

Performance Report of the New Zealand Fish and Game Council

For the year ended 31 August 2025




#ReWild

Vision

#ReWild





**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.**

Presented to the House of Representatives pursuant to
Section 26I of the Conservation Act 1987.



Hon James Meager
Minister for Hunting and Fishing
Parliament Buildings
Wellington



Dear Minister

I have the honour to submit, pursuant to Section 261 of the Conservation Act 1987 the Performance Report of the New Zealand Fish and Game Council for the year ending 31 August 2025.

Yours faithfully

A handwritten signature in blue ink, appearing to read "Barrie Barnes". The signature is stylized and includes a long, sweeping flourish at the end.

Barrie Barnes Chair
New Zealand Fish and Game Council

Level 1, 166 Featherston Street, Wellington 6011
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Entity Information

Structure of the New Zealand Fish & Game Council

Fish & Game New Zealand is the collective brand name of the New Zealand Fish & Game Council and 12 regional Fish & Game Councils, established in 1990 to represent the interests of anglers and hunters and provide coordination of the management, enhancement, and maintenance of sports fish and game (Section 26B of the Conservation Act 1987).

The New Zealand Government expects Fish & Game New Zealand to oversee the effective management of the country's sports fish and game resources carried out by its 12 regions. To do this, the New Zealand Fish & Game Council has a number of formal statutory powers, but the need for the whole organisation to work co-operatively in the interests of anglers and hunters is just as important.

Both the New Zealand Fish & Game Council (NZ Council) and the 12 regional Fish & Game Councils are public entities.

The Council currently consists of 12 councillors who were elected in December 2021. Councillors are elected every three years by Fish & Game licence holders in New Zealand.

The Council meets a minimum of six times each year at sites around New Zealand that enable licence holders to attend one or more Council meetings should they desire.

The NZ Council Chief Executive Officer is responsible for the day-to-day operations and reports to the Council. Six other full- and part-time staff support the Chief Executive Officer in delivering the Council's objectives.

Barrie Barnes is the current Council Chair and was elected on 10 February 2023.

OUR REGIONS



Council and Staff

Council Members	Fish & Game Region	Meetings Attended	Elected (2024)
Barrie Barnes - Chair	Northland	6	
Euan Williamson	Auckland /Waikato	4	
Romon Sargeson	Taranaki	3	(Commenced 24 May 2025)
Gerard Karalus	Taranaki	3	(Ended 24 May 2025)
Alexander Mark Sceats	Eastern	6	
Greg Duley	Hawke's Bay	6	
Steve Haslett	Wellington	6	
Bill O'Leary	Nelson/Marlborough	5	
Sam Speight	West Coast	5	
Dave Coll	North Canterbury	5	
Daniel Isbister	Central South Island	2	(Commenced 25 July 2025)
Linn Koevoet	Central South Island	4	(Ended 25 July 2025)
Mike Barker	Otago	6	
Dave Harris	Southland	3	(Commenced 31 March 2025)
Lindsay Withington	Southland	2	(Ended 31 March 2025)
Debbie Oakley	Co-opted Member	2	
Graeme Nahkies	Co-Opted Member	6	



Staff Members

Corina Jordan (until 21/05/2025) Chief Executive Officer

Richard Cosgrove (from 31/05/2025) Chief Executive Officer

Carmel Veitch (until 27/02/2025) Chief Financial Officer

Helen Brosnan Senior Policy Advisor

Jill Muench (from 24/02/2025) Finance Manager

Maggie Tait Principal Communications Advisor Kaitohutohu Mātāmua

Rosamond Connelly (from 25/11/2024) Senior Policy Advisor

Samantha May Office Manager

Adrienne Murray HR & H&S Advisor

Independent Auditors Grant Thornton, on behalf of the Auditor General

Bankers ANZ Bank

Offices

The Council office is located at Level 1, 166 Featherston Street, Wellington 6011

Phone: 04 499 4767, **Email:** nzcouncil@fishandgame.org.nz **Website:** fishandgame.org.nz

Chair's Report

For the year ended 31 August 2025

Enjoying the peace and tranquillity of our freshwater rivers while catching a trout for dinner, or spending time with your mates while duck hunting. These are some of the pastimes that define what it means to be a kiwi and remind us how lucky we are to live in Aotearoa/ New Zealand. However, the sustainability of our Sports Fish and Game populations is something that needs to be carefully managed to ensure these resources are available in future years and for future generations.

The New Zealand Fish & Game Council manages these public resources on behalf of the Crown under the Conservation Act 1987. We are unique in New Zealand in that we are entirely self-funded, receiving no money from Vote: Conservation despite being a statutory body. We are widely recognised as the leading advocate for freshwater management, and our activities have a public benefit beyond the protection of the species we are responsible for. Our value and expertise are recognised across the political spectrum, and we welcome the willingness of all political parties to engage with us on protecting New Zealand's precious resources.

Legislative Reform

Despite the excellent work of the organisation, there have always been issues with the way Fish and Game was set up. The New Zealand Fish and Game Council comprises one appointee from each of the 12 regional councils. Under the Act, our functions which are broadly, in consultation with the regional councils, to develop national policies, advocate for the achievement of Fish and Game's priorities, advise the Minister for Hunting and Fishing, oversee the electoral system, and coordinate the national interests of the organisation, including the distribution of licence fee income. The 12 regional councils operate autonomously once annual budgets have been set through a collaborative process coordinated by the New Zealand Council.

While the autonomy of the regions is valued, the structure does create challenges – particularly in terms of ensuring national coordination for issues such as health and safety, financial policies such as capital investment and reserves, and our advocacy function. The Government has also identified that these issues were holding the organisation back and is introducing legislation to the House to address them. At the time of writing, the legislation had not yet been introduced; however, the Government has identified the policy outcomes of the reforms to be:

- Clarifying the roles and responsibilities so that regional Fish & Game councils focus on delivering on-the-ground hunting and fishing opportunities. At the same time, the New Zealand Council is responsible for administrative tasks and policies.
- Shifting to a nationalised fee collection system to reduce double handling of licence fees and ensure funding follows the demand on the resource.
- Making more licence holders eligible to vote and stand in Fish & Game elections and requiring councillors to comply with professional standards.
- Requiring Fish & Game councils to better consider the interests of other stakeholders, such as farmers and the aviation sector, in decision-making.
- Requiring a national policy around advocacy and restricting court proceedings to within that policy.

A stand-alone Fish & Game Act will be created to recognise better the organisation's contribution to helping New Zealanders hunt and fish. We expect the new legislation to have its first reading in November, and then a Select Committee process will commence in the new year. It is anticipated that the new Act could take effect from the middle of 2026.

Staff changes

In April this year, our Chief Executive Officer for the past three years, Corina Jordan, resigned to take up a role as the CE of the Game Animal Council. This was a massive blow for Fish and Game, but we understood that Corina was keen to grow and experience different challenges. Following Corina's exit, Richie Cosgrove was seconded to the position of Acting Chief Executive while the New Zealand Council thought about recruitment for a new Chief Executive.

While planning, advertising and role descriptions for the new CE were being developed, the Government announced its Fish and Game legislative reform agenda. This change necessitated a massive pivot in terms of the Chief Executive recruitment. We were also identifying risks across the whole hunting and outdoor sector, for example, the ongoing opposition to valuable introduced species. The solution was to bring Corina back to Fish and Game part-time from the Game Animal Council to ensure Fish and Game's participation in the reform process. Corina has been seconded from the Game Animal Council into the Chief Executive role to lead the reforms for Fish and Game. She is still working as Chief Executive

at Game Animal Council, the other 50% of her time. This approach draws on Corina's extensive knowledge, policy expertise and leadership skills gained during her previous tenure as Fish & Game CEO from 2022 to 2025, when she led significant modernisation work across our organisation. Having this continuity in strategic leadership will be vital as we navigate the upcoming changes.

It is also essential to ensure that our business-as-usual work does not suffer while we are focused on responding to the reforms. To ensure our bread-and-butter work continues to be performed to a high standard, we have appointed Richie Cosgrove permanently to the role of Chief Operating Officer. This role will continue to manage the other NZC staffing positions and be the lead on operational decisions.

The reforms present an opportunity to build on the substantial work we've undertaken over the last three years to meet the needs of our licence holders, increase value, and promote healthy habitats and ecosystems. This leadership structure ensures we're best-placed to represent licence holders and strengthen recognition of hunting, fishing, and the management of valued introduced species through the legislative reform process.

North Canterbury Initiative

Still on the subject of structural changes, I wanted to let you know about the development of the North Canterbury Initiative. Following the departure of North Canterbury CEO Rasmus Gabrielson, the North Canterbury Fish and Game Council decided to recruit an Operations Manager rather than a Chief Executive. Once the details of the North Canterbury initiative have been worked through, the new role will have a matrix reporting line to both the North Canterbury Regional Council and to the NZC Chief Operations Officer, Richie Cosgrove. The exact terms of the agreement are still being developed, but it is anticipated that all staff at North Canterbury will become employees of the New Zealand Council, while still having regional accountability. This move will go some way to creating a national Fish and Game workforce. Staff from North Canterbury will be able to be tasked with assisting on national projects, or when the North Canterbury staff take annual leave, there is backup from national council (or vice versa) to ensure critical work is completed. The new North Canterbury Operations Manager is Lyndon Slater. Two other regions, Hawkes Bay and Northland, are considering moving towards a similar arrangement.

High Quality work and relationships

So many other happenings have occurred at the New Zealand Council that it is hard to list the highlights. One that springs to mind is that Dame Lynda Topp agreed to be the Fish and Game patron and has taken to this role like a duck to water. Her role involves being a champion for Fish and Game and the rewild campaign, and talking to the media, politicians, young people, and anyone interested in getting into the wild. Dame Lynda's involvement has brought a whole new level of interest in Fish and Game, and she is attracting people to angling and hunting who have never had the opportunity before.

We have also showcased the organisation to several Ministers and MPs. In November 2024, we hosted 10 MPs for our first-ever Parliamentary Fish event in Lake Hawea. In May and June this year, we welcomed Ministers James Meager and Nicole McKee, alongside local National MP Mike Butterick, to experience first-hand an example of conservation work undertaken with farmers who are also passionate hunters. We also took Minister Meager fishing in the South Island with Dame Lynda and duck hunting on the opening morning of the 2025 game bird season.

Finally, I wanted to highlight changes made to the family fishing licence. From the 2025-26 fishing season, both adults listed on a Family Licence will be recognised as full licence holders, able to fish independently and exercise voting and standing rights in Fish & Game elections. Previously, the second adult listed on a Family Licence – often a woman – could not fish independently and had no voting or election rights.

The decision to update the Family Licence was informed by research commissioned by Fish & Game and conducted by the Centre for Recreation Research (University of Otago). The research findings revealed that the previous Family Licence structure limited women's participation in angling, as they were often listed as the secondary licence holder.

Fishing should be easily accessible to all family members, and updating the Family Licence is an important step in encouraging greater participation by women.

In closing, I wish to express my deepest gratitude to my fellow council members, our outstanding, dedicated staff, and all our stakeholders. Your commitment and support have been invaluable. I look forward to what the Government reforms will bring and hope they will safeguard both Fish and Game and our sports fish and game resources for generations to come.

Barrie Barnes

*Chair, New Zealand
Fish and Game Council*

Statement of Responsibility

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

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

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

In our opinion, these financial statements and statement of performance fairly reflects the financial position and operations of the New Zealand Fish and Game Council for the year ended 31 August 2025.

Signed on behalf of the Council



Barrie Barnes
Chair





What We Do

At Fish & Game, we know that what's good for anglers and hunters is good for all New Zealanders – clean and healthy waterways and thriving wetlands, sustainable sources of kai, and access to the great outdoors all contribute to our well-being.

Our work includes:

- creating, restoring and protecting wetlands
- securing Water Conservation Orders that recognise and protect the outstanding fishing values of our lakes and rivers
- supporting the development of legislative frameworks that recognise fishing and hunting values, sports fish and game bird species, and those that protect their habitats
- working on the ground to restore habitats by revegetating wetlands and riversides
- being an insights-driven organisation researching species, their habitats and people's values
- managing valued introduced species and indigenous game species.

We actively monitor species, including through drift diving and electric fishing, and investigating the state of their habitats (freshwater health, physical form and function).

We work to protect and enhance hundreds of kilometres of waterways and wetlands that are home to both native and valued introduced species, maintaining habitats and funding restoration projects.

Nationally and regionally, we advocate to ensure central and local government manage the environment in a way that provides for healthy habitats and species, recognises and enables the recreational use that Kiwis value, and provides access to the natural environment.

We speak directly for around 300,000 people and, in any one year, 150,000 anglers and hunters who hold licences from Fish & Game.

Our advocacy also reflects the experiences and values of the 16% of New Zealanders who go fishing, and the 7% who hunt.

We value our relationship with government and policy-makers – a strong and enduring partnership is vital if we are to safeguard New Zealand's fishing and hunting traditions for current and future generations.



Where does your money go



Species Management: 18%

Monitoring and surveying species populations; setting season regulations; managing pressure on the resource.

Habitat Protection: 26%

Protecting and enhancing lakes, rivers, streams and wetlands; RMA issues and advocating against consents which impact on valued habitats and providing 'national park' status to our important rivers through Water Conservation Orders.

Access and Participation: 13%

Negotiating and advocating access for licence holders; maintaining a network of access signage, information and brochures; organising special fishing and hunting days.

Public Awareness: 11%

Maintaining public advocacy; schools programme; website and newsletters; community liaison; promoting the right of licenced anglers and game bird hunters to pursue their chosen pastime.

Compliance: 6%

Recruiting, training, equipping and coordinating voluntary rangers, and enforcing regulations to ensure the fish and game resource is sustained.

Licensing: 8%

Providing a nationwide licensing system with a range of licence categories and sales channels that makes it easy to buy a licence and provides the core revenue for Fish & Game NZ.

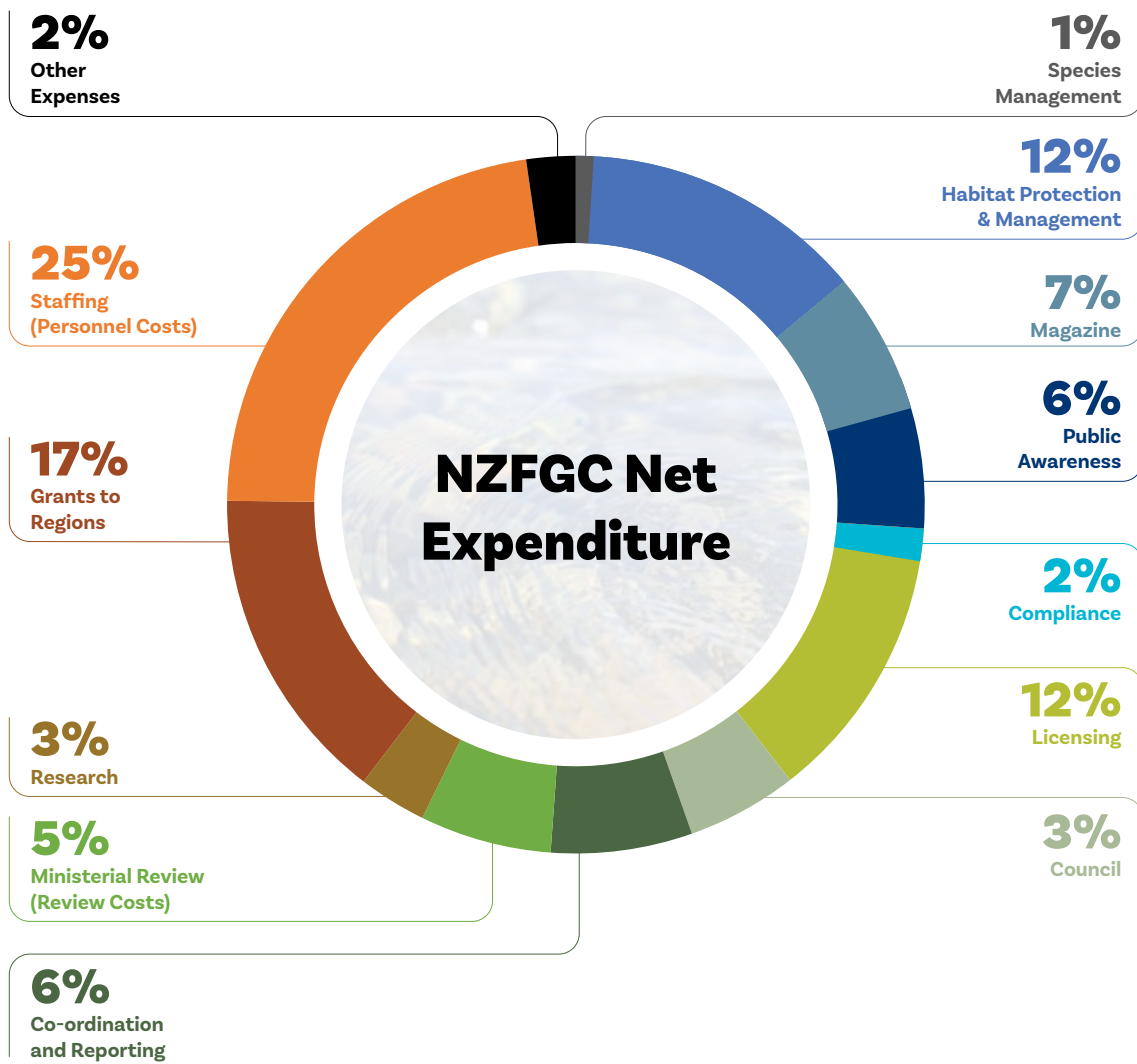
Council: 7%

Holding regular public meetings of elected councillors to approve regulations and budgets, set policies and provide governance for the Fish & Game system run by licence holders.

Coordination and Planning: 11%

Providing research, planning, reporting and accountability requirements; financial management and general coordination across Fish & Game NZ.

Net Expenditure















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 its establishment in 1990, and identified significant opportunities to strengthen governance and good management practice.

The strategy outlined here is intended to provide a strengthened, fit-for-purpose organisation more connected with licence holders, wider stakeholders, and Mana Whenua, to sustainably manage freshwater fish and game, to protect and enhance freshwater 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> <table border="1"> <tr> <td data-bbox="909 792 1133 985">  Trust </td> <td data-bbox="1133 792 1361 985">  Inclusion </td> </tr> <tr> <td data-bbox="909 985 1133 1137">  Connection </td> <td data-bbox="1133 985 1361 1137">  Service </td> </tr> </table>		 Trust	 Inclusion	 Connection	 Service
 Trust	 Inclusion						
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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 our 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 1987.</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 wellbeing through outdoor recreation.</p>	 <p>Healthy Species, 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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Our Team Together



A Unified and Enduring Organisation

Our strategy is to become a national and regionally cohesive organisation built on a culture of shared values, trust and engagement. One that delivers on our vision and purpose for stakeholders and Mana Whenua while maintaining the statutory mandates that enable effective service delivery.

Highlights

Reforms

Changes to the future of fishing and hunting in New Zealand

The Government is proposing significant changes to how Fish & Game operates while preserving local decision-making.

Key changes planned

Better representation

- All adult licence holders from the past three years can vote (not just whole-season holders)
- More people are eligible to stand for council

Operations

- One national licence system
- Funding follows where people fish and hunt
- Shared specialist staff across regions (e.g. scientists and lawyers)

Stronger coordination

- National policies for consistency where needed
- Regional councils maintain independence for local decisions
- Better reporting and accountability
- Streamlined from 13 separate regional reports to one comprehensive national annual report

Advocacy

- Fish & Game currently protects freshwater habitats and represents anglers and hunters, including securing Water Conservation Orders for rivers and lakes across New Zealand.
- Advocacy efforts would be coordinated through a national policy, ensuring consistent approaches across regions. Court proceedings (except enforcement actions) would require approval from either the National Council or the Minister, as appropriate.





Parliamentary hunting and fishing trips

Ministers experience conservation in action at Lake Wairarapa

In July, we welcomed Ministers James Meager and Nicole McKee, alongside local National MP Mike Butterick, to experience first-hand the conservation work undertaken with farmers who are also passionate hunters.

The weekend visit to Chris and Bridget Sparks's property on the southwest end of Lake Wairarapa showcased the partnership between game bird hunting, wetland restoration and biodiversity conservation.

Over the weekend, the group successfully harvested over 30 paradise shelducks while gaining insights into the collaborative efforts that protect and enhance our waterfowl habitats.

Conservation through collaboration

The Sparks's property operates as a mixed-farming enterprise, with sheep, beef, and some cropping, while also leasing out land to support local dairy operations. However, it's their dedication to wetland restoration that sets the property apart.

Working with Wellington Fish & Game and the Game Bird Habitat Trust, Chris and Bridget have

used habitat grants to create two wetlands. One serves as a protected breeding habitat, while the other provides a safe environment for junior hunters under supervision.

Before the evening hunt, guests toured these wetlands with Chris Sparks, learning about the management required to maintain these ecosystems. The wetlands function as both biodiversity nodes and sediment traps that benefit Lake Wairarapa.

Community and access

Chris provides access to approximately 30-40 hunters each season, who hunt from his land onto Lake Wairarapa. Many base themselves in the farm's woolshed, creating a sense of community and shared stewardship.

Minister Meager received a framed print of his game bird habitat stamp from Fish & Game NZ Acting CEO Richie Cosgrove, while the Minister presented Chris with a recycled oak platter featuring landing duck artwork.

This weekend demonstrated how game bird hunting brings together conservation, community, and outdoor recreation, strengthening relationships that benefit our organisation and the hunting community.



MPs experience fly fishing at Lake Hawea

In November, Fish & Game New Zealand hosted our first parliamentary fishing trip, welcoming a cross-parliamentary group of MPs to Glen Dene Station at Lake Hawea.

MPs experienced fly-fishing in and around Lake Hawea, with several successfully landing rainbow trout in mountain creeks - a testament to the quality of New Zealand's backcountry fishing opportunities.

The weekend formed part of Fish & Game's ReWild campaign, which aims to build support for fishing and hunting traditions, while encouraging more New Zealanders to participate in these

activities. By connecting MPs directly with these experiences, we highlighted the mental and physical wellbeing benefits that come from spending time outdoors.

This inaugural parliamentary fishing trip demonstrated how recreational fishing brings together conservation, community and outdoor recreation. Our MPs gained valuable first-hand experience of Fish & Game's important work, while we strengthened vital relationships that will benefit our organisation and the wider fishing community.

Thanks to our exceptional hosts, Richard and Sarah Burdon at Glen Dene Station.

Dame Lynda

National treasure Dame Lynda Topp named patron of Fish & Game New Zealand

In May, Fish & Game New Zealand announced acclaimed entertainer Dame Lynda Topp as the organisation's inaugural patron, marking a significant milestone in our efforts to broaden participation in fishing and hunting.

A passionate advocate

Dame Lynda's appointment recognises her longstanding love of angling and hunting, coupled with her contributions to the sector. Her passion for New Zealand's outdoors and her commitment to conservation made Dame Lynda an ideal candidate to represent Fish & Game and help us reach diverse audiences across the country.

Dame Lynda had previously supported Fish & Game's ReWild campaign at its launch, demonstrating her alignment with our goal of getting more New Zealanders outdoors. She brings a genuine understanding of how fishing and hunting contribute to both personal wellbeing and environmental management, particularly in managing introduced species sustainably while protecting native biodiversity.

The appointment addresses an important objective – changing traditional expectations around fishing and hunting. Dame Lynda's role helps demonstrate that these activities aren't just for men, but offer healthy and rewarding experiences for women and all groups in society. Her visibility and influence will help attract new participants who might not have previously considered fishing and hunting.

As patron, Dame Lynda advocates for sustainable freshwater management, engages with the public, supports Fish & Game initiatives, collaborates with stakeholders, and serves as an ambassador for the organisation. Her appointment strengthens our voice on conservation issues, while helping build broader public support for fishing and hunting traditions.

Dame Lynda also serves as a trustee for Hunters for Conservation, further demonstrating her commitment to the conservation values that underpin recreational hunting and fishing in New Zealand.

This inaugural patronage represents an exciting development for Fish & Game, bringing together conservation, tradition and inclusivity, while expanding our reach across New Zealand communities.



Serving Our People

Three Strategic Pillars:



Attract and Retain Licence Holders

Deliver a 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.



Mana Whenua Connected

Māori values are understood and reflected within Fish & Game with aligned advocacy and a positive collaborative approach that builds upon Te Tiriti obligations defined in the Conservation Act 1987.



Public Perception and Legitimacy

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

Highlights

Perceptions survey

Understanding licence-holder priorities and perceptions

As part of our strategic objective to attract and retain licence-holders, between May and June 2025 we conducted our third annual survey of past and present licence purchasers. The research quantified perceptions of licence value, service delivery and access, providing crucial insights to guide our future direction.

Access remains the top priority

Most respondents (65.8%) accessed hunting or fishing via public access points, with significant variation between fishing and game bird hunters. Eighty percent of fishing-oriented respondents used public access points, while 52.4% of game-oriented respondents negotiated access with private landowners. Signage was the most utilised Fish & Game access tool at 47.4%, followed equally by printed and downloadable brochures at approximately 29%.

Nearly one in five respondents (19.2%) experienced blocked access in the past 12 months, with rates varying significantly across regions. Hawke's Bay showed the highest rate at 27.9%, possibly reflecting residual effects from Cyclone Gabrielle.

Supporting accessibility for all

One in fifteen respondents had their access impacted by limited mobility or disability. Their feedback highlighted the need for vehicle access (23.8% of comments) and flat access (17.9%), while locked gates presented barriers for 13.3%. This insight helps us better support all licence-holders in accessing New Zealand's waterways and hunting grounds.

Value perceptions decline

Fishing licence value ratings showed 55.1% rating positively (down 8 percentage points from 2024), with a median rating of 6 out of 9, down from 7 out of 9 previously. Game bird licence value perceptions were lower still, with a median rating of 5 out of 9, down from 6 out of 9.

The decline in value perceptions appears driven by multiple factors. Comments revealed concerns about insufficient efforts to promote fish and game stocks (20.7% of poor ratings), high licence prices (13.3%), and perceptions of mismanagement. Game bird hunters paying the same licence price for shortened one-month seasons were particularly vocal. Of non-purchasers, 37.2% cited being too busy (up 12.2 percentage points), while 23.1% were focused on other hobbies, and 15.4% found the licences too expensive.

Performance and future focus

Overall, 53.9% of licence-holders rated Fish & Game's performance positively (down 6.7 percentage points), with 21.8% neutral and 10.5% negative. Positive comments highlighted our advocacy, communication efforts, access provision, and environmental protection work.

Areas for improvement included promoting fish and game stocks, managing relationships with farmers, and clearer communication about our activities and priorities.

These insights guide our continuing efforts to deliver value and service to New Zealand's hunting and fishing community.

Deep dive on access

Understanding licence-holder access to fishing and hunting

In line with our strategic objective to attract and retain licence-holders, our May-June 2025 survey included a comprehensive section examining how anglers and hunters access their sport. This research provides crucial insights into access patterns, barriers, and perceptions of Fish & Game's advocacy work.

How licence-holders access fishing and hunting locations

Most respondents (65.8%) accessed hunting or fishing via public access points other than Department of Conservation land, while 33.2% used Fish & Game-negotiated access across private land. Nelson/Marlborough had the highest rate of Fish & Game-negotiated access at 51.6%.

However, stark differences emerged between fishing and game bird hunters. Public access points were used by 80% of fishing-oriented respondents, but only 36.5% of game-oriented respondents. Conversely, 52.4% of game-oriented respondents negotiated access with private landowners, compared to just 13.6% of fishing-oriented respondents.



Regional variation was notable. Northland, Taranaki and Southland showed the lowest rates of public land access, while North Canterbury, Central South Island and Hawke's Bay had the highest.

Finding access: tools and resources

Fish & Game signage proved the most utilised access tool at 47.4%, with 86% of users finding it at least somewhat helpful. Printed brochures and downloadable equivalents were equally popular at approximately 29% each. However, 28.8% didn't use Fish & Game access tools at all, instead relying on topographical maps, friends, or self-navigation.

Access challenges and changes

Nearly one in five respondents (19.2%) experienced blocked access in the past 12 months, though rates varied significantly by region. Hawke's Bay showed the highest rate at 27.9%, possibly reflecting residual effects from Cyclone Gabrielle, while Auckland/Waikato had the lowest at 13.3%.

Regarding long-term trends, half of respondents felt their access had remained unchanged over their time as licence-holders, while 20.2% reported their access had somewhat reduced. Only 9% found it had somewhat improved.



Accessibility and mobility

Almost 7% of respondents (6.5%) had their access impacted by limited mobility or disability. Their comments revealed that vehicle access (23.8%) and flat access (17.9%) were the primary requirements. Locked gates presented barriers for 13.3%, while 4.8% needed assistance crossing fences. Twenty percent felt there was nothing Fish & Game could do to improve their access, with many citing age-related frailty.

The role of tradition

Tradition played a more important role for game bird hunters when choosing access locations. Of fishing-oriented respondents, 42.4% reported tradition was 'somewhat' to 'extremely' important, compared to 62.9% for game-oriented respondents.

Perceptions of Fish & Game's access advocacy

Forty-one percent of respondents felt Fish & Game does a good job advocating for access on their behalf, with a median performance rating of 4 out of 5. However, uncertainty rates were very high at 22.3%, consistent across both hunters and fishers. This suggests either more action, more communication, or both, is required to demonstrate Fish & Game's access advocacy work.

Regional variation in access advocacy ratings was significant. Southland showed the highest proportion of negative ratings, while the West Coast had no negative ratings.

These findings confirm that access remains the top priority for licence-holders, and highlights both the achievements and ongoing challenges in ensuring all New Zealanders can enjoy fishing and hunting opportunities.

Fish & Game updates family licence to support increased participation

In August, the Minister for Hunting and Fishing approved significant updates to Fish & Game's family fishing licence, correcting a longstanding anomaly that limited participation, particularly for women. From the 2025/26 season, both adults named on a family licence have equal fishing and democratic rights.

Key changes include the following:

- Both adult spouses/partners receive their own named licence card with equal fishing rights, and can fish independently.
- Both adults have voting rights and can stand in Fish & Game elections.
- Both adults will receive Fish & Game communications (from 2026/27).
- Removes restrictions to go fishing that previously limited the secondary licence holder, most often women.
- At least one child or grandchild under 18 must be named on the licence (maximum of four).

Addressing participation barriers

The decision was informed by research from the Centre for Recreation Research at the University of Otago. The findings revealed that the previous

family licence structure created barriers to women's participation in angling. While 13% of individual licence holders are women, this figure rises to around 30% when including women listed as secondary holders on family licences.

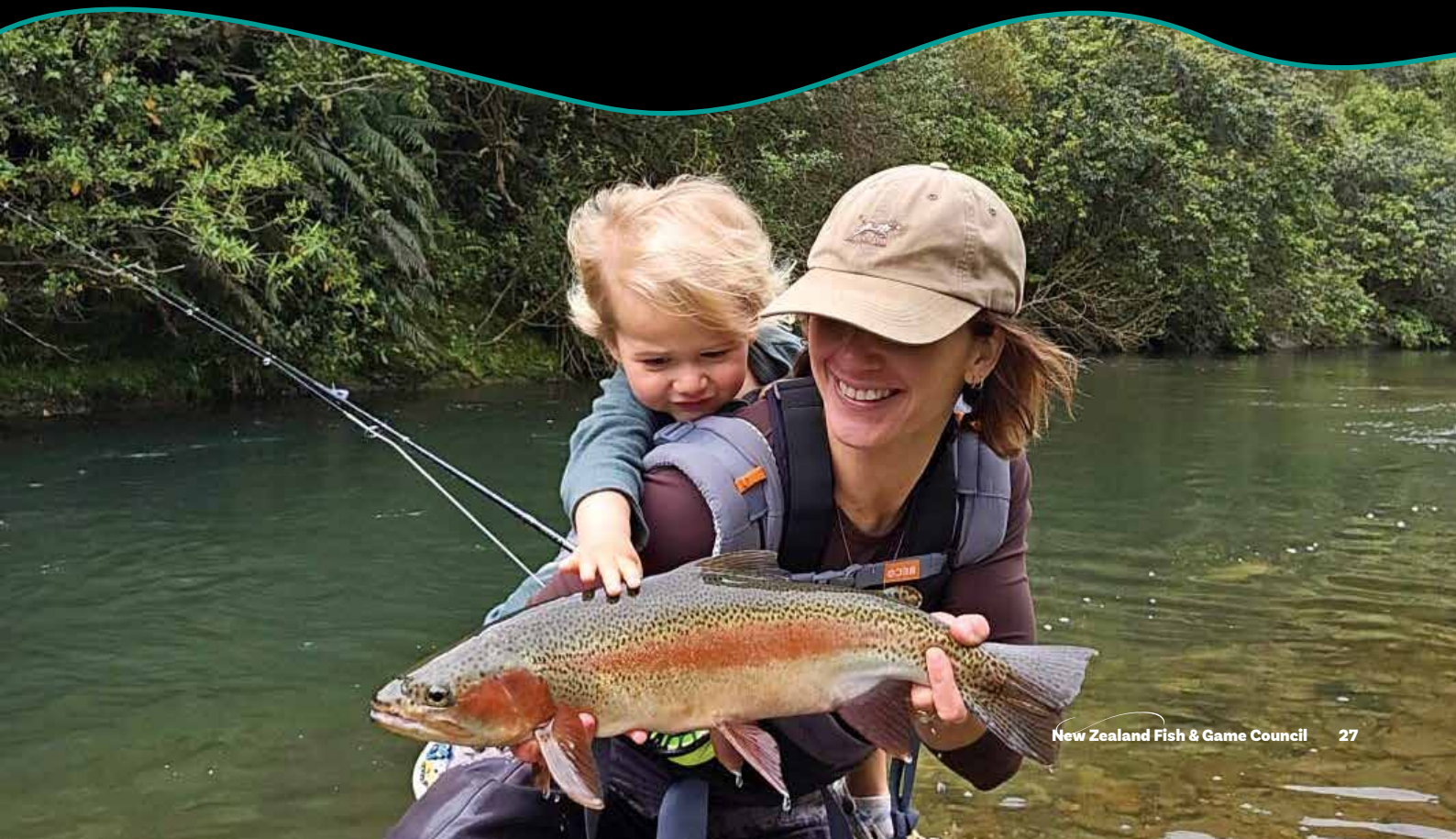
Acting Chief Executive Richie Cosgrove noted that if women participated at the same rate as men, we could see 40,000 to 60,000 more women enjoying New Zealand's rivers and lakes.

Transition considerations

We acknowledge that these changes mean couples who are childless or have adult children are no longer eligible for family licences and must purchase individual adult licences instead. This ensures the family licence remains focused on its core purpose - introducing the next generation of young people to fishing.

Spouses or partners aged 65 or older who were previously secondary licence holders and can claim a continuous history based on the primary licence, are eligible for the Loyal Senior Licence. Regional Fish & Game offices are assisting with this transition.

The changes are being implemented in two phases, with equal fishing rights beginning in the 2025/26 season and the full system updates following in 2026/27. The licence fee remains unchanged.





Promoting others

Breaking down barriers: Women's hunting stories reach mainstream audiences

Supporting the growth of fishing and hunting isn't always about promoting our brand → what's good for the hunting and fishing community is also good for Fish & Game. That's why we're proud to facilitate stories in mainstream media that showcase inspiring participants who might otherwise go unheard.

An item on TVNZ's 1News featured female game bird hunters, demonstrating how hunting benefits mental health, builds confidence, promotes active lifestyles, and provides relief from daily pressures. The story highlighted the real experiences of women who are redefining traditionally male-dominated outdoor pursuits.

Creating supportive communities

Women-led hunting groups, such as Jen Moore's "Huntresses" in Central Hawke's Bay, exemplify how women are creating their own supportive communities. Moore established the group to provide a non-judgmental environment where women could learn, grow, and enjoy the sport together.

What began with a few friends has expanded each year, building a network of women who support one another as they pursue their passion. The group's members spoke candidly about the challenges of balancing family life with personal interests, but emphasised the importance of spending time in nature for mental wellbeing.

Moore, a mother of five, noted her husband's support and how the passion passes down to their children, who sometimes arrive at Saturday morning sports still wearing camo paint from early-morning hunts.

The Huntresses take pride in their self-sufficiency, ensuring ducks are plucked and butchered on site. Members described how the experience builds confidence and satisfaction, particularly in providing sustainable wild food for their families – a role traditionally reserved for men.

Club member Kirsty Verster highlighted how hunting pushes her outside her comfort zone and builds confidence, while Ellen Sheele expressed pride in being able to tell her family she'd provided their meal.

Amplifying voices

By helping facilitate these stories in mainstream media, Fish & Game supports broader participation and understanding of hunting's value. These authentic voices demonstrate that hunting and fishing are for everyone, breaking down barriers and inspiring new participants across New Zealand.

Junior hunters experience wetland adventure in Hawke's Bay

Hawke's Bay Fish & Game hosted the Junior Duck Hunting Adventure, bringing together eight young hunters from across New Zealand for an exceptional weekend at wetlands in Central Hawke's Bay.

Building skills and confidence

The weekend began with comprehensive gun safety instruction, followed by simulated clay target shooting to prepare participants for their early Sunday morning hunt on a wetland owned by either Ben or Gerald Wilson.

Each young hunter received one-on-one tuition and mentorship from Dave Hern, a clay target champion, with support from Patangata Clay Target Club.

This hands-on approach ensured the junior hunters developed proper technique and safety practices in a supportive environment before heading into the field. The combination of expert instruction and practical experience gave participants the confidence and skills needed for successful, safe hunting.

Community support

The event showcased the strong community backing for youth hunting initiatives. All junior

hunters received goodie bags generously provided by sponsors, including Hamills Napier, Stoney Creek, Ridgeline, Killwell, and Hunting & Fishing. Hunting & Fishing Palmerston North sponsored ammunition for the weekend and provided each winner with a head torch.

Special thanks go to Ben and Gerald Wilson and their families for hosting the event at their wetland properties, creating an ideal environment for introducing young people to game bird hunting. Dame Lynda Topp, Fish & Game's patron, provided valuable guidance throughout the weekend.

Investing in the future

The Junior Duck Hunting Adventure represents Fish & Game's commitment to supporting the next generation of hunters. By providing quality instruction, mentorship and hands-on experience in a safe and welcoming environment, we're helping young people develop lifelong skills and a passion for conservation.

Events like these ensure hunting traditions continue while fostering responsible, knowledgeable hunters who understand the important role they play in wildlife management and wetland conservation. The enthusiasm and dedication of these junior hunters, combined with strong community and sponsor support, demonstrates a bright future for New Zealand's hunting community.





ReWild campaign connects New Zealanders with their outdoor heritage

Fish & Game's ReWild campaign continued to inspire New Zealanders throughout the 2024/25 financial year, encouraging people to reconnect with nature through fishing and hunting, as they restore themselves and the environment.

Strong digital engagement

From 31 August 2024 to 1 September 2025, our Facebook and Instagram paid media activity delivered impressive results. Overall, the campaign served 3.7 million impressions, reaching 734,247 people an average of five times each, generating 16,627 total engagements.

Throughout the year, we gained 1390 new followers on Facebook and 364 on Instagram, growing our community of outdoor enthusiasts who share our passion for fishing and hunting.

Reaching diverse audiences

Our campaign reached 480,000 males and 239,000 females, with males aged 25-34 representing our largest audience segment

at 157,000 people. Video content performed particularly well, with our most popular video generating 64,934 views and an impressive 45% completion rate - well above the 30% benchmark.

Content that resonates

The ReWild message proved especially powerful when showcasing real people and their experiences. Our top-performing post by reach featured a young angler's catch, reaching 176,247 people.

The campaign's video content was also extremely popular, with 114,946 total video plays and 31,491 viewers watching to completion.

These results demonstrate that when we tell authentic stories about connecting with nature through fishing and hunting, New Zealanders respond enthusiastically. The ReWild campaign continues to strengthen our community, while attracting new participants to these important outdoor traditions.

Our Species and Habitats



Healthy Habitats and Ecosystems

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

Highlights

Advocating for our anglers and hunters

Fish & Game is a statutory organisation under the Conservation Act 1987, managing resources on behalf of the Crown, and answerable to the Minister for Hunting and Fishing. We also represent over 150,000 licence holders.

This means we are a public entity and the voice of a strong and passionate community. We are in a unique position where we can see both sides of the arguments in relation to people, environment and species, and can play a useful role in finding common ground and enduring solutions.

New Zealand faces the triple challenges of climate change, environmental degradation and biodiversity loss. New challenges include loss of access, invasive aquatic species and highly pathogenic avian influenza. These challenges can impact sports fish and game bird resources, as well as angling and hunting values.

Fish & Game New Zealand aims to foster collaboration, build foundations on a strong middle ground, and seek enduring frameworks and policies. It's in the best interests of anglers and hunters for us to work across government and stakeholders to find solutions. We also need to recognise and respect Mana Whenua values and continue to build place-based relationships.

Environmental limits are needed to protect freshwater health and biodiversity, and set boundaries around greenhouse gas emissions in order to sustain the species we manage and meet the values held by our anglers and hunters now and into the future.

We need to preserve existing access to fishing and hunting opportunities, and work to restore lost access. To this end, we are collaborating with the Walking Access Commission, Land Information New Zealand, the Department of Conservation, the Deerstalkers Association and the Mountain Safety Council.



We have continued to build a shared understanding of why introduced species are valuable, and how our work protects and enhances indigenous freshwater and wetland species.

We submitted on the following issues:

- The adverse effect of the Health and Safety at Work Act on recreation
- Biosecurity Act amendments
- Arms Act
- Conservation law reform
- Local Government (Water Services) Bill
- Partnering to plant trees
- Resource management, consenting, and other system changes
- Wastewater standards
- Biodiversity strategy
- Predator Free 2050 strategy review
- Herds of Special Interest
- National direction (primary sector, infrastructure and freshwater)
- Overseas Investment Act amendments
- National Conservation Policy Statement.

Threats

Protecting New Zealand's waterways and wildlife from biosecurity threats

Fish & Game has been working hard behind the scenes to help New Zealand prepare for two significant biosecurity threats: high pathogenicity avian influenza (HPAI) and invasive freshwater gold clams. Our role has focused on coordinating with government agencies, while ensuring our licence-holders understand how to protect themselves and prevent the spread of these pests.

High pathogenicity avian influenza preparedness

The H5N1 strain of bird flu spreading overseas poses a serious risk to New Zealand's bird populations, potentially arriving through wild migratory birds. Acting Chief Executive Richie Cosgrove has been meeting with senior officials

at Biosecurity New Zealand to ensure our sector is properly involved in preparedness planning, with MPI designated as the lead agency should HPAI reach our shores.

We've communicated clear guidance to licence-holders about recognising HPAI signs – particularly multiple sick or dead birds showing drowsiness, lack of coordination, or the inability to fly. While the virus rarely infects humans, we've emphasised the importance of avoiding sick birds, practising good hygiene when handling wild birds, and reporting any findings of three or more sick or dead birds to the exotic pest and disease hotline.



Preventing the spread of invasive gold clams

Gold clams have become established in the Waikato River in the North Island, and preventing their spread to other waterways is now critical. These destructive organisms can spread with frightening ease – a single drop of contaminated water is all it takes to contaminate a new waterway.

We've actively promoted biosecurity protocols to our licence-holders. South Island users continue following the traditional Check, Clean, Dry method, while North Island users must follow an enhanced protocol specifically designed to kill gold clams, including hot water treatment (55°C for five minutes), bleach soaking (5% household bleach for an hour), or freezing solid overnight for absorbent materials.

Through consistent communication and education, we're helping licence-holders become the first line of defence in protecting New Zealand's precious freshwater ecosystems from the spread of these invasive pests.



Statement of Service Performance

Strategic Priority 1: A unified and enduring organisation

Our strategy is to become a national and regionally cohesive organisation built on a culture of shared values, trust and engagement. One that delivers on our vision and purpose for stakeholders and Mana Whenua while maintaining the statutory mandates that enable effective service delivery.

Strategic Priority	Objectives	Key Result Areas	Performance Measure	Result 2023/24	Result 2024/25
A unified and enduring organisation.	Build high-performing teams through the development of a strong organizational culture and a collaborative approach.	Ensure that there are opportunities for all staff across the whole organization to work together (including horizontally and on joint projects) to develop shared values, policies and operating procedures.	<ul style="list-style-type: none"> All of Staff conference to be held every triennium. [1.1] 	<p>Achieved.</p> <p>The conference was held in Sept 2023 in Rotorua. Hugely successful in developing shared values and aligned ways of working.</p>	<p>Not applicable.</p> <p>Next staff conference due 2026/27.</p>
			<ul style="list-style-type: none"> Horizontal meetings for managers. 	<p>Achieved.</p> <p>Fortnightly meetings between the CEO and regional managers held. Face-to-face regional manager workshop held on July 23 and Nov 24.</p>	<p>Partially achieved.</p> <p>Fortnightly manager meetings held. Face-to-face scheduled for following financial year in order to discuss new Bill which will be public.</p>
			<ul style="list-style-type: none"> Horizontal meetings for RMA specialists and other teams to be held monthly. [1.2] 	<p>Achieved.</p> <p>Fortnightly RMA team meetings held. Compliance team meetings are held at least quarterly, though more frequently if warranted. Administration meetings are held monthly. Communications meetings are held most weeks. Examples of joint projects include Joint Ranger Training 30 - 31 August 2023, which was run by the Central South Island branch and Joint electric fishing training 27-28 May 2024.</p>	<p>Achieved.</p> <p>Fortnightly RMA team meetings held. Compliance team meetings are held at least quarterly, though more frequently if warranted. Administration meetings are held monthly. Public awareness network meetings are held monthly.</p>

Strategic Priority	Objectives	Key Result Areas	Performance Measure	Result 2023/24	Result 2024/25	
		Distribute regular internal newsletters with content from around the country showcasing success and developing a shared sense of culture.	<ul style="list-style-type: none"> Publication of six internal newsletters and readership of 60%. [1.3] 	<p>Achieved.</p> <p>The monthly staff newsletter has a readership average of 60.9% based on the number of recipients who open the document from their email between December and July (only started measuring this in December). The average readership during this time has shown a steady increase.</p>	<p>Achieved.</p> <p>The monthly staff newsletter has a readership average of 67.1% based on the number of recipients who open the document from their email over the year. This shows the newsletter is consistently read by staff.</p>	
			<ul style="list-style-type: none"> Publication of two magazines with stories from the regions. [1.4] 	<p>Achieved.</p>	<p>Achieved.</p>	
		Deliver professional governance training addressing organisational strategy, leadership and culture.	<ul style="list-style-type: none"> Governance training delivered at least once a triennium for all regional councillors. [1.5] 	<p>Achieved.</p> <p>Governance training sessions for regional councillors and chairs facilitated by expert Richard Westlake were held from the end of August to October 2023.</p>	<p>Achieved.</p> <p>Governance training sessions for regional councillors were held in 7 regions following the election of councillors in October.</p>	
			<ul style="list-style-type: none"> Development opportunities available for regional councillors elected mid-cycle. [1.6] 	<p>Currently scoping an efficient way to deliver this.</p>	<p>Achieved in part.</p> <p>Some regional councillors attended training with Dr Andrew West.</p> <p>Training for all chairs was held at the December 2024 North Canterbury meeting.</p> <p>On going support and training to be provided.</p>	
		Secure and bolster Fish & Game's statutory role in the management of sportfish and game birds for hunters and anglers.	Ensure that Fish & Game's role as a regulator is acknowledged and valued by the Government of the Day, other politicians (both from central and local government), other ENGOs, stakeholders and mana whenua.	<ul style="list-style-type: none"> Biannual engagements with CEOs of ENGOs, the fishing and hunting sector, and the Minister for Hunting and Fishing. [1.7] 	<p>Achieved.</p> <p>The CEO regularly meets with the Minister for Hunting and Fishing and other senior-level cabinet ministers over various issues. Subject areas included hunting and fishing, and natural resource management.</p> <p>Similar high-level engagements have been held with leadership across government agencies, including MPI and DOC, and across the ENGOs and the hunting and fishing sector.</p>	<p>Achieved.</p> <p>Since February 2025 drafts of all NZC submissions have gone to the office of the Minister for Hunting and Fishing after NZC resolved to do this so there are no surprises about our advocacy work.</p> <p>The NZC Chair, CEO and COO attend bi-monthly meetings with the Minister.</p> <p>Regular engagement at senior level with MPI, DoC, Te Tari Pureke and Outdoor Access Commission.</p>

Strategic Priority	Objectives	Key Result Areas	Performance Measure	Result 2023/24	Result 2024/25
			<ul style="list-style-type: none"> Develop and deliver a programme of meetings with iwi and pan Māori organisations. [1.8] 	The second performance measure is In progress. Plan to meet with Ngai Tahu in 24/25 FY.	Partially achieved. COO attends Fish Future workshops. Fish Futures draws together indigenous and pākehā voices on freshwater science and management.
	Ensure Fish & Game operates in an efficient and professional manner.	<p>Internal policy documents are complete, up to date, understood, and a process is in place to assess compliance.</p> <p>Health and Safety is a priority across the organization and everyone understands their part in making Fish & Game a safe organization.</p>	<ul style="list-style-type: none"> A rolling programme of policy review is undertaken with at least six documents being reviewed per year. [1.9] 	<p>Achieved.</p> <p>NZ Council adopted the following governance and HR policies and communicated these to the regions:</p> <ul style="list-style-type: none"> Remuneration Policy Performance Management Bullying and Harassment Drug and Alcohol Governance Code of Conduct National Policy on setting national policy (this one sets the standards and process for consulting with the regions) Maritime Compliance. 	<p>Partially achieved.</p> <p>A policy regarding implementing an infringement system is being consulted on. Review of current policies and development of new policies in the HR & H&S areas continues with consultation on all policies with regions before being adopted.</p> <ul style="list-style-type: none"> Lone Worker Fatigue Health Safety & Wellness Managing Time in Lieu Staff Code of Conduct Governance Code of Conduct.
			<ul style="list-style-type: none"> A complete list of organisational policies and their status is compiled. [1.10] 	<p>In progress.</p> <p>Have begun the process of collating all policy documents. A 'policy on setting national policy' has been adopted to determine the process for identifying policy gaps.</p>	<p>In progress.</p>
			<ul style="list-style-type: none"> The Health and Safety Committee is established and meets six times yearly. [1.11] 	<p>Achieved.</p> <p>The Health & Safety Committee was set up in June 2024 for Fish & Game NZ and was comprised of staff from five regions. So far, they have met fortnightly since June.</p> <p>The accountability matrix for H&S was completed and approved by the NZ Council.</p>	<p>Achieved.</p> <p>The Health & Safety Committee is being expanded to include representatives of each region's council.</p> <p>A framework for how we will manage health and safety is out for consultation.</p>

Strategic Priority 2: Attract and Retain Licence-holders

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

Strategic Priority	Objectives	Key Result Areas	Performance Measure	Result 2023/24	Result 2024/25
Attract and retain licence-holders.	Address real and perceived barriers to participation to retain and grow the number of licence-holders.	Total number of licence-holders increases year on year.	<ul style="list-style-type: none"> Increase in the number of total licence holders, and increases in both the fishing and hunting licence categories. 	<p>Partly achieved.</p> <p>Total fishing licences held increased from 116,801 (22/23) to 122,414 (23/24). However, hunting licences decreased from 36,248 (22/23) to 35,819 (23/24).</p>	<p>Partly achieved.</p> <p>Total fishing licences held increased from 122,414 (23/24) to 124,391. Hunting licences decreased from 35,819 (23/24) to 35,475 (24/25).</p>
			<ul style="list-style-type: none"> At least 50% of current anglers and 75% of current hunters retain their licence year on year. 	<p>Partly achieved.</p> <p>48.7% (down from 49.5% in the previous FY) of fishers retained their licence. While 75.8% (up from 75.7% in the previous FY) of hunters retained their licence.</p>	<p>Partly achieved.</p> <p>Fish was slightly higher on 51%.</p> <p>For game it was a fraction less with 74.2% retaining their licence.</p>
			<ul style="list-style-type: none"> Increase in the proportion of female licence-holders. 	<p>Achieved.</p> <p>The proportion of female fishing licence holders increased from 13.4% (up from 13.3% last year). Female hunters remained static at 4.7%.</p>	<p>Achieved.</p> <p>The proportion of female fishing licence holders increased to 13.8% (up from 13.4% last year). Female hunters were slightly up at 4.79%.</p>
			<ul style="list-style-type: none"> Deliver a high-engagement marketing campaign to promote Fishing and Hunting and the benefits of getting out in nature. 	<p>Achieved.</p> <p>ReWild campaign launched, which has had over 30,000 interactions on social media and led to an increase of 15% in the number of Fish and Game social media followers.</p>	<p>Achieved.</p> <p>ReWild campaign. From August 31st 2024 – September 1st 2025 we served 3,701,098 impressions, reaching 734,247 people on average 5 times each. There were 16,627 total engagements. Our ads optimised for video views had a video completion rate of 27.4% (benchmark 30%). Throughout the year we gained 1,390 follows on Facebook and 364 on Instagram.</p>

Strategic Priority	Objectives	Key Result Areas	Performance Measure	Result 2023/24	Result 2024/25
		Barriers to hunting and fishing participation are identified and addressed.	<ul style="list-style-type: none"> • Conduct specific research into the particular barriers for one under-represented group of Fish & Game Members. 	<p>Achieved.</p> <p>Research into perceptions, barriers, and enablers of participation by women anglers was undertaken.</p>	<p>Achieved.</p> <p>Our 2025 licence holder survey identified problems to address. An access paper was provided to the Minister for Hunting and Fishing in August.</p>
			<ul style="list-style-type: none"> • Develop initiatives to promote and improve accessibility for disabled people to hunt and fish. 	<p>Partly achieved.</p> <p>An Access Mapping system went live during the current financial year. This has identified 3093 access points for fishing, and there are 180 points on the Herenga ā Nuku maps for hunting. Regular engagement with the Walking Access Commission has been initiated to facilitate access points. Access is the highest-rated priority for licence holders, so increasing access points is a focus.</p>	<p>No progress.</p> <p>This will be factored into RFP for our digital licence/mapping system.</p>
	Licence-holders see value in Fish & Game.	Current licence-holders feel informed about the work of Fish & Game.	<ul style="list-style-type: none"> • Monthly newsletter and biannual magazine sent to all licence-holders. 	<p>Achieved.</p> <p>Magazine goes to 90,000 licence holders (55,000 fish and 35,000 game bird). Reel Life Newsletter goes to 160,000+ subscribers with a 42% open rate. Both Barrels Newsletter goes to 34,000+ subscribers with an average open rate of 53%.</p>	<p>Achieved.</p> <p>Magazine goes to 90,000 licence holders (55,000 fish and 35,000 game bird). Reel life goes to 160,000 subscribers with a 43% average open rate. Both Barrels went to 34,000 subscribers with an average open rate of 47%.</p>
		Current licence-holders believe that the organisation is performing well.	<ul style="list-style-type: none"> • Perception survey of current licence-holders is conducted. 	<p>Achieved.</p> <p>Survey completed by 1379 licence-holders.</p>	<p>Achieved.</p> <p>Survey completed by 1370 licence-holders.</p>
			<ul style="list-style-type: none"> • Over 60% of licence-holders rate Fish & Game as good or very good for performance. 	<p>Achieved.</p> <p>60.6% of licence-holders gave a good or very good performance rating.</p>	<p>Not achieved.</p> <p>53.9% of licence holders gave F&G a good performance rating</p>
			<ul style="list-style-type: none"> • Less than 10% of licence-holders rate Fish & Game as bad or very bad for performance. 	<p>Achieved.</p> <p>7.1% of licence-holders gave a bad or very bad rating for performance.</p>	<p>Not achieved.</p> <p>10.5% gave a bad rating.</p>

Strategic Priority 3: Mana Whenua Connected

Māori values are understood and reflected within Fish & Game with aligned advocacy and a positive collaborative approach that builds upon Te Tiriti obligations defined in the Conservation Act 1987.

Strategic Priority	Objectives	Key Result Areas	Performance Measure	Result 2023/24	Result 2024/25
Mana Whenua Connected.	Te Ao Māori values are reflected in Fish & Game's work.	Grow our internal Fish & Game capability to understand Te Ao Māori, kawa, tikanga, matauranga and te reo Māori.	<ul style="list-style-type: none"> The number of staff and regional councillors who have basic capability is measured to provide a baseline. [3.1] 	<p>In progress.</p> <p>A proposal to hire Te Ao Māori advisors has been approved. Two roles will support governance, and a part-time role will support operational staff.</p>	<p>Not Achieved.</p> <p>No funding has been set to increase staff or councilor capability. Business case for this needs to be re-presented in the April 2026 funding round.</p>
		Encourage participation by people who whakapapa Māori at all levels of the organisation, including as anglers and hunters and staff and office holders.	<ul style="list-style-type: none"> Obtain baseline measures so that a strategy for improvement can be developed. [3.2] 	<p>However, Currently, the licence system does not have a way to record ethnicity the licence-holder perception survey recorded a response rate from Māori of 4%, which could be assumed to be the current proxy for the proportion of Māori licence holders.</p>	<p>Not Achieved.</p> <p>Currently, the licence system does not have a way to record ethnicity.</p>
	Fish & Game has policies and processes that give effect to Te Tiriti o Waitangi.	Grow our internal Fish & Game capability to understand te Tiriti obligations.	<ul style="list-style-type: none"> Develop a plan to implement the advice obtained in February 2023, 'Giving effect to Treaty Principles, advice on the application of s4 of the Conservation Act 1987'. [3.3] 	<p>Partly achieved.</p> <p>A draft plan, 'Mana Whenua engagement guidelines in relation to the 10-year Sports Fish and Game Management Plan' has been developed. This is the first step in providing further guidance and realizing our te Tiriti obligations.</p> <p>Received Mana Whenua engagement advice from Kahu Environmental in August 2023.</p>	<p>Partially achieved.</p> <p>Mana Whenua engagement guidelines in relation to the 10-year Sports Fish and Game Management Plan were adopted by NZC at the 13 & 14 December 2024 / Meeting number 171.</p> <p>With Fish & Game reform SFGMP progress has been paused.</p>
	Be an effective Te Tiriti partner.	<ul style="list-style-type: none"> Look for opportunities to involve mana whenua or tautoko mana whenua work in the areas of Freshwater quality and ecosystems. [3.4] 	<p>Gave active consideration to joining Ngai Tahu in court proceedings as opposed to launching our own action. Plan to meet with Ngai Tahu to discuss shared interests in 2025.</p>	<p>Partially achieved.</p> <p>COO attends Fish Future workshops. Fish Futures draws together indigenous and pākehā voices with freshwater science and management.</p>	

Strategic Priority 4: Public Perception and Legitimacy

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

Strategic Priority	Objectives	Key Result Areas	Performance Measure	Result 2023/24	Result 2024/25
Public Perception and Legitimacy.	Understand and build positive public perception of Fish & Game New Zealand and angling and game bird hunting.	Public perception of Fish & Game.	<ul style="list-style-type: none"> Conduct a public survey once per triennium. 	Not achieved this year. Our next survey will be conducted in 2026.	Not Applicable this year. Our next survey will be conducted in 2026.
			<ul style="list-style-type: none"> Increasing engagement with our social media profiles and website. 	Achieved. Due to leveraging off the success of the ReWild campaign, our reach on Facebook more than doubled, and visits to our Facebook and Instagram pages increased by 70% when compared to the previous year (Nov 2022-Sept 2023).	Achieved. Due to leveraging off the success of the ReWild campaign, our reach on Facebook stayed consistent, visits to our Facebook and Instagram pages increased by 22% and post engagements are up 6% when compared to the previous year.
			<ul style="list-style-type: none"> Conduct research with a focus on public perception in order to inform future campaigns and communications. 	<p>Research into perceived impact of fishing on mental wellbeing was conducted.</p> <p>Also, research into the economic benefits of hydro canal sports fishery in Canterbury was commissioned.</p>	Achieved. Research in economic benefits was published. It found up to \$139 million is spent annually on fishing trips. Research into angling and wellbeing was conducted and a report produced.
<ul style="list-style-type: none"> Maintain a steady number of media stories and begin measurement of sentiment analysis. 	The number of Media where Fish & Game was mentioned varied from 41 mentions in February 2024 to 164 mentions in May 2024. We are currently investigating getting a sentiment analysis tool.	Achieved. The number of mentions in the media for Fish & Game was 617 for the year from October 2014 (when our new service commenced) until the end of the financial year. The sentiment breakdown showed 37.1% of stories were mixed, 26.6% were positive and 25.3% negative.			

Strategic Priority 5: Healthy species, habitats and ecosystems

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

Strategic Priority	Objectives	Key Result Areas	Performance Measure	Result 2023/24	Result 2024/25
Healthy species, habitats and ecosystems.	Effectively maintain species to ensure a sustainable supply for wild harvest.	Robust monitoring of population health and wider ecosystem considerations is conducted regularly.	<ul style="list-style-type: none"> Conduct annual shoveler survey. [5.1] 	Achieved. Survey conducted. The methodology for the survey is currently being reviewed.	Achieved. Survey conducted.
			<ul style="list-style-type: none"> Conduct National Angling Survey. [5.2] 	Commissioned NIWA to produce the National Angler Surveys (NAS) to estimate annual waterbody usage by anglers. The survey was conducted during 2021-22, but results were released in the current FY.	Not applicable. This survey is conducted every 7 years.
		Hunting and Fishing regulations are developed in order to ensure population and ecosystem health is maintained or improved.	<ul style="list-style-type: none"> Design a national monitoring programme and consolidated report on species monitoring. [5.3] 	In progress. It is being developed and should be completed in 2025.	Partially achieved. National game bird monitoring policy has been developed and is out for consultation. A sea-run salmon adaptive management policy is in effect (eg decision made using this plan reduced bag number for 2025-26 season).
		Compliance framework and activities are undertaken to provide assurance that regulations are being adhered to.	<ul style="list-style-type: none"> Fishing and Hunting regulations are approved annually by the Minister for Hunting and Fishing in accordance with legislation. [5.4] 	Achieved.	Achieved.
			<ul style="list-style-type: none"> Rangers are out and about in the community checking licences and ensuring adherence with catch limits. [5.5] 	Achieved. Regions set objectives for a number of checks and compliance rates. These are reported in each region's annual report, but we are currently investigating a system to obtain more up-to-date information.	Achieved. All rangers met warranting requirements and were recertified by Cert Systems NZ.

Strategic Priority	Objectives	Key Result Areas	Performance Measure	Result 2024/25
			<ul style="list-style-type: none"> Compliance regime is fit for purpose. [5.6] 	<p>In progress. We are currently developing a new infringement system, which is in draft format. We are aiming to have the necessary legislative changes adopted so this can be progressed in 2025.</p> <p>Achieved. Policies regarding implementing an infringement system are being consulted on.</p>
	Advocate and deliver activities that protect and enhance habitats.	Participate in the RMA process to advocate for better freshwater quality, the preservation of natural wetlands and the creation and preservation of man-made wetlands.	<ul style="list-style-type: none"> Provide RMA training to RMA team members to assist with advocacy work. [5.7] 	<p>Achieved. External training was provided on case management and writing planning evidence in the current FY.</p> <p>Achieved. External training was provided on expert evidence 13 November 2024 and submission writing training on 29 July 2025, with a team workshop on 30 July 2025.</p>
<ul style="list-style-type: none"> Assist Regional staff in mg submissions on Local Government Regional Council Land and Water Plans. [5.8] 			<p>Achieved. Assisted with Tasman, Marlborough, Otago and Northland Land and Water Plan submissions.</p> <p>Not applicable. Limited opportunity to assist with regional plan submissions as few consultations were occurring with the plan stop direction from government until 2027. NZC planner has provided some support to HBF&G and Nelson Marlborough F&G over the financial year.</p>	
Have a say on other plans, regulations and legislation that impacts on freshwater ecology, wild food sourcing and other matters of interest.		<ul style="list-style-type: none"> Stay informed over future RMA developments [5.9] 	<p>Achieved. CEO has met with the Minister for RMA reform. Fish & Game National office is involved with the eNGOs for the purposes of future RMA communications, and we attended the EDS annual conference in June.</p> <p>Achieved. Obtained funding for RM reform submission work (meeting 17/1 December 2024) and attended meetings with Mfe and eNGOs.</p>	
			<ul style="list-style-type: none"> High quality submissions developed on matters of interest. [5.10] 	<p>Achieved. Submissions on Fast Track Bill (including presentation to Select Committee) and Resource Management (Freshwater and Other Matters) Amendment Bill completed.</p> <p>Achieved. Submissions provided to Biosecurity Act amendments, Arms Act, Conservation Law reform, Partnering to Plant Trees, Resource Management and Other System Changes, WWTP Standards, Predator Free and Biodiversity Strategy submission, Overseas Investment Act, National Direction submissions(3), Game Animal Council (HOSI) submission, NZ Conservation Policy submission.</p>

Statement on performance measurement

The statement of service performance and service performance information has been prepared and presented in accordance with PBE FRS 48 Service Performance Reporting.

The service performance measures presented in this report are structured around the five strategic priorities established in Fish & Game New Zealand's Organisational Strategy 2023-2028: unified and enduring organisation, attract and retain licence holders, mana whenua connected, public perception and legitimacy, and healthy habitats and ecosystems. These priorities reflect both our statutory functions under the Conservation Act 1987 and our commitment to representing the interests of anglers and hunters whilst maintaining and enhancing sports fish and game birds and their freshwater habitats.

In developing these performance measures, we have applied judgement in selecting indicators that meaningfully reflect progress towards our strategic objectives. Quantitative measures are based on data from our licence holder database (including licence sales, retention rates, and demographic information), stakeholder engagement records, social media analytics, and species monitoring programmes conducted by regional Fish & Game councils. Where baseline data was not previously available, we have established measurement systems during this reporting period to enable ongoing performance tracking. Qualitative measures reflect our assessment of relationship quality with stakeholders and mana whenua, organisational culture development, and the effectiveness of our advocacy work, recognising that these aspects of our performance cannot be adequately captured through numerical targets alone. Performance across many key result areas reflects the combined efforts of the New Zealand Council and the twelve regional Fish & Game councils, with regional councils delivering much of the on-the-ground work whilst national office provides coordination, policy development, and strategic support.

New Zealand Fish and Game Council

Consolidated Statement of Financial Position

For the year ended 31 August 2025

	Note	Actual 2025 Group \$	Actual 2024 Group \$
ASSETS			
Current Assets			
Cash & Cash Equivalents	7	2,361,314	1,186,241
Receivables	8	426,501	322,166
Other Financial Assets	10	226,918	-
Prepayments & Accrued Income		46,860	16,695
Total Current Assets		3,061,593	1,525,102
Non-Current Assets			
Other Financial Assets	10	189,333	1,809,238
Property, Plant & Equipment	11	71,673	17,419
Total Non-Current Assets		261,006	1,826,657
Total Assets		3,322,599	3,351,759
LIABILITIES			
Current Liabilities			
Payables	9	701,974	801,398
Employee Entitlements	12	40,816	95,164
NZ Game Bird Habitat Trust	13	154,733	178,623
Total Current Liabilities		897,523	1,075,185
Total Liabilities		897,523	1,075,185
Net Assets		2,425,075	2,276,574
Accumulated Funds		1,670,168	1,439,677
Dedicated Reserves		12,500	12,500
Restricted Reserves		742,408	824,397
Equity		2,425,075	2,276,574

The accompanying notes form part of, and should be read in conjunction with these financial statements.

New Zealand Fish and Game Council

Consolidated Statement of Comprehensive Revenue and Expense

For the year ended 31 August 2025

	Note	Actual 2025 Group \$	Budget 2025 Group \$	Actual 2024 Group \$
REVENUE FROM NON-EXCHANGE TRANSACTIONS				
Levies		4,048,676	4,051,524	4,043,585
Other Revenue	2	-	-	70
		4,048,676	4,051,524	4,043,655
REVENUE FROM EXCHANGE TRANSACTIONS				
Interest		122,487	40,025	134,556
Magazine Contributions		96,340	110,000	57,722
Sale of Fish & Game Cookbook		847	-	132
Sundry Income		37,977	42,000	81,133
Total Revenue		4,306,328	4,243,549	4,317,198
EXPENSES				
Species Management	3	78,037	87,500	50,361
Habitat Protection & Management	3	254,385	255,400	560,257
Angler & Hunter Participation	3	401,525	533,000	356,553
Public Awareness	3	195,550	248,641	261,604
Compliance	3	25,113	57,500	69,612
Licensing	3	492,092	635,500	514,924
Council	3	121,319	102,500	120,076
Research	3	106,218	200,000	141,589
Co-ordination & Reporting	3	250,901	307,650	170,583
Ministerial Review Costs	3	113,166	233,000	226,890
Grants to Regions	3	763,969	763,969	739,192
Personnel Costs	4	1,239,538	1,185,608	1,122,046
Depreciation	8	15,097	7,367	10,925
Other Expenses	5	100,918	91,200	93,549
Total Expenditure		4,157,826	4,708,835	4,438,161
Net Surplus/(Deficit) for the Period		148,502	(465,286)	(120,963)
Total Comprehensive Revenue and Expense		148,502	(465,286)	(120,963)

The accompanying notes form part of, and should be read in conjunction with these financial statements.

New Zealand Fish and Game Council

Consolidated Statement of Changes in Net Assets

For the year ended 31 August 2025

	Actual 2025 \$	Actual 2024 \$
ACCUMULATED FUNDS		
Balance as at 1 September	1,439,677	1,243,595
Surplus/(Deficit)	148,502	(120,963)
Transfer to Reserves	(178,160)	(423,216)
Transfer from Reserves	260,149	740,262
Total Accumulated Funds	1,670,168	1,439,677
DEDICATED RESERVES		
Asset Replacement Reserve		
Balance as at 1 September	10,000	21,794
Transfer from Accumulated Funds	-	2,692
Transfer to Accumulated Funds	-	(14,486)
Balance as at 10 September	10,000	10,000
Staff Development Grant		
Balance as at 1 September	2,500	921
Transfer from Accumulated Funds	-	13,549
Transfer to Accumulated Funds	-	(11,970)
Balance as at 31 August	2,500	2,500
Total Dedicated Reserves	12,500	12,500
RESTRICTED RESERVES		
Research Reserve		
Balance as at 1 September	218,706	228,537
Transfer from Accumulated Funds	-	64,208
Transfer to Accumulated Funds	-	(74,039)
Balance as at 31 August	218,706	218,706
National Anglers Survey Reserve		
Balance as at 1 September	105,125	134,675
Transfer from Accumulated Funds	-	30,000
Transfer to Accumulated Funds	-	(59,550)
Balance as at 31 August	105,125	105,125
Legal Fund Reserve		
Balance as at 1 September	500,567	768,016
Transfer from Accumulated Funds	178,160	312,770
Transfer to Accumulated Funds	(260,149)	(580,219)
Balance as at 31 August	418,578	500,567
Total Restricted Reserves	742,408	824,397
Total Equity	2,425,075	2,276,574

The accompanying notes form part of, and should be read in conjunction with these financial statements.

New Zealand Fish and Game Council

Consolidated Cashflow Statement

For the year ended 31 August 2025

	Actual 2025 \$	Actual 2024 \$
CASH FLOWS FROM OPERATING ACTIVITIES		
Cash was received from:		
Levies	3,885,677	4,043,585
Other Revenue	176,705	139,057
Interest Received	59,142	134,556
Cash was applied to:		
Payments to Suppliers	2,968,767	3,306,818
Payments to Employees	1,245,866	1,122,046
GST (Net)	98,160	17,448
Net Cash Flows from Operating Activities	(191,265)	(129,114)
CASHFLOW FROM INVESTING ACTIVITIES		
Cash was received from:		
Receipts from Maturity of Investments	1,435,690	805,415
Cash was applied to:		
Purchase of Property, Plant and Equipment	69,351	14,491
Acquisition of Investments	-	67,250
Net Cash Flows from Investing Activities	1,366,339	723,674
Net Increase / (Decrease) in Cash	1,175,073	594,559
Opening Cash as at 1 September	1,186,241	591,682
Closing Cash as at 31 August	2,361,314	1,186,241
This is represented by:		
Cash & Cash Equivalents as at 31 August	2,361,314	1,186,241

The accompanying notes form part of, and should be read in conjunction with these financial statements.

New Zealand Fish and Game Council Notes To The Consolidated Financial Statements

For the year ended 31 August 2025

Note 1: STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES

REPORTING ENTITY

New Zealand Fish and Game Council Group is a Public Entity under the Public Finance Act 1989 (Schedule 4). The Council was established on 4 May 1991 with passing of the Conservation Law Reform Act 1990. These financial statements have been prepared in accordance with Section 153 to 156 of the Crown Entities Act 2004 as required by S45M of the Public Finance Act 1989. The Council has a wholly owned subsidiary, Fish and Game Publishing Limited, with the same balance date, which holds the Fish and Game magazine intellectual property. This entity has been consolidated in these financial statements.

New Zealand Fish and Game Council Group is a Public Benefit Entity (PBE) for financial reporting purposes. These statements were authorised to issue on 05 December 2025 by the Council. No other party has the power to amend these financial statements.

BASIS OF PREPARATION

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

Statement of compliance

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

The consolidated financial statements have been prepared in accordance with and comply with Tier 2 Public Benefit Entity International Public Sector Accounting Standards - RDR (reduced

disclosure). The New Zealand Fish and Game Council is eligible and has elected to apply the PBE RDR standards as its expenses are less than \$33,000,000 and it does not have public accountability as defined in XRB A1, Application of the Accounting Standards Framework.

Changes in Accounting Policy

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

Presentation currency

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

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Consolidated Accounting Policy

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

Revenue Recognition

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

Revenue from Non-Exchange Transactions

Levies

New Zealand Fish and Game Council is primarily funded from the levies payable by Fish and Game Councils, in accordance with Section 26(f) of the Conservation Act 1987. These levies are used or

the administration of the New Zealand Fish and Game Council, and for redistribution between Fish and Game Councils, and advocacy and research. Levies are recognised when the invoice is issued accordance with Section 26(f) of the Conservation Act 1987. These levies are used for the administration of the New Zealand Fish and Game Council, and for redistribution between Fish and Game Councils, and advocacy and research. Levies are recognised to the extent that it is probable that the economic benefits will flow to the Group and measured at the fair value of consideration receivable.

Revenue from Exchange Transactions

Interest Revenue

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

Magazine Contribution

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

RMA Legal Revenue

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

Operating Leases

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

Distribution to Fish and Game Councils- Grants

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

FINANCIAL ASSETS

Cash and Cash Equivalents

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

Classification of Financial Instruments

The entity classifies its financial instruments into the following categories: financial assets at amortised cost and financial liabilities at amortised cost, based on the business model for managing the financial assets and the contractual cash flow characteristics.

Receivables

Receivables are initially recognised at their fair value and subsequently measured at amortised cost using the effective interest method, less any provision for impairment.

A receivable is considered impaired when there is evidence that the Council will not be able to collect the amount due. The amount of the impairment is the difference between the carrying amount of the receivable and the present value of the amounts expected to be collected.

Impairment is assessed using the expected credit loss model under PBE IPSAS 41. Loss allowances are measured at an amount equal to lifetime expected credit losses.

Other Financial Assets

Short term deposits have original maturities greater than three months. Investments in deposits are measured at amortised cost using the effective interest method.

At reporting date the Council assesses whether there is any objective evidence that an investment is impaired. Any impairment loss is recorded as an expense in the Statement of Comprehensive Revenue and Expense.

FINANCIAL LIABILITIES

Payables

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

Derecognition of Financial assets and liabilities

A financial asset is derecognised when the contractual rights to the cash flows expire or are transferred.

A financial liability is derecognised when the obligation is discharged, cancelled or expires.

Employee Entitlements

Short-term employee entitlements

Employee benefits that are due to be settled within 12 months after the end of period in which the employee renders the related service are measured based on accrued entitlements at current rates of pay.

These include salaries and wages accrued up to balance date and annual leave earned but not yet taken at balance date.

Long-term employee entitlements

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

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

Property, Plant and Equipment

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

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

Depreciation

Depreciation is charged on all property, plant and equipment other than land, so as to spread the cost of the asset over its useful life. Depreciation for each of the major categories of assets is calculated on the basis noted below:

All assets purchased prior to 1 September 2009 are calculated as:

	Life	Depreciation Method
Buildings	40 years	Straight Line
Plant & Equipment	3-10 years	Diminishing Value
Motor Vehicles	3-5 years	Diminishing Value
Office Equipment	2-10 years	Diminishing Value

All assets purchased after 1 September 2009 are calculated as:

	Life	Depreciation Method
Buildings	40 years	Straight Line
Plant & Equipment	3-20 years	Straight Line
Motor Vehicles	10 years	Straight Line
Office Equipment	2-10 years	Straight line

Creditors and accrued Expense

Creditors and accrued expenses are measured at the amount owed.

Game Bird Habitat Stamp Levy

Levies are collected and paid to New Zealand Fish and Game Council per the New Zealand Game Bird Habitat Stamp Regulations 1993. The levy is \$5 for every game licence sold within the financial year.

Employee costs Payable

A liability for employee costs is recognised when an employee has earned an entitlement. These include salaries and wages accrued up to balance date and annual leave earned but not yet taken at balance date. A liability and expense for long service leave and retirement gratuities is recognised when the entitlement becomes available to the employee.

Superannuation schemes

Defined Superannuation Schemes

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

Equity

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

- Accumulated surplus/(deficit)
- Restricted Reserves
- Dedicated Reserves

Restricted and Dedicated Reserves

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

Asset Replacement Reserve

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

Staff Development Grant Reserve

A reserve set up in August 2021 to ensure the \$10,000 budgeted each year is fully allocated to approved staff development programmes. Any unspent monies will be accumulated for use in future years. The fund is capped at \$30,000.00

Research Reserve

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

National Anglers Survey Reserve

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

RMA Legal Fund Reserve

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

Goods and Services Tax

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

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

The Statement of Cashflows is presented on a gross basis, and any GST components in the investing or financing activities are incorporated into the operating cash flows. Commitments and Contingencies are disclosed exclusive of GST.

Income Tax

The Council is a Public Benefit Entity and is exempt from the payment of income tax in terms of the Income Tax Act 2007

Budget Figures

The budget figures are derived from the Council budget that was approved at the Council meeting in August 2024.

NEW OR AMENDED STANDARDS ADOPTED

Disclosure of Fees for Audit Firms' Services (Amendments to PBE IPSAS 1) include several general updates and amendments to Tier 2 PBE standards, effective for reporting periods starting on or after 1 January 2023.

NOTE 2: Analysis of Revenue

	Actual 2025 \$	Budget 2025 \$	Actual 2024 \$
DONATIONS, BEQUESTS, OTHER FUNDRAISING			
Donations/Koha from the Public	-	-	70
Total Donations, Bequests, Other	-	-	70
GRANTS/CONTRACTS (NON-GOVERNMENT)			
RMA Funding	-	-	20,000
Web Advertising	3,866	30,000	10,620
Magazine Contributions	96,340	110,000	57,722
Contracts with Other Fish & Game Regions	34,111	12,000	50,513
Total Grants/Contracts (Non-government)	134,318	152,000	138,855
INTEREST			
Other Interest	122,487	40,025	134,556
Total Interest	122,487	40,025	134,556
OTHER INCOME			
Sale of Cookbook	847	-	132
Total Other Income	847	-	132

NOTE 3: Analysis of Expenses

	Actual 2025 \$	Budget 2025 \$	Actual 2024 \$
SPECIES MANAGEMENT			
Regulations	78,037	87,500	50,361
Total Species Management	78,037	87,500	50,361
HABITAT PROTECTION/MANAGEMENT			
Resource Management	199,206	200,000	524,219
Advocacy	55,178	55,400	36,038
Total Habitat Protection/Management	254,385	255,400	560,257
ANGLER & HUNTER PARTICIPATION			
National Magazine	401,525	533,000	356,553
Total Angler & Hunter Participation	401,525	533,000	356,553
PUBLIC AWARENESS			
Advocacy	43,703	25,191	4,216
Communication	54,257	110,000	77,563
Education	6,031	7,000	6,000
Public Promotions	91,558	106,450	173,824
Total Public Awareness	195,550	248,641	261,604
COMPLIANCE			
Ranger Co-ordination	10,650	39,500	40,451
Compliance	14,463	18,000	29,161
Total Compliance	25,113	57,500	69,612
LICENCING			
Licence Production & Distribution	357,310	282,000	230,681
Licence Projects	1,266	20,000	25,556
Licence Audit	7,500	8,500	8,925
Licence Contract	126,015	325,000	249,762
Total Licencing	492,092	635,500	514,924
COUNCIL			
Council Meetings & Sub Committees	119,424	70,500	90,748
Governance & Performance Review	1,894	32,000	29,328
Total Council	121,319	102,500	120,076

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NOTE 3: Analysis of Expenses cont'd

	Actual 2025 \$	Budget 2025 \$	Actual 2024 \$
CO-ORDINATION & REPORTING			
Management/Strategic Planning	22,614	35,000	42,808
Annual Planning/IT & Website	53,965	80,150	87,567
Assurance Services	16,769	84,000	2,779
Elections	123,007	67,500	1,840
Financial Audit Fee	21,716	21,000	23,110
Regional Audits	4,277	10,000	-
Staff Scholarship	8,552	10,000	12,478
Total Co-ordination & Reporting	250,901	307,650	170,583
Research			
Research Programme	46,762	100,000	62,039
Cost Optimisation Model	39,456	45,000	-
Research PHD Programme	20,000	25,000	20,000
National Anglers Survey	-	30,000	59,550
Total Research	106,218	200,000	141,589
MINISTERIAL REVIEW			
Chair Strategy/Training	-	-	-
Governance Training	10,052	35,000	28,151
Leadership & Cultural Training	-	20,000	-
NZC Strategy	-	-	3,457
Legal Costs	-	-	-
Staff Training/Hui	10,770	62,000	40,439
Cost Optimisation Project	698	20,000	103,750
Advisors	45,438	50,000	14,250
Managers Training/Strategy	-	-	-
HR Policy Consultant	30,510	36,000	36,497
Consultant Amalgamation	15,699	10,000	346
Total Ministerial Review	113,166	233,000	226,890
GRANTS TO REGIONS			
Grants to Regions	763,969	763,969	739,192
Total Grants to Regions	763,969	763,969	739,192

Note 4 : Personnel Costs

	Actual 2025 \$	Budget 2025 \$	Actual 2024 \$
Salaries and Wages	1,165,176	1,128,758	1,053,197
KiwiSaver Contributions	26,343	25,000	29,166
Staff Training and Other Expenses	48,020	31,850	39,684
Total Personnel Costs	1,239,538	1,185,608	1,122,046

Note 5: Other Expenses

	Actual 2025 \$	Budget 2025 \$	Actual 2024 \$
Office Premises	49,299	56,400	64,028
Office Equipment	2,305	2,000	1,282
Communications	16,347	24,200	20,617
General	32,967	8,600	7,622
Total Other Expenses	100,918	91,200	93,549

Note 6: Auditor's Fees

The Group's financial statements and service performance information for the year ended 31 August 2025 are audited by Grant Thornton New Zealand Audit Limited on behalf of the Auditor-General.

During the year, the following fees were incurred for services provided by our audit firm:

	Actual 2025 \$	Actual 2024 \$
Fees to Auditor		
The audit fee disclosed for the financial report represents the fee for the annual statutory audit engagement carried out under the Auditor-General's auditing standards. This fee also includes the audit of the summary annual report, also a statutory requirement, which is completed in conjunction with this engagement and not billed separately.	21,716	23,110
Licence Audit	7,500	8,925

Note 7 : Financial Instruments

The accounting policies for financial Instruments have been applied to the line items below.

The carrying amounts of Financial Assets and Liabilities in each of the following instrument categories are as follows:

Financial Assets at amortised cost

	Actual 2025 \$	Actual 2024 \$
Cash and Cash Equivalents	2,361,314	1,186,241
Receivables	426,501	322,166
Other Financial Assets	416,251	1,809,238
Total Financial Assets at Amortised Cost	3,204,066	3,317,645

There are no expected Credit losses for the year ended 31 August 2025 (2024 \$Nil)

Financial Liabilities at amortised cost

	Actual 2025 \$	Actual 2024 \$
Payables (Excluding Taxes Payable)	331,084	691,657
Accrued Expenses	272,730	88,455
Total Financial Liabilities at Amortised Cost	603,814	780,112

Note 8 : Trade & Other Receivables

	Actual 2025 \$	Actual 2024 \$
TRADE AND OTHER RECEIVABLES		
Receivables (Gross)	426,501	322,166
Less: Allowance for Credit losses	-	-
TRADE AND OTHER RECEIVABLES COMPRISES		
Receivables from Levies (Non-exchange Transactions)	162,999	-
Receivables from the Sales of Goods (Exchange Transactions)	196,615	275,854
Accrued Interest (Exchange Transactions)	66,887	46,312
Total Trade and Other Receivables	426,501	322,166

Note 9: Payables

	Actual 2025 \$	Actual 2024 \$
PAYABLES FROM NON-EXCHANGE TRANSACTIONS COMPRISES		
GST Payable	98,160	21,286
Total Payables from Non-exchange Transactions	98,160	21,286
PAYABLES FROM EXCHANGE TRANSACTIONS COMPRISES		
Creditors	331,084	691,657
Accrued Expenses	272,730	88,455
Total Payables from Exchange Transactions	603,814	780,112
Total Payables	701,974	801,398

Note 10 : Other Financial Assets

	Actual 2025 \$	Actual 2024 \$
OTHER FINANCIAL ASSETS		
Term Deposits	416,251	1,809,238
CLASSIFICATION OF TERM DEPOSITS		
Current	226,918	-
Non-Current	189,333	1,809,238

There is no impairment provision for investments (2024: \$Nil) as the investments are all term deposits with a major NZ bank and therefore there is little to no credit risk involved.

Note 11: Property Plant & Equipment

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

	Office Equipment	Office Furniture	Motor Vehicles	Total
COST OR VALUATION				
Balance At 1 Sept 2023	80,632	11,896	-	92,528
Additions	8,863	5,623	-	14,486
Disposals	-	-	-	-
Balance At 31 Aug 2024	89,495	17,519	-	107,014
Balance At 1 Sept 2024	89,495	17,519	-	107,014
Additions	11,201	-	58,151	69,352
Disposals	-	-	-	-
Balance At 31 Aug 2025	100,696	17,519	58,151	176,366
ACCUMULATED DEPRECIATION AND IMPAIRMENT LOSSES				
Balance at 1 Sept 2023	70,553	8,118	-	78,673
Depreciation Expense	10,283	642	-	10,925
Eliminate on Disposal	-	-	-	-
Balance At 31 Aug 2024	80,836	8,760	-	89,598
Balance at 1 Sept 2024	80,836	8,760	-	89,598
Depreciation Expense	7,797	1,591	5,709	15,097
Eliminate on Disposal	-	-	-	-
Balance At 31 Aug 2025	88,633	10,351	5,709	104,693
Carrying Amounts				
At 31 Aug and 1 Sept 2024	8,659	8,760	-	17,419
At 31 Aug 2025	12,063	7,168	52,442	71,673

Note 12: Employee Entitlements

	Actual 2025 \$	Actual 2024 \$
Accrued Salaries and Wages	12,520	12,623
Annual Leave	28,296	82,541
Total Employee Entitlements	40,816	95,164

Note 13: NZ Game Bird Habitat Trust

Game Bird Habitat Stamp Programme Trading Account For the year ended 31 August 2025	Actual 2025 \$	Actual 2024 \$
Income		
Game Bird Habitat Stamps Sold with Licences	155,326	156,670
General Sales	9,323	9,845
Total Income	164,649	166,515
Less Expenses		
Product Production	9,916	10,470
Meeting Costs	-	668
Other Costs	-	53
Total Expenses	9,916	11,191
Net Payable to NZ Game Bird Habitat Trust Board	154,733	155,324
GST Applied	-	23,299
Net Transfer to NZ Game Bird Habitat Trust Board	154,733	178,623

Note 14: Commitments

	Actual 2025 \$	Actual 2024 \$
Commitment to		
Eyede Solutions Ltd	80,000	130,000
Research Projects approved to Regions	218,705	218,705
National Anglers Survey	105,125	105,125
Website Development	-	-
RMA Legal Funding to Regions	418,578	500,567
Total Commitments	822,408	954,397

The above contracts have been approved by the Council and will be recognised in the Statement of Comprehensive Revenue and Expense when the contract service conditions have been met by the third party or when a constructive obligation exists.

	Actual 2025 \$	Actual 2024 \$
Operating Leases		
Photocopier Rental		
Within 1 year	1,704	1,704
1-2 years	1,704	1,704
3-5 years	1,562	3,266
Total Photocopier	4,970	6,674
Premises Rental		
Within 1 year	43,005	43,005
1-2 years	35,838	43,005
3-5 years	-	35,838
Total Premises	78,843	121,848
Total Operating Leases		
Within 1 year	44,709	44,709
1-2 years	37,542	44,709
3-5 years	1,562	39,104
Total Operating Leases	83,813	128,522

Note 15: Contingencies

There are no known contingent liabilities at 31 August 2025 (Last Year - nil).

Note 16: Related Party Transactions

Related Entities

New Zealand Fish and Game Council manage the stamp programme activities on behalf of the New Zealand Game Bird Habitat Trust Board. Income is collected from the Fish and Game Councils and New Zealand Post. The net income after associated expenditure is transferred to the New Zealand Game Bird Habitat Trust Board. Refer to Note 13.

Related Party Transactions

New Zealand Fish and Game Council receives levies from the Fish and Game Councils. Levies from Fish and Game Councils are legislated by the Conservation Law Reform Act 1990. Transactions with Fish and Game Councils are not disclosed as related party transactions when they are consistent with normal terms and conditions for such transactions. There is a total of \$154,733 outstanding from Fish and Game councils as at 31 August 2025 - this relates to the Game Bird Habitat Trust levy (2024 \$178,623).

	Actual 2025 \$	Actual 2024 \$
Levies Schedule		
Auckland/Waikato	228,107	131,920
Eastern	91,972	124,451
Hawkes Bay	107,757	59,722
Nelson Marlborough	94,288	108,053
North Canterbury	645,291	648,865
Central South Island	904,341	1,005,427
Otago	1,205,888	1,161,958
Southland	771,032	803,189
Total Levies	4,048,676	4,043,585

	Actual 2025 \$	Actual 2024 \$
Grants Schedule		
Northland	372,490	384,203
Taranaki	209,097	193,916
Wellington	137,387	137,937
West Coast	44,995	23,136
Total Grants	763,969	739,192

Note 17: Key Management Personnel Compensation

	2025	2024
Remuneration	330,786	380,343
Full Time Equivalent	3	2

Note remuneration includes holiday pay and long service leave paid out to Key Personnel during the year.

Council Member Interests

Greg Duley, a councillor of the New Zealand Fish and Game Council, is also a director and shareholder of NZ Hunter Magazine. During the year ended 31 August 2025, the Council engaged NZ Hunter Magazine for advertising services and the production of a special edition publication. The total amount paid to NZ Hunter Magazine was \$82,342 (2024: \$122,878). At balance date, there were no outstanding balances payable to NZ Hunter Magazine (2024: Nil). During the 2024-25 year \$35,912 in advertising revenue was received from NZ Hunter Magazine (2024: \$32,377). The Council considers this a related party transaction in accordance with PBE IPSAS 20, as NZ Hunter Magazine is an entity in which a key management person (Greg Duley) has significant influence. The Council manages this interest by engaging directly with the Editor of the Magazine (Luke Care), and Mr Duley is not involved in council discussions and decisions around the Magazine.

Note 18: Events after Balance Date

There have been no significant events after the balance date (last year: nil).

Independent Auditor's Report

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To the readers of New Zealand Fish and Game Council's group financial statements and statement of service performance for the year ended 31 August 2025

The Auditor-General is the auditor of New Zealand Fish and Game Council group (the Group). The Auditor-General has appointed me, Jacques Du Toit, using the staff and resources of Grant Thornton New Zealand Audit Limited, to carry out the audit of the financial statements and the statement of performance of the Group, on his behalf.

Opinion

We have audited:

- the consolidated financial statements of the Group on pages 44 to 62, that comprise the consolidated statement of financial position as at 31 August 2025, the consolidated statement of comprehensive revenue and expense, consolidated statement of changes in equity and consolidated cash flows statement for the year ended on that date and the notes to the consolidated financial statements that include accounting policies and other explanatory information; and
- the statement of service performance of the Group on pages 8 and 16 to 43.

In our opinion:

- the consolidated financial statements of the Group:
 - present fairly, in all material respects:
 - its financial position as at 31 August 2025; and
 - its financial performance and cash flows for the year then ended; and
 - comply with generally accepted accounting practice in New Zealand in accordance with Public Benefit Entity International Public Sector Accounting Standards Reduced Disclosure Regime; and
- the statement of service performance of the Group presents fairly, in all material respects, the Group's actual performance compared against the performance targets and other measures by which performance was judged in relation to the Group's objectives for the year ended 31 August 2025.

Our audit was completed on 11 December 2025. This is the date at which our opinion is expressed.

The basis for our opinion is explained below. In addition, we outline the responsibilities of the Council and our responsibilities relating to the consolidated financial statements and the statement of service performance, and we explain our independence.

Basis for Opinion

We carried out our audit in accordance with the Auditor-General's Auditing Standards, which incorporate the Professional and Ethical Standards and the International Standards on Auditing (New Zealand) issued by the New Zealand Auditing and Assurance Standards Board. Our responsibilities under those standards are further described in the Responsibilities of the auditor section of our report.

We have fulfilled our responsibilities in accordance with the Auditor-General's Auditing Standards.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

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Responsibilities of the Council for the consolidated financial statements and statement of service performance

The Council is responsible on behalf of the Group for preparing consolidated financial statements and a statement of performance that are fairly presented and comply with generally accepted accounting practice in New Zealand.

The Council is responsible for such internal control as it determines is necessary to enable it to prepare consolidated financial statements and a statement of performance that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements and the statement of performance, the Council is responsible on behalf of the Group for assessing the Group's ability to continue as a going concern. The Council is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless there is an intention to merge or to terminate the activities of the Group, or there is no realistic alternative but to do so.

The Council's responsibilities arise from the Public Finance Act 1989, the Crown Entities Act 2004, and the Conservation Act 1987.

Responsibilities of the auditor for the audit of the consolidated financial statements and the statement of service performance

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements and the statement of service performance, as a whole, are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit carried out in accordance with the Auditor-General's Auditing Standards will always detect a material misstatement when it exists. Misstatements are differences or omissions of amounts or disclosures, and can arise from fraud or error. Misstatements are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of readers taken on the basis of these consolidated financial statements and the statement of service performance.

We did not evaluate the security and controls over the electronic publication of the consolidated financial statements and the statement of service performance.

As part of an audit in accordance with the Auditor-General's Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. Also:

- We identify and assess the risk of material misstatement of the consolidated financial statements and the statement of service performance, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- We obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- We evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Council.
- We evaluate the appropriateness of the reported service performance within the Group's framework for reporting its performance.
- We conclude on the appropriateness of the use of the going concern basis of accounting by the Council and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements and statement of service performance, or if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- We evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements and the statement of service performance represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Council regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Our responsibilities to audit the financial statements arise from the Public Audit Act 2001.

Other information

The Council is responsible for the other information. The other information comprises the information included on pages 3 to 67 but does not include the financial statements and the statement of performance, and our auditor's report thereon.

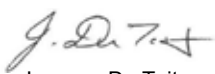
Our opinion on the financial statements and the statement of performance does not cover the other information and we do not express any form of audit opinion or assurance conclusion thereon.

In connection with our audit of the financial statements and the statement of performance, our responsibility is to read the other information. In doing so, we consider whether the other information is materially inconsistent with the financial statements and the statement of performance or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on our work, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Independence

We are independent of the Group in accordance with the independence requirements of the Auditor-General's Auditing Standards, which incorporate the independence requirements of Professional and Ethical Standard 1: *International Code of Ethics for Assurance Practitioners* issued by the New Zealand Auditing and Assurance Standards Board.

In addition to the audit, we have carried out a reasonable assurance engagement on regional council licence revenue received and distributed by a third party, which are compatible with those independence requirements. Other than the audit and this engagement, we have no relationship with or interests in the Group.



Jacques Du Toit
Grant Thornton New Zealand Audit Limited
On behalf of the Auditor-General
Wellington, New Zealand







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