



New Zealand Fish and Game Council

BOARD PACK

for

NZC Meeting - #165

Friday 18 August 2023, 9am - 4pm (Rydges Wellington Airport - Eve Boardroom)

Saturday 19 August 2023, 9.30am - approx. 4pm (Brentwood Hotel - Totara Boardroom)

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AGENDA

NZC MEETING - #165



Name:	New Zealand Fish and Game Council
Date:	Friday, 18 August & Saturday, 19 August 2023
Time:	Friday 9:00 am to 4:00 pm Saturday 9:30 am to approx. 4 pm
Location:	Friday: Rydges Wellington Airport, 28 Stewart Duff Drive, Wellington Saturday: Brentwood Hotel, 16 Kemp Street, Kilbirnie, Wellington
Board Members:	Barrie Barnes, Darryl Reardon, Dave Coll, Dave Harris, Dean Phibbs, Debbie Oakley, Gerard Karalus, Greg Duley, Linn Koevoet, Mike Barker, Steve Haslett, Tom Kroos
Attendees:	Carmel Veitch, Corina Jordan, Jane Hutchings, Maryse Ropiha, Helen Brosnan
Guests/Notes:	John Bell (AON NZ) & Katishce Remnant

1. Procedural Matters

1.1 Open Meeting/Welcome

Barrie Barnes

Note meeting arrangements/Health & Safety Briefing, welcome everyone, including guests/speakers and members of the public.

1.2 Insurance & Indemnity Presentation (John Bell & Katishce Remnant)

1.3 Apologies/Declaration of Interests

Barrie Barnes

Apologies: Steve Haslett (via Zoom Dean Phibbs & Tom Kroos).

Remind everyone to disclose any actual, perceived or potential conflicts of interest for the meeting in addition to those as listed in the Interests Register.

Supporting Documents:

1.3.a 2023 NZC Member Interests Register.docx

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1.4 Confirmation of Agenda & Urgent Items

Barrie Barnes

The meeting agenda is to be adopted before any matter/item is considered. The meeting will deal with business in the order given on the agenda, unless the meeting or the Chair decide to give precedence to any business.

1.5 Confirm Minutes 21 April & 15 June NZC - Part I

Barrie Barnes

Supporting Documents:

1.5.a	21 Apr 2023 Minutes in Review NZC 162 - Part I.pdf	16
1.5.b	Minutes : NZ Council - Meeting #163 (Via Zoom) - 15 Jun 2023	36

1.6 Matters Arising

Note discussion should be related to matters referred to in the minutes and not covered by correspondence or reports included in the agenda Part I.

1.7 NZC Correspondence

Corina Jordan

Correspondence received for NZC information.

Supporting Documents:

1.7.a	Correspondence Register May - July 2023.pdf	43
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2. Strategic Items

2.1 2023-24 Annual Budget & Meeting Schedule

Carmel Veitch

Supporting Documents:

2.1.a	2023 24 Meeting and Budget Timetable.docx	44
2.1.b	2024 Meeting & Budget Schedule Draft for August 23.pdf	47

2.2 Research & Monitoring Programme Update

Corina Jordan

Research Applications & Research Strategy

Supporting Documents:

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2.3 Research Fund Applications

Corina Jordan

Supporting Documents:

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2.3.f	Research Project Application Scoring Template_Tier 1_2023.pdf	79
2.3.g	Research Project Application Scoring Template_Tier 2_2023.pdf	81

2.4 Draft RM Strategy & Practice Notes Update

Helen Brosnan

Supporting Documents:

2.4.a	RM Strategy and Practice Notes Update - Cover Paper.docx	82
2.4.b	RMA Available Funds.pdf	88
2.4.c	Attachment 4 DRAFT Resource Management Strategy.docx	89

2.5 RMA/Legal Fund Applications

Helen Brosnan

Supporting Documents:

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2.6 2023-24 Budget

Carmel Veitch

Supporting Documents:

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2.6.b	Table 1 Draft Stmt of Financial Performance for 2023 24.pdf	124

2.7 Reforecast Budget

Carmel Veitch

Review & Staff Budgets

Supporting Documents:

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2.7.b	Letter to Greg Duley 6 Dec 2022.pdf	132
2.7.c	F&G Cost Optimisation Brief draft.docx	133

2.8 2022/23 Financial Report Process & Sign Off

Carmel Veitch

Supporting Documents:

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2.9 Policies Review Report

Corina Jordan

Supporting Documents:

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2.10 Policy on Setting National Policy

Corina Jordan

Supporting Documents:

2.10.a	Policy on Setting National Policy - Cover Paper.docx	142
2.10.b	Setting National Policy Final Jun19.pdf	146

2.11 Conflict of Interest Policy

Jane Hutchings

Supporting Documents:

2.11.a	Conflict of Interest Policy - Cover Paper.docx	147
2.11.b	Draft Conflict of Interest Policy.docx	150
2.11.c	quick-guide.pdf	155

2.12 Staff Code of Conduct

Jane Hutchings

Supporting Documents:

2.12.a	Draft staff Code of Conduct - cover paper.docx	156
2.12.b	Draft Code of Conduct july 2023.docx	158

2.13 Remuneration Policy

Jane Hutchings

Supporting Documents:

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2.13.c	Draft Remuneration Policy with Otago & lawyer amendments.docx	168

2.14 Evaluation of Council & Performance Management

Barrie Barnes

Governance Policies:

- 2.6 Evaluation of the Council
- 3.5 Performance Management - d1 to d6

Supporting Documents:

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2.15 Working Groups ToR

Corina Jordan

Supporting Documents:

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2.16 Public Excluded Motion

Supporting Documents:

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3. Public Excluded/Part II

3.1 Confirm Public Excluded Minutes 21 April & 26 June NZC - Part II

Supporting Documents:

3.1.a	21 Apr 2023 Minutes in Review NZC 162 - Part II.pdf	181
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3.2 Draft Communications & Engagement Strategy

Corina Jordan

Supporting Documents:

3.2.a	Fish and Game Communications strategy draft 4 Aug 2023.docx	185
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3.3 Conservation Law Reform

Supporting Documents:

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3.4 Maritime NZ 2023 Audit

Supporting Documents:

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3.5 Legal Opinion PE Appendices

Supporting Documents:

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3.6 Compliance Policy Review

Corina Jordan

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4. Operational Items

4.1 Resolutions to come out of Public Excluded

4.2 NZC CEO Report

Corina Jordan

Supporting Documents:

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4.2.b	3_7_2023_Story list for 2023.docx	310
4.2.c	Media and Advocacy Coverage - July 2023.docx	319
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4.3 Health & Safety Report

Jane Hutchings

Supporting Documents:

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4.4 Risk Register

Corina Jordan

Supporting Documents:

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4.5 Licence Sales Update

Carmel Veitch

Supporting Documents:

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4.6 NZC Finance Report

Carmel Veitch

Supporting Documents:

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Supporting Documents:

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4.7 National Finance Report

Carmel Veitch

Supporting Documents:

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4.8 Sub-Committee Updates/Reports (Verbal)

- Executive Committee, Future Structure Working Group, Future Finance Working Group - key action points and important notes/updates to be provided (verbal or written).
- Taupō Fishery Advisory Committee Update (Debbie Oakley)

4.9 General Business

4.10 Insurance Update/Discussion

Barrie Barnes

4.11 List of Acronyms

Supporting Documents:

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5. Close Meeting

5.1 Close the meeting

Next meeting: NZC Meeting #166 Friday 24 November 2023 - 24 Nov 2023, 9:00 am

Register of Fish & Game NZ Council Member Interests

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 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 they or any person connected with them has any pecuniary interest, direct or indirect, the council member shall declare their interest by giving notice to the Fish & Game NZ as soon as practicable.

Barrie Barnes	
Position	F&G NZ Council (Chair)
Responsibilities	Executive Committee (Chair) Future Finance Working Group (ex officio) Future Structure Working Group (ex officio)
Term	2021 – 2024 Feb 2023 (Elected Chair)
Interests	Declared: 23/08/22
Owner	I Love Fly Fishing
Treasurer	North Shore Flyfishers Inc
Foundation Member	Alpha Pistol Club
Darryl Reardon	
Position	F&G NZ Council Member
Responsibilities	Future Structure Working Group member
Term	2021 - 2024
Interests	Declared: 10/12/21 - <i>Nothing to Declare</i>
Dave Harris	
Position	F&G NZ Council Member
Responsibilities	Future Structure Working Group member
Term	2021 - 2024
Interests	Declared: 4/12/21 - <i>Nothing to Declare</i>
Dave Coll	
Position	F&G NZ Council Member
Responsibilities	Executive Committee member
Term	2021 - 2024
Interests	Declared: 4/12/21 - <i>Nothing to Declare</i>

Gerard Karalus	
Position	F&G NZ Council Member
Responsibilities	Future Structure Working Group (Chair) Future Finance Working Group (ex officio as FSWG Chair)
Term	2021 - 2024
Interests	Declared: 4/12/21
Member	Tongariro & Lake Taupo Anglers Club
Owner/occupier	Misty Creek Trust (small beef farmer)
Independent Contractor	Dairy Trust Taranaki
Dean Phibbs	
Position	F&G NZ Council Member
Responsibilities	Future Finance Working Group (Chair) Executive Committee member
Term	2021 - 2024
Interests	Declared: 7/12/21
General Manager Finance	Buller Holdings Ltd
Trustee	Buller Electric Power Trust
Debbie Oakley	
Position	F&G NZ Council Member
Responsibilities	Future Finance Working Group Executive Committee member
Term	2021 - 2024
Interests	Declared: 4/12/21
Director/shareholder	Several horticultural companies/entities (Kiwifruit growers)
Chair	Seeka Growers Ltd (Kiwifruit)
Greg Duley	
Position	F&G NZ Council Member
Responsibilities	Executive Committee member
Term	2021 - 2024
Interests	Declared: 4/12/21 & 23/08/22
NZ Hunter	Magazine & TV Show
Member	New Zealand Conservation Authority

Linn Koevoet	
Position	F&G NZ Council Member
Responsibilities	Central South Island Regional Council (Chair)
Term	2021 - 2024
Interests	Declared: 4/12/21
Committee Member	Lower Waitaki River Management Society
Administration & Committee member	Waitaki River Volunteer Salmon Hatchery
Section Co Ordination	Civil Defence
Tom Kroos	
Position	F&G NZ Council Member
Responsibilities	
Term	2021 - 2024
Interests	Declared: 23/08/22
Company Director	Wildlife Services Ltd
Mike Barker	
Position	F&G NZ Council Member
Responsibilities	
Term	2021 - 2024
Interests	Declared: 10/02/23- <i>Nothing to Declare</i>
Steve Haslett	
Position	F&G NZ Council Member
Responsibilities	
Term	2021 - 2024
Interests	Declared: 10/02/23
Advisor	Environmental Health Intelligence NZ (including water quality) - Statistical Research
Extended Family	ECAN/Brother-in-law Chair of Risk, Finance & Audit Committee

MINUTES (in Review)

NZC 162



Name:	New Zealand Fish and Game Council
Date:	Friday, 21 April 2023
Time:	10:00 am to 5:00 pm (NZST)
Location:	Default Location, 78 Victoria Street, Wellington Central, Wellington, New Zealand
Board Members:	Barrie Barnes, Dean Phibbs, Dave Coll, Dave Harris, Debbie Oakley, Darryl Reardon, Gerard Karalus, Greg Duley, Linn Koevoet, Tom Kroos, Steve Haslett, Mike Barker
Attendees:	Corina Jordan, Carmel Veitch, Jack Kós, Ann Kingsbury

1. Opening meeting

1.1 Welcome by Chair

' 10 Feb 2023, the minutes were confirmed as presented.

The Chair welcomed members and those in attendance to the NZC meeting.

1.2 Apologies

No apologies were received.

1.3 Conflicts of interest for the meeting

Cr. Koevoet disclosed a conflict of interest for the purposes of the contestable funding applications, being both a CSI appointee and Chair.

Council members discussed the difference between the role of a Councillor and a Chair with a difference of views expressed.

Cr. Duley declared a conflict of interest with regard to the discussions on the magazine as NZ Hunter was a potential supplier.



NZC 23/04 - 01 Resolution

That the New Zealand Fish and Game Council notes the potential conflict of interest for Cr. Koevoet with regard to the contestable funding applications, however, invites the CSI appointee to partake in the discussion; and

Notes Cr. Duley's declared conflict of interest in the NZ Hunter magazine.

CARRIED

Decision Date: 21 Apr 2023
Mover: Debbie Oakley
Seconder: Dave Coll

Outcome: Approved

1.4 Health and Safety Report



NZC 23/04 - 02 Resolution

That the New Zealand Fish and Game Council receives the Health and Safety report for information.

CARRIED

Decision Date: 21 Apr 2023
Mover: Linn Koevoet
Second: Darryl Reardon
Outcome: Approved

1.5 Audit and Risk Report



NZC 23/04 - 03 Resolution

That the New Zealand Fish and Game Council receives the Audit and Risk report for information.

CARRIED

Decision Date: 21 Apr 2023
Outcome: Approved

The CEO spoke to the Audit and Risk report, outlining how risk integrated into the Fish and Game strategy, including the identified key risks; licence sales, recruitment, social licence, lack of strategy and species interactions.

Cr. Barker suggested that climate change and freshwater degradation be identified as a level 1 risk.



Audit & Risk Reporting - Climate Change & Freshwater Degradation

1. Staff to reconsider climate change and freshwater degradation from a risk perspective as part of future Audit and Risk reporting.

Due Date: 15 Jun 2023
Owner: Corina Jordan

1.6 Approve Minutes for Meeting #161

The following minor amendments were noted for the minutes of Meeting #161: Rebecca Reed was not in attendance; the word '*form*' to be added to page 22; Page 28 replace '*enable*' with '*continue*', replace '*Hunters environment gave the impression*' with '*Some of the hunting sector gave the impression*'; and remove '*May be better for the Minister to decline the Notice.*'



NZC 23/04 - 04 Resolution

That the minutes of the New Zealand Fish and Game Council held on 10 February 2023, meeting #161, be confirmed as a true and correct record, subject to the minor amendments as agreed.

CARRIED

Decision Date: 21 Apr 2023
Mover: Tom Kroos
Second: Debbie Oakley

Outcome: Approved

1.7 Sub-Committee Reports

Future Structure Working Group Update:

Members: *Dave Harris, Gerard Karalus (Chair), Colin Weatherall, Bruce Bates and Daryl Reardon.*

- Cr. Karalus provided a verbal update on the Future Structure Working Group progress as Chair of the Working Group: Two zoom meetings held to date. Initial meeting to establish the Working Group with all members agreeing there were too many regions, and majority view that there were too many Councillors. Supported that where amalgamations occurred, the Council should have more members and any region that wished to operationally amalgamate should be encouraged to do so. Option for broadening Fish and Game's scope beyond trout and ducks discussed. Working Group's Terms of Reference currently in refinement.
- Cr. Reardon appointed to the Working Group by the New Zealand Fish and Game Council and Cr. Oakley invited to attend to cross-pollinate with the Future Finance Group.

Future Finance Working Group Update:

Members: *Dean Phibbs (Chair), Debbie Oakley, Alan Strong and Nigel Juby.*

- Cr. Phibbs provided a verbal update on the Future Finance Working Group progress as Chair of the Working Group: Three zoom meetings held to date, including drafting the Working Group's Terms of Reference. Noted that Gary Crawford was to provide support at the next meeting.

Executive Committee:

- The CEO provided a verbal update on the Executive Committee, which met monthly to cover high level topics. There were currently no actions or recommendations from the Executive Committee for the New Zealand Fish and Game Council's consideration or approval. She noted that once a new Executive Assistant was on board, more detailed minutes would be available from the Executive Committee.



NZC 23/04 - 05 Resolution

That the New Zealand Fish and Game Council appoint Daryl Reardon to the Future Structure Working Group.

CARRIED

Decision Date: 21 Apr 2023
Mover: Debbie Oakley
Seconder: Dean Phibbs
Outcome: Approved



NZC 23/04 - 06 Resolution

That the New Zealand Fish and Game Council receives the Future Structure Working Group, Future Finance Working Group and Executive Committee verbal update for information.

CARRIED

Decision Date: 21 Apr 2023
Mover: Gerard Karalus
Seconder: Dave Coll

**FFWG & FSWG ToR**

1. The Future Finance and Future Structure Working Groups' Terms of Reference to be approved by the New Zealand Fish and Game Council.

Due Date: 15 Aug 2023
Owner: Corina Jordan

2. Decision Required**2.1 Organisation Strategy****NZC 23/04 - 07 Resolution**

That the New Zealand Fish and Game Council receives the Organisation Strategy; and

Agrees to approve the strategy as final following incorporation of feedback from the NZC strategy workshop.

CARRIED

Decision Date: 21 Apr 2023
Mover: Dean Phibbs
Seconder: Darryl Reardon
Outcome: Approved

The CEO spoke to Organisation Strategy process to date, noting the following points:

- Need to incorporate feedback from workshops, including a Public Relations overview, with it intended for this to be completed within a month and to circulate to regions as final.
- Immediate pressures threatening Fish and Game's existence via NBEA, Wildlife Act and Conservation Act. These need to be NZC's focus as these changes will happen quickly, especially as the organisation was restricted on financial and human resources.
- A brief overview of the language changes required and the removal of jargon was provided.

2.2 23/24 Licence Reforecast**NZC 23/04 - 08 Resolution**

That the New Zealand Fish and Game Council:

1. **Receives the 23/24 Licence Reforecast**
2. **Agrees that the updated LEQs (excluding Non-Resident) for Fish Licences be 69,967**
3. **Agrees that the updated LEQ for fish is 74,060**
4. **Agrees that the new prices for Resident and Non-Resident Licences increase at the existing ratios**
5. **That the Hawkes' Bay region use their reserves to compensate for the reduced licence forecast; and**
6. **That these LEQs and ratios be the basis of the 2023/24 budgeting round.**

CARRIED

Decision Date: 21 Apr 2023
Mover: Debbie Oakley
Seconder: Linn Koevoet
Outcome: Approved

The Chief Financial Officer advised that:

- At the last NZC meeting held in February 2023, the Non-Resident levy was to be incorporated into the licence fee and LEQ forecast to be set. However, Cyclone Gabrielle had since impacted the forecast, including a reduction in licence sales by 20-30%.
- The 23/24 Reforecast was to cover the change in LEQs from February to April 2023.
- It was proposed that Hawke's Bay cover its forecast deficit from reserves.

A query was raised regarding the composition of the Licence Working Party, which was confirmed as follows: NZC CEO Corina Jordan, Chief Financial Officer Carmel Veitch, Otago Fish & Game CE Ian Hadland, Wellington Fish & Game CE Phil Teal, North Canterbury Fish & Game CE Rasmus Gabriellsson, and Eastern Region Office Manager Kate Thompson.

The methodology of the licence forecast was discussed with it noted that the process was rigorous. It was also noted that if regions earn more than what was forecast, this could be kept in reserves and if less was sold, then the region was required to pay levies on the unsold licenses. This was suggested to be integrated into the Future Finance Working Group discussions.

It was queried if this approach could be altered. The Chief Financial Officer clarified that a policy would need to be created and approved where a proportion of licence sales over forecast was returned to a national pool, which would allow this income to be redistributed.

The CEO explained the optimisation model contained in the Contestable Funding applications.



Licence Fees/Redistribution of Funds Policy

1. NZC staff to investigate whether there was scope for a national policy covering licence fee collection, redistribution of funds and payment of levies across regions.

Due Date: 15 Aug 2023
Owner: Corina Jordan



Policy Audit

1. The Chair suggested that an audit on existing policies be undertaken.

Due Date: 15 Aug 2023
Owner: Corina Jordan

2.3 RMA Applications and Stocktake



NZC 23/04 - 09 Resolution

That the New Zealand Fish and Game Council:

1. **Receives the RMA applications and stock-take information**
2. **Agrees to fund:**
 - a. **The Waikato Regional Plan Change 1 (Healthy Rivers) \$100,000**
 - b. **The Rakaia River Water Conservation Order \$180,000**
3. **Delegates to the NZC CEO the authority to modify current applications and conduct further consultation or identify alternative funding sources for supported applications; and**
4. **Notes the current status of the RMA/Legal Fund.**

CARRIED

Decision Date: 21 Apr 2023
Mover: Gerard Karalus
Seconded: Steve Haslett
Outcome: Approved

The CEO spoke to the paper, explaining that there were two national pools that NZC oversaw, the RMA/Legal and Research funds, noting that last year's Contestable Fund was \$350,000, however, there were two applications totaling \$280,000 this year for consideration.

An update was provided to enable context to be provided on the Rakaia River Water Conservation Order (WCO) application, which was currently going through declaratory proceedings.

The national question raised was discussed regarding who was responsible for implementing WCOs with the assumption being regional councils, however, Environment Canterbury (ECan) were denying this. The value of this case was noted as two-fold as it would determine who was responsible for implementing WCOs and, if no-one was responsible, it would inform legislation change to correct this. It was pointed out that the case was taken by North Canterbury, who were working collaboratively with EDS and managing their own budgets, and it was suggested that NZC joined because of the national considerations.

The following was highlighted during consideration of the two applications:

- If both applications were funded, \$9,542 would remain in the RMA/Legal fund.
- Within the National Contestable Fund applications, the application for \$500,000 was amended to \$440,000 following Managers discussions, to facilitate population monitoring Standard Operating Procedures (SOP).
- A stock-take of upcoming proceedings was underway with the importance of the need to engage in these cases emphasised.
- Confirmed that the Rakaia River proposal has been subject to a prior independent review. Auckland/Waikato case has not because of timeframe.
- Re Auckland/Waikato application:
 - Case gives effect to treaty settlement re Waikato river and giving effect to TMOTW. F&G doing great work a decade ago on putting a limits framework in place - feels as though in the last few years a lot of this work has been undone. Waikato has instead got a Fonterra scorecard system that does little to reduce the impact of ag.
- Query around partnership opportunities
 - Always being considered but often F&G carries the can for the budgets even where we're partnering. Regional councils will be running their own case, with agriculture and horticulture and iwi interests involved in this. DOC too.
- Cr. Phibbs - looking forward at what's coming up it's a little worrying to spend \$280k right here. What's the highest priority for a fixed fund?

2.4 Research Applications



NZC 23/04 - 10 Resolution

That the New Zealand Fish and Game Council:

Receives the Research Fund Update and applications for consideration; and

- **Agrees to fund the eastern project for Australasian Shoveler Management Project \$8,000.**
- **Agrees to fund the licence sales insight piece \$21,000.**
- **Agrees to fund the trout populations piece \$38,790.**
- **Delegates to the NZC CEO the authority to modify current applications and conduct further consultation or identify alternative funding sources for supported applications; and**
- **Notes the current status of the Research Fund.**

CARRIED

Cr. Kroos abstained from voting.

Decision Date: 21 Apr 2023
Mover: Greg Duley
Seconder: Darryl Reardon
Outcome: Approved

CE spoke to paper:

- Noted that there are three applications, plus a CF application to NZC to increase the research fund by \$25k.
- Three applications are:
 - Shoveler research - \$8,000
 - Licence sale insights - \$21,000
 - Trout populations and relationships with habitats - \$38,790
- Applications being considered against available funds of \$31,998.
- Noted it is not unusual to run into the negatives because it is a fluid fund that often runs across multiple years.
- Comment from Cr. Barker that there is insufficient information and insufficient time to consider the proposals not already in the agenda.
 - Support from other Crs. to have more time to review. Suggestion to pause until tomorrow.
- Total for the applications in this meeting is \$67k.
- Chair summed up and noted staff have provided this in the templates typically accepted.
- CE - happy to change the templates.

Consideration of research proposals parked until tomorrow morning.



Research strategy group to review the research template and bring...

Research strategy group to review the research template and bring back to NZC for consideration.

Due Date: 12 May 2023

Owner: Jack Kós



That the research strategy group reviews the research template an...

That the research strategy group reviews the research template and bring back to NZC for consideration.

Decision Date: 21 Apr 2023

Mover: Mike Barker

Secunder: Tom Kroos

Outcome: Approved

2.5 HR Plan

Jane Hutchings introduced herself and talked through the plan to provide HR functions for the organisation. Outlined the provision of HR Hero as a system and the way this can be rolled out through the organisation. Noted Jane is travelling throughout the organisation to assist regions with their HR.

- CE spoke to process of establishing HR policies to meet the recommendation of the Ministerial Review.
- Cr. Phibbs - what sort of uptake have we had from regions?
 - Total support from managers & staff. A lot of support for unified HR policies around the organisation.
- Cr. Oakley - Need to involve councils in this too as the employers of the CEs.
 - Jane currently talking to chairs in this vein.

**NZC 23/04 - 11 Resolution**

That the New Zealand Fish and Game Council notes the appointment of Jane Hutchings to the role of HR Business Partner and the proposed HR plan of work as presented.

CARRIED

Decision Date: 21 Apr 2023

Outcome: Approved

2.6 Remuneration Policy**NZC 23/04 - 12 Resolution**

That the New Zealand Fish and Game Council receives the draft Remuneration Policy;

- **Agrees to the circulation of the Remuneration Policy to regions for feedback; and**
- **Agrees that from the 23/24 financial year onwards, any Consumer Price Index(CPI) adjustments to staff remuneration that are contractual should be found from reserve funds, not the Contestable Fund.**

CARRIED

Decision Date: 21 Apr 2023

Mover: Mike Barker

Seconder: Steve Haslett

Outcome: Approved

Jane spoke to paper:

- Noted significant discussion with Managers around REM. We have agreement from managers to use market based approach for rem.
- Outlined draft rem policy, which aligns with other organisations.
- Process we have gone through is to achieve consistency in bandings and remuneration.
- Policy will be distributed to regions for feedback and brought back to confirm.

Queries from Crs.

- Cr. Oakley - Noted need to budget for strategic pay fees for market review. Query around where our midpoints are in the market range.
 - Aiming for midpoint comparing ourselves to local government etc.
- Cr. Barker - Couldn't see any adjustment for regional adjustments.
 - Organisations haven't done this for a long time.
- Chair - How is the 85% calculated?
 - Strategic pay give us a midpoint in the market, which determines the 100%.
- Cr. Haslett - Is moving up roles different from moving up percentage?
 - Different jobs, different scales.
- Need to amend language to remove reference to MOC.
- Query around recommendation 4 and why there is a need to specify no support for CPI?
 - Because of limited availability to encourage any contractual CPI obligations to be phased out or funded within existing budgets.

- o Noted that there is a natural attrition to this.



Remove reference to MOC

Remove/amend reference to MOC or explain how licence fee approval sets budget.

Due Date: 28 Apr 2023
Owner: Carmel Veitch

2.7 Contestable Funding Applications

CE & CV spoke to paper and set the scene for the discussion.

- Two primary starting points for licence fees to frame conversation - F\$149 G\$109 & F\$152 & G\$112.
- Approved draft budget based on managers is \$13m, with a deficit of \$900k.
- At \$149 we are short \$263k, and one region (NM) needs a top-up from reserves.
- Cr Phibbs - how much is one-off and how much is ongoing? Can't sustain taking operational from reserves and this would just weaken the system.
 - o Noted all funding from reserves is one off - falls off budget each year.
- Cr. Koevot - query around whether REM application is ongoing or one-off?
 - o CE outlined that there is a need to do some serious investigation into the future financial resilience of the organisation.
- Cr. Kroos - how do we compare to other organisations with the proportion of budget on salaries?
 - o Not necessarily unusual, except in the number of executives for our size and as a non-profit.
- Cr. Oakley - Has NZC considered how regions have got to REM figures?
 - o Noted that there has been a constructive process by CE & Jane to review this in order to ensure there is national consistency. Broadly there was relatively little difference between managers' recommendations and NZC staff recommendations.
 - o Cr. Karalus - concern that we don't know how REM figure is broken up
 - o Suggestion that REM application can go through to the national budget for redistribution to regions. Supported by NZC staff.
- Cr. Haslett: What happens if MOC doesn't approve?
 - o Need to revisit all CFs.
- Cr Phibbs - reiterated that it's critical for ongoing funding to be taken from licence fees.
- Cr. Haslett - slightly unsure how we have jumped from \$500,000 at last meeting to \$930k?
 - o CV clarified that we were operating on older information for the first figure and this has shifted by 5% ish.
- Clarified that the \$149 proposed at February is not final.
- Cr. Haslett: Outcome is to retain staff. That is the first step, but not much of a step if we don't set the licence fee high enough to pay them.
 - o Where managers landed is to fund all ongoing costs on the licence fee and acceptable one off costs from reserves where they are sufficient. This came out at F\$149 G\$112.
- Chair: Need to look at licence fee having considered the work we have to do. Taking REM out of this debate will let us see what's left and work on that.



NZC 23/04 - 13 Resolution

That the New Zealand Fish and Game Council receives the Contestable Funding applications;

- **Agrees that all Contestable Funding applications for remuneration are brought into one national application; and**
- **Delegates to the NZC CEO to redistribute this fund to regions.**

CARRIED

Decision Date:	21 Apr 2023
Mover:	Debbie Oakley
Seconder:	Dean Phibbs
Outcome:	Approved

Cr. Kroos - Query around increasing NR licence further?

- Suggested that any increase beyond the ratio'd increase would not be acceptable and very difficult to justify, particularly in light of the implementation of the Designated Waters licence system.

Meeting adjourned at 4:56pm Friday 21 April.

Meeting resumed at 8:00am

CE set out basis for NZC's applications:

- Key focus has been projects that implement strategy. Current funding is from review budget but need ongoing funding for this. Linked to this are social licence campaigns. We also want to be world leading in our population monitoring and the way we set licence fees, and we have projects to meet this.
- CE noted that the team meetings have been pulled from this funding round is that we have a staff conference this year where this work could be done. Also thought there was duplication with the population monitoring SOP as part of that is to bring expert fish and game teams. Also managers recommended dropping RMA legal to \$440k to accommodate the population monitoring SOP.
- Currently NZC seconds experts from around the organisation - Anthony van Dorp, Kate Thompson, Richard Cosgrove, Adam Daniel & Hamish Carnachan.
- Discussion around Manager recommendations:
 - Agreed to proceed on expedited basis where NZC staff and Managers agree, unless any Councillor has a specific objection.
- CE - Noted there are a number of minor amendments such as reducing HR to \$50k because current HR contract crosses two FYs. However, need an indication of support for this position as this will not be sufficient long term.
- Noted that Managers recommend not approving CF for council working groups as believed this could be done on zoom.
 - Chair spoke to this and talked about wanting to bring both FFWGP & FSWG together.
 - Cr. Phibbs - suggested we can work effectively on Zoom.
 - Noted that having someone sitting on both committees should aid in the working together of these groups.
 - NZC agreed not to fund.

NB- Minutes will cover major discussions, not all decisions. Final decisions are reflected in spreadsheet.

Magazine (NAT003):

- Noted we are looking at a bridging contract with a change of provider using NZ Hunter.

- Cr. Duley declared a conflict of interest and noted he is not part of discussions.
- Beginning of a broader conversation on the magazine.
- Noted this is for next financial year. This year's fishing magazine is covered under existing budget.
- CV noted that with current budget we could not do two magazines next year.
- Cr. Reardon - need to understand the value of the magazine to licence holders.
- Cr. Oakley - is there an option to make magazines an optional purchase?
- Suggestion this could be funded as a one-off.
- Chair framed the options NZC has available.
- NZC agreed to not support the \$50k contestable funding application. Cr. Duley abstained.

Managers Meeting (NAT 006):

- Noted that Managers supported this but thought that because of the staff conference this could be done at a subsequent budget round.
- NZC see significant value in this and varied discussion around this. Overall in light of staff conference this year agreed not to support for next FY.

RMA (NAT009&010)

- Training application not supported as can be accommodated within existing budget using internal resources.
- Team meeting seen as essential given upcoming workstream. Supported.

Social licence (NAT011):

- Crs. noted this is key to our strategy.
- CE noted this application is to pay for external support.
- NZC agree to support.

Support from regions (NAT012-014):

- Query around whether this funding, once provided, should come off regional base line?
 - CE suggests no because they need to backfill the work.
 - Cr. Barker how easy is it to backfill?
 - For larger teams it is easier, for smaller teams it needs to be contracted in. This depends on the region and their relationship with contractors.
 - Query whether backfilling is actually economically efficient given that contractors cost more.
 - CFO key to this is that it establishes an employment relationship between the NZC CE and the regions.
- NZC agreed to support.

RMA/Legal Fund (NAT015):

- Started at \$500k and managers refined to \$440k to fund population monitoring SOP.
- NZC CE noted there is a balancing of priorities here and the \$60k reduction reflects a balanced position of competing priorities.
- Cr. Phibbs - suggest there is a need for real scrutiny over the use of this fund.
- Support at \$440k

Research - Optimisation model (NAT016):

- CE noted that this amount has been amended using a combination of internal and external providers to reduce overall cost. Some of this amount is funded from the research

fund. Intention in this space is to create an internal tool that can be applied annually. Tools such as this demonstrate that we are using best practice, which gives us credibility with the Ministers.

- Cr. Oakley suggest there is opportunity to work with DOC Taupō on their modelling.
- Cr. Haslett support for doing this internally to retain the knowledge. Is the person going to be retained by the organisation?
 - CE - May be that after this project is complete we choose to fund this position in house.
- Agreed to support.

Population monitoring and analysis (NAT 022):

- CE spoke to this. Org has draft SOP's but they have stalled. This is an opportunity to revise these with external expert support in species monitoring and statistical analysis. Idea being we can have a document that shows what we do, why and where in a consistent world leading way. Allows for national conclusions and efficiencies across the organisation.
- Cr. Harris - query whether this was all species?
 - CE - Yes.
- Cr. Barker - will you look at overseas expertise?
 - CE - Intentional is yes but dependent on budget and availability.
- Cr. Phibbs - are we trying to do more than we can?
 - CE - This is why we need external support. Team has capability but not capacity. Have capacity to assist and implement though.
- Chair - reflects change in planning and thinking to be one organisation.
- Agree to support.

Crs. discussion:

- Cr. Koevoet - need to look down the Ministerial review and the way that they are facilitating manawhenua engagement. Can see in the next year that there will be funding pressure on engagement.
- Cr. Coll - support managers position.
- Cr. Oakley - reason managers didn't support is they don't have sufficient licence income, but resource users could buy their licence in Auckland. Highlights the inequity of being a grant region. Question on whether the learnings from this position can be spread nationally.
- Cr. Harris - supported this last year on the request of Auckland because Nigel thought they needed a second field staff because of amalgamation. No sign of amalgamation and currently Northland's licence income is only 30% of costs. Can't support until amalgamation.
- Cr. Barker - Understand Auckland is about to lose staff because of retirements, is there no way this person could be re-employed by AW?
 - CE noted potentially two staff members in AW retiring. We are talking about one of those positions being replaced out of reserves
 - Chair noted one AW staff member due to retire does a lot of work up there.
- Cr. Kroos - Appreciate depth of information provided. Agree with some managers on resource allocation, and no value of s4 responsibilities. We have experts doing work nationally and wondered if there was some opportunity for national function from this role. Incredibly hard one but I am more for trying to offer alternatives as opposed to yay or nay.

- Cr. Phibbs - Managers have had to make a hard decision. Org may need to make some really hard decisions in the future. Ultimately support managers position.
- Cr. Karalus - think we are treading on dangerous ground because of the significance of engagement with manawhenua. Support the application.
- Cr. Haslett - Q in my mind is can we afford to not approve it? This has broader ramifications on our engagement with manawhenua. And doesn't the Minister come from Northland? Can we face the PR battle? Could have risk for the organisation as a whole.
- Cr. Reardon - noted the staff member is tangatawhenua and has contact with 11 iwi in the region. The Minister is from Northland and if we don't approve this we may open a can of worms we can't close.
- Chair - when I think about the work a person has done in an area Fish and Game has difficulty engaging in I think this is a huge step forward. If this level of engagement is working as we think we may get a flow on down the country. Need to factor in our s4 responsibilities and look at the big picture. Cannot see how we are intending to achieve our s4 responsibilities whilst removing something like this.
- Cr. Duley - the obvious solution is some sort of sharing of staff with Auckland. What is Auckland's opinion on this?
 - Chair - I think we need to consider this outside the concept of amalgamation. Need instead to think of this as a national organisation. How valuable is the role to the organisation in a role that is difficult to manage?
 - Cr. Reardon - this forum needs to understand and know that Northland is willing to amalgamate. We want it.
- Cr. Harris - is there any room in the Northland budget to accommodate a part of this position?
 - Chair - Northland's operational spend, other than as baseline budget, is outside the scope of this conversation.
- Cr. Oakley - opportunity as a council to request Auckland and Northland to sit down and discuss resources going forwards.
- NZC agreed to support this position (Nth 002).

Auckland:

- Discussion around the role of NZC in considering reserves.
 - Clarified that use of general reserves require approval, use of dedicated or restricted reserves are notification only. This application is from a dedicated reserve.
- No action.

Eastern:

- Brief discussion on applications but noted most are from notification only.
- East (002) supported

Taranaki:

- Tara (002) supported.

Wellington:

- All applications supported as inflationary increases.

Nelson/Marlborough:

- CE gave overview of applications.
- Discussion around moving to one auditor and whether it would result in any efficiencies.

- CFO suggests unlikely to see savings unless there are mergers. There may be some efficiencies based on having an auditor with FG experience.
- CFO noted that NM use of reserves will require a top-up from NZC reserves next year unless there are increased licence sales.

North Canterbury:

- All inflationary costs and supported by Managers.
- NZC support.

Otago:

- Noted projects are one-off from reserves.
- Cr. Koevoet just noted that Wanaka hatchery site is not a hatchery but a site that is going to be sold.

Central South Island:

- CE gave overview of applications and positions of managers.
- CSI (009):
 - CE set out managers position - there is recognition of the resources in CSI and the staffing shortages. The reason they did not support it because they are making hard decisions around REM, the Northland position, and in the context of uncertain licence sales and increasing costs they did not feel like they could not support a new hire.
 - Suggestion that there was the potential to utilise existing salary budget for the vacant RM position to hire a field staff and for national support for RM to be given to CSI.
 - Cr. Kroos - Need to acknowledge the significance of the canals for the whole organisation.
 - Cr. Phibbs - Can't do everything at once. Need to be austere and revisit in the future.
 - Cr. Harris - I'll support this because of the significant compliance issues on the canals and the value of the fishery.
 - Chair - when we talk about licence sales anglers purchase them nationally, not just for the region they
 - Cr. Oakley - can't compare with Northland because that was an existing position. We can't employ additional staff when we're losing money.
 - Also clarified that the total amount was salary + ancillary costs.
 - Cr. Barker - would support this because of the value of the canals.
 - Cr. Coll - Can't support this at this time. In a financially stressed situation and it should be parked for a year.
 - Cr. Duley - Agree with Cr. Coll.
 - Cr. Koevoet - Disappointed by the managers' recommendation from a CSI perspective. As a national appointee still support the application. Lack of honorary rangers in the region to undertake compliance and the one that is there believes they are not being supported by F&G. Highlighted significant percentage of illegal activities amongst anglers in this area. Additional to canals the upper Ohau river needs compliance work.
 - Chair - If this money wasn't available would licences decrease by 8-900? Given the thought is for funding a person for 100% ranging activity is there ability within that one salary to do all this work?

- Cr. Koevoet - extra staff member will give 133 ranger days into the program. Won't just be done by the one person though.
- Cr. Duley - is there opportunity for collaborative work from neighbouring regions?
- Council split 6-6, chair's casting vote means that the application is not supported. Application not supported.

2.8 Designated Waters Update



NZC 23/04 - 14 Resolution

That the New Zealand Fish and Game Council receives the Designated Waters licence fees update report.

CARRIED

Decision Date: 21 Apr 2023
Mover: Tom Kroos
Seconder: Dean Phibbs



NZC 23/04 - 15 Resolution

That the New Zealand Fish and Game Council agrees to amend the Designated Waters licence system to:

- Increase the limit on Non-Resident Day Licences to five per region; and
- Decouple Controlled Fisheries and Designated Waters.

CARRIED

Cr. Harris voted against the motion.

Decision Date: 21 Apr 2023
Mover: Dave Coll
Seconder: Linn Koevoet
Outcome: Approved



NZC 23/04 - 16 Resolution

That the New Zealand Fish and Game Council agrees to consult with regions on a \$5 Designated Waters Annual Licence Fee per region for Resident Anglers and a \$40 Designated Waters Day Licence Fee for Non-Resident Anglers.

CARRIED

Decision Date: 21 Apr 2023
Mover: Tom Kroos
Seconder: Dean Phibbs
Outcome: Approved

NCZ staff explained the proposed changes for the Designated Waters licence system.

Council discussed the merits of expanding the limits with some reservations expressed by members.

2.9 Residency Definitions



NZC 23/04 - 17 Resolution

That the New Zealand Fish and Game Council receives the Residency Definitions report; and

Agrees to consult with regions on amending the definition of Resident and Non-Resident to align with definitions in the Immigration Act.

CARRIED

Decision Date: 21 Apr 2023
Mover: Gerard Karalus
Seconder: Dave Harris
Outcome: Approved



NZC 23/04 - 18 Resolution

That the New Zealand Fish and Game Council requests NZC staff to undertake further analysis of licence sales implications and for this information to feed into the 15 June 2023 NZC meeting.

CARRIED

Decision Date: 21 Apr 2023
Mover: Dave Harris
Seconder: Darryl Reardon
Outcome: Approved



LWP Residency Definitions Implications

That the Licence Working Party consider any implications on amending the definition of Resident and Non-Resident on the licence fees system and process.

Due Date: 15 Jun 2023
Owner: Carmel Veitch

2.10 Draft Reserves Policy



NZC 23/04 - 19 Resolution

That the New Zealand Fish and Game Council receives the draft Reserves Policy report; and

- **Agrees to consult on the draft National Reserves Policy as presented.**

CARRIED

Decision Date: 21 Apr 2023
Mover: Debbie Oakley
Seconder: Linn Koevoet
Outcome: Approved

It was noted that this was a change to levy paying regions holding 20% of budget vs. 20% of income.

2.11 GBHT Nominations



NZC 23/04 - 20 Resolution

**That the New Zealand Fish and Game Council receives the Game Bird Habitat Trust Board appointees report; and
 Recommends to the Minister of Conservation the appointment of:**

- Chantel Whitby
- Mark Sutton
- Andy Garrick; and

- **Agrees to endorse the nomination of Andy Tannock as Chair of the Game Bird Habitat Trust Board.**

CARRIED

Decision Date: 21 Apr 2023
Mover: Greg Duley
Seconder: Dave Harris
Outcome: Approved

The Chief Financial Officer spoke to the paper, clarifying that currently there were two members on the Trust Board with NZC requested to nominate three positions to recommend to the Minister of Conservation for appointment, noting consideration was to be given to geographic spread and appointing a North Island trustee.

Council noted the two incumbents were doing a great job and suggested both be recommended to the Minister for appointment to the Trust Board and nominate Andy Tannock as Chair.

2.12 Staff Development Grant



NZC 23/04 - 21 Resolution

**That the New Zealand Fish and Game Council receives the staff development grant application; and
 Agrees to the Managers recommendation for the \$6,000 staff development grant to be allocated to Steve Dixon.**

CARRIED

Four members voted against the motion.

Decision Date: 21 Apr 2023
Mover: Debbie Oakley
Seconder: Dave Coll
Outcome: Approved

It was noted that Managers supported the one application received and that there were no other nominations. It was suggested that applicants present to Council in future as part of the staff development grant application process.

2.13 Budget and Licence Fee Recommendation



NZC 23/04 - 22 Resolution

**That the New Zealand Fish and Game Council receives the 23/24 Budget and Licence Fee Recommendation report; and
 Agrees that the 2023/24 Adult whole season sports fish licence of \$153 and the Adult whole season game licence fee of \$113 (inclusive of the \$5 Game Bird Habitat Stamp) inclusive of GST be accepted.**

CARRIED

One member voted against the motion.

Decision Date: 21 Apr 2023
Mover: Greg Duley
Seconder: Linn Koevoet
Outcome: Approved



NZC 23/04 - 23 Resolution

That the New Zealand Fish and Game Council:

- Approves the contestable funding applications to the value of \$2,670,560. (\$2,032,189) from the Licence fee and \$638,371 approved from Reserves)
- Approves the Total Budgets of \$13,270,779 (subject to licence fee approval)
- Agrees that the licence categories be charged at the agreed ratios for all categories; and
- That the Licence fee(s) and budget go to the regions for consultation.

CARRIED

Decision Date: 21 Apr 2023
Mover: Dean Phibbs
Seconder: Tom Kroos
Outcome: Approved

The Chief Financial Officer outlined the proposed licence fees options and the implications on the Contestable Fund application process as follows:

- Fish \$149 Game \$109 results in a deficit of \$999,000 with regions using \$360,000 reserves for one-off operational expenses and two councils requiring a top-up.
- Fish \$152 Game \$112 results in a deficit of \$735,000 with regions using \$97,000 reserves for one-off operational expenses and one council requiring a top-up.
- Fish \$153 Game \$113 results in a deficit of \$647,000 with regions using \$9,000 reserves for one-off operational expenses and one council requiring a top-up.

The following was also noted during discussion on the options:

- Anything above \$153 would increase the family licence over \$200, which was not considered acceptable.
- NZC staff were recommending option two for licence fees, being Fish \$152 and Game \$112.
- Option three was supported to keep up with inflation.
- Need to ensure if reserves are used the remaining amount of \$6.7m was sufficient.

2.14 Public Excluded Motion



NZC 23/04 - 24 Resolution

That the New Zealand Fish and Game Council excludes the public from the papers as noted in the following table and agrees that staff remain to provide advice to Council on all items for Part II of the meeting:

(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	Section 48(1) grounds
Confirm Public Excluded Minutes 161	As per PE motion in Minutes 161.	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.
Magazine	S9(2)(j) OIA	

4.2 CE Report



That the New Zealand Fish and Game Council receives the CEO repor...

That the New Zealand Fish and Game Council receives the CEO report for information.

CARRIED

Decision Date: 21 Apr 2023
Mover: Darryl Reardon
Seconder: Tom Kroos
Outcome: Approved

The CEO spoke to her update report.

A query was raised on Fish and Game's involvement in the High Country Advisory Group with staff to investigate this and report back to NZC at its next meeting.



High Country Advisory Group

1. NZC staff to follow up with LINZ on the High Country Advisory Group membership.

Due Date: 15 Jun 2023
Owner: Corina Jordan

4.3 Licence Sales Update



That the New Zealand Fish and Game Council receives the Licence S...

That the New Zealand Fish and Game Council receives the Licence Sales Update report for information.

CARRIED

Decision Date: 21 Apr 2023
Mover: Debbie Oakley
Seconder: Dean Phibbs
Outcome: Approved

4.4 NZC Finance Report



That the New Zealand Fish and Game Council receives the NZC Finan...

That the New Zealand Fish and Game Council receives the NZC Finance Report for the four months ended 28 April 2023 with a surplus of \$393,571.

CARRIED

Decision Date: 21 Apr 2023
Mover: Debbie Oakley
Seconder: Linn Koevoet
Outcome: Approved

Noted that the date listed should read 28 February 2023 and currently the Review budget was unspent, however, this was all allocated and would be spent across this and next financial year.

4.5 National Finance Report



That the New Zealand Fish and Game Council receives the National ...

That the New Zealand Fish and Game Council receives the National Finance Report for information.

CARRIED

Decision Date: 21 Apr 2023
Mover: Dave Coll
Seconder: Darryl Reardon
Outcome: Approved

The Chief Financial Officer noted that the budget was half way through the current financial year with most regions tracking well, and the National budget was at 27% of YTD as it fluctuated based on RMA and Research spend, as well as magazine costs.

4.6 General Business

Nothing was raised or discussed under General Business.

4.7 List of Acronyms

4.8 Public deputation

Bryce Johnson presented to NZC on his reflections on the current threats to the organisation based on his experience in this role.

5. Close Meeting

5.1 Close the meeting

Next meeting: NZ Council - Meeting #163 (Via Zoom) - 15 Jun 2023, 7:00 pm

Signature: _____

Date: _____

MINUTES (in Review)

NZ COUNCIL - MEETING #163 (VIA ZOOM)



Name:	New Zealand Fish and Game Council
Date:	Thursday, 15 June 2023
Time:	7:00 pm to 8:15 pm (NZST)
Location:	Zoom Call , Zoom Call
Board Members:	Barrie Barnes, Dave Coll, Dave Harris, Dean Phibbs, Debbie Oakley , Gerard Karalus, Linn Koevoet, Mike Barker, Steve Haslett
Attendees:	Carmel Veitch, Corina Jordan, Jane Hutchings, Maryse Ropiha
Apologies:	Darryl Reardon, Tom Kroos, Greg Duley

1. Opening meeting

1.1 Welcome

The Chair welcomed everyone to Fish and Game's National Council meeting being held online, noting Zoom meeting protocols and clarified that as an Extraordinary meeting of Council, these and the 21 April 2023 Council minutes would be confirmed as a true and correct record at the next Council meeting held in person on 18 August 2023.

1.2 Apologies/Declaration of Interests

It was noted that the Council's register of interest was to be updated to include Steve Haslett's interests. The Chair reminded Councillors to send any updates for the register of interest to the NZC EA. It was also requested that the NZC meeting dates be recirculated and updated in calendars.



23/06 - 01 Resolution

That the Fish and Game New Zealand Council receives and accepts the apology from Gerard Karalus for lateness, and apologies from Darryl Reardon, Tom Kroos and Greg Duley.

CARRIED

Decision Date:	15 Jun 2023
Mover:	Linn Koevoet
Seconder:	Debbie Oakley
Outcome:	Approved



NZC Meeting Dates Recirculated

That the NZC meeting dates for the rest of 2023 be recirculated and updated in calendars.

Due Date:	30 Jun 2023
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Owner: Maryse Ropiha

1.3 Confirmation of Agenda and Urgent Items

The Council adopted the agenda with all papers accepted as read.

The NZC CEO noted that this meeting was in place so Fish and Game could make its recommendation to the Minister of Conservation on the 2023/24 Licence Fees for consideration by the 19 June 2023 deadline.

The draft Performance Management Policy was also included in the agenda for consideration with the NZC CEO noting this was part of the Ministerial Review recommendation for the NZFGC to adopt a full suite of governance and corporate policies which are binding on itself and all FGCs.

1.4 Confirmation of Minutes

Confirmation of the Draft 21 April 2023 NZC Meeting #162 Minutes are for information only and are to be confirmed at the 18 August 2023 in-person NZC Meeting.

1.5 NZC Correspondence

2. Decision Required

2.1 2023-24 Licence Fee



23/06 - 02 Resolution

That the New Zealand Fish and Game Council receives the 2023/24 Licence Fees information and considers the consultation received from the regions; and

Agrees that the licence fees and categories as set out in the appended schedule, and specifically:

a. That the 2023/24 adult whole season sports fish licence fee is set at \$153 and that the adult whole season game licence is set at \$113 (inclusive of a \$5 fee for the Game Bird Habitat Stamp), with all proportional changes to remaining licence fees and categories including a \$5 fee being added to the sea run salmon licence endorsement (as a cost-recovery mechanism).

b. That a new licence category is established called a Designated Waters Licence, available as a \$5 annual licence per Fish and Game region for resident anglers and as a day licence to non-resident anglers at a fee of \$40; and

Delegates to the Chief Executive the authority to recommend to the Minister the NZC Licence fee recommendation.

CARRIED

Dave Harris voted against the motion.

Decision Date: 15 Jun 2023
Mover: Debbie Oakley

Seconder: Gerard Karalus
Outcome: Approved

The Chief Financial Officer spoke to the paper noting that feedback on the 2023/24 Licence Fees had been received from all regions, apart from the late feedback received today from West Coast Regional Council as they only met yesterday, however, all supported the proposed 2023/24 Licence Fees.

It was noted that North Canterbury feedback had not been received to date and Northland Regional Council did not support the annual \$5 charge to residents.

It was clarified that North Canterbury feedback was to be submitted today and the proposed fees were supported.

Council noted that its support of the proposed 2023/24 Licence Fees was to retain balance and ensure the continuation of the organisation, namely with the fees being the main contributor in revenue generation and 77% of expenses needing to keep up with inflation.

2.2 Draft Performance Management Policy

The NZC CEO discussed the high-level consistent approach of a draft Performance Management Policy within the context of Fish and Game discharging its duties as an employer and aligning with Local Government standards for performance management. It is proposed that performance reviews are carried out every six months with staff and emphasis on enforcing organisational values and development areas as part of this. The initial review checks alignment with agreed KPIs with the formal review six months later focusing on remuneration.

It was noted that Managers were supportive of the policy, however, there were queries about establishing a national policy for individual employment contracts in different regions with this to be clarified and included as part of the consultation process with regions.

The following was suggested by Council as part of the performance management process:

- Linking performance to job descriptions and considering adjustments.
- Referencing page 57 for job scope assessment and job description relevance.
- Following productive consultation with Managers, should also be consulted/shared with staff and regional councils.
- Noted that staff may resist changes in job scope.
- Consultation policy to also go out for information.
- HR Business Partner to review feedback and ensure job description changes require staff confirmation.



23/06 - 03 Resolution

That the New Zealand Fish and Game Council receives the draft Performance Management Policy information; and
Agrees that the Draft Performance Management Policy be circulated to regions for feedback.

CARRIED

Decision Date: 15 Jun 2023
Mover: Mike Barker
Seconder: Linn Koevoet
Outcome: Approved

3. Reports to Note

3.1 Residency Definitions

The NZC CEO commented that the majority of regions supported alignment with Immigration Act and DOC guidelines, however, the following points of non-support were identified:

Auckland/Waikato: Did not support changing current residency definition. Foreign nationals on temporary visas were taxpayers with low-paying jobs and they should have similar benefits as residents.

Wellington: Did not support amendments, reliance on DOC Taupo fishers and Immigration Act definitions not ideal with additional information on this provided in Wellington's letter attached to the paper/in Agenda.

Eastern Region: Not supported due to concerns over disadvantaging students and work visa holders. Paying non-resident licence fee would penalise those contributing to the county's economy through taxes and student fees.

How this was to be enforced was discussed with it noted the only time this could be implemented was at the time of purchasing a licence or Rangers could check licences while individuals were fishing. It was also highlighted the large numbers of short-term workers and concerns about reinforcing resident status for these workers.

The NZC CEO advised that the definitions would not change this fishing season, and suggested a decision be postponed until the NZC 18 August 2023 meeting.

The following was also noted:

- Work visa different from working holiday visa, including specific conditions for work visas and minimum wage + 8% payment requirement.
- Urged clear definitions for student visas, working holiday visas, and other options for those entering before August.
- Consideration of alignment with Australia's policies where work can be done without a visa.
- Requested additional information to understand various visa statuses for the upcoming August meeting.



23/06 - 04 Resolution

That the New Zealand Fish and Game Council receives the Residency Definitions consultation update;

Considers the consultation received to date from the Regions; and

Notes that the decision on amending the definition of resident and non-resident to align with the Immigration Act and DoC Taupō will be considered at the 18 August 2023 NZC meeting.

CARRIED

Decision Date: 15 Jun 2023
Mover: Gerard Karalus
Seconder: Dean Phibbs
Outcome: Approved



Residency Definitions Visa Classification

Include visa classification clarification in the Residency Definitions paper for the 18 August 2023 meeting.

Due Date: 18 Aug 2023
Owner: Corina Jordan

3.2 Remuneration Policy



23/06 - 05 Resolution

That the New Zealand Fish and Game Council notes the feedback on the draft Remuneration Policy and recommends that the final policy be submitted for approval at the 18 August 2023 Council meeting.

CARRIED

Decision Date: 15 Jun 2023
Mover: Debbie Oakley
Seconder: Mike Barker
Outcome: Approved

The NZC CEO noted that feedback was received from various regions regarding the policy with some concerns raised, including the required two meeting cycles before approval and whether the policy could be applied nationally.

Other concerns on the Policy included:

Auckland/Waikato: Role definitions and salary bands. Requirement for two rounds of regional council meetings according to NZC's Policy on setting Policies.

CSI: Commerce Act not considered in policy development, potential "price fixing" concern. Legal opinion sought, discussions ongoing.

Otago: Appreciation for salary band review. Questioned NZC's involvement in non-statutory matters. Suggested amendments, most incorporated. Section 4's removal is the major unresolved issue, which they consider to be out of line with the process for budget setting, as distribution of funds is the responsibility of each council, therefore Section 4 should be removed.

It was queried if the revised policy would return to regions for feedback. It was clarified that the regions would receive an update following this meeting with more time given to consider the policy and final proposal to come to NZC at its 18 August 2023 meeting for consideration.

The following was also raised:

- Could regions override recommended salaries and was the NZC CEO role to ensure consistency.
- If policy binds regions, should it be guidelines instead? Encourage through budget approval process.

The NZC CEO clarified that the policy was not binding on regions and was intended to provide fair and transparent information. It engaged staff under relevant Acts (Conservation Act, Local Government Act and Public Services Act) while supporting national consistency and maintaining positive regional relationships.

There was support for the policy, which was long awaited at Fish and Game, and the move to unify the organisation through these processes. It was suggested that section 9.5 in the policy be amended for clarity.

Greg Duley joined the meeting at 7.51 pm.



Remuneration Policy Amendment

Section 9.5 in the Remuneration Policy to be amended for clarity.

Due Date: 18 Aug 2023
Owner: Jane Hutchings

3.3 NZC Finance Report



23/06 - 06 Resolution

That the New Zealand Fish and Game Council notes the NZC Finance Report for the nine months ended 31 May 2023 with a surplus of \$166,969.

CARRIED

Decision Date:	15 Jun 2023
Mover:	Steve Haslett
Seconder:	Dave Harris
Outcome:	Approved

The Chief Finance Officer noted the Statement of Financial Performance tables attached in the Agenda, highlighting the following:

- Magazine expenses overbudget as indicated on page 84, due to increased post and paper costs.
- Year-to-date (YTD) expenses were 129k overbudget.
- Governance budgets on page 85, included NZC budget shortfall of 58k YTD with an anticipated overspend of 5-8k.

The governance budget overspend was discussed further with the following also noted:

- Investigation meeting held on 10 June 2023, airfare expenses exclusion and lawyer fees to be included.
- Under Regional Audit, strategic pay remuneration advice costs were pending.
- Ministerial Review Implementation, at the August NZC meeting a formal recommendation would be required for unspent funds to go to reserves for the next year (similar process to the RMA/Legal Fund).
- Under Staff Expenses, numerous recruitments were undertaken this year, including the utilisation of employment consulting services.
- Minor error noted on page 83 with an extra zero to be added to correct the value to \$160,000.

The following was noted for updating accordingly:

- There would be more legal costs to be updated in the final budgets.
- The accounts would not be ready in time for the 18 August NZC meeting, however, forecasts would be provided up to 31 August.
- Any savings from staff leaving to be updated appropriately, however, noted that this would all be utilised for the backfilling of positions and accounting for market movement.
- The staff budget for the next financial year would be revised and updated figures presented at the August NZC meeting.

3.4 General Business

Designated Waters: Council discussed Designated Waters going to the Minister of Conservation at the same time as the proposed Licence Fees and concerns raised on the process with Designated Waters identified as part of the Anglers Notice in June, after the Licence Fees are approved, and the fishing licences and fees implemented through the Sports Fish Licences Fees and Forms Notice in July.

The NZC CEO explained the current process under Fish and Game's statutory requirements regarding NZC's power to recommend licence fees to the Minister including NZC pulling together the Anglers Notice from the regions directly and giving careful consideration to the regional councils feedback when reaching its decision as to the level of licence fee that would be

appropriate. She noted that if there was unconformity between the proposed Licence Fees with the Anglers Notice, based on legal advice received, there were only two options for the Minister to consider when presented with the proposed Licence Fees, as we cannot modify the Anglers Notice once the Licence Fees are approved, which are to either accept the proposed Licence Fees or return to Fish and Game with areas to consider further.

3.5 List of Acronyms

4. Close Meeting

4.1 Close the meeting

Next meeting: NZC Meeting - #165 (Wellington Airport) - 18 Aug 2023, 9:00 am

New Actions raised in this meeting

Item	Action Title	Owner
1.2	NZC Meeting Dates Recirculated Due Date: 30 Jun 2023	Maryse Ropiha
3.1	Residency Definitions Visa Classification Due Date: 18 Aug 2023	Corina Jordan
3.2	Remuneration Policy Amendment Due Date: 18 Aug 2023	Jane Hutchings

Signature: _____

Date: _____

Correspondence Register 2023						
Date	In/Out	Reference	Received From	Addressed To	Summary	Date Filed
11/05/2023	Out		Corina Jordan (NZC CEO)	Kilwell Sports Ltd	Congratulate & thank you to Kilwell Sports on 90th anniversary celebration in business and appreciation of support of F&G over the years.	11/05/2023
7/06/2023	In	I29	Ian Hadland (Otago F&G Council)	Corina Jordan	Otago Feedback on Remuneration Policy.	6/06/2023
27/06/2023	In	I30	Alan Strong (North Canterbury F&G Council)	Corina Jordan	North Canterbury Licence Fee Consultation.	20/06/2023
28/06/2023	Out		Corina Jordan (NZC CEO)	Eugenie Sage (Environment/Select Committee Chair)	Letter of appreciation on efforts to include protection of the habitat of trout and salmon in the revised Natural and Built Environment Bill (NBE Bill).	28/06/2023
28/06/2023	Out		Corina Jordan (NZC CEO)	Hon David Parker (Environment Minister)	Letter of appreciation on efforts to include protection of the habitat of trout and salmon in the revised NBE Bill.	28/06/2023
29/06/2023	In	I31	Mark Webb (CSI F&G Council)	Corina Jordan	CSI Anglers Notice recommendations.	26/05/2023
30/06/2023	Out		Corina Jordan (NZC CEO)	Eugenie Sage (Environment/Select Committee Chair)	Letter on analysis of recommendations on the NBE Bill recommending change to the definition of ecological integrity to include the protection of the habitat of trout and salmon - clause 5(6AB).	30/06/2023
30/06/2023	Out		Corina Jordan (NZC CEO)	Hon David Parker (Environment Minister)	Letter on analysis of recommendations on the NBE Bill recommending change to the definition of ecological integrity to include the protection of the habitat of trout and salmon - clause 5(6AB).	30/06/2023
7/07/2023	In		Harry Evans (Office of Hon Willow-Jean Prime MP)	Corina Jordan	Acknowledgement letter from Minister of Conservation for provision of the 2021-22 annual reports for NZ F&G Council, the 12 Fish and Game regional councils, and the New Zealand Game Bird Habitat Trust with the annual reports to be presented to the House of Representatives.	27/07/2023
7/07/2023	Out		Corina Jordan (NZC CEO)	Mr Ken Lloyd	Response Letter re. operation of Salmon Hatchery on McKinnon's Creek (referred letter from Minister of Conservation to F&G given the substance of the issues you raise regarding regional operational matters.	7/07/2023
10/07/2023	Out		Corina Jordan (NZC CEO)	Hon David Parker (Environment Minister)	Letter on revised Drafting NBE Bill & Review of Environment Committee's Report regarding draft Bill not achieving its central purpose; to uphold Te Oranga o te Taiao in a manner that is consistent with Te Tiriti o Waitangi.	10/07/2023
17/07/2023	Out		Corina Jordan (NZC CEO)	Individual Environment/Select Committee members (x 8)	Letter of appreciation on efforts to include protection of the habitat of trout and salmon in the revised NBE Bill and analysis of recommendations on the NBE Bill recommending change to the definition of ecological integrity to include the protection of the habitat of trout and salmon.	17/07/2023
19/07/2023	Out		Corina Jordan (NZC CEO)	Zane Moss (Southland F&G Regional Manager)	Clarification letter on the background of the Licence fee, the Sports Fish Fees and Forms Notice and Anglers Notice approval process which impacted Southland Regional Council.	19/07/2023
26/07/2023	In	IN32	Karen Belt (Office of Hon Willow-Jean Prime MP)	Corina Jordan	Memo on progress of implementation of 2021 governance review.	27/07/2023
26/07/2023	In	IN33	Ian Hadland (Otago F&G Council)	Corina Jordan & Barrie Barnes	Guides license implementation concerns.	27/07/2023
27/07/2023	In	IN34	Harry Evans (Office of Hon Willow-Jean Prime MP)	Corina Jordan	Anglers notice and submission (two parts).	27/07/2023

NB: Copies of correspondence can be provided on request from the NZC Office.

2023-24 Annual Meeting and Budget Timetable

NZ Fish and Game Council Meeting 165 – 18 August 2023

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 (NZC) seeks approval for the 2023-24 Annual Meeting and Budget Timetable to go out for Consultation.

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 the Meeting and Budget Timetable:
 - 2.1 Five NZC meetings in the 2023/24 financial year.
 - 2.2 24th and 25th November 2023 – In Wellington.
 - 2.2 16th to 18th February 2024 – In Wellington.
 - 2.3 19th to 20th April 2024 – In Wellington.
 - 2.4 18th June 2024 – Online.
 - 2.5 23rd August 2024 – In Wellington.
 - 2.6 One NZC meeting agreed for the 2024/25 financial year.
 - 2.7 13th and 14th December 2024.
 - 2.8 One Chairs/NZC meeting/Governors Forum.
 - 2.9 17th February – In Wellington.
3. Consult with the Regional Councils on the Meeting and Budget timetable for 2023/24.

Whakarāpopoto - Executive Summary

4. The Meeting and Budget Timetable for 2023/24 sets out the important dates that need to be considered for the NZC to fulfil its statutory obligations of co-ordination of the Anglers Notice, Licence Fees and Forms and Elections.
5. Meeting dates have been set to ensure Regional Councils are consulted and that there is adequate time for regional feedback.
6. Meeting dates have also taken into consideration the 2024 Fish and Game Elections.

Takenga mai - Background

7. The Draft 2023-24 Annual Budget and Meeting Schedule is presented to the NZC for approval to go out for consultation.
8. The meeting schedule highlights the processes that need to be followed for the Budget, regulations and licence fees to be approved by the Minister.
9. Regional Councils need to set their meetings to fit around the NZC meeting dates to ensure feedback on licence fees and regulations can be given.
10. This year, the NZC faced some challenges with the licence fees proposal as it was thought that the Minister was not well enough informed with the new Designated Waters licence category being presented for consideration.
11. Discussions with DOC and the Minister's Office indicated that in order for this process to run more efficiently in the future, the Licence Fee proposal, Anglers Notice and the Sports Fish Licence Fees and Forms Notice need to be presented together, noting there will be a new procedure for 2024.
12. In 2024, Fish and Game hold their triennial Elections. Important dates around the Election are included in the attached timetable.
13. The first meeting date for the newly elected Regional Councils must be held before 20th November (three weeks from taking office). This pushes out the date for the NZC meeting to 13th and 14th December, as regions are required to appoint a member to the NZC at their first meeting.

Kōrerorero - Discussion

14. Most of the meetings have been set to comply with the NZC to fulfil its statutory obligations of co-ordination of the Anglers Notice, Licence Fees and Forms and the Elections.
15. The Governors meeting scheduled for 17th February 2023 is a meeting that could be rescheduled or declined by NZC. The funds for this meeting may be used instead for online governance training or targeted at a different time to align with the NZC strategy.
16. At present, the August meeting has been scheduled for a one day meeting only.

Ngā kōwhiringa - Options

17. The Council may:
 - a. Agree to the meeting and budget timetable for consultation.
 - b. Agree to amend meeting and budget timetable prior to consultation; or
 - c. Agree to not accept the meeting and budget timetable.

18. The Council will have a further opportunity to consider the meeting and budget timetable following consultation.

Whai whakaaro ki ngā whakataunga - Considerations for decision-making

Financial Implications

19. The 2023/24 Budget allows for four in person NZC meetings. The Budget is \$60,000.
20. The 2033/24 Budget allows \$12,000 for a joint Chairs/NZC meeting/Governors Forum; and
21. \$15,000 for one in person Managers meeting.
22. These budgets are tight and with increases in flights and accommodation, these will need to be carefully managed.

Legislative Implications

23. The dates in the timetable are to ensure that the Fish and Game Elections Regulations 1990 are adhered to and Section 26C of the Conservation Act.
24. The dates also ensure the Minister is adequately briefed and is given sufficient time for decision making.

Section 4 Treaty Responsibilities

25. Nil Section 4 Treaty responsibilities.

Risks and mitigations

26. Regional Councils need to align their meeting to ensure they are able to respond to consultation on from the NZC in a timely manner.
27. All regions need to conform with the Fish and Game Election Regulations. This meeting timetable sets out the required dates for all regions to plan for this.
28. The Minister may not approve the Licence Fees and Forms or our regulations if F&G does not provide the adequate information on a timely manner.

Consultation

29. Once the Draft Meeting and Budget timetable is approved by NZC, it will go out to all Regional Councils for consultation.
30. Regional Councils will need to provide feedback by 1 November 2023.

Ngā mahinga e whai ake nei - Next actions

31. If agreed, the consultation document will be circulated by 25th August 2023.

2023-24 Annual Budget & Meeting Timetable Draft NZC August 2023

Colour Key:

	Public Holidays
	NZ Council Meetings
	Meetings of Managers
	NZGBHT Board
	Governors Meetings (Chairs and NZC)

Month	Date & Day	Subject
September 2023	1 st Friday	New Financial Year for Fish & Game
	22 nd Friday & 23 rd Saturday	GBHT Board Meeting in Hawke's Bay – including field trip on Saturday
October 2023	1 st Sunday	Sport Fishing Opening
	23 rd Monday	Labour Day
November 2023	1 st Wednesday	High country sports fishing opening (Otago & Southland)
	2 nd Thursday	Managers meeting by zoom to feed into the NZC meeting on 24 th and 25 th
	4 th Saturday	High country sports fishing opening (North Canterbury and CSI)
	24 th & 25 th Friday - Saturday	NZ Council Meeting – Wellington – set strategic priorities for 2024/25
December 2023	14 th Thursday	Managers meeting 10-12.30 by Zoom – Last one for year-required?
	25 th Monday	Christmas Day
	26 th Tuesday	Boxing Day
	22 nd Friday	All Variance report and Reserves Schedules to CV - Finance
	29 th Friday	All Regional Council Annual meetings must be completed
January 2024	1 st Monday	New Year's Day
	2 nd Tuesday	New Year's Day observed
	26 th Friday	CV to return summary of Variance Reports and Reserves updates to Managers with queries
	31 st Wednesday	LWP to forecast Licence Sales (forecast week before 29 th report)
	31 st Wednesday	Final Day for regulation details from Fish & Game Councils for Game Notice
February 2024	2 nd Friday	World Wetland Day, release of 2024 Habitat Stamp
	2 nd Friday	Final circulation of Variance Reports to Managers
	2 nd Friday	Draft Game notice and submission to DOC for comment
	6 th Tuesday	Waitangi Day
	8 th Thursday	Managers Meeting – zoom
	9 th Friday	Final day for game regulation guide content to be sent to NZC
	19 th Monday	Game Notice and Submission to MOC and Gazette office
	16 th to 18 th Friday to Sunday	NZ Council meeting in Wellington – includes Licence forecast
	17 th Saturday	Governors – NZC and Chairs. Planning and Governance
23 rd Friday OR following week	Publish Game Notice in NZ Gazette	
March 2024	14 th Thursday	Game Bird hunting licences go on sale(2 nd Thursday)
	18 ^h Monday	Magazine Out (Game)
	20 th Wednesday	Final date for receipt of draft budgets and contestable fund applications
	28 th Thursday	Applications Close for Staff Development Grant
	29 th Friday	Good Friday
April 2024	1 st Monday	Easter Monday
	7 th Sunday	Mark-up or Pegging Day – 4 weekends before opening

Month	Date & Day	Subject
	12th Friday	Circulation of budgets, contestable funding applications and budget summaries
	18th Thursday	Meeting of Managers in Wellington
	19th Friday	Joint NZ Council & Managers Meeting in Wellington in am
	20th Saturday	NZ Council Meeting in Wellington
	25th Thursday	Anzac Day
May 2024	4 th Saturday	Game Bird Season Opening
	23 rd Thursday	Managers meeting zoom to feed into NZC June 18 th meeting??
	31 Friday	Final date for receipt of Fish & Game regional responses to licence fee proposals Anglers Notice & SFLFFN backcountry/sea run salmon content to be sent to NZC
June 2024	3rd Monday	King's Birthday
	18th Tuesday	NZ Council Meeting – ZOOM 7pm to 9pm
	20 th Thursday	Licence fee submission, Anglers Notice and SFLFFN to MOC
	27th Thursday	Final Day for submissions for NZGBHT Grant applications
	28th Friday	Matariki
July 2024	9th Tuesday	Send out grant submissions to GBHT Board Members
	17th Wednesday	GBHT Board Zoom 11am
	18 th Thursday	Publish Anglers Notice in NZ Gazette
August 2024	1st Thursday	Managers meeting 10-12.30 pm Zoom
	12th Monday	Election Nominations open
	8th or 15th Thursday	Sports Fishing Licences go on sale 2 ND THURSDAY IN August
	29th Thursday	Election Nominations close
	23rd Friday	NZ Council Meeting in Wellington one day?
	26th Monday	Magazine out (Fish)
	31 st Saturday	End of Financial Year Fish & Game
September 2024	11th Wednesday	Election Roll Closes
	6th and 7th Friday and Saturday	GBHT Board Meeting in TBC
	19th Thursday	Voting papers sent out
October 2024	1st Tuesday	Sport Fishing Opening
	15th Tuesday	Election Postal Dates Close
	30th Wednesday	Elected Members take office
	28th Monday	Labour Day
November 2024	1st Friday	High country sports fishing opening (Otago and Southland)
	7th Thursday	Managers meeting by zoom -10-12.30 to feed into the NZC meeting 22nd
	2nd Saturday	High country sports fishing opening (North Canterbury and CSI)
	20th Wednesday	Last day for New Regional Councils to hold meeting (3 weeks after they take office)
December 2024	13th & 14th Friday /Saturday	NZ Council Meeting – Wellington – Strategy for 2025/26
	20th Friday	All Variance and Reserves Schedules to CV
	31st Tuesday	Last Day for Regional Councils to hold Annual Meeting

Research & Monitoring Programme Updates

NZ Fish and Game Council Meeting 165 – 18 August 2023

Prepared by: Heather Sanders Garrick, Quantitative Ecologist, NZ Fish and Game Council

Kōrero taunaki - Summary of considerations

Purpose

This report provides an update to the New Zealand Fish and Game Council (NZC) on the status of ongoing research funded by the Research Fund, progress regarding the monitoring programme review, staff changes related to these two programmes, and updated draft research strategy.

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 Research and Monitoring Programme update.
2. Receives the draft Research Strategy; and
3. Notes that staff will engage with the Research Subcommittee to produce the final draft strategy for consideration at the 24th November 2023 NZC meeting; and
4. Notes the current status of ongoing studies funded by the Research Fund.

Takenga mai - Background

1. As of 30 June 2023, there is \$251,442 committed funds from the Research Fund. There is an available balance of \$64,208 to fund new research applications in the 2023/24 fiscal year.
2. As of 1 January 2023, there were 14 ongoing studies funded by the Research Fund. One study is an ongoing evaluation of game bird harvest nationwide; the most recent report from this study was issued in 2019. Five of the remaining 13 have provided updates this quarter.
3. In 2023, NZC approved contestable funding to review the current standard operating procedures for all monitoring programmes operated by Fish and Game staff. The goal of the review is to ensure that all monitoring uses current best practice science, is fit for purpose, and is consistent between regions.

Kōrerorero – Discussion: Research Updates

Women Angler Study

Staff Lead: Cohen Stewart, Southland

Project Reference: 77.2

4. The Women Angler study is divided into two phases. The first phase included the large-scale distribution of a survey aimed at gathering key information about the make-up, behaviours, and perspectives of women anglers in New Zealand. Analysis of the survey data from approximately 2,500 women anglers is now largely complete. The second phase, which is ongoing, involves in-depth follow-up interviews with a purposefully selected sample of women anglers (approx. 30). These interviews have commenced and are likely to be completed by mid-end July. Once the interview data has been analysed (mid/end July - mid/end August), the findings, together with those from the first phase, will be written up as a report. The report will be available mid-end September 2023.

Fishing for Mental Health

Staff Lead: Cohen Stewart, Southland

Project Reference: 78.1

5. The initial phase of this project entailed a qualitative study, where in-depth interviews were conducted with trout anglers to explore their comprehension and interpretation of wellbeing. Additionally, the study aimed to examine their perceptions regarding the influence of trout fishing on their overall wellbeing. To carry out this phase, a second-year medical student was engaged through a University of Otago summer studentship. This student conducted the interviews and analysed the interview data.
6. Presently, the research team is involved in preparing the results as a manuscript, intended for publication. The target timeline for manuscript submission is set for the end of July. We are now in the process of recruiting a research assistant to complete the quantitative phase of this research which involve an online survey that will assess trout fishing and licence holder wellbeing.

Mallard Brood Habitat Selection and Use

Staff Lead: David Klee, Auckland/Waikato

Project Reference: 76

7. While listed under ongoing research, this study was concluded in August 2019. Based on the findings of this study, the authors recommend that managers:
 - a. Increase sedge and rush habitat directly surrounding wetlands, while discouraging tall vegetation (i.e., trees and shrubs).
 - b. Maintain hedgerows or hedge plantings near important waterbodies.
 - c. Advocate for riparian margins and fence rows.

- d. Promote the creation and preservation of ephemeral wetlands; Advocate against the removal of sub-surface drainage during peak brood-rearing.

Limnological Variables on Food Web Dynamics in Lake Tarawera

Staff Lead: Matt Osborne, Eastern

Project Reference: 70

8. Lake Tarawera, an iconic rainbow trout fishery within the volcanic lakes of the North Island of New Zealand has been on a long-term decline in terms of trout size. This has raised questions of why this is occurring and what management actions could be employed within this lake to halt the decline and produce larger fish for anglers. The study quantified seasonal food web patterns within Lake Tarawera using stable isotope data to identify ecosystem-based management opportunities for the lakes rainbow trout fishery. Late autumn provided the greatest pelagic open-water-derived-diet in both smelt and trout. The pelagic resource growth was related to the increased abundance of mid-water column diatoms (deep chlorophyll maxima) a strong driver of zooplankton production. Trout weight within a given year was found to correlate more strongly with mid-water chlorophyll concentrations than any other depth/season combination. Analysis of long-term winter spawning escapement (Te Wairoa trap) showed density dependant population growth oscillated around an indicative carrying capacity of 1000 fish in an annual run. A density-dependant growth relationship showed population growth in a given year tended to be negative when population size in a preceding year tended to be large. Conversely growth was positive when the preceding years population was small. Population growth was greater than expected for a given year when the mean annual chlorophyll concentration was above average. A guideline matrix was created that demonstrated how two management actions (fish stocking and harvest regulations) could be used in an adaptive framework in response to trout population cycles and inter-annual variation in primary production.
9. This study was finalised in April 2023 with presentation of the final report from Cawthron.

Sustainable Food Harvest

Staff Lead: Chris Newton

Project Reference: 78.2

10. This project was funded during this funding cycle and has not commenced.

Review of Ongoing Monitoring Programmes

11. This began in mid-July with the development of a game bird monitoring focus group to identify perceived weaknesses and strengths in the current monitoring strategy. Next steps include the development of a fisheries monitoring focus group, the identification of external experts for consultation, and workshops with representatives from each region.

New Staff

12. Heather Sanders Garrick is seconded three days a week from the North Canterbury office for a one-year period. Heather will be coordinating research updates for studies funded by the research fund and the national review of monitoring programmes, including working across the organisation to develop Standard Operating Procedures for our Sportfish and Gamebird monitoring programmes, as well as conducting an in-depth examination of trends in licence sales.
13. Heather is a quantitative ecologist who recently relocated to New Zealand from the United States. She earned her B.S. in Wildlife Ecology from Iowa State University and her M.Sc. from the Caesar Kleberg Wildlife Research Institute, where she specialised in spatial and quantitative ecology. Since then, Heather has worked as a quantitative ecologist for the Iowa Department of Natural Resources, the Nebraska Game and Parks Commission, and as a private contractor for government agencies, universities, and private interest groups. She has

an extensive research background, and her previous studies include research on native game birds, sports fish, introduced vs. native species interactions, and R3 and licence sales.

Updated National Research Strategy

14. An updated version of the draft research strategy is attached for information. The goal of the Research Strategy is to guide spending from the Research Fund towards studies that support the organisation's long-term goals.

Ngā mahinga e whai ake nei - Next Actions

15. Staff will continue to work on the draft Research Strategy in consultation with the Research Subcommittee with the final strategy to be presented at the November 2023 NZC meeting.



JULY 2023

NEW ZEALAND FISH & GAME

National Research Strategy 2023-2030

Statutory managers of freshwater sports fish, game birds, and their habitat



WWW.FISHANDGAME.ORG.NZ



National Research Strategy

July 2023

Fish & Game manages, maintains and enhances sports fish and game birds and their habitats, in the best long-term interests of present and future generations of anglers and hunters. Research is a vital component of Fish & Game's mission, providing in depth knowledge of the species, habitats and stakeholders under their purview. In particular, Fish & Game aims to support the establishment and implementation of research programmes related to sports fish and game birds and their habitats, including: ecosystems and interactions, social perception of Fish & Game, angling, and game bird hunting, barriers to angling and hunting, and the economic impact of angling and game bird hunting.

The purpose of this document is to outline the research needs and priorities of New Zealand Fish & Game, and to provide guidance on the delegation of research funds. Additionally, this document outlines reporting procedures and requirements for research fund recipients.

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Research vs. Insights



Research

Research describes studies which subscribe to the scientific process, and typically involves the testing of a hypothesis. Research may include biological studies as well as studies in social science.

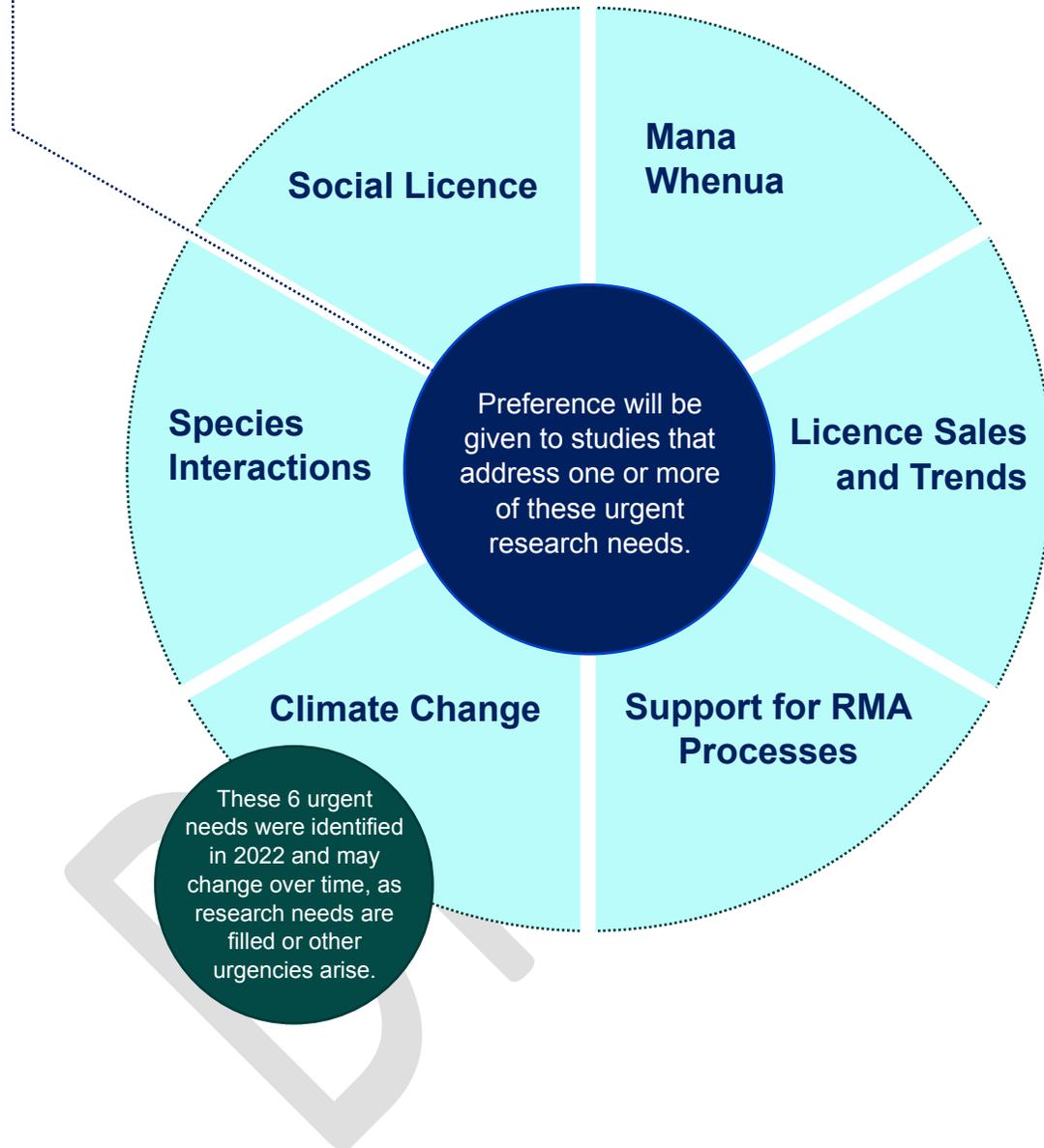


Insights

Insight studies gather, examine, and provide understanding of existing data. Insight studies might include things like analysing licence sales data to identify drivers behind user participation, or a critical examination of resource access. While these studies do not involve traditional

Both research and insight will be critical to meeting the long-term goals of New Zealand Fish & Game. As such, both research and insight studies are covered under the National Research Strategy.

Urgent Needs



Priority 1

Population Management

Objective 1:

Have confidence that the monitoring techniques used by Fish & Game are robust, undertaken consistently across all regions, and are fit for purpose.

Objective 2:

Have sufficient peer reviewed information to inform debate on any challenge to the status of sports fish or game birds.

Objective 3:

Detect any long-term population trends that may be caused by environmental conditions (e.g., climate change, land use change, etc.).

Objective 4:

Develop a robust population model to adequately describe population size of game bird species, and develop adaptive management programmes to effectively manage populations.

Priority 2

Access

Objective 1:

Define and openly promote current practical public access to the resource.

Objective 2:

Provide public access information to customers on appropriate communication platforms.

Objective 3:

Clarify legal access rights and opportunities for public.

Objective 4:

Define opportunities for legal public access to the resource that are not currently practical.

Priority 3

Habitat Management

Objective 1:

Identify the extent of positive influence of FISH & GAME advocacy or direct management on habitat and species.

Objective 2:

Have enough information to effectively advocate for or undertake large scale habitat restoration.

Priority 4

Resource Management Advocacy

Objective 1:

Achieve access to robust, peer reviewed technical documents that outline key considerations when dealing with resource advocacy.

Objective 2:

Develop a long-term regional spatial strategy that identifies crucial habitats for sports fish and game birds.

Objective 3:

Identify and evaluate regulatory options for protection of water quality and freshwater habitat. Understand how water quality and freshwater habitat degradation influences freshwater systems (e.g., introduced vs. indigenous species interactions).

Priority 5

Social Science

Objective 1:

Understand perceived value of the Fish & Game licences and the sports fish and game bird resource.

Objective 2:

Understand contribution of hunting and angling to the economy and overall public well-being.

Objective 3:

Identify motivations and drivers of satisfaction in hunters and anglers.

Objective 4:

Identify trends and changes in hunter and angler use of the resource over time.

Priority 6

Recruitment, Retention, Reactivation

Objective 1:

Develop communication platforms that allow implementation of an R3 programme.

Objective 2:

Develop R3 programme to identify and address barriers to participation.

Objective 3:

Identify the best ways to communicate with customers (and wider public) and develop a communication strategy to optimize licence holder engagement.

Areas of Focus

The New Zealand Fish & Game Research Fund provides funding for studies in the following focus areas:

Sports Fisheries

1. Managing risks to the sustainability of sports fish populations
2. Confirming that population monitoring programmes are based on robust science
3. Strategic research focused on:
 - a. long-term population and recruitment trend analyses
 - b. advocacy effort
4. Managing risks to change in legal status of sports fish

Game Birds

1. Managing risks to the sustainability of game birds populations
2. Confirming that population monitoring programmes are based on robust science
3. The efficacy of regulations to control harvest
4. Strategic research focused on:
 - a. long-term population and recruitment trend analyses
 - b. advocacy effort
5. Managing risks to change in legal status of game birds

Access

1. Managing risks to, and loss or hindrance of public access to the resource
2. Managing risks and opportunities to private access to the resource
3. Providing proactive and improved information regarding public access to the resource to all licence holders

Habitat Management

1. Opportunities for landscape scale and large scale habitat restoration
2. Impacts of Fish & Game activities on non-game species
3. Extent of habitat loss/degradation both in the short and long-term
4. Confirm that habitat monitoring programmes are based on robust science
5. Strategic research for advocacy effort

Resource Management Advocacy

1. Maintaining up-to-date, robust legal and technical information to support resource management advocacy positions benefitting sports fish and game birds
2. Providing technical support to staff involved in resource management advocacy
3. Identify the most efficient ways of engaging
4. Determine strategic environmental advocacy long term

Social Science

1. Maintaining and reinforcing social acceptability of angling and hunting
2. Supporting the concept of FISH & GAME as an important advocate for the public good
3. Gain understanding of public opinion that relates to Fish & Game resources and recreational use of the resource
4. Managing risks to change in the legal status of sports fish and game birds
5. Strategic research for hunter and angler use, satisfaction, and wellbeing that can be used for advocacy effort

Marketing & R3

1. Gaining a better understanding of the motivators for potential and existing customers
2. Gain an understanding of the perceived value of the licences and the resource
3. Understanding customers' needs to inform the implementation of an R3 programme (i.e., Recruitment, Retention, and Reactivation) and to improve FISH & GAME's ability to advocate for users

Application Evaluation

The purpose of the evaluation process is to ensure that all proposals submitted to Fish & Game for support under the National Research Fund are assessed in a fair and transparent manner. A template application can be located in Appendix A. Applications will be evaluated through a two-tier process.

Tier One

Information Needs:

The first tier of the evaluation process will be carried out by a committee of Fish & Game regional managers. During this phase, research proposals are evaluated on how well the proposed research meets the goals and research needs of the organisation. Proposals should be evaluated based on the following questions:

1. Does the study fall within one or more of Fish & Game's Areas of Focus?
2. Does the study address one or more of Fish & Game's Research Priorities?
3. How urgent is the output of the proposed study?
4. What is the risk to the organisation if the study is pursued? If it is not?
5. Are there any external funding opportunities?
6. Are there opportunities to collaborate with other organisations?

Tier Two

Merit of Methodology:

The first tier of the evaluation process will be carried out by a panel of experts with experience in the field of the proposed study. During this phase, research proposals are evaluated on the merit and completeness of the proposed methodology. Managers should evaluate proposals based on the following questions:

1. Does the proposal clearly outline their objectives?
2. Will the proposed methods address the listed objectives?
3. Are the proposed methods practical and feasible?
4. Can a practical action result from findings?

Following approval from both tiers of review, proposals will be passed to New Zealand Council for final funding approval.

Scoring System

During the second tier of the application evaluation process, applications will be scored as 'high', 'medium', or 'lower' priority. High priority proposals are the most likely to receive full funding Fish & Game. Lower priority proposals are unlikely to be fully funded by Fish & Game, but may receive smaller grants or technical support, or be redirected to a more appropriate funding source.

A sample score sheet can be located in Appendix D.

Evaluators Comments

Proposals must be evaluated based on the details listed at the time of the application, not the potential of the application under revision.

For applications that fail, applicants will receive communication outlining the application's score and areas for improvement. Applicants may resubmit their proposal following revisions for the next fiscal year.

Reporting Requirements

All studies which receive Fish & Game funding will be required to provide the following updates:



Bi-monthly Progress Updates

Progress updates should include information on:

- Progress tracking (e.g. Gantt chart)
- Milestone progress
- Expenditure progress



Annual Presentations

Additionally, ongoing studies will be required to present to Fish & Game staff on the progress and findings of their study annually, either via webinar or at the national staff conference.

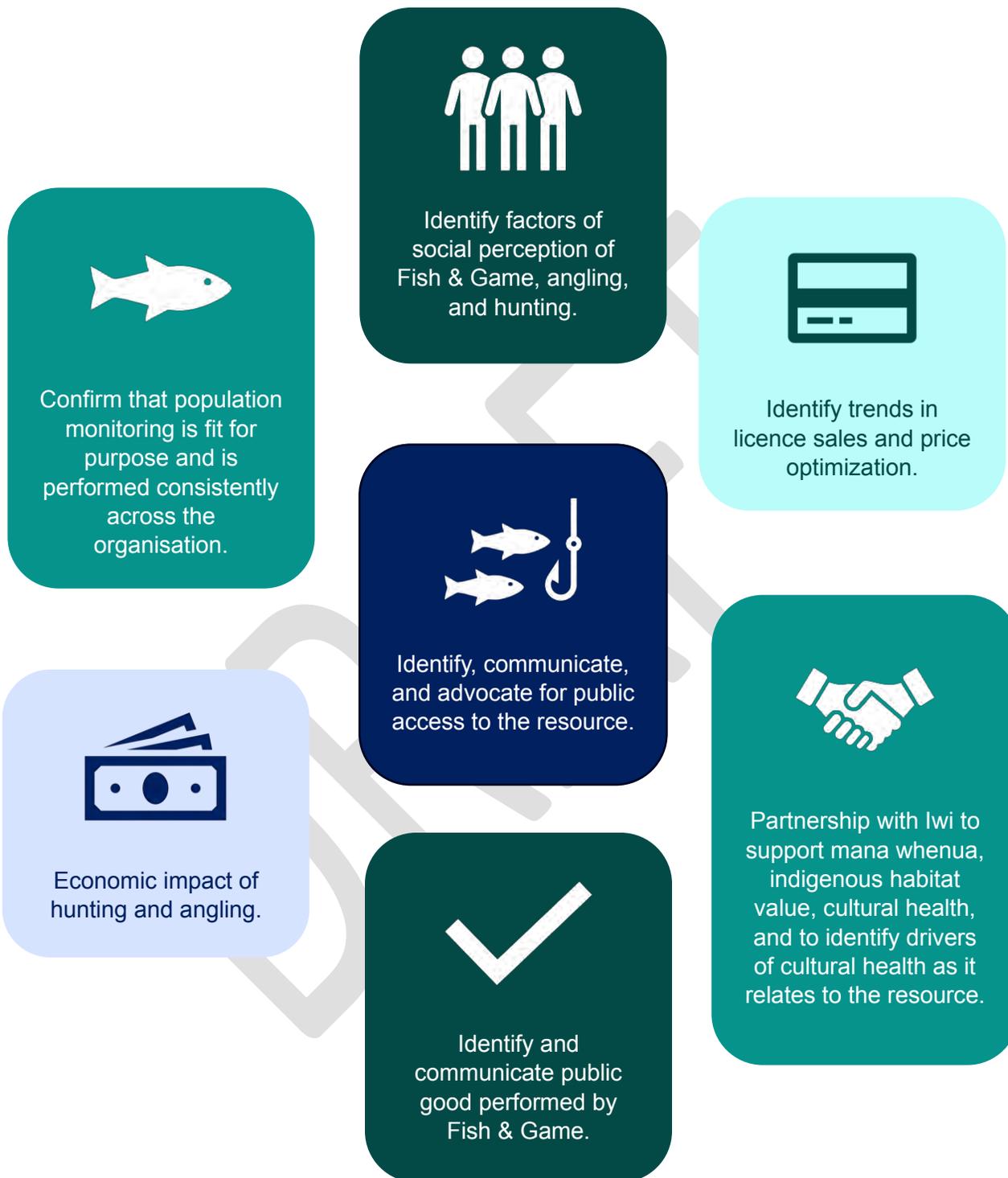


Final Report

Following the completion of each study, a formal technical report will be submitted to New Zealand Council. Technical reports should include information on background and research need, detailed methodology, results, and a discussion of findings, as well as recommended management actions or future research as identified by the study. A template for technical reports can be located in Appendix C.

Funded studies will be expected to adhere to the timeline outlined in their accepted funding application. Extensions to original timelines may be granted upon submission of a formal extension request (see Appendix D).

Studies to be Funded by 2030



Research Fund Applications

NZ Fish and Game Council Meeting 165 – 18 August 2023

Prepared by: Heather Sanders Garrick, Quantitative Ecologist, NZ Fish and Game Council

Kōrero taunaki - Summary of considerations

Purpose

This report presents the Research Fund Application on the Economic Survey of Trout and Salmon Angling in Aotearoa New Zealand to the New Zealand Fish and Game Council (NZC) for consideration for funding from the Research Fund.

Financial considerations

Nil Budgetary provision Unbudgeted

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 proposed research application titled “Economic Survey of Trout and Salmon Angling in Aotearoa New Zealand” requesting \$160,000, noting Regional Managers feedback;
2. Approves the intent of the research fund application in principle with staff to undertake further work on refining the application, including investigating additional funding source(s).
3. Notes that staff will consult with the Research Subcommittee on the development of this application and for review prior to being presented at the 24 November 2023 NZC meeting for consideration; and
4. Notes the current status of ongoing studies funded by the Research Fund.

Takenga mai - Background

5. As of 30th June 2023, there is \$251,442 committed funds from the Research Fund. There is an available balance of \$64,208 to fund new research applications in the 2023/24 fiscal year.
6. As of 1st January 2023, there were 14 ongoing studies funded by the Research Fund. One study is an ongoing evaluation of game bird harvest nationwide; the most recent report from this study was issued in 2019. Five of the remaining 13 have provided updates this quarter.
7. In 2023, NZC approved contestable funding to review the current standard operating procedures for all monitoring programmes operated by Fish and Game staff. The goal of the review is to ensure that all monitoring uses current best practice science, is fit for purpose, and is consistent between regions.

Kōrerorero – Discussion:

Economic Survey of Trout and Salmon Angling in Aotearoa New Zealand

8. Freshwater fishing for trout and salmon is an important part of Aotearoa New Zealand's social and cultural fabric. The quality of New Zealand's angling also attracts many international visitors, contributing to the tourism sector, particularly in rural and remote parts of the country. Understanding the value that the trout and salmon fishery generates for the New Zealand economy, and the perspectives and needs of anglers is important to enable adaptive management and conservation of this natural resource. This is particularly important at the current time, given New Zealand's changing social and economic context, with global pandemics, climate change, natural disasters and national policy restructuring posing new challenges for tourism and natural resource management.
9. Furthermore, the protection of freshwater environments for trout and salmon fishing may have many co-benefits for other species and resource users. Funding generated from sales of angling licences is applied by Fish and Game to conserve native freshwater habitats, and to advocate for the protection and maintenance of water quantity and quality. Voluntary activities carried out by angling clubs, such as riparian habitat restoration, also bring benefits for native fish species, and water-users more broadly such as wildfowlers, canoeists and trekkers.
10. Despite the depth of angling's importance to New Zealand's economy and society, there has never been a comprehensive assessment of its national economic value in terms of tourism revenue and job creation, or the co-benefits fishery management brings for freshwater habitats. Nor has there been a study of the social significance of angling to the lives of anglers and their families.
11. This project proposes to assess the current economic value of trout and salmon fisheries in Aotearoa New Zealand. Specifically, it aims to measure:
 1. The economic impact of angler expenditure in the tourism sector in terms of job creation in ancillary service industries (e.g. fishing guides, angling retail, accommodation, food, travel);
 2. The socio-economic characteristics of anglers;
 3. Anglers' fishing effort and catch rates;
 4. The benefits that anglers derive from fishing; and
 5. The co-benefits of trout and salmon management for other species and freshwater-users.
12. Further details can be located on the full application attached.

Whai whakaaro ki ngā whakataunga - Considerations for decision-making

Regional Managers Feedback

13. At the 27th July 2023 Formal Managers meeting, the Economic Survey of Trout and Salmon Angling in Aotearoa New Zealand Research Fund application was endorsed in principle with further consultation to be undertaken with regions following the meeting. This included refining the application and investigating additional funding sources/co-sponsorship options, collaboration opportunities, as well as seed funding/multi-year funding across financial years due to limited funds in the Research Fund. The ongoing studies funded by the Research Fund was acknowledged with some applications received exceeding the research budget; some seeking external funding, while others need matching funds from the organisation, emphasising the need for collaboration opportunities and for Fish and Game to consider its research priorities when reviewing research funding applications.

Financial Implications

14. The financial implications of the proposed application to the Research Fund, if approved, would exceed the fund for the 2023/24 fiscal year.

Legislative Implications

15. There are no legal implications to consider.

Section 4 Treaty Responsibilities

16. There are no Section 4 Treaty Responsibilities for consideration.

Policy Implications

17. The application for research funding is aligned with Fish and Game's priority to support environmental research throughout New Zealand, and to support research which defends the social licence of hunters and anglers.

Risks and mitigations

18. The major risk associated with the proposed research is the possibility that the objectives of the projects will not be realised, the capability of the project team to undertake the work will change, or that logistical restraints will alter the project budget or timeline.

Ngā mahinga e whai ake nei - Next Actions

Consultation

19. Staff will continue to work on the application in consultation with the Research Subcommittee prior to the final proposal being presented at the 24th November 2023 NZC meeting for consideration. Amendments will also be requested from applicants as part of this process.

Research Fund - Committed Funds

New Zealand Fish and Game Council

As at 30 June 2023

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	Aklid/Waik	Jul-18	2018/19		21,000	17,391	-	3,609	Fieldwork progressing
77.2	Research into Womens Angling	Cohen & Otago	Otago	Apr 22 & Nov 22			23,500	10,000	-	13,500	
77.3	Pressure Sensitive Fisheries - withdrawn Meeting 161	rg	NZC	Apr-22			65,830	-	65,830	-	MM agreed Dec 22 to withdraw this Project. Agreed at NZC 161 meeting
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	
79.1	Engaging with Mana Whenua	Corina Jordan	NZC	Nov-22			28,330	10,604	-	17,726	
80	Insight work - environmental synthesis	Corina Jordan	NZC	Nov-22			40,000	-	-	40,000	
81	Species FW Science	Corina Jordan	NZC	Nov-22			30,000	-	-	30,000	
82	Australasian Shoveler	Matt McDougall	Eastern	Apr-23			8,000	-	-	8,000	
83	Licence Sales Insights	Corina Jordan	NZC	Apr-23			21,000	-	-	21,000	
84	Trout Populations & Relationships	Corina Jordan	NZC	Apr-23			38,790	-	-	38,790	
0										-	
	TOTALS									\$ 251,442	

Recommendation: Accept Research Fund of \$251,442 as at 30 June 2023

Summary of Available Funds

	Amount
Funding used 21/22 in advance	(6,502)
Pus Project 77.3 Withdrawn	65,830
Funding for 2022/23	75,000
Funding for 2023/24	100,000
Total Funding Available to end og 31 August 2024	234,328
Less Funding Approved 2022/23	
56 Game harvest Analysis - annual amt	500
77.2 Womens Fishing Additional funding	3,500
79 Engaging with Mana Whenua	28,330
80 Insight work - environment synthesis	40,000
81 Species FW Science	30,000
82 Licence Sales insights - Heather	21,000
83 Australasian Shoverler - Matt M	8,000
84 Trout popualtion and relationships - Russel	38,790
TOTAL Approved for 2023/24	170,120
Available (Unavailable)for Distribution	64,208
Economic Survery - Funding Request - July 23	160,000
Shortfall in Funding fro Economic Survey	(95,792)



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>Economic survey of trout and salmon angling in Aotearoa New Zealand</i>	Strategic Priority	<i>Social Licence - Understand contribution of hunting/angling to the economy and overall public well-being</i>
Study Area/s	<i>Study will be divided into two case study sites using individual Fish & Game regions, one on the North Island and one on the South Island</i>		
Opportunity, Problem & Background	<p><i>Freshwater fishing for trout and salmon is an important part of Aotearoa New Zealand's social and cultural fabric. The quality of New Zealand's angling also attracts many international visitors, contributing to the tourism sector, particularly in rural and remote parts of the country. Understanding the value that the trout and salmon fishery generates for the New Zealand economy, and the perspectives and needs of anglers is important to enable adaptive management and conservation of this natural resource. This is particularly important at the current time, given New Zealand's changing social and economic context, with global pandemics, climate change, natural disasters and national policy restructuring posing new challenges for tourism and natural resource management.</i></p> <p><i>Furthermore, the protection of freshwater environments for trout and salmon fishing may have many co-benefits for other species and resource users. Funding generated from sales of angling licences is applied by Fish and Game to conserve native freshwater habitats, and to advocate for the protection and maintenance of water quantity and quality. Voluntary activities carried out by angling clubs, such as riparian habitat restoration, also bring benefits for native fish species, and water-users more broadly such as wildfowlers, canoeists and trekkers.</i></p> <p><i>Despite the depth of angling's importance to New Zealand's economy and society, there has never been a comprehensive assessment of its national economic value in terms of tourism revenue and job creation, or the co-benefits fishery management brings for freshwater habitats. Nor has there been a study of the social significance of angling to the lives of anglers and their families.</i></p>		
Aim/s & Outputs	<p><i>This project proposes to assess the current economic value of trout and salmon fisheries in Aotearoa New Zealand. Specifically, it aims to measure:</i></p> <ol style="list-style-type: none"> <i>1. The economic impact of angler expenditure in the tourism sector in terms of job creation in ancillary service industries (e.g. fishing guides, angling retail, accommodation, food, travel);</i> <i>2. The socio-economic characteristics of anglers;</i> <i>3. Anglers' fishing effort and catch rates;</i> <i>4. The benefits that anglers derive from fishing;</i> <i>5. The co-benefits of trout and salmon management for other species and freshwater-users.</i> 		
Description / Methodology / Scope	<i>To achieve the above research objectives, the project team will undertake the following activities:</i>		

Statutory managers of freshwater sports fish, game birds and their habitat



	<p><i>Activity 1. Literature review to derive historical benchmarks of economic impacts of trout and salmon fisheries in New Zealand for comparison with this study's results. Design of national and international on-line survey questionnaire of anglers, retailers and fishing guides.</i></p> <p><i>Activity 2. Preparation of an input-output model to enable the estimation of multiplier effects of angler expenditure on the local economy. Note: A set of input-output tables for all NZ business regions has already been constructed as part of an ongoing study, Valuing recreation and tourism benefits of mountain-biking in New Zealand. This activity will build on the input-output modelling framework developed in that project.</i></p> <p><i>Activity 3. On-line survey of both domestic and visiting international anglers, New Zealand retailers and fishing guides to collect data on:</i></p> <ol style="list-style-type: none"> <i>a. Angling destinations</i> <i>b. Angling effort and catches</i> <i>c. Spending patterns of anglers</i> <i>d. Socio-economic characteristics of anglers</i> <i>e. National economic impacts of angling</i> <p><i>Activity 4. Two case study sites Fish and Game regions (e.g. one North Island, one South Island) to provide more detailed analysis of:</i></p> <ol style="list-style-type: none"> <i>a. Angler effort and catches</i> <i>b. Regional economic impacts of angling</i> <i>c. Assessment of management expenditure on trout and salmon fisheries</i> <i>d. Co-benefits of trout and salmon fishery management for other species and users</i> <p><i>Activity 5. Data analysis, report and infographic production</i></p>
Endorsement/s	<p><i>Eastern Fish & Game, Arash Alaeinia</i></p> <p><i>North Canterbury Fish & Game, Rasmus Gabrielsson</i></p>
Stakeholders	<p><i>This study involves the survey of licence holders as well as business owners with vested interest in the fisheries. Results of this study would provide evidence on the importance of introduced fisheries for policy developers and regulators.</i></p>
Benefits / Outcomes	<p><i>Quantitative (i.e. dollar values, full-time job equivalents) and qualitative (i.e. non-monetary values) data generated by this analysis will have the following utility:</i></p> <ol style="list-style-type: none"> <i>1. Enable Fish and Game to highlight the value of angling tourism, especially in remote and rural regions of New Zealand;</i> <i>2. Enable Fish and Game to better understand its resource users and their behaviour, and adapt its policies accordingly;</i> <i>3. Enable Fish and Game to engage with other stakeholders (e.g. tourism promoters, local councils) to better support angling tourism;</i> <i>4. Highlight the co-benefits that trout and salmon management provides for other freshwater species and users.</i>
Why Fish & Game? Partners?	<p><i>Fish & Game is tasked with nationally representing the interests of anglers. In particular, this means actively defending the social licence that allows for sports fishing. This study would provide evidence in support of the social licence, both economic evidence and evidence for the positive effect of angling on mental well-being.</i></p> <p><i>This study involves partnerships between multiple regions as well as external partnerships.</i></p>
Risks	<p><i>Defending the social licence of anglers is rapidly becoming a critical role of Fish & Game. The Natural and Built Environment Bill (NBEA), released in 2022 and set to replace the Resource Management Act, originally excluding protections for trout and salmon. While public pressure did convince the committee to add protections for trout and salmon habitat into the bill, this highlights the urgent need to demonstrate the value of introduced fisheries, both to the economy and to New Zealanders' quality of life.</i></p>

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Resources – what’s needed to do the project?

Overall Timeframe	Activity		Time
	1	Literature review and design of on-line survey questionnaire	February-March 2024
	2	Preparation of an input-output model	February-March 2024
	3	On-line survey of anglers	April 2024
	4	Cases study analyses	May 2024
	5	Analysis, report and infographic	June-August 2024
Project team + Est time required	Regional / Office Sponsor:	Eastern Region	Staff Lead: Arash Alaeinia, Regional Manager
	Other personnel involved and their role:	TBD (See Appendix A)	
Dependencies	SCION are completing an economic input-output model in their ongoing project “Valuing recreation and tourism benefits of mountain-biking in New Zealand” that will also be applied in this study.		
External consultants or contracts? Partners?	The study will be conducted by economists in Cawthron and SCION who have conducted similar angler and recreation assessments before, in New Zealand and Scotland.		
Budget – how much, for what?	Activity		Budget
	1	Literature review and design of on-line survey questionnaire	25,000
	2	Preparation of an input-output model	10,000
	3	On-line survey of anglers	40,000
	4	Cases study analyses	35,000
	5	Analysis, report and infographic	50,000
Total		\$160,000	

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
Activity 1: Literature review and design of on-line questionnaire survey	SCION and Cawthron team, F&G Regional Managers	March 2024
Activity 2: Input-output economic model	SCION and Cawthron team	March 2024
Activity 3: On-line survey of anglers, retailers and guides. Outputs: a. Angling destinations b. Angling effort and catches c. Spending patterns of anglers d. Well-being benefits of anglers e. National economic impacts of angling	SCION and Cawthron team, F&G Regional Managers (using their databases of licence holders)	April 2024
Activity 4: Case study analyses a. Angler effort and catches b. Regional economic impacts of angling c. Assessment of management expenditure on trout and salmon fisheries d. Co-benefits of trout and salmon fishery management for other species and users	SCION and Cawthron team, F&G Regional Managers (using their databases of licence holders and expenditure on habitat conservation and management projects)	May 2024
Final Report and Infographics	SCION and Cawthron team	August 2024

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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	



Appendix A: Regional Case Study

Applicants have selected to focus on Eastern Region as their case study for the North Island as Eastern was identified as the region with the greatest North Island angling effort according to the 2014/15 National Anglers Survey.

Regarding the South Island, several regions have similar angling effort: Central South Island, Otago, North Canterbury, and Southland (Table 3-2: Unwin 2016). However, there are several confounding factors to consider. Central South Island has the canals, which accounted for about 30% of angler effort. In North Canterbury, salmon fishing accounted for nearly 50% of angling effort. Applicants are keen to work with Fish & Game managers on the selection of the best region to use for the South Island case study.

Table 3-2: Total angling effort for the 2014/15 season (thousands of angler-days \pm 1 standard error) by fishing region and water type (river vs. lake). Figures in parentheses show the regional total for each water type as a percentage of the national total.

Region	Rivers	Lakes	Total
Northland	0.5 \pm 0.1 (0.1%)	1.1 \pm 0.2 (0.2%)	1.6 \pm 0.3 (0.1%)
Auckland/Waikato	20.6 \pm 1.9 (2.8%)	6.1 \pm 1.1 (1.2%)	26.7 \pm 2.2 (2.1%)
Eastern	30.8 \pm 3.1 (4.1%)	124.4 \pm 6.5 (23.7%)	155.2 \pm 7.2 (12.2%)
Taupo Conservancy	53.6 \pm 4.5 (7.2%)	74.1 \pm 6.1 (13.9%)	127.7 \pm 7.6 (10.0%)
Taranaki	6.5 \pm 0.5 (0.9%)	2.5 \pm 0.5 (0.5%)	9.0 \pm 0.7 (0.7%)
Hawkes Bay	34.7 \pm 1.9 (4.6%)	2.8 \pm 0.5 (0.5%)	37.4 \pm 2.0 (2.9%)
Wellington	34.6 \pm 2.0 (4.6%)	0.9 \pm 0.3 (0.2%)	35.5 \pm 2.0 (2.8%)
Nelson/Marlborough	34.7 \pm 2.4 (4.7%)	4.4 \pm 0.5 (0.8%)	39.1 \pm 2.5 (3.1%)
West Coast	35.7 \pm 3.2 (4.8%)	21.3 \pm 3.2 (4.1%)	57.1 \pm 4.5 (4.5%)
North Canterbury	147.1 \pm 8.8 (19.7%)	28.9 \pm 3.4 (5.5%)	176.0 \pm 9.4 (13.8%)
Central South Island	176.8 \pm 7.7 (23.6%)	122.7 \pm 7.3 (23.4%)	299.5 \pm 10.6 (23.5%)
Otago	81.2 \pm 5.6 (10.9%)	105.4 \pm 6.3 (20.1%)	186.6 \pm 8.4 (14.7%)
Southland	90.7 \pm 5.3 (12.2%)	31.7 \pm 2.8 (6.0%)	122.7 \pm 6.0 (9.6%)
Total	747.9 \pm 15.9	526.3 \pm 14.3	1,274.2 \pm 21.3



Appendix B: Full Proposal

Economic survey of trout and salmon angling in Aotearoa New Zealand

May 2023

Background

Freshwater fishing for trout and salmon is an important part of Aotearoa New Zealand's social and cultural fabric. The quality of New Zealand's angling also attracts many international visitors, contributing to the tourism sector, particularly in rural and remote parts of the country. Understanding the value that the trout and salmon fishery generates for the New Zealand economy, and the perspectives and needs of anglers is important to enable adaptive management and conservation of this natural resource. This is particularly important at the current time, given New Zealand's changing social and economic context, with global pandemics, climate change, natural disasters and national policy restructuring posing new challenges for tourism and natural resource management.

Furthermore, the protection of freshwater environments for trout and salmon fishing may have many co-benefits for other species and resource users. Funding generated from sales of angling licences is applied by Fish and Game to conserve native freshwater habitats, and to advocate for the protection and maintenance of water quantity and quality. Voluntary activities carried out by angling clubs, such as riparian habitat restoration, also bring benefits for native fish species, and water-users more broadly such as wildfowlers, canoeists and trekkers.

Despite the depth of angling's importance to New Zealand's economy and society, there has never been a comprehensive assessment of its national economic value in terms of tourism revenue and job creation, or the co-benefits fishery management brings for freshwater habitats. Nor has there been a study of the social significance of angling to the lives of anglers and their families.

Objectives

This project proposes to assess the current economic value of trout and salmon fisheries in Aotearoa New Zealand. Specifically, it aims to measure:

1. The economic impact of angler expenditure in the tourism sector in terms of job creation in ancillary service industries (e.g. fishing guides, angling retail, accommodation, food, travel);
2. The socio-economic characteristics of anglers;
3. Anglers' fishing effort and catch rates;
4. The benefits that anglers derive from fishing;
5. The co-benefits of trout and salmon management for other species and freshwater-users.

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Quantitative (i.e. dollar values, full-time job equivalents) and qualitative (i.e. non-monetary values) data generated by this analysis will have the following utility:

- Enable Fish and Game to highlight the value of angling tourism, especially in remote and rural regions of New Zealand;
- Enable Fish and Game to better understand its resource users and their behaviour, and adapt its policies accordingly;
- Enable Fish and Game to engage with other stakeholders (e.g. tourism promoters, local councils) to better support angling tourism;
- Highlight the co-benefits that trout and salmon management provides for other freshwater species and users.

Methodology

To achieve the above research objectives, the project team will undertake the following activities:

Activity 1. Literature review to derive historical benchmarks of economic impacts of trout and salmon fisheries in New Zealand for comparison with this study's results. Design of national and international on-line survey questionnaire of anglers, retailers and fishing guides.

Activity 2. Preparation of an input-output model to enable the estimation of multiplier effects of angler expenditure on the local economy. *Note: A set of input-output tables for all NZ business regions has already been constructed as part of an ongoing study, Valuing recreation and tourism benefits of mountain-biking in New Zealand. This activity will build on the input-output modelling framework developed in that project.*

Activity 3. On-line survey of both domestic and visiting international anglers, New Zealand retailers and fishing guides to collect data on:

- a. Angling destinations
- b. Angling effort and catches
- c. Spending patterns of anglers
- d. Socio-economic characteristics of anglers
- e. National economic impacts of angling

Activity 4. Two case study sites Fish and Game regions (e.g. one North Island, one South Island) to provide more detailed analysis of:

- a. Angler effort and catches
- b. Regional economic impacts of angling
- c. Assessment of management expenditure on trout and salmon fisheries
- d. Co-benefits of trout and salmon fishery management for other species and users

Activity 5. Data analysis, report and infographic production

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Outputs

1. Report summarising the results from the national survey and regional case study economic impact analyses;
2. A 4-page infographic summarising the results of the national and regional case study economic impact analyses.

Budget

Activity		Time	Budget
1	Literature review and design of on-line survey questionnaire	February-March 2024	25,000
2	Preparation of an input-output model	February-March 2024	10,000
3	On-line survey of anglers	April 2024	40,000
4	Cases study analyses	May 2024	35,000
5	Analysis, report and infographic	June-August 2024	50,000
Total			\$160,000

Heather Garrick

From: Rasmus Gabrielsson
Sent: Wednesday, July 12, 2023 10:15 AM
To: James Butler; Heather Garrick; Robin Holmes
Subject: Re: Quantifying the economic value of trout fisheries.

Hi Heather,

As discussed, just wanted to confirm that both I and Arash Alaeinia are happy to be the regional F&G Councils to support and sponsor this research project proposal.

I support the recommended wording that James and Robin will “work with FG managers” to select the best region for the case study rather than ‘defer to FG selection’, as that way the researches will be able to take onboard FG input but also make the final recommendation for how to best deliver valuable knowledge.

As advised, I am happy to offer the North Canterbury region as a location to be considered for the South Island case study. Given the recent history of declining licence sales it may highlight several important aspects for F&G to consider nationally.

Rasmus Gabrielsson | Chief Executive
North Canterbury Fish and Game Council
 595 Johns Road, Harewood, Christchurch 8051 |

From: James Butler <James.Butler@cawthron.org.nz>
Sent: Thursday, July 6, 2023 5:37:07 pm
To: Heather Garrick <hgarrick@fishandgame.org.nz>; Rasmus Gabrielsson <rgabrielsson@fishandgame.org.nz>; Robin Holmes <Robin.Holmes@cawthron.org.nz>
Subject: RE: Quantifying the economic value of trout fisheries.

Hi Heather

Many thanks for your email – please see my responses in the email below **in red**.

Ngā mihi, kind regards

James

Dr. James Butler
 Social Science Group Manager
[James Butler - Cawthron Institute](#)

Mobile: +64 272283559

Co-Chair, IUCN Rewilding Working Group <https://iucn-rwg.org>
 Member, IUCN SSC Human-Wildlife Conflict and Coexistence Specialist Group <https://hwctf.org>
 Associate Editor, *Environmental Science and Policy* [Environmental Science & Policy | Journal | ScienceDirect.com by Elsevier](#)

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Research Fund – Application Evaluation

Tier One

This form guides the application evaluation process via the scoring of proposals. Questions are derived from the National Research Strategy. This form should be completed by Fish & Game regional managers.

Project Name		Applicant:	
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Suitability to Purpose				
	Poor	Fair	Excellent	Score
Does the study fall within one or more of Fish & Game's Areas of Focus?	<i>The proposed study does not fall within a Fish & Game Area of Focus.</i> 0 points	<i>The proposed study falls within one Fish & Game Area of Focus.</i> 3 points	<i>The proposed study falls within two or more Fish & Game Areas of Focus.</i> 5 points	
Please Specify:				
Does the study address one or more of Fish & Game's Research Priorities?	<i>The proposed study does not address any Fish & Game Research Priorities.</i> 0 points		<i>The proposed study addresses at least one Fish & Game Research Priority.</i> 5 points	
Please Specify:				
Does the study fall under one of the identified Urgent Needs?	<i>The proposed study does not fall under any of the identified Urgent Needs.</i> 0 points		<i>The proposed study falls under at least one Fish & Game Urgent Need.</i> 10 points	
Please Specify:				
Does the study address an urgent need not identified by the National Research Strategy?	<i>The proposed study does not address an additional urgent need.</i> 0 points	<i>The proposed study does address an additional urgent need not identified by the National Research Strategy.</i> 3 points	<i>The proposed study does address an additional urgent need not identified by the National Research Strategy, but mutually agreed upon by managers.</i> 5 points	
Please Specify:				
Suitability Score:				_____ /25

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Risk Assessment				
	Poor	Fair	Excellent	Score
What is the risk to the organisation if the study is pursued?	High Risk	Moderate Risk	Low Risk	
	0 points	2.5 points	5 points	
What is the risk to the organisation if the study is NOT pursued?	Low Risk	Moderate Risk	High Risk	
	0 points	2.5 points	5 points	
Risk Score:				_____ /10

External Funding & Collaboration		
	Description	Score
Are there any external funding opportunities? Please Specify:		(Up to 5 points)
Are there opportunities to collaborate with other organisations? Please Specify:		(Up to 5 points)
Collaboration Score:		_____ /10

Prior Performance				
Compliance of Project Lead with Reporting Requirements on Most Recent Funded Study	Project lead has never received funding from Research Fund OR was fully compliant with reporting requirements during last funded study.	Project lead had minimal reporting delays (i.e., non-consecutive missed progress updates) during most recent funded study.	Project lead had significant reporting delays (i.e., consecutive missed progress updates, failure to supply annual presentations, failure to supply final report) during most recent funded study.	
	1.0	0.9	0.8	
Performance Score:				

Total Score:	_____ /45	<i>Total = Performance × (Suitability + Risk + Collaboration)</i>
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Research Fund – Application Evaluation

Tier Two

This form guides the application evaluation process via the scoring of proposals. Questions are derived from the National Research Strategy. This form should be completed by an expert panel.

Project Name		Date:	
		Reviewer:	

Score	Description
0	The proposal fails to address the criterion or cannot be assessed due to missing or incomplete information.
1	The criterion is inadequately addressed or there are serious weaknesses.
2	The proposal broadly addresses the criterion, but there are significant weaknesses.
3	The proposal addresses the criterion well, but a number of shortcomings are present.
4	The proposal addresses the criterion very well, but a small number of shortcomings are present.
5	The proposal successfully addresses all relevant aspects of the criterion. Any shortcomings are minor.

Merit of Methodology	Score
Does the proposal clearly outline the study objectives?	
Will the proposed methods address the listed objectives?	
Are the proposed methods practical and feasible?	
Can practical action result from the findings?	
Suitability Score:	_____/20

Comments
Please provide commentary on any shortcomings reflected in scoring...

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Resource Management Update

NZ Fish and Game Council Meeting 165 August 2023

Prepared by: Helen Brosnan, Senior Policy Advisor, NZ Fish and Game Council

Kōrero taunaki - Summary of considerations

Purpose

Appended to this report is the draft Resource Management Strategy. This provides an overview of the known workload for NZC and the RMA team for the next few years. With the National Policy Statement Freshwater Management (NPS-FM) plan changes, all due to be notified by December 2024 we have a large workload under that NPS alone. This agenda item provides options for resourcing this work. This item also looks at a matrix for deciding which applications we prioritise for funding from the Resource Management fund.

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. On the 10th and 11th August, we will receive a summary of pre consultation processes that are underway under the NPS-FM. This can therefore be verbally updated at the meeting.
3. With the volume of additional work, we are seeking an in-principle approval to look at options for additional staffing. The key staff we need is an inhouse lawyer and 1-2 additional RMA planners.
4. The Draft RM Strategy also looks at a project priority matrix for applications to the RMA fund. This sets out key criteria that projects would need to include to warrant receiving NZC funding.
5. At present, we are obtaining an independent legal review of RMA fund applications over \$50k. Going forward we would like to revoke this policy as we now have sufficient inhouse staff to do this assessment prior to the item coming to NZC.

Whakarāpopoto - Executive Summary

6. The purpose of this paper is to provide an overview of the work programme for the RMA team and make an in-principle decision to look at options for funding additional NZC staff to do this work.

Takenga mai - Background

7. Functions of the NZ council under s26C of the Conservation Act 1987 include “advocacy in appropriate planning processes”. The Resource Management Strategy fits under this function.
8. The Resource Management Act (RMA) provides some key sections for our work including s6(a) *“the preservation of the natural character of wetlands, and lakes and rivers and their margins, and the protection of them from inappropriate subdivision, use, and development:”* s6(d) *“the maintenance and enhancement of public access to and along the coastal marine area, lakes and rivers”*. S7 (c) *“the maintenance and enhancement of amenity values”* and s7 (h) *“the protection of the habitat of trout and salmon”*.
9. The Natural Built Environments Act has undergone its second reading (27 June) and there are three Supplementary Order Papers released on the 21 July. After the third reading, the bill will undergo Royal Assent. Clause 5 System Outcomes has been amended to include *“(6AB) The habitat of trout and salmon is protected, so far as consistent with the protection of indigenous species”*.

Kōrerorero - Discussion

10. An advantage of employing inhouse staff to do advocacy work is that we build the knowledge base within the organisation. It is also a cheaper hourly rate to employ salaried staff than using consultants. Having said that we are unlikely to get to a point where all work is done in house and will still need to use external experts as well.
11. The attached Resource Management Strategy provides an overview of the advocacy work that will be required most urgently under the NPS-FM. There will also be work under the Conservation Act and Wildlife Act review. The new planning legislation will also provide a suite of new work to ensure fish and game values are included.
12. One of the pieces of work that we are urgently developing is the practice notes to assist with the NPS-FM plan changes. A consultant is doing the writing, with the RMA team assisting with key cases and reference material for this work. We hope to have the web page live with the first 4 practice notes prior to the NZC meeting. We can have a look at the draft web page if time permits at the NZC meeting.
13. With more resource we could develop a small team that leads on pre- consultation discussions for the NPS-FM plan changes. The priority would be regions with no RM Planner to work with regional representative to talk about F&G values with each regional council. Regions with no RM Planner include, Northland, Taranaki, Hawkes Bay, Nelson/Marlborough, West Coast and Central South Island.

Issues we would discuss include:

- Develop consistent objectives and connect into regional plan.
- Develop low risk vs high risk framework.
- Develop Stock unit proxy for intensity.
- Develop policy framework values e.g. maintain water quality (vision statement).
- Outline the limits we want to see.

14. The RMA fund has been used to provide funds to the regions for RM work. Consistent reporting back on how these processes have gone has not always occurred. One option going forward could be to do more of this work in house, rather than using external consultants. Employing staff to do more of the work will be more cost effective and efficient in the long run, rather than just providing funding to regions to employ consultants as and when required. Providing in house oversight will also result in a more consistent approach to this work.
15. The regions currently employ seven staff, which is approximately six FTEs in staff time and NZC employs one FTE resulting in seven FTEs to do advocacy work for the organisation. We believe an in house lawyer would cost approx. \$140 - \$160 pa and an additional planner will cost \$95 - \$120k per annum depending on skills and experience.
16. Going forward, we need a more consistent, coordinated approach to resourcing and reporting for successful applications to the RMA fund. Applications need to be consistent with practice notes, aim to win specific points, be consistent with NZC strategy, report back to NZC on milestones and report back to NZC on key learnings from the advocacy work. We could update the RMA application form to reflect these criteria.
17. Examples of external costs involved for e.g. Environment Court processes are provided in the attached Examples of costs for funding legal/Planner Experts Externally. We believe that we can fund this and control this more effectively if we employ in house staff to do more of this work. The attachment provides some generic and specific examples of costs involved with certain processes. Often scientific advice, planner and lawyer input are needed. Refer to the attached Examples of costs for funding legal/Planner Experts Externally at the end of this item for this detail.

Ngā kōwhiringa - Options

18. The Council may:
 - a. Agree in principle to look at options for funding additional in house legal and planning staff.
 - b. Agree not to look at additional staffing and continue to use the RMA fund for advocacy work.
 - c. Agree with the draft criteria in the project priority matrix for awarding funding from the RMA fund.
 - d. Agree not to use draft criteria in the project priority matrix for awarding funding from the RMA fund.
 - e. Agree to revoke our policy of obtaining independent legal review of RMA fund applications over \$50k.
 - f. Agree not to revoke our policy of obtaining independent legal review of RMA fund applications over \$50k.

Formal resolutions of NZC are requested.

Whai whakaaro ki ngā whakataunga - Considerations for decision-making

Financial Implications

19. There is approximately \$52k available in the NZC NPS-FM fund remaining that could be used for this work. Come 1st September 2023 a new RMA fund of \$440,000 becomes available.

Legislative Implications

20. Extensive - we believe we can do better advocacy work with this additional inhouse resource. The attached Resource Management Strategy shows the volume and complexity of work that we have coming up. We will still need to use consultants, but if we can get more of this work done in house, we believe there will be more time available to do this work and more advocacy work that we can achieve.

Section 4 Treaty Responsibilities

21. We are currently obtaining an overview of Settlement Act obligations. Although section 4 of the Conservation Act has not been amended to align with relevant case law we are still working towards positioning ourselves to comply with these cases as we believe this will be a key feature of Conservation Act amendments going forward.

Policy Implications

22. This resource will better enable us to carry out advocacy work both at a national and regional level.

Risks and mitigations

23. With the increase in volume of work associated with the NPS-FM there is a real risk that the RMA fund will be wholly inadequate to continue the work that we have been able to do in the past. There are 11 regional councils and 5 Unitary authorities that all need to have notified their NPS-FM plan changes by December 2024. Some councils are already in the middle of this process the majority of councils will notify their plan change just before December 2024.

Consultation

24. The regions were consulted at the Formal Manager's meeting on Thursday 27th July.
25. The Managers have supported the draft Resource Management Strategy. The draft strategy did not include the proposed prioritisation matrix at the time of their meeting.

Ngā mahinga e whai ake nei - Next actions

26. If NZC supports the proposed additional staff in principle, we can look at options for providing more in house staff to present at a subsequent meeting.
- **Attachment 1 - Examples of costs for funding legal / Planner Experts Externally**
 - **Attachment 2.4 b – RMA Available Funds**
 - **Attachment 2.4 c - Resource Management Strategy**

Attachment 1 - Examples of costs for funding legal / Planner Experts Externally

1.1 Two expert costs provided as examples from Forest and Bird

-Appealing a freshwater plan decision in the environment court for a planning consultant, after appeal was already drafted in house so the above is only for appearing in EC \$50,000 (excl GST)

- Evidence from experts eg ecologist to support Environment Court proceeding \$35,000 (excl. GST)

1.2 Here are some examples of legal costs from one of our expert lawyers, note that this doesn't include expert planner or scientist:

-regional plan submission processes - preparation of a submission and attendance at Council hearings \$15,000 - \$40,000 per Plan

-environment court proceedings \$20,000 up to \$200k plus depending on extent of involvement and other factors

-NPS / NES submission processes - normally no hearing under current process, say \$10-20k

-legislation changes (the next ones being Conservation Act and Wildlife Act) approx. \$20 - \$50k depending on issues involved.

1.3 Fish and Game Examples

-Case resolved at mediation, didn't go to Environment Court \$20-\$40k which only provides for planner or lawyer expertise. Often scientific advice, planner and lawyer input is needed.

The following table details some examples of actual costs for external consultants provided from the RMA fund.

Item / location	year	Budget	Spent (approx.)
Healthy Rivers (Waikato)	2017		\$163,000
	2020		\$28,000
Variation 2 (CSI)			\$70,000 to get settlement & withdrew interest in appeal
2 nd Gen Policy Statement (MDP)	2015/16		\$89,000
Ngaruroro WCO (NZC)	2015 – 17		\$362,000
	2018		\$153,000
Rakaia WCO	2022/23	\$280,000	\$61,000

(NC)			
NBEA	2023	\$65,000	\$57,161 spent to date
Lindis River Min	2018	\$360,000	\$439,000
Flow Plan Change			
Appeal	2019/20	\$252,000	\$252,000
Kai iwi Lakes	2016	\$61,000	\$54,000
Judicial Review (Northland)			
One Plan	2016	\$95,000	\$105,000
Declaratory Judgement (WTN)			
Natural Resources Plan (WTN)		\$205,000	\$292,000
One Plan Nutrients		\$95,000	\$129,000
Water & Land Appeal	2018	\$84,000	\$221,000 spend to date
Southland			

Available Funds in RMA/Legal Budget

Unallocated Funds for 21/22 **145,640**

Budget for 2022/23 **350,000**

TOTAL TO Allocate 22/23 **495,640**

Less NZC Approvals

Date	Region	For	Amount
Aug-22	Southland	Waituna Lagoon	20,000
Nov-22	NZC	Legal Advice NPS FM	9,000
Nov-22	NZC	Expert Support Natural & Built	65,148
Nov-22	NZC	Draft policy Doc	56,000
Nov-22	NZC	RMA Training	2,500
Feb-23	NZC	RMA Practice Notes	53,450
Apr-23	Akld Waiktto	Waikato Healthy Rivers	100,000
Apr-23	Nth cant	Rakaia River WCO	180,000

Total Approved 22/23 **486,098**

TOTAL RMA Funding Available **9,542**

Funding for 2023/24 Approved **440,000**

TOTAL AVAILABLE FOR FUNDING 2023/24 **449,542**

DRAFT FISH AND GAME RESOURCE MANAGEMENT STRATEGY

Executive Summary

The purpose of the Resource Management Strategy is two fold. Firstly, we need to acknowledge that we have a very large amount of advocacy work in the next few years. Secondly, we will not have sufficient budget for the RMA fund to cover all the cases that make application. Therefore this item also provides criteria for assessing applications.

Primarily, any funding application will only be awarded that will secure case law that is nationally significant. The case would need to also be consistent with our own position papers or provide useful case for our practice notes. This work needs co-ordination and to be planned in a consistent manner. Therefore projects that are awarded funding in future will need to include NZC staff to assist with project planning and reporting back to NZC.

The following strategy contains three key parts:

- The **building blocks** which covers the overall goals, research needs, approach to plan changes, the RMA team and the RMA fund.
- The **work load** which covers the specific approach to each piece of work including NPF, Regional Freshwater Plan changes, RSS, NBA, CA/WA review, policy positions, SFGMP, Relationships and WCO.
- The **key outcomes** by way of summary.

THE BUILDING BLOCKS

The purpose of this strategy is to develop an organisation-wide resource management strategy (the plan).

The Government has an ambitious reform agenda, and the number and pace of documents that F&G will need to respond to is likely to increase significantly in the future. This will include new resource management legislation, Conservation Act, Wildlife Act and climate change legislation along with a new national planning framework (NPF) that will direct decisions at the local level.

Regional councils will review and reconsult on their freshwater plans and notify plan changes before December 2024.

The new Natural and Built Environment Act (NBE) is 'top down'. Local plans have to reflect what will be in National Planning Framework (NPF) and Regional Spatial Strategies (RSS). Getting the NPF and RSS right will be critical to getting good outcomes in plans. The consenting process should become less critical as more direction is provided at higher levels. There are fewer consents anticipated under the NBE, and fewer opportunities to comment on consents.

There is a large amount of work at the national and local level for F&G to respond to. Responding and making submissions on a de novo or bespoke basis will not be possible without significant extra resources.

Put simply we believe our priorities are:

- *knowing what you're going to say*
- *knowing where and when you need to say it*
- *Prioritising effort and money to early wins*
- *Identifying key objectives*
- *identifying priority wins that will have impact*

Preparing positions and responses in advance will make the task more manageable. That is why we are developing practice notes and position statements in an effort to engage with regional councils prior to freshwater regional plan changes which are due out for submissions by Dec 2024.

The plan will set out priorities and positions which F&G can use to respond to the large quantity of resource management documents put out for consultation by central and local government.

It will set priorities for action targeted at the key points that need early wins.

It will enable a response that is:

- *an efficient use of time for people across F&G*
- *consistent across the organisation and between different submissions*
- *effective at achieving the goals set by F&G*

It would set out F&G's position on the key resource management matters that we are commonly asked to make submissions on.

Overall Goals

The overall thing that we are trying to achieve in this work includes:

- *Getting habitat acknowledged and protected (rivers and wetlands)*
- *Identifying Trout and Salmon as valued species.*
- *To be prioritised living alongside native species except in a few identified instances.*

Research Needs to do this work

The Fish and Game Research Strategy identifies 6 urgent research needs:

Social licence, Mana Whenua, Licence Sales and Trends, Support for RMA processes, climate change and species interactions.

There are 3 key areas of research we need to prioritise to support Resource Management goals are:

- *RMA processes including mapping values and habitat and alternatives to overseer to regulate farming to improve water quality.*
- *Understanding and explaining species interaction.*
- *Identifying how climate change will increase climate variability and consequences of more flooding and droughts on the habitat of game birds and sports fish.*

Critical to all our work is the identification and mapping of trout and salmon habitat and spawning habitat in every F&G region. (if you can't map it, it won't be protected in the planning frameworks).

Game Bird habitats will also need to be identified and mapped. Reports on that resource will also need to be updated annually.

Research into habitat/overlaps, to provide evidence and narratives will be needed. Alternatives to overseer and how that could be applied. We are looking at stocking rate and linkages between stocking rate and freshwater outcomes.

We may also need to lead research on the detrimental competition or predation between introduced and native fish species. This is becoming a key issue for Fish and Game, as drafts of the NBA and NPS-IB and Conservation Act all identify this as an 'issue'. We need to ensure we have solid science and facts to describe the reality of this situation and to deal with any issues that are identified in place.

Protecting habitat of trout and salmon and wetlands requires excellent water quality, as well as quantity and habitat (form and character). One of the key risks to water quality is farming. One of the key tools we have relied upon in the past to help manage the impact of farming on water quality is Overseer. That tool is no longer being used for regulatory purposes. The agricultural industry is pushing for Freshwater Farm Plans (FFP) and good management practice (GMP) to be relied upon instead. We know that FFP and GMP will only improve water quality by 10-30%. In areas where water quality needs improving by a greater amount, we need an alternative regulatory tool that will deliver water quality improvement. We need to invest in understanding what that tool is, and how to apply it, so we can advocate for it in national and regional planning processes.

Likely Approach to Plan Changes

We need to engage with central government early, making fulsome submissions on all plans. We will pick a test case and prioritising resources to that case, using that caselaw to make it easier in the other regions will be the likely way that we proceed.

RMA Team Collaboration

The RMA team will continue to collaborate on RMA work. National policy will be responded to by NZC and regional work will be led by regions with RMA planners. Where there is no RMA planner NZC will aim to provide assistance for those plan changes.

Staff development funding is being utilised for NPS-FM training and s4 training relating to the Sports Fish and Game Management Plans. NPS-FM budget has also been used to pay for Nexis Lexis which provides access to case law and planning alerts.

Ongoing support and development of the team will be needed. Ongoing staff training for the NPS-FM could include preparing template submissions, writing submissions and presenting evidence.

RMA Fund

The RMA fund will continue to operate to assist with regional advocacy work. However we are starting a conversation about employing more in house staff to do this increased workload.

We are also wanting to develop better consistencies and co-ordination of this resource. We expect applications to the fund to be consistent with our practice notes / position statements. We need to win specific points of law to make it easier for future cases. Applications need to be consistent with this strategy. Recipients of funding need to provide progress reports back to NZC at least twice annually (if not at each NZC meeting) on milestones and expenditure. At the end of the process key learnings from the case needs to be presented to NZC.

The following table shows a draft project priority matrix for funding RMA applications:

<i>Fishery value (Region)</i>	<i>Evidence to support the case</i>	<i>Precedent case</i>	<i>likelihood of success</i>	<i>Scores over 32 are more likely to get funding.</i>
<i>1</i>	<i>1</i>	<i>5</i>	<i>1</i>	
<i>2</i>	<i>2</i>	<i>10</i>	<i>2</i>	
<i>3</i>	<i>3</i>	<i>15</i>	<i>3</i>	
<i>4</i>	<i>4</i>	<i>20</i>	<i>4</i>	
<i>5</i>	<i>5</i>	<i>25</i>	<i>5</i>	

THE KNOWN WORKLOAD

National Planning Framework

Timeframes: September 2023 – August 2024

The National Planning Framework will consolidate functions and the role of national regulatory instruments into a single framework and a more focused list of mandatory central government direction. The NPF will contain environmental limits that are set nationally, targets and other provisions such as methods and rules to those working under the NBA. These will have the effect of regulations which may set directions, policies, goals or methods or provide criteria, targets or definitions. Policy direction to accelerate housing and infrastructure will also be set at this level.

We want excellent quality of freshwater, coastal waters, estuaries and soils to enable thriving habitat for Trout & Salmon. The NPF addresses ecological integrity and we want Trout and Salmon acknowledged as part of healthy ecosystem, species interactions acknowledged as minor except in identified locations, habitat of trout and salmon and spawning habitats identified as a value and mapped with environmental outcomes developed for each Fresh water Management Unit. Limits will set rules for activities that contribute to declining habitat eg earthworks and sedimentation, winter gravel extraction, discharge of nutrients into freshwater, Flows that provide for trout and salmon habitat. We also need to keep a watching brief on natural hazard and climate change proposals that may adversely affect Trout and Salmon habitat.

How:

- *Research as described above, advocacy into NPF development.*
- *F&G participation in governance/focus/stakeholder group with MFE.*
- *Submission on NPF, appearance at board of enquiry, evidence, legal submissions.*
- *Be ready for legal remedies if outcomes not achieved.*

Regional Freshwater Plans

National Policy Statement for Freshwater Management 2020 (NPS-FM) plan changes are due for notification by December 2024. Therefore submissions will be written in January 2025 so every plan has a robust submission.

The NPS-FM is one of four pieces of national direction for managing New Zealand's freshwater. Local authorities are also required to give effect to NES

Freshwater, stock exclusion regulations and water measurement & reporting regulations. The NPS-FM provides local authorities with updated direction on how they should manage freshwater under the RMA 1991.

Even though regional plans will be replaced by NBE plans in time, it's still worth putting effort into regional Fresh Water plans. They will guide the improvement or otherwise of FW for the next 10 years in many regions. They may set useful caselaw precedent about interactions of trout and other species.

How:

- a) We want Trout & Salmon acknowledged as part of healthy ecosystem*
- b) trout as part of a healthy ecosystem as a first priority*
- c) fishing species interactions acknowledged as the exception and identified in specific locations*
- d) habitat of trout and salmon and spawning habitats identified as a value and mapped with environmental outcomes set to enhance the habitat of Trout and Salmon*
- e) Limits set as rules that control activities so that the habitat of Trout and Salmon can be protected. Flows that provide for trout and salmon habitat*
- f) We are working with planning consultants to develop **practice notes** to provide information to regional councils regarding our anticipated approach on key aspects of the plan changes. This information will also be useful for using in our submissions on plan changes. Practice notes and position papers can also be used to disseminate information to those involved in emergency management work and river protection work that may negatively impact on fish spawning habitats if carried out during fish spawning for example gravel extraction.*
- g) We will develop a template submission so that we can quickly develop submissions relevant to the issues in each region.*
- h) We will prioritise a key precedent setting case (region with high values, good information about values and preferably research on habitat/species interaction, being heard early with a good FWHP) that will achieve the outcomes in case law.*
- i) We will need to focus our resources on that case as we cannot appeal all regional plans.*

Template submission will need to be developed to respond to the sheer number of plan change processes. Focus on submissions so every Region has a robust F&G submission. There are 11 regional and 5 unitary authorities.

That case should make all the other processes easier with fewer resources by relying on case law and legal submissions alongside technical evidence.

Regional Spatial Strategies

The Spatial Planning Act (SPA) will require the development of long-term regional spatial strategies to coordinate and integrate decisions. The Spatial Planning Act will integrate with the NBA and other legislation such as the Local Government Act 2002, Land Transport Management Act 2003 and Climate Change Response Act 2022.

Timeframes: Generally a regional planning committee must adopt its first regional spatial strategy within 3 years after the committee is treated as established under the NBA.

RSS will focus on areas that are suitable for development, areas that may require protection, improvement and restoration, infrastructure and areas that are vulnerable to effects of climate change and natural hazards.

How:

- *We want high value trout and salmon rivers and key wetlands identified spatially and protected/not identified for development/infrastructure.*
- *Then prioritise a key precedent setting case (region with high values, early in timeframe) that will achieve the outcomes in case law which will shape future decisions.*
- *Focus resources on that case.*
- *That case will make all the others easier and able to be managed with fewer resources by relying on case law and legal submissions alongside technical evidence.*

Template submission will need to be developed to respond to the sheer number of plan change processes. Focus on submissions so every RSS has a robust F&G submission. There are 11 regional and 5 unitary authorities.

Natural Built Environment Plans

NBA Plans will require each region to have a plan which must give effect to the NPF and the RSS. They will be developed on a rolling basis over the next 10 years. F&G will need to engage with each one. A priority will be engaging strongly in some of the first to ensure they protect fish and game values, and we get good case law. That good case law will then assist all the other regions to get good outcomes.

How:

- *As for the freshwater plans, practice notes and position statements will assist us to be able to develop template submission to these plan changes.*

- *We will develop a template submission so that we can quickly develop submissions relevant to the issues in districts.*
- *Timing of these submissions is unknown at this stage and will likely to be notified individually, rather than en-masse like the NPS-FM plan changes.*
- *We will prioritise a key precedent setting case (region with high values, good information about values and preferably research on habitat/species interaction, being heard early with a good FWHP) that will achieve the outcomes in case law.*
- *We will need to focus our resources on that case as we cannot appeal all the plan changes.*

There are 61 territorial authorities of which 11 are city councils and 50 are district councils with 6 unitary councils.

Conservation Act Review

Conservation Act and Wildlife Act reforms also present risks to Fish and Game and substantial changes to these could risk Fish and Game becoming a 'sunset organisation'. As discussed above, tensions on the protection of sports fish and game bird habitat have raised questions around whether protection should be afforded to sports fish and game in the Conservation and Wildlife Acts at all. For Fish and Game, this is an existential risk, as protection is tied to licencing and losing the ability to charge for licence fees will cripple the organisation's revenue stream, including all work that it funds.

How:

We want to influence the drafting of the new legislation by asking NZC to reform relationships with the Minister of Conservation. NZC staff will request regular meetings with staff drafting the amended legislation. As a mandated organisation we will be submitting on exposure drafts and the bill.

To date a conservation Law Reform road map was announced in December 2022. In June 2023 Environmental Defence Society released the "Independent Review of the Conservation Management Planning System".

We do not have precise timeframes for further discussion documents or a forum for finding out the future position of F&G and timing of public consultation processes.

- *We want Fish and Game to continue the responsibilities of an organisation with a statutory mandate.*
- *Our biggest risk would be a reduction in social licence to operate including anti-trout and sports fish sentiment which could indicate that Fish and Game is losing relevance and/or is detrimental to conservation; as well as growing opposition to game bird hunting from the public, councils, and*

advocacy groups based on increased sensitivity to animal welfare and general firearms use. There is increasing priority placed on native species, and a risk that introduced species could be removed from legislative and planning protections.

- *We look forward to seeing the new partnership arrangements and decision making arrangements that are likely to arise in the Conservation Act review.*
- *The Conservation Act and Wildlife Act does not recognise or mandate mātauranga Māori in decision-making and information collection. We also note that s4 of the Conservation Act has not been amended in accordance with case law or settlement claims. We anticipate that this will change and we need to think about how we can change too.*

Wildlife Act Review

The Wildlife Act 1953 is the third main piece of legislation that Fish and Game operates under; however, the Act lacks a clear purpose or objectives and mixes indigenous fauna with introduced fauna. Recently, EDS examined the alignment between indigenous and introduced species within the Wildlife Act, particularly around the lack of protection for endangered and threatened species as well as Fish and Game's management of indigenous species from a Treaty / Tiriti perspective.

- *The review of this legislation will also necessitate good relationships with iwi and hapū, which in some instances are strained or worse. Some of these issues have caused long-standing communication and collaboration barriers. Fish and Game protections and releases of introduced species have been identified by staff as a pivotal source of contention. The intergenerational nature of underlying issues creates significant complexity which should be acknowledged by Fish and Game.*
- *F&G want to continue as a mandated organisation.*
- *We will be submitting on exposure drafts and the bill so that valued introduced species continue to be included in a way that allows for fish and game activities to continue.*
- *We will need to do more work to identify any detrimental predation between valued introduced species and indigenous fish species.*
- *As noted above, the increasing priority placed on native species could result in a very different outcome depending on the where the legislation lands for spots fish and game birds.*

Policy Positions

There is a body of work that will require us to develop policy positions with iwi partners and other partners on key issues. We will need to communicate these

policy positions with key stakeholders. We will amend these documents as positions change over time and as new research is completed.

We note the increasing priority placed on native species, with protections sought only for native species, habitats, and spawning times. The language has shifted to protect the habitat of trout and salmon, in so far as this is consistent with Policy 9 (NPS-FM & NBA) which is where habitats of indigenous freshwater species are protected.

A number of other pieces of work will also be progressed including the following (and others as they arise). We have already submitted on a number of these issues and will continue to do so where relevant to game bird habitat and sports fish habitat.

- *Emission Trading Scheme*
- *NES Production Forestry*
- *NPS & NES Renewable Electricity Generation*
- *Intensive Winter Grazing Regulations*
- *Stewardship Land Review*
- *Wetland Work*
- *Freshwater farm Plans*
- *National Policy Statement -Indigenous Biodiversity and discussion around Biodiversity Credit System*

We will need to resource in-put to these processes both before discussion documents and exposure drafts become public information to ensure that Game Bird and sports fish interests are retained and enhanced.

Sports Fish and Game Management Plans

Section 17L of the Conservation Act sets out the requirements for Sports Fish and Game Management Plans. Section 17M sets out the procedure for the preparation, approval, review an amendment of SFGMP. A number of the SFGMP have passed or are coming up to their 10 year review date. We are obtaining guidance on the implications of Settlement Acts in our regions to shape our section 4 obligations. We anticipate that the way we develop these plans needs to change to better align with case law and Settlement Act decisions in regions. We anticipate that a new way of writing the management plans, and working with iwi will be needed.

However, we need these reviews to be up to date to underpin our values framework for the above plan change processes. Where there is no management plan, the function of the minster will include the approval of annual operational work plans or provisions in such plans relating to the management of those species of sports fish or fame for which there is no management plan under section 26A (2) (1) (e).

Three Waters Reform

The Water Services Entities Amendment Bill and three waters reform includes the outcome of "better environmental performance of wastewater and stormwater services". "Efficient, sustainable, resilient and accountable multi-regional water and sewage services". The Bill shifts the ownership of 67 council owned and operated water services to four new water service entities. They will be operated as body corporates owned by councils on behalf of their communities.

A national stocktake of three water infrastructure identified significant non-compliances with environmental standards and conditions. The proposed national planning framework and the spatial planning tools are likely to be influential to three waters infrastructure planning and delivery.

The Bill proposes a new mechanism: community priority statements — that give community groups who have an interest in a water body an opportunity to make statements to their entity about their priorities for that body. A community priority statement is made directly to a water services entity's regional representative group. The regional representative group may use the statement to set the strategic direction or objectives of the entity, or in its role in relation to planning and reporting arrangements.

We need to be involved in the community priority statements to ensure that investment and on-going improvement to this infrastructure occurs.

Relationships

As an organisation we need to acknowledge the way that the Acclimatisation Societies treated iwi and hapū groups. Past grievances and bounty systems are still fresh in peoples minds. Differing relationship strengths with iwi and hapū across the country are causing current and long-standing communication and collaboration issues in some regions. Fish and Game protections and releases of introduced species have been identified by staff as a pivotal source of contention. The intergenerational nature of underlying issues creates significant complexity which should be acknowledged by Fish and Game.

We note that much of the monitoring and science that we base our work on revolves around evidence based knowledge. We acknowledge that there is opportunity for Mātauranga Māori knowledge to be woven into more scientific methods of investigation and reporting.

We note that there are strained relationships with government departments who hold the pen on the immediate legislation changes. Improving these relationships are therefore also a priority.

Building relationships with key regional and unitary planning staff will be key to communicating our guidance notes and position statements in the lead up to the notification of proposed plan changes.

Our social license campaign is working well and we need to continue to get recognition for the work that we do both for our licence holders, but for the benefit of all New Zealanders.

Water Conservation Orders

We will continue to hold a watching brief on Water Conservation Orders.

Rakaia Waster Conservation Order (WCO) Declaration was filed on 15 February 2023. The concern is that particularly in the lower reaches of the river, the order is not achieving what it was designed to achieve. Ecan and Manawa Energy are the respondents and this will be a precedent setting test case with regard to monitoring of the WCO.

KEY OUTCOMES

- *Maintain our purpose which is protection and enhancement of game bird and sports fish habitat. We also want to maintain our advocacy tools and positions.*
- *We need to continue monitor for ecosystem health. We need to look at the impact of sports fish on indigenous biodiversity.*
- *Continue to do advocacy work that underpins the organisations social license.*
- *We are looking to improve relationships with key stakeholders and strengthen iwi engagement.*

RMA/Legal Fund Application

NZ Fish and Game Council Meeting 165 – 18 August 2023

Prepared by: Helen Brosnan, Senior Policy Advisor, NZ Fish and Game Council

Kōrero taunaki - Summary of considerations

Purpose

This report to the New Zealand Fish and Game Council (NZC) provides two new applications to the RMA/Legal Fund for endorsement to NZ Council (NZC) 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 New Zealand Fish and Game Council:

1. Receive the information.
2. Approve funding from the RMA/Legal Fund for:
 - 2.1 Greater Wellington Regional Council, currently undergoing hearing process \$50k legal and \$30k Planner (**total \$80k**); and
 - 2.2 Horizons Plan Changes **\$120k**.

Takenga mai - Background

1. The attached RMA spreadsheet provides an update on the Policy/Legal Engagement and Decision Assessment case load around the country in appendix 2.5 b.
2. The RMA/Legal Fund has an available balance of \$9,542, noting that on the 1 September 2023, an additional budget of \$440k will be available in the RMA/Legal Fund for the 2023-2024 financial year.
3. Both cases will have significant consequences for the organisation at a national level & involve precedent setting. Appendix 2.5 c. and 2.5 d detail the Wellington and Horizons plans change details.
4. We have also sought legal peer review of the above two cases. The legal review has confirmed the legal merits of the cases. For the Horizons case, legal review has also noted that the relief sought needs more work which will occur in due course. For the Wellington case, planning and ecological evidence will be required. Ecological evidence can be provided by the in-house ecologist at Wellington Fish and Game (WF&G). WF&G aims to fund any shortfall from reserves for these cases. Managers were in support of this item.

Ngā kōwhiringa - Options

New Zealand Council may:

- a. Approve funding of both these applications from the RMA/Legal Fund (\$80 + \$120k);
- b. Approve one or other application; or
- c. Not approve the funding applications.

Whai whakaaro ki ngā whakataunga - Considerations for decision-making

Financial Implications

5. This specific item requests \$80,000 funding for GWRC process and \$120,000 for the Horizons process, totalling \$200k. There is currently \$9,542 available in the RMA/Legal Fund with an additional \$440k available from 1st September 2023.
6. The legal review indicated cost over runs, and this has been confirmed by legal cost estimates. WF&G has confirmed that they will apply to use their reserves.
7. Wellington Fish and Game have a forecast reserve of 31 Aug 2024 of approx. \$430k over their 20% required.

Legislative Implications

8. Both funding items involve key precedent setting issues as explained more fully in the application reports. Therefore, to do nothing is likely to make future plan change processes more difficult and harder to challenge.

Section 4 Treaty Responsibilities

9. This specific item has no Section 4 implications.

Policy Implications

10. This specific item fits within our policy framework. For the Horizons case, the relief sought in the Notice of Appeal is simply to reject PC2 (along with unspecified further/other relief). However, the relief described in the RMA Legal Fund Application is to amend policies. Ideally

the latter is the case, and this needs clarification. We note that the reason for appeal appears to cover this sufficiently.

Risks and mitigations

11. For each funding case, there is serious risks associated with not taking action. This is explained more fully in the application forms.

Consultation

12. This item has been discussed at Managers Meeting and is supported.

Ngā mahinga e whai ake nei - Next actions

13. If funding is approved, WF&G will need to engage consultants to present at these hearings. The outcome of these hearings will be important for future plan changes so an update to Managers and NZC should follow each decision. The RMA team will continue to update the table of cases that are funded and ones that have not applied for funding (yet).

RMA Legal Fund Application

Greater Wellington Regional Council Plan Change 1

Currently undergoing hearing process.

Iwi statement – only mention of trout in the RPS is in the Statement of Kahungunu ki Wairarapa in Policy 10, stating: “For Kahungunu ki Wairarapa indigenous species and tangata whenua values come first: Management of Trout and Salmon shall be consistent with the values of tangata whenua. **Indigenous species shall have the priority to be abundant, which may mean trout and salmon shall be removed**” (p 54 <https://www.gw.govt.nz/assets/Documents/2022/08/Proposed-RPS-Change-1-for-the-Wellington-Region.pdf>)

Summary of Submission

WFGC welcomes the stated focus of Proposed Change 1 to the RPS to “start the implementation of the National Policy Statement for Freshwater Management 2020” (NPS-FM). WFGC strongly supports the NPS-FM and its central recognition that protecting the health of freshwater protects the health and well-being of the wider environment. The protection of GWR’s rivers, lakes, streams, and wetlands is essential to WFGC’s mission, and WFGC welcomes the opportunity to work with GWRC, mana whenua and the wider community to achieve the NPS-FM’s objectives.

WFGC’s detailed submissions on Proposed Change 1 are set out in the table below. In summary, WFGC broadly supports many of the proposed changes. However, it recommends a number of amendments to address several central concerns and to better give effect to the requirements of the NPS-FM.

Freshwater Action Plans deferred until December 2026

WFGC is disappointed that Proposed Change 1 fails to give ‘voice’ to certain primary goals of the NPS-FM, which are urgently required to avoid adverse effects on the environment. These include:

- *The identification of long-term visions for freshwater (Part 3.3); and*
- *The implementation of the National Objectives Framework (NOF), including: the identification of Freshwater Management Units (Part 3.8); indications on how limits on resource use will be ascertained to achieve target attribute states (Part 3.12); and how limit settings for appropriate instream concentrations and exceedance criteria for dissolved inorganic nitrogen and dissolved reactive phosphorus (Part 3.13) and environmental flows and limits will be reached (Part 3.16).*

Proposed Plan Change 1 defers these central aspects of the NPS-FM to Freshwater Action Plans to be prepared by December 2026. WFGC considers that these elements of NPS-FM must be implemented as a matter of priority, in partnership with mana whenua and stakeholders, and in consultation with landowners and the community.

Inadequate protection for habitat of trout and salmon

The protection and restoration of freshwater habitat is essential to the maintenance of biodiversity and the functioning of healthy ecosystems. Without adequate healthy habitat, freshwater species,

and their corresponding ecosystems, cannot thrive. The protection and restoration of habitat is often a crucial first step to the restoration of ecosystem health of freshwater.

The value of habitat is expressly recognised in Policies 9 and 10 of the NPS-FM, which provide:

Policy 9: The habitats of indigenous freshwater species are protected.

Policy 10: The habitat of trout and salmon is protected, insofar as this is consistent with Policy 9.

The specific protection of the habitat of trout and salmon in Policy 10 of the NPS-FM flows from the corresponding protection in s 7(h) of the RMA. It is reflected also in the attributes of ecosystem health in Appendix 1A of the NPS-FM, and in the identification of fishing as a value to be considered in Appendix 1B.5 of the NPS-FM.

The legislative protection afforded to the habitat of trout and salmon recognises both:

- The **significant environmental value of these habitats**, including for indigenous biodiversity and taonga species. Protecting habitat for salmonids acts as an umbrella for the many indigenous freshwater species which coexist with trout and salmon at micro and macro habitat levels. The requirement of salmonids for plentiful cool, clean waterways with a full range of natural river forms, flows, and functions, ensures all species in that waterway have extra habitat protections as well. The still shaded pools of a good trout stream are also perfect for tuna, for example, and the two species are often found together. For this reason, trout are included in the Fish Index of Biotic Integrity as ‘honorary’ natives (Joy, [link](#)). Further, as they are very sensitive to habitat degradation, they are a useful indicator of deleterious land use change impacts on the freshwater environment (Science and Technical Advisory Group meeting minutes, 2019).
- The longstanding **recreational, cultural and economic value of sports fishing**. Sports fishing is part of the culture and ethos of many New Zealanders, and sports fishing tourism is a lucrative contributor to the New Zealand economy.

WFGC is conscious that there is an increasing perception that trout and salmon inherently conflict with indigenous freshwater and taonga species. That conflict is generally more perceived than real. It is important, therefore, that any supposed conflict between Policies 9 and 10 of the NPS-FM are resolved through accurate scientific information, rather than values-based reactions. WFGC welcomes the opportunity to work constructively with GWRC and mana whenua on this issue.

Emphasis on protection of indigenous biodiversity at the expense of other values

WFGC recognises the special character and value of New Zealand’s indigenous biodiversity and the need for measures within the RPS to meet the objectives of Te Mana o te Taiao - Aotearoa New Zealand Biodiversity Strategy 2020.

However, WFGC is concerned that the focus on indigenous species, habitats, and ecosystems throughout Proposed Change 1, at the expense of other significant habitat values, fails to give proper effect to the NPS-FM.

It further risks reducing protection for other valued species, habitats, and ecosystems to the extent that an adverse effect on the environment is likely. Even ecosystems that may not be considered to be “indigenous dominant”, can play a significant role in the restoration of indigenous biodiversity. They are also important for the maintenance of valued non-indigenous species, such as trout, salmon, and gamebirds. It is important that, in seeking to give effect to the NPS-FM and Te Mana o te Taiao, Proposed Change 1 does not in fact institute a step backwards for the protection of these valuable habitats. It is essential that the RPS explicitly recognizes valued non-indigenous species, habitats, and ecosystems alongside indigenous ecosystems.

Inadequate articulation of Te Mana o te Wai

WFGC strongly supports the concept of Te Mana o te Wai, which lies at the heart of the NPS-FM. WFGC likewise strongly supports the insertion of Te Mana o te Wai into the RPS, and the primacy it gives to the health and mauri of the waterbody itself.

WFGC is concerned, however, that as drafted, the proposed Objective 12 falls short of what is required under the NPS-FM to give effect to Te Mana o te Wai in the regional context. WFGC recommends that Objective 12 be replaced with a single, integrated, and succinct expression of how Te Mana o Te Wai applies to water bodies and freshwater ecosystems in the GWR.

In developing that objective, WFGC asks for the RPS to give equal effect to the requirement of the NPS-FM to consult and engage with communities as well as tangata whenua, to enable a democratic vision and management of matters of importance to the whole community. Consistent with the 6 principles that are encompassed by Te Mana o te Wai, all New Zealanders have a responsibility for the care and management of freshwater. As (Hughey, Kerr & Cullen, 2007) have noted that, “the general public share the same concerns about the state of water, its management, and pressures on the resource” as those expressed by mana whenua. Those concerns are particularly acute for WFGC.

Rationale – why should we support this case?	
Case Name	Greater Wellington Plan Change 1
Court	Hearing process
Focus Issues / Topics	<ul style="list-style-type: none"> • Fails to identify long term visions for freshwater • Does not identify FMUs • Give no indication on how to achieve freshwater target attribute states, environmental flow limits, or nutrient limits • Excludes trout in entirety from the plan change, trout only mentioned in relation to iwi aspiration policy where they are discussed in terms of conflict with indigenous species may mean the removal of trout and salmon • No recognition of the recreational, cultural, and economic value of sports fishing • Emphasis on indigenous biodiversity at the expense of other values • Inadequate articulation of Te Mana o te Wai – requiring full community expression as well as meanings given by tangata whenua. • Insertion of iwi statements into Objectives creates confusion between objective and policies outlined by iwi and in the RPS itself – aspects of these statements go beyond the scope of GWRCs functions. <p>If these changes are implemented into the RPS then our abilities to fulfil our statutory responsibilities will be eroded or eliminated.</p> <p>The case arose as part of the RPS plan change process.</p>

Relevant Legislation	Plan Change 1 is to implement the NPS Urban Development 2020, and begin the implementation of NPS Freshwater Management 2020, and addresses issues related to climate change, indigenous biodiversity, and high natural character.	
Other parties Involved / Stakeholders / Collaborators / Partners?	<p><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></p> <p>These changes will affect our license holders if they are passed unamended. It will also set several potentially unwelcome precedents, in particular regarding lack of stakeholder consultation, lack of reference to protections of habitat of trout and salmon, and removal of trout and salmon by demand.</p> <p>As yet I see no partnership opportunities.</p>	
Legal Representation / SME's/consultants involved	Sue Berry (Berry Simons Environmental Law) Craig Malone (Berry Simons Environmental Law) \$50k We will need a planner in Q4 of year for future hearing streams. \$30k	
Why Fish & Game?	Wellington Fish and Game Council are the only F&G Council who work within the Greater Wellington region.	
Risk summary	<p>The risk of this Plan Change allowing for exclusion of Fish & Game and other stakeholders from consultation, and of prioritising indigenous biodiversity, habitat, and ecosystems at the expense of other significant habitat values could set a precedent for other regional councils as they navigate including the national legislation into their regional policies.</p> <p>By engaging in this process and hopefully gaining amendments to policy to incorporate community and stakeholders and other ecosystem habitats and values this will set a positive, habitat focussed tone for other regional councils.</p> <p>The insertion of iwi statements such as that referenced previously indicates potential for conflation between species interactions and habitat to allow for control over trout and salmon to be removed from Fish and Game.</p>	
Resources – what's needed to support this case?		
Staff Lead	Ami Coughlan	
Region/s	Wellington Fish and Game	
Estimated Duration (weeks) and likely time of year this will occur (Q1,2,3,4)	<p>This process was begun in November 2022 (submission process), and the legal proceedings began in early June, with Hearings diarised through to March 2024. Q4.</p> <p>Estimated duration therefore: 36 weeks, although I agree this would be an estimate only, and only relating to the Hearings process.</p>	
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>	\$50k for legal representation \$30k for a planner in Q4
	TOTAL REQUESTED \$	\$80k
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>	

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?	1	As stated above in terms of potential for exclusion of Fish and Game as stakeholders, and our species as introduced species, to set a precedent for similar around the country.
What degree of cross regional significance is the issue for which legal action is being contemplated?	1	This could be a regional planning tool that allows species management to occur removing fish and game's statutory influence.
What degree of public or licence holder interests are there, and their engagement?	1	Removal of protections of trout habitat could allow for greater damage to these habitats, an issue which is at the forefront of most angler's minds. We have been contacted by several anglers concerned about upcoming regional legislation, including this one. The ability of other groups to determine whether trout can be removed from ecosystems with no discussion with us would also be concerning to the fishing community.
RISK ASSESSMENT RESULT		<i>Total Score from above Score 3-4 = High risk approach Score 5-6 = Med risk approach Score 7-8 = Low risk approach</i>
Are there relationships to other synergies and co-dependency's?		This could be a precedent for iwi groups to insert provisions that affect trout management beyond habitat considerations.
What is the risk of doing nothing?	High, Med, Low, None	High.
What is the likelihood of a negotiated settlement?	High, Med, Low, None	None at present.
What is the likelihood of an appeal to a higher court?	High, Med, Low, None	Medium.
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? 		<p>There are ~ 8000 license holders in the Greater Wellington Region.</p> <p>Loss of ability to advocate for trout habitat, loss of consultation in legislation amendments, and potential loss of the fish themselves could have a catastrophic impact on Fish and Game's organisational reputation, ability to carry out our statutory obligations, and thus recruitment of new license holders and retention of existing ones.</p> <p>As well as this, lack of limit setting and allocations to ensure health of waterways is protected and enhanced could allow for harm-by-stealth to occur to our waterways and the species within them.</p>
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? 		Please refer to previous explanations and introduction from our submission on GWRC's Plan Change 1 for risks and potential losses.

<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>WE need to reinforce Fish and Games' statutory role.</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>None as yet.</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>\$50k for legal representation \$30k for a planner in Q4</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>We need to be advocating for Fish and Games continued statutory management of trout and salmon.</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>If mediation is an option at a post Hearing point (presupposing the Hearing process has not provided the needed relief for Fish and Game) then we would explore that option completely dependant on hearing decision.</p>
<p>Are there any alternative funding opportunities including shared costs?</p>	<p>Not at this stage.</p>

What is the region's ability to generate external funding to help cover financial costs?	None.
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RMA / Legal fund application

Horizons Plan Change 2

Rationale – why should we support this case?	
Case Name	Horizons Regional Council Plan Change 2
Court	Mediation completed. Hearing dates set
Focus Issues / Topics	Clarifying and amending the policies addressing nitrogen leaching from intensive farming land uses using a risk score matrix for nitrogen loss (Fonterra derived) and using good management practices to reduce nitrogen loss risk, taking into account two natural capital factors (soil leaching ability and rainfall). Concurrently there is a proposal from MFE for a risk scorecard approach and also a version in the Waikato plan proposed – with the former being intended to be a consistently used approach throughout the country but this won't be compulsory.
Relevant Legislation	Horizons One Plan
Other parties Involved / Stakeholders / Collaborators / Partners?	There is potential for both the Waikato Regional Council and the Horizons regional council appeal cases to be heard concurrently to deal with similar issues (see attached Minute from the Court dated 19 July 2023). Wellington Fish and Game have also partnered with Ngati Turanga through the mediation process, but their funding has been exhausted.
Legal Representation / SME's/consultants involved	Sarah Ongley (Lawyer) \$30k Greg Carlyon (Planner) \$30k Liz Parlato (Expert in farm management systems) \$20k Alison Dewes (Expert in farm management systems) \$20k Alec McKay (Expert in farm management systems) \$20k
Why Fish & Game?	WFG has had a long advocacy representation on the development and the implementation of the regional plan provisions for nitrogen loss in the Manawatu Whanganui area. In 2007 Wellington Fish and Game sought a declaratory statement from the environment court which directed Horizons to develop pathways for consenting farming with specific reference to nitrogen leaching. The use of Overseer as a tool for regulatory management was brought into question by an expert panel so alternatives to using Overseer were investigated. This has resulted in a risk scorecard approach being a potentially feasible option. This option relies on industry derived data (which is confidential and not publicly released) to assess risk of nitrogen leaching – and good management practices required to reduce that risk over a 10-year period. This has been the focal point for managing nitrogen loss in the country being the first of the then new generation of regional plans.
Risk summary	There is an eagerness by regional councils to confirm a method which is easy for them to process for consents, and for this to be potentially a precedent for use across all regional councils. This potentially relies on industry provided data (and control) and relying on good management practices to reduce nitrogen leaching into a nutrient rich catchment.
Resources – what's needed to support this case?	
Staff Lead	Ami Coughlan submitting application. Phil Teal is the primary contact person.

Region/s	Wellington Fish and Game Auckland Waikato Fish and Game	
Estimated Duration (weeks) and likely time of year this will occur (Q1,2,3,4)	Estimate duration: now until end of Q4 Estimated time of years: Q4 of 2023	
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>	Legal \$30k Planning \$30k Experts x 3 \$60k
	TOTAL REQUESTED \$	\$120,000.00
Endorsement/s	WFG have pursued the mediation process with a view to try to obviate a hearing but it has eventuated that a hearing is now required.	

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?	1	There are several regional councils seeking to confirm a method to manage nitrogen leaching from farm systems. There is potential for MFE to propose an option, but this will not necessarily be compulsory.
What degree of cross regional significance is the issue for which legal action is being contemplated?	1	There are very similar issues on the development of scorecard approaches across regional councils: determining the veracity and transparency such a scorecard method will be vital to improving freshwater health.
What degree of public or licence holder interests are there, and what is their engagement?	1	FG has invested a lot of time and effort into this regional planning process, and we need to make sure the final consenting pathway is appropriate. The longer-term objective is to improve water quality of a degraded water body.
RISK ASSESSMENT RESULT		<i>Total Score from above Score 3-4 = High risk approach Score 5-6 = Med risk approach Score 7-8 = Low risk approach</i>
Are there relationships to other synergies and co-dependency's?		This is common issue to all regional councils on how they deal with nitrogen leaching.
What is the risk of doing nothing?	High, Med, Low, None	A potentially industry driven solution will be adopted by the RV which is not fit for purpose
What is the likelihood of a negotiated settlement?	High, Med, Low, None	Med. We have tried mediation but with two regional councils involved in an appeals process it is likely that the hearing is inevitable.
What is the likelihood of an appeal to a higher court?	High, Med, Low, None	Med. Hopefully the consideration of the three potential tools for a pathway would become the norm in implementation in New Zealand.

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:	The Manawatu river, Rangitikei and Whanganui catchments are major rivers for hunters and anglers. This potentially sets the way that nitrogen leaching will be consented throughout the country as part of regional plan implementation.

<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? 	
<p>What is the risk to that resource of the proposed action being taken without Fish & Game contesting/supporting the proposed action? For example:</p> <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? 	<p>There is currently a degraded water quality within the Manawatu catchment and risks for degradation in the Rangitikei and Whanganui Catchments.</p>
<p>What is the likelihood of Fish & Game succeeding in contesting/supporting the proposed action?</p> <ul style="list-style-type: none"> a. To answer this question supporting advice needs to be supplied from legal and or RMA planning sources. 	<p>The discussion and consideration of these risk scorecard as an implementation tool needs to be formally endorsed as fit for purpose.</p>
<p>What are the other alliances could be considered in contesting/supporting the proposed action?</p> <ul style="list-style-type: none"> a. To answer this question, supply any approaches that have been made to other entities. 	<p>The alliances are inter-regional and Ngati Turanga.</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> <ul style="list-style-type: none"> a. To answer this question supporting advice needs to be supplied from legal and or RMA planning sources. 	<p>Legal \$30k Planning \$30k Experts x 3 \$60k</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> <ul style="list-style-type: none"> a. To answer this question supporting advice needs to be supplied from legal and or RMA planning sources. 	<p>Environment Court level resolution.</p>
<p>Are there any alternative options (to court proceedings) to achieve the same outcome?</p> <ul style="list-style-type: none"> a. To answer this question supporting advice could be 	<p>No.</p>

supplied from legal and or RMA planning sources.	
Are there any alternative funding opportunities including shared costs?	Joint regional hearing at the Environment Court level.
What is the region's ability to generate external funding to help cover financial costs?	None.

**IN THE ENVIRONMENT COURT
AT AUCKLAND AND WELLINGTON**

**I TE KŌTI TAIAO O AOTEAROA
KI TĀMAKI MAKAURAU ME KI WHANGANUI-A-TARA**

IN THE MATTER OF	the Resource Management Act 1991
AND	
IN THE MATTER OF	22 appeals under clause 14 of Schedule 1 to the Act in relation to Plan Change 1 to the Waikato Regional Plan
BETWEEN	OJI Fibre Solutions (NZ) Limited and others (ENV-2020-313-014) Appellants
AND	Waikato Regional Council Respondent
AND	
IN THE MATTER OF	4 appeals under clause 14 of Schedule 1 to the Act in relation to Plan Change 2 to the Manawatū-Whanganui Regional Plan
BETWEEN	Te Runanga o Raukawa and others (ENV-2021-WLG-020) Appellants
AND	Manawatū-Whanganui Regional Council Respondent

Date of Issue: 18 July 2023

MINUTE OF THE ENVIRONMENT COURT



[1] This minute is for case management purposes and is issued jointly by the presiding Judges for the appeals currently before the Court in relation to Waikato Regional Council Plan Change 1 and Manawatū-Whanganui Regional Council Plan Change 2.

[2] We are aware that each set of appeals has both region-specific issues and common elements with the other set. We are also aware of the dichotomy that exists in both sets between the desire to make progress and the need to minimise the use of scarce resources, both human and financial, on work that may soon be overtaken by national directions. The outcome of the appeals will be of considerable significance not only to the two regional councils and the parties, but potentially to other regional councils and affected persons elsewhere in New Zealand. There are the many complexities involved.

[3] With these factors in mind, the Court wishes to explore with the parties whether efficiencies of process might be achieved by hearing some aspects of both cases jointly. Where there are common elements, it would be in everyone's interests that a single decision common to both is made, rather than risking separate and independent decisions that could be different.

[4] The Court has only limited knowledge of the detailed issues involved in the appeals at this early stage in the process, while many parties have been heavily involved in both cases and have a comprehensive understanding of where efficiencies might be possible. By way of example, we understand that there is some support in both sets of cases among parties and their experts for a risk-based alternative to Overseer, at least for certain purposes such as use as a gateway tool for determining resource consent activity status. We also understand that, subject to any issue as to scope for its use in these plan changes, the Fonterra nitrogen risk scorecard or some modification of it is currently being considered by the parties, but there is a concern that this may soon be overtaken by a different nationally directed risk-based approach, giving rise to questions about the wise use of resources.

[5] Specifically, we wish to explore whether the parties consider there would be merit in proceeding first with a joint hearing on the issue of risk-assessment methodology or any other issue that may be identified. We would expect that any risk-based alternative would be based on the same or similar principles, whether it be the Fonterra nitrogen risk scorecard or a nationally directed option. The principles could address such matters as ease of use, expert

resource requirements, ensuring consistency of application across time, locality, consent applicant and regulator and enforceability, as examples.

[6] Obviously, these would need to be the subject of evidence. The evidence could compare the risk-based approach with Overseer and any other alternatives identified by the parties, supported by an appropriate section 32 analysis. While this approach would not avoid all additional resourcing associated with introducing a nationally directed alternative later, it should minimise the extent of it, provided it is based on a similarly principled approach.

[7] As the parties will expect, the Court has no basis for forming a view on what the outcome might be without hearing the relevant evidence. However, the Court could issue an interim decision on this issue after hearing the evidence, after which it would be possible to determine what process should follow.

[8] We do not wish to take this matter further without hearing from the parties. While we have identified one possible issue that could proceed with apparent efficiency, parties should collaborate to see if there are others. It important to explore how to proceed most efficiently in the interests of justice and the principles of sound resource management.

Directions

[9] Counsel for the two regional councils are to collaborate with each other and confer with all parties and respond to this minute to both presiding judges **by 5 p.m. on Monday 31 July 2023.**



D A Kirkpatrick
Chief Environment Court Judge



L J Semple
Environment Judge



RMA /Legal Fund Reserve

New Zealand Fish and Game Council

As at 30 June 2023

	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	\$28,803	\$0	\$81,198	\$81,198	
Auck/Wai	Healthy Rivers 2	21-Apr-23	\$100,000	NZC Fund	-	-	\$100,000	\$100,000	
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 & 27/07/2021	\$58,475	NZC Fund	30,596.60	\$0	\$27,879	\$27,879	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,180k April 23	\$280,000	NZC Fund	\$64,220	\$0	\$215,780	\$215,780	
NZC	EDS/Berrysimons WCO for NC?	1/5/22 meeting 157th	\$10,000	NZC Fund	\$10,000	\$0	\$0	\$0	Project Completed
NZC	RMA Staff Training	Nov-22	\$2,500	NZC Fund	\$2,174	\$0	\$326	\$326	Project Completed Meeting held in CH Ch 7/23
NZC	Draft Policy Positions Doc	Nov-22	\$56,000	NZC Fund	\$0	\$0	\$56,000	\$56,000	
NZC	Expert Support for Submission on Natural and Built Environments Act	Nov-22	\$65,148	NZC Fund	\$67,470	\$0	-\$2,322	\$0	Overspend \$2322
NZC	Advice on Implementation of the NPS-FM	Nov-22	\$9,000	NZC Fund	\$9,000	\$0	\$0	\$0	Project Completed
NZC	RMA Practice Notes	Feb-23	\$53,450	NZC Fund	\$28,834	\$0	\$24,616	\$24,616	
NZC	NPS FM	Aug-20	\$150,000	NZC Fund	\$97,747	\$0	\$52,253	\$52,253	\$50k to Otago, \$40k NM TOTAL committed \$90k plus Nexis Lexis
Otago	Transitional Mining Consents-Exceptional	11-Nov-17	\$150,000	Otago Reserves	\$150,000	0	\$0	\$0	
Otago	Priorty Consents		\$60,000	Otago Reserves	\$18,303	1	\$41,696	\$41,696	
Otago	RPS Land & Water - reserves	28-Aug-21	\$60,000	Otago Reserves	\$16,766		\$43,234	\$43,234	
Otago	RPS Land & Water	28-Aug-21	\$60,000	NZC Fund	\$57,894	0	\$2,106	\$2,106	
Otago	Priority Plan Change	16-Feb-20	\$120,000	Otago Reserves	\$88,925	0	\$31,075	\$31,075	
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	\$24,622	\$0	\$13,378	\$13,378	Work in Progress
Southland	Southland Water & Land Plan appeal	23/Nov/18	\$4,000.00	Southland Reserves	\$167,048	\$0	-\$83,048	\$0	overspend from Southland Reserves
Southland	Southland Water & Land Plan appeal - NZC meeting 147	21/Aug/20	\$55,000.00	NZC Fund	\$55,000	\$0	\$0	\$0	Transferred to SWALP
Southland	Southland Water & Land Plan appeal - NZC meeting 156	18/Feb/22	74,360.50	NZC Fund	\$74,361	\$0	\$0	\$0	
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					\$829,477	
Less RMA out of Regions Reserves					\$116,006	
Total Committed from National Budget					\$713,471	\$579,228

TOTAL Reserve

713,471

Recommendation: RMA/Legal report be accepted with committed funds of \$713,471 as at 30 June 2023

2023-24 Budget

NZ Fish and Game Council Meeting 165 – 18 August 2023

Prepared by: Carmel Veitch, CFO, New Zealand Fish and Game Council

Kōrero taunaki - Summary of considerations

Purpose

This report to the New Zealand Fish and Game Council seeks approval for 2023-24 Financial Budget.

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. Approve the 2023-24 Budget Statement of Financial Performance for the year ended 31 August 2024 with a Deficit of \$343,074
3. Delegate to the Chief Executive the authority to spend within the Budget approved for the 2023-24 year.

Whakarāpopoto - Executive Summary

1. Approval for the Financial Budget for the New Zealand Fish and Game Council for the year ended 31st August 2024 with a deficit of \$343,074.

Takena mai - Background

2. At the 164 meeting of NZC, the NZC approved a total NZC/National Combined budget of \$3,211,895. This has been made up from:

NZC and National Approved Budget per Meeting 164			
	Approved	Less Top up of Reserves	Net budget
NZC budget	1,290,295		1,290,295
National Budget	2,081,600	- 160,000	1,921,600
TOTAL BUDGET	3,371,895	- 160,000	3,211,895

3. The Public Finance Act 1989 requires that Council approve the Budget Statement of Financial Performance. While this does not change any aspect of the OWP or the way in which we operate, it is necessary to complete this process.
4. Refer Table 1 (2024 Original Budget) for the Budget Statement of Financial performance. This converts the OWP budget into a financial budget as it makes adjustments for levies, grants, Interest, ARF and Depreciation are required:

	Approved	Less Top up of Reserves	Net budget
NZC budget	1,290,295		1,290,295
National Budget	2,081,600	- 160,000	1,921,600
TOTAL BUDGET	3,371,895	- 160,000	3,211,895
Adjust for			
Less Levies			- 4,043,585
Less Interest			- 65,050
Grants			739,192
Less ARF			- 2,692
Plus Depreciation			6,314
Adjusted Surplus for the Year			- 153,926

5. As per the Finance paper NZC staff request that the underspent budgets for 2022-23 be transferred into the 2023-24-year end. The total for this is \$475,000.

Budgets to roll over into 2023-24	
Social Licence campaign	30,000
Website Development	45,000
Ministerial Review	300,000
Salaries/Staff Expenses	100,000
TOTAL	475,000

Refer Table 1 (transfer from 22-23) for the updated additional budget of \$475,000.

Additional funding required for 2023-24

6. With the recent Maritime Audit, it has become evident that our current systems and procedures within the maritime compliance and health and safety require updating. At present the compliance budget is \$8,000, however additional costs have been identified to ensure

our processes meet the legislative requirements. This includes the purchase of an annual C Flux program, Additional staff time, and travel costs to undertake audits. The additional budget required is approximately **\$22,000**. (excluding the Audit cost). There are two options available to the NZC for these additional costs:

- 6.1 Use NZC reserves for 2023-24 and in the next Budget round apply for ongoing funding for the following years; or
 - 6.2 On-charge these additional costs to the regions that have boats that fall under the maritime regime. (this will be required to come out of Regional Reserves). Managers are being consulted on the implications of the Maritime audit and the additional costs that will be incurred.
7. If approved, the Total Financial Budget presents a Deficit of \$343,074.
 8. Reserves as at 31 August 2024 are forecast to be 26%.

Kōrerorero - Discussion

9. This paper has been given a high risk as there are many budgets that underfunded and tight monitoring is required.
10. The following budgets are of concern:
 - 10.1 **Other Income:** \$152,000. This income needs to be generated from the comms/marketing position. A fall income increases our deficit.
 - 10.2 **Other Publications – Magazine:** This budget was increased as a one off in the 22-23 by \$50k to cover the additional printing and postage costs. At the Managers and NZC meeting, this \$50k was not approved for the 2023-24 year. A new provider is being used at a higher rate and postage and printing costs continue to increase. **The current budget of \$298k will not be sufficient cover the costs of the production and distribution of two magazines.** The NZC must review this output and make recommendations as to how we can distribute the magazine within the budget.
 - 10.3 **Social Licence and Marketing:** Budget totals \$120k combined. \$102k is committed to the Social Licence/Public Communications Campaign. This only leave \$18k available in the marketing budget for 2023-24.
 - 10.4 **Ministerial Review:** as per the agenda item review of Budget, the \$300,000 roll over from 2022-23 (if approved) is still not adequate for the NZC to implement the Review in 2023-24. (Note in Table 2 the Budget for the \$300,000 has not been allocated.
 - 10.5 **Maritime Compliance Budget:** this requires an additional \$22k from reserves (or charged to regions) This additional budget does not include the three yearly audit costs.
 - 10.6 As part of the transfer from the underspent 2022-23 budget, \$70k is allocated to salaries and \$30k to **Staff Expenses** – this staff expenses will help cover the travel of remote staff.

Ngā kōwhiringa - Options

The NZC may:

- a. Agree to approve 2023-24 Budget Statement of Financial Performance for the year ended 31 August 2024 with a Deficit of \$343,074.
- b. Agree to amend the budget as required.

Whai whakaaro ki ngā whakataunga - Considerations for decision-making***Financial Implications***

11. The Financial Implications have been discussed above.
12. If the Council works within the budget approved – reserves will be at 26% of Budget.

Risks and mitigations

13. The major risk is overspending in budgets, which impacts the reserves and the financial viability.
14. Budgets are very tight and need to be monitored closely during the year.
15. The major risk is the magazine budget is not sufficient to cover the current contract. Mitigation for this is a review of the production and distribution of the magazine for the 2023-24 year.

Ngā mahinga e whai ake nei - Next actions

16. If agreed, the budget will be updated.



Table 1: Draft Budget Statement of Financial Performance

New Zealand Fish and Game Council For the year ended 31 August 2024

	2024 ORIGINAL BUDGET	TRANSFER BUDGET FROM 22-23	ADD BUDGET FROM RESERVES	TOTAL 2023-24 BUDGET
INCOME				
3004 - Levies	4,043,585	-	-	4,043,585
4971 - Interest Income	65,050	-	-	65,050
Other income				
Advertising & Merchandise				
4450 - Web Advertising & Merchandise Income	20,000	-	-	20,000
4130 - Advertising Regulation Guides	10,000	-	-	10,000
Total Advertising & Merchandise	30,000	-	-	30,000
4975 - Sundry Income	12,000	-	-	12,000
4301 - Magazine Contributions	110,000	-	-	110,000
Total Other income	152,000	-	-	152,000
Total INCOME	4,260,635	-	-	4,260,635
GRANTS TO REGIONS				
2050 - Grants to Regions	739,192	-	-	739,192
Total GRANTS TO REGIONS	739,192	-	-	739,192
OUTPUTS				
ADVOCACY				
Advocacy - Legal & Specialist Advice				
1270 - Advocacy - Legal	22,200	-	-	22,200
1275 - Advocacy - Specialist Advice & Travel	22,200	-	-	22,200
1410 - Advocacy for Fish & Game - NZC	6,000	-	-	6,000
1333 - Marketing	62,000	-	-	62,000
Total Advocacy - Legal & Specialist Advice	112,400	-	-	112,400
National Public Awareness				
1420 - Public Awareness & Support	7,500	-	-	7,500
1462 - Public Awareness - National	7,500	-	-	7,500
Total National Public Awareness	15,000	-	-	15,000
National Magazine				
1340 - Other Publications	298,000	-	-	298,000
Total National Magazine	298,000	-	-	298,000
RMA/Legal				
1240 - Regional RMA	440,000	-	-	440,000
Total RMA/Legal	440,000	-	-	440,000
1281 - Social Licence Campaign	28,000	30,000	-	58,000
Total ADVOCACY	893,400	30,000	-	923,400



Table 1: Draft Budget Statement of Financial Performance

	2024 ORIGINAL BUDGET	TRANSFER BUDGET FROM 22-23	ADD BUDGET FROM RESERVES	TOTAL 2023-24 BUDGET
RESEARCH				
1880 - Research Programme	100,000	-	-	100,000
1881 - Research - Optimisation Model	45,000	-	-	45,000
1885 - Research - National Anglers Survey	30,000	-	-	30,000
1882 - Research - Phd Programme	25,000	-	-	25,000
Total RESEARCH	200,000	-	-	200,000
CO-ORDINATION				
1860 - Business & Financial Support	4,000	-	-	4,000
1811 - Co-ordination National - CEO Travel	16,000	-	-	16,000
1810 - Co-ordination - Administration/HR	35,000	-	-	35,000
1817 - Co-ordination - Species - Game	60,000	-	-	60,000
1813 - Co-ordination - RMA	19,000	-	-	19,000
1850 - Elections	45,000	-	-	45,000
1130 - Regulations	82,000	-	-	82,000
1820 - Information Technology- National	52,150	-	-	52,150
1822 - Maritime NZ Compliance	8,000	-	22,000	30,000
1870 - Manager Meetings	12,000	-	-	12,000
1825 - Staff Conference	30,000	-	-	30,000
1890 - Staff Development Grant	10,000	-	-	10,000
1440 - Youth Education Programme	7,000	-	-	7,000
1450 - Website and Social Media	86,450	-	-	86,450
1455 - Website Development	-	45,000	-	45,000
Ranger Co-ordination	27,500	-	-	27,500
Licencing				
1620 - Licence Contract	245,000	-	-	245,000
1625 - Licence Working Party/CRM Database mngt	20,000	-	-	20,000
1630 - Licence Production	242,000	-	-	242,000
1635 - Licence Audit	6,000	-	-	6,000
Total Licencing	513,000	-	-	513,000
Total CO-ORDINATION	1,007,100	45,000	22,000	1,074,100
Total OUTPUTS	2,100,500	75,000	22,000	2,197,500
GOVERNANCE				
1710 - New Zealand Council	60,000	-	-	60,000
1720 - Governance Advice & Performance	20,000	-	-	20,000
1715 - Governors Forum	12,000	-	-	12,000
1840 - Regional Audit	10,000	-	-	10,000
Total GOVERNANCE	102,000	-	-	102,000
MINISTERIAL REVIEW IMPLEMENTATION				
1725 - Ministerial Review & Implementation	-	300,000	-	300,000
Total MINISTERIAL REVIEW IMPLEMENTATION	-	300,000	-	300,000
OVERHEADS				
Salaries & Contractors				



Table 1: Draft Budget Statement of Financial Performance

	2024 ORIGINAL BUDGET	TRANSFER BUDGET FROM 22-23	ADD BUDGET FROM RESERVES	TOTAL 2023-24 BUDGET
Salaries	1,027,903	70,000	-	1,097,903
Total Salaries & Contractors	1,027,903	70,000	-	1,097,903
Staff Expenses				
1921 - ACC Levy	1,800	-	-	1,800
1926 - Health & Safety (OSH)	300	-	-	300
1924 - Staff Expenses	8,000	30,000	-	38,000
1923 - Staff Training	7,000	-	-	7,000
Total Staff Expenses	17,100	30,000	-	47,100
Office Premises				
1946 - Cleaning Office	2,200	-	-	2,200
1941 - Rent	53,000	-	-	53,000
1948 - Office Kitchen Supplies	1,500	-	-	1,500
1943 - Repairs & Maintenance -Office	1,500	-	-	1,500
1945 - Power	2,700	-	-	2,700
Total Office Premises	60,900	-	-	60,900
Office Equipment				
1951 - Office Equipment Purchases (Under 2,000)	2,000	-	-	2,000
Total Office Equipment	2,000	-	-	2,000
Communications/Consumables				
1965 - Computer Expenses	8,500	-	-	8,500
1962 - Postage, Courier & Freight	3,200	-	-	3,200
1964 - Printing & Stationery	5,000	-	-	5,000
1961 - Telephone/Internet	7,500	-	-	7,500
Total Communications/Consumables	24,200	-	-	24,200
General (inc Insurance)				
1978 - Bank Charges	600	-	-	600
1975 - General Insurance	3,500	-	-	3,500
1972 - Subscriptions	4,500	-	-	4,500
Total General (inc Insurance)	8,600	-	-	8,600
1860.1 - Financial Audit Fee	18,000	-	-	18,000
Depreciation	6,314	-	-	6,314
Total OVERHEADS	1,165,017	100,000	-	1,265,017
Total Expenses	4,106,709	475,000	22,000	4,603,709
Net Surplus/(Deficit)	153,926	(475,000)	(22,000)	(343,074)

Reforecast Budget for Ministerial Review

NZ Fish and Game Council Meeting 165 – 18 August 2023

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 (NZC) the Budget for the Ministerial Review and to seek direction as to the priorities for 2023-24.

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 relocate the unused Ministerial Review Budget from 2022-23 to 2023-24 - \$300,000
3. Agree to fund the Organisational Finance Optimisation proposal.
4. Agree the list of Priority projects for the 2023-24 and 2024-25 year.

Whakarāpopoto - Executive Summary

1. This report to the New Zealand Fish and Game Council sets out the budget required to implement the non-legislative recommendation of the Ministerial Review and to seek direction as to the priorities for 2023-24 and 2024-25 years including the budget allocation.

Takenga mai - Background

2. In February 2021 the Minister of Conservation Review of Governance of Fish and Game was presented to Fish and Game.
3. The Review had 36 recommendations.
4. An Implementation Steering Group (ISG) was established with DoC to implement the Review.
5. In April 2022 the NZC approved \$500k towards the implementation of the Review. The \$500 k was allocated as per Table 1.
6. After 18 months the ISG Report from this Committee was produced but was never approved by the Minister. The Committee was disbanded in November 2022.
7. The NZC were waiting on this report for the direction to implement the Review.
8. Many of the recommendations were reliant on legislative changes.
9. In October 2022, the Chairs wrote to the NZC asking them to implement the non-legislative parts of the Review.
10. In November 2022, the NZC instructed the CEO to implement the parts of the Review that did not require legislation.
11. On the 6th December 2022, Sia Aston, Deputy Director – Public Affairs on behalf of the Department of Conservation, wrote to the New Zealand Council, advising that Fish & Game should proceed with implementing the review recommendations that do not require legislative changes (letter attached 2.7 b).

Kōrerorero - Discussion

12. In July 2022, DoC contacted NZC seeking feedback on the Status of the Review recommendations – see below.

Rec #	Summary	Status
16	NZFGC establish a programme of professional development for elected members, such as IoD or AICD accredited training	In progress
17	NZFGC adopt a full suite of governance and corporate policies which are binding on itself and all FGCs.	In progress
18	NZFGC adopt and implement a robust conflict of interest policy which reflects good practice as set out in the AG's 2020 Guidance	In progress
19	Sets out specific requirements relating to the conflict-of-interest policy in recommendation 18	In progress
20	NZFGC to produce a consolidated annual report for the Minister covering its own and all FGC activities	In progress
23	NZFGC to establish a standing advisory panel on Treaty issues and engagement with Māori	In progress

Rec #	Summary	Status
26	Fish and Game initiate 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	1 st & 2 nd phase complete
27	Hold a national hui (to begin work on recommendation 26) in conjunction with DOC	1 st phase complete
29	NZFGC review eligibility requirements for voting in respect of type of licence held	Completed
32	Don't allow a councillor or Chair to simultaneously be an employee (while Fish and Game could refuse to employ a current councillor, it could not prevent an employee from running for office, unless it was in their contract)	Policy in progress though implementation in effect
33	NZFGC should build on its existing programmes to build its licence holder base and attract a broader demographic	1 st & 2 nd stage completed
34	NZFGC should develop guidelines to guide a process for community input for FGCs to follow in developing management plans	1 st phase completed
35	A KPI for the CE should be to develop a community and stakeholder relationship strategy	Completed
36	NZFGC should assure itself that the duty set out in s 17M2(ii) (which requires the FCG to give notice of the draft management plan to various stakeholders) has been adequately discharged	In progress

13. Unfortunately, due to the time lost with the ISG, the implementation of many of these recommendations only commenced at the end of November 2022.
14. It is important to note however, that the first stages in addressing the overarching challenges raised in the review were to develop from the ground up an Organisational Strategy, shared Values, and alignment in implementation of the Strategy across the organisation. This work commenced when the current CEO joined the organisation in August 2022. Cultural and leadership training programmes are being implemented to create high performing teams and modernise the leadership styles across the organisation. All of organisation 'Resilience' training has been completed (series of 3 webinars at 2hrs each, with an additional 2 webinars at 1hr each), and the first of what will be ongoing cross organisational communications and engagement has started with a Designated Waters all of Staff Webinar ran 3rd August. Further information on the NZC draft National Communications and Engagement strategy are provide in the CEO report (in executing the KPI Review recommendation 35).
15. Despite only starting implementation of the specific review recommendations late November 2022, as evident from the table above, the NZC team is making significant progress on the recommendations with a number entering into phase 2 or 3 of implementation. These steps have been able to be achieved through utilisation of external expertise, the outstanding work of the core NZC team, and in building further staff capacity. The rapid progress is however starting to impact on team resilience due to increasing workloads and pressures. The extended timeframes to consult with the regions on policy is also putting additional pressure on the NZC team and unduly delaying review implementation. This is discussed further in the policy update papers.
16. It is important to note that the first stages in addressing the overarching challenges raised in the review were to develop from the ground up an Organisational Strategy, shared Values, and alignment in implementation of the Strategy across the organisation. Cultural and leadership training programmes are being implemented to create high performing teams, and modernise the leadership styles across the organisation. All of organisation 'Resilience' training has been completed (series of 4 2hr webinars), and the first of what will be ongoing cross organisational communications and engagement has started with a Designated Waters all of Staff Webinar ran 3rd August.

17. The NZC has \$300k from the review budget which we recommend to be rolled into the 2023-24 year.
18. There are several projects that have been identified that are required to be undertaken – see Table below.
19. The total estimated costs are in excess of the \$300k available.

Table 1: MINISTERIAL REVIEW IMPLEMENTATION	Original Budget 2023/24	Allocated in 22/23	Projects ID's to implement review with Approx costs for 2023 24
Chair Strategy Workshop	8,000	3,646	0
Consultant Amalgamation - Wellington and Taranaki	80,000	315	30,000
Consultation by ISG	30,000	0	0
Governance Training Program (17)	95,000	9,401	80,000
HR Consultant (17)	80,000	49,845	30,000
ISG Support	10,000	2,071	0
Leadership & Cultural Training - Managers	25,000	17000	20,000
Legal Costs	65,000	20000	10,000
Managers Strategy Workshop	14,000	13,332	0
NZC Strategy Workshop & Implementation	33,000	53,652	0
Staff Hui - Conference Sept 2023	60,000	20,000	40,000
Other Identified projects			
Financial Support - Cost optimisation/Revenue Generation and Resource Allocation			100,000
Te Ao Māori Advisor (26)			90,000
Governance Advisor (s) to NZC - 2 Te Ao Māori Advisor and 1Professional Governance Advisor			60,000
Hold a National Hui in conjunction Doc (27)			40,000
NZFGC establish a standing advisory panel on Treaty issues and engagement with Māori (23)			50,000
Consolidated Annual report - Assistance with development and Implementation of SSP's across all Councils			20,000
Total MINISTERIAL REVIEW IMPLEMENTATION	500,000	189,262	570,000
Available to Rollover from 2022/23			300,000
Shortfall			(270,000)

20. The approximate costs of funding these projects is \$510,000. This is a shortfall of \$270,000.
21. Not only is there a shortfall in the financial budget – Further resources are required to support the ongoing implementation of the Review, along with meeting the NZC Statutory requirements, and in continuing to meet the emerging challenges to the organisation and its future, in the 2023-24 year. In particular, the suite of governance and corporate policies which include human resources and Health and Safety, and in meeting the Te au Māori review recommendations. The recent maritime audit and the legal opinion on Ranger compliance has highlighted that further work is likely to be required to ensure F & G is meeting relevant legislative requirements and risk is appropriately managed across the organisation. Further legal advice particularly looking at the role of NZC and its CEO (Director) has been commissioned to investigate this further.
22. The range of projects, project prioritisation and budget allocation need to be established for the 2023-24 year and will need to be discussed at this meeting.
23. The challenges in allocating resources across Fish & Game, concerns with static revenue, increasing costs including staffing, and efficiencies, are being considered by the Future Finance working group. NZC staff understand that Fish & Game Regions are also highlighting challenges with the current resource allocation model, and contestable funding approach to setting annual budgets. In order to review the current financial systems, revenue, optimisation, and allocation, NZC staff recommend that external expertise is required to undertake a financial optimisation review of Fish & Game. This has been supported by the Future Finance working group.
24. The key objectives of the Optimisation project would be:
 - 24.1 Evaluate and identify best practice.

- 24.2 Identify opportunities for cost savings, quantify and determine the plan to realise the opportunities:
- Regional benchmarking;
 - Purchasing etc
- 24.3 Review the financial ability to implement the Organisational Strategy, including project management advice and assistance.
- 24.4 Identify further sources of revenue.
- 24.5 Support development of consolidated annual reporting with a focus on new Statement of Performance Expectations (SPE).

25. The Finance Optimisation Brief is attached Appendix 2.7 c.

Ngā kōwhiringa - Options

The NZC may:

- a. Agree to transfer the \$300k from 2022-23 to the 2023-24 financial year.
- b. Agree to not transfer the \$300k from 2022-23 to the 2023-24 financial year.
- c. Agree to fund the Finance optimisation project.
- d. Agree to not fund the Finance optimisation project.
- e. Agree the list of Priority projects for the 2023-24 and 2024-25 year.

Whai whakaaro ki ngā whakataunga - Considerations for decision-making

Financial Implications

26. There is a shortfall of \$270,000 in the 2023-24 implementation budget.
27. If this was taken from reserves this would reduce the Reserves to close to 20%.

Legislative Implications

28. The Minister of Conservation has advised Fish and Game to implement the non-legislative review recommendations as reflected in correspondence with the Department of Conservation.

Section 4 Treaty Responsibilities

29. As per the review recommendations.

Risks and mitigations

30. In the 2023-24 financial year the NZC do not currently have the resources both financially and staff resources to complete the review.
31. The implementation will require additional resources.

Ngā mahinga e whai ake nei - Next actions

32. If agreed, Priority projects are determined.



6 December 2022

Ref: 7211284

Greg Duley
Acting Chair
New Zealand Fish and Game Council

greg@nzhunter.co.nz

Dear Greg,

I am writing in response to the former Chair of the New Zealand Fish and Game Council's letter of 16 November 2022, which requested a meeting to discuss the progression of the recommendations from the Clark and Mills review that would require legislative amendment.

I understand that implementing the recommendations from the review is a high priority for Fish and Game and acknowledge that there may be frustration from some stakeholders at the rate of progress made. Many of the recommendations made, such as adopting common governance and corporate policies, consolidating annual reporting, and developing a community and stakeholder relationship strategy, do not require legislative change. I encourage Fish and Game to work collaboratively to undertake this work.

As the Department's Director-General has informed you, the Department is focusing our resourcing on where the best conservation gains can be made, in line with Ministerial and Government priorities. This means, at present, that the Department is unable to allocate resource to prioritising the Clark and Mills recommendations that would require legislative amendment.

Fish and Game plays an important role in Fish and Game's conservation system and I look forward to continuing our joint efforts on this work.

Yours sincerely

A handwritten signature in black ink, appearing to read "Sia Aston", is positioned above the typed name.

Sia Aston
Deputy Director-General, Public Affairs
Department of Conservation
Te Papa Atawhai

Fish & Game Cost Optimisation

Objectives

- Evaluate and identify best practice.
- Identify opportunities for cost savings, quantify and determine the plan to realise the opportunities, including but not limited to:
 - Regional benchmarking;
 - Purchasing.
- Review the financial ability to implement the Organisational Strategy, including project management advice and assistance.
- Identify further sources of revenue.
- Support development of consolidated annual reporting with a focus on new Statement of Performance Expectations (SPE).
- Provide expert assistance to the Future Finance Working Group (FFWG) including recommendations on resource reallocation and optimisation.

Approach

- Review for each region the financial statements for the last two years, the detailed management accounts supporting these financial statements, the 2023 budgets and actuals for the year to date, work done to date on the 2024 budgets, and any other information relevant to the cost optimisation exercise.
- Meet with each regional manager (*Councillors*) and, where considered beneficial, regional accountants to discuss:
 - each region's financial position
 - observations from the review of the above material
 - what work the region has done on revenue and cost optimisation opportunities
 - how they see the recently agreed remuneration increases being funded
 - their thoughts on the region's financial position going forward
 - where they see opportunities for efficiencies, cost savings and revenue increases at a regional level
 - where they see opportunities for efficiencies, cost savings and revenue increases at a national level
 - how these opportunities might be realised and the barriers to this
 - any other relevant matters
- Undertake the same for NZC
- Document these discussions.
- In tandem with the above undertake a separate piece of analytical work which would involve (but not limited to):
 - benchmarking
 - identifying who the top 10-15 suppliers are, the spend across the regions on each, where there might be opportunities to leverage economies of scale
 - the current cost of finance and other support functions and what this cost might be if the function was centralised.
- Hold workshops with a smaller group of the managers/ Councillors, Corina and Carmel to discuss the findings and observations from the above work, common themes, the F&G "best practice" identified and how this might be adopted by other regions, what opportunities to pursue, how and when, etc.
- Provide regular reporting to the FFWG, and expert assistance.
- Provide a paper to the NZC Chief Executive for consideration by the NZC.

Provide input from a financial perspective into the common policies and procedures work NZC is undertaking. This would include identifying and considering an optimal operating model or aspects of an optimal operating model which could be considered by the FFWG and NZC.

Requirements

- Provision of all relevant financial and other information.
- Ideally, a resource to assist with the financial and other analysis work, modelling, etc.
- Admin assistance – collating material, arranging meetings, etc.

2022/23 Financial Report Process and Sign-Off

NZ Fish and Game Council Meeting 165 August 2023

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

Kōrero taunaki - Summary of considerations

Purpose

For the New Zealand Fish and Game Council (NZC) to give approval for the NZC Chair to sign the 2022/23 NZC Performance Report on behalf of the Council.

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. That, subject to the draft Performance Report being circulated to the Council members for approval and any queries satisfactorily explained, the Chair be authorised to sign the 2022/23 Performance Report on behalf of the Council.

Whakarāpopoto - Executive Summary

1. The NZC does not meet to consider the draft Performance Report for the year ended 31 August 2023, which therefore requires the Chair to sign the Performance Report on behalf of the NZC.

Takenga mai - Background

2. 31st August 2023 is the end of the financial year for the NZC.
3. The next meeting for the NZC is 24th and 25th of November 2023.
4. At this meeting, the NZC will be presented with the Audited 2022/23 Performance Report.

Kōrerorero - Discussion

5. A draft Performance Report will be sent to the Council around mid-October 2023 for discussion and comment.
6. The Auditors will be working in the NZC audit from late October to early November.
7. Once the Auditors give clearance for the report, an updated report will be sent to all of the NZC Councillors for approval. This will outline any changes made to the original draft.
8. Upon receipt of approval from the Councillors (via email/e-ballot), the Chair will sign the report on behalf of the NZC.

Whai whakaaro ki ngā whakataunga - Considerations for decision-making

Financial Implications

9. N/A.

Legislative Implications

10. New Zealand Fish and Game Council is a Public Entity under the Public Finance Act 1989 (Schedule 4).
11. Financial Statements must be prepared in accordance with Section 153-6 of the Crown Entities Act 2004.

Section 4 Treaty Responsibilities

12. N/a

Policy Implications

13. N/A.

Risks and mitigations

14. N/A.

Consultation

15. N/A.

Ngā mahinga e whai ake nei - Next actions

If agreed, the Chair will sign the 2022/23 Performance Report on behalf of the NZC.

Fish and Game Policies Review

NZ Fish and Game Council Meeting 165 – 18 August 2023

Prepared by: Corina Jordan, CEO NZ F&G Council

Kōrero taunaki - Summary of considerations

Purpose

The purpose of this paper is to report to the New Zealand Fish and Game Council (NZC) on the status of our current policies, set out what policies are required, identifying priorities and recommending the re-establishment of the Policy Modernisation Subcommittee.

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 and notes the contents of the F&G Policies Review paper.
2. Approves the re-establishment of the Policy Modernisation Subcommittee, comprising two NZC Councillors and two members of staff.

Whakarāpopoto - Executive Summary

1. There are significant gaps in our policies, processes, and procedures, with the Ministerial Review highlighting the need for F&G to adopt a full suite of governance and corporate policies which are binding on itself and all FGCs, The role of the Policy Modernisation Subcommittee would be to establish a framework for policy guidelines covering policy development, approval, implementation process and principles, to ensure F&G policies are developed and established in an appropriate and consistent manner across the organisation.

Takenga mai - Background

2. Following the previous review of F&G policies in August and November 2020, it was identified that a number of policies were out of date, no longer best practice or relevant for F&G and required a complete overhaul with some policies created by regions, and that clear distinction was required between operational policy and strategic policy. Subsequently, the policies were set out into categories as NZC Policy, National Policy and SOPs.
3. In April 2021, NZC resolved to defer the ongoing national policy review until the Ministerial Review had been released and the implications understood. It was also confirmed that the Policy Manual had not been issued since 2017 since it had not been reviewed since 2006.
4. In April 2022, following the Ministerial Review recommending that NZC adopt a full suite of governance and corporate policies, NZC agreed to establish the Policy Modernisation Subcommittee of Council to review existing national policy and undertake appropriate updates as the Policy Manual was markedly out of date and a number of national policies were no longer relevant or appropriate. The purpose of the subcommittee was to review oversee and prioritise existing national policy and omissions with it noted that new policies should allow flexibility in a changing environment and may need assistance from a policy professional and policies to assist with the amalgamation should be given the first priority. Councillors Phibbs, Barnes, McIntyre and Chair Ray Grubb were initially appointed to the Policy review subcommittee.
5. The Policy Subcommittee has not commenced due to two members no longer being on NZC and replacements were not nominated at the last NZC meeting in February 2023 when this was last raised. However, an implementation working group (the Future Structures Working Group) was established to have oversight of the entire Ministerial Review and focus on non-legislative changes.

Kōrero - Discussion

6. The policies that urgently need updating are highlighted in red in the Status column in the table below.

National Policies	Date	Status	Comments
Commercialisation of the Sports Fish and Game Resource	2003	Review required	Whilst we have a policy it is inconsistent Staff who wrote the policy no longer working at F&G
Firearms and Gamebird Hunting Policy	2003	Review required	Legislative law changes
Commercialisation of Water Resources	2003	Review required	No policy just a statement strongly opposes
Trout Farming	2003	Review required	No policy but an advocacy position
Fish-out Ponds	2003	Review required	Sets limit and size 2006. Both have changed.

Access to sports fishing resources	2003	Review required	No policy. A legal decision allows F&G to submit Anglers Notice to open fishing
Exclusive capture of sports fish and game resources	2003	Review required	No policy but a resolution process
Coarse sports fish	2003	Review required	Needs updating to align with DOC & MPI exotic fish species
Upland game preserves	2003	Review required	2003 motion was put and declared lost. Needs updating schedule 3 runs out 2021.
Internal Operational Interaction - defines consultation	2003	Review required	Acknowledge Treaty of Waitangi and an obligation to consult with Māori
Managers Accord on operational principles	2003	Review required	Needs updating to capture rules around virtual meetings, budgets, levy and resource allocation
Funding of advocacy assistance	2003	Review required	No policy but an advocacy position
Elections	2003	Review required	Needs updating
Licence categories	2003	Review required	New categories to include
Licence provision	2003	Review required	No policy just a statement
Regulations	2003	Review required	No policy just a statement. Regulations have changed
Compliance Policy	2003	Review required	2019 Ranger Compliance and Enforcement policy
The objectives for Fish and Game Compliance	2003	Review required	No policy just a statement
Rangers	2003	Review required	2019 Ranger Compliance and Enforcement policy
Prosecutions	2003	Review required	Draft 2020 Infringement and Prosecution policy
Compliance Policy review	2003	Review required	Occur annually one month prior to expiry of F&G ranger warrants. Recorded where?
F&G Governance Policies	2006	Review required	Last reviewed in December 2015. To be reviewed every 3 years. Not clear if all F&G councils have adopted.
Black Powder Policy			
Change Freeze Consultation – Draft National Policy	2021	Draft	The Change Freeze consultation document was approved as draft national policy only. NZC Minutes June 2021
Pressure Sensitive Fisheries Management	2022		Adoption, implementation process with regions etc. not recorded anywhere apart from NZC Minutes August 2022
NZC Policies			
Ranger Compliance and Enforcement		Finalised	
Infringement		Finalised	
Prosecutions		Finalised	
Treaty of Waitangi & Customary Rights	2020	Draft	
National Offence Database	2020	Review required	There is no policy to ensure regulatory compliance, and to detect and prevent criminal offending as per MoJ obligations
National licence system database		Review required	There is no policy. Information necessary to deliver functions and services to F&G. Information

			needed to give effect to the responsibilities F&G have to protect people, information and places, to ensure regulatory compliance, and to detect and prevent criminal offending.
Upland Game	2020	Draft	
Fish Removal	2020	Draft	Draft Fish Policy
Fish Release and transfer	1993	Draft	Draft Fish Policy
Fish Salvage	2001	Draft	Draft Fish Policy
Fishing Regulations	2009	Updated	2019 Legal changes made
Species Management	2004	Review required	
Fish Hatchery Management	2004	Review required	
Game Hatchery Management	2001	Review required	
Game Release	2001	Review required	
Game Regulations	2004	Updated	2019 Legal changes made
Firearms Legislation and Reform	2019	Amended	
Habitat Protection and Management	1992	Review required	
Licensing. Category changes amended 2019	2009	Amended	
NZ Council and Meetings	2015	Amended	
Corporate Policies			
H&S in the Workplace	2020	Draft	Needs new draft based on WorkSafe model. The H&S policies and processes are urgently required because of the Maritime NZ Audit.
H&S in the Field	2020	Draft	
H&S Risk & Hazard Identification	2020	Draft	
Drug and Alcohol Policy	2023	Being drafted	Requirement of Maritime NZ Audit
Fatigue Policy	2023	Being drafted	Requirement of Maritime NZ Audit
Conflict of Interest	2023	Draft	Draft to go to NZC August meeting
Remuneration policy	2023	Draft	With NZC for final approval. Has been to councils for consultation
Performance management policy	2023	Draft	To go back to NZC. Initial consultation with managers and NZC.
Staff Code of Conduct	2023	Draft	Initial consultation with managers. First draft to NZC.
Prevention of Bullying and harassment policy		Not started	
Leave policy		Not started	
Managing poor performance and misconduct guidelines		Not started	
Protected Disclosures policy			Wellington region have developed one
Staff Scholarship	2003	Review required	Currently not a policy, just a statement
Pandemic Response	2020	Completed	
Procurement plan and templates		Completed	

Policy on setting National policy	2019	Needs review	
Uniforms	2003	Review required	
Communications Strategy		Draft	
National Brand	2003	Review required	
National media policy	2003	Review required	Needs updating after national comms strategy
National media guidelines	2003	Review required	Needs updating after national comms strategy
National Budget Policy	2003	Review required	NZC resolutions passed but not updated in policy
National budget system and licence fee settings	2003	Review required	NZC resolutions passed but not updated in policy
Bequests and donations	2020	Finalised	

Whai whakaaro ki ngā whakataunga - Considerations for decision-making

Financial Implications

7. There is currently no provision for undertaking a policy review or supporting the proposed subcommittee in the NZ Council Budget.

Legislative Implications

8. Under the Conservation Act 1987, one of the functions of each F&G council in relation to planning is to implement national policy as determined by the NZC (Section 26Q (1)(e)(v)). The Ministerial review of F&G in 2021 included recommendation (17) The NZFGC to adopt a full suite of governance and corporate policies which are binding on itself and all FGCs.

Section 4 Treaty Responsibilities

9. The 2021 Ministerial Review made a number of recommendations directed towards improving F&G's engagement with Māori, including adoption of a national policy on consultation and engagement with Māori which should be included as part of this governance and corporate policies review. Consideration to s4 responsibilities in the formation of national policy is also to be given.

Policy Implications

10. This would review/set F&G National Policy.

Risks and mitigations

11. There are currently risks associated with having out of date policy and a robust policy review is seen as a mechanism to mitigate that risk.

Consultation

12. Regions will be consulted consistent with the Policy for Setting National Policy.

Ngā mahinga e whai ake nei - Next actions

13. If agreed by NZC, the NZC Office will arrange the policy review process accordingly.

Policy on Setting National Policy

NZ Fish and Game Council Meeting 165 – 18 August 2023

Prepared by: Corina Jordan, CEO NZ F&G Council

Kōrero taunaki - Summary of considerations

Purpose

This report to the New Zealand Fish and Game Council (NZC) reviews the Policy on Setting National Policy and seeks approval from the New Zealand Council (NZC) for an updated policy to go out to Fish & Game Regions for consultation. The updated policy for setting national policy, which is binding on the regions, is required to enable NZC to give effect to its statutory functions in a timely manner, to implement the Ministerial Review, and to address urgent Health and Safety and compliance legislative requirements.

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 and notes the contents of the Policy on Setting National Policy paper.
2. Agrees that the updated Policy on Setting National Policy be circulated to regions for feedback with consultation being carried out within the proposed updated timeframes.
3. Notes the urgency to update consultation timeframes and policy approval processes in order to meet pending deadlines for urgent statutory and legal requirements for new and updated national policy where indicated.

Whakarāpopoto - Executive Summary

1. There are significant gaps in our policies, processes, and procedures, which have been highlighted in the recent Maritime Audit, as indicated in the legal opinion on Fish & Games Ranger Compliance policies and processes, and with the Ministerial Review highlighting the need for F&G to adopt a full suite of governance and corporate policies. These are highlighted in the Policies Review paper prior to this as agenda item 2.9.
2. The Policy on Setting National Policy was last reviewed in 2018/2019 and has recently been identified for urgent review and updating as it determines the timeframes and process in relation to establishing NZC policy which can provide guidance, cohesion, and direction, to the Fish & Game Regions, which can be binding on those regions, and which can be audited against.
3. A central aspect of the NZC's co-ordination purpose is its function to "*develop, in consultation with Fish and Game Councils, national policies for the carrying out of its functions for sports fish and game*" as specified in the Conservation Act 1987. As part of this, consultation requires that Regional Councils must have a meaningful or real opportunity to comment at an appropriate stage on a proposed national policy before NZC adopts it.

Takenga mai - Background

4. The current Policy on Setting National Policy, attached as 2.10 b, was approved by NZC on 7 June 2019. However, the process in preparation and approval of setting national policy is unclear, specifically the following:
 - e. *following a period (one of at least two meeting cycles) that allows Fish and Game Councils to consider and provide feedback on the draft national policy, the NZ Council can consider and where necessary amend that policy before resolving to adopt it as national policy.*
5. It is also noted that when NZC adopted the policy in 2019, it is unclear if the NZC decision was carried through into the final policy circulated to regions as final. This is because the NZC decision was to accept staff recommendations of "one meeting cycle", not two, with minor editing corrections. The adopted version distributed to the regions as the approved national policy references '*one of at least two meeting cycles*', which regional managers have informed NZC staff that the interpret as meaning two regional council meetings.

Kōrero - Discussion

6. Other policy papers in this agenda relate to the urgency for required national policy, such as a national Health and Safety policy, a risk assessment process, a Drug and Alcohol policy and a Fatigue Policy. In particular, Maritime NZ require us to have these in place by the end of 2023 to avoid prosecution, which particularly impacts the NZC CEO, who Maritime NZ consider to be the liable PCBU.
7. The following should also be taken in consideration when setting national policy and review of consultation timeframes before NZC adopts it:
 - 7.1. Regional Councils must be provided with details of the proposed national policy and all relevant information that the NZC is likely to take into account in making its decision so that intelligent and useful responses may be made. "Chapter and verse" is not required. The NZC does not have to give regional Councils a copy of every background paper, for example. But regional Councils must be given enough information to understand the substance and implications of the proposed national policy. In deciding what information to provide the NZC

can consider any information previously provided to the regional Councils and their existing understanding of the issues.

- 7.2. Sufficient time must be allowed to enable a reasonable opportunity for the regional Councils to state their views on the proposed national policy. There is no set rule as to what amounts to “sufficient time”. That will depend on what is reasonable in the circumstances, including:
 - a. The significance, importance or urgency of the matters addressed in the proposed national policy;
 - b. The extent to which the proposed national policy addresses new matters or updates existing policy; and
 - c. Any previous discussions of the matters with regional Councils.

- 7.3. If significant new information is obtained by the NZC during the consultation, it must share that information with regional Councils. More time may need to be given to regional Councils to consider and respond to this information.

- 7.4. The NZC must maintain an open mind and be ready to change its mind or even start afresh as a result of the consultation process, if material matters are raised. It must consider, fairly and evenly, all of the information and comments provided by regional Councils in the consultation process. If the NZC proposes to significantly amend its proposed national policy in ways that do not reflect the comments raised during consultation, it must provide regional Councils with a further opportunity to comment on those proposed amendments.

- 7.5. Consultation cannot be treated as a mere formality. By the same token, consultation is not negotiation. It is not necessary for all or the majority of regional Councils to agree on a proposed national policy before the NZC can adopt it.

8. To speed up the current policy approval process, while continuing to meet the requirements of consultation the following process is recommended:
 - a. **NZC staff develop draft policies & consult with Regional Managers/CEs;**
 - b. **NZC staff finalise the draft policy, recording feedback from the Managers/ CE, and provide this to the NZC with NZC staff recommendations; or**
 - c. **Draft policy[ies] could go to a NZC committee such as the Executive or other appropriate governance entity, which have the delegation from NZC to review the policies and approve them for consultation with the regions; and**
 - d. **Policies go to Regional Councils for consultation at one meeting** (*must be consulted within one NZC Council meeting cycle of 8 weeks*). *Policies to be provided to the Regional Manager/ CE for inclusion into their board pack at least 15 working days before the council meeting.*
 - e. **NZC staff collate feedback from the Fish & Game regions and provide to the NZC for final decision.** *Feedback from the regions must be received at least 15 working days prior to the NZC meeting.*
 - f. **Policies as adopted are published and implemented and recorded in policy library** (*i.e. Policy category National, NZC, Regional and subcategory governance or operational, including date approved and next review date etc*).

9. To enable this, it is recommended that clause e.) of the Policy on Setting National Policy be amended to read:
- e. *following a period that allows Fish and Game Councils reasonable time to consider and provide feedback on the draft national policy, the NZ Council can consider and where necessary amend that policy before resolving to adopt it as national policy.*
10. This would allow for situations where the complexity of the issues means that a longer consultation period is required.
11. In doing so, there is an expectation that the NZC will approach the development of national policies with an open mind to the views of Fish and Game Councils. That said, it does not require that there be complete agreement by all, or a majority of Fish and Game Councils in arriving at that policy. Therefore, it is also recommended that the words “*but a majority decision*” from the second sentence of paragraph six in the attached policy be removed as there is no legal requirement for this.

Whai whakaaro ki ngā whakataunga - Considerations for decision-making

Financial Implications

12. N/A.

Legislative Implications

13. As mentioned previously, there is some urgency for the review of this policy in relation to the Ministerial Review recommendation (17) *The NZFGC to adopt a full suite of governance and corporate policies which are binding on itself and all FGCs*, as well as pending compliance deadlines from Maritime NZ requiring F&G to have these in place by the end of 2023 to avoid prosecution.

Section 4 Treaty Responsibilities

14. Consideration to s4 responsibilities in the formation of national policy is to be given.

Policy Implications

15. This would review/set F&G National Policy and these elements would also apply in any other circumstances where the NZC is required to consult with Regional Councils.

Risks and mitigations

16. There are currently risks associated with having out of date policy and this review of the Policy for Setting National Policy is seen as a mechanism to mitigate this risk.

Consultation

17. Regions will be consulted on the updated Policy for Setting National Policy within the proposed policy approval process timeframes outlined previously.

Ngā mahinga e whai ake nei - Next actions

18. If agreed, the updated Policy for Setting National Policy will be circulated to regions with urgency for feedback before returning to NZC for final approval.

SETTING NATIONAL POLICY – approved as national policy 7 June 2019

Purpose:

1. National policy provides guidance, cohesion, coordination and direction to be consistently applied across the organisation. This paper sets out the process for setting national policy.

Background:

2. In setting these functions, Parliament has given the NZ Fish and Game Council (NZ Council) a leadership and coordination role at the centre of the sports fish and game system to ensure that all parts of the system work together as a coherent whole.

Statutory relevance for FGNZ:

3. As noted, a central aspect of the NZ Council's co-ordination purpose is its function to "*develop, in consultation with Fish and Game Councils, national policies for the carrying out of its functions for sports fish and game*" (section 26C(1)(a)).¹
4. This function is accompanied by the requirement that Fish and Game Councils "*implement national policy determined by the New Zealand Fish and Game Council*" (section 26Q(IXe)(v)).

Process:

5. The following provisions shall apply in the preparation and approval of such policy:
 - a. proposed policy initiatives can be put forward by the NZ Council or any Fish and Game Council for consideration by the NZ Council.
 - b. the initiative will be drafted as policy and submitted to the NZ Council for its consideration.
 - c. in determining that the policy warrants becoming national policy, the NZ Council must agree to it as draft national policy and consult with Fish and Game Councils.
 - d. Fish and Game Councils are to include rationale for any change/amendment in a letter from the regional chairperson that can be attached to a report to the NZ Council on consultation and feedback.
 - e. following a period (one of at least two meeting cycles) that allows Fish and Game Councils to consider and provide feedback on the draft national policy, the NZ Council can consider and where necessary amend that policy before resolving to adopt it as national policy.
 - f. once adopted, the NZ Council must circulate the document to all Fish and Game Councils, recording the date it was approved as National Policy.
6. In doing so, there is an expectation that the NZ Council will approach the development of national policies with an open mind to the views of Fish and Game Councils. That said, it does not require that there be complete agreement but a majority decision by all Fish and Game Councils in arriving at that policy.
7. The NZ Council may at any time prepare an amendment to any National Policy. In doing so it is required to follow the same consultation process of notifying Fish and Game Councils and allowing for feedback on what is proposed and whether the policy is amended.
8. All new policies are to be reviewed after a two-year period.

Document Status

File Reference.	Version	Date prepared	Author	Date Submitted to NZC:
H\NZC1800 Organisational Coordination, Planning & Reporting\Coordination General\Policies	v.3	13 June 2019	Robert Sowman	June 2019
Summary				Date approved
				7 June 2019

Fish and Game Conflicts of Interest Policy

NZ Fish and Game Council Meeting 165 – 18 August 2023

Prepared by: Jane Hutchings, HR Business Partner

Kōrero taunaki - Summary of considerations

Purpose

The purpose of this paper is to review and update the New Zealand Fish and Game Council (NZC) Conflicts of Interest Policy as recommended as part of the Ministerial Review, Recommendation (18): *NZFGC should adopt and implement a robust Conflicts of Interest policy which reflects good practice as set out in the Auditor General's 2020 Guidance.*

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 and note the contents of the Conflicts of Interest Policy paper.
2. Consider and discuss the draft Conflicts of Interest Policy as attached, ready for final approval at the November meeting.

Whakarāpopoto - Executive Summary

1. The 2021 Ministerial Review highlighted the need for Fish and Game to:

Recommendation (18): In particular, the NZFGC should adopt and implement a robust Conflicts of Interest policy which reflects good practice as set out in the Auditor General's 2020 Guidance.

Recommendation (19): The Conflicts 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).

Takenga mai - Background

2. The current Conflicts of Interest Policy is included in the Governance Policies, which are to be reviewed every three years with the Conflicts of Interest last updated in October 2012.
3. As indicated under separate cover in this NZC Agenda, a previous review of Fish and Game policies in 2020 identified that a number of policies were out of date, no longer best practice or relevant and required a complete overhaul, and that clear distinction was required between operational policy and strategic policy.
4. In April 2021, it was resolved to defer the ongoing national policy review until the Ministerial Review had been released and implications understood. Following the Ministerial Review recommending that NZC adopt a full suite of governance and corporate policies, this review of the Conflicts of Interest Policy meets the Ministerial Review recommendations (17), (18) and (19) as indicated.

Kōrerorero - Discussion

5. The Auditor General's 2020 Guidance states, "*A conflicts of interest is a situation where the responsibilities you have in your work for a public organisation are affected by an interest or relationship you have in your private life.*" Managing the risks associated with conflicts of interest is an essential part of public sector decision-making. It sets out a [comprehensive guide on managing conflicts of interest](#) and a [one page summary](#) drawn from the guide.

Whai whakaaro ki ngā whakataunga - Considerations for decision-making

Financial Implications

6. There are no financial implications identified.

Legislative Implications

7. The Ministerial Review of F&G in 2021 included recommendation (17) The NZFGC to adopt a full suite of governance and corporate policies which are binding on itself and all FGCs. This included that the NZFGC should adopt and implement a robust Conflicts of Interest policy which reflects good practice as set out in the Auditor General's 2020 Guidance.

Section 4 Treaty Responsibilities

8. There are no Section 4 Treaty responsibilities to be considered as part of the Conflicts of Interest policy review.

Policy Implications

9. There are no policy implications for NZC regarding the Conflicts of Interest policy.

Risks and mitigations

10. There are currently risks associated with having out of date policy and as the Ministerial review has recommended the implementation of a robust Conflicts of Interest policy, this review of the policy is seen as a mechanism to mitigate that risk.

Consultation

11. As this is a NZC policy, there is no need to consult with regions, however, as the Ministerial Review also recommended. (17) The NZFGC to adopt a full suite of governance and corporate policies which are binding on itself and all FGCs, NZC may want to consider consulting with the regions on reviewing the regions Conflicts of Interest policy to ensure robust implementation and reflects good practice. This would also include a programme of periodic audits of FGCs conducted by the NZC as recommended as part of the Ministerial Review.

Ngā mahinga e whai ake nei - Next actions

12. If adopted by NZC, the Conflicts of Interest Policy for NZC will be updated as reviewed as part of the policies review process with the next review to be undertaken in three years' time and policy schedule/record reflecting this.
13. The NZC Office will ensure the following steps as outlined in Recommendation (19) will also be provided for as part of the policy implementation process:
 - 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).



DRAFT CONFLICT OF INTEREST POLICY

Section	NZC Governance
Contact/Owner	NZC CEO/NZC
Last Review	December 2015 (In Governance Policies)
Next Review	August 2026
Approval	NZC [INSERT MEETING DATE/RESOLUTION]
Effective Date	[INSERT DATE]

1. PURPOSE

The purpose of this policy is to protect the integrity and the reputation of the New Zealand Fish and Game Council and its members.

Council is responsible for ensuring that all actual, perceived or potential conflicts of interest are handled appropriately, and this Policy sets out the procedures for the management of this

This Policy is binding on all Members of the Council.

2. Policy

- a. A Conflict of Interest arises in respect of a Matter when the Member can be shown to have actual bias or apparent bias.

For the purposes of this policy, "Matter" means:

- The Council's performance of its functions or exercise of its powers as set out in Part 5A of the Conservation Act 1987, subject to the Council's statutory purpose set out in section 26B(1) of the Conservation Act; or
 - An arrangement, agreement, or contract made or entered into, or proposed to be entered into, by the Council.
- b. A Member can be shown to have actual bias when a Member's decision or act in relation to a Matter could give rise to an expectation of financial gain or loss (that is more than trivial) to the Member (and/or to the Member's parent(s), child(ren), spouse, civil union partner, de facto partner, business partner(s), debtor(s) or creditor(s)).
- c. A Member can be shown to have apparent bias when a Member's official duties or responsibilities to the Council in relation to a Matter could reasonably be said to be affected by some other interest or duty that the Member has.
- d. A Member's "interest or duty" includes the interests of that Member's parent(s), child(ren), spouse, civil union partner or de facto partner that may be affected by the matter at issue. It also includes the interests

- of a person with whom the Member has a close, personal relationship where there is a real danger of personal favouritism.
- e There is no Conflict of Interest where the Member's other interest or duty is so remote or insignificant that it cannot reasonably be regarded as likely to influence him or her in carrying out his or her responsibility.
 - f Members of the Council are expected to have read and be familiar with the Office of the Auditor General's publication *Managing Conflicts of Interest: Guidance for Public Entities (2007)*.
 - g Each Member of the Council, as soon as practicable after election to the Council, must be provided with a copy of this Policy and must confirm in writing that they have read and understood it and they will comply with its requirements.
 - h Conflicts of Interest will be a standing item on the Council agenda
 - l Aspiring office holders will be required to declare any Conflicts of Interest before appointment.

2. POTENTIAL CONFLICT OF INTEREST

- a. For the purposes of these Governance Policies, a Potential Conflict of Interest arises when:
 - There is a realistic connection between the Member's private interest(s) and the interest(s) of the Council;
 - The Member's other interest could specifically affect, or be affected by, the actions of the Council in relation to a Matter;
 - A fair-minded lay observer might reasonably consider that the Member's private interest or duty may influence or motivate the actions of the Member in relation to a Matter; and
 - There is a risk that the situation could undermine public trust and confidence in the Member or the Council.

3. DISCLOSURE PROCESS

- a. A Member with a Conflict of Interest or a Potential Conflict of Interest must identify the conflict and disclose it to the Council in a timely and effective manner. The Member must disclose:
 - The nature of the interest and the monetary value of the interest (if the monetary value can be quantified); and/or
 - The nature and extent of the interest (if a monetary value cannot be quantified).
- b. If a Member is uncertain of whether there is any Conflict of Interest or Potential Conflict of Interest, the Member should disclose it to the Council as a Potential Conflict of Interest for consideration by the Council.
- c. The disclosure of any conflict must be recorded in the minutes and entered in a separate interests register.

When the conflict has been identified, the Council must determine how that conflict

4. DEALING WITH THE CONFLICT OF INTEREST

- a. When a Conflict of Interest arises in respect of a Matter, the affected Member:
 - Must promptly declare a direct or indirect conflict at the Council meeting, other than any interest that they hold in common with the public
 - Will be excluded from discussions regarding the Matter (including not being in the same room when the Matter is discussed);
 - Will not vote on issues related to the Matter;
 - Will not receive papers or any other information on the Matter; and

- Will not discuss the Matter with other Members.

b. Members may be asked at any time to complete and sign a Material Interest Declaration (attached)

5. DEALING WITH A POTENTIAL CONFLICT OF INTEREST

- a. Where there is a Potential Conflict of Interest, the Council (excluding the affected Member) will determine an appropriate course of action, which may include the following:
- Applying some or all of the Actions applied to a Member with a Conflict of Interest (set out at 4);
 - Sending a written explanation to stakeholders, members and licence holders outlining why there is no legal conflict of interest; and/or
 - Monitoring the Matter to determine whether at any point the Matter changes such that there is a Conflict of Interest.
- b. In determining the appropriate course of action, the Council will have regard to:
- The type or size of the Member's other interest;
 - The nature or significance of the relevant Matter; and
 - The extent to which the situation could undermine public trust and confidence in the Member or the Council.
- c. The Member will be given the opportunity to be heard by the Council on the points in 5.a and 5.b and the Member's submissions will be taken into consideration by the Council.

6. PREDETERMINATION

Where a Member can be shown to have a closed mind to a decision, such that their approach to a Matter is likely to be predetermined, they will be excluded from participating in the Matter in the manner set out in 4.

7. REGISTER OF INTERESTS

The Chief Executive is responsible for maintaining a Register of Interests. This must record:

- The date on which the interest is declared or identified;
- The name of the Member of the Council having the relevant interest;
- The relationship between the Member of Council and the person holding the relevant interest(if relevant); and
- A reference to action taken

-

• DOCUMENT MANAGEMENT CONTROL

Prepared by: Jane Hutchings, HR Business Partner
Owned by: NZC/NZC CEO
Authorised by: Fish and Game New Zealand National Council
Date Issued (for Consultation): N/A
Next Review: August 2026



Schedule to Conflicts of Interests Policy
Material Interests Declaration

Name: _____

Member of Council Staff member

My current occupation (other than with CSIFGC):

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

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

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

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

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

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

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

.....
(signature)

.....
(date)

8. DOCUMENT MANAGEMENT CONTROL

Prepared by: Jane Hutchings, HR Business Partner
Owned by: NZC/NZC CEO
Authorised by: Fish and Game New Zealand National Council

Date Issued (for Consultation): N/A
Next Review: August 2026

DRAFT

Managing conflicts of interest

A conflict of interest is a situation where the responsibilities you have in your work for a public organisation are affected by an interest or relationship you have in your private life.

Having a conflict of interest does not necessarily mean you have done anything wrong. It all depends on how you manage it.

You need to ask yourself not just whether the interest or relationship means you are biased, but also whether someone looking in from the outside could have reasonable grounds to think you might be.

The “rules” for managing conflicts of interest in the public sector are generally stricter than in the private sector. If you work for a public organisation, the public needs to have confidence that any decisions you make:

- are made impartially and for the right reasons; and
- are not influenced by personal interests or ulterior motives.

Any decisions about conflicts of interest should take into account the core public service values:

- integrity;
- impartiality
- trustworthiness;
- respect; and
- responsiveness.



Tips for managing conflicts

- Make sure you know what rules apply to you, whether in your employment contract, contract for services, terms of appointment, or any internal policies of the entity you work for.
 - Declare any interests you have that might pose a conflict. This shows you are being open. It will also help the entity you work for avoid putting you in a situation where a conflict might arise, or to manage a conflict if one arises.
 - Follow any rules or guidance provided by the entity you work for when deciding how to manage a conflict.
- As a minimum, declare any conflicts you have as soon as you become aware of them, preferably in writing.
 - Think about what else you might need to do to manage the conflict. Get advice if you need to. Talk to your manager, or if you are on a board, the chairperson.
 - You need to consider ethics as well as legal rules. Just because it's not unlawful to participate, that does not necessarily mean it would be appropriate to participate.

If in doubt, stay out.



When you have to make a decision, ask yourself:

FINANCIAL

- Do you stand to gain or lose financially from the decision?
- Does someone close to you – like an immediate family member – or a business you are involved with stand to gain or lose financially from the decision?

A situation does not need to involve cash changing hands to be considered a financial interest. A financial interest could, for example, relate to an effect on the value of property.

A financial interest might be direct or indirect. In situations that someone close to you or a business you are involved with has a financial interest, you might be considered to share their interest.

Financial interests are generally treated more strictly than other types of interest. If you have a financial conflict of interest, the law presumes you are biased. This is why you should automatically treat a financial conflict of interest seriously, even if it seems trivial to you.

For some entities in the public sector, there are specific statutory requirements that apply to managing the financial conflicts of interest, which you need to be aware of.

NON-FINANCIAL

- Is someone close to you or an organisation you are involved with likely to be affected by the decision you make?
- If so, is there a risk that you will be seen to be biased in your decision because of this relationship or association?

If you have a conflict of interest, but not one from which you stand to gain or lose financially, the law does not automatically assume you are biased.

This does not necessarily mean a non-financial conflict is less serious than a financial conflict – but there is generally more room for judgement about whether it is acceptable for you to participate.

Questions you need to think about include:

- How close is your relationship with this other person or organisation?
- Will they be directly affected by the decision?
- How seriously will they be affected?

CONFLICT OF ROLES

Will a second organisation you have a role in (entity B) be affected by the decision you are making for the public organisation you work for (entity A)?

If so:

- Is there a risk that you will be seen to be acting in the interests of entity B rather than entity A?
- If you participate in this decision, is there a risk that you might breach obligations you owe to either entity – for example, a duty of loyalty or confidentiality?

The issue with a conflict of roles is not so much whether you personally have a conflict, but whether the interests of the two organisations conflict.

If you have a conflict of roles, you will need to consider whether it is appropriate for you to participate in the decision-making process “on both sides of the table”. You will also need to think about whether you are going to be in a position to fulfil your obligations to both entities at the same time.



If there is a risk that there might be conflicts at some point during the decision-making process, you should discuss your situation with both entities. This gives each an opportunity to consider the risks from their perspective and decide whether they are comfortable with you participating on both sides.

PRE-DETERMINATION

Is there anything you have previously done or said that might make people think you are not going to listen fairly to all the relevant information before you make your decision?

It is accepted that people working for public entities will have their own views on many matters, and, in many cases, might already have views on what the “right answer” to an issue is.

You are not required to approach every decision as though you have given it no prior thought, or have no existing knowledge or opinion. However, you are required to keep an open mind, and you must be prepared to change or adjust your views if the evidence or arguments warrant it.

That means you need to take care that what you do or say does not make it look like you have already made your decision before you have considered all the relevant information and evidence.

Where to read more

FINANCIAL	NON-FINANCIAL	CONFLICT OF ROLES	PRE-DETERMINATION
Paragraphs 3.7-3.11	Paragraphs 3.12-3.24	Paragraphs 3.25-3.31	Paragraphs 3.32-3.40
Scenarios 3, 5	Scenarios 1, 2, 3, 9, 11	Scenarios 8, 10	Scenarios 4, 7
If you are an elected member of a local council, or a member of the governing body of any other entity to which the Local Authorities (Members' Interests) Act 1968 applies, please also read our Guide on that Act.			

Draft Staff Code of Conduct

NZ Fish and Game Council Meeting 165 – 18 August 2023

Prepared by: Jane Hutchings, HR Business Partner, NZ Fish and Game Council

Kōrero taunaki - Summary of considerations

Purpose

This report to the New Zealand Fish and Game Council (NZC) is to consult on a draft Code of Conduct for staff and to seek approval to send to regional managers, staff and Councils for consultation.

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 information; and
2. Agrees that the draft Code of Conduct be circulated to regions for feedback.

Whakarāpopoto - Summary

1. The Code of Conduct is an umbrella policy which sits above all other HR policies. It sets out expectations for standards of behaviour, integrity, customer service, confidentiality and conflicts of interest.
2. It will link to a process for managing misconduct which will be developed next.

Consultation

3. Regional staff, Managers and Councils will have the opportunity to provide feedback on this draft Code if endorsed by NZC.

Ngā mahinga e whai ake nei - Next actions

4. If agreed, the Draft Code of Conduct will be circulated to regions for feedback before returning to NZC for final approval.



DRAFT STAFF CODE OF CONDUCT

Section	Operational
Contact/Owner	NZC HR Business Partner
Last Review	New Policy
Next Review	
Approval	NZC
Effective Date	

1. PURPOSE

This policy sets out the minimum standards of conduct for all staff, and supports the values of Fish and Game NZ. Reflected in this *Code of Conduct* is the importance of trust and confidence in the relationship between Fish and Game Councils and their employees. The *Code of Conduct* covers all employees of Fish and Game Councils, and, contractors covering employment positions.

2. POLICY

Employees are expected to act reasonably at all times in compliance with their individual conditions of employment and taking into account the interests and welfare of Fish and Game Councils and their colleagues. As an employee, you are expected to maintain the highest integrity, discretion and ethical conduct when performing your duties or representing your Fish and Game Council. All employees are expected to exercise good judgement to determine what action should be taken in any given situation and be able to withstand scrutiny from internal and external parties.

3. EXPECTED BEHAVIOURS

1. Personal responsibilities:

- act honestly and with integrity in all aspects of your employment;
- respect the rights of others and treat others courteously and without discrimination or harassment;
- be respectful of, and responsive to all cultures, values and beliefs;
- perform and organise your work to the best of your ability and according to specified duties by showing commitment to high quality work, policies, and standards and taking a strategic approach by thinking ahead about ramifications of actions you take;
- carry out any lawful and reasonable instruction from your manager;
- be supportive of your colleagues and accept your responsibilities as part of the team;
- comply with all Fish and Game policies, processes, standards, vision, mission, values, and SOPs
- act in a safe manner to protect your health and safety and that of your colleagues. Follow your Fish and Game Council’s Health and Safety policies and procedures and comply with all reasonable and relevant directions.
- do not consume alcohol at work or during work time (including lunch breaks) unless by prior approval from the Chief Executive/Regional Manager

2. External relationships:

- be courteous, helpful and responsive;
- respond promptly to requests;
- act reasonably, honourably and in good faith when working with the fishing and hunting communities
- create and maintain positive relationships and networks with others.

3. Customer service and responsiveness:

- recognise everyone you deal with is a customer;
- strive to get things done to agreed standards and timeframes;
- keep others informed of progress or delays; and
- be responsive and react to situations in a timely manner.

4. Confidential information:

- be responsible for the security and confidentiality of any personal information that you have acquired;
- ensure that any information you have acquired through your work is not used for personal advantage; and
- ensure that financial and non-financial information gathered by Fish and Game and your knowledge of its systems and processes is used solely to perform Fish and Game business.

5. Conflict of interest:

- obtain your manager's approval before commencing any activity, business interest or employment that has the potential to conflict with Fish and Game business (refer to *Conflicts of Interest Policy*);
- avoid any financial interest in any undertaking that could be seen to compromise your responsibilities to Fish and Game,
- do not allow personal relationships with staff or customers to affect or appear to affect the professional relationship with them;
- ensure that your behaviour in relation to gifts and gratuities and managing contracts and purchasing does not compromise your personal integrity or that of Fish and Game; and
- when your personal views differ from those of Fish and Game, you must ensure that both your personal integrity and the integrity of Fish and Game are not compromised. If you are likely to find yourself in this situation, then you should discuss the matter with your manager first.

6. Uphold the reputation of Fish and Game:

- act with integrity at all times;
- ensure your participation in political matters does not conflict with your duty to your Fish and Game Council and any partnerships with government agencies; and
- ensure your private activities do not reflect adversely on Fish and Game or key stakeholders.

7. Additional expectations for managers:

- guide and motivate employees in accordance with Fish and Game policies, processes, standards and systems that are in place to support you in your role as a manager;
- lead by example and model the standards of behaviour expected of all employees; and
- take responsibility for the quality of work performed, the actions and decisions of employees in your team

8. Misconduct

- any form of misconduct will constitute a breach of the Fish and Game Code of Conduct and may lead to disciplinary action;
- it is Fish and Game's intention that all matters relating to unsatisfactory conduct will be dealt with properly, fairly and consistently.
- following due process, if the essential elements of trust and confidence are found to have been breached by employees, Fish and Game may terminate the employment relationship.

4. DOCUMENT MANAGEMENT CONTROL

Prepared by: Jane Hutchings, HR Business Partner
Owned by: NZC/NZC CEO
Authorised by: Fish and Game New Zealand National Council
Date Issued (for Consultation):
Next Review:

DRAFT

Remuneration Policy

NZ Fish and Game Council Meeting 165 – 18 August 2023

Prepared by: Jane Hutchings, HR Business Partner, NZ Fish and Game Council

Kōrero taunaki - Summary of considerations

Purpose

This report seeks final approval from the New Zealand Fish and Game Council (NZC) for the draft Remuneration 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. Receive the information; and
2. Approves the draft Remuneration Policy.

Whakarāpopoto - Summary

1. The NZC viewed and commented on the draft Remuneration Policy at its April 2023 meeting. The draft policy was then sent to Regional Managers in order that they could consult with their staff and Councils. The responses are summarised in the table below.

Takenga mai – Background

2. Section 26C(1)(a) of the Conservation Act provides that the NZ Council shall:

“Develop, in consultation with Fish and Game Councils, national policies for the carrying out of **its** functions for sports and game”.

3. While it could be argued that means that this only applied to policies for the NZC and not to Regional Councils, the Minister for Conservation in September 2002 formally advised the NZ Council:

“I require the New Zealand Council to coordinate the management, enhancement and maintenance of sports fish and game by regional Fish and Game Councils, including the development of any relevant national policies to achieve its coordination purpose.”

4. The organisation asked NZC to establish a cohesive remuneration framework. Over the last three years, work has been done to achieve this by several remuneration committees with the final result being the new remuneration framework that was agreed at the April NZC meeting. The attached Remuneration Policy supports that framework, along with the Performance Review Policy, which is currently out for consultation.

Consultation

5. Regional feedback is set out below:

Region	Remuneration Policy	Comment
Northland	✓	Northland Fish & Game Council supports the draft remuneration policy.
Auckland/Waikato	✓	Feedback was around definition of roles and salary bands rather than on the Policy itself, except to say that their Policy on Policies from NZC states that policy consideration should go through 2 rounds of regional council meetings. Time has been allowed for this, but no further feedback has been received
Eastern	✓	Supports in principle the intent to create a framework that brings a national policy over the process for all regions but retains room for regional input. The policy should also include a broad framework for the CEO/Managers in the Remuneration Policy process.
Hawke's Bay	✓	Supports the policy and that it was a good and straight forward policy that had been well prepared. It was noted that without the numbers it was a bit meaningless and more detail on this was required.
Taranaki	✓	Policy only sent to staff for feedback, general support and no specific comments.
Wellington	✓	Supports policy for internal consistency of remuneration and to ensure that we remain competitive following market assessments. Assessments must be made during the budgeting process to ensure F&G can afford recommendations and are aware of potential budget constraints. However, the view was that the policy purpose should confirm that either this should be a policy to be followed by the regions by agreement or that it is a guideline for regions to follow. A number of changes to the text were recommended. Some of these have been made and highlighted in green. The full response is attached as 2.14 b.

Region	Remuneration Policy	Comment
Nelson/Marlborough	✓	The Council unanimously supported the Draft Remuneration Policy.
West Coast	✓	Supported the Policy as circulated.
North Canterbury	✓	North Canterbury Fish & Game Council, and its CEO, support any initiatives or national policy/process work that is beneficial to the organisation as a whole, and helps demonstrate that Fish & Game Councils are following good employer practices and standards. However, the Council feels that the Policy should be renamed Guideline, as Council Governors were ultimately responsible as the employer and not the CEO according to a recent legal interpretation on employment matters from McPhail Gibson and Zwart Ltd.
CSI	X	Concern Policy has not considered the Commerce Act in its development. Based on F&G structure, national rem policy may be in effect “price fixing” on one of our major inputs. Legal opinion on this is attached 3.5 Legal Opinion PE Appendices.
Otago	X	Otago expressed their gratitude for the review of the salary bands, but questioned whether it was appropriate for NZC to promote national policy development for matters which are not part of their statutory mandate. However, they suggested a number of amendments to the policy, most of which have been incorporated into the attached policy.
Southland	✓	Council supported the remuneration policy proposed by NZC.

Discussion on feedback

6. The feedback in general has been supportive and only CSI, Otago and North Canterbury have questioned NZC’s ability to make national policy.
7. We have sought legal opinion on this and it is the view of Elana Geddis, that:

“the draft Remuneration Policy complements rather than conflicts with the Regional Fish and Game Council’s statutory employment power. It is drafted in terms of guiding principles rather than directives. The Regional Fish and Game Councils’ ‘good employer’ obligations include recognition of the importance of pay equity and of decisions about remuneration being free from bias. The principles of the Remuneration Policy are consistent with, and could assist Regional Councils in discharging those obligation.” Letter attached in 3.5 Legal Opinion PE Appendices.
8. With regards to CSI’s view that the policy contravenes the Commerce Act, the legal opinion on this was that it doesn’t contravene the Commerce Act, as long as it is just restricted to employees not contractors (**letter attached 3.5 Legal Opinion PE Appendices**). The policy has been amended to clarify this (blue highlights).
9. With regards to Otago’s submission, despite their view that NZC couldn’t promote national policy development they have provided suggested amendments, most of which are minor wording changes and they have been incorporated into the attached policy. The changes have been highlighted in green.
10. The only major issue relates to Section 4, which they consider to be out of line with the process for budget setting, as distribution of funds is the responsibility of each Council and therefore Section 4 should be removed. This section is highlighted in yellow.
11. However, Section 4 doesn’t say anything about how regional councils distribute their budget, so this section has been left in.

Ngā mahinga e whai ake nei - Next actions

12. If approved, the policy will be published and circulated to Regional Councils

Comments on Draft Remuneration Policy (undated)

Section 1. Purpose

This description of Purpose needs to confirm that this is either a policy to be followed by all regions by agreement/MOU or whether it is a guideline for regions to follow. Decisions for funding changes to remuneration ultimately rest with NZC following an internal discussion by regional CEs during the budgeting process.

Section 2 Principles

Clause 2.1 c – licence holders not shareholders.

Clause 2.1 h – add in clarification at end of sentence “for similar roles”.

Move clause 2.1 g and 2.1 h up the order to below 2.1 d to provide better emphasis.

Clause 2.2 a Fish and Game’s remuneration strategy – what is this? It needs to be explicitly defined or is it inferred in the Purpose section of this Policy

Clause 2.2 a the “Framework” needs to be (cross-)referenced for confirmation of what the framework is.

Clause 2.2 c What is “Organisational performance” in terms of what ‘relevant’ parameters would be used to assess and make decisions on annual remuneration reviews

Clause 2.2 b Individual performance needs additional clarification “(based on Performance Assessments (e.g. KPIs assessment) or additional duties beyond Job Description (e.g. National contributions) or outstanding contributions.

Clause 2.2 c “Relevant market rates” needs to be confirmed as what is ‘relevant’ – i.e. currently it is General Market rate, but a NZC proposal is to have an average of General Market rate and Local Body rate. This needs to be stated as basis for setting the platform for future review.

Clause 2.2 d Market dynamics – how are decisions going to be made using assessment of perceived ‘market dynamics’ if you already have an up to date market rate assessment.

Clause 2.3 The same reputable and proven job evaluation system (currently Strategic Pay – this should be stated here as currently supplier as a 1 July 2023) should be consistently used to avoid variance between different providers.

Clause 2.4 comma added between “process” and “employees”

Clause 2.5 “An employee” rather than “all employees”

Clause 2.7 “annual published” should have a clarification of date (1 September each year), and/or when that Minimum Living Wage takes effect (if on that date or later date specified).

Section 3 Scope

Clause 3.1 This policy of aspects of remuneration review is applicable to all **permanent** F&G employees. This policy also has some relevance to casual employees but more specifically to Minimum Living Wage not remuneration review framework/process.

Clause 3.7 CE = Chief Executive – not CEO

Section 4 Annual Remuneration Review Budget

“NZ Chief Executive (NZE CE)” rather than “NZ CEO”

“allocation for the **annual** organisation remuneration review” – addition of ‘annual’

Regional Chief Executives rather than Regional Managers/Chief Executives – should be consistent with role description and current job titles. Changes across the policy document

How is the distribution of salary review determined for each region? If requests for amendment exceed available budget - On a pro-rata basis? On a NZC decision? On NZC CE decision on regional personnel. What response is there to when staff have higher than respective band recommendations in terms of allocated budget, and ultimately funding.

Section 5 Market Positioning

against the ‘**Industry and Service**’ median – this should be stated as the General Market for the positions and job sizing (noting that it has been proposed to use a medium of General Market and Local Body Government.

It is noted that the fixed package includes on salary, use of vehicles, and additional leave. What about other (potential) benefits such as:

- Greater than 3% KiwiSaver
- Allowances for field staff
- Provision for retirement package – beyond KiwiSaver component

Section 6 Salary Ranges

... Strategic Pay (**the Provider**) Add in the word the “current Provider” or “the Provider”

Additional Section – Section 6 A Job Sizing

There needs to be confirmation that the Job Sizing exercise is not regularly modified for the same position or role - without specific consultation and/or agreement with employee(s). Once the job sizing is agreed to, there should be good reason to review such.

Section 8 KiwiSaver

Clause 8.1 b as required by law, Fish and Game providers employer contributions of **3%** to KiwiSaver – only required to provide 3% - add in specific 3%

This section does not cover greater than 3% which be additional consideration of total remuneration calculation. This is relevant for at least two regions.

Section 9 Timeline for Remuneration Review

Clause 9.3 performance appraisals – this needs to be formalised to ensure comparable and consistent – any consistent process referenced.

Clause 9.4 performance in “each” role rather than “the role”.

Clause 9.5 guide **regional CEs' (and NZC CE) or Councils'** decision making – rather than People Leaders'

Clause 9.6 the regional CE's collectively .. rather than the Managers – for consistency in document

Clause 9.6 proposed **regional and NZ remuneration** changes – rather than proposed rem changes

What are the using to make objective decision making in their discussions – are robust comparisons being made?

Clause 9.7 remuneration review **by August 1, or after the Ministerial approval of licence fee recommendation**

Section 10 Responsibilities

Clause 10.1 Change “Regional leaders” to **regional CE's and Councils**

Clause 10.2 Human Resources add “**(NZ Council co-ordinated)**”

Clause 10.2 d. change to remuneration “**assessment (Strategic Pay)**” providers -

Clause 10.3 – and employee financial information - this needs to consider privacy requirements of employees – need to have policy on how information is stored, for how long, how it is used, and who gets to see it.

Additional Considerations:

1. **Needs an additional section for regional CE remuneration to assist Councils manage CEs using consistent processes (if desired).**
2. **Policy section for Casual employees – maybe only noting Minimum Living Wage and other relevant provisions of engagement.**
3. **Appendix to be included or referred to with generic Job Descriptions specified to ensure job sizing is not reviewed without employee knowledge or consultation.**
4. **Appendix to be included with date referred Salary Bands for specific job categories and consideration as to how these are publicly available to employees and wider public.**



DRAFT REMUNERATION POLICY

Section	Operational
Contact/Owner	NZC CEO/NZC
Last Review	N/A – New Policy
Next Review	August 2025
Approval	NZC [INSERT MEETING DATE/RESOLUTION]
Effective Date	[INSERT DATE]

1. PURPOSE

This Policy provides a consistent, transparent and flexible framework for rewarding and recognising the contribution of all Fish and Game Councils by applying a pay for performance-based remuneration model. This enables Fish and Game Councils to attract, retain and motivate the employees it needs to achieve its strategic and operational objectives both now and into the future.

This Policy aims to be consistent with the Good Employer requirements of the Public Service Act 2020, sections 73 and 74.

2. PRINCIPLES

2.1. The Fish and Game Council's remuneration strategy, systems, policies and processes will:

- a. Support the Fish and Game Council's business strategy and goals, organisational capability and focus on service delivery;
- b. Provide enough flexibility to attract and retain the employees needed both now and into the future;
- c. Ensure affordability and sustainability to meet the standards of fiscal prudence required by licence holders and the Councils;
- d. Deliver a remuneration package to employees that reflects both the value of a role to Fish and Game and the contribution and experience of the employee performing the role;
- e. Progress employees demonstrating good performance to the midpoint of the range within three years in role;
- f. Reward employees based on consistent delivery of strong individual performance that includes both the results that are achieved and how they are achieved;
- g. Demonstrate equity, openness and transparency; and
- h. Ensure consistency and pay parity across the regions **for similar roles**.

2.2. Decisions made by Councils on the allocation of any funds towards annual remuneration reviews will be based

on a combination of factors including:

- a. Fish and Game Council's remuneration strategy and framework;
- b. Individual performance as assessed in performance reviews, and employee contribution to national level projects
- c. Relevant market pay rates **(average of General Market and Local Government benchmarks)** to inform salary ranges; and

- d. Affordability.
- 2.3. A reputable and proven job evaluation system will be used to size roles at Fish and Game.
 - 2.4. Job descriptions will be reviewed at least 3 yearly to assess any growth or reduction in complexity and value
 - 2.5. As part of any annual remuneration process, employees will be informed of the remuneration range for their role.
 - 2.6. All employees will be paid at least the minimum of the range (85%) for the position they hold.
 - 2.7. Employees will have the opportunity to progress through the remuneration range to a level commensurate with their assessed performance and **experience**.
 - 2.8. All employees will be remunerated above the annually published national living wage of New Zealand.

3. SCOPE

- 3.1. This policy is applicable to **all permanent employees (employed under contracts of service)** of all Fish and Game **Councils**.
- 3.2. **Contractors are excluded from this Policy and this Policy does not limit any Fish and Game Council's ability to determine the terms of any contractor.**
- 3.3. To be eligible for a remuneration review, employees must have commenced permanent employment with Fish and Game prior to 1 July of the current review year.
- 3.4. Permanent employees who commence employment with Fish and Game on or after 1 July will have their remuneration reviewed in the following review year.
- 3.5. Any employee who has worked for less than three months in their role of the performance year is not eligible for a remuneration review.
- 3.6. Casual employees are not eligible for a remuneration review.
- 3.7. Fixed Term employees (of one year or less duration) are not eligible for a remuneration review.
- 3.8. Fixed Term employees greater than one year duration may be eligible for a remuneration review at the **Council or manager's** sole discretion, which will be covered within the Fixed Term Agreement between both parties.

4. ANNUAL REMUNERATION REVIEW BUDGET

The NZ Council, with support and advice from the NZ Chief Executive, will determine the total budget available for increases from the Contestable Fund and allocation for the annual organisation remuneration review based on submissions from the Regional Managers/Chief Executives. Final budgets are subject to the Minister of Conservation decision on licence fees.

5. MARKET POSITIONING

Subject to affordability and sustainability, Fish and Game Councils aim to position themselves competitively against the 'Industry and Service' median (Fixed Remuneration*), to be able to attract, retain and reward suitably qualified/experienced people. The fixed package includes use of vehicles, additional leave and Kiwisaver contributions over 3%.

6. SALARY RANGES

The salary ranges are reviewed once a year against market data supplied by Strategic Pay or other 3rd party provider, and may change to maintain alignment with comparable roles in the market:

- a. While salary ranges may be adjusted, there is no automatic change to any individual's remuneration;
 - b. The salary ranges extend from 85% to 115% of the midpoint (100%); and
- *Fixed remuneration is defined as annualised base salary plus any fixed benefits such as extra leave, a vehicle, extra kiwisaver etc,

- c. All individual remuneration increases will be based on progression to midpoint plus the outcome of the performance review process.

If a review of the job size of a particular role is considered necessary, this will be done in consultation with the employee

7. CONSUMER PRICE INDEX (CPI) ADJUSTMENTS

There are no adjustments for CPI (Consumer Price Index). CPI is incorporated within the market data considered by Fish and Game.

8. KIWISAVER

- 8.1. Fish and Game encourages employees to make provision for their retirement, and encourages participation in KiwiSaver or other personal superannuation schemes at the discretion of the employee:
 - a. Fish and Game is not affiliated with any specific KiwiSaver provider, and encourages employees to seek independent advice regarding their personal choice to join or opt-out of KiwiSaver; and
 - b. As required by law, Fish and Game provides employer contributions to KiwiSaver participants of 3 percent. This contribution may not be converted into salary.

9. TIMELINE FOR REMUNERATION REVIEW

- 9.1. Regional Managers/CEOs submit applications as one of the Contestable Fund submissions, by 31 March each year for funding for remuneration increase in the next financial year, based on advice from a third party provider regarding market movements.
- 9.2. The budgets including any contestable fund bids for salary budget increases are approved by the NZ Council in April.
- 9.3. In July/August managers conduct performance appraisals of staff and determine increases for performance.
- 9.4. Guidelines and eligibility criteria are provided to Regional Managers/Chief Executives prior to the review to ensure consistency across Fish and Game and to support sound, appropriate decision making that is linked to performance in each role.
- 9.5. Staff are advised in writing of the results of the remuneration review and changes are made effective from 1 September each year.

10. RESPONSIBILITIES

10.1. Regional Managers/Chief Executives and Councils

Regional leaders have a key responsibility to effectively communicate with their employees throughout the annual performance and remuneration review processes, setting expectations, providing constructive, meaningful feedback, guidance, and support, and communicating review outcomes.

Additionally, Regional leaders have a responsibility to:

- a. Communicate review outcomes to their people;
- b. Model appropriate behaviours, leading by example; and
- c. Seek advice and assistance as appropriate.

10.2. NZC Human Resources

Human Resources will:

*Fixed remuneration is defined as annualised base salary plus any fixed benefits such as extra leave, a vehicle, extra kiwisaver etc,

- a. Provide support and guidance to Regional Leaders to facilitate the smooth, timely completion of the performance and remuneration processes;
- b. Provide advice to regional managers and CEOs during moderation and approvals discussions;
- c. Maintain and update remuneration policies and processes ensuring employees are kept up to date; and
- d. Liaise with remuneration providers with respect to job evaluation and remuneration market data.
- e. Ensure regional employee salary information is only retained for the purposes of the review and is destroyed when that review is completed

11. DOCUMENT MANAGEMENT CONTROL

Prepared by: Jane Hutchings, HR Business Partner
Owned by: NZC/NZC CEO
Authorised by: Fish and Game New Zealand National Council
Date Issued (for Consultation):
Next Review: August 2025

*Fixed remuneration is defined as annualised base salary plus any fixed benefits such as extra leave, a vehicle, extra kiwisaver etc,

GOVERNANCE POLICIES

2.6 EVALUATION OF THE COUNCIL

- a. The Council will, each year, appraise its own performance, and its own processes and procedures to ensure that they are not unduly complex and are designed to assist the Council in effectively fulfilling its role. Chairs of all Regional Councils will be asked to comment on relevant aspects of the National Council's performance.
- b. Each year, individual Members and the chairperson will be evaluated by a process whereby the Council determines questions to be asked about him or herself and about each other including the Chairperson, each Member answers the questions, and the responses are collected and collated by the Chairperson who then discusses the results with each Member.
- c. The Chief Executive will be invited to evaluate the NZC as a whole annually against mutually agreed criteria.

3.5 PERFORMANCE MANAGEMENT

- a. The Council will manage the performance of the Chief Executive. Performance objectives will be agreed to by the Council and Chief Executive be reasonable and achievable in advance of each financial year. Should agreement not be able to be reached on appropriate performance measures, Council will set the objectives. Council will commit to consulting in good faith with the Chief Executive. However in the absence of agreement, the ultimate responsibility for setting the objectives rests with Council.
- b. The performance agreement with the Chief Executive will include the evaluation and measurement of current key competencies.
- c. The Chief Executive's performance agreement will also include the evaluation and measurement of specified performance objectives:
 - c.1 The Chief Executive shall choose 1 – 3 Performance Objectives which may represent specific employment related personal goals and may relate to but not be limited to professional development and training, specific projects, stakeholder relationships, financial performance or legislative change.
 - c.2 The Executive Committee shall set the Chief Executive 1 – 3 Performance Objectives which may relate to but not be limited to the Annual Business Plan, the Chief Executive's professional development, specific projects or organisational objectives.
 - c.3 Performance Objectives shall, as far as practicable, be specific, measureable, attainable, realistic and time bound.
- d. An annual appraisal of the Chief Executive's performance shall be undertaken by the Executive Committee and shall take the following format:
 - d.1 In July of each year the Chief Executive will meet with the Executive Committee to set the Chief Executive's Performance Objectives for the new reporting year commencing 1 September.
 - d.2 In October each year the Chief Executive will complete an annual performance appraisal document for the reporting period ended 31 August of that calendar

GOVERNANCE POLICIES

year, this document will then be forwarded, in confidence, to the Executive Committee

- d.3 The Executive Committee will then add their comments and evaluate the Chief Executive's performance towards the achievement of Key Competencies and Performance Objectives. In order to evaluate the Chief Executive's performance the Executive Committee may consult with internal and external stakeholders.
- d.4 At the November New Zealand Council meeting the Executive Committee will present to Council the completed performance appraisal for review and comment together with any remuneration recommendation.
- d.5 It is envisaged that at every bi-monthly New Zealand Council meeting the Executive Committee will meet with the Chief Executive to discuss his year-to-date performance and review progress towards achieving the agreed Performance Objectives in order that the annual performance appraisal process can be completed on a "no surprises" basis.
- d.6 In March each year the Executive Committee will meet with the Chief Executive to conduct a half-year interim performance review which may be conducted orally.
- e.5 Reports from Council committees and on actions taken under other delegations from the Council; and
- e.6 Report on progress against the Council's strategic plan.

Working Groups Terms of Reference

NZ Fish and Game Council Meeting 165 – 18 August 2023

Prepared by: Corina Jordan, NZ Fish and Game Council CEO

Kōrero taunaki - Summary of considerations

Purpose

This report to the New Zealand Fish and Game Council (NZC) presents the draft Future Finance Working Group and Future Structure Working Group Terms of Reference on behalf of the working groups, and as drafted by each, as subcommittees of NZC for approval.

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 information; and
2. Approves the draft Future Finance Working Group and Future Structure Working Group Terms of Reference.

Whakarāpopoto - Summary

1. As per Fish & Game's Governance Policies, the NZC can form subcommittees when it is efficient or necessary to facilitate efficient decision-making as outlined below (Page 13, 2.3 F&G Governance Policies).
2. Constituting the Future Finance Working Group and Future Structure Working Group Terms of Reference will define the working groups roles and responsibilities, as well as the requirement to observe the same rules of conduct and procedure as the Council.

Takenga mai – Background

3. As business arising out of the Governors Forum held on 11 February 2023, NZC approved the establishment of the Future Finance Working Group at its 10 February 2023 meeting.
4. This included that the working party comprise two NZC Councillors, two regional chairs with the ability to co-opt expertise as required. It was suggested that Councillors Oakley and Phibbs be members of the working group.
5. It was suggested that a terms of reference be established to show a good process and that plans be in place before the next Elections, with progress aimed for the 24/25 financial year. It was also noted that the working group report back to each NZC Council meeting.
6. At the 10 February 2023 NZC meeting, NZC also approved that a Fish and Game New Zealand Review Implementation Working Group be established comprising two NZC Councillors, two regional chairs, and that can co-opt expertise on an as required basis.
7. The following was noted in relation to the Review Implementation Working Group:
 - There were two stages - legislative and non-legislative. Objective of this group was to focus on the non-legislative changes while having oversight of the whole review.
 - Suggest Councillor Karalus be on working group to add value because of previous involvement.
 - Every NZC member was to go back to their regions and communicate the review status with regions.
 - Initial meeting to be held to work out NZC members then seek interest from regional chairs/governors and staff.
8. At the 21 April 2023 NZC meeting, Councillor Karalus provided an update on the establishment of the working group, now referred to as the Future Structure Working Group, and briefed NZC on the first two meetings held.
9. NZC approved that NZC Councillor Reardon be appointed to the group and NZC Councillor Oakley be invited to attend to cross-pollinate with the Future Finance Group. The other members of the Future Structure Working Group were confirmed as NZC Councillor Harris, Otago F&G Council Chair Colin Weatherall and Hawke's Bay F&G Council Chair Bruce Bates.
10. As charted in Fish & Game's Governance Policies, the NZC can form subcommittees as follows:

Committees of the Council

- a. Council committees will be formed only when it is efficient or necessary to facilitate efficient decision-making.

- b. Council committees will observe the same rules of conduct and procedure as the Council unless the Council determines otherwise.
- c. Council committees will only speak or act for the Council when so authorised.
- e. All committees, either standing or ad hoc, will be formally constituted by Council resolution and have well defined terms of reference.

Consultation

- 3. N/A.

Ngā mahinga e whai ake nei - Next actions

- 4. If agreed, the Future Finance Working Group and Future Structure Working Group Terms of Reference will be formally constituted as per Council's resolution and define the working group's purpose and structure to work together to accomplish the objectives as set out for each working group.

Future Structure Working Group Draft Terms of Reference

1. The Future Structure Working Group (FSWG) is the name of the group.
2. The purpose of the Working Group is to develop and recommend to the New Zealand Fish and Game Council and the twelve regional Councils a long-term sustainable structure for the entire Fish and Game organization.
3. The Future Structure Working Group may consider, but not be limited to:
 - a. Statutory functions of NZC and Regional Fish & Game Councils. Recommendations will be designed to work within existing legislation in the short term but will also consider a sustainable long-term structure that will require changes to current legislation.
 - b. Fish & Game Organizational Strategy.
 - c. Previous reports which included consideration of the existing structure with recommendations towards a new structure for Fish & Game (F&G Resource Allocation Project; Clark and Mills Ministerial Review; Hunt Report).
 - d. Consideration of a completely new structure not considered by previous reports or working groups.
 - e. Optimization of Fish & Game organizational efficiency and effectiveness.
 - f. Work in collaboration with the Future Finance Working Group.
 - g. Long term Fish & Game organizational resilience.
 - h. Iwi representation on Councils.
 - i. Youth and female representation on Councils (Diversity).
 - j. Options for improving the relevance and long-term sustainability of Fish & Game to the public.
4. The terms of reference for the Working Group are a living document and can be changed as agreed with the New Zealand Fish and Game Council in consultation with the twelve regional Councils.
5. The Working Group will report to the New Zealand Fish and Game Council and will be chaired by one of the appointed New Zealand Fish and Game Councilors.
6. The Working Group may appoint any suitable person required for advice, assistance, and support.
7. The Working Group will consist of at least two New Zealand Council councilors and two regional chairs, plus input provided by one member of the Future Finance Working Group. The NZC Chair is an ex-officio member of the FSWG.
8. The Working Group will be supported by and can have input from NZC staff.
9. The Working Group will report to the New Zealand Fish and Game Council and shall be bound by the Governance Policies of the New Zealand Fish and Game Council.
10. The Working Group will be funded by the National Budget as agreed by the New Zealand Fish and Game Council.
11. The Working Group shall, for membership, draw on the voluntary contribution of governors within Fish and Game who have the appropriate expertise and experience to carry out the functions of the committee. Normal expenses incurred during the committee's activities will be reimbursed from the National Budget.
12. The Working Group recognizes that it is bound by the legislative autonomy of individual regional Councils in providing to a national structural framework that will support greater efficiency and alignment within Fish and Game.
13. The Working Group will prepare minutes of each meeting and report on activities to the New Zealand Fish and Game Council as required, this may be in report form or comprise of an oral update.

14. All deliberations of the Working Group will remain confidential to Fish and Game, where provided for by the Local Government Official Information and Meetings Act 1987 and amendments.

DRAFT

Future Finance Working Group Draft Terms of Reference

1. The name of the committee shall be the Future Finance Working Group.
2. The purpose of the working group is to develop and recommend to the New Zealand Fish and Game Council, and the twelve regional Councils, a five-year budget and supporting business plan for the entire Fish & Game organization which will form the basis of financial decisions for Fish & Game such as the contestable funding process and reserves policy.
3. The Future Finance Working Group shall consider, but not be limited to:
 - a. Statutory functions of NZC and Regional Fish & Game Councils.
 - b. Fish & Game Organisational Strategy.
 - c. Previous reports which included consideration of the financial performance of Fish & Game including structure (PWC Report, and Clark and Mills Ministerial Review).
 - d. Optimisation of Fish & Game organisational financial efficiency and effectiveness.
 - e. Budgeting processes.
 - f. Long term Fish & Game Organisational financial resilience.
4. The terms of reference for the working group are a living document and can be changed as agreed with the New Zealand Fish and Game Council in consultation with the twelve regional Councils.
5. The working group shall be a sub-committee of the New Zealand Fish and Game Council and shall be chaired by one of the two New Zealand Fish and Game Councillors with the other acting as deputy chair.
6. The working group has the ability to appoint any suitably qualified person required for advice, assistance and support.
7. The working group will consist of two New Zealand Council councillors and two regional chairs.
8. The working group will be supported by and can have input from NZC staff.
9. The working group shall report to the New Zealand Fish and Game Council and shall be bound by the Governance Policies of the New Zealand Fish and Game Council.
10. The working group shall be funded by the National Budget as agreed by the New Zealand Fish and Game Council.
11. The working group shall, for membership, draw on the voluntary contribution of governors within Fish and Game who have the appropriate expertise and experience to carry out the functions of the working group. Normal expenses incurred in the course of the working group's activities will be reimbursed from the National Budget.
12. The working group recognises the legislative autonomy of individual regional Councils in providing a national financial framework that will support greater efficiency and alignment within Fish & Game.
13. The working group shall seek financial information from regional Councils in discharging its purpose. Such information will be used strictly to aid the purpose of the working group.
14. The working group shall prepare minutes of each meeting and report on activities to the New Zealand Fish and Game Council at each meeting.
15. All deliberations of the working group shall remain confidential to Fish and Game, where provided for by the Local Government Official Information and Meetings Act 1987.

Standing Orders: Motion to Exclude the Public

NZ Fish and Game Council Meeting 165 – 18 August 2023

Motion to Exclude 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 21 April (162) & 26 June (164) NZC - Part II	For the reasons set out in the Part I minutes held with public present.	Good reason to withhold exists under section 7 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.
Draft Communications & Engagement Strategy	Improper gain or advantage s7(2)(k) S9(2)(j) OIA Exclusion of the public is necessary to enable negotiations.	
Conservation Law Reform	Improper gain or advantage s7(2)(k)	
Maritime NZ 2023 Audit	Improper gain or advantage s7(2)(k)	
Legal Opinion PE Appendices	Improper gain or advantage s7(2)(k) S9(2)(h) OIA Exclusion of the public is necessary to maintain legal professional privilege.	
Compliance Policy Review	Improper gain or advantage s7(2)(k)	

- (b) And that staff remain to provide advice to the Council on all items*

NZC CEO Report

NZ Fish and Game Council Meeting 165 – 18 August 2023

Prepared by: Corina Jordan, NZ Fish and Game Council CEO

Kōrero taunaki - Summary of considerations

Purpose

This report to the New Zealand Fish and Game Council (NZC) provides an update on the work undertaken by the NZC Office and NZC CEO. It is intended to be a high-level summary overview of the reporting period since the last NZC CEO report to Council, with the opportunity taken to provide attached information for further detail.

Financial considerations

Nil Budgetary provision Unbudgeted

Risk

Low Medium High Extreme

Ngā taunaki – Staff Recommendation

NZC Staff recommend the following motion:

That the New Zealand Fish and Game Council:

1. Receive this update from the NZC CEO on current issues, key achievements and highlights arising during the reporting period.

Whakarāpopoto - Executive Summary

2. The past three months have been busy for Fish & Game with a significant volume of central government policy changes on the agenda and proposals announced by the National Party in the run-up to the General Election in October. I have included the most relevant items to highlight with you in this paper.

Natural Built Environments Bill Update

3. Fish & Game has secured changes to the Natural and Built Environment Bill, which the Government has been advancing through Parliament.
4. The Government has now agreed to “protect the habitat of trout and salmon, as far as this is consistent with the protection of the habitat [own emphasis] of indigenous freshwater species”.
5. This amendment, and others such as the recognition of the values Kiwis place on public access to lakes and rivers and the recognition of the recreational use and enjoyment of the natural environment, are as a result of the development and execution of a mature case by the NZC CEO, supported by Fish & Game, and external expertise across the fields of legal, policy, technical, and advocacy. The case pivoted around 5 key pillars:
 - Expert engagement with the Select Committee hearing involving the development of Fish & Game submission which covered the field in relation to the planning and technical matters raised by the NBEA, presentation at a pre Select Committee hearing, and presentation at the Select Committee;
 - Engagement with eNGO’s, to provide a united position supported by experts throughout the process;
 - Political advocacy and engagement across all political parties;
 - Engagement with the Ministries as appropriate;
 - Development and implementation of an internal and external facing communications and activation plan which included development and launch of the “Our Futures” campaign;
6. Fish & Game’s membership responded to the communications and activation plan, playing a critical role in advocating for changes to the Bill to help safeguard the future of fishing and hunting in New Zealand. Approximately 14,500 people visited Fish & Game’s new ‘Our Future’ website – designed to raise awareness and drive action, and around 3,500 New Zealanders sent emails outlining their concerns to the Government and MPs via the website.
7. Environment Minister David Parker made it very clear in comments to Parliament that he valued Fish & Game.

“The Environment [Select] Committee said, ‘Look, this is not all about indigenous. We need to protect the habitat of trout and salmon.’ It’s good; the existing Resource Management Act does that. One of the reasons why submitters wanted that is that a lot of the environmental advocacy that goes on up and down the country is actually by a fantastic membership-based organisation, Fish and Game”.

“They’ve got members up and down the country who are passionately interested in protecting their access to trout and salmon, and they’re a force for good. They try and protect the habitat of trout and salmon against degradation. So they came along and said, ‘Look, you know, we really find it harder to do our business if there’s not a reference into the statute saying that the protection of a habitat of trout and salmon is important.’, and so the select committee put that into the statute.”

8. Fish & Game has publicly welcomed the changes and sent letters of thanks to MPs, Minister Parker, and the select committee including the Chair Eugenie Sage. Fish & Game has also continued to raise concerns over elements of the Bill that have remained, for the most part, unchanged from when the Bill was announced.
9. The areas that Fish & Game remain concerned about include:
 - the limits framework where the Government and local government will set environmental bottom lines for the environment; and
 - the ability for communities to be able to have their voices heard in the development of new regional planning frameworks and consents.
10. The NBEA case not only provided Fish & Game, our licence holders, and wider New Zealand public with vital changes to this piece of legislation, but it also contributed to a wider Fish & Game public engagement program. This program has been running since the current CEO took up her position in August 2022, with the aim of lifting the profile of Fish & Game, reinstating key relationships with political and wider stakeholder leaders, and in reimagining the brand of the organisation. The program champions the work of Fish & Game, modernises the organisations voice, and raises the profile of hunting and fishing in New Zealand, including its key attributes such as physical health and mental wellbeing, sustainable harvest of food, connections with friends and family, and conservation.

NZC Communications Report

11. The Advocacy and Communications program has been running since the current CEO took up her position in August 2022, with the aim of lifting the profile of Fish & Game, reinstating key relationships with political and wider stakeholder leaders, and in reimagining the brand of the organisation. The program champions the work of Fish & Game, modernises the organisations voice, and raises the profile of hunting and fishing in New Zealand, including its key attributes such as physical health and mental wellbeing, sustainable harvest of food, connections with friends and family, and conservation.
12. The program commenced with the establishment of an Advocacy and Communications small group comprising Hamish Carnachan, Richie, Cosgrove and Bruce Quirey, and which is supported by Sam Halstead (Latitudes). The program includes:
 - Insights - Stakeholder, licence holder, and Ministry/Political surveys (Primary Purpose);
 - Organisational StoryList attached 4.2b.

- Development of a Public awareness and marketing campaign (Social Licence Campaign)
- Development and implementation of a National Communications Strategy (draft Strategy attached in the Public Excluded section of the agenda, item 3.2).

13. Summary of the Media and Advocacy work since March 2023 is included in the Media Advocacy and coverage report Appendix 4.2c.

14. Regional Meetings

15. In building connectedness, transparency, and trust, across Fish & Game, the NZC CEO 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. The engagement has been well received and provides a strong platform facilitating a high trust model, transparency, and a connected organisational culture. This will be extremely important as the organisation continues to work through a period of change with challenges across a number of platforms.

16. Routine connection with the regions is 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.

17. Regional Managers Workshop held 11 July 2023 at the North Canterbury Office in Christchurch prior to the Hunting and Fishing Influencers Forum. The workshop picked up from the October 2022 Regional Managers workshop to consider Organisational Strategy and Implementation Plan. The workshop focused on gaining a shared understanding of the current strategic drivers and 'big' issues with five strategic priorities identified for deeper operational planning and included a refresh and recap on key messages. Namely F&G's Organisational Strategy and draft Implementation Plan, review of key opportunities and challenges, the Ministerial Review, statutory functions, and funding the strategy. This included Gary Crawford's coverage on Fish & Game Cost Optimisation Draft Work Plan and Funding the Strategy - Revenue & Cost Optimisation model attached under the Ministerial Review Budget Reforecast paper. The July 2023 Regional Managers workshop also focused on professional development, building high performing senior leadership teams.

Engagement

18. Fish & Game NZ and the Game Animal Council organised the successful Hunting and Anglers Influencers Forum held on 12 July at the North Canterbury Office in Christchurch. Coming together provided a platform for like-minded individuals and organisations to share their perspectives and collectively address the pressing issues facing the hunting and angling sector in New Zealand.

19. The diverse range of experiences and expertise represented at the forum helped us gain a deeper understanding of the broader opportunities to help strengthen and more effectively represent the sector.

20. During the day, we were also informed about mana whenua and the aspirations of Māori for their ancestral lands. The exclusion of Māori from decisions regarding

the introduction of new species has become a contentious issue for some iwi, posing a threat to their ongoing connection to the land. In some cases, hunting and angling is the only connection iwi now have to the land.

21. However, within every threat lies an opportunity. This opportunity lies in establishing genuine partnerships that acknowledge and respect the loss and disconnection Māori have experienced from their own whenua. Engaging in this timely kaupapa allows us to realign our values and language in a way that includes and embraces Māori perspectives. There are numerous shared values that we can find common ground on.
22. Over the past few years, the sector has made some real gains, including securing significant changes to the Natural and Built Environment Bill and the recognition of 'valued introduced species' in the Te Mana o te Taiao Aotearoa New Zealand Biodiversity Strategy 2020 (ANZBS) and the Te Ara ki Mua Wild Animals Management Framework.
23. There are also some exciting initiatives on the horizon such as the launch of Fish and Game's Social Licence campaign and provision of more hunter education opportunities through the GAC's Better Hunting programme and expansion of NZDA's HUNTS courses.
24. However, major challenges remain. We face a growing backlash against introduced species, which is influencing policy development at local and central government levels. There is also a growing detachment of many urban New Zealanders from outdoor pursuits such as hunting and angling and the provision of kai through those activities.
25. The recently released National Policy Statement on Indigenous Biodiversity, and the looming changes to the Wildlife and Conservation Acts, are narrowly focused on protecting New Zealand's indigenous biodiversity while disregarding or potentially threatening the place of valued introduced species in this country.
26. If there was one overarching message to come from the forum, it was this: we need to work together to safeguard the future of hunting and angling in New Zealand.
27. Moving forward, we value your input on the next steps that should be taken. We're committed to utilising the knowledge gained from the forum to implement practical strategies that address the identified issues and capitalise on the opportunities. Your suggestions and feedback are essential in shaping the future.
28. Clearly, there is a desire to continue to engage and build collaboration between game animal hunting, game bird hunting and freshwater fishing interests. To that end, we are considering the following options:
29. The development of a Memorandum of Understanding among sector stakeholders to articulate how we collectively approach advocating for hunting and angling values.
30. Develop a small group comprising representatives of the forum to present a collective voice on the issues we face. This would in no way restrict participating organisations from undertaking their own advocacy work but provide a unified voice on major policy and thematic issues facing the wider sector.

31. It was also proposed that the forum is reconvened on an annual or six-monthly basis to ensure momentum and continue the sharing of ideas, issues and opportunities.
32. The NZC CEO has established a regular schedule of meetings connecting with Regional councils and LGNZ on natural resource management and in particular implementation of the NPSFWM, environmental NGO network and leaders, Stream Defenders Group, Environment Minister, Director-General of DOC, Secretary for the Environment from MfE, Ministry for the Environment, Ministry for Primary Industries Director General, Across political parties, and the Game Animal Council.
33. The NZC CEO has implemented a program to implement Fish & Games section 4 responsibilities, Ministerial Review Recommendations in relation to Iwi, and in building a stronger connection with Mana Whenua. The program has 8 key pillars:
- a. Gain insights on what implementation of Te Tiriti o Waitangi obligations means;
 - i. Legal opinion has been previously provided;
 - ii. A discussion document exploring best practice and mana whenua engagement specific to the functions of Fish & Game to assist Fish and Game give effect to the principles of Te Tiriti is attached Appendix 4.2d for information;
 - b. Build relationships with Iwi leaders and key influencers;
 - c. Build Te Ao Māori perspective into Fish & Games Public awareness and marketing campaign and comms and advocacy program;
 - d. Connect with Department of Conservation and collaborate/share resources in connecting with Iwi and Mana Whenua and in implementing the Ministerial Review recommendations;
 - e. Work with Te Wai Māori and communities on the Freshwater Fisheries project;
 - f. Bring Te Ao Māori advisor onto NZC staff;
 - g. Invite Te Ao Māori perspective into NZC Governance;
 - h. Support Regional Fish & Game councils in connecting with Iwi/Mana Whenua (Sportsfish and Gamebird Management Plans, RM processes etc).
34. Oral update on outcomes/implications will be provided at the NZC meeting.

National Party Hunting and Fishing Policy

35. The National Party recently released its hunting and fishing policy, which is positive for hunters and anglers and our conservation efforts.
36. If elected, the National Party will create a Hunting and Fishing Minister, support Fish & Game, protect trout and salmon fishing and give hunters and anglers a voice through permanent seats for hunting and fishing on the Conservation

Authority and Conservation Boards. The policy also guarantees access to public land for hunting and fishing.

37. We know Kiwis from all walks of life value access to New Zealand's natural environment and fish and game resources. Angling and hunting are deeply embedded into the fabric of our rural communities, towns, and cities across the country.
38. Mental health and wellbeing and the opportunity to spend quality time with friends and family in the great outdoors are the key reasons why New Zealanders and international visitors hunt and fish. Conservation, pest management, and the ability to feed their whānau are also major drawcards. That's why we support any initiative that acknowledges and celebrates the contribution of anglers and hunters.
39. We are particularly pleased the National Party's policy includes permanent seats for hunting and fishing on the Conservation Authority and Conservation Boards. Our anglers and hunters are at the vanguard of the country's conservation efforts and deserve a greater voice and greater credit for their massive contribution.
40. It is also encouraging that the policy recognises there is a place in New Zealand's eco-system for valued introduced species such as game birds, trout and salmon alongside other waterfowl and freshwater species.

Ministerial Review Update

41. DOC's Principle Governance Advisor, Karen Belt, is reviewing what progress has been achieved in implementing the recommendations of the 2021 Governance Review of Fish and Game by Belinda Clark and John Mills and what can be progressed without the need for legislation.
42. We have completed and provided the following table with a status update:

Rec #	Summary	Status
16	NZFGC establish a programme of professional development for elected members, such as IoD or AICD accredited training	In progress
17	NZFGC adopt a full suite of governance and corporate policies which are binding on itself and all FGCs.	In progress
18	NZFGC adopt and implement a robust conflict of interest policy which reflects good practice as set out in the AG's 2020 Guidance	In progress
19	Sets out specific requirements relating to the conflict-of-interest policy in recommendation 18	In progress
20	NZFGC to produce a consolidated annual report for the Minister covering its own and all FGC activities	In progress
23	NZFGC to establish a standing advisory panel on Treaty issues and engagement with Māori	In progress
26	Fish and Game initiate 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	1 st & 2 nd phase complete
27	Hold a national hui (to begin work on recommendation 26) in conjunction with DOC	1 st phase complete
29	NZFGC review eligibility requirements for voting in respect of type of licence held	Completed

Rec #	Summary	Status
32	Don't allow a councillor or Chair to simultaneously be an employee (while Fish and Game could refuse to employ a current councillor, it could not prevent an employee from running for office, unless it was in their contract)	Policy in progress though implementation in effect
33	NZFGC should build on its existing programmes to build its licence holder base and attract a broader demographic	1 st & 2 nd stage completed
34	NZFGC should develop guidelines to guide a process for community input for FGCs to follow in developing management plans	1 st phase completed
35	A KPI for the CE should be to develop a community and stakeholder relationship strategy	Completed
36	NZFGC should assure itself that the duty set out in s 17M2(ii) (which requires the FCG to give notice of the draft management plan to various stakeholders) has been adequately discharged	In progress

Additional Information/Supporting Documents

- Appendix 4.2b Story List for 2023
- Appendix 4.2c NZC Media and Advocacy Coverage: April 2023 – July 2023
- Appendix 4.2d Engaging with Mana Whenua: A discussion document exploring best practice for Fish & Game

Media calendar – 2023

DATE/MONTH	TOPIC	ANGLE	CONTACT/OWNER	Status	CLIPPINGS EXAMPLE
January- February	World Wetland Day	Recognition Showcasing the work Fish & Game and the GBHT does for wetland restoration – Hunters and Anglers for Conservation	Hamish/Richie/Bruce/Corina Jordan	Actioned	NZ Herald Media release and interviews
February	Corina Jordan	Profile, NZ Farmers Weekly	Corina Jordan	Actioned	NZ Farmers Weekly
March	Drift diving	Programme underway in rivers across country	Hamish/Bruce/ Richie/Corina Jordan	Actioned	Rotorua Daily Post NZ Farmers Weekly Media release and interviews 1 News interested in Nelson case study
March	Botulism outbreak, Waikato	Wetlands Raising F&G profile and showcasing the leadership we provide on species and habitat management. Raise awareness around	David Klee/Corina Jordan	Actioned	Stuff.co.nz The UK Guardian Media release and interviews including One News, RNZ, TV3,

		impacts on wetlands and waterfowl and freshwater in relation to regional councils failure to sustainably manage land and freshwater resources			The Guardian, Rural News
April	Water Conservation Orders	<p>Regional Councils must enforce WCOs</p> <p>Raising F&G profile and showcasing the leadership we provide on Freshwater management. F&G champions of protecting outstanding values of freshwater habitats including recreation, amenity, natural character, indigenous species, and angling. Highlighting failure of some regional councils to protect these habitats and their values.</p>	Corina Jordan/Sam/Ras	Actioned	Media release and Radio interviews
April	Electric fishing programme ends	Showcasing the work Fish & Game undertakes on behalf of licence holders and wider NZ in freshwater species management (sportsfish and indigenous)	Hamish/Bruce/ Richie	Actioned	<p>NZ Farmers Weekly Stuff.co.nz</p> <p>Media Release</p>

April	Economic value of the CSI hydro canal fishery	Economic, and community value of Freshwater fishing	Richie/ Steve	CSI – In progress	Rhys Adams from CSI has taken over this project. CSI have commissioned Brent Lovelock and Stu Hayes (Centre for Recreation Research, University of Otago) to produce a scoping paper with recommendations on how best to quantify the economic value of the canal fishery
April	Growing number of kids taking up licences (game bird)	Ben Wilson	Ben Wilson	In progress	
April-July	Corina Jordan	Media meet and greets <ul style="list-style-type: none"> • Rotorua • RNZ (Christchurch) • Jamie Morton, NZ Herald (BOP) • ODT • NZ Farmers Weekly • Stuff 	n/a	In progress	n/a

		<ul style="list-style-type: none"> • Tim Cronshaw, Allied Press 			
May	MfE state of the rivers report	Media release	Corina Jordan	Actioned	SunLive Media release
June	River management: gravel extraction issue	Fish and Game protecting rivers	Corina Jordan	In progress	
May-June	Game bird season	Media release	Hamish/ Richie/ Bruce/Corina Jordan	Actioned	RNZ 1 News Stuff.co.nz Political connection – Todd out on Ellesmere with Duley & Gunna Media release
May-June	CountryTV	Interview (actioned)	Corina Jordan	Actioned	link
June	International anglers return	Media release High spending tourists contributing to NZ economy. Ecological value of New Zealand’s world renowned Freshwater fishing, and iconic habitats.	Hamish/ Corina Jordan	Actioned	RNZ NZFW Media release

June	Cyclone recovery	Media release	Hamish/ Corina Jordan		RNZ Media release
June	Applications closing for wetlands funding Game Bird Habitat Trust (June 30)	Media release	Sam/Corina Jordan	Actioned	Otago Daily Times
June	NBEA	<p>Campaign</p> <p>Implications of RMA reform and establishment of a new Natural Resource Management Framework for New Zealand. Impacts on Fish & Game and the organisations ability to advocate for healthy environments. Impacts on anglers and hunters values. Raising Fish & Games profile in relation to freshwater habitat protection for all freshwater species not just salmonids</p>	Corina Jordan/ Sam/ Wonderlab/medlab/Richie/Bruce	In progress	<p>Links</p> <p>Media releases</p> <p>Website campaign page</p> <p>Emails out to licence holders</p> <p>Emails to MP's</p> <p>RM process Select Committee</p> <p>Meeting MP's all parties</p> <p>SOP's</p> <p>Meetings Officials/ Ministries</p> <p>Work collaboratively partners including eNGO's</p>
June	Native fish and trout interactions research Feature article	<ul style="list-style-type: none"> • Research (Amy) • Mid July deadline 	Corina Jordan/ Researchers/ Sam	In progress	

June	Wider communication strategy	n/a		In progress	
June	Designated water		Cohen/ Corina/Richie	In progress	
June	Angling/mahinga kai impact on wellbeing research by F&G and Otago University	Angling and mental health/wellbeing	Cohen Stewart/Zane Moss	In progress	
June	Fish & Game launches election manifesto	Media release	Building Fish & Games political profile and front footing future policy frameworks	In progress	
June	Overseas anglers return	Media release	Hamish/ Corina Jordan	Actioned	Otago Daily Times Media release
June	Promote attitudinal research if appropriate	Health and wellbeing aspects of hunting and fishing. Celebrating the outdoors.	Zane?	In progress	
June	Perch and eel density study – showing native and introduced interactions aren't always negative; Southland	Media release Change narrative to replace anecdote with fact	Cohen Stewart/Zane Moss	In progress	
August	Fishing boom town – Twizel and the impact of canal fisheries on local economy (also economic research	Highlight value of trout to economy	Zane Moss	In progress	

	underway) [Seven Sharp Jenny Harper already approached]				
August	Women's angling survey	Otago		In progress	
August	<p>National shoveler duck count. August 7 and 8.</p> <p>National annual count of native duck.</p> <p>Around 100 Fish & Game staff and volunteers around the country head out to designated sites to assess shoveler population.</p> <p>Opportunity to show the work we're doing for indigenous species management.</p> <p>Highlights (again) the wetland conservation/habitat work F&G leads...</p>	Media release			

August	Game birds to food banks and soup kitchen	Social good from hunting	Jacob Lucas/managers		
September	New fishing season opening		Hamish Carnachan/managers		
September	Social licence campaign	Campaign			
October	Become an honorary warden/ranger	Colin Shore (Richie)			
TBC	Game season opening - Heritage; FR food harvest; tradition; conservation; family/inter-generational connections	Normalise the pursuit, highlight long established kiwi hunting culture	Hamish Carnachan/managers	NZC/All	Possible event to mark occasion Handover document
First Saturday in November	High Country Lakes Opening	Tradition and season marketing comms	Richie Cosgrove		

Recognition Days:

- *World Wetland Day – 2 Feb 2023*
- *International Women In Fly Fishing Day – 1-7 Mar 2023*
- *World Environment Day – 5 June 2023*

- *Men's Health Week – 12-18 June 2023*
- *National Volunteer Week – 18-24 June 2023*
- *World Fly Fishing Day – 24 June 2023*
- *International Fisherman Day – 29 June 2023*
- *World Ranger Day – 31 July 2023*
- *Conservation week – 5-11 Sept 2023*
- *Mental health awareness week – 18-25 Sept 2023*
- *World Rivers Day – 24 Sept 2023*
- *Get Outdoors Week – 12-20 Nov 2023*

Anniversaries

- *Regional wetland protection*
- *Water Conservation Orders*

Long serving rangers staff

NZC Media and Advocacy Coverage

April 2023 – July 2023

April 16, 2023

- NZ Losing Fight For Healthy Freshwater

Scoop: <https://www.scoop.co.nz/stories/AK2304/S00209/new-zealand-losing-fight-for-healthy-freshwater.htm>**SunLive:** <https://www.sunlive.co.nz/news/317001-new-zealand-losing-fight-healthy-freshwater.html>**InfoNews:** <https://www.infonews.co.nz/news.cfm?id=124513>**More FM:** <https://news.fuseworksmedia.com/94efcb4a-1c54-4363-af2d-a0a375045615/4b84266e-d4c4-4623-9a68-2a1ea84f936a>**Westport News:** <https://news.fuseworksmedia.com/7e56e90f-e2de-45c4-823f-7a0d5bfee2bf/a7df8d9c-6a20-4104-a8e2-4968b5dc4051>**Manawatu Standard:** <https://news.fuseworksmedia.com/7e56e90f-e2de-45c4-823f-7a0d5bfee2bf/8850405a-61d8-4e11-9883-0c1ead4986dd>*April 19, 2023*

- Feral Cats Have Devastating Impacts On Wildlife, Fish & Game

TV3 AM Show: <https://news.fuseworksmedia.com/cc55c95c-37db-48dd-925d-b15b7441b9fd/8d1b32e9-a69e-4e35-8ad7-0873909d2f78>**Newshub:** <https://news.fuseworksmedia.com/cc55c95c-37db-48dd-925d-b15b7441b9fd/228d7473-6853-41a0-9504-6a272ae3c316>*April 19, 2023*

- Fish & Game Scientists Research NZ Rivers With Electric Fishing Technology

Otago Daily Times: <https://www.odt.co.nz/regions/electric-fishing-programme-%E2%80%98helping-protect%E2%80%99-all-species>**Fishing Mag:** <https://fishingmag.co.nz/trout-fishing-new-zealand/electric-fishing-fish-game-scientists-research-new-zealands-rivers-with-technology>

Taranaki Daily News: <https://news.fuseworksmedia.com/7e56e90f-e2de-45c4-823f-7a0d5bfee2bf/9be916f7-37b1-4f11-9a7e-413f62e8386e>

NZ Farmers Weekly: <https://www.farmersweekly.co.nz/technology/fish-game-stuns-with-fishy-fieldwork/>

April 28, 2023

- **Cracking Season On The Cards As Opening Weekend Looms**

The Country: <https://www.nzherald.co.nz/the-country/news/the-country-full-show-thursday-may-4-2023/EIWEXMS6ANA6NDQN4J6ORRLTKI/>

RadioNZ: <https://www.rnz.co.nz/news/country/489122/game-birds-aplenty-ahead-of-hunting-season>

NZ Farmers Weekly: <https://www.farmersweekly.co.nz/news/duck-hunting-season-set-to-be-a-beaut/>

SunLive: <https://www.sunlive.co.nz/news/317901-opening-weekend-cracking-season-on-cards.html>

Wanaka App: <https://wanakaapp.nz/news/news/duck-hunters-counting-down-to-opening-day?id=644f416aab83d80028a2f939>

Gisborne Herald: <https://www.gisborneherald.co.nz/news/best-start-in-years-predicted-for-duck-shooting-season>

Bay of Plenty Times: <https://news.fuseworksmedia.com/7e56e90f-e2de-45c4-823f-7a0d5bfee2bf/b4a552d5-2418-4e6c-aca3-950ce664a7a6>

April 30, 2023

- **Fish & Game Calls For Water Conservation Order To Be Enforced**

Newsroom: <https://www.newsroom.co.nz/environment-minister-wades-into-river-battle>

Newsroom: <https://www.newsroom.co.nz/pro/ecan-moves-over-explicit-and-continuous-breaches>

SunLive: <https://www.sunlive.co.nz/news/317985-fish-game-calls-enforcement-of-orders.html>

May 6, 2023

- **Excellent Conditions For Game Bird Season Opening Weekend**

TNVZ: <https://www.1news.co.nz/2023/05/07/duck-season-kicks-off-as-population-numbers-soar/>

NZ Farmers Weekly: <https://www.farmersweekly.co.nz/news/fine-start-to-duck-shooting-season/>

NZ Herald: <https://www.nzherald.co.nz/nz/man-shot-on-opening-day-of-duck-hunting-season-in-southland/33OCKLMPSREZBN66LEVY6FIBPM/>

Southland Times: <https://news.fuseworksmedia.com/cde3667e-c10d-419a-8afb-b3e18060afda/0282dbed-e123-4a21-b44d-d017c08f2ac5>

Otago Daily Times: <https://www.odt.co.nz/regions/southland/call-wild-celebrates-start-duck-hunting-season>

SunLive: <https://www.sunlive.co.nz/news/318435-excellent-conditions-game-bird-season-opening.html>

RadioNZ: <https://www.rnz.co.nz/programmes/news-bulletin-podcast/story/2018889026/rnz-news-at-5pm-may-6>

NZCity: <https://home.nzcity.co.nz/news/article.aspx?id=376201>

Crux Community News: <https://crux.org.nz/community-bulletin/cracking-season-on-the-cards-as-opening-weekend-looms/>

Hauraki-Coromandel Post: <https://news.fuseworksmedia.com/7e888729-d1ed-4b59-a814-7a29b1f9183a/5b4f0559-0061-4eda-81f8-179060ac7342>

Bay of Plenty Times: <https://www.nzherald.co.nz/bay-of-plenty-times/news/hauraki-north-extend-lead-in-local-rugby-duck-hunting-season-starts-in-style/LW5I6KMGFZBH3KFSXIJMW6R37A/>

May 20, 2023

- **Firearms Compliance Cost Increase**

<https://www.thepost.co.nz/a/business/350013003/mike-o-donnell-huge-firearms-licence-cost-hike-may-backfire>

May 21, 2023

- Fish & Game Calls For Support To Farm Recovery Effort

Rural News: <https://www.ruralnewsgroup.co.nz/rural-news/rural-general-news/anglers-and-hunters-encouraged-to-support-farm-recovery>

More FM: <https://news.fuseworksmedia.com/a1af463c-43f2-4e09-98c6-47910230872f/6d767a3e-c6db-42de-ab82-850801b6d40f>

May 24, 2023

- Trout Liberations To Kai Iwi Lakes

Maori News: <https://www.guardianonline.co.nz/news/ashburton-lakes-at-tipping-point-2/>

Te Ao Maroi: <https://www.teaomaori.news/rough-waters-ahead-kaipara-district-council-and-mana-whenua-over-trout>

May 30, 2023

- De-Intensify Agriculture Only Way To Save High Country Lakes - Fish & Game

Otago Daily Times: <https://www.odt.co.nz/rural-life/rural-life-other/concerns-over-health-high-country-lakes>

Ashburton Guardian: <https://www.guardianonline.co.nz/news/ashburton-lakes-at-tipping-point-2/>

June 18, 2023

- Uncertain Future For Fishing And Hunting Under RMA Reforms – Fish & Game

Radio NZ:
<https://www.rnz.co.nz/national/programmes/thepanel/audio/2018897065/the-panel-with-ella-henry-and-allen-blackman-part-two>

Bay of Plenty Times: <https://www.nzherald.co.nz/bay-of-plenty-times/news/fishing-hunting-future-uncertain-under-rma-nbe-reforms-fish-and-game-says/P52VYLOROZAK7F6H63TK7XRLHI/>

Hauraki-Coromandel Post: <https://news.fuseworksmedia.com/2c53641a-4e75-49fa-8517-77d565789780/612cf551-f7db-45dc-a0c4-38d9839543e0>

More FM: <https://news.fuseworksmedia.com/77d1c984-6083-4e87-ac47-aa5b8fdc54ba/a7488da5-7abb-4280-a27c-d66df8c4526d>

June 21, 2023

- **Time Running Out For Kiwis To Apply For Financial Help To Support Wetlands**

SunLive: <https://www.sunlive.co.nz/news/321552-time-running-out-to-apply-to-wetland-support-fund.html>

Wairarapa Times Age: <https://times-age.co.nz/briefly/news-in-brief-june-22-2023/>

Otago Daily Times: <https://www.odt.co.nz/rural-life/rural-life-other/fish-game-funding-wetlands-available>

NZ Farmers Weekly: <https://www.farmersweekly.co.nz/news/get-duck-hunting-to-fund-your-farm-wetland/>

June 26, 2023

- **Post-Covid Tourism Boost As Overseas Anglers Return To NZ - Fish & Game**

Newstalk ZB: <https://news.fuseworksmedia.com/38eca4ef-fab2-42f7-a0b4-c5003c627bb5/142441a9-0a79-4421-9306-b2635005510b>

Otago Daily Times: <https://www.odt.co.nz/regions/tourist-angler-numbers-beginning-rise>

SunLive: <https://www.sunlive.co.nz/news/321879-tourism-boost-as-overseas-anglers-return-to-nz.html>

RadioNZ:
<https://www.rnz.co.nz/national/programmes/ruralnews/audio/2018896080/midd-ay-rural-news-for-27-june-2023>

The Country: <https://omny.fm/shows/the-country/the-country-full-show-tuesday-june-27-2023>

NZ Farmers Weekly: <https://www.farmersweekly.co.nz/markets/regions-netting-big-spending-anglers-again/>

June 28, 2023

- Fish & Game ‘cautiously’ Welcomes Recommended Changes To RMA Reform

Newsroom: <https://www.newsroom.co.nz/rearguard-action-by-hunters-and-fishers-rescues-bill>

SunLive: <https://www.sunlive.co.nz/news/321993-questions-over-reforms-fishing-and-hunting.html>

July 11, 2023

- Government Biodiversity Policy ‘Won’t Lead To Better Outcomes’

Wairarapa Times Age: <https://times-age.co.nz/local-government/greater-wellington-regional-council/mixed-bag-for-biodiversity-rules/>

Greymouth Star: <https://news.fuseworksmedia.com/d1544751-a0fa-483b-85fd-acb61b1cc466/1e0c8f28-8eff-47db-a906-c3f864035e0b>

Engaging with Mana Whenua

A DISCUSSION DOCUMENT EXPLORING BEST PRACTICE FOR FISH & GAME

FOR FISH & GAME NEW ZEALAND

3 AUGUST 2023



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Summary and recommendations

Fish & Game engaged Kāhu Environmental (Kāhu) to explore opportunities for Fish & Game to become better partners under Te Tiriti o Waitangi. Kāhu interviewed mana whenua to identify the current status of relationships with Fish & Game and key issues for mana whenua in relation to Fish & Game's activities. These findings formed the basis for the recommendations below.

Mana whenua identified that while some groups have good working relationships with local Fish & Game officers, there is work to do at all levels of the organisation to reconcile grievances and move forward together for the betterment of shared environmental interests.

This report begins with introducing Te Ao Māori concepts through the cultural context to help Fish & Game understand how mana whenua are approaching the relationship. The context provided in this report is general, and Fish & Game will need to work through the concepts presented with mana whenua at a local level to ensure the appropriate values and interests are upheld. The statutory context is then set, with Fish & Game's statutory obligations detailed. Signals in other areas of environmental legislation reform indicate authentic partnerships under Te Tiriti are going to become increasingly legislated. Fish & Game should begin thinking about this now in preparation for the upcoming conservation reforms.

The methodology of data collection and analysis of the results are provided. Mana whenua who were interviewed represented a range of iwi/hapū groups and provided key insights into perceptions of Fish & Game, existing relationships and the impact Fish & Game activities have on mana whenua. The data analysis informed the recommendations in Section 6.

The recommendations are intended to present a set of options to Fish & Game for internal discussion and consideration. They do not predetermine a set course of action. The recommendations are suggestions based on interviews with mana whenua and are intended to be a starting point for Fish & Game to think about the shape a partnership with mana whenua could take.

If implemented, the recommendations will help Fish & Game meet its obligations to mana whenua, give effect to the principles and articles of Te Tiriti o Waitangi and achieve s.4 of the Conservation Act.

<p>Governance and Structure</p>	<p>Invite mana whenua to whakawhanaungatanga Begin with existing relationships Do the background mahi Manage information appropriately Be open to new ways of doing things</p>
<p>Resourcing</p>	<p>Establish resourcing needs Value mana whenua input appropriately</p>
<p>Management plan and policy engagement</p>	<p>Bring internal policies up to date Collaborate Think into the future</p>
<p>Operations</p>	<p>Seek out ways to collaborate Share resources Work with common interests Go beyond the minimum</p>
<p>Cultural harvest</p>	<p>Redress and reconcile Investigate the appetite for a cultural harvest framework</p>
<p>Local advocacy</p>	<p>Consistent communications Broaden the scope to include mana whenua interests and values</p>

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Glossary

Term	Definition ¹
Hapū	Kinship group, clan, tribe, subtribe - section of a large kinship group and the primary political unit in traditional Māori society.
Hui	Gathering, meeting, assembly, seminar, conference.
Iwi	Extended kinship group, tribe, nation, people, nationality, race - often refers to a large group of people descended from a common ancestor and associated with a distinct territory.
Kāwanatanga	Government, dominion, rule, authority, governorship, province.
Mahi	Work, job, employment, trade (work), practice, occupation, activity, exercise, operation, function.
Mahinga kai	The way resources are gathered, the places they are gathered from and the actual resources themselves, including the customary practices involved in producing, procuring, and protecting these resources. Garden, cultivation, food-gathering place.
Mana whenua	Territorial rights, power from the land, authority over land or territory, jurisdiction over land or territory - power associated with possession and occupation of tribal land. The tribe's history and legends are based in the lands they have occupied over generations. The land provides the sustenance for the people and hospitality for the guests.
Mātauranga	Knowledge, wisdom, understanding, skill - sometimes used in the plural.
Ōritetanga	Equality, equal opportunity.
Rangatira	To be of high rank, become of high rank, ennobled, rich, well off, noble, esteemed, revered.
Rohe	Boundary, district, region, territory, area, border (of land).
Taiao	World, Earth, natural world, environment, nature, country.
Tangata	People, humans
Tangi	Rites for the dead, funeral - shortened form of tangihanga

¹ Sourced from Te Aka Māori Dictionary

Taonga	Treasure, anything prized - applied to anything considered to be of value including socially or culturally valuable objects, resources, phenomenon, ideas and techniques.
Te Tiriti o Waitangi	The Treaty of Waitangi
Tino rangatiratanga	Self-determination, sovereignty, autonomy, self-government, domination, rule, control, power.
Tuakana-teina	Senior/junior of a relationship – older generation guides a younger generation, also referred to as the Taiao being the tuakana of tangata.
Wānanga	To meet and discuss, deliberate, consider. A place of higher learning (e.g. university).
Whakapapa	Genealogy, genealogical table, lineage, descent
Whakawhanaungatanga	The process of establishing good relationships and learning about each other
kōrero tuku iho	Traditional history
Te taha wairua	Spiritual wellbeing
Te taha hinengaro	Mental and emotional wellbeing
Te taha tinana	Physical wellbeing
Te taha whānau	Family and social wellbeing
Te Ao Māori	Māori worldview
Whaikōrero	Oratory
Marae	Courtyard - the open area in front of the wharenuī where formal greetings and discussions take place. Often also used to include the complex of buildings around the marae.
Whare wānanga	House of learning
ira atua	Deity lines
ira tangata	Human genealogical lines
te Ao Tūroa	The natural environment
Papatūānuku	Mother earth, wife of Ranginui, from whom all living things came
Ranginui	Sky father, husband of Papatūānuku, from whom all living things came

kōrero	Speak, to tell stories, narrative
Te Pō	Darkness, the night
Atua	Gods
Tane-mahuta	God of the forests and their inhabitants
Tawhirimātea	God of winds and storms
Tangaroa	God of all the creatures that live within the fresh water and oceans
Tūmataunga	God of war and hunting
Haumia-tiketike	God of uncultivated foods
Rongomātane	God of cultivated plants
Rūaumoko	God of earthquakes and underground forces
Rehua	The star god with the power to heal
Waiata	Songs
Whaikōrero	Oratory speech-making
Whakatauki	Aphorisms, proverbs, or significant traditional saying
Mauri	Life force, life principle of living beings, and anything within Te Ao Tūroa
Mana	Prestige, authority/power, status and influence
Tapu	Sacred places and restricted customs
Wairua	Spirit, soul, non-physical spirit
Mana Motuhake and mana whakahaere	Autonomous self-determination and sovereignty

1 Introduction and background

In June 2020, the Minister of Conservation commissioned a review of the governance of Fish & Game NZ and regional Fish & Game Councils². This was at the request of Fish & Game. One of the two primary areas of focus of the review provides recommendations on how Fish & Game can better implement its responsibilities under section 4 of the Conservation Act 1987 to give effect to the principles of the Treaty of Waitangi / Te Tiriti o Waitangi.

Fish & Game New Zealand would like a document that brings together and explores options for how the organisation can engage with mana whenua at the national, regional and local levels, and reflect on obligations to give effect to the Treaty of Waitangi / Te Tiriti o Waitangi.

The purpose of the document is to provide advice and recommendations to support positive engagement. It will help Fish & Game to foster an effective and constructive working relationship with mana whenua and ensure mana whenua throughout Aotearoa have their values and rights recognised at national, regional, and local levels, in policy and in its implementation.

This document will act as a starting point for Fish & Game NZ to begin conversations internally and with key mana whenua partners about what future engagement will look like and will provide direction on training and upskilling in effective cultural competency, and engagement with mana whenua.

2 The cultural context

2.1 Te Ao Māori

Te Ao Māori (the Māori worldview) acknowledges the interconnectedness and interrelationship of all living and non-living things³. The traditional principle of interconnectedness is important and meaningful to Māori. It is pivotal that Fish & Game NZ build a solid understanding of Te Ao Māori to ground their role as partners with mana whenua under Te Tiriti o Waitangi. Understanding Te Ao Māori will support meaningful engagement and ongoing relationships with mana whenua throughout Aotearoa.

The Māori worldview sees the wellbeing of people and the wellbeing of the environment as inextricably linked⁴. The natural environment underpins each of the four cornerstones of health; te taha wairua (spiritual), te taha hinengaro (mental and emotional), te taha tinana (physical) and te taha whanau (family and social)⁵.

² Review of the Governance of Fish & Game NZ and the Regional Fish and Game Councils (2021)

³ <https://ourlandandwater.nz/about-us/te-ao-maori/>

⁴ Durie M. 1998. Whaiora: Māori health development (2nd ed.). Oxford University Press.

⁵ Kora A, Tassell-Matamua N. (2021, July 22). Te Taiao & Being Māori: A korero with Tā Mason Durie. Massey University, Centre for Indigenous Psychologies. Retrieved October 11, 2022, from <https://storymaps.arcgis.com/stories/cc85b4c6aed64d3c9291f0d0d45227ca>

2.1.1 Māori creation story

Creation stories are specific to mana whenua and will vary between different locations throughout Aotearoa. Mana whenua will have their own kōrero tuku iho (traditional history) and stories specific to their cultural landscape which will identify the people, special places and taonga they are responsible for throughout Aotearoa.

The creation stories are acknowledged in whaikōrero (oratory) expressions of an indigenous view carried out on marae and whare wānanga (houses of learning). These stories are handed down intergenerationally from grandparents to grandchildren. They express the whakapapa and connection from ira atua (deity lines from the gods) to ira tangata (human genealogical lines). This connection elevates the responsibility mana whenua have as kin to te Ao Tūroa (the natural environment).

In Māori tradition, Papatūānuku is the land. She is Mother Earth, who gives birth to all things, including people. Trees, birds and people are born from the land, which then nourishes them. Ranginui, the Sky Father, is the heavens.⁶ The Māori creation story refers to the primal couple as the origin of the world. The union of Ranginui and Papatūānuku led to Te Pō (darkness, the night). Together they had a love so fierce they could not be apart as they held each other in a loving embrace.

Ranginui and Papatūānuku gave birth to over seventy children, who are the atua (gods). The following are the primary atua who are focused on the environment:

- Tane-mahuta, god of the forests and their inhabitants;
- Tawhirimātea god of winds and storms;
- Tangaroa, god of the sea and all the creatures that live within the fresh water and oceans;
- Tūmatauenga, god of war and hunting;
- Haumia-tiketike, god of uncultivated foods;
- Rongomātane, god of cultivated plants;
- Rūaumoko, god of earthquakes and underground forces;
- Rehua, the star god with the power to heal.

Both Ranginui and Papatūānuku lay locked together in a tight embrace, and their sons were forced to live in the cramped darkness between them. Each time their parents moved, a ray of light came through, but the darkness always returned and as the children grew, so did their desire to live in the light and seek an open world.

⁶ In some traditional kōrero he was also called Te Rangīātea, which referred to the great breadth of the heavens, or Te Rangitiketike and Te Rangipāmamao, which denoted loftiness and remoteness.

The children decided they needed to find a way to separate from their parents. One day, the mighty Tāne Mahuta, god of forests and birds, laid down on his back, pressed hard against his mother, pushed his feet up in the air against his father and tore them apart to let in the light. The children had more children, including birds, fish, wind and water. They became the ancestors of everything in the world today.⁷

Both Ranginui and Papatūānuku are celebrated by Māori in whakatauki (aphorisms), waiata (songs) and whaikōrero (speech-making).⁸

2.1.2 Whakapapa

The spiritual connection derived from whakapapa with various atua lays the foundation for physical connections, including whanau and social structures.⁹ Whakapapa describes the connections between atua, people, the landscape, and plants and animals that came into being through the creation story. People, plants, and animals are all descendants of Ranginui and Papatūānuku and their children, which means people are intrinsically linked with biodiversity.¹⁰

The relationship between Māori and the environment is not one of separation or paternalism, it's a real kinship, which is respected as a tuakana (elder) teina (younger) relationship. The atua and children of Papatūānuku and Ranginui are the tuakana and the people are the younger generation of this holistic relationship.

2.1.3 Kaitiakitanga

The concepts of mauri (life force), mana (authority/power), tapu (sacred places and restricted customs) and wairua (spiritual) relate to both people and the environment.

Mana whenua have a role as kaitiaki to preserve the mauri, wāhi tapu and taonga in their area. In a contemporary context, kaitiakitanga includes active stewardship or guardianship of the environment. Some mana whenua recognise their deity as the true spiritual kaitiaki or guardians and see themselves as tangata tiaki (human guardians). Māori traditionally have their own system of resource management to sustain people and natural resources for future generations. This management is regarded as mana Motuhake and mana whakahaere (autonomous self-determination and sovereignty), having control over one's own destiny. Kaitiakitanga from a Te Ao Māori view is about sustainable resource management which differs significantly from conservation management. It is not just about looking after the environment, and includes decision-making responsibilities about how resources are used and protected for future generations.

⁷ <https://te-pa-tu.com/our-stories/the-fateful-love-that-separated-ranginui-and-papatuanuku/>

⁸ Rāwiri Taonui, 'Ranginui – the sky - Ranginui – the sky father', Te Ara - the Encyclopedia of New Zealand, <http://www.TeAra.govt.nz/en/ranginui-the-sky/page-1> (accessed 24 February 2023).

⁹ <https://www.otago.ac.nz/maori/world/tikanga/whakapapa/>

¹⁰ <https://www.environmentguide.org.nz/issues/biodiversity/maori-and-biodiversity/>

A key responsibility of kaitiaki is ensuring mahinga kai are healthy and used in a sustainable way. Mahinga kai sustains people and is about the value of natural resources, namely birds, plants, fish, and other animals and resources that sustain life.

2.2 Māori Values

Māori values are derived from the traditional belief system based on mātauranga Māori. This is knowledge or understanding of everything, visible and invisible, existing in the universe¹¹. Māori values form the basis of te Ao Māori, which governs responsibilities and the relationships Māori have with the environment (Table 2.1).¹²

Table 2.1 Key Māori values associated with the environment

Value	Expression	In practice
Tikanga	Customary practice, values, protocols	Guiding principles for engagement.
Whakapapa	Ancestral lineage, genealogical connections, relationships, links to ecosystems	Recognising the responsibilities mana whenua hold as kin.
Tino rangatiratanga	Self-determination	Mana Motuhake and mana whakahaere authority and governance.
Mana whenua	Authority over land and resources	Whānau, hapū as local representatives to engage with.
Whanaungatanga	Relationships	Building relationships with neighbouring whānau, hapū and manuhiri.
Kaitiakitanga	Environmental guardianship	Deity kaitiaki and mana whenua tangata tiaki as separate but complimentary roles. This differs from one hapū to the next. This kaitiaki role also differs from mana whenua to manuhiri (visitors to Aotearoa).
Manaakitanga	Acts of giving and caring for	Giving and caring across everything mana whenua are involved in.
Whakakotahitanga	Consensus, respect for individual differences and participatory inclusion for decision-making	Working together to understand common values, differing views between Te Ao pakeha and Te Ao Māori. Identify constraints e.g. deadlines, consultation, engagement, tikanga.
Arohatanga	The notion of care, respect, love, and compassion	To do things with respect and aroha.
Wairuatanga	A spiritual dimension	Acknowledging the unseen intangible deity, kaitiaki, and strict protocols i.e. the purpose and meaning for karakia.

¹¹ Harmsworth G, Awatere S, Robb M. 2016. Māori Values and Perspectives to Inform Collaborative Processes and Planning for Freshwater Management.

¹² Harmsworth G, & Awatere S 2013. Indigenous Māori knowledge and perspectives of ecosystems. In Dymond JR ed. Ecosystem services in New Zealand – conditions and trends. Manaaki Whenua Press, Lincoln, New Zealand.

2.3 Māori principles

It is essential to understand the overarching Māori principles of tika, pono and aroha¹³ when building relationships and engaging with mana whenua. Together, these principles can achieve whanaungatanga (Figure 2.1). The values and principles are the foundation of relationships and set a clear pathway on how engagement should be undertaken with mana whenua. Engagement should be based on shared values and principles, common aspirations, goals and objectives and should take the needs of each partner into account.

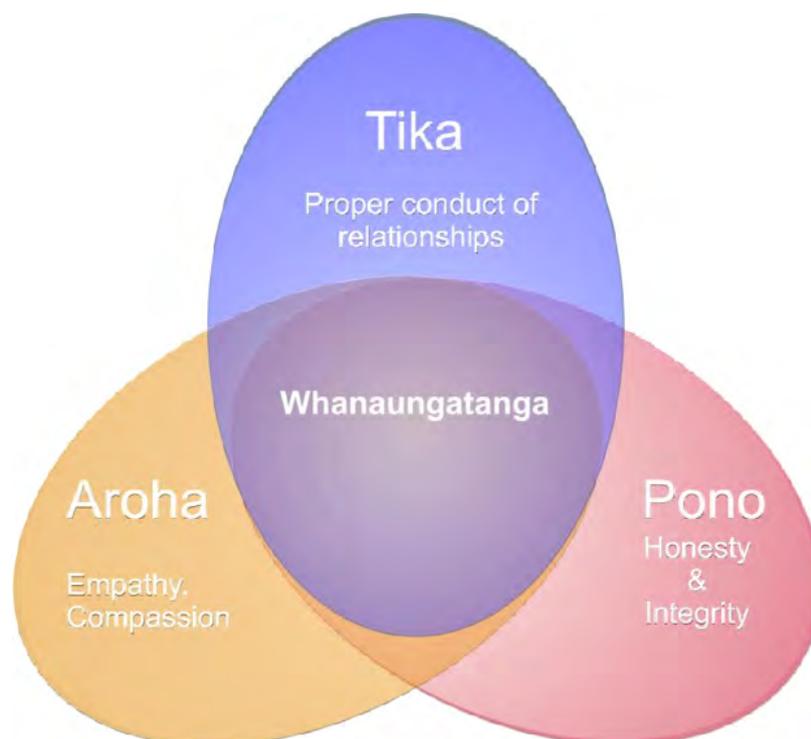


Figure 2.1 Elements of whanaungatanga

2.4 Iwi, hapū, whanau structure

Māori society is made up of four structural levels¹⁴:

1. waka or super tribe
2. iwi or tribe
3. hapū or sub-tribe
4. whānau or extended family.

¹³ <https://www.semanticscholar.org/paper/Applying-Funds-of-Knowledge-in-a-New-Zealand-High-Hogg/633891293a0f07a8fc3262591953f59368131650/figure/20>

¹⁴ Māori Socio-Political Organization in Pre- and Proto-History: On the Evolution of Post-Colonial Constructs, Vol 65, No 4 (Jun, 1995) pp. 304-322

Māori trace their lineage to their ancestors who first reached Aotearoa by waka. Iwi share a common ancestor, and are split into smaller hapū and marae where each hapū is made up of several hundred people.

¹⁵A hapū consists of a number of whānau (extended families). Being part of a hapū is based on whānau ties and people may belong to a number of different hapū through strategic marriages. Hapū have kaitiaki or tangata responsibilities for their resources and control a defined portion of tribal territories which could include sea fisheries, shellfish beds, cultivations, forest resources, lakes, rivers and streams. These territories are not divisive and have whanaungatanga joining areas where acknowledgement is given to neighbouring hapū when necessary, however mana motuhake and mana whakahaere determines whether support (or not) is required from neighbouring whanaunga hapū.

In the recent contemporary era of Te Tiriti Settlements through the Treaty of Waitangi Settlement process, whānau hapū structures are required to create iwi structures and entities similar to the colonial structures, which doesn't allow for a traditional Te Ao Māori holistic approach. Hapū is often the group preferred by mana whenua for engagement purposes. Each hapū has a unique migration story and distinct decision-making framework that governs their functioning. Engaging at the iwi scale can miss some nuances in how hapū determine appropriate responses and protocols. Essentially, members of an iwi are connected by geography and shared ancestors, whereas hapū are connected by whakapapa and are the traditional political unit¹⁶. Pākeha organisations can struggle to understand the structure of Māori society and to determine the appropriate level at which to engage. Many hapū maintain their autonomy and self-determination independently from iwi structures, therefore it is vitally important to get clarity on the range of structures mana whenua recognise as relationships are developed.

Both Fish & Game and mana whenua value gathering food, however, the purpose may differ. Mana whenua collect kai for whānau sustenance and to manaaki manuhiri in their homes, marae and other gatherings. Some introduced species have now become a significant resource for mana whenua. These species have interrupted, and in many cases co-habit or take over, habitat where native species were once abundant. Some mana whenua regard these introduced species as another form of kai and resources (even regarded as contemporary taonga in some areas), and use them for manaakitanga. However, many still hold these as invasive species that have impacted on Te Ao Turoa, native taonga species and their habitat.

¹⁵ <https://www.otago.ac.nz/maori/world/tikanga/whakapapa/>

¹⁶ Te Aka. (n.d.). Hapū. Te Aka Māori Dictionary. Retrieved August 2, 2023, from <https://maoridictionary.co.nz/search?idiom=&phrase=&proverb=&loan=&histLoanWords=&keywords=hapu>

3 How Te Ao Māori relates to conservation and Fish & Game

3.1 Mahinga kai

Mahinga kai is about the value of natural resources that sustain life.

“It is important to manage and protect these resources, to allow people to continue gathering kai (food) in the way their ancestors did, and about mana and manaakitanga, the ability to welcome and host visitors by providing bountiful produce, as a demonstration of hospitality and respect. These things are the essence of kaitiakitanga.”¹⁷ (Ngāi Tahu)

Gathering kai can become increasingly difficult as sites, species, and habitats are restricted, lost, degraded, or compromised. In addition, statutory restrictions on taking sports fish or game birds limits mana whenua from gathering kai. Mahinga kai, and being able to gather and manage kai within a rohe is an indicator of mana and manaakitanga. It is a fundamental element of Māori society, and is how groups feed themselves and any visitors to their rohe. Being unable to do so has an adverse effect on manaakitanga and therefore the mana of the hosting group. The functions of Fish & Game must recognise the importance of mahinga kai and provide for the wellbeing of mahinga kai so mana whenua can provide for their people. Management of shared mahinga kai resources should be determined in partnership with mana whenua, who hold an intimate knowledge of their rohe.

3.2 Kaitiakitanga

The role of kaitiaki (guardians) is to have guardianship of and to care for the mana, the tapu, and the mauri of our environment, of plants and animals, of water and land.

“Our korero tuku iho (oral traditions) inform us of our role as kaitiaki¹⁸.”

Both Fish & Game and mana whenua have a common desire to protect and preserve the environment. This can become difficult as the state of the environment declines in areas due to overharvesting of native species, invasive, introduced pest species and diseases threatening taonga species, and impacts from climate change. All these factors put biodiversity and cultural identity at risk. Fish & Game and mana whenua have a shared objective to protect and enhance the natural environment. The key difference is that mana whenua are also seeking to restore their cultural values, which are tied to the environment.¹⁹ Upholding kaitiakitanga as a key value for both partners could facilitate a collaborative approach with equitable division of management actions and strategic application of funds.

¹⁷ <https://www.ecan.govt.nz/your-region/your-environment/our-natural-environment/mahinga-kai/>

¹⁸ <https://ngatiporou.com/nati-story/our-korero/kaitiakitanga-environment>

¹⁹ <https://www.jrmckenzie.org.nz/stories/kaitiakitanga-how-mori-are-leading-the-way-on-environmentalism-and-sustainability>

3.3 Tikanga

Tikanga regulates and provides discipline and direction for mana whenua, as well as others who participate in aspects of the Māori world. Tikanga is described as values, practices, principles, process, ethics or norms that determine appropriate conduct, the Māori way of doing things, and ways of doing and thinking held by Māori to be just and correct in a personal, collective and institutional context.²⁰

Tikanga is fundamentally underpinned in Te Ao Māori as a process of doing things according to mana whenua customs, practices, rituals, and processes in accordance with their beliefs and rules. This is a holistic approach that differs significantly from other organisational policies, guidelines and procedures, e.g. health and safety sits alongside cultural safety.

There are two key ways in which Fish & Game should consider tikanga:

1. How Fish & Game manage species and their habitats, and
2. How Fish & Game engage with mana whenua.

These two considerations are united by mātauranga Māori (indigenous knowledge) and Te Ao Māori (the Māori worldview). The sharing of mātauranga can help Fish & Game determine and implement appropriate measures to protect and enhance the habitats of sports fish and game. In turn, how mātauranga is shared and used needs to adhere to the tikanga principles held by the mana whenua who are gifting the knowledge. Determining tikanga and implementing it properly will contribute to the cultural license to operate that Fish & Game are seeking.

4 The Statutory Context

All Fish & Game councils are Crown Entities pursuant to s.26H (national council) and s.26W (regional councils) of the Conservation Act 1987. As such, the national council and all regional councils have statutory responsibilities under the following legislation:

- The Treaty of Waitangi / Te Tiriti o Waitangi
- Treaty settlement legislation
- Conservation Act 1987
- Wildlife Act 1953

In addition, caselaw prescribes certain functions and considerations for Fish & Game and resource management law influences their operations. The statutory context provided below outlines the minimum standard for Fish & Game's relationship with mana whenua. The recommendations in Section

²⁰ <https://www.sustainableseaschallenge.co.nz/assets/dms/Reports/The-Treaty-tikanga-Maori-ecosystem-based-management-mainstream-law-and-power-sharing-for-environmental-integrity-in-Aotearoa-New-Zealand-possible-ways-forward/MAIN20TuhonohonoSSeas20Final20Report20Nov202019.pdf>

5 build on this assessment to explore ways Fish & Game can go beyond the minimum requirement to fulfil their role as Treaty partners.

4.1 Customary rights

This section refers to ‘customary rights’, which are defined as follows:

*Customary activities, uses, and practices that iwi, hapū, and whānau have exercised since 1840.*²¹

Customary rights, apart from those protected under the Te Takutai Moana Act 2011, are determined by common law and predate the Crown’s acquisition of sovereignty²². They have legal effect unless extinguished by “clear and plain” statute²³. There is no statutory definition beyond those customary rights that relate to the coastal marine area. Generally, customary rights are determined by customary law, which has two predominant interpretations:

- Law in a narrow, legal sense that has met particular legal tests; or
- A suite of rules developed by Māori as sovereigns to govern themselves.²⁴

The latter interpretation of customary law aligns with the concept of tikanga.

4.2 Te Tiriti o Waitangi

Te Tiriti o Waitangi (Te Tiriti) is the founding document of Aotearoa New Zealand (Aotearoa) and represents a commitment between the British Crown and the indigenous people of Aotearoa. Te Tiriti was signed in 1840 by representatives of the British Crown and approximately 500 Māori chiefs – representing many, though not all, of the hapū of Aotearoa²⁵. It was an exchange of promises between two sovereign peoples – outlining the obligations for each party²⁶. Te Tiriti comprises of three articles that outline different authority relationships (Table 4.1).

²¹ Te Arawhiti. (n.d.). What are customary interests? Te Arawhiti - The Office for Māori Crown Relations. Retrieved July 31, 2023, from <https://www.tearawhiti.govt.nz/te-kahui-takutai-moana-marine-and-coastal-area/what-are-customary-interests/>

²² The Legislation Design and Advisory Committee. (2021). The Treaty of Waitangi, Treaty settlements, and Māori interests. In *Legislation Guidelines: 2021 edition*. The Legislation Design and Advisory Committee. <http://www.ldac.org.nz/guidelines/legislation-guidelines-2021-edition/constitutional-issues-and-recognising-rights-2/chapter-5/>

²³ The Legislation Design and Advisory Committee. (2021). The Treaty of Waitangi, Treaty settlements, and Māori interests. In *Legislation Guidelines: 2021 edition*. The Legislation Design and Advisory Committee. <http://www.ldac.org.nz/guidelines/legislation-guidelines-2021-edition/constitutional-issues-and-recognising-rights-2/chapter-5/>

²⁴ Coates, N. (2021). The recognition of tikanga in the common law of New Zealand. *Te Tai Haruru*, 5, 25–58.

²⁵ Te Puni Kōkiri. (2001). *He Tirohanga o Kawa ki te Tiriti o Waitangi*. p. 14. <https://www.tpk.govt.nz/en/o-matou-mohiotanga/crownmaori-relations/he-tirohanga-o-kawa-ki-te-tiriti-o-waitangi>

²⁶ Treaty Resource Centre. (2008). *Historical overview of the Treaty of Waitangi*.

Table 4.1 Articles of Te Tiriti o Waitangi ²⁷

Article	Key concept	Summary
Article 1	Kāwanatanga	Māori cede the governing of Aotearoa New Zealand to the British Crown.
Article 2	Tino rangatiratanga	The British Crown promised to protect the chiefly authority of Māori. Māori, hapū and iwi retain control over their lands, taonga, resources, culture and communities.
Article 3	Ōritetanga	The British Crown promised Māori the same rights and privileges as British citizens, recognising both parties are citizens of Aotearoa New Zealand.

In present day, the British Crown is embodied by the New Zealand Government. Te Tiriti governs the relationship between the Government and Māori in the following ways²⁸:

- Accepting that Māori iwi have the right to organise themselves, protect their way of life and control the resources they own;
- Requiring the Government to act reasonably and in good faith towards Māori;
- Making the Government responsible for helping to address grievances; and,
- Establishing equality and the principle that all New Zealanders are equal under the law.

4.2.1 Te Tiriti principles

There are two versions of Te Tiriti that were distributed between signatories in 1840 – one in English and one in te reo Māori – which have different meanings. The discrepancies between the two documents, and the need to apply them in a contemporary setting, led the Waitangi Tribunal to establish core principles of Te Tiriti (Table 4.2)²⁹. The principles are dynamic and are intended to evolve as the Te Tiriti partnership develops. They set expectations for the interactions between Māori and the Government and act as the foundation for good relationships³⁰.

²⁷ Te Puni Kōkiri. (2001). *He Tirohanga o Kawa ki te Tiriti o Waitangi*. <https://www.tpk.govt.nz/en/o-matou-mohiotanga/crownmaori-relations/he-tirohanga-o-kawa-ki-te-tiriti-o-waitangi>

²⁸ Community Law. (n.d.). *The status of te Tiriti and rights under it*. Government & Legal System. Retrieved July 31, 2023, from <https://communitylaw.org.nz/community-law-manual/chapter-4-activism/whenua-maori-me-te-tiriti-o-waitangi-land-occupations-and-claims-under-the-treaty/the-status-of-te-tiriti-and-rights-under-it/>

²⁹ Te Puni Kōkiri. (2001). *He Tirohanga o Kawa ki te Tiriti o Waitangi*. <https://www.tpk.govt.nz/en/o-matou-mohiotanga/crownmaori-relations/he-tirohanga-o-kawa-ki-te-tiriti-o-waitangi>

³⁰ Te Puni Kōkiri. (2001). *He Tirohanga o Kawa ki te Tiriti o Waitangi*. <https://www.tpk.govt.nz/en/o-matou-mohiotanga/crownmaori-relations/he-tirohanga-o-kawa-ki-te-tiriti-o-waitangi>

As a statutory organisation operating under the Conservation Act, Fish & Game have an obligation to uphold the principles of Te Tiriti o Waitangi. This means Fish & Game must be authentic Treaty partners and must behave according to the principles outlined in Table 4.2 below.

Table 4.2 Principles of Te Tiriti o Waitangi

Principle	Description ³¹	Fish & Game
Partnership	<p>The Crown and Māori are equal partners and must behave as such. The Courts and the Waitangi Tribunal have developed slightly different descriptions for the partnership principle, however they agree:</p> <ul style="list-style-type: none"> • Duty to act reasonably, honourably and in good faith (Courts and Waitangi Tribunal) • Reciprocity (Waitangi Tribunal) • Mutual benefit (Waitangi Tribunal) • Duty to make informed decisions (Courts and Waitangi Tribunal) <p>This principle often translates into appropriate and genuine consultation, which provides opportunity for feedback and uses that feedback to inform final decisions.</p>	<p>Fish & Game must establish an authentic partnership with mana whenua that reflects the key components of the partnership principle.</p> <p>Partnership implies one party's interests do not trump another's. Rather, both parties should work together respectfully to achieve mutually beneficial outcomes.</p> <p>This would involve actively engaging the appropriate iwi, hapū or Māori group when carrying out Fish & Game's statutory responsibilities. Iwi participation should be enabled and prioritised by Fish & Game to build relationships of mutual trust, respect and confidence.</p>
Active protection	<p>Te Tiriti constituted an exchange of the right to govern (to be held by the Crown) for the retention of sovereignty (to be held by Māori). The Crown has a duty to actively protect the sovereignty of Māori people, their land and their culture.</p>	<p>Fish & Game have a duty to uphold the sovereignty of mana whenua they are working with. This means acknowledging the group as Rangatira over shared natural resources and respecting traditional customs and knowledge.</p>
Redress and reconciliation	<p>Past wrongs, and contemporary consequences, give rise to a right to redress. The Crown has a responsibility to take positive steps towards remedying grievances and recognising the importance the natural world holds with Māori.</p>	<p>Fish & Game have the responsibility to acknowledge their part in grievances against Māori and reconcile those grievances. This is a fundamental element of partnership and will set the foundation for an authentic relationship going forward.</p>

³¹ Te Puni Kōkiri. (2001). *He Tirohanga o Kawa ki te Tiriti o Waitangi*. <https://www.tpk.govt.nz/en/o-matou-mohiotanga/crownmaori-relations/he-tirohanga-o-kawa-ki-te-tiriti-o-waitangi>

Interviews with mana whenua indicated that good working relationships between national and local Fish & Game councils and mana whenua do occur, however Te Tiriti principles are not always given effect to. Upholding and giving effect to Te Tiriti rights and interests alongside their statutory responsibilities will provide opportunities for Fish & Game as they work to enhance the sports fish and game resources and habitats in Aotearoa.

It is important to note that the principles are context-specific, and all three will not apply to every situation³². They are intended to guide good practice, which means Fish & Game should apply the principles to best achieve authentic partnership alongside their statutory functions.

4.2.2 Tiriti settlement rights and responsibilities

A number of regional Fish & Game councils have specific rights and responsibilities that are a product of Te Tiriti settlements. Some provisions also apply to the National Council. Te Tiriti settlements represent acknowledgement from the Crown of breaches of Te Tiriti and outline compensation for grievances. This can often involve the restoration of kaitiakitanga and/or rangatiratanga over natural resources within a specific iwi or hapū rohe. Settlements implement the principle of redress³³.

Tiriti settlements can include a statutory acknowledgement by the Crown that recognises the mana of a tangata whenua group in relation to specified areas. This includes the cultural, spiritual, historical and traditional associations with an area³⁴. Statutory acknowledgements relate to 'statutory areas' which include areas of Crown-owned land, geographic features, lakes, rivers, wetlands and coastal marine areas³⁵.

Te Tiriti settlements are relevant to Fish & Game because there is overlap between statutory areas and the resources and species Fish & Game are obligated to manage. Iwi boundaries do not follow legislative boundaries, so some settlements can apply to multiple Fish & Game councils. In these situations, a framework or protocol for meeting their obligations under the common Tiriti settlement would be beneficial to ensure a consistent and comprehensive approach. Independent legal opinion supplied by Fish & Game identifies common rights and responsibilities that arise from Tiriti settlements, which include:

- Fish & Game has the right to be represented on post-settlement co-governance bodies.
- Fish & Game to be consulted in relation to certain decisions that concern their interests.

³² Te Puni Kōkiri. (2001). *He Tirohanga o Kawa ki te Tiriti o Waitangi*. <https://www.tpk.govt.nz/en/o-matou-mohiotanga/crownmaori-relations/he-tirohanga-o-kawa-ki-te-tiriti-o-waitangi>

³³ Community Law. (n.d.). *Decisions and settlements of Treaty claims*. Government & Legal System. Retrieved July 31, 2023, from <https://communitylaw.org.nz/community-law-manual/chapter-4-activism/whenua-maori-me-te-tiriti-o-waitangi-land-occupations-and-claims-under-the-treaty/decisions-and-settlements-of-treaty-claims/>

³⁴ Quality Planning. (n.d.). *Statutory acknowledgements*. Retrieved July 31, 2023, from <https://www.qualityplanning.org.nz/node/305>

³⁵ Quality Planning. (n.d.). *Statutory acknowledgements*. Retrieved July 31, 2023, from <https://www.qualityplanning.org.nz/node/305>

- Fish & Game must recognise and provide for cultural concepts when making decisions.
- Fish & Game have the responsibility to give effect to planning documents adopted by post-settlement co-governance bodies in sports fish and game management plans.
- Fish & Game has a responsibility to receive *and have regard to* iwi advice.
- Fish & Game must cooperate with post-settlement co-governance bodies.

Multiple Te Tiriti settlements facilitate coordination and collaboration, which gives Fish & Game the opportunity to be authentic, committed Tiriti partners. Reciprocity in the above common rights and responsibilities will show genuine intent for an equitable Te Tiriti partnership approach. In this way, the rights and responsibilities prescribed through Tiriti settlements can help Fish & Game to give effect to s.4 of the Conservation Act (see below). How effective these provisions are in fulfilling the obligations of Fish & Game under Te Tiriti depends on the priority the organisation assigns to building genuine relationships with iwi.

4.3 Ko Aotearoa Tenei Wai 262

The Wai 262 claim is also known as ‘the flora and fauna claim’, and was the 262nd claim registered with the Waitangi Tribunal. Wai 262 is one of the largest and most complex Te Tiriti settlements in the history of Aotearoa. Rangatira from whānau and iwi were represented by the group Taumata Whakapūmau, who took the Wai 262 claim to the Waitangi Tribunal in 1991. Represented rangatira included:

- Saana Waitai-Murray (Ngāti Kuri)
- Dell Wihongi (Te Rarawa)
- Witi McMath (Ngāti Wai)
- Tama Toata (Ngāti Porou)
- Apera Clarke and Ngahiwi Tomoana (Ngāti Kahungunu), and
- John Hippolite (Ngāti Koata).

It was the first ‘whole of government’ inquiry with the following purpose:

“The claimants vision and aspiration seeks to restore “te tino rangatiratanga o te Iwi Māori in respect of flora and fauna and all of our taonga.” Taonga being those things and values which we treasure, material, non-material, tangible and intangible”³⁶.

³⁶ Wai 262. (n.d.). The Wai 262 Claim. Wai 262 Kia Whakapūmau. Retrieved August 2, 2023, from <https://www.wai262.nz/>

The Tribunal said that the Treaty envisages the Crown-Māori relationship as a partnership, in which the Crown is entitled to govern but Māori retain tino rangatiratanga (full authority) over their taonga (treasures). This partnership is a key principle of Te Tiriti o Waitangi and demonstrates the “Treaty of Waitangi beyond grievance”.³⁷

Wai 262 revolved around the place of Māori culture, identity and traditional knowledge in the laws and government policies and practices of Aotearoa. Significantly, it considered the place of core Te Ao Māori values, such as kaitiakitanga, in contemporary society.³⁸

The output of Wai 262 was Ko Aotearoa Tēnei – a report developed by the Waitangi Tribunal to demonstrate challenges and opportunities Māori face moving into a post-settlement era³⁹. The report also made recommendations on changes to policy and legislation across all areas of government and society. Although there has been some progress in the Government’s approach to the protection, use and development of mātauranga Māori and other taonga, there is more work to do. Fish & Game can support the purpose of Wai 262 by acknowledging mātauranga as a legitimate form of knowledge and upholding principles of Te Ao Māori in their work. As a statutory organisation operating under the Conservation Act, Fish & Game have a responsibility to support Māori in their fulfilment of kaitiaki obligations, thereby supporting the survival of Māori culture.

The Waitangi Tribunal states that the involvement of mana whenua in resource management is inconsistent, reactive, and reliant on the meagre resources available to iwi⁴⁰. Existing legal provisions for the exercise of kaitiakitanga are either not being used, or are being used to little effect. The Tribunal states the “the default arrangement for Crown–Māori relations in the conservation estate should always be partnership”⁴¹. Fish & Game have the ability, resources and opportunity to genuinely support the fulfilment of relevant Wai 262 recommendations. This would demonstrate the commitment of Fish & Game to be good partners under Te Tiriti and would pave the way for a relationship with mana whenua beyond grievances.

4.4 Conservation Act 1987

Fish & Game were established under the Conservation Act, making it the primary legislative tool that governs their operation. While the Conservation Act informs all aspects of the organisation, there are two sections that specifically relate to the relationship between Fish & Game and mana whenua – s.4 and s.17M.

³⁷ Waitangi Tribunal. (2011, July 2). Ko Aotearoa Tēnei: Report on the Wai 262 Claim Released. Waitangi Tribunal News. <https://waitangitribunal.govt.nz/news/ko-aotearoa-tenei-report-on-the-wai-262-claim-released/>

³⁸ Waitangi Tribunal. (2011, July 2). Ko Aotearoa Tēnei: Report on the Wai 262 Claim Released. Waitangi Tribunal News. <https://waitangitribunal.govt.nz/news/ko-aotearoa-tenei-report-on-the-wai-262-claim-released/>

³⁹ te Puni Kōkiri. (2022). Te Pae Tawhiti: Wai 262. <https://www.tpk.govt.nz/en/a-matou-whakaarotau/te-ao-maori/wai-262-te-pae-tawhiti>

⁴⁰ The Waitangi Tribunal. (2011). Ko Aoteara Tēnei.

⁴¹ The Waitangi Tribunal. (2011). Ko Aoteara Tēnei. P. 706

4.4.1 Section 4

Section 4 of the Conservation Act requires users to give effect to the principles of the Treaty of Waitangi.

4 Act to give effect to Treaty of Waitangi

This Act shall so be interpreted and administered as to give effect to the principles of the Treaty of Waitangi.

The direction in s.4 applies to all decisions made by Fish & Game when carrying out their statutory functions. This means any decisions and actions made at both the national and regional levels.

There is no direction on how to implement s.4 within the Conservation Act, however interpretation of s.4 has been confirmed through case law, in *Ngāi Tai Ki Tāmaki Tribal Trust v Minister of Conservation* (2018). Administration of the Conservation Act must be consistent with s.4. Giving effect to the principles of Te Tiriti is not intended to override the other statutory functions of Fish & Game, but the principles should inform those functions⁴².

4.4.2 Section 17M

In addition to the overarching requirement of s.4, Fish & Game has specific responsibilities to engage with mana whenua in s.17M:

17M Procedure for preparation, approval, review, and amendment of sports fish and game management plans

...

2) *The following provisions shall apply to the preparation and approval of sports fish and game management plans:*

a) *the Fish and Game Council—*

vi. *shall give notice of the draft plan to the Director-General and, so far as is practicable, to representatives of the appropriate iwi authorities, and to the appropriate regional councils and territorial authorities within the meaning of the Local Government Act 2002; and*

vii. *shall give full consideration to any submissions and opinion made known to the Fish and Game Council:*

d) *the Fish and Game Council shall give every person or organisation who or which, in making any submissions on the draft, asked to be heard in support of his or her or its*

⁴² Clark, B., & Mills, J. (2021). *Review of the Governance of Fish and Game New Zealand and the Regional Fish and Game Councils*. p. 23. https://www.beehive.govt.nz/sites/default/files/2021-04/FINAL%20Report%20-%20Review%20of%20Fish%20and%20Game%20New%20Zealand%202020_0.pdf

submissions a reasonable opportunity of appearing before a meeting of representatives of the Fish and Game Council:

- e) the Fish and Game Council shall prepare a summary of the submissions received on the draft and public opinion made known about it:*
- f) the Fish and Game Council shall send the draft to the Minister with the summary prepared under paragraph (e) of this subsection and a written statement of any matters of content on which the Director-General and the Council are unable to agree:*
- g) the Minister shall approve the draft or send it back to the Fish and Game Council for further consideration before approving it.*

S. 17M pertains to the preparation of Sports Fish and Game Management Plans (SFGMP) and demonstrates how engagement with mana whenua is commonly approached in colonial law settings. While s.17M requires consultation with iwi, this does not constitute full partnership as intended by Te Tiriti principles. The provisions are the minimum requirement for taking account of mana whenua interests, including:

- Notifying iwi of the draft plan
- Providing a copy of the draft plan to iwi
- Receiving written submissions from iwi
- Giving iwi the opportunity to be heard on their submission
- Presenting summarised iwi submissions to the Minister for Conservation.

These steps recognise the resources and environments managed through SFGMPs as important to iwi. However, as consultation is driven by Fish & Game, iwi take the role of stakeholder, not partner. Mana whenua and iwi authorities do not see themselves as stakeholders but see themselves as Te Tiriti partners. Table 4.3 provides a summary of how actions under s.17M could give effect to the principles of Te Tiriti to better meet s.4 obligations.

Table 4.3 Section 17M of the Conservation Act 1987 and Te Tiriti principles

S.17M minimum requirement	What the Tiriti principles require
<p>Providing a copy of the draft plan to iwi and inviting submissions.</p>	<p>The principle of partnership requires a relationship between Fish & Game and mana whenua based on reciprocity, mutual benefit, and respect. Sharing a draft management plan with iwi does not embody this principle. Giving iwi a draft plan to revise does not meet the standard of informed decision making. Iwi must employ resources to assess the management plan within the consultation period, which are not good decision-making conditions.</p> <p>Working to the principles of Te Tiriti could involve Fish & Game and iwi participating in the co-development of any management plan to an extent agreed on by both parties. This would ensure iwi are involved in any background research and analysis, and would allow principles of tikanga to inform the management plan from conception.</p> <p>SFGMPs manage resources and species that hold cultural significance with mana whenua. Not inviting iwi to participate in the development of those plans, and inviting submissions in a colonial setting is a breach of the active protection principle. Allowing mana whenua to comment on a plan with no decision-making power and no guarantee their submission will be actioned dismisses their sovereignty. As a statutory organisation operating under the Conservation Act, Fish & Game have a duty to protect that sovereignty.</p>

Consultation with iwi in accordance with s.17M(2) is only a first step in fulfilling Fish and Game’s responsibilities under s.4. Table 3.3 demonstrates how Te Tiriti principles could be addressed through processes such as s.17M. There are no mechanisms within the legislation that prevent Fish & Game incorporating Te Tiriti principles. There is scope to make things right (principle of redress) and no restrictions within the Conservation Act on when that can happen. The table above demonstrates how relying on s.17M to satisfy obligations under s.4 is not a satisfactory or appropriate approach for Fish & Game as Te Tiriti partners.

4.5 Wildlife Act 1953

The Wildlife Act is the primary law in Aotearoa that protects wildlife. It directs the protection level of different species and how people can interact with each species. The Wildlife Act determines what species can be hunted then Fish & Game set the hunting seasons and issue licences to hunt.

The Wildlife Act makes no specific mention of Te Tiriti o Waitangi and does not include any provisions relating to Māori or their customary rights. However, in the *Ngai Tahu Māori Trust Board v Director-General of Conservation* [1995] 3 NZLR 553 case, it was determined that s.4 of the Conservation Act

shall apply to all decisions and actions taken under the Wildlife Act⁴³. Therefore, Fish & Game must give effect to the principles of Te Tiriti when carrying out functions under the Wildlife Act.

4.6 Other statutory considerations

Some decisions and actions are carried out under overlapping legislation. This section addresses the impact of these functions on mana whenua interests in sports fish and game birds.

4.6.1 Cultural harvest of sports fish or game birds

Pursuant to the Conservation Act and the Wildlife Act, it is an offence to take or kill game birds or sports fish without obtaining a licence from Fish & Game. This applies to everyone, including mana whenua who wish to hunt game birds or fish for sports species within their rohe for customary purposes.

The Conservation Act gives some recognition to Māori fishing rights in s.26ZH:

26ZH Māori fishing rights unaffected by this Part

- 1) *Nothing in this Part shall affect any Māori fishing rights.*
- 2) *Subsection (1) does not apply to customary Māori fishing rights with respect to freshwater fisheries within South Island fisheries waters, in respect of which regulations have been made under section 48B, for so long as such regulations remain in force.*

These provisions are a result of the Treaty of Waitangi (Fisheries Claims) Settlement Act 1992, which provided redress for mechanisms, such as the quota system, that removed statutory recognition of customary Māori fishing rights. The settlement recognises those rights should have been protected under Article 2 of Te Tiriti⁴⁴. Tiriti settlements and legislation recognise Māori fishing rights (in some circumstances) as a step towards redressing and reconciling this Tiriti breach. The Treaty of Waitangi (Fisheries Claims) Settlement Act 1992 (s.10(c)) recommended regulations be made that:

“Recognise and provide for customary food gathering by Māori and the special relationship between tangata whenua and those places which are of customary food gathering importance (including mātaītai ika and mahinga mātaītai), to the extent that such food gathering is neither commercial in any way nor for pecuniary gain or trade.”

The recommendations, and their relationship with the Conservation Act, were tested in the case of *McRitchie v Taranaki Fish and Game Council* 1998, where it was ruled trout was not subject to s.26ZH of the Conservation Act⁴⁵. This means the current legal ruling is that customary rights do not apply to

⁴³ (*Ngāi Tahu Māori Trust Board v Director-General of Conservation*, 1995); (*Ngāi Tai Ki Tāmaki Tribal Trust v Minister of Conservation*, 2018)

⁴⁴ Clark, B., & Mills, J. (2021). *Review of the Governance of Fish and Game New Zealand and the Regional Fish and Game Councils*. https://www.beehive.govt.nz/sites/default/files/2021-04/FINAL%20Report%20-%20Review%20of%20Fish%20and%20Game%20New%20Zealand%202020_0.pdf

⁴⁵ (*McRitchie v Taranaki Fish and Game Council*, 1998)

trout, even when the fishing activity occurs according to established tikanga in the rohe of the individual collecting the trout⁴⁶.

The 2021 Ministerial review identified that contemporary legal opinion generally differs from that ruling and holds the responsibility to protect Māori sovereignty above legal protections of trout⁴⁷. Some dissent at the time of ruling (e.g., Justice Thomas) recognised s.26ZH rights as pertaining to the fishery, rather than species within that waterbody⁴⁸. However, the McRitchie ruling remains law until a Supreme Court decision overrules it.

Hunting licences require financial investment by the applicant and restrict the holder in terms of timing, equipment and permitted quotas. These restrictions impede the right of iwi and hapū to practice customary mahinga kai gathering of sports fish and game birds, therefore impacts on their sovereignty. This impact was discussed in the 2021 Ministerial review of Fish & Game, which identified areas of contention in Māori being required to pay to collect mahinga kai⁴⁹. The review identified three options to resolve the disconnect between the existing game bird hunting regime and Māori customary harvest practices:

- Concessionary licences be made available to Māori wishing to collect game within their rohe.
- Exemptions for Māori wishing to collect game within their rohe.
- Other avenues such as Māori rights to customary harvest being reinstated by the Crown via redress and Treaty settlement processes.⁵⁰

The existing restrictions on iwi to harvest sports fish or game birds within their rohe is viewed as inhibiting their exercise of rangatiratanga and subsequent role as kaitiaki.

⁴⁶ (McRitchie v Taranaki Fish and Game Council, 1998)

⁴⁷ Clark, B., & Mills, J. (2021). *Review of the Governance of Fish and Game New Zealand and the Regional Fish and Game Councils*. https://www.beehive.govt.nz/sites/default/files/2021-04/FINAL%20Report%20-%20Review%20of%20Fish%20and%20Game%20New%20Zealand%202020_0.pdf

⁴⁸ (McRitchie v Taranaki Fish and Game Council, 1998)

⁴⁹ Clark, B., & Mills, J. (2021). *Review of the Governance of Fish and Game New Zealand and the Regional Fish and Game Councils*. https://www.beehive.govt.nz/sites/default/files/2021-04/FINAL%20Report%20-%20Review%20of%20Fish%20and%20Game%20New%20Zealand%202020_0.pdf

⁵⁰ Clark, B., & Mills, J. (2021). *Review of the Governance of Fish and Game New Zealand and the Regional Fish and Game Councils*. https://www.beehive.govt.nz/sites/default/files/2021-04/FINAL%20Report%20-%20Review%20of%20Fish%20and%20Game%20New%20Zealand%202020_0.pdf

4.6.2 Tikanga

The concept of tikanga is increasingly relevant to how the Courts interpret and apply the law.⁵¹

The Supreme Court case of *Ellis v R* [2022] NZSC 114 represented an elevation of tikanga in law – recognising tikanga as the original law of Aotearoa that constitutes a separate legal framework⁵². The decision solidifies earlier indications from lower courts, such as *Ngāti Whātua Ōrākei Trust v Attorney-General* [2022] NZHC 843, which also recognised tikanga as an independent legal framework.

The *Ellis v R* case has implications for common law in Aotearoa. Prior to the ruling, tikanga had been a consideration within a colonial legal framework, which limits its full understanding and practice to the legislation it sits within. The tests for involving tikanga in law development and decision-making were also devised through a colonial lens⁵³. Now, those tests no longer apply and the relationship between tikanga and common law will evolve contextually, on a case-by-case basis⁵⁴.

This area of the law is still developing, and it is likely that proper respect for tikanga will be increasingly important when interpreting and applying Fish and Game’s statutory obligations.

4.7 The National Policy Statement for Freshwater 2020

The National Policy Statement for Freshwater 2020 (NPS-FM) signals a new direction in freshwater management that actively provides for mana whenua in freshwater management.

Firstly, the inclusion of Te Ao Māori concepts⁵⁵ in the NPS-FM guides users to implement those concepts alongside the western policy framework. They show a greater recognition of mana whenua sovereignty and uphold cultural values alongside ecological values.

Section 3.4 directs regional councils to ‘actively involve’ tangata whenua (to the extent they wish to be involved) in freshwater management. This includes involvement at the decision-making level and enables tangata whenua to identify Māori freshwater values to include in the National Objectives Framework. Involving tangata whenua at the decision making stage is a recurring theme in the NPS-FM. Mātauranga Māori must be incorporated into freshwater management alongside western science,

⁵¹ See, for example: *Trans-Tasman Resources Limited v Taranaki-Whanganui Conservation Board and Ors* [2021] NZSC 127, [2021] NZLR 801 at [8]-[9]; *Ngāti Whātua Ōrākei Trust v Attorney-General* [2022]NZHC 843 at [326], [347] – [349], [355]; *Ellis v R* [2022] NZSC 114 at [19].

⁵² Dewes, T. A., Graham, J., & Jones, R. (2022, November 30). *Weaving tikanga Māori and the common law into new cloth*. Chapman Tripp. <https://chapmantripp.com/trends-insights/weaving-tikanga-maori-and-the-common-law-into-new-cloth/>

⁵³ Gifford Devine. (2023, February 28). *Tikanga in the law of Aotearoa New Zealand*. <https://gifforddevine.co.nz/tikanga-in-the-law-of-aotearoa-new-zealand/>

⁵⁴ (Peter Hugh McGregor Ellis v R, 2022)

⁵⁵ For example: Te Mana o te Wai, mātauranga Māori, ki uta ki tai.

including in identifying monitoring sites that relate to Māori freshwater values to be determined in collaboration with tangata whenua⁵⁶.

The NPSFM also places the protection of indigenous freshwater species habitats above the protection of trout and salmon habitats (Policies 9 and 10)⁵⁷. This policy hierarchy clearly prioritises indigenous species and their habitats over introduced species of sports fish, which can affect the operations of Fish & Game.

4.8 Law reform

4.8.1 Conservation legislation

The Conservation and Wildlife Acts are due for review, which will likely bring about significant changes for the governance, duties and operation of Fish & Game. The role of mana whenua and cultural values in conservation is likely to be given higher priority, with s.4 identified as a key review area. A high-level road map of the reform shows the process is likely to run over the next 2 – 3 years⁵⁸. The implications of the *Ellis v R* case will likely influence this review process, with tikanga taking a leading role in informing the new legislation and processes that will occur under it. Developments in the resource management space indicate Fish & Game should begin to investigate how Te Ao Māori could be incorporated into their functions to better give effect to Te Tiriti principles. Conversations that explore elements such as customary harvest and how they relate to Fish & Game's operations are important to have as legislation evolves.

4.8.2 Resource management legislation

The evolution of resource management legislation is already influencing the role of Fish & Game in habitat management, with further impacts likely through the upcoming Natural and Built Environments Act (NBA) and Spatial Planning Act. The approach to habitat protection established in the NPS-FM is proposed to be adopted in the new legislation, as stated in s.4(6AB) of the Natural and Built Environment Bill.

The NBA represents a shift in thinking on resource management that places a higher importance on Māori involvement. This is indicated by the purpose of the NBA (s.3), which is to uphold te Oranga te Taio, including all of the following:

⁵⁶ Ministry for the Environment. (2020). *National Policy Statement for Freshwater Management 2020*.

⁵⁷ Ministry for the Environment. (2020). *National Policy Statement for Freshwater Management 2020*.

⁵⁸ Department of Conservation. (2022). *Modernising conservation legislation: Our role*. Conservation Law Reform Roadmap. <https://www.doc.govt.nz/about-us/our-role/legislation/conservation-law-reform/>

- a) *the health of the natural environment; and*
- b) *the relationship between the health of the natural environment and its capacity to sustain life; and*
- c) *the relationship between the health of the natural environment and the health and well-being of people and communities; and*
- d) *the interconnectedness of all parts of the environment; and*
- e) *the relationship between iwi and hapū and te Taiao that is based on whakapapa⁵⁹.*

This purpose filters through the NBA, with s.4 referring to ‘Te Tiriti o Waitangi’ rather than the English Treaty and requiring users of the NBA to ‘give effect’ to the principles of Te Tiriti. By contrast, the RMA language is weaker – requiring users to take the principles into account. Giving effect to Te Tiriti principles sets stronger direction for the likes of co-governance arrangements and mana whenua representation on decision-making panels. Section 6 provides principles for decision-making, which include the following provisions:

- 2) *All persons exercising powers and performing functions and duties under this Act must recognise and provide for the responsibility and mana of each iwi and hapū to protect and sustain the health and well-being of te taiao in accordance with the kawa, tikanga (including kaitiakitanga), and mātauranga in their rohe or takiwā.*
- 3) *All persons exercising powers and performing functions and duties under this Act must recognise and provide for the protection and exercise of protected customary rights.*

These principles signal greater alignment with the principles of Te Tiriti, which is furthered by the establishment of a National Māori Entity in s.30ZE. The purpose of the entity is to independently monitor the cumulative effects of decisions made under the NBA and Spatial Planning Act in giving effect to the principles of Te Tiriti⁶⁰.

Section 30V of the NBA reforms the transfer of powers provisions of the RMA to exempt iwi authorities and hapū groups from meeting the efficiency and technical capability criteria for a transfer to occur⁶¹. This streamlines the pathway for local authorities and regional planning committees transferring powers under the NBA to iwi and hapū. The criteria of efficiency and technical capability under the RMA were often difficult for applicants to achieve or evidence because they were assessed in a Western context and didn’t consider systemic marginalisation of mana whenua.

⁵⁹ (Natural and Built Environment Bill, 2022, s.30ZF)

⁶⁰ (Natural and Built Environment Bill, 2022, s.30ZF)

⁶¹ (Natural and Built Environment Bill, 2022)

4.9 Statutory context summary

Fish & Game, as a statutory organisation under the Conservation Act, have an obligation under s.4 of the Conservation Act to give effect to the principles of Te Tiriti. Notwithstanding case law, there is no direction within the Conservation Act to demonstrate how to apply the principles in Fish & Game's statutory functions. Section 17M of the Conservation Act requires consultation with iwi on SFGMP, just one function of Fish & Game, however fulfilment of s.17M duties is not sufficient to give effect to the principles.

New common law, policies and legislative reform are beginning to pay greater heed to the principles of Te Tiriti through enabling mana whenua participation at the decision making level and the incorporation of Te Ao Māori concepts in provisions. Fish & Game should see this movement as a signal to begin thinking about how their governance and functions may need to evolve ahead of the conservation legislation review.

5 Interview Methodology

Mana whenua representatives were interviewed from a range of organisations and contexts.

The purpose of these interviews was to explore the experiences Māori have had in their interactions with Fish & Game, how Fish & Game activities impact mana whenua activities and their ability to care for the taiao (natural world/environment), and how Māori would like to engage with Fish & Game in the future. The interviews aimed to gather diverse viewpoints and gain a comprehensive understanding of mana whenua perspectives.

The interviewees were asked a series of questions relating to the impact of Fish & Game's activities on mana whenua, including:

- effects on access ways
- ability to fulfil their role as kaitiaki
- customary fishing rights and a potential cultural harvest framework
- the permitting system.

Further questions covered:

- current mana whenua engagement with Fish & Game at a local and national level
- Fish & Game obligations and the Te Tiriti partnership
- Fish & Game's organisational structure
- the role of mana whenua in Fish & Game's governance and decision making processes.

A copy of the full interview questionnaire can be viewed in Appendix A.

It should be noted that interviewees who were able to make themselves available for these interviews were primarily employed within large organisations, including central government and Māori

consultancy. These people were able to make the time to be interviewed. It was more difficult for iwi representatives to make themselves available for engagement when they had to find the time outside of their regular employment (either paid or unpaid). Interviewee numbers were therefore limited due to their time and resource constraints.

6 Analysis and Findings

The interviews give some direction on how Fish & Game might begin conversations internally, and with Māori, about what future engagement could look like. They highlight views on existing relationships, areas of concern and potential opportunities for collaboration, with a view to creating a positive and constructive working relationship at both a local and national level.

Ultimately, the information shared in these interviews will pave the way for the values and rights of mana whenua to be recognised at a national policy level, for the taiao (natural environment) to be protected, and for mahinga kai values and customs to be recognised and enabled. Mana whenua hope, through sharing this information with Fish & Game, that indigenous taonga species will become protected and enhanced.

6.1 Key findings

This section identifies the key issues expressed by mana whenua regarding Fish & Game's activities. There were several common themes that emerged from the interviews, indicating that while the interview sample size was small, most iwi have had similar interactions with Fish & Game and have similar perceptions about the organisation.

While there were several concerns expressed during the interviews, there was also acknowledgment of some good work Fish & Game is doing at a local level. This is covered in the key findings below.

6.1.1 Prioritisation of introduced species

The legislation guiding Fish & Game is perceived to prioritise the protection of introduced species over indigenous taonga species.

This approach by default neglects the values and importance of taonga species, Māori culture and the mana whenua role as tangata tiaki (tangata: people, tiaki: to protect or care for). It means that species considered by some Māori to be pests (i.e. trout), due to predating on taonga species such as koura, are actively being established in the same habitat and protected. This protection is undertaken specifically to enable recreational activities by Fish & Game licence holders only. The approach is seen to prioritise recreational activities over the preservation and enhancement of taonga species which are culturally significant to mana whenua. It also further impacts on efforts to restore indigenous species to their natural habitats to enhance the diversity of waterways.

The Wildlife Act is seen as allowing the degradation of taonga species by classifying them as unprotected, and instead supporting introduced species to thrive. Additionally, notices issued under the Wildlife Act allow species such as black shags, little shags and the Kāhu (Australian Harrier) to be killed because they were eating introduced sports fish species. This legislation has seriously impacted the populations of these birds and contributed significantly to the decline of important taonga species, resulting in the inability of Māori to carry out mahinga kai practices.

Mana whenua understand that Fish & Game's mandate is to protect and enhance sports fisheries, game birds and their habitats, but their view is that this should not be done at the expense of indigenous taonga species.

Contemporary Mahinga Kai Practices

Fish & Game's management of resources and habitats is seen to have had an impact on cultural practices with the depletion of indicator species via predation, and domination of habitat by exotic species. Some introduced species like trout have become a food source for mana whenua and part of their contemporary mahinga kai practices. This is due to customary mahinga kai species no longer being available to harvest in many iwi rohe once introduced species took over. Mana whenua believe introduced sports fish and game species need to be managed differently to ensure their place and purpose in Aotearoa does not override that of indigenous species.

Fish & Game Origins

A number of interviewees referred back to the whakapapa or origins of Fish & Game with references made to the 'old time' views of the Acclimatisation Society who saw no value in taonga species. These views are still reflected in legislation today. Some referred to the role of the Acclimatisation Society as colonising the environment with the introduction of exotic species. This colonisation is seen to continue as long as Fish & Game continues to manage the resources and habitats that mana whenua depend upon to the advantage of introduced species.

6.1.2 Environmental responsibilities and approach

While there was understanding of and support for the environmental protection work undertaken by Fish & Game, there was concern raised that Fish & Game does not fully recognise or respect mana whenua customary rights and responsibilities to protect and care for the environment, i.e. their actions are supported but are not the purpose of Fish & Game's protection work.

As noted above, the protection and enhancement of sports fish and game species is seen as having a detrimental impact on other species within the same ecosystem. It was perceived that Fish & Game's approach to environmental protection is on the basis of protecting parts of an ecosystem rather than a more holistic approach to te Taiao. Fish & Game's focus on sports fish and game birds may conflict with mana whenua's aspirations as tangata tiaki (referred to by some as kaitiaki). The aspirations for trout and native species may clash, requiring further discussion and finding common ground.

Other Fish & Game activities mentioned as impacting on restoration efforts and endangering species include the establishment of mai mais in wetlands and other duck shooting practices.

It should also be noted that, while not correct, there is a perception that Fish & Game are responsible for whitebaiting activities, specifically enabling the prolonged use of set nets. Fish & Game may wish to consider communications to clarify its mandate and scope of activities in this area.

6.1.3 Permitting and access

The permitting system implemented by Fish & Game was also a topic of concern for mana whenua. While Fish & Game issues permits for recreational fishing and game bird hunting, mana whenua feel that their customary rights to access and use these resources are not fully acknowledged or respected. The Fish & Game permitting system and approach to fishing and hunting differs significantly from mana whenua's focus on the health of the environment and providing sufficient kai (food).

There is a desire for a more inclusive permitting process that recognises and accommodates mana whenua rights and aspirations. This includes restoring mana to individual hapū by allowing them to harvest enough kai for large events to feed their manuhiri (visitors). There is a perception that the existing permitting process hinders the ability of iwi to do this. Separately, there is also a perception that the permitting process leads to the over-harvesting of taonga species.

Some whānau expect to harvest without a permit, and there have been prosecutions of whanau for doing this. There are, however, examples of customary take permitting processes in some areas that iwi/hapū believe work well.

The opportunity was identified to develop a cultural harvest framework that is Māori-designed, well-resourced, and acknowledges the Treaty partnership and Tino Rangatiratanga. Mana whenua do not feel that their framework can be made to fit within a system that is not designed by themselves.

While access was not raised as a significant issue by those interviewed, there were concerns about the role of Fish & Game in blocking access to cultural harvesting and also the use of Māori land by Fish & Game members to access waterways.

6.1.4 Legislation

The overriding direction in the legislation to prioritise introduced species over taonga species creates a perception that introduced species are valued more than indigenous species. This sets Fish & Game down a path that conflicts with the Māori world view and legalises activities that are seen to have a detrimental impact on taonga species.

Mana whenua feel that clarification is needed on which legislation governs Fish & Game's activities and how this restricts what the organisation can do. There is an identified confusion about the relationship between the Department of Conservation (DOC) and Fish & Game. Some of those interviewed prefer

to work with DOC rather than Fish & Game as they are seen as the parent organisation. Regarding this, a view was expressed that DOC has more of a role here in fulfilling its obligations as a Treaty partner.

At a local level, mana whenua feel they have not been able to progress engagement with Fish & Game due to both the regional Fish & Game Councils and DOC not taking responsibility for policy making and rule setting. Ultimately this is affecting their rights as mana whenua and the rights of te Taiao.

6.1.5 Engagement and relationships with Māori

Overall, those interviewed did not view Fish & Game as a good Treaty partner, with the level of engagement and the overall relationship described as poor.

Some interviewees expressed frustration with Fish & Game's lack of consultation and engagement with mana whenua when making decisions about resource management. This lack of involvement has led to a sense of exclusion and marginalisation, with mana whenua feeling that their voices and perspectives are not adequately considered. As iwi have an inherent cultural responsibility to ensure the taiao (environment) is protected and enhanced, their mana is affected when they do not have the ability to do this.

The differing priorities between Fish & Game and mana whenua were highlighted, with Fish & Game focusing on sports fishing and game bird hunting while mana whenua emphasised their purpose as being to provide food for their people.

There was a view expressed that the membership of Fish & Game was not always supportive of Māori involvement and that there was a degree of ignorance from members towards Māori and their rights.

The pathway for Fish & Game to work together with mana whenua on environmental and resource management initiatives is not clear to mana whenua, despite them identifying many opportunities for collaboration that would lead to enhanced outcomes for Fish & Game, mana whenua and te Taiao.

There is currently limited tangata whenua involvement in Fish & Game management plans and policies. Mana whenua feel that opportunities for engagement should be explored, especially at a regional level, to identify common ground and aspirations.

Opportunities were identified for building better relationships through shared expertise, identifying common goals like water quality and freshwater management, and engaging with iwi at the regional/local level. Mana whenua believe Fish & Game can build a better relationship with them by protecting native species, involving them in decision making, and providing resources for restoration work.

Opportunities were also identified for Fish & Game to focus on supporting iwi aspirations, to have a deep understanding of the impact of introduced species on native species, and to consider employing a mātauranga lens (Māori knowledge and perspective) for conservation efforts. There was identified

support for the idea of having a role for Māori in Fish & Game's governance structure to champion local restoration projects and environmental protection, however, some mana whenua believe that if the policy and legislation governing Fish & Game continue to be set by DOC, then DOC would be the more appropriate place for Māori to have a role in the governance structure.

7 Recommended approaches

This section provides recommendations for Fish & Game to meet its obligations to mana whenua, give effect to the principles and articles of Te Tiriti o Waitangi and to achieve s.4 of the Conservation Act.

The recommendations are intended to present a set of options to Fish & Game for internal discussion and consideration. They do not predetermine a set course of action. The recommendations are suggestions based on interviews with mana whenua and are intended to be a starting point to get Fish & Game thinking about the shape a partnership with mana whenua could take.

7.1 Governance and Structural Issues

The understanding mana whenua have of the current structure, values, purpose and functions of Fish & Game varies from no understanding to a good understanding. There is an opportunity for Fish & Game to connect with mana whenua to build a relationship based on mutual understanding. This would predicate more genuine and effective engagement with mana whenua, including at a local level. To support mutual understanding, Fish & Game should commence a whakawhanaungatanga process⁶² to share whakapapa and experiences.

The whakapapa of each organisation shows the tuakana-teina responsibilities. This determines that iwi need to have a presence at every level – from being invited to the decision-making table to helping with implementation on the ground. Involving mana whenua in the policy making, implementation and monitoring processes will support mana whenua to protect te Taiao and indigenous/taonga species. This level of partnership will also demonstrate a commitment by Fish & Game to honouring their Tiriti responsibilities, and subsequently their obligations under s.4.

Engagement must be authentic at all governance levels, including engagement between mana whenua and:

- Rangatira ki te Rangatira engagement at Te Tiriti/Crown level;
- The Department of Conservation;
- Fish & Game governance; and
- Fish & Game operations.

This can happen concurrently, as relationship building is not hierarchical. Everyone has a responsibility to be good partners under Te Tiriti and ineffective relationships at other governance levels are not an

⁶² Whakawhanaungatanga: the process of establishing good relationships and learning about each other

exemption from that responsibility. Understanding whakapapa facilitates appreciation of purpose and values, which will lay good foundations for ongoing relationships.

7.1.1 Recommendations

Invite mana whenua to whakawhanaungatanga.

Whakawhanaungatanga should be implemented at the Rangatira level and local level simultaneously. Keep in mind that there may be multiple Rangatira that should be involved. Fostering these relationships is pivotal for mahi in the future.

Mana whenua should be invited to hui. The hui would facilitate the sharing of identities, what the Fish & Game organisation looks like, how mana whenua operate and a general wananga about interests. It is an opportunity to share values and goals.

There is a desire from iwi to increase understanding about each party's structure and function, and they recognise it will assist the identification of shared goals (e.g. wetland restoration). Fish & Game's role is to facilitate the discussion and allow iwi to indicate how they would like to be involved. Some iwi might want to be part of the governance of Fish & Game, and some might want to take a more advisory role. Once there is a mutual understanding of each other's structures, values and strategies the next step can be approached in partnership.

Begin with existing relationships.

Identify those hapū/iwi Fish & Game currently has relationships with and check in with them. Relationships are always a work in progress so ensure existing partnerships are secure while new ones are explored.

Find mana whenua who do not have an existing relationship with Fish & Game and try to initiate the whanaungatanga process with them. Begin with a series of meetings, wananga and workshops. If there is an appetite from mana whenua to do more, then a work plan could be set out to identify what co-governance looks like. Examples include co-designing management plans, co-designing policies, and collaboration in implementation and operations.

Do the background mahi.

Read the relevant documents before engaging with mana whenua so key personnel are prepared and are familiar with the obligations of Fish & Game. To build familiarity with the position of mana whenua, start exploring the following:

- Te Tiriti obligations of Fish & Game (see Section 3 of this report).
- Treaty settlement acts and Waitangi Tribunal reports.
- Statutory acknowledgments.
- Environmental management plans.
- Iwi management plans.
- Other information, such as sites of significance to mana whenua.

Doing due diligence prior to whakawhanaungatanga will demonstrate to mana whenua that Fish & Game is committed to building strong relationships. It will also ensure any whanaungatanga is productive, without the need for mana whenua to educate Fish & Game on information that is publicly available.

Information management.

Fish & Game could work with the Department of Conservation to begin compiling a database of the appropriate contacts for mana whenua at the local level. The Te Kāhu Māngai database is also a good source of information for identifying which iwi/hapū are mana whenua in a particular location.

Fish & Game should autonomously build a database that lists the appropriate contacts, any background information and what stage the partnership is at. A useful tool could be an interactive map that overlays Fish & Game Council areas with iwi/hapū rohe so officers can quickly identify who should be at the table for any discussions. Metadata could be attached to rohe to allow users to obtain information about mana whenua when a certain rohe is selected. All metadata will need to be appropriately licenced by the mana whenua.

This is important for succession planning to ensure partnerships can be sustained through changes in each organisation, including changes in personnel. While gathering information from other sources is a good starting place, it is important that Fish & Game take responsibility over their database out of respect for cultural authority and intellectual property of mana whenua partners. This will contribute to a cultural licence to operate for Fish & Game.

Be open to new ways of doing.

Consider the role of mana whenua in governance at the regional and national levels (Rangatira ki te Rangatira). This could begin with reviewing current governance arrangements and evaluating the benefits of iwi involvement in governance. Any structural reviews or changes should include discussions with, or advice from, mana whenua as partners under Te Tiriti.

Any proposals to amalgamate regional Fish & Game Councils should be considered carefully as amalgamation will have implications for mana whenua relationships. Ensure mana whenua partners are invited to participate in amalgamation discussions from the start and provide regular updates throughout the process. Regular engagement and development of relationships between mana whenua and local Fish & Game representatives will be essential for Fish & Game to meet its obligations regarding mana whenua.

7.2 Resourcing

Fish & Game need to understand the resourcing needs of mana whenua to ensure they have the capacity and capability to engage to their desired extent. Often, iwi/hapū are engaged for input but are not sufficiently resourced to engage consultants to support the mahi or to build internal capability for the mahi. Compensating mana whenua for their time and mātauranga will support the limited resources iwi/hapū are working with and show mana whenua Fish & Game values their input. Currently, some

mana whenua feel they are expected to work for free, which diminishes the perceived value of their mahi and does not allow them to cover their costs of engagement.

7.2.1 Recommendations

Establish resourcing needs.

A part of the initial whakawhanaungatanga should be establishing what support mana whenua need to participate in the partnership. This will depend on the level to which mana whenua wish to be involved. Allowing them to verbalise their constraints will help Fish & Game set suitable time frames and expectations for engagement. It will also identify any areas in which Fish & Game can contribute resources to enable mana whenua to engage and participate fully.

Value mana whenua input appropriately.

The mātauranga mana whenua hold is a valuable resource that cannot be sourced elsewhere. The exchange of knowledge should be recognised as such, and reimbursed appropriately. Mana whenua are experts in their field of knowledge – something they work to develop and hold as taonga. By acknowledging this expertise, and implementing policies to compensate and safeguard mātauranga, Fish & Game will be actively protecting the rangatiratanga of mana whenua – giving effect to Te Tiriti principles.

7.3 Management plan and policy engagement

SFGMPs are an important part of Fish & Game's functions. Currently, under s.17M of the Conservation Act, Fish & Game are required to supply a draft SFGMP to iwi, then iwi are given the chance to submit on that plan. Fish & Game are not required to implement any recommendations in the submissions from iwi. This process is the very minimum requirement for iwi consultation and does not represent the principles of Te Tiriti (see Section 3 for more discussion). Improvements can be made to the management plan process that involve mana whenua as partners rather than stakeholders.

Fish & Game can begin by reviewing the process for preparing these documents and assessing ways to involve mana whenua. This involves establishing what role mana whenua currently have in the process and asking mana whenua about what role they should they have. These conversations can begin at the initial whakawhanaungatanga stage and will contribute to building a lasting relationship. Common objectives and outcomes can be established and skills within both parties can be identified. Sharing expertise engenders learning organisations but also has commercial benefits as duplication of resources is minimised. Mana whenua are experts in mātauranga, but their skills and value are not restricted to that field. Fish & Game's knowledge and expertise in environmental management and advocacy could be used to help mana whenua to get better outcomes for the environment and for their people. This should all be done prior to starting to develop a SFGMP to facilitate authentic co-design.

7.3.1 Recommendations

Bring internal policies up to date.

Legislation sets the minimum requirements for SFGMP. There are no statutory constraints on the depth of relationship between mana whenua and Fish & Game. Currently, there are no references to mana whenua in Fish & Game guidance documents. There is an opportunity for Fish & Game to acknowledge mana whenua values and aspirations internally by setting clear processes for engagement in SFGMP and at the national policy level. This will work to upskill existing staff, educate new staff and contribute to an organisational culture of being committed partners under Te Tiriti.

Collaborate.

Follow the whakawhanaungatanga process outlined above and create the opportunity for mana whenua to be involved in management plans and policy-making processes. Use and build the database of mana whenua partners to establish who the best people are to invite to this project. Co-design management plans that consider shared interests, such as habitat/wetland restoration, water quality and freshwater management. Identify the skills and resources each partner can bring to the table and be generous with recognising each other's strengths and supporting any weaknesses.

Think future.

These recommendations are not proposed as a short-term fix. Giving effect to the principles of Te Tiriti is an ongoing process. The information, relationships and outcomes Fish & Game develop through the wakawhanaungatanga process can be used to shape the conservation legislation in the future. It is likely partnerships with mana whenua will become a requirement in any new legislation. Developing good processes now will put Fish & Game and its mana whenua partners in the position to contribute their experience and mātauranga to the legislation reform process.

7.4 Operations

The jurisdiction of Fish & Game councils and mana whenua rohe overlap, as do their duties. Mana whenua identified areas where the overlap of duties and interests could be used to develop co-governance and co-management strategies.

7.4.1 Recommendations

Share monitoring resources.

Fish & Game and mana whenua have a shared interest in environmental monitoring. Some iwi have monitoring programmes that include Western science indicators of freshwater health, and others use methods determined by mātauranga. There is potential for monitoring regimes to be co-designed to capture a wider range indicator that would better the understanding of freshwater health. The monitoring programme could be collaboratively implemented to reduce duplication and inefficient use of scarce resources.

Wetland restoration.

Wetland restoration is a common aspiration for mana whenua and Fish & Game. Both parties recognise the importance of wetlands and have existing programmes to create, restore and enhance wetlands. There are opportunities to work together in this space. Co-designing wetland management and restoration plans would allow for the incorporation of Te Ao Māori values and concepts, which would contribute to the relationships between mana whenua and Fish & Game officers.

Habitat enhancement.

Mana whenua acknowledge Fish & Game's habitat enhancement projects indirectly benefit indigenous and taonga species (to an extent) but they would like to see a more authentic and proactive approach. Fish & Game's approach to habitat restoration is focused on game species, as that is their mandate. However, there is scope for Fish & Game to work beyond that mandate to benefit other species. Co-governance of habitat restoration projects would ensure the interests of mana whenua are upheld in their rohe, while also facilitating a more well-rounded approach to habitat restoration.

Protect more species.

Although Fish & Game are mandated to protect the habitats of sports fish and game species, there may be scope for more recognition of indigenous species in their management plans and operations. Fish & Game can look for opportunities to protect other species alongside managing the habitats of sports fish and game species. As the conservation legislation review begins, there is also opportunity for Fish & Game to advocate for inclusion of the protection of indigenous species within its statutory function. This could lead to further opportunities to build relationships with mana whenua – especially in the habitat enhancement space.

Hatcheries and release.

While the statutory purpose of Fish & Game may currently prevent the organisation from going beyond protecting sports fish and game species, if Fish & Game's scope is widened in the future, there is potential for hatcheries to be developed for the release of native species, which would be in the interests of Fish & Game members and mana whenua. These hatcheries could be co-designed to meet mana whenua objectives for customary fishing rights and harvest, while also enhancing the habitats of trout and salmon.

7.5 Cultural Harvest

Being able to exercise mahinga kai and cultural harvest practices is a fundamental value to mana whenua and is a symbol of mana. It demonstrates the ability to provide for their people, host visitors to their rohe, and is intricately linked to events such as tangi. To recognise the importance of cultural harvest, Fish & Game could engage with mana whenua to determine the need for a cultural framework relating to harvest, and the design of such a framework. This process should be started in partnership with mana whenua and should not be pre-empted by assumptions Fish & Game may hold. It is not viable to retrofit Te Ao Māori principles into a Western framework. Any framework should be developed by mana whenua, for mana whenua, with Fish & Game providing support if required.

Mana whenua seek acknowledgement from Fish & Game of the impact introduced species have on native and taonga species and their habitats, and the subsequent implications for customary harvest. Mana whenua have had to adapt from harvesting native species to contemporary harvesting of exotic species (i.e. sports fish and game birds), which impacts mātauranga and kaitiakitanga. Acknowledgement of this by Fish & Game and a commitment to reconcile would give effect to the principle of redress.

Mana whenua see a role for Fish & Game to support mana whenua in enhancing traditional mahinga kai species to enable the harvest of sufficient kai. The role Fish & Game has in this process should be discussed with mana whenua generally and at the local level. While trout and some other species are not customary, mana whenua have become reliant on them due to original taonga species either not being available, or not being at a number that can be sustainably harvested. Contemporary harvesting practices now rely on introduced species and have different needs to the average angler or hunter. These needs should be recognised and provided for.

7.5.1 Recommendations

Redress and reconcile.

The role of Fish & Game (and preceding organisations) in changes to biodiversity and cultural harvest practices should be acknowledged. The first step in redress is accepting responsibility. From there, reconciliation can begin in partnership with mana whenua.

Investigate a cultural harvest framework.

A cultural harvest framework would uphold the duty of Fish & Game and mana whenua to protect and enhance freshwater habitats while recognising the cultural right mana whenua have to feed their people. A framework would need to cover indigenous and introduced species, as mana whenua rely on both as a contemporary source of kai. Some local level permits have been provided to individual iwi by the Department of Conservation to allow cultural harvest, which could be a good starting point for Fish & Game to explore how a similar system could work. Understanding the needs of mana whenua and existing workable systems will help Fish & Game envision how a cultural harvest framework could work practically. This could potentially involve a review of the permitting system within the cultural framework to ensure mana whenua can meet the mahinga kai needs of current and future generations.

7.6 Local Advocacy

Fish & Game hold multiple roles in local advocacy, such as making submissions, presenting evidence at local hearings and educating communities. Mana whenua identified mixed messages given to communities about species and habitat protection and the roles of Fish & Game and mana whenua. While Fish & Game's purview focuses on protecting sports fish and game bird species and their habitats, mana whenua have a holistic approach to protecting the environment, freshwater quality, indigenous species and cultural wellbeing. Fish & Game messaging in the community can cause issues

because its narrow focus can dilute and undermine mana whenua messaging and efforts to restore te Taiao.

7.6.1 Recommendations

Consistent communications.

Communication needs to be consistent amongst operational Fish & Game staff in the regions and those at higher governance levels. This consistency applies to the content of communication, but also the frequency, method and context of communications. Mana whenua would like to see and contribute to positive communications between themselves and Fish & Game, which will project into external communication and advocacy work.

Broaden the scope.

Through the whakawhanaungatanga and partnership processes, there is opportunity to include Te Ao Māori concepts in the communication and advocacy work of Fish & Game. Due to the overlap of interests, Fish & Game advocacy could broaden to reflect and support mana whenua interests where appropriate. Where this is not possible, Fish & Game advocacy work should, at a minimum, not conflict with mana whenua interests. This courtesy would be reflected by mana whenua towards Fish & Game to develop a supportive partnership.

8 Conclusions

This report, through wananga with mana whenua, identifies areas Fish & Game need to work on to repair and grow their relationship with mana whenua. The overarching recommendation is to establish a healthy relationship with mana whenua through a whakawhanaungatanga process. This relationship needs to authentically give effect to the principles of Te Tiriti – providing for a solid partnership, active protection of mana whenua rangatiratanga and redress with the aim of reconciliation. The objectives Fish & Game and mana whenua hold for collaboration will naturally follow if a solid relational foundation is achieved.

In terms of next steps, it is likely Fish & Game will need further support to begin the engagement process with mana whenua. The social and cultural licences of the organisation is wearing thin in some places, so this, and the trust that goes with it, will need to be repaired. The recommendations provided in this report will support trust building between mana whenua and Fish & Game.

Fish & Game can prepare for this mahi by doing their due diligence on the mana whenua they plan to approach. The appropriate agreements, legislation and iwi documents should be read and understood to show respect for the history, time and expertise of the mana whenua group. All interactions with mana whenua should refer back to the principles of Te Tiriti.

A culture change will be needed within the organisation to begin the process of decolonisation. This involves recognising the role of Fish & Game in the systemic colonisation of mana whenua and te Taiao.

This acknowledgement and commitment to building an effective partnership with mana whenua will give effect to the principles and articles of Te Tiriti o Waitangi – helping Fish & Game to go beyond their statutory obligations to demonstrate how Tiriti partnership can be done. There is a lot of room to grow in this space, and relationship development will be ongoing. Being authentic in the commitment to partnership under Te Tiriti and inviting mana whenua to join the journey is a good step in the right direction for Fish & Game.

Appendix A

Questionnaire schedule

Fish & Game Mana Whenua Engagement Interview Questions	
MANA WHENUA	
1	How do Fish & Game’s activities affect your activities as Mana Whenua?
2	Do Fish & Game’s activities affect access ways?
3	Do Fish & Game’s activities affect your ability to fulfil your role as Kaitiaki?
4	Do Fish & Game’s rules affect your customary fishing rights?

5	Do you recognise Fish & Game’s permitting system?
6	How does the permitting system affect you?
7	Do Fish & Game seasons align with your maramataka? Do they hinder maramataka?
8	What might a cultural harvest framework look like?
GENERAL	
1	What do you know, if anything, about Fish & Game and its organisational structure?

2	How satisfactory is Fish & Game’s current engagement level with your hapū/iwi? How would you rate it from 1 – 5?					
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1	2	3	4	5		
3	Do you think Fish & Game is a ‘good’ Treaty partner, as required by Section 4 of the Conservation Act?					
4	Do Fish & Game make it clear to you and your hapū/iwi what their obligations are?					
AT A LOCAL AND NATIONAL LEVEL						
1	In your experience, how does Fish & Game engage at a local and national level?					
2	Do you feel that Fish & Game are giving effect to Te Tiriti obligations at a local and national level?					

3	How do you see Fish & Game giving effect to Te Tiriti o Waitangi at a local and national level?
FISH & GAME STRUCTURE	
1	How does Fish & Game’s organisational structure help or hinder relationships with Mana Whenua (at a national and/or local level)?
2	Should there be a role for Māori in Fish & Game’s governance structure (at either a local or national level, or both)?
3	What could Fish & Game improve to build a better relationship with mana whenua?
MANAGEMENT PLANS AND POLICIES	
1	What role do Mana Whenua currently have in decision-making, development and review of Fish & Game management plans and policies, and what role should they have in the future?

Disclaimer

We have used various sources of information to write this report. Where possible, we tried to make sure that all third-party information was accurate. However, it's not possible to audit all external reports, websites, people, or organisations. If the information we used turns out to be wrong, we can't accept any responsibility or liability for that. If we find there was information available when we wrote our report that would have altered its conclusions, we may update our report. However, we are not required to do so.

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2				
3				
4				

Health and Safety Report

New Zealand Fish and Game Council Meeting 165 – 18 August 2023

As part of its commitment to Health and Safety and providing a safe workplace, the New Zealand Fish and Game Council requires a Health and Safety update report at each meeting. This report provides an update since the last reporting period in April 2023.

1.	Implementation and adherence to the Health & Safety Policy/Manual
	Yes.
2.	Risk Management (identification and treatment)
	Nil risks identified.
3.	Training and awareness raising
	Resilience workshops run for all Fish and Game NZ staff.
4.	H&S Incidents
	No incidents reported.
5.	Near misses and/or injuries
	No injuries reported.

Risk Register			As at 31 July 2023
Risk Type	Description	Mitigation	Risk Code
Operational/assets			1 to 4
	Flood, fire, theft, earthquake	Insurance, alarms, theft prevention, key codes changed	3
	Internet, files storage and security	Security software up to date, Internet supplier agreement in place	4
	Physical files	Security software up to date, Internet supplier agreement in place	3
Financial			
	Reliance on licence income	Secure other sources of income	3
	Ongoing or new pandemic impact on Non residents	Use of reserves	2
	Investment income weak	Reduced reliance on interest revenue	2
	Depleted reserves		2
	Fraud	Fraud prevention measures in place and audited	4
	Declining licence sales	R3 programme	1
	Licensing system failure	Contracts in place and being monitored	3
	Agent commission increase	Progressive movement to online sales	2
	NZC levies/constraints on reserves	Levy setting system being reconsidered, current policy on reserves across regions and NZC to be reviewed & socialised	3
Human resource			
	Pay and conditions of staff	Retain good working conditions, review JD's & job sizing with Strategic Pay and test against market.	3
	Loss of key staff and recruitment of required skills	Promote professional development opportunities, incorporate resilience and cultural support and address capacity and capability gaps.	2
	Succession planning	CE to have succession plans in place to ensure transition of institutional knowledge.	2
	Recruitment	Reassessment of staffing budget against needs of office, go to market on existing positions, plan to address perceived staffing gaps.	1
	Staff stress and wellbeing	Monitoring in place and regular contact through one on one meetings. Seeking to fill two vacancies. Development of individualised My Plans linked to strategic priorities. Encourage staff to take time off. NB Would be 3 excluding cultural challenges across organisation.	2
	NZC Office Culture	Maintain positive and transparent workplace culture	4
	Inter-office staff culture	Establish training in resilience and culture, more face time and establish subject matter teams across organisation, reinstate annual staff conferences.	3
	NZC Governor/staff culture	Training on culture, reestablishing boundaries, building trust and cohesion, creating culture of kindness.	3
Governance			
	Governance and Cr skill level	Governance and chair training, coopting specialist skills and education	2
	Rogue Councillors	Use and knowledge of standing orders and governance policies.	3
	Representation	Encouragement of diversity (and gender) at elections, encourage diverse appointments to NZC	2
	Councillor safety	No addresses, limited personal info	4
	Culture	Training for governors on culture and governance.	2
	Disconnect between customers and governors	Increase awareness of process of NZC and opportunities for public engagement.	4
Strategic			
	Lack of organisation strategy	Work across organisation to collectively build organisational strategy and implement.	1
	Lack of organisational strategic implementation plans	Work across organisation to collectively build organisational strategy implementation plans.	1

Risk Register		As at 31 July 2023	
Risk Type	Description	Mitigation	Risk Code
Reputational			
	Social Licence	Gather insights on what licence holders, wider stakeholders and public think and feel of Fish and Game to inform social licence campaign, increasing social media profile of organisation, commissioning analysis report summarising last decade of environmental activities undertaken by Fish and Game. Pull together report looking at public benefit organisation has provided.	2
	Public perceptions of Fish and Game	Broaden awareness and respect for Fish and Game through social licence campaign, including comms and advocacy	2
	Perceptions of trout	Promote value of trout- commercial, recreational, tablefare.	2
	Catch and release	Promote sustainable harvest	2
	Perceptions around hunting	Promote sustainable harvest and ethical shooting.	2
	Diversity of membership and Council - 'Pale stale male'	Recruitment at elections, encouragement of diversity through R3 planning.	3
	Low trust for alternative sources of income (NC example)	Positive projects promoted with alternative sources of income (bequests)	4
	Seen as adversarial and litigious	Comms strategy to better articulate reasons of objections and legal actions	2
Social/demographic			
	Perceived value of introduced trout and ducks diminishing?	Value to be promoted through communications plan	2
	Population is diversifying and increasingly urban	R3 programme to target specific audiences	1
	Older population (baby boomers) aging out of sport	R3 programme	2
	Rural community trust in F&G low	Regain trust via regular contact on positive projects - Catchment groups, wetland enhancement projects (strategic priority 20-23)	2
Species/Population			
	Sedimentation of waterways	Govt intervention should slow the pace of inputs. Removal may be challenging.	2
	Species interactions - natives V introduced	Engage and support research on this. Collaborate with manawhenua on research projects to build understanding of values & joint ownership of solutions.	1
	Ducks as pests/contributor to ecoli levels	Research?	3
	Searun Salmon fishery collapse	Season bag limit - adaptive management	2
	New incursions of pest fish species	Monitoring?	3
	Increase in gamebird populations/increased crop predation.	Population monitoring for Mallards and Parries in place	3
	Cultural Harvest	Facilitate and encourage engagement with iwi & consideration to support legislative changes	2
Political			
	DOC advocacy positions	Strategic priority 20-23 to engage and support stakeholder groups	3
	RMA/NBEA review	Govt announced recently the review of RMA and programme to implement new acts covering protection of habitat. Habitat of Trout and salmon likely to be removed	1
	Wildlife Act Review	Engagement with DOC and through Wildlife Working Group	1
	Conservation Act Review	Engagement with EDS & DOC	1
	Ministerial Review	Details to come. Could have large impact on governance of F&G councils	2
	NPS -FM/NES implementation for wetlands and maimai's	Presently writing to MFE and talking to ORC about fast track consenting. National issue	3
	Relationship with Minister of Conservation	Maintain quarterly meetings	4
	Relationship with DOC	Continue to build strong relationships with DOC.	3
	Treaty of Waitangi and our obligations	Strategic priority 20-23 to engage with iwi more regularly and meaningfully	2
Compliance and prosecutions			
	Perceptions about F&G prosecutions	Prosecution guidelines in place and regularly reviewed. Public interest test considered	3

Risk Register		As at 31 July 2023	
Risk Type	Description	Mitigation	Risk Code
Environmental			
	Didymo, lake snow etc more pests	Assisting Biosecurity with messaging. Promotion of Check, clean,dry through our own publications	2
	Climate change - heat/flooding	Climate change research? Return of flows to rivers through plan changes	1
	Declining water quality and quantity	Pressure on regional councils plans and recording of complaints	1
	Biosecurity - fish and bird diseases	Monitoring and reporting of incidents and observations to BNZ	3
	Intensive land use/ urban sprawl - reduced access	Pressure on regional councils to monitor. Reporting on issues	2
	Gravel extraction/ river straightening/ willow problems	Regional councils global consent for river works up for renewal. F&G input with other stakeholders.	4
	Carbon Farming - Forestry in headwaters	National advocacy, supporting regional engagement with district plans	2
Contractors/third party risks			
	Contractors	Check values align. Annual work programmes from FOBC	4
	Rangers and Volunteers	CE working with National Compliance Coordinator to review current systems.	2
Health & Safety			
	Mental stability, stress, personal conflicts	Open door policy with CE for raising issues. H&S manual covers identification of risk factors	2
	Fire and emergency	Regular fire drills, emergency contacts on list at office.	3
	Ranger Safety	Vetting and approval process	3
Product quality/value			
	Decreasing perception of value of trout and ducks	Trout/Ducks promoted as highly valued species through comms channels	2
	Reducing perception of value for money in licence	Communications plan to sell benefits. R3 plan to make people more successful. Ranging to check licences.	2
	Licence category choices	Review of licence categories initiated.	4
	Reduced access availability	Identification of public access points (project in 2020-2023 priorities). Improved relationships with landowners	2

		Impact			
		Minor	Moderate	Major	Critical
Likelihood		Little or No Effect	Effects are Felt but Not Critical	Effects are significant	Effects are critical
Improbable	Unlikely to Occur	4	4	3	2
Possible	May Occur	4	3	2	1
Probable	Will Likely Occur	3	2	1	1
		Risk Key			
		4	Low		
		3	Moderate		
		2	High		
		1	Very High		

Licence Sales Update

New Zealand Fish and Game Council Meeting 165 – 18 August 2023

Prepared by: Kate Thompson, Eastern Fish & Game Council, Licence Working Party

Kōrero taunaki - Summary of considerations

Purpose

To inform the New Zealand Fish and Game Council of progress on licence sales year to date and compare results to the same period of prior seasons.

Analysis Fish Licence Sales

Fish licence LEQ's reported to 17 July are 2.1% ahead of results reported for the same period of last season.

98.8% of the annual sales target has been met YTD. Assuming sales continue to track at 2.1% ahead of 2021-22 results, at year end, the annual sales target will be exceeded by 71 LEQ's (\$8,975). Total Budget for 2022-23 Season is 70,627 LEQ's, the estimated year end position, assuming current variance continues, is 70,698 LEQ's.

Complete season estimates for 2022-2023 Fish licence sales were made in mid-January 2023 to assist with setting fish licence sales targets for 2023-2024 Season. At that time estimated LEQ's for the 2022-2023 Season totalled 71,225 and took into consideration the gradual return of non-resident anglers. Since this initial estimate some significant adverse weather events were experienced particularly in the North Island, therefore an updated estimate was completed in June 2023 which saw a reduced complete season result of 70,478 LEQ's.

Two different methods used for estimated year end results in 3 and 4 above indicate a year-end result in the range of 70,478 and 70,698 LEQ's.

The extrapolated Fish Licence sales budget for 2023-2024 was 70,873 LEQ's. The following adjustments were agreed to which resulted in the final Fish Licence Sales Target for 2023-2024 of 74,060 LEQ's:

- Northland (minus 74 LEQ's) due to 22-23 actuals being unusually high
- Taranaki (minus 100 LEQ's) due to 22-23 actuals being unusually high
- Hawke's Bay (minus 805 LEQ's) due to significant flooding of fisheries
- All (plus 4,165 LEQ's) addition of non-resident levy to LEQ calculations.

Analysis Game Licence Sales

Game licence LEQ's reported to 17 July are 1.4% below of results reported for the same period of last season.

97.2% of the annual sales target has been met and further sales are unlikely for the remainder of the 2023 Game Bird Season. Total Budget for 2022-23 Season 32,553 LEQ's, total sales 31,644 LEQ's, variance to budget 909 LEQ's or \$80,653 below budget.

Appendix 1: National Fish Licence Sales YTD to 17 July

	Channel	FWF	FWA	FWNA	FSLA	FLAA	FWIA	FLBA	FSBA	FDA	FDNA	FWJ	FWND	FDJ	FDND	FWC	FWNC	FDNC	SRSE	Total Fish	Fish LEQ	Fish Var	Fish \$	Inc/Dec
Northland	Agency Online	9	36	0	4	3	10	1	4	8	2	5	0	2	0	10	2	0	0	96				
	Public Online	26	65	6	4	8	17	0	11	66	4	6	0	18	0	16	0	0	0	247				
	Total	35	101	6	8	11	27	1	15	74	6	11	0	20	0	26	2	0	0	343	206		\$24,564	
2021-2022	Agency Online	33	84	102	2	8	18	3	22	97	119	13	2	12	1	65	2	0	0	583				
	Public Online	12	31	3	6	4	7	2	1	2	1	6	0	0	0	9	0	0	9	93				
	Total	45	115	105	8	12	25	5	23	99	120	19	2	12	1	74	2	0	9	676	365	76.9%	\$45,992	\$21,428
Auckland Waikato	Agency Online	157	457	6	91	22	72	5	55	142	2	62	1	7	0	77	1	0	0	1,157				
	Public Online	438	1,121	41	161	101	170	5	135	783	71	166	5	85	1	413	2	0	0	3,698				
	Total	595	1578	47	252	123	242	10	190	925	73	228	6	92	1	490	3	0	0	4,855	3,141		\$374,176	
2021-2022	Agency Online	183	513	50	96	44	63	7	63	211	37	59	1	19	1	86	2	1	25	1,461				
	Public Online	370	928	191	167	115	125	6	127	865	476	202	8	147	7	556	6	1	0	4,297				
	Total	553	1441	241	263	159	188	13	190	1076	513	261	9	166	8	642	8	2	25	5,758	3,261	3.8%	\$411,210	\$37,034
Eastern	Agency Online	1,111	978	14	269	894	177	12	272	1,052	32	188	0	115	2	93	0	0	0	5,209				
	Public Online	1,431	1,164	38	267	626	308	24	708	2,513	120	228	5	215	8	602	2	4	0	8,263				
	Total	2542	2142	52	536	1520	485	36	980	3565	152	416	5	330	10	695	2	4	0	13,472	8,531		\$1,016,291	
2021-2022	Agency Online	993	879	115	240	774	160	24	204	699	413	184	10	70	15	71	2	11	69	4,933				
	Public Online	1,326	1,030	196	271	664	293	37	599	2,333	746	236	12	344	17	956	7	20	0	9,087				
	Total	2319	1909	311	511	1438	453	61	803	3032	1159	420	22	414	32	1027	9	31	69	14,020	8,196	-3.9%	\$1,033,468	\$17,177
Hawke's Bay	Agency Online	204	551	9	157	122	67	1	41	175	9	98	2	60	0	13	0	0	0	1,509				
	Public Online	220	605	21	95	105	72	8	128	420	19	132	3	65	1	200	0	0	0	2,094				
	Total	424	1156	30	252	227	139	9	169	595	28	230	5	125	1	213	0	0	0	3,603	2,434		\$289,969	
2021-2022	Agency Online	150	427	67	137	90	22	4	30	105	285	74	1	7	4	42	0	0	10	1,455				
	Public Online	230	506	175	99	62	50	11	80	319	236	104	3	41	4	220	7	4	0	2,151				
	Total	380	933	242	236	152	72	15	110	424	521	178	4	48	8	262	7	4	10	3,606	2,281	-6.3%	\$287,583	-\$2,385
Taranaki	Agency Online	49	248	2	51	12	11	0	17	25	3	45	0	8	0	27	0	0	0	498				
	Public Online	86	234	5	28	27	17	2	35	109	8	41	1	30	0	109	0	0	0	732				
	Total	135	482	7	79	39	28	2	52	134	11	86	1	38	0	136	0	0	0	1,230	841		\$100,230	
2021-2022	Agency Online	37	198	10	52	18	12	2	17	28	10	48	0	5	0	46	0	0	15	498				
	Public Online	87	233	94	30	25	19	1	44	127	230	43	3	35	5	180	4	2	0	1,162				
	Total	124	431	104	82	43	31	3	61	155	240	91	3	40	5	226	4	2	15	1,660	930	10.5%	\$117,223	\$16,994
Wellington	Agency Online	197	883	2	139	112	53	6	23	127	1	139	0	57	0	154	2	0	0	1,895				
	Public Online	305	986	18	145	128	66	1	58	345	12	136	0	40	0	483	1	0	0	2,724				
	Total	502	1869	20	284	240	119	7	81	472	13	275	0	97	0	637	3	0	0	4,619	3,216		\$383,067	
2021-2022	Agency Online	168	671	18	146	83	34	5	18	58	40	88	0	33	0	190	0	0	52	1,604				
	Public Online	232	833	153	154	111	74	6	41	273	126	121	5	89	2	490	3	2	0	2,715				
	Total	400	1504	171	300	194	108	11	59	331	166	209	5	122	2	680	3	2	52	4,319	2,829	-12.0%	\$356,716	-\$26,352
Nelson/Marl	Agency Online	475	923	8	205	101	73	2	48	176	3	123	0	28	0	244	0	0	0	2,409				
	Public Online	331	665	25	118	102	76	5	76	508	18	125	4	82	3	498	0	0	0	2,636				
	Total	806	1588	33	323	203	149	7	124	684	21	248	4	110	3	742	0	0	0	5,045	3,411		\$406,326	
2021-2022	Agency Online	423	912	349	204	88	62	5	42	139	293	120	4	31	1	174	1	2	438	3,288				
	Public Online	346	616	231	128	84	52	5	58	552	270	147	9	110	2	668	4	3	0	3,285				
	Total	769	1528	580	332	172	114	10	100	691	563	267	13	141	3	842	5	5	438	6,573	3,917	14.8%	\$493,831	\$87,505
North Canterbury	Agency Online	1,767	3,040	11	790	58	122	14	250	408	17	302	2	35	3	449	2	1	0	7,271				
	Public Online	1,171	2,033	24	346	115	159	12	253	1,500	66	349	5	204	0	1,727	1	3	0	7,968				
	Total	2938	5073	35	1136	173	281	26	503	1908	83	651	7	239	3	2176	3	4	0	15,239	10,852		\$1,292,754	
2021-2022	Agency Online	1,656	2,858	189	813	71	140	11	179	362	98	310	6	35	2	396	4	0	4,017	11,147				
	Public Online	1,133	1,891	167	314	110	139	8	200	1,408	502	376	8	183	8	1,820	7	15	2,384	10,673				
	Total	2789	4749	356	1127	181	279	19	379	1770	600	686	14	218	10	2216	11	15	6401	21,820	10,676	-1.6%	\$1,346,163	\$53,410
West Coast	Agency Online	134	282	2	51	75	26	4	48	132	7	55	0	15	0	8	0	0	0	839				
	Public Online	304	399	7	78	86	32	5	104	338	20	84	1	71	0	303	3	0	0	1,835				
	Total	438	681	9	129	161	58	9	152	470	27	139	1	86	0	311	3	0	0	2,674	1,704		\$202,974	
2021-2022	Agency Online	127	247	16	53	77	22	0	21	76	189	64	0	8	20									

	Channel	FWF	FWA	FWNA	FSLA	FLAA	FWIA	FLBA	FSBA	FDA	FDNA	FWJ	FWNJ	FDJ	FDNJ	FWC	FWNC	FDNC	SRSE	Total Fish	Fish LEQ	Fish Var	Fish \$	Inc/Dec	
Central South Is	Agency Online	1,926	2,034	7	696	566	176	18	536	1,767	25	461	1	243	0	475	0	1	0	8,932					
	Public Online	1,413	1,701	51	248	321	187	27	743	2,911	160	362	7	283	5	1,379	6	4	0	9,808					
	Total	3339	3735	58	944	887	363	45	1279	4678	185	823	8	526	5	1854	6	5	0	18,740	11,315		\$1,347,954		
2021-2022	Agency Online	1,758	1,930	70	668	496	168	37	427	1,649	424	399	6	214	11	452	5	7	2,526	11,247					
	Public Online	1,572	1,770	431	314	414	217	53	838	3,778	1,048	454	12	406	22	1,825	18	15	2,370	15,557					
	Total	3330	3700	501	982	910	385	90	1265	5427	1472	853	18	620	33	2277	23	22	4896	26,804	12,140	7.3%	\$1,530,756	\$182,802	
2022-2023	Agency Online	2,415	3,494	13	749	171	139	10	217	724	74	409	1	72	7	20	0	13	0	8,528					
	Public Online	2,133	2,577	87	311	419	211	26	424	2,533	170	467	10	271	9	1,362	4	10	0	11,024					
	Total	4548	6071	100	1060	590	350	36	641	3257	244	876	11	343	16	1382	4	23	0	19,552	14,668		\$1,747,448		
Otago	Agency Online	2,191	3,061	204	698	156	126	19	156	692	1,043	393	23	87	75	15	10	23	626	9,598					
	Public Online	2,111	2,362	537	363	397	210	34	362	2,625	2,023	537	40	381	87	1,789	16	48	0	13,922					
	Total	4302	5423	741	1061	553	336	53	518	3317	3066	930	63	468	162	1804	26	71	626	23,520	14,779	0.8%	\$1,863,422	\$115,973	
Southland	Agency Online	1,731	2,298	10	479	132	44	5	161	356	18	432	1	33	0	43	0	0	0	5,743					
	Public Online	814	1,052	65	102	156	56	16	226	880	59	273	5	73	0	701	0	0	0	4,478					
	Total	2545	3350	75	581	288	100	21	387	1236	77	705	6	106	0	744	0	0	0	10,221	8,024		\$955,924		
2021-2022	Agency Online	1,632	2,003	43	455	178	26	16	151	309	155	449	5	39	2	79	1	2	257	5,802					
	Public Online	846	966	678	116	126	67	13	249	953	1,005	328	28	109	21	976	13	11	0	6,505					
	Total	2478	2969	721	571	304	93	29	400	1262	1160	777	33	148	23	1055	14	13	257	12,307	8,430	5.1%	\$1,062,960	\$107,036	
2022-2023	Agency Online	1,731	2,298	10	479	132	44	5	161	356	18	432	1	33	0	43	0	0	0	5,743					
	Public Online	814	1,052	65	102	156	56	16	226	880	59	273	5	73	0	701	0	0	0	4,478					
	Total	2545	3350	75	581	288	100	21	387	1236	77	705	6	106	0	744	0	0	0	10,221	8,024		\$955,924		
TOTAL	Direct	8,672	12,602	388	1,903	2,194	1,371	131	2,901	12,906	727	2,369	46	1,437	27	7,793	19	21	-	55,507	32,309		\$3,848,943		
	AOL	10,175	15,224	84	3,681	2,268	970	78	1,672	5,092	193	2,319	8	675	12	1,613	7	15	-	44,086	36,034		\$4,292,734		
	Total	18,847	27,826	472	5,584	4,462	2,341	209	4,573	17,998	920	4,688	54	2,112	39	9,406	26	36	-	99,593	68,343		\$8,141,677		
2021-2022	Direct	8,586	11,564	3,086	2,048	2,186	1,301	185	2,690	13,575	6,967	2,660	134	1,877	180	9,819	90	128	4,763	71,839	35,161		\$4,433,336		
	AOL	9,351	13,783	1,233	3,564	2,083	853	133	1,330	4,425	3,106	2,201	58	560	132	1,626	28	54	8,128	52,648	34,635		\$4,367,007		
	Total	17,937	25,347	4,319	5,612	4,269	2,154	318	4,020	18,000	10,073	4,861	192	2,437	312	11,445	118	182	12,891	124,487	69,796		\$8,800,343		
2022-2023	Direct	8,672	12,602	388	1,903	2,194	1,371	131	2,901	12,906	727	2,369	46	1,437	27	7,793	19	21	-	55,507	32,309		\$3,848,943		
	AOL	10,175	15,224	84	3,681	2,268	970	78	1,672	5,092	193	2,319	8	675	12	1,613	7	15	-	44,086	36,034		\$4,292,734		
	Total	18,847	27,826	472	5,584	4,462	2,341	209	4,573	17,998	920	4,688	54	2,112	39	9,406	26	36	-	99,593	68,343		\$8,141,677		
2022-2023	Direct	8,586	11,564	3,086	2,048	2,186	1,301	185	2,690	13,575	6,967	2,660	134	1,877	180	9,819	90	128	4,763	71,839	35,161		\$4,433,336		
	AOL	9,351	13,783	1,233	3,564	2,083	853	133	1,330	4,425	3,106	2,201	58	560	132	1,626	28	54	8,128	52,648	34,635		\$4,367,007		
	Total	17,937	25,347	4,319	5,612	4,269	2,154	318	4,020	18,000	10,073	4,861	192	2,437	312	11,445	118	182	12,891	124,487	69,796		\$8,800,343		
National Variance against 2021/2022 YTD																						1,453	2.1%	\$658,666	\$658,666
2022-23 Summary YTD Actual vs Total Budget																									
2022-23 Annual Budget																						70,627	100.0%	\$8,905,128	
2022-23 YTD Actual																						69,796	98.8%	\$8,800,343	
Variance to Budget																						-\$831	-1.2%	-\$104,785	

Appendix 2: National Game Licence Sales YTD to 17 July

	Channel	GWA	GWJ	GWC	GDA	GDJ	Total	Game LEQ	Game Var	Game \$	Inc/Dec
Northland	Agency Online	1,304	127	57	19	0	1,507				
	Public Online	236	33	10	34	4	317				
	Total	1,540	160	67	53	4	1,824	1,582		\$132,090	
2021-2022	Agency Online	1,246	134	46	13	0	1,439				
	Public Online	257	36	15	23	1	332				
	Total	1,503	170	61	36	1	1,771	1,543	-2.5%	\$136,896	\$4,806
Auckland Waikato	Agency Online	4,827	401	164	60	0	5,452				
	Public Online	1,341	123	56	130	2	1,652				
	Total	6,168	524	220	190	2	7,104	6,309		\$526,697	
2021-2022	Agency Online	5,019	448	175	26	0	5,668				
	Public Online	1,330	187	74	135	6	1,732				
	Total	6,349	635	249	161	6	7,400	6,505	3.1%	\$576,993	\$50,296
2022-2023	Agency Online	2,480	243	111	37	3	2,874				
	Public Online	460	49	13	95	4	621				
	Total	2,940	292	124	132	7	3,495	3,024		\$252,456	
Eastern	Agency Online	2,327	219	99	31	0	2,676				
	Public Online	446	66	38	77	2	629				
	Total	2,773	285	137	108	2	3,305	2,850	-5.8%	\$252,795	\$339

	Channel	GWA	GWJ	GWC	GDA	GDJ	Total	Game LEQ	Game Var	Game \$	Inc/Dec
Hawke's Bay	Agency Online	1,404	125	40	13	1	1,583				
	Public Online	460	60	29	61	5	615				
	Total	1,864	185	69	74	6	2,198	1,916		\$159,903	
2021-2022	Agency Online	1,293	93	33	25	0	1,444				
	Public Online	407	71	26	48	0	552				
	Total	1,700	164	59	73	0	1,996	1,746	-8.8%	\$154,904	-\$4,999
2022-2023	Agency Online	899	64	30	8	0	1,001				
	Public Online	192	17	9	26	3	247				
	Total	1,091	81	39	34	3	1,248	1,114		\$92,985	
Taranaki	Agency Online	841	63	28	13	0	945				
	Public Online	214	25	18	29	0	286				
	Total	1,055	88	46	42	0	1,231	1,080	-3.0%	\$95,835	\$2,850
Wellington	Agency Online	2,683	237	90	36	2	3,048				
	Public Online	643	78	45	70	1	837				
	Total	3,326	315	135	106	3	3,885	3,409		\$284,615	
2021-2022	Agency Online	2,573	243	118	41	1	2,976				
	Public Online	626	84	52	84	4	850				
	Total	3,199	327	170	125	5	3,826	3,288	-3.6%	\$291,616	\$7,001
2022-2023	Agency Online	729	53	18	9	0	809				
	Public Online	148	20	3	35	1	207				
	Total	877	73	21	44	1	1,016	900		\$75,147	
Nelson/Marl	Agency Online	719	55	13	8	0	795				
	Public Online	117	22	7	25	0	171				
	Total	836	77	20	33	0	966	858	-4.7%	\$76,063	\$916
North Canterbury	Agency Online	1,989	148	62	25	0	2,224				
	Public Online	382	31	30	84	1	528				
	Total	2,371	179	92	109	1	2,752	2,428		\$202,689	
2021-2022	Agency Online	2,121	155	77	20	0	2,373				
	Public Online	371	46	25	46	6	494				
	Total	2,492	201	102	66	6	2,867	2,545	4.8%	\$225,694	\$23,005
2022-2023	Agency Online	152	18	3	7	0	180				
	Public Online	205	15	15	24	0	259				
	Total	357	33	18	31	0	439	370		\$30,859	
West Coast	Agency Online	164	11	6	5	0	186				
	Public Online	187	19	21	19	3	249				
	Total	351	30	27	24	3	435	362	-2.2%	\$32,082	\$1,223
Central South Is	Agency Online	1,770	129	61	9	0	1,969				
	Public Online	418	46	21	52	0	537				
	Total	2,188	175	82	61	0	2,506	2,235		\$186,550	
2021-2022	Agency Online	1,635	142	37	11	0	1,825				
	Public Online	558	63	33	96	6	756				
	Total	2,193	205	70	107	6	2,581	2,254	0.9%	\$199,957	\$13,407
2022-2023	Agency Online	3,183	240	68	16	0	3,507				
	Public Online	823	82	25	38	1	969				
	Total	4,006	322	93	54	1	4,476	4,080		\$340,630	
Otago	Agency Online	3,117	237	94	21	1	3,470				
	Public Online	790	88	47	60	2	987				
	Total	3,907	325	141	81	3	4,457	3,987	-2.3%	\$353,605	\$12,976
Southland	Agency Online	3,840	372	138	14	0	4,364				
	Public Online	785	102	44	25	0	956				
	Total	4,625	474	182	39	0	5,320	4,727		\$394,563	
2021-2022	Agency Online	3,711	350	117	9	1	4,188				
	Public Online	811	138	52	28	1	1,030				
	Total	4,522	488	169	37	2	5,218	4,625	-2.1%	\$410,219	\$15,657
2022-2023	Agency Online	25,260	2,157	842	253	6	28,518	25,737		\$2,148,499	
	Public Online	6,093	656	300	674	22	7,745	6,357		\$530,683	
	Total	31,353	2,813	1,142	927	28	36,263	32,094		\$2,679,183	
TOTAL	Agency Online	24,766	2,150	843	223	3	27,985	25,231		\$2,237,917	
	Public Online	6,114	845	408	670	31	8,068	6,412		\$568,741	
	Total	30,880	2,995	1,251	893	34	36,053	31,644		\$2,806,657	
							National Variance against 2022 YTD	-451	-1.4%	\$127,475	\$127,475

2022-23 Summary YTD Actual vs Total Budget

2022-23 Annual Budget	32,553	100.0%	\$2,887,310
2022-23 YTD Actual	31,644	97.2%	\$2,806,657
Remaining to meet budget	-909	-2.8%	-\$80,653

NZC Finance Report

New Zealand Fish and Game Council Meeting 165 – 18 August 2023

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 (NZC) presents the NZC Finance report for the 10 months ended 30 June 2023.

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 10 months ended 30 June 2023 with a surplus of 48,833.

Whakarāpopoto - Executive Summary

1. For the 10 month Period ended 30 June 2023 the combined NZC and National Budget presents a surplus of \$48,833 against a total (for full year) budget deficit of \$541,747.
2. The NZC only budget reports a surplus of \$1,395,085 against a total budget of \$1,664,126.
3. The National only budget reports a deficit of \$1,346,252 against a total budget of deficit of \$2,205,600.
4. A forecast for the year anticipates a deficit of approximately \$139k – which is \$402K above the original Budget. There are a number of budgets that have been underspent in the 2022/23 year – but the funding is still required for the 2023/24 year.
5. A total of \$475K underspent budgets is being requested to roll into the 2023/24 Budget.

Takenga mai - Background

6. This paper includes the following attachments.

Table 1: Statement of Financial Performance for the 10 months ended 30 June 2023

Table 2: Statement of Financial Performance – NZC to 30 June 2023

Table 3: Statement of Financial Performance – National to 30 June 2023

Table 4: Statement of Financial Position as at 30 June 2023

Table 5: Aged Receivables Summary as at 30 June 2023

Table 6: Aged Payables Summary as at 30 June 2023

7. The Budget Deficit of \$541,474 was approved as follows:

\$	Explanation	Meeting
33,516	Use of reserves (1.03% as per budget)	159 August 22
6,958	Diff between ARF and Depreciation	159 August 22
80,000	Carry over Website development budget from 2021/22	159 August 22
261,000	Spending from Reserves	160 November 22
160,000	Spending from Reserves – Social Licence and NBEA	161 February 23
541,474	TOTAL BUDGET DEFICIT 2022/23	

8. A significant part of the Budget relates to the Review – the unspent dollars from this budget is requested to rollover to the 2023/24 budget.
9. For other Budgets - Social License Campaign, NBEA, Marketing, Website development and Salaries which have unspent budgets, we request that these also transfer to the 2023/24 budget.

Kōrerorero - Discussion

10. Statement of Financial Performance

- 10.1 Total income for the 10 months to 30 June 2023 is \$3,111,727 against a budget of \$3,950,919. By year end this is forecast to be slightly ahead of budget (\$40K)
- 10.2 Grants – YTD \$438,883 There is one more grant round to be paid and by year end this will equal budget.

11. Outputs

- 11.1 Advocacy YTD \$664,439 vs a budget of \$933,400.
- 11.2 The National magazine is budgeted to be at least \$50k overbudget. A review of the Magazine and its distribution is required for the 2023/24 year as costs in this area escalate.
- 11.3 The NBEA Project budget which was approved from Reserves in February 2023 will be underspent at year end by approximately \$30,000.
- 11.4 Research – Total spent \$82,473. By year end this budget will be approximately \$40k overbudget – however, any over or underspend of this budget comes directly from the Restricted Research reserves.
- 11.5 The total Co-ordination expenditure to 30 June 2023 is \$708,534 – 69% of the budget. Items that require note:
- 11.6 Marketing – underspent YTD by \$66k – By year end this will have a \$15k expenditure – relating to the Influencers workshop.
- 11.7 Coordination National – CEO travel – over budget by \$3,500 YTD – The CEO has made it a priority to visit each Region and to be available to Regions as needed in her first year as CEO.
- 11.8 Regulation costs will be fully spent at year end.
- 11.9 Maritime Compliance will be over budget at year end – due to the additional hours required for this position than first budgeted. This is compensated by the underspend in Ranging for the year.
- 11.10 Website Development - \$24k spent YTD – the unspent portion of this budget will need to be carried over in the 2023/24 budget.
- 11.11 The Licencing Budget should fall within budget at year end. All costs associated with the Designated waters licence are being paid by the Regions from the non-resident reserve.
- 11.12 Governance – YTD \$163k vs a budget of \$162k – there are still costs for the August Meeting to come. This budget will be over due to the additional meeting held by the Council. Y year end the forecast is that the Governance budget will be over budget by about \$12k.
- 11.13 Ministerial Review Costs - \$168,047 vs Budget of \$500,000. All unspent budget from this area will be carried over to 2023/24. Forecast to be \$300k to roll over.

12. Overheads 71% of the Budget spent YTD. The 2 areas that need further discussion are the Salaries and Staff Expenses budget.
- 12.1 66% of budget spent YTD – this is due to the 2 positions not yet filled – Comms/marketing and Jacks/Policy position. By year end this budget will be under by approximately \$130k.
- 12.2 Staff expenses however will be approximately \$30k over budget – due to recruitment costs and the costs associated with staff travel.
- 12.3 By year end the net of the 2 budgets will be under by \$100k which we request to have rolled over to the 2023/24 year to accommodate staff and travel costs.
- 12.4 The following budgets which will be underspent In the 2023 year are being requested to be transferred to the 2023/24 year:

Account	Rollover 23/24
Social Licence Project	30,000
Website Design	45,000
Ministrial Review and Implementation	300,000
Salaries & Contractors/Staff Expense	100,000
TOTAL	475,000

Ngā kōwhiringa - Options

The Council may:

- a. Agree to allow \$475k be transferred to the 2023/24 budget.
- b. Agree to amend the amount.
- c. Agree to not allow the \$475k be transferred to the 2023/24 budget.

Whai whakaaro ki ngā whakataunga - Considerations for decision-making

Financial Implications

13. By agreeing to this proposal, the NZC Reserves will be impacted.
14. As per policy, Reserves are required to be over 20%.
15. The reserves figures forecast for the 31 August 2024 is 27%.

Policy Implications

16. Reserves maintained at 20% of Budget.

Risks and mitigations

17. All Budgets are required to be fully analysed to ensure no cost overruns for the 2023/24 in order to for this reserves level to maintained.

Consultation

18. N/A.



Table 1: Statement of Financial Performance

New Zealand Fish and Game Council For the 10 months ended 30 June 2023

	YTD ACTUAL	TOTAL BUDGET	REMAINING BUDGET	% OF BUDGET SPENT
INCOME				
Levies	2,991,630	3,782,761	791,131	79%
Interest Income	7,197	16,158	8,961	45%
Other income				
Advertising & Merchandise	16,976	30,000	13,024	57%
Gain on sale	99	-	(99)	-
Sundry Income	10,000	12,000	2,000	83%
Magazine Contributions	72,840	110,000	37,160	66%
Sale of Fish and Game Cookbook	12,535	-	(12,535)	-
Total Other income	112,450	152,000	39,550	74%
Donations - Water Quality	450	-	(450)	-
Total INCOME	3,111,727	3,950,919	839,192	79%
GRANTS TO REGIONS				
Grants to Regions	438,883	585,070	146,187	75%
Total GRANTS TO REGIONS	438,883	585,070	146,187	75%
OUTPUTS				
ADVOCACY				
Advocacy - Legal & Specialist Advice	49,619	60,400	10,781	82%
National Public Awareness	11,148	15,000	3,852	74%
National Magazine	129,112	348,000	218,888	37%
RMA/Legal	354,177	350,000	(4,177)	101%
Social Licence Campaign	52,665	60,000	7,335	88%
NBEA Project	67,718	100,000	32,282	68%
Total ADVOCACY	664,439	933,400	268,961	71%
RESEARCH				
Research Programme	27,013	75,000	47,987	36%
Research - National Anglers Survey	55,459	30,000	(25,459)	185%
Research - Phd Programme	-	25,000	25,000	-
Total RESEARCH	82,473	130,000	47,527	63%
CO-ORDINATION				
Marketing	5,977	72,000	66,024	8%
Business & Financial Support	3,486	4,000	514	87%
Co-ordination National - CEO Travel	19,500	16,000	(3,500)	122%
Co-ordination - Administration	4,333	5,000	667	87%
Elections	37,500	45,000	7,500	83%
Fish and Game Cookbook	2,853	-	(2,853)	-
Regulations	45,739	82,000	36,261	56%
Information Technology- National	56,375	64,150	7,775	88%
Maritime NZ Compliance	7,099	8,000	901	89%



Table 1: Statement of Financial Performance

	YTD ACTUAL	TOTAL BUDGET	REMAINING BUDGET	% OF BUDGET SPENT
Manager Meetings	13,824	12,000	(1,824)	115%
Staff Conference	25,000	30,000	5,000	83%
Staff Development Grant	12,345	10,000	(2,345)	123%
Youth Education Programme	6,186	7,000	814	88%
Website and Social Media	38,073	66,450	28,377	57%
Website Development	24,410	80,000	55,590	31%
Ranger Co-ordination	16,109	27,500	11,391	59%
Licencing	414,726	503,000	88,274	82%
Total CO-ORDINATION	733,534	1,032,100	298,566	71%
Total OUTPUTS	1,480,446	2,095,500	615,054	71%
GOVERNANCE				
New Zealand Council	58,764	60,000	1,236	98%
Governance Advice & Performance	80,851	80,000	(851)	101%
Governors Forum	14,245	12,000	(2,245)	119%
Regional Audit	-	10,000	10,000	-
Remuneration Committee	9,689	-	(9,689)	-
Total GOVERNANCE	163,549	162,000	(1,549)	101%
MINISTERIAL REVIEW IMPEMETATION				
Chair Strategy Workshop - Review	3,646	8,000	4,354	46%
Consultant Amalgamation - Review	315	80,000	79,685	0%
Consultation by ISG - Hui Review	-	30,000	30,000	-
Governance Training Program - Review	9,401	95,000	85,599	10%
HR Consultant - Review	39,845	80,000	40,155	50%
ISG Support - Writing Policy - Review	2,071	10,000	7,929	21%
Leadership & Cultural Training - Review	10,021	25,000	14,979	40%
Legal Costs - Review	16,307	65,000	48,694	25%
Managers Strategy Workshop	13,332	14,000	668	95%
NZC Strategy Workshop & Implementation - Review	53,652	33,000	(20,652)	163%
Staff Hui - Review	19,457	60,000	40,543	32%
Total MINISTERIAL REVIEW IMPEMETATION	168,047	500,000	331,953	34%
OVERHEADS				
Salaries & Contractors	649,008	979,403	330,395	66%
Staff Expenses	69,600	47,100	(22,500)	148%
Office Premises	48,713	60,900	12,187	80%
Office Equipment	539	2,000	1,461	27%
Communications/Consumables	12,359	24,200	11,841	51%
General (inc Insurance)	5,439	8,600	3,161	63%
Financial Audit Fee	19,627	18,000	(1,627)	109%
Depreciation	6,684	9,620	2,936	69%
Total OVERHEADS	811,969	1,149,823	337,854	71%
Total Expenses	3,062,894	4,492,393	1,429,499	68%
Net Surplus/(Deficit)	48,833	(541,474)	(590,307)	-9%



Table 2: Statement of Financial Performance- NZC Budget only

New Zealand Fish and Game Council For the 10 months ended 30 June 2023

Region is NZC.

	YTD ACTUAL	NZC BUDGET	REMAINING BUDGET	% OF BUDGET SPENT
INCOME				
Levies	2,991,630	3,782,761	791,131	79%
Interest Income	7,197	16,158	8,961	45%
Other income				
Gain on sale	99	-	(99)	-
Sundry Income	10,000	12,000	2,000	83%
Total Other income	10,099	12,000	1,901	84%
Donations - Water Quality	450	-	(450)	-
Total INCOME	3,009,376	3,810,919	801,543	79%
GRANTS TO REGIONS				
Grants to Regions	438,883	585,070	146,187	75%
Total GRANTS TO REGIONS	438,883	585,070	146,187	75%
OUTPUTS				
ADVOCACY				
Advocacy - Legal & Specialist Advice	47,286	50,400	3,114	94%
National Public Awareness	4,434	7,500	3,066	59%
Social Licence Campaign	52,665	60,000	7,335	88%
NBEA Project	67,718	100,000	32,282	68%
Total ADVOCACY	172,103	217,900	45,797	79%
CO-ORDINATION				
Business & Financial Support	3,486	4,000	514	87%
Co-ordination National - CEO Travel	19,500	16,000	(3,500)	122%
Information Technology- National	4,800	12,000	7,200	40%
Total CO-ORDINATION	27,786	32,000	4,214	87%
Total OUTPUTS	199,889	249,900	50,011	80%
GOVERNANCE				
New Zealand Council	58,764	60,000	1,236	98%
Governance Advice & Performance	80,851	80,000	(851)	101%
Governors Forum	14,245	12,000	(2,245)	119%
Regional Audit	-	10,000	10,000	-
Remuneration Committee	9,689	-	(9,689)	-
Total GOVERNANCE	163,549	162,000	(1,549)	101%
OVERHEADS				
Salaries & Contractors	649,008	979,403	330,395	66%



Table 2: Statement of Financial Performance- NZC Budget only

	YTD ACTUAL	NZC BUDGET	REMAINING BUDGET	% OF BUDGET SPENT
Staff Expenses	69,600	47,100	(22,500)	148%
Office Premises	48,713	60,900	12,187	80%
Office Equipment	539	2,000	1,461	27%
Communications/Consumables	12,359	24,200	11,841	51%
General (inc Insurance)	5,439	8,600	3,161	63%
Financial Audit Fee	19,627	18,000	(1,627)	109%
Depreciation	6,684	9,620	2,936	69%
Total OVERHEADS	811,969	1,149,823	337,854	71%
Total Expenses	1,614,291	2,146,793	532,502	75%
Net Surplus/(Deficit)	1,395,085	1,664,126	269,041	84%



Table 3: Statement of Financial Performance- NATIONAL

New Zealand Fish and Game Council For the 10 months ended 30 June 2023

Region is National.

	YTD ACTUAL	NATIONAL BUDGET	REMAINING BUDGET	% OF BUDGET SPENT
INCOME				
Other income				
Advertising & Merchandise	16,976	30,000	13,024	57%
Magazine Contributions	72,840	110,000	37,160	66%
Sale of Fish and Game Cookbook	12,535	-	(12,535)	-
Total Other income	102,351	140,000	37,649	73%
Total INCOME	102,351	140,000	37,649	73%
OUTPUTS				
ADVOCACY				
Advocacy - Legal & Specialist Advice	2,333	10,000	7,667	23%
National Public Awareness	6,714	7,500	786	90%
National Magazine	129,112	348,000	218,888	37%
RMA/Legal	354,177	350,000	(4,177)	101%
Total ADVOCACY	492,336	715,500	223,164	69%
RESEARCH	82,473	130,000	47,527	63%
CO-ORDINATION				
Marketing	5,977	72,000	66,024	8%
Co-ordination - Administration	4,333	5,000	667	87%
Elections	37,500	45,000	7,500	83%
Fish and Game Cookbook	2,853	-	(2,853)	-
Regulations	45,739	82,000	36,261	56%
Information Technology- National	51,575	52,150	575	99%
Maritime NZ Compliance	7,099	8,000	901	89%
Manager Meetings	13,824	12,000	(1,824)	115%
Staff Conference	25,000	30,000	5,000	83%
Staff Development Grant	12,345	10,000	(2,345)	123%
Youth Education Programme	6,186	7,000	814	88%
Website and Social Media	38,073	66,450	28,377	57%
Website Development	24,410	80,000	55,590	31%
Ranger Co-ordination	16,109	27,500	11,391	59%
Licencing	414,726	503,000	88,274	82%
Total CO-ORDINATION	705,748	1,000,100	294,352	71%
Total OUTPUTS	1,280,556	1,845,600	565,044	69%
MINISTRIAL REVIEW				
Chair Strategy Workshop - Review	3,646	8,000	4,354	46%



Table 3: Statement of Financial Performance- NATIONAL

	YTD ACTUAL	NATIONAL BUDGET	REMAINING BUDGET	% OF BUDGET SPENT
Consultant Amalgamation - Review	315	80,000	79,685	0%
Consultation by ISG - Hui Review	-	30,000	30,000	-
Governance Training Program - Review	9,401	95,000	85,599	10%
HR Consultant - Review	39,845	80,000	40,155	50%
ISG Support - Writing Policy - Review	2,071	10,000	7,929	21%
Leadership & Cultural Training - Review	10,021	25,000	14,979	40%
Legal Costs - Review	16,307	65,000	48,694	25%
Managers Strategy Workshop	13,332	14,000	668	95%
NZC Strategy Workshop & Implementation - Review	53,652	33,000	(20,652)	163%
Staff Hui - Review	19,457	60,000	40,543	32%
Total MINISTERIAL REVIEW	168,047	500,000	331,953	34%
Total Expenses	1,448,603	2,345,600	896,997	62%
Net Surplus/(Deficit)	(1,346,252)	(2,205,600)	(859,348)	61%



Table 4: Statement of Financial Position

New Zealand Fish and Game Council As at 30 June 2023

	30 JUN 2023	31 AUG 2022
Assets		
Current Assets		
Cash & Cash Equivalents		
NZ Fish and Game Council	365,263	307,920
NZ Fish and Game Council - Sav	24,285	1,141
Serious Saver	6,354	255,743
Credit Cards	(4,511)	(2,991)
Total Cash & Cash Equivalents	391,391	561,812
Receivables		
Accounts Receivable	54,421	242,447
Accounts Receivable - Other	121	6,555
Interest Receivable	9,394	9,394
Salmon Card Costs to Oncharge	3,451	-
GST	26,863	-
Total Receivables	94,250	258,396
Term Investments	2,369,099	2,193,776
Prepayments and Accrued Income	10,000	1,200
Total Current Assets	2,864,740	3,015,184
Non-current Assets		
Property, Plant & Equipment	15,316	19,271
Term Deposits >12mths	-	174,930
Total Non-current Assets	15,316	194,201
Total Assets	2,880,056	3,209,386
Liabilities		
Payables		
Accounts Payable	152,869	291,785
Income Received in Advance	19,600	19,600
Accruals and Prepaid Licences	90,809	137,982
PAYE Clearing	25,618	16,906
GST	-	34,432
Total Payables	288,896	500,706
Employee Entitlements	48,840	73,004
Rounding	-	-
NZGBHT - Stamp Programme	117	142,306
Total Liabilities	337,853	716,015
Net Assets	2,542,203	2,493,370
Equity		
Accumulated Funds		



Table 4: Statement of Financial Position

	30 JUN 2023	31 AUG 2022
Accumulated Funds	1,398,312	1,102,115
Transfer (To)/From Reserves	(36,801)	(307,338)
Net Surplus/(Deficit)	48,833	603,536
Total Accumulated Funds	1,410,345	1,398,312
Reserves		
Dedicated reserves		
Asset Replacement Reserve	21,762	21,762
Total Dedicated reserves	21,762	21,762
Restricted Reserves		
National Anglers Survey Reserve	134,675	160,134
Research Reserve	251,442	174,165
RMA/Legal Fund Reserve	713,471	724,868
Staff Development Grant Reserves	10,508	14,128
Total Restricted Reserves	1,110,096	1,073,296
Total Reserves	1,131,859	1,095,058
Total Equity	2,542,203	2,493,370



Table 5: Aged Receivables Summary

New Zealand Fish and Game Council

As at 30 June 2023

Ageing by due date

CONTACT	CURRENT	< 1 MONTH	1 MONTH	OLDER	TOTAL
Auckland/Waikato Fish & Game Council	3,091	-	-	-	3,091
Carmel Veitch (cveitch@fishandgame.org.nz)	-	69	-	-	69
Central South Island Fish and Game Council	7,174	-	-	-	7,174
Eastern Fish and Game Council	4,959	-	-	-	4,959
Gun City	-	733	-	-	733
Hawke's Bay Fish and Game Council	2,147	-	-	-	2,147
Kilwell Sports Ltd	305	-	-	-	305
Nelson Marlborough Fish & Game Council	5,822	-	-	-	5,822
North Canterbury Fish and Game Council	5,517	-	-	-	5,517
Northland Fish and Game Council	584	-	-	-	584
NZ Landcare Trust	75	-	-	-	75
Otago Fish and Game Council	12,088	-	-	-	12,088
Southland Fish and Game Council	7,970	-	-	-	7,970
Taranaki Fish and Game Council	473	-	-	-	473
Wellington Fish and Game Council	1,174	-	-	-	1,174
West Coast Fish and Game Council	2,239	-	-	-	2,239
Total	53,619	802	-	-	54,421
Percentage of total	99%	1%	-	-	100%



Table 6: Aged Payables Summary

New Zealand Fish and Game Council

As at 30 June 2023

Ageing by due date

CONTACT	CURRENT	< 1 MONTH	1 MONTH	2 MONTHS	OLDER	TOTAL
Aged Payables						
Air New Zealand Travel Card	28,314	-	-	-	-	28,314
Auckland/Waikato Fish & Game Council	4,724	-	-	-	-	4,724
Barrie Barnes	308	-	-	-	-	308
Blackland Public Relations Limited	14,490	-	-	-	-	14,490
Carmel Veitch (cveitch@fishandgame.org.nz)	180	-	-	-	-	180
Computer & Telephone Services Ltd	476	-	-	-	-	476
Corina Jordan (cjordan@fishandgame.org.nz)	760	-	-	-	-	760
Eastern Fish and Game Council	112	-	-	-	-	112
Ferret Software Ltd	374	-	-	-	-	374
Fuji Xerox New Zealand Limited	25	-	-	-	-	25
Gemtech Solutions Limited	496	-	-	-	-	496
Helen Brosnan	324	-	-	-	-	324
Hothouse Communications Limited	4,576	-	-	-	-	4,576
IM Consulting	4,830	-	-	-	-	4,830
Instep	288	-	-	-	-	288
Kahu Environmental Limited	14,007	-	-	-	-	14,007
Latitude Strategy & Communication Limited	11,863	-	-	-	-	11,863
Lexis Nexis DD	4,555	-	-	-	-	4,555
Madison Recruitment	-	7,144	-	-	-	7,144
Maryse Ropiha	223	-	-	-	-	223
Mobile On-Site Shredding Ltd	64	-	-	-	-	64
New Zealand Couriers- Wellington	11	-	-	-	-	11
North Canterbury Fish and Game Council	8,360	-	-	-	-	8,360
Otago Fish and Game Council	11,190	-	-	-	-	11,190
Primary Purpose	5,175	-	-	-	-	5,175
Redstripe Limited	8,904	-	-	-	-	8,904
Sounds Air Travel and Tourism Limited	559	-	-	-	-	559
Strategic Pay Limited	2,439	-	-	-	-	2,439
Wellington Fish and Game Council	9,246	-	-	-	-	9,246
West Plaza Hotel	410	-	-	-	-	410
Windcave New Zealand Limited DD	50	-	-	-	-	50
Wonderlab	8,393	-	-	-	-	8,393
Total Aged Payables	145,725	7,144	-	-	-	152,869
Total	145,725	7,144	-	-	-	152,869
Percentage of total	95%	5%	-	-	-	100%

National Finance Report

New Zealand Fish and Game Council Meeting 165 – 18 August 2023

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 National Finance report as at 30 June 2023

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 National Finance Report as at 30 June 2023.

Takenga mai - Background

1. This report is tabled to the NZC to give a snapshot of the YTD spending across the Councils.

Kōrerorero - Discussion

2. Refer Table 1 for the summary of YTD spending.

Table 1: National Fish & Game Financial Report						
As at 30 June 2023						
Year to Date Expenditure against Total Approved Budget						
Council	Approved Budget	RMA/Legal Spend		Total Budget (inc from Reserves)	Net Expenditure	YTD %
		Approved from Reserves	Approved from Reserves			
Northland	462,860	72,000	-	534,860	397,271	74%
Auckland/Waikato	855,684	-	-	855,684	635,985	74%
Eastern	1,151,697	-	-	1,151,697	943,283	82%
Hawkes' Bay	380,624	-	-	380,624	228,778	60%
Taranaki	373,469	-	-	373,469	293,409	79%
Wellington	734,853	-	-	734,853	616,631	84%
Nelson/Marlborough	522,548	59,076	-	581,624	517,036	89%
North Canterbury	874,882	40,000	-	914,882	777,057	85%
West Coast	351,136	-	-	351,136	288,876	82%
Central South Island	780,033	11,000	-	791,033	655,744	83%
Otago	1,051,410	78,430	20,032	1,149,872	937,293	82%
Southland	700,801	57,000	47,839	805,640	622,862	77%
NZC	1,158,765	201,000	-	1,359,765	1,153,196	85%
National inc RMA & Research	2,088,600	60,000	-	2,148,600	1,346,252	63%
Total	11,487,362	578,506	67,871	12,133,739	9,413,675	78%
10 months of the year completed, which represents					83% of the year	

Whai whakaaro ki ngā whakataunga - Considerations for decision-making

Financial Implications

3. With 83% of the year completed, all but two Councils sit within an acceptable spending range as at 30 June 2023. These are between 60% and 89%.
4. The National budget is at 63% YTD – the main reason that this is low is that many of the major budgets e.g. Magazine, RMA and the Review budget have either had very little expenditure. Consideration for the underspent Review costs to be carried forward to 2023/24.

5. Nelson/Marlborough are at 89% of budget YTD. N/M have had a number of overruns in their Budget YTD which have been unavoidable – maintenance on vehicles, the office and computers along with the unbudgeted web design costs.
6. Hawke's Bay are currently at 60% of budget spent.

Risks and mitigations

7. Risk for Nelson/Marlborough reserves falling below 20% in this financial year- due to cost overruns.

Consultation

8. Consultation will be undertaken with Nelson/Marlborough.

Ngā mahinga e whai ake nei - Next actions

9. Continue to monitor and support N/M.

Glossary of common acronyms found in Fish & Game papers

AOG	All of Government (largely applies to a discounted purchasing system but can refer to an AOG response i.e. Covid-19)
CEO	Chief Executive Officer
CFA	Contestable Funding Application
CFO	Chief Financial Officer
COI	Conflict of Interest
CRM	Customer Relationship Management
DEV	Cabinet Economic Development Committee
DOC	Department of Conservation
DPMC	Department of the Prime Minister and Cabinet
ECan	Environment Canterbury (Regional Council)
EDC	Environmental or Ecological district report
EDM	Electronic Direct Mail (system for sending direct to licence holders via email)
EDS	Environmental Defence Society (NGO)
EIANZ	The Environment Institute of Australia and New Zealand
ENGO's	Environmental non-governmental organisation/s
EPA	Environmental Protection Authority
ESL	formerly known as Eyede – the F&G Licencing system provider
FIG	Freshwater Implementation Group
GETS	Government Electronic Tender Service
H&S	Health & Safety
IP	All intellectual property rights and interests, including copyright, trademarks, designs, patents, and other proprietary rights, recognised, or protected by law.
IWP	Intensive Winter Grazing
LEQ	Licence Equivalent
LWP	Licence Working Party
MOU	Memorandum of Understanding
MPI	Ministry for Primary Industries
MfE	Ministry For Environment
NAS	National Anglers Survey (undertaken approx. every seven years)
NES	National Environmental Statement
NGO	Non-Governmental Organisation

NIWA	National Institute of Water & Atmospheric Research Limited
NPS	National Policy Statement
NPS-FM	National Policy Statement-Freshwater Management
NZFFA	NZ Federation of Freshwater Anglers
NZFSS	NZ Freshwater Sciences Society
NZPFGA	NZ Professional Fishing Guides Association
NZSAA	NZ Salmon Anglers Association
OIA	Official Information Act
OIO	Overseas Investment Office
ONL	Outstanding Natural landscape
ORD	On-road costs OR Otago Regional Council
PCBU's	Persons Conducting a Business or Undertaking
PCO	Parliamentary Council Office
PDU	Provincial Development Unit
PGF	Provincial Growth Fund
PSF	Pressure Sensitive Fisheries
R3	Recruit, Retain and Reactivate programme
R&D	Research and development
RAP	Resource Allocation Project
RFQ	Request for Quote
RFP	Request for Proposal
SDC	Selwyn District Council
SFC	Standing Finance Committee
SOP	Standard Operating Procedure
WCO	Water Conservation Order
WRG	Website Reference Group

Licencing Acronyms

FWA	Fish Whole Season - Adult	FWF	Fish Whole Season - Family
FWNA	Fish Whole Season – Non-Resident Adult	FWNJ	Fish Whole Season – Non-Resident Junior
FSLA	Fish Senior Loyal	FLAA	Fish Local Area - Adult
FWIA	Fish Winter – Adult	FWJ	Fish Winter - Junior
FWC	Fish Winter - Child	FWNC	Fish Winter - Non-Resident Child
FDA	Fish Day – Adult	FDJ	Fish Day - Junior
FDNJ	Fish Day – Non resident Junior	FSBA	Fish Short Break - Adult
FLBA	Fish Long Break – Adult	FDNA	Fish Day – Non-Resident Adult
FDNC	Fish Day – Non -Resident Child	GWA	Game Whole Season – Adult
GWJ	Game Whole Season – Junior	GWC	Game Whole Season – Child
GDA	Game Day – Adult	GDJ	Game Day - Junior