. Agree to fund the Fishing for Mental Health project at a cost of \$32,648+GST;

Moved: Crs. McIntyre/Karalus

Carried unanimous

- Crs. expressed some concern around the content of the Hawke's Bay application, specifically:
 - The introduced/indigenous dynamic and the need to reference Valued Introduced Species.
 - The impact of trout hatcheries.
- **Action:** NZC staff to communicate this feedback to Hawke's Bay.

2. Agree to fund the Sustainable Food Harvest proposal at a cost of \$12,000+GST and for NZC staff to communicate feedback from NZC to HB.

Moved: Crs. Barnes/Coll

Carried

14. 2022 Financial Report Process & Sign Off

- Brief explanation of process by CFO.

That the New Zealand Fish and Game Council:

1. That, subject to the draft Performance Report being circulated to the Council members for approval and any queries satisfactorily explained, the Chairperson be authorised to sign the 2021/22 Performance Report on behalf of the Council.

Moved: Crs. McIntyre/Phibbs

Carried unanimous

15. Exclusion of the Public

Recommendation:

1. That the New Zealand Fish and Game Council:
 - (a) pursuant to the provisions of the Local Government Official Information and Meetings Act 1987 exclude the public from the following part of the proceedings of this meeting, namely:

GENERAL SUBJECT OF EACH MATTER TO BE CONSIDERED	REASON FOR PASSING THIS RESOLUTION IN RELATION TO EACH MATTER	GROUND(S) UNDER SECTION 48(1) FOR THE PASSING OF THIS RESOLUTION
Confirm Public Excluded minutes for meeting 158	As per PE motion in Public Minutes 158	Section 48(1)(a)(ii) That the public conduct of the whole or the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist.
Freshwater Litigation	S9(2)(h) OIA Exclusion of the public is necessary to maintain legal professional privilege.	Section 48(1)(a)(ii) That the public conduct of the whole or the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist.
Rem Committee Update (oral)	S9(2)(i) OIA Exclusion of the public is necessary to enable the organisation holding the information to carry out, without	Section 48(1)(a)(ii) That the public conduct of the whole or the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good

	prejudice or disadvantage, commercial activities; or	reason for withholding would exist.
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(b) And that staff remain to provide advice to the Council on all items

Moved: Crs. Grubb/Karalus

Carried unanimous

Resolutions brought out of public excluded:

That the New Zealand Fish and Game Council:

1. Approve minutes for meeting 158 subject to the above amendments.

Moved: Crs. Reardon/Karalus

Carried

Moved: Crs. Barnes/Phibbs

Carried

Meeting adjourned at 9:03pm Tuesday 23rd.

Meeting resumed at 7:00pm Thursday 25th.

19. Advocacy Update

- Chair added a couple of supplementary points, including raising land and water plans with the PM, Ministers Parker & O'Connor. Also recommended system to monitor performance of regional councils against land and water plans but suggest this is not feasible in this term of office. Also comment on reversal of Govt. policy on pine trees.
- Crs. queried the ongoing advocacy and whether Ray or Corina will lead this going forward.
 - Chair confirmed that Corina will be responsible for all advocacy but that the political interface will still remain with this Council through the Chair.

That the New Zealand Fish and Game Council:

1. Receive the information as an update on the discussions and advocacy activities recently undertaken.

20. CE Report

- Crs. queried the change to job titles actioned by the executive and whether this was in scope of their role.
- Staff left meeting at 7:07pm
- Staff returned to meeting at 7:40pm.
- **Action:** Corina prepare minutes of exec & NZC meetings within a week.
- Discussion on use of lead in fishing tackle following correspondence.
 - Query around recommending to drop lead in fishing tackle?
 - NZC staff clarified that any changes to legal status of lead in fishing tackle would be done through the first schedule, which is both regional and national and regions could opt in earlier or equally out.
 - Crs. agreed there is a need to get our facts and knowledge right before we act.

- **Action:** Get staff to prepare review of the risks/implications of lead in fishing tackle.

That NZC refer this to staff for review to be brought back to NZC in September

Moved: Crs. Barnes/Harris

Carried unanimous

- Discussion on licence sales:
 - CFO clarified that we are ahead of budget and sales and that this is a result of balancing out across regions, with some regions up and some down.
 - Chair: Request for guide to codes for licence categories.
 - **Action: Licence codes to become part of the list of acronyms.**

21. NZC Finance Report

- Crs. suggested need to keep staff leave and time in lieu accrual low and encourage staff to take leave and not burn out.
- Chair: Other boards receive 6 monthly updates on delegations and use of credit cards etc.
 - CE clarified will have a risk forecast in future agendas.
- Chair queried whether we receive a report on research at an annual basis.
 - **Action:** Staff to report on research progress in more than a financial sense perhaps once a year.

That the New Zealand Fish and Game Council:

1. Receive the NZC Finance report for the 10 Months ended 30 June 2022 with a surplus of \$575,996.

Moved: Crs. McIntyre/Duley

Carried unanimous

22. National Finance Report

- CFO clarified that all regions are working within budget and that NZC is underspent in areas but these are committed and become liability going forwards.

That the New Zealand Fish and Game Council:

1. *Note that national finance report.*

Moved: Crs. Barnes/Harris

Carried unanimous

- **Next meeting dates:**
 - **Workshop 16/17 September (Wellington)**
 - **Meeting 25/26 November (Wellington)**

Meeting concluded 8:16pm

Minutes submitted by:

Corina Jordan

Date:

Minutes approved by:

Ray Grubb

Date:

AGENDA ITEM 1.6**Review Action List****New Zealand Fish and Game Council Meeting November 2022**

1. *Note the action list.*

August 2022

	<u>Action</u>	<u>Person Responsible</u>	<u>Due Date</u>	<u>Status</u>
1	Lead in Fishing Tackle	Beck	Feb NZC Meeting	
2	Licence Fee Research Optimisation	Beck	Feb	
3	Add Southland High Country Opening to Timetable	Carmel	For consultation	DONE
4	Communicate to regions that they use NR levy for monitoring & enforcement	CJ/JK	Ongoing	
5	Model fiscal implications of PSF	JK	April 2022	
6	Communicate research feedback to Hawke's Bay	JK/BA	ASAP	Done
7	Prepare minutes of exec & NZC	CJ/JK	Ongoing	Actioned
8	Add licence codes to list of acronyms	JK/CV		DONE
9	Report on research progress	BR	Annual November	Underway

June 2022

	<u>Action</u>	<u>Person Responsible</u>	<u>Due Date</u>	<u>Status</u>
1	Reviewing individual licence categories	JK/LWP	April 2023	On track
2	Asking regions to review Pressure Sensitive Fisheries	JK	Post pressure sensitive fisheries finalisation	Underway
3	Planning and risk process	CJ/RG	TBD	Process commences at September workshop
4	National Policy Subcommittee	CJ/RG	TBD	Process commences post-

				September workshop
5	Angus & Associates research proposal	Research Strategy Subcommittee	November 2022	TBD
6	Cawthron Board	Research Strategy Subcommittee	July 2022	Done
7	RMA group training	RR	ASAP	Underway – currently identifying training options
9	Cawthron risk analysis	NZC exec	ASAP	To be undertaken once action 13 is complete.
12	Licence Fee Consultation	CV/JK/BA	June 2022	Done
13	CE to meet w/ Robin Holmes	CJ	ASAP	Done
14	Promotion of what we do with licence income, inc. GBHT stamp	Comms		Underway, further work once comms strategy is in place.
15	Communications Strategy	Richard McIntyre	November	With regional councils for consultation, due back to NZC November.

AGENDA ITEM 1.7**Health and Safety Report****New Zealand Fish and Game Council Meeting November 2022**

As part of its commitment to Health and Safety and providing a safe workplace, the New Zealand Fish and Game Council requires a report at each meeting.

1.	Implementation and adherence to the Health & Safety policy/manual
	Yes.
2.	Risk Management (identification and treatment)
	Continued protocols in place for covid-19 track and trace.
3.	Training and awareness raising
	Fire Drill in Office on 8 th November.
4.	H&S incidents
	No injuries reported.
5.	Near misses and/or injuries
	No injuries reported.

AGENDA ITEM 1.8

Sub Committee Reports – NZC Exec Minutes

New Zealand Fish and Game Council Meeting 160 November 2022

Prepared by: Corina Jordan, Chief Executive, NZ Fish and Game Council

-
1. *That NZC receive the minutes.*

Note: The Exec has produced a table setting out the roles and responsibilities of the Chair with regard to advocacy, which is attached following the minutes.

EXECUTIVE COMMITTEE MEETING - 28 SEPTEMBER 2022

Present - Ray Grubb, Debbie Oakley, Barrie Barnes, Corina Jordan.

Apologies/Absent - Dean Phibbs

Start 9am - finish 10am

Remuneration Committee Update

Phil and Corina have a meeting with Stephanie SP this Friday 30th, this has been delayed due to Stephanie being sick.

KPI's prepared and committee recommendation is that this is moved to the RM's to discuss and provide further input as to how they would utilise across the country.

Huge variances across roles, not only in cash but mainly in non cash benefits (car use, KiwiSaver, other employment benefits)

RMA planners need moderating - originally set at lower quartile however market is 30% above. Most of job sizing is below market so we need to set options that SP set at low/middle/high for us to review due to being an employees market.

CEO reflections and next steps - as per agenda

- We are still working through our Strategy Process and it is important that we engage well across the organization;
- Next steps Managers Strategy Workshop 18 and 19th October;
- NZC 2nd Workshop end October;
- Draft Strategy, Vision, Value, and Implementation plan to Nov NZC meeting;
- CEO 7 weeks in key opportunities:
 - Strengthen Organisational Culture – build trust, transparency, confidence, and ensure we are all in the same waka and know where we are going as an organisation. It will be important for people to see both their stamp and their place in the strategy (NZC policies, HR support, internal leadership and governance training, more face to face meetings including staff conference, organisational strategy, FG org culture survey and feedback, improve region comms, co ordinate regional subject matter experts and land outcomes as NZC policy eg SOPs, comms/ media, website, governance training, clarity around roles and responsibilities,);
 - Social Licence – know our stakeholders both licence holders and non licence holders, their values, their aspirations, and what they want to see from a future proofed and resilient Fish and Game (Profiling, comms/ media strategy including key messages – links to policy positions work, website, rebranding, relationships, Fish Futures);
 - Section 4 Treaty Responsibilities (also links to Social Licence, Organisational Culture, and legislation) (potentially bringing onto NZC staff a Mana Whenua relationship officer and cultural advisor, fast track Mana Whenua representation across regional FG councils, Fish Futures, and appointments to NZC, NZC policies cultural harvest etc);
 - Legislative Reform – Conservation Act, RMA, Wildlife Act, and Regional Policy and Plans (Regional Policy/ Plan Strategy, Co ordinate Regional Policy Teams, F&G Policy Positions, Regional Practice Notes to support implementation of NPSFM, provide professional development, Fish Futures,

bring on more NZC staff with subject matter expertise eg planning and policy, ensure expert representation across policy platforms, hold the pen rather than letting others including other statutory bodies hold the pen, be our own voice with Ministers, MOU DOC including delegations, Legal support);

- Review – implement. The majority of areas of implementation are outlined above eg governance training and bringing on Mana Whenua representation, NZC policies, improving co ordination and alignment of organisation. Should fast track some regional amalgamations recommend AFGC and NFGC, WFGC and TFGC where regions are willing. Need to finalise budget breakdown (governance training, Strategy work, some survey work eg cultural survey and external stakeholder surveys, Legal opinions, Roadshow, ISG support and external contractors, Mana Whenua engagement on FG Regional Councils and NZC;

Comments during discussions of above -

Priority - culture survey, internal 360 (do before the end of 2022)

- Strengthen culture - that comes first
- bringing people of board

Social licence - wider public profiling and 360 of licence holders both current and past, why are they dropping off etc

- More face to face time across the organisation, the importance of these makes a huge difference
- Staff conference maybe March 2023 (\$80k)
- Coordinate regional staff experts - risks and opportunities and monitoring programmes uniformity. Creating 4-5 subject experts throughout the regions. Organisation that works together.
- Corina asked permission from RM's for her to co ordinate the RMA team
 - Option of using Interns for RMA positions, Corina to look into it

NZ team

- Carmel unchanged
- Jack unchanged – focus on original role
- Rebecca unchanged – increased role support being provided eg in working with RM team, and developing national policy
- Brian's job - ESL and Website - all up to date but needs a boost
- Implementation of review so that we can implement some review items that do not require change in law
- Advocacy - DOC, MFE, (NOF - someone from F&G to attend). Corina keen for Ray to be included with David Parker discussions in regard to NOF
- Designated waters and sensitive fishery

- Ray asked do we need regions to assist with comms and advocacy. Corina has arranged to second Hamish one day a week to assist with Comms (Bruce and Richie supporting as well). Weekly team meeting in place
- To ask Tony from recruitment agency for update on comms recruitment progress
- Ray - Chairs meeting tonight and we need to ensure that we provide Corina with resources

What do we need to prioritise now in regard to the review -

- Governance training throughout regions
- Chair governance training - specialist training, asked Corina to find someone
- Understanding standing orders
- Chairing meetings
- Relationship management with councils and managers
- Introduce measurement of performance - standard board process
- Richard Westlake for governance training

Strategic Planning that we did with NZC - we need once we have a reduced number of councils, too complex with 12 councils.

Corina met with Cawthron to understand Fish Futures project and next steps. Corina invited onto Fish Futures Policy Working group. F&G need to consider how we can supplement Fish Futures research to ensure final conclusions around native and salmonid interactions is applicable across habitat types, and the role of land use change on species and habitats is considered. F&G need to be involved in Fish Futures project and should work to inform research and methodologies as much as we are able to. Consider focusing our research budget on these challenges.

Wildlife Act - DOC dropped technically advisory group and shaping it themselves - concern, do we need to take up with minister - Corina and Ray to be involved to drive involvement of technical advisory role

Other important pieces of legislation being reviewed include amendments to the Conservation Act, and RMA reforms – Natural and built environment act.

NBA (natural and built environment Act) – Ray suggested himself, Helen Marr, and Corina as those included in group. It was agreed that NZC are required in this discussion/decision to ensure we have the right people involved. Should we be mixing Management and Governance in this group? It is in preparation for a select committee which the Chair is required to present on, therefore important that he understands the process and outcomes.

Budget for all discussed to be reviewed at November meeting - make recommendations to NZC as a one pager note including process, people and budget.

Mana Whenua - get representation on each regional council then get one of those to be nominated onto NZC. Recommendation made from Corina's investigations.

Four key policy positions have been adopted

Make a recommendation that Corina produces an update (by email) that goes out to all councils and staff to show in progress etc. All agreed we need to step up with our communications so that both staff and councils can see what we are doing and the progress we have made. Corina would like to employ a temp to assist her with these communications and policy updates etc. she has worked with temps in the past, she should use in her budget. Agreed.

Talked about who would replace Brian on the Implementation Strategy Group (ISG). We need to reach out further to fill this role but it is important that there are two F&G representatives - do we need someone independent? Not a staff member or councillor? Please put further thought into our options.

Minutes of a meeting of the NZ Council executive 19/10/22 9.30am

Present; Ray Grubb, Debbie Oakley, Barrie Barnes

Apologies; Dean Phibbs, Corina Jordan CE (at the Managers workshop)

This is the first of weekly meetings of the Exec with the CE Wednesdays 9.30am

Minutes 28 September; sent to CE for input not yet received

1. Email attached from CE
- A. Office of the Auditor General (OAG) meetings. Discussed consolidated annual report and prerequisite of a co-ordinated planning process... The consolidated annual report was expected by the ISG to be in 2 parts; key objectives for all regions covering statutory responsibilities; and national council contribution to that and its own statutory role objectives
- B. Legal advice;
 - i) Email referred not attached
 - ii) There appears to be no section 26 1 (b) in the Conservation Act
CE to be asked for detail
- C. Ministerial Review; DOC Schedule of non-legislative matters (attached) that can be progressed was superseded by decisions of ISG. Those were included in email of 7 October (prior circulation to NZC) as follows;

“I have asked Corina to prepare for NZC a proposal

- to employ Collier Isaacs to work with the regions that are willing to amalgamate and get that process underway
- to prepare more advanced training for regional Chairs
- review our governance rules and ensure we have exactly the same governance rules across the country (Standing Orders are of course common for all)
- implement the Westlake Governance module for all current Councillors (process started in CSI last Friday)
- continue the development of conflict of interest policies that Brian had initiated with the Auditor General which was planned for our November meeting
- initiate common corporate policies as agreed to by regions as part of the review. (The starting point for that is likely to be the schedule prepared by Ms Mair which is in our filing system somewhere)
- initiate recommendation 34 and 35 for community engagement (Exec discussed the setting of KRA and KPI for CE and cascading to regions as a priority, and to make mergers of regions more acceptable)

There has also been an ISG view to develop/adopt common template for 10 year management plans and this can be progressed

29. Need to check if enrolment to vote is allowed under the electoral regulations.

32 Rule to forbid employees being Governors at the same time requires legislative amendment

Recommendation 16 not to be progressed at this time, deferred until smaller Councils and therefore affordable

Recommendations 23, 26, 27 deferred until Tangata whenua consulted and their advice obtained (consultation document currently being drafted)

NB Timetable is for Legislative amendments to give full effect to the review to be completed before 2024 F&G elections

Agreed to follow up with CE request for quote for legal opinion on Councillor liability

Agreed to ask CE for Action List

2. REM update

Stephanie from Strategic pay had Covid therefore delay. Met yesterday.

Process from here;

a) Refer staff salaries scales to managers for peer review

b) Develop/finalise Managers scales and Refer Managers salary scales to Chairs for peer review (CE salary Included in this)

CE to prepare paper for REM committee to refer to NZ Exec and then NZC November meeting

3. Comms strategy; CE to report November NZC meeting

4. NZC Zoom 7-9pm 26 October to finalise strategic plan base; re-send invite to NZC

5. Organisational culture. Noted comments in previous papers. Responsibility of NZC to establish and be accountable for. CE to prepare policy doc for November meeting stating objectives and process. Brief discussion on current NZC direction for personal respect and issues

6. Social Licence; paper required on how we go about this; research etc; include relationship with other agencies

7. ISG Update; Chair has the ability to appoint members is consulting with DOC on appointing NZC Barnes and Karalus and head of DOC Section 4 Division

Meeting closed 9.50am

Exec Meeting by Zoom - 2/11/2022**Present - Corina, Debbie, Barrie, Dean****Absent - Ray who was travelling**

Commenced at 9.10am and finished at 10.10am.

Corina

- Culture challenges - Corina could lead this however better to bring in an expert
 - To unpack what is happening in organisation
 - Corina has contact a few professionals in this regard, links and information below -
 - Cillin Hearn; a professional proposal that been received by Corina from Cillin. Work programme talking about leadership and leadership programmes. Programmes that address social challenges.
 - Regional Managers being given this information as well
 - Have asked for another proposal which would include mould of other issues
 - Pat McShane also independant expert - culture; catch up with him as well
 - PSC also spoken to to look at where they could help us with culture in relation to crown and public entities and government. Links provided as follows -

Staff Update -

- Dean mentioned that salaries for F&G show a surplus for national office. Surplus will cover two FTE's. Contractors being employed at present to fill gaps which include our Strategy sessions. Corina has been assessing what is required in the national office and exec endorsed prioritising an Executive Assistant (EA). We also discussed who else is required and whether they are required because of the ministerial review. Ensure the costs lie with the appropriate budget.
- The market is difficult in regard to staff recruitment. Comms role still with SWR who are leading it and this is on going. Hamish is seconded one day a week and has the capacity to do more if required. This has been working well.
- Structure follows strategy so important to get it right. Strategy then Implementation plan. National team to look at their BAU and how this would change, where is our staff gap and work to fill them. Get staff to think about -
- Possible changes to existing Job descriptions
- Run consultation process with staff which has started
- Discussion on HR support - regions need this support now, it is part of the remuneration review however Corina has requested that we provide this support now. Corina is to assess whether this should be a full time role or on an 'on call' professional support. Discussion with regional managers as well this Friday.

Need regional support in order to progress with non legislative changes.

Governance needs to set out roles and give Corina the power to put in place.

Discussed moving forward with these non legislative changes and agreed that all should report to Corina on all aspects so we have one person that knows what is going on. Timeframe and work programme to be completed. Governors to be involved as required by management in order to get the tasks completed.

ISG committee - Ray, Barrie and Gerard now involved. Now all about implementing the non legislative changes. So the committee now becomes the ISG Implementation Governance Committee. This has been reflected in an email addressed to all NZC members.

We need to remind councillors that all conversations should go through the Chair not from councillor to councillor. Please refer to Standing Orders and Governance Policies for our obligations as councillors.

Suggested we run regular Webinars with NZC and also with RM's in order to keep all informed as there is plenty going on and we all need to be inclusive. Our meeting schedule does not allow for this regular communication.

Corina to work out budget relating to ministerial review, strategy then implementation plan. Two regions want to amalgamate and Collier is keen to progress and assist in this regard.

Most work to date has been under CE delegation as individual. Delegated authority low at \$10k and needs to be reviewed by NZ Council. It should relate to approved as budgeted, then reported on; especially in regard to Ministerial review changes.

Outside delegation - legal opinions to Elana Geddes as mentioned in previous minutes. Discussed and will ensure there is a budget so we can proceed. Agenda for next meeting with outcome.

The below questions came out of strategy plan that we need legal opinion on -

- What does it mean for fish and game to be a good treaty partner?
- To help our advocacy in the conservation and wildlife act - review of what our statutory obligations are in regard to these acts. We are not just partners we are a statutory authorities and should be holding the pen. We only have one representative on the wildlife act review which is not appropriate. How strong is this mandate and where should we represent?

Exec meeting with CE 9/11/22

Commenced 9am and finished 10am

Present; Debbie, Barrie, Ray, Corina

Apology; Dean

1. Previous 2 out 3 minutes sent to NZC. Corina to finish last set from transcript and dispatch
2. Culture;
 - No update; paper in Board pack
 - ½ hour Council only time at each NZ Council meeting; Nov meeting will include proposals for individual, Chair and collective performance evaluation
 - Will be followed by ½ hour intro to culture by Pat McShane
3. HR Support; 3 tasks;
 - a) develop corporate HR policies
 - b) provide people support
 - c) prepare job descriptions for job categories as part of REM review

Agreed to recommend to NZC set up as a formal one year project using the project template established by NZC. Budget from the Review
4. Staffing
 - a) Urgent need for PA assistance for Corina; exploring temp options and looking at long term proposal
 - b) 2 roles at NZC; Comms/advocacy and Planning will take up the existing staff budget availability

Agreed Corina will provide broad brush budget for staffing and for the review at the November meeting

Corina noted lack of capacity which led to no knowledge of the Ngaruroro decision
5. Strategy update; Bavid Milner of Kahu Environmental is providing mana whenua advice
6. REM Review; Corina reported 2 areas of hold-up; manager concerned short of capacity and Strategic Pay health/covid issues. Material that will be provided includes
 - Job categories and descriptions
 - Pay scales and salary benefit inclusions
 - career path opportunities

Need to be aware of budget implications. Will need rigorous scrutiny at managers budget session in April, will need protocols established
7. other matters
 - Fund 17K agreed for legal advice on responsibilities to mana whenua; doubt about delegations to approve this however it sits within our legal fees National budget
 - Include review of delegations from NZC to CE and to Exec (if applicable) in November meeting

Organisation	Organisation Objectives and focus	Who from F&G	Representation level	Involvement	Policy Position
Landcare Trust	https://www.landcare.org.nz/about	CE	F&G representation	Trustee	All catchment erous receive Government funds should have water quality objectives. Others encouraged. Provide access for F&G licence holders in stream bank plantings. Create wetlands
Highcountry Advisory Group	LNZ - advise LNZ and minister on High country business including High Country Pastoral lease	Ray Grubb	LNZ appointment in own right, has the opportunity to represent F&G interests	Member	
Freshwater Implementation Group Advisory (F&G)	Makes recommendations on the implementation of the Goods freshwater reforms	Ray Grubb/Advice from staff	Personal appointment by Cabinet on the recommendation of Ministers Parker and O'Connor	Member	Lobbying. Ensure F&G policy objectives for water quality and quantity are considered in implementing NPS FM, NES W, NES B
NGO Network	Environmental advocacy at the political level	Policy development NZC/CE. Meetings either NZC Chair or CE or both depending on content. NZC Chair Ministerial/PM/opposition MPs meetings			1. High level lobbying of Government and other political parties for environmental protection and improvement 2. Developing policy and practice around freshwater. 3. he waka eke noa and carbon credits
Ngāi Tahu	South Island partner for F&G, NT settlement Act	NZC Chair/5th Island Chairs/CE	Policy negotiations on participation in Rangitātanga claim, partnership with Regional F&G Councils		Policy position by NZC on joining Rangitātanga claim. Ultimate aim is partnership and co Governance in regional delivery
Minister of Conservation and DOC SG team	SG	Chair SG			Manage political process of implementing the Ministerial review
DOC	All operational relationships Perry Nelson NES - Woodlands NES - Biodiversity	CE			Partner on SL Land and Water Plans. Any operational relationship
MRE	Freshwater Farm Plans	CE			Calculated farm plans must be within relevant catchment objectives and limits. For water quality and sediment management NES W must give free no fees access for mai mai etc construction and maintenance
MP - NES PF (Production Forestry)		CE			Promote F&G objectives for catchment water run off (40% retention by PF a problem) access because of fire risk
Forest and Bird		Corina with Nicola Toke. NZC with F&G Board			
Greenpeace		Refer ENGO			
EDS		Refer ENGO			
Dairy NZ					
Beef and Lamb					
Fed farmers	Farmer Organisations	NZC with elected Boards. Corina on all relationship matters			Form effective relationships based on mutual respect to advance F&G objectives. Negotiate on regional council L&W plans
Milford Opportunities Project (MOP)	Stronger recreational presence in MOP	No-one			
Environment Aotearoa Trust	Greenpeace EDS	NZC policy decision	Trustee	No decision to join	
Minister of Conservation	F&G answers to Minister	NZC Chair with Corina for meetings. Routine Ministerial office relationships Corina/Staff. NZC Chair Political meetings			Manage statutory responsibilities. Lobby for F&G positions. NZC need to determine policy positions and outcomes
Government Ministers, Opposition MPs	Decision makers on all F&G interests	CE to have effective relationships with relevant offices and staff, get to know MPs. NZC Chair regular political meetings			Advance F&G interests
Wildlife Act SG	Review Act	Greg Dufay personal appointment	member	NZC develop policy on Greg's advice	Advance F&G interests
NZ Conservation Authority	General Policy management for DOC	Greg Dufay personal appointment by Minister		same as HCAG for ray	

AGENDA ITEM 2.1**CE Delegations****New Zealand Fish and Game Council Meeting 160 November 2022**

Prepared by: Carmel Veitch, CFO, NZ Fish and Game Council

Kōrero taunaki - Summary of considerations***Purpose***

This report to the New Zealand Fish and Game Council seeks approval for amending the Chief Executive's delegations.

Financial considerations

Nil Budgetary provision Unbudgeted

Risk

Low Medium High Extreme

Ngā taunaki - Staff Recommendations

NZC Staff recommend the following motion:

That the New Zealand Fish and Game Council:

1. Confirms that the Chief Executive does not require further delegation from Council to spend any approved budget; and
2. Confirms that the Chief Executive has a delegated authority of up to \$10,000 for unbudgeted expenditure.
3. Requires the Chief Executive to put in a Change Request for any reforecast or budget amendment above the \$10,000 delegated authority.
4. Requires the Chief Executive to update NZC at each meeting on spend against budget.

Whakarāpopoto - Executive Summary

- 1 Currently the Chief Executive has a delegated authority to spend up to \$10,000, which markedly fetters the ability of management to action budgets agreed by Council.
- 2 This proposal seeks to confirm that the Chief Executive has:
 - 2.1 The ability to spend within any budget approved by NZC without the need for further delegation;
 - 2.2 A delegated authority of \$10,000 for any unbudgeted expenditure;
 - 2.3 The need to put in a Change Request with NZC where there is a need to reforecast or amend a budget.
 - 2.4 An obligation to report to Council on expenditure against budget.

Takenga mai - Background

- 3 Fish and Game's current Governance Policies have not been updated since 2015 and there is a need to review the Chief Executive's delegations in light of modern governance practices.

Kōrerorero - Discussion

- 4 3.8c of the Fish and Game Governance Policies currently reads:

- c. Delegations to the Chief Executive
- c.1 The Council delegates to the Chief Executive the following powers:
 - o Day to day staff and office management of the National Office;
 - o Recruitment and dismissal of staff at the National office consistent with legislation and good employer provisions;
 - o Operating expenditure - up to \$10,000.00 ~~excl~~ GST on any service item or collection of unbudgeted items, any one contract of an ongoing nature or any order with a single supplier.
 - o Capital expenditure - up to a \$10,000.00 ~~excl~~ GST purchase price (or purchase price equivalent, if leased) whether minor or major capital, on any one item, or set of like items, excluding land and buildings.
 - o Capital disposals - up to a book value or sale price (whichever is the greater) of \$5,000.00 per item or collection of like items.
 - o Bank accounts - The Chief Executive may approve changes to the bank accounts, bank signatories and signatories for electronic banking subject to Executive Committee oversight.
 - c.2 The Council will regularly review and update delegations to the Chief Executive.
 - c.3 The Council may, by resolution, revoke or alter any delegation made to the Chief Executive.

- 5 This significantly limits the ability of the Chief Executive to action budgets agreed and approved by Council by requiring express delegation of Council for any expenditure over \$10,000. Given NZC's meeting cycle and the need for any delegation to properly take place at a formal meeting this can result in significant delays contracting with third parties or actioning national projects despite the fact that the budget line for this engagement is approved.

- 6 A more modern governance standard is for the Chief Executive to have the ability to expend funds within an approved budget without the need for further delegation and to:
- 6.1 A) Report on expenditure against budget; and
 - 6.2 B) Seek approval from NZC prior to undertaking any expenditure over the approved budget (if in excess of the \$10,000 unbudgeted expenditure delegation) through a Change Request process.
- 7 This will enable the efficient actioning of NZC's business plan by enabling the Chief Executive to action approved budgets.
- 8 It is proposed that the CE would be able to move the allocation of funds within a budget line but not across budget lines. However, funds held in reserve for the organisation, such as the RMA/Legal reserve and the Research reserve would not be able to be redistributed.
- 9 N.B. Exceeding budget on funds held in reserve where projects have been approved by NZC, such as the RMA/Legal Reserve and the Research Reserve (where projects are often approved in one financial year but not spent until subsequent years), would not constitute spending in excess of a budget and breach the CE's unbudgeted delegations.

Ngā kōwhiringa - Options

- 10 The Council may
- a. Agree to confirm:
 - i. the Chief Executive's ability to spend within budget without the need for further delegation.
 - ii. the Chief Executive's delegated authority of \$10,000 for any unbudgeted expenditure.
 - b. Agree to not confirm the above.

Whai whakaaro ki ngā whakataunga - Considerations for decision-making

Financial Implications

- 11 No direct financial implications, although this policy change will increase the significance of financial reporting at NZC meetings and the need for Councillors to closely engage with these reports.

Legislative Implications

- 12 No legislative implications.

Section 4 Treaty Responsibilities

- 13 No direct s4 responsibilities.

Policy Implications

- 14 This paper would amend the New Zealand Council Governance Policies on Delegations (3.8c FG Governance Policies).

Risks and mitigations

- 15 Risks are mitigated through:
- 15.1 NZC having sole responsibility for approving budgets; and
 - 15.2 Regular reports to NZC on expenditure against budget.

Consultation

- 16 Not applicable.

Ngā mahinga e whai ake nei - Next actions

- 17 If agreed, the NZC Governance Policies will be updated

AGENDA ITEM 2.2**Draft Risk Management Policy**

New Zealand Fish and Game Council Meeting 160 November 2022

Prepared by: Corina Jordan, Chief Executive, NZ Fish and Game Council

Kōrero taunaki - Summary of considerations***Purpose***

This report to the New Zealand Fish and Game Council seeks approval for a draft Risk Management Policy.

Financial considerations

Nil Budgetary provision Unbudgeted

Risk

Low Medium High Extreme

Ngā taunaki - Staff Recommendations

NZC Staff recommend the following motion:

That the New Zealand Fish and Game Council:

1. Agrees to approve the draft Risk Management Policy as NZC policy.

Whakarāpopoto - Executive Summary

- 1 The draft Risk Management Policy seeks to set out the process by which NZC identifies, assesses, mitigates and monitors risk. It further seeks to set out the roles and responsibilities with regard to risk.

Takenga mai - Background

- 2 NZC does not currently have a risk management policy.
- 3 Some regional Fish and Game Councils have risk management policies, and the draft NZC Risk Management Policy is closely based upon the Otago policy.
- 4 The NZC Exec have directed the CE to prepare a risk management policy.

Kōrerorero - Discussion

- 5 The purpose of a risk management policy is to set out the process by which risks are identified, assessed, mitigated and monitored as well as the roles and responsibilities relating to risk.
- 6 Sitting alongside the draft Risk Management Policy will be a Risk Register, which sets out all identified risk, the assessment of their risk rating, and any mitigation steps that are in place.
- 7 See attached document for policy.

Ngā kōwhiringa - Options

- 8 The Council may
 - a. Agree to approve the draft Risk Management Policy.
 - b. Agree to amend and approve the draft Risk Management Policy.
 - c. Not agree to approve the draft Risk Management Policy.

Whai whakaaro ki ngā whakataunga - Considerations for decision-making

Financial Implications

- 9 No financial implications.

Legislative Implications

- 10 No legislative implications.

Section 4 Treaty Responsibilities

- 11 No specific s4 responsibilities.

Policy Implications

- 12 If approved this would become NZC policy.

Risks and mitigations

13 As set out in the appended Risk Register.

Consultation

14 Not applicable.

Ngā mahinga e whai ake nei - Next actions

15 If agreed, the draft Risk Management Policy will become NZC policy.



NZC Policy on Risk Management

The Risk Management Policy covers:

- the process by which risks are identified;
- a risk assessment matrix;
- the required response to risks;
- the monitoring of risks via a risk register;
- the roles and responsibilities regarding risk.

Date approved by NZC: N/A

DRAFT

New Zealand Fish and Game Council

RISK MANAGEMENT POLICY

PURPOSE

1. This policy sets out the process NZC will apply to identifying, assessing, mitigating and monitoring risk.

INTRODUCTION

2. A risk is the threat or possibility that an action or event will affect New Zealand Fish and Game Council's (NZC) ability to achieve its objectives. Risk is inherent in the operations of NZC but, whilst risks cannot be eliminated, they can be identified, assessed and mitigated. Not all risk is unacceptable and NZC must take into account what level of risk it is willing to accept.

THE RISK MANAGEMENT PROCESS

3. Risk management is the coordinated governance and management activities which are intended to manage the risks that arise in any operating environment.
4. This policy requires NZC to take the following four steps to manage risk:
 - a. **Step One: Risk Identification** – what could happen, how and where could it occur?
 - b. **Step Two: Risk Assessment** – 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?
 - c. **Step Three: Risk Mitigation** – what are the actions that must be taken to lower the likelihood of the risk occurring and/or to minimize the impact if the risk did occur?
 - d. **Step Four: Risk Monitoring** – Ongoing monitoring and reporting, and regular review of NZC's risks and their management are essential to maintain focus on what risks exist and what is being done about them.

Step One: Risk Identification

5. Risk identification will be undertaken through the maintenance of a Risk Register, which will be updated quarterly and presented to NZC.
6. Both Governors and Staff have an obligation to identify risk and raise it with the Chief Executive (CE) for inclusion in the Risk Register. The CE will then assess whether an identified risk should be included in the Risk Register
7. Risks to NZC could be identified having regard to the following non-exhaustive list:

<ul style="list-style-type: none"> • Operational/assets • Financial • Human resource • Governance • Strategic • Reputational 	<ul style="list-style-type: none"> • Social/demographic • Political • Environmental • Contractors/third party risks • Health & Safety
--	--

8. These risk categories (and individual risks identified within these categories) are contained in the Risk Register.

Step Two: Risk Assessment

9. Once a risk has been identified, the Chief Executive will assess 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. The Chief Executive will also assess the likelihood and consequence of residual risk (i.e. the level of risk which exists after taking account of the controls already in place).
10. This assessment will be undertaken using a Risk Matrix (below), which allows the risks identified to be rated 1-4 and will indicate the more serious risks which must be treated and actively monitored.

Risk Matrix			Impact			
			Minor	Moderate	Major	Critical
			Little or No Effect	Effects are Felt but Not Critical	Effects are Significant	Effects are Critical
Likelihood	Improbable	Unlikely to Occur	4	4	3	2
	Possible	Will Likely Occur	4	3	2	1
	Probable	Will Occur	3	2	1	1

11. NZC should factor risks, and the respective place of that risk on the risk matrix, into their decision making. After evaluating the risks, NZC will decide whether to:
- Accept the risk and take no action; or
 - Take steps to mitigate the risk; or
 - Cease performing an activity, or refrain from starting a project, case or other initiative if the risks are unacceptable.

Step Three: Risk Mitigation

12. Once a risk has been assessed the CE will ensure that appropriate risk mitigation steps are in place that reduce the likelihood or impact of that risk. Risk mitigation will also be integrated into strategies intended to assist in achieving strategic goals and therefore add value.
13. The primary bases of NZC's risk mitigation will be:

- a. **Reducing the likelihood.** Where possible, the CE will take action to reduce the likelihood of a risk occurring. This is not always possible as the causes of some risk are outside NZC's control.
 - b. **Reducing the impact.** Even where the likelihood of a risk can be reduced, the CE should also take action to reduce the impact if the risk eventuates. *For example, having clear succession planning, which is matched to the strategic plan, will allow the CE to respond appropriately to staff turnover.*
 - c. **Sharing the risk.** In some cases, it may be possible to obtain insurance, or the risk can be mitigated by contracting with external experts.
 - d. **Eliminating the risk.** If the risk is highly likely, and the impact too great, NZC, as advised by the CE, may elect not to proceed with a project. *For example, NZC may choose not to take legal action where the risk of an unfavourable decision is too high.* Elimination of a risk is not always possible, particularly with respect to safety hazards.
 - e. **Accepting or tolerating the risk.** There will be some risks that should be accepted, having regard to their low likelihood and impact. In these cases, the cost of treatment may exceed the benefit from treating the risk. These situations will be documented in the Risk Register.
14. In adopting this policy NZC agrees to the following risk mitigation approach for each category of risk:
- a. Red (1) risks:
 - i. Mandatory mitigation plan specific to the risk in place prior to taking any action that might see the risk realized.
 - ii. Review mitigation plan quarterly.
 - b. Orange (2) risks:
 - i. Mandatory mitigation steps in place prior to taking any action that might see the risk realized.
 - ii. Review mitigation steps annually.
 - c. Yellow (3) risks:
 - i. Mitigation steps in place prior to taking any action that will see the risk realized.
 - ii. Review mitigation steps annually.
 - d. Green (4) risks:
 - i. No specific action required.

Step Four: Risk Monitoring

- 15. NZC will monitor risk through the Risk Register, which sets out the major risks the organization faces and the plans for mitigation.
- 16. The CE will update the Risk Register quarterly and provide Council with a substantive Risk Management Report annually. The Risk Register will be provided to NZC quarterly.

Roles & Responsibilities

NZC	<ul style="list-style-type: none"> • Approve risk management policy and review every three years. • Proactively identify and report risks • Monitor risk through CE's Risk Register and annual risk report.
CEO	<ul style="list-style-type: none"> • Ensure all material risks are identified and assessed • Lead development and application of risk management systems • Implement risk policy. • Promote awareness of interdependency between strategy, operational planning and risk management. • Prepare annual risk report.
Staff	<ul style="list-style-type: none"> • Proactively identify and report risks • Support establishment of risk mitigation/management approaches.

AGENDA ITEM 2.3**PRESENTATION AND ACCEPTANCE OF NZC
PERFORMANCE REPORT 31 AUGUST 2022**

New Zealand Fish and Game Council Meeting 160 November 2022

Prepared by: Carmel Veitch, CFO, NZ Fish and Game Council

Kōrero taunaki - Summary of considerations***Purpose***

This report to the New Zealand Fish and Game Council seeks approval for the Annual performance report for the 31 August 2022

Financial considerations

Nil Budgetary provision Unbudgeted

Risk

Low Medium High Extreme

Ngā taunaki - Staff Recommendations

NZC Staff recommend the following motion:

That the New Zealand Fish and Game Council:

1. Receive the information Annual Performance report for the New Zealand Fish and Game Council for the year ended 31 August 2022
2. Approve the New Zealand Fish and Game Council performance Report as at 31 August 2022.

Whakarāpopoto - Executive Summary

- 1 Included within this Agenda is copy of the New Zealand Fish and Game Performance Report for the year ended 31 August 2022 for approval.

Takenga mai - Background

- 2 This performance report with a surplus of \$603,536 has been sent to the Auditors for final sign off.
- 3 At the meeting I shall present the Audited reports (no changes to the results are anticipated).
- 4 A Management report should also be received with the Audit report.

Kōrerorero - Discussion

- 5 For the Year ended 31 August 2022, the New Zealand Fish and Game Council posted a surplus of \$603,536.
- 6 The main reason for this surplus is the underspend in many National projects such as RMA Legal, research and Website development. All of these projects will be spent in due time and the liability for this is recognised in the Restricted Reserves.
- 7 A more detailed Analysis of the report will be presented at the meeting.
- 8 This report shows NZC in a sound financial position as at 31 August 2022. However, there are many financial challenges ahead of the NZC in the 2022/23 year with rising costs for many of our main projects and the NZC needs to make prudent decisions going into the future.

New Zealand Fish and Game Council



PERFORMANCE REPORT OF THE

**NEW ZEALAND FISH AND GAME
COUNCIL**

**FOR THE YEAR ENDED
31 August 2022**

New Zealand Fish and Game Council

New Zealand Fish and Game Council

22 November 2022

Hon Poto Williams
Minita Mō Te Papa Atawhai
Pāremata
Te Whanganui-a-Tara

Tēnā koe Minita,

I have the honour to submit, pursuant to Section 26I of the Conservation Act 1987, Section 45M of the Public Finance Amendment Act 2004, and Section 154 of the Crown Entities Act 2004, the Performance Report of the New Zealand Fish and Game Council, for the period ended 31 August 2022.

Nāku itinoa, nā

A handwritten signature in black ink, appearing to read 'Rainsford Grubb', with a long horizontal stroke extending to the right.

Rainsford Grubb
Chair

New Zealand Fish and Game Council

NEW ZEALAND FISH AND GAME COUNCIL

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New Zealand Fish and Game Council

ENTITY INFORMATION**Council**

Noel Birchall (<i>Member until December 2021</i>) Darryl Reardon (<i>Commenced December 2021</i>)	<i>Northland Fish and Game Council</i>
Nigel Juby (<i>Member until December 2021</i>) Barrie Barnes (<i>Commenced December 2021</i>)	<i>Auckland/Waikato Fish and Game Council</i>
Debbie Oakley	<i>Eastern Fish and Game Council</i>
Greg Duley	<i>Hawke's Bay Fish and Game Council</i>
Gerard Karalus	<i>Taranaki Fish and Game Council</i>
Richard McIntrye	<i>Wellington Fish and Game Council</i>
Bill O'Leary (<i>Member until December 2021</i>) Tom Kroos (<i>Commenced December 2021</i>)	<i>Nelson/Marlborough Fish and Game Council</i>
Dave Coll	<i>North Canterbury Fish and Game Council</i>
Andy Harris (<i>Member until December 2021</i>) Dean Phibbs (<i>Commenced December 2021</i>)	<i>West Coast Fish and Game Council</i>
Daniel Isbister (<i>Member until December 2021</i>) Linn Koevoet (<i>Commenced December 2021</i>)	<i>Central South Island Fish and Game Council</i>
Rainsford Grubb (<i>Chair</i>)	<i>Otago Fish and Game Council</i>
Dave Harris	<i>Southland Fish and Game Council</i>

New Zealand Fish and Game Council

Staff

Corina Jordon (<i>from 1 August 2022</i>)	<i>Chief Executive</i>
Dianna Taylor (<i>to 18 March 2022</i>)	<i>Acting Chief Executive</i>
Brian Anderton (<i>from 18 March 2022 to 1 August 2022</i>) (<i>to 18 March 2022 and from 1 August 2022</i>) (<i>From 1 August</i>)	<i>Acting Chief Executive</i> <i>General Manager: Governance, Corporate Service, Strategic Engagement</i> <i>Deputy Chief Executive</i>
Dr Jack Kós	<i>Senior Policy & Legal Advisor</i>
Steve Doughty (<i>to 30 June 2022</i>)	<i>Marketing and Communications Manager</i>
Richard Cosgrove (<i>to 27 March 2022</i>)	<i>Senior Media and Communications Advisor</i>
Rebecca Reed (<i>from 11 October 2021</i>)	<i>Senior Environmental Advisor</i>
Carmel Veitch	<i>Chief Financial Officer</i>
Ann Kingsbury	<i>Accounts and Office Administrator</i>

Council Office

Address: Level 2, Dominion Building, 78 Victoria Street, Wellington, 6011

Postal Address: P O Box 25-055, Wellington, 6140

Tel: (04) 499 4767

Email: NZCouncil@fishandgame.org.nz

Website: www.fishandgame.org.nz

VISION

Fish and Game Determines the terrain for Anglers and Hunters.

PURPOSE

To represent nationally the interests of anglers and hunters and co-ordinate the management, enhancement and maintenance of sports fish and game birds as a recreational resource.

CHAIR'S REPORT

For the year ended 31 August 2022

New Zealand Fish and Game manages a public resource on behalf of the Crown and is constituted in the Conservation Act 1987. It is unique in New Zealand terms in that it is entirely self-funding receiving no money from Government even though it is a Statutory body. It is widely recognised as the leading advocate for freshwater management and its activities have a significant wider public benefit than simply the protection of the species that it is responsible for. That is recognised by all political parties and we acknowledge their willingness to engage with us in our efforts to protect New Zealand's most valuable resources for the enjoyment of all.

The New Zealand Fish and Game Council (NZ Council), established under the Conservation Act 1987, is comprised of one appointee from each of the twelve regional councils. Under the Act its functions are set out in Section 26C which are broadly, in consultation with the regional councils, to develop national policies, advocate for the achievement of Fish and Game's priorities, advise the Minister of Conservation, oversee the electoral system and coordinate the national interests of the organisation including the distribution of licence fee income. The 12 regional councils operate autonomously once annual budgets have been set through a collaborative process that is coordinated by NZ Council.

I am the eighth chairperson of the NZ Council and was elected to the position on 21 November 2020.

Advocacy

This has been the first priority for the NZ Council over the last year. Freshwater habitat is critical for human health and well-being as well as for the species we manage; the achievement of improved species habitat has a direct causal relationship to improvements for all New Zealand's people, and that beneficial linkage resulting from the work we do is less well recognised than it should be. The deterioration in freshwater water quality and quantity, and the loss of wetlands, over the last 30 years has been devastating. The causes, intensification of industry and agriculture, are well known. Public opinion has now swung behind protection and restoration and, encouragingly, agriculture and industry recognise this need and are adopting more appropriate management policies. The Government is taking a lead in setting new standards with important changes in the National Policy Statement on Freshwater 2020, the National Environment Statements on Wetlands and Indigenous biodiversity, and Fish and Game National Office has been intimately involved in this process, in working parties and in plan preparation. It is also directly involved in submitting on environmental legislation.

The consistent failure of Local Government to establish and enforce appropriate standards to first protect our freshwater and wetlands, and then to recognise this failure and seek improvement, means our highly skilled local staff spend an inordinate amount of time in the field and in Court. The National Council has supported this work in its advocacy to Government and is encouraged by the structural changes to the planning regime that are

New Zealand Fish and Game Council

underway. The efforts by the Council to establish a mutually respectful working relationship with the farming sector, supporting improvement in farming practice and strongly opposing the previous culture of unfettered use, has been a change of policy. It has seen some real benefits, such as wetlands development in the dairy sector, but establishing a universal view that the first priority is environmental protection still has a long way to go.

Ministerial Review

The review was first released in April 2021. It was designed to improve the Governance and administration of Fish and Game and made a number of contentious proposals. The Review was significant in that after a much wider consultation process than envisaged it was able to find a consensus on the issues, but not on the solutions. This has also been the case in the initial Fish and Game internal consideration, and a further detailed study as to Regional amalgamations was undertaken this year. An implementation group which is Chaired by the NZ Council Chair in a dual role has seen a general acceptance of many of the recommendations emerge over the year.

The role of mana whenua and our obligations to Te Tiriti o Waitangi are first in our minds. I am confident that Fish and Game welcomes the principle of co-governance. The review team and NZ Council are currently seeking the advice of tangata whenua on long-term relationship structures and management. The hunter gatherer philosophy of iwi and Fish and Game are closely aligned in a common interest.

The key principle in this debate is retaining the “user pays user says” situation arising from the funding independence of Fish and Game. I am confident it will be retained in any statutory amendments while Fish and Game adapts to become a modern, professionally governed, adaptable and flexible Organisation. As with any significant change the process is not always easy but we are well advanced and the Organisation as a whole is in support.

Fish and Game is about to embark on significant administrative change and a public consultation document will be issued shortly

Achievement

Fish and Game’s 12 legally independent Regions are viewed by the public as one entity, and issues in one region are issues for them all. We therefore take pride in the competence of our financial administration, and in our achievements for our licence holders. During a year of administrative disruption at the National Office, with 3 Acting Chief Executives, our staff have managed a significant workload with skill and delivered on their objectives. We welcome Corina Jordan’s appointment as permanent CE. At the same time several National Council members have taken on additional tasks in review groups or in representing us on other Boards. We have a highly competent National Council which is more and more providing leadership for the whole Organisation.

It is easy to forget that Councillors in Fish and Game are unpaid elected volunteers. Long overdue Governance training is now underway, but we still expect from them a commitment of time and intellect directing a multi-faceted, demanding operation with significant financial assets and turnover, and at times scientific and technical interface in environmental protection. Many work long hours. There will be amendments to the Conservation Act in, hopefully, 2024 to give effect to the Review and if there was one element I could advance it

New Zealand Fish and Game Council

would be to allow the payment of Councillors to provide a more tangible recognition of their contribution



Rainsford Grubb

Chair

NZ Fish and Game Council

NEW ZEALAND FISH AND GAME COUNCIL
STATEMENT OF RESPONSIBILITY
for the year ended 31 August 2022

22 November 2022

The Council and management of the New Zealand Fish and Game Council accept responsibility for the accuracy of any judgements used in the preparations of the following financial statements of performance.

We are responsible for the end of year performance information provided by New Zealand Fish and Game Council under section 19A of the Public Finance Act 1989.

We have the responsibility for establishing and maintaining a system of internal control designed to provide reasonable assurances as to the integrity and reliability of financial reporting.

In our opinion, these financial statements and statements of performance fairly reflect the financial position and operations of the New Zealand Fish and Game Council for the year ended 31 August 2022.

Signed on behalf of the Council



Rainsford Grubb
Chair
New Zealand Fish and Game Council

Corina Jordan
CEO
New Zealand Fish and Game Council

New Zealand Fish and Game Council

NEW ZEALAND FISH AND GAME COUNCIL
CONSOLIDATED STATEMENT OF COMPREHENSIVE
REVENUE AND EXPENSE
for the year ended 31 August 2022

	Note	Actual 2022 Group \$	Budget 2022 Group \$	Actual 2021 Group \$
REVENUE FROM NON-EXCHANGE TRANSACTIONS				
Levies		3,335,341	3,335,342	2,767,958
Other Revenue	2	3,041	-	153,900
		3,338,382	3,335,342	2,921,858
REVENUE FROM EXCHANGE TRANSACTIONS				
Interest		30,025	5,911	20,518
Magazine Contributions		139,641	180,000	184,094
Regulations Revenue		31,865	30,000	28,897
Sale of Fish & Game Cookbook		32,374	-	-
Sundry Income		32,449	12,000	22,892
		266,354	227,911	256,401
Total Revenue		3,604,736	3,563,253	3,178,259
EXPENSES				
Species Management	3	75,902	72,000	72,370
Habitat Protection & Management	3	115,351	550,000	338,553
Angler & Hunter Participation	3	256,451	200,000	240,612
Public Awareness	3	162,566	232,536	114,984
Compliance	3	30,525	30,500	24,048
Licensing	3	453,829	459,000	484,542
Council	3	66,244	87,000	94,327
Co-ordination and Reporting	3	117,900	205,000	240,776
Research		51,126	130,000	2,217
Distribution to Regional Budgets	3	729,597	703,984	943,050
Personnel Costs	4	832,793	916,503	933,664
Depreciation	9	11,272	14,715	16,544
Other Expenses	5	97,644	111,800	108,837
Total Expenditure		3,001,200	3,713,038	3,614,524
Net Surplus/(Deficit)		603,536	(149,785)	(436,265)
Total comprehensive revenue and expense		603,536	(149,785)	(436,265)

New Zealand Fish and Game Council

NEW ZEALAND FISH AND GAME COUNCIL

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at 31 August 2022

	Note	2022 Group \$	2021 Group \$
ASSETS			
Current Assets			
Cash & Cash Equivalents	6	564,804	973,906
Receivables - Exchange	7	97,331	143,759
Receivables - Non Exchange	7	161,064	138,207
Other Financial Assets	8	2,193,776	1,445,252
Prepayments & Accrued Income		1,200	5,531
Total Current Assets		3,018,175	2,706,655
Non-Current Assets			
Other Financial Assets	8	174,932	-
Property, Plant & Equipment	9	19,271	44,015
Total Non-Current Assets		194,203	44,015
TOTAL ASSETS		3,212,378	2,750,670
LIABILITIES			
Current Liabilities			
Payables	10	503,697	637,124
Employee Entitlements	11	73,004	79,579
NZ Game Bird Habitat Trust	12	142,305	144,132
Total Current Liabilities		719,006	860,835
TOTAL LIABILITES		719,006	860,835
NET ASSETS		2,493,372	1,889,836
EQUITY			
Accumulated Funds	13	1,398,314	1,214,447
Dedicated Reserves	13	35,890	23,321
Restricted Reserves	13	1,059,168	652,068
EQUITY		2,493,372	1,889,836

New Zealand Fish and Game Council

NEW ZEALAND FISH AND GAME COUNCIL
CONSOLIDATED STATEMENT OF CHANGES IN EQUITY
For the year ended 31 August 2022

	Note	2022 \$	2021 \$
Equity			
Balance as at 1 September		1,889,836	2,326,102
Comprehensive Revenue and expense for the year			
Net Surplus (Deficit)		603,536	(436,265)
Total comprehensive revenue and expense for the year		603,536	(436,265)
Balance as at 31 August	13	2,493,372	1,889,836

New Zealand Fish and Game Council

NEW ZEALAND FISH AND GAME COUNCIL
CONSOLIDATED CASH FLOWS STATEMENT
For the year ended 31 August 2022

	Note	2022 \$	2021 \$
CASH FLOWS FROM OPERATING ACTIVITIES			
Cash was received from:			
Levies		3,335,341	2,767,958
Other revenue		267,116	227,608
Interest received		25,853	19,322
GST (Net)		13,150	-
Cash was applied to:			
Payments to suppliers		2,275,594	2,331,329
Payments to employees		839,367	920,708
GST (Net)		-	44,567
Net Cash Flows from Operating Activities		526,499	(281,716)
CASHFLOW FROM INVESTING ACTIVITIES			
Cash was received from:			
Net amount received from investments		-	86,452
Cash was applied to:			
Net amount paid to investments		-	-
Purchase of property, plant and equipment		12,145	10,164
Net Cash Flows from Investing Activities		(12,145)	76,288
Net Increase / (Decrease) in Cash		514,354	(205,428)
Opening Cash		973,906	1,179,334
Closing Cash		1,488,260	973,906
This is represented by:			
Cash & cash equivalents	6	564,804	973,906

NEW ZEALAND FISH AND GAME COUNCIL
NOTES TO THE CONSOLIDATED FINANCIAL
STATEMENTS

For the year ended 31 August 2022

Note 1: STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES

REPORTING ENTITY

New Zealand Fish and Game Council Group is a Public Entity under the Public Finance Act 1989 (Schedule 4). The Council was established on 4 May 1991 with the passing of the Conservation Law Reform Act 1990. These financial statements have been prepared in accordance with Section 153-6 of the Crown Entities Act 2004. The Council has a wholly owned subsidiary, Fish and Game Publishing Limited, with the same balance date, which holds the Fish and Game magazine intellectual property. This entity has been consolidated in these financial statements.

New Zealand Fish and Game Council Group is a Public Benefit Entity (PBE) for financial reporting purposes. These statements were authorised to issue on the 22nd November 2022 by the Council. No other party has the power to amend these financial statements.

BASIS OF PREPARATION

The consolidated financial statements have been prepared on a going concern basis, and the accounting policies have been applied consistently throughout the period. The financial statements have been recognised on a historical cost basis.

Statement of Compliance

The consolidated financial statements have been prepared in accordance with the requirements of the Crown Entities Act 2004, which includes the requirement to comply with generally accepted accounting practice in New Zealand (NZ GAAP).

The consolidated financial statements have been prepared in accordance with Tier 2 Public Benefit International Public Sector Accounting Standard – RDR (reduced disclosure) as annual expenditure is between \$2,000,000 and \$30,000,000.

Changes in Accounting Policy

There have been no changes in accounting policy in the accounts for the year.

Presentation of Currency

The financial statements are presented in New Zealand dollars and are rounded to the nearest whole dollar.

NEW ZEALAND FISH AND GAME COUNCIL
NOTES TO THE CONSOLIDATED FINANCIAL
STATEMENTS

For the year ended 31 August 2022

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Consolidated Accounting Policy

The group financial statements are prepared by combining the financial statements of all the entities that comprise the Group, on a line-by-line basis. In preparing the Group financial statements, all inter-entity balances and transactions are eliminated in full.

Revenue Recognition

New Zealand Fish and Game Council Group derives revenue from Fish and Game Councils levies, interest on interest-bearing deposits and miscellaneous income. Any amounts collected as an agent or on behalf of the other third parties (for example the Game Bird Habitat Stamp Levy) is not considered an economic benefit and therefore is not revenue.

Revenue from Non-exchange Transactions

Levies

New Zealand Fish and Game Council is primarily funded from the levies payable by Fish and Game Councils, in accordance with 26C(f) of the Conservation Act 1987. These levies are used for the administration of the New Zealand Fish and Game Council, and for redistribution between Fish and Game Councils, and advocacy and research. Levies are recognised when the invoice is issued.

Revenue from Exchange Transactions

Interest Revenue

Interest revenue is recognised as it accrues, using the effective interest method.

Magazine Contribution

Income generated from the advertising within the Fish and Game magazine is recognised in the period that the magazine is distributed.

RMA Legal Revenue

RMA Legal revenue is recognised when the invoice is issued following awarding costs.

Operating Leases

Leases that do not transfer substantially all risks and rewards incidental to ownership of an asset to the Council are classified as operating leases. Lease payments under an operating lease are recognised as an expense on a straight-line basis over the term of the lease in the Statement of Comprehensive Revenue and Expense.

Distribution to Fish and Game Councils

The New Zealand Fish and Game Council makes distributions to Fish and Game Councils in the form of Grants to support regions; and reimbursement for RMA/legal funding; and Research projects.

NEW ZEALAND FISH AND GAME COUNCIL

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 August 2022

FINANCIAL ASSETS

Cash and Cash Equivalents

Cash and cash equivalents include cash on hand, bank balances, deposits held at call with the bank, and other short term highly liquid investments with original maturities of three months or less which are subject to an insignificant risk of changes in value.

Receivables

Short term receivables are recorded at their face value, less any provision for impairment. A receivable is considered impaired when there is evidence that the Council will not be able to collect the amount due. The amount of the impairment is the difference between the carrying amount of the receivable and the present value of the amounts expected to be collected.

Other Financial Assets

Short term deposits have maturities between three months and one year. Investments in deposits are measured at amortised cost using effective interest method. At reporting date, the Council assesses whether there is any objective evidence that an investment is impaired. Any impairment loss is recorded as an expense in the Statement of Comprehensive Revenue and expense.

FINANCIAL LIABILITIES

Payables

Payables represent liabilities for goods and services provided to the Council prior to the end of the financial year which is unpaid. Payables are recorded at the amount of cash required to settle those liabilities. The amounts are unsecured and are usually paid within 30 days of recognition.

Employee Entitlements

Short-term employee entitlements

Employee benefits that are due to be settled within 12 months after the end of the period in which the employee renders the related service are measured based on accrued entitlements at current rates of pay. These include salaries and wages accrued up to balance date and annual leave earned but not yet taken

Long-term employee entitlements

Employee benefits that are due to be settled beyond 12 months after the period in which the employee renders the related service, such as long service leave and retirement gratuities. The calculations are based on:

- Likely future entitlements accruing to staff, based in years of service, years of entitlement, and likelihood of that staff will reach the point of entitlement, and the contractual entitlement in formation; and
- The present value of the estimated cash flows.

NEW ZEALAND FISH AND GAME COUNCIL
NOTES TO THE CONSOLIDATED FINANCIAL
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For the year ended 31 August 2022

Property, plant and equipment

Property, plant and equipment is recorded at cost, less accumulated depreciation and impairment losses.

Significant donated assets are recognised upon receipt at valuation. Significant donated assets for which current values are not readily obtainable are not recognised.

Depreciation is charged on all property, plant and equipment, so as to spread the cost of the asset over its useful life.

Property, plant and equipment with a cost over the \$1,000 are capitalised.

Superannuation Schemes

Defined Superannuation Schemes

Obligations for the contribution to KiwiSaver are accounted for as defined contribution superannuation schemes and recognised as an expense in the surplus or deficit as incurred.

Equity

Equity is measured as the difference between total assets and total liabilities. Equity is disaggregated and classified into the following components:

- Accumulated Funds - Surplus/(Deficit)
- Dedicated Reserves
- Restricted Reserves

Dedicated & Restricted reserves are those reserves subject to specified conditions accepted as binding by the Council; and which may not be revised by the Council without reference to specific purposes or when certain specific conditions are met.

Asset Replacement Reserve

The asset replacement reserve is a reserve set up to enable the Council to replace plant & equipment.

Staff Development Grant Reserve

A reserve set up in August 2022 to ensure the \$10,000 budgeted each year fully allocated to approved staff development projects. Any unspent moneys will be accumulated for use in future years. The Fund is capped at \$30,000.

Research Reserve

A reserve has been maintained to undertake research projects approved by the Council. Any unallocated funds from the years budget are transferred to the reserve.

NEW ZEALAND FISH AND GAME COUNCIL
NOTES TO THE CONSOLIDATED FINANCIAL
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For the year ended 31 August 2022

National Anglers Survey Reserve

A reserve has been maintained to undertake the 7 yearly National Anglers Survey.

RMA Legal Fund Reserve

A reserve set up to undertake RMA legal cases approved by the NZ Council.

Goods and Services Tax

Revenue, expenses and assets are recognised net of GST, with the exception of receivables and payables which are stated GST inclusive.

The net amount of GST recoverable from, or payable to the IRD is included as part of receivables or payables in the statement of financial position.

The Statement of Cash Flows is presented on a gross basis, and any GST component in the investing or financing activities are incorporated into the operating cash flows.

Commitments and contingencies are disclosed exclusive of GST.

Income Tax

New Zealand Fish and Game Council is a public authority and consequently is exempt from the payment of income tax. No income tax provision has been made.

Budget

The budget figures are derived from the Council budget that was approved at the August 2022 Council meeting.

New Zealand Game Bird Habitat Stamp Fee

New Zealand Fish and Game collects from each Fish and Game Council the Game Bird Habitat stamp fee on behalf of the New Zealand Game Bird Habitat Trust. The fee is (\$4) from the sale of every Game Bird licence sold for the most recently completed financial year. This fee has no economic benefit to New Zealand Fish and Game Council and is not treated as revenue. Likewise, any outgoings on behalf of the New Zealand Game Bird Habitat Trust are not recognised as expenditure in the New Zealand Fish and Game Council Financial Statements. Refer Note 12.

Accounting for Estimates and Assumptions

In preparing these financial statements the Council has made estimates and assumptions concerning the future in regard to asset lives and impairment of assets. None of these estimates and assumptions are considered material to the Council.

New Zealand Fish and Game Council

NEW ZEALAND FISH AND GAME COUNCIL
NOTES TO THE CONSOLIDATED FINANCIAL
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For the year ended 31 August 2022

Note 2 : OTHER INCOME	Actual 2022 \$	Budget 2022 \$	Actual 2021 \$
Reversal of Provision for Doubtful Debts	-	-	147,025
Grants Received	2,400	-	-
Donations	35	-	6,481
Gain on Sale	606	-	394
Total	3,041	-	153,900

Note 3 : ANALYSIS OF EXPENSES	Actual 2022 \$	Budget 2022 \$	Actual 2021 \$
Species Management			
Regulations	75,902	72,000	72,370
Sea Run Salmon Committee	-	-	-
Total	75,902	72,000	72,370

Habitat Protection & Management			
Resource Management	51,563	500,000	286,131
Advocacy	63,788	50,000	52,422
Water Conservation Orders	-	-	-
Total	115,351	550,000	338,553

Angler & Hunter Participation			
Access	-	-	-
National Magazine	256,451	200,000	240,612
General	-	-	-
Total	256,451	200,000	240,612

Public Awareness			
Advocacy	9,434	8,000	5,290
Communication	97,492	112,536	45,439
Education	6,040	7,000	6,037
Public Promotions	49,600	105,000	58,218
Total	162,566	232,536	114,984

New Zealand Fish and Game Council

NEW ZEALAND FISH AND GAME COUNCIL
NOTES TO THE CONSOLIDATED FINANCIAL
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For the year ended 31 August 2022

Note 3 : ANALYSIS OF EXPENSES continued	Actual	Budget	Actual
	2022	2022	2021
	\$	\$	\$
Compliance			
Ranger Co-ordination	28,513	27,500	23,096
Compliance	2,012	3,000	952
Total	30,525	30,500	24,048
Licensing			
Licence Production and Distribution	213,094	198,000	206,530
Licence Projects	10,807	10,000	14,083
Licence Audit	7,500	6,000	6,000
Licence Contract	222,428	245,000	257,929
Total	453,829	459,000	484,542
Council			
Council Meetings & Sub-Committees	42,526	45,000	46,808
Governance and Performance Review	23,718	42,000	47,519
Total	66,244	87,000	94,327
Co-ordination and Reporting			
Management/Strategic Planning	11,227	12,000	9,233
Annual Planning/IT & Website	43,390	120,000	172,800
Assurance Services	4,291	4,000	1,816
Elections	45,000	45,000	45,000
Financial Audit Fee	13,992	14,000	13,992
Staff Scholarship	-	10,000	(2,065)
Total	117,900	205,000	240,776
Distribution to Regional Budget			
Grants to Regions	703,984	703,984	724,799
Grant to North Canterbury Fish and Game Council by way of Transfer of Assets	25,613	-	-
Grant to North Canterbury Fish and Game Council- transfer for Provision of Doubtful Debt to Grant	-	-	147,025
Grant to North Canterbury Fish and Game Council- top up of Reserves/Assistance	-	-	71,226
Total	729,597	703,984	943,050

New Zealand Fish and Game Council

NEW ZEALAND FISH AND GAME COUNCIL
NOTES TO THE CONSOLIDATED FINANCIAL
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For the year ended 31 August 2022

Note 4 : PERSONNEL COSTS	Actual	Budget	Actual
	2022	2022	2021
	\$	\$	\$
Salaries and Wages	768,299	882,403	857,907
Recruitment and Welfare	44,010	12,300	53,108
KiwiSaver Contributions	19,905	20,000	21,651
ACC Levies	579	1,800	998
Total	832,793	916,503	933,664

Note 5: OTHER EXPENSES	Actual	Budget	Actual
	2022	2022	2021
	\$	\$	\$
Communications	7,361	11,000	8,452
Loss On Sale of Disposal of Assets	-	-	116
Occupancy Expenses	65,289	68,300	67,019
Purchases Under \$2,000	9,330	10,000	11,866
Stationery, Postage and Couriers	6,490	8,000	8,184
Subscriptions	4,030	4,500	3,129
Vehicle Expenses	3,524	9,000	9,569
Sundry Expenses	1,620	1,000	502
Total	97,644	111,800	108,837

New Zealand Fish and Game Council

NEW ZEALAND FISH AND GAME COUNCIL
NOTES TO THE CONSOLIDATED FINANCIAL
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For the year ended 31 August 2022

Note 6 : CASH & CASH EQUIVALENTS

	2022	2021
	\$	\$
Cash at bank and on hand	564,804	973,906
Total	564,804	973,906

The Council has a Credit Facility with ANZ of \$18,000.

Note 7: RECEIVABLES

	2022	2021
	\$	\$
Receivables (gross)	249,002	276,748
Interest Receivable	9,393	5,218
Total Receivables	258,395	281,966

Total Receivables comprises:

Receivables from exchange revenue	97,331	143,759
Recoverables from non-exchange revenue	161,064	138,207
Total	258,395	281,966

Note 8: OTHER FINANCIAL ASSETS

	2022	2021
	\$	\$
Term Deposits - Current	2,193,776	1,445,252
Term Deposits - Non Current	174,932	-
Total Other Financial Assets	2,368,708	1,445,252

New Zealand Fish and Game Council

NEW ZEALAND FISH AND GAME COUNCIL
NOTES TO THE CONSOLIDATED FINANCIAL
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For the year ended 31 August 2022

Note 9: PROPERTY PLANT & EQUIPMENT

Movement for each class of property, plant and equipment as follows:

	Motor Vehicle	Office Equipment	Furniture & Fittings	Total
Cost or Valuation				
Balance At 1 Sept 2020	37,594	86,688	7,815	132,097
Additions	-	10,575	-	10,575
Disposals	-	(412)	-	(412)
Balance At 31 Aug 2021	37,594	96,851	7,815	142,260
Balance At 1 Sept 2021	37,594	96,851	7,815	142,260
Additions	-	8,064	4,081	12,145
Disposals	(37,594)	(4,314)	-	(41,908)
Balance At 31 Aug 2022	-	100,601	11,896	112,497
Accumulated Depreciation and Impairment losses				
Balance at 1 Sept 2020	10,338	64,829	6,534	81,701
Depreciation Expense	3,759	12,592	193	16,544
Eliminate on Disposal	-	-	-	-
Balance At 31 Aug 2021	14,097	77,421	6,727	98,245
Balance at 1 Sept 2021	14,097	77,421	6,727	98,245
Depreciation Expense	2,193	8,354	725	11,272
Eliminate on Disposal	(16,290)	-	-	(16,290)
Balance At 31 Aug 2022	-	85,775	7,452	93,227
Carrying Amounts				
At 31 Aug and 1 Sept 2021	23,497	19,430	1,088	44,015
At 31 Aug 2022	-	14,826	4,444	19,271

New Zealand Fish and Game Council

NEW ZEALAND FISH AND GAME COUNCIL
NOTES TO THE CONSOLIDATED FINANCIAL
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For the year ended 31 August 2022

Note 10: PAYABLES

	2022	2021
	\$	\$
<i>Payables under exchange transactions</i>		
Creditors	311,683	461,757
Income In Advance	19,600	-
Accrued Expenses	137,982	154,085
	469,265	615,842
<hr/>		
GST payable	34,432	21,282
	34,432	21,282
<hr/>		
Total	503,697	637,124

Note 11: EMPLOYEE ENTITLEMENTS

	2022	2021
	\$	\$
Annual Leave	64,446	63,352
Accrued Wages	8,558	16,227
Total	73,004	79,579

Note 12: NZ GAME BIRD HABITAT TRUST

	2022	2021
	\$	\$
<i>Income</i>		
Game Bird Habitat Stamps sold with licences	126,188	128,598
General sales	11,874	14,848
Total Income	138,062	143,446
<hr/>		
<i>Less Expenses</i>		
Product Production	12,661	18,114
Meeting Costs	1,657	-
Programme Administration	-	-
Total Expenses	14,318	18,114
<hr/>		
Net payable to NZ Game Bird Habitat Trust Board	123,744	125,332
<hr/>		
GST Applied	18,561	18,800
Gross payable at Reporting date	142,305	144,132

New Zealand Fish and Game Council

NEW ZEALAND FISH AND GAME COUNCIL
NOTES TO THE CONSOLIDATED FINANCIAL
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For the year ended 31 August 2022

Note 13: EQUITY	2022	2021
	Group \$	Group \$
<u>Accumulated Funds</u>		
Balance as at 1 September	1,214,447	1,539,316
Surplus/(Deficit)	603,536	(436,265)
Transfer to Reserves	(546,219)	(347,983)
Transfer from Reserves	126,550	459,379
Total Accumulated Funds	1,398,314	1,214,447
<u>Dedicated Reserves</u>		
Asset Replacement Reserve		
Balance as at 1 September	19,193	24,139
Transfer from Accumulated Funds	14,715	37,002
Transfer to Accumulated Funds	(12,146)	(41,948)
Balance at 31 August	21,762	19,193
Staff Development Grant		
Balance as at 1 September	4,128	-
Transfer from Accumulated Funds	10,000	4,128
Transfer to Accumulated Funds	-	-
Balance at 31 August	14,128	4,128
Total Dedicated Reserves	35,890	23,321
<u>Restricted Reserves</u>		
Research Reserve		
Balance as at 1 September	84,637	200,937
Transfer from Accumulated Funds	106,503	70,000
Transfer to Accumulated Funds	(16,974)	(186,300)
Balance at 31 August	174,166	84,637
National Anglers Survey Reserve		
Balance as at 1 September	176,000	-
Transfer from Accumulated/Research Funds	30,000	176,000
Transfer to Accumulated Funds	(45,866)	-
Balance at 31 August	160,134	176,000
Legal Fund Reserve		
Balance as at 1 September	391,431	561,710
Transfer from Accumulated Funds	385,001	60,852
Transfer to Accumulated Funds - spent /withdrawn	(51,564)	(231,131)
Balance at 31 August	724,868	391,431
Total Restricted Reserves	1,059,168	652,068
Total Equity	2,493,372	1,889,836

New Zealand Fish and Game Council

NEW ZEALAND FISH AND GAME COUNCIL
NOTES TO THE CONSOLIDATED FINANCIAL
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For the year ended 31 August 2022

Note 14: COMMITMENTS	Actual 2022	Actual 2021
	\$	\$
Commitment to:		
Eyede Solutions Limited	390,000	520,000
Research Projects approved to Regions	167,662	84,637
National Anglers Survey	160,134	176,000
Website Development	80,000	70,000
RMA Legal funding to Regions	579,228	391,431
Total	1,377,024	1,242,068

The above contracts have been approved by the Council and will be recognised in the Statement of Comprehensive Revenue and Expense when the contract service conditions have been met by the third party or when a constructive obligation exists. In the next 12 months the commitment to Eyede is \$130,000 and to the Website development \$80,000. All other commitments will occur in the following 2 to 3 years.

Operating Leases:**Photocopier Rental**

Within 1 year	1,901	1,901
1-2 years	1,743	1,901
3-5 years	-	3,643
Total Photocopier	3,644	7,445

Premises Rental

Within 1 year	49,033	49,033
1-2 years	40,861	49,033
3-5 years	-	40,861
Total Premises	89,894	138,927

Total Operating Leases

Within 1 year	50,934	50,934
1-2 years	42,604	50,934
3-5 years	-	44,504
Total Operating Leases	93,538	146,372

Note 15: CONTINGENCIES

During the year the Council agreed to top up any region that has a reduction in Reserves below 20%. As at 31 August 2022, the financial impact cannot be accurately determined as it is contingent on the financial result of each regional council (2021: nil).

New Zealand Fish and Game Council

NEW ZEALAND FISH AND GAME COUNCIL
NOTES TO THE CONSOLIDATED FINANCIAL
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For the year ended 31 August 2022

Note 16: CATEGORIES FOR FINANCIAL ASSETS AND LIABILITIES

	Actual	Actual
	2022	2021
	\$	\$
Financial Assets		
Cash and cash equivalents	1,108,173	973,906
Receivables	258,396	281,966
Accrued Income	1,200	5,531
Term Deposits	1,825,336	1,445,252
Total Financial Assets	3,193,105	2,706,655
Financial Liabilities - at amortised cost		
Trade and other payables	469,265	615,842
Employee Entitlements	73,004	79,579
NZ Game Bird Habitat Trust	142,305	144,132
Total Financial Liabilities	684,574	839,553

Note 17: RELATED PARTY TRANSACTIONS**Related Entities**

New Zealand Fish and Game Council manage the stamp programme activities on behalf of the New Zealand Game Bird Habitat Trust Board. Income is collected from the Fish and Game Councils and New Zealand Post. The net income after associated expenditure is transferred to the New Zealand Game Bird Habitat Trust Board. Refer to note 12.

Related party transactions

New Zealand Fish and Game Council receives levies from the Fish and Game Councils. Levies from Fish and Game Councils are legislated by the Conservation Law Reform Act 1990. Transactions with Fish and Game Councils are not disclosed as related party transaction when they are consistent with normal terms and conditions for such transactions.

There is a total of \$146,506 outstanding from Fish and Game Councils as at 31 August 2022 – this relates to the Game Bird Habitat Trust levy (2021 \$126,322)

New Zealand Fish and Game Council

NEW ZEALAND FISH AND GAME COUNCIL
NOTES TO THE CONSOLIDATED FINANCIAL
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For the year ended 31 August 2022

Levies Schedule	Actual 2022	Actual 2021
Auckland/Waikato	137,614	117,976
Eastern	134,951	172,709
Hawke's Bay	48,638	30,579
North Canterbury	704,029	569,629
Central South Island	754,764	668,622
Otago	959,241	711,804
Southland	596,104	496,639
Total Levies	3,335,341	2,767,958

Grants Schedule	Actual 2022	Actual 2021
Northland	346,957	302,470
Taranaki	188,941	171,862
Wellington	65,177	137,819
Nelson Marlborough	2,866	2,343
North Canterbury	25,613	218,251
West Coast	100,043	110,305
Total Grants	729,597	943,050

Key Management Personnel compensation

Key management personnel compensation	Actual 2022	Actual 2021
Remuneration	\$425,750	\$605,093
Full time equivalent	4	4.07
<i>Note remuneration includes holiday pay and long service leave paid out to Key Personnel during the year.</i>		

Note 18: COVID RESPONSE

Covid-19 has had a financial impact on New Zealand Fish and Game Council.

All Fish and Game Council's budgets have been scrutinised and are still at a reduced level from the 2019-20 pre covid financial year. The main reason for this is that the projection of licence income is reduced, due to border closures and the uncertainty of the border reopening.

Within the budgeting process, New Zealand Fish and Game Council agreed to use reserves to cover any shortfalls forecast income in the 2021-22 and 2022-23 year.

The New Zealand Fish and Game Council maintains the policy to support all Fish & Game Councils to ensure liquidity and to ensure that all Fish & Game Councils remain a going concern.

NEW ZEALAND FISH AND GAME COUNCIL
NOTES TO THE CONSOLIDATED FINANCIAL
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For the year ended 31 August 2022

Note 19: MINISTERIAL REVIEW

In February 2021 the Minister of Conservation, presented the review for Governance of Fish and Game New Zealand and the Regional Fish and Game Councils. This report sets out 36 recommendations to be implemented for the future of Fish and Game.

A review implementation team has been set up which includes Ray Grubb, the NZFGC Chair, Brain Anderton and DoC representatives.

Many of the recommendations require legislative change. One of the recommendations is the amalgamation of Councils. (reducing the number of Councils from 12 to 6/7) This area is currently being investigated by a project team, and a consultation document is due to be released in October/November 2022.

Note 20: EVENTS AFTER BALANCE DATE

Other than Note 19: Ministerial Review, there have been no significant events after balance date. (2021: nil)

NEW ZEALAND FISH AND GAME COUNCIL STATEMENT OF SERVICE PERFORMANCE

For the Year ended 31 August 2022

INTRODUCTION

The New Zealand Fish and Game Council (NZ Council) was established “to represent nationally the interests of anglers and hunters and provide co-ordination of the management, enhancement and maintenance of sports fish and game” (section 26B (1) of the Conservation Act 1987).

The proposed projects and activities of the NZ Council for the year ended 31 August are set out in its Strategic Plan. This Statement of Service Performance describes each of the three goals, key activities and associated performance measures, results achieved, and total output expenses incurred for the year.

Goal 1: To Influence change at National level that affects licence holders			
Objectives	Outputs	Effects/outcomes 2022	Effects/outcomes 2021
We are seen as a powerful advocate for Anglers and Hunters.	Submit on National Policy Statement-Freshwater Management and National Environmental Standards	<i>Submitted on NPS-FM and NES F exposure draft-MfE</i> 10 Jul 22 NPSFM-NESF submission doc	<i>Represented Fish & Game interests on Department of Conservation working groups, NPS-FM implementation group, New Zealand Landcare Trust, at meetings of environmental NGOs.</i>
	Submit on Wetlands	<i>As above NPS FM wetlands focussed</i> 10 Jul 22 NPSFM-NESF submission doc <i>Co-developed Every Wetland Counts brochure by Forest & Bird and other eNGO's.</i> 3 Feb 22 – World Wetlands Day Brochure copy	<i>NES F wetlands regulation submission</i> 26 Oct 21 NES F wetlands doc

New Zealand Fish and Game Council

Goal 1: To Influence change at National level that affects licence holders			
Objectives	Outputs	Effects/outcomes 2022	Effects/outcomes 2021
	Submit on Intensive Winter Grazing	<i>n/a</i>	<i>Highlighted negative impacts of winter-break feeding and bad freshwater practices.</i> <i>Submitted comments on draft regulations - MFE</i> <i>7 Oct 21</i> IWG doc
	Submit on Conservation Act	<i>Engaged with Department of Conservation on process for Conservation Law Reform.</i>	<i>n/a</i>
	Submit on Wildlife Act	<i>Engaged with Department of Conservation on the Wildlife Act Review across multiple meetings.</i> <i>Submitted a preliminary position document to Department.</i>	<i>n/a</i>
	Submit on Firearms Reforms	<i>Not undertaken in 2022.</i>	<i>n/a</i>
	Submit on High Country Access.	<i>Submitted on Crown Pastoral Land Reform Bill – LINZ</i> <i>19 Aug 22</i> CPRLA doc	<i>Worked with High Country Advisory Group to advocate for the inclusion of heightened access provisions in the Crown Pastoral Lands Reform Bill.</i>

New Zealand Fish and Game Council

Goal 1: To Influence change at National level that affects licence holders			
Objectives	Outputs	Effects/outcomes 2022	Effects/outcomes 2021
The public support what we do and what we say.	Social media engagement	<i>Regular social content and advertising, Ran photo competition to select a winning image for the 2022/23 fishing licence and the 2023 Habitat Stamp and game bird licence.</i>	<i>Regular comms, social media, magazine advertising, marketing and press releases. Ran photo competition to select a winning image for the 2021/22 fishing licence and the 2021 and 2022 Habitat Stamp and game bird licence.</i>
	Produce and Distribute the Fish & Game Magazine (Fish x1, Game x1)	<i>Issue 53 was delivered to fish licence holders September 2021 Issue 54 was delivered to game bird licence holders around March 21. Both Magazine out on time</i>	<i>Both Magazine out on time</i>
	Produce and Distribute Both Barrels and Reel Life Ezines	<i>13 ezines (five Both Barrels and eight Reel Life issues) distributed to on the 20th of the month to a subscriber database of approx. 135,000 for Reel Life and 65,000 for Both Barrels</i>	
	Undertake Press releases & media	<i>Distributed 31 press releases. Monitored public references to Fish and Game in</i>	<i>Distributed 48 press releases. Monitored public references to Fish and Game in media.</i>

New Zealand Fish and Game Council

Goal 1: To Influence change at National level that affects licence holders			
Objectives	Outputs	Effects/outcomes 2022	Effects/outcomes 2021
		<i>media with Fuseworks</i>	
	Magazine readership survey	<p><i>From issue 54 results include the following highlights.</i></p> <ul style="list-style-type: none"> • <i>We mailed out 35,000 copies but it is read by an estimated 77,000 people</i> • <i>32% have read it for 20+ years, 28% 10-20y's, 20% 5-10y's, 20% -5y's</i> • <i>The average reader reads 72% of the content</i> • <i>Asked what they thought of the magazine, readers scored it 75/100</i> • <i>Asked if they like the look and layout, readers scored it 68/100</i> 	
To protect environmental resources that affect Anglers and Hunters	Continued RMA Legal Aid	<p><i>Financially supporting regions with approved funding for 2022/23 to represent the interests and aspirations of anglers and hunters. The NZC approved funds from the RMA/Legal fund on the following basis</i></p> <p><i>Southland \$74,361</i> <i>Nel/Marl \$50,000</i> <i>North Canterbury \$100,000</i> <i>North Canterbury/NZC \$10,000</i></p>	<p><i>Financially supporting regions with approved funding for 2021/22 to represent the interests and aspirations of anglers and hunters.</i></p> <p><i>Financially supported the recruitment of a national RMA coordination role for the 2021/22 financial year and beyond.</i></p> <p><i>The NZC approved</i></p>

New Zealand Fish and Game Council

Goal 1: To Influence change at National level that affects licence holders			
Objectives	Outputs	Effects/outcomes 2022	Effects/outcomes 2021
			<i>funds for 2021/22 from the RMA/Legal fund on the following basis:</i> North Canterbury \$8,000 NZC/Otago High Court Lindis appeal \$52,000 Otago \$60,000
	Utilise the Resource Management Group for better coordinating on issues that impact anglers and hunters	<p><i>Submitted on Conservation Management and Processes discussion document</i> 30 Jun 22 CMAP doc</p> <p><i>Submitted on NPS-Indigenous Biodiversity Act</i> 21 Jul 22 NPSIB doc</p> <p><i>Submitted information to New Zealand Threat Classification System (NZTCS)-DoC</i> 9 May 22 NZTCS Information doc</p>	<p><i>Re-established coordinated RMA group.</i></p> <p><i>Organised meetings of Resource Management Group to consider Fish & Game's submission on the Natural and Built Environments Act and several regulatory amendments made under the RMA.</i></p>
	Contract subject matter experts in legal/RMA space as required.	<i>Contracted with Elana Geddis & Sarah Ongley to provide legal advice</i>	<i>n/a</i>
To promote improved and enduring public access for all Anglers and Hunters.	Collaborate with Key stakeholders	<i>Engaged with ENGO network on joint submissions on Crown Pastoral Land Reform Bill.</i>	<i>Presented and submitted to Environment Select Committee on the Natural and Built Environments Act and</i>

New Zealand Fish and Game Council

Goal 1: To Influence change at National level that affects licence holders			
Objectives	Outputs	Effects/outcomes 2022	Effects/outcomes 2021
		<i>Maintained social media presence on Facebook and Instagram.</i>	<i>submitted on regulation amendments under the RMA.</i> <i>Maintained social media presence on Facebook and Instagram.</i>
	Meet with WAC to identify common positions.	<i>Attended ceremony for renaming of Herenga-a-nuku</i>	<i>n/a</i>
	Submit on Crown Pastoral Law Reform Bill.	<i>Submitted on and engaged with ENGO network on joint submissions on Crown Pastoral Land Reform Bill.</i> <i>Submitted on CPLR Act – LINZ</i> <i>19 Aug 22</i> CPLRA doc	<i>n/a</i>
We build strategic alliances with groups who share common goals	Work with environmental NGOs on shared issue	<i>Engaged with ENGO network on joint submissions on Crown Pastoral Land Reform Bill.</i> <i>Attended ENGO Ministerial meetings.</i>	<i>Participated with Environmental NGOs – Greenpeace, Forest & Bird, Environmental Defence Society & WWF. Met with the Minister for the Environment and Minister of Conservation, plus Labour, NZ First and National's Environment spokespeople.</i>

New Zealand Fish and Game Council

Goal 1: To Influence change at National level that affects licence holders			
Objectives	Outputs	Effects/outcomes 2022	Effects/outcomes 2021
	Identify other strategic partners	<p><i>Engaged with recreational firearm user groups</i></p> <p><i>– Federated Farmers, Game Animal Council, New Zealand Deerstalkers, Mountain Safety Council Association,</i></p> <p><i>NZ Professional Fishing Guides Association with proposed Guide Licence.</i></p> <p><i>Building stronger relationships with agricultural industry bodies including Dairy NZ, Federated Farmers and Beef and Lamb.</i></p>	<p><i>Engaged with hunting related sector groups – Federated Farmers, Game Animal Council, New Zealand Deerstalkers, Mountain Safety Council Association, Wapiti Foundation, New Zealand Professional Hunting Guides Association, Safari Club International.</i></p> <p><i>NZ Professional Fishing Guides Association with proposed Guide Licence.</i></p> <p><i>Building stronger relationships with agricultural industry bodies including Dairy NZ, Federated Farmers and Beef and Lamb.</i></p>
	Maintain working relationship with DOC	<p><i>Working relationship at multiple levels within DOC and involved with DOC stakeholder forums.</i></p> <p><i>Providing information for the review of Fish & Game and implementation of the review's recommendations.</i></p> <p><i>Relationship with DOC Taupo ongoing and representative of NZC</i></p>	<p><i>Working relationship at multiple levels within DOC and involved with DOC stakeholder forums.</i></p> <p><i>Providing information for the review of Fish & Game and implementation of the review's recommendations.</i></p> <p><i>Participated in ENGO meetings with DOC Director</i></p>

New Zealand Fish and Game Council

Goal 1: To Influence change at National level that affects licence holders			
Objectives	Outputs	Effects/outcomes 2022	Effects/outcomes 2021
		<p><i>attended meeting of Taupō Fishery Advisory Committee.</i></p> <p><i>Work with DOC on various matters such as pressure sensitive fisheries, guides licence and ministerial replies and written parliamentary questions.</i></p>	<p><i>General.</i></p> <p><i>Relationship with DOC Taupo ongoing and attended meeting of Taupō Fishery Advisory Committee.</i></p> <p><i>Work with DOC on various matters such as salmon season bag limit, guides licence and ministerial replies and written parliamentary questions.</i></p>
	Attend Landcare Trust meetings	<i>Attended meetings of Landcare Trust</i>	<i>n/a</i>
	Attend Land Safety Forum	<i>Participated in Land Safety Forum</i>	<i>n/a</i>
	Attend ENGO Ministerial Forum	<i>Attended ENGO Ministerial forums</i>	<i>n/a</i>
	Attend Recreational Firearms Users Group meeting	<i>Participated in Police Firearms User Group Meetings.</i>	<i>n/a</i>
Grow strategic alliances with Maori	Make progress to implementing appropriate Ministerial Review recommendations	<i>Agreed approach with DOC on how to separate out manawhenua components of Ministerial Review</i>	<i>n/a</i>
Our research and knowledge is respected and used by others.	Update research strategy and process.	<p><i>Revised research process to increase accessibility and internal certainty around process.</i></p> <p><i>Created templates and</i></p>	<i>n/a</i>

New Zealand Fish and Game Council

Goal 1: To influence change at National level that affects licence holders			
Objectives	Outputs	Effects/outcomes 2022	Effects/outcomes 2021
		<i>timelines as guidance materials.</i>	
	Engage with Cawthron Institute on Fish Futures.	<i>Built relationship with Cawthron Institute and associated partners on Fish Futures project and provided coordination for engagement with wider organisation.</i>	<i>n/a</i>
	Make Fish and Game research easily accessible internally and externally	<i>Revised research process to increase accessibility and internal certainty.</i> <i>Funded two research projects:</i> <ul style="list-style-type: none"> • <i>Traditional Harvest High School Curriculum</i> • <i>Fishing for Mental Health</i> 	<i>Contracted with NIWA for National Anglers Survey.</i> <i>Increased research funding to \$100k/annum.</i>

Goal 2: To ensure NZC is a robust entity			
Objectives	Outputs	Effects/outcomes 2022	Effects/outcomes 2021
We are seen by the 12 regional Fish and Game Councils as leading and coordinating the organisation	Increase communications of NZC outputs	<i>Fortnightly meetings scheduled with CEO and Regional managers</i>	<i>n/a</i>

New Zealand Fish and Game Council

Goal 2: To ensure NZC is a robust entity			
Objectives	Outputs	Effects/outcomes 2022	Effects/outcomes 2021
	Adhere to sound governance and meeting practices	<p><i>Ensured compliance with Local Government Official Information and Meetings Act as amended by Covid-19.</i></p> <p><i>Introduced standing agenda item detailing conflicts of interest.</i></p> <p><i>Inducted five new councillors.</i></p>	<p><i>Ensured compliance with Local Government Official Information and Meetings Act as amended by Covid-19.</i></p> <p><i>Assisted with a review of Fish & Game by Minister of Conservation.</i></p> <p><i>Meeting for Chairs and NZC planned for April 2021, however, this meeting was cancelled due to the review being delayed. Zoom meetings were held by the Chair and the CEO.</i></p> <p><i>Updated conflict of interest process for councillors.</i></p> <p><i>Inducted two new chairs.</i></p>
	Work with regions to standardise SSP's	<i>Not achieved in 2022</i>	<i>n/a</i>
We attract and retain high quality board and members of staff	Increase awareness of staff development grant	<p><i>All staff encouraged to apply for the staff development fund.</i></p> <p><i>Two approvals were made \$5000 on February 18th 2022 and a further \$10,000 April 2022.</i></p>	<i>No staff development grant approved due to reduced budgets because of Covid-19.</i>

New Zealand Fish and Game Council

Goal 2: To ensure NZC is a robust entity			
Objectives	Outputs	Effects/outcomes 2022	Effects/outcomes 2021
	Develop robust conflicts of interest policy and governors induction programme	<i>Introduced standing agenda item outlining councillor conflicts of interest Governors training planned for September 2022.</i>	<i>Inducted five new councillors to the NZC.</i>
We have a sustainable budgeting cycle	Financial statements and service performance accepted in annual audit.	<i>2021 Financial Statements approved on 4th December 2021 at the NZC meeting</i>	<i>Financial statements Approved 30 November 2020</i>
	Manage costs	<i>Budget scrutinised and overall council operated with Budget</i>	<i>Co-ordinated with regions to reduce costs because of implications of Covid. The Council operated to Covid-reduced budget for the year.</i>
The NZ Council co-ordinates and implements national policy across the entire organisation	National policy development to be undertaken as part of Review implementation	<i>Not achieved in 2022</i>	<i>n/a</i>
	Audit of ARF	<i>Not achieved in 2022</i>	<i>n/a</i>
	Recommend the fee, form and sale of Game Bird Habitat Stamp each year	<i>Recommended fee to the Minister of Conservation and approved 21 June 2022. Recommended form to the Minister and approved 25 February 2022</i>	<i>Recommended to Minister of Conservation and approved 25th June 2021.</i>
	Maintain an effective compliance and law enforcement programme	<i>Undertook triennial renewal of all voluntary rangers in September 2021. Updated register of rangers.</i>	<i>105 honorary rangers appointed or renewed, and 15 staff rangers renewed. National Ranger</i>

New Zealand Fish and Game Council

Goal 2: To ensure NZC is a robust entity			
Objectives	Outputs	Effects/outcomes 2022	Effects/outcomes 2021
		<i>Ensured all rangers are appropriately trained through CERT.</i>	<i>Register updated. CERT training for new rangers and refresher courses provided across several Fish & Game councils.</i>

New Zealand Fish and Game Council

Goal 3: To ensure Fish and Game as a National Body is unified and robust			
Objectives	Outputs	Effects/outcomes 2022	Effects/outcomes 2021
Our strategies can be fulfilled without being limited by financial restraint	Complete a review of all Council budgets	<i>Variance reports of all Budgets presented to NZC in the February 2022 meeting.</i>	n/a
	Develop three-year budget cycle process	<i>Postponed as part of the Review Implementation</i>	n/a
Increased Angler and Hunter satisfaction.	Promote new angling and hunting opportunities	<p><i>A major project for Fish & Game was the Fish + Game Cookbook, released in March 2022. A large proportion of the work involved in creating this occurred with the help and support of staff and volunteers.</i></p> <p><i>On the opening weekend of the game bird hunting weekend, a primetime One News article on duck hunting and the cookbook was filmed with the help of staff and local hunters. All going to promote how to use our harvest in the best possible manner. Subsequent news articles on the book have occurred at National and Local media levels, all with the goal of promoting hunting and angling harvest.</i></p> <p><i>Multiple media interviews have been</i></p>	n/a

New Zealand Fish and Game Council

Goal 3: To ensure Fish and Game as a National Body is unified and robust			
Objectives	Outputs	Effects/outcomes 2022	Effects/outcomes 2021
		<p><i>given pre-opening of either game birds or fish season, all conducted with the goal of enticing and attracting anglers and hunters to the sport.</i></p> <p><i>A series of How to Fishing videos were created leading up to the Christmas Holiday season, and followed by some how to game bird hunting videos and shared on Social media channels to provide assistance and guide novice anglers and hunters</i></p>	
	Retain active angling and hunting participants at all levels	<p><i>Website contracted awarded to Hothouse and focus placed on user experience.</i></p> <p><i>New licence purchase system launched and focus placed on user experience.</i></p> <p><i>Regular information and marketing messages promoted through email, Facebook, Instagram.</i></p> <p><i>National Angler Survey undertaken over 2021/22 season to determine angling participation</i></p>	<p><i>Continued to reinforce R3 principles across regions and support regional activities.</i></p> <p><i>Website RFP undertaken and awarded to develop new website and improve the user experience.</i></p> <p><i>Work undertaken to improve the user experience of the online licence purchase system.</i></p> <p><i>Regular information and marketing messages promoted through email,</i></p>

New Zealand Fish and Game Council

Goal 3: To ensure Fish and Game as a National Body is unified and robust			
Objectives	Outputs	Effects/outcomes 2022	Effects/outcomes 2021
			<i>Facebook, Instagram.</i>
	Initiate campaigns and support other initiatives to grow Angler & Hunter participation.	<p><i>Project funded to better understand barriers to female participation in angling.</i></p> <p><i>National Angling Survey undertaken to understand angling participation around the country.</i></p>	<p><i>Fishing participation the subject of a major campaign to promote the sport over summer with considerable growth in licence sales.</i></p> <p><i>This was followed with a survey of all new and reactivated anglers which supplied data for a new campaign for the following season.</i></p> <p><i>Registration of trademark for “Take me fishing” and “Take me hunting” completed in preparation for launch of that brand for recruiting new anglers and hunters.</i></p>
	Reactivate lapsed anglers and hunters and maintain their participation	<i>Lapsed anglers targeted through magazine distribution</i>	<i>Lapsed anglers were targeted in our Park & Cast and Every Bridge You Cross campaigns using website, email and paid social media.</i>
	Launch Take Me Fishing campaign.	<i>Not achieved in 2022</i>	<i>n/a</i>
There is parity of budgets and staff salaries across the organisation	Undertake remuneration review via Remuneration Subcommittee	<i>Strategic pay engaged to undertake remuneration review.</i>	<i>n/a</i>

New Zealand Fish and Game Council

Goal 3: To ensure Fish and Game as a National Body is unified and robust			
Objectives	Outputs	Effects/outcomes 2022	Effects/outcomes 2021
There is majority support for decisions across the organisation	Coordinate the recommendation for Minister's approval of all Notices	<i>Open Season for Game Notice approved 25 February 2022</i> <i>Anglers Notice approved 18 July 2022.</i> <i>Licence Fees and Forms Notices secured for both fish and game seasons.</i>	<i>Anglers Notice approved 19th July 2021.</i> <i>Open Season for Game Notice approved 17th February 2021.</i> <i>Licences, Fees and Forms Notices secured for both fish and game seasons.</i>
	Strive for policy consistency across all Councils	<i>Pressure Sensitive Fisheries National Policy Approved.</i>	<i>Reinstated RMA group and sought unified national submissions.</i>
The organisation has a sustainable income base and budgeting cycle	Recommend appropriate licence fees to the Minister after having regard to views of Fish and Game Councils	<i>Licence fees and categories submitted to Minister of Conservation and approved 21st June 2021.</i>	<i>Licence fees and categories submitted to Minister of Conservation and approved 25th June 2021.</i>
	Determine, in consultation with Fish and Game Councils, the amount of levy for administration of the NZ Council, redistribution between councils, advocacy and research	<i>Following consultation the levy amounts determined and agreed at budget setting meeting in June 2022 (via zoom).</i>	<i>Levy amounts determined and agreed at budget setting meeting in June 20201 (via zoom).</i>

AUDIT OPINION

AGENDA ITEM 2.4**Draft Updated Budget 2022/23****New Zealand Fish and Game Council Meeting 160 November 2022**

Prepared by: Corina Jordan, CE & Carmel Veitch, CFO, NZ Fish and Game Council

Kōrero taunaki - Summary of considerations***Purpose***

This report to the New Zealand Fish and Game Council seeks approval for additional funding for the 2022/23 financial year.

Financial considerations

Nil Budgetary provision Unbudgeted

Risk

Low Medium High Extreme

Ngā taunaki - Staff Recommendations

NZC Staff recommend the following motion:

That the New Zealand Fish and Game Council:

1. Approve additional funding for the 2022/23 financial year of \$261,000. This funding is one off from Reserves. (On Approval of this budget the total NZC/National budget will have a deficit of \$381,474)

Whakarāpopoto - Executive Summary

- 1 . The NZC CE is proposing an updated budget to better reflect the needs of NZC and the wider organisation this financial year.

Takenga mai - Background

- 2 In the August 2022 meeting the NZC approved the Financial Budget for the year ended 31 August 2023 with a Deficit of \$120,474.
- 3 There have been some exceptional circumstances that will require additional funding for the 2022/23 year.
- 4 All of these funding applications are one off from Reserves. Refer 12a.

Kōrerorero - Discussion

- 5 National Magazine- We have been advised by our supplier that the paper/printing costs have been increased by \$50,000. Our contract had these costs fixed for one year, after which any increase in price was passed onto the NZC.
- 6 CEO travel – The CEO travel budget is \$6,000, however, the CEO is required to travel more than anticipated and is required to be in Wellington more regularly than anticipated. Also, travel costs such as flights have increased dramatically. The Chair supports additional funding for the CEO to cover the travel and accommodation. An additional \$10,000 is required to cover this.
- 7 Regulations – As per the national magazine – paper and print and postage costs have increased and hence an additional \$10,000 is required in order to continue to send out regulation guides.
- 8 New Zealand Council meetings – If the NZC agree to have an in person meeting in August 2023, then an additional budget of \$15,000 is required to cover the cost of that meeting – refer Agenda 2.9, Meeting timetable. The alternative is to hold the meeting in September and seek funding via the Contestable funding model for the 2023 24 year.
- 9 Governance Advice and Performance – An additional \$60,000 is required to cover the HR processes and advice contracts that NZC have entered into.
- 10 Salaries and Contractors – per Agenda item 2.13 NZC Staffing, an additional \$82,000 is required to cover the cost of an EA.
- 11 Staff Expenses – to cover recruitment costs of an EA and a HR function along with the Comms position an additional \$30,000 is required.
- 12 Financial Audit Fee – the Audit engagement has increased to \$18,000 per annum. This fee was approved by the OAG.
- 13 **Note:** There is risk associated with not approving additions to the budget:

- 13.1 If this budget is not approved then the magazine and regulations will be unable to be actioned this year.
- 13.2 NZC have entered into contracts which, if the budget is not approved, will not be able to be funded.
- 14 The CE and CFO have created a breakdown of activities within the Ministerial Review Implementation budget, which is presented in the NZC finance report. Refer 12b.

Ngā kōwhiringa - Options

- 15 The Council may
- a. Agree to all of the budget increases.
 - b. Agree to some of the budget increases.

Whai whakaaro ki ngā whakataunga - Considerations for decision-making

Financial Implications

- 16 An additional funding of \$261,000 has an impact on our reserves.
- 17 If approved this would bring the NZC reserves to 30% of Budget.

Legislative Implications

- 18 No legislative implications

Section 4 Treaty Responsibilities

- 19 No s4 responsibilities.

Policy Implications

- 20 No policy implications.

Risks and mitigations

- 21 All of these funding applications are seen as mitigating risk within the organisation. To ensure the CEO works within delegated authority.

Consultation

- 22 No Consultation is required.

Ngā mahinga e whai ake nei - Next actions

- 23 If agreed, the NZC/National budget will be updated.



Budget Update

New Zealand Fish and Game Council For the year ended 31 August 2023

	TOTAL BUDGET	ADDITIONAL BUDGET REQUIRED	ADJUSTED BUDGET FOR APPROVAL
INCOME			
Levies	3,782,761	-	3,782,761
Interest Income	16,158	-	16,158
Other income			
Advertising & Merchandise	30,000	-	30,000
Sundry Income	12,000	-	12,000
Magazine Contributions	110,000	-	110,000
Total Other income	152,000	-	152,000
Total INCOME	3,950,919	-	3,950,919
GRANTS TO REGIONS			
Grants to Regions	585,070	-	585,070
Total GRANTS TO REGIONS	585,070	-	585,070
OUTPUTS			
ADVOCACY			
Advocacy - Legal & Specialist Advice	60,400	-	60,400
National Public Awareness	38,000	-	38,000
National Magazine	298,000	50,000 ¹	348,000
RMA/Legal	350,000	-	350,000
Total ADVOCACY	746,400	50,000	796,400
RESEARCH			
Research Programme	75,000	-	75,000
Research - National Anglers Survey	30,000	-	30,000
Research - Phd Programme	25,000	-	25,000
Total RESEARCH	130,000	-	130,000
CO-ORDINATION			
Business Development & R3	12,000	-	12,000
Marketing	60,000	-	60,000
Business & Financial Support	4,000	-	4,000
Co-ordination National - CEO Travel	6,000	10,000 ²	16,000
Co-ordination - Administration	5,000	-	5,000
Elections	45,000	-	45,000
Regulations	72,000	10,000 ³	82,000
Information Technology- National	64,150	-	64,150
Maritime NZ Compliance	8,000	-	8,000
Manager Meetings	12,000	-	12,000
Staff Conference	30,000	-	30,000
Staff Development Grant	10,000	-	10,000
Youth Education Programme	7,000	-	7,000
Website and Social Media	66,450	-	66,450

Budget Update



	TOTAL BUDGET	ADDITIONAL BUDGET REQUIRED	ADJUSTED BUDGET FOR APPROVAL
Website Development	80,000	-	80,000
Ranger Co-ordination	27,500	-	27,500
Licencing	503,000	-	503,000
Total CO-ORDINATION	1,012,100	20,000	1,032,100
Total OUTPUTS	1,888,500	70,000	1,958,500
GOVERNANCE			
New Zealand Council	45,000	15,000 ⁴	60,000
Governance Advice & Performance	20,000	60,000 ⁵	80,000
Governors Forum	12,000	-	12,000
Regional Audit	10,000	-	10,000
Total GOVERNANCE	87,000	75,000	162,000
MINISTRIAL REVIEW IMPEMETATION			
Chair Strategy Workshop - Review	8,000	-	8,000
Consultant Amalgamation - Review	80,000	-	80,000
Consultation by ISG - Hui Review	30,000	-	30,000
Governance Training Program - Review	95,000	-	95,000
HR Consultant - Review	80,000	-	80,000
ISG Support - Writing Policy - Review	10,000	-	10,000
Leadership & Cultural Training - Review	25,000	-	25,000
Legal Costs - Review	65,000	-	65,000
Managers Strategy Workshop	14,000	-	14,000
NZC Strategy Workshop & Implementation - Review	33,000	-	33,000
Staff Hui - Review	60,000	-	60,000
Total MINISTERIAL REVIEW IMPEMETATION	500,000	-	500,000
OVERHEADS			
Salaries & Contractors	874,403	82,000	956,403
Staff Expenses	17,100	30,000 ⁶	47,100
Office Premises	60,900	-	60,900
Office Equipment	2,000	-	2,000
Communications/Consumables	24,200	-	24,200
General (inc Insurance)	8,600	-	8,600
Financial Audit Fee	14,000	4,000 ⁷	18,000
Depreciation	9,620	-	9,620
Total OVERHEADS	1,010,823	116,000	1,126,823
Total Expenses	4,071,393	261,000	4,332,393
Net Surplus/(Deficit)	(120,474)	(261,000)	(381,474)

1. Additional paper costs for magazine

2. Increase CEO Travel to Regions and Wellington



3. Additional paper/printing costs

4. If approved additional face to face meeting - August 2023

5. HR processes/advice to NZC Governors

6. Additional Staff Travel and recruitment costs for HR (ISG) and EA

7. Increase Audit fee - per Audit Engagement - approve by OAG

DRAFT

AGENDA ITEM 2.5**Governance and Chair Training**

New Zealand Fish and Game Council Meeting 160 November 2022

Prepared by: Corina Jordan, Chief Executive, NZ Fish and Game Council

Kōrero taunaki - Summary of considerations***Purpose***

This report to the New Zealand Fish and Game Council sets out the proposed process for providing governance training to all Fish and Game Governors and Chairs.

Financial considerations

Nil Budgetary provision* Unbudgeted

Risk

Low Medium High Extreme

Ngā taunaki - Staff Recommendations

NZC Staff recommend the following motion:

That the New Zealand Fish and Game Council:

1. Agree to proceed with Governance training for the organisation and for the CE to coordinate with regions on the exact configuration of training.

***Subject to agenda item 2.4 – Draft Updated Budget**

Whakarāpopoto - Executive Summary

- 1 Recommendation 16 of the Ministerial Review was for NZFGC to establish a programme of professional development for its elected members.
- 2 NZC staff believe this should be applied at an all of organisation level, not just to NZC members, with a particular focus being placed on Chairs training.
- 3 This can be implemented without legislative change and can be funded out of the \$500,000 allocated to implementing the Review (1725).

Takenga mai - Background

- 4 Currently governance training is provided on an ad hoc basis and is not consistent between Fish and Game Councils.
- 5 Governance training is primarily provided internally following Fish and Game elections, although some Councils receive annual

Kōrerorero - Discussion

- 6 To address the ethos of the review to improve Fish and Game's governance, and specifically to implement recommendation 16, the CE has approached governance training providers to put together a proposal for an all of organisation governance training package.
- 7 In addition to foundational governance training, the further identified training needs include:
 - 7.1 F&G's Statutory role (public entity with mandate under the Conservation Act) and what this means for governors;
 - 7.2 Role of governors vs staff (management/governance split)
 - 7.3 How to work with your CE and teams;
 - 7.4 Modern leadership/governance styles (i.e. moving away from command and control);
 - 7.5 The importance of organisational culture and the role of governors in setting organisational culture;
 - 7.6 Unconscious bias
- 8 A proposal from Richard Westlake is attached to this paper as appendix 1.
- 9 There are a number of different configurations that this training can take, which are set out in detail in the attached proposal and summarised below:
 - 9.1 Virtual workshops; three hours (\$3,750 ex GST)
 - 9.2 In-person workshop; half day or full day (\$5,250-\$6,500 ex GST & travel costs)

9.3 Chair training; half day (\$5,750)

10NZC staff's recommendation is that:

- 10.1 Training is done in person given the significance of the training and the need to ensure maximum engagement;
- 10.2 Training is done over a full day to maximise travel costs etc.
- 10.3 One session per Council
- 10.4 One Chairs session
 - 10.4.1 Attendees from each Council to be Chair, CE and one other elected member to provide succession planning and increased understanding of governance/management split

Ngā kōwhiringa - Options

11 The Council may

- a. Agree to proceed with all of organisation governance training (CE to coordinate with regional Fish and Game Councils on the exact configuration of the training).
- c. Agree to not proceed with governance training.

Whai whakaaro ki ngā whakataunga - Considerations for decision-making

Financial Implications

12 If the draft updated budget is approved then the cost of this proposal is budgeted for out of the funds allocated to review implementation.

13 The cost of the proposal varies depending on the configuration, however it is expected to be approximately \$94,000.

Legislative Implications

14 No legislative implications, although training should strengthen understanding of F&G's role in legislation.

Section 4 Treaty Responsibilities

15 Training will address Fish & Game's s4 responsibilities and how that impacts governors as decision makers.

Policy Implications

16 Aligns with draft strategy of organisation and consistent with implementing recommendations of the review.

Risks and mitigations

17 Risk is mitigated by ensuring training is provided by a high quality facilitator and ensuring there is all of organisation understanding of the need for training.

Consultation

18 Consultation will occur following NZC decision.

Ngā mahinga e whai ake nei - Next actions

19 If agreed, CE will arrange for governance and chairs training.

From: Richard Westlake <richard@westlakegovernance.com>
Date: Friday, 11 November 2022 at 6:11 PM
To: Corina Jordan <cjordan@fishandgame.org.nz>
Subject: Proposal: Governance Workshops for Council Members of New Zealand Fish and Game Council

Dear Corina

Thank you very much for inviting Westlake Governance Limited to put forward this proposal for a series of governance workshops for National and/or Regional Council Members of the **New Zealand Fish and Game Council**.

Having gained some idea of the level of the participants' understanding from the two previous workshops I have facilitated, I believe that a series of several workshops could be helpful in raising the general level of awareness and understanding of Council Members' responsibilities.

I have outlined a couple of options below. Please consider these to be 'thought starters', and I would be very happy to refine the content or format if you decided you wanted some variation or additional content:

Option 1: Virtual Workshops (3 hours)

Since the Regional Council members are spread around the country, I believe that the most cost-effective way of delivering these workshops is likely to be remotely (Zoom).

During the last two years, I have delivered many successful workshops for customers in both New Zealand and across Australia. A three-hour session, of up to 25 participants, with a 10-minute break each hour, generally works well and provides enough time to cover the essential elements, while retaining participant focus and engagement.

Content

I would propose to cover the following key elements in such a three-hour session:

- Introduction to Governance, why it matters and the difference between governance and operations (and why this is especially important when Council members are often real enthusiasts and possibly subject experts in some areas);
- What's different about governing in a public sector entity, and the different expectations of governors in a statutory body;
- Council members' duties and responsibilities, and what attributes are expected of anyone appointed to the Council;
- How the Council members work to help their chief executive succeed;
- Building an effective Council, taking a group of individuals and forming it into an effective collective decision-making team;

- How the Council needs to set (and lead) the culture, or 'tone from the top' as the peak leadership body in either their region or the country;
- How members work together in the boardroom, reach the best decisions, do not regard dissent as disloyalty, and get the most from their limited time together.

Four of the key lessons we would want people to take are:

1. Governance is a collective function: as individuals, members have (almost) no power or authority to direct, to decide or to commit the organisation. However, collectively, as the Council, they have all the powers they need.
2. Good governors can often provide the greatest value through the questions they ask, rather than the lectures they give.
As far as possible, their questions should be future focused ('What are the implications of this for strategy / for risk?' And 'What next - what must we do about it?'), rather than inwardly focused on simply extracting more detailed operational data.
3. An effective governance body will encourage diverse perspectives and rigorous debate, right up to the point of the Council's decision. After that all members share collective responsibility for supporting the decision taken, whether or not they have agreed with it personally.
4. Council members spend relatively little time in formal meetings, and management is then responsible for implementing its decisions. So, the core purpose of a Council meeting is to give the CEO the decisions that she/he needs in order to deliver the strategy and achieve the organisation's aims. This is not to downplay the importance of ensuring compliance and performance, and of challenging management's thinking, nor is it about giving only the decisions the CEO wants. However, it is about making the decisions the CEO needs.

When we finalise the scope, I can put more emphasis into any of the above areas, but I believe that the (four hours, in-person) session I facilitated in Temuka provided a reasonable 'template' and 'proving ground' for the content, balance and facilitation style.

Option 2: In-person Workshops (Half-Day)

An alternative and/or complementary, and more time-intensive, option would be to conduct in-person sessions, for up to 20 participants each, in or near main centres/airports.

This could require some Council members to travel quite a distance. I would suggest that we run these sessions for a half-day, four hours (as in Temuka), covering similar material in a little more depth, with a break in the middle and, probably, a light lunch at the start or the finish.

If you wished (and possibly extended the workshop by an hour or two to more of a full-day session), we could also add short modules on any of

- Building tomorrow's entity from today's - the Council's role in strategy;
- What could possibly go wrong - the Council's role in risk governance; and
- Helping management succeed - more on the Council / CEO relationship, including hiring, developing, managing and terminating.

Pricing (valid for calendar 2023):

Option 1: virtual workshop - 3 hours

I would be happy to deliver the three-hour online workshops for **\$3,750.00 each (exc GST)**. Of course there would be no additional costs for travel, accommodation, etc.

Option 2: in-person workshop - half-day

Our fee for these workshops would be **\$5,250.00 (exc GST) per workshop**, plus same-day return travel, at cost. We will also be happy to provide bound handouts for each participant (as in Temuka), bringing the total fee for each workshop to **\$5,500 (exc GST)**. In our experience, having the high quality bound document provides a much more valuable reference source and greater commitment to the material for participants.

If you wished to have a **longer session**, with greater detail or other modules, or if I needed to stay **overnight either before or after** the workshop, we would be happy to negotiate an appropriate variation to the fee.

Option 3: Chair Training

As a separate matter, we would be delighted to offer one or more half-day, in person, workshops, developed especially for potential and incoming Council chairs, and as a refresher for existing Chairs.

I have developed workshops, which have been very well received in many sectors, particularly for Council/Board chairs, based on the five core functions of chairing (The Five Roles of the Chair™) :

1. Planning and leading powerful Council meetings;
2. Building an effective Council from the individuals appointed: optimising the skills, experience, linkages and individual personalities;
3. Building and nurturing effective stakeholder relationships, internally and externally;
4. Managing the Council's relationship with its chief executive, especially between meetings, while not becoming too close to the CEO ('gang of two');
5. Finally, remembering that, in addition to these tasks, the Chair still needs to function as a full member of the Council, with his or her own views and input.

As you may be aware, much of my recent work has been focused specifically on assisting board chairs, including my blog '[Chairing, for the Rest of Us](http://www.chairingtheboard.com)', at www.chairingtheboard.com. I understand that this may be the only blog anywhere specifically designed for board chairs.

Fee:

As a premium programme, I would be happy to offer this half-day session to NZFGC for a fee of **\$5,750 (exc GST)** per workshop, with other terms and conditions as for the in-person workshops under Option 2.

Conclusion:

I trust that I have covered the range of workshops we discussed, and that this gives you enough background to present to your Council. I look forward to hearing which of these options may be of interest.

As I have mentioned before, I would very much look forward to working with you and the New Zealand Fish and Game Council over the coming year, and beyond.

Thank you again for asking me to submit this outline proposal.

Kind regards

Richard

Richard Westlake

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Read Richard's latest topical post at chairingtheboard.com: [Ten minutes that will transform your board meetings.](#)

AGENDA ITEM 2.6**Organisational Culture and Leadership Training****New Zealand Fish and Game Council Meeting 160 November 2022****Prepared by:** Corina Jordan, Chief Executive, NZ Fish and Game Council**Kōrero taunaki - Summary of considerations*****Purpose***

This report to the New Zealand Fish and Game Council sets out the background and proposed process for providing leadership and organisational culture training to all Fish and Game staff.

Financial considerations

Nil Budgetary provision* Unbudgeted

Risk

Low Medium High Extreme

Ngā taunaki - Staff Recommendations

NZC Staff recommend the following motion:

That the New Zealand Fish and Game Council:

1. Agree to proceed with leadership and organisational culture training as part of the Review budget 1725, and for the CE to coordinate with regions on the exact configuration and timing of training.

***Subject to agenda item 2.4 – Draft Updated Budget**

Whakarāpopoto - Executive Summary

- 1 The purpose of this paper is to provide an overview of the importance of investing in organisational culture and leadership, and to seek funding through the Review Budget 1725 for the CE to implement a program across the organisation working collaboratively with Regional Managers.
- 2 Fish & Game over its last 30 years has failed to invest appropriately in building its people through leadership and governance training, and organisational culture. The Ministerial Review identified wide cultural challenges and recommended a series of implementation steps to build organisation cohesion, efficiency, and professional capability, diversity, and efficiencies. Governance aspects of the Ministerial review recommendations are addressed in Agenda Item 13. The current paper specifically focusses on investing in its staff in relation to leadership training and culture.
- 3 Organisational culture is the collection of values, expectations, and practices that guide and inform the actions of all team members. Culture is a collection of traits that make an organisation what it is, and it impacts on all parts of the business. A great culture exemplifies positive traits that lead to high performing teams and ultimately a high performing organisation, while a dysfunctional culture brings out qualities that can hinder even the most successful organisations, including preventing organisational strategies from being achieved, and incurring unforeseen business costs.
- 4 When workplace culture aligns with your employees values, they're more likely to feel more comfortable, supported, and valued. Companies that prioritise culture can also weather difficult times and changes in the business environment and come out stronger. Culture is a key advantage when it comes to attracting talent and outperforming the competition
- 5 Leadership development is an investment, not an expense. Investing in leadership training supports a strong organisational culture, and an effective and cohesive leadership team, which is best placed to implement organisational strategies and ensure staff and organisational resilience.
- 6 NZC staff believe that a program of leadership and culture training should be implemented across the organisation in collaboration with regions.
- 7 This can be implemented without legislative change and can be funded out of the \$500,000 allocated to implementing the Review (1725).

Takenga mai - Background

- 8 Fish & Game has not invested previously in building its people in relation to leadership and organisational culture, nor governance. This has resulted in culture and governance challenges which were identified in the Ministerial Review. Along with investing in leadership, if left unaddressed, these challenges will reduce organisational and staff resilience, and the organisations ability to effectively implement its Strategy.

Kōrerorero - Discussion

- 9 To build a high performing statutory organisation and to address the ethos of the review to invest in its people and their capabilities, the CE has approached leadership and organisational culture training providers to put together a proposal for an all of organisation leadership and governance training package.
- 10 Item 14a provides a background paper on the importance of investing in organisational culture with a focus on the importance of the board.
- 11 Item 14b provides a proposal from Results Coaching which includes information on specific training modules such as:
- 11.1 Focus on leadership training;
 - 11.2 Building trust;
 - 11.3 Building resilience;
 - 11.4 Advanced communication skills; and
 - 11.5 Psychological safety.
- 12 There are a number of different configurations that this training can take. The proposal from Results Coaching covers 4 topic areas which can be implemented through 3 workshops, which are set out in detail in the attached proposal and summarised below:
- 12.1 Workshop 1 covering building trust and six leadership styles (\$8,500 ex GST)
 - 12.2 Workshop 2 building resilience (\$8,000 ex GST); and
 - 12.3 Workshop 3 advanced communication skills (8,000 ex GST)
- 13 NZC staff's recommendation is that:
- 13.1 NZC support the CE to develop a program of leadership and culture training which will be implemented across the organisation in collaboration with regions.
 - 13.2 That this can be funded out of the \$500,000 allocated to implementing the Review (1725), with \$25,000 being allocated to the leadership and culture program.

Ngā kōwhiringa - Options

- 14 The Council may
- a. Agree to proceed with all of organisation leadership and culture training (CE to coordinate with regional Fish and Game Councils on the exact configuration of the training).

- c. Agree to not proceed with leadership and culture training.

Whai whakaaro ki ngā whakataunga - Considerations for decision-making

Financial Implications

- 15 If the draft updated budget is approved then the cost of this proposal is budgeted for out of the funds allocated to review implementation.
- 16 The cost of the proposal varies depending on the configuration, however it is expected to be approximately \$25,000.

Legislative Implications

- 17 No legislative implications, although training should strengthen the organisation and its capacity and capability in discharging its functions as a statutory body.

Section 4 Treaty Responsibilities

- 18 Training will address build organisational capacity in relation to leadership and engagement which will help Fish & Game lean into implementing its s4 responsibilities and engage across minority stakeholders.

Policy Implications

- 19 Aligns with draft strategy of organisation and consistent with implementing recommendations of the review.

Risks and mitigations

- 20 Risk is mitigated by ensuring training is provided by a high quality facilitator and ensuring there is all of organisation understanding of the need for training.

Consultation

- 21 The Regional Managers have been consulted, and they support implementation of a leadership and organisational culture training program.

Ngā mahinga e whai ake nei - Next actions

- 22 If agreed, the CE, working collaboratively with the regions will finalise and implement a leadership and whole of organisation culture program.



Fish and Game NZ

Changing Role of Boards in Organisational Culture

Author: Croga Ltd

Wellington

NZ

7/11/22



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Note: Areas are highlighted in the Appendix that were worth noting and useful as talking points or aspects to consider.



Executive Summary

Culture has been defined as a set of mindsets, accepted assumptions, norms of behaviour, beliefs and values that influence levels of engagement and trust in discussions and decisions.

Culture is the way people behave, what they believe, and the values they hold.

Until recently there has been a belief that Boards are responsible for choosing CEOs, who are then responsible for setting culture. The only role of the Board in culture was to choose the right CEO. So the thinking went:

1. Culture is set by the CEO
2. The Board doesn't drive culture but can influence it through their choice of a CEO
3. Culture set by the CEO and is influenced by the Board only in that they select the CEO

However, the thinking is changing and if culture is driven from the top, by leadership, then shouldn't the Board have more skin in the game? The answer today is a resounding 'yes'.

There is a definite move, a global shift in fact, of moving to a more modern approach. The shift is moving Boards from being 'above the fray', to instead playing an active role in defining the culture. The Board also has an excellent opportunity to lead by example by living up to the cultural standards the organisation has defined and desires.

It's important that the Board plays an active role in the company's culture and, at the same time, allow the CEO and the management team to run the operation.

The first responsibility of the Board in this regard is to learn about the very nature and function of corporate culture and its benefits and then develop its own process for interacting with management on cultural issues, one that strikes the right balance between oversight and calling the shots.

You get the culture you design or the one you allow.

Three ways that the Board can shape culture

1. To ensure culture is elevated to drive results, the Board has to be involved in defining and developing the desired culture. Culture needs to be on the



Board's agenda, as well as on the executive dashboard used to monitor progress on strategic priorities.

2. Just like the executive team must model the behaviours that they expect, Board members should do the same. The Board should also be living the core values. Modern Boards need to identify ways to assist the health of the organisation from top to bottom, both **'tone at the top' and 'culture at the core'**.

Edgar Schein, who has studied extensively in the field of organization management, says 'The only thing of real importance that leaders do is to create and manage culture. **If you do not manage culture, it manages you**, and you may not even be aware of the extent to which this is happening'. This a challenge all leaders at Fish and Game NZ need to be aware.

Culture is created on the Behaviours that are on display within the organisation by leaders. In an entity such as Fish and Game NZ, the term 'leaders' would comprise the Fish and Game Council, Regional Councillors and CEO's. At the regional level there are likely further cultural influencers such as Senior F&G Officers and Office Managers.

Fish and Game NZ as an organisation has a complex decentralised governance structure that requires a modern approach to organisational culture for it to be effective.

The Board need to understand that if they are heading a modern organisation, they have a key role in the establishment of this culture. The Board and councillors must share the responsibility of getting the culture they desire, so must be accountable for their behaviour aligning to the culture necessary, to achieve a positive impact on business performance.

The opportunity exists to embed a culture and leadership programme aimed at the Board and Senior leadership within Fish and Game NZ to support the organisation achieve its Mission of 'Effective management of New Zealand's sports fish & game resources'. A co-developed strategic approach to Values (behaviours) and Leadership would be recommended with a focus on:

1. Joint Board, Councillor, and CEO initiatives aimed at creating and embedding Values and Leadership systems across the organisation that has visible commitment.
2. Establish a shared ownership approach based on the premise that 'There is no change without behavioural change', so any cultural shift requires the necessary change and measuring in behaviours by all leaders at all levels of the organisation.



3. In modern organisations there is a shared commitment by the Board and CEO that is demonstrated through individual behaviour aligning to the Values. A Values / Leadership programme needs to serve the decentralised nature of Fish and Game leadership, to ensure agreed behaviours are embedded and lived across all the organisation.

In summary there are three key areas of focus to create the culture that is required. As illustrated in to following diagram the areas are:

- 1) The organisations Values
- 2) The Behaviours that underpin the Values
- 3) The Operational systems and processes to execute, maintain and measure the culture

Culture Creation Segments



Get culture right and it can drive innovation and growth, promote ethical behaviour, increase customer / stakeholder satisfaction, and create strong employee engagement.



Overview of Critical Activity

This is a well written Better Boards article. In the section 'How the Board can shape organisational culture' the author sets out key activities to be considered to ensure that the organisation's culture is healthy and actively supporting the vision, mission and strategies the Board have set.

Better Boards: Reshaping the Board's Role in Organisational Culture

Culture is a crucial driver of any organisation's success and a critical lever in its performance. It shapes and influences an organisation's internal environment, as well as its interactions with and success in the external environment. In an organisation, culture is the way people behave, what they believe, and the values they hold – on the whole, generally without thinking about any of it. These behaviours, beliefs and values are passed through the organisation via communication and imitation, from one employee, volunteer or even director to the next. **Get culture right and it can drive innovation and growth, promote ethical behaviour, increase customer satisfaction, and create strong employee engagement.**

In essence, culture builds and makes it easy to maintain a healthy and strong organisation that can flourish – as the saying goes "Culture eats strategy for breakfast". Get culture wrong and it can destroy organisational performance, kill employee engagement, provoke customers to leave in droves and worst of all cause key strategic initiatives to stall, fall short or outright fail. In time, a culture that is allowed to become toxic will cause an organisation to wither and eventually die.

Given the significant influence that organisational culture has on an organisation's performance, it is surprising that most Boards have little to do with it; most Boards are content to leave it to the chief executive officer (CEO) and executive team. Although this is something of an inaccurate overview as culture always begins with the Board, they just don't realise it. The single biggest impact that Boards have on organisational culture is when they hire the CEO. **When the Board selects the CEO they select the culture of the organisation, however, most directors do not think of selection of the CEO in these explicit terms.**

Given the shift toward Boards that are more deeply engaged, proactive and taking on oversight of many key strategic levers of organisational performance, it is surprising that oversight of organisational culture has been neglected for so long by many Boards. Since people make up an organisation, the Board should ensure the culture is nurturing an environment where people and key strategic initiatives are



aligned. When adding culture to the Board agenda it should be a Board priority alongside other key areas, not just another item to be addressed on an already jam-packed agenda. Culture degradation or the development of a toxic culture is a significant risk for any organisation that should be monitored and reviewed regularly by the Board.

In a recent interview with the Australian Financial Review, National Australia Bank Chairman Dr Ken Henry encouraged Boards to "regularly talk about culture to staff throughout the company". He went on to say, "leaders have responsibility for the culture of organisations and they all kind of know it, but they're struggling with how to do it and how to be effective".

While Dr Henry was talking specifically about the banking industry in direct response to the Australian Prudential Regulation Authority's new risk management guidelines as well the Australian Securities and Investment Commission's stance on toxic corporate cultures, it does raise an important flag for directors of non-profit organisations. That flag is, be proactive, get involved in culture oversight and shaping the culture. Do it today. Don't sit around and wait for regulators to say this is an important activity for the Board. Don't play catch up like the financial sector is doing after several financial institutions were caught out by either a whistle-blower or their regulators.

The time-honoured approach to organisational culture is that the CEO and executive team are responsible for shaping culture. This makes sense since they are on the ground, or should be, communicating the organisation's values, vision and mission, and ultimately shaping an environment that can drive the organisation toward realising that vision and mission.

As a management function, the logic goes that the Board – which should be practicing governance and working to separate itself from operational concerns – has no role in shaping the organisation's culture. This line of thinking has long been applied to both for-profit and non-profit organisations. Although, as noted above, the Board does have a hand in setting culture when it appoints the CEO and the simple fact of the matter is that "when something goes wrong, the finger is going to be pointed at the Board" and in Dr Henry's view, "given that we can't escape the responsibility, we should embrace the responsibility".

As Dr Henry rightly points out, when something goes horribly wrong, as it has in several financial institutions with cultures that inadvertently promoted fraud, dishonesty and criminal behaviour, the buck ultimately stops with the Board. This is where it should start as well.



What should this involvement look like beyond simply appointing a CEO? And how can we ensure oversight of culture is done in a way that preserves the important separation between governance and management?

How the Board can shape organisational culture

There are several key things that any Board should be doing to ensure that the organisation's culture is healthy and actively supporting the vision, mission and strategies the Board have set.

1. Define the Board's role in culture

As with any area overseen by the Board that converges with the role management plays, it is important that the Board, CEO and executive team come together and engage in a discussion that clearly outlines the role that Board will play in overseeing and shaping culture. A common vocabulary around culture should be established so that the Board, CEO and executive team can engage in explicit discussions about organisational culture. If culture is typically the domain of the CEO and executive team, let the CEO know that the Board wants to be in the loop on the current state of the organisation's culture. **It is of great importance to also recognise that culture should not become a Board-only discussion – it will always require that the CEO and executive team are involved.**

2. Put Organisational Culture on the Agenda

The Board needs should be having ongoing and regular discussions about culture and values both within the Boardroom, but also with the CEO and executive team. Carve out time in Board meetings, strategic retreats and planning days to have a culture discussion. These discussions should examine:

- The current state of the organisation's culture and the desired future state.
- Whether the values of the organisation currently match the culture.
- Ensuring that the culture is aligned to the current and future strategic objectives of the organisation.
- Culture in relation to exposure to various types of risks.
- How the current structure of the organisation can support the desired culture and cause it to flourish.
- Whether the Board is setting the culture tone correctly



3. Establish a culture dashboard to help you measure the culture

Just as the Board should have a dashboard for measuring other strategic areas such as risk or financial health, it should also have a dashboard to help it measure the culture.

The dashboard should include internal and external measurements and metrics of the organisation's culture. These might include, but are not limited to:

- Employee satisfaction survey results.
- Reports to Human Resources.
- Management performance appraisals.
- Data from customer, staff, and stakeholder complaints.

Whatever information your culture dashboard comprises of the key, as with any reports or dashboards, is to ensure that the information contained in it is translated into measurable and decisive action. You want to avoid the trap where the report or dashboard is used as an excuse to only tick the compliance box and say yes we gave culture the time of day, rather than doing something meaningful with the information received.

4. Take the organisation's cultural pulse regularly (engage with internal and external stakeholders)

In traditional governance practice, directors are not encouraged to interact to heavily with staff in order to ensure that management and governance functions are clearly separated. Unfortunately, reports can only show directors a narrow view of what is going on in their organisation in terms of organisational culture. This creates a challenge as the only way for directors to really get beyond the reports is to experience the culture of the organisation and this requires site visits, speaking to staff, and interacting with volunteers and other key stakeholders.

So how can this tension between experiencing the culture and ensuring good governance practice be solved?

In the case of culture, the main risk of violating good governance practice is role confusion and it is a twofold issue. The first issue is caused by directors themselves and the second is caused by the people with whom the directors may be interacting. The solution is that directors must not only be exceptionally clear on their roles and responsibilities on the Board, but they must also be able to translate this understanding of roles and responsibilities into the required behaviours and attitudes. This translation of understanding



to behaviour is challenging. It is something even the most seasoned director may struggle with, particularly if they have had a long management career.

Anytime a director interacts with non-directors within the organisation, it is very easy, even unintentionally, to slip into the role that management should fill. To assist directors in becoming clear in their roles around culture, the Board must take the time to create the correct policies and procedures which outline the when, how and why of these types of interactions. They should also include explicitly spelt out expectations about what behaviour and conduct is appropriate and what behaviour is not. It should be clear from this that directors must proceed with care when heading out to assess culture. Dr Henry's point of view illustrates another part of what the Board role is in going out and about to assess culture: "You should be open to criticism; you should welcome debate both internal and external. I think you should be tolerant of internal dissent, and you should absolutely protect whistle-blowers".

As a Board trying to measure culture, be aware that if the culture is not right, the CEO or executive (in an absolute worst-case scenario) might actively hide this from the Board. There was such a case recently which was not made public where the CEO had hidden the dysfunction of the executive team from the Board. The executive team was allowed to become dysfunctional primarily because of the CEO, their own personal issues and their failure to cultivate the right culture in their organisation. The organisation appeared to be thriving due to past performance and current market conditions, but ultimately it was headed for disaster because a toxic culture was allowed to form and the Board failed in its oversight. This example drives home why it is critically important that directors get out of the boardroom to take the pulse of the organisation's culture, to be sure a situation like this can never arise.

5. Support Whistle-blowers

Whistle-blowers reveal when something is seriously wrong in an organisation. Quite often, problems highlighted by whistle-blowers point to fundamental cultural issues. Supporting any whistle-blowers that come forward should be a key concern of the Board and any reports should be taken seriously and investigated. The Board must have very robust policies and procedures for working with whistle-blowers as mishandling of this type of situation can lead to disastrous results that will almost certainly be aired in a public forum. If a situation identified by a whistle-blower is handled correctly it can help the Board maintain a healthy organisation and also stem



problems from any reputational issues that will likely arise in this type of situation.

6. Introduce culture into the CEO performance review

To ensure the CEO is forging a culture that is in line with the organisation's strategies and Board expectations – include culture in performance reviews and make it part of any succession planning criteria when replacing the CEO. The Board should include a section on culture and values in the CEO's performance reviews and appraisals and always keep in mind how their selection of the CEO contributes to setting organisational culture. This gives the Board a formal mechanism with which to ensure the culture is healthy and in line with what the Board expects and provides a way to highlight when the CEO might need to course correct.

7. Establish a culture team

Establishing a team within the organisation that is responsible for monitoring culture and making recommendations to the Board, CEO and executive team is good way to ensure that Boards can effectively oversee the organisation's culture. A culture team can undertake deeper investigation of culture through one-on-one meetings, interviews, organisational surveys, analysis of customer satisfaction or complaints data and information and many other tools or techniques in a way that directors and the CEO cannot.

If a culture team is established, it would be responsible for maintaining the culture dashboard for the Board. Setting up a culture team is an activity that is more typically undertaken in larger organisations, particularly where they have multiple offices or service sites. However, with some modification a head of culture or culture coordinator might be implemented successfully as an addition to a human resources role in smaller organisations.

8. Get Professional help

Bringing in external professionals to audit the organisation's culture can provide the Board, CEO and executive with a perspective they may not be able to get on their own. Even if you have an internal team responsible for culture, having someone from outside the organisation can give you an improved perspective of the organisational culture. External consultants are more able to see the true state of an organisation's culture as they are not enmeshed in it themselves. When dealing with any cultural issues your organisation might have, external professionals are likely to have already



seen and solved similar problems in other organisations and can therefore jump straight to the best solution rather than wasting time and resources trying a variety of different solutions that may lead to mixed levels of success.

9. The Board must strive to set the culture tone

Take time to reflect on your Board's internal culture. Are directors modelling the desired behaviours? Do directors themselves match the organisational culture? The Board models culture in the way that it challenges the CEO, **conducts its discussions and handles dissent**. Even as directors, people observe how you interact with your fellow directors, these interactions do set the tone for culture. **When recruiting new directors, the Board should include criteria around culture and values alignment**. New directors will contribute to setting organisational and Board culture, they will also be the stewards of the organisation's culture in the future so making sure that new directors are aligned to the culture or at least to the future desired culture is important.

Conclusion

While it is possible for Boards to have oversight and influence on culture, and they should, it is important to remember that culture cannot simply be overseen by the ticking of boxes. Culture is a living, breathing thing and it must be treated as such, it is not a simple black and white thing that can be put in a box and measured. Directors must be cognisant of this fact, as this is what makes it so difficult to get culture right. And yet, Boards that manage to provide oversight on culture well can help their organisations truly thrive and perform.

Think of the Board as Jiminy Cricket is to Pinocchio, there to tap them on the shoulder and ask the questions that need asking. Is this right? Does it align with who you want to be or are? Are you heading in the wrong or right direction? The Board is the conscience of the organisation. It can provide a more high-level view of the organisation's culture, measure whether it is healthy and if it isn't, make adjustments, and improvements that will get the culture to where it should be.

REFERENCE

<https://betterboards.net/governance/reshaping-boards-role-organisational-culture/>



Better Boards exists to help you Master the Art of the Boardroom™. They are an Australian Board professional development organisation, and have also developed Board Portal software called Cat Herder.

Better Boards works with board members and directors of not-for-profit organisations who want to help their organisation thrive through improving their own and their boards skills and knowledge.

<https://betterboards.net>

Appendix

The appendix provides four additional articles that to further supports the changing role of Boards in Organisational Culture.

Diligent – The Board’s Role in Corporate Culture

Everyone, it seems, talks about the importance of corporate culture, specifically a single company's culture and its value in setting the firm apart from its competition. But really, what is corporate culture? Culture has been defined as a set of mindsets, accepted assumptions, norms of behaviour, beliefs and values that influence levels of engagement and trust in discussions and decisions.

Importance of Corporate Culture

While creating, maintaining and 'enforcing' a firm's culture is a shared responsibility between the Executive Team and the Board of Directors, Boards should play a particularly active role in this process.

This Board, by design, is removed from the day-to-day operations with its attendant crises and requirements for immediate decisions. It would not be surprising to find that senior management doesn't spend a great deal of time pondering its firm's culture. On the other hand, the Board can, and should, take advantage of their longer-term perspective and their removal from the day-to-day operations, which often don't allow management the time to focus on cultural development.

Boards, 'above the fray,' must play an active role in defining the culture. The Board also has an excellent opportunity to **lead by example** by living up to the cultural standards the company has defined and desires to integrate into its working world.



It seems a natural function of Boards, in increasingly complex global business environments, to focus attention on external opportunities and threats ' strategic initiatives, financial results and risk management. And there is certainly pressure to treat these issues as the real work of the Board. Indeed, most would define these outward-looking functions as a Board's key responsibilities. And yet **an inward focus is where culture will be found**, examined, developed, implemented and monitored.

The internal operations of the company are where employees of the firm live and work together, guided by the values they share. Many would argue that here is where the real success of the company will be established. How then should a Board play an active role in the company's culture and, at the same time, allow the CEO and the management team to run the operation? The first responsibility of the Board in this regard is to learn about the very nature and function of corporate culture and its benefits and then develop its own process for interacting with management on cultural issues ' one that strikes the right balance between oversight and calling the shots.

Steps For the Board to Take

With these general observations in mind, what specific steps can Boards take to improve an organisation's culture?

1. Recognise the Value of Corporate Culture

A healthy corporate culture is a valuable asset, a source of competitive advantage and vital to the creation and protection of long-term value. It is the board's role to determine the purpose of the company and to ensure that the company's values, strategy and business model are aligned to its purpose. **Directors should not wait for a crisis before they focus on company culture.** In addition, the Board should be continually inquisitive about other successful companies that are developing unique cultural paradigms.

2. Demonstrate Leadership

A culture can only be effective if it is lived and spoken. The CEO has a particular responsibility for incorporating the firm's culture into their every behaviour, including their formal speeches and casual chats. Starbucks' success is an exemplar in this regard. Boards must be educated or demand to be educated about the course of the firm's cultural path and, if the Board sees it heading off course, it must take swift necessary action to bring leadership back on track. The only way a Board can effectively do this is to continually learn and understand from management about planned cultural changes and potential culture problems.



3. Bring the Voice of Culture to the Boardroom

Good culture won't develop by writing a moving memo and posting it in the company newsletter. While everyone at the firm needs to know and live the culture, key departments play larger roles in implementing management's cultural vision and assessing its success ' human resources, audit, legal, compliance and others.

The Board can play two important roles here. First, by assuring that these teams are empowered to do the job and, second, by bringing group representatives to Board meetings to report on cultural progress and potential problems on the horizon. These cultural groups should also be charged by management and the Board to develop systems to measure the success of the culture, 'just like sales or ROI.' The Board's ultimate responsibility in this regard is to hold the firm to its cultural performance standards just as it does to its financial goals.

4. Incentivise Cultural Success

Unfortunately, all the prior discussion about systematically developing a clearly defined company culture is not the typical way a culture develops. In reality, people just start working together, often under gruelling start-up conditions. The Board and executive can proclaim cultural norms, in fact demand them, but the key to shaping a positive culture from a chaotic situation is to incentivise the behaviour you want. Rob Asgard quoted his mentor, who said, '**Managers do things right; but leaders do the right thing.**' It's easy to see how focusing reward on doing the 'right thing' is the best start in building an ethical environment and culture. The reward system should support and encourage those behaviours that are consistent with all that the company stands for and aims for as it watches and learns from its cultural development and the successes of others. The board is the one entity capable of, and therefore responsible for, describing this alignment to shareholders, employees and all other stakeholders.

Conclusion

For all the reasons above, the Board retains the key responsibility for implementing and driving a high-powered culture. The Board is not in the position to carry out all the duties necessary to succeed, but frankly no one else is either. But by making culture a key priority and demanding results from key constituencies, the steps above can lead to a thriving and exciting workplace culture, one in which all employees will look forward to playing their part. At the core of culture is the human behaviours.



REFERENCE

<https://www.diligent.com/insights/board-of-directors/boards-role-corporate-culture/>



Harvard Law School – Corporate Culture and the Role of Boards

... The FRC (UK Financial Reporting Council) embarked on this project to gain a better understanding of how boards are currently addressing culture, to encourage discussion and debate, and to identify and share good practice to help companies. This report seeks to address how boards and executive management can steer corporate behaviour to create a culture that will deliver sustainable good performance. This report looks at the increasing importance which corporate culture plays in delivering long-term business and economic success—an issue very much to the fore this year. In doing so it focuses on the role of the board in shaping, monitoring and overseeing culture.

Executive Summary

Culture in a corporate context can be defined as a combination of the values, attitudes and behaviours manifested by a company in its operations and relations with its stakeholders. These stakeholders include shareholders, employees, customers, suppliers and the wider community and environment which are affected by a company's conduct.

Key Observations

From our discussions with chairmen, chief executives, investors and a broad range of stakeholders and professional organisations we make the following observations about corporate culture:

Demonstrate Leadership

Leaders, in particular the chief executive, must embody the desired culture, embedding this at all levels and in every aspect of the business. Boards have a responsibility to act where leaders do not deliver.

Recognise The Value of Culture

A healthy corporate culture is a valuable asset, a source of competitive advantage and vital to the creation and protection of long-term value. It is the board's role to determine the purpose of the company and ensure that the company's values, strategy and business model are aligned to it. Directors should not wait for a crisis before they focus on company culture.

Be Open and Accountable

Openness and accountability matter at every level. Good governance means a focus on how this takes place throughout the company and those who act on its behalf. It should be demonstrated in the way the company conducts



business and engages with and reports to stakeholders. This involves respecting a wide range of stakeholder interests.

Embed and Integrate

The values of the company need to inform the behaviours which are expected of all employees and suppliers. Human resources, internal audit, ethics, compliance, and risk functions should be empowered and resourced to embed values and assess culture effectively. Their voice in the boardroom should be strengthened.

Assess, Measure and Engage

Indicators and measures used should be aligned to desired outcomes and material to the business. The board has a responsibility to understand behaviour throughout the company and to challenge where they find misalignment with values or need better information. Boards should devote sufficient resource to **evaluating culture** and consider how they report on it.

Align Values and Incentives

The performance management and reward system should support and encourage behaviours consistent with the company's purpose, values, strategy and business model. The board is responsible for explaining this alignment clearly to shareholders, employees and other stakeholders.

Exercise Stewardship

Effective stewardship should include engagement about culture and encourage better reporting. Investors should challenge themselves about the behaviours they are encouraging in companies and to reflect on their own culture.

Business, Society, and the Corporate Governance Framework

Companies do not exist in isolation. They need to build and maintain successful relationships with a wide range of stakeholders in order to prosper. These relationships will be successful and enduring if they are based on respect, trust, and mutual benefit.

Business' reputation is still recovering from the impact of the global financial crisis and continuing examples of poor corporate behaviour. As we have seen, **cultural failures damage reputation** and have a substantial impact on shareholder value. Intangible assets such as intellectual property, customer base and brand now account for over 80 per cent of total corporate value, compared to under 20 per cent 40 years



ago. [1] This shift magnifies the impact on total value when a reputational crisis occurs. This is a challenge for boards, which must find ways to understand and influence the factors which affect culture and behaviours.

The debate about the role of business in society is directly linked to the way in which companies create and sustain long-term value for the benefit of a wide range of stakeholders. From the outset of our work the FRC has been clear that we wish to offer constructive observations which have practical application. We are not suggesting changes to the current flexible framework of corporate governance. While legislation, regulation and codes influence individual and corporate behaviour, they do not ultimately control it.

The Companies Act 2006 makes it clear that in pursuit of the overarching duty to promote the success of the company for the benefit of the members as a whole, directors should take account of a range of stakeholders in making decisions. Inevitable conflicts will arise between the interests of different sets of stakeholders but where there is a broad alignment between their objectives, a focus on how business is conducted and how stakeholders are treated will create opportunities for value creation that have mutually reinforcing benefits for all.

REFERENCE

<https://corpgov.law.harvard.edu/2016/08/13/corporate-culture-and-the-role-of-boards/>



Customer Think – Culture – What’s the Board’s Role?

Culture is such an important part of your business. It really is the foundation. **It’s best defined as core values + behaviours, and it’s often referred to as how we do things around here.** It truly does eat strategy for breakfast. Culture before strategy. Lots of data points exist with regards to that.

A customer-centric culture – or whatever type of culture you’re aiming for – is deliberately designed to be that way, and it requires CEO commitment to do and to be just that. It doesn’t happen by accident. **Well, actually, you get the culture you design or the one you allow.** You decide. I’d rather have the one that I design, namely, a customer-centric culture.

In order to get that culture, the CEO (and the entire executive/leadership team) must be committed to – and aligned on – bringing the customer voice into all they do and sustaining and maintaining a customer-centric culture. The leadership team must communicate to employees (a lot) what it means to be customer-centric, what their roles are, how it impacts the work they do, and what it means for customers and for the business. That also means that they must lead by example and model customer-centric behaviours. Leaders are not exempt!

Duke University’s Fuqua School of Business did some research a couple years ago. One of their research papers, Corporate Culture: The Interview Evidence, is based on survey responses from 1,348 CEOs and CFOs and in-depth interviews with executives representing 20 percent of the U.S. equity market capitalisation. The findings are quite interesting, as they uncovered the link between culture and both business successes and business failures. There is a clear link between culture and performance – which, by proxy, tells me, “Culture before Strategy.”

Two of their (many) findings that I was interested in with regards to writing this particular article were:

- Culture is set by the CEO.
- The Board doesn’t drive culture but can influence it through their choice of a CEO.

I’ve always thought about culture the same way, i.e., set by the CEO and influenced by the Board only in that they select the CEO.

I set out to see if others felt differently, or if the Board truly only affects culture based on the CEO they hire. If culture is driven from the top, by leadership, then



shouldn't the board be more involved than "simply" selecting the right CEO to set the culture? Doesn't the board have more skin in the game?

In an article on BoardMember.com's site (a Chief Executive Group Company) titled, [The Board's Role In Solving The Culture Puzzle](#), three ways that the Board can shape culture were proposed:

1. In order to ensure culture is elevated to driver of results, the Board has to be involved in defining and developing the desired culture. Culture needs to **be on the Board's agenda**, as well as on the executive dashboard used to monitor progress on strategic priorities.
2. Just like the executive team must **model the behaviours** they expect, Board members should do the same. The Board should also be living the core values.
3. The Board shares the responsibility of getting the culture they design, so they must **be accountable for the culture** as well as the impact of the culture on business performance.

To close out that article, the author states, "the role of the Board gives it an advantage in **defining, nurturing, and monitoring** the culture that's needed to achieve the company's objectives."

Software provider BoardMaps [offers up six ways](#) that Boards can be more actively involved with regards to corporate culture.

1. **Lead by example.** Model the behaviours that are becoming of the desired culture and call out those leaders who don't fall in line.
2. **Balance culture with the bottom line.** Realise that a strong and healthy culture helps to sustain business success, through good times and bad.
3. **Transparency and accountability** are two components of a healthy culture, and the Board must ensure these flow out of every aspect of the business.
4. **The Board should educate** employees and vendors about the culture, about the **expected behaviours**. And those behaviours must be **embedded in their actions and integrated into all aspects of the business.**
5. Determine **how to measure culture** and identify relevant metrics that can be used to evaluate the strength and health of the culture.
6. Make the connection between core values and performance incentives. **Rewards should align** not only with the behaviours that reflect the desired culture but also with the purpose, the strategy, and the business model.



And one final perspective from Protiviti on [Board oversight of organisational culture](#). They noted that the Board must do the following.

1. **Assess the alignment** of the culture with the organisation's vision and values.
2. **Understand and monitor the culture** through site visits, conversations with personnel, and observation.
3. **Measure culture.** Track how values are lived, including through hiring, firing, promoting, decision-making, and developing policies and processes.
4. **Be curious enough to probe on culture issues.** How are they monitoring behaviours? What are employees talking about out on social media? Why are they doing what they're doing? How are culture concerns identified and escalated?

As the article notes, "In light of recent events and the attention that they have drawn to culture oversight, it is imperative that the Board and management are inquisitive — plausible deniability regarding a flawed culture carries little weight." When you look at companies like Uber, WeWork, Enron, Uber, Activision Blizzard, Wells Fargo, and others and the challenges they had internally, it makes you wonder where their Boards were or why they didn't nip the bad behaviours in the bud before they got out of hand. Why didn't they question their CEOs and leadership teams? Clearly, Boards need to be more involved when it comes to corporate culture, especially with regards to **oversight**.

In general, as I read various articles and perspectives on the Board's role in driving culture, there was general agreement of what they need to do – **keep it on the agenda, measure it, monitor it, and make sure that they live it and model it.**

As such, the Board is not necessarily going to be involved in the day-to-day of the business and of maintaining the culture. But by making it a priority on their agenda and by keeping tabs on the health of the culture, they can ensure that the culture doesn't stray and that it continues to remain strong and healthy, ensuring employees want to work for – and customers want to continue to buy from – the business. Culture drives performance, and that must be impetus behind the Board's role in culture.

The only thing of real importance that leaders do is to create and manage culture. If you do not manage culture, it manages you, and you may not even be aware of the extent to which this is happening. ~ Edgar Schein

REFERENCE



<https://customerthink.com/culture-whats-the-boards-role/>

EY – Five Ways to Enhance Board Oversight of Culture

Oversight of culture is a growing priority in the boardroom. Here are ways boards can challenge and support management in realising the company culture's value.

Corporate culture is defined by the implicit, unwritten rules that create expectations for how people choose to behave. It is reflected by what people actually do every day, by what's celebrated, emphasised and overlooked. Culture is also how companies create and protect value through people.

A company's intangible assets, which include talent and culture, are now estimated to make up 52% of a company's market value. And for some companies, it can be as high as 90%. This is higher than at any point in modern history, and most likely to accelerate. Today, company value is defined less by industrial-era physical assets like plants and equipment and more by information-age human capital. It is clearer than ever that a company's talent, and the culture that enables that talent, are sources of quantifiable competitive differentiation.

For these reasons, oversight of culture is a growing priority in the boardroom – and rightly so. The board plays a critical oversight role for various dimensions that shape culture. Responsibility for defining the right culture for the company and embedding it within daily operations falls to management, but the board must oversee and hold management to account on how it is defining, aligning (to purpose and strategy), embodying and reporting on culture.

Regulators and investors across the globe are interested in how companies are better leveraging talent strategy and culture to accelerate long-term success and enhance viability. As examples, recent changes to the UK Corporate Governance Code require boards to assess and monitor culture, and revisions to Japan's Corporate Governance Code and the Dutch Corporate Governance Code emphasise the importance of culture definition, measurement and oversight. The Embankment Project for Inclusive Capitalism (EPIC) identified talent and organisational culture among the key drivers of long-term value, and influential institutional investors are including company purpose, culture and human capital management among their global engagement priorities.

Further, the Committee of Sponsoring Organisations' (COSO) recent update of its enterprise risk management (ERM) framework recognises the foundational role that culture plays in ERM. The COSO update suggests that boards should embed culture into discussions about strategy and risk. It further suggests that boards consider whether the misalignment of desired and actual values and behaviours can



represent a risk to the achievement of the organisation's goals and seek assurance that adequate monitoring is in place to enable the board to identify and react to cultural issues in real time.

Values vs. culture

Stating values is one thing. Living them every day, beyond policies, procedures and controls is another.

Every company has a unique culture based on its past, present and the legacy it aims to leave in the future. While values are the fundamental ideals and beliefs that guide an organisation, a company's culture is thousands of everyday decisions and behaviours that aggregate as social norms.

Values usually remain consistent over time, but culture should evolve and align with the company's mission and strategy. Unwritten rules guide behaviours. Stated culture must authentically reflect the company and clearly guide how its people can realise their personal and the company's collective ambition (i.e., achieve its strategy). Words matter – and behaviours matter more.

Accordingly, accelerating the talent agenda and activating culture as a strategic asset should be one of a board's top priorities in 2019.

There are five keyways to help boards challenge how they govern culture and support management in realising culture's value.

1. Oversee how culture is defined and aligned to strategy

Many leaders struggle with defining and operationalising the culture that is right for their business. A corporate culture that clearly aligns with a company's purpose and strategy enables and accelerates that strategy. When alignment isn't there, culture can drag the organisation down. It is difficult to accomplish new things with old ways of working. As a first step, leaders should spend the time to define attributes of culture needed to both realise what the strategy calls for and engage their people.

As companies develop a blueprint for their purpose, vision, mission and strategy, they should include the cultural attributes needed to achieve the company's overall strategic objectives. Does the strategy call for putting quality first and prizing precision? Or does it call for putting the customer first and empowering local leaders to optimise customer responsiveness? Or is



the key priority encouraging innovation and seeding disruptive ideas? To make it real, how do these translate into everyday decisions and behaviours in the company?

While leaders want their company to be great at everything, a company's strategy will call for a specific orientation in the market (e.g., the innovator, the best brand, the most efficient), and the culture should be intentionally designed by management in the context of that orientation. Doing so will help shape decisions and behaviours, e.g., what kind of people are hired, what workplace policies and processes are put in place, what behaviours are rewarded.

Five culture archetypes: Modernising the DNA of the company

Research shows that companies generally fall into one of five culture archetypes that defines who they are. Given innovation's urgent role in creating long-term value in today's disruptive era, many leaders are focused on properly calibrating their risk tolerance to cultivate a more innovative culture. Awareness of these archetypes may help boards ask better questions around how management is defining and shepherding the culture that best fits its business.

- **Innovation: We innovate.**

We are entrepreneurial, focus on anticipating market needs, encourage and recognise ideas, and support prudent risks.

- **Brand: We build and protect our brand.**

We build strong commitment and pride in our products and services while operating with integrity and respect.

- **Customer: We make it all about the customer.**

We gear everything we do to the customer, are relationship -based and empower our people locally to drive success.

- **Efficiency: We are efficient.**

We optimise and are productive through a formal structure, defined roles and effective organisation-wide coordination.

- **Quality: We focus on quality first.**

We strive for precision and excellence through continuous improvement, collaboration, and a long-term view.



Boards play a pivotal role in overseeing that management teams have defined their corporate culture in the context of their strategy. It should do more than sound good; it should actually fit well with the company's current ambitions. Management should be able to articulate the organisation's desired culture, gaps that may exist and how the gaps are being closed. The board should oversee how management defines and harmonises the culture and strategy and help provide that culture modernisation and evolution is an ongoing priority.

2. Create accountability for how culture is communicated and lived – internally and to key external stakeholders

Everyone in the company contributes to culture. Each person is accountable for how she or he shows up every day. It only takes one event or sometimes one person to disrupt harmony, prompt a wave of employee turnover, damage client relationships or impact share price. Organisations should clearly identify the right behaviours, manage performance against those behaviours and reinforce them with incentive structures. They should also be aware of and address the challenges of building a cohesive, "borderless" culture in a global organisation, where desired cultural attributes may conflict with local norms (e.g., speaking up in a culture where hierarchy and politeness reign) and language barriers may compound challenges. Just as important, leaders at every level should "**set the tone at the top**" by modelling desired behaviour. So, there is a system around behaviours in an organisation to provide that the right ones are lived. If the system is weak or broken, sometimes unhealthy, divergent behaviours happen.

The board can play a role in supporting this system, including by aligning executive compensation, including senior executive performance metrics, to the behaviours/culture the business needs. Boards should discuss how the current incentive structures might impact behaviours and what changes might be required to align incentives to the desired behaviours. Including cultural indicators in performance metrics can also help to incentivise the executive management team to embed the values and behaviours throughout the organisation.

Leaders at every level should "set the tone at the top" by modelling desired behaviour. The board should also regularly evaluate how the CEO and other



senior executives are modelling desired behaviours and communicating the desired culture to the organisation.

The board should also regularly evaluate how the CEO and other senior executives are modelling desired behaviours and communicating the desired culture to the organisation. Does the content and tone of training materials and internal communications consistently reinforce the desired cultural values and behaviours? **How does management communicate what is unacceptable behaviour to employees? How does leadership react to breaches of the company's stated values?** Transgressions can be an opportunity to shift the culture of the company in the right direction. Hundreds of little shifts over time is how company culture evolves. This should be deliberately directed by executive leaders, with oversight from the Board.

The Board's responsibilities around succession planning and executive compensation give it meaningful opportunities to shape culture. **If the leadership pipeline ultimately does not reflect the company's values, the board may need to make changes at the top to better support the cultural fitness of the organisation.**

Further, given that investors, regulators, and other key stakeholders are paying closer attention to culture, it is important that boards understand how culture is communicated externally. This includes details about how the board is engaged and exercising oversight of culture. Communications should give stakeholders confidence that culture is clearly defined and shaped to align to strategy and purpose, and that the systems that reinforce the right behaviours are set and current.

3. Monitor how culture and talent metrics are measured to keep a pulse on how culture is evolving

Effectively governing culture calls for boards to understand and monitor the metrics that best reflect the health and strength of a company's culture. Culture is measurable; there are many options to directly and/or indirectly measure it. The 2017 COSO update notes that reporting on culture to the board may include consideration of analytics of cultural trends, benchmarking to other entities or standards, "lessons learned" analyses, reviews of behavioural trends, and surveys of risk attitudes and risk awareness. EPIC recommends that boards oversee, and companies report on, the different dimensions of culture, such as ethics and integrity,



alignment with purpose and values, leading by example, performance and accountability, and inclusion and well-being.

Companies are embarking on cultural assessments. In addition to these assessments, boards should expect data from as many sources as possible, and at different layers in the organisation, on the culture of the company. Customers and employees are key sources of intelligence. Customer Net Promoter Scores, data from culture surveys, employee engagement scores, social media scans, employer review sites (e.g., Glassdoor) and other human capital metrics can provide the board with insights on the health and strength of the culture. The collected data should be interpreted in the context of the purpose and strategy of the company.

Data related to the company's policies, procedures and risk management efforts are also valuable. This includes whistle-blower hotline data, social media audits, compliance training results, and recent legal claims and litigation. Other sources of intelligence include operations (e.g., corporate responsibility policy, decision-making structure) and financial metrics (e.g., market share and shareholder return).

The percentage of a company's market value made up of intangible assets.

Most of this data already exists within the organisation or externally, and advancements in analytics and technology make it easier than expected for companies to gather, use, and learn from it. Data analytics can help the board readily gain a holistic view of culture of the company. This data should form part of the overall analysis that is used to drive further assurance and oversight efforts.

Further context from and discussion with management may be needed to understand how this data relates to the company's strategy, business model and culture evolution efforts. Leading boards are having regular interactions with and reporting from the Chief Human Resources Officer (CHRO) as they assume a greater role in overseeing the company's culture and talent goals and assessing the company's overall return on talent investment.

Through monitoring, it is critical that the board develop a deep understanding of the current culture's strengths, gaps to close and the path that needs to be driven to close the gaps. Depth of understanding is key for effective culture oversight and is increasingly expected by leading institutional investors that believe directors should be able to articulate where the company is on its culture path.



4. Provide oversight of intentional culture shifts to stay in step with strategy shifts

Culture must shift when strategy shifts. Consider a company that has been hyper-focused on efficiency that is shifting to a focus on innovation. That company's recruitment strategies, operating and incentive structures, its entire DNA, has been built around formal structures and defined roles. Now its success will depend on its ability to embrace an entrepreneurial, agile posture and empower employees with autonomy and creative freedom. For that shift to be successful, new ways of working and new workplace attitudes and behaviours must be lived every day.

A new CEO, a merger or acquisition, digital or functional transformation, regulatory changes or unethical behaviour events are also potential drivers for shifts in a company's culture. The board's role is to confirm that management has adequate resources to operationalise culture shifts across the organisation and to oversee the approaches management is using to execute such shifts.

Before moving to new ways of working and evolving culture, leaders need to clearly understand the social network of the company and identify the "influencers" within the organisation. In addition to senior leadership setting the tone at the top, it is essential to engage other influencers who exist throughout the organisation.

Changing culture takes a team that is incentivised to collaborate and do things differently. It also needs both top-down approaches (e.g., evolving operating models, performance systems, rewards systems and business processes) and bottom-up approaches (e.g., decisions and behavioural changes in local teams that, over time, create new norms that go viral).

As culture shifts are operationalised, the Board should monitor progress towards the desired culture and help management challenge whether changes being made across the organisation are superficial, which could feel disingenuous to employees, or truly changing the undertone of how the company works. The Board should also help manage stakeholder expectations around the long-term nature of culture change.

5. Challenge the board's culture



The Board sets the ultimate tone at the top regarding corporate culture – not just in the way that the board prioritises and oversees the company's culture but also in the composition, dynamics and culture of the Board itself. Does the Board reflect the company's commitment to diversity and inclusion? Is the Board innovating its own composition, structure and processes to support stronger oversight of company transformation, strategy and risk? Does the Board's own culture reflect the cultural values against which senior executives are assessed?

The Board's decisions and dynamics send a message to management as well as to investors and other key stakeholders. While conducting our investor outreach this year, many investors said that Boards themselves are reflective of talent and culture objectives. They noted the value of board diversity in setting a tone at the top that reflects the company's inclusive view of talent. Some even characterised a lack of diversity among directors and executive leadership as a human capital risk, particularly given the spotlight on corporate culture and today's war on talent. It is critical that the Board assess itself through a culture lens and model the desired culture.

Further, Boards should challenge whether they are dedicating sufficient time and attention to culture matters and whether any of the committees should have related responsibilities, e.g., the compensation committee expanding its purview to incorporate broader talent strategy and culture-related matters. Boards may consider leveraging the CHRO as a more strategic resource and having regular communications with and reporting from that individual in the same way that they are engaging with the CFO.

Achieving cultural alignment from top to bottom

Organisations of all sizes, ages and risk tolerances must actively shepherd their culture to align with strategy. The Board plays a critical role in hiring the right CEO who lives the company's values, to validating a defined culture that enables strategy, to overseeing how that defined culture is measured and communicated, to setting the ultimate tone at the top. Boards can help management realise culture as a strategic asset by enhancing their oversight of how culture is evolving in relation to strategy and purpose and by holding themselves and management to higher levels of accountability.

Questions for the board to consider



1. Does the Board set the right tone at the top and give sufficient attention to culture as a key enabler of purpose and strategy? And does the board itself embody and reflect the company's values?
2. How comprehensively and specifically has the Board discussed the importance of culture and helped define the desired culture?
3. How does culture appear on the Board agenda? Is it a specific agenda item that features, for example, once a year? Or is it considered in a more embedded way throughout all Board discussions and decisions?
4. Is the company's culture intentionally defined in the context of strategy, and is there a shared understanding of it throughout the organisation? Further, for multinational organisations, has the executive team sought input from leaders in countries where language and/or cultural differences might be a barrier to adopting the shared corporate culture?
5. Can the board articulate the company's cultural strengths and gaps to close, along with the changes needed to best manage behavioural risks and align culture with strategy?
6. Has the Board discussed metrics that could be gathered and monitored as a barometer for cultural fitness? Does management's reporting to the Board need to be adjusted to capture better data for the Board's consideration related to culture matters?
7. How does the Board consider the potential cultural context underlying the achievement of key performance indicators (KPIs)? For example, if all KPI targets are met or significantly exceeded, over an extended period, does the Board ask why? Does the Board examine any potential cultural pressures that may be present to artificially "keep up" certain metrics or KPIs and, if so, consider any related risks?
8. How thoroughly has the Board and/or committee discussed the impact of culture on risk, risk management and the internal control environment?

REFERENCE

https://www.ey.com/en_us/board-matters/five-ways-to-enhance-board-oversight-of-culture

Leadership Training Proposal



RESULTS COACHING
EXPAND YOUR HORIZONS

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Prepared for
Corina Jordan
CEO
Fish & Game New Zealand



Our Purpose

We work with organisations, teams and individuals to enhance their leadership and performance capability

Our Promise to You

We will undertake coaching, facilitation, and workshop engagements that result in the direct contribution to expanding your horizons in both your personal and professional life through measurable and observable growth.

Our Values

PASSION

We're driven by a passion to help you succeed.

WARMTH

We care deeply about the human spirit and believe strongly in compassion and respect.

EXCELLENCE

We hold ourselves to the highest standard and demonstrate excellence in everything we do.

PROFESSIONALISM

We believe in integrity and excellence. We always deliver on our promises.

RESOURCEFULNESS

Together we will always find a way.

Thank you for the opportunity to submit this proposal. At Results Coaching we are committed to helping you to achieve your goals and we accomplish this through excellent customer service in everything we do.

We are strongly guided everyday by our purpose, our values and our promise to you.



Thank You...



Dear Corina,

Thank you so much for the opportunity to submit this proposal to work with you and your teams. I really appreciate the trust you have put in me to help you work through such important matters.

I would like to take this early opportunity to assure you that you're in good hands and together we'll formulate the right approach to help your teams achieve the desired outcomes.

Cillín Hearn

Cillín Hearn has been recognised as one of the Top 15 Coaches in Wellington in 2022 by Influence Digest.





Workshop Overview

Based on a conservative estimate of 15%, the estimated return on investment (ROI) over a one year period is \$540,000 for a 30 person average. These figures are based on an average annual salary of \$120,000.

ROI

\$540,000

1

Workshop 1:

Building Trust: Developing a deeper sense of trust among participants to lay the groundwork for the important conversations and ensuring everyone feels like they have a voice with the ultimate focus on becoming 'one team'.

The Six Leadership Styles: Providing a framework of leadership enables greater flexibility in how we work together as a leadership team and how we interact with our own teams.

Group Coaching Sessions * 2

Investment: \$8,500 (ex GST)

2

Workshop 2 (All Staff):

Building Resilience: This full day workshop helps participants develop the strategies and skills to bounce back from adversity and live an emotionally healthy life.

Group Coaching Sessions * 1

Investment: \$8,000 (ex GST)

3

Workshop 3 (All Staff):

Advanced Communication Skills: This full day workshop explores the skills of building and maintaining relationships, deep listening skills, assertiveness and problem solving skills, and conflict management.

Group Coaching Sessions * 1

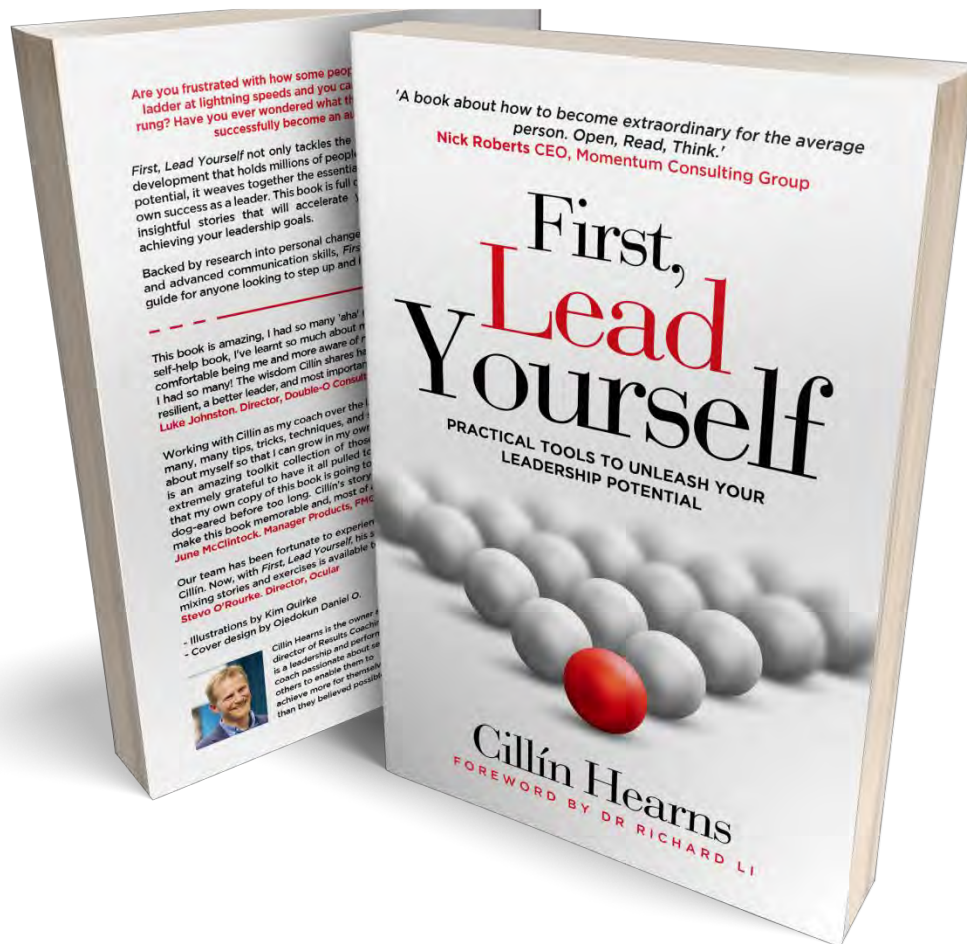
Investment: \$8,000 (ex GST)

Group Coaching

The Group Coaching sessions are an opportunity for participants to regroup after a series of workshops. These are spaced out to ensure there is enough time to put into practice the new skills acquired. If, for example, a participant experiences a situation that doesn't work out the way they hoped, this can be analysed and their approach can be tweaked to ensure a successful outcome in the future.

The Group Coaching check-ins build a momentum of change and are spread over a long enough period to ensure the new ways of working are imbedded, providing greater traction for long-term behavioural change.





First, Lead Yourself

First, Lead Yourself not only tackles the biggest problem in leadership development that holds millions of people back from achieving their full potential, it weaves together the essential ingredients required for your own success as a leader. This book is full of practical tools, exercises and insightful stories that will accelerate you along the path towards achieving your leadership goals.

Backed by research into personal change, high performance, resilience, and advanced communication skills, *First, Lead Yourself* is the perfect guide for anyone looking to step up and lead.

Part 1: Know Thyself - Develop Self-Awareness & Awareness of Others

Part 2: Bouncing Back - Develop Greater Personal Resilience

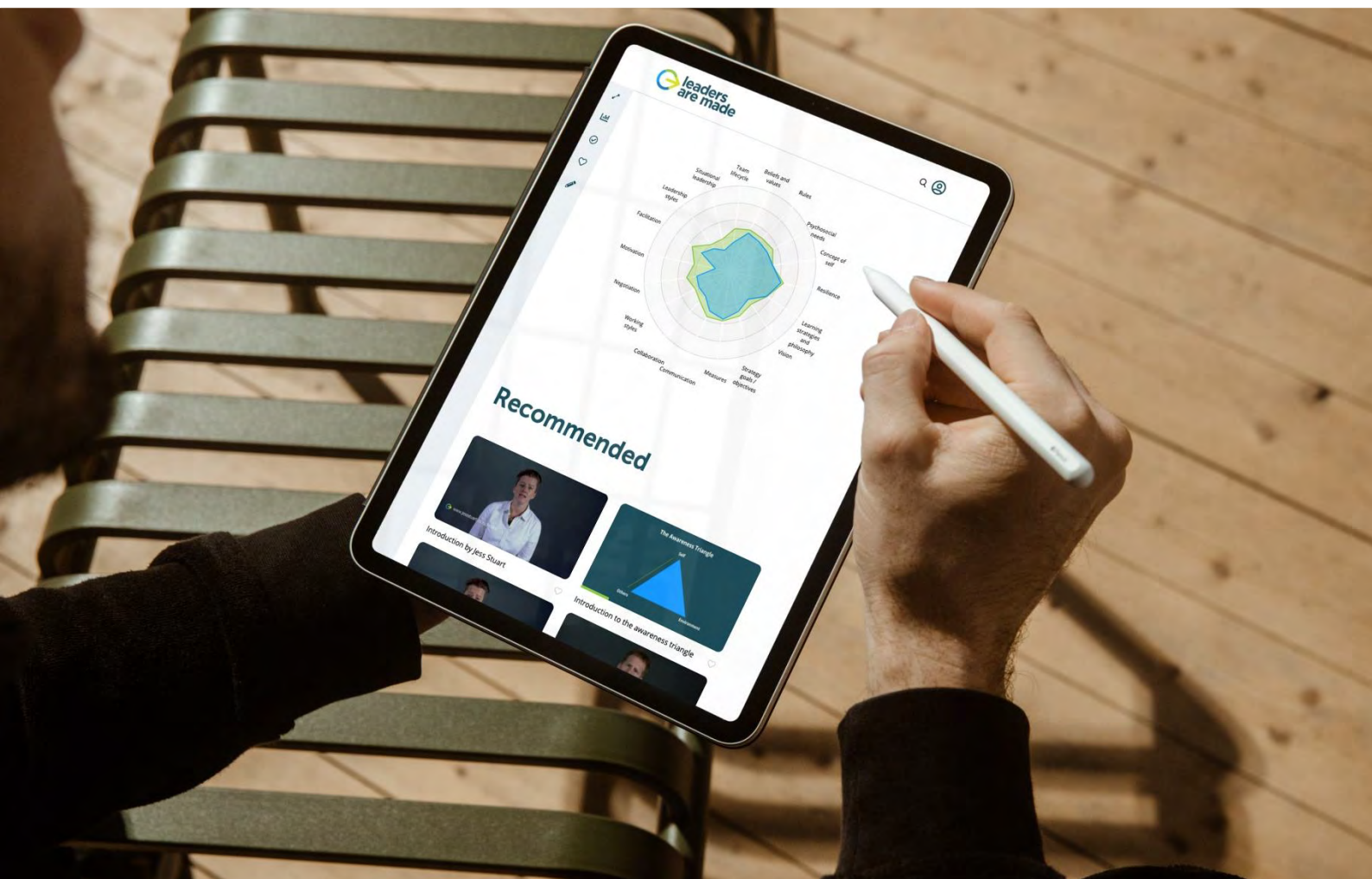
Part 3: Artful Communication - Advanced Communication skills that lead to better interpersonal outcomes

“Working with Cillín as my coach over the last few years he has taught me many, many tips, tricks, techniques, and strategies to inspect and learn about myself so that I can grow in my own leadership journey. This book is an amazing toolkit collection of those teachings and I for one am extremely grateful to have it all pulled together in one place. I can see that my own copy of this book is going to be well thumbed through and dog-eared before too long. Cillín’s story telling and real life examples make this book memorable and, most of all, enjoyable to read.”

June McClintock. Manager Products, FMG.

“This book is amazing, I had so many ‘aha’ moments. Although not really a self-help book, I’ve learnt so much about myself from Cillín. The wisdom Cillín shares has enabled me to become more resilient, a better leader, and most importantly, a better parent.”

Luke Johnston. Director, Double-O Consulting



Leaders Are Made Platform

Leaders are Made is a video-based leadership development system for people in every stage of their leadership journey. This platform is a guided programme to enable participants to learn and practice how to become a better leader using our 18 core leadership principles. *Leaders are Made* is for individuals or teams aiming to boost their success.

Curated Content

Watch professionally shot videos covering topics selected by our leadership experts. Each video presents a topic that follows our leadership framework: working on yourself, working with others, working within an organisation.

Self-Assessment

Answer self-assessment questions to build a 360 degree profile of your leadership strengths. Videos will be diagnosed based on your highlighted development areas.

Enhanced Learning

- ✓ We provide regular new content (video & podcast)
- ✓ Your learning is competency based and self-directed
- ✓ We use the micro-learning philosophy by providing 4 – 8 minute sessions

About us

Results Coaching is a Leadership and Performance Coaching organisation. Using the core skills of coaching we awaken a world of new possibilities for our clients that lay unexplored beforehand. Approaching every client with a high degree of respect we walk alongside each individual to fully understand their view of the world and work with them to achieve a level of greatness previously untapped.

Our experience ranges across several industries — Fitness, Sports Therapy, Government, Industrial, Information Technology and Banking — leaning towards the human side of the business, we have a strong focus on delivering to and exceeding our clients' expectations.



Delivering Results



Over the last year or so Cillín has been facilitating workshops across DIA working with our leaders and emerging leaders in different ways such as growing leadership capability or helping them to be better coaches. The feedback from our participants is consistently high both on Cillín's delivery style and the content of his material. At the beginning of the year I personally engaged Cillín to facilitate a team building workshop in which we focused on building deeper trust, creating our team vision and values, and a plan to bring it all together. The result has given us greater clarity around what we need to achieve for the year, it has focused our decision making, and I have a team who knows what success looks like. Cillín's style is relaxed, friendly and professional. I would highly recommend Cillín for any engagement related to leadership development and building high performing teams.

Alicia Roberts, Manager Culture and Capability. Department of Internal Affairs.

Cillín has facilitated a number of workshops with ANZ's Infrastructure and Operations Leadership Team. His enthusiasm, passion and deep learning has resulted in our teams building their leadership toolbox in areas such as communication, change, and resilience. The buzz after the workshop was contagious and we have felt a shift in the teams leadership dial.

Emma Parker, Transformation Manager. ANZ

We had the opportunity to work with Cillín from Results Coaching over the last 6 months. Cillín's style immediately came across at a human level and his passion for professional and personal growth really shone through. As our team had been newly formed after a recent structure change, Cillín took us through a programme designed to bring the leadership team together and set us on the path to achieving our collective goals. This was all done through the sharing of stories, fun, and exchanging the collective knowledge within the team. The whole leadership team agreed it was Cillín's engaging style, experience, and practical tools/tips that helped us, as a team, have really productive team sessions. We continue to engage Cillín across the organisation and look forward to future sessions.

Catherine Fenwick, Organisational Services Director. Internet New Zealand.



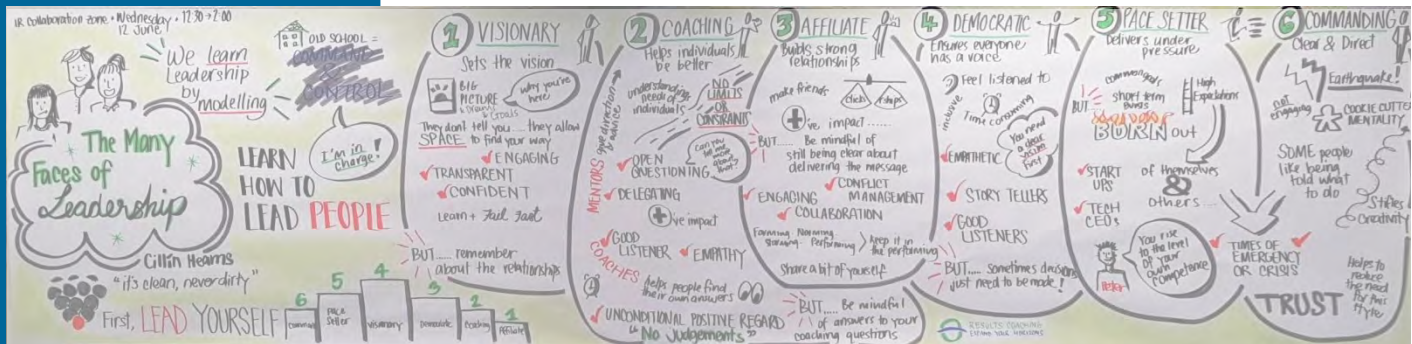
Meet Your Coach

Recognised as one of the [Top 15 Coaches in Wellington in 2022](#), Cillín Hearn is the author of *First, Lead Yourself*, is the director and founder of [Results Coaching](#) and a director of [Leaders are Made](#). He holds a BSc in Psychology, a BSc in Computer Science and formal qualifications in Leadership Coaching, Clinical Hypnotherapy and Neuro-Linguistic Programming (NLP). Cillín has been fortunate to have had a diverse career which afforded him the opportunity to work with people from all walks of life and across many industries including the fitness industry, the government sector, the industrial sector, IT consulting, Banking, and Construction. He has several years direct experience working as an IT consultant and has also led up to 12 teams of over 140 consultants, so everything Cillín does has a strong practical element to making it work.

Giving back to the community is important to Cillín. That's why he set up the [Wellington Leadership Group](#), the [Auckland Leadership Group](#) and the [Wellington Coaches Network](#). With over 2,000 members in the Leadership Group, Cillín speaks on a range of topics on everything from holding difficult conversations and giving feedback to personal effectiveness and high-performing teams. With a vision to raise the level of coaching throughout New Zealand Cillín facilitates mini workshops to advance coaching skills across all coaching disciplines and team leaders.

m. 021 592 445

e. cillin@resultscoaching.co.nz



Appendix I

Workshop Details

BUILDING TRUST



Based on the ground-breaking work by Patrick Lencioni and his research team, a lack of trust in a team is the single biggest detractor from achieving collective results. A lack of trust leads to an attitude of invulnerability and false harmony within a team. On the surface everyone is polite but the real issues are never discussed. People are afraid to ask for help or admit mistakes leading to blame, finger-pointing (directly or behind colleagues' backs), and ego-driven behaviour.

At the beginning of the year I personally engaged Cillin to facilitate a team building workshop in which we focused on building deeper trust, creating our team vision and values, and a plan to bring it all together. The result has given us greater clarity around what we need to achieve for the year, it has our focused decision making, and I have a team who knows what success looks like.

Cillin's style is relaxed, friendly and professional. I would highly recommend Cillin for any engagement related to leadership development and building high performing teams.

Alicia Roberts, Manager Culture & Capability@DIA



This workshop is the most personally rewarding workshop a team can participate in. The genuine caring and understanding that emerges during the day is difficult to describe. Team members start to see the human being behind the 'task'. **Colleagues realise that it's safe to be who they are, proud of their strengths, and aware of the areas they can improve upon for the betterment of the team as a whole.**

Workshop Details

Outcomes

- ✓ Develop a deep 'vulnerability' trust among team members
- ✓ Form strong relationships
- ✓ Understand how our 'egos' drive behaviour
- ✓ Share feedback to improve the overall performance of the team

Participants

This workshop is for individual teams that want to overcome challenges, interpersonal or otherwise, and begin to have open, honest conversations – the first step on the journey to high performance.

Duration

The Building Trust workshop is a half day workshop.

LEADERSHIP STYLES

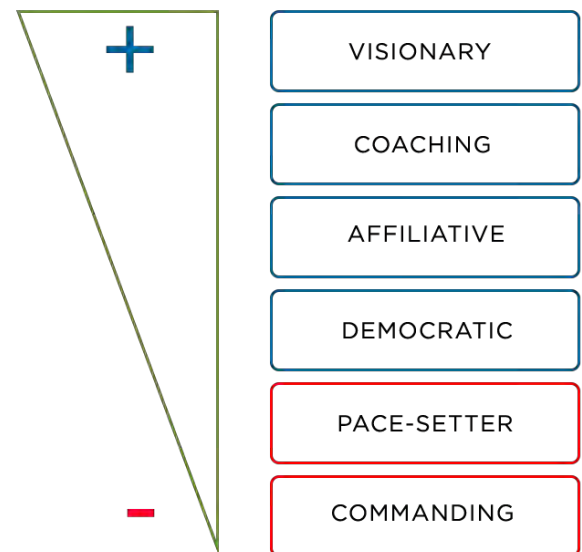


All too often leadership is a role that we are asked to perform without any knowledge of what makes a great leader and without any clear direction of how we can get there. We tend to unconsciously default to a style that suits our own personal way of working which can lead to issues when others don't align to that style. However, the reality is that not every individual in a team thinks and acts the way we do and each environment that we find ourselves in often requires a different leadership approach to achieve the best outcome.

At the beginning of the year I personally engaged Cillín to facilitate a team building workshop in which we focused on building deeper trust, creating our team vision and values, and a plan to bring it all together. The result has given us greater clarity around what we need to achieve for the year, it has our focused decision making, and I have a team who knows what success looks like.

Cillín's style is relaxed, friendly and professional. I would highly recommend Cillín for any engagement related to leadership development and building high performing teams.

Alicia Roberts, Manager Culture & Capability@DIA



This workshop explores the **different styles of leadership ranging from those that have the most positive impact to those that, although useful in particular situations, should be used sparingly or avoided altogether.** We look at the personality traits of the different leadership styles and the best combination of these, and create a **framework for you to determine your strengths** and areas of development that will allow you to become a leader who can adapt and deliver in any environment.

Workshop Details

Outcomes

- ✓ Understand the different leadership styles
- ✓ Know how to apply these at the right times and in the right circumstances
- ✓ Understand your current leadership strengths
- ✓ Create a development plan to become an authentic leader
- ✓ Develop your own personal leadership philosophy

Participants

This workshop is for leadership teams or for those who are ready to step up into a leadership position, or are currently struggling in a leadership role.

Duration

The Leadership Styles workshop is a half day workshop.

ADVANCED COMMUNICATION



Although we communicate every day we're alive, very few people are consciously aware of how they are communicating, or the impact their communication has on others. **Poor (or blind) communication skills are the single biggest cause of conflict in teams.** Unfortunately people often find themselves in the trap of not knowing how to change their communication approach and unfortunately continue to rub their team mates up the wrong way.

Cillin facilitated a communication course across 3 teams within a branch at MBIE recently. With no exception all participants agreed it was an extremely worthwhile day, full of insights and fun. The point of difference I think Cillin offers is that his courses are valuable to both work and home life. In my opinion this is what keeps people engaged and energized for the whole day! People of all ages and experiences were having "aha" moments and that's how we grow and get better at .. in a nutshell.. dealing with each other.

Tanya Barrell, Manager Project Delivery@MBIE



Applying the skills learned in this workshop will cascade through every aspect of a person's professional and personal life. Developing strong personal relationships within the team and with key stakeholders tears down barriers to progress to enable a fast paced work environment. Communicating issues in a respectful and professional manner leads to a deeper understanding and greater respect among team members further aiding the resolution of conflict in whatever form it may present itself.

Workshop Details

Outcomes

- ✓ Develop strategies to build instant rapport with others
- ✓ Build strong and lasting relationships
- ✓ Use listening skills and paraphrasing to help another person solve their own problems
- ✓ Be respectfully assertive when communicating an issue to another person
- ✓ Explore strategies to resolve different types of conflict

Participants

This workshop is suitable for anyone and at any level of the organisation.

Duration

The Advanced Communication workshop is a full day workshop. However, this can be delivered in 2 x half days.

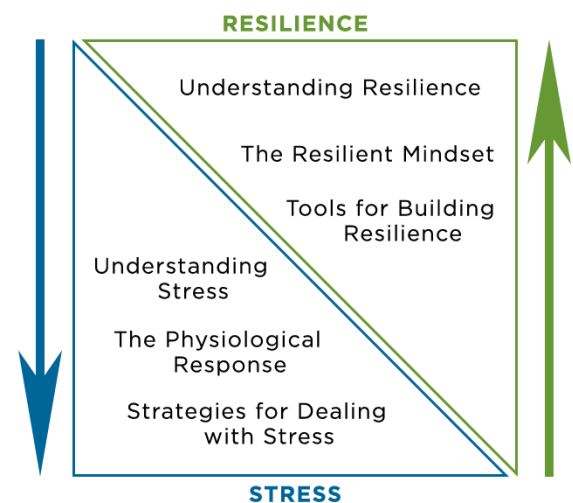
BUILDING RESILIENCE



According to a 2017 survey conducted by Southern Cross and Business NZ, 31.2 per cent of employees said their level of stress had risen in the last two years. Over 40 per cent of workers in larger companies cite trying to hit targets as a big cause of stress. **It is undeniable that stress is a major health concern for a lot of organisations, not only for the health and wellbeing of their employees, but also for the cost of absenteeism and poor performance that this leads to.**

By far the best People Leadership Forum to date! Cillín is a top speaker! This is the 2nd session I've attended of his and he has tonnes of great info to share. I really liked that we could all have a laugh and play a few games in-between the day as this always helps make the day and the topics discuss more memorable. I hope to see Cillín back at future PLF's soon.

Participant, People Leadership Forum@ANZ



Sometimes awareness is curative. **Understanding the things that cause us to feel stress allows us to put strategies into place to ensure this doesn't happen.** Managing stress is something that is within all our control. Developing the mental and emotional skills that lead to resilience helps us overcome seemingly impossible hurdles and enables us to bounce back from tough times and to push through times of uncertainty.

Workshop Details

Outcomes

- ✓ Understand what stress actually is and how it impacts our mindset and physiology
- ✓ Identify personal triggers for stress
- ✓ Develop a strategy to reduce and maintain balanced stress levels
- ✓ Understand the characteristics of the C-Type, the personality type that strives in stressful environments
- ✓ Apply mental strategies to overcome negativity and harmful thought patterns

Participants

This workshop is suitable for anyone and at any level of the organisation.

Duration

The Building Resilience workshop is a full day workshop. However, this can be delivered in 2 x half days.



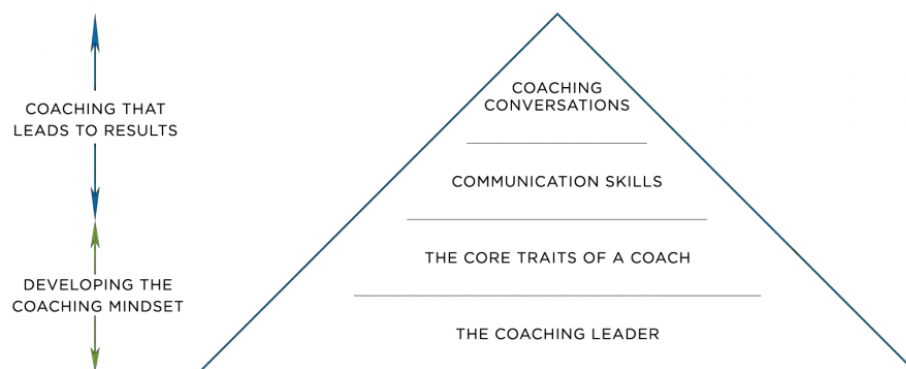
Appendix II

Other Workshops

THE LEADER AS COACH



One of the most influential leadership styles is the coaching leadership style. **Unfortunately, this style is also the least used.** Leaders who don't understand the importance of this vital skill or don't know how to use it to its full effect are at risk of losing key staff or being hamstrung by ineffective teams.



A coaching culture has a direct impact on the performance of teams. **A leader who spends time coaching team members naturally increases engagement, relationships, builds trust, and leads to improved results in every area of performance.** A secondary, and often surprising, benefit for the coaching leader is the personal satisfaction of experiencing a deeper connection with each team member as they continue to grow in their role.

Workshop Details

Outcomes

- ✓ Understanding where coaching fits into the leadership toolkit
- ✓ Introduce the core competencies of a coach
- ✓ Implement an effective model for holding a coaching session
- ✓ Develop a range of questions to help guide the coachee to their own solutions
- ✓ Coaching as a conversation
- ✓ Helping the coachee explore their 'model of the world'

Participants

This workshop is for those in existing leadership positions, are moving into a leadership position, or provide mentoring and guidance for other team members. It is also suitable for advisors required to introduce change across an organisation or an industry.

Programme Structure

The Leader as Coach programme is structured in such a way as to ensure maximum learning and skill development. It consists of 3 days of training and 4 group coaching sessions to practice and hone the essential skills of coaching.

LEADING FROM ANYWHERE



The COVID-19 pandemic has changed the way we work forever. Before 2019, only about 3 percent of the workforce reported working more than half of their hours remotely, now the majority of the workforce spend at least half of their time working from home (or away from the office). This sudden shift has been confronting for many traditional style managers; many of whom are struggling to adapt.

Cillín has facilitated a number of workshops with ANZ's Infrastructure and Operations Leadership Team. His enthusiasm, passion and deep learning has resulted in our teams building their leadership toolbox in areas such as communication, change, and resilience. The buzz after the workshop was contagious and we have felt a shift in the teams leadership dial.

Emma Parker, Transformation Manager@ANZ



Many managers are struggling with this shift because they see it as a completely different way of working and fear a loss of control over the work their team is doing. **However, by making a subtle shift to the core leadership skills many managers already have in place, remote working can become the new norm and one that enhances, not only the work-life balance of team members, but also their productivity and sense of team.** By creating a virtual environment in which all team members buy into, reaffirming such values as respect and trust, and developing a greater understanding of how to effectively communicate when working remotely, managers can quickly learn to Lead From Anywhere.

Workshop Details

Outcomes

- ✓ Re-enforce a culture of shared understanding, identity and purpose
- ✓ Create a climate of psychological safety, trust and respect
- ✓ Strategies to build strong relational bonds and enhance engagement
- ✓ Developing core remote communication skills (asynchronous v synchronous, emails, meetings, etc.)
- ✓ Managing performance

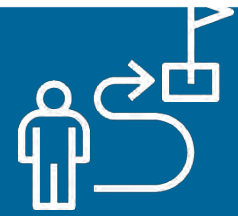
Participants

This workshop is suitable for team leaders and managers at every level of the organisation.

Duration

The Leading From Anywhere workshop can be run as a single day workshop or as two half day workshops.

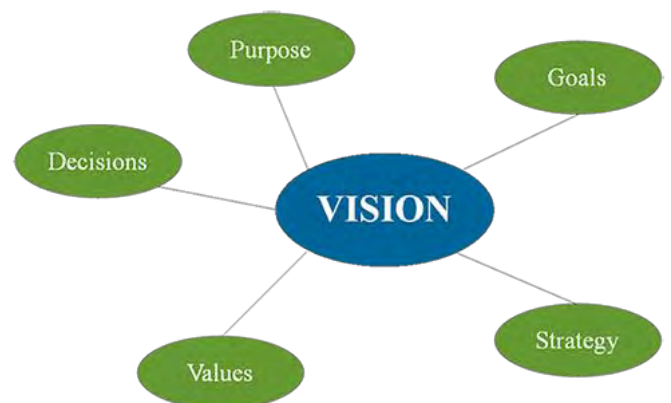
TEAM VISION & EXECUTION PLAN



As much as most of us love our work, it can also be hard going. When we get caught up in the weeds and every step seems like a struggle, it can become overwhelming and we ask ourselves, “What’s the point?” **We lose our focus and the work, which we previously enjoyed, now becomes a burden.** Without a vision to act as a guiding star it’s easy to get lost and disgruntled.

I sought Cillin’s assistance to work through establishing goals for LINQ. As a start-up we had been running at ‘a million miles an hour’ but I was conscious that it was still important to get the little things right. Cillin delivered four awesome sessions for the team. The results were; a strong set of Values for the company that the whole team bought into, and a deeply thoughtful piece on communication to allow us to operate smarter. Cillin’s work has made us a stronger, more aligned team – so important in the start-up space. I recommend that any early stage business should consider his assistance, early, to establish strong Values and Communication – the investment will be worth it.

Stew Darling, CEO@LINQ



Having a clear team vision that everyone is bought into is a powerful motivator for both individuals and the team itself. **Using the vision to determine the next course of action provides clarity and assurance that the team is on the right track.** Asking such questions as, “Will this bring us closer to our vision, or further away?” often makes tough decisions easier to answer and helps create clear goals that all the team can relate to.

Workshop Details

Outcomes

- ✓ Understand the challenges that the team faces
- ✓ Identify the key actions to resolve these
- ✓ Create a vision that everyone has contributed to
- ✓ Plant the seeds of a culture that refers to the vision when the team meets with a crossroad
- ✓ Develop measures to ensure success
- ✓ Create clear goals to achieve the vision
- ✓ Design the plan on a single page for simplicity and clarity

Participants

This workshop is for individual teams that want to develop a greater sense of purpose and understand the reasons why they come to work every day.

Duration

The Team Vision & Execution workshop is a full day workshop. However, this can be delivered in 2 x half days.

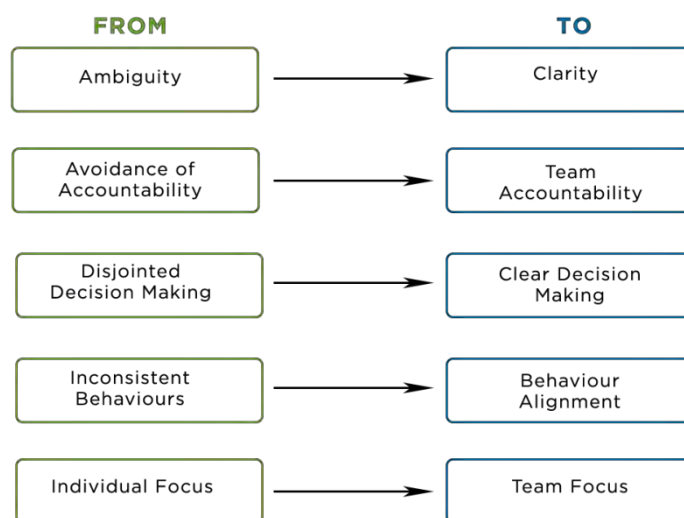
TEAM VALUES & BEHAVIOURS



Very few people are conscious of their personal values or the relevance these have in their lives. **This can lead to problems in a team because if team members are not aware of their own values, they're unlikely to be aware of those of others.** This can lead to team members making incorrect judgements about a colleague's intent and character causing unnecessary conflict.

Cillín's style is fun, yet insightful, somewhat provocative but all based on tried and true methods. Our team enjoyed every minute and walked away with new approaches to working together and a self-awareness on how to together. Cillín was able to ensure all the voices of the team were heard, bring those voices together to help us develop our own values. We now have team values we all can work to and make sense for us. Lastly, we had fun as a team doing this work, including teaching Cillín some Māori pronunciation. There is nothing quite like an Irishmen learning to say whakawhanaungatanga. Thanks Cillín.

Jo Tuapawa, Business Change Manager@DIA



A team that is bought into their values and uses these to make the right decisions will always do the right thing by their colleagues, the organisation, and stakeholders. **Team values highlight the attitudes that are important to a team and act as a yardstick for excellence.** Explicitly identifying the behaviours that support (and do not support) team values enables team members to hold each other to account for what is acceptable and what is not, a culmination of which leads to greater clarity and overall team performance.

Workshop Details

Outcomes

- ✓ Understand the importance of our personal values and how they influence every decision we make
- ✓ Create team values that the team will use to guide decision making
- ✓ Define the behaviours that support these values
- ✓ Understand our personal rules and how they influence our decisions judgements of others and our emotions

Participants

This workshop is for individual teams that want to create greater alignment and clarity, take a values-driven approach to behaviours and decision making.

Duration

The Team Values & Behaviours workshop is a half day workshop.

THE 4 STAGES OF PSYCHOLOGICAL SAFETY

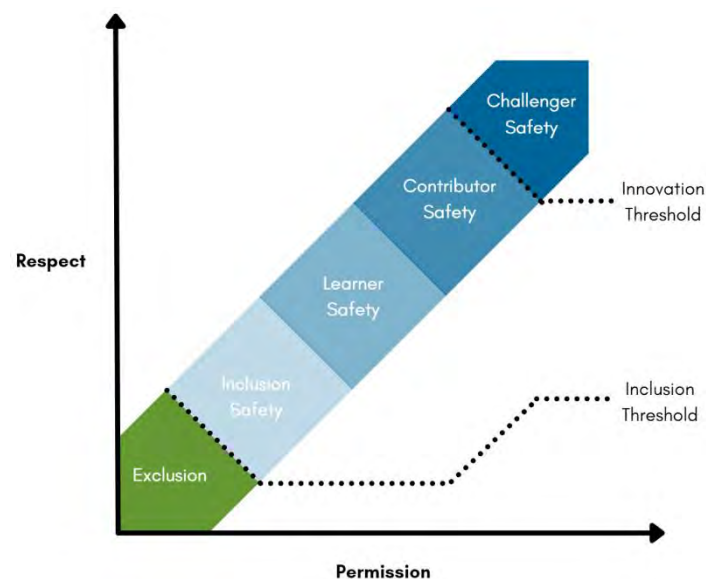


Have you ever been brushed off, ignored, demeaned, silenced, or humiliated? These painful and memorable experiences trigger the self-censoring instinct that is within us all and effectively neutralises performance. When social friction exists in a team the predictable approach to our work is one of caution preventing people from bringing their whole self to work. This has become even more important now that our teams are dispersed and it is becoming increasingly difficult for leaders to continue to build and maintain relationships.

At the beginning of the year I personally engaged Cillín to facilitate a team building workshop in which we focused on building deeper trust, creating our team vision and values, and a plan to bring it all together. The result has given us greater clarity around what we need to achieve for the year, it has our focused decision making, and I have a team who knows what success looks like.

Cillín's style is relaxed, friendly and professional. I would highly recommend Cillín for any engagement related to leadership development and building high performing teams.

Alicia Roberts, Manager Culture & Capability@DIA



This series of workshops is designed to provide leaders with the actionable tools to create a greater sense of psychological safety among their team members so they are confident to grow in their roles, contribute to the organisation on a grander scale and to overcome any fear and social friction to challenge the status quo required for innovation and fresh thinking; ultimately, a safe place to grow and thrive and contribute.

Workshop Details

Outcomes

- ✓ Understand the impacts of exclusion and how it might show up in teams
- ✓ Develop actionable skills to increase awareness around inclusion
- ✓ Create a safe environment in which people feel confident to learn, grow and contribute on a larger scale
- ✓ Establish team norms that encourage people to challenge and innovate for the good of the organisation

Participants

This workshop is for leaders and teams alike, or anyone interested in building an environment in which people can thrive.

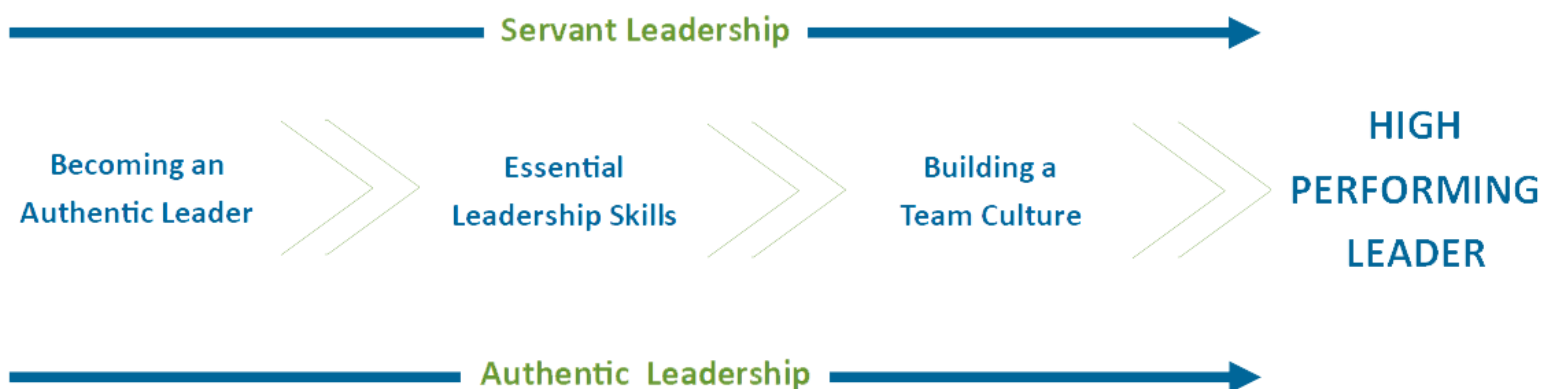
Duration

This is an online workshop and is delivered in 4 x 1 hour blocks focusing on each of the four stages.

HIGH PERFORMING LEADER



So often we set our leaders up to fail by not giving them the skills they need. People are often promoted to a leadership role based on their success in delivery and through their technical skills; however, leading teams requires a whole different skillset. Unfortunately for those leaders and their teams developing these skills is often left too late or it never occurs at all! Marshall Goldsmith's bestselling title *What Got You Here, Won't Get You There* sums up this nicely.



The higher you go in an organisation, more and more of the challenges you encounter will have a people element to them. **Without doubt, it's your people skills that will determine the type of leader you become.** This programme will help you to understand the skills and behaviours required to successfully lead and manage teams. These two immersive days are fully interactive and make use of real-life scenarios.

Workshop Details

Outcomes

- ✓ Develop and articulate your personal leadership philosophy
- ✓ Learn the process of creating a team vision to align your team to a common purpose
- ✓ Learn the process of creating a set of values for your team to set the standards and guide value-based decision making
- ✓ Understand the psychology of motivation to get the best out of your team
- ✓ Grow your team through feedback
- ✓ Delegate effectively and hold your team accountable in a professional and motivating manner

- ✓ Learn how to hold difficult conversations professionally
- ✓ Develop a 90-Day plan to set yourself up for success in your role

Participants

This workshop is suitable for those in an existing leadership positions or are moving into a leadership position.

This programme is spread over a series of months; please contact us for more information about the structure and delivery options.

GROWTH MINDSET



Having a growth mindset is a strong indicator of a person's ability to learn and adapt to new environments and challenges. Although the advantages of this style of thinking are greatly recognised what is often missing is the knowledge of how to make this change. **Understanding the concept is not enough.** People often revert back to old ways of thinking (especially under times of stress) without the tools and strategies to make the permanent change.

We had the opportunity to work with Cillin from Resulting Coaching over the last 6 months. Cillin's style immediately came across at a human level and his passion for professional and personal growth really shown through. As our team had been newly formed after a recent structure change, Cillin took us through a programme designed to bring the leadership team together and set us on the path to achieving our collective goals. This was all done through the sharing of stories, fun, and exchanging the collective knowledge within the team. The whole leadership team agreed it was Cillin's engaging style, experience, and practical tools/tips that helped us, as a team, have really productive team sessions. We continue to engage Cillin across the organisation and look forward to future sessions.

**Catherine Fenwick, Organisational Services
Director@InternetNZ**



Creating a greater awareness of the forces that drive our decision making and cause our emotions is the foundation to personal change. Once we understand why we do the things that we do, we develop a greater and deeper insight into why others do what they do. This naturally leads to tolerance and compassion for other people. Shedding unresourceful beliefs and understanding how to create new and powerful beliefs will lay the foundation for a future full of opportunity and endless possibilities.

Workshop Details

Outcomes

- ✓ Understand the beliefs that shape our thinking and behaviour
- ✓ Change our unresourceful, limiting beliefs and enhance those beliefs that bring us joy and happiness
- ✓ Understand the importance of our personal values and how they influence every decision we make
- ✓ Understand our personal rules and how they influence our decisions, judgements of others, and our emotions.

Participants

This workshop is suitable for anyone and at any level of the organisation.

Duration

The Growth Mindset workshop is a full day workshop. However, this can be delivered in 2 x half days.



We are looking
forward to working
with you

**Thank
You.**

AGENDA ITEM 2.7**Draft Organisational Strategy**

New Zealand Fish and Game Council Meeting 160 November 2022

Prepared by: Corina Jordan, Chief Executive, NZ Fish and Game Council

Kōrero taunaki - Summary of considerations***Purpose***

This report to the New Zealand Fish and Game Council seeks approval for the draft Organisational Strategy to go out for consultation to regions.

Financial considerations

Nil Budgetary provision Unbudgeted

Risk

Low Medium High Extreme

Ngā taunaki - Staff Recommendations

NZC Staff recommend the following motion:

That the New Zealand Fish and Game Council:

1. Approve the draft Organisational Strategy for consultation with regions.

Whakarāpopoto - Executive Summary

- 1 Fish and Game has been through a strategy review process involving specific workshops for NZC, Managers and Chairs.
- 2 A draft Organisational Strategy has been produced out of these workshops.

Takenga mai - Background

- 3 The organisational strategy process has been commissioned to build a shared sense of purpose, direction and cohesion at an all of organisation level.
- 4 Primary Purpose have been engaged to produce the strategy and to date have held three separate two day workshops with each of NZC, the Managers and Chairs.
- 5 All groups that underwent this process identified common themes and issues, suggesting that there is significant scope for a document that reflects the collective organisation.

Kōrerorero - Discussion

- 6 The draft Organisational Strategy is attached as Appendix 1.

Ngā kōwhiringa - Options

- 7 The Council may
 - a. Agree to approve the draft Organisational Strategy to go out for consultation.
 - b. Agree to amend the draft Organisational Strategy prior to consultation.
 - c. Agree to not approve the draft Organisational Strategy.
- 8 The Council will have a further opportunity to consider the strategy following consultation

Whai whakaaro ki ngā whakataunga - Considerations for decision-making

Financial Implications

- 9 The financial implications of the strategy are addressed in the reforecast budget.

Legislative Implications

- 10 No legislative implications.

Section 4 Treaty Responsibilities

- 11 The strategy should clarify and ensure that Fish and Game's s4 responsibilities are integrated through all levels of decision making within Fish and Game.

Policy Implications

12 The draft Organisational Strategy will set Fish and Game's strategic priorities from which policy positions will flow.

Risks and mitigations

13 Formalising an Organisational Strategy is seen as one of the key risk mitigation steps for the organisation as it will assist all entities operating within the organisation to work in a cohesive manner.

Consultation

14 Formal consultation will take place once the draft Organisational Strategy is approved, however the document as it stands is the product of workshops with NZC, Managers and Chairs.

Ngā mahinga e whai ake nei - Next actions

15 If agreed, the draft Organisational Strategy will be sent out to regions for consultation.



DRAFT

Consultation document

Strategy

2023 -2027



Background

The purpose and functions of the New Zealand Fish & Game Council are prescribed in section 26B of the Conservation Act 1987.

This strategy document describes how the New Zealand Fish & Game Council will deliver on its statutory obligations and vision for the future, covering the period 2023-2027. Importantly, the strategy recognises and captures the recommendations of a ministerial review conducted in 2021.

This strategy, combined with a separate and more detailed implementation plan, will deliver a strengthened, fit-for-purpose organisation, more connected with stakeholders and Mana Whenua to protect and enhance fresh water fish & game, their habitats, and the values precious to all New Zealanders.

This document contains an overview 'strategy-on-a-page' plus a description of the five identified strategic priorities. These are further detailed within an associated Business Plan.

New Zealand Fish & Game Council Strategic Priorities 2023-2027:

- Unified & enduring organisation
- Attract & retain licence holders
- Mana Whenua connected
- Public perception and legitimacy
- Healthy habitats and ecosystems



Strategy 2023-27

The New Zealand Fish & Game Council oversees the management of New Zealand's sport fish and game resources. Fish & Game New Zealand is a not for profit public entity with statutory powers and is funded through license fees.

This strategy has been developed in 2022 following a ministerial review conducted in 2021 which noted that Fish & Game New Zealand plays an important role in environmental advocacy and stewardship. The review also noted that the organisation is relatively unchanged since establishment in 1990 and identified significant opportunity to strengthen governance and good management practice.

The strategy outlined here is intended to provide a strengthened, fit-for-purpose organisation more connected with stakeholders and Mana Whenua, to protect and enhance fresh water fish & game, their habitats and the values precious to all New Zealanders.

Vision

Healthy fresh water ecosystems with abundant fish & game valued by all New Zealanders


Purpose

Of Fish & Game New Zealand

Fish & Game New Zealand maintains and enhances sports fish and game birds, and their habitats, ensuring access for current and future generations of New Zealanders

Priorities

Where we will focus our efforts

-  Unified & enduring organisation
-  Attract & retain licence holders
-  Mana Whenua connected
-  Public perception and legitimacy
-  Healthy habitats and ecosystems

Objectives

What success looks like for our strategic priorities



Unified & enduring organisation

A national and regionally cohesive organisation built on a culture of shared values, trust and engagement. Delivering on vision and purpose for stakeholders and Mana Whenua. Maintaining the statutory mandates that enable effective service delivery



Attract & retain licence holders

Deliver a valued and cost-effective experience for license holders by understanding their needs, providing simple processes and effective communication, making fishing and game bird hunting more attractive to a wider group of future participants



Mana Whenua connected

Māori values are understood and reflected within Fish & Game with aligned advocacy and a positive collaborative approach that builds upon Te Tiriti obligations defined in the Conservation Act



Public perception and legitimacy

Understanding and re-shaping public perception of Fish & Game New Zealand, angling and game bird hunting through positive messaging of natural environment protection, wild food harvesting, and wellbeing through outdoor recreation



Healthy habitats and ecosystems

Sport fish and game bird habitats are healthy. Species are monitored and maintained and sustainable wild harvest opportunities are secured for future generations

Values

That guide how we work

Trust

We are trusted as consistent and capable providers of services to Fish & Game stakeholders and Mana Whenua

Inclusion

We recognise and respect the diverse range of perspectives and cultural interests of our stakeholders

Connection

We are deeply connected, understanding anglers, hunters, regulators and public interest groups

Service

We are enthusiastic, professional, kind, and accountable to each other and our community

Unified & Enduring Organisation

Strategic Objective

A national and regionally cohesive organisation built on a culture of shared values, trust and engagement. Delivering on vision and purpose for stakeholders and Mana Whenua. Maintaining the statutory mandates that enable effective service delivery

This means we will...

- Increase cross-regional and national engagement within Fish & Game
- Design and implement a comprehensive communications plan addressing internal and external requirements
- Implement a governance structure of both elected and appointed members
- Advocate to retain the statutory powers that enable Fish & Game to deliver on its Vision and Purpose
- Adopt a full suite of binding governance and corporate policies including roles & responsibilities and resource allocation
- Establish a programme of professional development for elected members and Fish & Game staff
- Develop Fish & Game culture through recognition, ownership and collective accountability to shared values

Key Performance Indicators

- Professional development implemented and on-going
- Policies and procedures available
- Fish & Game team engagement and satisfaction

Who needs to be involved?

- Governance
- Management
- Team
- Regional Fish & Game Councils

Attract & retain license holders

Strategic Objective

Deliver a valued and cost-effective experience for license holders by understanding their needs, providing simple processes, and effective communication. This ensuring sustainable revenue to support delivery of Fish & Game programmes, making fishing and game bird hunting more attractive to a wider group of future participants

This means we will...

- Review the existing R3 programme (Recruit, Retain, Re-activate) for effectiveness to-date
- Review the licencing and pricing model to maximise user value and provide sustainable revenue for Fish & Game operations
- Conduct attitudinal and usage research with licence holders to identify needs, wants and perceived value
- Conduct social research with wider public to determine perceptions, barriers and enablers to participation
- Provide database analytics on member churn and reactivation rates and associated demographics,
- Develop and implement a data driven national marketing programme
- Seek alternative sources of income to support Fish & Game programmes

Key Performance Indicators

- R3 evaluation
- Data analytics
- Marketing plans
- Revenue levels

Who needs to be involved?

- National & Regional Councils
- Licence holders
- Potential target participation groups
- Potential non-license funders

Mana Whenua connected

Strategic Objectives

Māori values are understood and reflected within Fish & Game, with aligned advocacy and a positive collaborative approach that builds upon our responsibility to give effect to the principles of Te Tiriti set out in the Conservation Act 1987

This means we will...

- Identify and recognise existing Treaty Settlements and their implications for Fish & Games work
- Recognise the variation in experiences, expectations and capacity between whanau, mare, haps, and settled and unsettled iwi
- Co-develop guidelines for Mana Whenua input to Fish & Game management plans
- Co-develop a Kawenata (charter / policy) on Mana Whenua relationships and conflict resolution
- Deliver leadership and staff cultural education on Tikanga and Fish & Game obligations to Mana Whenua
- Identify and reconcile historic grievances between Mana Whenua and Fish & Game at a regional level
- Actively collaborate on projects with Mana Whenua on areas of common interest

Key Performance Indicators

- Kawenata
- Cultural training delivered and ongoing
- Number of collaborative projects
- Mana Whenua engagement and satisfaction

Who need to be involved?

- Regional Mana Whenua (to the extent they wish to be involved)
- Māori organisations operating at the National level
- National F&G leadership
- Regional F&G

Public Perception & Legitimacy

Strategic Objectives

Understanding and re-shaping public perception of Fish & Game New Zealand, angling and game bird hunting through positive messaging of natural environment protection, wild food harvesting, and wellbeing through outdoor recreation

This means we will...

- Conduct social research with NZ public to gain baseline data on perception and attitudes to Fish & Game, angling and game bird hunting
- Conduct economic research to quantify the total value of angling and game bird hunting in New Zealand
- Design and deliver a targeted multi-level campaign to inform public perception, encourage participation and influence policy
- Visibly engage in regional public good projects aligned with Fish & Game strategy and objectives i.e. catchment groups, wetland management etc

Key Performance Indicators

- Economic impact report
- Baseline public perception data
- Social campaign designed and launched
- Number of regional public good initiatives

Who need to be involved?

- Fish & Game National & Regional
- Public relations provider
- Economic research provider
- Social research provider

Healthy Habitats & Ecosystems

Strategic Objectives

Sport fish and game bird habitats are healthy. Species are monitored and maintained and sustainable wild harvest opportunities are secured for future generations

This means we will...

- Deliver species monitoring, applying fisheries management standard operating procedures
- Maintain Fishing & hunting regulations and provide seasonal notices for anglers and hunters
- Advocate for the protection and enhancement of sports fish and game bird habitats
- Understand and enhance the eco-system relationship between sports fish and indigenous species
- Advocate for the maintenance and protection of outstanding water bodies through water conservation orders

Key Performance Indicators

- Sports fish and indigenous species eco-system balance
- Regulations notified
- Advocacy initiatives

Who need to be involved?

- Fish & Game national & regional
- Mana Whenua
- DOC
- MfE

AGENDA ITEM 2.8**Draft 3 year Business Plan****New Zealand Fish and Game Council Meeting 160 November 2022****Prepared by:** Corina Jordan, Chief Executive, NZ Fish and Game Council**Kōrero taunaki - Summary of considerations*****Purpose***

This report to the New Zealand Fish and Game Council seeks approval for the draft 3 year business Plan, to go out for consultation to regions on those areas required to implement Fish & Game Organisational Strategy and which are outside of historic NZC work programmes.

Financial considerations

Nil Budgetary provision Unbudgeted

Risk

Low Medium High Extreme

Ngā taunaki - Staff Recommendations

NZC Staff recommend the following motion:

That the New Zealand Fish and Game Council:

1. Receives the draft 3 year business plan; and
2. Approve the draft 3 year business plan for consultation with regions in relation to those areas required to implement the draft Organisational Strategy and which are outside of historic NZC work programmes.

Whakarāpopoto - Executive Summary

- 1 Fish and Game has been through a strategy review process involving specific workshops for NZC, Managers and Chairs, and Strategy Implementation Workshop with Regional Managers.
- 2 A draft Organisational Strategy and draft 3 year business plan has been produced out of these workshops.
- 3 Purpose of the Strategy and Implementation workshops was to:
 - 3.1 Develop a draft organisational strategy collaboratively with NZC and the Regional Managers and their teams, which would then be consulted on by F&G regional councils;
 - 3.2 To build a shared sense of purpose, direction and cohesion;
 - 3.3 To develop a draft 3 year business plan that links to, and is driven by, identified strategic priorities (risk and mitigation assessments including statutory roles and responsibilities);
 - 3.4 In this process to consider key risk areas for the organisation:
 - 3.4.1 Feedback from the Fish & Game Regions on the key risks and opportunities facing Fish & Game;
 - 3.4.2 Fish & Game section 4 responsibilities in being a “good” treaty partner;
 - 3.4.3 Mana Whenua aspirations in relation to environment and species management;
 - 3.4.4 Social licence to operate (wider NZ public and licence holders);
 - 3.4.5 Key legislative reforms and implications for Fish & Game (RMA, Wildlife Act, Conservation Act); and
 - 3.4.6 Fish & Game Review and implementation
 - 3.5 Meet Fish & Game New Zealand Council statutory requirements under section 26C of the Conservation Act;

Takenga mai - Background

- 4 The last 3 year business plan ran from 2019 through to 2021 and was then extended for a further year until 2022. However, the organisation has never had an organisational strategy, which has meant that while plans have been created to give effect to Fish & Game’s functions under the Conservation Act (sections 26C – NZC – and 26Q - regions), they have not been developed collaboratively or with a view to addressing the organisations current and future risks and opportunities. This has in the

opinion of the NZC CE led to a lack of organisational strategic direction, collective accountability, and cohesion.

- 5 The organisational strategy and implementation process has been commissioned to build a shared sense of purpose, values, direction and cohesion at an all of organisation level.
- 6 Primary Purpose have been engaged to produce the strategy and to assist with building the 3 year business plan.
- 7 The Regional Managers identified common themes, issues, and opportunities for addressing the organisational priorities through a 3 year business plan. This suggests that there is significant scope for a business/ implementation plan that reflects the collective organisation, while identifying roles and responsibilities across NZC and the regions.

Kōrerorero - Discussion

- 8 The draft 3 year business plan is being finalised at the time of writing, and will be provided to Councillors as soon as possible. At that time the public agenda will be updated.
- 9 It is intended that the 3 year business plan be finalised following completion of the Organisational Strategy, for final NZC approval at the February 2023 Council meeting.

Ngā kōwhiringa - Options

- 10 The Council may
 - a. Agree to approve the draft 3 year business plan for consultation with regions on relevant areas.
 - b. Agree to amend the draft 3 year business plan for consultation with regions on relevant areas.
 - c. Agree to not approve the draft 3 year business plan.
- 11 The Council will have a further opportunity to consider the 3 year business plan following consultation.

Whai whakaaro ki ngā whakataunga - Considerations for decision-making

Financial Implications

- 12 The financial implications of the 3 year business plan are partly addressed in the reforecast budget. Full implementation will be dependent on contestable funding rounds in 2023, as well as access to RM, Research, and Staff Development budgets.

Legislative Implications

- 13 No legislative implications.

Section 4 Treaty Responsibilities

14 The 3 year business plan should ensure that Fish and Game's s4 responsibilities are integrated through all levels of decision making within Fish and Game.

Policy Implications

15 The draft Organisational Strategy will set Fish and Game's strategic priorities from which policy positions will flow, which will be implemented through NZC 3 year business plan and F&G regional plans.

Risks and mitigations

16 Formalising a 3 year business plan which works collectively with F&G regional plans is seen as the priority pathway to implement the Organisational Strategy. This is a key risk mitigation step for the organisation as it will assist all entities operating within the organisation to work in a unified, visionary, efficient and structured manner in addressing F&G organisational opportunities and risks.

Consultation

17 Formal consultation will take place once the draft 3 year business plan is approved, however the document as it stands is the product of workshops with Regional Managers and is built off the draft Organisational Strategy which has been collaboratively built.

Ngā mahinga e whai ake nei - Next actions

3. If agreed, the draft 3 year business plan will be approved for consultation with regions in relation to those areas required to implement the draft Organisational Strategy and which are outside of historic NZC work programmes.



Three-year business plan

2023 - 2026

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1 Introduction

The purpose of the New Zealand Fish and Game Council (NZ Council) is prescribed in s.26 B of the Conservation Act 1987 ... “to represent nationally the interests of anglers and hunters and provide co-ordination of the management, enhancement and maintenance of sports fish and game”. This is manifested within the strategic plan 2023-2027 and within this Business Plan with vision, purpose, values and strategic priorities described in simple terms for use with a variety of internal, stakeholder, and external audiences.

This Business Plan sets out the proposed actions of the NZ Council over a three year horizon to 2026. The plan details the respective actions and outputs for the NZ Council and National Projects under each of five strategic priorities outlined below.

1. Unified and enduring organisation
2. Attract & retain licence holders
3. Mana Whenua connected
4. Public perception & legitimacy
5. Healthy habitats and ecosystems

This plan also recognises the implementation of the 2021 review findings as critical to the future of Fish & Game. Where possible these recommendations have been linked to planned operational activity to give assurance that they are being addressed.

Budget allocations against priorities and actions are provided as a separate document



Strategy 2023-27

The New Zealand Fish & Game Council oversees the management of New Zealand's sport fish and game resources. Fish & Game New Zealand is a not for profit public entity with statutory powers and is funded through license fees.

This strategy has been developed in 2022 following a ministerial review conducted in 2021 which noted that Fish & Game New Zealand plays an important role in environmental advocacy and stewardship. The review also noted that the organisation is relatively unchanged since establishment in 1990 and identified significant opportunity to strengthen governance and good management practice.

The strategy outlined here is intended to provide a strengthened, fit-for-purpose organisation more connected with stakeholders and Mana Whenua, to protect and enhance fresh water fish & game, their habitats and the values precious to all New Zealanders.

Vision

Healthy fresh water ecosystems with abundant fish & game valued by all New Zealanders

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Of Fish & Game New Zealand

Fish & Game New Zealand maintains and enhances sports fish and game birds, and their habitats, ensuring access for current and future generations of New Zealanders

Priorities

Where we will focus our efforts

-  Unified & enduring organisation
-  Attract & retain licence holders
-  Mana Whenua connected
-  Public perception and legitimacy
-  Healthy habitats and ecosystems

Objectives

What success looks like for our strategic priorities



Unified & enduring organisation

A national and regionally cohesive organisation built on a culture of shared values, trust and engagement. Delivering on vision and purpose for stakeholders and Mana Whenua. Maintaining the statutory mandates that enable effective service delivery



Attract & retain licence holders

Deliver a valued and cost-effective experience for license holders by understanding their needs, providing simple processes and effective communication, making fishing and game bird hunting more attractive to a wider group of future participants



Mana Whenua connected

Māori values are understood and reflected within Fish & Game with aligned advocacy and a positive collaborative approach that builds upon Te Tiriti obligations defined in the Conservation Act



Public perception and legitimacy

Understanding and re-shaping public perception of Fish & Game New Zealand, angling and game bird hunting through positive messaging of natural environment protection, wild food harvesting, and wellbeing through outdoor recreation



Healthy habitats and ecosystems

Sport fish and game bird habitats are healthy. Species are monitored and maintained and sustainable wild harvest opportunities are secured for future generations

Values

That guide how we work

Trust

We are trusted as consistent and capable providers of services to Fish & Game stakeholders and Mana Whenua

Inclusion

We recognise and respect the diverse range of perspectives and cultural interests of our stakeholders

Connection

We are deeply connected, understanding anglers, hunters, regulators and public interest groups

Service

We are enthusiastic, professional, kind, and accountable to each other and our community

3 Mapping of statutory obligations to operational implementation

Fish & Game New Zealand operates with core statutory responsibilities. Table 1 below demonstrates how these statutory responsibilities are delivered operationally by Fish & Game within the current strategy and associated implementation plan.

Table 1

Fish & Game statutory obligations (functions of the Council as described in section 26c of the Conservation Act 1987) The functions of the New Zealand Fish and Game Council shall be:	Addressed by planned actions
a) to develop, in consultation with Fish and Game Councils, national policies for the carrying out of its functions for sports fish and game, and the effective implementation of relevant general policies established under the Wildlife Act 1953 and this Act:	5.1d, 5.2h
b) to advise the Minister on issues relating to sports fish and game:	5.5b, 5.5d
ba) in relation to Anglers Notices and notices for game seasons (under section 15 of the Wildlife Act 1953),— (i) to co-ordinate their preparation and recommendation to the Minister for approval: (ii) to advise the Minister: (iii) to arrange for their publication under the Legislation Act 2019:	5.2h
c) to participate, with the Director-General and other interested parties, in the development of a research programme promoting the management of sports fish and game:	5.5g
d) to oversee the electoral system by which members of Fish and Game Councils are elected:	TBC
e) to recommend to the Minister an appropriate fee for fishing and hunting licences, after having regard to the views and recommendations of Fish and Game Councils:	5.2b, 5.2c, 5.2d, 5.2e, 5.2h
ea) to recommend to the Minister fees for game hunting guide licences and sports fishing guide licences, after having regard to views and recommendations of Fish and Game Councils:	5.2b, 5.2c, 5.2d, 5.2e, 5.2h

<p>f) to determine, in consultation with Fish and Game Councils, the amount of the levy payable by Fish and Game Councils to the New Zealand Fish and Game Council, from licence sales, for—</p> <p>(i) the administration of the New Zealand Fish and Game Council; and</p> <p>(ii) redistribution between Fish and Game Councils; and</p> <p>(iii) advocacy and research:</p>	
<p>g) to advocate generally and in any statutory planning process the interests of the New Zealand Fish and Game Council and, with its agreement, of any Fish and Game Council in the management of sports fish and game, and habitats:</p>	5.1d, 5.5b, 5.5c, 5.5d
<p>h) to provide regular reports to Fish and Game Councils:</p>	5.1a
<p>i) to liaise with the New Zealand Conservation Authority</p>	5.1h
<p>j) to audit the activities of Fish and Game Councils:</p>	TBC
<p>ja) to recommend to the Minister, after having regard to the views and recommendations (if any) of Fish and Game Councils and the New Zealand Game Bird Habitat Trust Board, an appropriate fee in respect of any game bird habitat stamp and the form of such stamps:</p>	5.5e, 5.5f
<p>jb) to sell or arrange the sale of, in New Zealand or outside New Zealand, game bird habitat stamps and associated products:</p>	5.5e, 5.5f

4 Mapping of ministerial review recommendations to operational implementation

The ministerial review conducted in 2021 contained 36 recommendations covering a range of governance, management and operational aspects. Appendix 1 of this plan contains a full list of the recommendations and, where these relate to management and operations, maps these to operational implementation within this plan.

5 STRATEGIC PRIORITIES

5.1 Unified & Enduring Organisation

OBJECTIVE

A national and regionally cohesive organisation built on a culture of shared values, trust and engagement. Delivering on vision and purpose for stakeholders and Mana Whenua. Maintaining the statutory mandates that enable effective service delivery

ACTIVITY

Ref	Title	Description	Outputs	Outcomes	Timeline			
					6 mths	1 yr	2yr	3yr
5.1a	Connection & cohesion	Increase cross-regional and national engagement within Fish & Game	<ul style="list-style-type: none"> Scheduled cross team catch-up & update sessions Identify cross-regional collaborative project opportunities Fit-for-purpose cross team and cross region communications tools Re establish teams of excellence to work collectively, share knowledge and skills, and where appropriate advise on national policy, SOPs, organisational key messages, and plans. to provide regular reports to Fish and Game Councils 	<ul style="list-style-type: none"> Shared understanding A focus on collaboration rather than silo boundaries Resource efficiencies Informed and empowered organisation Living our values 				
5.1b	Comms & Advocacy plan	Design and implement a comprehensive communications plan addressing internal and external requirements	<ul style="list-style-type: none"> In depth understanding of F&G audiences/ stakeholders through insights Audiences and their values including perceptions of F&G identified Key Messages designed and implemented Multiple Channels utilised to connect with range of audiences 	<ul style="list-style-type: none"> A consistent, annually planned and professional flow of communications from Fish & Game to the right audiences at the right time, and in the right form to maximise message uptake, and stakeholder connection to F&G 				

Ref	Title	Description	Outputs	Outcomes	Timeline			
					6 mths	1 yr	2yr	3yr
			<ul style="list-style-type: none"> Timing appropriate to the audience and the issue or opportunity 					
5.1c	Structure	Implement a governance structure of both elected and appointed members	<ul style="list-style-type: none"> Delivery of review recommendation 6 	<ul style="list-style-type: none"> Improved professionalism around governance and decision-making whilst retaining a fishing and hunting ethos. 				
5.1d	Legislation	Advocate to retain the statutory powers that enable Fish & Game to deliver on its Vision and Purpose	<ul style="list-style-type: none"> Key stakeholder advocacy engagement Political engagement Mana Whenua engagement 	<ul style="list-style-type: none"> Statutory powers of the Conservation Act 1987 and Wildlife Act 1953 enabling Fish & Game operations are retained within the legislative review process 				
5.1e	Policy & procedure	Adopt a full suite of binding governance and corporate policies including roles & responsibilities, resource allocation and conflict of interest	<ul style="list-style-type: none"> Delivery of review recommendations 17, 18, & 19 	<ul style="list-style-type: none"> Adoption of good practice governance and management practices Improved clarity of roles and responsibilities at all levels 				
5.1f	Governance & Leadership Training	Establish a programme of professional development for elected members and management	<ul style="list-style-type: none"> Delivery of review recommendation 16 Select training providers for Mgt and Governance and implement upskilling and continuous development programmes 	<ul style="list-style-type: none"> Improved awareness of good practice Shared responsibility Effective and efficient teams Clarity around roles and responsibilities Display organisational values High performing Cohesive, united, strategic 				
5.1g	Culture	Develop Fish & Game culture through recognition, ownership and collective accountability to shared values.	<ul style="list-style-type: none"> Design and implement a programme of culture development through engagement, empathy, and teamwork 	<ul style="list-style-type: none"> Recognition of the long term shift required Improved empathy One-team Organisational understanding of the importance of culture and how to operate in a manner which displays and builds positive and empowered organisational culture 				
5.1h	Sister statutory organisation relationships and collaboration	To build strong relationships with the Big Game Animal Council, Department of Conservation, and NZ Conservation Authority	<ul style="list-style-type: none"> Regularly liaise with the Big Game Animal Council, Department of Conservation, and the NZ Conservation Authority, and work collaboratively on projects of shared interest and value 	<ul style="list-style-type: none"> Strong relationship with the Big Game Animal Council, Department of Conservation, and the NZ Conservation Authority, shared understanding, and collaboration 				

5.2 Attract & retain licence holders

OBJECTIVE

Deliver a valued and cost-effective experience for license holders by understanding their needs, providing simple processes, and effective communication. This ensuring sustainable revenue to support delivery of Fish & Game programmes, making fishing and game bird hunting more attractive to a wider group of future participants

ACTIVITY

Ref	Title	Description	Outputs	Outcomes	Timeline			
					6 mths	1 yr	2yr	3yr
5.2a	Retain, recruit, reactivate	Review the existing R3 programme (Recruit, Retain, Re-activate) for effectiveness to-date, and update as required	<ul style="list-style-type: none"> In depth understanding of F&G current, lapsed, and potential licence holders through insights Data on actions and outcomes of existing R3 programme as an input to the development of a new and coordinated marketing programme 	<ul style="list-style-type: none"> F&G understands its licence holders and potential future licence holders Clarity of current state in attract, retain, and re activate activity; Effective delivery of programmes across F&G to retain, recruit, and re activate licence holders 				
5.2b	Licensing & pricing	Review the licencing and pricing model to maximise user value and provide sustainable revenue for Fish & Game operations	<ul style="list-style-type: none"> A business optimisation model for optimised customer experience and sustainable income Understanding of the options and impacts of different license and pricing scenarios through insights 	<ul style="list-style-type: none"> F&G licencing categories and prices encourage and support participation while optimising revenue; Licence holders display willingness to pay and see value in their licence. 				
5.2c	Licence holder research	Conduct attitudinal and usage research with licence holders to identify needs, wants and perceived value	<ul style="list-style-type: none"> Licence holder research - field interviews and survey 	<ul style="list-style-type: none"> Understanding licence holder value perceptions and expectations of Fish & Game 				
5.2d	Public research	Conduct social research with wider public to determine perceptions, barriers and enablers to participation	<ul style="list-style-type: none"> <i>Note: Links with public perception and legitimacy priority actions</i> Barriers and enablers of wider public participation 	<ul style="list-style-type: none"> Ability to forecast likely future demand Identification of trends impacting participation 				
5.2e	Data analytics	Provide database analytics on member churn and reactivation rates and associated demographics,	<ul style="list-style-type: none"> Quantified churn rates Quantified reactivation rates Demographic data 	<ul style="list-style-type: none"> Quantitative data providing baseline to measure impact of new Fish & Game participation initiatives 				

5.2f	Marketing	Develop and implement a data driven national marketing programme	<ul style="list-style-type: none"> An appropriately resourced, targeted and nationally coordinated marketing programme 	<ul style="list-style-type: none"> Increased revenue Targeted increase in participation 				
5.2g	Alternative income	Exploration of alternative (non-license) revenue streams to reduce licence fee burden and support Fish & Game operations	<ul style="list-style-type: none"> Explore sponsorship and associated commercial revenue streams Grant funding opportunities - local and national government 	<ul style="list-style-type: none"> Revenue growth outside of licence fees Increased public profile 				
5.2h	Fishing & Hunting Regulations	Coordinate the preparation of anglers' notices and notices for open season for game and recommend to the Minister of Conservation on such matters.	<ul style="list-style-type: none"> Sports fishing and game bird hunting notices are prepared for approval by the Minister and published in the NZ Gazette at least 28 days before the start of each season. Fish and game editions of the regulations guide booklets are prepared and published for distribution by mid-March and August respectively. 	<ul style="list-style-type: none"> Sportfish and Gamebird harvest is managed through regulations S26C ba(i),(ii), and (iii) is achieved S26C e, and ea is achieved 				
5.2i	Access to the resource	Enable licence holders secure free, certain, enduring and practical public access to sports fish and game birds on lands of all tenure.	<ul style="list-style-type: none"> Access for anglers and hunters is advocated along and to all water bodies holding harvestable populations of sports fish and game birds, and on public lands where game bird hunting is permitted. Promote the implementation & use regionally of the Walking Access Act and Commission. 	<ul style="list-style-type: none"> Public access to a health environment is provided for Licence holders and the public 				
5.2j	Angler & hunter participation	Support participation in freshwater fishing and game bird hunting.	<ul style="list-style-type: none"> Campaigns and other initiatives that will support and grow angler and hunter participation are sponsored and supported. 	<ul style="list-style-type: none"> Angling and hunting is a valued pursuit; Licence holders are representative of the wider NZ public and participation and interest in hunting and angling is aligned with population growth balanced by resource availability 				
5.2k	National Magazine	Inform licence holders of current Fish & Game NZ activities and issues, promote participation and provide information to up skill.	<ul style="list-style-type: none"> The F&G Public Awareness Network (PAN) is consulted on style and content in preparation of the two annual special issue magazines. Assistance to regions is provided in planning of regional supplements. Editorial planning & contribution provided. 	<ul style="list-style-type: none"> Effective and valued source of information for licence holders Effective tool to promote F&G and hunting and fishing to wider NZ public 				

			<ul style="list-style-type: none"> • Coordinate two special editions of the magazine published in March and August. • A greater Fish & Game presence is promoted through key messages in the commercial issues of the magazine. 					
5.2l	Website	F&G has an up to date, brand appropriate modern website that is valued by the organisation, licence holders, and the wider public	<ul style="list-style-type: none"> • Mangers and the F&G Public Awareness Network (PAN) is consulted on style and content of the website • Website provides valued information and resources to the organisation, licence holders, and the wider NZ public; • Website reflects F&G brand and assists to build social licence • Website assists F&G create extension resources which are recognised and valued 	<ul style="list-style-type: none"> • Licence holders and the wider NZ public value F&G website • Website supports R3 • Website builds F&G social licence • Website reflects a F&G that resonates and has value in a modern era 				

5.3 Mana Whenua connected

OBJECTIVE

Māori values are understood and reflected within Fish & Game, with aligned advocacy and a positive collaborative approach that builds upon our responsibility to give effect to the principles of Te Tiriti set out in the Conservation Act 1987

ACTIVITY

Ref	Title	Description	Outputs	Outcomes	Timeline			
					6 mths	1 yr	2yr	3yr
5.3a	Te Tiriti settlements	Identify and recognise existing Treaty settlements and their implications for Fish & Game's work	<ul style="list-style-type: none"> Study of existing settlements for Fish & Game implications 	<ul style="list-style-type: none"> Aware and aligned with what has already been addressed 				
5.3b	Connection	Recognise the variation in experiences, expectations and capacity between whanau, marae, hapus, and settled and unsettled iwi	<ul style="list-style-type: none"> Regional hui with Mana Whenua 	<ul style="list-style-type: none"> Build relationship and trust and preferred form of engagement with Fish & Game including co-governance participation 				
5.3c	Input to Mgt plans	Develop guidelines for Mana Whenua input to Fish & Game management plans	<ul style="list-style-type: none"> Guidelines produced and used nationally in Mana Whenua engagement 	<ul style="list-style-type: none"> A consistent approach to advising Mana Whenua on how to input to Fish & Game management plans 				
5.3d	Kawenata	Develop a Kawenata (charter / policy) on Mana Whenua relationships and conflict resolution	<ul style="list-style-type: none"> National and regional level charter/policy describing Mana Whenua and Fish & Game relationship and interaction 	<ul style="list-style-type: none"> A co-designed and agreed basis for a partner relationship 				
5.3e	Cultural training	Deliver leadership and staff cultural education on Tikanga and Fish & Game obligations to Mana Whenua	<ul style="list-style-type: none"> Training programme designed and provider commissioned Governance and staff training completed (and on-going) 	<ul style="list-style-type: none"> Fish & Game cultural awareness, understanding of Tikanga and specific knowledge of statutory obligations to Mana Whenua is embedded 				
5.3f	Grievance	Identify and reconcile historic grievances between Mana Whenua and Fish & Game at a regional level	<ul style="list-style-type: none"> Research regional grievances Engage Mana Whenua, acknowledge and reconcile grievances 	<ul style="list-style-type: none"> Trust, respect and a platform to move forward from with Mana Whenua 				
5.3g	Collaboration	Actively collaborate on projects with Mana Whenua on areas of common interest	<ul style="list-style-type: none"> Visible collaborative activity Case study stories 	<ul style="list-style-type: none"> Partnership 				

5.4 Public perception & legitimacy

OBJECTIVE

Understanding and re-shaping public perception of Fish & Game New Zealand, angling and game bird hunting through positive messaging of natural environment protection, wild food harvesting, and wellbeing through outdoor recreation

ACTIVITY

Ref	Title	Description	Outputs	Outcomes	Timeline				
					6 mths	1 yr	2yr	3yr	
5.4a	Social research	Conduct social research with NZ public to gain data on perception and attitudes to Fish & Game, angling and game bird hunting	<ul style="list-style-type: none"> Note: links to attraction and retention of licence holders Nationally coordinated research with both national and regional focus to determine public attitudes, risk and opportunity areas 	<ul style="list-style-type: none"> Deep understanding of public perception to support ongoing tracking and impact assessment of Fish & Game programmes F&G has social licence to operate 					
5.4b	Economic research	Conduct economic research to quantify the total value of angling and game bird hunting in New Zealand	<ul style="list-style-type: none"> Economic assessment of the total economic value and impact of the Fish & Game sector at a national and regional level 	<ul style="list-style-type: none"> Quantified independent data for use in key messaging to both public, government, and licence holder audiences 					
5.4c	Social Licence campaign	Design and deliver a targeted multi-level campaign to inform public perception, encourage participation and influence policy	<ul style="list-style-type: none"> External public relations and communications expertise commissioned Multi-year public campaign designed and implemented (Note: also see communication plan) 	<ul style="list-style-type: none"> Improved understanding of Fish & Game and legitimacy of angling and hunting 					
5.4d	Greater good	Visibly engage in regional public good projects aligned with Fish & Game strategy and objectives i.e. catchment groups, wetland management etc	<ul style="list-style-type: none"> Identified publicly visible projects in each region Case studies feed into communications plan 	<ul style="list-style-type: none"> Improved visibility for Fish & Game Improved perception of Fish & Game 					
5.4e	F&G public good benefits to NZ	Showcase and build public awareness around the wider environmental good F&G provides as NZ leading FW and public access advocate	<ul style="list-style-type: none"> Produce a report which showcases F&G environmental work over the last decade. Produce a book which builds from Gamekeepers for the Nation to reflect a modern and resilience F&G valued by all New Zealanders 	<ul style="list-style-type: none"> F&G is valued as New Zealand's leading advocate for health freshwater and ecosystems, wetland, and public access to the environment 					

5.5 Healthy habitats & ecosystems

OBJECTIVE

Sport fish and game bird habitats are healthy. Species are monitored and maintained and sustainable wild harvest opportunities are secured for future generations

ACTIVITY

Ref	Title	Description	Outputs	Outcomes	Timeline			
					6 mths	1 yr	2yr	3yr
5.5a	Monitoring	Deliver species monitoring, applying fisheries management standard operating procedures	<ul style="list-style-type: none"> Fisheries and wild game bird monitoring data is available as an input into regional management plans 	<ul style="list-style-type: none"> Management plans are based on best science and monitoring data 				
5.5b	Species Advocacy	Advocate for the protection and enhancement of sports fish and game bird habitats	<ul style="list-style-type: none"> Engage on legislative reforms of Conservation Act 1987 Engage on legislative reforms of Wildlife Act 1953 Engage on Legislative reforms of the Resource Management Act 1991 	<ul style="list-style-type: none"> Sportsfish & Gamebird Species and habitats are protected and enhanced 				
5.5c	Indigenous species	Understand and enhance the eco-system relationship between sports fish and indigenous species	<ul style="list-style-type: none"> A science and Mātauranga Māori study of introduced and indigenous species, their eco-system interactions, cultural and biodiversity values 	<ul style="list-style-type: none"> A new and detailed understanding of indigenous and introduced sports fish eco-systems Protection of the habitat of sportsfish provides co benefits in protecting the health of freshwater and ecosystems Wetland are protected, restored, enhanced, and established which provides habitat for gamebirds and indigenous flora and fauna 				
5.5d	Healthy freshwater and ecosystems	Advocate for the maintenance and protection of outstanding water bodies through water conservation orders	<ul style="list-style-type: none"> Engage in advocacy for water conservation orders in appropriate circumstances through part 9 of the RMA 1991 or its subsequent legislation Engage in region and national RM policy processes 	<ul style="list-style-type: none"> Species and habitats are protected and enhanced F&G is recognised as New Zealand's most effective, and professional FW advocate 				
5.5e	Game Bird Habitat Stamp Programme	Produce and market an annual game bird habitat stamp and associated products.	<ul style="list-style-type: none"> The game bird habitat stamp programme is managed (including the production and distribution of a Game 	<ul style="list-style-type: none"> Wetland protection, enhancement, and establishment is resourced; 				

			<p>Bird Habitat Stamp programme brochure and poster) and responses provided to any enquiries about the programme and its products within 5 working days of receipt.</p>	<ul style="list-style-type: none"> F&G is seen as New Zealand’s primary wetland advocate F&G is valued by stakeholders (Regional Councils, Mana Whenua, landowners and communities) for their wetland expertise and wetland enhancement, restoration activities and resourcing 				
5.5f	Game Bird Habitat Trust Board	Provide administrative services to The New Zealand Game Bird Habitat Trust Board.	<ul style="list-style-type: none"> The Trust Board’s financial affairs are managed in accordance with the Public Finance Act. The Annual Report is prepared and submitted to the Minister for presentation to Parliament by 24 December. Meetings are organised and agenda’s sent out at least seven days before the meeting. Grant application forms are made available and completed applications are submitted to the Trust Board for its consideration. Grants are distributed and any conditions imposed by the Board are met or noted for compliance. 	<ul style="list-style-type: none"> Effective body to support nationally wetland protection, enhancement, and restoration activities for the good of NZ 				
5.5g	Sportfish & Gamebird & habitat research	Support the establishment and implementation of research programmes related to sportfish and gamebird and their habitats management, including ecosystems and interactions.	<ul style="list-style-type: none"> F&G funds and where appropriate implements research projects/ programmes which add value to New Zealand in relation to sportfish and gamebird management, and habitat management and protection. 	<ul style="list-style-type: none"> to participate, with the Director-General and other interested parties, in the development of a research programme promoting the management of sports fish and game; F&G is recognised by research institutes as a valued partner F&G staff are recognised for their expertise F&G has deep insights into population and habitat management which supports effective public engagement and its advocacy functions 				

6 Appendix 1: Review recommendations mapped to implementation plan

Review recommendation	Addressed by planned action... [to be completed]
1. That the Minister has the power to require adherence to an approved management plan.	
2. That the Minister's powers be expanded to include a mandatory power of direction for an addition or amendment to a draft management plan.	
3. The Chair of the NZFGC be a Ministerial appointee. While the Chair could be drawn from the pool of FGC councillors, it would be preferable for the Chair to be completely independent of the organisation such as an independent or professional director, at least as an interim or transitional measure.	
4. The Chair of the NZFGC be a paid position.	
5. Reduce the size of the NZFGC from 12 to 8.	
6. The NZFGC to comprise 4 appointed and 4 elected members. This ensures a degree of professionalism around governance and decision-making whilst still retaining a fishing and hunting ethos. The Ministerial appointees could be appointed with consideration being given to candidates with expertise in one or more the of the following areas: a. te ao Māori b. governance experience c. RMA or legal experience	
7. Appointees to be paid. Elected members would continue to serve on a voluntary (unpaid) basis.	
8. Elected NZFGC councillors to be elected by Fish and Game licence holders (rather than appointed by FGCs as is currently the case).	
9. Retain the regional structure but reduce the number of regions (and thereby FGCs) to 6 by the following amalgamations:	

Review recommendation	Addressed by planned action... [to be completed]
i Southland and Ōtago ii Central South Island and North Canterbury iii West Coast and Nelson/Marlborough iv Wellington and Taranaki v Eastern and Hawke's Bay vi Auckland Waikato and Northland	
10. Each FGC should itself comprise 8 members, comprising: <ul style="list-style-type: none"> • 4 members elected by licence holders • 3 members appointed by the Minister • 1 lwi nominee/appointee • The Chair of the FGC to be elected by councillors 	
11. Terms of office on the NZFGC or an FGC for both appointed and elected officeholders should be fixed for 3 years with a limit on serving no more than two consecutive terms	
12. The Minister to have powers of removal of any councillor, whether appointed or elected.	
13. Co-opted councillors can be invited and/or removed by the Chair of a Council be it the NZFGC or an FGC, following resolution of that Council. Co-opted councillors to have equal voting rights with other councillors. NB: this requires an amendment to section 26V(2) of the Act.	
14. A councillor could not be a member of both the NZFGC and an FGC at the same time. If elected to both, that person would have to choose one of them.	
15. Members of both the NZFGC and an FGC to be elected by licence holders casting two votes: one for the NZFGC and one for the FGC	
16. The NZFGC to establish a programme of professional development for its elected members, such as IoD or AICD accredited training.	
17. The NZFGC to adopt a full suite of governance and corporate policies which are binding on itself and all FGCs.	

Review recommendation	Addressed by planned action... [to be completed]
18. In particular the NZFGC should adopt and implement a robust Conflict of Interest policy which reflects good practice as set out in the Auditor General's 2020 Guidance.	
19. The Conflict of Interest policy should, in particular, provide for: (a) Conflicts of Interest being a standing item on the NZFGC and FGC agendas; (b) a programme of periodic audits of FGCs be conducted by the NZFGC; and (c) aspiring officeholders or applicants for senior staff positions be required to declare their interests prior to voting or appointment (in respect of officeholders these interests should be published as part of the information provided to electors).	
20. The NZFGC to produce a consolidated annual report for the Minister covering its own and all FGC activities.	
21. Section 26C(1)(a) be amended by the insertion of a new clause to read: "The functions of the NZFGC shall be to develop, in consultation with Fish and Game Councils, and having regard to the interests of Māori as Treaty Partner, national policies for the carrying out of its functions for sports fish and game, and the effective implementation of relevant general policies established under the Wildlife Act 1953 and this Act" (words in bold added to existing provision).	
22. Section 26Q(1) be amended by insertion of a new clause to read: "The functions of each Fish and Game Council, shall be to manage, maintain and enhance the sports fish and game resource in the recreational interests of anglers and hunters and, having regard to the interests of Māori as Treaty Partner, and in particular ..." (words in bold added to existing provision).	
23. The NZFGC establishes a standing advisory panel on Treaty issues and engagement with Māori.	
24. The Minister in making appointments to councils to consider Māori representation – this recommendation is provided for previously (Recommendations 6 and 10 refer) but is repeated	

Review recommendation	Addressed by planned action... [to be completed]
here for completeness for this topic. In making such appointments, the Minister could seek the views of DOC, TPK, Te Arawhiti and/or receive nominations directly from iwi.	
25. Councillors holding office by nomination (e.g. as a result of Treaty settlement provisions) to have full voting and participation rights – the same as elected or appointed councillors.	
26. Fish and Game urgently initiate a dialogue with Māori with a view to developing a national policy governing a system of consultation with Māori to ensure all relevant Treaty concerns are addressed by Fish and Game in the conduct of its business. That policy should guide protocols and procedures at a local level for day-to-day operations.	
27. With respect to the above recommendation, as a first step in initiating this dialogue, a national hui should be held as soon as possible. The Hui Wananga should be facilitated by DOC (as the Department serving the Minister in the relevant portfolio) and chaired by a person with credibility and mana to both parties.	
28. The electoral roll to automatically include any NZ resident licence-holders from the previous year (i.e. no opt-in requirement).	
29. The NZFGC should review the eligibility requirements for voting in respect of type of licence held.	
30. There be provision for the removal of councillors, including Chairs, both by the NZFGC and the Minister.	
31. There be a requirement for candidates for election to meet a "fit and proper" test.	
32. A person cannot hold office as a councillor or Chair and simultaneously be employed as a staff member by an FGC. If an elected office holder takes up employment as a FGC employee, they should be required to step aside from their governance role.	
33. The NZFGC should build on its existing programmes to build its licence holder base, and in particular to attract a broader	

Review recommendation	Addressed by planned action... [to be completed]
demographic. Consideration should be given by the NZFGC for the setting of appropriate targets in this area.	
34. The NZFGC should develop guidelines to guide a process for community input for FGCs to follow in developing management plans. At a minimum there should be a requirement to demonstrate that the provisions of section 17(L)(4)(b) have been complied with i.e. that the impact on other natural resources and/or other users has been considered.	
35. A KPI for the CE should be to develop a community and stakeholder relationship strategy (e.g. with a 10-year horizon) that is independently evaluated and then reported on annually to the Board.	
36. The NZFGC as part of its co-ordination role should assure itself that the duty set out in section 17M2(ii) which requires the FGC to 'give notice of the draft plan ... so far as is practicable, to representatives of the appropriate iwi authorities and to the appropriate regional councils and territorial authorities" has been adequately discharged.	

AGENDA ITEM 2.9**MEETING TIMETABLE FINALISATION 2022 23****New Zealand Fish and Game Council Meeting 160 November 2022**

Prepared by: Carmel Veitch, CFO, NZ Fish and Game Council

Kōrero taunaki - Summary of considerations***Purpose***

This report to the New Zealand Fish and Game Council seeks approval for the meetings for NZC and Governors and the Managers as per attached schedule.

Financial considerations

Nil Budgetary provision Unbudgeted

Risk

Low Medium High Extreme

Ngā taunaki - Staff Recommendations

NZC Staff recommend the following motion:

That the New Zealand Fish and Game Council:

1. Approve the in person meetings for the NZC as per the consultation document for:
 1. November 25th and 26th 2022 in Wellington
 2. February 10th, 11th and 12th 2023 in Wellington
 3. April 21st and 22nd 2023 in Wellington
2. Approve Zoom meeting 15th June 2023 for Licence Approval
3. Approve unbudgeted in person meeting August 18th 2023

OR

4. Approve budgeted in person meeting 1st September 2023 (23/24 FY).
5. Approve Governors meeting February 11th 2023
6. Approve Managers meeting April 20th and 21st 2023 in Wellington.

Whakarāpopoto - Executive Summary

- 1 The co-ordination and budgeting of Meetings of the NZC, Governors and Managers are in an integral function for the NZC office.
- 2 Budgets for these meetings have been incorporated into NZC/National Budget.

Takenga mai - Background

- 3 The Meeting timetable was first presented to the NZC at the August 2022 meeting – with the approval to go out for consultation to the Regional Councils.
- 4 On the 5th September 2022 the consultation document was sent to Regional Councils.
- 5 At at the time of writing this report, six Councils have responded – all approving the timetable.
- 6 The Covid Epidemic Preparedness Notice, which made lawful holding formal Council meetings online, has been revoked. As such all Council meetings in which decisions are being made must be in person. This means the August meeting, which is not budgeted for, needs to be in person.

Kōrerorero - Discussion

- 7 The June Zoom meeting, which was historically a teleconference, will still be able to be covered by a zoom if the decisions are confirmed at the August meeting. This is a single-issue meeting to confirm the licence fee following regional consultation.
- 8 The August meeting, however, will need to be in person as it is a substantive meeting and there is further a need to confirm the licence fee decision made over Zoom. This was scheduled to be a Zoom meeting and as such is not budgeted for. There are two possibilities here:
 - 8.1 Schedule an unbudgeted meeting for 12 August 2023
 - 8.2 Schedule a meeting for 1 September 2023, which falls in the 23/24 financial year and can be budgeted for.

Ngā kōwhiringa - Options

- 9 The Council may
 - 9.1 Agree to approve the meeting timetable.
 - 9.2 Agree to amend the meeting timetable
 - 9.3 Not approve the meeting timetable.

Whai whakaaro ki ngā whakataunga - Considerations for decision-making

Financial Implications

10 If the NZC approve for the August meeting to be held in person on the 18th August, a further budget of \$15,000 would need to be approved in the 22/23 year.

11 If the NZC approve for the meeting to be held Friday 1st September – in the new financial year - then this will be budgeted for on the 23/24 budget cycle.

Legislative Implications

12 Both NZC and regional Fish and Game Councils have statutory obligations to meet. The proposed timetable ensures that both NZC and regional Councils are meeting their obligations.

Section 4 Treaty Responsibilities

13 No specific s4 responsibilities identified.

Policy Implications

14 This timetable aligns with NZC and Fish and Game policy and strategy.

Risks and mitigations

15 Risks to cost are addressed through purchasing flexible fares and ensuring cost-effective meeting venues are secured.

Consultation

16 Six regions responded to the consultation document, all of which approved the timetable.

Ngā mahinga e whai ake nei - Next actions

17 If agreed, NZC staff will circulate the timetable across the organisation.

2.9a 2022-23 Annual Budget & Meeting Timetable For NZC meeting November 2022

Colour Key:

	Public Holidays
	NZ Council Meetings
	Meetings of Managers
	NZGBHT Board
	Governors Meetings

Month	Date & Day	Subject
September 2022	1 st Thursday	New Financial Year for Fish & Game
	8 th Thursday	Managers meeting 10-12.30pm by ZOOM
	16 th Friday & 17 th Saturday	NZC Strategic Planning workshop
	23 rd Friday & 24 th Saturday	GBHT Board Meeting in Christchurch – including field trip on Friday
October 2022	1 st Saturday	Sport Fishing Opening
	21 st Friday	Applications Close for Staff Development Grant
	24 th Monday	Labour Day
November 2022	1 st Monday	High country sports fishing opening (Otago & Southland)
	2 nd Tuesday	Licence Working Party to meet re 2023/24 Forecasts
	4 th Thursday	Managers meeting by zoom to feed into the NZC meeting 25 th
	5 th Saturday	High country sports fishing opening (North Canterbury and CSI)
	25 th & 26 th Friday - Saturday	NZ Council Meeting – Wellington
December 2022	17 th Thursday	Managers meeting 10-12.30 by Zoom
	25 th Sunday	Christmas Day
	26 th Monday	Boxing Day
	27 th Tuesday	Christmas Day observed
	30 th Friday	All Annual meetings must be completed
	30 th Friday	All Variance report and Reserves Schedules to CV - Finance
January 2023	1 st Sunday	New Year's Day
	2 nd Monday	New Year's Day observed
	3 rd Tuesday	Day after New Year's Day
	20 th Friday	CV to return summary of Variance Reports to Managers with queries
	19 th Thursday	Managers Meeting -zoom to feed into NZC 10 th Feb meeting
	27 th Friday	Final Day for regulation details from Fish & Game Councils for Game Notice
February 2023	2 nd Thursday	World Wetland Day, release of 2023 Habitat Stamp
	3 rd Friday	Final circulation of Variance Reports to Managers
	6 th Monday	Waitangi Day – observed
	10 th Friday	Final day for game regulation guide content to be sent to NZC
	10 th to 12 th Friday to Sunday	NZ Council meeting in Wellington
	11 th Saturday	Governors – NZC and Chairs. Planning and Governance
	24 th Friday OR following week	Publish Game Notice in NZ Gazette
March 2023	9 th Thursday	Game Bird hunting licences go on sale
	20 th Monday	Magazine Out (Game)
	22 nd Wednesday	Final date for receipt of draft budgets and contestable fund applications
	31 st Friday	Applications Close for Staff Development Grant

Month	Date & Day	Subject
April 2023	2nd Sunday	Mark-up or Pegging Day
	6th Thursday	Circulation of budgets, contestable funding applications and budget summaries
	7th Friday	Good Friday
	8th Sunday	Easter Day
	9th Monday	Easter Monday
	20th Thursday	Meeting of Managers in Wellington
	21st Friday	Joint NZ Council & Managers Meeting in Wellington in am
	22nd Saturday	NZ Council Meeting in Wellington
May 2023	6 th Saturday	Game Bird Season Opening
	25 th Thursday	Managers meeting zoom to feed into NZC June 15 th meeting
June 2023	5th Monday	Queen's Birthday
	12 th Wednesday	Final date for receipt of Fish & Game regional responses to licence fee proposals
	15th Thursday	NZ Council Meeting – ZOOM 7pm to 9pm
	19 th Monday	Licence fee submission to MOC
	23 rd Friday	Final Day for Anglers Notice & SFLFFN backcountry/sea run salmon content to be sent to NZC
	30 th Friday	Final day for sports fishing regulation guide content to be sent to NZC
	30th Friday	Final Day for submissions for NZGBHT Grant applications
	7 th Thursday	Managers meeting 10-12.30pm by ZOOM
	11 th Tuesday	Send out grant submissions to GBHT Board members
	14 th Friday	Matariki
	19th Wednesday	GBHT Board Zoom 11am
	25 th Tuesday	Publish Anglers Notice in NZ Gazette
	27th Thursday	Managers meeting 10-12.30pm ZOOM – to feed into NZC 19 th August or Sept 1 st
August 2023	17 th Thursday	Sports Fishing Licences go on sale
	28 th Monday	Magazine out (Fish)
	18 th Friday?	NZ Council Meeting in Wellington (airport) – or Sept 1st
	25rd & 26th Friday & Saturday	GBHT Board Meeting in Hawkes' Bay First meeting of new Trustees
	31st Thursday	End of Financial Year Fish & Game
September 2023	1 st Friday?	NZ Council Meeting in Wellington (airport) – instead of August 18th
October 2023	1st Sunday	Sport Fishing Opening (Eastern Lakes 7 th)
	23rd Monday	Labour Day
November 2023	1st Wednesday	Back country sports fishing opening (Otago and Southland)
	2nd Thursday	Managers meeting by zoom -10-12.30 to feed into the NZC meeting 24 th
	4th Saturday	Back country sports fishing opening (North Canterbury and CSI)
	24th & 25th Friday - Saturday	NZ Council Meeting – Wellington

AGENDA ITEM 2.10**Staff Development Grant****New Zealand Fish and Game Council Meeting 160 November 2022****Prepared by:** Ann Kingsbury, Accounts Administrator, NZ Fish and Game Council**Kōrero taunaki - Summary of considerations*****Purpose***

This report to the New Zealand Fish and Game Council seeks approval for Ami Coughlan to present her research on trout and native fish interactions (Vulnerability risk assessment and mitigations) to the World Recreational Fisheries Conference in Melbourne for \$2449.

Financial considerations

Nil Budgetary provision Unbudgeted

Risk

Low Medium High Extreme

Ngā taunaki - Staff Recommendations

NZC Staff recommend the following motion:

That the New Zealand Fish and Game Council:

1. *Fund Ami Coughlan to talk at the World Recreational Fisheries Conference in Melbourne in February 2023.*

Whakarāpopoto - Executive Summary

- 1 For NZC to approve staff development grant from Ami Coughlan to present her research on trout and native fish interactions (Vulnerability risk assessment and mitigations) to the World Recreational Fisheries Conference in Melbourne for \$2449.

Takenga mai - Background

- 2 Every year \$10,000 is allocated, which accrues up to \$30,000. Applications were sent out on the 9th August 2022 and closed on the 31st October 2022.

Kōrerorero - Discussion

- 3 See attached application.

Whai whakaaro ki ngā whakataunga - Considerations for decision-making

Financial Implications

- 4 There is currently \$14,128 in the Staff Development fund.
- 5 This application is for \$2, 449.
- 6 If approved there will be \$11,679 still available for Staff applications.

Consultation

- 7 This proposal was presented to the managers at the managers meeting on the 4th November.
- 8 Managers recommend this be approved.

Ngā mahinga e whai ake nei - Next actions

- 9 If agreed, NZC Staff will notify Ami on her successful application

STAFF DEVELOPMENT GRANT APPLICATION



No:
 Date Received:

Applicant:	Ami Coughlan
Region/Position:	Wellington Region, Resource Officer, Research

Summary of Itinerary/Project: (Max 1600 characters)
 I have been accepted to present my research on trout and native fish interactions (vulnerability risk assessment and mitigations) to the World Recreational Fisheries Conference in Melbourne, Feb 19-22 2023. My Application is for flights, accommodation and other expense.

Summary of funding applied for:

<i>Fees:</i>	\$	560
<i>Travel:</i>	\$	1005
<i>Accommodation:</i>	\$	840
<i>Other:</i>	\$	44
TOTAL:	\$	2449

Total funding granted: \$ _____ Date: _____

A Description of the planned program and of what benefit it will be to Fish and Game New Zealand.

Presentation at an international conference on Masters thesis research on assessment of risk on native fish species to predation by trout, where any vulnerabilities are, and how to mitigate these (focus on environmental improvements and advocacy). Focuses interaction issues from a values based assessment to a scientific one, and gives an opportunity to locate any potential reaches where there could be issues so F&G can front-foot these discussions.

The amount of money being sought including costs breakdowns and quotation where appropriate.

Airfares at this moment (from the Air NZ website) are \$460 from Palmerston North to Melbourne on the 17th Feb 2003, and \$503 return (Melbourne- Palmerston North, 23rd Feb). Leaving date is the Friday before the conference to allow for acclimation, but accommodation is only requested for the days of the conference, as my mother lives in Melbourne and I will stay with her until the 19th Feb.

Car parking is \$44 for the duration

Accommodation costs are taken from the Ibis Hotel for the nights of the conference, and translated from AUD to NZD using Google. Ibis was chosen as it was the cheapest centrally located hotel I could source online.

Registration is for the full conference registration (<https://wrfc10.com/program/registrations/>) and again translated into NZD using Google.

All prices may change, however this is my best estimate at this point

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Accommodation

https://www.tripadvisor.co.nz/Hotel_Review-g255100-d15215118-Reviews-Ibis_Melbourne_Central-Melbourne_Victoria.html

Flights

1 Select your flight to Melbourne

February 2023

Tue 14 \$410
Wed 15 \$410
Thu 16 \$420
Fri 17 \$420
Sat 18 \$425
Sun 19 \$410
Mon 20 \$410

Economy From \$420 per person | **Business** From \$1,070 per person

seat
seat + bag
theworks
worksdeluxe
premium economy

Sort by: 24 hour time

Price	Departs	Arrives	Flights	seat	seat + bag	theworks	worksdeluxe	premium economy
ATK 72 777-300ER	6:15 AM	10:55 AM	2 flights 6h 40m Transit Auckland (1h 40m)	\$420	\$440	\$460	Not available on this flight	\$697
ATK 72 787-8	10:10 AM	3:25 PM	2 flights 7h 15m Transit Auckland (2h 15m)	\$420	\$440	\$460	Not available on this flight	\$783
ATK 72 A321neo	2:50 PM	8:35 PM	2 flights 7h 45m Transit Auckland (2h 15m)	\$420	\$440	\$460	\$560	Not available on this flight
	12:30 PM	5:55 PM	2 flights					

<https://booking.pnairport.co.nz/>

Details of any other sources of funding being sought.
 I will attempt to apply for a bursary from the conference facilitators, however as they state a preference for young scientists and indigenous science I may not be successful.

Information on any Fish and game projects the applicant has contributed to.

Native fish and sports fish interactions

Resource management projects across the regions, and at a national level (including the Otago RPS, Wellington RPS, Indigenous Biodiversity Bill and others).

Mapping of priority interaction reaches for several regions to enable discussions between F&G, councils, and community.

Trout and whitebait interactions discussed at the annual West Coast Whitebaiters Meeting

Keeping F&G relevant strategy project and documents

Checklist- make sure these are included in with the application:	
1. Copy of applicant CV attached including any training undertaken since joining Fish and Game	Yes <input type="checkbox"/> No <input type="checkbox"/>
2. A written endorsement from the applicant's Manager or Council.	Yes <input type="checkbox"/> No <input type="checkbox"/>
3. A written endorsement from the host agency if appropriate.	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>
4. Confirmation of acceptance as a conference presenter if appropriate.	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>
5. Copies of quotes.	Yes <input type="checkbox"/> No <input type="checkbox"/>

- 1. I Ami agree that if my application is successful, I will submit a detailed report of the observations and recommendations on how the performance of Fish & Game New Zealand can be improved. This will be circulated to all staff so that future applicants are aware of the standard required, within 2 months of returning from the Course/trip.**
- 2. Retain all supporting receipts and submit these to NZ Council with the claim for reimbursement.**

Signature: _____

Date: _____



Thank you for expressing your interest in contributing to the 10th World Recreational Fishing Conference (WRFC) and submitting your abstract.

The Victorian Fisheries Authority (VFA) together with the International Scientific Board (ISB) are absolutely delighted to inform you that your abstract(s) has been accepted!

The conference is shaping up wonderfully and we're excited to be able to give you an early glance at the conference program, which can be downloaded [here](#).

The full conference program is currently evolving as abstracts are confirmed, keynote speakers locked in, workshops and learning opportunities pursued, along with a range of other program components developed.

We may make changes to your session theme where there is overlap and/or a need for theme balance. We may also follow up where we need a bio or further details relating to your abstract/presentation.

We'll get back to you with your session presentation dates in coming weeks and announce the full program in December 2022.



Register Now!

Early bird registrations to attend are now open! Be sure to secure discounted early bird rates by 1 December 2022. To find out how to register, go to our [registration website](#) or register directly via the [registration portal](#). Social events, including the Welcome Function and Gala Dinner and Awards Night can also be added to your registration and booked via the portal.

[Register now!](#)

International visitors are encouraged to investigate if they require a visa to enter Australia and apply where needed. More information about applying for the appropriate visa can be found [here](#). The visa [subclass 600](#) will suit many presenters but it is up to you to determine the appropriate visa and apply.

The [WRFC10 Website](#) is evolving and progressively being updated with the latest updates and information to assist you in [planning your visit](#) and adventures 'down under' to Melbourne, including information on accommodation, social events and tours, tourism opportunities in Melbourne, Victoria, and further afield, and more! Please be sure to check in regularly.

We are also developing some bespoke marine and freshwater day and overnight tours for delegates following the formal conference days on Thursday 23rd and Friday 24th February 2023. We will communicate these exciting opportunities via the website and mailing list once the itineraries are confirmed.

Thank you once again for submitting your abstract. We can't wait to connect with you in 2023 for what is guaranteed to be an unforgettable conference and experience.

If you have any questions please don't hesitate to reach out and contact us via our website, social media channels (links below) or directly through our Conference Manager, Cameron Westaway (Cameron.Westaway@vfa.vic.gov.au).



We acknowledge the traditional owners of country throughout Australia and pay respect to them, their Elders past, present and emerging and commit to working respectfully and

responsibly to honour their ongoing cultural and spiritual connection to land, seas and rivers.

This email was sent by the WRFC10 Organisers to AmiCoughlan@outlook.com

[Update your preferences](#) or [unsubscribe from this list](#).

AGENDA ITEM 2.11**RMA / Legal Fund Applications & Update****New Zealand Fish and Game Council Meeting 160 November 2022**

Prepared by: Rebecca Reed, Senior Environmental Advisor, NZ Fish and Game Council

Kōrero taunaki - Summary of considerations***Purpose***

This report to the New Zealand Fish and Game Council seeks to present current status of the RMA /Legal fund and an overview of current applications for consideration.

Financial considerations

Nil Budgetary provision Unbudgeted

Risk

Low Medium High Extreme

Ngā taunaki - Staff Recommendations

NZC Staff recommend the following motion:

That the NZC:

1. Agree to fund both RMA/Legal fund applications due to their relevance and significance in both the upcoming strategy development for the organisation and the upcoming legal relevance as new environmental legislation is finalised and brought into force.

Whakarāpopoto - Executive Summary

- 1 The purpose of this paper is to provide an RMA/Legal application from Wellington and NZC/National offices and advise NZ Council of the status of the RMA/Legal fund.

Takenga mai - Background

- 2 Total uncommitted funds from the RMA/Legal Fund inclusive of 21/22 and 22/23 budget is **\$495,640**.
- 3 The total committed funds for the RMA/Legal fund are currently **\$596,163**, representing 21 separate cases / applications underway. **A copy of the current status of the RMA/Legal fund is available in Item 2.11d).**
- 4 A revision of the application template for the RMA/Legal Fund has been undertaken. The new template is provided for NZC perusal. The applications to the fund detailed below have been completed utilising this new template **(Item 2.11a).**

Kōrerorero - Discussion

- 5 Two applications have been received to the RMA/Legal fund. These are outlined below and detailed in the supplied application forms and attached supplementary documents.
 - 5.1 NZC / Elena Geddis: *Advice to the New Zealand Fish and Game Council on implementation of NPS-FM in Regional Council freshwater planning instruments*. Application detail is available in **Item 2.11b**.
 - 5.2 NZC: *Expert Support for Submission on Natural and Built Environments Act*. Application detail is available in **Item 2.11c and 2.11c_supp**).

Ngā kōwhiringa - Options

- 6 The Council may:
 - a. Agree to fund both applications to the RMA/Legal fund,
 - b. Agree to amend one or both applications, prior to funding decisions being made,
 - c. Agree to not to fund one or either of the applications.
- 7 The Council will have a further opportunity to consider the applications following consultation if required.

Whai whakaaro ki ngā whakataunga - Considerations for decision-making

Financial Implications

- 1 NZC / Geddis application: If approved, **\$9000 + GST** will be deducted from the Legal/RMA fund total uncommitted funds
- 2 NZC application for support on submission to the NBEA. If approved, **\$60,183.58** will be deducted from the Legal/RMA fund total uncommitted funds.
- 3 If both applications are approved, a total of **\$70,533.50** will be deducted from the Legal/RMA fund, resulting in **\$654,334.50** remaining in the total funding pool available for the remainder of the financial year.

Legislative Implications

- 4 Nil.

Section 4 Treaty Responsibilities

- 5 No section 4 of the Conservation Act responsibilities identified.

Policy Implications

- 6 This will align with policy priorities regarding integral legislation, when these policies and strategies are finalised.

Risks and mitigations

Elana Geddis legal advice

- 7 Legal advice sought by Ms Geddis is a risk mitigation response in ensuring national level advice regarding the recognition of the habitat of trout and salmon, and associated Fish & Game values in next-generational regional plans, giving effect to NPS FM and Te Mana o te Wai.
- 8 Significant risk if this activity is not undertaken.

NBEA

- 9 Financial risks are present due to this application includes: planning support and representation at Select Committee, however this application has added to the proposal to accommodate these costs. These fees are estimated to within vicinity of \$15K. We are currently awaiting proposals.
- 10 Proceeding with planning analysis for the NBEA upcoming submissions is imperative due to the tight time frames expected for submission development.

Consultation

- 11 Consultation with all regions will be undertaken through Managers and provided to NZC prior to the meeting.

Ngā mahinga e whai ake nei - Next actions

- 12 If agreed, New Zealand Council will advise the applicants of the outcome of the funding application decision.



RMA / Legal Fund Application

This form captures essential information about a legal case so that all relevant information is provided to the Managers group and Council, and they can understand what the application concerns and make a funding decision. If approved, the CFO will allocate budget to the case from the RMA Legal Fund pool.

The case will be included in the [RMA Legal Case Tracking Database](#) and reporting on progress is required to track fund financial status and fund outputs or outcomes as overall RMA legal fund performance for Fish & Game.

Reporting on the progress of the project will be tracked within the database via quarterly communication between the RMA Legal Fund Coordinator and the identified case lead or owner. All funded cases will be included in a legal case status update to be included in NZC meetings.

***Replace text in italics below with the case information.**

Rationale – why should we support this case?	
Case Name	<i>Name needs to be short, reflect the focus of the case.</i>
Court	<i>Which court, and level, is this case being heard? Multiple stages in different courts?</i>
Focus Issues / Topics	<i>What issue is the case addressing? Why are we undertaking this legal case? How did it arise?</i>
Relevant Legislation	<i>Which legislation is being addressed within this case?</i>
Other parties Involved / Stakeholders / Collaborators / Partners?	<i>Who is involved or who will this case / issue affect? E.g. License holders, policy developers, regulators, public etc. Can we partner with others internally (multi-Region application due to shared research needs) or externally?</i>
Legal Representation / SME's/consultants involved	<i>Who is providing advice or consulting input to this case?</i>
Why Fish & Game?	<i>Why is Fish & Game and the specific Region best placed to do this project? Is anyone else already in this space (either within Fish & Game or externally)?</i>
Risk summary	<i>What will happen if we don't do this project? What are the risks with the project and how will we mitigate them? Consider the time it will take, level of complexity and any external stakeholders.</i>
Resources – what's needed to support this case?	
Staff Lead	<i>Which staff member is submitting this application? Who is the primary contact person?</i>
Region/s	<i>Which Region or Regions are seeking funding to support their activities in this case?</i>
Estimated Duration (weeks) and likely time of year this will occur (Q1,2,3,4)	<i>This need only be a rough estimate as it is understood cases often extend beyond initial timelines. This information aids in understanding the relative resource use (staff time) of the case within or across regions. Apply timeline to all stages if staging is likely to occur.</i>
Budget – how much, for what? + /- contingencies	<i>How much money do you need? What will you spend it on? Provide breakdown of total cost.</i>
	TOTAL REQUESTED \$
Endorsement/s	<i>Any support already received from the Region or collaborators / stakeholders? This could be in the form of emails, letters or discussion summaries (list here and attach separately)</i>

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Legal Case Risk & Assessment Criteria

*Associated risks and priority information will be included in Legal Case Tracking Database and regular updates of the progress of the case will be provided for reporting and outcomes tracking.

Primary Criteria

Key Questions	Risk Weighting Score 1-3 [1= high 2= med 3= low]	Supporting Detail
What is the national precedent value in the proposed legal action?		
What degree of cross regional significance is the issue for which legal action is being contemplated?		
What degree of public or licence holder interests are their and their engagement?		
RISK ASSESSMENT RESULT		Total Score from above Score 3-4 = High risk approach Score 5-6 = Med risk approach Score 7-8 = Low risk approach
Are their relationships to other synergies and co-dependency's?		
What is the risk of doing nothing?	High, Med, Low, None	
What is the likelihood of a negotiated settlement?	High, Med, Low, None	
What is the likelihood of an appeal to a higher court?	High, Med, Low, None	

Secondary Criteria

Key Questions	Supporting Detail
What is the significance to Fish & Game of the resource under challenge, including its current benefits and potential use and value? For example: <ol style="list-style-type: none"> How many angler/hunter days does the resource support? Is it an important recruitment habitat? What benefit could it have in the future? 	
What is the risk to that resource of the proposed action being taken without Fish & Game contesting/supporting the proposed action? For example: <ol style="list-style-type: none"> What will be lost in terms of the resource? Would it affect license sales? Who uses the resource? 	

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<p>What is the likelihood of Fish & Game succeeding in contesting/supporting the proposed action?</p> <p>a. To answer this question supporting advice needs to be supplied from legal and or RMA planning sources.</p>	
<p>What are the other alliances could be considered in contesting/supporting the proposed action?</p> <p>a. To answer this question, supply any approaches that have been made to other entities.</p>	
<p>What is the likely dollar cost of any action by Fish & Game to first hearing/court level with a breakdown of costs for lawyers, expert witnesses and scientific support? Indicate the timeframe over which the costs will span.</p> <p>a. To answer this question supporting advice needs to be supplied from legal and or RMA planning sources.</p>	
<p>What is the likelihood of it being resolved at a particular level e.g. Council hearing, Environment Court, High Court, Appeal Court, i.e. the risk of it going to subsequent higher courts and the likely subsequent costs involved?</p> <p>a. To answer this question supporting advice needs to be supplied from legal and or RMA planning sources.</p>	
<p>Are there any alternative options (to court proceedings) to achieve the same outcome?</p> <p>a. To answer this question supporting advice could be supplied from legal and or RMA planning sources.</p>	
<p>Are there any alternative funding opportunities including shared costs?</p>	
<p>What is the region's ability to generate external funding to help cover financial costs?</p>	



RMA Legal Fund Coordinator & CFO completion only	
Approved/Declined/Postponed	
Priority ranking	
Budget approved?	
Budget sources	
Risk ok?	
Approval date	

Statutory managers of freshwater sports fish, game birds and their habitat



RMA Legal Fund Application

This form captures essential information about a legal case so that all relevant information is provided to the Managers group and Council, and they can understand what the application concerns and make a funding decision. If approved, the CFO will allocate budget to the case from the RMA Legal Fund pool.

The case will be included in the [RMA Legal Case Tracking Database](#) and reporting on progress is required to track fund financial status and fund outputs or outcomes as overall RMA legal fund performance for Fish & Game.

Reporting on the progress of the project will be tracked within the database via quarterly communication between the RMA Legal Fund Coordinator and the identified case lead or owner. All funded cases will be included in a legal case status update to be included in NZC meetings.

***Replace text in italics below with the case information.**

Rationale – why should we support this case?	
Case Name	Advice to the New Zealand Fish and Game Council on implementation of NPS-FM in Regional Council freshwater planning instruments
Court	NA- legal advice only
Focus Issues / Topics	<p>The work will be delivered in the form of written legal and strategic advice and will cover the following matters:</p> <ol style="list-style-type: none"> 1. Strategic context: Fish and Game’s statutory interests under Part 5A Conservation Act 1987 in relation to the: <ol style="list-style-type: none"> a. Maintenance and enhancement of the habitat of sports fish and game. b. Protection and restoration of indigenous biodiversity (as this applies to indigenous game birds). 2. Legal context: <ol style="list-style-type: none"> a. Relationship between the NPS-FM and the NES-FW (Resource Management (National Environmental Standards for Freshwater) Regulations 2020). b. How the NPS-FM and NES-FW cascade into FPIs and other planning documents and the impact on consent applications and Water Conservation Orders. c. Implications of the proposed new National Planning Framework. d. The freshwater planning process under the RMA and the expected transition to the proposed new Natural and Built Environments Act. 3. Key elements of NPS-FM from Fish and Game’s perspective, including: <ol style="list-style-type: none"> a. Te Mana o Te Wai and the overarching objective. b. Policies 6 and 7 regarding rivers and wetlands. c. Policies 9 and 10 regarding the protection of the habitat of trout and salmon. d. NOF (including the values of natural form and character, ecological integrity of lakes and rivers, and fishing).

Statutory managers of freshwater sports fish, game birds and their habitat



	<p>4. Key issues to look out for, including emphasis on protection of habitats of indigenous species at expense of valued introduced species (trout, salmon and introduced game birds).</p> <p>5. Tactical advice for the submission process, including anticipated timeframe for notification of FPIs in regions of strategic importance to Fish and Game.</p>	
Relevant Legislation	NPS-FM and the NES-FW (Resource Management (National Environmental Standards for Freshwater) Regulations 2020).	
Other parties Involved / Stakeholders / Collaborators / Partners?	None at this stage, as this is a discreet work package being delivered by specialist legal consultants.	
Legal Representation / SME's/consultants involved	Kahu Environmental: <ul style="list-style-type: none"> - Elana Geddis - Dhilum Nightingale 	
Why Fish & Game?	Advice to be provided to the NZC office as legal strategic advice applicable to all regions.	
Risk summary	Provision of clear legal and strategic advice to the NZ Fish and Game Council to assist the 12 regional Fish and Game Councils in: <ul style="list-style-type: none"> • Positioning themselves in relation to implementation of the NPS-FM by regional councils in freshwater planning instruments (FPIs); and • Preparing submissions in response to notified FPIs and participating in the FPI hearing process. 	
Resources – what's needed to support this case?		
Staff Lead	CE- Corina Jordan	
Region/s	NZC – National Office	
Estimated Duration (weeks) and likely time of year this will occur (Q1,2,3,4)	Delivered by 12 December 2022	
Budget – how much, for what? +/- contingencies	Estimated fee for delivery of work	\$9,000 + GST
	TOTAL REQUESTED \$	\$10,350
Endorsement/s	<i>Any support already received from the Region or collaborators / stakeholders? This could be in the form of emails, letters or discussion summaries (list here and attach separately)</i>	

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Risk Assessment Criteria section has been deleted as this work represents a discreet piece of legal advice as opposed to an active legal case being undertaken in court.

Please refer to attached Scope of Work below from Kahu Environmental for further details.

RMA Legal Fund Coordinator & CFO completion only	
Approved/Declined/Postponed	
Priority ranking	
Budget approved?	
Budget sources	
Risk ok?	
Approval date	



PROPOSED SCOPE OF WORK:

ADVICE TO THE NEW ZEALAND FISH AND GAME COUNCIL

ON IMPLEMENTATION OF NPS-FM IN REGIONAL COUNCIL FRESHWATER PLANNING INSTRUMENTS

Objective

Provision of clear legal and strategic advice to the NZ Fish and Game Council to assist the 12 regional Fish and Game Councils in:

- Positioning themselves in relation to implementation of the NPS-FM by regional councils in freshwater planning instruments (FPIs); and
- Preparing submissions in response to notified FPIs and participating in the FPI hearing process.

Scope of Work

The work will be delivered in the form of written legal and strategic advice and will cover the following matters:

6. Strategic context: Fish and Game's statutory interests under Part 5A Conservation Act 1987 in relation to the:
 - a. Maintenance and enhancement of the habitat of sports fish and game.
 - b. Protection and restoration of indigenous biodiversity (as this applies to indigenous game birds).
7. Legal context:
 - a. Relationship between the NPS-FM and the NES-FW (Resource Management (National Environmental Standards for Freshwater) Regulations 2020).
 - b. How the NPS-FM and NES-FW cascade into FPIs and other planning documents and the impact on consent applications and Water Conservation Orders.
 - c. Implications of the proposed new National Planning Framework.
 - d. The freshwater planning process under the RMA and the expected transition to the proposed new Natural and Built Environments Act.
8. Key elements of NPS-FM from Fish and Game's perspective, including:
 - a. Te Mana o Te Wai and the overarching objective.
 - b. Policies 6 and 7 regarding rivers and wetlands.
 - c. Policies 9 and 10 regarding the protection of the habitat of trout and salmon.
 - d. NOF (including the values of natural form and character, ecological integrity of lakes and rivers, and fishing).
9. Key issues to look out for, including emphasis on protection of habitats of indigenous species at expense of valued introduced species (trout, salmon and introduced game birds).
10. Tactical advice for the submission process, including anticipated timeframe for notification of FPIs in regions of strategic importance to Fish and Game.

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I intend to draw on the assistance of my chambers' colleague, Dhilum Nightingale, in the preparation of this advice. Dhilum is an experienced resource management lawyer and is used to providing legal advice in a strategic and policy context.

Timeframe

I propose the following timeframe for delivery of this work:

- 12 December 2022: delivery of advice to CEO NZ Fish and Game Council.

Budget

My estimated fee for delivery of this work is \$9,000 + GST.

A handwritten signature in black ink, appearing to read 'Elana Geddis', is written over a light grey rectangular background.

Elana Geddis

7/11/22



RMA Legal Fund Application

This form captures essential information about a legal case so that all relevant information is provided to the Managers group and Council, and they can understand what the application concerns and make a funding decision. If approved, the CFO will allocate budget to the case from the RMA Legal Fund pool.

The case will be included in the [RMA Legal Case Tracking Database](#) and reporting on progress is required to track fund financial status and fund outputs or outcomes as overall RMA legal fund performance for Fish & Game.

Reporting on the progress of the project will be tracked within the database via quarterly communication between the RMA Legal Fund Coordinator and the identified case lead or owner. All funded cases will be included in a legal case status update to be included in NZC meetings.

***Replace text in italics below with the case information.**

Rationale – why should we support this case?	
Case Name	Advice to the New Zealand Fish and Game Council on implementation of NPS-FM in Regional Council freshwater planning instruments
Court	N/A legal advice only
Focus Issues / Topics	NBEA revision and submission support
Relevant Legislation	Natural and Built Environments Act / RMA revision
Other parties Involved / Stakeholders / Collaborators / Partners?	Kahu Environmental – Helen Marr Legal counsel - TBA
Legal Representation / SME's/consultants involved	As above
Why Fish & Game?	The Government is due to introduce legislation to replace the Resource Management Act (RMA) very shortly. The first and main piece of legislation of interest to Fish & Game will be the Natural and Built Environments Act (NBA). The NBA will contain most of the mechanics currently in the RMA, and will introduce new approaches, outcomes and processes for natural resource management. This will affect the ability of Fish & Game to advocate for the environment and recreational interests in local council processes, like plans and resource consents.
Risk summary	
Resources – what's needed to support this case?	
Staff Lead	Corina Jordan - CE
Region/s	NZC

Statutory managers of freshwater sports fish, game birds and their habitat



Estimated Duration (weeks) and likely time of year this will occur (Q1,2,3,4)	Aprox 200 hours. Completion Q4 2022 – Q1 2023	
Endorsement/s		
Budget – how much, for what? +/- contingencies	\$45, 183.50 + \$15, 000	For detailed breakdown of the proposed scope of work and associated costs, see attached proposal from Kahu Environmental An additional \$15,000 is being allocated to legal costs associated with this work and the presentation of this by legal counsel to the Select Committee.
	TOTAL REQUESTED \$	\$60, 183.50 (incl GST)
Endorsement/s		

Legal Case Risk & Assessment Criteria

*Associated risks and priority information will be included in Legal Case Tracking Database and regular updates of the progress of the case will be provided for reporting and outcomes tracking.

Primary Criteria

Key Questions	Risk Weighting Score 1-3 [1= high 2= med 3= low]	Supporting Detail
What is the national precedent value in the proposed legal action?		Copy of the proposed scope of work is provided as an attached supplementary document. "2022 Submission on NBA Proposal" – from Kahu Environmental
What degree of cross regional significance is the issue for which legal action is being contemplated?		Not Applicable- legal consultation and advice only
What degree of public or licence holder interests are their and their engagement?		Not Applicable- legal consultation and advice only
RISK ASSESSMENT RESULT		Total Score from above Score 3-4 = High risk approach Score 5-6 = Med risk approach Score 7-8 = Low risk approach
Are their relationships to other synergies and co-dependency's?	Yes/No	Not Applicable- legal consultation and advice only
What is the risk of doing nothing?	High, Med, Low, None	Not Applicable- legal consultation and advice only
What is the likelihood of a negotiated settlement?	High, Med, Low, None	Not Applicable- legal consultation and advice only

Statutory managers of freshwater sports fish, game birds and their habitat



What is the likelihood of an appeal to a higher court?	High, Med, Low, None	Not Applicable- legal consultation and advice only
Secondary Criteria		
Key Questions	Supporting Detail	
What is the significance to Fish & Game of the resource under challenge, including its current benefits and potential use and value? For example: <ul style="list-style-type: none"> a. How many angler/hunter days does the resource support? b. Is it an important recruitment habitat? c. What benefit could it have in the future? 	Not Applicable- legal consultation and advice only	
What is the risk to that resource of the proposed action being taken without Fish & Game contesting/supporting the proposed action? For example: <ul style="list-style-type: none"> a. What will be lost in terms of the resource? b. Would it affect license sales? c. Who uses the resource? 	Not Applicable- legal consultation and advice only	
What is the likelihood of Fish & Game succeeding in contesting/supporting the proposed action? <ul style="list-style-type: none"> a. To answer this question supporting advice needs to be supplied from legal and or RMA planning sources. 	Not Applicable- legal consultation and advice only	
What are the other alliances could be considered in contesting/supporting the proposed action? <ul style="list-style-type: none"> a. To answer this question, supply any approaches that have been made to other entities. 	Not Applicable- legal consultation and advice only	
What is the likely dollar cost of any action by Fish & Game to first hearing/court level with a breakdown of costs for lawyers, expert witnesses and scientific support? Indicate the timeframe over which the costs will span. <ul style="list-style-type: none"> a. To answer this question supporting advice needs to be supplied from legal and or RMA planning sources. 	Not Applicable- legal consultation and advice only	
What is the likelihood of it being resolved at a particular level e.g. Council hearing, Environment Court, High Court,	Not Applicable- legal consultation and advice only	

Statutory managers of freshwater sports fish, game birds and their habitat



<p>Appeal Court, i.e. the risk of it going to subsequent higher courts and the likely subsequent costs involved?</p> <p>a. To answer this question supporting advice needs to be supplied from legal and or RMA planning sources.</p>	
<p>Are there any alternative options (to court proceedings) to achieve the same outcome?</p> <p>a. To answer this question supporting advice could be supplied from legal and or RMA planning sources.</p>	Not Applicable- legal consultation and advice only
<p>Are there any alternative funding opportunities including shared costs?</p>	Not Applicable- legal consultation and advice only
<p>What is the region's ability to generate external funding to help cover financial costs?</p>	Not Applicable- legal consultation and advice only

RMA Legal Fund Coordinator & CFO completion only	
Approved/Declined/Postponed	
Priority ranking	
Budget approved?	
Budget sources	
Risk ok?	
Approval date	

Submission on Natural and Built Environments Act

SUPPORT FISH & GAME TO PREPARE AND PRESENT A SUBMISSION ON THE NBA

FOR FISH & GAME NEW ZEALAND

10 NOVEMBER 2022



www.kahuenvironmental.co.nz
Martinborough | Taupō | Christchurch

Your Project

The Government is due to introduce legislation to replace the Resource Management Act (RMA) very shortly. The first and main piece of legislation of interest to Fish & Game will be the Natural and Built Environments Act (NBA). The NBA will contain most of the mechanics currently in the RMA, and will introduce new approaches, outcomes and processes for natural resource management. This will affect the ability of Fish & Game to advocate for the environment and recreational interests in local council processes, like plans and resource consents.

The timetable for the NBA is not yet known, but indications from Government suggest the following timeline:

- November 2022 - Bill introduced to Parliament,
- December/January - Submissions to Select Committee,
- Early 2023 - Select Committee hearings, and
- The Bill finalised and made law before the General Election in 2023.

This is a very fast timetable and in order to make a persuasive and effective submission significant time and resources will need to be focused on the task over this short period.

Fish & Game made a comprehensive submission on the exposure draft of the NBA in August last year lead by Nigel Paragreen of Otago Fish and Game, contributed to by other regional and national staff and assisted by Helen Marr of Kāhu Environmental.

You would like assistance to prepare your submission on the NBA and present it at Select Committee.

What we'll do

We'll liaise with regional staff to get feedback on the NBA. We'll combine that feedback into a submission and if time allows send that draft submission out to regional staff for further comment.

We'll focus on advocating for the NBA to:

- provide the opportunity for the protection of the habitat of sports fish and game birds,
- recognise the recreational interests of hunters and fishers and
- allow Fish & Game to advocate into local planning and consenting process to ensure those interests continue to be protected, and
- any other key priorities identified by Fish & Game through the process.

We will support Fish & Game staff to present their submission at Select Committee, including attending in person if appropriate.

Demonstrating Fish and Game's valuable contribution to resource management

Key to achieving the outcomes above is demonstrating the valuable role Fish & Game play in environmental advocacy, the resources they commit and the outcomes they achieve. We recommend that a piece of research is completed summarising resources committed and outcomes achieved across the country over recent years. We can assist with this by interviewing regional staff and pulling together key statistics and case studies.

Estimate of costs

An estimate of our costs to assist with this submission is attached. This estimate assumes Fish & Game staff will be available and will contribute to the ideas and writing of the submission. Costs may be higher or lower depending on the number of parts of the NBA you decide to submit on.

Our people

Helen Marr will lead the project at Kāhu and will bring in other members of the team to assist with research and writing as required.



Helen Marr

DIRECTOR / SENIOR PLANNER

Helen has practised resource management planning since 2000 and joined Kāhu Environmental as a director in 2010. She has significant experience with:

- policy review and development for district and regional councils
- planning expertise for Board of Inquiry and Environment Court hearings
- project management and community consultation
- planning advice on biodiversity and freshwater issues.

Next steps

We look forward to working with you on this exciting project.

Helen Marr, Director



Attention: Corina Jordan

Fish and Game New Zealand

Date

10 November 2022

Estimate Number

Q000664

Job Number

ESTIMATE - Assist with NBA submission

Thank you for asking us to provide you with a fee estimate for the following project:

Assist with NBA submission

Tasks	Time	Rate	Amount
Research and investigations - Read NBA Bill, and accompanying background materials to inform submission.	30.00	235.00	7,050.00
Undertake research and background investigations necessary to prepare expert advice.			
Meetings/hui - Meet with Fish & Game staff to discuss NBA and their views, liaison and project management meetings	10.00	235.00	2,350.00
Meetings/hui with client and/or other parties involved in the project.			
Planning services - Prepare draft NBA submission and update following feedback	80.00		17,150.00
Provision of planning advice.			
Hearing attendance	4.00	235.00	940.00
Attendance at hearings.			

6

Tasks	Time	Rate	Amount
Research and investigations - Research, interview and put together case studies to demonstrate F&G contributions to RM processes	50.00	180.00	9,000.00
Undertake research and background investigations necessary to prepare expert advice.			
Report preparation - Prepare illustration or info graphic to show results of research into RM work	20.00	140.00	2,800.00
Report drafting and finalising.			
		Subtotal	39,290.00
		GST	5,893.50
		Total	45,183.50

Valid To: 8 December 2022

If you are happy to proceed on the basis of the above fee estimate for this project, please sign and return to us the attached engagement contract. If you have any questions or would like to make amendments to the estimate, please feel free to contact us to discuss.

Table 1: RMA /Legal Fund Reserve

New Zealand Fish and Game Council									
As at 31 October 2022									
	Project Name	Date Approved	Total Approved	Source	Total Spent to Date	Withdrawn	Under/Over Spent to date	Committed Funds	Status Update
Auck/Wai	Healthy Rivers	22-Aug-20	\$110,000	NZC Fund	\$20,783	\$0	\$89,218	\$89,218	
Auck/Wai	Whangamarino Weir and Waikato Regional Council	11-Nov-17	\$50,000	NZC Fund	\$6,000	\$0	\$44,000	\$44,000	
Nel Mar	MDP - NPS	7/6/2019, 22/11/2019,2016/16 &	\$58,475	NZC Fund	1,755.00	\$0	\$56,720	\$56,720	Transferred \$ from the NPS FM - and 3 other NM funds.Waiting on MDC to set date for mediation-Mid 2022?
Nel Mar	MeP appeal mediation	1/5/22 meeting 157th	\$50,000	NZC Fund	3,200.00	\$0	\$46,800	\$46,800	
North Canterbury	Selwyn District Council District plan hearings meeting 153	Jun-20	\$8,000	NZC Fund	-	\$0	\$8,000	\$8,000	SDC fund have had delays because of Covid and expecting to progress next year.
North Canterbury	Rakaia WCO/Hydrology	Exec approved 16/5/22 \$30k 5/7/22 \$70k	\$100,000	NZC Fund	27,865.36	\$0	\$72,135	\$72,135	
NZC	EDS/Berrysimons WCO for NC?	1/5/22 meeting 157th	\$10,000	NZC Fund	-	\$0	\$10,000	\$10,000	
NZC	NPS FM	Aug-20	\$150,000	NZC Fund	\$89,855	\$0	\$60,145	\$60,145	\$50k to Otago, \$40k NM TOTAL committed \$90K
Otago	Kye Burn Consent	May-17	\$50,000	NZC Fund	\$50,000	\$0	\$0	\$0	Complete
Otago	Kye Burn Consent	11-Nov-17	\$85,000	NZC Fund	\$15,586	\$69,414	\$0	\$0	Withdrawn 31/3/20 - email IH
Otago	Transitional Mining Consents-Exceptional	11-Nov-17	\$150,000	Otago Reserves	\$132,463	0	\$17,537	\$17,537	
Otago	Priority Consents		\$60,000	Otago Reserves	\$18,303	1	\$41,696	\$41,696	
Otago	RPS Land & Water - reserves	28-Aug-21	\$60,000	Otago Reserves	\$6,661		\$53,339	\$53,339	
Otago	RPS Land & Water	28-Aug-21	\$60,000	NZC Fund	-	0	\$60,000	\$60,000	
Otago	Priority Plan Change	16-Feb-20	\$120,000	Otago Reserves	\$87,558	0	\$32,442	\$32,442	
WGTV	Wairarapa Water Project	07-2016/17	\$20,000	NZC Fund	\$19,249	\$0	\$751	\$751	Will be withdrawn at next WFGC meeting
WGTV	GW Natural Resource Plan	24/11/2019	\$40,000	NZC Fund	\$19,616	\$0	\$20,384	\$20,384	Finishing up with follow up from mediation
WGTV	One Plan Change 2	23/11/2019	\$38,000	NZC Fund	\$4,350	\$0	\$33,650	\$33,650	Work in Progress
Southland	Southland Water & Land Plan appeal	23/Nov/18	84,000.00	Southland Reserves	\$168,929	\$0	-\$84,929	\$0	
Southland	Southland Water & Land Plan appeal - NZC meeting 156	18/Feb/22	74,360.50	NZC Fund	\$0	\$0	\$74,361	\$74,361	
Southland	Waituna Lagoon application-NZC meeting 159	25/Aug/22	20,000.00	NZC Fund	\$0	\$0	\$20,000	\$20,000	

TOTAL ACROSS ORGANISATION									
			Live and Approved Applications		Spent to Date	Withdrawn	Under/Over Spent to date	Committed Funds	NZC Legal/RMA Fund 31/8/22
Totals								\$741,177	
Less RMA out of Regions Reserves								\$145,014	
Total Committed from National Budget								\$596,163	\$579,228

AGENDA ITEM 2.12**Notification of Use of Reserves – Nelson/Marlborough****New Zealand Fish and Game Council Meeting 160 November 2022****Prepared by:** Carmel Veitch, CFO, NZ Fish and Game Council**Kōrero taunaki - Summary of considerations*****Purpose***

This report to the New Zealand Fish and Game Council seeks to notify NZC of Nelson Marlborough's use their Non Resident reserve to gather fish health and angler use data for inclusion in the PSF regime.

Financial considerations

Nil Budgetary provision Unbudgeted

Risk

Low Medium High Extreme

Ngā taunaki - Staff Recommendations

NZC Staff recommend the following motion:

That the New Zealand Fish and Game Council:

1. Note the Spending of \$ 51,250 from the Nelson Marlborough Non-resident Levy for the year ended 31 August 2022.

Whakarāpopoto - Executive Summary

- 1 Nelson Marlborough have included an exceptional funding application for the use of \$51,250 from their Non-resident Levy for the project to gather data for the PSF regime.

Takenga mai – Background & Financial Analysis

- 2 As at 31 August 2022, NM had a balance of \$88,459 in the Non-resident levy reserve.
- 3 NM wish to use this fund to gather data on fish health and angler use – this work will be used for the inclusion/consideration of writing the PSF regime.
- 4 Reserves for NM were budgeted to be at 37% as at 31 August 2022.
- 5 Using this fund will reduce the reserves to 27% (within the 20%)

Kōrerorero - Discussion

- 6 See attached application.

Ngā kōwhiringa - Options

- 7 The Council may
 - a. Note the Spending of Non-Resident Levy' to the value of \$51,250

Consultation

- 8 No Consultation required.

Ngā mahinga e whai ake nei - Next actions

- 9 N/A

AGENDA ITEM 2.13**NZC Staffing****New Zealand Fish and Game Council Meeting 160 November 2022**

Prepared by: Corina Jordan, CEO, NZ Fish and Game Council

Kōrero taunaki - Summary of considerations***Purpose***

This report to the New Zealand Fish and Game Council seeks:

- a) to notify NZC and provide further information on the proposal to bring on national (all of organisation) HR support;
- b) to notify NZC and provide further information on the proposal to bring on EA support;

Financial considerations

Nil Budgetary provision Unbudgeted

Risk

Low Medium High Extreme

Ngā taunaki - Staff Recommendations

NZC Staff recommend the following motion:

That the New Zealand Fish and Game Council:

1. Receive the information regarding HR support.

or

2. If CE delegations not amended per Agenda Item 2.1, approve CE to contract with an HR provider up to \$80,000.

and

3. Receive the information regarding EA support.

or

4. If CE delegations not amended per Agenda Item 2.1, approve CE to employ one-off use of reserves of \$82,000 for a one-year fixed term EA position.

Note: These resolutions will need to be reviewed if the reforecast budget at Agenda Item 2.4 is not approved.

Whakarāpopoto - Executive Summary

- 1 The HR function is provided for in the reforecast budget (1725) at a cost of \$80,000 and is intended to:
 - 1.1 Provide HR support to the organisation; and
 - 1.2 Prepare updated HR & governance policies for the organisation in accordance with the Ministerial Review recommendation 17.
- 2 The EA function is provided for in the reforecast budget at a cost of \$82,000. It is intended to provide EA support to the Chief Executive and to coordinate board papers, agendas and minutes thus freeing up significant staff time across the office.

Takenga mai - Background

- 3 HR:
 - 3.1 Fish and Game has not historically had an HR resource available. In 2021 EAP was contracted to provide services to staff, however this programme does not adequately address the need for all of organisation HR functions and policies. This is particularly relevant in light of the implementation of the Ministerial Review.
- 4 EA:
 - 4.1 There is no applicable background to the EA position.

Kōrerorero - Discussion

- 5 HR:
 - 5.1 It is intended that the HR resource would provide all of organisation HR services.
 - 5.2 Given budget it is probable this will be done by contracting with a third party to provide advice and assistance in the following areas:
 - 5.2.1 Employer termination & employee resignation
 - 5.2.2 Counselling & discipline
 - 5.2.3 Bullying & harassment
 - 5.2.4 Equal employment opportunity & discrimination
 - 5.2.5 Employee entitlements, minimum employment standards & related laws
 - 5.2.6 Collective agreements & bargaining
 - 5.2.7 Employment contracts

- 5.2.8 Independent contracting agreements
 - 5.2.9 Managing ill & injured workers
 - 5.2.10 Policies & procedures
 - 5.2.11 Privacy
 - 5.2.12 Work health & safety
 - 5.2.13 Workplace planning
- 5.3 It is envisaged that the HR policies and procedures would be presented to NZC for adoption as NZC policy and that regional Fish and Game Councils could adopt at their discretion.

6 EA:

- 6.1 An EA at NZC would provide two primary functions:
- 6.1.1 EA support to NZC CE, including triaging emails and responses, diary scheduling, travel arrangements etc. This would minimise the CE's administrative functions and empower the CE to focus on implementing the strategic objectives of Council.
 - 6.1.2 Coordination of NZC agendas & minutes, including preparation of board paper templates, formatting of papers and preparation of agenda, taking and preparing minutes etc.
- 6.2 The cost of this position would be \$82,000 inclusive of all associated costs of employment.

Ngā kōwhiringa - Options

- 7 The Council may
- a. Receive the proposal regarding HR & EA functions
 - b. Agree to allocate \$82,000 from reserves for an EA position.
 - c. Agree to not allocate \$82,000 from reserves for an EA position.

Whai whakaaro ki ngā whakataunga - Considerations for decision-making

Financial Implications

- 8 HR function:
- 8.1 This function is budgeted for at \$80,000 in the reforecast budget presented at Agenda Item 12.
- 9 EA function:

- 9.1 This function is budgeted for at \$82,000 in the reforecast budget presented at Agenda Item 12.

Legislative Implications

10 No legislative implications.

Section 4 Treaty Responsibilities

11 No s4 responsibilities.

Policy Implications

12 The HR function would be responsible for reviewing, updating and drafting a suite of HR policies, however their adoption would require subsequent council consideration.

Risks and mitigations

13 Both positions are seen as mitigating risk within the office/organisation:

- 13.1 HR function mitigates HR risk by providing modern policies and HR support.
- 13.2 EA function mitigates administrative risk by facilitating CE to operate more efficiently.

Consultation

14 HR:

- 14.1 Regional managers have been consulted on the proposal to secure an HR function for the organisation and are in strong support of the proposal.

15 EA:

- 15.1 N/A

Ngā mahinga e whai ake nei - Next actions

16 If agreed:

- 16.1 The CE will action the approved Implementation Review budget (1725), which incorporates the HR function; and
- 16.2 The CE will action the approved Salaries & Contractors budget, which includes an EA function.

AGENDA ITEM 2.14**Research Fund Applications & Update****New Zealand Fish and Game Council Meeting 160 November 2022**

Prepared by: Rebecca Reed, Senior Environmental Advisor, NZ Fish and Game Council

Kōrero taunaki - Summary of considerations***Purpose***

This report to the New Zealand Fish and Game Council seeks approval for applications to the Research Fund, and to provide the newly revised Research Fund Application template for noting.

Financial considerations

Nil Budgetary provision Unbudgeted

Risk

Low Medium High Extreme

Ngā taunaki - Staff Recommendations

NZC Staff recommend the following motion:

That the New Zealand Fish and Game Council:

1. Receive the information
- and,
2. Agree to fund *Engaging with Mana Whenua proposal at a cost of \$28,330.25 incl GST*

Whakarāpopoto - Executive Summary

- 1 There is one new application to the research fund from the NZC National Office- entitled “Engaging with Mana Whenua – a discussion document exploring best practice for Fish & Game”.

Kōrerorero - Discussion

- 1 A new template for Research Fund applications has been developed. Current and future applications will be completed using this version of the application template (**Item 2.14d**), allowing for more detailed data gathering relating to research funded and outcomes.
- 2 The total available funds for 22/23 year are **\$67,998**.
- 3 The current Research Reserve allocation is **\$168,256**. This represents the commitment to funded Research, comprising of 11 separate projects. A copy of the current projects and their status is provided in **Item 2.14a**.
- 4 New application for funding: *Engaging with Mana Whenua – a discussion document exploring best practice for Fish & Game*. This research application **requests \$28,330.25** from the Research Fund
 - 4.1 Fish & Game has section 4 responsibilities under the Conservation Act to be a ‘good treaty partner’ in meeting its Te Tiriti obligations. These obligations along with recognition that improvements in organisational performance have been identified both through the Clark & Mills (2021) review of the Governance of Fish and Game New Zealand and the Regional Fish and Game Councils, along with Fish & Game’s draft Organisation Strategy, Mana Whenua connected.
 - 4.2 The Clark & Mills report (2021) has recommended a number of areas to be implemented in relation to Fish & Games operations. These include 1) establishment of an advisory panel on Treaty issues and engagement with Māori (recommendation 23), 2) development of a policy governing consultation with Māori (recommendation 26), and 3) hold a National Hui in conjunction with DOC (recommendation 27).
 - 4.3 New Zealand Fish & Game has sought a proposal (**Items 2.14b and 2.14c**) to develop a discussion document to go to Regional Managers and NZC which considers the following areas in relation to consultation with Māori, and which will inform implementation of review recommendations 23, 26, 27, along with Fish & Game’s section 4 responsibilities.

Ngā kōwhiringa - Options

- 5 The Council may receive the update on current Research Fund financial status.
- 6 The Council may review the application for funding “Engaging with Mana Whenua” and make a funding decision,

and/or;

- 7 The Council may request further information to consider the proposal and have further opportunity for consultation.

Whai whakaaro ki ngā whakataunga - Considerations for decision-making

Financial Implications

- 8 If the application to the research fund is approved it will result in **\$28,330.25** being deducted from the unallocated research funds of **\$67,998**.
- 9 The resulting balance of the research funds available for 22/23 will be **\$39,667.75**.

Legislative Implications

- 10 Nil.

Section 4 Treaty Responsibilities

- 11 No Section 4 of the Conservation Act responsibilities identified.

Policy Implications

- 12 Nil.

Risks and mitigations

- 13 There is a minor risk that funded research projects may not achieve stated goals and therefore constitute a poor investment of funds. However, there are processes in place within each project to mitigate these risks.

Consultation

- 14 Regional Manager's will be consulted prior to the NZC receiving this paper through the usual processes.

Ngā mahinga e whai ake nei - Next actions

- 15 If funded, NZC staff will engage with consultants to commission the research.



Research Fund Application - Project Outline

This form captures essential information about a project so that the Research Fund Coordinator can provide all relevant information to the Managers group and Council, and they can understand what the project is about and make a funding decision for the project. If approved, the CFO will allocate budget to the project.

The project will be included in the Research Fund Database and reporting on progress is required to track fund financial status and fund outputs or outcomes as overall research fund performance for Fish & Game.

Reporting on the progress of the project will be sent to the Research Fund Coordinator in the form of a mid-year (every 6 months) Update Report and an end of Project Closure Report. All funded projects will be included in a project status update to be included in NZC meetings

***Replace text in italics below with project information.**

Rationale – why should we do the project?			
Project Name	<i>Name needs to be short, reflect the focus of the project and be distinct from pre-existing project names.</i>	Strategic Priority	<i>Which strategic priority does it align with?</i>
Study Area/s	<i>In the case of field projects, study areas should be specified with the aid of maps, giving the scientific and/or logistical justifications for the selection. These justifications might include mention of any previous fieldwork in the area and recent reports from local contacts.</i>		
Opportunity, Problem & Background	<i>What Problem is the project addressing? Why are we considering this project? How did it come up?</i>		
Aim/s & Outputs	<i>What is / are the defined aim/s of the project? Hypothesis? What will be delivered or created?</i>		
Description / Methodology / Scope	<i>What are we going to do? What's the approach? What's in scope and not in scope?</i>		
Endorsement/s	<i>Any support already received from the Region or collaborators / stakeholders? This could be in the form of emails, letters or discussion summaries (list here and attach separately)</i>		
Stakeholders	<i>Who is involved or who will this affect? E.g. License holders, policy developers, regulators, public etc.</i>		
Benefits / Outcomes	<i>How will this benefit the sportsfish and game industry, public or Fish & Game? A benefit is a measurable improvement that is perceived positively by stakeholders and contributes towards Fish & Game's strategic priorities. Consider benefits such as licence holder engagement, knowledge or capability development, compliance, better perception of the industry / social licence, increased Fish & Game resource management performance or employee engagement. Can these be measured? Do you have a baseline to compare against?</i>		
Why Fish & Game? Partners?	<i>Why is Fish & Game and the specific Region best placed to do this project? Is anyone else already in this space (either within Fish & Game or externally)? Can we partner with others internally (multi Region application due to shared research needs) or externally?</i>		
Risks	<i>What will happen if we don't do this project? What are the risks with the project and how will we mitigate them? Consider the time it will take, level of complexity and any external stakeholders.</i>		
Resources – what's needed to do the project?			
Overall Timeframe	<i>How long from start to finish?</i>		

Statutory managers of freshwater sports fish, game birds and their habitat



Project team + Est time required	Regional / Office Sponsor:		Staff Lead:	
	Other personnel involved and their role:			
Dependencies	<i>Are there other projects or pieces of work that this project is dependent or impacted by?</i>			
External consultants or contracts? Partners?	<i>Will you need external expertise? Why can't it be done in house?</i>			
Budget – how much, for what?	<i>How much money do you need? What will you spend it on? Are there any alternative funding streams?</i>			

Project deliverables and timeframes – who delivers what and when?

* *Project Deliverables should be able to be used for reporting on progress as key **Milestones, Outputs or Outcomes** (Gantt chart can be inserted to represent detail in table below).*

Deliverable / Milestone / Output / Outcome	Who is involved?	Timeframe
<i>What is it? What's involved? Is it dependent on anything else?</i>	<i>What people are needed for this?</i>	<i>By when?</i>
<i>What is it? What's involved? Is it dependent on anything else?</i>	<i>What people are needed for this?</i>	<i>By when?</i>
<i>What is it? What's involved? Is it dependent on anything else?</i>	<i>What people are needed for this?</i>	<i>By when?</i>

Research Fund Coordinator & CFO completion only

Approved/Declined/Postponed	
Priority ranking	
What drops off the Ops Plan to do this?	
Budget approved?	
Budget sources	
Risk ok?	
Approval date	

Statutory managers of freshwater sports fish, game birds and their habitat

Table 1: Research Fund

New Zealand Fish and Game Council

As at 31 October 2022

Project Ref	Project Name	Coordinator	Council	Date Approved	Expenditure for	Completion Dates	Total Approved	Total Spent to Date	Withdrawn/\$ not required	Commitment	Status/Comments
56	Game Harvest Survey Analysis	Matthew Mc Dougall	Eastern	May-13	ongoing		4,000	2,948	-	1,052	Ongoing \$500 budget every yr
61	Mallard Research -Duck Management Units	Matthew Mc Dougall	Eastern	Sep-15	2015/16		3,000	655	-	2,345	
67.2	Mallard Research -Cat GPS pilot study	Zane Moss	Southland	May-16	2016/17		9,300	7,617	-	1,683	
68	Environmental DNA to identify spawning & establish protocols	Phil Teal/Adam Canning	Wellington	May-17	2017/18		50,000	41,290	-	8,710	Massey Sequencing DNA, trial continues next spring spawning
70	Liminological variables on food web dynamics in Lake Tarawera	Matt Osborne	Eastern	May-17	2017/18		15,000	6,065	-	8,936	Fieldwork progressing
75	Native Fish/Sports interactions	Phil/Adam Canning	Wellington	Apr-18	2018/19		50,000	32,557	-	17,443	Fieldwork progressing - Amy finished thesis requirement - AC to assist with 2 papers.
76	Mallard Research - Brood Habitat selection and use	David Klee	Akld/Waik	Jul-18	2018/19		21,000	17,391	-	3,609	Fieldwork progressing
77.2	Research into Womens Angling	Cohen & Otago	Otago	Apr-22			20,000	-	-	20,000	
77.3	Pressure Sensitive Fisheries - needs to be rescoped	?	NZC	Apr-22			65,830	-	-	65,830	With Research Committe to rescope will come back to Managers Meeting for approval
78.1	Fishing for Mental Health	Cohen Stewart	Southland	Aug-22			32,648	6,000	-	26,648	
78.2	Sustainable Food Harvest	Chris Newton	Hawkes Bay	Aug-22			12,000	-	-	12,000	
										-	
										-	
	TOTALS									\$ 168,256	

Recommendation: Accept Research Fund of \$168,256 as at 31 October 2022



Research Fund Application Project Outline

This form captures essential information about a project so that the Research Fund Coordinator can provide all relevant information to the Managers group and Council, and they can understand what the project is about and make a funding decision for the project. If approved, the CFO will allocate budget to the project.

The project will be included in the Research Fund Database and reporting on progress is required to track fund financial status and fund outputs or outcomes as overall research fund performance for Fish & Game.

Reporting on the progress of the project will be sent to the Research Fund Coordinator in the form of a mid-year (every 6 months) Update Report and an end of Project Closure Report. All funded projects will be included in a project status update to be included in NZC meetings

***Replace text in italics below with project information.**

Rationale – why should we do the project?			
Project Name	Engaging with Mana Whenua A DISCUSSION DOCUMENT EXPLORING BEST PRACTICE FOR FISH & GAME	Strategic Priority	Te Tiriti obligations
Study Area/s	Mana whenua, Treaty responsibilities, Engagement with Māori		
Opportunity, Problem & Background	<p>Fish & Game has section 4 responsibilities under the Conservation Act to be a 'good treaty partner' in meeting its Te Tiriti obligations. These obligations along with recognition that improvements in organisational performance have been identified both through the Clark & Mills (2021) Review of the Governance of Fish and Game New Zealand and the Regional Fish and Game Councils, along with Fish & Game's draft Organisation Strategy, Mana Whenua connected.</p> <p>The Clark & Mills report (2021) has recommended a number of areas to be implemented in relation to Fish & Games operations. These include 1) establishment of an advisory panel on Treaty issues and engagement with Māori (recommendation 23), 2) development of a policy governing consultation with Māori (recommendation 26), and 3) hold a National Hui in conjunction with DOC (recommendation 27).</p>		
Aim/s & Outputs	<p>New Zealand Fish & Game has sought a proposal (Item 22c) to develop a discussion document to go to Regional Managers and NZC which considers the following areas in relation to consultation with Māori, and which will inform implementation of review recommendations 23, 26, 27, along with Fish & Game's section 4 responsibilities.</p> <p>Refer to attached project proposal by Kahu Environmental for details.</p>		
Description / Methodology / Scope	Refer to attached project proposal by Kahu Environmental for details		

Statutory managers of freshwater sports fish, game birds and their habitat



Endorsement/s			
Stakeholders	Consultancy engagement for a discreet piece of work as outlined in attached proposal (Item 22c) .		
Benefits / Outcomes	<p>Commissioned discussion paper to consider the following:</p> <ol style="list-style-type: none"> 1. Introduction to Te Tiriti (we are also getting a legal opinion on what it means for Fish & Game to be a 'good treaty partner' under our section 4 obligations) and tikanga; 2. Defined process for engaging with Mana Whenua on the following; <ul style="list-style-type: none"> • Fish & Game Review which includes potential regional amalgamations (moving from 12 regions down to around 6 or 7 regions); • Māori role in Fish & Game governance regionally and with New Zealand Council; • Fish & Game statutory 10 year Sports Fish and Game Bird Management Plans (CSI attached for reference); • Regional RM processes; • Cultural harvest of indigenous gamebirds and harvest of introduced sportsfish and gamebirds; • Fish & Game engagement with Tangata Whenua on national policy; 		
Why Fish & Game? Partners?	Kāhu Environmental has an experienced team that is knowledgeable in both mātauranga Māori, engagement with mana whenua and the work of Fish & Game. Our Kaupapa Taiao team has extensive networks of Māori practitioners and a wide range of experience in achieving excellent relationship outcomes between mana whenua and those seeking to engage with them.		
Risks			
Resources – what's needed to do the project?			
Overall Timeframe	Delivery of project mid 2023		
Project team + Est time required	Regional / Office Sponsor:	NZC- National Office	Staff Lead: Corina Jordan- CE
	Other personnel involved and their role:	Specialist staff from Kahu Environmental to undertake the research and discussion paper development.	
Dependencies	None		
External consultants or contracts? Partners?	David Milner – Kahu Environmental		

Statutory managers of freshwater sports fish, game birds and their habitat



	<p>KAUPAPA TAI AO SPECIALIST</p> <p>Dave helps iwi and hapū develop innovative and future-focussed policy and legislation so they can better influence decision-making to support mana whenua and mana moana. Dave is experienced with:</p> <ul style="list-style-type: none"> • customary fisheries management • environmentally focused relationship management • local, regional and national policy, plans and regulation engagement • biosecurity risks and management • cultural landscape design • iwi capability and capacity building.
<p>Budget – how much, for what?</p>	<p>\$28,330.25 (incl of GST)</p> <p>For a full breakdown of the proposed scope of work and associated costs, please refer to attached proposal from Kahu Environmental.</p>

Project deliverables and timeframes – who delivers what and when?

* *Project Deliverables should be able to be used for reporting on progress as key **Milestones, Outputs or Outcomes** (Gantt chart can be inserted to represent detail in table below).*

Deliverable / Milestone / Output / Outcome	Who is involved?	Timeframe
Refer to attached proposal (Item 22c) for discreet deliverables and milestones.		

Research Fund Coordinator & CFO completion only

Approved/Declined/Postponed	
Priority ranking	
What drops off the Ops Plan to do this?	
Budget approved?	
Budget sources	
Risk ok?	
Approval date	

Statutory managers of freshwater sports fish, game birds and their habitat

Engaging with Mana Whenua

A DISCUSSION DOCUMENT EXPLORING BEST PRACTICE FOR FISH & GAME

FOR FISH & GAME NEW ZEALAND

11 NOVEMBER 2022



www.kahuenvironmental.co.nz
Martinborough | Taupō | Christchurch

Your Project

You would like a document that brings together and explores options for how Fish & Game can engage with mana whenua at the national and local level, and reflect your obligation to give effect to the Treaty of Waitangi.

This discussion document will form a starting point for conversations internally and with key mana whenua partners about what future engagement will look like. That future engagement may lead to a Kawenata (strategy/policy) about relationships with mana whenua, and where appropriate, their involvement in Fish & Game

This project will sit alongside other projects within Fish & Game aimed at improving engagement with mana whenua, set out in your Strategic Plan, which includes training and upskilling across the organisation and a commitment

Project scope

Part 1 – the cultural and legal context

The discussion document will begin by introducing Te Ao Māori and Te Tiriti and its relevance to Fish & Games business, past and future. This section will draw on a separate legal opinion you have commissioned on what it means for Fish & Game to be a 'good' Treaty partner, as required by section 4 of the Conservation Act. This introductory part of the report will set the scene for the discussion that follows, and provide important cultural and statutory context for the options and recommendations that will follow.

Part 2 – Recommended approaches

Part 2 will set out the recommended frameworks or options for engaging with mana whenua, broken down into four key themes. This section will be informed by the views of key Māori practitioners who have experience working with Fish & Game or on the issues Fish & Game engage with. This is discussed more in the "What we'll do – Interviews" section below.

We suggest the key themes to be explored in this Part are:

- Structural issues – how the organisation is structured, how that could help or hinder relationships with mana whenua, in particular the possibility of regional amalgamations.
- Governance – what role there might be for Māori in governance at the regional and national level.
- Management plan and policy engagement – what process for engagement with mana whenua might look like for the preparation of sports fish and game bird management plans, and policy at the national level.
- Cultural harvest – what might a cultural harvest framework look like and how mana whenua could be engaged in determining how it is set and managed.

-

What we'll do

Research

We'll do a desk top review drawing on existing work to complete Part 1 of the report and to inform the framework and options for Part 2. We will draw on the expertise at both Kāhu and at Fish & Game to ensure we have a wide understanding of the available information.

Interview

We will draw on our networks of Māori practitioners to identify people with an understanding of Fish & Games business and issues affecting them. To ensure we are getting perspectives that reflect the continuum of experiences we will aim to incorporate a mix of people from across different parts of the country and that reflect experience in iwi and rūnanga organisations and for iwi that have and have not completed their Treaty of Waitangi Settlement processes. We will invite these people to participate and interview them on each of the key themes of the report testing ideas with them and seeking their own ideas and contributions.

Write up

We will draw together the desk top research and information gained through interviews and prepare a discussion document. The discussion document will be in plain language and clearly set out key themes, findings and recommendations.

Timeline and estimate

We are available to begin work on your project next year, with a view to completing the work by mid 2023. We have attached an estimate of costs to this proposal.

Our people

The Kāhu Environmental people who will work on your project, and any other specialists we bring with us.

Experience

Kāhu Environmental has an experienced team that is knowledgeable in both mātauranga Māori, engagement with mana whenua and the work of Fish & Game. Our Kaupapa Taiao team has extensive networks of Māori practitioners and a wide range of experience in achieving excellent relationship outcomes between mana whenua and those seeking to engage with them.

The team will be led by Dave Milner. Dave has extensive experience working with national organisations seeking to improve their knowledge and engagement with mana whenua across the country. He has recently assisted the National Science Challenge team working on Kauri Dieback disease to come up with processes to appropriately and confidently work with Māori and incorporate mātauranga Māori into their work. He has also assisted the Ministry for Primary Industries consult with mana whenua nationwide on a pest eradication programme.

Dave will be assisted by Stevee Rihia who will do the research and interviews under Dave's guidance, and by Helen Marr. We will draw on our experience Kaupapa Taiao team including Hannah Rainforth and Siobhan Karaitiana to guide our research and provide best practice examples.



David Milner

KAUPAPA TAIAO SPECIALIST

Dave helps iwi and hapū develop innovative and future-focussed policy and legislation so they can better influence decision-making to support mana whenua and mana moana. Dave is experienced with:

- customary fisheries management
- environmentally focused relationship management
- local, regional and national policy, plans and regulation engagement
- biosecurity risks and management
- cultural landscape design
- iwi capability and capacity building.



Steeve Rihia

PLANNER

Steeve works on a range of projects, including resource consent applications, cultural impact assessments and policy support. With one foot in the planning camp and the other in kaupapa taiao, she brings a unique perspective to her mahi supporting iwi and hapū. Steeve is a strong advocate for the environment and is currently studying for a Master of Resource and Environmental Planning. Her interests include:

- climate change and biodiversity
- conservation and natural resource management
- planning theory and law
- mana taiao and Māori planning issues
- GIS mapping.



Helen Marr

DIRECTOR / SENIOR PLANNER

Helen has practised resource management planning since 2000 and joined Kāhu Environmental as a director in 2010. She has significant experience with:

- policy review and development for district and regional councils
- planning expertise for Board of Inquiry and Environment Court hearings
- project management and community consultation
- planning advice on biodiversity and freshwater issues.



Hannah Rainforth

KAUPAPA TAIAO SPECIALIST

Hannah has a Masters of Ecological Restoration and a Bachelor of Arts in Māori Studies from Victoria University of Wellington. Prior to joining Kāhu Environmental, she worked for the Department of Conservation and Ngāti Rangi. Hannah has significant experience with:

- environmental management plans
- facilitating wānanga on freshwater issues
- undertaking freshwater monitoring and research
- developing monitoring and research plans, particularly for iwi.



Siobhan Karaitiana

KAUPAPA TAIAO SPECIALIST

Siobhan works with a diverse range of iwi, hapū and Māori groups to build capability and capacity so they can participate in and influence the way resources are managed. Siobhan has an eye for strategy, making connections across the landscape to deliver positive outcomes for taiao, wai, whānau and communities. Her expertise includes:

- iwi-Crown engagement and support
- iwi/hapū responses in RMA processes
- three waters kaupapa, transport and industrial infrastructure planning, subdivision planning and reserve management
- RMA, environmental and archaeological training
- iwi environmental management plans and cultural materials plans.

Next steps

We look forward to working with you on this exciting project.

Helen Marr, Director



Attention: Corina Jordan
Fish and Game New Zealand

Date
11 November 2022

Estimate Number
Q000667

Job Number

ESTIMATE - Discussion document on how Fish & Game can engage with Mana Whenua

Thank you for asking us to provide you with a fee estimate for the following project:

Discussion document on how Fish & Game can engage with Mana Whenua -

Tasks	Time	Rate	Amount
Report preparation - Draft up introduction to Te Tiriti and how this relates to Fish & Game and their work Report drafting and finalising.	50.00		7,200.00
Mātauranga Māori - Input from Mātauranga experts to frame questions and report structure	6.00		1,220.00
Planning services - Interview 6 external mātauranga experts to contribute to report Provision of planning advice.	12.00		2,160.00
Mātauranga Māori - Input from external mātauranga experts	12.00	205.00	2,460.00
Report preparation Report drafting and finalising.	70.00		10,950.00
Peer review Internal peer review.	3.00	215.00	645.00
		Subtotal	24,635.00
		GST	3,695.25
		Total	28,330.25

Valid To: 9 December 2022

AGENDA ITEM 2.15**Game Bird Habitat Trust Report**

New Zealand Fish and Game Council Meeting 160 November 2022

Prepared by: Robert Sowman, Game Bird Habitat Trust Coordinator

Kōrero taunaki - Summary of considerations***Purpose***

This report to the New Zealand Fish and Game Council seeks to present the 2022 Game Bird Habitat Trust report and associated recommendations.

Financial considerations

Nil Budgetary provision Unbudgeted

Risk

Low Medium High Extreme

Ngā taunaki - Staff Recommendations

NZC Staff recommend the following motion:

That the New Zealand Fish and Game Council:

- 1. Agree to the hunter licence fee contribution for the Habitat Stamp being maintained at \$5.00 for the 2024 game season.*
- 2. Agree the game bird or other wildlife species to be depicted on the 2025 habitat stamp be open to any game bird species.*
- 3. Agree to a photographic competition to select an artist to produce the artwork of the 2025 stamp.*
- 4. Note the Trust Board's 2023 meeting will be held in the Hawke's Bay on 26 August 2023.*



NZ GAME BIRD HABITAT TRUST BOARD in 2022

Prepared by: Robert Sowman, NZ Game Bird Habitat Trust Coordinator

This is a report on the NZ Game Bird Habitat Trust (the Trust) Board's annual meeting of 24 September 2022 and Habitat Stamp recommendations to the NZ Fish and Game Council (NZ Council).

The Trust is an independent body established under the Wildlife Amendment Act 1993 primarily to improve game bird habitat and the habitat of other wildlife. Membership is made up of six nominees appointed by the Minister of Conservation for a three-year term – *section 44F Membership of Board*. In July 2020 the Minister announced the current Trust Board appointed for 2020-2023 consisting of: Andy Tannock (Chairperson), Jan Riddell (deceased), Mark Sutton & Chantal Whitby (3 nominees from F&GNZ), John Cheyne (nominee of DG DOC) and Neil Candy (nominee of DUNZ).

Each year the Trust receives applications for “the protection, restoration, improvement, creation, or procurement primarily of game bird habitat and secondarily of habitat for other wildlife” - *S44D(d)*. The deadline for submissions is 30 June. At the September meeting the Trust Board approved:

- 1. 15 habitat grants for 2022 totalling \$81,000**
- 2. 1 project for One Billion Tree funding totalling \$7,000, with 3 subject to completion of the necessary form and compliance with the criteria.**

The Trust Board also recommends to the NZ Council the hunter contribution of the habitat stamp - *S44D(k)*. The current value of \$5.00 on each licence was set for the 2023 game season. The Trust views this as a good PR exercise and visible evidence of the contribution made by hunters to conservation. After one season at this amount the Trust Board sees no reason to increase this fee.

The Trust Board recommends the hunter contribution for the Habitat Stamp be maintained at \$5.00 for the 2024 season.

Each year the Trust recommends to the NZ Council the game bird or other wildlife species to be depicted on the following year's habitat stamp - *S44D(l)(i)*. The Trust recommended the 2024 stamp feature a “any game bird species”.

The Trust Board recommends this same “any game bird” species be adopted for depiction on the 2025 Habitat Stamp.

The Wildlife Act 1953 requires the Trust to appoint, or select by competition, an artist to produce the stamp work - *S44D(l)(ii)*. For recent seasons this has been selected through a photo competition.

The Trust Board recommends a photographic competition be run to select the image for the 2025 species.

The photographic competition to select the image for the 2023 species was won by Paula Gillet from the Wairarapa with the California quail. The 2024 competition was won by David Towgood from Northland with the mallard drake



2023 image by Paula Gillet



2024 image by David Towgood (yet to be formatted as a stamp)

To select the 2025 species, the competition to run in 2023 will be based on a similar format used to select the fish licence image. It will involve three monthly prizes during May, July and July sponsored by Kilwell, with a \$250 voucher and a final winner receiving a \$1,000 Kilwell voucher plus a prize of \$1,000 from the Trust. This makes the prize pool \$2,750.

In other business, the Trust Board approved its 2021/22 draft Annual Accounts and a 2022/23 budget based on the receipt of net stamp funds:

NZC Payover	
LEVY from Game Licence	128,598.27
NZ POST	14,847.69
PRODUCTION COSTS	-18,113.91
GST	18,799.81
Due 30 November 2021	144,131.86

The meeting schedule for the Trust in 2023 is to include a zoom meeting on Wednesday 26 July 2023 at 11.00 am and a full meeting on Saturday 26 August 2023 with a field trip the previous day in Hawke's Bay.

Recommendations

2. **Agree to the hunter licence fee contribution for the Habitat Stamp being maintained at \$5.00 for the 2024 game season.**
3. **Agree the game bird or other wildlife species to be depicted on the 2025 habitat stamp be open to any game bird species.**
4. **Agree to a photographic competition to select an artist to produce the artwork of the 2025 stamp.**
5. **Note the Trust Board's 2023 meeting will be held in the Hawke's Bay on 26 August 2023.**

AGENDA ITEM 2.16**Gamebird Habitat Trust Appointments**

New Zealand Fish and Game Council Meeting 160 November 2022

Prepared by: Robert Sowman, Game Bird Habitat Trust Co-ordinator

Kōrero taunaki - Summary of considerations***Purpose***

This report to the New Zealand Fish and Game Council seeks approval to go out to regions to solicit names for appointment to the Game Bird Habitat Trust Board.

Financial considerations

Nil Budgetary provision Unbudgeted

Risk

Low Medium High Extreme

Ngā taunaki - Staff Recommendations

NZC Staff recommend the following motion:

That the New Zealand Fish and Game Council:

1. Receive the information.
2. Agree to go out to regions to solicit nominations for the Game Bird Habitat Trust Board.



NEW ZEALAND GAME BIRD HABITAT TRUST BOARD

Prepared by: Robert Sowman, Habitat Trust Board Coordinator

The New Zealand Game Bird Trust Board is appointed on a three-year term by the Minister of Conservation. The current Board's appointments expire in June 2023.

The purpose of this memo is to commence the process for appointing a new Board.

Therefore, it is recommended that the New Zealand Fish and Game Council invite Fish and Game Councils in November 2022 to nominate suitable candidates to be considered by the NZ Council at its meeting in March 2023.

A six-person membership of the Habitat Trust Board is set out in *section 44F of the Wildlife Act 1953*. It provides for appointments by the Minister of Conservation (*current appointments shown in italics*):

- a) a chairperson (*Andy Tannock*)
- b) 3 persons appointed after consultation with the New Zealand Fish and Game Council
(*Jan Riddell, Chantal Whitby, Mark Sutton*)
- c) 1 person appointed after consultation with the Director-General (*John Cheyne*)
- d) 1 person appointed after consultation with the Board of Ducks Unlimited New Zealand Incorporated (*Neil Candy*).

At the time, Minister Sage was adamant that Fish & Game nominees reflect a more diverse membership by including eligible female candidates. Regional Fish & Game Councils were therefore asked to identify suitable candidates who are habitat specialists with wetland creation and restoration experience. Current members have worked well together and provided that experience. Sadly, Jan Riddell died in August this year.

In proposing nominations, a Fish and Game Council can submit names from within or outside its region – either previous or new nominees. Without ruling out Fish & Game staff, it is noted that these people already play an important role within the Habitat Trust grant allocation process as initiators, referees and advisers to projects.

On receiving names of suitable candidates, the New Zealand Council needs then to consider this feedback and make its selection of three people to best reflect a diverse set of nominees with some continuity to the Board's current structure and processes. It may also endorse a name for Chairperson.

Recommendations

It is recommended Fish & Game Councils be invited to:

- a) include names of eligible candidates by 28 February 2023 for selection by the New Zealand Fish and Game Council, and**
- b) to provide the names of three nominees to recommend to the Minister of Conservation by April 2023.**

AGENDA ITEM 2.17**Motion to exclude the public****New Zealand Fish and Game Council November 2022***Recommendation:*

1. *That the New Zealand Fish and Game Council:*

(a) pursuant to the provisions of the Local Government Official Information and Meetings Act 1987 exclude the public from the following part of the proceedings of this meeting, namely:

GENERAL SUBJECT OF EACH MATTER TO BE CONSIDERED	REASON FOR PASSING THIS RESOLUTION IN RELATION TO EACH MATTER	GROUND(S) UNDER SECTION 48(1) FOR THE PASSING OF THIS RESOLUTION
Confirm Public Excluded Minutes 159	As per PE motion in Minutes 159.	Section 48(1)(a)(ii) That the public conduct of the whole or the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist.
Wildlife Working Group	S9(2)(j) OIA Exclusion of the public is necessary to enable negotiations.	Section 48(1)(a)(ii) That the public conduct of the whole or the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist.
RMA Stocktake	S9(2)(h) OIA Exclusion of the public is necessary to maintain legal professional privilege.	Section 48(1)(a)(ii) That the public conduct of the whole or the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist.
Legal Advice		

(b) And that staff remain to provide advice to the Council on all items

AGENDA ITEM 4.1**CE Report****New Zealand Fish and Game Council Meeting 160 November 2022**

Prepared by: Corina Jordan, Chief Executive, NZ Fish and Game Council

Kōrero taunaki - Summary of considerations***Purpose***

This report to the New Zealand Fish and Game Council seeks to update Council on the work undertaken by the NZC office

Financial considerations

Nil Budgetary provision Unbudgeted

Risk

Low Medium High Extreme

Ngā taunaki - Staff Recommendations

NZC Staff recommend the following motion:

That the New Zealand Fish and Game Council:

1. Receive the information.

Licence System Update

- 1 The new licence system has been operational for the entirety of the fishing season. In general, the system has been very functional, although as with any new system there have been minor bugs that require resolution. Kate Thompson has been working with ESL to catalogue and resolve these bugs. We are in the process of working through with ESL the final development stages of the new system and anticipate that we will be able to provide a more substantive update to NZC in February.

Magazine

- 2 Planning is underway for the 2022 Game Magazine. The publishers have advised us that there has been a significant increase in printing costs (approximately \$18,000 increase). NZC staff do not believe there is scope to not publish as a physical magazine at this stage and are working with the publishers to find the most cost-effective solution. NZC will be updated on costings once a solution is reached.

Regional Meetings

- 3 In building connectedness, transparency, and trust, across Fish & Game, the CE NZC has established a program to visit all regions and spend time with their CE/ Managers and staff, as well as to connect with Regional Councils.
- 4 Since starting at the beginning of August 2022 the CE NZC has visited all but 3 Regions (Northland, West Coast, and Central South Island), and presented to 8 Fish & Game Regional Councils out of the 9 regions visited. This has enabled the CE NZC to not only establish strong relationships across the regions, but also to build organisational engagement in unpacking Fish & Games organisational risks and opportunities, and in supporting the organisations Strategy Build programme.
- 5 The CE NZC has also been enabled to connect with regional staff, in order to better understand their views, the expertise they bring to the organisation, and the challenges they may be facing, along with gaining place-based experience on regional issues and opportunities, including resource management challenges.
- 6 Over the next 2 months the CE NZC intends to complete her regional journey. Routine connection with the regions will be established within the CE's NZC annual workplan, in order to maintain close working relationships with Regional CE/Managers, build organisation connectedness and cohesion, and in supporting organisational strategy implementation. This will also support the CE's NZC national advocacy function through ensuring the CE NZC retains her place-based experience and insights into regional challenges and opportunities.

Website

- 7 Hothouse website build is entering into phase 2 with a due date for the launch of a minimum viable produce in February 2023. Item 4.1a provides a summary update on the program. When the CEO NZC started there was regional concern in relation to the direction the website was taking and timeframes, with a disconnect in information flow between NZC and the regions.
- 8 The CE NZC has established regular meetings with Hothouse's CE Allan Innes-Walker, in order to ensure a smoothing working relationship and efficient delivery of Fish & Games new website platform. In bringing the organisation up to speed on the website development progress the NZC has facilitated direct engagement between Regional Managers and Mr Innes-Walker who presented at the Managers Strategy and Implementation workshop. CE NZC is in the process of organising a follow up video call between Hothouse and Regional Managers and regional experts to ensure that the whole organisation is part of the website build and its effective delivery. The CE NZC has been provided with an update on the work programmes and key outputs which have been shared with the regions.
- 9 The intention is to form a small group of experts across the organisation to work directly with Hothouse to populate the website. Consideration of the Organisation Strategy and in particular the current and future brand of Fish & Game will be important in delivering a resilient and effective website which speaks to Fish & Game's multiple stakeholders and audiences.

NZC Communications Report

- 10 Since the last reporting period NZC has completed a secondment agreement with Wellington Fish & Game (WFGC) to secure the services of their staff member, Hamish Carnachan, to assist part time with national communications and marketing initiatives.
- 11 Hamish is working directly with, and reporting to, the NZC CE for a contract period of six months, with provision for extension until a full time Communications Manager is bedded in.
- 12 Some of you will know Hamish from the three years he served as National Communications and Marketing Manager from around 2011-2014. He has also contributed to Fish & Game Magazine for two decades and became editor when Bob South retired in 2015.
- 13 Despite resigning the editorship in 2018 to concentrate on his Communications and Field Officer role with WFGC, Hamish has generously assisted and in many cases led communications and marketing support nationally and for the region over the past three or four years. He has also supported the NZC chair with media management and engagement.
- 14 In the short space of time since his secondment, and in working collaboratively with Regional Communications and Advocacy experts

- Bruce Quirey and Richie Cosgrove, Fish & Game's media activity and presence has increased significantly.
- 15 Fish & Game have distributed 'soft news' media releases on the start of the fishing season, World Women's Flyfishing Day, and contributed to media promoting the 'Women On The Fly' initiative.
 - 16 Pro-active news items on our concerns around farm-to-forest conversions generated a high level of interest in Fish & Game's take on the issue, with radio coverage and interviews featuring on News Talk ZB, The Country, Radio NZ and Today FM. The item also generated numerous print articles, favourable to Fish & Game, including in the rural papers.
 - 17 An approach to a TV journalist also enabled Fish & Game to re-angle a negative compliance item into an article that portrayed the organisation, and the work we do for anglers and all New Zealanders, in a far more positive light. This culminated in the CE being interviewed for a prominent slot on Seven Sharp, TVNZ's prime time magazine/current affairs show.
 - 18 The damage inflicted on Fish & Game's reputation by the politicking and negative news surrounding the review, combined with sustained unchallenged attacks on the species we manage, has severely eroded our 'social licence'. Indeed, it has become apparent to many governors and staff around the country that loss of social licence is the biggest threat to Fish & Game's existence.
 - 19 The review has, however, also helped identify areas we can and need to improve on to maintain our relevance into the future, as a modern organisation.
 - 20 Consequently, a strong emphasis has been placed on using all media opportunities to restore Fish & Game's social licence by promoting messages that highlight how the work the organisation does – wetland restoration, river protection, waterway health etc – benefits all New Zealanders, not just Fish & Game's primary stakeholders, licence holders.
 - 21 Three core goals of the National Communications Strategy are:
 - 21.1 Increase licence holder support for FG NZ and our statutory mandate to advocate for them and sports fish and game bird habitat collectively.
 - 21.2 Gain public and political support for FG NZ, including the species and pursuits over which we preside.
 - 21.3 FG NZ recognised as 'champion of the public interest' in water quality and access to outdoors.
 - 22 We have aimed to adhere to these objectives in the communications we have engaged in to date.
 - 23 Many observers will also have picked up on the repeated themes we promote around harvesting healthy free-range food, the wellness benefits of engaging in outdoor activities such as angling and hunting, egalitarian

access to plentiful resources, all of which help justify the pursuits over which Fish & Game presides.

- 24 There is much more work to be done to restore our 'social licence', and subsequently outside expertise is being commissioned to help craft a 'Social Licence Campaign Strategy'. We aim to have an update on this area of our communications for the next meeting.
- 25 Summary with attached links to new articles produced since August 2022:
 - 25.1 Seven Sharp interview
 - 25.1.1 <https://www.youtube.com/watch?v=77XFLkMIZgY>
 - 25.2 Fishing Season Start:
 - 25.2.1 <https://www.rnz.co.nz/news/country/475776/fishing-season-s-start-expected-to-draw-thousands-throughout-new-zealand-RNZ>
 - 25.2.2 <https://omny.fm/shows/today-first-light/corina-jordan-071022> - Today FM
 - 25.3 Forestry:
 - 25.3.1 <https://www.scoop.co.nz/stories/BU2210/S00378/fish-game-alarmed-at-forestry-report.htm>
 - 25.3.2 <https://ruralnewsgroup.co.nz/rural-news/rural-general-news/kiwis-back-limits-on-carbon-farming>
 - 25.4 Women In Fishing:
 - 25.4.1 <https://www.scoop.co.nz/stories/CU2211/S00010/workshop-aims-to-reel-in-more-female-anglers.htm>
 - 25.4.2 <https://www.1news.co.nz/2022/10/02/push-for-more-women-in-the-world-of-fishing-hunting/>
 - 25.4.3 <https://news.fuseworksmedia.com/4fff29ab-8008-4d25-8fb6-2439948742ed/587e3191-71e8-481a-9d0c-c10a8ca1e949>
 - 25.4.4 <https://news.fuseworksmedia.com/21a353f4-c6cc-409c-a636-164ed7b76e6c/5b2dc0f4-f1d3-4750-a9a4-a0c115be7b1f>

Advocacy

Meetings / Workshops

ENGO Network

- 26 Regular meetings have taken place with the environmental NGO network and with the Conservation and Environment Ministers, Director-General of DOC, and Secretary for the Environment from MfE.
- 27 Fish & Game staff and the Chair also attended the annual eNGO Retreat with Greenpeace, Forest & Bird, EDS and Choose Clean Water in September.

NZ Fish Passage Advisory Group (NZFPAG)

- 28 This DOC lead group brings together ecologists, engineers and environmental advisors. They support and develop resources for fish passage, and advocates for improved fish passage management.
- 29 Ongoing involvement with the Guidance sub-group of the NZFPAG is undertaken through participation in meetings with other members organisations. The NZFPAG guidance group have been developing a resource for demonstrating fish passage technologies, methodologies and examples of best practice and lessons learnt.
- 30 Participation in this group supports a positive connection between Fish and Game and members working to improve fish passage performance within NZ as cognisance of key issues and / or developments in this targeted field of applied science and technology. The [website](#) for the NZFPAG provides a platform for communication, information and resource sharing between industry, government and NGO's with the public.

Submissions

Conservation Management and Processes (CMAP) Bill

- 31 Submitted 30 June - copy of submission [here](#).
- 32 The CMAP Bill seeks to reform targeted areas of conservation legislation. The proposals aim to make the legislation more workable, helping the concessions management systems to keep pace with societal and technological changes, and improving the often slow and painful process of reviewing out-of-date conservation management planning documents.
- 33 Feedback was sought on three specific areas, with proposals for:
- Conservation management planning – improve the ability to develop and review conservation management strategies, conservation management plans and national park management plans.
 - Permissions system – improve the ability to process, manage and allocate concession opportunities on public conservation land and waters.

- Miscellaneous – remove or clarify minor and technical miscellaneous legislative anomalies.

Exposure draft of proposed changes to the NPS-FM and NES-F (including wetland regulations)

- 34 Submitted 10 July- copy of submission [here](#)
- 35 Submission following invitation from the Ministry for the Environment's ('MfE') to comment on the exposure draft of proposed changes to the National Policy Statement-Freshwater Management (NPS-FM) 2020 and National Environmental Standards for Freshwater (NES-F) 2020, including wetland protection, management and restoration regulations.
- 36 Fish and Game supported:
- the overarching intent of the NPS-FM and NES-F, which is to regulate activities that pose risks to freshwater and freshwater ecosystems; and
 - the inclusion of amendments to the standards, technical amendments and clarifications outlined in the exposure draft and supporting documents that have been refined with the intention of protecting natural wetlands.

Crown Pastoral Land Reform Act (CPLRA)

- 37 Submitted 19 August- copy of submission [here](#)
- 38 Fish and Game welcomes the opportunity to comment by the Land Information New Zealand (LINZ) on the proposed new regulations and standards to support the implementation of the Crown Pastoral Land (CPL) Reform Act 2022.
- 39 Fish and Game supported the overarching intent of the CPL regulation and standards to address public concern about the management of Crown pastoral land, including degradation of biodiversity and landscape values on current and former Crown pastoral land over time; and
- implementing an outcomes-based approach that considers adverse effects on inherent values (including cumulative effects) on Crown pastoral land
 - additions and clarifications of terminology including indigenous vegetation, indigenous wetlands, wetlands and vegetation clearing as these have significant potential to involve land / landscapes of importance to Fish and Game, and our statutory responsibilities.
 - Consideration of the need for ongoing monitoring of any adverse effects of activities on Crown land, as well as continued access to areas for recreational angling and hunting.

National Environmental Standards for Freshwater (NESF) to wetlands in the Coastal Marine Area (CMA)

- 40 Submitted 21 September - copy of submission [here](#)
- 41 Summary of submission:
- 42 Fish and Game supported the original policy intent of the National Environmental Standards for Freshwater (NES-F), agreed to by Cabinet in 2020, to restrict activities likely to cause the loss or degradation of all natural wetlands, including those in the coastal marine area (CMA).
- 43 Fish and Game accepts that the physical extent to which the NES-F wetland provisions apply in the CMA needs to be clarified. Fish and Game does not accept the MfE proposal to replace all references to 'natural wetlands' in the NES-F with 'natural *inland* wetland' and to define 'natural inland wetland' by reference to the existing definition in the National Policy Statement for Freshwater Management (2020) (NPS-FM).¹ This means that the NES-F wetland provisions no longer apply to natural wetlands in the CMA.
- 44 Te Ao Mārama Incorporated (Te Ao Mārama) have co-ordinated with Te Rūnanga o Ngāi Tahu, Environment Southland and Fish and Game in preparation of its submission to MfE on the management of wetlands in the CMA.
- 45 Te Ao Mārama has identified an alternative solution that addresses the issues with wetlands at risk from uncertainty regarding the CMA boundary, which preserves the original policy of the NES-F and meets the objectives identified in the Ministry for the Environment (MfE) discussion document. This alternative approach is strongly supported by Fish and Game.

Pressure Sensitive Fisheries

- 46 Regional staff have been convening to discuss this and work through the implementation every two weeks. There are a number of minor points that require resolution out of this, namely how to survey on waters (i.e. current backcountry waters) without making them designated waters.
- 47 MOC has been notified of the proposal. She will advise whether she intends to consult with her colleagues, particularly in Tourism, and we may be able to provide further information at the meeting. The submission to the Minister is attached [here](#).
- 48 Preliminary engagement with ESL on backend system, expected to be a focus after Christmas.

Fish Futures

- 49 The Fish Futures project is proceeding. The primary engagement recently has been the first Fish Futures hui, held at Cawthron in Nelson. Jack Kós attended on behalf of Fish and Game, and his file note on the hui is

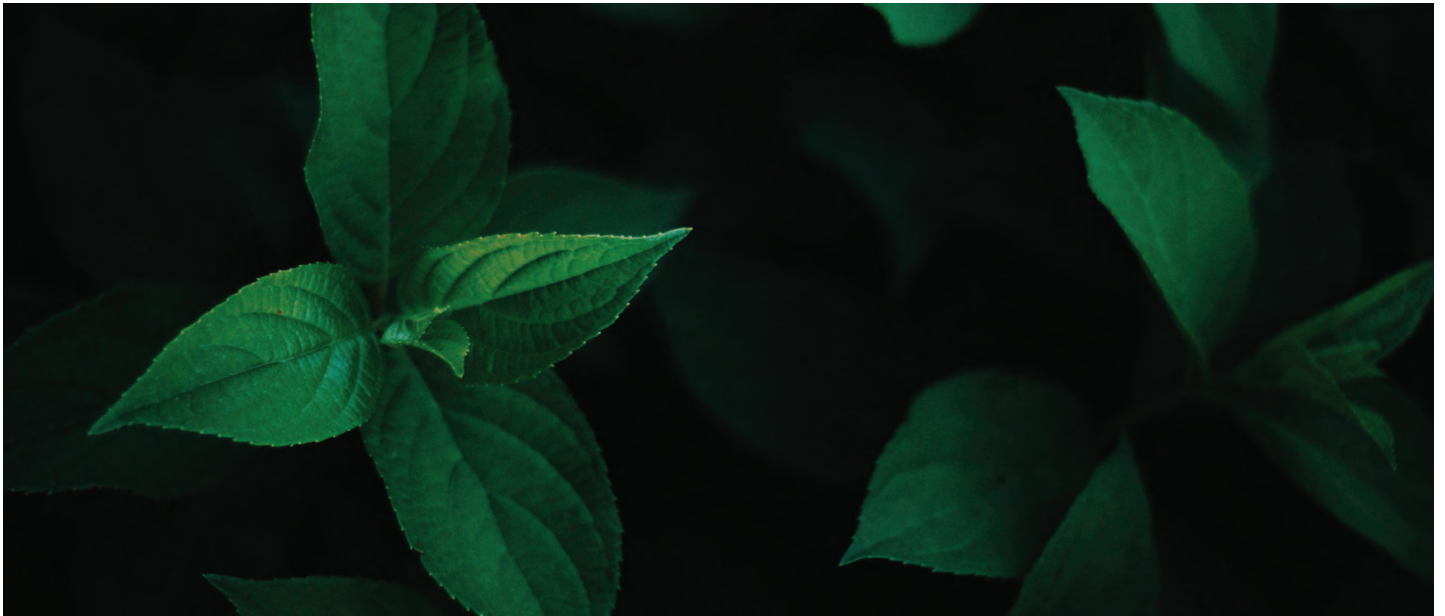
attached [here](#). In future years we should look to have further representation at these events, including the Chief Executive and some regional representation.

Fish & Game

UI/UX Summary

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Overview

Welcome to the Fish & Game UI/UX Summary document, created by HotHouse Creative.

The purpose of this document is to give insight to the work undertaken in the discovery and define phases to produce the new Fish & Game website.

This document includes summaries of industry best practice User Experience processes.

This will give any stakeholder or interested party insight into what these processes have been and will provide understanding of the informed decisions that have been made which will shape the new Fish & Game website.

The HotHouse Creative team has delivered many successful projects, which provide an intuitive and goal orientated user experience.

This success has been driven through the use of a robust methodology developed from many years of experience.

Base Report PHASE COMPLETE

Survey PHASE COMPLETE

Google Analytics PHASE COMPLETE

User Journeys PHASE COMPLETE

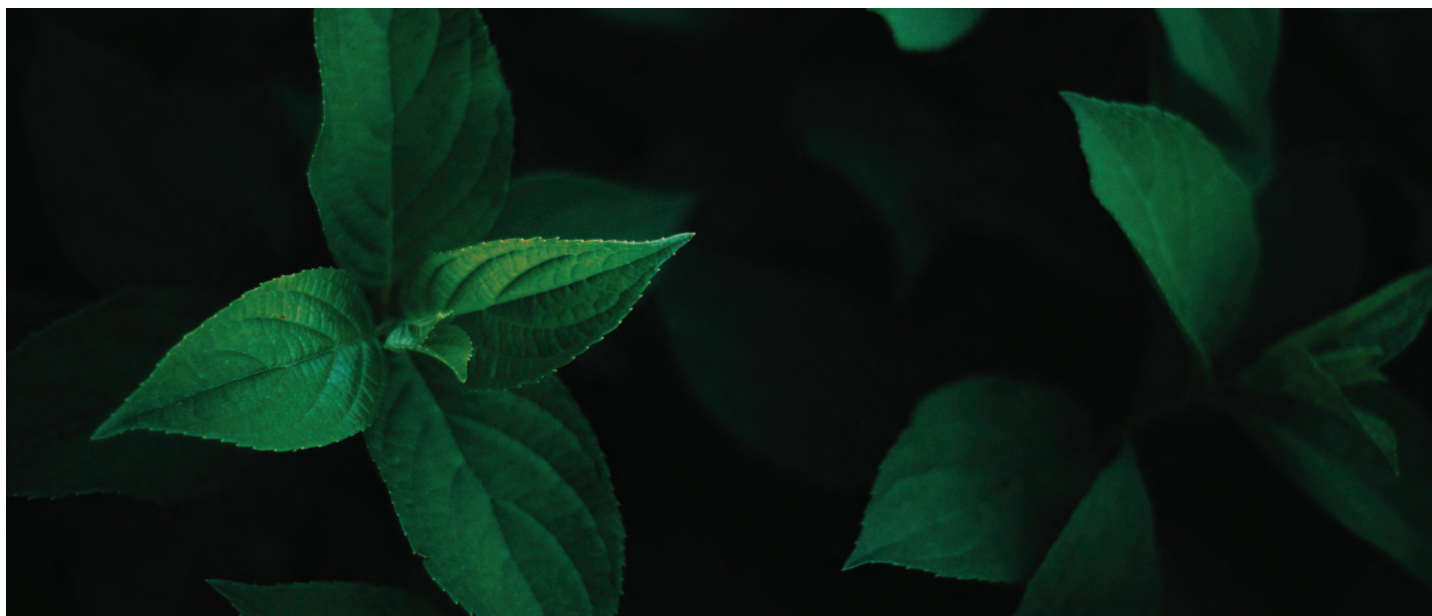
Information Architecture PHASE COMPLETE

Functionality Flows PHASE COMPLETE

Wireframes PHASE COMPLETE

Story Framing PHASE COMPLETE

Content Master PHASE COMPLETE



Base Report **PHASE COMPLETE**

After intensive stakeholder interviews HotHouse produced the "New Website Project Base Report".

This document is designed to onboard HotHouse and give clarity around business goals and positioning in the marketplace.

This document is integral for setting the "tone" for all subsequent decision making throughout the UI/UX Process.

Key outcomes that will signal that KPI have been achieved are:

1. Environmental

- Appropriate gamebird and hunting populations
- Stable access network
- Stable habitat network

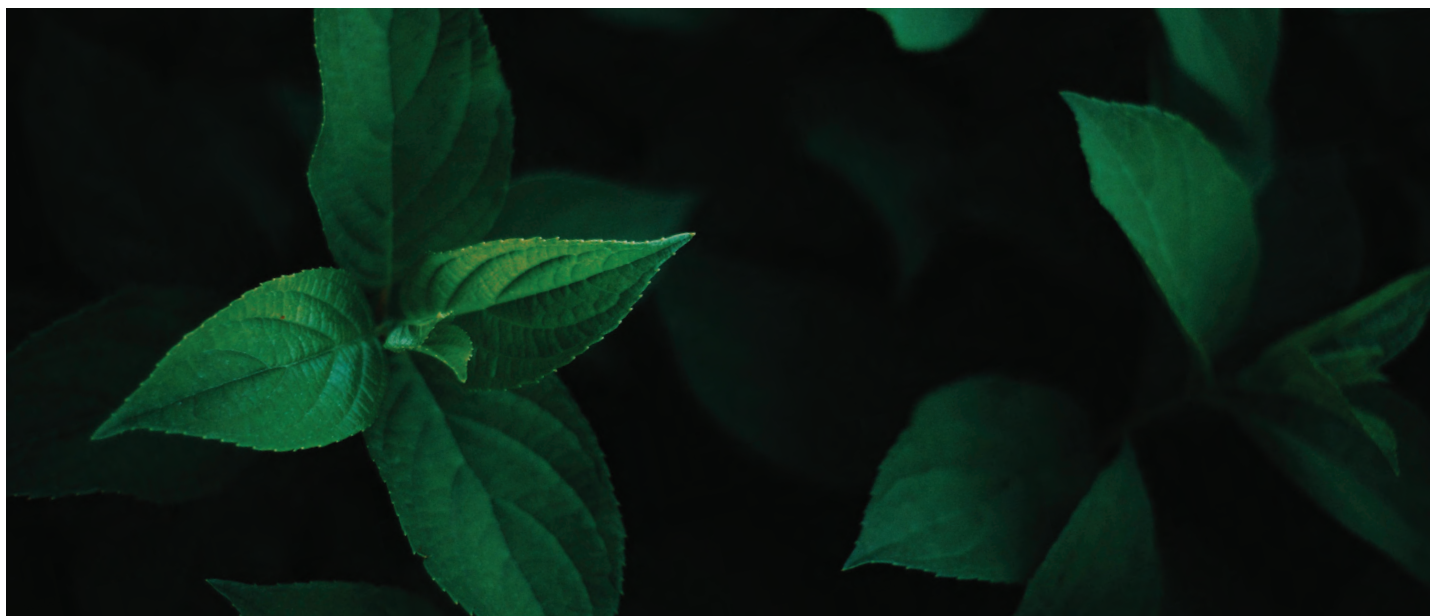
2. Organisation

- Increased/sustainable revenue
- Increased/sustainable online purchase of licences
- Increased/sustainable offline purchase of licences
- Increased/sustainable non-licence income
- Increase staff/governance diversity (ethnicities, cultures, gender etc)

- Increase organisation visibility and perceived relevance
- Standardised brand and communications development and delivery
- Achieve ongoing social licence
- Successful 'Review' implementation
- To be a trusted/single source of truth - 'Access' and 'How to'
- Environmental outcomes that enhance fish and game experiences and facilitate growth in participation

3. Customer

- Increased rates of site visitation and engagement
- Stable and/or increasing rates of participation
- Easy licence purchasing/renewable experience
- Easy and plentiful access to fishing and hunting environments
- Hunters and Fishers can find the information they are looking for to facilitate easy participation
- Fishing and hunting experiences minimum hassle (for customers)



Survey **PHASE COMPLETE**

Working closely with Stakeholders, HotHouse has created a number of well curated surveys.

The question were crafted to discover customer frustrations, needs and wants on a number of topics, with the responses helping shape the user journey, content and functionality flow conversations of this process.

Topics covered both online and offline engagement, website technical and content requirements, user behavioural patterns and engagement in licenece aquisition, game bird hunting and fishing activity as well as environmental advocacy, communications and more.

These surveys were engaged by the following user groups, with participants randomly selected.

General Public (Not Targeted)

- 1,384 respondants via Facebook & Website

Fishing Licence - Lapsed Licence Holders (Not purchased 3-5 years)

- 389 respondants via email

Fishing Licence - Current Licence Holders

- 957 respondants via email

Game Bird Licence - Lapsed Licence Holders (Not purchased 3-5 years)

- 537 respondants via email

Game Bird Licence - Current Licence Holders

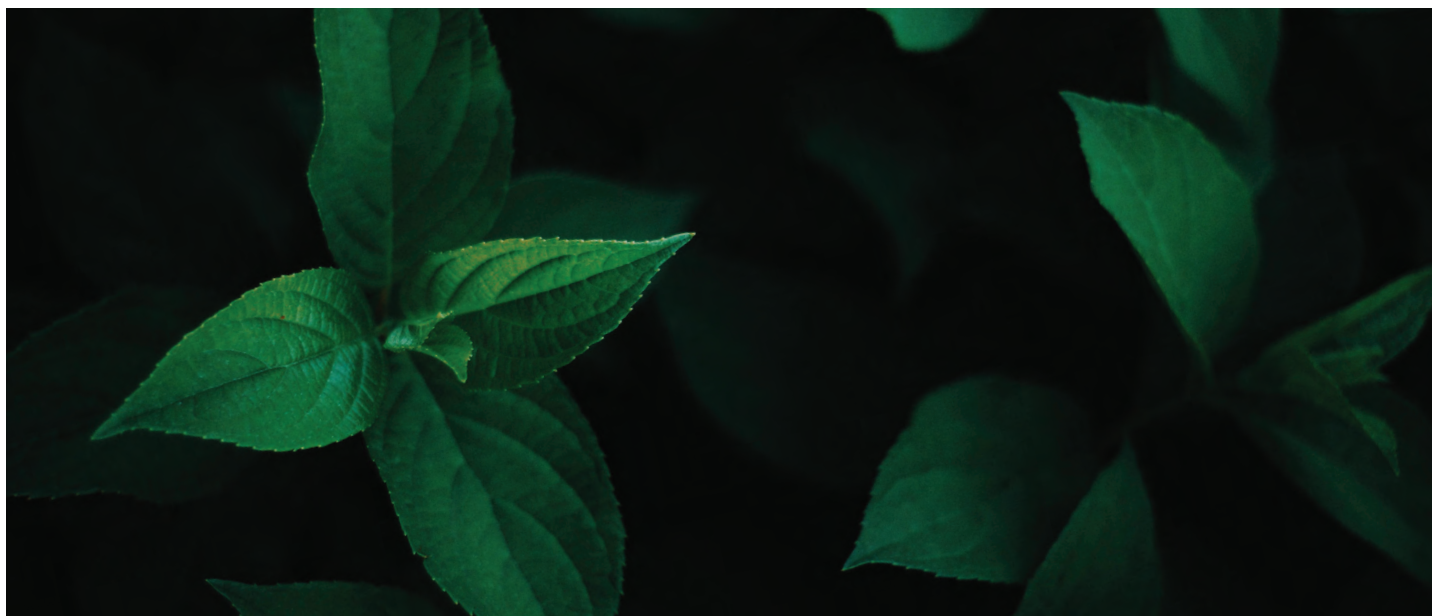
- 978 respondants via email

Survey Summary

- Of lapsed respondents the top 3 reasons for not renewing is time (too busy), cost and lack of use. Injury was also a common reason for both and loss of farm habitat was another for game bird hunters.
- 90% of General Public respondents had purchased a licence from Fish & Game. 50% Fishing, 7% Game bird, 32% Both. Game bird hunters showed a preference to purchase instore with 60/40 split whereas anglers would purchase online with a 65/35 split.
- 97%-99% of those who purchased online thought positively of the process, either selecting quick and easy or fairly straightforward.
- 32% of General Public respondents purchased instore due to a gift incentive, 47% were also purchasing other items. Looking at game bird hunters reasoning for purchasing instore, 40% are persuaded by a gift or incentive compared to anglers who are at 15%.
- 58% of General Public respondents partake in activity in more than 1 region. 70% of game bird hunters partake in activity in their region only.
- 70% of General Public respondents use their licence for 10 or more days.
- 85% of General Public respondents thought F&G successfully represents the interests of anglers and game bird hunters. Anglers had a slightly more positive perspective.
- 92% of General Public respondents were interested in the environmental advocacy activity of Fish & Game.
- Of the Fish & Game environmental advocacy activities, "retaining and improving access to fishing and game bird hunting spots" and "game bird habitat protection and enhancement" were the top 2 priorities for game bird hunters. Anglers were heavily weighted to "waterway protection and enhancement".
- 85% had accessed the Fish & Game website with Rules & Regulations, Licence acquisition and access points the top 3 priorities. Website engagement was shown to be on a seasonal or monthly basis.
- Of the General Public respondents, 55% of non-licence purchasers had accessed the Fish & Game website with Rules & Regulations, How to's / tips and Latest News and Events being the top 3 reasons for visiting and How to Guides, Technical information and Articles on fishing & game bird hunting being the most relevant.
- Rules and regulations was the most popular reason for website visiting with game bird hunters, buying a licence was the most popular for anglers.
- Social Media, other websites and Friends are the the biggest source of fishing and game bird hunting information for all respondents.
- 89% of General Public respondents found content on the website easy to find with 85% finding it easy to read and understand. Anglers had a higher satisfaction of 95% while game bird hunters was at 90%.
- 65% of General Public respondents had visited access points, 58% for anglers and only 32% of game bird hunters. Accessibility, regulations and directions being the top 3 priorities for licence purchasers, for those who have not purchased a licence before it was regulations, species, and accessibility information. Game bird hunters also identified ballot information and mamais or stands and bring important.
- 30% of General Public respondents had accessed access points while engaging in activity with regulations, access points and bag/catch limits being the top 3 priorities. The game bird and fishing survey respondents was lower at 15%. Species information was of more value to game bird hunters than anglers.

- 63% of General Public respondents responded that they have no need to access the website while our fishing or game bird hunting while 37% are unable too because of no access to internet.
- 90% of General Public respondents enjoy the information they receive from Fish & Game with Social Media, Email Newsletters and the Fish & Game Magazine being the top 3 mediums.
- Licence, regulation and access information are the top 3 content priorities for General Public respondents.





Google Analytics **PHASE COMPLETE**

Google Analytics provides insights into site performance, engagement as well as metrics on audience behaviour and acquisition.

Once the Survey responses had been analysed our next step was to validate these against Google Analytics to ensure the users voice matched the users actions.

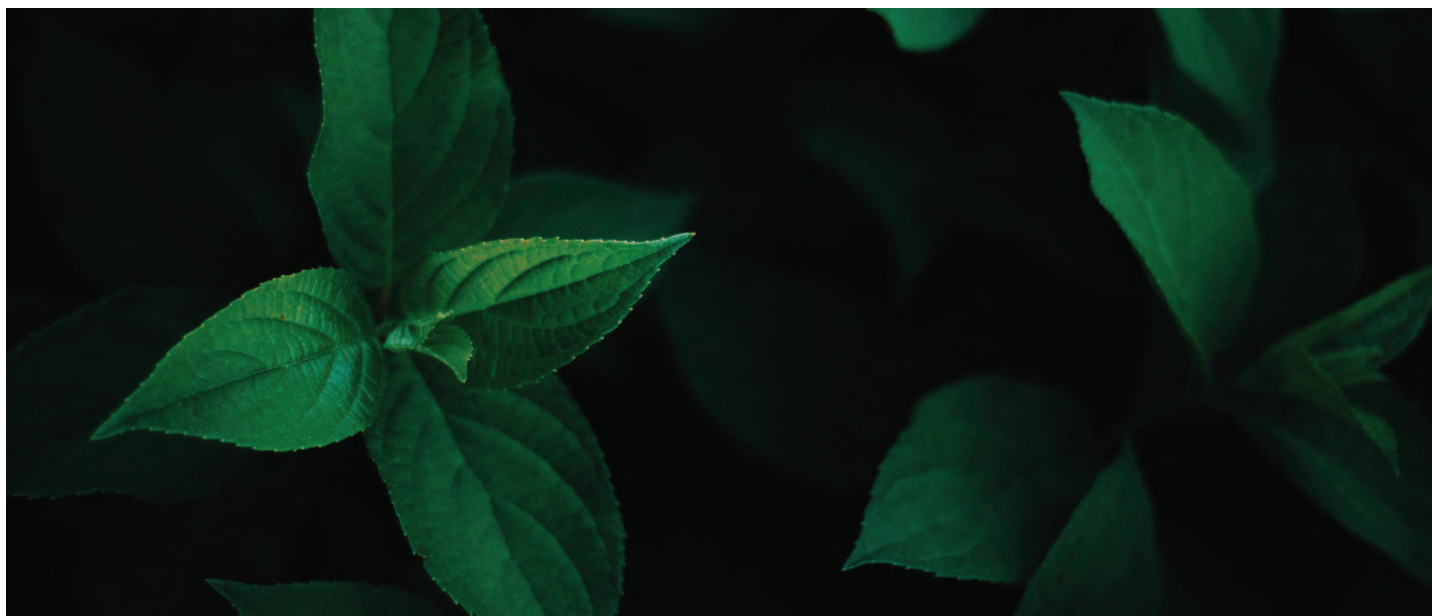
We also identify areas of content strength and weakness through key indicators - such as bounce rates, time on site, pages per session, landing and exit pages. By highlighting these we can identify success which can be built upon to achieve the project KPI's/Outcomes outlined in the Base Report.

Metric Sample 1 August 2020 - 1 August 2021

- Due to Covid-19 and its impacts all metrics were compared to a historical "control" period of 1 August 2018 - 1 August 2019. This is to ensure that any Covid related anomaly can be considered (effect of Lockdowns, no overseas visitors etc).

Google Analytics Summary

- Visitors to the website spend on average 1 minute 48 seconds on the site.
- During a session, a visitor accesses on average 2 pages during their time on the site.
- For 65% of visitors it is the first time that they have accessed the website.
- 69% of traffic is sourced through organic searches, 14% come direct to the site (through typing the web address into the browser), 6% through EDM's with CPC (5%), Referral (4%) and Social (3%).
- 64% of users access the website through their mobile device, 5% with a tablet and 31% using a desktop computer.
- Desktop users spend more than a minute longer on the site than mobile users.
- The Licence section (20%) is the most popular on the website, followed by Fishing (19%) and Game bird hunting (14%).
- Auckland is the most popular content region, followed by CSI and Eastern. The most popular regions by visitors location are Auckland (29%), Christchurch (25%) then Wellington (8%).
- Fishing regulations is the most popular content in the Fishing section (20%) followed by Species (11%) and Getting started information (6%). Access makes up (5%).
- Current Game Bird season information (31%) is the most popular content in the game bird section, followed by species (18%) and regulations (15%).
- The majority of the game bird section traffic occurs through March, spiking at the end of April into early may, then dissipates again in June.
- The most popular seasonal game bird information is bag limits.
- The homepage is the most popular landing page, with users who land on this page spending almost twice as much time on the site and visiting more than twice the amount of pages as other visitors.
- 57% of visitors are male, 43% are female.
- The biggest age demographic is 65+ (29%), followed by 55-64 (19%) then 25-34 (17%).
- Fishing licence nz is the most popular search term, followed by fish and game. The most popular game bird related term is "duck shooting" which is the 5th most popular/used term.



User Journeys **PHASE COMPLETE**

As a direct result of the indepth understanding created by the outcomes of stakeholder interviews, surveys and google analytic metric analysis, HotHouse produced a number of "User Persona's" to navigate and achieve KPI's, resolve customer outcomes and define functionality requirements, all from the perspective of the user.

These fictional persona's are based on real people, with real needs and frustrations - they are used to validate all decisions from this point forward.

Subsequent to initial persona and journey development, it was decided by the wider stakeholder group to simplify the journey fundamentals around a dozen key journey statements. This approach was in line with adjustments in Area 1 phase to focus on simple accountability outcomes.

Journeys

1. I want to buy the right licence
2. I want to find a fishing/hunting spot
3. I want to find out what I can catch/shoot.
4. I need to know the rules and regs
5. I want to learn to fish/hunt
6. I want to connect with my fishing/hunting community
7. I want to get my friends and whanau into fishing/hunting
8. I want to get back into fishing/hunting
9. I'm interested in environmental issues
10. I want to find some council-related info
11. I want to ask some questions
12. I want to come to NZ to fish/hunt

Personas outcomes


- 12 journey statements were identified to guide UX/UI implementations.
- In addition, 12 user personas were initially created which represent the Fish & Game licence and website user base.

User Journeys outcomes

- Each persona has been given their own user journey which resolves their own goals

User journeys - Personas (initial)

Bill Corby
55



R3: RETENTION

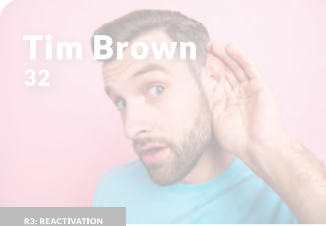
Occupation: Accountant
Location: Invercargill, Southland
Status: Divorced, 2 children

Bio: Bill lives alone in the outskirts of Invercargill with his elderly dog. Bill's hobbies include Fishing, gardening and river boating.

Wants/Needs/Goals: Bill wants to renew his fishing licence for the upcoming season.

Frustrations/Pain Points: He is never sure what is the best licence to get and wishes there was a visual way to compare licence options.

Tim Brown
32



R3: REACTIVATION

Occupation: Carpenter
Location: New Plymouth, Taranaki
Status: Married, 2 Children

Bio: Tim is a busy man, managing his own building company while being a husband and father to twins.

Wants/Needs/Goals: Tim wants to get back into hunting now that his kids are a little bit older.

Frustrations/Pain Points: Tim is easily distracted and feels time poor, often pulled in many directions.

Becky Smith
45



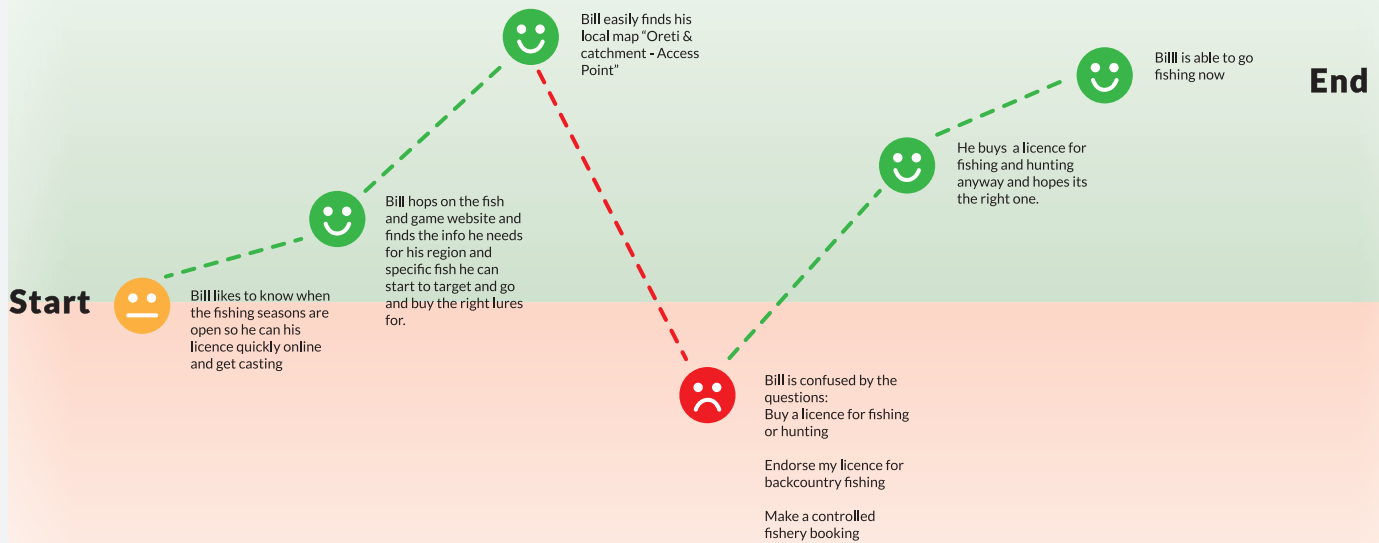
R3: RECRUITMENT

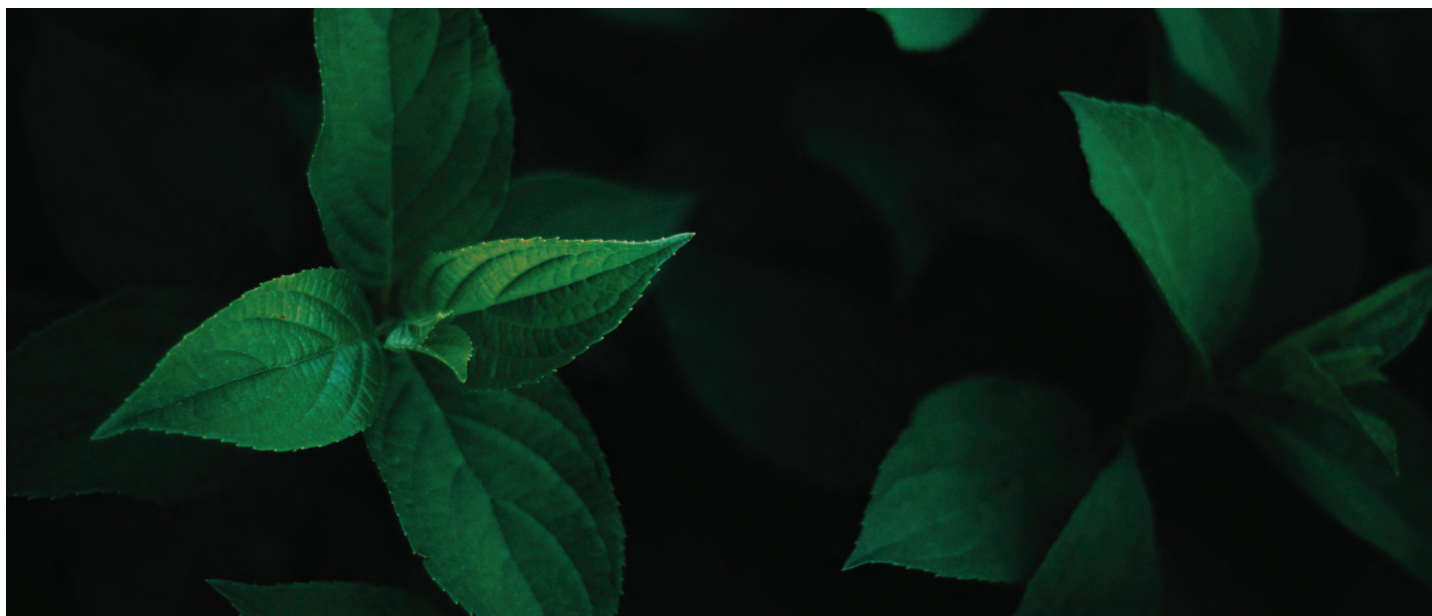
Occupation: Real Estate Agent
Location: Auckland, Auckland
Status: Divorced, 1 child

Bio: Becky is a successful Real Estate agent who enjoys spending time with her son when she isn't busy working.

Wants/Needs/Goals: Wants to attend events with her son and learn new skills and meet new people.

Frustrations/Pain Points: Finds it difficult to access family friendly outdoor activities





IA - Information Architecture PHASE COMPLETE

The Information Architecture is designed to deliver content in a way that is responsible to the project KPI's, personas and the user experience process.

The IA not only communicates the sitemap, it also allows for exploration and resolution of functionalities, specifically those related to content delivery.

The following IA identifies page and content types, and how they are communicated. There has been significant thought and informed decision in shaping this new IA.

Outcomes

- Use 'Treejack' information architecture software to collaboratively build a fully resolved navigation structure
- A new sitemap has been proposed which offers a significant reduction in content and "menu" managed pages
- A new navigational structure has been proposed which aligns with all process outcomes and R3.

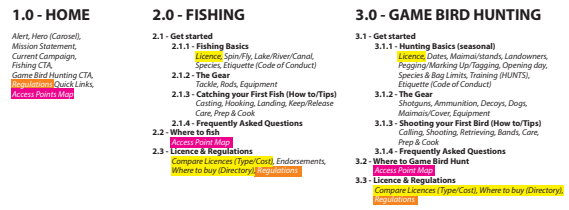
▼ Home
✓ Buy licence
▼ Fishing
▶ Getting Started
▶ Fishing in action
▶ Where to fish
▶ Fishing Licences & Regulations
▶ Anglers for the Environment
▶ Follow the Fish
▼ Hunting
▶ Getting Started
▶ Hunting in action
▶ Where to hunt
▶ Hunting Licences & Regulations
▶ Hunters for the Environment
▶ Follow the Hunt
▶ Environment
▶ About us

Information architecture - Diagrams (initial)

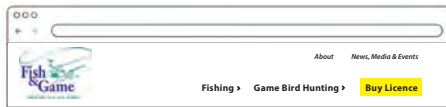
PRIMARY - NAVIGATION



PUBLIC - PRIMARY NAVIGATION + SECONDARY NAVIGATION



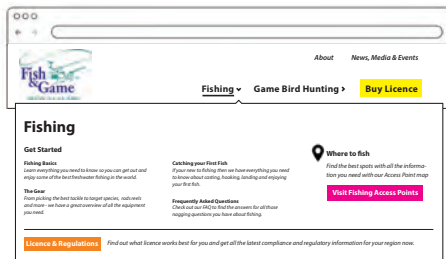
PRIMARY - NAVIGATION (HEADER)

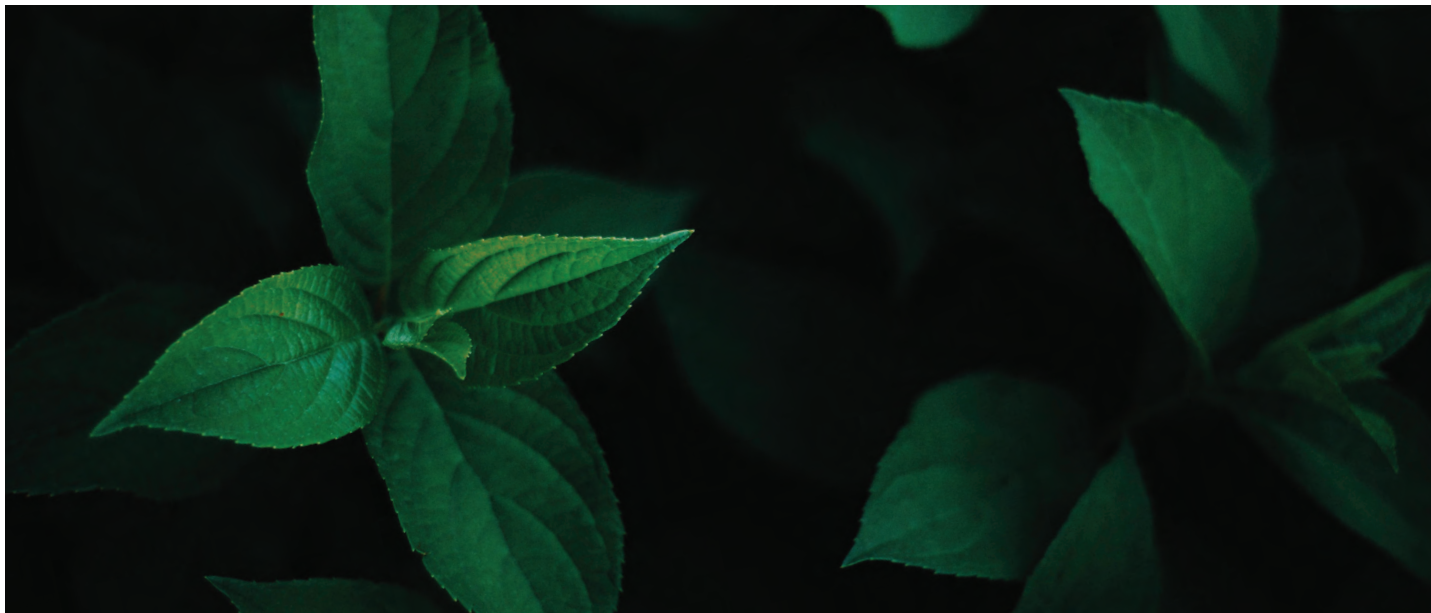


PUBLIC - PRIMARY NAVIGATION + SECONDARY NAVIGATION



PRIMARY NAVIGATION + SECONDARY NAVIGATION (MEGANAV)





Functionality Flows **PHASE COMPLETE**

Extensive functionality relationships were mapped as part of the Area 1 discovery process.

Focus was placed on the resolution of a filtered search functionality - to optimise the finding of numerous information types buried in the current website.

These functionality flows were based on early assumptions around appropriate information architecture and UX/UI approaches.

Subsequent to this mapping, site structure and content delivery were fundamentally reconsidered, primarily to simplify both the internal and external user experience.

Further, it was decided to focus efforts on higher priority user journeys - see User Journey page in this document.

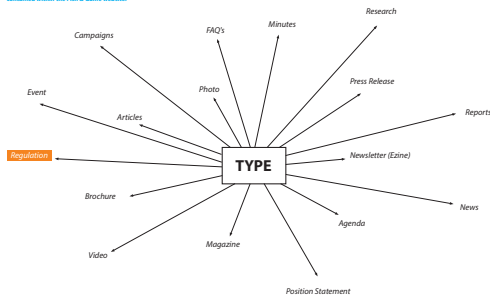
Outcomes

- Original outcome. Defined taxonomy structure which will drive content discovery through interactive filter and search functionality.
- Final outcome. Simplified Information Architecture to address priority user journeys.

Functionality Flows - Diagrams (initial)

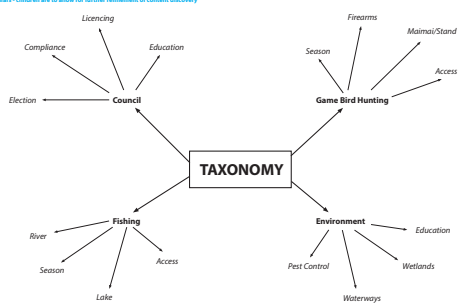
5.0 - NEWS, MEDIA & EVENTS - CONTENT TYPES

This represents all the types of content that is contained within the Fish & Game website.



5.0 - NEWS, MEDIA & EVENTS - TAXONOMY

This CMS driven taxonomy allows for alignment of content to 4 parent pillars - children are to allow for further refinement of content discovery



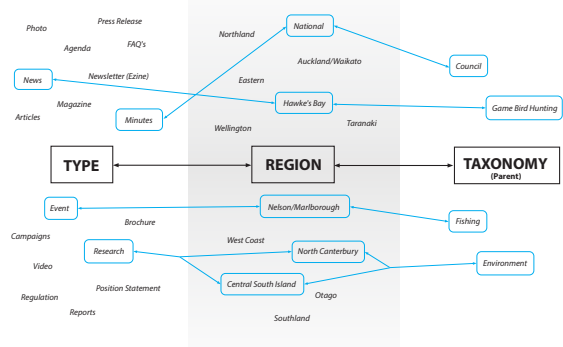
5.0 - NEWS, MEDIA & EVENTS - REGIONS

This allows for positioning of content types to regions.



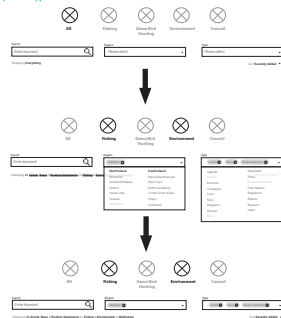
5.0 - NEWS, MEDIA & EVENTS - CONTENT RELATIONSHIPS

This shows how content relationships can be made to easy discovery can be made through the filter.



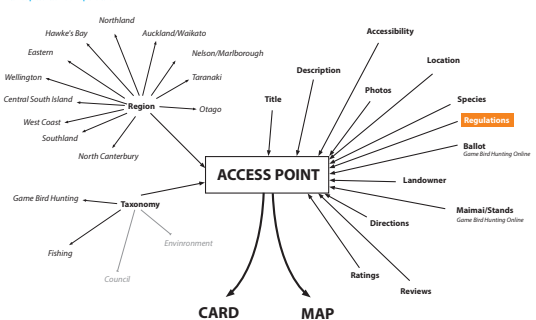
5.0 - NEWS, MEDIA & EVENTS - SEARCH & TAXONOMY FILTER

The filter experience is as simple as selecting your interest. Results are displayed as cards - a card is a preview snippet of the content.



ACCESS POINT

An access point will consist of the below data structure which can be presented via a map or a card.





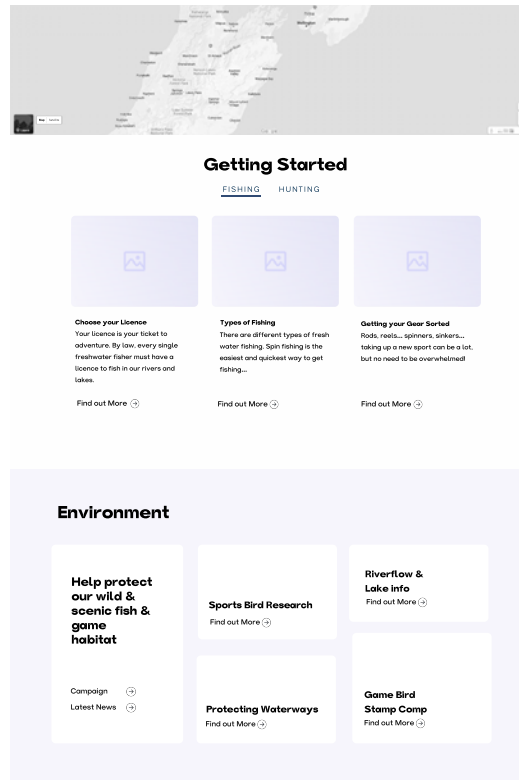
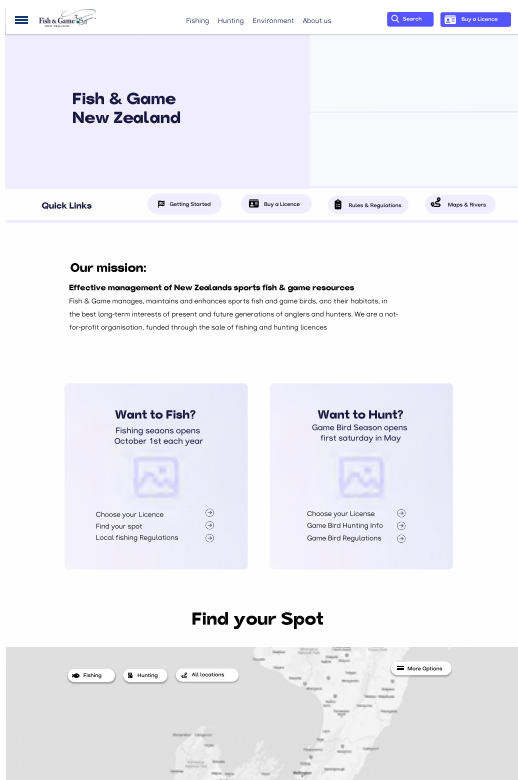
Wireframes PHASE COMPLETE

Wireframes are an industry standard way of visualising content and functionality configurations.

Wireframes for the web build have been completed as at October 22.

Outcomes

- HotHouse have wireframes for key page and functionality types.





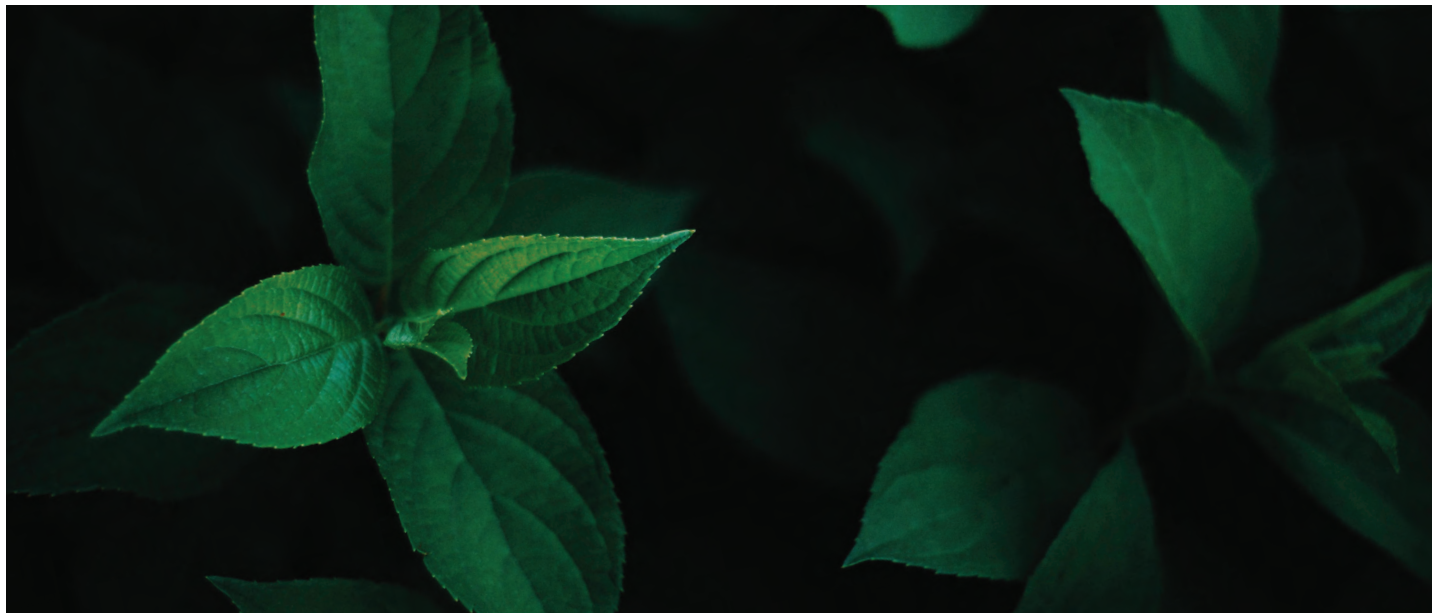
Story Framing **PHASE COMPLETE**

Wireframes have a way of focusing on the construction of a website. We like to also focus on the communications requirements of the actual content, and also approach wireframing from a brand and writing perspective. We supply page layouts that concentrate on message flow through the site. There are many different layers of message to consider, and how they filter through the site is subject to constant change through the seasons of a year.

Storyframes are an awesome and easy way to explore the possibilities of reconciling our messaging priorities at any given time. Building this understanding into our website is crucial.

Considerations

- Brand messaging
- Licence purchase messaging
- Campaign messaging
- Event messaging
- Educational messaging
- Social media messaging



Content Master **PHASE COMPLETE**

At Hothouse we only begin build with a content master document in a state of completion (or thereabouts). Only once we have a water tight understanding of actual content (quantities and types) can we proceed with confidence to build.

At the conclusion of the Content curation process (including audit and edit), HotHouse will deliver a Content Master word document that identifies all content required for Area 2: Website build project.

This content document will include all relevant existing content, or point to the locations of content on the existing website to be automatically transferred to the new website.

HotHouse will also signal any identified gaps in content – new content to be sourced by Fish & Game.

Images/Photography

- We assume, that existing imagery is to be used during build. There is certainly plenty of headroom for a more comprehensive photo library to match customer journey requirements.

Thank you

HOTHOUSE
CREATIVE



AGENDA ITEM 4.2
(Time Allocated)**NZC Finance Report**

New Zealand Fish and Game Council Meeting 160 November 2022

Prepared by: Carmel Veitch, CFO, NZ Fish and Game Council

Kōrero taunaki - Summary of considerations***Purpose***

This report to the New Zealand Fish and Game Council presents the NZC Finance report for the 2 months ended 31 October 2022

Financial considerations

Nil Budgetary provision Unbudgeted

Risk

Low Medium High Extreme

Ngā taunaki - Staff Recommendations

NZC Staff recommend the following motion:

That the New Zealand Fish and Game Council:

1. Receive the NZC Finance Report for the 2 months ended 31 October 2022 with a surplus of \$518,637.

Whakarāpopoto - Executive Summary

- 1 The Finance report for the 2 months ended 31 October 2022 presents a surplus of \$518,637 against a Total (for full year) budget deficit of \$120,474.

Takenga mai - Background

- 2 This paper includes:
 - 2.1 Table 1: Statement of Financial Performance for the 2 months ended 31 October 2022.
 - 2.2 Table 2: Statement of Financial Performance – NZC to 31 October 2022
 - 2.3 Table 3: Statement of Financial Performance – National to 31 October 2022
 - 2.4 Table 4: Statement of Financial Position as at 31 October 2022.
 - 2.5 Table 5: Aged Receivables Summary as at 31 October 2022
 - 2.6 Table 6: Aged Payables Summary as at 31 October 2022
- 3 The Budget deficit of \$120,474 was approved at the 159th NZC meeting in August 2022. This is made up of:
 - 3.1 \$33,516 use of Reserves (1.03%) as per budget process
 - 3.2 \$80,000 for Website Development – carried over from previous year
 - 3.3 \$6,958 Difference between ARF and Depreciation.
- 4 Refer to the Budget paper in Agenda 2.4 for additional funding required for the 2022 23 year.

Kōrerorero - Discussion

- 5 Statement of Financial Performance (refer Table 1)
 - 5.1 Income
 - 5.1.1 The first quarterly levies invoices were sent in October for payment in November as per budget. \$945,690.
 - 5.1.2 Sale of Cookbook – income \$8,442 – this relates to the additional books sold in this financial year.
 - 5.1.3 Total income \$958,876
 - 5.2 Grants – Quarterly Grants as per budget \$146,294.

5.3 Advocacy

5.3.1 Advocacy Legal and Specialist Advice - costs within Advocacy relate to professional fees regarding advice regarding spawning areas. Other costs within this area are the travel costs relating to the NGO retreat. YTD spent \$3,785.

5.3.2 Note there is no expenditure YTD for the National Magazine. This budget of \$298,000 requires further funding (\$50,000) in order to print and distribute the 2 magazines this year.

5.3.3 RMA/Legal - \$3,065 spent YTD – this relates to Healthy rivers project – Akld/Waikato

5.4 Research - \$6,049 spent YTD - \$6k relates to the Otago research via Otago Uni for the research project fishing and mahinga kai mental health.

5.5 Co-ordination – this budget of \$1,012,100 represents the budgets that the NZC coordinate on behalf of the Regions. There are only 3 areas that I would like to comment on.

5.5.1 CEO travel – 77% YTD. This is an area that per the budget paper a request for an additional \$10,000 to cover the costs for the CEO travel.

5.5.2 Co-ordination Administration – is the \$5,000 budget for the National EAP support. This is the first year we have had a budget for this support. 27% spent YTD. This is a budget that NZC have little control over.

5.5.3 Ranger Co-ordination – This includes costs for the Ranger cards – another area where these costs have increased. Cert training has been undertaken in Nelson and New Plymouth.

5.6 Governance

5.6.1 Governance Advice and Performance \$,7950 YTD vs a budget of \$20,000. This relates to contracts that the NZC have entered to. An additional \$60,000 is required to cover these contracts.

5.7 Ministerial Review Implementation. Total Budget of \$500,000. This Budget has been broken down into 11 areas. Please note that these budgets may require changing as there are not yet set contracts for each area. Areas that have spending include:

5.7.1 Chair Workshop – this was held in Christchurch at the end of October 2022. Not all costs relating to this workshop have been received.

- 5.7.2 Governance Training – YTD \$5,901. This relates to the training held in CSI. This was budgeted in the 22 year, however, the training was not held until September 2022.
- 5.7.3 Managers Strategy Workshop – this was held October 2022.
- 5.7.4 NZC Strategy Workshop – relates to the costs for the meeting held in September 2022 as well as the costs from Primary Purpose who delivered the workshops.

5.8 Overheads

- 5.8.1 Staff Expenses are at 30% of budget. This includes a Training programme for a Staff member.
- 5.8.2 Financial Audit fee is higher than budgeted – as the actual cost of the Audit will be \$18,000 compared to budget of \$14,000. Refer the budget paper for additional funding required.

- 6 See attached the Statement of Financial Performance for NZC only and National only.

October 2022 Split NZC and National Budgets		
	Actual YTD	Budget
Table 2 - NZC	659,507	2,048,126
Table 3 - National	(140,870)	(2,168,600)
TOTAL As per Table 1	518,637	(120,474)
Table 1 - Combined	518,637	(120,474)

- 7 See attached the Statement of Financial Position as at 31 October 2022. Accounts Receivable other is in Credit \$1,379 – this relates to a region paying for an item and the Bill had not been processed. The NZGBHT stamp programme liability of \$124,401 is due for payment 20th.
- 8 See attached the Aged Receivables as at 31 October 2022. \$986,095.86 owing as at 31 October – the largest amounts relate to levies.
- 9 See attached Aged Payables as at 31 October 2022. Total Creditors \$79,672.

Whai whakaaro ki ngā whakataunga - Considerations for decision-making

Financial Implications

- 10 The New Zealand Council need to consider the Additional funding requirements.
- 11 A schedule of Commitments will be presented at the meeting.

Legislative Implications

- 12 No legislative Implications.

Section 4 Treaty Responsibilities

13 So S4 responsibilities.

Policy Implications

14 No Policy implications.

Risks and mitigations

15 Risks will be mitigated by the approving the additional budgets requested.

Consultation

16 No Consultation required



4.2a. Table 1: Statement of Financial Performance

New Zealand Fish and Game Council For the 2 months ended 31 October 2022

	YTD ACTUAL	TOTAL BUDGET	REMAINING BUDGET	% OF BUDGET SPENT
INCOME				
Levies	945,690	3,782,761	2,837,071	25%
Interest Income	116	16,158	16,042	1%
Other income				
Advertising & Merchandise	2,628	30,000	27,372	9%
Sundry Income	2,000	12,000	10,000	17%
Magazine Contributions	-	110,000	110,000	-
Sale of Fish and Game Cookbook	8,442	-	(8,442)	-
Total Other income	13,070	152,000	138,930	9%
Total INCOME	958,876	3,950,919	2,992,043	24%
GRANTS TO REGIONS				
Grants to Regions	146,294	585,070	438,776	25%
Total GRANTS TO REGIONS	146,294	585,070	438,776	25%
OUTPUTS				
ADVOCACY				
Advocacy - Legal & Specialist Advice	3,785	60,400	56,615	6%
National Public Awareness	173	38,000	37,827	0%
National Magazine	-	298,000	298,000	-
RMA/Legal	3,065	350,000	346,935	1%
Total ADVOCACY	7,023	746,400	739,377	1%
RESEARCH				
Research Programme	6,410	75,000	68,590	9%
Research - National Anglers Survey	337	30,000	29,663	1%
Research - Phd Programme	-	25,000	25,000	-
Total RESEARCH	6,747	130,000	123,253	5%
CO-ORDINATION				
Business Development & R3	378	12,000	11,622	3%
Marketing	662	60,000	59,338	1%
Business & Financial Support	602	4,000	3,398	15%
Co-ordination National - CEO Travel	4,631	6,000	1,369	77%
Co-ordination - Administration	1,350	5,000	3,650	27%
Elections	7,500	45,000	37,500	17%
Fish and Game Cookbook	814	-	(814)	-
Regulations	-	72,000	72,000	-
Information Technology- National	7,162	64,150	56,988	11%
Maritime NZ Compliance	-	8,000	8,000	-
Manager Meetings	-	12,000	12,000	-
Staff Conference	-	30,000	30,000	-
Staff Development Grant	-	10,000	10,000	-



4.2a. Table 1: Statement of Financial Performance

	YTD ACTUAL	TOTAL BUDGET	REMAINING BUDGET	% OF BUDGET SPENT
Youth Education Programme	-	7,000	7,000	-
Website and Social Media	5,578	66,450	60,872	8%
Website Development	1,136	80,000	78,864	1%
Ranger Co-ordination	7,342	27,500	20,158	27%
Licencing	61,504	503,000	441,496	12%
Total CO-ORDINATION	98,657	1,012,100	913,443	10%
Total OUTPUTS	112,427	1,888,500	1,776,073	6%
GOVERNANCE				
New Zealand Council	1,763	45,000	43,237	4%
Governance Advice & Performance	7,950	20,000	12,050	40%
Governors Forum	-	12,000	12,000	-
Regional Audit	-	10,000	10,000	-
Total GOVERNANCE	9,713	87,000	77,287	11%
MINISTERIAL REVIEW IMPLEMENTATION				
Chair Strategy Workshop - Review	1,588	8,000	6,412	20%
Consultant Amalgamation - Review	-	80,000	80,000	-
Consultation by ISG - Hui Review	-	30,000	30,000	-
Governance Training Program - Review	5,901	95,000	89,099	6%
HR Consultant - Review	-	80,000	80,000	-
ISG Support - Writing Policy - Review	945	10,000	9,055	9%
Leadership & Cultural Training - Review	-	25,000	25,000	-
Legal Costs - Review	-	65,000	65,000	-
Managers Strategy Workshop	13,332	14,000	668	95%
NZC Strategy Workshop & Implementation - Review	29,539	33,000	3,461	90%
Staff Hui - Review	-	60,000	60,000	-
Total MINISTERIAL REVIEW IMPLEMENTATION	51,305	500,000	448,695	10%
OVERHEADS				
Salaries & Contractors	98,982	874,403	775,421	11%
Staff Expenses	5,145	17,100	11,955	30%
Office Premises	9,097	60,900	51,803	15%
Office Equipment	21	2,000	1,979	1%
Communications/Consumables	2,181	24,200	22,019	9%
General (inc Insurance)	717	8,600	7,883	8%
Financial Audit Fee	3,000	14,000	11,000	21%
Depreciation	1,357	9,620	8,263	14%
Total OVERHEADS	120,500	1,010,823	890,323	12%
Total Expenses	440,239	4,071,393	3,631,154	11%
Net Surplus/(Deficit)	518,637	(120,474)	(639,111)	-430%



4.2b Table 2: Statement of Financial Performance- NZC Budget only

New Zealand Fish and Game Council For the 14 months ended 31 October 2022

Region is NZC.

	YTD ACTUAL	2021 22 NZC BUDGET	REMAINING BUDGET	% OF BUDGET SPENT
INCOME				
Levies	945,690	3,782,761	2,837,071	25%
Interest Income	116	16,158	16,042	1%
Other income				
Advertising & Merchandise	1,120	-	(1,120)	-
Sundry Income	2,000	12,000	10,000	17%
Total Other income	3,120	12,000	8,880	26%
Total INCOME	948,926	3,810,919	2,861,993	25%
GRANTS TO REGIONS				
Grants to Regions	146,294	585,070	438,776	25%
Total GRANTS TO REGIONS	146,294	585,070	438,776	25%
OUTPUTS				
ADVOCACY				
Advocacy - Legal & Specialist Advice	3,785	50,400	46,615	8%
National Public Awareness	173	7,500	7,327	2%
Total ADVOCACY	3,958	57,900	53,942	7%
CO-ORDINATION				
Business & Financial Support	602	4,000	3,398	15%
Co-ordination National - CEO Travel	4,469	6,000	1,531	74%
Business Development & R3	378	-	(378)	-
Marketing	163	-	(163)	-
Information Technology- National	-	12,000	12,000	-
Licensing	3,343	-	(3,343)	-
Total CO-ORDINATION	8,955	22,000	13,045	41%
Total OUTPUTS	12,912	79,900	66,988	16%
GOVERNANCE				
New Zealand Council	1,763	45,000	43,237	4%
Governance Advice & Performance	7,950	20,000	12,050	40%
Governors Forum	-	12,000	12,000	-
Regional Audit	-	10,000	10,000	-
Total GOVERNANCE	9,713	87,000	77,287	11%
OVERHEADS				
Salaries & Contractors	98,982	874,403	775,421	11%
Staff Expenses	5,145	17,100	11,955	30%

4.2b Table 2: Statement of Financial Performance- NZC Budget only



	YTD ACTUAL	2021 22 NZC BUDGET	REMAINING BUDGET	% OF BUDGET SPENT
Office Premises	9,097	60,900	51,803	15%
Office Equipment	21	2,000	1,979	1%
Communications/Consumables	2,181	24,200	22,019	9%
General (inc Insurance)	717	8,600	7,883	8%
Financial Audit Fee	3,000	14,000	11,000	21%
Depreciation	1,357	9,620	8,263	14%
Total OVERHEADS	120,500	1,010,823	890,323	12%
Total Expenses	289,419	1,762,793	1,473,374	16%
Net Surplus/(Deficit)	659,507	2,048,126	1,388,619	32%



4.2c Table 3: Statement of Financial Performance- NATIONAL

New Zealand Fish and Game Council For the 2 months ended 31 October 2022

Region is National.

	YTD ACTUAL	2021 22 NATIONAL BUDGET	REMAINING BUDGET	% OF BUDGET SPENT
INCOME				
Other income				
Advertising & Merchandise	1,508	30,000	28,492	5%
Magazine Contributions	-	110,000	110,000	-
Sale of Fish and Game Cookbook	8,442	-	(8,442)	-
Total Other income	9,950	140,000	130,050	7%
Total INCOME	9,950	140,000	130,050	7%
OUTPUTS				
ADVOCACY				
Advocacy - Legal & Specialist Advice	-	10,000	10,000	-
National Public Awareness	-	30,500	30,500	-
National Magazine	-	298,000	298,000	-
RMA/Legal	3,065	350,000	346,935	1%
Total ADVOCACY	3,065	688,500	685,435	0%
RESEARCH	6,747	130,000	123,253	5%
CO-ORDINATION				
Business Development & R3	-	12,000	12,000	-
Marketing	498	60,000	59,502	1%
Co-ordination National - CEO Travel	162	-	(162)	-
Co-ordination - Administration	1,350	5,000	3,650	27%
Elections	7,500	45,000	37,500	17%
Fish and Game Cookbook	814	-	(814)	-
Regulations	-	72,000	72,000	-
Information Technology- National	7,162	52,150	44,988	14%
Maritime NZ Compliance	-	8,000	8,000	-
Manager Meetings	-	12,000	12,000	-
Staff Conference	-	30,000	30,000	-
Staff Development Grant	-	10,000	10,000	-
Youth Education Programme	-	7,000	7,000	-
Website and Social Media	5,578	66,450	60,872	8%
Website Development	1,136	80,000	78,864	1%
Ranger Co-ordination	7,342	27,500	20,158	27%
Licencing	58,161	503,000	444,839	12%
Total CO-ORDINATION	89,702	990,100	900,398	9%
Total OUTPUTS	99,514	1,808,600	1,709,086	6%

4.2c Table 3: Statement of Financial Performance- NATIONAL



	YTD ACTUAL	2021 22 NATIONAL BUDGET	REMAINING BUDGET	% OF BUDGET SPENT
MINISTRIAL REVIEW				
Chair Strategy Workshop - Review	1,588	8,000	6,412	20%
Consultant Amalgamation - Review	-	80,000	80,000	-
Consultation by ISG - Hui Review	-	30,000	30,000	-
Governance Training Program - Review	5,901	95,000	89,099	6%
HR Consultant - Review	-	80,000	80,000	-
ISG Support - Writing Policy - Review	945	10,000	9,055	9%
Leadership & Cultural Training - Review	-	25,000	25,000	-
Legal Costs - Review	-	65,000	65,000	-
Managers Strategy Workshop	13,332	14,000	668	95%
NZC Strategy Workshop & Implementation - Review	29,539	33,000	3,461	90%
Staff Hui - Review	-	60,000	60,000	-
Total MINISTERIAL REVIEW	51,305	500,000	448,695	10%
Total Expenses	150,820	2,308,600	2,157,780	7%
Net Surplus/(Deficit)	(140,870)	(2,168,600)	(2,027,730)	6%



4.2d. Table 4: Statement of Financial Position

New Zealand Fish and Game Council As at 31 October 2022

	31 OCT 2022	31 AUG 2022
Assets		
Current Assets		
Cash & Cash Equivalents		
NZ Fish and Game Council	173,050	307,920
NZ Fish and Game Council - Sav	35,209	1,141
Serious Saver	5,875	255,743
Credit Cards	(4,821)	(2,991)
Total Cash & Cash Equivalents	209,312	561,812
Receivables		
Accounts Receivable	986,096	242,447
Accounts Receivable - Other	(1,379)	6,555
Interest Receivable	9,394	9,394
Total Receivables	994,111	258,396
Term Investments	2,368,706	2,193,776
Prepayments and Accrued Income	2,000	1,200
Total Current Assets	3,574,129	3,015,184
Non-current Assets		
Property, Plant & Equipment	17,915	19,271
Term Deposits >12mths	-	174,930
Total Non-current Assets	17,915	194,201
Total Assets	3,592,044	3,209,386
Liabilities		
Payables		
Accounts Payable	282,546	291,785
Income Received in Advance	19,600	19,600
Accruals and Prepaid Licences	24,242	137,982
PAYE Clearing	13,855	16,906
GST	75,838	34,432
Total Payables	416,080	500,706
Employee Entitlements	39,555	73,004
Rounding	-	-
NZGBHT - Stamp Programme	124,401	142,306
Total Liabilities	580,036	716,015
Net Assets	3,012,008	2,493,370
Equity		
Accumulated Funds		
Accumulated Funds	1,102,115	1,102,115
Transfer (To)/From Reserves	(202,387)	(307,338)

4.2d. Table 4: Statement of Financial Position



	31 OCT 2022	31 AUG 2022
Net Surplus/(Deficit)	1,122,173	603,536
Total Accumulated Funds	2,021,901	1,398,312
Reserves		
Asset Replacement Reserve	21,762	21,762
National Anglers Survey Reserve	189,797	160,134
Research Reserve	168,256	174,165
RMA/Legal Fund Reserve	596,163	724,868
Staff Development Grant Reserves	14,128	14,128
Total Reserves	990,106	1,095,058
Total Equity	3,012,008	2,493,370



4.2e. Table 5: Aged Receivables Summary

New Zealand Fish and Game Council

As at 31 October 2022

Ageing by due date

CONTACT	CURRENT	< 1 MONTH	1 MONTH	OLDER	TOTAL
Auckland/Waikato Fish & Game Council	19,681.80	-	-	-	19,681.80
Carmel Veitch Accounting Services	264.50	-	-	-	264.50
Central South Island Fish and Game Council	237,456.40	-	-	-	237,456.40
Corina Jordan	264.50	-	-	-	264.50
Dave Coll	-	63.00	-	-	63.00
Eastern Fish and Game Council	45,593.40	793.50	-	-	46,386.90
Hawke's Bay Fish and Game Council	26,802.83	-	-	-	26,802.83
Kilwell Sports Ltd	644.00	-	-	-	644.00
Manic Tackle Project	-	-	-	3,174.00	3,174.00
Nelson Marlborough Fish & Game Council	4,866.29	1,420.73	-	-	6,287.02
New Zealand Game Bird Habitat Trust	13,800.00	2,254.31	-	-	16,054.31
North Canterbury Fish and Game Council	62,735.06	-	-	-	62,735.06
NZ Post Ltd	-	381.20	-	-	381.20
Otago Fish and Game Council	345,023.60	529.00	-	-	345,552.60
Real Creative Media Limited	-	-	345.00	-	345.00
Southland Fish and Game Council	220,002.74	-	-	-	220,002.74
Total	977,135.12	5,441.74	345.00	3,174.00	986,095.86
Percentage of total	99.09%	0.55%	0.03%	0.32%	100.00%



4.2f. Table 6: Aged Payables Summary

New Zealand Fish and Game Council As at 30 September 2022 Ageing by due date

CONTACT	CURRENT	< 1 MONTH	1 MONTH	2 MONTHS	OLDER	TOTAL
Aged Payables						
AgriHQ Limited	199.00	-	-	-	-	199.00
Air New Zealand Travel Card	9,158.20	-	-	-	-	9,158.20
Airport Palms Motel Chch	2,325.00	-	-	-	-	2,325.00
Auckland Print & Mail Limited	828.00	-	-	-	-	828.00
Barrie Barnes	-	170.40	-	-	-	170.40
Brunch N' Lunch,Dunedin	13.40	-	-	-	-	13.40
Cert Systems limited	8,247.63	-	-	-	-	8,247.63
Computer & Telephone Services Ltd	68.20	-	-	-	-	68.20
Dave Coll	240.00	-	-	-	-	240.00
Dean Phibbs	-	70.86	-	-	-	70.86
Debbie Oakley	-	45.70	-	-	-	45.70
Doughty Consulting Limited	2,242.50	-	-	-	-	2,242.50
Eastern Fish and Game Council	563.85	-	-	-	-	563.85
Eyede Solutions Limited	6,573.52	-	-	-	-	6,573.52
Ferret Software Ltd	373.75	-	-	-	-	373.75
Fuji Xerox New Zealand Limited	147.06	-	-	-	-	147.06
Gemtech Solutions Limited	465.21	-	-	-	-	465.21
Graphic Press & Packaging Limited	1,316.75	-	-	-	-	1,316.75
Hothouse Communications Limited	11,980.48	-	-	-	-	11,980.48
Instep	258.75	-	-	-	-	258.75
Learning People	-	2,100.00	-	-	-	2,100.00
Linn Koevoet	-	207.38	-	-	-	207.38
North Canterbury Fish and Game Council	188.00	-	-	-	-	188.00
Officemax New Zealand Limited	168.74	-	-	-	-	168.74
PB Technologies Wgtn	271.58	-	-	-	-	271.58
Primary Purpose	11,790.45	-	-	-	-	11,790.45
Redstripe Limited	3,660.90	-	-	-	-	3,660.90
Rieger's Print and Copy Limited	625.31	-	-	-	-	625.31
SWR Group NZ Limited	1,086.75	-	-	-	-	1,086.75
Taxicharge New Zealand Limited	537.46	-	-	-	-	537.46
Vertia Procurement Limited	11,444.86	-	-	-	-	11,444.86
Wellington Airport Ltd	112.00	-	-	-	-	112.00
West Plaza Hotel	2,141.00	-	-	-	-	2,141.00
Windcave New Zealand Limited DD	50.03	-	-	-	-	50.03
Total Aged Payables	77,078.38	2,594.34	-	-	-	79,672.72
Total	77,078.38	2,594.34	-	-	-	79,672.72
Percentage of total	96.74%	3.26%	-	-	-	100.00%

Correspondence schedule 2021 / 2022

Date	In or out	Reference	Received From	Letter addressed to:	Summary	Date Received for filing
31/08/2022	Out	O32	Zane Moss	Corina	Letter RMA/ Legal Fund Application	31/08/2022
31/08/2022	Out	O33	Zane Moss	Corina	Letter: Research Fund Application	31/08/2022
31/08/2022	Out	O34	Chris Newton	Corina	Letter : Research Application	31/08/2022
29/09/2022	In	I17	Rachel Jordan - DOC	Jack	Letter:OIAD 2386 Transfer	23/09/2022
5/10/2022	In	I18	Paba Jayalath - Ombudsman	Corina	Letter: OIA Investigation Ref 548123, Rex Gibson	4/10/2022
18/10/2022	Out	O35	Corina Jordan	Martin Taylor	Letter: OIA Response to Martin Taylor	18/10/2022
20/10/2022	In	I19	Dean Kelly	Ray Grubb	Letter: Feedback on Non-resident fee and reserves	14/06/2021
20/10/2022	In	I20	Andy Harris	Ray Grubb	Letter: Responses to Westcoast Region Correspondence	14/06/2021
10/11/2022	Out	O36	Corina Jordan	Richard Taylor	Letter: Acknowledgment Letter	10/11/2022
10/11/2022	Out	O37	Ray Grubb	Penny Nelson	Letter: Ministerial Review	8/11/2022
11/11/2022	In	I21	Alan Strong	Ray Grubb	Letter: Regional Chairs Meeting 29 October 2022	8/11/2022
14/11/2022	Out	O38	Ray Grubb	Sia Aston	Letter: Ministerial Review of Fish and Game - Implementation Steering Group	14/11/2022



30 August 2022

Zane Moss
Southland Fish and Game Council
17 Eye Street, West Invercargill
Invercargill 9810

Tēnā koe Zane,

Re: RMA/Legal Fund Application

I am pleased to inform you that at its meeting on 23 and 25 August, the NZ Council approved \$20,000 towards the Southland Fish and Game Council's application to the RMA/Legal Fund for the Waituna Lagoon.

The NZC did, however, have two requests of your Council in granting this application:

1. That your staff investigate support (financial and otherwise) options from the Ministry for the Environment.
2. That you note that any further expenditure would be subject to further independent review.

The usual process for funding is for your council to pay the invoice in the first instance and send an invoice to NZC (via Carmel Veitch), along with any back up documentation, and Carmel will action a reimbursement from the RMA/Legal fund.

As usual, the NZC expect projects such as this are run to budget. If you anticipate that the budget may be exceeded, we request that an application for supplementary funding from Southland reserves is submitted to NZC for approval prior to any further commitments.

Yours sincerely,

A handwritten signature in blue ink, appearing to be 'C Jordan', on a light blue background.

Corina Jordan
Chief Executive
New Zealand Fish and Game Council



30 August 2022

Zane Moss
Southland Fish and Game Council
17 Eye Street, West Invercargill
Invercargill 9810

Tēnā koe Zane,

Re: Research Fund Application

I am pleased to inform you that at its meeting on 23 and 25 August, the NZ Council approved \$32,648 towards the Southland Fish and Game Council's application to the Research Fund for the Fishing for Mental Health project. NZC and the Managers group were in unanimous support of this proposal.

The usual process for funding is for your council to pay the invoice in the first instance and send an invoice to NZC (via Carmel Veitch), along with any back up documentation, and Carmel will action a reimbursement from the Research fund.

As usual, the NZC expect projects such as this are run to budget. If you anticipate that the budget may be exceeded, we request that an application for supplementary funding is submitted to NZC prior to any further commitments.

Yours sincerely,

A handwritten signature in blue ink, appearing to read 'C. Jordan', is shown within a light grey rectangular box.

Corina Jordan
Chief Executive
New Zealand Fish and Game Council



30 August 2022

Chris Newton
Hawke's Bay Fish and Game Council
22 Burness Road, Jervois town
Napier 4112

Tēnā koe Chris,

Re: Research Application

I am pleased to inform you that at its meeting on 23 and 25 August, the NZ Council approved \$12,000 towards the Hawke's Bay Fish and Game Council's application to the Research Fund for the Sustainable Food Harvest proposal.

The NZC did, however, have two requests of your Council in granting this application:

1. That the proposal carefully considers the language used around introduced and indigenous species, and that an emphasis is placed on Valued Introduced Species.
2. That the proposal carefully considers the language used around the place of trout hatcheries

The New Zealand Council has asked me to work with you to refine the proposal. NZC staff are available to assist you with this wording and provide further context if required.

The usual process for funding is for your council to pay the invoice in the first instance and send an invoice to NZC (via Carmel Veitch), along with any back up documentation, and Carmel will action a reimbursement from the Research Fund.

As usual, the NZC expect projects such as this are run to budget. If you anticipate that the budget may be exceeded, we request that an application for supplementary funding is submitted to NZC prior to any further commitments.

Yours sincerely,

A handwritten signature in blue ink, appearing to read 'C. Jordan', is shown within a light grey rectangular box.

Corina Jordan
Chief Executive
New Zealand Fish and Game Council

Statutory managers of freshwater sports fish, game birds and their habitats

New Zealand Council

Level 2, The Dominion Building, 78 Victoria Street, Wellington 6011. P.O. Box 25-055, Wellington 6146, New Zealand.
Telephone (04) 499 4767 Email nzcouncil@fishandgame.org.nz www.fishandgame.org.nz



OIAD-2386

23 September 2022

New Zealand Fish and Game Council
nzcouncil@fishandgame.org.nz

Tēnā koe

Please see attached a copy of a request received on 20 September 2022, from Clare Lenihan on behalf of Dr Tony Reiger which requests official information as follows:

The advice [NZFGC] has provided the Minister specifically in relation to her decision under ss15 and 16 of the Wildlife Act for the annual Open Season Notices under ss15 and 16 of the Wildlife Act as they pertain to the continued exemption for use of lead shot in 0.410 gauge shotgun - for the last three seasons i.e. the advice [NZFGC] provided the Minister on this issue for the 2022, season, the 2021 seasons and the 2020 season.

I am transferring the above part of the request to the Council under section 14 of the Official Information Act 1982. I have advised the requester that I am transferring the request and have enclosed a copy of that letter.

Nāku noa, nā

Rachael Jordan
Government Services and OIA Advisor
Department of Conservation
Te Papa Atawhai



OIAD-2386

23 September 2022

Clare Lenihan

clare.lenihan@environmentallawyer.co.nz

Tēnā koe Clare

Thank you for your letter on behalf of Dr Tony Reiger received on 20 September 2022, in which you asked for:

- 1. The advice the Department has provided the Minister specifically in relation to her decision under ss15 and 16 of the Wildlife Act for the annual Open Season Notices under ss15 and 16 of the Wildlife Act as they pertain to the continued exemption for use of lead shot in 0.410 gauge shotgun - for the last three seasons i.e. the advice the Department provided the Minister on this issue for the 2022, season, the 2021 seasons and the 2020 season.*
- 2. The recommendation to the Minister from the NZFGC in relation to above, for the same time period.*

I am transferring point two of your request, relating to the New Zealand Fish and Game Council (NZFGC/the Council), under section 14 of the Official Information Act 1982, to the NZFGC as the information to which it relates is more closely connected with the Council's functions.

Nāku noa, nā

Rachael Jordan
Government Services and OIA Advisor
Department of Conservation
Te Papa Atawhai



14 June 2021

New Zealand Fish & Game Council
PO Box 25055
WELLINGTON, 6140

Dear Ray/Councilor's,

Re: Feedback on Non-resident fee and reserves.

At the October meeting of our council, we considered your consultation paper on 'Future treatment of non-resident levy (inclusion as licence income)'. The council resolved as follows;

Motion proposed: That the Council agrees with option 1, that the non-resident levy be treated as general income from the 23/24 season.

Proposer: J Derks **Seconder:** D Phibbs **Outcome:** Carried

Motion proposed: That the Council disagrees with 2a, agrees with 2b and disagrees with 2c. Further to this the Council believes all income should go to a central pool for redistribution through a budgeting process based on the independently conducted resource allocation project.

Proposer: J Derks **Seconder:** D Phibbs **Outcome:** Carried

Please note: These are unapproved minutes at this stage but agreed to at the meeting so can be considered as the response from this Council.

CC: CE-NZ Fish and Game Council

Yours sincerely,

A handwritten signature in black ink, appearing to read 'D Kelly'.

Dean Kelly
Manager – on behalf of
West Coast Fish and Game Council



14 June 2021

New Zealand Fish & Game Council
PO Box 25055
WELLINGTON, 6140

Dear Ray/Councilor's,

Re: Responses to West Coast Region correspondence.

At the request of my Council I wrote to you on the 15th of August 2022 as chair of the NZ Council (via email and attached below). In this correspondence this Council asked for a response to the following question;

"We therefore support N/M's request for a response on whether a decision on licence fee centralization will be made prior to formal consultation on the best future structure, or alternatively that this option be included as part of the public consultation round."

As this Council has not received a response from your Council, I have been asked to write to you again to solicit a response from your council on resource allocation and centralisation of the licence fee;

Motion proposed: That the Chair will send a follow-up letter addressed to the Chair and CEO of the NZC regarding the points raised at the August meeting and further requesting a response.

Proposer: D Phibbs **Seconder:** S Speight **Outcome:** Carried

This letter is therefore a further request from the West Coast Fish and Game Council for a response from your Council.

CC: CE-NZ Fish and Game Council

Yours sincerely,

A handwritten signature in black ink that reads 'Andy Harris'.

Andy Harris
Chair
West Coast Fish and Game Council

Copy of email sent 15/8/2022

Hullo Ray

West Coast Fish and Game has considered the response from Nelson/Marlborough re. the above and noted that we have some points of common agreement including around the dilution of regional representation and consequent loss of local knowledge. Most notably however we share the belief that Resource Allocation Reform, in the form of Centralization of Licence Fees, should precede structural change.

We therefore support N/M's request for a response on whether a decision on licence fee centralization will be made prior to formal consultation on the best future structure, or alternatively that this option be included as part of the public consultation round.

note; My Council sees little merit in a boundary adjustment to include the northern West Coast and Karamea region into Nelson/Marlborough and considers this area better serviced by an adequately resourced West Coast Region.

regards,

*Andy Harris,
chair,
West Coast Fish and Game.*





Richard Taylor
Managing Director
ESL
3 Northpoint Road,
Plimmerton 5026

9/11/2022

Tēnā koe Richard,

I am writing in regard to your letter dated 6th September 2022. Firstly, I want to extend my apologies for the delay in responding to your letter; in the transition of Chief Executives and with Brian Anderton's recent departure from Fish and Game we have not been in a position to formally respond to your letter yet.

I can advise you that we are currently considering the points you have raised and it is our intention to respond to you in a substantive sense in late November in anticipation of meeting with you shortly thereafter to reach an agreement.

Nāku iti noa, nā

A handwritten signature in blue ink, appearing to be "Corina Jordan", written over a horizontal line.

Corina Jordan
Chief Executive
New Zealand Fish and Game Council



8th November 2022

Penny Nelson
Director General
Department of Conservation

Kia Ora Penny

The Ministerial Review of Fish and Game was released in April 2021. Since then, there has been a continuing process within our organisation to develop responses to the two key issues; relationships with manawhenua and Governance.

On the Governance side Fish and Game is proceeding at pace to implement the review recommendations that can be implemented without legislation. In parallel we have developed a full set of responses to the Review for public consultation. That document has been with the Department for some time prior to submission to the Minister and then to Cabinet. The NZ Fish and Game Council now asks that the Department responds so we can advise the Minister at my next meeting with her on 7 December. We are also proceeding with planning the legislative amendments to give full effect to the Review.

The second part of the Review, relationships with Māori, is where we have consistently requested assistance and advice from the Department through the Implementation Steering Group. We do understand there has been other demands on the Section 4 Group's time. We therefore have now independently prepared a consultation document for manawhenua and that is attached. We have released this to our Regional Offices. Most have an informal relationship with the many Iwi organisations in their regions, but structured consultation of this nature is something they have no familiarity with.

We are unable to effectively manage the process of widespread consultation on our own. We have previously requested the assistance of the Department which has a consultation system for Iwi that would be appropriate.

The NZ Fish and Game Council formally requests the Department's assistance. We will very much appreciate your early response.

Kind regards

A handwritten signature in black ink, appearing to read 'Ray Grubb', is written over a light blue circular stamp.

Ray Grubb
Chair
NZ Fish and Game Council

Statutory managers of freshwater sports fish, game birds and their habitats

New Zealand Council

Level 2, The Dominion Building, 78 Victoria Street, Wellington 6011. P.O. Box 25-055, Wellington 6140, New Zealand
Telephone (04) 499 4767 Email nzcouncil@fishandgame.org.nz www.fishandgame.org.nz



8 November 2022

Ray Grubb

Chairman, New Zealand Council (NZC) and the Implementation Steering Group (ISG)

Via email copied to the New Zealand Council (NZC)

Re: Regional Chairs Meeting 29 October 2022

Dear Ray

Following our meeting in Christchurch we are writing to you as the regional Chairs to ask you to consider several matters that we consider vital in progressing the organisation's wider interests.

The first is the need for our organisation to strengthen its governance, modernise its operations, maintain its social licence and ensure it is relevant for the next 30 years. Our discussion underlined the risk to the organisation if we fail to demonstrate an acceptance of the issues highlighted and implementing the recommended actions. Fish & Game was given the opportunity to implement the review recommendations itself, we must ensure we succeed in this. As regional Chairs we acknowledge that some of the Review recommendations require legislative change. However, we can implement many of the recommendations ourselves, we should progress those as matter of urgency.

To ensure our independence and to protect the organisation's future, we consider that as many of the recommendations we can act on internally as possible should be implemented by next year's general election.

There are recommended changes which, for example, will affect our staff such as the potential mergers of existing councils. While there is uncertainty about these changes our staff will remain unsettled. The organisation has an obligation to minimise staff stress and distraction from delaying the implementation of the recommendations. Mergers and changes to council make up should be decided and implemented as soon as possible but, prior to the 2024 Fish and Game elections.

We, therefore, request that you work with the New Zealand Council, to provide authority for the New Zealand Council CEO to work with the regions and collaboratively begin implementing the following recommendations. Also to approve the appropriate delegation to the New Zealand Council CEO for the use of funds required for implementation:

- 09, **Merger of Regions:** Wellington and Taranaki have indicated a willingness to merge, we suggest the proposed professional change manager should be engaged to assist and develop a process for mergers. This process can be used as a template for other mergers if required.
- 16, **Professional Development for Councillors:** A programme should be implemented over the next 12 months.
- 17, **Suite of Governance and Corporate Polices:** All the national policies need to be updated to ensure they are functional and relevant. This will require collaboration with regions to develop and implement the Polices as required.

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New Zealand Fish and Game

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- 18, 19, **Conflicts of Interest:** A national policy and a programme for audits by NZC needs to be developed.
- 20, **Consolidated Annual Report:** Work with regional councils and managers to develop a process moving to a consolidated annual report for all regions including New Zealand Council.
- 23, **NZC Establishes a standing advisory panel on Treaty issues and engagement with Mana Whenua.**
- 26, **NZC Develop a national policy governing a system of consultation with Mana Whenua,**
- 27, **NZC to initiate a national Hui in collaboration with DOC:** Regional collaboration will still be required, and a process developed.
- 29, **NZC Review the eligibility for voting:** Review voting in respect of the type of licence held to expand our voter base.
- 32, **NZC Review the employment rules:** A person cannot be a councillor while simultaneously being employed. This may already be in the Conservation Act but is required to be reviewed.
- 33, **NZC Implement programmes to increase participation:** using the coordination powers of the New Zealand Council assist regional councils and managers to put programmes in place to increase participation. Review and strengthen the R3 programme.
- 34, **NZC to develop guidelines for a process for public input into the development of management plans.**
- 35, **NZC to ensure the CEO has a KPI relating to stakeholder relationship strategy.** A focus on increasing our national advocacy is required.
- 36, **NZC should assure itself that FGCs give notice of their draft management plans to iwi and local authorities.**

We suggest where required experienced professionals should be engaged forthwith to assist New Zealand Council staff with the preparation and development of the documentation required to successfully implement the recommendations.

Due to the overwhelming importance of implementing the review recommendations, and the potential risk of failure to do so, the chairs request an update on the progress of the ISG and its members. We believe that the implementation work is critical to the future success of Fish and Game.

During our meeting we had a session with a Ngai Tahu Appointee. It was suggested that the 4 weeks shown in your draft document "Fish and Game NZ governance Engagement with Tangata Whenua" is unlikely to be long enough for this process. He also commented on the desirability of the terms Tangata Whenua and Mana Whenua being used where appropriate. We suggest it would be useful to seek advice on the consultation document from appropriate iwi sources.

The Chairs meeting was very positive about the future and the role of Fish and Game in the management of our fresh water and game bird species. We suggest an important component of that is to increase our national advocacy work to ensure Fish and Game is seen by all New Zealanders as the 'Guardian of Fresh Water'.

This letter is the opinion of the regional chairs; however, any regional decisions will still need to be made by each regional council. It is now 18 months since the release of the Review report, and we must now act without delay implementing its recommendations.

Regards

Phil Durham – Northland

Ngahi Bidois – Eastern

Owen Baigent – Nelson Marlborough

Colin Weatherall – CSI (Acting)

Nigel Juby – Auckland Waikato

Chris Donald - Taranaki

Andy Harris – Westland

Colin Weatherall – Otago

Bruce Bates – Hawkes Bay

Paul Dewar – Wellington

Alan Strong – North Canterbury

Lindsay Withington - Southland

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14th November 2022

Sia Aston
Deputy Director General
Department of Conservation

Ministerial Review of Fish and Game - Implementation Steering Group

Dear Sia

I acknowledge your letter advising that my contract to Chair the Implementation Steering Group (ISG) has ended.

The Ministerial review is a Review of Fish and Game, not by Fish and Game. This is a crucial distinction. The terms of reference state its purpose as:

To give the Minister of Conservation confidence that there is an appropriate focus on implementing the recommendations from the Ministerial review of Fish and Game.

And the objectives are:

The ISG has the following objectives:

- *To provide the Minister of Conservation confidence that there is appropriate focus on implementing the recommendations, which are expected to be staged over at least 18 months.*
- *Provide advice to the Minister on the review implementation.*

The ISG has represented the external vision for change and the essential working co-operation between our two Statutory Organisations in support of Ministers' intent. The ISG has noted the Ministerial recommendations, consulted with regional councils and staff, and from these consultations and recommendations driven for change. It has been a lengthy process, and a cost of time and effort, to move from 90% opposition to 90% support for the Review. We now have an impetus that will be easily lost without clear vision and continuing direction.

The ISG has handed the implementation of those recommendations that can be progressed in advance of empowering Legislation to Fish and Game. That is the **Review" By"** Fish and Game.

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The **Review “Of”** Fish and Game is by the ISG representing the Minister. The last decisions of the ISG were to put a public consultation document containing all the ISG’s final decisions on the future shape of Fish and Game, to the Minister, with a recommendation for approval and then transmission to Cabinet for noting. You have the public consultation document. Those decisions fulfil the obligations to the Minister as stated in the terms of reference.

Fish and Game is a statutory body largely independent of Government direction that continues to play a critical role in the protection of freshwater. Senior Ministers in the current Government and in the Opposition parties strongly support both our role and the decisions resulting from the Review. It is also a statutory body with an annual turnover of around \$10M and assets in the regions of around \$40M. Both these factors require excellent administration. The Ministerial Review found that the structure of Fish and Game was inadequate to do that. It also found that Fish and Game had failed in it’s obligations in terms of Tiriti Waitangi.

Almost all the changes that are deemed to proceed in advance of legislation can be done administratively but rely on a legislative imperative. For example:

- Common governance and corporate policies
- A consolidated annual report
- Integrated management planning
- CE objectives for stakeholder engagement
- Regional mergers
- Conflict of interest policies supported by audits

All could have been introduced at any time in the last 30 years, however, there was resistance to change in the regions. The only reasons these are being embarked upon now is clear knowledge that the changes are inevitable because they will be enforceable through legislative amendment. Remove the legislative imperative for structural change and Fish and Game will most likely revert to being the faction driven, insular, working in silos and relatively ineffectual model we are moving away from, with poor Governance the distinguishing feature.

The Review’s implementation currently has the support of the 12 Regional Chairs and the current NZ Council. They are aware how fragile the initiatives we are embarking on are, knowing that they are currently unenforceable. The disquiet at the cessation of my contract without a known alternative future for the ISG, the expressed reservations over taking the consultation document to the Minister, and the lack of a reply to my email of 20 October, is palpable.

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Our NZ Council Executive invite your department to meet us at the earliest possible opportunity, with a small representative group of our leading Governors, to discuss how to progress with these legislative changes with the your assistance.

Kind regards

A handwritten signature in black ink, appearing to read 'Ray Grubb'. The signature is fluid and cursive, with a long horizontal stroke at the end.

Ray Grubb
Chair
NZ Fish and Game Council

Statutory managers of freshwater sports fish, game birds and their habitats



New Zealand Fish and Game Council

12 September 2022

Tēnā koe koutou

As a new Chief Executive Officer (Eastern F&G) to this organisation, I would like to get some direction and understanding of roles and boundaries that I have confusion over.

My area of confusion is, recently there was an Environmental Non-Government Organisational Retreat for three days in the Coromandel which Fish and Game were invited to attend and be a part of. In attendance of this retreat was the Chairperson of NZFG Council, our outgoing Deputy CEO and two other NZ F&G staff, however our newly appointed CEO was not in attendance. The question needs to be asked, why were they not there? Also, I have three points that I cannot understand.

First, why is the Chairperson of our National Governance Council attending a multi organisational relationship and collaboration retreat? Is this not an operational process and has no need or requirement for a Councillor to attend?

Secondly, why is the outgoing Deputy CEO with no more than two weeks left in this organisation attending a relationship and collaboration event? Although this person has vast knowledge and experience, the reality is that they are no longer involved or have interest in the future of our organisation? And what value of relationship building can they bring when they are leaving F&G in two weeks' time?

Thirdly, why were the regions not invited to attend?

As part of my research for the recruitment process into Fish & Game, I studied the 2020 Ministerial Review that was carried out and I must stress that its main areas of focus for change and development was on our 'Governance'. As the title depicts, *Review of the Governance of Fish and Game New Zealand and the Regional Fish and Game Councils*. On page 16 of the review, 'Issue III: Lack of Good Governance Practice' 4th paragraph it states;

"The boundaries between governance and management are poorly understood, or if understood are honoured more in the breach than the observance. It is a problem in the FGCs where councillors (i.e. governors) tend to intrude into operational matters. Problems have also been evident in the NZFGC where there have been disagreements between the council and the CE over their respective roles.

There are also issues around a lack of conformity with, or inconsistent application of, governance policies even where these exist."

I appreciate that our organisation at the National level has had a turbulent history with a 'dictatorial' CEO and supporting Chair has created an environment of mistrust between the regions and the national office. And we have had a period with the lack of an engaging and unifying CEO so the void

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Eastern Region



has been filled by the NZFGC Chair out of necessity. However now with a newly appointed NZC CEO the operational reins have not been relinquished and we are falling back into a criticism that was made of our lack of boundaries between governance and operations back in 2020?

Page 17, part of the 3rd paragraph of the review its third point states;

“The Public Service Commission also issues guidance which states, among other things, that the Chair of a statutory crown entity is tasked with:

“ensuring effect accountability and governance of the entity, consistent with the requirements of relevant legislation”;

“acting as a leader of the entity, presenting the entity’s objectives and strategies to the outside world”;

“providing guidance and support to the Chief Executive to ensure the entity is managed effectively. This includes establishing and maintaining an effective working relationship with the Chief Executive while also taking an independent view to challenge and test management thinking”.

In its guidance, the Commission states that “It is important that the board and chief executive are clear about the boundaries between governance and management and what duties have been delegated to the chief executive”. The board and chief executive should also be clear on who is the public face of the entity. If the role is shared, protocols are required. Observing these basic principles would greatly improve the organisation’s governance practice.”

I appreciate that all our Councillors are volunteers who have a passion for the success and future of F&G, but it may be that we are smothering our growth and development with our over enthusiasm.

We must as an organisation grow and develop into a respected and valued governmental agency who has strong internal national policies and good robust governance principles, otherwise our lack of internal strength and structure will become part of the cards stacked against us with our biggest threats of the likes of; social licence and statutory irrelevance with the reviews of the Wildlife Act and Conservation Act dissolving us into obscurity because of our inability to adhere to robust governance and internal disunity.

I look forward to your reflections on my letter and appreciate your time and service that you all give.

Nāku iti noa, nā

Arash Alaeinia

cc. Corina Jordan, CEO NZFG
Ngahihi Bidios, Chair EFGC
All Regional Managers and CEO’s

Statutory managers of freshwater sports fish, game birds and their habitats

Eastern Region