



# Department of Conservation

## Statement of Intent 2013–2017



Department of  
Conservation  
*Te Papa Atawhai*

# Department of Conservation

## **Statement of Intent 2013–2017**

Presented to the House of Representatives pursuant to section 38 of the  
Public Finance Act 1989

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## Foreword:

# Minister of Conservation

This Statement of Intent 2013–2017 for the Department of Conservation sets out medium-term priorities for the Department to work towards that reflect the Government’s Bluegreen Agenda. We are working to build a strong and prosperous country that does a good job of managing its natural assets.

New Zealand’s unique wildlife and spectacular landscapes and coastline are critical to our sense of national identity and our lifestyle, as well as our economy.

Supporting this natural capital is the area of focus for the Department over the next 4 years. The state of our native species and the health of New Zealand’s land and waters is core work for the Department, but the quality and quantity of that natural capital is critical to the country’s ability to prosper.

Current knowledge within the Department indicates that the cost of core work—saving all the species and restoring the health of the places the Department manages—is well beyond the resources the Department could realistically expect from the public purse. That is behind the Department’s strategy of engaging others in achieving more for conservation—getting conservationists, business, iwi, and community working side-by-side in their local communities doing practical conservation work. Working in partnership in this way protects our natural environment and great Kiwi lifestyle and supports economic growth and jobs built on the improvements to natural capital that flow from these partnerships.

The challenge for the Department of Conservation is to make progress on these medium-term priorities in the current tight financial environment. To meet this challenge, the Department intends to:

- increase business partnerships;
- increase community involvement through community-led projects;
- improve efficiency through organisational and legislative reform; and
- maximise the use of new technologies in areas like pest control.

A particular priority will be advancing work in the marine environment. It is the new frontier of conservation and New Zealand has a particular responsibility with such a vast ocean area. We need to advance new reserves and rewrite the legislation.

A strong theme running through this document is the Government’s goal of better integrating conservation and economic decision making. We owe it to future generations to ensure New Zealand has a strong economy and a well-managed natural environment.



**Hon Dr Nick Smith**

Responsible Minister for the Department of Conservation



# Statements of responsibility

## Ministerial statement of responsibility

I am satisfied that the information on future operating intentions provided by the Department of Conservation in this Statement of Intent and the Information Supporting the Estimates is in accordance with sections 38 and 40 of the Public Finance Act 1989, and is consistent with the policies and performance expectations of the Government.



**Hon Dr Nick Smith**

Responsible Minister for the Department of Conservation

## Director-General's statement of responsibility

In signing this statement, I acknowledge that I am responsible for the information contained in the Statement of Intent for the Department of Conservation. This information has been prepared in accordance with the Public Finance Act 1989. It is also consistent with the proposed appropriations set out in the Appropriations (2012-2013 Estimates) Bill, as presented to the House of Representatives in accordance with section 13 of the Public Finance Act 1989, and with existing appropriations and financial authorities.



**Alastair Morrison**

Director-General



*countersigned by*

**Christeen Mackenzie**

Chief Financial Officer

## 1.

# The nature and scope of the Department of Conservation's functions

The Department of Conservation (DOC) was established by the Conservation Act 1987, and is charged with promoting conservation of the natural and historic heritage of New Zealand on behalf of, and for the benefit of, the present and future generations.

DOC also has functions under a number of other Acts, including the National Parks Act 1980, the Marine Reserves Act 1971, the Reserves Act 1977, the Wild Animal Control Act 1977, the Wildlife Act 1953 and the Marine Mammals Protection Act 1978.

The Minister of Conservation is the Responsible Minister, and DOC's work is funded through Vote Conservation.

The main functions of DOC are:

- Managing land, fresh and coastal waters, and historic sites that have been protected for conservation purposes—about 8.5 million hectares of land, 34 marine reserves (covering almost 1.28 million hectares), and 6 marine mammal sanctuaries (covering approximately 2.4 million hectares).
- Encouraging recreation on these public conservation lands and waters by providing visitor facilities, including walking, biking and 4WD tracks, huts, campsites, visitor centres and access to historic sites.
- Authorising tourism operators and other third party activities such as grazing, electricity generation and transmission, mining and the use of sites for telecommunication purposes on public conservation lands and waters.
- Protecting marine mammals, preserving native freshwater fisheries, and protecting recreational freshwater fisheries and freshwater fish habitats, and conserving protected native wildlife.
- Advocating generally for the conservation of natural and historic resources, providing conservation information, and supporting

international agreements designed to improve environmental management in New Zealand and internationally.

- Supporting the Minister of Conservation in exercising his responsibilities under the Resource Management Act 1991 for the coastal and marine environment, including in relation to councils' policies and plans, and consent applications regarding the coastal and marine environment.
- Providing policy and legal advice to the Minister of Conservation, contributing to whole-of-government policy processes, and servicing ministerial advisory committees and the New Zealand Conservation Authority.

DOC interprets and administers the Conservation Act 1987 to give effect to the principles of the Treaty of Waitangi in accordance with section 4 of the Act.

DOC works across the central government sector, primarily, but not exclusively, through the Natural Resources Sector. It works in partnerships with tangata whenua; and with landowners; regional and local government; businesses; science providers; recreation, outdoor and conservation organisations; philanthropists; and community groups.<sup>1</sup>

DOC's mandate and context is also set by a statutory planning framework that supports the legislation: the Conservation General Policy, the General Policy for National Parks, and the strategies and plans that flow from these policies. A series of Conservation Management Strategies (CMSs) identify the places that DOC manages on behalf of New Zealanders, and establish 'outcomes at places' and high-level objectives that provide guidance for the management of public conservation lands and waters.<sup>2</sup>

The national office in Wellington provides national leadership, science and technical advice and support, along with organisational service and support functions such as finance and human resources.

Fieldwork and conservation outputs are delivered mainly from the network of 44 area offices, grouped into 11 conservancies, each with a small conservancy office to provide support. The conservancies are led by the Deputy Director-General Operations. The current Delivery Project may result in a change in this structure.

As at 21 March 2013, DOC employed 1643.13 permanent full-time equivalent staff and 533.71 temporary full-time equivalent staff.

<sup>1</sup> Further information on DOC can be found on its website: [www.doc.govt.nz](http://www.doc.govt.nz). This includes legislation DOC administers, relevant international conventions, the organisation's structure, location of the offices, etc.

<sup>2</sup> The Conservation General Policy, Conservation Management Strategies, and Conservation Management Plans are prepared in accordance with the Conservation Act 1987, Part 3A. National Park Management Plans are prepared in accordance with the National Parks Act 1980, ss 45–48.

## 2.

## Strategic direction— outcomes and impacts

### 2.1

#### DOC's operating environment

##### 2.1.1

##### DOC's strategic context

The number and condition of many native plants, animals and ecosystems continues to decline. The Department has a major role, often in conjunction with communities, business and iwi partners, in preventing individual species from heading towards extinction, and ensuring ecosystems are conserved to a healthy functioning state. Healthy ecosystems can provide services such as fresh water for drinking and fish for harvesting (e.g. whitebait), and help to regulate the adverse effects of flooding and soil erosion triggered by high rainfall on land used for primary production. Climate change and associated impacts present a significant risk to conservation values.<sup>3</sup>

The Department is continuing with programmes that achieve significant gains in areas of public conservation land under intensive management. A national status and trend monitoring programme has been implemented to gather evidence of overall trends on both intensively managed areas and areas receiving minimal management.

The resources available for conservation work are constrained by an ongoing tight fiscal environment and the inevitable effects of inflation. However, the value of conservation's contribution to 'brand New Zealand' is increasingly recognised. There is potential to draw on the increasing environmental awareness of consumers, businesses and communities to sustain and grow their contribution to conservation work.

In addition, DOC's relationships with iwi, business and with other agencies of both central and local government are critical to achieving the best results for conservation and New Zealand's future, given interconnected responsibilities and aims, and the tight fiscal environment.

The Government's driving goal is to build a more competitive and internationally focused economy with less debt, more jobs and higher incomes. The Government also has a clear focus on ensuring the state sector provides better public services more efficiently and with more innovation—creating high quality public services that are focused on the results that matter most to New Zealanders. DOC is responding to this challenge as it pursues its conservation outcomes.

As Treaty settlements gather pace, the dialogue and relationship with iwi in the post-settlement environment is becoming more forward looking.<sup>4</sup> DOC is engaging with iwi in its role in the Treaty settlement process and in fulfilling its responsibility under section 4 of the Conservation Act 1987, to give effect to the principles of the Treaty of Waitangi.

DOC's responsibilities for stewardship of many aspects of the natural world and many historic sites make it essential that it operates in ways that assist tangata whenua to exercise their cultural relationship with their natural and historic heritage. This means engaging in partnership with tangata whenua to protect Māori cultural values. It includes supporting Māori communities as kaitiaki of their historic and cultural heritage and taonga, and encouraging their participation in conservation delivery.

There has been a rise in obesity in New Zealand adults and children in recent decades, and one in three adults is now considered overweight.<sup>5</sup> Encouraging people to engage in physical activity is a key platform for the Outdoor Recreation Strategy 2009-2015<sup>6</sup> (Sport NZ; formerly SPARC), and DOC has aligned with this through its intention to help grow participation in recreation at conservation destinations.

DOC has identified the need to engage with others, both within and beyond the public conservation areas, in order to win the battle to protect our biodiversity. To achieve this requires collaboration across government, and it also requires more New Zealanders to believe that conservation is at the heart of what it means to be a New Zealander, and for them to contribute to the significant conservation challenges ahead. These challenges also include protecting New Zealand's historic resources, and encouraging people to be active in the outdoors.

The major programmes to deliver on these priorities are outlined in section 3 'Operating intentions' in relation to the intermediate outcomes with which they

<sup>3</sup> For details about predicted impacts of climate change on terrestrial biodiversity refer to McGlone, M. and Walker S. 2011: "Potential effects of climate change on New Zealand's terrestrial biodiversity and policy recommendations for mitigation, adaptation and research". *Science for Conservation 312*. Department of Conservation. <http://www.doc.govt.nz/upload/documents/science-and-technical/sfc312entire.pdf>.

<sup>4</sup> <http://www.tpk.govt.nz/en/in-print/our-publications/corporate-documents/briefing-to-the-incoming-ministers-2011/download/tpkmomabim2012.pdf>.

<sup>5</sup> The Ministry of Health website <http://www.health.govt.nz/our-work/diseases-and-conditions/obesity>.

<sup>6</sup> <http://www.sportnz.org.nz/en-nz/recreation/Outdoor-Recreation-Strategy-2009-15/>.

fit, and in section 5 ‘Organisational capability and health’ when they relate to more general capability.

### 2.1.2

#### The wider context

The wider environment creates both opportunities and challenges.

In common with all government agencies, DOC engages in all-of-government initiatives and policy processes, including those relating to emergency and incident management, biosecurity, and science management. In particular, DOC works increasingly as part of the Natural Resources Sector Network (NRSN)<sup>7</sup>, providing advice to support government decision-making. The NRSN was developed in response to the complex nature of some natural resource issues and the constraints—ecological, fiscal, political and other knowledge gaps—that are increasingly evident. A broad view is needed in order to understand these issues and to develop effective responses. An example is DOC’s land-based pest control supporting Regional Pest Management Strategies managed by local government.

Extensive resources are needed to achieve the desired conservation outcomes. This means building on the increasing public interest in conservation and willingness to do conservation work. Underlying all of DOC’s work is the understanding that conservation is not done by DOC alone. Individuals, communities, tangata whenua, businesses, non-government organisations, landowners and councils all work for conservation outcomes, sometimes jointly, including sometimes with DOC. Working together is essential, as much of New Zealand’s threatened biodiversity is outside public conservation lands and waters, and the conservation task is much bigger than DOC alone can manage.

DOC’s new business model puts more emphasis on partnerships, relationship building, sharing skills and knowledge, and involving others. The aspiration is to augment the conservation delivery undertaken under Vote Conservation so that, while DOC sustains and grows its own efforts in conservation, eventually more conservation outcomes are achieved through the efforts of others than by DOC itself.

Prioritisation work is now resulting in changes to where DOC works and what it focuses on. This is being achieved through the Natural Heritage Management System (for biodiversity management), and the Destination Management Framework (for recreation management). The development of a revised set of

Conservation Management Strategies (CMSs) is providing forums for discussions about these priorities, incorporating the results of recent telephone and online surveys.

Efficiencies will also be realised out of the recent Organisational Design Review and also the Business Improvement Programme ‘web enablement’ products (bringing more services online to customers). The prioritisation work and new business model focused on partnerships have been supported by changes in organisation structure, consolidating technical resources into three support and service centres to provide advice across the Department, rather than the previous model that had some of these resources co-located in the 11 conservancy offices. Changes may also be required in the outputs the Department delivers to achieve the results.

Demographic forecasts have implications both for staff recruitment and retention, and for the ways in which DOC interacts with New Zealanders, who are becoming increasingly ethnically diverse and urban. Section 3 ‘Operating intentions’ and section 5 ‘Organisational capability and health’ discuss work that is under way to respond to these issues.

## 2.2

### DOC’s strategic direction, outcomes model and medium-term priorities

#### 2.2.1

##### Introduction

This section sets out the strategic direction, outcomes model, and medium-term priorities that DOC has adopted in response to its operating environment as outlined in section 2.1. DOC’s strategic direction is expressed in its vision, outcome statement, and values.

##### Vision

**New Zealand is the greatest living space on Earth.**

*Kāore he wāhi i tua atu i a Aotearoa, hei wahi noho i te ao.*

##### Outcome statement

New Zealanders gain environmental, social and economic benefits from healthy functioning ecosystems, from recreation opportunities, and from living our history.

<sup>7</sup> The Natural Resources Sector departments are the Ministry for the Environment, the Ministry for Primary Industries (formerly the Ministry of Agriculture and Forestry, including the Ministry of Fisheries), the Department of Conservation, Te Puni Kōkiri, Land Information New Zealand, and the Ministry of Business, Innovation and Employment (formerly the Ministry of Economic Development).

**Purpose**

Conservation leadership for a prosperous New Zealand.

**Values**

- **Performance: *Whakamanawatanga***  
We inspire confidence by delivering conservation outcomes that benefit New Zealanders.
- **Collaboration: *Whakakotahitanga***  
We achieve success through relationships based on mutual respect and benefit.
- **Innovation: *Auahatanga***  
We find new solutions by building knowledge and sharing expertise, pushing boundaries, and taking calculated risks.
- **Trust: *Whakawhirinakitanga***  
We work as one integrated organisation that is reliable and relevant.
- **Guardianship: *Kaitiakitanga***  
We create recreation opportunities, and take care of natural and historic heritage for the wellbeing and prosperity of all New Zealanders.

DOC’s management for outcomes involves the following generic steps:

- Developing fundamental information about the results to be achieved and resource being managed.
- Preparing fully costed, long-term work plans for the projects required to achieve each intermediate outcome.
- Developing portfolios of work, including targets, to optimise the achievement of each intermediate outcome.
- Implementing each portfolio of work, monitoring their effectiveness and using the results to improve management.

**2.2.2**

**The Department of Conservation outcomes model**

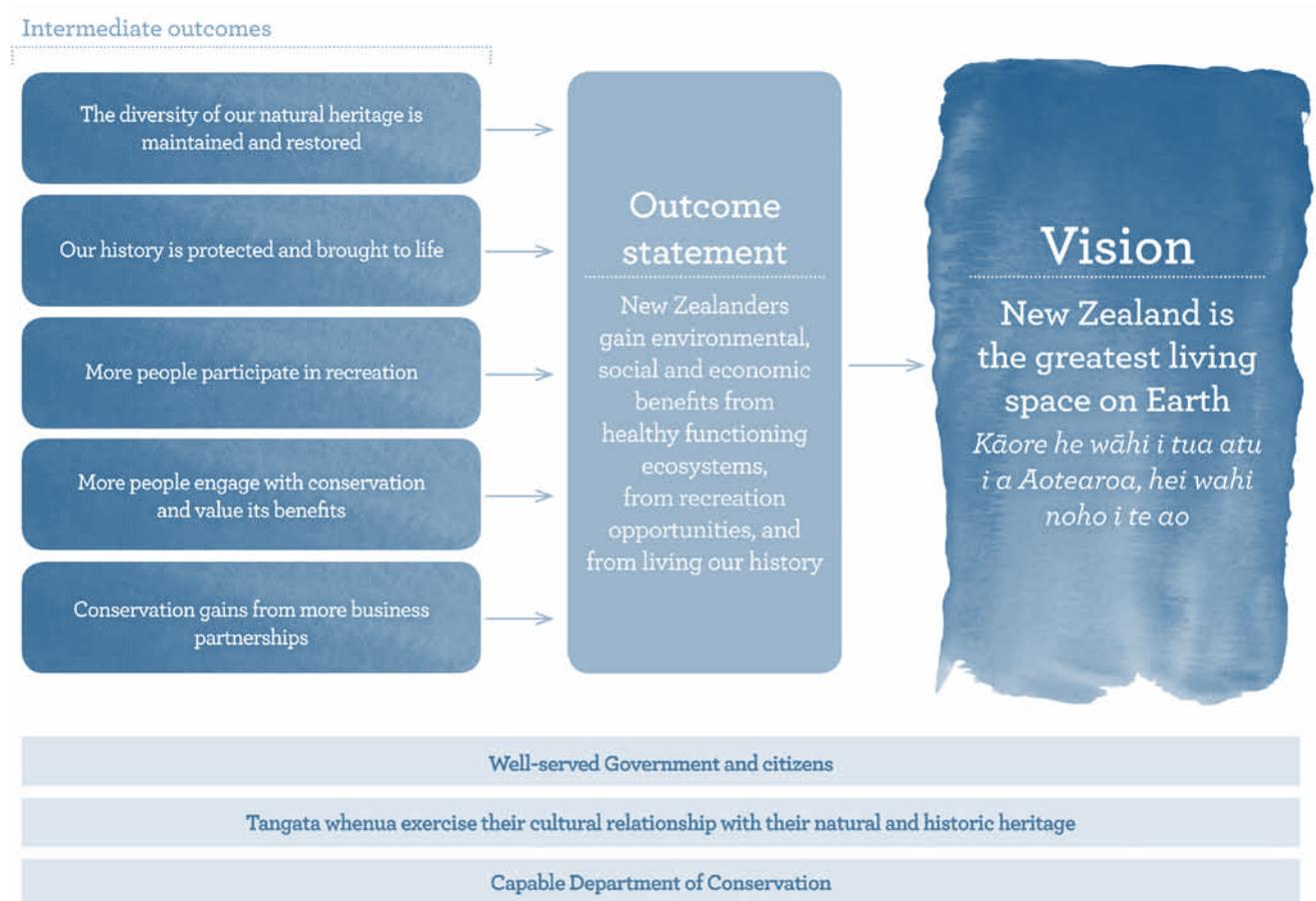


Figure 1. The Department of Conservation outcomes model

### 2.2.3

#### Medium-term priorities—the next 5 years

In response to the medium-term operating environment, DOC has set the priorities described in Table 1.

The strategies and initiatives to deliver on these priorities are outlined in section 3 ‘Operating intentions’ in relation to the intermediate outcomes with which they fit, and in section 5 ‘Organisational capability and health’ when they relate to more general capability.

TABLE 1. DEPARTMENT OF CONSERVATION’S MEDIUM-TERM (5-YEAR) PRIORITIES

STRATEGIC DRIVERS	DOC PRIORITIES	RESULTS FOR 2012–2017
<p>Economic growth through supporting business and innovation.</p> <p>Inflationary pressures and tight fiscal environment.</p> <p>Increasing environmental awareness of businesses.</p>	<p>Increase business opportunities on public conservation land, and revenue generation opportunities that are consistent with conservation values.</p>	<p>Improve the visitor centre network performance and increase participation and revenue from Great Walks, camping, hut and other user fees.</p> <p>Establish more public–private business conservation partnerships.</p>
<p>Ongoing decline of native plants, animals and ecosystems.</p> <p>Inflationary pressures and tight fiscal environment.</p> <p>Deliver better public services.</p>	<p>Optimise species and ecosystems management to achieve better value for money.</p>	<p>Increase the number of species actively managed through nationally prioritised prescriptions from 50 in 2011–2012 to 300 over the next 4 years. Reset goals in 2016–2017.</p> <p>Implement nationally prioritised ecosystem management for 400 ecosystem management units over the next 4 years. Reset goals in 2016–2017.</p>
<p>Deliver better public services.</p> <p>New Zealanders becoming increasingly ethnically diverse and urban.</p> <p>Inflationary pressures and tight fiscal environment.</p> <p>Economic growth through supporting business and innovation.</p>	<p>Use a demand-driven approach to providing visitor destinations and recreation opportunities.</p>	<p>Change to a more demand-driven, site-based approach to recreation management to increase the participation of New Zealanders and visitors in outdoor activities on public conservation lands and waters.</p> <p>Baseline data have been established but detailed work on targets has not yet been completed.</p>
<p>Increasing environmental awareness of consumers, businesses and communities.</p> <p>Relationships with New Zealanders ever more critical to conservation.</p> <p>DOC’s relationships with central and local government agencies critical to conservation.</p> <p>Economic growth through supporting business and innovation.</p>	<p>Increase engagement with councils, iwi, business and communities to achieve collaborative delivery of priority conservation programmes.</p>	<p>Currently the Department manages 370 community partnerships, with an additional 140 iwi partnerships. The Department is targeting an increase in conservation work of 15% from these groups over the next 4 years and will reset this goal in 2016–2017.</p> <p>To explore all opportunities for the Department and regional government to work more efficiently and effectively in partnership.</p>
<p>Achieving settlements of all historical Treaty of Waitangi claims by 2014.</p> <p>Significance of post-settlement iwi entities in regions.</p> <p>Economic growth through supporting business and innovation.</p> <p>Ongoing decline of native plants, animals and ecosystems.</p>	<p>Continue to work with iwi to build and maintain productive ongoing conservation partnerships, and to support the economic base derived from settlements, particularly around natural heritage and tourism markets.</p>	<p>Increase the number of iwi partnerships by 15% (from a baseline of 140 iwi partnerships) over the next 4 years. Reset goals in 2016–2017.</p> <p>Actively contribute to the Government’s priority of achieving just and durable settlements of all historical Treaty of Waitangi claims by 2014. Achieved by working alongside the Office of Treaty Settlements, and other government agencies as appropriate, in negotiations with mandated iwi groups to facilitate settlements.</p>

## 3.

## Operating intentions

### 3.1

#### DOC's overall outcome statement

New Zealanders gain environmental, social and economic benefits from healthy functioning ecosystems, from recreation opportunities, and from living our history.

##### 3.1.1

#### What we are seeking to achieve and why

The outcome statement expresses the value that conservation as a whole delivers to New Zealanders and to the vision for New Zealand's future. The work of DOC is a major contribution to this outcome, both through what DOC does and through what DOC supports others in doing. The benefits delivered to New Zealanders are summarised in Appendix 1.

##### 3.1.2

#### How we will demonstrate our success

TABLE 2. MEASURING PROGRESS TOWARDS THE OUTCOME

DESIRED OUTCOME	INDICATORS	MEASURE
Over time New Zealanders have improved understanding of benefits arising from conservation and attach increasing value to it	Benefits reported by New Zealanders The relative value New Zealanders attach to conservation	% of New Zealanders citing different benefits of conservation % of New Zealanders agreeing with various statements about the value of conservation

### 3.2

## Natural heritage

### **Intermediate outcome 1:**

**The diversity of our natural heritage is maintained and restored**

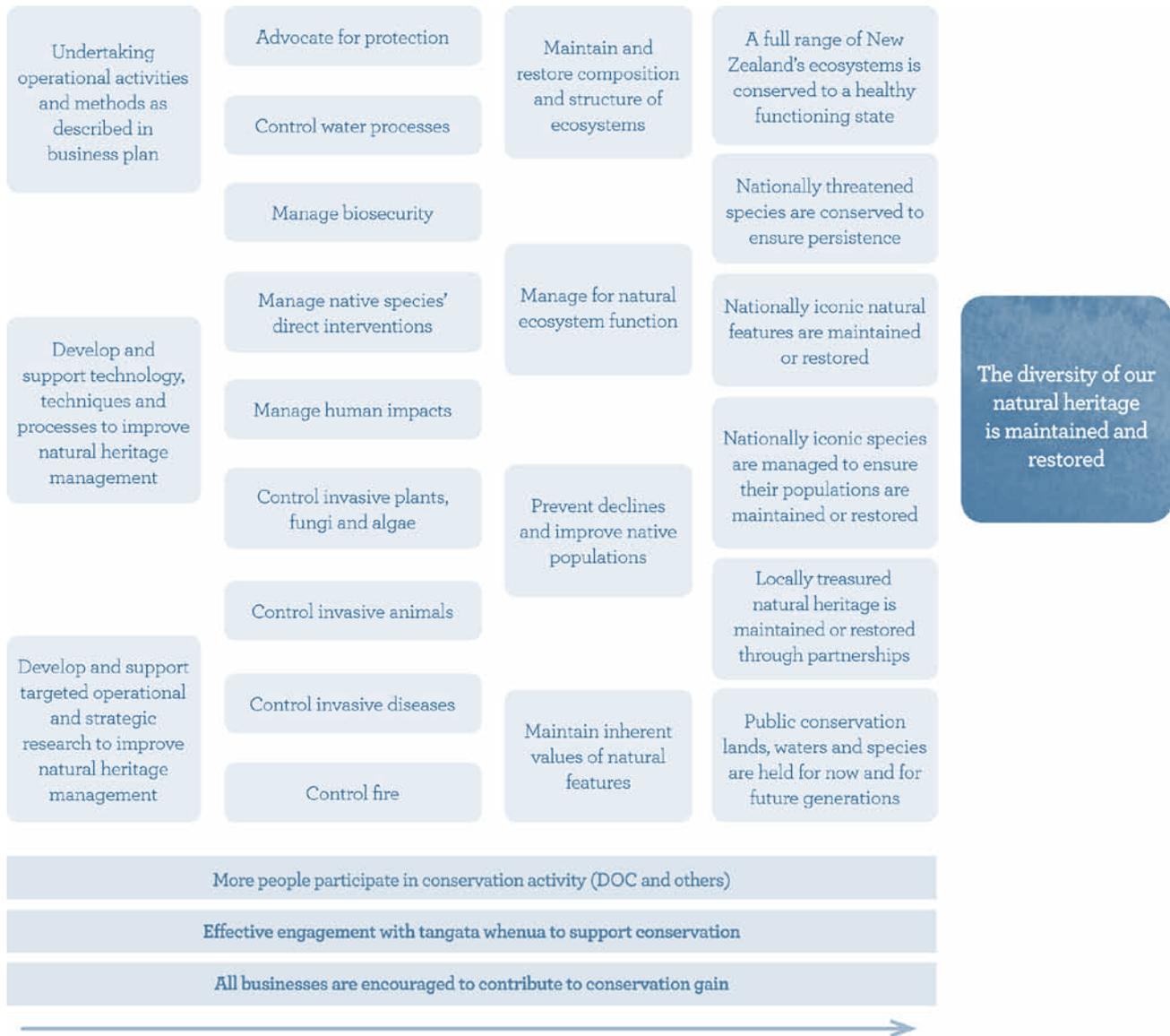


Figure 2. The intervention logic for DOC's natural heritage work

### 3.2.1

## What we are seeking to achieve and why

### *The operating environment*

The naturally occurring biological and physical components of a place make up its 'natural heritage'. Components include plant and animal species and their genetic pool, indigenous vegetation communities and animal populations, ecosystems, landforms, geological features, and soils.

New Zealand has an extraordinary diversity of natural heritage, and is recognised as a biodiversity 'hotspot'.<sup>8</sup> High percentages of New Zealand's indigenous plants and animals occur nowhere else on Earth (i.e. they are 'endemic'), which is the product of New Zealand's isolated evolution and the wide diversity of land and seascapes.

Natural heritage provides many of the icons that contribute to the sense of identity of most New Zealanders. For example, New Zealanders often refer to themselves as 'Kiwis', and are internationally known as such.

Over recent years it has become increasingly apparent that the success of our tourism industry and of other businesses is founded on the wellbeing of our natural heritage. This is reflected by the wide adoption of '100% Pure' as a national brand.

Much of New Zealand's natural heritage occurs within the network of protected natural areas, most of which are administered by DOC. But New Zealand's natural heritage, including a considerable proportion of the most threatened ecosystems, species and many local treasures, also occurs outside the boundaries of the network.

The intermediate outcome that DOC has adopted to be the broad direction for its activities related to the management of New Zealand's natural heritage is that *'The diversity of New Zealand's natural heritage is maintained or restored'*. It is this diversity of natural heritage for which New Zealand is internationally renowned, and upon which the identity and prosperity of New Zealanders is founded.

### *Issues*

New Zealand's natural heritage, including some of the most threatened ecosystems, species and many Local Treasures, occur outside the boundaries of the network of protected natural areas.

New Zealand's native species face constant pressure from introduced plant and animal pests. This will be exacerbated by the impact of climate change. Managing these pressures, in order to avoid extinctions and maintain ecosystem services, is a major challenge.

There appears to be a high level of support for conservation amongst the population, which is only partly reflected by the level of active conservation activity people engage in.

Business leaders are increasingly realising their future is dependent on the resource base derived from New Zealand's natural heritage, and are actively seeking to work alongside the Department to achieve conservation outcomes.

### *Desired outcome*

*The diversity of our natural heritage is maintained and restored.*

## *Intermediate outcome objective statements*

Objective 1.1 *A full range of New Zealand's ecosystems is conserved to a healthy functioning state:*

A 'full range' means that conservation activities are dispersed across the examples of all of the ecosystem types—not just a subset of them. A 'healthy functioning state' is one where the ecological processes are natural, and the species present are ones that would be expected to occur naturally.

Objective 1.2 *Nationally threatened species are conserved to ensure their persistence:*

The focus is to prevent the decline of species that naturally occur in New Zealand, and ensure that they persist in the long term. Persistence is achieved where there is a 95% probability of species surviving over the next 50 years or three generations (whichever is longer), provided that all human-induced threats likely to occur are adequately mitigated.

*Continued on next page*

<sup>8</sup> A 'hotspot' is an area characterised by exceptional levels of plant endemism.

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Objective 1.3	<p><i>Nationally iconic natural features are maintained or restored:</i></p> <p>Many landforms, geological features, soils, landscapes and seascapes are highly valued by many New Zealanders for their recreation, tourism, education and research values. Surveys have revealed that many of the ‘iconic natural features’ identified by New Zealanders occur in national parks.</p>
Objective 1.4	<p><i>Nationally iconic species are managed to ensure their populations are maintained or restored:</i></p> <p>Surveys indicate that some plant and animal species significantly contribute to the sense of identity of many New Zealanders. Some of these ‘nationally iconic species’ are threatened or at risk, but many are not.</p>
Objective 1.5	<p><i>Locally treasured natural heritage is maintained or restored through partnerships:</i></p> <p>Objectives 1.1 to 1.4 (above) provide a framework for conservation management at the national scale. Natural heritage is also valued by New Zealanders at a local or regional scale. This objective identifies and provides for DOC’s contribution to the management of regional or local natural heritage projects through partnership.</p>
Objective 1.6	<p><i>Public conservation lands, waters and species are held for now and for future generations:</i></p> <p>This objective encompasses the wide range and very large amount of work DOC does to protect, and meet legal obligations, in relation to protected lands, waters and species (i.e. outside of the work undertaken to achieve objectives 1.1 to 1.5 above). The work includes directly controlling fires and pests; inputting to decision-making processes related to new organisms; advocacy for natural heritage values; legal protection related to Treaty of Waitangi settlements; contributing to and reporting on international agreements; administering land (e.g. its categorisation, acquisition and disposal); and monitoring and reporting on the status of, and trends in, the condition of protected areas.</p>

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### 3.2.2

#### What we will do to achieve this

In order to deliver on these objectives, and to achieve increased value from operations work, DOC has invested heavily over recent years in developing new information resources and processes to enable it to better prioritise projects on a national scale, more consistently apply methods, and measure and report on results and performance.

The development work has initially focused on developing fundamental information resources, work plans, monitoring and priority-setting tools that are required to achieve the ecosystems and threatened species objectives.

By early 2011, the development work had progressed to the point whereby DOC was able to adopt the first implementation targets for objective 1.2 (i.e. conserve 50 nationally threatened species to ensure their persistence by national alignment of operational activities) and for objective 1.6 (i.e. implement the

national Monitoring and Reporting system, primarily for ecosystems and species).

In November 2011, DOC adopted additional multi-year targets (shown in Table 3) for five of the six natural heritage intermediate outcome objectives. Within each objective, current and proposed new operational work is being aligned to these targets.

Increasing engagement of communities, iwi and sponsors will help to implement projects under each objective and increase the overall conservation effort. Any existing work that is not able to be aligned with the optimised work programme will become apparent as the programme is implemented, and will need to be stopped, unless another party is willing to pick up the work.

The broad initiatives and strategies that DOC intends to progress over 2012–2013 to 2016–2017 to achieve the six natural heritage intermediate outcome objectives is outlined on the next page.

### Scope of operations

- Deliver operational programmes: Use prescribed methods to achieve biodiversity outcomes, as described in business plans, and monitor their effectiveness.
- Provide support: Provide advice and maintain tools that support operational programmes.
- Develop tools: Develop and improve technology, techniques/methods and processes (including legislation and policies) to improve operational programmes.
- Undertake research/evaluation: Develop and support targeted operational and strategic research and evaluation to improve natural heritage management.

The output classes and output groups that contribute to this intermediate outcome are shown in Appendix 1, Table A1.

### Initiatives and strategies

A wide range of operational programmes will continue to be undertaken to achieve the natural heritage intermediate outcome and objectives and support outcomes of other work streams. For example, preventing incursions and impacts of animal pests and weeds, preventing and controlling fires, and re-establishing indigenous plants and animals in their former habitats—while these directly support natural heritage outcomes, they also support the recreation outcome. Current and new operational work is being aligned with the targets (Table 3); owing to the number and scale of work programmes, this is a multi-year process. Main initiatives and strategies include:

- Increase active management of species and ecosystems by refining and developing techniques to identify, prioritise and optimise the work programme.
- Continue to innovate and develop pest control tools, and techniques to improve and optimise their use, such as herbicide control techniques to combat wilding conifers, and pesticides to control freshwater pest fish.

- Revise the Marine Reserves legislation to better protect marine biodiversity.
- Progress the passing of the Subantarctic Marine Reserves Bill, and the Game Animal Council Bill by the end of 2013.

Joint work and work with other agencies and partners includes:

- Supporting the New Zealand Conservation Authority to progress the creation of the proposed Kauri National Park.
- Working with the three lower North Island regional councils to explore opportunities for local government and DOC to better align their operational and service functions in natural resource (and natural hazard) management.
- Supporting the Ministry for the Environment to progress the Fresh Start for Freshwater Programme, and to deliver the Land Use and Carbon Analysis System (LUCAS); supporting LINZ to deliver tenure review of Crown pastoral lands; and supporting the Ministry for Primary Industries, regional councils and other agencies to implement the Pest Management National Plan of Action.
- Supporting biodiversity conservation on private land, in particular through the following programmes: Ngā Whenua Rāhui<sup>9</sup>, Nature Heritage Fund<sup>10</sup>, Biodiversity Condition and Advice Funds<sup>11</sup>.

Research/evaluation will focus on areas that support achievement of outcomes, for example:

- Reproduction of threatened taxa, to increase their productivity in order to improve species persistence.
- Understanding how marine conservation management contributes to improving ecological integrity.
- Ways and means to mobilise private sector investment to mitigate biodiversity loss.

<sup>9</sup> <https://www.biodiversity.govt.nz/land/nzbs/pvtland/nwr.html>.

<sup>10</sup> <http://www.biodiversity.govt.nz/land/nzbs/pvtland/nhf.html>.

<sup>11</sup> <http://www.biodiversity.govt.nz/land/nzbs/pvtland/condition.html>.

### 3.2.3

## How we will demonstrate our success

TABLE 3. NATURAL HERITAGE TARGETS

INTERMEDIATE OUTCOME OBJECTIVE	TARGETS
1.1 A full range of New Zealand's ecosystems is conserved to a healthy functioning state	In 2012–2013: Undertake operational activities* for more than 120 of the terrestrial and freshwater ecosystem management units on the prioritised list of 941 ecosystem management units that represent the full range of New Zealand's terrestrial and freshwater ecosystems to conserve the units to a healthy functioning state. By 2016–2017: Operational activities will be undertaken over 400 ecosystem management units; goals will be reset for the next SOI period.
1.2 Nationally threatened species are conserved to ensure persistence	In 2012–2013: Undertake operational activities to conserve more than 100 nationally threatened species to ensure their persistence. By 2016–2017: Operational activities will be undertaken over 300 species; goals will be reset for the next SOI period.
1.3 Nationally iconic natural features are maintained or restored	In 2012–2013: Implement operational activities in two pilot projects, based on Abel Tasman National Park and Westland/Tai Poutini National Park, to maintain/restore nationally iconic natural features. By 2016–2017: Other iconic natural features will be targeted based on results of pilot; goals will be reset for the next SOI period.
1.4 Nationally iconic species are managed to ensure their populations are maintained or restored	In 2012–2013: Five nationally iconic species—i.e. kiwi, kākāpō, tuatara, silver fern and kōwhai—will be targeted to ensure that their populations are maintained or restored. By 2016–2017: Five more species will be added; goals will be reset for the next SOI period.
1.5 Locally treasured natural heritage is maintained or restored through partnerships	Targets will be developed in 2013–14.
1.6 Public conservation lands, waters and species are held for now and for future generations	In 2012–2013: Continue to implement the Monitoring and Reporting system with a programmed increase in monitoring from 80 to 130 plant/animal sample plots. By 2016–2017: Increase sampling to 260 plots annually, so that a dataset is available from every sample plot on public conservation land on a 5-yearly rotation.

\* Includes monitoring of outputs and outcomes.

### Key performance indicators

Measures have been developed as indicators of the impact achieved in the natural heritage intermediate outcomes. Some measures are combined in order to report on achievement, and some contribute to reporting of more than one objective.

A national system<sup>12</sup> has been designed to monitor and report on biodiversity impact at different tiers, i.e.:

- Tier 1: Sites and species to report on the general status and trend in ecological integrity at the national scale.

- Tier 2: Actively managed sites under the optimised work programme.
- Tier 3: Reference sites, where multidisciplinary research supports the interpretation of the results of Tier 1 and 2 monitoring.

Over summer 2011–2012, DOC began installing and measuring field plots for Tier 1 monitoring and reporting.

The measures that will be used to report on achievement over the 2012–2013 to 2016–2017 reporting period are summarised in Table 4.<sup>13</sup>

<sup>12</sup> <http://www.doc.govt.nz/upload/documents/about-doc/role/policies-and-plans/biodiversity-monitoring-and-reporting-system.pdf>.

<sup>13</sup> This table also only shows measures that DOC expects to be able to use to report on during the period 2012–2013 to 2016–2017. Other measures have been identified, but it will be technically difficult to develop and obtain meaningful data on them before 2018.

TABLE 4. MEASURES OF IMPACT OF THE NATURAL HERITAGE INTERMEDIATE OUTCOME OBJECTIVES

INDICATOR	REPORT PERIOD
<b>Objective 1.1</b> <i>A full range of New Zealand's ecosystems is conserved to a healthy functioning state</i>	
Number of target ecosystem projects implemented	Annually
% of environmental unit under indigenous vegetation and protected*	Annually
% of environmental unit in marine protected areas	Annually
Size-class structure of canopy dominants	Annually updated, with a full report every 5 years (i.e. as the 5-year rotation of measurement of Tier 1 sample plots is completed) <sup>f</sup>
Representation of plant functional types	Annually updated, with a full report every 5 years (as above)
Demography of widespread animal species	Annually updated, with a full report every 5 years (as above)
Representation of animal guilds	Identify potential guilds in 2012–2013 Evaluate guilds in 2013–2014 First report on measure in 2015–2016 and annually thereafter
<b>Objective 1.2</b> <i>Nationally threatened species are conserved to ensure persistence<sup>‡</sup></i>	
Number of target threatened species projects implemented	Annually
Number of extinctions	Due to be reported every 3 years. Last report date 2012.
Number of 'threatened' and 'at risk' species	As above
Demographic response to management population level for selected 'threatened' and 'at risk' taxa	Will be first reported in Annual Report 2012 (for the status of a subset of taxa) and annually thereafter
<b>Objective 1.3</b> <i>Nationally iconic natural features are maintained or restored</i>	
Number of target nationally iconic natural features projects implemented	Annually
Measures under development	Develop draft result measures in 2012–2013 Evaluate draft measures in 2013–2014 Report on achievement in 2015–2016
<b>Objective 1.4</b> <i>Nationally iconic species are managed to ensure their populations are maintained or restored</i>	
Number of target iconic species projects implemented	Annually
Demographic response to management of 'threatened' and 'at risk' taxa that are nationally iconic species	Will be first reported in Annual Report 2012 and annually thereafter
Derived from status and trend (Tier 1) monitoring results (under objective 1.6) for other species	Will be first reported in Annual Report 2012 and annually thereafter
<b>Objective 1.5</b> <i>Locally treasured natural heritage is maintained or restored through partnerships</i>	
Number of target locally treasured natural heritage projects implemented	Develop draft register of locally treasured natural heritage assets in 2012–2013 Develop work plans and portfolios (including targets) in 2013–2014 Implement projects in 2014–2015 Report on achievement in 2015–2016
Measures under development	Develop draft result measures in 2012–2013 Evaluate draft measures in 2013–2014 Report on achievement in 2015–2016

Continued on next page

Table 4. Measures of achievement of the natural heritage intermediate outcome objectives continued

Objective 1.6: <i>Public conservation lands, waters and species are held for now and for future generations</i>	
Number, extent and control of pests, weeds and fire	Will be first reported in Annual Report 2012 and annually thereafter
Result measure for the damage prevented through the control of fires under development	Develop draft result measure in 2012–2013 Test draft measure in 2013–2014 Report in 2014–2015, and annually thereafter
Change in extent and integrity of nationally uncommon, significantly reduced habitats/ecosystems that are protected	Due to be reported every 5 years; reported in Annual Report 2011
Occurrence and intensity of mast flowering and fruit production	Will be first reported in Annual Report 2012 and annually thereafter
Distribution and abundance of exotic weeds and animal pests considered a threat	Will be first reported in Annual Report 2012 (for a subset of pests and weeds), and annually thereafter

Note: In order to minimise the size of the table, it does not duplicate measures that are used for reporting on multiple objectives.

- \* The Land Cover Database (LCDB3) is being prepared by Landcare Research, and funded by central and local government, and is due to be completed by July 2012.
- † Reports available each year as each year's plot results are completed. The first full 5-year report will be the 2013–2014 Annual Report.
- ‡ Persistence is achieved where there is a 95% probability of a species surviving over the next 50 years or three generations (whichever is longer), provided that all human-induced threats likely to occur are adequately mitigated.

### 3.3

## Historic heritage

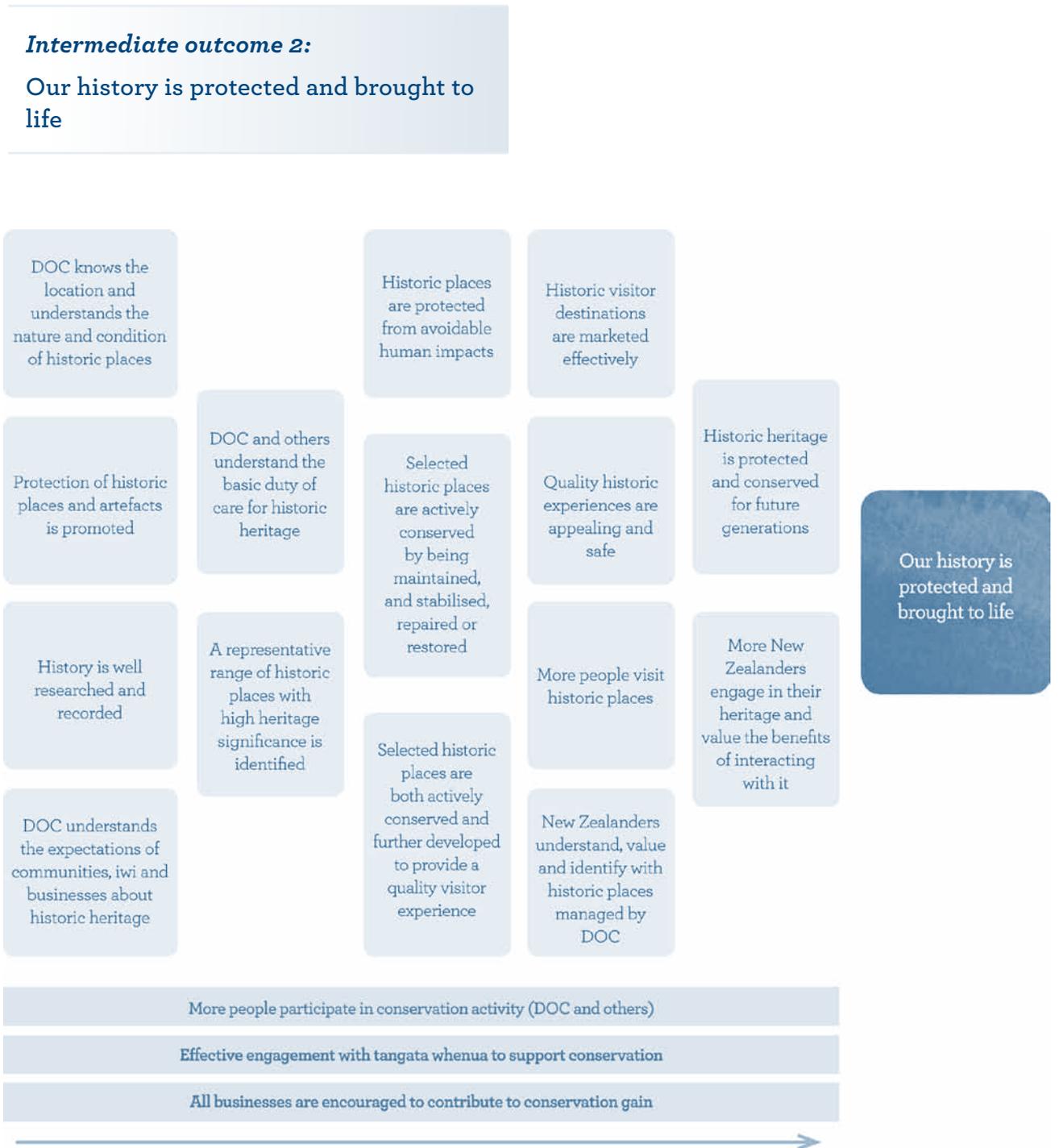


Figure 3. The intervention logic for DOC's historic heritage work

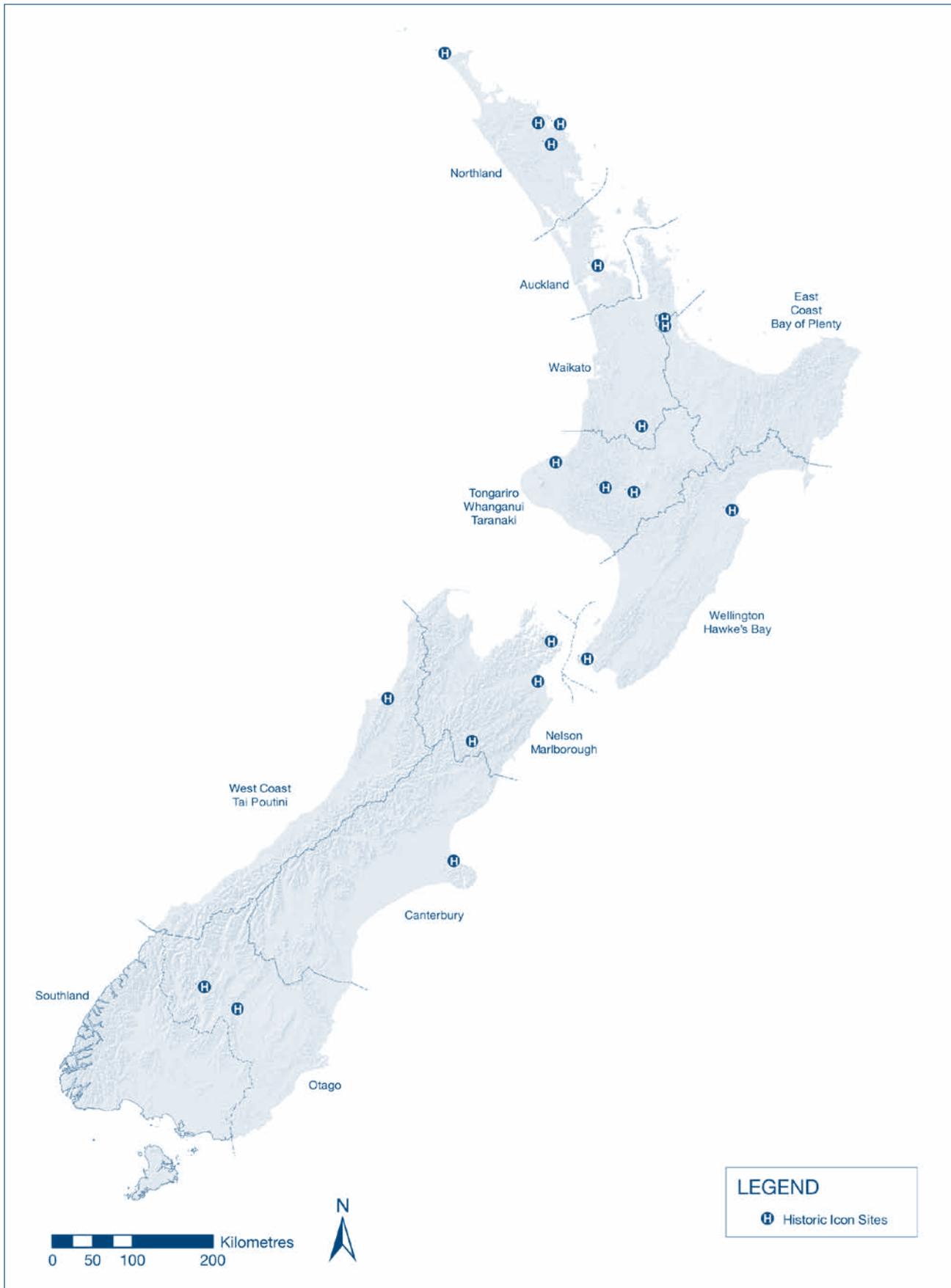


Figure 4. Proposed historic Icon sites (refer to Appendix 2 for details)

### 3.3.1

#### What we are seeking to achieve and why

##### *The operating environment*

The Department has a guardianship role to protect and conserve our cultural and historic heritage. By looking after our places, stories and culture, New Zealanders can connect with their past, and leave our children and grandchildren a legacy linking them to a past that has shaped us as a nation.

In this role, DOC is responsible for protecting from avoidable harm, all known cultural and historic heritage on public conservation lands and waters. Part of this work includes bringing to life the stories of key sites to allow New Zealanders to learn about the stories of the past and value the benefits of interacting with them.

Few areas of New Zealand remain unmodified by the effects of human occupation. A single place or area usually has a range of inter-related conservation values, including biodiversity, recreational and historic. Visitors are interested in both our natural and cultural heritage, and many historic sites attract large numbers of visitors (see Figure 4 and Appendix 2 for a map). Historical and cultural heritage conservation is an essential part of integrated conservation management.

In 2004 the Ministry of Culture and Heritage issued policies<sup>14</sup> that recognise the significant role that government departments have as stewards of a large and significant portfolio of historic heritage. The best practice approach adopted by government aims to:

- respect and acknowledge the importance of the historic heritage in its care;
- foster an appreciation of and pride in the nation's heritage;
- protect and, where appropriate, use this heritage for the benefit of all New Zealanders;
- contribute to the conservation of a full range of places of historical heritage value;
- ensure that places of significance to Māori in its care are appropriately managed and conserved in a manner that respects mātauranga Māori and is consistent with the tikanga and kawa of the tangata whenua; and
- contribute to cultural tourism and economic development.

##### *Issues*

There are many threats to historic heritage. The connection people have with the past and links to their identity are lost when historic heritage is lost.

- Archaeological sites may be damaged because information about them hasn't been recorded or their exact location hasn't been shared.
- Buildings or structures may get demolished because their heritage value hasn't been considered.
- Fabric or physical remains will deteriorate if not maintained.
- Photos, images, writing and maps are lost if not collected and safely stored.
- Memories can be lost if not captured, recorded and shared.
- Skills can disappear if opportunities are missed for them to be practised and kept alive.
- As with our natural heritage, it is not possible for DOC to do all that is desired to look after our historic heritage.

##### *Desired outcome*

*Our history is protected and brought to life.*

##### *Intermediate outcome objective statements*

Objective 2.1 Historic heritage is protected and conserved for future generations.

Objective 2.2 More New Zealanders engage in their heritage and value the benefits of interacting with it.

### 3.3.2

#### What we will do to achieve this

##### *Scope of operations*

- Protecting heritage sites from avoidable harm.
- Undertaking heritage conservation work on key sites to stabilise the condition of heritage fabric so that it survives intact.
- Enhancing heritage sites to create more appealing experiences.
- Engaging New Zealanders in protecting history and bringing it to life.

DOC's work complements the work of others in historic heritage, including the Ministry for Culture and Heritage, local authorities, the New Zealand Historic

<sup>14</sup> Policy for Government departments' management of historic heritage 2004 (Ministry for Culture and Heritage) <http://www.mch.govt.nz/research-publications/our-research-reports/policy-government-departments-management-historic-heritag>.

Places Trust, iwi, and community groups, e.g. New Zealand Archaeological Association.

The output classes and output groups that contribute to this intermediate outcome are shown in Appendix 1 Table A1.

### **Initiatives and strategies**

- Improving the capability of the community to manage historic sites and assets through the development and delivery of training and ‘self-help’ resources.<sup>15</sup>
- Profiling historic sites that are developed and promoted to tell great stories about New Zealand history—priority being given to *historic Icon sites*.
- Improving the delivery of the historic stories; ‘bringing history to life’ through quality experiences at sites and online.
- Maintaining key historic sites.
- Maintaining and upgrading archaeological site records.

### **3.3.3**

#### **How we will demonstrate our success**

##### **Key performance indicators**

Three interlinked elements describe historic heritage. These are stories (the history of a site), fabric (the physical substance of a site), and culture (how society interacts with a site).

*Increase in the number of key historic sites at which heritage assessment reports have been completed*

History can be considered as the important stories of a place. A very cost-effective way to safeguard stories is to collect and publish them as a heritage assessment report. This report is required to guide DOC's investment in fabric conservation at that site.

This task involves completing 10 new reports, upgrading 9 existing reports, and publishing all of these on the internet.

TABLE 5. THE NUMBER OF KEY HISTORIC SITES WHERE HERITAGE ASSESSMENT REPORTS HAVE BEEN COMPLETED

	2011–2012	2012–2013	2013–2014	2016–2017
Total key sites including Icon sites where heritage assessment reports have been completed	189	199	242	566
Total number of key sites: 566				
Total Icon sites with heritage assessments	1	20	20	20
Total number of Icon sites: 20				
Total key sites where the stories have been published on the internet	12	31	71	566
Total Icon sites where stories have been published on the internet	1	20	20	20

*Increase in the percentage of key historic sites that are categorised as stable and not deteriorating*

This measure has been chosen to demonstrate progress to achieve (as a minimum) stable fabric condition and minimise the rate of fabric loss. At some Icon sites, higher levels of fabric conservation are warranted, and are achieved through repair, restoration and adaptation. For the majority of sites the Department will undertake maintenance to ensure that those sites do not deteriorate further.

The maintenance commitment for stabilising and preventing deterioration will only cover 287 historic sites over the next 2 years.

TABLE 6. THE FABRIC OF KEY HISTORIC SITES CATEGORISED AS STABLE AND NOT DETERIORATING

	2011–2012	2012–2013	2013–2014	2016–2017
Key sites stable	287	287	287	566

<sup>15</sup> New online course—An introduction to historic heritage: <http://www.doc.govt.nz/getting-involved/get-trained/online-courses/historic-heritage-online-course/>.

*Increase in visitor numbers at historic Icon sites*

This measure has been chosen because the assumption is that there is a direct relationship between the quality of the experience that visitors enjoy, and visitor numbers. If visitor numbers are increasing, then this is an indication that the public interest in heritage is increasing and the quality of the experience provided is attractive to visitors.

Recognising that visitor numbers will be impacted by wider trends, especially economic factors, the visitor numbers to historic Icon sites are given context by reference to wider trends in both international and domestic visitor numbers, as well as trends in visitation at these sites. Visitor counting at historic Icon sites is being progressively phased in as the destinations are redeveloped to bring their history to life—this will replace estimates and allow visitor trends to be reported in future annual reports.

It is anticipated that there will be a 5% increase in visitation at all historic icon sites by 2016–2017. This estimated growth is based on the targets for growth in other similar recreation destinations.

*Increase in visitor satisfaction with the quality of the experiences and opportunities provided*

The degree of satisfaction indicates whether visitors had a good experience and are consequently likely to visit other historic sites in the future, and/or recommend the experience to others, encouraging them to visit. This is a new measure, and the initial and future targets have been based on data collected about visits to recreation sites, some of which are also historic sites.

TABLE 8. NEW ZEALANDERS' SATISFACTION WITH THEIR RECREATION AND HISTORIC ICON EXPERIENCE

	2007–2008	2008–2009	2009–2010	2010–2011	2016–2017
New Zealanders' overall satisfaction levels	84%	82%	89%	88%	95% 5-year target

TABLE 7. THE ESTIMATED NUMBER OF VISITORS TO HISTORIC ICON SITES

ICON SITE	VISITOR NUMBERS 2010–2011	VISITOR NUMBERS 2016–2017 PROJECTED
1. Ruapekapeka Pā, Northland	4,500	4,700
2. Karangahake Mines, Bay of Plenty	50,000	52,500
3. Waitawheta Tram, Bay of Plenty	6,000	6,300
4. Bridge to Nowhere, Whanganui	7,000	7,300
5. Government Buildings, Wellington	26,000	27,300
6. Ship Cove, Marlborough	20,000	21,000
7. Central Otago Rail Trail, Otago	21,000	22,500
8. Arrowtown Chinese Settlement, Otago	45,000	47,200

### 3.4 Recreation

**Intermediate outcome 3:**  
More people participate in recreation

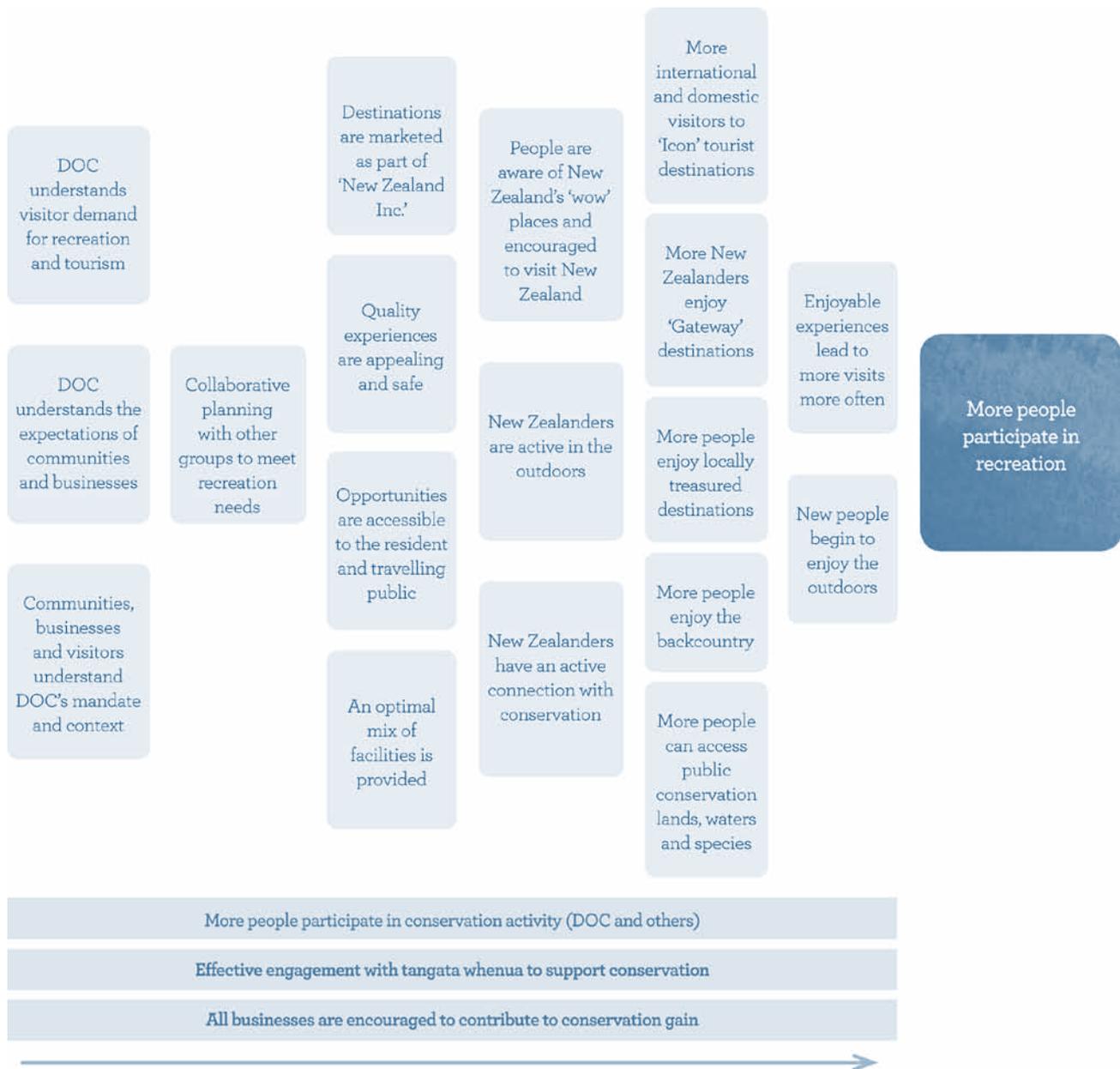


Figure 5. The intervention logic for DOC's recreation work

### 3.4.1

#### What we are seeking to achieve and why

##### *The operating environment*

- The New Zealand Outdoor Recreation Strategy 2009–2015 has a long-term outcome of increasing the number of people who participate regularly in outdoor recreation activities.
- New Zealand's population structure is changing: we are more urban, the average age is increasing, and over 50% of New Zealand's population will soon be living north of Hamilton.
- 38% of New Zealanders visited a public conservation area in 2011. We want more people to participate in outdoor recreation so they learn first-hand about these places. Everything we do to encourage more people to participate in outdoor recreation, and to help New Zealanders understand their historic places, is an investment in our future health, wellbeing and prosperity.
- International tourism is one of New Zealand's biggest export earners. To help build economic prosperity, the Department has a focus on having more people participating in outdoor recreation, and spending their leisure time and money in these places.
- DOC manages some of New Zealand's most popular historic places and more should be done to tell their story.

##### *Issues*

- People's leisure preferences are changing so DOC must understand and respond to what people now want.
- DOC manages a significant suite of facilities across the country, which is more than can be maintained into the future.
- All existing facilities are valued by someone, making it difficult to prioritise resources towards the most used sites and assets.

##### *Desired outcome*

*More people participate in recreation.*

##### *Intermediate outcome objective statements*

- 
- Objective 3.1 Icon sites are developed to support the growth of domestic and international tourism.
  - Objective 3.2 Gateway destinations are developed to introduce new participants and to grow recreation in the outdoors.
  - Objective 3.3 Locally treasured destinations are managed to grow community connection with, and use of, their locally important places.
  - Objective 3.4 The backcountry network is enhanced to attract a wider range of visitors and increase the use of these special places.
-

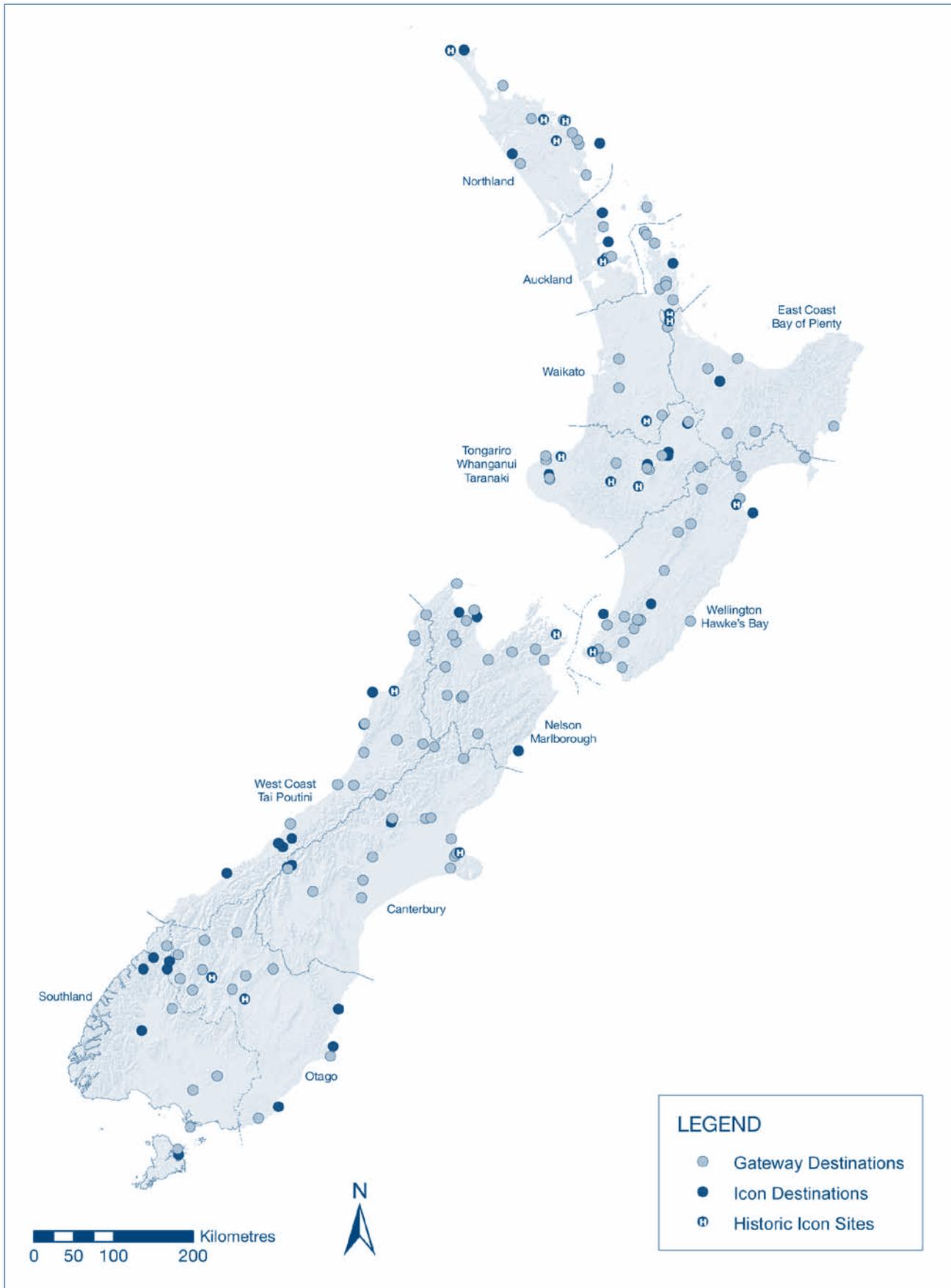


Figure 6. Proposed Gateway and Icon destinations (refer to Appendix 2 for further details)

### 3.4.2

#### What we will do to achieve this

##### Scope of operations

- Managing facilities at destinations (roads, car parks, amenity areas, campsites, tracks, toilets, huts) that support visitor opportunities.
- Providing information for visitors (visitor centres, on-site signage, interpretation, publications).
- Providing specific services (hut wardens, campsite hosts, summer interpretation programmes, electronic booking systems).
- Researching key visitor and demand information gaps.

The output classes and output groups that contribute to this intermediate outcome are shown in Appendix 1 Table A1.

##### Initiatives and strategies

- Improving DOC's understanding of both current and potential customer needs so that this information can be used to support greater participation.
- Providing recreation facilities and services to the public. Different types of services and facilities will be provided that will be focused on particular market segments:
  - Tourist—specifically those people seeking the 'Icon' New Zealand experiences that underpin the New Zealand tourism product.
  - People learning to undertake outdoor recreation in conservation settings—using 'Gateway' facilities and services.
  - People recreating in their 'back yard' using 'locally and regionally treasured' destinations.
  - People seeking to hunt, tramp and wander on public conservation lands even where there are few or no facilities. People seeking challenge and adventure in the backcountry—'nature on nature's terms'.
- Prioritising investment to ensure it is directed at destinations that are most likely to grow visitor use, or areas with the highest visitor demand (see Figure 6 for a map and Appendix 2 for a list of proposed Icon destinations, which includes historic Icon sites).

- Focusing any additional development of facilities and services at Icon and Gateway destinations and at the most popular Local Treasure and Backcountry destinations.
- Maintaining and improving risk management and asset management systems, and providing guidance, tools and training for effective on-the-ground management.
- Increasing the opportunities for partners and other stakeholders (individuals, communities, clubs, businesses etc.) to contribute to the delivery of recreation opportunities to visitors.
- Improving marketing to ensure that all New Zealanders and international visitors are aware of the opportunities available to them and are encouraged to visit.

### 3.4.3

#### How we will demonstrate our success

##### Key performance indicators

*Increase in New Zealanders' awareness of DOC as a recreation provider*

TABLE 9. NEW ZEALANDERS' AWARENESS OF DOC AS A RECREATION PROVIDER

	2009–2010	2010–2011	2011–2012	2016–2017
New Zealanders aware of DOC as recreation provider	60%	78%	77%	95% 5-year target

Source: Department of Conservation National Survey Report 2: Destination Management Framework, September 2011.

If people are aware that these recreation opportunities exist, and have information about how to take part in an activity, they will also be aware that they can recreate on public conservation lands and waters, should they wish to.

*Increase in participation in recreation on public conservation lands and waters*

Participation measures the uptake of recreation opportunities. The number of people taking part and the trends in participation indicate the relevance of the available opportunities.

TABLE 10. PARTICIPATION RATES OF NEW ZEALANDERS AND INTERNATIONAL VISITORS IN RECREATION

	2007-2008	2008-2009	2009-2010	2010-2011	2016-2017
New Zealanders recreating in conservation areas*	39% (1.6 million people)	34% (1.5 million people)	33% (1.4 million people)	38% (1.7 million people)	50% 5-year target
New Zealanders recreating in national parks*	24% (1 million people)	18% (0.8 million people)	21% (0.9 million people)	28% (1.2 million people)	33% 5-year target
International visitors recreating in national parks†	46% (1.1 million people)	44% (1.1 million people)	45% (1.17 million people)	Ministry of Economic Development survey data not yet available for 2010/11 year	50% 5-year target

\* Source: Department of Conservation National Survey Report 2: Destination Management Framework, September 2011.

† Source: International Visitor Survey (IVS) Ministry of Economic Development <http://www.med.govt.nz/sectors-industries/tourism/tourism-research-data/international-visitor-survey>.

The Department has also started measuring the number of New Zealanders undertaking specific recreation activities on public conservation lands and waters. This information will enable a better understanding of any key changes and trends of use of Gateway, Local Treasures and Backcountry destinations over time.

Understanding the use of the facilities provided is also critical to investment decisions to grow participation and providing products that visitors want to use. The following table illustrates domestic visitor use of facilities in the past 3 years. Changes in use will be monitored into the future.

TABLE 11. PARTICIPATION TREND TARGETS BY ACTIVITY TYPE—NEW ZEALANDERS

ACTIVITY TYPE	2010-2011	2016-2017 5-YEAR TARGET
Short walks—indicator of trend in Local Treasure and Gateway use*	29% (1.3 million people)	35% (1.6 million people†)
Day walks—indicator of trend in Gateway and Backcountry use*	12% (0.5 million people)	15% (0.7 million people)
Camping—indicator of trend in Gateway use*	4% (0.2 million people)	5% (0.23 million people)
Tramping—indicator of trend in Backcountry use‡	9.4% (0.3 million people)	12% (0.56 million people)
Hunting—indicator of trend in Backcountry use‡	4.6% (0.15 million people)	6% (0.28 million people)

\* Source: Department of Conservation National Survey Report 2: Destination Management Framework September 2011. Activity undertaken on last visit to a conservation area.

† Percentage as a total number is adjusted to the projected 2017 population of 4.67 million using Statistics NZ Population Clock: [http://www.stats.govt.nz/tools\\_and\\_services/tools/population\\_clock.aspx](http://www.stats.govt.nz/tools_and_services/tools/population_clock.aspx).

‡ Based on the Active NZ Survey, percentage who have participated at least once in the previous 12 months; 2007-2008 was the last survey period <http://www.activenzsurvey.org.nz/>.

TABLE 12. PARTICIPATION TREND TARGETS BY FACILITY TYPE—NEW ZEALANDERS\*

FACILITY TYPE USED IN THE PREVIOUS 3 YEARS†	2008–2011	2015–2017 5-YEAR TARGET
Walked a Great Walk—indicator of Icon and Gateway use	15% (0.6 million people)	18% (0.8 million people)
Stayed at a basic campsite—indicator of Gateway use	21% (0.9 million people)	25% (1.2 million people)
Stayed at a standard campsite—indicator of Gateway use	17% (0.7 million people)	20% (0.9 million people)
Stayed at a serviced campsite—indicator of Gateway use	10% (0.4 million people)	15% (0.7 million people)
Stayed in a hut/lodge—indicator of Backcountry use	13% (0.6 million people)	15% (0.7 million people)
Been to a DOC visitor centre	51% (2.2 million people)	60% (2.8 million people)

\* Source: Department of Conservation National Survey Report 2: Destination Management Framework, September 2011.

† Used this type of facility in the past 3 years.

*Increase in visitor satisfaction with the quality of the experiences and opportunities provided*

The degree of satisfaction indicates whether the participant had a good experience and is consequently likely to do more in the future, and/or recommend the experience to others, and encourage them to visit.

TABLE 13. NEW ZEALANDERS' SATISFACTION WITH THEIR RECREATION EXPERIENCE\*

	2007– 2008	2008– 2009	2009– 2010	2010– 2011	2016– 2017
New Zealanders' overall satisfaction levels	84%	82%	89%	88%	95% 5-year target

\* Source: Department of Conservation National Survey Report 2: Destination Management Framework, September 2011. Used this type of facility in the past 3 years.

## 3.5 Engagement



Figure 7: Four components of DOC's engagement work that contribute to the intermediate outcome

### 3.5.1 What we are seeking to achieve and why

#### *The operating environment*

Around 86% of New Zealanders surveyed value conservation and understand its contribution to their wellbeing.

As the population ages, a growing proportion have the time and motivation to be conservation volunteers. There is also increasing interest in volunteering by many young people and business.

Despite this, urbanisation means New Zealanders seem to be increasingly disconnected from the natural world, especially young people and new immigrants.

#### **Issues**

- The size of the conservation task is not diminishing.
- Conservation is not done by DOC alone. Developing collaborative partnerships with iwi, business, local authorities and communities is essential if we are to halt the loss of biodiversity, and support prosperity through industries such as tourism and agriculture, which rely on natural resources and ecosystem services such as water quality, pollination, climate regulation and nutrient cycles.
- Increasing the resources for conservation means building on the increasing public interest in conservation and willingness to do conservation work.
- DOC has identified the need to engage with others both within and beyond the public conservation estate in order to win the battle to protect our biodiversity. This requires collaboration across government, both central and local.

#### **Desired outcome**

*More people engage with conservation and value its benefits.*

#### **Intermediate outcome objective statements**

- Objective 4.1. Communications and public engagement programmes lead to conservation being seen as part of New Zealanders' identity, values and thinking.
- Objective 4.2 Partnerships, volunteer opportunities, training and on-the-ground support enable more people to participate in conservation activities (led by both DOC and others).
- Objective 4.3 DOC and others influence decisions to reflect conservation as an essential investment in New Zealanders' wellbeing and prosperity.
- Objective 4.4 Engagement with iwi, hapū and whānau to enable more conservation on and off Māori land.

### 3.5.2

#### What we will do to achieve this

##### Scope of operations

- Increasing awareness, enjoyment and understanding of conservation and its benefits.
- Growing appreciation of conservation as an essential investment in New Zealanders' wellbeing and prosperity.
- Providing a range of opportunities for people to participate in conservation activities.
- Building relationships and partnerships with others to achieve conservation outcomes.
- Partnering with whānau, hapū and iwi to realise new opportunities that benefit conservation.
- Growing conservation knowledge, values and skills, particularly through training programmes and education initiatives in schools and with young people.
- Working with local government to support and encourage the contribution of others to conservation.
- Working with international partners, agreements, and processes to improve conservation results.

The output classes and output groups that contribute to this intermediate outcome are shown in Appendix 1 Table A1.

##### Initiatives and strategies

- Increase conservation gains through partnerships and collaboration by developing and implementing a new strategy for working with others (includes revision of engagement indicators and outputs).
- Develop web applications for primary teachers as part of the continuing implementation of the conservation education strategy.
- Engage young people in conservation thinking, skill development, and outdoor activities by implementing the Young Leaders programme and Conservation Camps.

- Increase opportunities for volunteers including through online recruitment and relationship management.
- Deliver more conservation through collaborative partnerships with iwi, business, local authorities, and communities.
- Provide information and services through electronic channels in order to improve service to the public.

### 3.5.3

#### How we will demonstrate our success

##### Key performance indicators

*Change in the importance of conservation to New Zealanders<sup>16</sup>*

TABLE 14. IMPORTANCE OF CONSERVATION TO NEW ZEALANDERS\*

	2008–2009	2009–2010	2010–2011	2011–2012	2016–2017
Proportion of New Zealanders surveyed who think conservation is important to them	72%	79%	86%	83%	98% 5-year target

\* Source: Department of Conservation National Survey Report 4: Attitudes to Conservation. October 2011.

*Change in the quality of the Department's engagement with key associates*

This indicator has been run since 2006. Progress is reported back through a qualitative report based on in-depth interviews with key stakeholders.

*Change in the satisfaction of tangata whenua with the Department's activities to assist them to maintain their cultural relationships with taonga*

TABLE 15. TANGATA WHENUA SATISFACTION WITH ENGAGEMENT WITH DOC

	2009	2010	2011	2012–2013	2016–2017
Change in satisfaction of tangata whenua surveyed*	73% very satisfied to satisfied	52% very satisfied to somewhat satisfied	Not measured†	New indicator and survey to be piloted	Targets to be determined based on pilot results

\* Source: Data was collected through semi-in-depth telephone interviews by Mobius Research for DOC.

† Survey run from 2005–2006—respondents reported survey fatigue.

<sup>16</sup> This indicator has been amended slightly to more closely reflect the nature of the question asked since the 2006–2009 Statement of Intent.

### 3.6

## Business opportunities

### **Intermediate outcome 5:**

### **Conservation gains from more business partnerships**



Figure 8. The intervention logic for DOC's business opportunities work

### 3.6.1

#### What we are seeking to achieve and why

##### *The operating environment*

Commercial relationships already play a key role across the Department's recreational and biodiversity operations. The case for focusing on these relationships to deliver better conservation gains underpins the Business Opportunities outcome.

New Zealand is facing ongoing biodiversity losses at the same time as overall public spending comes under growing pressure. Reliance both on public belief in the intrinsic value of conservation and the Government alone to achieve conservation goals is a strong platform but is not sufficient to meet the new challenge.

The Department must fundamentally change its approach to continue the momentum for conservation. This means not just finding new sources of revenue, and engagement, but changing the mindset and behaviours of the organisation as a whole and supporting that change in its business partners. Traditionally the Department has been cast as a cost and barrier to economic development, when in fact it is an *engine* of economic development by virtue of its contribution to those sectors reliant on natural resources.

Many businesses are looking for ways to demonstrate commitment to, and engagement with, conservation and there is potentially value in what the Department can offer them as business partners. Both business partners and the Department are part of wider changes under way; business is increasingly seen as part of the wider community, and not separate from it. Customers, employees and suppliers all live in the communities in which businesses operate. This is a shift in values that directly affects the value of the business. Some 60–80% of corporate value is now intangible, made up of brand value, reputation and 'human capital'—the level of engagement of the people in a business and their capacity for innovation and creativity.

In this world it is not enough to simply deliver a product or service. Business needs to show it is contributing to sustaining a healthy environment and supporting a vibrant society. Through working with business, DOC reaches out and connects with the people that work in that business, engaging them in the conservation story, and starting them on the journey leading to a commitment to conservation. The staff, in turn, build that engagement into their relationships with customers, reaching more people than DOC on its own could ever hope to reach.

DOC collaborating with others in conservation partnerships makes sense to business because this can significantly improve business worth, while helping conserve the nation's natural and cultural heritage.

##### *Issues*

- Increasing interest by the private sector in conservation engagement based on a new understanding of the need to sustain natural resources because of the contribution they make to the economy.
- Changing philosophy—DOC moving from doing the work to leading the work or enabling partners to do the work.
- The desire to make public conservation areas contribute further to New Zealand's economic wellbeing is seen by some people as a challenge to conservation's underlying ethos.
- Current DOC business performance shows unrealised opportunities.

##### *Desired outcome*

*Conservation gains from more business partnerships.*

##### *Intermediate outcome objective statements*

- 
- Objective 5.1 Demonstrate increase in the economic return of conservation to New Zealand.
  - Objective 5.2 Improve the Department's ability to deliver conservation improvements through positive commercial outcomes.
  - Objective 5.3 Build productive business partnerships that deliver conservation gains.
  - Objective 5.4 Increase business partners' satisfaction with their relationship with DOC.
  - Objective 5.5 Increase net revenue flows available for achieving conservation outcomes.
  - Objective 5.6 Enable business opportunities consistent with conservation in order to raise New Zealand's prosperity.
- 

### 3.6.2

#### What we will do to achieve this

##### *Scope of operations*

**Commercial portfolio management** (including concessions, sponsorship, new business): Manage relationships with businesses from whom we receive revenue and/or resources in such a way that increases the number of businesses the Department works with and the value to conservation.

**Marketing management** (including brand, customer insights, product pricing, sales promotions): Manage a 'sales and marketing' approach to visitors that both supports commercial partnerships and also builds the domestic and inbound visitor recreation activity on public conservation lands and waters. This supports the objectives of both Historic Heritage and Recreation outcome streams.

**Sales channel management** (including visitor centres and the web/National Visitor Booking System): Maximise the opportunity for DOC's own brand and commercial recreation activity by increasing the ease of engagement with customers and the Department's ability to partner with organisations to achieve results across all outcome streams.

The output classes and output groups that contribute to this intermediate outcome are shown in Appendix 1 Table A1.

### **Initiatives and strategies**

- Increase DOC staff capability to negotiate positive outcomes and manage commercial partnerships with business.
- Identify and promote new business opportunities that deliver conservation gains by lifting investment and participation in conservation by business partners.
- Increase concession revenue/success through compliance, new business and market pricing.
- Increase the number, value and quality of commercial 'sponsorship' partners providing net benefit to conservation.
- Improve our recreation asset awareness, including participation in and use of these assets, and as a result our revenue available for conservation activity.
- Improve the ease with which visitors access our products and services through our 'sales channels', either through our retail network (DOC visitor centres), online via our website (the National Visitor Booking System), or through third parties such as tourism operators.

### **3.6.3**

#### **How we will demonstrate our success**

##### **Key performance indicators**

###### *Increase in engagement of the commercial sector in conservation partnerships*

This indicator measures the overall number and breadth of commercial sector partnerships working together to engage staff and customers. We currently have significant conservation partnerships with eight large corporations: Mitre 10, BNZ, Rio Tinto, Solid Energy, Genesis, Air New Zealand, Dulux New Zealand and Fonterra. The number and quality of business partnerships will be extended over the next 5 years, and additional engagement will be developed, wherever possible, to retail customers of these organisations.

###### *Change in the level of investment from the commercial sector in conservation*

This indicator measures changes in investment received from sponsorships, donations, concessions revenue and other payments from commercial sector third parties. The desired trend is an increase in investment over time. The initial focus is on increases in sponsorship and concessions revenue. Future trends will be measured against the benchmark set in 2010–2011 (Table 16).

TABLE 16. BASELINE DATA FOR REVENUE RECEIVED FROM CONCESSIONS AND SPONSORSHIPS

REVENUE SOURCE	2010–2011 BENCHMARK
Concessions	\$13.835 million
Sponsorship	\$2.531 million

Note: Future trends will be measured against this baseline.

###### *Improvement in the level of return on investment for key DOC products and services*

This indicator uses financial measures to show improvements in the performance of key DOC products and services. This indicator is directly linked to the indicator in intermediate outcome 3 Recreation: 'increase in participation in recreation on public conservation lands and waters'. The initial focus is on overall sales performance of the visitor centre network, and bed nights at backcountry huts, campsites, and Great Walks as a result of improved marketing and sales channel management. Improving the utilisation of these assets will further lift engagement by New Zealanders in conservation.

TABLE 17. BASELINE DATA FOR REVENUE RECEIVED FROM KEY DOC PRODUCTS AND SERVICES

REVENUE SOURCE	2010–2011 BENCHMARK
Backcountry huts	\$1.447 million
Conservation campsites	\$3.328 million
Great Walks	\$4.210 million
Visitor centre network	\$2.515 million

Note: Future trends will be measured against this baseline.

## 3.7

### Policy advice, statutory planning, and services to ministers and statutory bodies

#### 3.7.1

##### Policy advice

DOC contributes to government priorities and the intermediate outcomes through effective policy advice on major initiatives (see Table 18). This includes policy advice and practical and scientific expertise to whole-of-government policy processes for natural resources, particularly those relating to fresh water, climate change, bio-prospecting, biosecurity, and aquaculture. These contributions are often made within the context of the Natural Resources Sector Network.

DOC provides ongoing advice to the Minister of Conservation to support the Minister's coastal responsibilities under the Resource Management Act 1991 and the Marine and Coastal Area (Takutai Moana) Act 2011. Advice is provided on proposals for amending legislation and regulations.

In support of the Government's commitment to achieving just and durable settlements of all historical Treaty of Waitangi claims by 2014, DOC contributes to Treaty of Waitangi settlement negotiations.

#### 3.7.2

##### Statutory planning, and services to ministers and statutory bodies

###### *Ministerial services*

Providing effective services to the Minister of Conservation includes writing submissions, drafting replies to ministerial correspondence and Parliamentary questions, and responding to ministerial requests for information.

###### *Statutory and ministerially appointed bodies*

DOC provides services to the New Zealand Conservation Authority (NZCA) and 13 regional conservation boards. The NZCA's role is to advise the Minister of Conservation and the Director-General of Conservation.<sup>17</sup> It is closely involved in conservation planning and policy development affecting the management of public conservation areas administered by the Department of Conservation as it approves the statutory strategies and plans that set objectives for their management.

Conservation boards provide for interaction between a community and the Department of Conservation. Conservation boards are independent bodies, established by statute. Each board represents the public interest in the work of the Department, and conservation in general, within the area of jurisdiction

TABLE 18. POLICY PRIORITIES

INITIATIVE	EXPECTED ACHIEVEMENTS (SUBJECT TO PARLIAMENTARY PROCESS)
Game Animal Council Bill.	Passed in 2012.
Wild Animal Control Amendment Bill: restrict aerially assisted trophy hunting.	Passed in 2012.
Subantarctic Islands Marine Reserves Bill.	Passed in 2012.
Wildlife (Poaching Enforcement) Amendment Bill: introduce harsher penalties for smuggling protected species.	Passed in 2012.
Conservation (New Zealand Conservation Authority and Conservation Board's Administration) Amendment Bill: rename Conservation Boards as Conservation and Recreation Boards.	Referred to select committee in 2012.
Marine Mammals Protection and Wildlife Legislation Amendment Bill.	Referred to select committee in 2012.
Conservation (Infringement Fee System) Bill.	Referred to select committee in 2012.
Marine Reserves Bill.	Instructions to Parliamentary Counsel in 2012.
Address the issue of non-resident fishing licenses.	Complete by mid-2012.
Create a Biodiversity Forum to work towards the aspirational goal of a pest-free New Zealand.	Forum to report to Minister of Conservation by July 2014.
Review New Zealand's threatened species management framework.	Complete public review by December 2013.
Continue to encourage conservation on private land and progress tax benefits to encourage more conservation work, including pest control on private land.	Work with the Inland Revenue Department. Complete by July 2014.
Progress the 5 Iwi Afforestation and site-based afforestation.	Work with the Ministry for the Environment. Ongoing.

<sup>17</sup> The NZCA and the Conservation Boards operate under the Conservation Act 1987, Part 2A.

of that board. They are advisors to the Department and the New Zealand Conservation Authority.

DOC funds the servicing of two ministerially appointed advisory committees: Ngā Whenua Rāhui and the Nature Heritage Fund; and several marine reserve committees including Te Tapuwae o Rongokako, Tapuae, Pohatu, Tuhua and Paraninihi.

DOC also provides services to a number of other statutory bodies with local responsibilities. These include the Guardians of Lakes Manapouri, Monowai and Te Anau, the Taupo Fishery Advisory Committee, and the Joint Management Committee established under the Ngāti Awa Claims Settlement Act 2005.

### **Management planning**

DOC prepares, reviews and amends National Park Management Plans, Conservation Management Strategies (CMSs) and Conservation Management Plans before their approval by either a conservation board or the New Zealand Conservation Authority (NZCA).

Guidelines for CMSs have been prepared to ensure a consistent approach to content and simpler, shorter documents. All but one CMS will be reviewed between 2011 and 2014. By December 2014 these CMSs will all be with the NZCA for approval.

## 4.

# Managing in a changeable operating environment

## 4.1

### Corporate risk management

Corporate risk is managed through the overall governance structure of DOC, and through a specific system for identifying and managing risks, which is supported by the Risk and Assurance Committee. These are outlined below.

#### 4.1.1

#### Overall governance structure

The corporate governance structure provides the direction, oversight, and checks and balances necessary to retain high performance, manage risks and maximise opportunities within the framework of the strategic direction and medium-term priorities.

DOC's Executive Leadership Team (ELT) is made up of the Director-General of Conservation and six Deputy Directors-General. The team's purpose is to provide clear, decisive leadership of the Department that:

- shapes strategic direction to inspire people to get involved in conservation;
- aligns the Department with that direction;
- achieves the Government's objectives;
- influences sector thinking to achieve prosperity through conservation.

The team formally meets weekly, and several times each year meets for extended periods to address high-level strategic, leadership and planning issues.

The ELT is supported by the Business Management Team (BMT) and the Finance Committee.

The BMT is made up of a range of tier III managers. Its purpose is to support the ELT by providing a business perspective to initiatives and innovations being considered by the Department, to prioritise these and identify whole-of-organisation issues and risks. The BMT ensure that the investment the Department makes in initiatives is aligned with, and supportive of, the targets in the Department's intermediate outcomes and overall strategic direction.

The Finance Committee is chaired by the Deputy Director-General Business Services. The Finance

Committee provides advice to the Director-General and Deputy Directors-General on financial and business issues such as the Department's expenditure, long-term financial plans and strategy, and reporting against performance.

#### **4.1.2**

##### **The risk and assurance system**

The Risk and Assurance Committee is an independent committee of three external experts and meets quarterly. It receives reports from the Chief Assurance Officer, and provides advice to the Director-General to help him exercise oversight of the integrity of the financial, operational, internal control, risk management, and legislative compliance systems.

#### **4.1.3**

##### **Risk management framework**

Risk management is part of the accountability of all managers and staff, and is embedded in departmental systems, primarily through the monthly operating reviews held between staff and managers. These reviews are an established management practice, and regularly cover results achieved, and risks encountered and mitigated in programme delivery.

The risk management system is built into business planning, and specifies categories of risk relating to the operating environment. Managers are required to identify potential risks, and assess both the likelihood of the risk materialising and the possible consequences if it does. Risks are managed by selecting the best option, considering the potential cost of the risks involved, and the aim of achieving work plan outcomes.

Identifying and measuring risks, and developing mitigation options, are also part of the life cycle of any work plan, particularly when there is a major change in circumstances that will affect the work.

Each Deputy Director-General runs a risk register for his or her own functional areas, and any critical risks are brought to the monthly ELT meeting. The ELT runs a strategic risk register.

The Legislative Compliance Register identifies key legal risks that would have high consequences and a high likelihood of occurring. Deputy Directors-General and Conservators annually attest through a 'letter of representation' that the key legislative requirements within their areas of accountability have been complied with.

#### **4.1.4**

##### **Health and safety management**

The nature of DOC's work is inherently hazardous, both in the tasks undertaken and in the locations. To manage these risks, accountability for health and safety is placed with line management. This allows line managers to exercise personal judgement within the procedures and guidelines of the health and safety management system. Health and safety management is further assisted by monitoring work units against management standards.

DOC entered the ACC Partnership Programme from 1 July 2011. This will provide significant benefits, including reducing the cost of accident compensation, earlier intervention following injuries by employees, and in the longer term, reducing injury through targeted prevention programmes.

## 5.

## Organisational capability and health

### 5.1

#### Introduction

The skills, capabilities, passion and energy of our people lie at the heart of all of our work. At a departmental level, organisational capability and health is the foundation on which all our work depends—it allows us to move towards achievement of the outcome and the five intermediate outcomes.

To make the changes we need, and adapt to the new circumstances we are in, now more than ever we need skilled people; outstanding leadership; an adaptive organisational culture; strong relationship development skills; timely and high quality information; highly effective communication; excellent management processes; effective asset management systems; and appropriate structures.

This section provides information on initiatives relating to the leadership, people and culture aspects of organisational health and capability, and also on communications and information technologies. The focus is on the main capability development initiatives that have not already been addressed in discussion of the intermediate outcomes (see section 3). It includes initiatives to progress equal employment opportunities. The context is set by the current operating environment, likely changes in the future, and the strategic direction, outcomes model and medium-term priorities that DOC has adopted, as outlined in sections 2.1 and 2.2.

#### 5.1.1

##### People Strategy 2020

The People Strategy 2020 outlines four main areas for development. These are:

- Development of a connection culture—enhanced ability to connect internally and externally to more effectively harness knowledge and skills for greater conservation gains.
- Development of leaders and leadership capability—to enable DOC to achieve more for conservation, to engage New Zealanders, and to lead DOC through periods of significant change.
- Development of staff capability—both for now and for the long term to meet anticipated needs for

new thinking and more joint work across agencies and communities, as well as to continue to build on conservation gains already achieved.

- Effective operation and improvement of processes and systems to support DOC's people—simplifying, streamlining and 'decluttering' processes and systems in the interests of effectiveness and efficiency.

DOC's primary goal for equal employment opportunities is to increase the participation of target groups to better reflect the current and projected demographic profile of New Zealand's population. DOC is seeking to increase the overall numbers of staff in target groups, as well as in specific areas (such as leadership), and to nurture a culture where differences are valued and respected.

Our work is achieved in the context of the wider natural resource sector, and it is essential that we work across this sector in pursuit of our common goals, and also to achieve operating effectiveness. Over the past couple of years we have been increasingly working together with our colleagues in the natural resources sector, sharing expertise, ideas, approaches and programmes. We meet to share information regularly, and have already successfully collaborated on sharing our leadership programmes. We are planning to continue to strengthen these relationships, and explore new ways of working that provide efficiencies, improve our effectiveness, offer cost savings, and also leverage the experience, systems and expertise of others.

#### 5.1.2

##### Organisational change

Over the past 2 years DOC has been undertaking a programme of change to create a more streamlined and outward-facing organisation. These changes are designed to enable us to grow conservation by working in partnership with others.

In 2011 we reviewed our support and service operations—the core services that support the delivery of conservation outcomes. Through the Delivery Project we are now looking at how we deliver conservation on the ground, to make sure our whole organisation is focused on developing conservation partnerships and working even more effectively.

The aim is to maintain DOC's own conservation delivery work while setting the Department up to work more effectively with external partners. That includes working in partnership with iwi, businesses and the community. Implementation of recommendations arising from the Delivery Project will commence in July 2013. These initiatives will see significant changes to how the Department operates.

In recognition of the period of change before us, we will be investing in approaches to support and enable staff to manage their way through this challenging time.

### 5.1.3 Organisational capability

The Department has a highly dispersed workforce, with an exceptionally wide range of skills. Keeping these skills updated and relevant presents a significant challenge, particularly as we are embarking on a significant change in our business model, while also seeking to achieve more with a declining budget. We have embraced delivery of some skills-development programmes through electronic means—by making training available online and through self-paced learning—and have experienced a good uptake. For much of our core biodiversity training, we have made this freely available to the public via our website, and have had uptake both nationally and internationally as well as very positive comments on this approach.

The next few years will see a need to focus on the new skills we need, particularly in the area of engagement with community, business, iwi and other stakeholders and partners. While we are doing this, we will also need to focus on maintaining and developing our core technical skills. We need, and will be aiming for, all of our teams to be ‘high performing’—working seamlessly across boundaries, and across organisations as the need arises—which will require strengthening of existing skills and development of new skills.

Our approach to developing capability in our staff is largely determined by the most effective and suitable approach, which means we will draw on development that encompasses on-the-job learning, peer coaching, specific training programmes, facilitated workshops, self-paced learning, distance learning, and online modules.

We are continually assessing the needs of our workforce, and balancing this with our capacity and resources, while looking 5–20 years ahead and gauging where we need to develop skills, and what those skills are. A key input to this is sharing our thinking and approaches with our colleagues in the natural resources sector, and tapping into ideas and expertise from other agencies and organisations, both nationally and internationally.

### 5.1.4 Staff engagement

Along with many other central agencies, the Department runs an annual staff engagement survey, using the Q12 tool from Gallup. We intend to continue assessing the levels of engagement of our staff, and are

aspiring to develop and strengthen our engagement levels. All teams are encouraged to hold discussions on their results, and embed ‘engagement’ in monthly management discussions, reinforcing the fact that engagement is a result of activities that occur year-round, and not just when a survey is run.

The departmental focus on engagement will increase in 2012–2013 as a mechanism to help support and strengthen our ability to cope with change.

### 5.1.5 Leadership

In 2009, the Director-General and the Executive Leadership Team identified that building our leadership capacity and our capability was essential to cope with the changes we were facing, to achieve the Department’s outcomes, and to increase the level of conservation gains for New Zealand.

As a result of this direction, we have continued to develop and invest in our leaders by sharing our insights with our colleagues in the natural resources sector and other agencies who have expressed interest.

We have identified areas of specific need, which include our emerging leaders, including young leaders, as well as deepening the skills of our existing leaders. Sharing our expertise with our partners and key stakeholders in the service of our overarching outcome(s) is also part of our leadership approach.

Our intention is to continue to stretch our leaders, and build our leadership capacity for the benefit of conservation, the natural resources sector, and New Zealand.

### 5.1.6 Information and Communication Technologies (ICT)

DOC is ensuring that ICT work is planned strategically across multiple years to enhance DOC’s capability. This is done within the context of the Government Common ICT Capability Roadmap, and DOC’s contributions to the Natural Resources Sector Network. ICT developments are designed to improve cost-effectiveness, increase staff productivity, improve financial and investment controls, support decision-making, and increase public and stakeholder access to services and information. This last result area is in line with the open government data approach (as directed by the Government Declaration on Open and Transparent Government).

## 6.

## Departmental capital and asset management intentions

### 6.1

#### Asset management capability

This section outlines the work DOC is doing to strengthen its asset management. This is undertaken in the context of the Government's Capital Asset Management (CAM) initiative.

DOC's revised Asset Management Strategy was approved in October 2010. It clarifies accountabilities and sets the preferred approach for achieving enhanced asset management.

The initial focus is on Visitor and Historic Assets in order to prove the benefits of enhanced asset management. The objective is to promote a shift in asset management capability from 'core' to 'moderate' for this asset group by producing a multi-year Asset Management Plan (AMP).

A working framework for the AMP has now been produced, and it is expected the full AMP will be completed in the 2012–2013 financial year.

The AMP will collectively address all nine attributes of CAM in one place.<sup>18</sup> It will be informed by the Destination Management Framework, which supports DOC's work towards the Recreation intermediate outcome (see section 3.4). Once the benefits of such a plan are proven, other critical asset classes could be considered for enhancement.

### 6.2

#### Performance of physical assets

CAM has four predefined, non-financial performance measures: availability, utilisation, functionality and condition. A high-level assessment of these measures was made in 2011–2012 in relation to DOC's two most significant assets—the Public Conservation Estate (asset class: Land) and Visitor Assets (asset class: Specified cultural and heritage).

The Public Conservation Estate assets have been classified on the basis of their relative value for delivering biodiversity. All but the most threatened categories of land are judged to be available for their intended purpose and moderately well utilised for providing a range of ecosystem services.

The condition and functionality is currently assessed as 'average' and 'moderate' respectively, but both are predicted to decline to 'poor' and 'partial' over the next 5 years. Acutely threatened, chronically threatened and critically under-protected classes are fragile in nature and are therefore in 'very poor' or 'poor condition', with unfit or partial functionality. Active pest management focused in these areas will improve standards over time. The balance of classes have average condition and moderate functionality. As the threats such as pests are not being actively managed, this functionality deteriorates over time.

The condition and functionality of the asset groups for Visitor Assets are considered to be 'average' and 'moderate', respectively, by CAM standards. Both are predicted to decline to 'poor' and 'partial' over the next 5 years if changes are not made to the current network. For the majority of the assets, their availability and utilisation is currently considered to be 80% and 70%, but this is likely to slowly decline to 70% and 50% unless changes are made to the network in response to demand changes. The Destination Management Framework and resulting AMP will assist in addressing these issues.

The standard indicators for the intermediate outcomes provide further measures for the performance of physical assets. The most relevant are the indicators for intermediate outcomes 1 and 2. Intermediate outcome 1 indicators relate to the Public Conservation Lands asset class (see section 3.2): number, extent and control of pests, weeds and fire. Intermediate outcome 2 indicators relate to the Visitor Assets class (see section 3.4): increase in visitor satisfaction with the quality of the experience, as visitor satisfaction in part relies on assets that are fit for purpose (e.g. track and hut service standards).

<sup>18</sup> These attributes are planning assumptions and confidence levels; managing growth; description of assets; levels of service of assets; optimised decision-making; financial forecasts; risk management; preliminary strategic choices; and organisational commitment.

## 6.3

## Capital expenditure intentions

The forecast period represented in Tables 18–20 is for the years 2012–2013 through to 2016–2017 (Crown and departmental assets combined). The data are from DOC's October 2011 annual capital intentions report to The Treasury as part of the CAM initiative.

TABLE 19. FORECAST CAPITAL EXPENDITURE

ASSET CLASS	FORECAST (\$m)				
	2012–2013	2013–2014	2014–2015	2015–2016	2016–2017
Computer Hardware	1.8	1.4	1.2	1.5	1.5
Computer Software	6.5	4.7	4.3	2.4	1.7
Furniture and Fittings	0.2	0.1	0.1	0.1	0.1
Infrastructure Assets	1.6	2.1	0.4	0.4	0.9
Land	1.3	2.5	8.1	8.1	8.1
Motor Vehicles	3.4	3.6	3.6	3.7	3.7
Non-residential Buildings	2.5	2.8	1.8	1.9	1.4
Plant and Equipment	3.9	4.2	7.5	7.7	8.2
Residential Buildings	0.2	0.2	0.2	0.2	0.2
Specified Cultural and Heritage	30.2	31.3	29.9	31.1	31.6
Vessels	0.5	0.5	0.2	0.2	0.2
<b>Total capital intentions</b>	<b>52.1</b>	<b>53.4</b>	<b>57.3</b>	<b>57.3</b>	<b>57.6</b>

TABLE 20. FORECAST DEPRECIATION EXPENDITURE

FORECAST (\$m)				
2012–2013	2013–2014	2014–2015	2015–2016	2016–2017
30.7	30.8	30.9	30.9	31.0

TABLE 21. FORECAST ASSET-RELATED OPERATING EXPENDITURE

FORECAST (\$m)				
2012–2013	2013–2014	2014–2015	2015–2016	2016–2017
142.3	142.5	142.1	142.1	142.2

# Appendix 1



## Outputs

Managing for outcomes extends from being clear about the outcomes desired and the impacts or results intended through to choosing outputs that make the most effective use of annually assigned resources, and ensuring they are delivered to quality standards. All outputs are aligned to one or more intermediate outcomes, and describe the work done each year towards the intermediate outcome results.

Table A1 sets out the links between the intermediate outcomes, the output classes and the main outputs.

TABLE A1. OUTPUT CLASSES AND MAIN OUTPUTS THAT CONTRIBUTE TO DOC'S INTERMEDIATE OUTCOMES.

INTERMEDIATE OUTCOME	OUTPUT CLASSES	MAIN OUTPUTS
Intermediate outcome 1: Natural heritage The diversity of our natural heritage is maintained and restored	Management of natural heritage	Fire control Conservation Services Programme Restoration Pest and weed control Legal protection of areas and marine protection Species management
	Crown contribution to Regional Pest Management Strategies	Regional Pest Management Strategies
	Conservation with the community	Participation Education and communication
	Policy advice	Policy advice
	Statutory planning, and services to Ministers and statutory bodies	Services to Ministers
Intermediate outcome 2: Historic heritage Our history is protected and brought to life	Management of historic heritage	Historic and cultural heritage restoration
	Management of recreational opportunities	Asset management Recreation opportunities management Recreation concessions
	Conservation with the community	Participation Education and communication
	Policy advice	Policy advice
	Statutory planning, and services to Ministers and statutory bodies	Services to Ministers
Intermediate outcome 3: Recreation More people participate in recreation	Management of historic heritage	Historic and cultural heritage restoration
	Management of recreational opportunities	Asset management Recreation opportunities management Recreation concessions
	Conservation with the community	Participation Education and communication
	Policy advice	Policy advice
	Statutory planning, and services to Ministers and statutory bodies	Services to Ministers

*Continued on next page*

Table A1. continued

INTERMEDIATE OUTCOME	OUTPUT CLASSES	MAIN OUTPUTS
Intermediate outcome 4: Engagement More people engage with conservation and value its benefits	Conservation with the community	Participation Education and communication
	Policy advice	Policy advice
	Statutory planning, and services to Ministers and statutory bodies	Services to Ministers
Intermediate outcome 5: Business opportunities Conservation gains from more business partnerships	Management of natural heritage	Fire control Restoration Pest and weed control Legal protection of areas and marine protection Species management
	Management of historic heritage	Historic and cultural heritage restoration
	Management of recreational opportunities	Asset management Recreation opportunities management Recreation concessions Other resource use concessions
	Conservation with the community	Participation Education and communication
	Policy advice	Policy advice
	Statutory planning, and services to Ministers and statutory bodies	Services to Ministers

## Appendix 2

# Proposed Icon sites and destinations

### Proposed historic Icon sites

See Figure 4 on page 22 for a map.

NAME	LOCATION
Cape Reinga	Northland
Kerikeri Basin	Northland
Cape Brett Lighthouse/Hut	Northland
Ruapekapeka Pā	Northland
North Head	Auckland
Karangahake Mines	Bay of Plenty
Waitawheta Tramway	Bay of Plenty
Timber Trail	Waikato
Pukerangiora Pā	Tongariro
Bridge to Nowhere	Whanganui
Ohakune Old Coach Road	Tongariro
Otatara Pā	Hawke's Bay
Government Buildings	Wellington
Ship Cove	Marlborough
Molesworth Station	Marlborough
Wairau Bar	Marlborough
Denniston	West Coast
Godley Head	Canterbury
Arrowtown Chinese Settlement	Otago
Otago Central Rail Trail	Otago

## Proposed Icon destinations

See Figure 6 on page 28 for a map.

PROPOSED ICONS	TYPE OF DESTINATION (INCLUDES HISTORIC ICON SITES)
<b>Northland</b>	
Kerikeri Basin	Historic building / walks
Poor Knights Marine Reserve	Marine / diving
Waipoua Big Kauri walks	Forest / walks
Cape Reinga Coastal Track	Coastal landscapes / multi-day tramp
Cape Reinga	Historic lighthouse / cultural site / short walk
Cape Brett Lighthouse/Hut	Historic lighthouse / coastal / overnight tramp
Ruapekapeka	Historic battle / walks
<b>Auckland</b>	
Leigh Marine Reserve	Marine / coastal / snorkelling
North Head	Historic fortification, urban / walks
Rangitoto Summit and short walks	Volcanic landscapes / forest and island / walks
Tiritiri Matangi Island	Forest restoration and wildlife / island / walks
<b>Waikato</b>	
Cathedral Cove	Coastal landscapes / walks
Timber Trail	Forest and hills / historic logging / cycle trail
<b>East Coast Bay of Plenty</b>	
Karangahake	Historic mining, river gorge / walks
Tarawera Trail	Volcanic landscapes / lakes / multi-day tramp
Waitawheta Track	Historic mining, river valley and forest / multi-day tramp
<b>Tongariro Whanganui Taranaki</b>	
Huka Falls	River and waterfall, urban fringe / short walk
Tongariro National Trout Centre	River and freshwater wildlife / education centre
Old Coach Road	Historic railway, rural and forest / cycle trail / day walk
Tongariro Alpine Crossing	Volcanic landscape / day walk
Mid-Tongariro River	River / fishing access / day walks
North Egmont	Volcanic landscape and forest / day walks
Whanganui Journey	River and forest / historic travel / multi-day trip
Pukerangiora	Historic pā, rural and river
<b>Wellington Hawke's Bay</b>	
Cape Kidnappers Gannet Reserve	Coastal, rural and wildlife / walks
Kapiti Island Nature Reserve	Forest and wildlife / island / walks
Pukaha Mount Bruce	Forest and wildlife / walks and education centre
Government Buildings	Historic building, urban
Otatara Pā	Historic pā, rural and forest
<b>Nelson Marlborough</b>	
Abel Tasman Coast Track	Coastal and forest / multi-day tramp / day walks
Te Waikoropupū Springs	River and forest / short walk
Kaikoura Peninsula Walkway	Coastal and rural / day walk
Ship Cove	Coastal sounds and forest / historic site / day walks

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*Proposed Icon destinations continued*

PROPOSED ICONS	TYPE OF DESTINATION (INCLUDES HISTORIC ICON SITES)
<b>Canterbury</b>	
Tasman Glacier walks	Mountains and glacier / short walks
Hooker/Mueller tracks	Mountains / day walks
Kura Tawhiti/Castle Hill	Rock landscapes and rural / day walks
Godley Head	Historic fortifications / coastal and rural / day walks
<b>West Coast</b>	
Denniston	Historic coal mining and vegetation / day walks
Cape Foulwind	Coastal and rural / wildlife / day walk
Dolomite Point	Coastal landforms and forest / short walk
Franz Josef Glacier walk	Mountains and glacier / day walk
Fox Glacier walk	Mountains and glacier / day walk
Lake Matheson	Mountains, forest and lake / day walk
Ship Creek	Forest and river / short walks
<b>Otago</b>	
Moeraki Boulders	Coastal landforms / short walk
Nugget Point	Coastal and rural / short walks
Taiaroa Head	Coastal and wildlife / short walk
Otago Central Rail Trail	Historic railway line, rural / cycle trail
Arrowtown Chinese Settlement	Historic settlement, urban / short walks
<b>Otago / Southland</b>	
Routeburn Track	Mountains, forest and rivers / multi-day tramp
<b>Southland</b>	
Milford Sound	Fiord landscape, mountains / short walks
Milford Road Journey	Mountain landscapes / short walks
Milford Track	Mountain landscapes / multi-day tramp
Kepler Track	Mountain landscapes / multi-day tramp
Ulva Island	Forest, wildlife and island / day walks

## Proposed Gateway destinations

See Figure 6 on page 28 for a map.

PROPOSED GATEWAYS	TYPE OF DESTINATION
<b>Northland</b>	
Urupukapuka Island	Island campsite, rural / day walks
Puketi Kauri Forest	Forest / campsite / day walks
Maitai Bay	Coastal campsite / day walks
Trounson	Kauri forest / campsite / day walks
Otamure	Coastal campsite / day walks
Whangaruru	Coastal campsite / day walks
Mimiwhangata	Coastal campsite / day walks
Bream Head tracks	Coastal headland / day walks
<b>Auckland</b>	
Kauri and Coast Trail	Island/coastal and mountain / multi-day tramp
Kawau Island Historic Reserve	Island/historic building / day walks and amenity areas
Rangitoto tracks	Island/volcanic cone/ day walks
Home Bay/Motutapu	Island/restoration/campsite / day walks
<b>Waikato</b>	
Ruakuri	Limestone formations / short walk and amenity area
Kakaho Campsite	Forest edge / campsite / day walks
Kauaeranga Valley	Forest and riverside / campsite / day walks and amenity areas
Kauaeranga Kauri Trail	Mountain and forest / multi-day tramp
Broken Hills	Forest and riverside / campsite / day walks
Wentworth Valley	Historic goldmine and forest / campsite / day walks
Fletcher Bay Campsite	Coastal rural / campsite / day walks
Stony Bay Campsite	Coastal rural / campsite / day walks
Waikawau Bay	Coastal rural / campsite / day walks
Kaniwhaniwha	Mountain and forest / short walk and amenity area
<b>East Coast Bay of Plenty</b>	
Waiorongomai	Forest and historic goldfields / day walks
Waikaremoana Track	Forest, lake and mountain / multi-day tramp
Whirinaki River track	Forest and river / multi-day tramp
Te Tapuwae o Rongokako Marine Reserve	Coastal marine / exploring rock platforms
Matata	Coastal and wetland / campsite / day walks
Okere Falls	Forest and river / short walk
<b>Tongariro Whanganui Taranaki</b>	
Upper Waikato River tracks	River and rural / day walks
Tongariro Northern Circuit	Volcanic mountain / multi-day tramp
Whakapapa Village walks	Volcanic mountain tussock and bush / day walks
Lake Rotopounamu	Mountain, forest and lake / day walk

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*Proposed Gateway destinations continued*

PROPOSED GATEWAYS	TYPE OF DESTINATION
<i>Tongariro Whangarei Taranaki continued</i>	
Dawson Falls	Volcanic mountain and forest / day walks / lodge
Stratford Plateau	Volcanic mountain and forest / day walks
Mangapurua – Kaiwakauka Track	Forest and river / cycle trail / multi-day tramp
Tapuae Marine Reserve and Sugar Loaf Island Marine Protected Area	Coastal and marine / walking and diving
Ratapihipihi	Forest and waterfall / short walk / amenity area
Manawatu Gorge Track	River gorge / day walk
Rangiwahia Track	Forest and mountain / multi-day tramp
<b>Wellington Hawke's Bay</b>	
Matiu/Somes Island	Historic island and restoration / day walks
Morere Hot Pools	Forest and hot pools / walks
Te Puia Track and hot pools	Forest and river / campsite / multi-day tramp
Kuripapango	Forest and rural / campsite and amenity area / historic lodge
Boundary Stream and Opouahi Reserves	Forest, mountain and wildlife / day walks
Lake Tutira	Rural lake / campsite / day walks
Ahuriri Estuary	Urban estuary and wildlife / day walks
Sunrise Track	Mountain and forest / multi-day tramp / day walk
Rimutaka Rail Trail	Historic rail line, bush and rural / cycle trail
Castlepoint Scenic Reserve	Coastal landscape and lighthouse / day walks
Holdsworth, including Powell Hut	Forest, river and mountain / campsite / day walks / multi-day tramp
Waiohine Gorge	Forest and river / campsite
Waiohine to Holdsworth Track	Forest, river and mountain / multi-day tramp
Putangirua Pinnacles	River, bush and landforms / campsite / day walks
Otaki Forks, including Field Hut	River, forest and mountain / campsite / day walks / multi-day tramp
Whareroa Farm	Rural / short walks
Catchpool Valley	River valley, forest / campsite / day walks
Orongorongo Valley	River valley, forest / day walks / overnight tramp
<b>Nelson Marlborough</b>	
Molesworth Road corridor	Historic, rural hillcountry landscapes / campsites / driving
Pelorus Bridge	Rural river and forest remnant / campsite / day walks
Lake Rotoiti	Lakeside and forest / campsite / day walks
Puponga Farm Park	Rural and coastal dunes / day walks
Cobb Valley	River, lakes and mountains / campsite / multi-day tramp
Canaan Downs	Rural and forest, limestone country / campsite / day walks
Totaranui Campsite	Coastal and forest / campsite
Mount Arthur	Mountain and forest / multi-day tramp / day walks
Wangapeka Valley	River, forest and mountain / campsites / day walks

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## Proposed Gateway destinations continued

PROPOSED GATEWAYS	TYPE OF DESTINATION
<i>Nelson Marlborough continued</i>	
Hackett	River and forest / day walks / amenity area
Mount Robert	Lake, forest and mountain / campsite / day walks
Lake Rotoroa	Lake, rivers, and forest / campsite / day walks
Queen Charlotte Track	Coastal sounds, bush and rural / multi-day trip
Whites Bay	Coastal / campsite / day walks
<b>Nelson Marlborough / West Coast</b>	
Heaphy Track	Mountains, forest and coastal / multi-day tramp
<b>Canterbury</b>	
Arthur's Pass walks	Mountains and forest / day walks
Cave Stream	River and limestone features / amenity area and day walks
Glentui	River and forest / amenity area / day walks
Wooded Gully	Rural and forest with river / campsite / day walks
Hanmer Picnic Area	Forests and rivers / amenity area / day walks
Aoraki/Mt Cook Village walks	Mountains, river, forest / short walks
Tekapo Walkway	Rural lake / day walks
Mt Somers Track	Rural mountains / multi-day tramp
Peel Forest	Forest and mountain / campsite / day walks
Talbot Forest	Forest remnant / amenity / day walks
Quail Island	Inner harbor rural island, historic quarantine and quarry / short walks
Otukaikino	Urban restored wetland / amenity / short walks
Port Hills walks	Rural urban fringe hills / day walks
Little River Rail Trail	Rural and lakeside, historic railway line / cycle trail
<b>Canterbury / West Coast</b>	
St James Walkway	Highcountry / multi-day tramp
<b>West Coast</b>	
Brunner Mine	Rural and bush historic coal mine / short walks / historic
Kohaihai campsite	River and forest / campsite / day walks
Oparara Basin	River, forest and limestone caves / day walks
Pororari River Track	Forest and river gorge / day walks
Lake Daniell / Marble Hill	Forest and lake / campsite
Waiuta goldmine	Rural historic goldmine / day walks / lodge
Lake Kaniere	Forest and lake / campsite / day walks
Lake Mahinapua	Rural and remnant forest by lake / campsite / day walks
Okarito walks	Forest, wetland and coastal / day walks
<b>Otago</b>	
West Matukituki tracks	River, forest and mountains / multi-day tramp / day walks
Skippers	Rural river gorge and historic gold mining / campsite / day walks

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*Proposed Gateway destinations continued*

PROPOSED GATEWAYS	TYPE OF DESTINATION
<i>Otago continued</i>	
Bannockburn	Rural river, historic gold mining / day walks
Bendigo	Rural and river, historic gold mining / day walks
St Bathans	Rural, historic gold mining / campsite and amenity area
Papatowai	Coastal and regenerating bush / campsite / short walks
Sandymount tracks	Coastal rural / day walks
Kidds Bush	Rural, forest and lake / campsite / day walk
Greenstone / Caples Tracks	Mountains, rivers and forest / multi-day tramp
Rees–Dart Track	Mountains, rivers and forest / multi-day tramp
Twelve Mile	Lakeside, rural and forest / campsite / day walks
<b>Southland</b>	
Bluff Hill / Motupohue	Coastal and forest / day walks
Forest Hill	Rural with forest remnant and limestone outcrops / day walks / amenity area
Croydon Bush	Rural with forest remnant / day walks / amenity area
Rakiura Track	Forest and coastal / multi-day tramp
Mavora Lakes	Mountains, lakes, forest, tussock / campsite / day walks
Hollyford Track	Mountains, forest and rivers / multi-day tramp