Game Animal Council
NEW ZEALAND

Council Meeting 25 November 2026- Public Papers

Council Meetings

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KARAKIA & WORKSHOP

Council Meetings

New Zealand Game Animal Council
Wednesday 25 November 2026
Sixtieth meeting of the Council
To be held at Rydges Wellington Airport Hotel

 # D Decision required, **A** Advice required from Council, **I** Information only.
SO Strategic objectives

Key objectives for the Meeting:

- Welcome new Council members
- Strategic items & reporting
- Decision reporting and financial reporting
- Operational updates
- Information updates

Item	DRAFT AGENDA – WEDNESDAY 25 NOV 2026	Time	#	SO
	KARAKIA & WORKSHOP			
	Karakia	0900	-	-
	Welcome new Council members	0905		
	Workshop – Environmental scan **Purpose**: regional round up from Council members for insights from within hunting sector organisations/local communities.	0915	-	-
	MEETING BEGINS	**10.00**		
	APOLOGIES & MINUTES			
1	Accept Apologies	1000	**D**	1-4
2	Minutes **Purpose:** review and approve Council meeting minutes, 12 August 2026	1005	**D**	1-4
	INTERESTS REGISTER & CONFLICTS			
3	Interests Register & Conflicts arising from agenda **Purpose:** review and declare any new conflicts **Purpose:** declare conflicts with agenda items	1015	**D**	4
4	Confirmation that the agenda addresses key items **Purpose:** confirm the agenda	1025	**D**	1-4
	MORNING TEA	1030		
	STRATEGIC ITEMS			
5	Strategic items **Purpose**: Receive and note: • Finalised 2026-2027 Budget • Operational workplan update. • Annual Report 2025-2026 received and noted	1100	**D**	1-4
	LUNCH	1230		
	PUBLIC EXCLUDED			
6	Move into committee – public excluded motion *Section 9(g) of the Official Information Act 1982* **Purpose**:	1315	**D**	1-4

	• Review and approve in-committee minutes – 12 August 2026 • HOSI developments (verbal update) • BIM development • Other business Move out of in-committee. Consider matter(s) to be moved from in-committee to public, if any.			
	ACTION ITEMS			
7	Action items and matters arising **Purpose:** discuss, remove or progress action items and matters arising	1345	**A**	1-4
	STRATEGIC REPORTING			
8	CEO Strategic Report **Purpose**: High level report by the CEO and update including: • Emerging risks and opportunities • Submissions • Legislation & Research • HOSI	1400	**D**	1-4
	AFTERNOON TEA	1425		
	OPERATIONAL REPORTING			
9	COO Operational Report **Purpose**: Update on operational delivery	1440	**D**	1-4
10	Annual Stakeholder Survey report **Purpose**: Report on findings from stakeholder report	1455	**I**	3-4
	FINANCIAL REPORTING			
11	Financial reporting and variances **Purpose:** tracking finances to end of year, financial reports and variances.	1510	**D**	4
	GOVERNANCE			
12	DOC Governance – GAC relationship and Council induction **Purpose**: Overview of the relationship between DOC and GAC, including legislation and good governance, respective roles and responsibilities, and key information for new Council members.	1520	**I**	4
13	Meeting Planning **Purpose**: Review meeting & budget schedule for 2027, timing of annual governance meetings and statutory reporting requirements	1545	**D**	1-4
	GENERAL BUSINESS & FEEDBACK			
14	General business, if any **Purpose:** raise and discuss any matters of general business	1555	**A**	1-4
15	Meeting monitor feedback	1605	**-**	4
	Meeting close	1610	**-**	-

DRAFT

Organisational Strategy (adopted from 1 July 2026)

1	Hunters and hunting – Hunters are supported to hunt safely, responsibly and successfully
2	Game Animals – Game animal populations are valued and sustainably managed.
3	Social licence – Hunting is accepted as safe, legitimate, and beneficial to conservation and communities.
4	Organisation – Governance, management systems, and culture enables effective delivery and adaptability.

DRAFT

Karakia timatanga (opening)
Kia tau te rangimārie ki runga i a tātau katoa
Kia parahia te ara tika
Mō ō tātau wairua
Mō ō tātau oranga
Mō ō tātau whānau
E whakarato mai ana te taiao
Haumi ē, hui ē, **TĀIKI Ē!**

May peace be upon us all
To clear a way for the right path
For our spirits
For our wellbeing
For our families
For the natural environment that provides for us all
We are united and ready to progress the purpose of coming together!

Karakia whakamutunga (closing)

Kia tau te manaakitanga
Ki runga ki tēnā ki tēnā ō tātau
Kia piki te ora
Kia piki te māramatanga
Kia hoki pai atu, kia hoki pai mai
Tūturu whakamaua
Kia tina! **TINA!**
Haumi ē, Hui ē, **TĀIKI Ē!**

Settle the care and protection
upon each of us
May the health and
understanding grow
Return well to others and ourselves
Hold fast to your authenticity! Be firm!
Join together! Gather together! Bind as one!

"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"

APOLOGIES & MINUTES

Council Meetings

INTERESTS REGISTER & CONFLICTS

Council Meetings

Interests Register – updated 13 November 2026

The Interests Register is where you list your interests. Once disclosed, the Chair and Council members can determine whether any of your interests, conflict with Council business. A conflict of interest is a situation where the responsibilities you have in your work for a public organisation are affected by an interest or relationship you have in your private life. A conflict of interest occurs when your personal interests – business, family, friendships, financial, or social factors – could compromise your judgment/actions and the decisions you make as a GAC Council Member.

You need to declare all actual and perceived interests, including organisations, business interests, spousal interests, family trusts etc (Column 2), the position held in that organisation (Column 3) and any 'materiality' caused by that conflict (Column 4). Ask yourself not just whether the interest or relationship means you are biased, but also whether someone looking in from the outside could have reasonable grounds to think you might be.

Declaring your interests is a two-stage process, as follows:

- Use this Register to declare all actual and perceived interests.
- You will also be required to complete a form at each meeting after looking at the agenda items. You will inform the Chair if there is an actual or perceived conflict of interest for any of the agenda items up for discussion that day. A decision will then be made as to how to handle the conflict.

1. Name	**2. Company or organisation etc**	**3. Nature of interest**	**4. Is there a monetary value of interest? Do you stand to gain or lose personally or financially from a decision made by Council (directly or indirectly)?**
COUNCIL MEMBERS			
Matt Clarke, Chair	NZ Airports Association	Director	Aviation, no conflict
	Wellington International Airport Ltd	CEO	Aviation, no conflict

	Whare Manaakitanga Ltd	Director	Hotel Operations, no conflict
	Meitaki Ltd (Rarotonga)	Director	Insurance, no conflict
	Wellington Airport Noise Treatment Ltd	Director	Aviation, no conflict
	Nelson Airport Ltd	Director	Aviation, no conflict
	Rod and Rifle Magazine	Contributor	No conflict
	Red Wine Properties Ltd	Director	Property holding company, no conflict
Melissa Jackson	Ruapehu District Council	Employee	
	Te Awanui a Rua Charitable Trust	Contractor	
	Kaitiaki Guides Limited	Contractor	
	NZDA Central King Country Branch	Secretary & member	
	Central North Island Sika Foundation	Member	
	Taumarunui High School and Community Charitable Trust	Trustee	
	Ruapehu Toy Library Incorporated	Funding Officer & committee member	
	New Zealand Law Society Waikato/Bay of Plenty Branch	Past member	
	Central Kids Trust	Trustee	
	Institute of Directors	Member	
	Taituarā Local Government Professionals NZ	Member	
	Landholder	Landholder	potential future conflict of interest for any future HOSI that may be formed in her area

Eugene Rewi	Chartered Accountants Australia New Zealand	Member	
	Te Rau Puawai	Member	
	Ngamanawa Whānau Hunting Club	Treasurer	
	Health NZ/Te Whatu Ora	Te Ikaroa - Hauora Māori Services	
	Te Tari Pūreke – Māori Firearms Forum	Member	
Peter Swann	Mangaotane Trust	Biodiversity Manager	
	ROMA	Operations Manager	
	NZDA - NZDA Gisborne-Tairawhiti	Committee member	
	PBEC Pig Hunters Club	Past member/President	
	Te Puka Hunting & Fishing Club	Member	
	Tatapouri Sports Fishing Club	Member	
Callum Sheridan	CJS Construction LTD	Owner/Director	
	NZDA National Board	Member & National President	
	NZDA Auckland branch	Member & Past President	
	Hunting and wildlife magazine	Contributor	
	Wild goat comp 2023, 2024	NZDA spokesperson/ media contact	
	Woodhill Fallow Management Council	Member & iwi liaison	
	Fiordland Wapiti Foundation	Member	
	Central North Island Sika Foundation	Member	

	SCI (NZ) and SCI International	Member	
	Act Party	Member	
Glenn MacPherson	Principal, Matamata Primary School	Principal	
	New Zealand Pig Hunting Association	Vice President	
	Te Kuiti Pig Hunting Club	Past President (now Vice President)	
Paula Bennett	Pharmac	Board Chair	
	Bayleys Real Estate Ltd	Director, Strategy & Advisory	
	NZ Herald	Podcasts	
	Sea Cleaners	Chair	
	Own business	Motivational speaker and MC	
	Graeme Dingle Foundation	Ambassador	
	NZ National Party	member	
Bruce McKenzie	Alumni Relations, Lincoln University	Vice Chancellors Fellow	
	Lincoln University	Emeritus Professor	
	McKenzie Walnut Farm	Co-owner (with wife)	
	Coast Guard	member	
Jim Goodall	Southern Wild Game Co LP	Independent Director	Independent Non Shareholder Director
	Village Business Solutions Ltd trading as Impetus Advisory	Executive Director	Advisory to various Primary Sector and Food + Beverage companies

	Hikanui Investments Limited	Director	Investment Company holding shares in Hawkes Bay Meat Company and property.
Simon Cameron			
Lisa Chase			
MANAGEMENT			
Corina Jordan (CEO)	Fish & Game NZ	Previous CEO and shared CEO with GAC	
Kaylyn Pinney (COO)	New Zealand Deerstalkers	Member & past committee member	
	New Zealand Tahr Foundation	Member & past Chair	
	Safari Club International (NZ Chapter)	Member & past committee member & spouse of President	

NEW ZEALAND GAME ANIMAL COUNCIL

Register of interests

and

Identification of conflicts of interests

For meeting on .....

Please use this form to update your conflicts of interests and to note any actual or perceived conflicts of interest with regard to any agenda items for this meeting.

Name (Council member)	
Conflicts of interests update	
Identification of any actual or perceived conflict of interest with regard to any agenda item	
Signed (Council member)	
Date	

STRATEGIC ITEMS

Council Meetings

Council Paper 60/CP01
NZ Game Animal Council Strategic Items

DATE	16 November 2026	**FROM**	Corina Jordan
TOPIC	Strategic items		
PURPOSE OF PAPER	To provide Council with updates on key strategic and statutory reporting matters and seek approval of the Revised Budget 2026–2027 and corresponding amendments to the Operational Work Plan.		
STATUTORY FUNCTION/S	All.		
STRATEGIC OBJECTIVE/S	Objective 8 - Develop and uphold appropriate governance and management mechanisms.		
RECOMMENDATION	*It is recommended that Council:* 1. *Receives and notes the Strategic Items paper.* 2. *Ratifies its earlier electronic approval of the Game Animal Council Annual Report 2025–2026, as approved by nine of the ten current Council members.* 3. *Notes that the GAC's Revised SPE 2026–2027 has been finalised, provided to the Minister and tabled in Parliament.*		

Context

As a statutory body, the Game Animal Council is required to prepare, approve and publish its annual Statement of Performance Expectations (SPE) and Annual Report in accordance with the relevant provisions of the Crown Entities Act 2004 and Public Finance Act 1989.

The SPE sets out the Council's intended activities, performance measures and forecast financial information for the coming financial year, while the Annual Report reports on performance and financial results against those expectations.

The Council approves its annual budget before the commencement of each financial year. Where changes to anticipated revenue, expenditure or operational priorities require adjustments to the approved budget, these are presented to Council for consideration and approval.

The Legislation

The Game Animal Council is a statutory body established under the Game Animal Council Act 2013 and listed in Schedule 4 of the Public Finance Act 1989.

The Council is subject to relevant provisions of the Crown Entities Act 2004 and Public Finance Act 1989, including requirements relating to planning, financial management and reporting.

Annual Report 2025-2026

The GAC's Annual Report and Audit Report for the year ended 30 June 2026 were signed on 30 October 2026, with the Auditor-General issuing an unmodified audit opinion. All statutory reporting deadlines were met.

The completed reports were circulated to Council members on 30 October 2026 for electronic approval. Nine of the ten current Council members responded, all approving the Annual Report. Council is asked to formally ratify this approval at the meeting so that the decision is recorded in the minutes.

The Annual Report has subsequently been provided to the Minister for tabling in the House of Representatives and published on the GAC website. Matters raised in the Audit Management Letter are addressed in the CEO Report.

Revised Statement of Performance Expectations (SPE) for 2026-2027

The GAC finalised its Revised Statement of Performance Expectations (SPE) for 2026-2027, incorporating the additional responsibilities and performance measures associated with the Sika HOSI.

The Revised SPE was provided to the Minister on 23 September 2026 and tabled in Parliament on 29 September 2026.

Quarterly reporting

The Quarter 1 performance report was submitted to DOC on 23 October 2026, together with the corresponding funding invoice.

Quarterly reporting provides DOC with updates on progress against the GAC's SPE performance measures and supports the associated funding arrangements. These reports are provided to DOC Governance and are not routinely forwarded to the Minister.

Four of fourteen revised 2026-2027 SPE targets were achieved in Quarter 1, with six more initiated and on track for delivery. The remaining four targets are relevant to

Sika HOSI implementation and were established on 29 September 2026, under the revised SPE. Delivery risks resulting from revision of the SPE were mitigated by retaining targets for work underway in Quarter 1. There were no other target delivery risks identified.

INVOICING THE DEPARTMENT OF CONSERVATION

Baseline funding

The GAC receives annual baseline funding of $1,200,000 (excluding GST) through Vote Conservation. This is invoiced to the Department of Conservation quarterly in advance, in four instalments of $300,000 (excluding GST).

The first instalment was paid on 10 August 2026. The second instalment was invoiced on 20 October 2026, with payment made on 17 November 2026.

Schedule of invoicing for 2026-2027

Payment Quarter	Department of Conservation allocation	$
Jul-Sep 2026	Invoiced 30 July 2026; paid 10 August	$300,000
Oct-Dec 2026	Invoiced 20 October 2026; paid 17 November 2026	$300,000
Jan-Mar 2027	To be invoiced January 2027	$300,000
Apr-Jun 2027	To be invoiced in April 2027	$300,000
	Total baseline funding from DOC*	**$1,200,000**

*The GST inclusive total is $1,380,000.

Sika HOSI funding

In addition to its existing baseline funding, the GAC has been allocated $860,000 (excluding GST) for the 2026-2027 financial year to support its management responsibilities for the designated Sika Herd of Special Interest (HOSI) in the Central North Island.

Funding at this level is anticipated for a further three financial years and is restricted to activities associated with Sika HOSI herd management, herd monitoring and research, iwi engagement, hunter engagement and programme management.

The allocation of funding across these activities is determined by the Council, within the agreed funding parameters. DOC has advised that no additional funding should be anticipated beyond the annual allocation.

Progress against the Sika HOSI performance measures is reported quarterly to DOC as part of the GAC's existing reporting arrangements.

Under the funding arrangements confirmed by DOC on 31 August 2026, the GAC invoices DOC quarterly in advance. The first invoice of $494,500 (including GST) was paid on 9

September 2026. The second invoice of $164,910 (including GST) was paid on 6 November 2026.

The agreed quarterly disbursement schedule is set out below:

Sika HOSI disbursement schedule

Payment Quarters		**Amount $ (excl GST)**	**Dates to provide invoice to DOC**
Q1	July 2026	$430,000	On receipt of this letter
Q2	October 2026	$143,400	October 2026
Q3	January 2027	$143,400	January 2027
Q4	April 2027	$143,200	April 2027
	***Total**	**$860,000**	

* The GST inclusive total is $989,000

Revised Budget 2026-2027 – Revenue and Expenditure Adjustments

Council approved the 2026–2027 Budget and Operational Work Plan on 15 June 2026. Council approved a revised 2026-2027 budget at its meeting on 12 August 2026, subject to agreed amendments.

Since that meeting, further changes to the GAC's financial position and operating arrangements have necessitated another budget revision, including the conclusion of the shared CEO arrangement with Fish & Game New Zealand.

The proposed revised budget is presented for Council's consideration and approval at its meeting on 25 November 2026.

Summary of changes

The principal changes to the approved Budget and Operational Work Plan are:

- **Fish & Game revenue:** A reduction in anticipated revenue following the conclusion of the joint CEO secondment arrangement on 14 October 2026. The final amount is to be confirmed against the Revised Budget.
- **Sika HOSI funding:** Inclusion of the additional $860,000 in DOC funding and the associated expenditure required to deliver the programme.
- **Expenditure allocations:** Adjustments to expenditure allocations to reflect revised funding and operational priorities.
- **Operational Work Plan:** Corresponding amendments to activities and resource allocations to align with the Revised Budget.

Land Safety Forum Funding

As disclosed in Note 7 of the GAC's Annual Report 2025–2026, the Council received $50,000 from the Land Safety Forum towards the production of a hunting safety video.

The funding was recorded as deferred revenue at 30 June 2026, as the project had not been completed. Both the funding and associated project expenditure were already included in the 2026–2027 Budget approved by Council on 15 June 2026. No adjustment to the approved budget allocation is therefore required.

Recommendation

It is recommended that Council:

1. *Receives and notes the Strategic Items paper.*
2. *Ratifies its earlier electronic approval of the Game Animal Council Annual Report 2025–2026, as approved by nine of the ten current Council members.*
3. *Notes that the GAC's Revised SPE 2026–2027 has been finalised, provided to the Minister and tabled in Parliament.*

PUBLIC EXCLUDED

Council Meetings

NEW ZEALAND GAME ANIMAL COUNCIL
RESOLUTION TO EXCLUDE THE PUBLIC

For meeting on 25 November 2026

I move that the public be excluded from the following parts of the meeting, namely:
Agenda item 6.

The subject of these matters to be considered while the public is excluded, the reason for passing this resolution in relation to these matters, and the specific grounds under Section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution, are as follows (OIA refers to Official Information Act 1982):

General subject of each matter to be considered	**Reason for passing this resolution in relation to each matter**	**Grounds under Section 48(1) for the passing of this resolution**
Review and approval of In-Committee Minutes – 12 August 2026	To enable the Council to review and approve the minutes of its previous public-excluded meeting while protecting information and discussions that remain confidential. • The interest to be protected is the effective conduct of public affairs through the free and frank expression of opinions by or between members of the Council and its officers and employees in the course of their duties.	Section 48(1)(a) of the Local Government Official Information and Meetings Act 1987, on the basis that public conduct of the proceedings would be likely to result in the disclosure of information for which good reason for withholding exists under section 9(2)(g)(i) and (ii) of the Official Information Act 1982.
Herds of Special Interest (HOSI) – developments – verbal update	To enable the Council to receive and discuss developments relating to Herds of Special Interest, including matters involving government agencies, management arrangements and stakeholder relationships. • The interest to be protected is the effective conduct of public affairs through the free and frank expression of opinions by or between Council members, officers and employees in the course of their duties.	Section 48(1)(a) of the Local Government Official Information and Meetings Act 1987, with reference to section 9(2)(g)(i) and (ii) of the Official Information Act 1982.
Briefing to Incoming Minister	To maintain the constitutional convention protecting the confidentiality of advice	Section 48(1)(a) of the Local Government

(BIM) – development	tendered by Ministers of the Crown and officials. The Council will be considering draft advice intended for an incoming Minister. As the new Government has not yet been formed and the advice has not been finalised or provided to the Minister, public discussion at this stage could prematurely disclose proposed advice and prejudice the orderly development and consideration of that advice.	Official Information and Meetings Act 1987, with reference to section 9(2)(g)(i) and (ii) of the Official Information Act 1982. Section 48(1)(a) of the Local Government Official Information and Meetings Act 1987, with reference to section 9(2)(f)(iv) of the Official Information Act 1982.
Matters arising from In-Committee discussions	To enable the Council to consider matters arising from previous In-Committee discussions where the information remains confidential and where public disclosure would prejudice the particular interests protected under the Official Information Act 1982.	Section 48(1)(a) of the Local Government Official Information and Meetings Act 1987, with reference to section 9(2)(g)(i) and (ii) of the Official Information Act 1982.

This resolution is made in reliance on section 48(1)(a) of the Local Government Official Information and Meetings Act 1987 and the particular interests protected under the Official Information Act 1982, as identified above, which would be prejudiced by conducting the relevant proceedings in public.

Section 48(4) of the Local Government Official Information and Meetings Act 1987
Section 9 of the Official Information Act 1982

I have also moved that the following staff be permitted to remain at this meeting, after the public has been excluded, because of their knowledge of these topics (as listed) and/or their role in servicing the Council: Corina Jordan, Kaylyn Pinney, Kim Whitwell, Larry Blair, Jenny Wotten.

This knowledge, which will be of assistance in relation to the matter to be discussed, is relevant because the person/people stated have had input to, advised on or been advised of the matters sought to be excluded.

(Mover) (Seconder)

DRAFT

ACTION ITEMS

Council Meetings

Council Paper 60/CP02

Action items

DATE	15 November 2026	**FROM**	Jenny Wotten
TOPIC	Action items		
PURPOSE OF PAPER	Inform Council of progress on action items raised at the Council meeting on 12 August 2026 and carried forward action items from previous meetings.		
LEGISLATION OR STAUTORY FUNCTION/S	All statutory functions.		
STRATEGIC OBJECTIVE/S	2026 Organisational Strategy- Governance, management systems, and culture enables effective delivery and adaptability		
RECOMMENDATION	*It is recommended that the Council receives and considers the contents of this paper.*		

Required (R), High (H), Medium (M), Low (L). Required means the item is a statutory requirement and therefore very high.

ACTION ITEMS FROM MINUTES – CURRENT AND PREVIOUS

	Topic	Action	Status	Priority
1	Research strategy	Prepare a Research Strategy	Carried forward. In development.	M
2	Standing orders	To be finalised	COMPLETED.	H
3	Governance Training	Schedule for after new appointees commence, possibly the November 2026 meeting.	DOC Governance to provide overview at 25 November 2026 Council Meeting	H
4	Proactive Release	Further develop GAC procedures/policy for proactive release of GAC advice and briefings to Ministers (previously presented to Council in February 2026).	In progress	M
5	Future Workshops	Future workshops are to be run for the	To be scheduled	H

		Council on AATH, WARO and tahr		

ADMINISTRATIVE ACTION ITEMS				
	Topic	**Action**	**Status**	**Priority**
6	Audit Management Letter 2025-26	Continue work on coding outputs $.	Output classes have been developed off the back of the Organisational Strategy 2026.Work has been undertaken to attribute output codes to output classes.	H
7	Business Continuity Plan	Required as a condition of GAC cyber security insurance: Continue development and implementation of Business Continuity Plan (BCP) with help from Focus Technology.	Work in progress	M
8	Previous funding attempts	Prepare a summary of previous attempts to secure non-government funding, including relevant findings from the MartinJenkins report, and discuss future funding opportunities with the Minister.	Work in progress	M

Recommendations

It is recommended that Council receives and considers the contents of this paper.

ATTACHMENTS

nil

STRATEGIC REPORTING

Council Meetings

Council paper 60/CP03
CEO Update

DATE	17 November 2026	**FROM**	Corina Jordan, Chief Executive Officer
TOPIC	CEO Update		
PURPOSE OF PAPER	Provide a strategic update to Council including consideration of 2026-2027 strategic priorities, risks and mitigation options, and core workstreams.		
LEGISLATION OR STATUTORY FUNCTION/S	Game Animal Council Act 2013		
STRATEGIC OBJECTIVE/S	All 2026 GAC Organisational strategic priorities		
RECOMMENDATION	*It is recommended that the Council:* 1. *Receives and notes the CEO Update.* 2. *Receives and notes the Audit Management Letter 2025/2026 and the actions being undertaken by management to address the auditor's recommendations.* 3. *Receives and notes the consideration of risks and opportunities.*		

Purpose

This paper provides Council with an update on significant strategic developments since its meeting on 12 August 2026, including matters affecting the GAC's statutory responsibilities, relationships, organisational sustainability, strategic priorities and key risks.

Operational delivery against the 2026/2027 work program is reported separately in the COO Update.

Strategic priorities and organisational direction

The 2026/2027 financial year represents a significant period of development for the GAC as it assumes greater responsibility for game animal management, particularly through the implementation of the Sika HOSI, while continuing to deliver its wider statutory functions.

Key strategic priorities include ensuring the GAC has the governance arrangements, organisational capability, financial resources and external relationships necessary to deliver its statutory responsibilities effectively.

The 2026 General Election and ongoing legislative reform across conservation, natural resources and firearms also present opportunities and challenges for the GAC. Maintaining constructive relationships across political parties and government agencies

will be important to ensuring that the interests of the hunting sector and the sustainable management of valued introduced game animals are appropriately recognised in future policy and legislative settings.

The GAC will continue to provide independent, evidence-informed advice to the Minister, engage in relevant legislative processes and strengthen relationships with hunting organisations, mana whenua, landholders and other stakeholders.

Balancing the delivery of the GAC's expanded responsibilities with its available resources remains an important consideration. Management will continue to monitor organisational capacity, financial sustainability and emerging strategic risks, with particular attention to ensuring that the implementation of Sika HOSI does not compromise delivery of the GAC's other statutory functions.

GAC Annual Report and Statement of Service Performance Audit

The GAC's Annual Report and Audit Report for the year ended 30 June 2026 were signed on 30 October 2026, with the Auditor-General issuing an unmodified audit opinion. All statutory reporting deadlines were met.

Sika HOSI funding and implementation

In July this year, the Minister for Hunting and Fishing designated the Wapiti Herd of Special Interest (Wapiti HOSI) and Sika Herd of Special Interest (Sika HOSI). These designations moved the status and management of these herds from being Wild Animals to be managed for control or eradication under the Wild Animal Control Act 1977, to being valued introduced herds under the Game Animal Council Act 2013 to be managed for their hunting values while achieving conservation outcomes.

The designation of HOSI is a significant event for hunting and game animal management in New Zealand and sets a blueprint internationally for how these animals should be recognised and managed. It is the first time in more than one hundred years that game animals in New Zealand are legally recognised as valued.

The Minister for Hunting and Fishing delegated the implementation of the Sika Herd Management Plan to the GAC, with the exception of ecological monitoring which will be undertaken by DOC.

The GAC will be working collaboratively with the Sika Foundation to implement the Sika Herd Management Plan through contractual arrangements. This marks the first time in New Zealand that the management of a highly valued game animal herd is being led by a statutory body that represents the interests of the hunting sector, and sustainable game animal management.

On 31 August 2026, the GAC received formal confirmation from DOC of the funding arrangements for implementing the Central North Island Sika Herd of Special Interest (HOSI).

Additional funding of $860,000 per annum has been allocated for 2026/2027, with funding at this level anticipated for a further three years. This is separate from the GAC's existing baseline funding of $1.2 million and is specifically allocated to Sika HOSI management, monitoring and research, iwi engagement, hunter engagement and program management.

The additional funding represents a significant expansion of the GAC's responsibilities and reinforces the importance of robust governance, financial oversight and accountability for the delivery of delegated statutory functions.

A contract is in place between the Sika Foundation and the GAC which sets out the terms and conditions of our relationship in terms of implementing the Sika HOSI Herd Management Plan, roles, responsibilities, deliverables and timeframes.

Sika HOSI management begins

The first year of Sika HOSI management will focus on five key areas:

1. Recreational hunting management hunts
2. Monitoring and research
3. Targeted professional hind management
4. Building and strengthening relationships
5. Developing a five- to ten-year operational strategy

Thermally assisted aerial management operations have been undertaken in the Remote Experience Zone (RES) and true left of the Waipakihi River in the Waipakihi management zone.

Targeted recreational management hunts are being organised in the Kaweka area for November. There has been huge interest in the first Sika HOSI targeted management hunt. The success of the Sika HOSI will depend on hunters continuing to contribute, whether through participating in management hunts, harvesting hinds where appropriate, or providing information that helps us adapt our management approach for quality animals and hunting opportunities.

DOC proactive release of HOSI process materials

On 16 November 2026, DOC proactively released departmental information relating to the processes leading to the designation of the Central North Island Sika and Fiordland Wapiti Herds of Special Interest. This material can be found at Official Information Act responses 2026.

Development of further Herds of Special Interest

Interest in the development of further Herds of Special Interest (HOSI) continues, with the GAC engaging with organisations considering proposals for tahr, Rakaia red deer and Rakiura white-tailed deer.

The GAC continues to engage with the Heritage Red Deer Foundation regarding a potential HOSI proposal for red deer in the Rakaia area and attended the Foundation's

AGM via Teams on 16 November 2026. The GAC has also received an enquiry regarding a potential HOSI proposal for Rakiura white-tailed deer, and has been working with the Rakiura Whitetail Trust to investigate development of a HOSI proposal.

The growing interest in HOSI designations reflects the importance hunting organisations place on the formal recognition and sustainable management of valued game animal herds.

GAC involvement in the National Wild Animals Framework & MPI Feral Browsing Animals Oversight Group

DOC and MPI are leading the development of a National Wild Animals Framework, following ministerial direction to improve coordination and consistency in the management of introduced wild animal species across New Zealand. The GAC as a statutory entity with functions relating to representing the views of the hunting sector and sustainable game animal management, is being actively consulted on by MPI and DOC.

The GAC continues to advocate for a national approach that recognises game animals as valued introduced species that should be managed for their values and their impacts. A values based approach would enable values to be assessed at national levels (eg identify Recreational Hunting Areas and Herds of Special Interest) and also catchment specific values and context, to enable long term management approaches to be put in place. This approach is more likely to deliver management solutions at least cost to the taxpayer in contrast to the currently proposed pest narrative and control-based framework. Management solutions should provide for sustainable management, address impacts on primary productive land uses and conservation, while enabling hunting opportunities, and the contribution hunters can make to achieving management outcomes.

The GAC CEO met with DOC and MPI representatives on 11 September 2026 to discuss the development of the framework and the GAC's involvement.

The CEO also attended the meeting of MPI's Feral Browsing Animals Oversight Group on 16 November 2026, where she presented the GAC's approach to supporting landholders through its Landholder Toolbox and HuntLink initiatives.

The development of the National Wild Animals Framework presents an important opportunity for the GAC to influence the direction of national wild animal management policy, ensuring that hunting values, the interests of the hunting sector and the GAC's statutory functions are appropriately recognised.

The GAC has sought a stronger working involvement with DOC and MPI on the ongoing development of the framework given its statutory functions.

Submissions and legislation

The GAC continues to monitor and engage in legislative and policy reforms that have implications for game animal management, hunting opportunities and the recognition of valued introduced species.

Since the Council meeting on 12 August 2026, the GAC has made a submission on OSPRI's National Aerial Operations Plan 2027.

Conservation and resource management reform

The Conservation Amendment Bill and proposed replacement resource management legislation remain of particular interest to the GAC.

The GAC has consistently advocated for legislative frameworks that recognise the value of introduced game animals, hunting and angling, and the importance of maintaining and improving access to these activities.

To date, the GAC's recommendations, including those made alongside Fish & Game New Zealand, have not been adequately reflected in the proposed reforms. The legislation continues to place considerable emphasis on indigenous biodiversity and ecosystem health, with limited recognition of valued introduced species and the wider environmental, recreational and community benefits associated with hunting.

This remains a significant strategic concern for the GAC, particularly given its statutory role in advocating for the interests of the hunting sector and promoting sustainable game animal management.

The GAC will continue to engage in relevant legislative processes and seek opportunities to ensure these values are appropriately recognised in future policy and legislative settings.

Research and evidence-informed advice

Building a stronger evidence base remains a strategic priority for the GAC, particularly to support its independent advice to Ministers, inform game animal management decisions and demonstrate the economic, social and recreational value of hunting in New Zealand.

The GAC has completed its 2026 hunter survey and is progressing research into hunter values and the economic contribution of hunting.

The GAC has applied to the NZDA Research Fund for a $20,000 contribution towards research by the New Zealand Institute of Economic Research (NZIER) into the economic value of hunting in New Zealand. The estimated cost of this research is $75,000. It is anticipated that Hunters for Conservation will contribute $20,000, and the GAC has approached SCI International for funding towards the balance.

This research will strengthen the evidence available to support the recognition of hunting values in future policy, legislative and land management decisions.

Hunter Education

Hunter education remains an important statutory function of the GAC and a key contributor to safe, responsible and successful hunting.

The GAC continues to implement its Education Strategic Plan, with particular emphasis on strengthening hunter capability, improving access to education and supporting the adoption of safe and ethical hunting practices.

The development of digital learning resources and partnerships with hunting organisations provides opportunities to extend the reach and effectiveness of hunter education while making efficient use of the GAC's resources.

NAWAC Dogs Code of Welfare Review

On 11 November 2026, the National Animal Welfare Advisory Committee (NAWAC) invited the GAC to nominate a representative to participate in a working group undertaking a comprehensive review of the Dogs Code of Welfare.

The GAC has nominated the CEO to participate in this process, providing an opportunity to ensure that the practical circumstances of hunting with dogs, animal welfare considerations and the interests of the hunting sector are appropriately represented in the development of the revised Code.

Council governance, induction and membership

Since the Council meeting on 12 August 2026, the Minister has appointed two new Council members, Simon Cameron and Lisa Chase. Callum Sheridan has also resumed his Council responsibilities following his participation in the General Election.

These developments bring the Council to its full complement of 11 members, the maximum permitted under the Game Animal Council Act 2013.

A comprehensive Council Member Handbook has been developed to support the induction of new Council members and will be available to all members through Stellar.

The Council's Standing Orders have also been redrafted, and the Code of Conduct is being refreshed as part of the wider review of governance documentation.

The Department of Conservation's Governance team will attend the 25 November Council meeting to provide an overview of the DOC–GAC relationship and induction information for new members.

Ministerial engagement August to 17 November 2026

Engagement with the Minister was more limited during this reporting period, reflecting the General Election.

The GAC Chair and CEO met with Minister Meager and NZDA representatives on 2 September 2026 to discuss engagement with Federated Farmers and the development of resources to support deer management on productive land.

On 17 September, the CEO met with the Minister and NZDA representatives to discuss a range of strategic matters, including Council appointments, respective roles and responsibilities, wild animal management reform, WARO, aerially assisted trophy

hunting and Recreational Hunting Areas. The Chair and CEO also met with the Minister on 21 September.

In written correspondence, the Minister emphasised the importance of prioritising HOSI responsibilities, and his feedback was incorporated into the GAC's revised 2026/2027 Statement of Performance Expectations.

Written communication	Date sent	Purpose
Letters	In: 9 Sept 2026, Minister to GAC Chair – JMC-2169	Acknowledge receipt of GAC's draft revised 2026-2027 SPE, noting the introduction of performance measures for planning and reporting related to managing Sika HOSI. Minister asked GAC to prioritise HOSI.
	Out: 16 Sept 2026 GAC Chair to Minister re Revised SPE 2026-2027	Minister's feedback has been incorporated in Revised SPE.
Emails	Out: CEO to GAC Chair and Minister and NZDA, 3 Sept 2026	Follow up email after in person meeting on 2 Sept 2026.
	Out and in: 28 Oct 2026 Minister to GAC Chair and GAC Chair reply.	Consultation on OIA request to Minister re: Recruitment and appointment of F&G's national chief executive.
	Out: 11 Nov 2026 email to Minister attaching GAC's audited Annual Report 2025-2026	Provided in accordance with section 150(3) of the Crown Entities Act 2004 and for tabling in the House of Representatives.
	In: 11 Nov 2026, GAC Council – Callum Sheridan role	Minister endorsed Callum Sheridan's return to Council
	Out: 12 Nov 2026, notice of GAC meeting, draft agenda also supplied.	To Minister and D-G DOC

CEO (and COO) attendance at events

During the reporting period, the CEO and COO have undertaken extensive engagement with Ministers, government agencies, mana whenua, hunting sector organisations and other stakeholders. This has included participation in national policy and legislative processes, HOSI implementation meetings, sector hui, workshops, presentations and industry events. These engagements have supported the GAC's strategic priorities, strengthened key relationships and ensured the hunting sector's interests are

represented in discussions on game animal management and conservation. A summary of meetings and events attended is provided in Appendix 1.

Sika Show 2026

The GAC attended the Sika Show at Mystery Creek on 7–8 November, providing an opportunity to engage directly with hunters, sector organisations and other stakeholders.

The GAC also hosted a function on 7 November, attended by approximately 100 guests from across the hunting sector. A highlight was the presentation of the Award for Services to the Game Animal Council and Wider Hunting Sector to Roger Duxfield, the second recipient of this award, in recognition of his significant contribution to the GAC and New Zealand hunting.

The function received very positive feedback and provided a valuable opportunity to strengthen relationships across the hunting sector and acknowledge those who have made significant contributions to the GAC and New Zealand hunting.

CEO Communications

- Rural Guardian – International Women's Day feature: Corina Jordan
- CountryWide – Is empowering hunters the best way to manage game animals?
- CountryWide - 'Have another crack at it': Tahr plan not fit for purpose
- Wilderness – Can we have deer and a healthy forest? (Fiordland Wapiti HOSI feature)

Who's got your vote

In the lead up to the 2026 General Election, the GAC published ACT, the Green Party, Labour, National, New Zealand First, Te Pāti Māori and The Opportunity Party, responses to five questions on issues affecting hunting and game animal management: Who's got your vote in 2026? | NZ Game Animal Council

Deer debate

We have focused on communicating to address the ongoing debate around deer, their management and landholder challenges. The support for landholders and resources to improve the management of these animals is part of our work to address this and support increased collaboration between landholders and the hunting sector to move to a sustainable management framework, and away from the boom-bust cycle. Opinion: Moving beyond the deer debate | NZ Game Animal Council

Recreational Hunting Areas

We carried out a short communications campaign highlighting the importance of Recreational Hunting Areas (RHAs). These areas have long been recognised as important for recreational hunters. There are a number of challenges including their management and access provisions. The level of engagement from the hunting sector on the campaign highlights the importance of these areas to hunters and the focus of them and the need for GAC liaising to improve hunting opportunities in these areas. Putting our RHAs back on the map | NZ Game Animal Council

Risk register and risk discussion

Management continues to monitor the GAC's principal strategic and operational risks, particularly those arising from the implementation of Sika HOSI, organisational capacity, financial sustainability and relationships with key government agencies and stakeholders.

The expansion of the GAC's statutory responsibilities has increased the importance of effective governance, contractual oversight, financial controls, health and safety assurance and organisational resilience.

The following table identifies the principal risks requiring Council oversight, developments since the August meeting and management's response. Existing risk ratings have been retained pending further review.

Principal strategic and operational risks currently requiring management attention

Risk	Status	Change since last meeting	Management response
Implementation of Sika HOSI delegations	High	Implementation underway; funding arrangements confirmed and delivery commenced.	The GAC has progressed from establishing the Sika HOSI arrangements to implementing its delegated statutory responsibilities. Funding arrangements with DOC have been confirmed, contractual arrangements with the Sika Foundation have progressed, and initial management activities are underway. Management continues to focus on ensuring appropriate governance, contractual oversight, performance monitoring and reporting arrangements are in place. The expanded responsibilities remain a significant organisational risk, particularly in relation to delivery capacity, accountability and coordination with DOC, the Sika Foundation and mana whenua.
Strategic partnership with the Sika Foundation	Medium-High	Unchanged	The GAC continues to work closely with the Sika Foundation to implement the Sika HOSI herd management plan. The partnership is central to achieving the objectives of the HOSI and delivering the GAC's delegated statutory responsibilities. Management continues to focus on maintaining clear governance arrangements, defined roles and responsibilities, effective communication and appropriate contractual oversight. These arrangements are important to supporting a constructive working relationship while ensuring the GAC retains its statutory independence and accountability for delegated functions.
Financial sustainability	Medium	Increased financial pressure arising from expanding statutory	The GAC continues to operate with a relatively modest baseline appropriation while its statutory responsibilities and expectations continue to expand. Although additional funding has been secured for Sika HOSI

Risk	Status	Change since last meeting	Management response
		responsibilities and the conclusion of the shared CEO arrangement with Fish & Game New Zealand on 16 October 2026.	implementation, this funding is specifically allocated to those activities and does not address the GAC's wider operational funding requirements. The shared CEO arrangement with Fish & Game New Zealand concluded on 16 October 2026, resulting in additional financial pressure on the GAC's operating budget. The financial implications of this change have been reflected in the proposed further revision to the 2026/2027 budget, which will be presented to Council for consideration and approval at its meeting on 25 November 2026. Management continues to monitor expenditure, organisational capacity and delivery priorities, while exploring opportunities to secure additional baseline funding to support the GAC's long-term financial sustainability.
Cybersecurity and information management	Medium	Increased focus on privacy compliance and information management, with a privacy assessment initiated.	The GAC continues to maintain and strengthen its cybersecurity and information management practices. A privacy assessment is underway to review how the GAC collects, uses, stores and shares personal information, and to identify any areas requiring improvement. This work includes reviewing the GAC's information holdings, third-party platforms, information-sharing arrangements and website privacy disclosures. Management will consider any recommendations arising from the assessment and implement appropriate measures in accordance with the Privacy Act 2020.

Risk	Status	Change since last meeting	Management response
Key personnel and organisational capability	Medium	Increased demands on organisational capacity as Sika HOSI implementation progresses alongside the GAC's wider statutory work program	The GAC continues to operate with a small team delivering an increasingly complex and demanding work program. While recruitment has strengthened organisational capability, the implementation of Sika HOSI and the GAC's expanding role in game animal management place additional demands on staff and specialist resources. Management continues to monitor workloads, prioritise activities and make use of external expertise where appropriate. Maintaining organisational resilience, business continuity and the ability to deliver the GAC's wider statutory functions remains a priority.
Health and safety	Low	Sika HOSI operational activities have commenced, increasing the importance of contractor oversight and health and safety assurance.	The implementation of Sika HOSI introduces additional health and safety responsibilities associated with field operations and activities undertaken by delivery partners and contractors. Management continues to work with the Sika Foundation to ensure appropriate health and safety arrangements, contractor management processes and reporting requirements are in place. Oversight of these arrangements will remain an important part of the GAC's management of its delegated statutory functions.
Reputation and stakeholder confidence	Medium	Increased focus on the GAC's relationship with DOC, particularly regarding joint policy advice, information sharing and recognition of the	The GAC continues to work with DOC, Ministers, mana whenua, hunting organisations and other stakeholders on a range of significant policy and game animal management initiatives. Management continues to engage constructively with DOC and strengthen working arrangements, while giving effect to GAC’s statutory functions and role.

Risk	Status	Change since last meeting	Management response
		GAC's independent statutory role.	Maintaining the confidence of Ministers, the hunting sector and other stakeholders remain essential to the GAC's effectiveness and reputation.
Wider conservation /biosecurity program impacts on hunters	High	The GAC has noticed a change in approach to predator and vector control resulting in conflict with high-value hunting areas and peak hunting periods.	The GAC is engaging with DOC to understand the change in approach to predator control in relation to operational timing and relevant decision-making processes, and options for reducing or minimising impacts on hunters in the short-term and as part of the longer-term predator control program. Examples: 1080 in tahr area resulting in closure of Landsborough ballot sites; proposed 1080 in Sika HOSI area; 1080 operations in Rakiura.

Recommendations

It is recommended that the Council:

1. *Receives and notes the CEO Update.*
2. *Receives and notes the Audit Management Letter 2025/2026 and the actions being undertaken by management to address the auditor's recommendations.*
3. *Receives and notes the consideration of risks and opportunities.*

ATTACHMENT

Appendix 1 – CEO and COO Meetings and Events, August–November 2026

Risk Management Register as at 17 November 2026

Appendix 1 – CEO and COO Meetings and Events, August–November 2026

Meeting/ Engagement / Event
CNISF and SFCT meetings, Napier and Tūrangi
Collaborative Feral Ungulate Management hui
Council member and staff workshops (online)
Council member and staff workshops (online)
DOC National Coordination Group – introduced wild animal management
DOC Wild Animals Network meetings
FWF concession hearing, in person, Te Anau
GAC Sika Show event – host & present award to Roger Duxfield
Heritage Red Deer Foundation meeting
Hunters for Conservation meetings (various)
HuntLink presentation – Nelson Marlborough Conservation Board
Mana Ahuriri hui
Meeting with DOC Director-General Peter Crisp
Molesworth recreational hunting meeting
Monthly Fiordland Wapiti Foundation HOSI meetings
MPI Feral Browsing Animals Oversight Group – Farmer's Toolkit presentation and other meetings
MPI presentation – proposed regulation on prolonged confinement of dogs
MSC AGM & Strategy Workshop
National Introduced Wild Animal Management Framework workshop
NZ Hunting and Conservation Symposium planning meeting
NZPHGA guides training
NZPHGA strategy session, presentation and AGM (COO)
NZTF meeting
Parliamentary Select Committee – Conservation Amendment Bill, in person
Presentation to NZDA, Napier
Public access meeting – NZDA and Outdoor Access Commission
Rakiura Whitetail Trust representatives meetings, in person, various locations
Recreational Sector hui
Robbie Kröger/Origins Foundation podcast
Sika Foundation Committee meetings, Taupo
Sika HOSI engagement with mana whenua (various)
Sika Show 2026
Weekly Sika HOSI meetings and DOC workshops, online, Napier, Tūrangi
West Coast Regional Council Wild Animal Strategy meeting
Wilderness magazine interview

NZ Game Animal Council Risk Management Register

Current as at 17 November 2026

The NZGAC risk matrix (Table 3) is based on a consequence table (Table 1) and likelihood table (Table 2). Tables 2 and 3 are located at Appendix A.

Table 1: "Consequence" Indicator Table

Rating	Strategic Risks	Business Continuity & Organisational Risks	Financial Risks
	• Loss of authorising environment or change to enabling legislation or operating context. • Failure to maintain effective Council. • Inability to implement statutory functions, in particular in relation to HOSI • Reputational damage	• Loss of effective leadership. • Lack of gender diversity, iwi, and ethnic balance representation. • Pandemic (or similar, affecting personnel), natural disaster. • Biosecurity crisis, affecting game animals. • Cybersecurity attack, affecting Council information & records. • Loss of key personnel. • Lack of workplace health, safety and wellbeing.	• Loss of government funding. Insufficient budget. • Insufficient (weak) financial control framework. • Fraud
5 Extreme	Public inquiry or censure. High profile & extended nation-wide critical media coverage. Council disbanded.	Severe or multiple fatalities. Death of a staff member or contractor. Irreversible disruption to services, (ICT system failure, cyber-attack, major power failure, pandemic, epidemic or natural disaster). Major biosecurity incursion affecting game animals.	Complete loss of funding streams. Proven serious fraud, theft, corruption or mismanagement of funds.
4 Very High	Adverse national media scrutiny, coverage (TV news, social media). External inquiry/investigation. Council loses confidence of government or stakeholders.	Serious or permanent injury to staff or contractor requiring hospitalisation. Widespread virus causing illness. Significant disruption to key services affecting staff and contractors (ICT system failure or cyber-attack). Biosecurity incursion affecting game animals.	Significant reduction of funding. Major cost overrun. Serious fraud, theft, corruption.
3 High	Adverse regional media coverage. Inquiry or investigation into Council processes. Damaged relationships with key stakeholders. Ministerial scrutiny, inquiry or investigation. Lack of succession	Serious injury (not requiring hospitalisation of staff or contractor). Major stress, mental health issues and inability to perform services. Services or systems Interrupted, impacting staff and contractors (and continuity of information and records). Lack of	Revenue loss or cost overrun of more than 10% of Council revenue or budget. Adverse findings, breach of delegations or financial policies - auditor recommends

	planning (Chair and Councillors).	succession planning, lack of quorum.	changes to policies & procedures.
2 Moderate	Regular adverse local media coverage of Council or game animals.	Inadequate staff numbers, mental health issues. Staff or contractor illness. Minor Interruption to services.	Revenue loss or cost overrun of 5% to 10% of revenue or budgets.
1 Low	Interest by local media	Low staff numbers, minor injury/ illness of staff/contractor. Temporary interruption to non-essential services.	Revenue loss or overrun less than 5% of Council revenue or budget.

1. Game Animal Council – Strategic Risks

	Risk	Consequence Rating & Impact	Likelihood	Level of Risk	Key Mitigating Controls, Strategies and Plans	Responsibility	Progress Report
1.1	Loss of authorising environment or change to enabling legislation or operating context	5	2	Medium	Keep appraised of government intentions. Raise awareness and advocate for Council's role. Continue to provide legal, planning, and expert advice to the Minister and stakeholders on game animal management and the views of the hunting sector. Ensure that legislative frameworks and GAC functions are appropriately discharges including clarity of roles and responsibilities across organisations	Chair Council CEO, COO	*Changes as agreed at 8 May 2025 Council meeting*
1.2	Fail to maintain an effective Council	5	2	Medium	Ensure Minister and Department is aware of timeframes, try to manage the process for timely completion of appointments. Ensure there is effective governance including rules and ability to maintain a quorum.	Chair CEO, COO DOC	

	Risk	Consequence Rating & Impact	Likelihood	Level of Risk	Key Mitigating Controls, Strategies and Plans	Responsibility	Progress Report
1.3	Reputational damage	4	2	Medium	Agreed spokesperson(s) policy. Media training. Strategic communications (control messaging) and Social Media management. Cohesive Council. Balanced sectoral engagement. Maintain appropriate (public & products liability) insurance.	Chair CEO/COO	

2. Game Animal Council – Business continuity and organisational risks

	Risk	Consequence Rating & Impact	Likelihood	Level of Risk	Key Mitigating Controls, Strategies and Plans	Responsibility	Progress Report
2.1	Loss of effective Leadership	4	2	Medium	Strong internal culture. Collaborative leadership. Monitor work and assign accountability. Review, monitor, plan, respond.	Chair CEO/COO	
2.2	Lack of gender diversity, iwi, and ethnic balance representation	4	3	Medium	Leadership to ensure strong gender and diversity culture within organisation. Compliance with relevant legislation and recruitment procedures.	Chair CEO/COO	

2.3	Pandemic (or similar affecting personnel), natural disaster or geopolitical crisis	5	2	Medium	Remote working arrangements in place. Process in place to access Council records and information. Human Resource Management process in place	Chair Council CEO/COO	
2.4	Biosecurity crisis affecting game animals	4	2	Medium	Be aware of biosecurity issues, make submissions, alert sector to situations inside NZ and other countries, maintain awareness of the science. Work with appropriate govt organisations.	Chair CEO/COO Council DOC MPI	
2.5	Cyber security attack	4	2	Medium	Ensure appropriate protocols are in place and ICT capabilities.	CEO/COO ICT provider Webmaster	*Cyber security insurance approved 11 February 2026 – also requires the GAC to have a Business Continuity Plan*
2.6	Loss of key personnel	2	3	Low	Appoint suitably qualified staff. Fill any voids with engagement of contractors. Undertake succession planning. Maintain capacity to respond to OIA requests and timeframes.	Chair CEO/COO	
2.7	Lack of workplace health, safety and wellbeing (including mental health)	3	4	Medium	Adequate resourcing to manage workloads. Pastoral care of staff and contractors. Suitable induction procedures. Emphasis on health and safety and mental health and wellness awareness. Hazard registers and measures to avoid minor or serious harm or injury.	Chair CEO/COO	Resourcing is constrained and workloads exceed staff capacity.

3. Game Animal Council – Financial risks

	Risk	Consequence Rating & Impact	Likelihood	Level of Risk	Key Mitigating Controls, Strategies and Plans	Responsibility	Progress Report
3.1	Loss of govt funding. Insufficient budget.	5	4	High	Engage directly with key government and industry stakeholders to build awareness of GAC value proposition for New Zealand hunting sector.	Chair Council CEO/COO DOC	*Increased likelihood of insufficient budget due to Herds of Special Interest.* *Council to continue seeking increased government appropriation in the short term and additional funding streams in the long term to reduce reliance on government appropriation.*
3.2	Insufficient (weak) financial control framework	4	1	Low	Appropriate delegations, separation of duties. Independent audits. Manage budget effectively.	Chair CEO/COO	
3.3	Fraud	4	1	Low	Appropriate fraud detection and financial control framework. Independent audit.	Chair CEO/COO	

APPENDIX A

Table 2: "Likelihood" indicator table

Rating	Indicators
5 Definite	1. Event is occurring or will occur within 6 months. 2. Number of incidences is high.
4 Almost Certain	1. Event is expected to occur within 12 months. 2. Low frequency of incidents, but likely to increase in frequency
3 Likely	1. The event is likely to occur within 2 years. 2. Infrequent incidents.
2 Unlikely	1. The event is unlikely to occur within 2 years but could occur within 10 years. 2. Very few documented incidents.
1 Highly Unlikely	1. No likelihood of occurrence within 10 years, except in exceptional circumstances. 2. No documented incidents.

Table 3: Risk Matrix

Level of Risk = Consequence X Likelihood

HIGH = 15 – 25

MEDIUM = 8 – 14

LOW = 1 – 7

Consequence	**Level of Risk**				
Extreme = 5	**5**	**10**	**15**	**20**	**25**
Very High = 4	**4**	**8**	**12**	**16**	**20**
High = 3	**3**	**6**	**9**	**12**	**15**
Medium = 2	**2**	**4**	**6**	**8**	**10**
Low = 1	**1**	**2**	**3**	**4**	**5**
	Highly unlikely = 1	**Unlikely = 2**	**Likely = 3**	**Almost certain = 4**	**Definite = 5**
	Likelihood of Occurrence				

OPERATIONAL REPORTING

Council Meetings

Council paper 60/CP04
COO Update

DATE	17 November 2026	**FROM**	Kaylyn Pinney, Chief Operating Officer
TOPIC	COO Update		
PURPOSE OF PAPER	Provide an update on operational delivery since the last Council Meeting (12 August 2026).		
LEGISLATION OR STATUTORY FUNCTION/S	Game Animal Council Act 2013		
STRATEGIC OBJECTIVE/S	All 2026 GAC strategic priorities		
RECOMMENDATION	*It is recommended that the Council receives and notes the COO update.*		

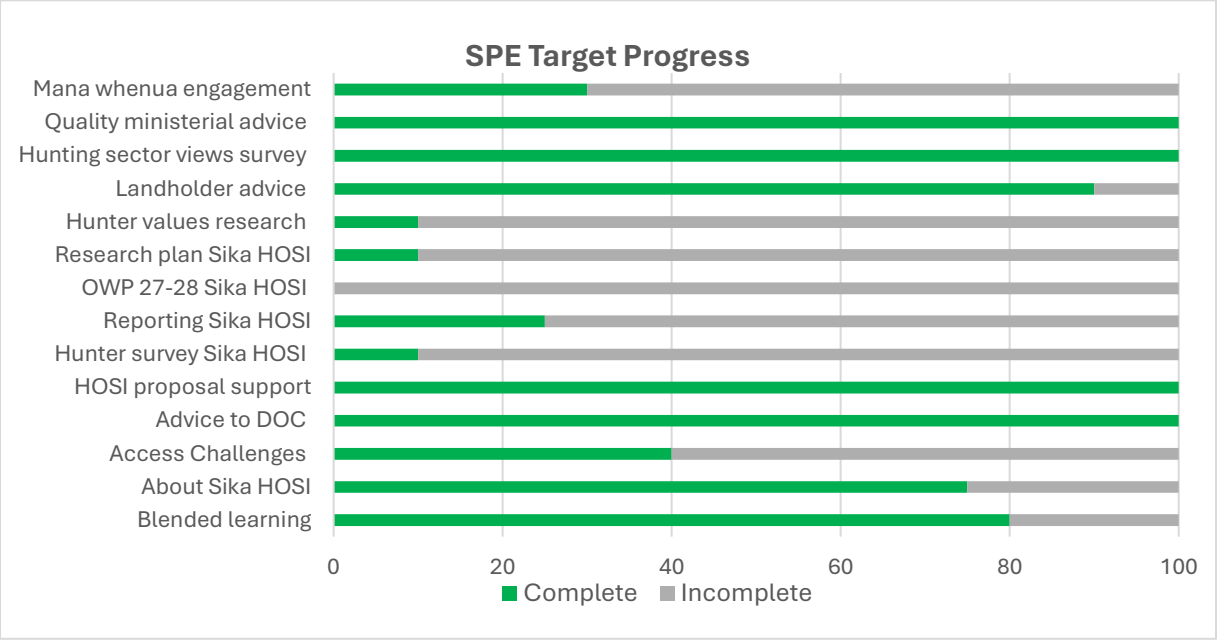
Purpose

The information in this paper provides an update to Council on operational delivery of strategic workstreams between August 2026 and November 2026.

Summary of performance

As of 15 November 2026:

- All statutory reporting and planning requirements have been met.
- Four 2026/2027 GAC SPE targets have been met and a further three are on track for delivery by end of December. One is due for initiation in the new year and the remaining six are tracking in line with operational delivery schedules.
- Fifteen of the twenty-four 2026/2027 OWP targets (non-SPE) are operational.



Strategic priority 1: Hunters and Hunting - Hunters are supported to hunt safely, responsibly and successfully

SPE Target	Project objective	Progress	Quarter Due
Design and launch one blended learning initiative	Work with NZDA Wellington Branch, to provide digital hunter education and information on range use, etiquette and firearm safety, and support clubs in complying with range-management regulations.	Programme developed and approved by NZDA Wellington. Launch planned for December, pending the branch updating its range standing orders.	Q2
Develop and share informational resources about Sika HOSI at two hunting events and four hunter engagements	Raise awareness of the Sika HOSI, its objectives, opportunities for hunters to get involved.	NZDA Expo (July) Sika Show (November) NZDA Hastings x 2 NZ Professional Hunting Guides Association AGM Safari Club International (NZ Chapter) AGM	Q3
Undertake stakeholder engagement survey to define hunter access challenges	Survey hunters to identify key access challenges and work with the Outdoor Access Commission and others to promote improved access to hunting opportunities.	Drafted survey and comms collateral. Confirmed Outdoor Access Commission support.	Q3
Active project based non-SPE OWP Targets			
Land Safety Forum videos	Three of the five videos are in final approval, with the communications plan ready for rollout. The two first-aid videos are being revised to address accuracy concerns raised through external review. Launch anticipated December/January.		
Voluntary certification of guides	Engaged with guides. Guides are seeking funding to progress ISO standard alignment		

Strategic priority 2: Game Animals – Game animal populations are valued and sustainably managed

SPE Target	Project objective	Progress	Quarter Due
Provide at least one substantive piece of advice or information to DOC to support implementation of Te Ara ki Mua.	Provide hunter feedback and game animal management advice to DOC on its wild animal control work.	Advice provided on tahr management at the midpoint review.	All
Provide relevant Information and advice on management options and statutory processes for the development of two HOSI proposals.	Enable hunter-led organisations to prepare HOSI proposals for high value herds.	Target met – advice on HOSI development for: - Tahr - Rakaia red deer - Rakiura white-tailed deer	All

Design, administer, and report on an annual survey of Sika HOSI hunters.	Integrate hunter feedback into Sika HOSI management to enable delivery of hunter outcomes.	N/A Survey design planned for Q3, with delivery Q4 post roar.	Q4
Provide quarterly reports on delivery of the Sika HOSI Operational Work Plan.	Build confidence in Sika HOSI delivery and success	Included update in Q1 report. Engaged with DOC governance.	Q4
The 2027/2028 Sika HOSI Operational Work Plan is provided to Council by 30 April 2027.	Ensure a smooth transition between operational years.	N/A Due to be initiated in Q3.	Q3
The 5-year Adaptive Deer Management and Research Plan for the Sika HOSI is provided to Council by 1 April 2027.	Coordinate work on HMP objectives and supporting research across HMP review cycles.	Draft project plan developed and partner/stakeholder engagement underway to inform the plan's development.	Q3
Undertake research on hunter values at place to support science-informed decision-making, on improved game animal management and hunting opportunities.	Enable hunter values to be integrated into land management decision making.	Research scoping has been initiated.	Q4
Active project based non-SPE OWP Targets			
Population control Sika HOSI and education	Initiated thermally assisted hind control in the REZ and WPK. Organised Kaweka management hunts, which include pre and post hunt engagement to build hunters' understanding and education. Reporting in Q2.		
RHA promotion	Web information loaded. Social media campaign is complete.		

Strategic priority 3: Social license – Hunting is accepted as safe, legitimate, and beneficial to conservation and communities

SPE Target	Project objective	Progress	Quarter Due
Collaborate with at least one catchment community to pilot GAC landholder guidance and tools.	Support informed community-based decision-making, collaborative management actions, and improved game animal management outcomes by providing practical and accessible landholder guidance.	Provided draft landholder advice and toolbox to the Rangitikei catchment community. Digitisation of toolbox in preparation for wider pilot. Tool to support farmer-hunter connection and collaboration developed.	Q3
Conduct annual hunter and stakeholder survey to understand the views of the hunting sector and improve GAC engagement.	Understand the views of the hunting sector to inform improvements for GAC engagement.	Target met. See separate Council paper.	Q1

Active project based non-SPE OWP Targets	
Hunting economics	Confirmed $20,000 Hunting for Conservation funding and seeking further funding to contract NZIER.

Strategic priority 4: Organisation: Governance, management systems, and culture enables effective delivery and adaptability

SPE Target	Project objective	Progress	Quarter Due
Ministerial advice is clear, evidence-informed, representative of hunting sector views and relevant to decision-making, in line with the DPMC Policy Quality Framework.	Deliver high-quality and decision-ready ministerial advice on matters relating to hunting, game animal management, and associated policy issues.	Target applied to verbal and written advice on HOSI, wider game animal management and conservation management frameworks.	All
Engagement with, and feedback from, mana whenua influences the ongoing HOSI implementation, providing benefits to mana whenua, communities, and achieving positive hunting outcomes	Facilitate active participation in the Sika HOSI.	Began scoping a Sika HOSI Te Kahui Rōpū. Direct engagement with some mana whenua representatives has progressed, and feedback has been integrated into Sika HOSI operational planning and initial communications.	All

Enablers – How we succeed

Education

For the period 12 Aug 2026 – 12 November 2026, Better Hunting performed in line with historical norms, with consistent usage. Better Hunting's Year 3 performance and priorities will be reported in detail in the Better Hunting Year 3 report in the February 2027 council meeting.

Hunter education and hunter resources development:

Item	Purpose
AI narration	Aid uptake and accessibility
Thermal safety certification	Thermal device safety
HuntLink	Facilitate hunter access opportunities and education uptake
Curriculum input	Investigate mainstream game animal values in school curriculum
Meat donation totals	Provide sector visibility of total meat donation volumes
Listed hunter Food safety test	Potential funding stream + professionalisation of wild meat harvest
Range inductions	Hunter safety, social licence and better hunting uptake
Recreational hunting maps	Support hunters, show hunting opportunities
Bow hunting	Hunter safety and education

Advocacy

Hunter research

The NZGAC 2026 hunter survey report - The value and drivers of recreational hunting has been finalised. Communications collateral is in development with launch planned for early December.

Meat donations

There are five registered initiatives on the Hunt and share platform in addition to Game Changer and the informal community donations.

Game Changer outputs as of 13 November 2026:



Working with the Salvation Army, the GAC has developed wild game meat donation food bank guidance, currently being finalized for distribution to foodbanks nationwide.

A digital dashboard displaying the volume of meat donations from all initiatives nationwide is planned for development.

Tahr management

Tahr are currently managed by the Department of Conservation (DOC) under the Wild Animal Control Act 1977. This is done through the Himalayan Thar (sic) Control Plan 1993. The GAC has, for a number of years, provided advice to DOC on how control can be done in a way that minimises impacts on hunters as far as possible. This includes things like targeting females during control and putting more emphasis into areas that are less accessible for recreational hunters.

To support this advice, we reached out to hunters to understand what they are seeing on the ground. The information provided will be reflected in our advice to DOC on 2027/2028 tahr management.

Feedback was mixed with some areas identified with high level of population, others area with lower areas, indicating mixed distribution of tahr numbers across the tahr range, and there is a need for a more sustainable management approach that actively responds to hunter experiences.

Engagement

Events

The GAC attended the 2026 Sika Show on 7 and 8 November. This is the GAC's main hunter face-to-face engagement opportunity. Around 10,500 people attended the show. The GAC shared a booth with Wild Game Recovery Trust, highlighting the meat donation work both organisations are doing through Hunt and Share, and Game Changer NZ. Other topics the GAC focused on was the Sika HOSI and hunter education. The GAC CEO presented at the show both days, providing information and history about the GAC, key workstreams, and a call to action for hunters to be mindful of how we talk about hunting with regards to game animals being a valued

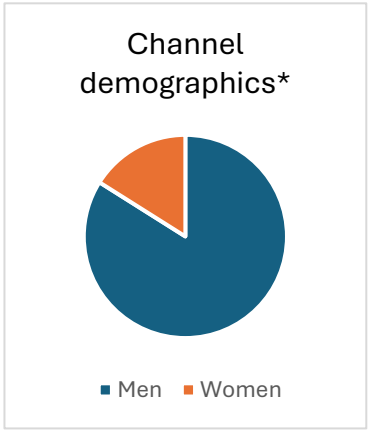
introduced species. The next event the team is planning for is the Great Southern Hunt and Fish Expo in Wānaka, at the end of February 2027.

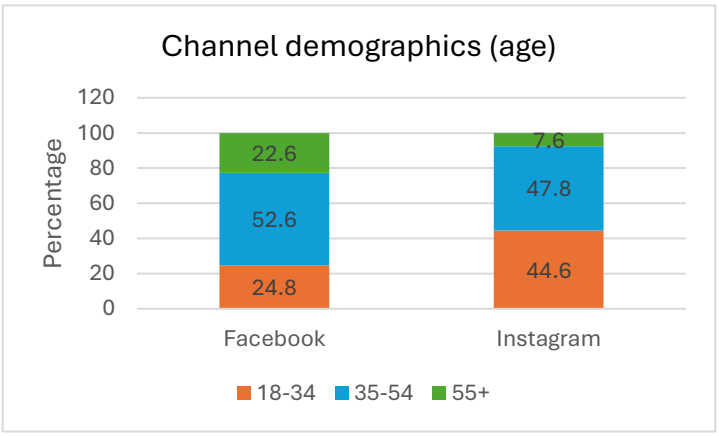
As part of engagement at the Sika Show, we launched a survey to understand hunter views, experiences, concerns and suggested improvements for hunting and game animal management across New Zealand. The information shared in this survey will inform our work representing hunter views when providing advice to Ministers and help us prioritise our efforts. The survey was run online at the Show, is currently open online until 30 November and will also be run at the Great Southern Hunt and Fish Expo in February 2026.

Communications

GAC communications activities continue to grow and are supported by positive feedback within the hunting sector. All statistics in the graphs below were recorded as at 16 November 2026.

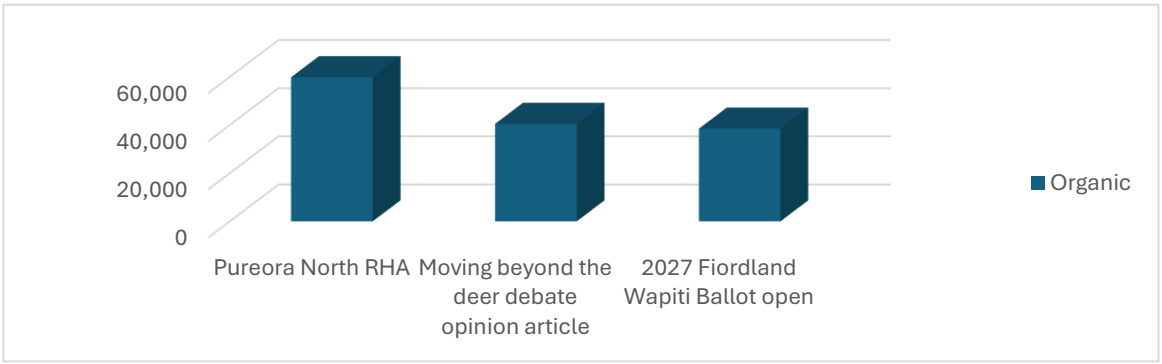
		4 Feb 2026	**4 June 2026**	**2 Aug 2026**	**16 Nov 2026**
Facebook	Followers	9,978	10,412	10,590	11,063
Instagram	Followers	3,397	3,492	3,612	3,702
LinkedIn	Followers	250	281	300	307
EDM (The Stalk and media combined)	Subscribers	1,501	1,705	1,820	2,024
Sika HOSI EDM	Subscribers	N/A	N/A	N/A	50



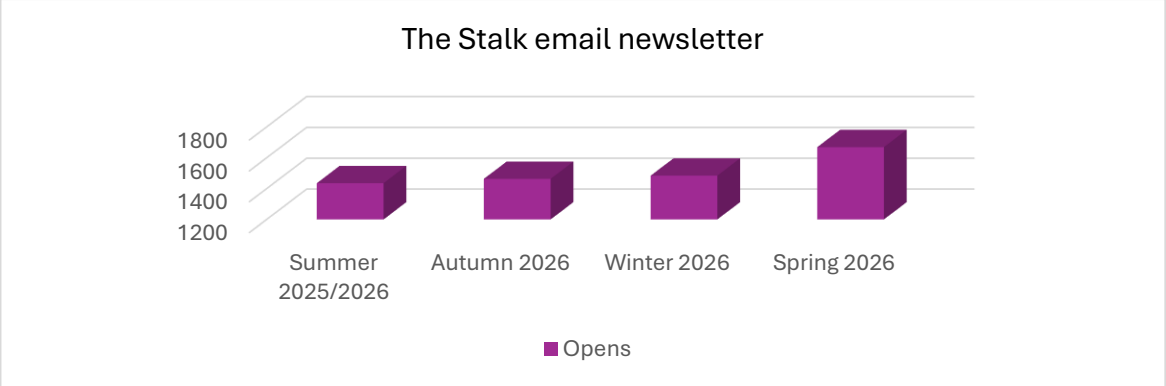


**Facebook and Instagram only*

Most popular themes – Facebook views



Between 1 August and 15 November 2026



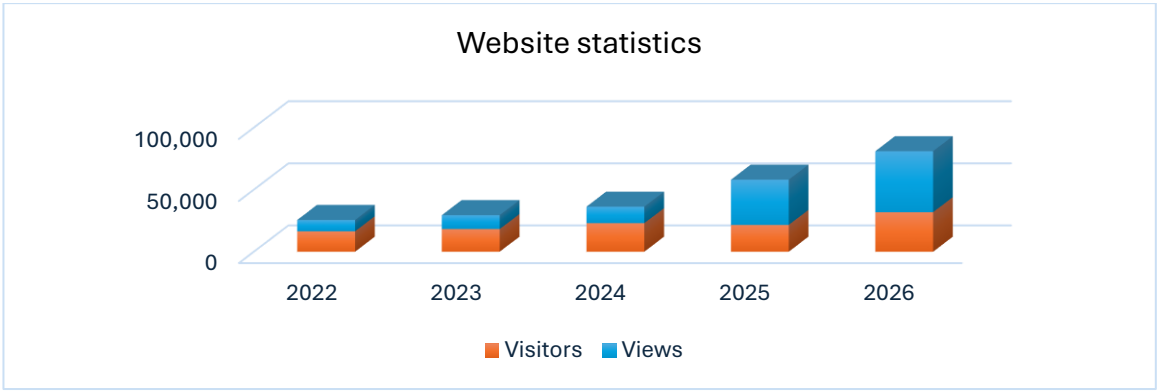
Media activity highlights:







GAC CEO was interviewed by Countrywide Connect twice. First on all things game animal management, hunter contributions to management, landholder challenges and the misinformation that was swirling around at the time. The second she covered tahr management, and some of the challenges in this space. She was also interviewed by Wildnerness Magazine, which featured the Wapiti HOSI. This article was well received by our Facebook audience.



As at 16 November 2026

Most viewed webpages (5 August – 15 November 2026):

1. Firearms Safety Code digital flipbook
2. Homepage
3. Recreational Hunting Areas
4. Hunting ballots
5. Sika HOSI targeted management hunt

Documents approved between meetings

The following documents have been approved between meetings.

GAC Revised Statement of Performance Expectations 2026-2027	Circulated and discussed with Council members at the 12 August 2026 Council meeting. Feedback incorporated.	Draft Revised SPE sent to Minister 30 April 2026. Minister's feedback received 21 May 2026. Final Revised SPE sent to Minister on 23 Sept 2026 for tabling in Parliament. Tabled in Parliament on 29 Sept 2026: https://bills.parliament.nz/papers?Tab=Current&Keyword=Game%20Animal%20Council&From=2023-10-14 Also published on GAC website.
GAC Annual Report	Draft circulated to Council members 30 September 2026 and 24 October 2026	Final sent to Minister on 11 November 2026 and published on GAC website.
Quarter 1 Report	Sent to DOC on 23 October 2026	For the Quarter ended 30 September 2026

Recommendations

It is recommended that the Council receive and note the COO update.

ATTACHMENT

None

FINANCIAL REPORTING

Council Meetings

Council Paper 60/CP07
Financial and variances report

DATE	18 November 2026	**FROM**	Corina Jordan, Chief Executive Officer
TOPIC	Financial and variances report		
PURPOSE OF PAPER	Provide Council with an outline of income and expenditure for the period 1 July to 31 October 2026.		
LEGISLATION OR STATUTORY FUNCTION/S	All statutory functions		
STRATEGIC OBJECTIVE/S	2026 GAC Strategic Plan – priority 4		
RECOMMENDATIONS	*It is recommended that the Council:* 1. *Receives and notes the financial and variances report for the period 1 July – 31 October 2026.* 2. *Receives and notes the:* • *Statement of Financial Position (Balance Sheet) as at 31 October 2026* • *Statement of Cash Flows for the period ended 31 October 2026* • *Profit and Loss Report for the 4 months ended 31 October 2026* 3. *Receives and notes the Quarter 1 report (1 July 2026 - 30 September 2026)*		

Purpose

This report provides an outline of income and expenditure for the period 1 July – 30 October 2026.

Background

At its meeting on 12 August 2026, Council received and approved the financial and variances report for the period 1 April to 30 June 2026, together with a revised 2026-2027 budget. The revised budget reflected the additional funding and responsibilities associated with implementation of the Sika Herd of Special Interest (HOSI), along with other changes to the GAC's operating arrangements.

A further revision to the 2026-2027 budget is being presented to Council at its meeting on 25 November 2026, reflecting changes in financial assumptions and operating arrangements since August.

The GAC reports against the non-financial performance measures and the financial forecasts outlined in the Statement of Performance Expectations (SPE) 2026-2027 on a

quarterly basis to the Department of Conservation. The Q1 finance report is attached as appendix 1 and provides a financial update to the end of the first quarter (Q1) (1 July 2026 – 30 September 2026).

FINANCIAL AND VARIANCES REPORTING 2026-2027 (to 31 Oct 2026)

1. QUARTER ONE REPORTING

Total revenue for 2026-2027 forecast in GAC SPE is $2,175,200, compared with an revised SPE revenue of $2,153,533. This adjustment reflects the $21,667 reduction in income from Fish & Game due to the CEO secondment ending earlier than originally planned. The statement of financial performance for Quarter 1 below reports on:

a) Actual results for the quarter to 30 September 2026
b) Allocation of the revised annual SPE for the quarter to 30 September 2026
c) A Forecast of the expected annual result which is Quarter 1 actuals plus the revised Quarter 2- 4 SPE
d) Revised SPE 2026-2027 incorporating the reduction in income as noted earlier and a comparative decrease in expenses.
e) Approved and published SPE 2026-2027

NZ Game Animal Council
Statement of Financial Performance
For the Quarter ended 30 September 2026

	Q1: Sept 2026 ACTUAL $	Q1: Sept 2026 SPE	Forecast 2027 $	Revised SPE 2027 $	SPE2027 $
REVENUE					
Funding from Cental Government	730,000	730,000	2,060,000	2,060,000	2060000
Interest, dividends and other investment revenue	87	50	237	200	200
Other	82,500	82,500	93,333	93,333	115000
Total Revenue	812,587	812,550	2,153,570	2,153,533	2,175,200
EXPENSES					
Costs Related to Providing Goods or Sevices	112,548	112,875	1,210,673	1,211,000	1,232,500
Employment Related Costs	245,053	245,231	891,601	891,780	893,507
Other Expenses	24,330	20,703	52,637	49,010	47,450
Total Expense	381,930	378,809	2,154,911	2,151,790	2,173,457
SURPLUS/(DEFICIT) FOR YEAR	430,657	433,742	(1,342)	1,743	1,743

2026/2027 financial year funding Vote Conservation (exclusive of GST*)

Schedule of invoicing for 2026-2027

Vote Conservation appropriation	Payment Quarter	$
Instalment 1 of 4 - The Department of Conservation was invoiced for $300,000 (+GST) on	July – September 2026	$300,000

30 July 2026 – paid 10 August 2026		
Instalment 2 of 4 – The Department of Conservation was invoiced for $300,000 (+GST) on 20 October 2026 – paid 17 November 2026	October – December 2026	$300,000
Instalment 3 of 4 – The Department of Conservation will be invoiced for $300,000 (+GST) in January 2027	January – March 2027	$300,000
Instalment 4 of 4 – The Department of Conservation will be invoiced for $300,000 (+GST) in April 2027	April – June 2027	$300,000
Total Vote Conservation funding for 2026/2027 year*		$1,200,000

*the GST inclusive total is $1,380,000

2026/2027 financial year funding Vote Conservation Sika HOSI (exclusive of GST*)

Schedule of invoicing for 2026-2027

Vote Conservation appropriation	Payment Quarter	$
Instalment 1 of 4 - The Department of Conservation was invoiced for $430,000(+GST) on 9 September 2026 – paid 9 September 2026	July – September 2026	$430,000
Instalment 2 of 4 – The Department of Conservation was invoiced for $143,400.00 (+GST) on 20 October 2026 – paid 6 November 2026	October – December 2026	$143,400
Instalment 3 of 4 – The Department of Conservation will be invoiced for $143,400 (+GST) in January 2027	January – March 2027	$143,400
Instalment 4 of 4 – The Department of Conservation will be invoiced for $143,400 (+GST) in April 2027	April – June 2027	$143,400
Total Sika HOSI Vote Conservation funding for 2026/2027 year*		$860,000

*the GST inclusive total is $989,000

Other Income

Year to date ended 31 October 2026 other income was received:

- $121.27 was through interest earned;
- $150 donation

OPERATING EXPENSES AND OVERHEAD EXPENSES 2026-2027

A: Costs related to providing Goods or Services

Total actual spend Q1 (1 July 2026 – 30 September 2025) was $112,548 against a revised forecast Q1 budget of $112,875. Total expenses are tracking in line with the annual revised budget of $1,211,000, with a forecast surplus of $327.

	Q1 Actual (July -Sept) ($)	Q1 Revised SPE (July - Sept) ($)	Variance ($)	SPE 2026-27 (revised) ($)
Contracted services	50,270	57,335	(7,065)	200,000
Sika HOSI	10,719	10,750	(31)	860,000
Council meetings and per diems	14,254	14,175	79	73,500
Operating expenses	37,305	30,615	6,690	77,500
Total Costs related to providing Goods and Services	**112,548**	**112,875**	**(327)**	**1,211,000**

Contracted services

$50,270 spend through to 30 September 2026, against a total revised budget of $57,335, representing an underspend of $7,065.

Council meetings and per diems

$14,254 spend through to 30 September 2026, against a total revised budget of $14,175 leaving an overspend of $79.

Operating expenses

$37,305 spend through to 30 September 2026, against a total budget of $30,615, leaving an overspend of $6,690.

Overall, an underspend in first quarter of $327, with year-to-date expenditure forecast to be in line with the annual revised budget (SPE).

B: Employee remuneration and other related expenses

	Q1 Actual (July -Sept) ($)	Q1 Revised SPE (July - Sept) ($)	Variance ($)	SPE 2026-27 (revised) ($)

Employee related costs	245,053	245,231	(179)	891,780

$245,052 spend through to 30 September 2026, against a total revised budget of $245,231 leaving an underspend of $179.

Overall, an underspend in first quarter of $179, with year-to-date expenditure forecast to be in line with the annual revised budget (SPE).

C: Other expenses

	Q1 Actual (July -Sept) ($)	**Q1 Revised SPE (July - Sept) ($)**	**Variance ($)**	**SPE 2026-27 (revised) ($)**
Other expenses	24,330	20,703	3,627	49,010

$24,330 spend through to 30 September 2026, against a total revised budget of $20,703 leaving an overspend of $3,627.

Overall, an overspend in first quarter of $3,627, with year-to-date expenditure forecast to be slightly over the annual revised budget (SPE).

2. **YEAR TO DATE REPORTING: 31 October 2026**

To 31 October 2026: The profit and loss statement reports on direct costs for the period stated being 1 July to 31 October 2026.

	YTD Actual (July -October 26) ($)
REVENUE	
Funding from Government	1,173,400
Donations, interest and other income	93,605
Total Revenue	1,267,005
EXPENSES	
Costs related to providing Goods and Services	
Contracted services	62,162
Sika HOSI	311,127
Council meetings and per diems	14,254
Operating expenses	42,425
Total Costs related to providing Goods and Services	429,968
Employee remuneration and other related expenses	324,410
Other Expenses	28,970
Total Expenses	783,348
Net Surplus(Deficit) for Period	**$483,657**

Balance sheet as at 31 October 2026

	YTD As at 31 October 2026 ($)
ASSETS	
Bank Accounts	640,293
Debtors and prepayments	546,292
Total Assets	1,186,585
LIABILITY	
Costs related to providing Goods and Services	
Payables and Accruals	381,989
GST payable	74,850
Wages, PAYE and annual leave liabilities	126,634
Total Liabilities	583,473
NET ASSETS	**603,112**
ACCUMULATED FUNDS	
Retained Earnings brought forward	119,455
Net Surplus(Deficit) for Year	483,657
Accumulated Funds	**603,112**

Variances

As per section 4.6.4 of the Financial Delegations' Policy, "For significant unbudgeted items or expected overspend greater than $5,000 full Council approval is required prior to committing to the expenditure.

There is nothing to report for this period.

Recommendations

It is recommended that the Council:

1. *Receives and notes the financial and variances report for the period 1 July – 31 October 2026.*
2. *Receives and notes the:*
   - *Statement of Financial Position (Balance Sheet) as at 31 October 2026*
   - *Statement of Cash Flows for the period ended 31 October 2026*
   - *Profit and Loss Report for the 4 months ended 31 October 2026*
3. *Receives and notes the Quarter 1 report (1 July 2026 - 30 September 2026)*

ATTACHMENT

- NZ Game Animal Council – Quarterly Finance Report – Q1 2026-2027
- Statement of Cash Flows as at 31 October 2026
- Profit and loss for the 4 months ended 31 October 2026
- Balance Sheet as at 31 October 2026

NZ Game Animal Council
Statement of Financial Performance
For the Quarter ended 30 September 2026

	Q1: Sept 2026 ACTUAL $	Q1: Sept 2026 SPE	Forecast 2027 $	Revised SPE 2027 $	SPE2027 $
REVENUE					
Funding from Cental Government	730,000	730,000	2,060,000	2,060,000	2060000
Interest, dividends and other investment revenue	87	50	237	200	200
Other	82,500	82,500	93,333	93,333	115000
Total Revenue	812,587	812,550	2,153,570	2,153,533	2,175,200
EXPENSES					
Costs Related to Providing Goods or Sevices	112,548	112,875	1,210,673	1,211,000	1,232,500
Employment Related Costs	245,053	245,231	891,601	891,780	893,507
Other Expenses	24,330	20,703	52,637	49,010	47,450
Total Expense	381,930	378,809	2,154,911	2,151,790	2,173,457
SURPLUS/(DEFICIT) FOR YEAR	430,657	433,742	(1,342)	1,743	1,743
Expenses : Reporting by Output Class					
Output 1 *Hunters are Supported to hunt safely, responsibly, and successfully*	79,509	47,156	300,220	267,867	272,867
Output 2 *Game animal populations are valued and sustainably managed*	96,139	146,624	782,399	832,883	847,883
Output 3 *Hunting is accepted as safe, legimate, and beneficial to conservation and communities*	100,410	50,237	335,540	285,367	285,367
Output 4 *Governance, management systems and culture enables effective delivery and adaptability*	105,872	134,792	736,753	765,673	767,340
SURPLUS/(DEFICIT) FOR YEAR	381,930	378,809	2,154,911	2,151,790	2,173,457

NZ Game Animal Council
Statement of Financial Position
For the Quarter Ended 30 September 2026

	Q1: Sept 2026 ACTUAL	SPE 2027
ASSETS		
Bank Accounts	761,313	220,691
Debtors and Prepayments	35,652	-
Total Assets	796,965	220,691
LIABILITIES		
Current and accrued expenses	246,854	99,493
Total Liabilities	246,854	99,493
NET ASSETS	550,112	121,198
ACCUMULATED FUNDS		
Retained Earnings		
Opening Balance	69,455	69,455
Surplus/(Deficit) for Year	430,657	1,743
Less Appropriation to Reserves	(10,000)	(10,000)
Closing Balance	490,112	61,198
Reserves		
Opening Balance	50,000	50,000
Add Appropriation to Reserves	10,000	10,000
Closing Balance	60,000	60,000
TOTAL EQUITY	550,112	121,198

NZ Game Animal Council
Statement of Cash Flows
For the Quarter Ended 30 September 2026

	Q1: Sept 2026 ACTUAL	SPE 2027
Cash Flows from Operating Actvities		
Cash was received from		
Funding from Central Government and Others	730,000	2,060,000
Interest, dividends and other investment revenue	21,753	113,491
	751,753	2,173,491
Cash was applied to		
Payments to Suppliers and Employees	231,206	2,193,565
Net Cash Flows from (applied to) Operating Activities	520,548	- 20,074
Opening Bank Balances	240,765	240,765
Closing Bank Balances	761,313	220,691

NZ Game Animal Council
Statement of Cash Flows
For the Four Months Ended 31 October 2026

	YTD Oct 26	SPE 2027
Cash Flows from Operating Actvities		
Cash was received from		
Funding from Central Government and Others	730,000	2,060,000
Interest, dividends and other investment revenue	43,605	113,491
	773,605	2,173,491
Cash was applied to		
Payments to Suppliers and Employees	374,076	2,193,565
Net Cash Flows from (applied to) Operating	399,528	- 20,074
Opening Bank Balances	240,765	240,765
Closing Bank Balances	640,293	220,691

Profit and Loss

New Zealand Game Animal Council
For the month ended 31 October 2026

	OCT 2026	YEAR TO DATE
Income		
Other Revenue	184.46	271.27
Government Funding		
Government (HOSI Funding)	143,400.00	573,400.00
Government	300,000.00	600,000.00
Total Government Funding	**443,400.00**	**1,173,400.00**
Secondment Fees (NZ Fish and Game Council)	10,833.33	43,333.23
Other Partnerships (Land Safety Forum)	-	50,000.00
Total Income	**454,417.79**	**1,267,004.50**
Gross Profit	**454,417.79**	**1,267,004.50**
Less Expenses		
A: Other Expenses related to Service Delivery		
Contracted Services	11,892.61	62,162.17
Sika HOSI	300,407.76	311,127.02
Council Meetings and per diems	-	14,253.99
Operating Expenses	5,119.62	42,424.67
Total A: Other Expenses related to Service Delivery	**317,419.99**	**429,967.85**
B: Employee Remuneration and other related costs		
Employee Related Costs	79,357.79	324,410.06
Total B: Employee Remuneration and other related costs	**79,357.79**	**324,410.06**
C: Other Expenses		
Other Expenses	4,639.85	28,969.59
Total C: Other Expenses	**4,639.85**	**28,969.59**
Total Less Expenses	**401,417.63**	**783,347.50**
Operating Profit	**53,000.16**	**483,657.00**
Net Profit	**53,000.16**	**483,657.00**

Balance Sheet

New Zealand Game Animal Council
As at 31 October 2026

	31 OCT 2026
Assets	
Bank	
Kiwibank Business Edge	615,713.94
Kiwibank Online Call Fund	24,579.16
Total Bank	**640,293.10**
Current Assets	
Accounts Receivable	535,026.63
Prepaid Expenses	11,265.35
Total Current Assets	**546,291.98**
Total Assets	**1,186,585.08**
Liabilities	
Current Liabilities	
Accounts Payable	376,021.02
Accrued Expenses	4,100.00
GST	74,849.50
Kiwibank Business Mastercard	1,925.10
Suspense	(56.58)
Wages & PAYE Payable	126,634.00
Total Current Liabilities	**583,473.04**
Total Liabilities	**583,473.04**
Net Assets	**603,112.04**
Equity	
Accumulated Surpluses or Deficits	119,455.04
Current Year Earnings	483,657.00
Total Equity	**603,112.04**

GOVERNANCE

Council Meetings

2026-27 Governance Work Programme - Budget & Meeting Schedule

Key:

	Public Holidays
	Council Meetings, Agendas, Papers, Minutes and Council Administration
	Workshops, Governance Training and Council Evaluations
	Stakeholder Events Attended by GAC
	Funding and financial matters
	Other hunting events (for information)
	Reporting, SPE, Annual Report, Audit and Quarterly Reports

NEW FINANCIAL YEAR BEGINS			
July 2026	Early Jul	DOC provides purchase order details for 2026-2027 funding.	
	Early Jul	Confirm accountant and auditor arrangements for the 2025-2026 Annual Report, including engagement terms and costs.	
	Early Jul	Liaise with DOC Governance regarding Annual Report requirements and proposed completion timetable.	
	Early Jul	Begin preparing Q4 2025-2026 report to DOC; request financial information from accountant.	
	Mid Jul	Prepare draft agenda for 12 August 2026 Council meeting	
	Wed 22 Jul	Publicly advertise 12 August Council meeting in accordance with s46 LGOIMA.	
	Fri 24 Jul	NZDA Hunting & Wildlife Expo – set up	Lower Hutt Wellington
	Sat 25 Jul	NZDA Hunting & Wildlife Expo / National Conference	Lower Hutt Wellington
	Sun 26 Jul	NZDA Hunting & Wildlife Expo / National Conference	Lower Hutt Wellington
	Late Jul	Develop revised Statement of Performance Expectations 2026-2027 incorporating Sika HOSI delegations	
	Wed 29 Jul	Notify Minister, DOC Director-General and Council members of 12 August 2026 meeting; provide proposed agenda and meeting details.	
	End Jul	Submit Quarter 4 Report to DOC (2025-2026)	
	End Jul	Send Quarter 1 invoice to DOC (2026-2027)	
August 2026	Tue 4 Aug	Circulate 12 August Council meeting pack, including public and public-excluded papers.	
	Tue 4 Aug	Publish public meeting papers on GAC website.	
	Tue 11 Aug	Council Dinner	Christchurch
	Wed 12 Aug	Council Meeting - consider annual Council evaluation results; confirm previous public and public-excluded minutes; review Risk Register and action register.	Christchurch
	Wed 13 Aug	Arrange Chair's signature on confirmed previous minutes; publish confirmed public minutes on GAC website.	
	Mid-August	Commence preparation of 2025-2026 Annual Report.	
	Mid to late Aug	Respond to accountant's queries and finalise draft financial information for Annual Report.	
September 2026	Early Sep	Liaise with auditor regarding Annual Report audit requirements and timetable.	
	Mid Sep	Provide first draft of 2025/26 Annual Report to DOC Governance for review; incorporate feedback.	
	Mid Sep	Complete audit questionnaires and electronic checklists; respond to auditor's initial queries.	

	Mid-Sep	Circulate draft Annual Report to Council members for review and comment.	
	Thu 24 Sep	Provide updated draft Annual Report and financial statements to auditor for review.	
	29 and 30 Sep	National Wild Animal Strategy Workshops 7pm to 8pm - online	
	Wed 30 Sep	**Statutory deadline** - provide annual financial statements and service performance information to auditor.	
October 2026	Thu 1 Oct	Commence development of Quarter 1 Report to DOC	
	Thu 1 Oct	Continue responding to auditor's queries and finalising Annual Report content.	
	Mid Oct	Provide updated unsigned Annual Report to DOC Governance for review and comment.	
	Mid Oct	Circulate updated Annual Report to Council members; incorporate feedback.	
	Mid Oct	Make any last-minute changes to Annual Report as a result of feedback	
	Mid Oct	Submit Quarter 1 Report to DOC 2026-2027	
	Mid Oct	Send Quarter 2 invoice to DOC 2026-2027	
	Around 20 Oct	Arrange Chair's and Deputy Chair's signatures on approved Annual Report content, subject to final audit requirements.	
	Around 20 Oct	Send agreed Annual Report content and financial statements to Anns Taylor Design for final layout.	
	Around 20 Oct	Liaise with DOC Governance regarding audit completion, final Annual Report and Ministerial briefing arrangements.	
	Around 20 Oct	DOC will prepare their Ministerial Briefing to Minister re GAC Annual Report imminent.	
	Around 20 Oct	GAC to respond to queries re audit and DOC comments. Send DOC any changes as per their queries	
	22-27 Oct	Review Annual Report design proofs from Anns Taylor Design; check tables, financial statements, pagination and formatting; return corrections.	
	Mon 26 Oct	Labour Day	
	28-29 Oct	Finalise designed Annual Report and provide approved version to auditor for final audit report to be added at the end (and stamps added to financial pages).	
	30 Oct	**Statutory deadline** - auditor to complete audit report for 2025/26 Annual Report.	
November 2026	Start of Nov	Prepare Council paper on 2025-2026 Annual Report and audit findings, including Management Letter if available.	
	Mon 2 Nov	Prepare draft agenda for 25 November Council meeting; seek input from Chair and staff.	
	Fri 6 Nov	Sika Show – set up	Mystery Creek Hamilton
	Sat 7 Nov	NZ General Election date	
	Sat 7 Nov	Sika Show	Mystery Creek Hamilton
	Sat 7 Nov	NZGAC Evening event / presentation of award for services to GAC and hunting sector	Mystery Creek Hamilton
	Sun 8 Nov	Sika Show	Mystery Creek Hamilton
	Wed 11 Nov	Publicly advertise 25 November Council meeting in accordance with s46 LGOIMA.	
	Wed 11 Nov	Notify Council members, Minister and DOC Director-General of 25 November meeting; send proposed agenda to Minister.	
	Around 13 Nov	Provide final signed and audited Annual Report to Minister, copied to DOC, within statutory timeframe.	

		Statutory deadline – Section 150(1)(a) provide the report to the Minister not later than 15 working days after receiving the audit report.	
	Around 13 Nov	Arrange hard copies of Annual Report for Minister and DOC, if required.	
	Wed 18 Nov	Circulate 25 November Council meeting pack, including public and public-excluded papers and updated Interests Register.	
	Fri 20 Nov	Publish draft agenda and public papers for 25 November Council meeting on GAC website.	
	Following Minister's receipt	Monitor tabling of Annual Report in House of Representatives and publish on GAC website within applicable statutory timeframes. **Statutory deadline** – Section 150(3) Crown Entities Act 2004	
	Wed 25 Nov	Council meeting, Wellington – consider Annual Report and audit findings; confirm 12 August public and public-excluded minutes; review Risk Register and action register.	Wellington
	Thu 26 Nov	Arrange Chair's signature on confirmed 12 August minutes; publish confirmed public minutes on GAC website.	
December 2026	Wed 2 Dec	Circulate draft minutes of 25 November Council meeting to members for review and comment.	
	Anticipated	Receive Minister's Letter of Expectations for 2027-2028; circulate to Council and incorporate priorities into the 2027-2028 planning cycle.	
	Mid Dec	Receive final invoice from Anns Taylor Design for Annual Report design work.	
	Mon 21 Dec	GAC office Christmas closure commences.	
	Fri 25 Dec	Christmas Day	
	Sat 26 Dec	Boxing Day	
	Mon 28 Dec	Boxing Day observed	
Year: 2027			
January 2027	Fri 1 Jan	New Year's Day	
	Mon 4 Jan	Day after New Year's Day (observed)	
	Tue 5 Jan	GAC office reopens following Christmas closure.	
	Early Jan	Commence preparation of Q2/Half-Yearly Report 2026-2027	
	Mid-January	Confirm 2027 Council meeting dates; update governance calendar and meeting arrangements.	
	Late Jan, early Feb	Submit 2026-2027 Half-Yearly Report to Minister and DOC, in accordance with agreed reporting timetable.	
	Late Jan, early Feb	Send Q3 invoice to DOC 2026-2027	
February 2027	Sat 6 Feb	Waitangi Day	
	Mon 8 Feb	Waitangi Day Public Holiday (observed)	
	Mid Feb	Continue development of draft SPE 2027-2028.	
	Mon 15 Feb	Prepare draft agenda for 17 March Council meeting; seek input from Chair and staff.	
	Mon 22 Feb	Publicly advertise 17 March Council meeting in accordance with s46 LGOIMA.	
	Fri 26 Feb	Notify Council members, Minister and DOC Director-General of 15 March meeting; send proposed agenda to Minister.	
	26 Feb	Great Southern Hunt & Fish Expo setup	Wānaka
	27 Feb	Great Southern Hunt & Fish Expo	Wānaka
	28 Feb	Great Southern Hunt & Fish Expo	Wānaka
March 2027	Mon 8 Mar	Circulate 17 March Council meeting pack, including public and public-excluded papers and updated Interests Register.	
	Thu 11 Mar	Publish draft agenda and public papers for 17 March Council meeting on GAC website.	
	Mid Mar	Seek confirmation of future Crown funding arrangements from Minister.	

	mid Mar to late Apr	Roar	NZ wide
	Mid Mar	Commence preparation of Q3 report to DOC 2026-2027	
	Mid Mar	Continue development of SPE 2027-2028.	
	Tue 16 Mar	Council dinner	Christchurch, TBC
	Wed 17 Mar	Council meeting – review year-to-date performance and strategic direction for 2027/28; confirm 25 November minutes; review Risk Register and action register.	Christchurch, TBC
	Tue 16 Mar	Arrange Chair's signature on confirmed 25 November minutes; publish confirmed public minutes on GAC website.	
	Mon 22 Mar	Publicly advertise 14 April online Council meeting in accordance with s46 LGOIMA.	
	Mon 22 Mar	Prepare draft agenda for 14 April Council meeting; seek input from Chair and staff.	
	Mon 22 Mar	Circulate draft minutes of 15 March Council meeting for review and comment.	
	Fri 26 Mar	Good Friday	
	Sun 28 Mar	Easter Sunday	
	Mon 29 Mar	Easter Monday	
April 2027	Tue 6 Apr and Wed 7 Apr	Staff Workshop to develop draft SPE 2027-2028	
	Wed 7 Apr	Notify Council members, Minister and DOC Director-General of 14 April online meeting; send proposed agenda to Minister.	
	Fri 9 Apr	Circulate 14 April Council meeting pack, including public and public-excluded papers and updated Interests Register.	
	Fri 9 Apr	Publish draft agenda and public papers for 14 April Council meeting on GAC website.	
	Wed 14 April	Online Council meeting – consider draft SPE 2027-2028; confirm 15 March minutes; review Risk Register and action register.	online
	Thu 15 April	Arrange Chair's signature on confirmed 15 March minutes; publish confirmed public minutes on GAC website.	
	Mid April	Submit Quarter 3 Report to DOC 2026-2027	
	Mid Apr	Send Quarter 4 invoice to DOC 2026-2027	
	Tue 20 April	Publicly advertise 26 May online Council meeting in accordance with s46 LGOIMA.	
	Wed 21 Apr	Prepare draft agenda for 26 May Council meeting; seek input from Chair and staff.	
	Wed 21 Apr	Circulate draft minutes of 14 April Council meeting for review and comment.	
	Sun 25 Apr	Anzac Day	
	Mon 26 Apr	Anzac Day public holiday observed	
	Thu 29 Apr	Submit draft SPE 2027-2028 to Minister for consideration and comment.	
	Fri 30 Apr	Statutory deadline – draft SPE 2027-2028 to Minister.	
May 2027	Early to mid-May	Revise draft SPE 2027-2028 following feedback from Minister and DOC.	
	Mon 3 May	Prepare draft agenda for 26 May Council meeting; ensure updated budget and forecast financial statements are included.	

	Wed 12 May	Notify Council members, Minister and DOC Director-General of 26 May online meeting; send proposed agenda to Minister.	
	Wed 19 May	Circulate 26 May Council meeting pack, including public and public-excluded papers and updated Interests Register.	
	Thu 20 May	Anticipated Ministerial feedback on draft SPE 2027-2028	
	Thu 20 May	Publicly advertise 23 June Council meeting in accordance with s46 LGOIMA.	
	Fri 21 May	Publish draft agenda and public papers for 26 May Council meeting on GAC website.	
	Wed 26 May	Council meeting – consider revised SPE 2027-2028, budget and forecast financial statements; confirm 14 April minutes; review Risk Register and action register.	online
	Thu 27 May	Arrange Chair's signature on confirmed 14 April minutes; publish confirmed public minutes on GAC website.	
	Mon 31 May	Prepare draft agenda for 23 June Council meeting; seek input from Chair and staff.	
June 2027	Wed 2 Jun	Circulate draft minutes of 26 May Council meeting for review and comment.	
	Mon 7 Jun	King's Birthday	
	Wed 9 Jun	Notify Council members, Minister and DOC Director-General of 23 June meeting; send proposed agenda to Minister.	
	Wed 16 Jun	Circulate 23 June Council meeting pack, including public and public-excluded papers and updated Interests Register.	
	Fri 18 Jun	Publish draft agenda and public papers for 23 June Council meeting on GAC website.	
	Wed 23 Jun	Council meeting – approve final SPE 2027/28 (with delegation for final amendments), budget and forecast financial statements; confirm 26 May minutes; review Risk Register and action register.	Wellington
	Wed 23 Jun	Distribute annual Council governance evaluation questionnaire.	
	Thur 24 Jun	Arrange Chair's signature on confirmed 26 May minutes; publish confirmed public minutes on GAC website.	
	Fri 25 June	Matariki Public Holiday	
	Wed 30 Jun	Statutory Deadline - Submit final SPE 2027/28 and forecast financial statements to Minister, subject to confirmation of statutory deadline.	
	Wed 30 Jun	Anticipated end of term for relevant Council members; confirm appointment and reappointment arrangements with Minister's Office.	

CENTRAL NORTH ISLAND SIKA FOUNDATION (CNISF) REPORTING AND FUNDING ARRANGEMENTS

Reporting in arrears
CNISF submits its quarterly progress and financial report to GAC one week before GAC's corresponding quarterly report is due to DOC. GAC reports to DOC on work undertaken during the preceding reporting period.

Funding in advance
GAC invoices DOC quarterly in advance in accordance with the agreed funding schedule. Following receipt of DOC funding, GAC arranges payment to CNISF within approximately one week, subject to the delivery agreement and required financial approvals.

NZ Game Animal Council - Annual Governance Calendar - Year 2026-2027 at a glance

July 2026	August 2026	September 2026
• New Financial Year starts. • Submit Q4 2025-2026 Report to DOC • NZDA Expo, Conference and Annual Awards • Send Q1 2026-2027 funding invoice to DOC. • CEO and Staff Performance Reviews • Commence preparation of 2025/26 Annual Report and audit arrangement.	• Commence preparation of 2025/26 Annual Report, including financial statements and service performance information. • Liaise with accountant & auditor re Annual Report • Health & Safety Review • Council dinner 11 August 2026, Christchurch • Council Meeting 12 August 2026, Christchurch	• Provide draft Annual Report to DOC Governance and Council for review. • 30 September – statutory deadline to provide financial statements and service performance information to auditor.
October 2026	**November 2026**	**December 2026**
• Submit Quarterly Report Q1– 2026-2027 • Send Q2 invoice to DOC – 2026-2027 • Finalise 2025-2026 Annual Report design • 30 October 2026 - Audit of Annual Report to be completed by Auditors. • Receipt of Audit Management Letter	• Sika Show 7 to 8 November 2026 (set up 6 November) • Provide signed and audited 2025/26 Annual Report to Minister within 15 working days of receiving audit report. • Proposed Annual Governance Training • Mid-year Workplan Review • Council Meeting 25 November 20260, Wellington • Tabling of Annual Report in Parliament • Publish Annual Report on GAC website.	• Anticipated receipt of Minister's Letter of Expectations for 2027/28; incorporate into planning.
January 2027	**February 2027**	**March 2027**
• Commence preparation of Q2/Half-Yearly Report 2026-2027 • Confirm 2027 Council meeting dates and arrangements. • Calendar year Stakeholder Plan Review	• Submit Half Yearly Report Q2 (2026-2027 mid-February) • Send Q3 invoice to DOC for payment • The Great Southern Hunt & Fish Expo, 27 to 28 November, Wānaka • Continue development of draft SPE 2027-2028	• Yearly internal policy review • Council Dinner 16 March 2027, Christchurch (TBC) • Council Meeting 17 March 2027, Christchurch (TBC) • Continue development of SPE 2027-2028 • Commence preparation of Q3 report to DOC 2026-2027
April 2027	**May 2027**	**June 2027**
• Staff SPE development workshop – 6–7 April • Online Council meeting – 14 April, consider draft SPE 2027-2028. • Submit Quarterly Report Q3 2026-2027 • Send Q4 invoice to DOC for payment 2026-2027 • 30 April – deadline for draft SPE 2027-2028 to Minister	• Online Council meeting – 26 May 2027, review revised SPE, budget and forecast financial statements • Continue preparation of Annual Work Plan for 2027-2028 to be reviewed by the Council. • Provide 2027-2028 SPE to DOC for their input. • Provide 2027-2028 SPE to the Minister for comments on the draft within 15 working days. • Incorporate Ministerial and DOC feedback into draft SPE 2027-2028.	• Council Meeting 23 June, Wellington to approve final SPE 2027/28, budget and forecast financial statements. • Annual Council governance evaluation questionnaire. • HOSI reporting • Submit final SPE 2027-2028 and forecast financial statements to Minister by 30 June, subject to confirmation of statutory deadline • 30 June - End of Financial Year • Publish final signed SPE 2027-2028 on GAC website.

V 16 October 2026

Council Paper 60/CP06

Governance Planning Calendar and meetings planning

DATE	16 November 2026	**FROM**	Jenny Wotten
TOPIC	Governance Planning Calendar and meetings planning		
PURPOSE OF PAPER	Provide Council with the Governance Planning Calendar and meetings planning		
LEGISLATION OR STAUTORY FUNCTION/S	All statutory functions.		
STRATEGIC OBJECTIVE/S	4. Governance, management systems, and culture enables effective delivery and adaptability.		
RECOMMENDATIONS	*It is recommended that Council:* • *receives the Governance Planning Calendar; and* • *considers 2027 dates for Council meetings and workshops*.		

Context

The Council has a number of statutory governance responsibilities and associated deadlines that must be met throughout the year. Chief among these are the obligations under the Public Finance Act 1989 and the applicable provisions of the Crown Entities Act 2004 relating to the preparation of the Statement of Performance Expectations (SPE), Annual Report, financial statements and audit.

The attached Governance Work Programme – Meetings and Budget Schedule brings together these statutory reporting obligations with the Council's wider governance and operational calendar. It includes Council meeting dates, strategic workshops, key stakeholder events such as the Sika Show and quarterly reporting milestones. The work programme is an important governance tool that supports forward planning and ensures statutory obligations are met.

Statutory basis

The Game Animal Council is a statutory body established under the Game Animal Council Act 2013 and is listed as a Schedule 4 organisation under the Public Finance Act 1989. As a Schedule 4 organisation, the Council is subject to relevant provisions of both the Public Finance Act 1989 and specified provisions of the Crown Entities Act 2004 relating to planning, financial management, performance reporting and audit.

Governance at a glance

The *Governance at a Glance calendar* provides a high-level overview of the Council's annual governance cycle and key statutory milestones.

Council meeting planning

The Council has traditionally met in February/March, May, June, August and November each year.

The May and June meetings are intentionally scheduled close together to enable the Council to:

- consider the draft Statement of Performance Expectations (SPE) and draft Budget in May; and
- approve the final SPE and Budget in June before the commencement of the new financial year.

Council members are invited to consider proposed dates and locations for 2027 Council meetings and workshops. As Council member Jackson cannot attend Wednesday meetings, the actual dates will be revisited by doodle poll.

Date	Event	Location	Notes
March 2027	Council dinner and meeting	Rydges Wellington Airport Hotel	Consider LOE Develop SPE
April 2027	Council workshop	Online	Consider draft SPE
May 2027	Council meeting	Probably online	Review SPE and Budget
June 2027	Council meeting	Possibly Wellington	Approve final SPE and final Budget
August 2027	Council meeting	Probably Christchurch	Consider draft Annual Report
September 2027	Council workshop	Online	Approve Annual Report
November 2027	Council meeting	Probably Wellington	

Note: The Sika Show 2026 is scheduled for 6–7 November 2027 at Mystery Creek and should be taken into account when confirming the November meeting dates.

It is recommended that Council:

- *receives the Governance Planning Calendar; and*
- *considers 2027 dates for Council meetings and workshops.*

ATTACHMENTS

Governance at a glance
Governance Work Program – Meetings and Budget Schedule

GENERAL BUSINESS & FEEDBACK

Council Meetings

SUPPORTING DOCUMENTS

Council Meetings

ACRONYMS USED

AAG	Arms Advisory Group (New Zealand Police)
AATH	Aerially Assisted Trophy Hunting
ABWCC	Animal Behaviour and Welfare Consultative Committee
AGM	Annual General Meeting
ASF	African Swine Fever
AWNA	Animal Welfare Network Aotearoa
ANZBS	Aotearoa New Zealand Biodiversity Strategy
BfOB	Battle for Our Birds programme run by DOC
BIM	Briefing for Incoming Minister
BOP	Bay of Plenty
BOPRC	Bay of Plenty Regional Council
C2C	Crucial to Conservation (now known as International Conservation Coalition (ICC))
CAA	The Civil Aviation Authority
CDC	Center(s) for Disease Control and Prevention
CEA	Crown Entities Act 2004
CEO	Chief Executive Officer
CITES	Convention on International Trade in Endangered Species
CMPs	Conservation Management Plans (DOC)
CMSs	Conservation Management Strategies (DOC)
COC	Code of Conduct
COVID	Coronovirus, Covid-19
COP	Code of Practice
CPL	Crown Pastoral Land
CPTPP	Comprehensive and Progressive Agreement for Trans-Pacific Partnerships, NZ's free trade agreement
CNISF	Central North Island Sika Foundation
CSP	Conservation Services Programme (DOC)
CWD	Chronic Wasting Disease
DIA	Department of Internal Affairs
DINZ	Deer Industry New Zealand
DOC	Department of Conservation
ECAN	Environment Canterbury
EDR	Epro Deer Repellent (possum control 1080 pellets coated with EDR to make 1080 bait less palatable to deer)
EDS	Environmental Defence Society
EEO	Equal Employment Opportunities
EPOD	Electrical Portable Outlet Device (see GAC Health & Safety Policy)
EPA	Environmental Protection Authority
ERS	Environmental Science and Research Ltd
F&B	Royal Forest & Bird Protection Society

F&G	Fish and Game Council(s)
FCAF	NZ Police – Firearms Community Advisory Forum
FMC	Federated Mountain Clubs of NZ
FPO	Firearms Prohibition Order(s)
FSANZ	Food Standards Australia New Zealand
FTA	Free Trade Agreement(s)
FWF	Fiordland Wapiti Foundation
GAC Act	Game Animal Council Act 2013
GAC	Game Animal Council
GM	General Manager
GST	Goods and Services Tax
GWRC	Greater Wellington Regional Council
H&S Act	Health and Safety at Work Act 2015
HCFF	High Country Federated Farmers
HES	GAC Hunter Education Strategy
HFC	Hunters for Conservation
HOSI	Herd(s) of Special Interest
HRDF	Heritage Red Deer Foundation
HTCOP	Himalayan Tahr Control Operational Plan
HTCP	Himalayan Thar Control Plan 1993
HUNTS	NZDA National Hunter Training Scheme
IBEP	International Bowhunter Education Program
ICC	International Conservation Coalition (formerly known as Crucial to Conservation (C2C))
ICT	Information and Communications Technology
IHEA	International Hunter Education Association
JfN	Jobs for Nature Projects
KMBP	Kaweka Mountain Beech Project
LandSAR	Land Search & Rescue
LOE	Letter of Expectations (from the Minister to the GAC)
LINZ	Land Information NZ
LNIRDF	Lower North Island Red Deer Foundation
m.bovis	Mycoplasma bovis (cattle pathogen - a bacterium that can cause serious disease in cattle)
MBIE	Ministry of Business, Innovation and Employment
MFAT	NZ Ministry of Foreign Affairs & Trade
MFE	Ministry for the Environment
MHF	Minister for Hunting and Fishing
MOC	Minister of Conservation
MPI	Ministry for Primary Industries
MSC	Mountain Safety Council
MSD	Ministry of Social Development
MUs	Management Units (related to DOC Tahr Control Plan) Mus 1 to 6

MU1	Management Unit 1
NAWAC	National Animal Welfare Advisory Council
NAWEM	National Animal Welfare Emergency Management
NGOs	Non-Governmental Organisation
NIWA	National Institute of Water and Atmospheric Research Ltd
NPCP	National Predator Control Programme (DOC)
NPMPs	National Park Management Plans (DOC)
NPPA	National Pest Plant Accord (DOC, MPI, etc)
NZBHS	New Zealand Bowhunters Society
NZCS	New Zealand Customs Service
NZEF	National Bowhunter Education Foundation
NZAGE	New Zealand Association Game Estates
NZCA	New Zealand Conservation Authority
NZDA	New Zealand Deerstalker's Association
NZDFA	New Zealand Deer Farmers Association
NZPHA	New Zealand Pig Hunters Association
NZPHGA	New Zealand Professional Hunting Guide's Association
NZPFRI	New Zealand Police Firearms Range Inspector
NZQA	New Zealand Qualifications Authority
NZTE	New Zealand Trade and Enterprise
NZTF	New Zealand Tahr Foundation
NZVFA	New Zealand Visitor's Firearms Application
OIA	Official Information Act 1982
OSPRI	Operational Solutions for Primary Industries
PCBU	Health & Safety terminology for Person Conducting a Business or Undertaking
PCL	Public Conservation Land
PF2050	Predator Free 2050 Ltd
PFA	Public Finance Act 1989
PFNZ	Predator Free NZ
PHA	Professional Hunter Academy
PNZ	Pistol New Zealand
RCEG	NZ Police – Range Certification Engagement Group
REZ	(Kaimanawa) Remote Experience Zone
RIS	Regulatory Impact Statement(s)
RMA	Resource Management Act 1991
RWNZ	Rural Women New Zealand
LandSAR	New Zealand Land Search and Rescue
SCI	Safari Club International
SCINZ	Safari Club International New Zealand
SIHRDF	South Island Heritage Red Deer Foundation
SPCA	NZ Society for the Protection of Animals
SPE	Statement of Performance Expectations

TB	Bovine TB - an infectious disease caused by the bacterium Mycobacterium bovis
TBfree	National Pest Management Plan run by OSPRI to eradicate TB from NZ
TAKM	Te Ara ki Mua
TCOP	Tahr Control Operational Plan
TIANZ	Tourism Industry Association of New Zealand
TIES Act	Trade in Endangered Species Act 1989
TORs	Terms of Reference
TPILG	Tahr Plan Implementation Liaison Group
VFM	Vector Free Marlborough
VRMS	(DOCs) Visitor Risk Management Strategy
WAC	Walking Access Commission
WAMS	Walking Access Mapping System
WAC Act	Wild Animal Control Act 1977
WARO	Wild Animal Recovery Operation
WWHT	Water and Wildlife Habitat Trust
YTD	Year to date (as per financial statements)
ZIP	Zero Invasive Predators
1080	Sodium Fluoroacetate Toxin

Te Reo terminology

Te reo Māori	**English and/or short explanation**
Herenga ā Nuku Aotearoa	Outdoor Access Commission
Hikina Whakatutuki	Ministry of Business, Innovation and Employment
Kaimahi for Nature	Jobs for Nature (mahi means work)
Karakia	Karakia can be used to open or close meetings and bless food. A traditional Māori blessing/ritual activity to welcome, give thanks, ask for protection. There are karakia for all different occasions.
Te Kaitiaki Taiao a Te Whare Pāremata	Parliamentary Commissioner for the Environment
Kaitiakitanga	Guardianship of natural resources
Te Kooti Whenua Māori	Māori Land Court
Koha	Means gift, or a contribution and is an integral part of tikanga Māori. Koha is given in recognition of the hospitality provided in accordance with Māori protocol.
Mahi Haumaru Aotearoa	Worksafe New Zealand
Mana Ārai o Aotearoa	New Zealand Customs Service

Mana Arotake Aotearoa	Audit New Zealand
Manatū Mō Te Taiao	Ministry for the Environment
Manaakitanga	Means nurturing relationships, looking after people and being careful about how others are treated, the well-being of the community.
Manaakitanga Aotearoa	New Zealand Tourism Board
Manaaki Whenua	Manaaki Whenua Landcare Research Ltd (full title)
Manatū Ahu Matua	Ministry for Primary Industries
Mihi	Traditional Māori Greeting
Nga Pirihimana O Aotearoa	New Zealand Police
Papatūānuku	Earth, Earth mother
Pepeha	Often used at the start of a hui to introduce ourselves (whakawhanaungatanga) - an introduction for any person and their affiliations in a Māori context for one purpose, to make connections.
Pouhere Taonga	Heritage New Zealand
Raukumara Pae Maunga restoration Project	Raukumara Forest Restoration Project
Rohe	The home territory of. Boundary, district, region, territory, area, border (of land)
Taihoro Nukurangi	National Institute of Water and Atmospheric Research Limited
Tapu	Means sacred. Things that are sacred are kept separate from things that are not restricted (noa).
Tari o te Kaitiaki Mana Tangata	Office of the Ombudsman
Te Ao Māori	Roughly translates to “The Māori World”. Te Ao Māori monitoring framework -DOC
Te Ara ki Mua	The Pathway Forward
Te Arawhiti	The Office for Māori Crown Relations
Te Kāhui Māori	Māori Councillors
Te Kāhui Tika Tangata	Human Rights Commission
Te Kawa Mataaho	Public Service Commission
Te Kāwanatanga o Aotearoa	New Zealand Government
Te Mana Kounga Kai - Ahitereiria me Aotearoa	Food Standards Australia New Zealand
Te Mana Mātāpono Matatapu	Privacy Commissioner

Te Mana Rauhī Taiao	Environmental Protection Authority
Te Papa Atawhai	Department of Conservation
Te Pū Ao	GNS Science
Te Pūkenga	Te Pūkenga was previously called the New Zealand Institute of Skills and Technology (NZIST).
Te Ratonga Whare Paremata	Parliamentary Service
Te Reo o Te Taiao	Forest & Bird
Te Tari o te Pirimia me te Rūnanga Kāwanatanga	Department of the Prime Minister and Cabinet
Te Tari Pūreke	Firearms Safety Authority
Te Tumu Paeroa	Māori Trustee
Te Tari Taiwhenua	Department of Internal Affairs
Te Taiao	The Natural World that contains and surrounds us, the land, water, climate & living beings. It refers to the interconnection between people & nature. Ko au Te Taiao, ko Te Taiao ko au (I am nature, and nature is me).
Te Taura Whiri I Te Reo Māori	Māori Language Commission
Te Tiriti o Waitangi	Treaty of Waitangi
Te Whenua	Land
Tiakina Ngā Manu	DOC's main predator control programme (Tiakina Nga Manu translates as protect the birds and/or all forest creatures – ex BfOBs programme)
Tiakitanga Pūtaiao Aotearoa	Biosecurity New Zealand
Tikanga	Customs and traditional values, especially in a Māori context. Councillor Eugene Rewi is the Council's Māori Advisor & Tikanga Advisor.
TMoTT	Te Mana o Te Taiao
Toitu Te Whenua	Land Information New Zealand
Whakataukī	A Māori proverb – usually short and concise and using symbolism and metaphor to convey key messages
Whanaungatanga	An ethic of belonging, kinship. It is about forming and maintaining relationships and strengthening ties between kin and communities. It is the glue that binds people together, providing a foundation for a sense of unity, belonging and cohesion.

Our vision

Game animals are recognised as valued introduced species and are sustainably managed for future generations. Hunting is valued as part of our national heritage and identity.

Game Animal Council
NEW ZEALAND

ORGANISATIONAL STRATEGY

Our purpose

Independent statutory voice for hunters, leading the sustainable management of game animals and enduring access to hunting.

Enablers - how we succeed

Education

- Provide hunter safety and education.
- Share research, best practice guides, and management outcomes widely through digital platforms, events, and publications.
- Supply leading advice on game animal management to government, the sector, and the public.

Advocacy

- Advocate on behalf of the hunting sector to government, media, and communities.
- Foster community leadership in game animal management.
- Promote the benefits and value of hunting.

Engagement

- Foster collaboration between the community, iwi, hunting sector, stakeholders and government.
- Build partnerships to expand reach, alignment, and impact.
- Seek feedback to track and improve engagement and relationships.

Strategic priorities - what we focus on

Outcomes

Hunters and hunting

Hunters are supported to hunt safely, responsibly and successfully.

Game animals

Game animal populations are valued and sustainably managed.

Social licence

Hunting is accepted as safe, legitimate, and beneficial to conservation and communities.

Organisation

Governance, management systems, and culture enables effective delivery and adaptability.

Outputs

- Expand Better Hunting education embedding safety, standards, ethics, and Te Tiriti o Waitangi.
- Promote hunting participation, targeting youth, new entrants, and under-represented groups.
- Champion and improve hunter access to public and private land.
- Integrate hunting into indigenous biodiversity and habitat recovery programmes with partners.
- Establish, maintain, and update voluntary codes of practice.
- Liaise with landholders to support safe, ethical, and sustainable hunting.
- Foster hunter connection and recruitment to enable growth in the sector.

- Sustainably manage game animals.
- Lead and support development and implementation of Herds of Special Interest (HOSI), recreational hunting areas and sustainable game animal management plans.
- Promote values based, regionally appropriate management approaches.
- Monitor herds and habitats to measure ecological impact and conservation benefits.
- Support research and data to inform sound decision making.
- Advocate for policy to reflect game animals as valued introduced species.
- Strengthen awareness and understanding of biosecurity issues, emerging threats, and best-practice prevention measures.

- Advance independent, high-quality science and advocate for its use in evidence-based policy and informed public discussion.
- Conduct and act on annual stakeholder engagement surveys to measure and improve trust.
- Promote the value of hunting and game animals for conservation, wellbeing, food provision, meat donation, and economy.
- Report on measurable conservation contributions from hunting.
- Provide transparent reporting on safety, ethics, herd health, and conservation outcomes.

- Fulfil our role under the Game Animal Council Act 2013 and meet all obligations of other relevant legislation.
- Foster effective relationships and trusted engagement with government ministries, ministers and the GAC's monitoring agency.
- Provide timely advice, backed by science and evidence.
- Maintain transparency and legitimacy through reporting, evaluation, and stakeholder trust.
- Diversify funding streams and maintain organisational autonomy.
- Establish and strengthen relationships with iwi and stakeholders.
- Seek future role expansion into game animal management and coordination.