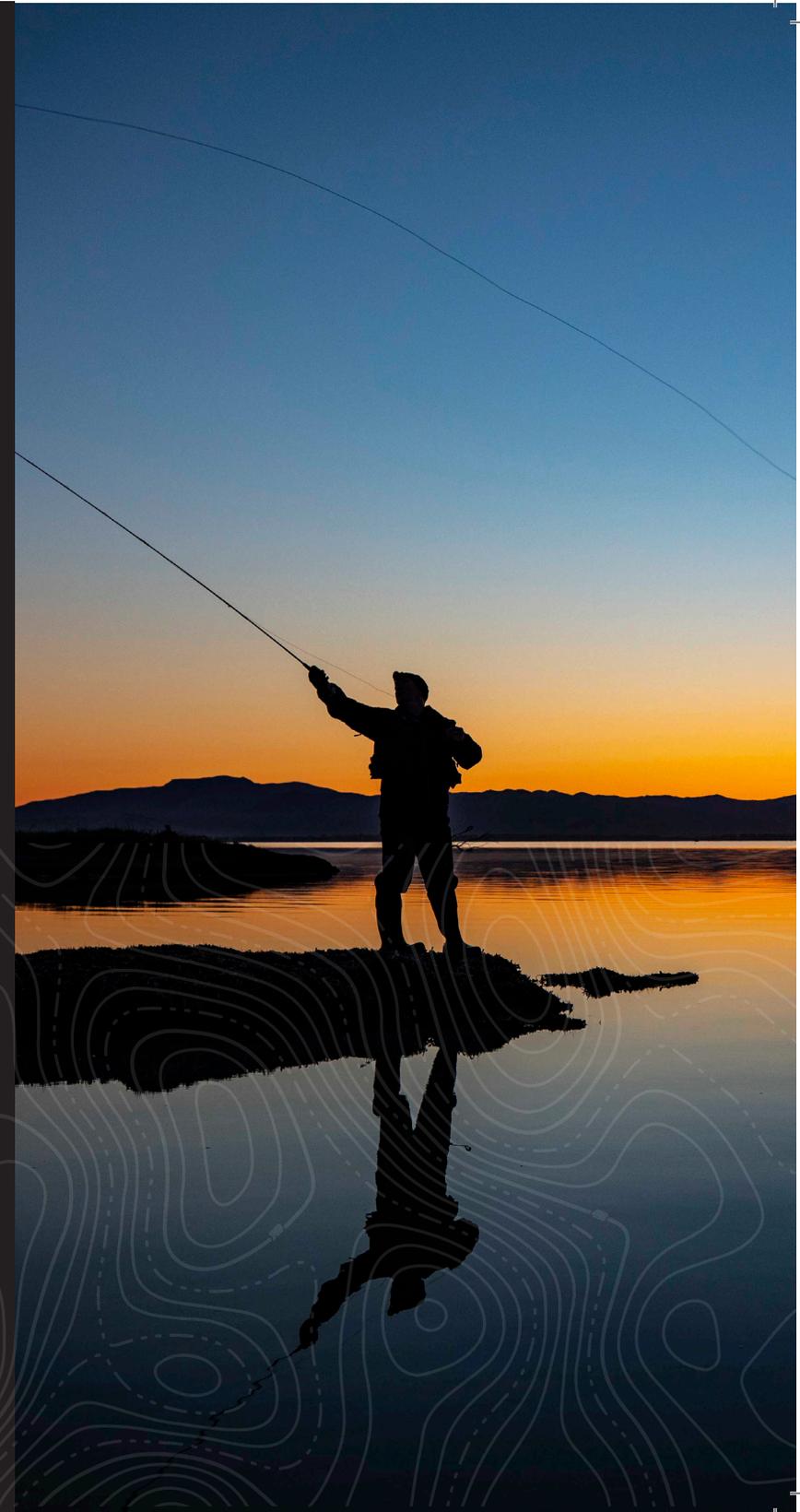


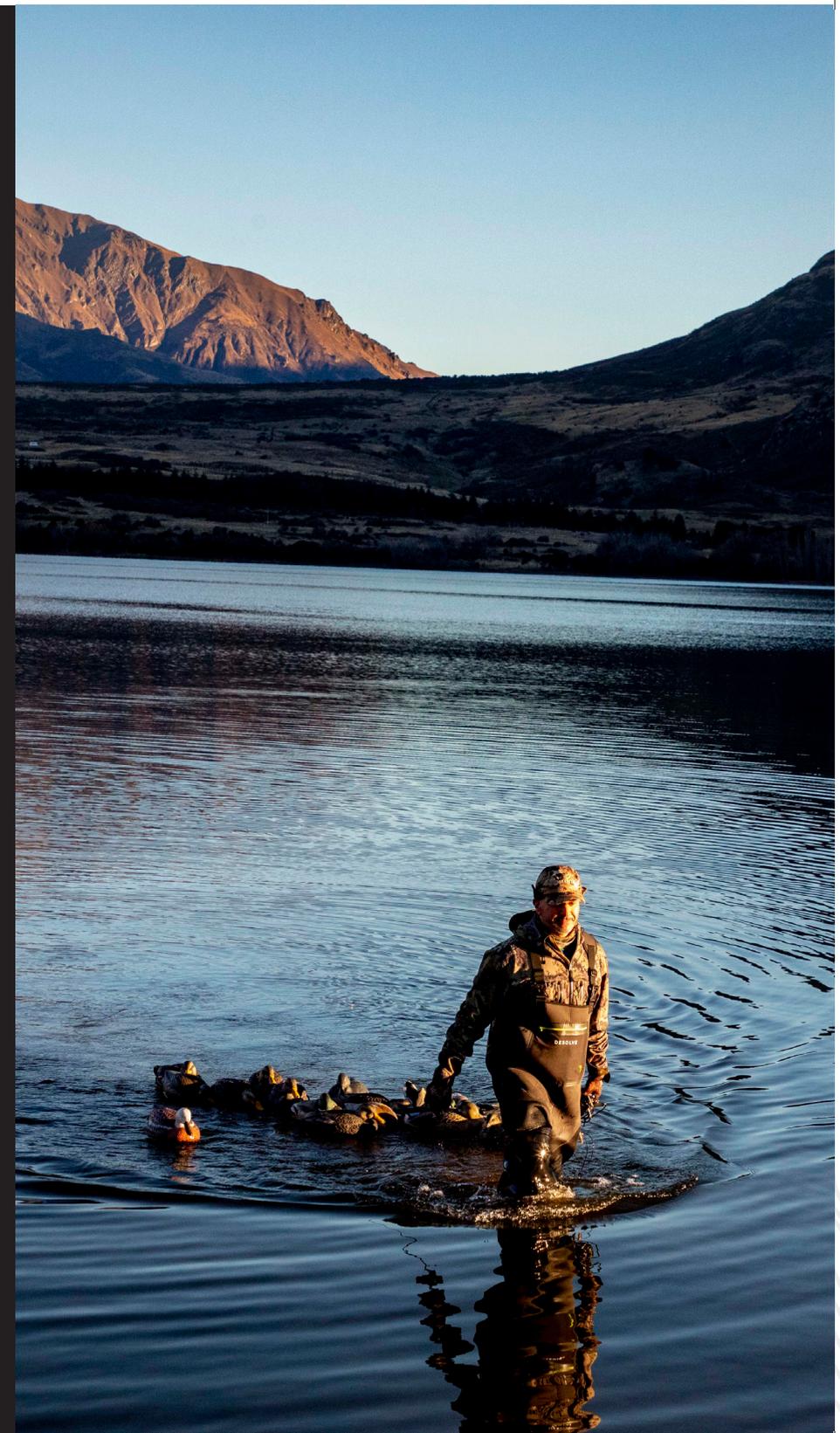


Fish & Game Organisational Strategy 2023–2028



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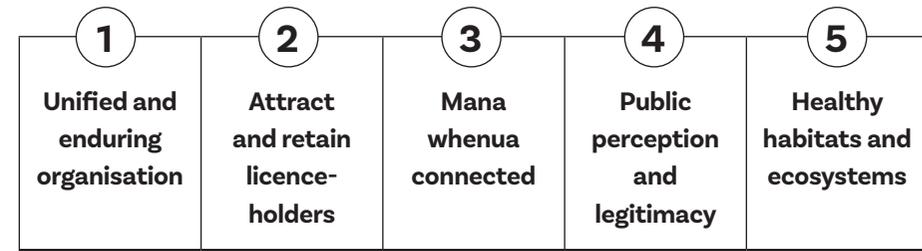
Introduction

The purpose of the New Zealand Fish & Game Council (NZ Council) is prescribed in s.26 B of the Conservation Act 1987...

“to represent nationally the interests of anglers and hunters and provide co-ordination of the management, enhancement and maintenance of sports fish and game.”

This is manifested within this Organisational Strategy 2023-2028 with vision, purpose, values and strategic priorities described in simple terms for use with a variety of internal, stakeholder, and external audiences.

This organisational strategy is built across 5 key pillars representing not only the statutory functions of Fish & Game but also the aspirations of the organisation as it looks to the future.



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

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

2

Strategy 2023 – 2028

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

This strategy seeks to implement the ministerial review findings, which are critical to the organisation's future. Where possible these recommendations have been linked to planned operational activity to give assurance that they are being addressed.

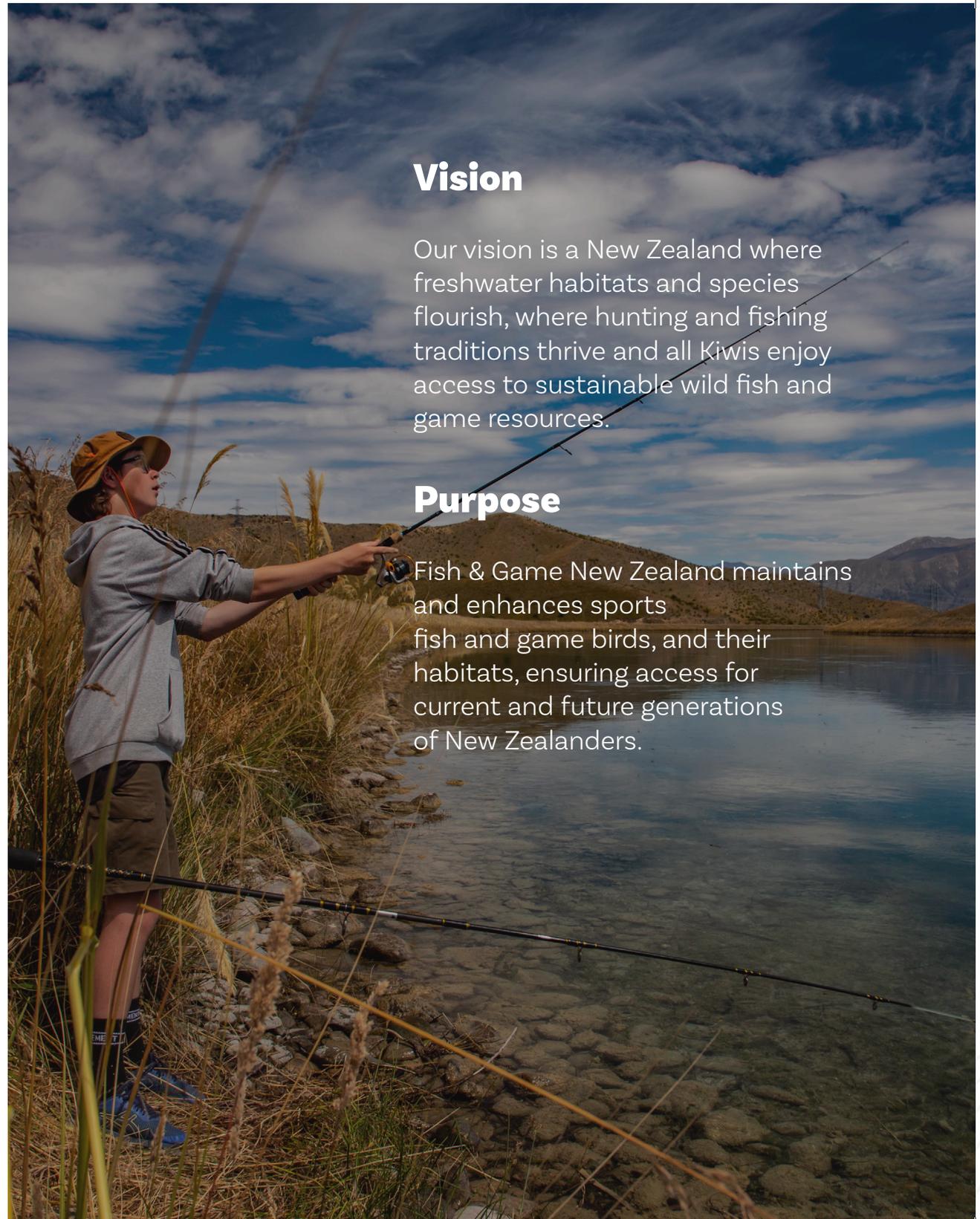
The strategy outlined here is intended to provide a strengthened, fit-for-purpose organisation more connected with stakeholders and Mana Whenua, to protect and enhance freshwater fish and game, their habitats and the values precious to all New Zealanders.

Vision

Our vision is a New Zealand where freshwater habitats and species flourish, where hunting and fishing traditions thrive and all Kiwis enjoy access to sustainable wild fish and game resources.

Purpose

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



Priorities and objectives

What success looks like for our strategic priorities

 <p>UNIFIED AND ENDURING ORGANISATION</p> <p>A national and regionally cohesive organisation built on a culture of shared values, trust and engagement. Delivering on vision and purpose for stakeholders and Mana Whenua. Maintaining the statutory mandates that enable effective service delivery.</p>	 <p>ATTRACT AND RETAIN LICENCE HOLDERS</p> <p>Deliver well-valued and cost-effective experience for licence holders by understanding their needs, providing simple and effective communication, making fishing and game bird hunting more attractive to a wider group of future participants.</p>	 <p>MANA WHENUA CONNECTED</p> <p>Māori values are understood and reflected within Fish & Game with aligned advocacy and a positive collaborative approach that builds upon Te Tiriti obligations defined in the Conservation Act.</p>	 <p>PUBLIC PERCEPTION AND LEGITIMACY</p> <p>Understanding and reshaping public perception of Fish & Game New Zealand, angling and game bird hunting through positive messaging of natural environment protection, wild food harvesting and well-being through outdoor recreation.</p>	 <p>HEALTHY HABITATS AND ECOSYSTEMS</p> <p>Sport fish and game bird habitats are healthy. Species are monitored and maintained and sustainable wild harvest opportunities are secured for future generations.</p>
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Values

That guide how we work

<p>TRUST</p> <p>We are trusted as consistent and capable providers of service to Fish & Game stakeholders and Mana Whenua.</p>	<p>INCLUSION</p> <p>We recognise and respect the diverse range of perspectives and cultural interests of our stakeholders.</p>	<p>CONNECTION</p> <p>We are deeply connected, understanding the needs of anglers, hunters, regulators and public interest groups.</p>	<p>SERVICE</p> <p>We are enthusiastic, professional, kind, and accountable to each other and our community.</p>
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3 Our organisational strategy 2023 – 2028

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

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

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

<p>OUR VISION</p> <p>Our vision is a New Zealand where freshwater habitats and species flourish, where hunting and fishing traditions thrive and all Kiwis enjoy access to sustainable wild fish and game resources.</p>	<p>OUR PURPOSE</p> <p>Fish & Game New Zealand maintains and enhances sports fish and game birds, and their habitats, ensuring access for current and future generations of New Zealanders.</p>	<p>OUR VALUES</p> <p>TRUST INCLUSION CONNECTION SERVICE</p>
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Our priorities and objectives

What success looks like for our strategic priorities

 <p>UNIFIED & ENDURING ORGANISATION</p> <p>A national and regionally cohesive organisation built on a culture of shared values, trust and engagement. Delivering on vision and purpose for stakeholders and Mana Whenua. Maintaining the statutory mandates that enable effective service delivery.</p>	 <p>ATTRACT & RETAIN LICENCE-HOLDERS</p> <p>Deliver well-valued and cost-effective experience for licence holders by understanding their needs, providing simple and effective communication, making fishing and game bird hunting more attractive to a wider group of future participants.</p>	 <p>MANA WHENUA CONNECTED</p> <p>Māori values are understood and reflected within Fish & Game with aligned advocacy and a positive collaborative approach that builds upon Te Tiriti obligations defined in the Conservation Act.</p>	 <p>PUBLIC PERCEPTION & LEGITIMACY</p> <p>Understanding and reshaping public perception of Fish & Game New Zealand, angling and game bird hunting through positive messaging of natural environment protection, wild food harvesting and well-being through outdoor recreation.</p>	 <p>HEALTHY HABITATS & ECOSYSTEMS</p> <p>Sport fish and game bird habitats are healthy. Species are monitored and maintained and sustainable wild harvest opportunities are secured for future generations.</p>
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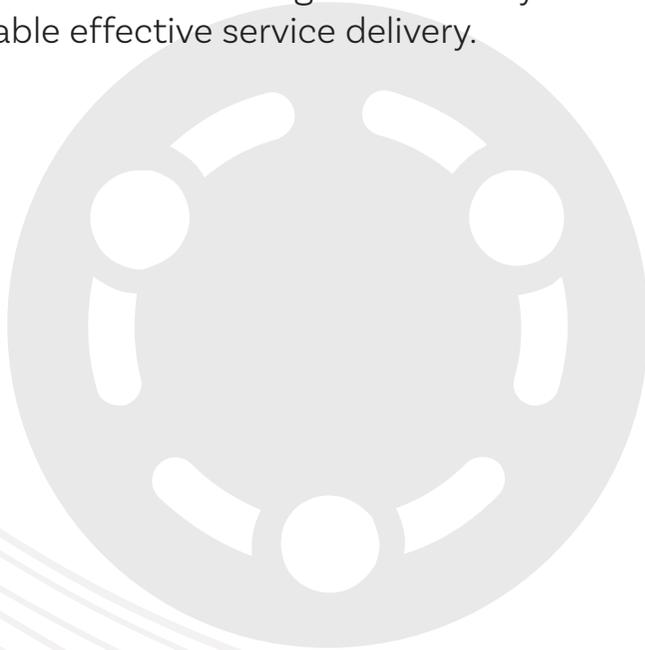
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**Strategic
priorities**

4.1 Unified & enduring organisation

OBJECTIVE

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



THIS MEANS WE WILL...

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

KEY PERFORMANCE INDICATORS

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

WHO NEEDS TO BE INVOLVED?

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

4.2 Attract & retain licence-holders

OBJECTIVE

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



THIS MEANS WE WILL...

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

KEY PERFORMANCE INDICATORS

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

WHO NEEDS TO BE INVOLVED?

- National and regional councils
- Licence-holders
- Potential target participation groups
- Potential non-licence funders.



4.3 Mana Whenua connected

OBJECTIVE

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



THIS MEANS WE WILL...

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

KEY PERFORMANCE INDICATORS

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

WHO NEEDS TO BE INVOLVED?

- Regional Mana Whenua (to the extent they wish to be involved)
- Māori organisations operating at the national level
- National Fish & Game leadership
- Regional Fish & Game councils.

4.4 Public perception & legitimacy

OBJECTIVE

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



THIS MEANS WE WILL...

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

KEY PERFORMANCE INDICATORS

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

WHO NEEDS TO BE INVOLVED?

- Fish & Game national and regional councils
- Public relations provider
- Economic research provider
- Social research provider.

4.5 Healthy habitats & ecosystems

OBJECTIVE

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



THIS MEANS WE WILL...

- Deliver species monitoring, applying fisheries and game bird management standard operating procedures
- Maintain fishing and hunting regulations and provide seasonal notices for anglers and hunters
- Advocate for the protection and enhancement of freshwater fish and game bird habitats
- Understand and manage the relationship between indigenous and introduced freshwater fish
- Understand the impacts of climate change on habitats and species and mitigate through long term action plans
- Advocate for the maintenance and protection of outstanding water bodies through water conservation orders.

KEY PERFORMANCE INDICATORS

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

WHO NEEDS TO BE INVOLVED?

- Fish & Game national and regional councils
- Mana Whenua
- Department of Conservation
- Ministry for the Environment.



MANIFESTO 2023
FISH & GAME

Fish & Game New Zealand manages, maintains and enhances sports fish and game birds and their freshwater habitats in the best long-term interests of present and future generations of anglers and hunters, nature-lovers, conservationists and mana whenua.



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