

NEW ZEALAND GAME ANIMAL COUNCIL

**STATEMENT OF PERFORMANCE
EXPECTATIONS
FINANCIAL YEAR 2023-24**



Our Vision

Sustainable management of game animals
and hunting for recreation, communities,
commerce and conservation.

Whakataukī

Mō ō tātau wairua, mō ō tātau oranga, mō ō tātau
whānau, e whakarato mai ana te taiao.

The natural environment provides sustenance for
our spirit, our wellbeing and our families.

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Introduction

This Statement of Performance Expectations, prepared by the New Zealand Game Animal Council (GAC), sets out the performance expected of GAC for the period 1 July 2023 to 30 June 2024.

We are responsible for the Financial Statements and Statement of Non-Financial Performance Expectations contained in this document. We consider that the Financial Statements and Statement of Non-Financial Performance Expectations fairly reflect the organisation's expected financial position and performance results for the year ending 30 June 2024, in accordance with the Crown Entities Act 2004.

Grant Dodson
Chair
June 2023

Sharon Salmons
Deputy Chair
June 2023

About this document

This is the 2023/2024 Statement of Performance Expectations (SPE), prepared by the GAC. All information provided is in accordance with the Crown Entities Act 2004 (CE Act).

This SPE reflects our operational priorities, performance targets and forecast financial information for the 2023/2024 financial year.

This SPE also incorporates the priorities of the Government, the Minister and the GAC. To support this work, we will continue to utilise the GAC's Strategic Plan, which was approved by the GAC in November 2022. Both continue to inform our decision-making and enable us to track our performance.

To ensure we can respond to changes in our operating environment we review our measures annually to ensure they remain fit for purpose.

Performance will be reported on in the 2023/2024 Annual Report.



Grant Dodson
Chair



About the Game Animal Council

Who we are

The GAC is an independent statutory entity established on 28 November 2013 under the Game Animal Council Act 2013 (GAC Act). As per section 6 of the GAC Act, the GAC is established as a body corporate with perpetual succession.

The GAC is a Public Finance Act Schedule 4 organisation listed under Schedule 4 of the Public Finance Act 1989 (PF Act), as set out in a Consequential amendment to the PF Act that was made in 2013 pursuant to section 91(1) of the GAC Act.

Under Schedule 4 of the PF Act, normal Crown Entity monitoring requirements apply and the GAC is subject to some sections of the CE Act relating to planning and reporting.

Subpart 2 of Part 5 of the PF Act (of which the main provision is section 45M) applies to the GAC as a Schedule 4 organisation.

Section 45M sets out a number of sections of the CE Act (and regulations that apply to the matters referred to in those sections) which apply to a Schedule 4 organisation.

The following sections of the CE Act apply to GAC:

- sections 133 and 134 (which relate to supply of information)
- sections 149C, 149B-M and 153 (which relate to statement of performance expectations)
- section 150 (which is the obligation to prepare, present, and publish an annual report), in line with sections 151 (other than subsection (1)(b)), 152 and 154 to 157A
- sections 154 to 156 (which relate to annual financial statements, statements of responsibility, and audit reports)
- section 158 (which relates to bank accounts)
- sections 161 to 164 (which concern restrictions on certain financial dealings and the acquisition or use of financial products and derivatives)
- section 165 (net surplus payable)

The GAC is also a Schedule 1, Part 2, organisation under the Ombudsmen Act 1975.

Under section 7 of the GAC Act, the GAC's functions in relation to game animals are:

- to advise and make recommendations to the Minister:
- to provide information and education to the hunting sector:
- to promote safety initiatives for the hunting sector; including firearms safety:
- to advise private landowners on hunting:
- to develop, on its own initiative or at the direction of the Minister, voluntary codes of practice for hunting:
- to raise awareness of the views of the hunting sector:
- to liaise with hunters, hunting organisations, representatives of tangata whenua, local authorities, landowners, the New Zealand Conservation Authority, conservation boards, and the Department of Conservation to improve hunting opportunities:
- to conduct research, including research on the hunting of game animals:
- in respect of herds of special interest for which the Minister has delegated management powers under section 20 to the GAC,

- to undertake management functions that are compatible with the management of public conservation land and resources generally; and
- to exercise its powers for the effective management of the herd:
- to operate voluntary certification schemes for professional hunting guides and game estates:
- to promote minimum standards and codes of conduct for certified hunting guides and game estates:
- to investigate complaints and take disciplinary action in relation to certified hunting guides and game estates:
- to provide any other services to hunters that the Minister is satisfied are ancillary to the GAC's other functions:
- to perform any other functions conferred on it under this Act or any other enactment: and
- To assess the costs of managing herds of special interest and make recommendations to the Minister on ways to recover those costs.

Game animals are wild pigs, chamois, tahr and all species of deer.

What we do

The GAC has responsibilities for, *among other things*, advising and making recommendations (in relation to game animals and hunting) to the Minister of Conservation, raising awareness of the views of the hunting sector, liaising with stakeholders to improve hunting opportunities, including to improve game animal management for this purpose.

Other responsibilities include providing advice, information, education, managing herds of special interest and promoting codes and standards. For example, we are responsible for providing information and education to the hunting sector and promoting safety initiatives. An example of this is through the development of our online hunter safety & education programme Better Hunting.

We liaise with stakeholders involved in game animal management, hunting, and conservation, from individuals and organisations at the grass roots community level through to government ministers and officials.

How we will achieve our outcomes

The GAC's outcomes are focused on ensuring that game animals and hunting are sustainably managed, the impacts and resource value of game animals are considered, and the public engages in game animal hunting responsibly and safely.

We seek to achieve these outcomes by liaising to develop and maintain constructive connections with hunting and conservation stakeholders, as well as government agencies involved in the management and administration of game animals, hunting, public conservation, and private/leasehold land.

By raising awareness of the views of the hunting sector in the appropriate forums; the GAC has demonstrated that conflict regarding the management of game animals can be considerably reduced when stakeholders have greater input into issues that affect their interests.

By promoting hunter safety initiatives and providing game animal management information that supports improved hunting opportunities and conservation outcomes. For example, the GAC is part of the Land Safety Forum to provide hunting sector views for inclusion in developing national safety initiatives. The GAC also



provides information and education to the hunting sector on how decisions they make when hunting can contribute to safer outcomes and how to practice game animal management that seeks to achieve a lower quantity, higher quality hunting resource. This benefits both hunting and conservation.

We are constantly working to be a modern, evidence-based organisation that provides and enables pragmatic solutions to improve the management of hunting and game animals in New Zealand, and support achieving relevant conservation outcomes.

Our Strategic Framework will help us track progress being made against our objectives and outcomes. Our performance measures will help us understand the impact we make through our work.

This document provides an annual view of the GAC's performance expectations against the medium to long term intentions. The targets and deliverables in this document are informed by our governing legislation, together with the priorities of the Government and our Minister (set out in the annual Letter of Expectations) for us to play a pivotal role in improving the management of game animals and hunting for recreation, communities, commerce and conservation.

Our planned work for the year, and how we intend to measure our success, is set out in the following pages.

Business Environment

Societal and policy context

The management of game animals in New Zealand reflects the influence of societal attitudes, research and scientific knowledge, advances in technology, and government policies.

Game animals are viewed variously as: an asset for tourism; a recreational sport resource; a food source; a pest to be controlled or eradicated; the basis of a wild venison export industry; a part of the farmed livestock industry; and a resource for industries based on professional guiding and trophy hunting.

Creating the GAC was viewed as a mechanism for addressing the conflicts that have challenged the administration of game animals in New Zealand.

In fulfilling its statutory functions, the GAC works constructively both within the hunting sector and with stakeholders outside the hunting sector.

The GAC provides an opportunity to secure the future of game animals and hunting by embodying modern principles and attitudes whilst remaining mindful of New Zealand's unique situation with respect to game animals and conservation.



Strategic Framework

The GAC's Strategic Plan was reviewed in 2022 and approved by the Council in May 2023.

The revised Strategic Plan builds upon the foundation of the GAC since its establishment; however, it was identified that reprioritisation based on the GAC's current and future funding and resources was required.

The review also sought to account for the changing nature of the hunting sector, the recognised need for improved management of game animals and the hunting system, the relationships the GAC is building (including Crown-Māori relationships), and the role of hunters and game animals in relation to communities, commerce and conservation.

Our Vision

Sustainable management of game animals and hunting for recreation, communities, commerce and conservation.

Our Purpose

To achieve the sustainable management of game animals and hunting by fulfilling the functions of the Game Animal Council Act 2013.

Our Mission

To liaise with communities, mana whenua, government and other stakeholders to develop enduring solutions to achieve the sustainable management of game animals and hunting.

Output Classes

Provide advice and make recommendations to the Minister of Conservation on matters relating to game animals and hunting.

Enable community engagement and collaboration for improved game animal management and to promote safe and responsible hunting practices.

Tikanga Whakahaere / Our Values and Guiding Principles

Kotahitanga (promoting togetherness)
Manaakitanga (showing respect and care for people)
Whakapapa (the connection between all of us and our ancestors)
Whanaungatanga (connection between people)
Pūkengatanga (expertise)
Kaitiakitanga (guardianship)

We are constructive, evidence based, solution-focused, connected with stakeholders, and we give effect to the principles of Te Tiriti o Waitangi.

Our Strategic Objectives

- Provide well-considered advice and recommendations to the Minister of Conservation on matters relating to game animals and hunting.
 - Develop positive relationships between the GAC and stakeholders through effective liaison, advice, and communication.
 - Enhance the quality of game animal herds while maintaining or enhancing conservation outcomes.
 - Raise awareness of the views of the hunting sector.
 - Promote hunter safety and education.
 - Improve the acceptance of hunting as a safe and legitimate activity, and game animals as valued introduced species.
 - Promote standards for hunting and management of game animals.
 - Develop and uphold appropriate governance and management mechanisms.
-

Our outcomes for New Zealand

- Improvements to the management of game animals
- Enable enhanced community support for game animal management initiatives
- Improvements to the provision of hunter safety and education
- The GAC continues to enhance its organisational health and workforce capability and meets its statutory responsibilities.



Connections

Connections between the GAC's output classes, strategic objectives, outcomes and delivery activities

| LONG/MEDIUM-TERM | | MEDIUM-TERM | MEDIUM/SHORT-TERM (ANNUAL PLAN) | | | | | | |
|--|---|---|--|---|---|--|-------------------------------------|--|---|
| Output Classes | | Outcomes | Strategic Objectives | | | | | | |
| Provide advice and make recommendations to the Minister of Conservation on matters relating to game animals and hunting. | Enable community engagement and collaboration for improved game animal management and to promote safe and responsible hunting practices | How we know we are succeeding | Raise awareness of the views of the hunting sector | Develop positive relationships between the Game Animal Council and stakeholders through effective liaison, advice and communication | Enhance the quality of game animal herds while maintaining or enhancing conservation outcomes | Improve the acceptance of hunting as a safe and legitimate activity, and game animals as valued introduced species | Promote hunter safety and education | Promote standards for hunting and management of game animals | Develop and uphold appropriate governance and management mechanisms |
| Y | Y | Improvements to the management of game animals | Y | Y | Y | Y | Y | Y | N |
| Y | Y | Enable enhanced community support for game animal management initiatives | Y | Y | Y | Y | N | N | N |
| N | Y | Improvements to the provision of hunter safety and education | N | Y | Y | Y | Y | Y | N |
| Y | Y | The Game Animal Council continues to enhance its organisational health and workforce capability and meets its statutory responsibilities. | Y | Y | Y | Y | Y | Y | Y |

Statement of non-financial performance expectations

This section sets out the activities that the GAC is funded to engage in to deliver outputs (that is, goods and services) and the standards against which we will assess our service delivery performance. The measures and standards have been developed in accordance with the PBE SFR-A (PS) Public Benefit Entity Simple Format Reporting – Accrual (Public Sector) Standard.

By fulfilling the functions outlined in the **Game Animal Council Act 2013** through this SPE, we can enhance the social licence of game animal management and conservation operations conducted by the Crown on public land. This will minimize conflicts with hunting and environmental stakeholder groups and decrease associated costs. Additionally, improvements in hunter safety and education are anticipated to enhance public safety and reduce the expenses associated with responding to hunting-related incidents by the Crown.

The output classes of the GAC are:

Provide advice and make recommendations to the Minister of Conservation on matters relating to game animals and hunting in which performance will be assessed by the quality of advice provided, and the targets met against the measures contained within the SPE 2023-24.

Enable community engagement and collaboration for improved game animal management and to promote safe and responsible hunting practices in which performance will be assessed by the targets met against the measures contained within the SPE 2023-24.

The output classes are expected to enable the GAC to fulfil its functions as identified in section 7 of the GAC Act.



Outcome 1

Improvements to the management of game animals

Working to improve the management of game animals is at the core of the GAC's functions. Enhancing the quality of game animal herds while maintaining or enhancing conservation outcomes is the strategic objective which guides the mahi we do in this space.

The Minister of Conservation (the Minister) is the responsible Minister for the GAC. The GAC is a statutory advisor for matters relating to game animals and has been described by previous Ministers as the “eyes and ears on the ground within the hunting community”, with Ministers welcoming the GAC's free and frank advice. The GAC's advice and recommendations provide an important contribution for the Minister to make informed decisions regarding sustainable game animal management while supporting conservation outcomes.

The GAC works to achieve the vision set out in the GAC Strategic Plan for the sustainable management of game animals and hunting for recreation, communities, commerce and conservation.

This requires us to provide advice and make recommendations to the Minister, liaise with stakeholders, raise awareness of the views of the hunting sector, promote standards for hunting and management of game animals, conduct research, and provide information and education to the hunting sector to increase knowledge about hunting and game animal management.

It also includes developing voluntary certification for professional hunting guides and establishing herds of special interest (HOSI) (for which the Minister has delegated management powers under section 20 of the GAC Act to the GAC).

To support achieving the outcome, the areas we will focus on in 2023/24 are:

- Make recommendations on advancing hunter contributions to game animal management, and community and conservation initiatives.
- Provide advice and recommendations to the Minister on Te Ara ki Mua: A framework for adaptive management of wild goats, deer, wild pigs, tahr, and chamois.
- “Liaise with the Department of Conservation, whānau, hapū, iwi and other stakeholders on the implementation of Te Ara ki Mua” (as per ‘Implementation’ in Te Ara ki Mua.)
- Progress the establishment of Herds of Special Interest.
- Identifying and developing site-based plans for hunter priority sites for adaptive management (as per the Aotearoa New Zealand Biodiversity Strategy 2020).
- Support the problem identification work around the sector's concerns relating to the management of the Wild Animal Recovery Operations (WARO) system.
- Develop a research strategy and conduct research into the management of game animals and hunter motivation, participation, per capita effort, harvest and expenditure.
- Progress the voluntary certification scheme for professional hunting guides.

The approach will consist of:

Raise awareness of the views of the hunting sector.

- Ensuring the Minister of Conservation is kept well informed of issues that are relevant to the hunting sector and the management of game animals in New Zealand.

Develop positive relationships between the GAC and stakeholders through effective liaison, advice and communication.

- Maintaining a positive working relationship with the Department of Conservation as the management of game animals and hunting will often intersect with the overall management of public conservation land.
- Developing strong lines of communication with other stakeholders, including the hunting sector, landowners, whānau, hapū and iwi.

Enhance the quality of game animal herds while maintaining or enhancing conservation outcomes.

- Liaising with the Department of Conservation, whānau, hapū and iwi to implement Te Ara ki Mua (as per 'Implementation' in Te Ara ki Mua.).
- Providing advice to landowners for managing hunting and game animals on their land.
- Liaising with stakeholders to improve hunter access and hunter contributions to game animal management.
- Liaising with stakeholders to help manage game animals that are not HOSI.
- Developing a research strategy and conducting research into the management of game animals and hunter motivation, participation, per capita effort, harvest and expenditure.

Improve the acceptance of hunting as a safe and legitimate activity and game animals as valued introduced species

- Raising the awareness of the views of the hunting sector regarding the importance of hunting to the management of game animals.
- Assisting with the development of management initiatives through Te Ara ki Mua and other programmes that will enhance the value of game animals through improvements to their management.

Promote hunter safety and education.

- Improving the effectiveness of hunters in managing game animals by increasing hunters' knowledge and success in harvesting the appropriate animals through the provision of information and education through the Better Hunting programme (which is a free online education programme for new and inexperienced hunters that addresses safety requirements and hunting practices) and other initiatives.

Promote standards for hunting and management of game animals.

- Working to establish best practice game animal management principles and guides.
- In conjunction with the guided hunting and game estate industry, establishing relevant certification schemes.
- In respect of herds of special interest, undertaking management functions that are compatible with the management of public conservation land and resources generally, and exercising GAC's powers for the effective management of the herd.

Performance will be monitored using the information in the following table.

| PERFORMANCE MEASURE | TARGET 2022/23 | FORECAST ACTUAL 2022/23 | TARGET 2023/24 |
|---|-----------------------|-------------------------|--|
| Provide advice and make recommendations to the Minister of Conservation regarding advancing hunter contributions to game animal management, and community and conservation initiatives. | New measure | - | At least 1 piece of advice. |
| Provide advice and make recommendations to the Minister of Conservation on the implementation of Te Ara ki Mua, by 28 February 2024. | Achieved/not achieved | Achieved | At least 1 piece of advice. |
| Participate in Te Ara ki Mua implementation meetings with the Department of Conservation. | New measure | - | 10 meetings |
| Arrange engagements with, but not limited to, Ngāi Tūhoe, Ngāti Tūwharetoa, Ngāti Porou and Ngāti Tahu to establish and maintain strong relationships and consider Te Ara ki Mua and its implementation in their respective rohe. | New measure | - | Minimum of 2 engagements |
| Voluntary certification framework for professional hunting guides drafted, by 30 June 2024. | New measure | - | To be achieved |
| Progress key activities to advance game animal management initiatives. This will be evidenced by: <ul style="list-style-type: none"> - Develop draft framework for identifying hunter valued sites. - Identify hunter contributions to game animal management and communities and potential advancements. - Research Strategy drafted, by 30 June 2024. - Process to establish Herds of Special Interest finalised. - Support the problem identification work relating to the management of the Wild Animal Recovery Operations (WARO) and Aerial Assisted Trophy Hunting (AATH) system. | New measures | - | To be achieved To be achieved To be achieved To be achieved To be achieved |

Outcome 2

Enable enhanced community support for game animal management initiatives

Community support for game animal management initiatives is an important component of the Te Ara Ki Mua framework which provides direction and focus to achieve the goals of Te Mana o te Taiao, the Aotearoa New Zealand Biodiversity Strategy 2020 for valued introduced species. Understanding current societal values, norms and beliefs, as well as the motivators, barriers and enablers of action to support biodiversity management and decision making is crucial.

To enable enhanced community support for game animal management initiatives and programmes, effective stakeholder liaison and engagement across the game animal management, hunting and conservation sectors is necessary.

To support achieving the outcome, the areas we will focus on in 2023/24 are:

- Raise awareness of the views of the hunting sector on the benefits of game animal management and the role the hunting sector plays in their management.
- Implement communications that ensures stakeholders have access to timely information about the work of the GAC and ensures stakeholders can engage with the GAC on issues that affect them.
- Engage regularly with hunting sector leaders.
- Build and foster relationships with other government departments and agencies.

The approach will consist of:

Raise awareness of the views of the hunting sector.

- Raising awareness of the views of the game animal hunting sector in relevant forums.
- Endeavouring to have the interests of the GAC, game animals and hunting adequately addressed in legislation, policy and planning.

Develop positive relationships between the GAC and stakeholders through effective liaison, advice and communication.

- Facilitating regular Hunting Sector Leaders' Network meetings.
- Seeking to foster external relationships and collaborate on initiatives where practicable.
- Arrange engagements with, but not limited to, Ngāi Tūhoe, Ngāti Tūwharetoa, Ngāti Porou and Ngāti Tahu to establish and maintain strong relationships and to discuss where their interests intersect with hunting interests in their respective rohe.
- Ensuring the GAC is perceived as an authority on issues to do with game animals and hunting.
- Participating in key hunting, recreational and conservation sector events.
- Continuing to build on the GAC's credibility in the game animal and hunting space.

Enhance the quality of game animal herds while maintaining or enhancing conservation outcomes.

- Liaising with stakeholders to improve hunting opportunities through identifying and facilitating hunter and management access to game animal populations.
- Raising awareness of the views of the hunting sector regarding game animal management as a tool to improve the quality of game animal herds while also protecting the environment.

Improve the acceptance of hunting as a safe and legitimate activity, and game animals as valued introduced species.

- Keeping stakeholders and the New Zealand public informed about hunting and how it is practiced in New Zealand.
- Liaising with stakeholders, including the public, and raising the hunting sectors views about game animals being valued introduced species and how through hunting they are an important contributor to the health, wellbeing, prosperity and conservation landscape of New Zealand.
- Educating stakeholders and the public on the role of hunting and hunters in the management of game animals and the conservation of indigenous species.
- Advocating for the safe and responsible use of firearms for hunting and educating the hunting sector on outdoor safety requirements.

Performance will be monitored using the information in the following table.

| PERFORMANCE MEASURE | TARGET 2022/23 | FORECAST ACTUAL 2022/23 | TARGET 2023/24 |
|--|----------------|-------------------------|----------------|
| The number of the GAC's 'The Stalk' newsletter published, by 30 June 2024. | 4 | 4 | 4 |
| The number of Hunting Sector Leaders' Network meetings facilitated, by 30 June 2024. | New measure | - | 3 |
| The number of external stakeholder meetings or workshops we participate in, by 30 June 2024. | New measure | - | 4 |

Outcome 3

Improvements to the provision of hunter safety & education

Learning to hunt in New Zealand has traditionally been done by accompanying family and friends. This will always remain an important part of New Zealand hunting culture, however, a lot of new people are getting into hunting who do not come from families and communities where hunting is a way of life. It is important that we provide these people with the skills, knowledge and opportunity to become safe, responsible and successful hunters.

In 2021, the GAC in collaboration with the New Zealand Deerstalkers Association was successful in a Jobs for Nature (JfN) funding application for \$212,000 over a three-year period (2021-2024) for a national hunter education & training scheme. In the 2023-24 financial year \$70,000 will be allocated to the GAC through the JfN Programme.

With the funds secured through the funding grant, the GAC is developing an online hunter safety and education programme, Better Hunting. The objective is to provide a free-to-use, publicly available online platform that will help fill the education and learning pathway gap and provide new and inexperienced hunters with some of the knowledge and skills they require to be safe, responsible and effective hunters in New Zealand.

We want hunters to undertake hunts safely, recognise their responsibilities and obligations, understand modern New Zealand game animal management principles and play a positive role in supporting the conservation of our native species.

Better Hunting will stand-alone while also complementing the New Zealand Deerstalker Associations' HUNTS course¹ by providing new hunters with knowledge of some of the fundamentals of hunting in New Zealand. It is not designed to replace practical training or hunting experience.

To support achieving the outcome, the areas we will focus on in 2023/24 are:

- Deliver on the JfN National Hunter Education & Training Scheme Funding Agreement.
- Develop and launch the 'Better Hunting' online hunter safety & education programme.

¹ HUNTS | New Zealand Deerstalkers Association Inc



The approach will consist of:

Develop positive relationships between the GAC and stakeholders through effective liaison, advice and communication.

- Liaising and collaborating with stakeholders to develop Better Hunting.
- Reviewing the subsequent uptake of the Better Hunting programme by engaging with users of the programme to assess its effectiveness and ensuring adaptations are made as and when required.

Enhance the quality of game animal herds while maintaining or enhancing conservation outcomes.

- Informing hunters on how they can contribute to management through harvesting the appropriate animals.
- Supporting and encouraging hunters to play a positive role in supporting conservation outcomes.

Improve the acceptance of hunting as a safe and legitimate activity, and game animals as valued introduced species.

- Through the promotion of Better Hunting, promote the value to stakeholders (external) of an education and learning pathway delivered by a statutory agency.
- Through the promotion of Better Hunting, help inform stakeholders and the public on the role of hunting and hunters in the management of game animals and the conservation of indigenous species.
- Continue with GAC's involvement in the Land Safety Forum which entails 17 national organisations developing national outdoor recreational safety initiatives.

Promote hunter safety and education.

- Improving safety outcomes for hunters by promoting key outdoor and hunting-specific safety information.
 - Implementing education programmes as part of the Better Hunting programme for recreational hunters that address bushcraft, firearms safety, and other outdoor safety requirements.
- Improving the effectiveness of hunters in managing game animals by:
 - Developing and increasing the availability of free to access game animal management education material.
 - Increasing hunters' knowledge and success in harvesting the appropriate animals through the provision of information and education.

Promote standards for hunting and management of game animals.

- Ensure hunters understand the need to comply with all relevant legislation, regulation and sector standards.

Performance will be monitored using the information in the following table.

| PERFORMANCE MEASURE | TARGET 2022/23 | FORECAST ACTUAL 2022/23 | TARGET 2023/24 |
|--|----------------|-------------------------|--|
| Advise the Minister on the hunter safety and education programme launch, subsequent uptake and any recommendations, by 30 June 2024. | 1 | Achieved (1) | At least 1 piece of advice. |
| By 31 August 2023: <ul style="list-style-type: none"> - Testing and quality assurance of online platform and course content completed. - Report on GAC sign-off of Hunter Safety and Education Programme online course. - 1.3 FTEs achieved at end of Year 2. - Quarterly Report 8 due. | New measures | - | To be achieved To be achieved To be achieved To be achieved |
| JfN Quarterly Report 9, due 30 November 2023. | New measure | - | To be achieved |
| By 28 February 2024: <ul style="list-style-type: none"> - Hunter Safety and Education online programme launched. - Report on promotion, marketing, and socialisation of online training programme. - Quarterly Report 10 due. | New measures | - | To be achieved To be achieved To be achieved |
| JfN Quarterly Report 11, due 31 May 2024. | New measure | - | To be achieved |

Outcome 4

The Game Animal Council continues to enhance its organisational health and workforce capability and meets its statutory responsibilities.

The GAC is a young organisation having been formed in 2014. With historically small budgets, the GAC was only able to employ its first employee in December 2019. As the value of the GAC has been recognised, increased funding has been provided through Vote Conservation.

As the GAC grows and matures, an organisational structure that enables the GAC to deliver upon its functions and responsibilities will require both development and maintenance. This includes developing further operating systems and processes to support the GAC delivering upon its statutory responsibilities; effectiveness and efficiency in delivering upon its functions; and as a good employer who treats employees and contractors fairly and properly in all aspects of their work for the GAC.

Ensuring the GAC has trained, knowledgeable and experienced Councillors to support maintaining a strong and healthy organisation requires ongoing training and assessment.

To support achieving the outcome, the areas we will focus on in 2023/24 are:

- Meeting statutory planning and reporting requirements, including but not limited to the requirements set out in the CE Act and PBE FRS 48 Service Performance Reporting Standard.
- Ensuring that the GAC is meeting statutory and public sector accountabilities and responsibilities, including the responsibilities contained in the GAC Act.
- Enhance delivery of council functions throughout organisational growth.

The approach will consist of:

Develop and uphold appropriate governance and management mechanisms.

- Supports meeting statutory responsibilities by:
 - Improving the organisational structure of the GAC.
 - Maintaining positive working relationships with the GAC's Crown Monitor (DOC Governance Unit) and the Minister.
 - Understanding the GAC resources required to meet increasing statutory planning and reporting requirements.

Undertake annual board evaluation and training.

- Supports meeting statutory and public sector accountabilities and responsibilities by:
 - Enhancing board effectiveness.
 - Identifying opportunities, areas of risk and potential mitigation.
 - Fostering open communication.
 - Meeting best practices and standards.

Grow organisational capacity and capability.

- Supports the enhanced delivery of council functions by providing additional resources to:
 - Enable undertaking statutory functions.
 - Enhance statutory function deliverables.
 - Improve processes for undertaking statutory functions.

Performance will be monitored using the information in the following table.

| PERFORMANCE MEASURE | TARGET 2022/23 | FORECAST ACTUAL 2022/23 | TARGET 2023/24 |
|---|----------------|--------------------------|--------------------------|
| Annual board evaluation process undertaken, by 30 June 2024. | 1 | 1 | 1 |
| Councillors undertake Governance training. | New measure | - | 1 |
| Meet reporting requirements for the Annual Report 2022-23. | Achieved | Achieved | To be achieved |
| Meet reporting requirements for the Statement of Performance Expectations 2024/25. | Achieved | Not achieved | To be achieved |
| Quarterly reports provided to the DOC Governance Unit within one month following the end of each quarter. | Achieved | 3 of 4 within one month. | 4 of 4 within one month. |

Forecast Financial Statements

The GAC is primarily funded through Vote Conservation. In 2023-24, Vote Conservation funding of \$800,000 has been allocated to the GAC.

In the 2023-24 financial year \$70,000 will also be allocated to the GAC through the JfN Programme.

New Zealand Game Animal Council Forecast Statement of Financial Performance For the Year Ended 30th June 2024

| | 2024 Forecast | 2023 Expected Actual | 2023 Forecast |
|--|--------------------------|-------------------------------------|--------------------------|
| | \$ | \$ | \$ |
| REVENUE | | | |
| Funding from Central Government | 870,000 | 670,000 | 670,000 |
| Donations and other similar receipts | 2,600 | 7,650 | 2,900 |
| Total Revenue | 872,600 | 677,650 | 672,900 |
| EXPENSES | | | |
| Costs Related to Providing Goods or Services | 370,440 | 354,145 | 375,454 |
| Employment Related Costs | 483,650 | 351,164 | 358,583 |
| Other Expenses | 45,745 | 44,666 | 49,413 |
| Total Expenses | 899,835 | 749,975 | 783,450 |
| (DEFICIT)/SURPLUS FOR THE YEAR | (\$27,235) | (\$72,325) | (\$110,550) |

New Zealand Game Animal Council
Forecast Statement of Changes in Accumulated Funds
 For the Year Ended 30th June 2024

| | 2024 Forecast | 2023 Expected Actual | 2023 Forecast |
|----------------------------|--------------------------|-------------------------------------|--------------------------|
| | \$ | \$ | \$ |
| ACCUMULATED FUNDS | | | |
| Opening Balance | 38,450 | 110,775 | 110,775 |
| (Deficit)/Surplus for Year | (27,235) | (72,325) | (110,550) |
| Other movements | | | |
| Appropriation to Reserves | (11,215) | - | - |
| ACCUMULATED FUNDS | \$ 0 | \$38,450 | \$ 225 |

New Zealand Game Animal Council
Forecast Statement of Financial Position
 As at 30th June 2024

| | 2024 Forecast | 2023 Expected Actual | 2023 Forecast |
|---------------------------------------|--------------------------|-------------------------------------|--------------------------|
| | \$ | \$ | \$ |
| CURRENT ASSETS | | | |
| Bank Accounts | 57,552 | 93,450 | 30,080 |
| Total Current Assets | 57,552 | 93,450 | 30,080 |
| CURRENT LIABILITIES | | | |
| Creditors and Accrued Expenses | 46,337 | 55,000 | 29,855 |
| Total Current Liabilities | 46,337 | 55,000 | 29,855 |
| NET ASSETS | \$11,215 | \$38,450 | \$ 225 |
| Represented by: | | | |
| ACCUMULATED FUNDS and RESERVES | | | |
| Accumulated Funds | - | 38,450 | 225 |
| Reserves | 11,215 | - | - |
| TOTAL EQUITY | \$11,215 | \$38,450 | \$ 225 |

New Zealand Game Animal Council
Forecast Statement of Cash Flows
 For the Year Ended 30th June 2024

| | 2024 Forecast | 2023 Expected Actual | 2023 Forecast |
|--|--------------------------|-------------------------------------|--------------------------|
| | \$ | \$ | \$ |
| Cash Flows from Operating Activities | | | |
| Cash was received from: | | | |
| Donations and other similar revenue | 2,600 | 7,650 | 2,900 |
| Funding from Central Government | 870,000 | 711,880 | 711,880 |
| | 872,600 | 719,530 | 714,780 |
| Cash was applied to: | | | |
| Payments to Suppliers and Employees | 914,570 | 772,808 | 828,765 |
| Net GST | (6,072) | (5,011) | (2,348) |
| | 908,498 | 767,797 | 826,417 |
| Net Cash Flows from (applied to) Operating Activities | (35,898) | (48,267) | (111,637) |
| NET INCREASE (DECREASE) IN CASH HELD | (35,898) | (48,267) | (111,637) |
| Opening Cash | 93,450 | 141,717 | 141,717 |
| Closing Cash | \$57,552 | \$93,450 | \$30,080 |

New Zealand Game Animal Council Notes to the Forecast Financial Statements

For the Year Ended 30th June 2024

STATEMENT OF ACCOUNTING POLICIES

For the years ended 30 June 2023 and 30 June 2024

Reporting Entity

New Zealand Game Animal Council is a statutory entity established on 28 November 2013 under the Game Animal Council Act 2013 and is required to comply with the Crown Entities Act 2004 and the Public Finance Act 1989.

Basis of Preparation

New Zealand Game Animal Council has elected to apply PBE SFR-A (PS) Public Benefit Entity Simple Format Reporting – Accrual (Public Sector) on the basis that it does not have public accountability and has total annual expenses less than \$2,000,000. All transactions in the forecast performance report are reported using the accrual basis and historical cost basis of accounting.

The forecast performance report is prepared under the assumption that the entity will continue to operate in the foreseeable future.

The forecast financial performance report is presented in New Zealand dollars.

Particular Accounting Policies

The following particular accounting policies adopted in the financial statements have a significant effect on the results and financial position.

(a) Revenue

Grant

Council, government and non-government grants are recognised when the funding is received unless there is an obligation to return the funds if conditions of the grant are not met (“use or return condition”). If there is such an obligation, the grant is initially recorded as a liability and recognised as revenue when the conditions of the grant are met.

Interest Revenue

Interest revenue is recorded as it is earned during the year.

(b) Goods & Services Tax (GST)

New Zealand Game Animal Council is registered for GST. All amounts in the forecast performance report have been prepared on a “GST exclusive” basis with the exception of Accounts Receivable and Accounts Payable which are disclosed inclusive of GST.

(c) Taxation

New Zealand Game Animal Council is established under the Game Animal Council Act 2013 and therefore is exempt from income tax.

(d) Use of Estimates and Judgements

In preparing these forecast financial statements the GAC has made estimates and assumptions, based on historic experience and expectations of future events, that are believed to be reasonable under the circumstances.

Changes in Accounting Policies

There have been no significant changes in accounting policies from those applied last year.