



NORTH CANTERBURY FISH AND GAME COUNCIL

BOARD PACK

for

OWP & 2026/27 BUDGET MEETING

Wednesday, 18 March 2026

6:30 pm (NZDT)

Held at:

NORTH CANTERBURY FISH AND GAME COUNCIL

595 JOHNS ROAD, HAREWOOD, CHRISTCHURCH

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Agenda

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AGENDA

OWP & 2026/27 BUDGET MEETING



Name:	NORTH CANTERBURY FISH AND GAME COUNCIL
Date:	Wednesday, 18 March 2026
Time:	6:30 pm to 8:30 pm (NZDT)
Location:	NORTH CANTERBURY FISH AND GAME COUNCIL, 595 JOHNS ROAD, HAREWOOD, CHRISTCHURCH
Board Members:	ALAN STRONG (Chair), ANDY TANNOCK, CHRIS BRANKIN, DAVE BARRON, Dave Coll, PHILLIP MUSSON
Attendees:	DEBBIE AMBLER, LYNDON SLATER
Apologies:	NIAL COSTER

1. Opening Meeting

1.1 Welcome by Chairman

6:30 pm (5 min)

ALAN STRONG

1.2 Karakia

6:35 pm (5 min)

CHRIS BRANKIN

Whakataka te hau ki te uru
Whakataka te hau ki te tonga
Kia mākinakina ki uta
Kia mātaratara ki tai
E hī ake ana te atakura
He tio, he huka, he hau hū
Tihei mauri ora!

Translation:

Cease the winds from the west
Cease the winds from the south
Let the breeze blow over the land
Let the breeze blow over the ocean
Let the red-tipped dawn come with a sharpened air.
A touch of frost, a promise of a glorious day.

1.3 Apologies

6:40 pm (5 min)

ALAN STRONG

2. FOR DISCUSSION

2.1 Draft 2026/2027 Budget

6:45 pm (15 min)

LYNDON SLATER

Supporting Documents:

2.1.a	FOR DISCUSSION - DRAFT NCFG 2026 2027 BUDGET (1).pdf	6
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2.2 Draft 2026/2027 Operational Work Plan

7:00 pm (15 min)

LYNDON SLATER

Supporting Documents:

2.2.a	FOR DISCUSSION - 2026 2027 OPERATION WORK PLAN.pdf	11
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3. FOR DECISION

3.1 Acoustic Lake Monitoring

7:15 pm (10 min)

LYNDON SLATER

Supporting Documents:

3.1.a	FOR DECISION - ACOUSTIC LAKE MONITORING.pdf	35
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3.2 Repurpose Income Received from Diversion Payments

7:25 pm (15 min)

LYNDON SLATER

Supporting Documents:

3.2.a	FOR DECISION - INCOME RECEIVED FROM DIVERSION PAYMENTS.pdf	38
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3.3 Asset Replacement

LYNDON SLATER

Supporting Documents:

3.3.a	ASSET REPLACEMENT.pdf	40
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3.4 Finance Report to 13 March 2026

7:40 pm (5 min)

LYNDON SLATER

Supporting Documents:

3.4.a	FOR DECISION - FINANCE REPORT TO 12 MARCH 2026.pdf	42
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4. GENERAL BUSINESS

4.1 General Business

7:45 pm (10 min)

ALAN STRONG

General business from Council.

5. PUBLIC SESSION

5.1 Public Session

7:55 pm (10 min)

ALAN STRONG

6. FOR INFORMATION PAPERS

6.1 For Information Papers

Supporting Documents:

6.1.a	FOR INFORMATION - POLICY H&S FRAMEWORK FEBRUARY 2026.pdf	49
6.1.b	FOR INFORMATION - NATIONAL H&S COMMITTEE.pdf	62
6.1.c	FOR INFORMATION - 2025 OTAGO ACOUSTIC LAKE SURVEY.pdf	68

7. Close Meeting

7.1 Close the meeting

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



Region GL Codes & Account Names: NorthCanterbury

NZFGC will advise the Net Fish and Game Licence Income as well as Grant Income if applicable in rows 15 to 17 after all budgets are submitted and reviewed.
Enter your forecast Interest Income and Other Revenue items
As part of a Zero-based budget, Other Annual Recurring Revenue with a high probability/confidence level should be budgeted for each year. Enter this Revenue for each GL Code used in Xero
Depreciation will populate from the Capital Expenditure worksheet into the Overheads Expenditure section at the bottom of the worksheet.
NZFGC will advise the Levies expense if applicable.

FY25 Actual Cost	FY26 Budgeted Cost	GL Code	GL Account Name	Sep-26	Oct-26	Nov-26	Dec-26	Jan-27	Feb-27	Mar-27	Apr-27	May-27	Jun-27	Jul-27	Aug-27	Total FY27 Budget External Costs	General Comments
			REVENUE														
			Net Fish Licence Income - to be advised by NZFGC & LWP LEQs	\$324,082	\$284,245	\$185,319	\$199,381	\$127,082	\$74,304	\$42,112	\$28,180	\$11,884	\$8,201	\$6,400	\$7,815	\$1,299,005	\$1,299,005
			Net Game Licence Income - to be advised by NZFGC & LWP LEQs		\$36		\$18	\$91	\$336	\$48,850	\$120,988	\$60,576	\$2,791	\$925	\$82	\$234,693	\$234,693
			New Zealand Fish and Game Grant - to be advised by NZFGC													\$0	
			House Rental	\$1,600	\$1,600	\$1,600	\$1,600	\$1,600	\$1,600	\$1,600	\$1,600	\$1,600	\$1,600	\$1,600	\$1,600	\$19,200	
			Salmon Card												\$26,110	\$26,110	
			Designated Waters Non Resident												\$24,600	\$24,600	
			Designated Waters Resident												\$15,255	\$15,255	
			Amuri Salvage										\$13,000			\$13,000	
			Fishing and Hunting Competitions						\$2,200		\$400					\$2,600	
			Diversion Habitat Restoration	\$1,000		\$3,600		\$2,700	\$1,200	\$2,400	\$1,400	\$2,000	\$2,000	\$2,000	\$1,200	\$18,700	Income direct to dedicated habitat reserves. Ringfenced for 2027/28
			Merchandise Sales	\$67	\$67	\$67	\$67	\$67	\$67	\$67	\$67	\$67	\$67	\$67	\$67	\$804	
			Bank Interest	\$833	\$833	\$833	\$833	\$833	\$833	\$833	\$833	\$833	\$833	\$833	\$833	\$9,996	
			Income Interest Licence Sales	\$585	\$585	\$585	\$585	\$585	\$585	\$585	\$585	\$585	\$585	\$585	\$585	\$7,020	
			TAKF	\$8,000												\$8,000	Income received from TAKF trust, offsets expense in 1161 put and 1162
			Contestable fund Rakaia WCO (Coleridge reconsenting)		\$10,000	\$10,000	\$10,000	\$10,000	\$10,000							\$50,000	Contestable funding received from NZC. Offsets expense in 1211 re
																\$0	
\$0	\$0	1110	TOTAL REVENUE	\$336,167	\$297,366	\$202,004	\$212,484	\$142,958	\$91,125	\$95,247	\$155,053	\$76,945	\$29,077	\$12,410	\$78,147	\$1,728,983	
			EXTERNAL OUTPUT, PERSONNEL & OVERHEADS EXPENDITURE														
		1100	SPECIES MANAGEMENT														
		1110	SPECIES MONITORING														
			1111 - Salmon Fishery Assessment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$17,000	\$13,924	\$15,970	\$8,225	\$0	\$55,119	5x Salmon flights on Rakaia and Waimakariri River
			1112 - Trout Fishery Assessment	\$250	\$0	\$0	\$2,800	\$0	\$0	\$200	\$800	\$8,000	\$0	\$0	\$0	\$12,050	Acoustic Surveys High Country Lakes
			1113 - Drift Dives	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
			1115 - Game Bird Monitoring	\$0	\$0	\$0	\$600	\$4,000	\$0	\$7,000	\$0	\$8,400	\$0	\$0	\$0	\$20,000	Game bird flights, dabbling duck and summer moult counts
			1116 - Pressure Sensitive Fisheries	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
			0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
\$0	\$0	1110	TOTAL SPECIES MONITORING COSTS	\$250	\$0	\$0	\$3,400	\$4,000	\$0	\$7,200	\$17,800	\$30,324	\$15,970	\$8,225	\$0	\$87,169	
		1120	HARVEST ASSESSMENT														
			1121 - Sea Run Salmon Harvest Survey	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,120	\$0	\$1,120	
			1122 - Salmon Commercial By Catch	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
			1123 - Game Bird Harvest Survey	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
			1124 - Cultural Harvest Assessment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
			1125 - Lake Fishery Creel Survey	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
			0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
\$0	\$0	1120	TOTAL HARVEST ASSESSMENT COSTS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,120	\$0	\$1,120	
		1130	FISH SALVAGE														
			1131 - Planned Fish Salvage	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$25	\$0	\$0	\$0	\$25	
			1132 - Reactive Fish Salvage	\$0	\$150	\$300	\$90	\$0	\$300	\$0	\$0	\$250	\$0	\$0	\$300	\$1,390	Oxygen for fish tanker trailer
			0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
\$0	\$0	1130	TOTAL FISH SALVAGE COSTS	\$0	\$150	\$300	\$90	\$0	\$300	\$0	\$0	\$275	\$0	\$0	\$300	\$1,415	
		1140	HATCHERY OPERATIONS														
			1141 - Hatchery Operations	\$0	\$875	\$875	\$875	\$875	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,500	Cost for maintenance works associated with maintaining Whiskey
			0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
\$0	\$0	1140	TOTAL HATCHERY OPERATION COSTS	\$0	\$875	\$875	\$875	\$875	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,500	
		1150	GAME FARM														
			0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
\$0	\$0	1150	TOTAL GAME FARM COSTS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
		1160	RELEASES/LIBERATIONS														
			1161 - Put and Take Fishery	\$0	\$16,625	\$8,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$24,625	Cost associated with purchase of fish for 1x releases into Lake Rorangi
			0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
\$0	\$0	1160	TOTAL RELEASE/LIBERATION COSTS	\$0	\$16,625	\$8,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$24,625	
		1170	REGULATIONS														
			1171 - Angling Regulations	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
			1172 - Hunting Regulations	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
			0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
\$0	\$0	1170	TOTAL REGULATIONS COSTS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
		1180	CONTROL														
			1181 - Game Bird Control	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
			1182 - Sports Fish Control	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
			0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
\$0	\$0	1180	TOTAL CONTROL COSTS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
\$0	\$0	1100	TOTAL SPECIES MANAGEMENT EXTERNAL OUTPUT COSTS	\$250	\$17,650	\$9,175	\$4,365	\$4,875	\$300	\$7,200	\$17,800	\$30,599	\$15,970	\$9,345	\$300	\$117,829	
		1200	SPORTS FISH AND GAME HABITAT														
		1210	RESOURCE MANAGEMENT ACT														
			1211 - Resource Consents	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
			1212 - Local Plans	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
			1213 - RMA Compliance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
			1214 - Fish Screens	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
			1215 - Te Waihora and Muriwai Joint Management Plan	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	

			1216 - Access Agreements		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
			1217-Lake Coleridge Reconsenting		\$0	\$0	\$10,000	\$10,000	\$10,000	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$50,000		Remaining budget from NZC contestable fund for Rakale WCO, Adr	
			1218-RMA Meetings		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
			0		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
	\$0	\$0	1210 TOTAL RESOURCE MANAGEMENT ACT COSTS		\$0	\$0	\$10,000	\$10,000	\$10,000	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$50,000			
			1220 WORKS & MANAGEMENT																	
			1221- Fish and Game Land		\$0	\$0	\$0	\$0	\$0	\$0	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$10,000		Works to progress Coes ford lease and restoration of Glenariffe we
			0		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
	\$0	\$0	1220 TOTAL WORKS & MANAGEMENT ACT COSTS		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
			1230 ASSISTED HABITAT																	
			1231 - Spawning Stream/Habitat Enhancement		\$0	\$0	\$0	\$0	\$5,000	\$0	\$0	\$0	\$5,000	\$0	\$0	\$0	\$10,000		Funded from dedicated reserves	
			1232 - Lake Ellesmere Maimai Agreement		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$13,000	\$13,000		Requirement to transfer into Lake Ellesmere restricted reserves pr	
			1233 - Muruwai Mai Mai Agreement		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,000	\$2,000		Requirement to transfer into Muruwai restricted reserve per Te Wa	
			1234 - General Habitat Enhancement		\$0	\$0	\$0	\$0	\$0	\$5,000	\$0	\$0	\$5,000	\$0	\$0	\$0	\$10,000		Funded from dedicated reserves	
			1236 - Te Waihora Habitat Projects		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
			1237 - Muruwai Habitat Projects		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
			1238 - Plant Nursery		\$0	\$100	\$0	\$100	\$0	\$100	\$0	\$100	\$0	\$100	\$0	\$100	\$600		Purchase of supplies for propagation of plants in nursery	
			0		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
	\$0	\$0	1230 TOTAL ASSISTED HABITAT COSTS		\$0	\$100	\$0	\$0	\$5,000	\$5,100	\$0	\$100	\$5,000	\$5,100	\$0	\$15,100	\$35,500			
			1240 ASSESSING & MONITORING																	
			1241 - Sports Fish		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
			1242 - Game Birds		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
			1243 - Habitat		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
			0		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
	\$0	\$0	1240 TOTAL ASSESSING & MONITORING		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
	\$0	\$0	1200 TOTAL SPORTS FISH AND GAME HABITAT EXTERNAL OUTPUT COSTS		\$0	\$100	\$10,000	\$10,000	\$15,000	\$15,100	\$20,000	\$100	\$5,000	\$5,100	\$0	\$15,100	\$95,500			
			1300 PARTICIPATION																	
			1310 ACCESS																	
			1311 - Access Information		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
			1312 - Access Signage		\$0	\$200	\$500	\$200	\$0	\$0	\$200	\$700	\$200	\$0	\$0	\$0	\$2,000		Replacement signs	
			1313 - Access Maintenance & Development		\$0	\$2,500	\$0	\$0	\$0	\$2,500	\$0	\$0	\$0	\$0	\$0	\$0	\$5,000		Improvements to key access points to enhance/maintain. Gates, C	
			1314 - Support Facilities		\$90	\$90	\$90	\$90	\$80	\$80	\$80	\$80	\$80	\$80	\$80	\$80	\$1,000		Supplies for construction of access improvement structures (stle	
			0		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
	\$0	\$0	1310 TOTAL ACCESS COSTS		\$90	\$2,790	\$590	\$290	\$80	\$2,580	\$280	\$780	\$280	\$80	\$80	\$80	\$8,000			
			1320 SATISFACTION SURVEY																	
			1321 - Angler Satisfaction Survey		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
			1322 - Hunter Satisfaction Survey		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
			1323 - Stepping Stone Fisheries		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
			0		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
	\$0	\$0	1320 TOTAL SATISFACTION SURVEY COSTS		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
			1330 NEWSLETTERS																	
			1331 - Fish and Game Magazine Suppliments		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
			1332 - Regional Articles		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
			1333 - Website		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
			1334 - Communication Resources		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
			1335-Social Media		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
			0		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
	\$0	\$0	1330 TOTAL NEWSLETTER COSTS		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
			1340 OTHER PUBLICATIONS																	
			0		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
	\$0	\$0	1340 TOTAL OTHER PUBLICATIONS		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
			1350 TRAINING																	
			0		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
	\$0	\$0	1350 TOTAL TRAINING COSTS		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
			1360 CLUB RELATIONS																	
			0		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
	\$0	\$0	1360 TOTAL CLUB RELATIONS COSTS		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
			1370 R3																	
			1371 - R3 Programme		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
			1372 - R3 Angling and Hunting Events		\$0	\$400	\$1,350	\$0	\$0	\$0	\$0	\$90	\$1,000	\$0	\$0	\$0	\$2,840		Costs associated with Coleridge Comp	
			1373-Put and Take Fisheries		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
			1374-R3 Angler Education		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
	\$0	\$0	1370 R3		\$0	\$400	\$1,350	\$0	\$0	\$0	\$0	\$90	\$1,000	\$0	\$0	\$0	\$2,840			
	\$0	\$0	1300 TOTAL PARTICIPATION EXTERNAL OUTPUT COSTS		\$90	\$3,190	\$1,940	\$290	\$80	\$2,580	\$280	\$870	\$1,280	\$80	\$80	\$80	\$10,840			
			1400 PUBLIC INTERFACE																	
			1410 LIAISON																	
			1400- PUBLIC INTERFACE		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
			1410 - LIAISON		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
			1411 - Statutory Liaison		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
			1412 - Landowner Liaison		\$70	\$0	\$70	\$0	\$70	\$0	\$70	\$0	\$70	\$0	\$70	\$0	\$420			
			1413 - Iwi Liaison		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
			1414 - Media Liaison		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
			1415 - Public Liaison		\$175	\$175	\$0	\$175	\$0	\$175	\$0	\$175	\$0	\$175	\$0	\$1,225	\$1,225			
			1416 - Club Liaison		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
			1417 - Licence Holder Enquiries		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
			1418 - National Liaison		\$0	\$0	\$700	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$700		Travel associated with National Liason where required	
			1419 - Regional Liaison		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
			0		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
	\$0	\$0	1410 TOTAL LIAISON COSTS		\$245	\$175	\$770	\$175	\$70	\$175	\$70	\$175	\$70	\$175	\$70	\$175	\$2,345			
			1420 COMMUNICATION																	
			0		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
			1420- COMMUNICATION		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
			1421-Communication Regional		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
			1422-Communication National		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
			0		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			

\$0	\$0	1420	TOTAL COMMUNICATION COSTS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		1430	ADVOCACY												
		0		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		1430 - ADVOCACY		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		0		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$0	\$0	1430	TOTAL ADVOCACY COSTS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		1440	PUBLIC PROMOTIONS												
		0		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		1440 - PUBLIC PROMOTIONS		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		0		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$0	\$0	1440	TOTAL PUBLIC PROMOTIONS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		1450	VISITOR FACILITIES/EDUCATION/INTERPRETATION												
		0		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		1450 - VISITOR FACILITIES/EDUCATION/INTERPRETATION		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		0		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$0	\$0	1450	TOTAL VISITOR FACILITIES/EDUCATION/INTEPREATION	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$0	\$0	1400	TOTAL PUBLIC INTERFACE EXTERNAL OUTPUT COSTS	\$245	\$175	\$770	\$175	\$70	\$175	\$70	\$175	\$70	\$175	\$70	\$2,345

		1500	COMPLIANCE (OUTPUT)												
		1510	RANGING												
		1500 - COMPLIANCE		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		1510 - RANGING		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		1511 - Staff Led Compliance		\$295	\$295	\$295	\$295	\$295	\$295	\$295	\$295	\$295	\$295	\$295	\$3,540
		1512 - Honorary Ranger Programme		\$0	\$0	\$0	\$0	\$0	\$0	\$1,000	\$0	\$0	\$0	\$0	\$1,000
		1513 - Prosecutions and Enforcement		\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$16,200
		0		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$0	\$0	1510	TOTAL RANGING COSTS	\$1,645	\$1,645	\$1,645	\$1,645	\$1,645	\$1,645	\$2,645	\$1,645	\$1,645	\$1,645	\$1,645	\$20,740
		1520	RANGER TRAINING												
		0		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		1520 - RANGER TRAINING		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		0		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$0	\$0	1520	TOTAL RANGER TRAINING COSTS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		1530	COMPLIANCE (ACTIVITES)												
		0		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		1530 - COMPLIANCE		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		0		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$0	\$0	1530	TOTAL COMPLIANCE (ACTIVITES) COSTS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$0	\$0	1500	TOTAL COMPLIANCE EXTERNAL OUTPUT COSTS	\$1,645	\$1,645	\$1,645	\$1,645	\$1,645	\$1,645	\$2,645	\$1,645	\$1,645	\$1,645	\$1,645	\$20,740

		1600	LICENCING												
		1610	LICENCE PRODUCTION & DISTRIBUTION												
		1600 - LICENCING		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		1610 - LICENCE PROD./DISTRIB.		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		1611 - Licence Production/Distribution		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,200	\$0	\$2,200
		1612 - Licence Database		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		1614 - Agent Servicing		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		0		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$0	\$0	1610	TOTAL LICENCE PRODUCTION & DISTRIBUTION	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,200	\$0	\$2,200
		1620	AGENT SERVICING												
		0		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		1620 - AGENT SERVICING		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$0	\$0	1620	TOTAL AGENT SERVICING	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$0	\$0	1600	TOTAL LICENCING EXTERNAL OUTPUT COSTS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,200	\$0	\$2,200

		1700	COUNCIL												
		1710	COUNCIL ELECTIONS												
		1700 - COUNCILS		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		1710 - COUNCIL ELECTIONS		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		0		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$0	\$0	1710	TOTAL COUNCIL ELECTIONS COSTS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		1720	COUNCIL MEETINGS												
		0		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		1720 - COUNCIL MEETINGS		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		1721 - Council Meetings		\$420	\$150	\$2,000	\$150	\$370	\$1,820	\$420	\$150	\$420	\$150	\$420	\$150
		1722 - Staff Papers and Attendance at meetings		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		1723 - Fish Reference Group		\$0	\$0	\$0	\$0	\$0	\$200	\$0	\$0	\$0	\$0	\$0	\$200
		1724 - Game Reference Group		\$0	\$0	\$0	\$0	\$0	\$200	\$0	\$0	\$0	\$0	\$0	\$200
		0		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$0	\$0	1720	TOTAL COUNCIL MEETINGS COSTS	\$420	\$150	\$2,000	\$150	\$370	\$2,220	\$420	\$150	\$420	\$150	\$420	\$150
\$0	\$0	1700	TOTAL COUNCIL EXTERNAL OUTPUT COSTS	\$420	\$150	\$2,000	\$150	\$370	\$2,220	\$420	\$150	\$420	\$150	\$420	\$150

		1800	PLANNING/REPORTING												
		1810	MANAGEMENT/STRATEGIC PLANNING												
		1800 - PLANNING/REPORTING		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		1810 - MANAGEMENT/STRATEGIC PLANNING		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		1811 - 10 Year Sports Fish and Game Management Plan		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		1813 - Policy / Process & SOP's		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		1814 - Strategy Development & Review		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		0		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$0	\$0	1810	TOTAL MANAGEMENT/STRATEGIC PLANNING COSTS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		1820	ANNUAL OPERATIONAL WORKPLAN												
		0		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		1820 - ANNUAL OPERATIONAL WORKPLAN		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		1812 - Operational Work Plan		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		0		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$0	\$0	1820	TOTAL ANNUAL OPERATIONAL WORKPLAN	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		1830	REPORTING/AUDIT												

Accommodation at remote sites such as Lake Sumner.
Training and upskilling of Honorary rangers.
Legal costs associated with processing prosecutions.

Cost of printing salmon cards based of 2024/5 figures

Food and supplies for Council meetings, AGM and strategic works

		0		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
		1830 - REPORTING/AUDIT		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
		1831 - Audit		\$0	\$9,375	\$13,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$22,375	Audit costs based on 2024/5 Audit	
		1832 - Accountant		\$1,450	\$1,450	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$7,900	Accountant costs based on 2024/5 charges.	
		0		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
\$0	\$0	1830	TOTAL REPORTING/AUDIT	\$1,450	\$10,825	\$13,500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$30,275		
		1840	NATIONAL LIAISON															
		0		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
		1840 - NATIONAL LIAISON		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
		1841 - General Administration		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
		1842 - Staff Training		\$0	\$1,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000		
		1843 - Staff Meetings		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
		1844 - FIF Project		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
		0		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
\$0	\$0	1840	TOTAL NATIONAL LIAISON	\$0	\$1,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000		
		1880	RESEARCH															
		0		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
		1880 - RESEARCH		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
		0		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
\$0	\$0	1880	TOTAL RESEARCH COSTS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
\$0	\$0	1800	TOTAL PLANNING/REPORTING EXTERNAL OUTPUT COSTS	\$1,450	\$11,825	\$13,500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$31,275		

		1900	OVERHEADS (PERSONNEL COSTS, DEPRECIATION AND OTHER EXPENDITURE)															
		1910	PERSONNEL EXPENSES															
		1910.01	Salaries (including Fixed Term and Causal Employees)	\$67,134	\$70,185	\$61,031	\$70,185	\$67,134	\$61,031	\$67,134	\$67,134	\$64,084	\$67,134	\$70,185	\$64,084	\$796,455	Includes 2.5% Increase per strategic pay advice	
		1910.03	Kiwisaver Employer Contribution	\$2,353	\$2,462	\$2,140	\$2,462	\$2,353	\$2,140	\$2,353	\$2,353	\$2,248	\$2,353	\$2,462	\$2,248	\$27,927	Includes Increase to 3.5% employer contribution	
		1910.04	Home office or other allowances	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
		1910.05	Bonus and/or Retirement Gratuity provision if applicable	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
		1910.06	Fringe Benefit Tax (directly attributable to an individual)	\$413	\$413	\$413	\$413	\$413	\$413	\$413	\$413	\$413	\$413	\$413	\$413	\$4,950	based on 1 vehicle full personal use. Operations Manager	
		1910.08	Staff Development & Training directly attrituble to an individual	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
		1910.09	Other Personnel Costs (directly attributable to an individual employee)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
		1910.11	Contractors and Consultants	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
\$0	\$0	1910	TOTAL PERSONNEL EXPENSES	\$69,900	\$73,060	\$63,584	\$73,060	\$69,900	\$63,584	\$69,900	\$69,900	\$66,745	\$69,900	\$73,060	\$66,745	\$829,332		
		1920	STAFF EXPENSES															
		1900 - OVERHEADS & ADMINISTRATION		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
		1920 - STAFF EXPENSES		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
		1922 - Fringe Benefit Tax		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
		1923 - Staff Training		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
		1925 - Staff Expenses		\$315	\$315	\$315	\$315	\$315	\$1,135	\$315	\$315	\$315	\$315	\$315	\$315	\$4,600		
		1926 - Staff Uniforms		\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$3,000		
		1924 - Health & Safety		\$1,125	\$1,125	\$1,125	\$1,125	\$1,125	\$1,125	\$1,125	\$1,125	\$1,125	\$1,125	\$1,125	\$1,125	\$13,500	Costs associated with Sea Flux, Track Me, First Aid Courses, maint	
		0		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
\$0	\$0	1920	TOTAL STAFF EXPENSES	\$1,690	\$1,690	\$1,690	\$1,690	\$1,690	\$2,510	\$1,690	\$1,690	\$1,690	\$1,690	\$1,690	\$1,690	\$21,100		
		1930	STAFF HOUSES															
		0		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
		1930 - STAFF HOUSES		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
		0		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
\$0	\$0	1930	TOTAL STAFF HOUSES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
		1940	OFFICE PREMISES															
		0		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$0		
		1940 - OFFICE PREMISES		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
		1940.1 - Office Premises Depreciation		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
		1942 - Rates		\$3,200	\$0	\$0	\$3,200	\$0	\$0	\$3,200	\$0	\$0	\$3,200	\$0	\$0	\$12,800	Fixed cost rates for 595 Johns Road	
		1943 - Maintenance		\$485	\$485	\$485	\$485	\$485	\$485	\$485	\$485	\$485	\$485	\$485	\$485	\$5,820	Maintenance of building and Grounds at 595 Johns Road.	
		1945 - Power		\$710	\$710	\$710	\$710	\$710	\$710	\$710	\$710	\$710	\$710	\$710	\$710	\$8,520	Power cost esimate based on 2024/5 use.	
		1946 - Cleaning		\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$2,400	Based on fortnightly office clean with existing provider	
		0		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
\$0	\$0	1940	TOTAL OFFICE PREMISES	\$4,595	\$1,395	\$1,395	\$4,595	\$1,395	\$1,395	\$4,595	\$1,395	\$1,395	\$4,595	\$1,395	\$1,395	\$29,540		
		1950	OFFICE EQUIPMENT															
		0		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$0		
		1950 - OFFICE EQUIPMENT		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
		1950.1 - Office Equipment Depreciation		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
		1951 - Purchases (Under \$2,000)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
		1953 - Office Eqpmt Maintenance		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
		1955 - Office Eqpmt Rental/lease		\$193	\$193	\$193	\$193	\$193	\$193	\$193	\$193	\$193	\$193	\$193	\$193	\$2,316	Costs associated with rental of printer, eftpos etc	
		0		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
\$0	\$0	1950	TOTAL OFFICE EQUIPMENT	\$193	\$193	\$193	\$193	\$193	\$193	\$193	\$193	\$193	\$193	\$193	\$193	\$2,316		
		1960	COMMUNICATIONS/CONSUMABLES															
		0		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
		1960 - COMMUNICATIONS/CONSUMABLES		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
		1961 - Telephone/fax		\$1,510	\$1,510	\$1,510	\$1,510	\$1,510	\$1,510	\$1,510	\$1,510	\$1,510	\$1,510	\$1,510	\$1,510	\$18,120	Cost of phone plans. 1 x office land line, cell phone for all staff.	
		1962 - Postage / Courler		\$177	\$177	\$177	\$177	\$177	\$177	\$177	\$177	\$177	\$177	\$177	\$177	\$2,124		
		1964 - Stationery		\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$2,400		
		1965 - Photocopying		\$138	\$138	\$138	\$138	\$138	\$138	\$138	\$138	\$138	\$138	\$138	\$138	\$1,656		
		1966 - Computer Expenses		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
		0		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
\$0	\$0	1960	TOTAL COMMUNICATIONS/CONSUMABLES	\$2,025	\$2,025	\$2,025	\$2,025	\$2,025	\$2,025	\$2,025	\$2,025	\$2,025	\$2,025	\$2,025	\$2,025	\$24,300		
		1970	GENERAL															
		0		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
		1970 - GENERAL		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
		1971 - Advertising		\$0	\$1,000	\$0	\$0	\$50	\$0	\$0	\$50	\$0	\$0	\$50	\$0	\$1,150	Advertising for AGM, Regulations Consultation	
		1972 - Subscriptions		\$400	\$0	\$0	\$300	\$0	\$0	\$600	\$500	\$0	\$0	\$200	\$300	\$2,300	Cancel Zoom subscription, Docusign subscription, QE2 Subscrip	
		1973 - IT Security		\$60	\$60	\$60	\$60	\$60	\$60	\$60	\$60	\$60	\$60	\$60	\$60	\$720		
		1974 - Bank Charges		\$85	\$85	\$85	\$85	\$85	\$85	\$85	\$85	\$85	\$85	\$85	\$85	\$1,020		
		1975 - Office General		\$173	\$85	\$160	\$85	\$85	\$85	\$85	\$85	\$85	\$85	\$85	\$85	\$1,183		
		1976 - Insurance		\$0	\$0	\$18,000	\$0	\$0	\$0	\$0	\$0	\$1,200	\$0	\$0	\$0	\$19,200	Reviewed with broker in 2026. check and review	

		1977 - Legal	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$2,400	General legal costs excluding prosecutions
		0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
\$0	\$0	1970 TOTAL GENERAL	\$918	\$1,430	\$18,505	\$730	\$480	\$430	\$1,030	\$980	\$1,630	\$430	\$680	\$730	\$27,973	
		1980 GENERAL EQUIPMENT														
		0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
		1980 - GENERAL EQUIPMENT	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Office supplies, milk, coffee, sundry items for office
		1980.1 General Equipment Depreciation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
		1981 - Purchases (Under \$2,000)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
		1982 - Field Equipment Maintenance	\$0	\$0	\$0	\$0	\$0	\$0	\$30,000	\$250	\$250	\$250	\$0	\$0	\$30,750	Includes 30k ARF
		1983 - Field Equipment Rental/Hire	\$0	\$0	\$1,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000	Rental for drift dive gear
		0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
\$0	\$0	1980 TOTAL GENERAL EQUIPMENT	\$0	\$0	\$1,000	\$0	\$0	\$0	\$30,000	\$250	\$250	\$250	\$0	\$0	\$31,750	
		1990 VEHICLES														
		0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$0	
		1990 - VEHICLES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
		1990.1 - Vehicle Depreciation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
		1991 - Purchases (Under \$2,000)	\$15	\$350	\$220	\$50	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$635	
		1993 - Vehicle Maintenance	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$12,000	
		1994 - Vehicle Insurance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
		1995 - Vehicle Registration	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$1,800	
		1996 - Vehicle Fuel & RUC	\$2,450	\$2,450	\$2,450	\$2,450	\$2,450	\$2,450	\$2,450	\$2,450	\$2,450	\$2,450	\$2,450	\$2,450	\$29,400	
		1998 - Boat Maintenance	\$460	\$460	\$460	\$460	\$460	\$460	\$460	\$460	\$460	\$460	\$460	\$460	\$5,520	
		0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
\$0	\$0	1990 TOTAL VEHICLES	\$4,075	\$4,410	\$4,280	\$4,110	\$4,060	\$4,060	\$4,060	\$4,060	\$4,060	\$4,060	\$4,060	\$4,060	\$49,355	
\$0	\$0	1900 TOTAL PERSONNEL, DEPRECIATION AND OTHER EXPENDITURE	\$83,396	\$84,203	\$92,672	\$86,403	\$79,743	\$74,197	\$113,493	\$80,493	\$77,988	\$83,143	\$83,103	\$76,838	\$1,015,666	
\$0	\$0	TOTAL EXTERNAL OUTPUT, PERSONNEL & OVERHEADS EXPENDITURE	\$87,486	\$118,938	\$131,702	\$103,528	\$102,283	\$96,717	\$143,608	\$102,733	\$117,502	\$106,763	\$97,363	\$94,788	\$1,303,415	
		New Zealand Fish and Game Levy - to be advised by NZFGC														As advised by Jill Munch 11/03/2026
\$0	\$0	TOTAL EXPENDITURE	\$87,486	\$118,938	\$131,702	\$103,528	\$102,283	\$96,717	\$143,608	\$102,733	\$117,502	\$106,763	\$97,363	\$94,788	\$1,303,415	
\$0	\$0	NET SURPLUS/(DEFICIT)	\$248,672	\$178,429	\$70,303	\$108,957	\$40,676	-\$5,592	-\$48,361	\$52,321	-\$40,557	-\$77,686	-\$84,953	-\$16,641	\$425,568	

Total Expenditure Check	-\$26,947	-\$13,780	-\$8,972	-\$6,371	-\$2,860	-\$1,920	-\$4,140	-\$8,170	-\$3,215	-\$500	-\$380	-\$840
Expenses removed from budget/offset by income												
1161 - Put and Take Fishery	\$8,000											
Expenses removed from budget funded from reserves												
1221 - Fish and Game Land	\$10,000											
1231 - Spawning Stream/Habitat Enhancement	\$10,000											
1234 - General Habitat Enhancement	\$10,000											
1513 -Prosecutions and Enforcement	\$16,200											
Expenses removed from budget Contestable funding												
1217-Lake Coleridge Reconsenting	\$50,000											
	\$104,200											
NZC funding request												
Total Expenses	\$1,303,415											
Expenses removed from funding bid	\$104,200											
	\$1,199,215											

North Canterbury Fish & Game Council
DRAFT Operational Work Plan
1 SEPTEMBER 2026 to 31 AUGUST 2027

Purpose of the North Canterbury Fish and Game Council

North Canterbury Fish and Game Council (NCFG) is a crown entity charged with the management of the sports fish and game bird resources. Consistent with the requirements of the Conservation Act 1987 Council has determined that:

“The North Canterbury Fish and Game Council exists so that anglers and hunters have access to sustainable sports fish and game resources in the North Canterbury Region.”

1. Our Species Populations are Enhanced
2. Key stakeholders are more engaged
3. Participation in sports fishing and game bird hunting is increased
4. We are effective in discharging our statutory duties as set out in applicable legislation
5. We hold licence holders accountable for compliance with applicable regulations
6. More sophisticated data and analysis informs our decisions concerning species management and user satisfaction.

In addition, it also helps progress the Council's aspirations for achieving measurable progress on “near-term priority by August 2026. These are;

1. The development of a ‘Trout [Management] Plan’
2. Further develop our stepping stone fisheries close to Christchurch.
3. Maintaining a high level of compliance with applicable fishing and hunting regulations
4. Review overcrowding issues in our fisheries
5. Investigate options to undertake management of priority ecosystems owned by other statutory land managers
6. Investigate opportunities to enhance, protect and restore habitat that supports sportfish and gamebirds
7. Review opportunities to increase the regions licence holder base.

Operations Manager _____ (Signature)

_____ (Date)

Alan Strong Chairman _____ (Signature)

_____ (Date)

Document Control			
Version	Updated	Updated By	Changes
Draft 1.1	20-Feb-26	D Ambler	Original Draft
Draft 1.2	10-Mar-26	L Slater	Review of Draft
Draft 1.3	13-Mar-26	D Ambler	Format Draft

1.0 Introduction

An Operational Work Plan (OWP) is required under section 26Q (1) (e) (ii) of the Conservation Act 1987 and must be consistent with the Council's Sports fish and Game Management Plan. This OWP follows the national structure of eight output sections and one input section.

This OWP describes operational activities planned to be undertaken during the 2026-2027 financial year. The adoption of this plan by the Council makes the Operations Manager solely responsible for directing staff and expending financial resources in the implementation of the plan. If needed Council will be provided an opportunity to authorise changes to the OWP or its accompanying budget for staff and/or resources to be used in a manner substantially different to what this plan describes. Such adjustments, and budget re-forecasting, would generally occur in February or March, for example in response to altering priorities or severe constraints etc.

1.1 Purpose

The Annual Operational Work Plan describes the specific Management Actions relating to Sport Fish and Game Bird activities undertaken during the 2026/2027 financial year to develop or progress the regions 10-year Sport Fish and Game Management Plan. Completion of the Management Projects and actions will contribute to meeting the Management Objectives, outcomes and goals described in the Management Plan. Also included in this Annual Operational Work Plan are details of the Management Services (administration, compliance, research, regulatory, etc.) that will be required to deliver the specified Management Projects.

The Annual Operational Work Plan is one of two annual companion documents to the 10-year management plan. The 10-year management plan provides the overarching framework for management of New Zealand's sport fish and gamebirds and is implemented through an annual planning and service delivery cycle. The management plan guides the annual cycle by establishing the Management Objectives for the species and licence holders. The Annual Operational Plan sets out the specific Management Actions and Management Services that will contribute to the achievement of the Management plan Objectives. This Annual Operational Plan is informed by an Annual Statement of Service Performance (SSP). The SSP Report presents information on

1. The status of gamebird and sportfish populations relative to the performance measures set out in the 10 year management plan (and associated species specific performance measures), and
2. Delivery of Management Actions and Services specified in the previous year's Annual Operational Plan. Together, parts one and two of the Annual Review Report identify potential areas of focus when developing the Annual Operational Plan, which are analysed and discussed with tangata whenua and stakeholders to determine what, if any, management action is required. Not all management actions are driven by performance gaps. Management Actions and Services are also applied to maintain a desired level of performance or to further enhance performance in a key result area. The demand for Management Services is frequently greater than can be provided by the North Canterbury Fish and Game Council. An internal prioritisation within the Council across draft Annual Operational Plans seeks to address competing interests. Engagement with tangata whenua and stakeholders also provides opportunities to identify where these groups can provide needed or desired services.

OUTPUT AREA 1: SPECIES MANAGEMENT

Output area 1 represents 25% of overall effort, and accounts for 66% of budgeted operational expenses.

Goal	Understand population dynamics which support the management of sustainable levels of sportfish and gamebirds and maintain populations at these levels to provide for angler and hunter satisfaction.
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1.1.1.0 Species Monitoring

Population monitoring is a core function of our statutory role as the managers of sports fish and game birds. Population levels are indicators of healthy (or unhealthy) habitats. To successfully and justifiably make decisions associated with these species we must first understand population dynamics and contributing environmental factors. Projects defined below achieve these outcomes by providing a robust dataset for interrogation, analysis, and subsequent management recommendations. Population monitoring results can be analysed alongside our angler satisfaction surveys to guide our communications and management strategies.

Section 26Q Functions of Fish and Game Councils

(1) The functions of each Fish and Game Council shall be to manage, maintain, and enhance the sports fish and game resource in the recreational interests of anglers and hunters, and, in particular,—

(a) to assess and monitor sports fish and game populations

Objective	To monitor species population to aid management practices
Objective	Mitigate any adverse impacts of these species
Objective	Mitigate any adverse impacts on those species

CODE	Management Project	Management Action	Description	Project Plan	Policy/Process/SOP
1111	Salmon Fishery Assessment	Waimamariri and Rakaia Aerial Salmon Spawning Counts	Contributes to "Adaptive Salmon Management Plan". 5 aerial surveys on both the Waimamariri and Rakaia spawning streams + ground/drone survey to verify start or end dates. Spawning surveys inform regulation setting and management action under the escapement thresholds within the management plan.	Link	Adaptive Management Strategy
		Additional Works	End of season Report to Council		
		Development of Trout Plan	"Contributes to Trout Fishery Assessment" and "Sports Fish and Game Management Plan" Development of Trout Plan. This year review survey data and fishery knowledge, multi year project to develop a comprehensive plan to guide future monitoring and management activity.		
		Monitoring of trout spawning habitats	Contributes to "Trout Plan" Validation of Habitat suitability model developed in 2025/2026 OWP. Physical survey of locations to confirm habitat attributes and spawning value.		

1112	Trout Fishery Assessment	Establish a population Base-line for high-country Lakes.	Contributes to "Trout Plan" Survey High Country lakes using acoustic survey methods. Instrument hired from Earth Sciences NZ, operation and analysis completed by staff	Link	Trout Plan in Development
		Spawning Surveys	Contributes to "Trout Plan" and 1213 "RMA Compliance" Visual surveys to confirm fish passage past Harper Diversion gates (fish passage up/down maintained through spawning season) per consent conditions. 2026/27 activity includes physically tagging and releasing fish pre spawning season below the gates to emperically confirm fish passage rather than residents spawning in stream.		
1113	Drift Dive Survey	Drift dive selected Designated Waters rivers	Contributes to "Trout Plan" and "Designated Waters" Focus areas: Upper Waiau, Lewis Pass and Upper Hurunui rivers. Surveys include the collection of habitat data following diver survey, analysis and report writing. Drift dives provide an index of fish population demographics. This contributes to pressure sensitive fishery and trout population monitoring.	Link	Drift Dive SOP in Development
1115	Game Bird Monitoring	Game Bird Monitoring	Analysis and report writing, consolodated from survey actions below	Link	Greyland Monitoring SOP
		Summer moult count of waterfowl	One fixed-wing flight, representative sample of lakes/moult sites in region counting swans and paradise ducks, plus foot and drone surveys to additional locations. This dataset advises long term		
		Shoveler Counts	One nationally coordinated ground based and on lake survey per season targeting shoveler. While shoveler are the primary species monitored, all species will be recorded. Sites to be monitored are pre-defined, however additional sites will be added as time allows.		
		Canterbury Plains Dabbling Duck survey	Canterbury plains dabbling duck surveys in conjunction with CSI according to a prescribed format. Complimentary species data will be captured where possible.		Greyland Monitoring SOP
		Black swan population and nesting surveys	Aerial, drone and ground counts of known nesting areas to assess nesting on Te Waihora. Datasets used to inform regulation setting and engagement with TRONT		
1116	Pressure Sensitive Fisheries	Designated Waters Regime	Maintain DW Regime on selected rivers according to directives from Council and Minister of Hunting & Fishing	Link	Designated Waters Proposal Document
		Review of overcrowding issues affecting angler experience	Use assessment: analysis and reporting. Produce report identifying and reviewing overcrowding issues on rivers in North Canterbury. Report will include management recommendations to address.		

1.1.2.0 Harvest Assessment

Harvest assessment projects give a quantifiable measure of harvested fish and gamebirds and when considered alongside our population monitoring datasets (1.1.1.0) and angler satisfaction survey datasets (1.3.1.0) we are able to make assessments as to how harvest affects both angler satisfaction and overall population levels.

Section 26Q Functions of Fish and Game Councils

- (1) The functions of each Fish and Game Council shall be to manage, maintain, and enhance the sports fish and game
- (a) to assess and monitor—
- (ii) the success rate and degree of satisfaction of users of the sports fish and game resource; and

Objective	To carry out harvest assessments of sport fish and game bird species to ensure levels are adequate to meet user satisfaction goals.
Objective	Understand levels of harvest required to ensure user satisfaction is maintained.
Objective	Mitigate any adverse impacts of these species
Objective	Mitigate any adverse impacts on these species

CODE	Management Project	Management Action	Description	Project Plan	Policy/Process/SOP
1121	Sea Run Salmon Harvest Surveys	Phone Survey - Analysis & Performance	Contributes to "Salmon Fishery Assessment" Harvest assessments are used to quantify total escapement numbers and set regulations per adaptive management	Link	
1122	Salmon Commercial Bycatch	Salmon Commercial Bycatch reporting	Contributes to "Salmon Fishery Assessment" Reporting received from commercial operators regarding quantity of catch.		
1123	Game Bird Harvest Survey	Phone Survey	Completed to national coordinated standard. Main season (May-July) survey, plus two additional surveys for (1) extended swan season survey (Aug), (2) summer season survey (Feb/March). Survey results inform regulation setting and depredation permit issuing.	Link	
1124	Cultural Harvest Assessments	TRONT reporting	Working with Iwi to support cultural harvest needs and information gathering for reporting purposes		
1125	Lake Fishery Creel Surveys	On site surveys	Contributes to "Trout Plan" Creel surveys completed in backcountry areas. Sites chosen to complement the same monitoring cycle as population monitoring activities. Surveys undertaken during compliance activities.	Link	

1.1.3.0 Fish Salvage

Species rescue operations in their different forms provide an opportunity to Fish and Game are one of few suitably qualified contractors to provide fish salvage services. In some cases, salvages are able to be undertaken under a cost recovery arrangement. This would apply for commercial operators such as the Amuri Irrigation scheme or during council contracted works in waterways. All other salvages resulting from environmental conditions such as drought will be assessed on a case-by-case basis by considering the time involved, the effect on the fishery and the risk of public fall out if no action is taken.

CODE	Management	Management Action	Description	Project	Policy/Process/S
	Project			Plan	OP
1131	Planned Fish Salvage	Amuri Irrigation Salvage	Both the Hurunui and Waiau Rivers. Hurunui and Waiau salvage. Completed over 1 to 2 days. Salvage and compilation of salvage data.	Link	
1132	Reactive Fish Salvage	As required	As required. Risks and benefits to be assessed on a case-by-case basis. Generally in relation to environmental pressures and low flows.		

1.1.4.0 Hatchery Operations:

Hatchery operations projects involve all activities which maintain our ability to rear, temporarily store or obtain fish stocks. While North Canterbury Fish and Game do not currently manage operational hatchery sites, we do hold a lease and resource consents for the land use at Whisky Creek hatchery. It is important that we maintain these sites which we hold an active lease over in a safe condition to prevent potential injury to the public and also manage the reputational risk of a degraded structure under our management.

Section 26Q Functions of Fish and Game Councils

(1) The functions of each Fish and Game Council shall be to manage, maintain, and enhance the sports fish and game resource in the recreational interests of anglers and hunters, and, in particular,—

(b) to maintain and improve the sports fish and game resource—

(ii) by maintaining the hatchery and breeding programmes, where required for stocking or restocking the sports fisheries and game habitat; and

Objective	Maintain facilities we are responsible for in an appropriate state (public perception and safety)
Objective	Maintain relationships with commercial providers for put and take fisheries

CODE	Management Project	Management Action	Description	Project Plan	Policy/Process/S OP
1141	Hatchery Operations	Maintenance of fish and game hatchery infrastructure and capability	Maintenance or adjustment of infrastructure at Whiskey Creek, eg vegetation clearance or adjustments to natural spawning areas etc. If any sites need to be permanently decommissioned then completion of a review and status report be written up.		
1161	Put & Take Fisheries	Stepping Stone Fishery	Staff are tasked to develop further our stepping stone fisheries close to Christchurch. Provide a written report to council on options for development or improvement of stepping stone fishery. Report will include a review of existing stepping stone fisheries with recommendations for improvement		

1.1.7.0 Regulations

Regulation setting occurs on a yearly basis and is a critical operational tool to facilitate and encourage participation, enable and support good compliance and manage harvest and population levels. Regulation setting process provides for staff input, public input and input from regulatory bodies and land management agencies.

Section 26Q Functions of Fish and Game Councils

(1) The functions of each Fish and Game Council shall be to manage, maintain, and enhance the sports fish and game resource in the recreational interests of anglers and hunters, and, in particular,—

(b) to maintain and improve the sports fish and game resource—

(iii) by formulating and recommending to the New Zealand Fish and Game Council conditions for fishing and game seasons

Objective	To recommend conditions for angling and hunting to Council and the Minister
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CODE	Management Project	Management Action	Description	Project Plan	Policy/Process/S OP
1171	Angling Regulations	Regulations Review	As per policy and process documents	Link	
1172	Hunting Regulations	Regulations Review	As per policy and process documents		

1.1.8.0 Species Management and Control

Projects within the species management and control objectives cover a range of activities which support the processes associated with controlling game birds and sport fish where they are causing damage or nuisance to the public. These projects cover the administration involved with issuing permits for gamebird control, research, electric fishing. When required this will also allow time for staff to carry out control.

Objective	To manage the adverse impacts of sports fish and game bird species on other user groups.
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CODE	Management Project	Management Action	Description	Project Plan	Policy/Process/SOP
1181	Game Bird Control	Permitting of game bird control	Permitting of game bird control permits where game are causing nuisance or damage to farming activities. Includes writing and issuing of permits, site assessments and post reporting requirements.		
		Permitting of game bird research	Issuing of permits to control, capture or otherwise disturb game birds for the purpose of research. Includes engagement with appropriate stakeholders, ethics committees and research organisations.		
		Animal Control	Control of gamebird species where required or justified. Control of pest species where beneficial to gamebird management. Canada geese etc		
1182	Sports Fish Control	Permitting of Sport fish control	Permitting of sport fish control permits where required. Includes writing and issuing of permits, site assessments and post reporting requirements.	Link	
		Permitting of Sport fish research	Issuing of permits to control, capture or otherwise disturb sport fish for the purpose of research. Includes engagement with appropriate stakeholders, ethics committees and research organisations.		
		Permitting of Electric Fishing	As per fisheries regulations, permitting of electric fishing requires permissions from both Department of Conservation and Fish and Game council.		
		Control of Sport Fish or Pest Fish	Rudd, Carp etc. Where required to manage adverse effects of species or improve condition of fishery.		

OUTPUT AREA 2: HABITAT PROTECTION, MAINTENANCE AND ENHANCEMENT

Output area 2 represents 14% of overall effort, and accounts for 12 % of budgeted operational expenses.

Goal	Protect and increase suitable habitat for sports fish and game birds to the extent necessary to provide for the recreational interests of anglers and hunters.
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1.2.1.0 Resource Management Act

Statutory Planning process is broad in its context and all of the work we complete is bound in some way by these processes. As the statutory management agency for sport fish and game birds we are required to consider the Legislation, the RMA, local plans, regional plans and National Policy Statements. Objectives are achieved by reviewing resource consent applications and producing submissions for or against to either mitigate issues through consent conditions or ensure consents are not granted. Involvement in the development of local plans as an affected party ensures that issues and changes which could potentially affect the sport fish or game bird resource are mitigated or avoided.

Security around access opportunities is critical to ensuring we can maintain a full spectrum of opportunities to our diverse user groups. To

Section 26Q Functions of Fish and Game Councils

(1) The functions of each Fish and Game Council shall be to manage, maintain, and enhance the sports fish and game

(e) in relation to planning,—

(i) to represent the interests and aspirations of anglers and hunters in the statutory planning process; and

Objective	To increase and ensure adherence with levels of protection afforded to game bird and sports fish habitats, through engagement and participation in regulatory processes.
Objective	Act as the advocates and gatekeepers for habitats which support recreational fisheries and gamebird populations through the statutory planning process.

CODE	Management Project	Management Action	Description	Project Plan	Policy/Process/S OP
1211	Resource Consents	Review and submit on resource consent applications	Review and submit on resource consent applications where they affect the interests and responsibilities of Fish and Game.	Link	
1212	Local Plans	Submit and engage in the development of Regional Plans	Input into the development of District plans. Submissions, provision of experts.		

1213	RMA Compliance		Fish Screen working group, Fish Passage advisory group, technical workshops or symposiums. Engagement with consent holders where non		
1215	Te Waihora and Muruwai Joint Management Plan	Maimai Agreements Te Waihora & Muruwai	Management of the Maimai agreement and use of Maimai agreement funds. Liaison with Te Waihora governors, TRONT and Tamutu Runanga Representatives.	Link	
		JMP engagement	Input into the Joint Management Planning framework (both the existing plan and the development of a new plan as the opportunity presents itself).		
1216	Access Agreements	High country landowner access agreements.	Development and negotiation of high-country landowner access agreements.		
1217	Lake Coleridge Reconsenting		Lake Coleridge is a popular site in North Canterbury with significant angling value. Consents for the operation of the Lake Coleridge Power Scheme are up for reconsenting. Works will seek to negotiate improved outcomes for access and fishery management through this process.		
1218	RMA Meetings		Local and national liaison		

1.2.2.0 Works and Management

CODE	Management		Description	Project	Policy/Process/S
	Project	Management Action		Plan	OP
1221	Fish and Game Land	Coes Lease land Te Waihora	Progress development of land management project under lease to provide game bird habitat. Works this year involve engagement with land owners and regulators to establish a long term plan.		

1.2.3.0 Assisted Habitat

In order to better influence land and water management, at a regional and district level, NCFG needs to be more effective at demonstrating “systematically” where degradation is occurring and similarly where improvement interventions are working. Habitats will be prioritised and for those of the highest priority a strategic plan will be created. This will detail the current state, risks for further degradation, opportunities for restoration, agencies responsibilities and any plan or legislative changes that are required. North Canterbury Fish and Game have adopted a no net loss target.

Section 26Q Functions of Fish and Game Councils

(1) The functions of each Fish and Game Council shall be to manage, maintain, and enhance the sports fish and game

(a) to assess and monitor—

(iii) the condition and trend of ecosystems as habitats for sports fish and game:

(b) to maintain and improve the sports fish and game resource—

(v) by undertaking such works as may be necessary to maintain and enhance the habitat of sports fish and game, subject to the approval of the Minister, the landowner, or the administering authority, as

Objective	Monitor habitat for game birds and sports fish, ensuring changing conditions and trends within the ecosystems are documented
Objective	To maintain, enhance and protect existing and new habitats of sports fish and game birds.

CODE	Management Project	Management Action	Description	Project Plan	Policy/Process/S OP
1231	Spawning Stream / habitat enhancement	Monitoring and collaboration	Explore collaboration opportunities with DOC, LINZ, SDC and WDC on council/crown-owned land with wetland restoration potential. Provide advice and support to public and private entities that are looking to develop.	Link	
		Habitat restoration/protection	Develop methods and priorities for lake habitat assessment and in-stream habitat assessments.		
1232	Lake Ellesmere Mai Mai Agreement	Administration associated with managing Lake Ellesmere Mai Mai Fund			
1233	Muruwai Mai Mai Agreement	Administration associated with managing Muruwai Mai Mai Fund			
1236	Te Waihora Habitat Projects	Project management of Mai Mai Fund spend	Habitat and access projects proposed to Council and Ngai Tahu per the Te Waihora Joint Management Plan. Approved projects funded through restricted reserves held for this purpose.	Link	

1237	Muruwai Habitat Projects	Project management of Mai Mai Fund spend	Habitat and access projects proposed to Council and Ngai Tahu per the Te Waihora Joint Management Plan. Approved projects funded through restricted reserves held for this purpose.		
1238	Plant Nursery	Operation of native plant nursery	NC operate a native plant nursery, propagating plants for supply to habitat projects in the Canterbury Region		

1.2.4.0 Assessing and Monitoring

As the statutory management agency for sport fish and game birds, fish and game are required to make well justified and evidence-based decisions around the management of these the species we are responsible for. A research programme helps provide the tools and basis for good decision making.

Facilitation of and operational support to key projects both within government agencies and through engagement with universities to influence the subject matter of key research (communicating our key research needs) and conducting our own research. An important component of supporting and influencing research outside our own organisation is ensuring that we are capturing defensible long-term datasets as part of our everyday work and making this available to researchers for analysis.

Section 26Q Functions of Fish and Game Councils

(1) The functions of each Fish and Game Council shall be to manage, maintain, and enhance the sports fish and game resource in the recreational interests of anglers and hunters, and, in particular,—

(e) in relation to planning,—

(iv) to identify and recommend to the New Zealand Fish and Game Council the region's sports fish and game requirements for research; and

Objective	To further and improve our understanding and knowledge of the species we manage.
Objective	To further and improve our understanding of the social environment we operate in.

CODE	Management Project	Management Action	Description	Project Plan	Policy/Process/S OP
1241	Sports Fish	Support research in F&G interests	Support positive research in the interests of fish and game where possible. Engagement with Crown Research Institutes and Universities to achieve.		
1242	Game Bird	Support research in F&G interests	Support positive research in the interests of fish and game where possible. Engagement with Crown Research Institutes and Universities to achieve.		
1243	Habitat	General academic Engagement	As required		

OUTPUT AREA 3: PARTICIPATION

Output area 3 represents 15% of overall effort, and accounts for 3% of budgeted operational expenses.

Goal	To ensure angling and hunting opportunities are available to the entire spectrum of users, increase levels of new angler and hunter participation while maintaining the quality of existing angler and hunting experiences.
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1.3.1.0 Access

Access advocacy is critical to reassure the public that we are active in the process associated with negotiating and securing access to sport fishing and hunting resources.

Access signage and an appropriate maintenance programme is critical. Our network of signs is what give our brand presence across the resources we are managing. A lot of our network of signs is in a state of disrepair and requires significant maintenance or review. This should align with the development of a comprehensive access signage strategy.

Section 26Q Functions of Fish and Game Councils

(1) The functions of each Fish and Game Council shall be to manage, maintain, and enhance the sports fish and game

(b) to maintain and improve the sports fish and game resource—

(i) by maintaining and improving access; and

CODE	Management Project	Management Action	Description	Project Plan	Policy/Process/SOP
1311	Access Information	Access information pamphlets	Development of map pamphlets. Potential to add Christchurch Area, Kid Friendly fishing, and Lake Sumner Area brochures.	Link	
1312	Access Signage	Review, replace and maintain access signage	Review and replace access signage in region. Complete stocktake of signage and provide spatial dataset of assets.	Link	
1313	Access maintenance & development	Identify and improve access to habitats for angling and hunting	Focus areas: mid-lower Waiau Uwha, Hurunui and upper Ashley/Selwyn Rivers	Link	
1314	Support facilities	Provide infrastructure to make access easier for mobility impaired anglers and hunters	Create access facilities which enhance or provide for access to angling and hunting resources (may include improved roading, stiles or fishing platforms etc).	Link	

1.3.2.0 Satisfaction Survey

1321	Angler Satisfaction Survey	Angler Satisfaction Survey			
1322	Hunter Satisfaction Survey	Hunter Satisfaction Survey			
1323	Stepping Stone Fishery Surveys	Stepping Stone Fishery Surveys	Survey of anglers to evaluate attributes of a fishery in the Christchurch area that contribute to it being a good stepping stone fishery. Identify actions for new stepping stone fisheries/improve existing fishing opportunities.		

1.3.3.0 Newsletters

The aim of our communications strategy is to build beneficial relationships between our organisation and the public. Our communication tools play a vital role in effective public relations and maintaining our social licence to operate. NCFG need to improve their understanding of how our users and the public perceive our organisation and our sport. We must ensure we provide avenues for the public to engage with our work and our sport. Our messaging that is being presented to the public should effectively impact the behaviour of the customers so that they remain loyal to the brand.

Section 26Q Functions of Fish and Game Councils

(1) The functions of each Fish and Game Council shall be to manage, maintain, and enhance the sports fish and game resource in the recreational interests of anglers and hunters, and, in particular,—

(i) to promote and educate—

(ii) by keeping anglers and hunters informed on matters affecting their interests:

CODE	Management Project	Management Action	Description	Project Plan	Policy/Process/SOP
1331	Fish and Game Magazine supplements	Magazine Supplements	Provide content for the annual Fish and Game magazine	Link	
1332	Regional Articles	Bi Weekly fishing & hunting reports	Complete content for weekly fishing and hunting reports.	Link	
		Reel Life & Both Barrels	Complete content for weekly fishing fortnightly hunting report.		
		Videos			
1333	Web Site	Website	Ensure NCFG website content is current and engaging to users. Update where necessary.	Link	
1334	Communication Resources	General Communications	Video's, staff updates, engagement staticial analysis, in person communications, other media	Link	
1335	Social Media	Facebook, Instagram etc	Videos, responses to posts and other	Link	

1.3.7.0 Increase participation

The North Canterbury Fish and Game Council has a statutory responsibility to keep anglers and hunters informed on matters affecting their interests. It is in the Fish and Game Council's interests to encourage potential anglers and hunters to take up angling and hunting as recreational activities. It is equally important that current anglers and hunters enjoy these activities, and that factors that may limit participation are minimised. At the same time, the Council must ensure that increased use of the sports fish and game resource does not compromise their sustainability or the quality of the experience. Licence holders purchase the opportunity to hunt and fish and it is important that these licence holders can see the value in the cost to do so. Guidance, assistance, and on-going satisfaction for licence holders is part of ensuring continued participation and satisfaction in sports fish angling and game bird hunting. North Canterbury Fish and Game are committed to promoting all aspects of angling and hunting, the sale of licences, and communicating with licence holders to access the sports fish and game opportunities in the region.

Section 26Q Functions of Fish and Game Councils

(1) The functions of each Fish and Game Council shall be to manage, maintain, and enhance the sports fish and game

(b) to promote and educate—

(i) by defining and promoting ethical standards of behaviour to be followed by anglers and hunters; and

(ii) by promoting recreation based on sports fish and game; and

Objective	To ensure freshwater fishing and gamebird hunting is easily accessible through facilitated access and improved awareness
Objective	Conduct social science activities to understand factors which provide for angler and hunter satisfaction.

CODE	Management Action	Description	Project Plan	Policy/Process/S OP
1371	R3 Programme	Regional R3 Strategy Development	Link	
		Legacy Programme		
1372	R3 Angling and hunting events	Trout Fishing Festival	Link	
		Coleridge Fishing Competition		
		Take a Kid Fishing Day		
		Other Fishing Competition		
1374	R3 Angler Education	Novice , Youth and Women	Link	
1375	R3 Hunter Education	Novice , Youth and Women		
1376	Ballots	Boggy Creek Ballot		
		Designated Waters Ballot		ONLY IF PASSED BY COUNCIL

OUTPUT AREA 4: PUBLIC INTERFACE

Output area 4 represents 7% of overall effort, and accounts for 0.5 % of budgeted operational expenses.

Goal	To gain and maintain the acceptance of sport fishing and game bird hunting in the wider community and ensure the continued community support for Fish and Game Councils' management of these resources.
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1.4.1.0 Liaison

A key focus will be working with Iwi partners to identify pathways forward to build authentic relationships, understand engagement expectations, and explore co-management opportunities. Additional focus areas will be meeting with strategic landowners and statutory agencies that are involved in the management and access to our key habitats and resources. Primarily engagement will focus on agencies such as LINZ/ DOC and the OIO as their decision-making process directly has the potential to negatively impact priority habitats. Investment should be put into holding these agencies to account for their own compliance obligations rather than acting as the enforcement agency with landowners. To minimise differences and reinforce common objectives by liaison with Conservation Boards, Iwi, allied groups, and research agencies.

Section 26Q Functions of Fish and Game Councils

(1) The functions of each Fish and Game Council shall be to manage, maintain, and enhance the sports fish and game in relation to planning,—

(vi) to liaise with local Conservation Boards; and

Objective	To liaise with statutory organisations, the media and the public on fish and game matters.
Objective	To provide a voice for the angling and hunting communities to address statutory and fish and game matters.
Objective	To provide a face to the media and public in relation to fish and game matters.
Objective	Ensure North Canterbury Fish and Game is fulfilling obligations under S.4 of the Conservation Act 1987.

CODE	Management		Description	Project	Policy/Process/S
	Project	Management Action		Plan	OP
1411	Statutory Liaison	Relationship building and liaison			
1412	Landowner Liaison	Rural relationship building and liaison			
1413	Iwi Liaison	Relationship building and liaison			
1414	Media Liaison	Relationship building and liaison		Link	
1415	Public Liaison	Relationship building and liaison			
1416	Club Liaison	Relationship building and liaison		Link	
1417	Licence Holder Enquiries				
1418	National Liaison				
1419	Regional Liaison				

1.3.3.0 Communications

The aim of our communications strategy is to build beneficial relationships between our organisation and the public. Our communication tools play a vital role in effective public relations and maintaining our social licence to operate. NCFG need to improve their understanding of how our users and the public perceive our organisation and our sport. We must ensure we provide avenues for the public to engage with our work and our sport. Our messaging that is being presented to the public should effectively impact the behaviour of the customers so that they remain loyal to the brand.

Section 26Q Functions of Fish and Game Councils

(1) The functions of each Fish and Game Council shall be to manage, maintain, and enhance the sports fish and game resource in the recreational interests of anglers and hunters, and, in particular,—

(i) to promote and educate—

(ii) by keeping anglers and hunters informed on matters affecting their interests:

Objective	To promote angling and hunting as participation sports to present to potential licence holders.
Objective	To publicise and celebrate the results through traditional and social media outlets.

CODE	Management	Management Action	Description	Project	Policy/Process/S
	Project			Plan	OP
1421	Comms	Regional			
1422		National			

OUTPUT AREA 5: COMPLIANCE

Output area 5 represents 11% of overall effort, and accounts for 3% of budgeted operational expenses.

Goal	To gain and maintain the acceptance of sport fishing and gamebird hunting in the wider community and ensure the continued community support for Fish and Game Council management of these resources.
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1.5.1.0 Ranging

Enforcement is necessary for two main reasons. It is important to ensure that all anglers and hunters purchase a licence, thereby contributing to the costs of fish and game management. Secondly, illegal poaching activities and non-compliance with regulations such as bag limits may compromise the sustainable management of the sports fish and game resource.

Section 26Q Functions of Fish and Game Councils

(1) The functions of each Fish and Game Council shall be to manage, maintain, and enhance the sports fish and game resource in the recreational interests of anglers and hunters, and, in particular,—

(b) to maintain and improve the sports fish and game resource—

(iv) by ensuring that there are sufficient resources to enforce fishing and hunting season conditions; and

Objective	To achieve an annual 10% coverage of licence holders and seek a 95% rate of compliance with legislation in the interests of anglers and hunters.
Objective	Maintaining a high level of compliance with applicable fishing and hunting regulations The Council acknowledges that pressure on staff resources may require some reduction in this activity but task staff to find ways to maintain the visibility and impact of the compliance effort so that licence holders comply with the terms of their licences and those fishing or hunting without licences are also held to account.

CODE	Management Project	Management Action	Description	Project Plan	Policy/Process/S OP
1511	Staff Led Compliance	Interegional support	Supporting regions with compliance activity during high use periods	Link	
		Designated Waters, CF + HC lakes and sea-run salmon Ranging	Comprehensive staff ranging per process document.		
		All other fisheries (Roto K, Groynes, LL rivers/lakes etc)			
1512	Honorary Ranger Programme	Ranger Programme Management	Ranger coordination / emails/chasing reporting, interviewing new rangers, warrant renewal / partaking in national meetings.		
		Ranger Training	2x training events held for rangers per year. Includes staff and honorary rangers		
		Cert Course	Recertification required every 2 years		
		Interegional support	40h (1trip per year for 2 staff or similar). As required to support neighboring regions during high use periods.		
1513	Prosecutions & Enforcement				

OUTPUT AREA 6: LICENCING

Output area 6 represents 2% of overall effort, and accounts for 0 % of budgeted operational expenses.

Goal	To maximise the sale of angling and hunting licences, provide good service and ensure agents and licence sellers are providing service to expected quality levels.
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1.6.1.0 Licence production/distribution

Funding for sports fish and game management is obtained almost solely from the sale of fishing and hunting licences. The North Canterbury Fish and Game Council has functions under the Conservation Act 1987 to assess the costs attributable to managing sports fish and game and recommend licence fees to the New Zealand Fish and Game Council to recover these costs. North Canterbury Fish and Game Council also has legislated functions to issue licences for game bird hunting and sports fishing and does so through an efficient nationally coordinated licensing programme.

Section 26Q Functions of Fish and Game Councils

(1) The functions of each Fish and Game Council shall be to manage, maintain, and enhance the sports fish and game resource in the recreational interests of anglers and hunters, and, in particular,—

(f) to issue—

(ii) licences to take sports fish, in accordance with this Part and any regulations made under this Act; and

(iii) game hunting guide licences in accordance with the Wildlife Act 1953 and sports fishing guide

(g) to sell or arrange the sale of, in New Zealand or outside New Zealand, game bird habitat stamps and associated products:

(h) to recommend to the New Zealand Fish and Game Council the form of game bird habitat stamps.

Objective	To perform the tasks requested to assist NZC's aim to operate an effective and efficient licencing system.
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CODE	Management Project	Management Action	Description	Project Plan	Policy/Process/SOP
1611	Licence Production/Distribution		In addition to the standard Fish & Game Licences, effort will also be spent on supporting licencing for sea-run salmon controlled fisheries and designated water management systems.		
1612	Licence Database				
1614	Agent Servicing		2 visit to all agents yearly. Problem-solving throughout the year.		

OUTPUT AREA 7: COUNCIL

Output area 7 represents 3% of overall effort, and accounts for 3 % of budgeted operational expenses.

Goal	To provide for the administration and effective operation of the Council.
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CODE	Management Project	Management Action	Description	Project Plan	Policy/Process/SOP
1721	Council Meetings	Council Workshops	Administrative/Management support to write reports, prepare agendas and collate council meeting papers		
		Council meetings	Administrative/Management support during meetings		
1722	Staff Papers and Attendance at Council Meetings	Preparation of Council Papers	Administrative/Management support during workshops		
		Staff Attendance at Council Meetings	Staff to attend council meetings as required to present reports and provide advice to council as appropriate.		
1723		Fish Reference Group			
1724		Game Reference Group			

OUTPUT AREA 8: PLANNING AND REPORTING

Output area 8 represents 6% of overall effort, and accounts for 12.5 % of budgeted operational expenses.

Goal	To ensure cost efficient and appropriate management of fish and game resources.
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1.8.1.0 Management/Strategic Planning**Section 26Q Functions of Fish and Game Councils**

(1) The functions of each Fish and Game Council shall be to manage, maintain, and enhance the sports fish and game resource in the recreational interests of anglers and hunters, and, in particular,—

(d) in relation to costs,—

(i) to assess the costs attributable to the management of sports fish and game; and

(ii) to develop and recommend to the New Zealand Fish and Game Council appropriate licence fees to recover costs and game bird habitat stamp fees; and

(iii) to represent the region's interests with the New Zealand Fish and Game Council in the determination and distribution of levies on licences:

(e) in relation to planning,—

(i) to represent the interests and aspirations of anglers and hunters in the statutory planning process; and

(ii) to formulate and adopt an annual operational work plan; and

(iii) to prepare draft sports fish and game management plans in accordance with this Act; and

(iv) to identify and recommend to the New Zealand Fish and Game Council the region's sports fish

(v) to implement national policy determined by the New Zealand Fish and Game Council; and

Objective	To prepare and complete external and internal plans and reports as required by Council and management.
Objective	Work with New Zealand Fish and Game Council, and other regional Fish and Game Councils, on matters of national and regional importance.
Objective	Ensure effective communication both within our own Council and between Councils.

CODE	Management Project	Management Action	Description	Project Plan	Policy/Process/SOP
1811	10 Year Sports Fish and Game Management Plan	10 Year Sports Fish and Game Management Plan	Development of 10 Year Sports Fish and Game Management Plan		
1813	Policy/Process & SOP's	Development of Policy/Process and SOP Documents	Revise/develop draft SOP's for key survey techniques eg. Electric fishing, boating, waterfowl/fish counts (incl use of drones) and drift diving. Priority to develop methods for lake habitat assessment and in-stream		
1814	Strategy Development & Review	Strategy Development & Review			

1812	Operational Work Plan and Budget	Development and management of Annual operational work plan	Annual review of operational work plan and zero based budget. Includes tracking of progress against work plan through the year.		
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1831	Reporting & Audit	Audit	Preperation of annual Audit report including staff input		
1832	Accountant	Accountant	Accountants quarterly health check and preperation of annual accounts		

1841	Op Staff (For Reporting Purposes Only)	General Administration			
1842		Staff Training			
1843		Staff Meetings			
1844		Stakeholder Enquiries			
1845		National Liaison			
1846		Regional Liaison			

Proposal to Introduce Acoustic Lake Surveys to North Canterbury High Country Lakes

North Canterbury Fish and Game Council Meeting - 18 March 2026

Prepared By: H. Sanders Garrick

1. Kōrero taunaki - Summary of Considerations

- a) **Purpose:** To inform council of the budgetary requirements to implement acoustic lake surveys on North Canterbury's High Country Lakes, and request that acoustic lake surveys be incorporated into the North Canterbury budget.
- b) **Ngā taunaki - Staff Recommendations:** That Council approves the addition of acoustic lake surveys to the operational work plan and annual operations budget.

2. Whakarāpopoto - Executive Summary

Acoustic lake surveys provide a robust method for monitoring fish biomass in deep lakes and are suitable for monitoring several North Canterbury High Country Lakes. This method is already utilised by Otago Fish & Game as well as other fisheries management agencies abroad.

The cost associated with implementing this survey includes a one-time estimated \$825 for equipment and an annual \$4,121 to rent the acoustic monitoring equipment from NIWA – or a requirement in the 2026/27 budget of \$4,946.

3. Takena mai – Background

In 2007-09, New Zealand Fish & Game contracted NIWA to develop and test acoustic techniques to survey several of the large lakes in the South Island in an effort to develop a monitoring system for salmonids. NIWA concluded that the use of acoustic techniques could successfully provide relative indices of abundance for salmonids on South Island lakes.

In 2023, Otago Fish & Game worked with NIWA to begin implementing the survey annually across a number of their large lakes. The equipment is rented annually from NIWA, and NIWA provided training to staff to enable them to survey the lakes independently. More information on the Otago survey can be found in their 2025 survey report, located in the 'For Information' section of the board pack.

Staff at North Canterbury Fish & Game propose to implement these surveys to monitor salmonid populations in Lake Coleridge, Lake Pearson, and Lake Lyndon.

4. Financial Considerations

☐ Nil ☒ Budgetary provision ☐ Unbudgeted

5. Risk

☒ Low ☐ Medium ☐ High ☐ Extreme

6. Kōrerorero – Discussion

The addition of acoustic lake surveys would improve our understanding of North Canterbury lake fishery populations, and enable us to engage more thoroughly with angler concerns regarding fishing in the high country lakes. Additionally, implementation of this survey would improve national consistency in monitoring as the survey is already utilized in Otago.

7. Whai whakaaro ki ngā whakataunga - Considerations For Decision-Making**a) Financial Implications**

Cost Type	Equipment Needed	Estimated Cost	Cost Source
One-Time Costs	Bracket to mount survey equipment on boat	\$500	Staff estimate
	12V batteries to operate equipment (x2)	\$250	Bunnings website
	Inverter for batteries	\$75	Bunnings website
Annual Costs	Equipment rental from NIWA	\$4,121	Otago invoice from 2025

b) Legislative Implications

This policy will enable us to do our work in a more consistent manner.

c) Section 4 Treaty Responsibilities

There are no Section 4 Treaty Responsibilities for consideration.

d) Policy Implications

There are no policy implications.

e) Risks and Mitigations

The health and safety considerations associated with this monitoring method are similar to other staff activities that require boating on the high country lakes, and will require similar mitigation strategies to those already implemented.

f) Consultation

Consultation is not required.

8. Ngā mahinga e whai ake nei - Next Actions

If approved, acoustic lake surveys will be added to the 2026/27 operational work plan. Staff will pursue instrument training from NIWA, and the first round of surveys will be slated for late January-early February 2027 – timed to be biologically comparable to similar surveys in Otago.

INCOME RECEIVED FROM DIVERSION PAYMENTS

North Canterbury Fish and Game Council Meeting - 18 March 2026

Prepared By: Debbie Ambler

1. Kōrero taunaki - Summary of Considerations

a) Kaupapa - Purpose

To seek approval to re-purpose income gained from diversion payments.

b) Ngā taunaki - Staff Recommendations

From the 2026/27 financial year, diversion income be used to off-set prosecution costs that are over the budgeted amount and that any money left from diversion payments at the end of the financial year be put into the Habitat Restoration Reserve.

2. Whakarāpopoto - Executive Summary

During this current financial year, NCFG has incurred prosecution costs of approximately \$8,000 (ytd) (with a budget of \$8,400). Last financial year prosecution costs were \$11,000 (with a budget of \$2,500).

Due to the nature of current offending, more court cases are occurring, however some offenders have chosen to take the court option rather than paying diversion.

3. Takenga mai – Background

Currently, in the Diversion Agreement letter that is signed when an offender agrees to pay diversion, it states that \$100.00 is put towards prosecution costs and that \$XX.XX amount (depending on the charge) is put towards NCFG habitat restoration projects.

Our current income ytd from diversion payments is approximately \$4,000 with small Court fine payments dribbling into our account over time.

Currently however, the Habitat Restoration Reserve has approximately \$26,000 of diversion income (since July 2024) which has been accumulating in the fund.

4. Kōrerorero – Discussion

We have found that balancing to a zero-based budgeting system does not allow much room for unbudgeted expenditure. Even though we have a budget for prosecution costs, it does not cover the total amount for lawyers' fees that are incurred.

NCFG may also be required to use some of the accumulated Habitat Restoration Reserve money to assist in off-setting lawyers' costs that could be over and above the current financial year diversion income.

5. **Financial Considerations**

☐ Nil ☒ Budgetary provision ☐ Unbudgeted

6. **Risk**

☒ Low ☐ Medium ☐ High ☐ Extreme

7. **Ngā mahinga e whai ake nei - Next Actions**

That from the 2026/27 financial year diversion income is used to offset any prosecution payments over and above the budget ceiling and once a final figure is known, the balance of diversion income is put into the Habitat Restoration Reserve at financial year end.

ASSET REPLACEMENT SCHEDULE – FINANCIAL YEAR 2026 / 2029

North Canterbury Fish and Game Council Meeting - 18 March 2026

Prepared By: Debbie Ambler

1. Kōrero taunaki - Summary of Considerations

a) Kaupapa – Purpose

- a. Confirm the sale and purchase of items as per Asset Replacement Schedule over the next four-year period.

b) Ngā taunaki - Staff Recommendations

- i. That Council approve the sale and replacement purchases of assets as per the Asset Replacement Schedule 2026 – 2029.

2. Whakarāpopoto – Background & Executive Summary

- i. Four fleet vehicles have been identified to be sold using the Asset Replacement Schedule (attached) over the next four years. This will allow the NCFG vehicle fleet to get onto a regular replacement cycle once this has been achieved.
- ii. Each year a budget application to top up the Asset Replacement Reserve to allow for the shortfall in sale/purchase price for this to occur will be made.
- iii. Note that other items on the Asset Replacement Schedule will be replaced at the discretion of the Operations Manager and dependant on financial considerations.

3. Whai whakaaro ki ngā whakataunga - Considerations For Decision-Making

4. Financial Considerations

☐ Nil ☒ Budgetary provision ☐ Unbudgeted

5. Risk

☒ Low ☐ Medium ☐ High ☐ Extreme

ASSET REPLACEMENT PROGRAMME 2026 TO 2029

*AssetName	*Asset Number	Purchase Date	Year Set for Disposal	Purchase Price	AssetType
Mitsubishi Triton LAP975	FA-0165	28/03/2022	2026	\$ 21,303.01	Vehicles
Defibrillator (Steves One)	FA-0028	20/08/2016	2027	\$ 3,043.00	Plant & Equipment
Ford Ranger 2021 - NYJ141	FA-0156	16/12/2021	2027	\$ 46,924.83	Vehicles
MITSUBISHI TRITON NLA560	FA-0143	31/05/2021	2028	\$ 39,375.60	Vehicles
Lawnmaster Ready Start lawn Mower	FA-0025	31/08/2018	2028	\$ 604.00	Plant & Equipment
DJI Mavic 3 Thermal Drone	FA-0224	7/08/2024	2029	\$ 8,260.00	Plant & Equipment
Ford Ranger 2021 - NYC540	FA-0157	16/12/2021	2029	\$ 52,864.14	Vehicles
Honda Pioneer 500M 4x4 Donated By WWHT	FA-0135	16/10/2019	2029	\$ 14,000.00	Vehicles

FINANCE REPORT

North Canterbury Fish and Game Council Meeting - 18 March 2026

Prepared By: Debbie Ambler

1. Kōrero taunaki - Summary of Considerations

a) Kaupapa - Purpose

To inform Council of the financial performance and position, using an accounting cash basis. It documents income and expenditure against the current year's annual budget.

b) Ngā taunaki - Staff Recommendations

That is Finance Report be adopted.

2. Whakarāpopoto - Executive Summary

- c) The 25/26 Budget used in this Report is \$1,074,183. This is made up of baseline funding of \$1,035,183, with the addition of approved use from reserves of \$39,000. A depreciation budget (\$105,996), levy payments (\$545,060) and Eyede charges (\$65,183 that are outside the normal budgeting process have been added to the bottom line of the budget.

d) Table 1A – Performance Overview (new Report)

Summarises

Income and Expenses

Profit and Loss (year to date and month end)

Balance Sheet

Bank Accounts

Cash Balance

e) Table 1B – Summary of Licence Revenue

Licence sales are received by two methods – Public Online (paid to NCFG on a monthly basis) and Agency Online (paid to NCFG on a bi-monthly basis). This table breaks down and compares major category licence sales only.

f) Table 2 – Cash Position (new Report)

Summarises Cash In v Cash Out

Net Cash Flow

g) Table 3 – Manual Journal Report

A new Report required by the Auditors for Council approval showing all manual journals completed for the reporting period.

h) Table 4 – Asset Replacement Fund

Shows assets brought and sold during the financial year.

3. Kōrerorero – Discussion

- i. A 'financial health check' was completed by Leech & Partners as at year to date. No significant issues were found.
- ii. Income in March is down by 18% for the same period last year, however YTD income is down by 3.9% overall. An injection of income is expected from Game Bird licences which have gone on sale from 12 March 2026 and due to pegging day being earlier this year.
- iii. Expenditure is down by 16% YTD with overall spending down by 27.3% due to tighter controls on staff spending.
- iv. Overall spending currently sits at 42% of budget compared to 77% for the same period last year.
- v. Fish licences have slowed which is normal for this time of the year, with winter licences not adding much more to the overall fish licence total. However, Game licences have just gone on sale so a comparison will be shown at next report.
- vi. For the month of February 2026, NCFG had a deficit in cashflow of \$55,752 due to the NZC levy being paid. A forecasted deficit at yearend of \$65,111 is predicted at time of this Report.
- vii. Journal Report –the accountants have made adjustments to income in advance to remove it from the Balance Sheet due to the licencing year aligning with the Fish and Game financial year.
- viii. Asset Register – on advice from the accountant, items under the Asset type 'Buildings' have had accumulative depreciation removed as they no longer attract it. Some assets have been disposed of, so our depreciation on assets has been reduced by just over \$3,000 per month.

Performance overview

to 13 MARCH 2026

Monthly ending on 31 Mar 2026

TABLE 1A

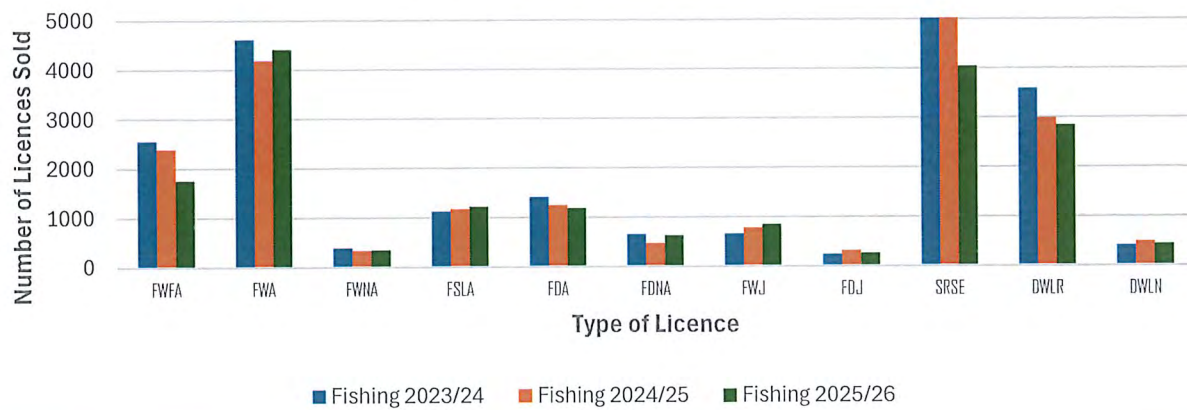
Income		Expenses		Profit and loss		Summarised Profit and Loss	
1.44M		834,082		602,379		Accounts	
Total Oct 2025 to Mar 2026		Total Oct 2025 to Mar 2026		Profit/loss Oct 2025 to Mar 2026		Mar 2026	
Down 3.90%		Down 27.30%				Trading Income	
						88,573	
						Cost of Sales	
						0	
						Gross Profit	
						88,573	
						Other Income	
						1,600	
						Operating Expenses	
						15,298	
						Net Profit/Loss	
						74,875	

Summarised Balance Sheet		Bank accounts		Cash balance	
Accounts		754,269		752,218	
Mar 2026		Accounts total Mar 2026		Balance at Mar 2026	
Assets				Up 4.69%	
Bank Accounts					
Current Assets (Excluding Cash)					
2,821					
Non-Current Assets					
2,60M					
Total Assets					
3,35M					
Liabilities					
Current Liabilities					
147,392					
Long-Term Liabilities					
0					
Total Liabilities					
147,392					
Net Assets					
3,21M					
Total Equity					
3,21M					

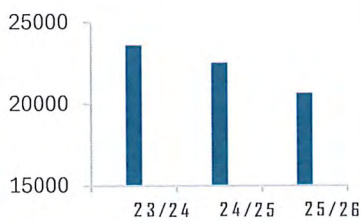
Bank accounts		Other Includes:	
754,269		Te Waihora Mai Mai Reserve	
Accounts total Mar 2026		Muruwai Mai Mai Reserve	
		Rakaia Reserve	
		Asset Replacement Reserve	
		Visa Balance	
		20% Minimum Ca...	
		Income / Expens...	
		Rakaia Restoratio...	
		Other	

Summarised Profit and Loss		Accounts	
Mar 2026		Mar 2026	
Trading Income		88,573	
Cost of Sales		0	
Gross Profit		88,573	
Other Income		1,600	
Operating Expenses		15,298	
Net Profit/Loss		74,875	

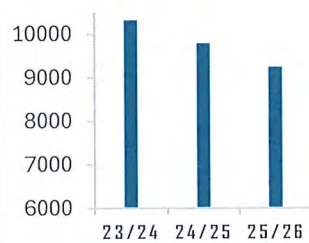
FISH LICENCE COMPARISONS YTD to 12 MARCH 2026



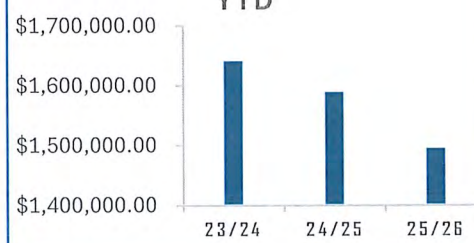
FISHING LICENCES SOLD YTD



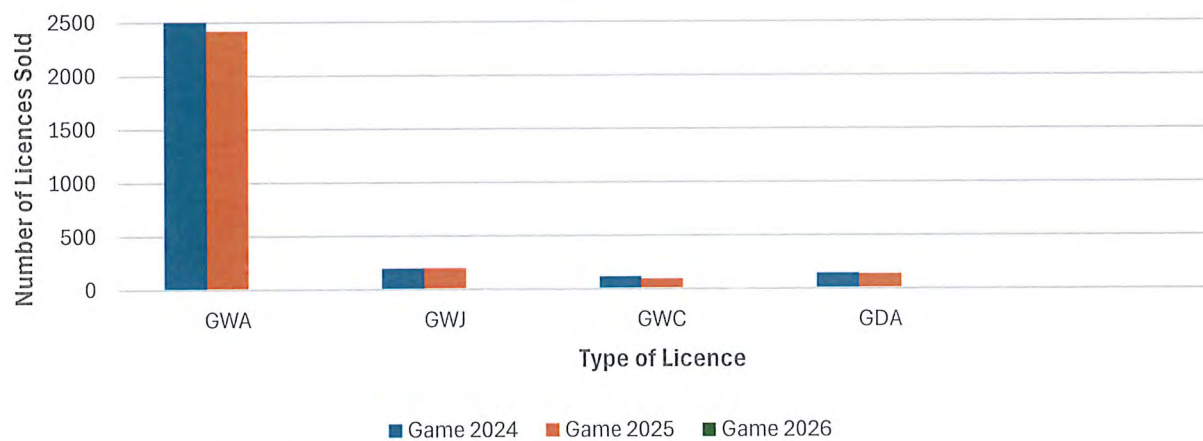
FISH LEQ'S YTD



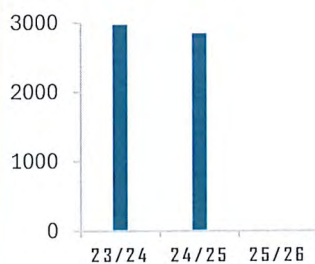
GROSS FISHING SALES YTD



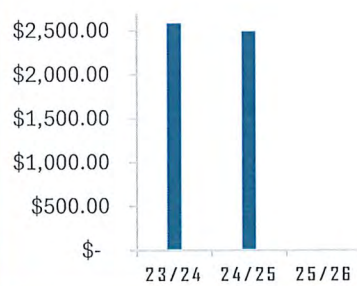
GAME LICENCE COMPARISONS YTD to 12 MARCH 2026



GAME LICENCES SOLD YTD



GAME LEQ'S YTD



GROSS GAME SALES YTD

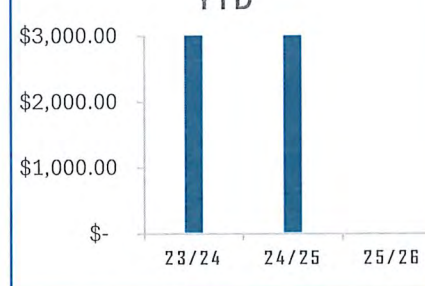
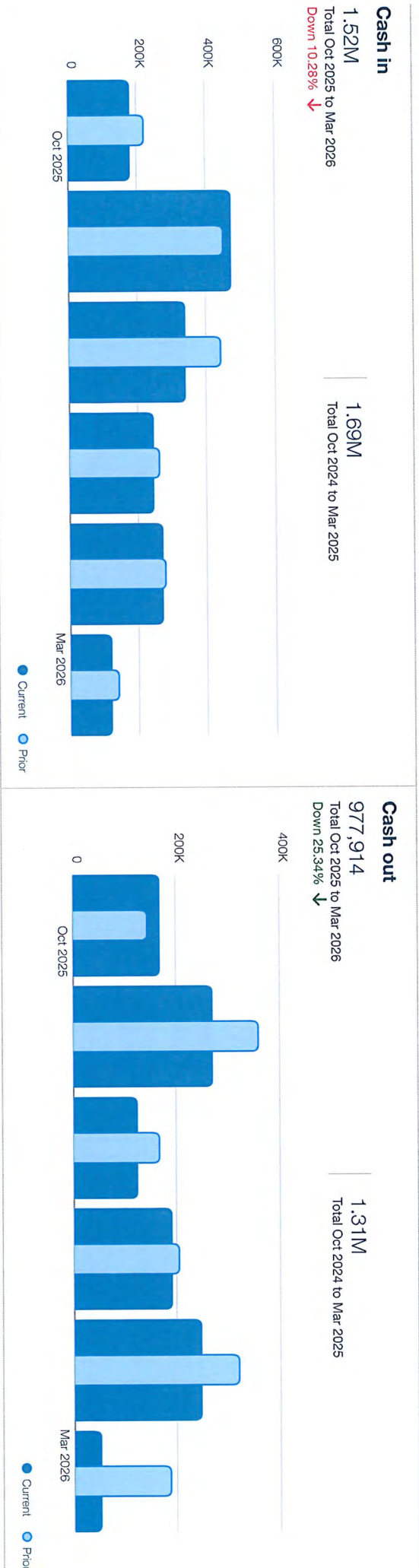


TABLE 1B- LICENCE REVENUE

Performance overview to 13 MARCH 2026

Monthly ending on 31 Mar 2026



Cash out

977,914

Total Oct 2025 to Mar 2026

Down 25.34% ↓

1.31M

Total Oct 2024 to Mar 2025

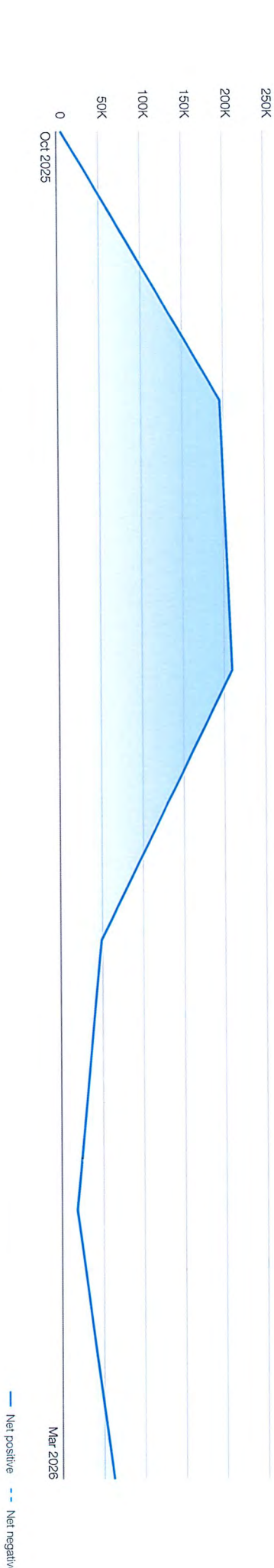
● Current ● Prior

TABLE 2

Net cash flow

538,145

Net Cash Flow Oct 2025 to Mar 2026



Journal Report

North Canterbury Fish and Game Council For the period 1 February 2026 to 28 February 2026

DATE	JOURNAL ID	ACCOUNT CODE	ACCOUNT	DEBIT	CREDIT	POSTED DATE	POSTED BY
ID 62169 L & P - 1006-to recode sales proceed from Rugger 22 - Manual							
28 Feb 2026	62169	4970	Miscellaneous Income	391.30	-	11 Mar 2026	Eesha Gedara
28 Feb 2026	62169	6004	Plant & Equipment	-	391.30	11 Mar 2026	Eesha Gedara
Total				391.30	391.30		
ID 62142 L & P - 1005- to recode Duck Stamp Levy accrual - Manual							
28 Feb 2026	62142	7007	Duck Stamp Levy Clearing	69.57	-	11 Mar 2026	Eesha Gedara
28 Feb 2026	62142	3011	Agent - Game Licence Sales	-	69.57	11 Mar 2026	Eesha Gedara
Total				69.57	69.57		
ID 62141 L & P - 1001-to record the prepayment of ACC Levy - Manual							
28 Feb 2026	62141	5103	Prepayments and Accrued Income	-	1,783.15	11 Mar 2026	Eesha Gedara
28 Feb 2026	62141	1921	ACC Levy	1,783.15	-	11 Mar 2026	Eesha Gedara
Total				1,783.15	1,783.15		
ID 62139 L & P -1004-to recode minor rounding variance - Manual							
28 Feb 2026	62139	1974	Bank Charges	4.09	-	11 Mar 2026	Eesha Gedara
28 Feb 2026	62139	8600	Rounding	-	4.09	11 Mar 2026	Eesha Gedara
Total				4.09	4.09		
ID 62137 L & P - 1000-to correct reversal journal #62086 - Manual							
28 Feb 2026	62137	5103	Prepayments and Accrued Income	-	1,783.15	11 Mar 2026	Eesha Gedara
28 Feb 2026	62137	1921	ACC Levy	1,783.15	-	11 Mar 2026	Eesha Gedara
Total				1,783.15	1,783.15		
ID 62134 L & P - 1003 to correctly reverse 2025FY income in advance - Manual							
28 Feb 2026	62134	7011	Income in Advance	111,084.00	-	11 Mar 2026	Eesha Gedara
28 Feb 2026	62134	3000A	Fish Licence - Income in Advance	-	111,084.00	11 Mar 2026	Eesha Gedara
Total				111,084.00	111,084.00		
ID 62133 L & P - 1002-to remove the incorrect reversal of income in advance (Jrnl #57371) - Manual							
28 Feb 2026	62133	7011	Income in Advance	-	114,626.00	11 Mar 2026	Eesha Gedara
28 Feb 2026	62133	3000A	Fish Licence - Income in Advance	114,626.00	-	11 Mar 2026	Eesha Gedara
28 Feb 2026	62133	3000A	Fish Licence - Income in Advance	-	111,084.00	11 Mar 2026	Eesha Gedara
28 Feb 2026	62133	7011	Income in Advance	111,084.00	-	11 Mar 2026	Eesha Gedara
Total				225,710.00	225,710.00		
ID 60821 To Balance Reserves as at 28 FEB 26 - Manual							

TABLE 3

Journal Report

DATE	JOURNAL ID	ACCOUNT CODE	ACCOUNT	DEBIT	CREDIT	POSTED DATE	POSTED BY
28 Feb 2026	60821	8000a	Transfer to and from Reserves	1,163.58	-	2 Mar 2026	Debbie Ambler
28 Feb 2026	60821	8001-13	20 Minimum Cash Reserve	-	320.25	2 Mar 2026	Debbie Ambler
28 Feb 2026	60821	8001-14	Habitat Protection Revenue	-	754.72	2 Mar 2026	Debbie Ambler
28 Feb 2026	60821	8001-1	Asset Replacement Funding	-	2.86	2 Mar 2026	Debbie Ambler
28 Feb 2026	60821	8001-11	Murawai (Coopers Lagoon) Mai Mai Reserve	-	2.66	2 Mar 2026	Debbie Ambler
28 Feb 2026	60821	8001-5	Rakaia Fund Reserve	-	83.09	2 Mar 2026	Debbie Ambler
Total				1,163.58	1,163.58		
ID 60820 Accrue Annual Leave to 28 FEB 26 - Manual							
28 Feb 2026	60820	1911	Staff Salaries	33,547.83	-	2 Mar 2026	Debbie Ambler
28 Feb 2026	60820	7006	Employee Entitlements	-	33,547.83	2 Mar 2026	Debbie Ambler
Total				33,547.83	33,547.83		
ID 60678 Reversal: Accrue Annual Leave to 31 JAN 26 - Manual							
1 Feb 2026	60678	1911	Staff Salaries	-	28,756.10	9 Feb 2026	Debbie Ambler
1 Feb 2026	60678	7006	Employee Entitlements	28,756.10	-	9 Feb 2026	Debbie Ambler
Total				28,756.10	28,756.10		
Total				404,292.77	404,292.77		

POLICY: HEALTH & SAFETY FRAMEWORK

Section	Operational
Contact/Owner	NZC HR
Last Review	New Policy
Next Review	February 2028
Approval	NZC
Effective Date	Once approved

1. PURPOSE

F&G is committed to providing and maintaining a safe and healthy workplace for all workers and other persons who may be affected by our work.

The overall aim of this policy is to promote a positive Health & Safety culture and to encourage high quality Health & Safety systems and practices. It will also support compliance with the Health & Safety at Work Act 2015; regulations made under the Act, and the supporting Approved Codes of Practice (Appendix 1)

This policy sets out our overarching approach to Health & Safety and provides the framework for all supporting Health & Safety procedures and systems.

2. Health and Safety at Work Act 2015

The guiding principle of the Health and Safety at Work Act 2015 (HSWA or *the Act*) is that workers and other persons should be given the highest level of protection against harm to their health, safety, and welfare from work risks as is reasonably practicable.

HSWA is the key work health and safety law. It sets out the health and safety duties that must be complied with.

VALUES

TRUST

We are trusted as consistent and capable providers

INCLUSION

We recognise and respect diverse perspectives and cultural interests

CONNECTION

We are deeply connected with anglers, hunters, regulators and the public

SERVICE

We are enthusiastic, professional, kind and accountable

Purpose of the HSWA

To provide for a balanced framework to secure the health and safety of workers and workplaces by:

- protecting workers and other persons against harm to their health and, safety and welfare by eliminating or minimising risks arising from work.
- providing for fair and effective workplace representation, consultation, co-operation, and resolution of issues
- encouraging unions and employer organisations to take a constructive role in promoting improvements in work health and safety practices and assisting PCBUs and workers to achieve a healthier and safer working environment
- promoting the provision of advice, information, education and training in relation to work health and safety
- securing compliance with the Act through effective and appropriate compliance and enforcement measures
- ensuring appropriate scrutiny and review of action taken by persons performing functions or exercising powers under the Act
- providing a framework for continuous improvement and progressively higher standards of health and safety.

3. SCOPE

According to the Act, a PCBU is a 'person conducting a business or undertaking'. The New Zealand Council and the twelve F&G Regional Councils are one PCBU under this policy.

Officers of the PCBU (those who are personally responsible for meeting the obligations under the Act) include all NZC Councillors, the NZC Chief Executive and Chief Operating Officer, all Regional Councillors, and all Regional Council Chief Executives.

Once approved by NZC, this policy is binding on all elected Councillors, staff and contractors and Regional Councillors, regional staff, regional volunteers and contractors working in regional offices.

4. POLICY:

F&G through the NZ Council (NZC) is committed to ensuring a safe environment for its workers, volunteers, contractors and other people at work.

NZC recognises that it has a critical role to play in the implementation of Health & Safety and the Health & Safety culture of the organisation.

NZC will fulfil its role by ensuring that appropriate policies and procedures are adopted and implemented and by reviewing and monitoring the identification, reporting, culture and management of Health & Safety hazards and risks

All workers volunteers, contractors and other people at work will understand and abide by the Health & Safety policies and processes promulgated by either NZC (and were consulted with regions) and by region councils for Health & Safety policies and processes within their own regions.

All regional Health & Safety policies and processes must either meet or exceed standards set by NZC.

NZC will ensure that all Health & Safety policies and processes meet or exceed standards set by the Health & Safety at Work Act 2015; regulations made under the Act, and the supporting Approved Codes of Practice

5. OUR GOAL

Seamless integration of health and safety risk management into all F&G activities to ensure the best possible safety outcomes for our people

6. OTHER POLICIES SUPPORT THIS FRAMEWORK

F&G strategic, governance, management, Human Resources and specific health & safety policies support this framework (Appendix 2)

7. ROLES AND RESPONSIBILITIES

Appendix 3 describes the duty of care for all Councilors, Managers and staff within F&G

8. REVIEW

This policy will be reviewed at least every two years, or sooner if there are significant organisational changes, legislative changes or a serious incident

9. OUR EXPECTATIONS OF YOU

Breaches

These policies reflect “the way we do things around here.”

Depending on the seriousness of the breach, if you are found to have breached these policies we will:

- talk with you to make sure you know the terms of the policy you have breached, including what appropriate support we can offer.
- make sure you know the required behaviour expected from now on; and/or,
- take disciplinary action if necessary.

See our **code of conduct** and the ‘Serious misconduct’ clause of your employment agreement for more information about what behaviour is expected and what action may be taken for breaches.

DOCUMENT MANAGEMENT CONTROL

Prepared by:
Owned by
Authorised by Council
Date Issued (for Consultation
Next Review:

SAFETY FIRST.
SAFETY FOR YOURSELF, YOUR CO-WORKER AND THE PUBLIC MUST NEVER BE COMPROMISED.
EVERYONE ON THE WORKSITE IS RESPONSIBLE FOR MAKING SURE THAT SAFETY IS
MAINTAINED.

Appendix 1

Regulations and Supporting Approved Codes of Practice

1. Health and Safety at Work (Worker Engagement, Participation and Representation) Regulations 2016. [Worker Engagement, Participation and Representation Regulations 2016](#);
2. Health and Safety at Work (General Risk and Workplace Management) Regulations 2016. [General Risk and Workplace Management Regulations 2016](#);
3. Employment Relations Act 2000
4. Injury Prevention, Rehabilitation, and Compensation Act 2001
5. Land Transport NZ
6. Electricity Act 1992
7. Transport Accident Investigation Commission Act 1990
8. Smoke-free Environments Act 1990
9. Hazardous Substances and New Organisms Act 1996 (HSNO)
10. Environmental Risk Management Authority www.ermanz.govt.nz
11. Factory and Commercial Premises (First Aid) Regulations 1985
12. Arms Act 1983
13. Maritime Transport Act 1994
14. And all common NZ law.

Approved Codes of Practice

The list below outlines Approved Codes of Practice that are applicable for Fish and Game. They can be downloaded from: <http://www.business.govt.nz/worksafe/information-guidance/approved-codes-of-practice-acops>

Hazardous Substances: Management of in the workplace.

Noise: in the workplace

General Safety Guidelines

The following guidelines can be downloaded from:

<http://www.business.govt.nz/worksafe/information-guidance/all-guidance-alphabetical-listing>

Robbery: Guidelines for the Safety of Staff from the Threat of Armed Robbery or Violent Offenders

Computers: Guidelines for Using Computers

Chainsaws: A Guide to Safety with chainsaws

Machinery: Guidelines for the Provision of Facilities and General Safety in Machinery Vehicle or Vessel Operation

Shift-work: Advice for Employers and Employees

Stress: and Fatigue

Legal Documentation required under the Act

Under HSWA there are only two documents that you are legally required to have

- an accident register and
- a list of all of the hazardous substances kept on your business premises.

You are required to have a system which identifies and manages the risks created by the work you do. The system does not need to be complex but must clearly identify the risks and

record the steps you have put in place to manage and communicate the risks.
Best practice is to maintain all risk registers, document Health and Safety process's associated with field work (via field safety plans) and all worker engagement meetings.

Further Information on the HSWA

For further information see -

<https://www.worksafe.govt.nz/managing-health-and-safety/getting-started/introduction-hswa-special-guide/>

Appendix 2

Fish & Game Policies and Procedures that Support Health & Safety

- Fish & Game Organisational Strategy
- Operational Plans
- Hazard/ Risk Management
- Incident, injury, illness and near-miss reporting policy
- Worker Engagement, Participation & Representation Policy (Health and Safety Reps and the H&S committee)
- Emergency Management
- Emergency Evacuation Procedures
- Remote/ Lone Worker
- Communication
- Compliance Procedures
- Use of Vehicles
- Managing Fatigue
- Bullying, Harassment & Psychosocial Risk
- Personal Protection Equipment
- Maritime
- First Aid
- Drug & Alcohol
- Fieldwork
- Hazardous substances
- Maintenance of Equipment
- Hatchery Operations
- Office Security

- Job descriptions
- Key Accountabilities
- Induction, Training and Competency
- Disciplinary

Note: This list is not exhaustive and may be added to

Appendix 3

Roles and Accountabilities

PCBU: F&G is the PCBU	Primary Duty of Care F&G has primary responsibility for the Health & Safety of workers and others influenced by its work – this is known as the ‘primary duty of care’. We must ensure, so far as is reasonably practicable, the Health & Safety of: 1. our workers (defined as staff, volunteers and contractors) 2. any other workers who are influenced or directed by the business. 3. We must also look after other people who could be at risk by the work of the organisation, for example customers, visitors, children and young people, or the general public. The primary duty of care is a broad overarching duty which includes, but is not limited to, an organisation having, as far as reasonably practicable, effective practices in place to: 4. Provide and maintain a work environment that is without Health & Safety risks. Note that WorkSafe defines health risks to include those that may create mental harm. <i>WorkSafe defines mental harm as significant cognitive, emotional, or behavioural impact arising from one or more work-related risk factors. Mental harm of this kind may be either acute or chronic and may result from single or repeated exposure to risk factor(s). This is where a risk factor(s) has affected wellbeing, potentially to the point of causing mental ill-health or illness.)</i> 5. Provide and maintain safe systems of work (eg work processes) 6. Provide and maintain safe plant and structures and maintain them in good condition <i>Plant and structures are defined as buildings, and all equipment used by any workers</i> 7. Ensure that plant, structures and substances are safely used, handled and stored 8. Provide adequate facilities (that are clean, safe, accessible, in good working order and maintained to stay that way) for the welfare of workers when doing work for our organisation 9. Provide any information, training, instruction, or supervision that is necessary to protect all persons from risks to their Health & Safety arising from the work of our organisation 10. Monitor the health of workers and the conditions at the workplace for the purpose of preventing injury or illness of workers when doing work for your organisation 11. Enable employee led engagement on Health & Safety policies, systems, processes and changes that provide for continued improvements of health & safety in the workplace
Officers Officers are those responsible for ensuring the implementation of policy in their areas of work (eg: Regional	All officers have a proactive duty of due diligence to ensure that the F&G region and/or the NZC Office understands and manages its key Health & Safety risks. There are six obligations under the Act that Officers are personally responsible for. 1. Acquire and update their knowledge of Health & Safety matters ○ Maintain a working knowledge of HSWA and relevant regulations

Managers and NZC Chief Operating Officer)	○ Stay informed about sector-specific Health & Safety risks ○ Participate in Health & Safety training as required ○ Understand the nature of the organisations' operations and its risk profile 2. Understand the organisation's key operational risks ○ Be informed of critical risks and controls ○ Ensure emerging risks (including psychosocial risks) are considered ○ Be committed to effective worker engagement and participation including electing Health & Safety representatives and establishing a Health & Safety committee ○ Ensure access to resources and systems to eliminate or minimise risk 3. Ensure adequate resourcing for Health & Safety (people, time, budget) ○ Create and approve clear Health & Safety policies, procedures and systems ○ Ensure competent personnel are responsible for Health & Safety management ○ Ensure that workers and volunteers will receive a Health & Safety induction when they start, and role-specific training and refresher training as required. 4. Ensure information about hazards, risks & incidents gets to Councillors and is actioned ○ Ensure Notifiable events are reported to WorkSafe New Zealand as required (see appendix 1) ○ Ensure all Regional Councils provide NZC with timely and robust Health & Safety information, in the format requested ○ Receive and consider regular Health & Safety reports ○ Ensure reporting includes leading and lagging indicators ○ Require timely notification of serious incidents and notifiable events and seek assurance if information is incomplete or concerning 5. Ensure the PCBU complies with its obligations under the Health & Safety at Work Act 2015 and the regulations and that systems are in place to comply with HSWA and regulations ○ Monitor incident investigations and corrective actions ○ Support audits, reviews and independent assurance where appropriate, 6. Verify that resources and systems are in place and effective . ○ Participate in site visits and safety conversations ○ Review audit outcomes and improvement plans All Managers will ● Implement this and other supporting policies ● Identify and manage risks in their areas of responsibility ● Consult with workers on Health & Safety matters ● Ensure incidents are reported, investigated and addressed ● Support training and ongoing learning
Officers who are volunteers (NZC Councillors and Regional Councillors)	● Have a due diligence duty to ensure the PCBU complies with its duties and obligations. They do not commit an offence if they fail to meet it. However, volunteer officers may be prosecuted as 'other persons' at the workplace if they fail to take reasonable care of their own, or another person's Health & Safety while at the workplace, or they fail to comply with reasonable instructions about Health & Safety given by the PCBU.

	• These obligations are required in law and apply with or without the adoption of this policy. • Compliance with the full suite of F&G Health & Safety policies will ensure that these obligations are met and risk of prosecution under Health & Safety Law is reduced.
Workers (our Staff)	• Take reasonable care for their own Health & Safety • Take reasonable care not to hurt or adversely affect others • Follow Health & Safety instructions and policies • Use equipment and PPE when required and as instructed • Report hazards, incidents, injuries and near-misses promptly
Health & Safety Representatives	• Be a contact point for staff Health & Safety feedback or issues • Proactively report any hazards they are aware of • Undertake training to perform the role • Work with managers to upskill staff in Health & Safety aspects and requirements • Participate in Health & Safety team meetings
Contractors/ Visitors and Others	• Comply with Fish & Games Health & Safety requirements (including following site rules) • Not create a Health & Safety risk for others

Appendix 4

TERMS USED IN THE HEALTH & SAFETY AT WORK ACT

Duty Holders

There are four types of duty holders that have work health and safety duties:

- Persons conducting a business or undertaking (PCBU)
- Officers
- Workers
- Other persons at the workplace (e.g. visitors)

PCBU

The PCBU is a 'person conducting a business or undertaking'. Fish & Game as an Entity is a PCBU.

Primary Duty of Care

- The PCBU (Person Conducting a Business or Undertaking) must ensure, so far as reasonably practical, the health and safety of workers, and that other people are not put at risk by its work. This is called the "Primary Duty of Care".

The Primary duty of care is a broad and overarching duty. It includes, but is not limited to, so far as reasonably practicable:

- providing and maintaining a work environment that is without risks to health and safety;
- providing and maintaining safe plant and structures;
- providing and maintaining safe systems of work;
- ensuring the safe use, handling and storage of plant, structures and substances;
- providing adequate facilities for the welfare at work for workers;
- providing any information, training, instruction, or supervision that is necessary to protect all persons from risks to their health and safety arising from work carried out as part of the conduct for the business or undertaking;
- monitoring the health of workers and the conditions at the workplace for the purposes of preventing injury or illness of workers arising from the conduct of the business or undertaking;
- provide healthy and safe worker accommodation.

PCBU has two duties:

- to engage with workers who carry out work for them on health and safety matters that may directly affect them;
- to have practices that give workers reasonable opportunities to participate effectively in improving health and safety in the business or undertaking on an ongoing basis. (worker participation **practices**)

Officer

An officer includes

- NZC individual Councillors,
- CEO,
- COO, Regional Councillors,
- Regional Manager for each Fish & Game entity.

Officers need to exercise due diligence to ensure the PCBU complies with its health and safety duties.

Persons that have 'Officer' in their job title such as Fish and Game Officer, are NOT deemed an Officer within the definition of the HSWA Act 2015.

Workers

A Worker is an individual who carries out work in any capacity for Fish & Game.

A Worker includes staff, a contractor or subcontractor, an employee of a contractor or subcontractor, an employee of a labour hire company who is working for Fish & Game, an apprentice or trainee, an outworker, a person on work experience or work trial, a volunteer worker, other persons per section 19 of the HSWA.

An Honorary Ranger is considered a Worker within the HSWA.

Workers have their own health and safety duties.

Workers must "so far as reasonably practical":

- take reasonable care for their own health and safety;
- take reasonable care that what they do, or do not do, does not adversely affect the health and safety of other persons;
- co-operate with any reasonable workplace health and safety policy or procedure that has been notified to workers;
- comply, so far as reasonably able, with any reasonable instruction given by the PCBU, so the PCBU can comply with HSWA and regulations.

Other Persons at Workplaces

Other persons at workplaces include workplace visitors, public, school groups. Other persons need to:

- take reasonable care for their own health and safety
- take reasonable care that others are not harmed by something they do, or do not do
- comply, as far as they are reasonably able, with the PCBU's reasonable health and safety instructions that are given so that the PCBU can comply with HSWA or regulations

So far as is Reasonably Practicable

The primary duty of care requires the PCBU to ensure the health and safety 'so far as is reasonably practicable'. In this context, something is reasonably practicable if it is reasonably able to be done to ensure health and safety, having weighed up and considered all the relevant matters, including:

- How likely are any risks to occur?
- How severe could the harm that might result from the risk be?
- What a person knows or ought to reasonably know about the risk and ways of eliminating or minimising it?
- What measures exist to eliminate or minimise the risk?
- How available and suitable is the control measure?

Definition of a Risk

HSWA clarifies that "risk" includes behaviour that has the potential to cause death, injury or illness (physical or mental).

Offences & Penalties

Prosecutions and penalties may be applied not only to a PCBU but also an Officer and an individual worker.

Notifiable injury or illness

If a notifiable event occurs, then you will be required to keep a record of the event for five years. Notifiable events are those workplace incidents that result in a death, serious injury or serious illness.

In the Act, unless the context otherwise requires, a **notifiable injury or illness**, in relation to a person, means—

- (a) any of the following injuries or illnesses that require the person to have immediate treatment (other than first aid):
 - the amputation of any part of his or her body

- a serious head injury
- a serious eye injury
- a serious burn
- the separation of his or her skin from an underlying tissue (such as degloving or scalping)
- a spinal injury
- the loss of a bodily function
- serious lacerations:
- (b) an injury or illness that requires, or would usually require, the person to be admitted to a hospital for immediate treatment:
- (c) an injury or illness that requires, or would usually require, the person to have medical treatment within 48 hours of exposure to a substance:
- (d) any serious infection (including occupational zoonoses) to which the carrying out of work is a significant contributing factor, including any infection that is attributable to carrying out work—
 - with micro-organisms; or
 - that involves providing treatment or care to a person; or
 - (iii)
 - that involves contact with human blood or bodily substances; or
 - (iv)
 - that involves handling or contact with animals, animal hides, animal skins, animal wool or hair, animal carcasses, or animal waste products; or
 - (v)
 - that involves handling or contact with fish or marine mammals:
- (e) any other injury or illness declared by regulations to be a notifiable injury or illness for the purposes of this section.

POLICY AND TERMS OF REFERENCE: NZ FISH & GAME HEALTH AND SAFETY COMMITTEE

Section	Operational
Contact/Owner	NZC HR
Last Review	New Policy
Next Review	February 2028
Approval	NZC
Effective Date	Once approved

1. PURPOSE

This policy establishes the framework for the creation, composition, and operation of the NZ Fish & Game Health and Safety Committee (HSC).

The HSC supports Fish & Game's commitment to providing a safe and healthy workplace and to meeting its obligations under the **Health and Safety at Work Act 2015 (HSWA)** and associated regulations.

This policy sits under the NZ Fish & Game Health & Safety Framework.

The establishment and operation of HSC provides a formal mechanism for consultation, cooperation, and coordination between the NZC, the Regional Councils and staff on matters relating to health and safety. The Committee is an advisory body. It does not replace management responsibility for health and safety but supports decision-making through informed recommendations.

2. SCOPE

This policy applies to everyone working for Fish & Game, across all Fish & Game Regions and the New Zealand Council

- Staff
- Contractors
- Volunteers

VALUES

TRUST

We are trusted as consistent and capable providers

INCLUSION

We recognise and respect, diverse perspectives and cultural interests

CONNECTION

We are deeply connected with anglers, hunters, regulators and the public

SERVICE

We are enthusiastic, professional, kind and accountable

The Health & Safety at Work Act (HSWA) sets out a formal process for the election of Health & Safety

Reps which requires that the HSR's in each region are elected by staff and that elected Councillors and Regional Managers who considered Officers of the PCBU cannot be members of the Fish & Game HSC.

The HR Manager, COO and CEO are ex-officio members of the Committee. A Chair for the committee is elected by the HSR's from regions and NZC office

3. LEGISLATIVE FRAMEWORK

This policy is informed by, and must be read consistently with:

- Health and Safety at Work Act 2015 (HSWA)
- And subsection: Health and Safety at Work (Worker Engagement, Participation, and Representation) Regulations 2016

4. POLICY

The organisation is committed to:

- Establishing and maintaining a Health and Safety Committee that reflects the diversity of the organisation's regions and work activities
- Engaging with staff in health and safety matters that affect them
- Supporting effective staff participation and representation
- Using the HSC as a key forum to identify risks, review incidents, and promote continuous improvement in health and safety performance

5. Composition of the Committee

The Health and Safety Committee will comprise:

- **One staff representative** from each region, elected by staff in accordance with the HSWA and relevant regulations
- The **HR &HS Advisor** (ex officio)
- The **Chief Operating Officer (COO)** (ex officio)

The Committee report to the CEO and will provide a paper to each NZC meeting.

The NZC meeting will always have Health & Safety on the agenda

Staff Representatives

- Staff representatives must be elected by the staff they represent, following a fair and transparent election process (i.e. in a region)
- The NZC HR &HS Advisor will call for nominations for staff representatives from each region. Five (5) days will be provided for staff to respond and if more than one nomination is received for a representative position, then the HR &HS Advisor will on behalf of the Regional Manager, conduct an election. The form of the election is at the discretion of the HR &HS Advisor, although a secret ballot will be conducted if requested.

- Where a region does not have a nomination for a representative, the HR &HS Advisor in consultation with the Regional Manager may nominate a representative. This person must then be endorsed by staff
- Each Regional Council will be represented to ensure local risks, issues, and perspectives are reflected

Chair

- The Committee will elect a Chair from among its members

Term of Membership

- Staff representatives will serve a term of **two years**, with eligibility for re-election
- Management members will serve while they hold their respective roles or until a replacement is nominated

6. REVIEW OF THE POLICY

This policy and the Terms of Reference will be reviewed **every two years**, or earlier if:

- There are significant legislative changes
- Organisational structure or operations change
- The Committee recommends a review

Prepared by:
Owned by
Authorised by Council
Date Issued (for Consultation
Next Review:

Appendix 1 Roles and Responsibilities

1. Health and Safety Committee

The Committee is responsible for:

- Providing a forum for consultation on health and safety matters
- Assisting in the development, review, and monitoring of health and safety policies, procedures, and systems
- Reviewing health and safety performance, including incidents, near misses, hazards, and trends
- Making recommendations to NZC through the CEO on improvements to health and safety
- Supporting compliance with health and safety legislation
- Promoting a positive health and safety culture across all regions

2. Staff Representatives

Staff representatives are responsible for:

- Representing the health and safety interests and concerns of all staff in their region
- Consulting with staff prior to Committee meetings, where practicable
- Communicating Committee outcomes back to staff
- Participating constructively in Committee discussions and decision-making

3. Management Representatives

The HR &HS Advisor and COO are responsible for:

- Providing leadership and organisational support to the Committee
- Ensuring Committee recommendations are considered by NZC
- Facilitating access to relevant information, resources, and expertise
- Supporting implementation of the change management process and agreed actions

Appendix 2 TERMS OF REFERENCE

1. Authority

The Health and Safety Committee is an advisory body. It does not replace management responsibility for health and safety. The committee supports decision-making through informed recommendations.

2. Functions

The Committee will:

- Identify and discuss workplace health and safety issues
- Review incident investigations and corrective actions
- Monitor the effectiveness of risk management controls
- Consider worker feedback and concerns
- Contribute to health and safety planning, training, and initiatives
- Escalate unresolved issues to senior management where necessary

3. Meetings

- The Committee will meet **at least quarterly**, or more frequently if required
- Meetings may be held in person or via appropriate electronic means
- New Zealand Council will fund any costs associated with facilitating the meeting (including travel accommodation of members if necessary). Regional Council's will ensure that the committee members are available to attend the HSC.
- A quorum will consist of at least **50% of members**, including at least one management representative

4. Agenda and Minutes

- An agenda will be circulated prior to each meeting
- Minutes will be recorded, approved, and made available to NZC, CEO and all Fish & Game staff
- Actions and responsibilities will be clearly documented and tracked

5. Decision-Making

- The Committee will aim to reach decisions by consensus
- Where consensus cannot be reached, differing views will be recorded and referred to management

6. Training and Support

- Committee members (HSR's) will be required to undertake NZQA approved health and safety training (Stage 1). This is a two-day course explaining the roles and responsibilities of Health and Safety representative under New Zealand Law.
- NZC will fund the cost of the training and any related travel/ accommodation costs. Each region will be responsible for giving staff representatives time off to undertake training and backfilling their work.
- Committee members will be provided with adequate time, resources, and information to perform their roles effectively
- Only HSRs who have successfully completed initial training can issue a Provisional Improvement Notice (PIN) or tell staff to cease unsafe work.

- Training introduces HSRs to HSWA and other legal concepts. It also covers other knowledge and skills HSRs need so that they can represent staff effectively.
- Trained HSRs will know about health and safety. They will be aware of the rights and responsibilities of everyone in the workplace.
- An HSR who has not attended training can still carry out HSR functions. However, they cannot issue a PIN or direct unsafe work to cease.

7. Confidentiality

Committee members must respect the confidentiality of sensitive information discussed, particularly personal or employment-related matters.

Acoustic Salmonid Monitoring of the Southern Lakes September 2025



Acoustic monitoring of Lake Wānaka in OFG7. Photo: M Court.

Summary

The second Fish & Game-led acoustic survey of lakes Wānaka, Hāwea, and Wakatipu was conducted over eight days in early February 2025. The survey followed the methodology established by NIWA and used since 2007.

The 2025 survey showed continuing diverging population trends. For the second consecutive year, fish counts and densities decreased in lakes Hāwea and Wakatipu, while counts in Lake Wānaka increased. A notable change from the previous year was the vertical distribution of fish; on average, they were located approximately three metres deeper across all lakes.

As in previous surveys, two distinct groupings of acoustic target strength were observed. This pattern likely corresponds to different age classes of fish, and confirming this relationship should be a priority for future monitoring.

A follow-up survey is scheduled for February 2026. This will further track the population trends observed over the last two years and continue to build the long-term dataset.

Introduction

Acoustic surveying is a well-established method used worldwide for both saltwater and freshwater fisheries. It has been used to index the Southern Lakes fisheries on five occasions between 2007 and 2024. This year's survey represents the second time Otago Fish & Game has conducted the survey independently following extensive training during the 2023 survey. Otago and the Eastern Region are the only Fish & Game regions currently using this technology, although the Eastern Region uses the system to monitor general lake productivity rather than counting salmonids.

The upper three Southern Lakes represent a significant angling resource. The most recent National Angling Survey (Stoffels and Unwin 2023) suggests that in the 2021-2022 season, they accounted for close to 57,000 angling days combined, representing almost a third of Otago's freshwater angling activity. The importance of these lakes in sustaining angling activity and licence sales is critical.

Monitoring of the Southern Lakes is extensive, comprising angler surveys, competition surveys, spawning counts, and drift dives on the tributaries. However, due to the large size of the lakes, population data is limited. The acoustic monitoring programme designed by NIWA provides a repeatable, long-term index of salmonid populations in the lakes and fills gaps in knowledge on some of our most utilised and well-loved fisheries. The programme is spread across 25 transects over three lakes (Figure 1). This report presents the results of the 2025 survey and compares them with previous survey data.

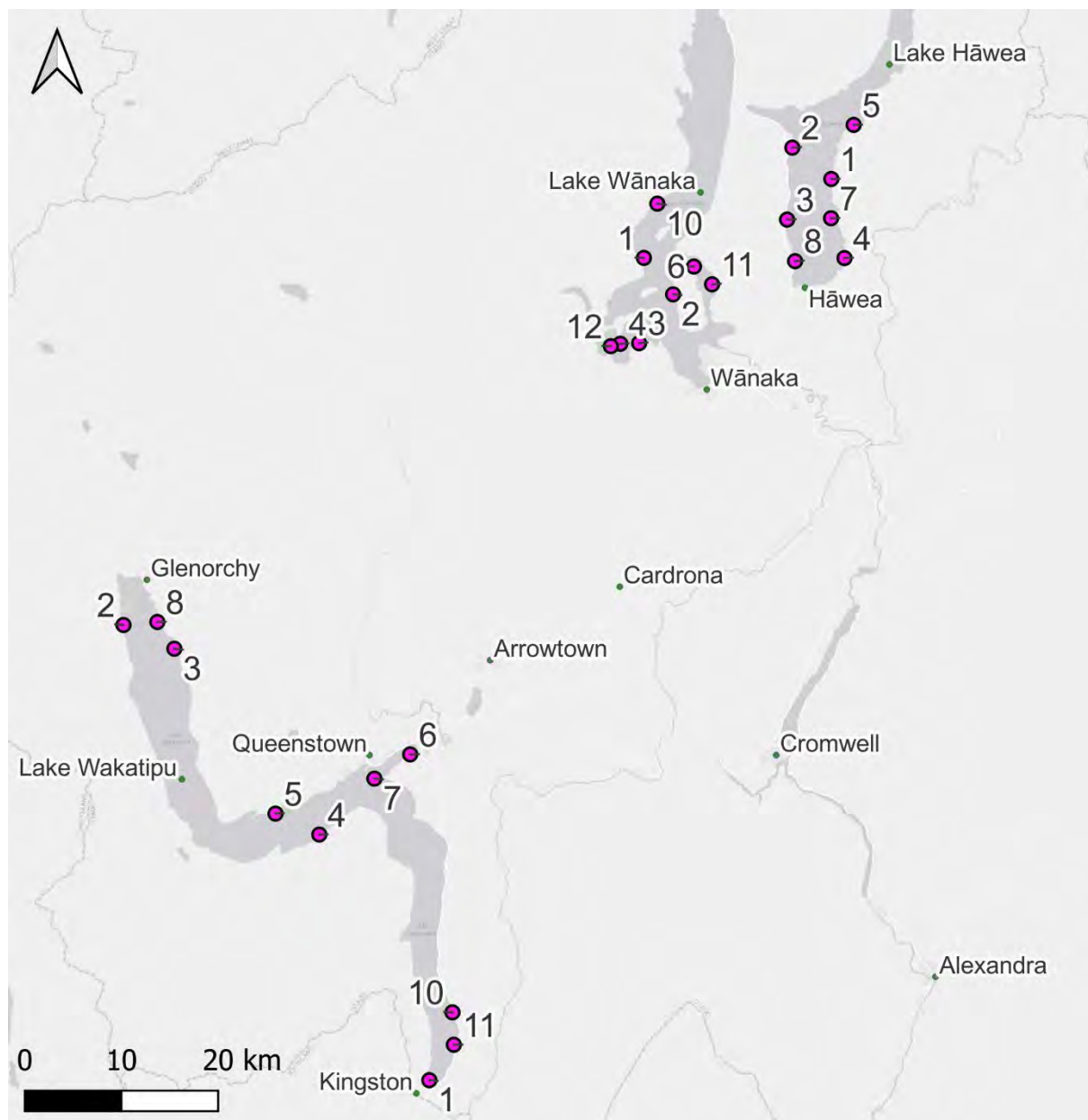


Figure 1: Map showing the surveyed lake locations and the start point of each transect.

Methods

The methodology followed the practices outlined by NIWA, which are explored and explained in depth in the 2023 report (Escobar-Flores and O’Driscoll 2023). A simplified summary of the method is provided in Appendix B.

Calibration and Survey execution.

Calibration was conducted alongside a thermometer cast at 1000 hrs on February 11, just outside Glendhu Bay. Calibration is a crucial step as it tests whether the equipment is operating correctly and provides

adjustment values to ensure surveys are comparable across years. Calibration was performed following the procedure outlined in Escobar-Flores and O'Driscoll (2023).

The calibration showed that the RMS of the difference between the echoes and the Simrad beam model was 0.22, indicating a calibration of good to excellent quality (< 0.4 dB is acceptable, 0.3-0.4 dB is good, and < 0.2 dB is excellent (Escobar-Flores and O'Driscoll 2023)). The relatively low RMS value, as well as a symmetrical beam pattern centred on zero, suggested the equipment was operating correctly.

A calibration report is available on request.

Surveying occurred between February 11 and February 28 and was delayed by a series of technical challenges. For most days the weather was clear and sunny, aside from around Frankton, where surveying had to occur in very windy and choppy conditions.

Results

Environmental parameters and acoustic coefficients

As the survey environment affects the way sound travels through water, several variables were measured to calculate absorption and the speed of sound in each waterway or area, in the case of Wakatipu (Table 1). Calculating these correctly ensures that the distances from the sounder to both fish and the bottom are accurate, and that target strength is consistent between lakes and surveys. This consistency allows for comparisons between lakes and over time.

Table 1: Average water temperature and depths at RBR cast locations in the Southern Lakes. Estimates for sound speed and absorption were calculated in ESP3 using the formulas of Francois and Garrison (1982) and Fofonoff & Millard Jr (1983).

Lake	Temperature (°C)	Max. depth (m)	Sound speed (ms ⁻¹)	Absorption (dB km ²)
Lake Hāwea	17.31	27.40	1,474.24	3.46
Lake Wakatipu - Frankton	16.34	30.01	1,471.05	3.57
Lake Wakatipu - Glenorchy	16.16	30.06	1,470.44	3.59
Lake Wakatipu - Kingston	17.06	30.70	1,473.47	3.49
Lake Wānaka	18.62	20.03	1,478.37	3.32

Software output

Figure 2 displays a relatively typical output in the ESP3 software, showing several submerged trees and four targets that met the algorithm requirements and can be assumed to be salmonids. Three of these

targets are in midwater to the left, while one is amongst the trees to the right. As the software is set to optimise the view of the fish rather than the bottom profile, the bottom profile in black appears inaccurate; however, with adjusted settings, it can accurately follow the bottom and submerged vegetation. This pattern of aggregated fish was relatively uncommon, with most targets found away from others. There were no areas with more than three to four fish in a small area. Anglers often note that lake-resident salmon are found in groups, but it is unclear if these acoustic patterns represent the schooling behaviour observed by anglers.

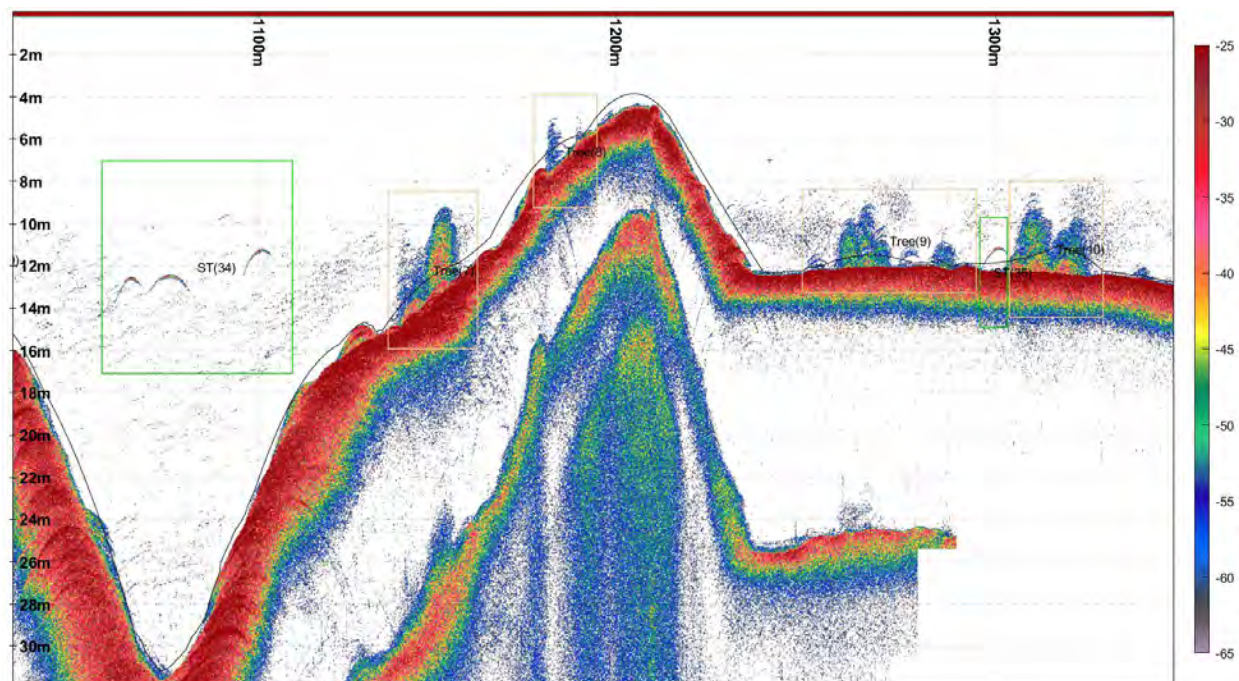


Figure 2: Echogram from Hāwea Transect 5 in 2024 showing bottom profile in black, suspected trees in orange boxes and tracked targets, assumed to be salmonids in green boxes.

Tracked targets

Table 2 below presents the volume of water sampled by the program, along with the estimated number of fish and their densities.

Table 2: Number of targets identified as likely salmonids in each lake during the 2025 survey. Fish density is expressed in two ways: per unit volume (cubic hectometre, hm^3 , equivalent to a 100m x 100m x 100m cube) and per unit surface area (hectare, ha). Detailed data for each survey transect are available in Appendix A.

Lake	Volume sampled (m^3)	Tracked target count	Fish (hm^{-3})	Fish (ha^{-1})
Hāwea	3,466,100	106	30.6	4.9
Wakatipu	6,520,800	225	36.2	7.3
Wānaka	3,130,700	148	47.3	8.4

Lake Wakatipu had the highest total count of fish, while Lake Wānaka showed the greatest density by both volume and area.

Figure 3 shows the total number of tracked targets, presumed to be salmonids, found in each lake across the five surveys while Figure 4 presents these same results expressed as fish per hectare. The 2007 data should be interpreted with caution because fewer transects were surveyed; however, they are included for the sake of completeness.

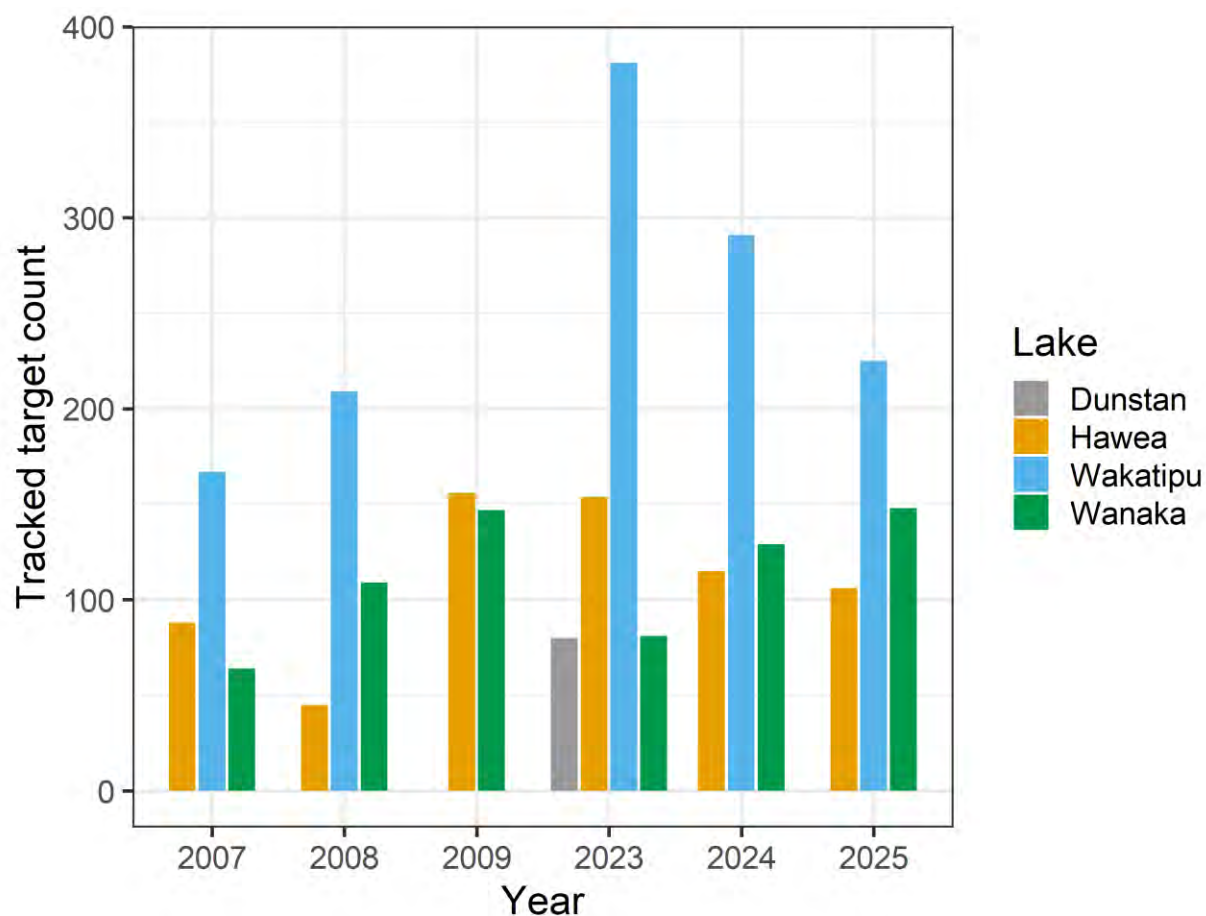


Figure 3: Number of tracked targets by lake and survey year. Please note that the number of transects surveyed in lakes Hāwea, Wakatipu, and Wānaka increased from 4, 7, and 5 in 2007 to consistently 7, 10, and 8 transects, respectively, since 2008.

In 2025, tracked fish counts in lakes Wakatipu and Hāwea decreased for the second consecutive year. This decline follows a peak in 2023, when counts were notably high compared to the 2007-2009 period. In contrast, the count for Lake Wānaka increased for the second year in a row.

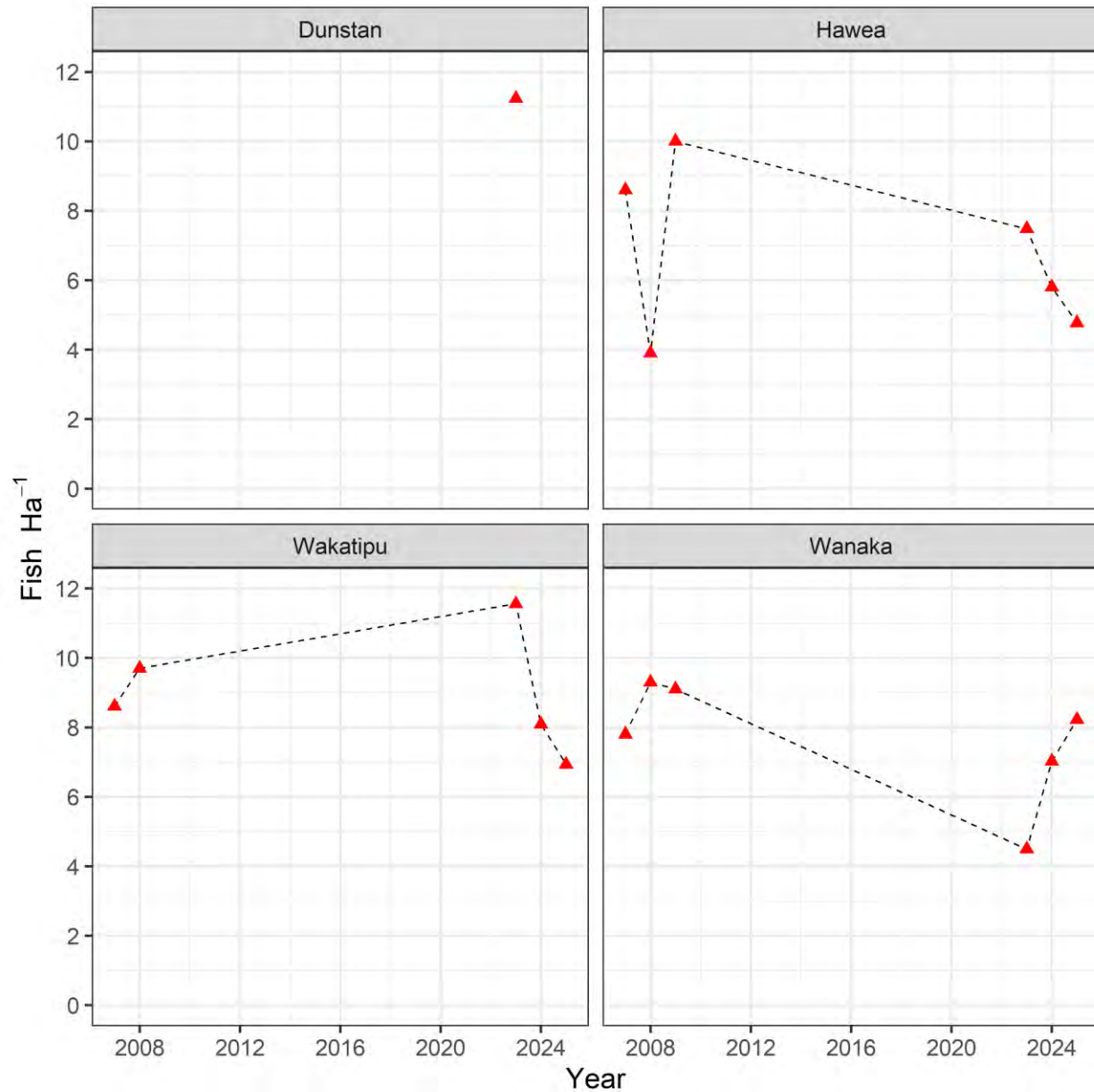


Figure 4: Target density (fish per hectare) estimate by lake and survey year. Please note that the number of transects surveyed in lakes Hāwea, Wakatipu, and Wānaka increased from 4, 7, and 5 in 2007 to consistently 7, 10, and 8 transects, respectively, since 2008.

Because sampling locations have been consistent since 2008, reported fish densities largely reflect the total counts with slight drifts, likely due to lake level. In the latest survey, counts decreased in lakes Wakatipu and Hāwea but increased in Lake Wānaka.

The 2025 target strength data (Figure 5), which relates to fish size, revealed a bi-modal pattern in each lake, possibly indicating separate age groups. This finding is similar to previous results, but the link between target strength and salmonid size remains unverified (Escobar-Flores and O'Driscoll 2023). Confirming this relationship should be a priority for the monitoring program.

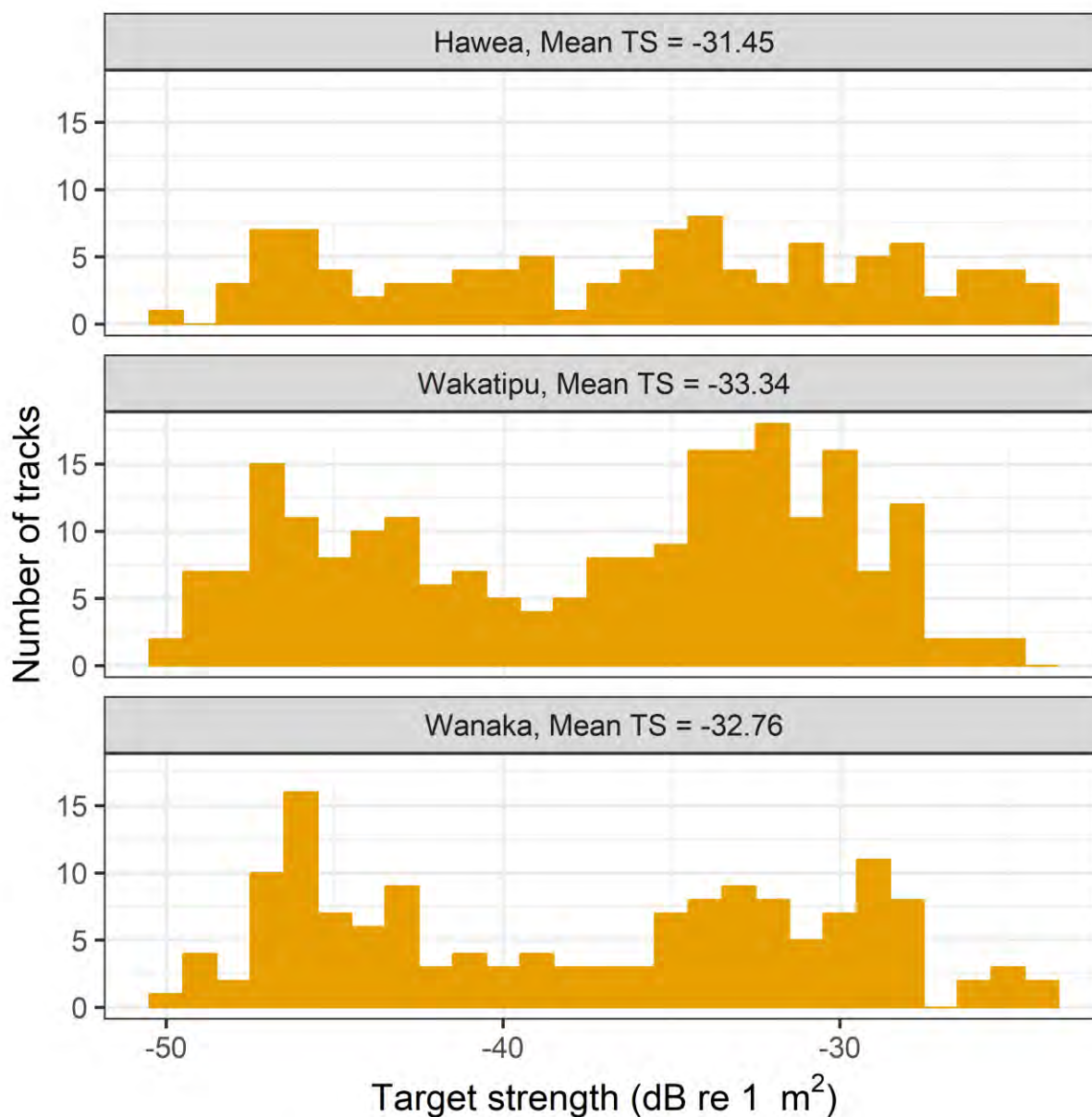


Figure 5: Acoustic target strength distribution by lake for the 2025 survey. Mean target strength is provided above each chart.

Figure 6 displays the depth at which targets were found below the transducer face.

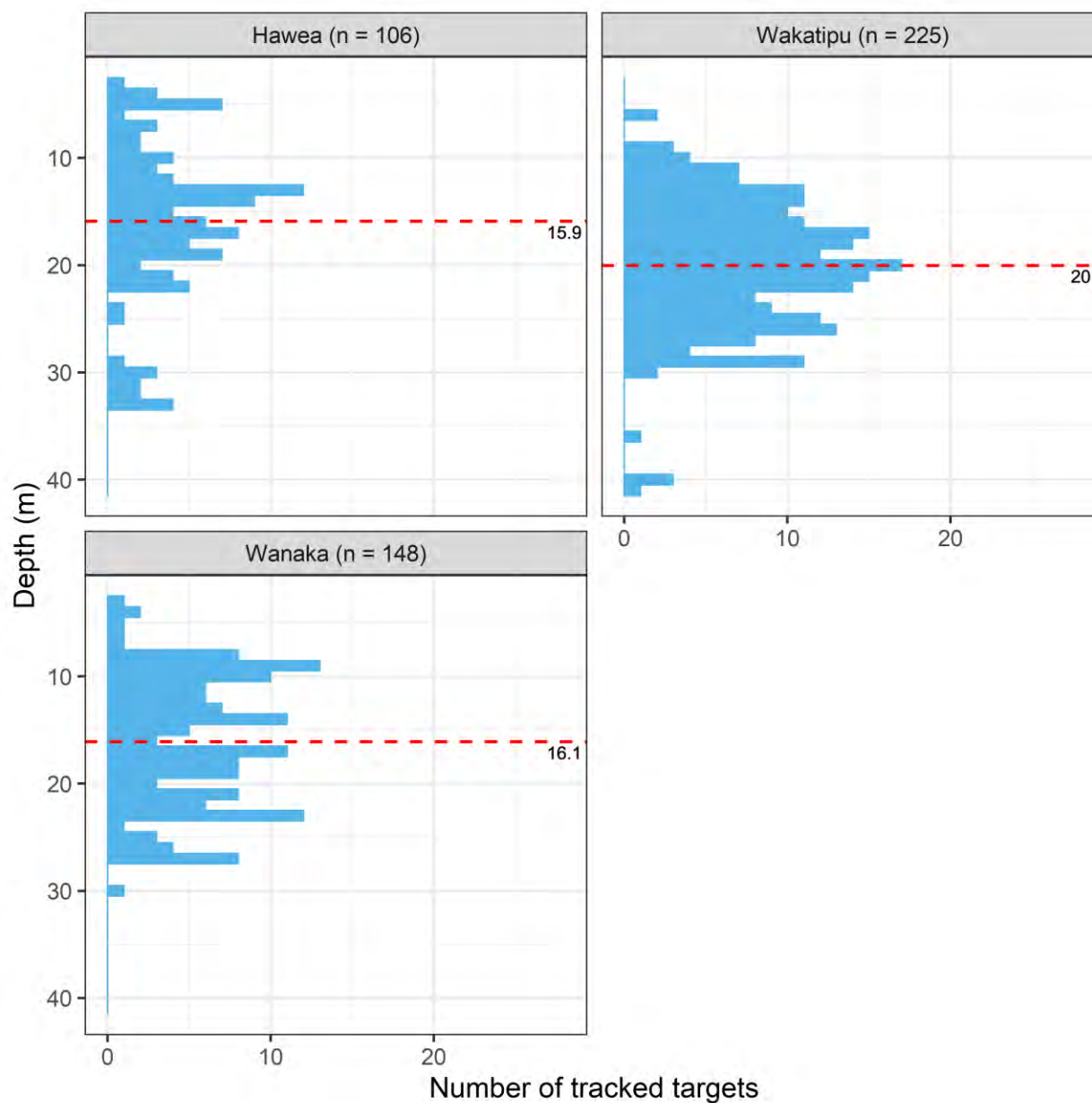


Figure 6: Depth distribution of tracked targets in the 2025 survey, with dashed lines indicating the average target depth.

In all three lakes, the depths followed a bell-shaped curve, with few fish at the shallowest or deepest extremes.

Fish in Lake Wakatipu were found deepest, with an average depth of 20.0 m. In contrast, fish in Lake Hāwea (15.9 m) and Lake Wānaka (16.1 m) were located at much shallower, and comparable, depths. Notably, the average depths in all lakes were deeper by around 3 metres, this year compared to the 2024 survey.

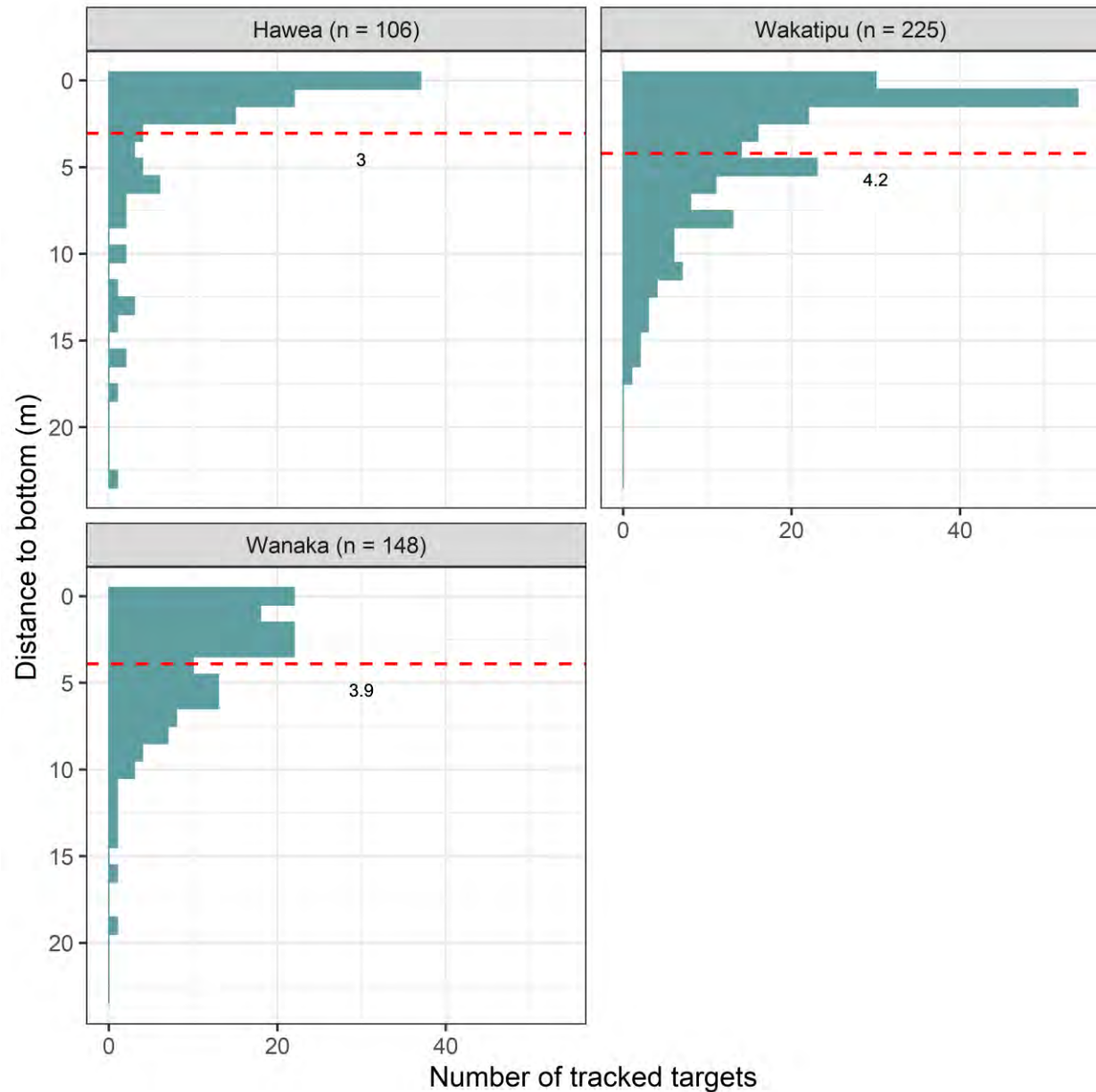


Figure 7: Distance from target to the lake bottom for the 2025 survey, with dashed lines indicating the average distance.

Figure 7 shows similar information to Figure 6; however, fish are shown relative to the distance to the bottom of the lake, rather than away from the transducer. The position of fish relative to the lake bottom differed between the lakes. Fish in Lake Hāwea were highly concentrated near the lakebed, with an average distance of only 3.04 m (SD = 4.43) and 47.2% of targets detected within one metre.

Conversely, fish in Lake Wakatipu (avg. 4.21 m, SD = 4.00) and Lake Wānaka (avg. 3.90 m, SD = 3.39) were more evenly distributed throughout the water column, with 26.7% and 21.6% of targets, respectively, found within one metre of the bottom.

Discussion

The results from the 2025 survey, the second to be run independently by Fish & Game staff, reveal divergent trends in the Southern Lakes salmonid populations. The most notable finding is the second consecutive year of decline in tracked fish counts in lakes Wakatipu and Hāwea, contrasted by a second year of increase in Lake Wānaka. Correlating these acoustic trends with other monitoring data, such as spawning counts, drift dives, creel surveys and environmental indicators will help determine if these shifts represent a long-term trend or short-term fluctuations. The low results in last season's Hāwea Creel surveys (Ward and Sowry 2025) and very low drift dive counts on Wakatipu tributaries (Court 2025) point to a downturn in those populations.

With this survey, Otago Fish & Game has now compiled a three-year dataset, providing a baseline for future comparisons. A priority remains the need to establish a firm relationship between acoustic target strength and actual fish size. The consistent split distribution of target strengths (and likely, fish sizes) across all three lakes again suggests the presence of distinct age classes. Validating this link, likely through targeted netting or jigging, would be a step forward, allowing the programme to not only track population indices but also to monitor the relative health of different year classes and provide average size information to anglers.

Despite not currently being able to produce size information, the 2025 dataset can still assist anglers looking to improve their catch rates. The vertical distribution of fish was, on average, approximately three metres deeper in all lakes compared to the 2024 survey. This is a significant change which should inform Fish & Game advice to anglers. Along these lines, recent creel surveys found deep trolling methods to be the most effective. The strong concentration of fish near the lakebeds, particularly in Lake Hāwea (with over 47% of targets within one metre of the bottom) should help guide anglers. Anglers in all Southern Lakes, but especially Hāwea, should ensure their lures, flies and baits are reaching these deeper zones to maximise their chances of success.

Acknowledgements

Special thanks go to Dr Pablo Escobar-Flores and Dr Richard O'Driscoll of NIWA Wellington for their expert training and guidance throughout the 2023 to 2025 surveys, both in the field and during analysis.

Our thanks also go to OFG staff, Jamie Ward for managing logistics, and Ben Sowry for expertly captaining the boat through technical challenges and varying weather conditions. We are also grateful to Dr Marc Schallenberg and the Wai Wānaka crew, who provided support by supplying lake thermometers when our hired equipment broke.

Recommendation

This report is received.

Jayde Couper

Fish & Game Officer

September 2025

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Appendices

Appendix A – Summary tables

The following tables show the number of targets identified as likely salmonids in each lake/ transect during the 2025 survey. Fish density is expressed in two ways: per unit volume (cubic hectometre, hm^3 - equivalent to a 100m x 100m x 100m cube) and per unit area (hectare, ha).

Table 3: Lake Hāwea.

Transect number	Volume sampled (m^3)	Mean depth (m)	Tracked target count	Fish (hm^{-3})	Fish (ha^{-1})
1	410,900	14.7	7	17.0	2.5
2	694,700	17.5	11	15.8	2.8
3	446,400	14.7	24	53.8	7.9
4	580,800	15.2	14	24.1	3.7
5	778,400	19.3	19	24.4	4.7
7	262,500	10.9	26	99.0	10.8
8	292,300	16.9	5	17.1	2.9

Table 4: Lake Wānaka.

Transect number	Volume sampled (m^3)	Mean depth (m)	Tracked target count	Fish (hm^{-3})	Fish (ha^{-1})
1	787,100	17.5	13	16.5	2.9
2	346,500	17.6	14	40.4	7.1
3	260,900	17.2	4	15.3	2.6
4	798,300	19.5	10	12.5	2.4
6	249,100	18.4	21	84.3	15.5
10	91,600	15.9	1	10.9	1.7
11	315,500	15.1	51	161.6	24.4
12	281,700	18.0	34	120.7	21.8

Table 5: Lake Wakatipu.

Transect number	Volume sampled (m ³)	Mean depth (m)	Tracked target count	Fish (hm ⁻³)	Fish (ha ⁻¹)
1	691,400	18.1	38	55.0	9.9
2	959,200	18.6	34	35.4	6.6
3	921,400	21.9	19	20.6	4.5
4	682,200	20.8	11	16.1	3.4
5	529,900	21.0	9	17.0	3.6
6	944,800	22.2	54	57.2	12.7
7	297,700	19.5	0	0.0	0.0
8	584,300	18.8	30	51.3	9.7
10	440,100	20.3	15	34.1	6.9
11	469,900	19.7	15	31.9	6.3

Appendix B - Methods

Field work

The survey fieldwork occurred from the 10th to the 24th of February 2025 and was conducted using Otago Fish & Game's Central Otago boat, OFG7. The equipment was the same as the recent surveys, namely a SIMRAD EK60 echosounder with a 22-degree, 120 kHz transducer. The GPT (general-purpose transceiver) was controlled using a Toughbook laptop with SIMRAD EK80 software, which also recorded the raw acoustic output. The acoustic output was continually geo-referenced using an external GPS chip. The transducer was mounted amidships on the starboard side on a pole mount designed specifically for Southern Lakes acoustic surveying.

The system was calibrated using NIWA protocols, which broadly follow Demer et al (2015). Acoustic transducers vary and degrade over time, so calibration using an object with known physical characteristics is crucial to compare results between years. A full calibration report is available on request.

The estimates for sound speed and absorption needed to accurately calculate acoustic strengths were determined in ESP3 using the formulas of Francois & Garrison (1982) and Fofonoff & Millard Jr. (1983). These formulas require a temperature profile, which was obtained using a logging thermometer. One RBR cast was conducted in both lakes Hāwea and Wānaka, while three were conducted in Lake Wakatipu due to its size and arm structure (Glenorchy, Frankton, and Kingston). The salinity was set to zero as the survey was in freshwater.

Surveys followed the transects and track logs from the 2009 surveys (Gauthier 2009), which were largely based on earlier gillnetting surveys by James and Graynoth (2002). Surveys generally followed a zigzag pattern across the shallow zone, usually between 2 and 30 metres depth. Navigation was via a laptop with an external GPS chip, running QGIS software. Track logs were also added to the boat's plotter to assist navigation. The boat plotter had the transducer turned off to avoid interference.

To assist with target identification, gillnets and a GoPro set up with a dive torch were taken. Unfortunately, due to holdups while learning the process, no camera drops or gillnet sets were conducted.

Acoustic analyses

Acoustic data analysis employed "echo counting" methods (Kieser and Mulligan 1984), implemented in version 1.52.0 of NIWA's custom ESP3 post-processing software (Ladroit et al. 2020). Calculating the depth, area and volume surveyed required constructing a bottom profile for each transect. The bottom detection v2 algorithm was used with settings refined by Dr Richard O'Driscoll following the 2023 survey. Bottom profiles were then manually scrutinised and edited where needed.

Potential fish targets in the echogram were manually identified using a 40 log R time-varied gain, as described in Escobar-Flores & O'Driscoll (2023), following the advice of Simmonds and MacLennan (2007). Targets were required to show the distinctive "thumbnail" shape produced by a single fish. This manual process also allowed us to identify bad data regions, including trees, bubbles, and surface turbulence.

Targets identified by the above procedure then had a single target selection algorithm run. Table 6 shows the algorithm parameters used to identify whether targets met the target strength requirements to be considered salmonids.

Table 6: Single target detection parameters used in ESP3 software.

Parameter	Value
Minimum range (m)	3
Maximum range (m)	Infinite
Target strength minimum threshold (dB)	-55
Target strength maximum threshold (dB)	-20
Pulse length determination level (dB)	6
Minimum normalised pulse length	0.5
Maximum normalised pulse length	2.0
Maximum beam compensation (dB)	12.0
Maximum standard deviation of angles (degrees)	2.0

Targets that met the above requirements had a tracking algorithm applied to ensure individual fish were less likely to be counted multiple times. The tracking algorithm was run with the parameters in Table 7.

Table 7: Tracked target detection algorithm parameters used in ESP3 software.

Parameter	Value
Lower threshold for maximum TS within a track (dB)	-45.0
Alpha	0.7
Beta	0.5
Exclusion distance – major and minor axis (m)	2.0
Exclusion distance – depth (m)	0.4
Major axis weight (%)	20.0
Minor axis weight (%)	20.0
Range weight (%)	40.0
Target strength weight (%)	20.0
Minimum number of single targets in track	3.0
Maximum gap between single targets (pings)	3.0
Exclusion distance – major and minor axis (m)	2.0
Exclusion distance – depth (m)	0.4