

# Department of Conservation Te Papa Atawhai

**STATEMENT OF INTENT**  
TAUĀKĪ WHAKAMAUNGA ATU

2021–2025

**ANNUAL REPORT**  
PŪRONGO-Ā-TAU

FOR THE YEAR ENDED  
30 JUNE 2021



Department of  
Conservation  
*Te Papa Atawhai*



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pursuant to section 39 of the Public Finance Act 1989

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# Te kupu whakataki a te Tumuaki Director-General's foreword

Ko tā Te Kaupapa a Te Papa Atawhai (tā mātou rautaki whakahaere) he tō mai i te taiao me te tangata ki te pūtahi o ā tātou mahi. Nā te piringa tonu mai o te mate urutā o COVID-19 ki te ao, kātahi ka tino hira rawa atu.

Ka kitea tēnei matakite i te kaupapa Jobs for Nature a te kāwanatanga, \$1.245 piriona te utu. Nā te āwhina nui a te kaupapa nei mō ngā mahi anga ki te taiao, kua piki anō te ora o ētahi hapori, kua oho hoki te ōhanga. E mahi tahi ana a Te Papa Atawhai me ētahi atu whakahaere ki te hanga whāinga wāhi anga-ki-te-taiao i roto i te 4 tau kei mua i te aroaro.

Mō ētahi tāngata, he tāngata manawa nui a Jobs for Nature kia tuwhera rā anō ngā whaitua o te motu – arā, he mahi wā poto hei utu i ā rātou nama, kia mānu tonu ō rātou umanga. Hei tauira, i Kā Roimata a Hine Hukatere (Franz Josef), kua puta mai he rerenga moni ināianei mō ētahi kaiarataki awa kōpaka kore-mahi. Ahakoa mahi taupua, ahakoa ara ki tētahi momo mahi hou, ka whakapiri atu ngā tāngata katoa e mahi ana i roto i Jobs for Nature ki te taiao, e whanake ai ētahi pūkenga hou ka mau tonu ki tua noa atu i te ora o te hōtaka.

Ko ngā iwi, ngā hapū me te whānau kei te pūtahi o Te Papa Atawhai. Kua mahi tahi mātou ki te hanga mahi karo kaikonihī, mahi whakaora repo, whakatō otaota me ngā rākau hou, whakapai wharau noho, whakapai ara me ērā atu rawa whakangahau, koringa tangata.

I noho anō te whakataki a Te Kōti Matua i te kēhi *Ngāi Tai ki Tāmaki* i te tau 2018 hei tūtohu nui mō ā mātou mahi. Hei tauira, nā te whakataki nei ka ara ake he arotake whāiti o Ngā Kaupapa Here Tiaki Taiao, me te Kaupapa Here Whānui mō ngā Rāhui Whenua kia whakatinana ēnei kaupapa here i ngā mātāpono o Te Tiriti o Waitangi.

## Te Toitū

Kei te whakatinanatia tā mātou Mahere Kōkiri Urutaunga Panonitanga Huarere, me te Mahere Rautaki me ōna Mahere Whakatinana, ā, ka tāreia tonutia. He tari kawē mahi Te Papa Atawhai mai i te Tai Tokerau ki Rakiura, nā reira ko te kawenga tētahi wāhi nui o ngā hangaroto e taea ai ā mātou mahi.

Te Kaupapa a Te Papa Atawhai (our organisational strategy) puts nature and people at the heart of everything we do. This is more important than ever with the effects of the COVID-19 pandemic still lingering.

The government's \$1.245 billion Jobs for Nature programme embodies this vision. The programme's boost to nature-based employment has helped revitalise communities and stimulate the economy. Working with other agencies to deliver this package, Te Papa Atawhai was allocated funding to create nature-based job opportunities over a 4-year period.

For some, the work through Jobs for Nature is a lifeline until borders open – a temporary measure to pay their bills or to keep their business afloat. In Franz Josef, for example, there is now income for some out-of-work glacier guides. But whether it is a temporary job filler or journey to a new career, every person working as part of Jobs for Nature will form a new relationship with nature and develop new skills that will endure beyond the programme's life.

Iwi, hapū and whānau are at the heart of the Te Papa Atawhai partnership approach. Together we have created jobs to control predators, restore wetlands, carry out regenerative planting and improve huts, tracks and other recreational assets.

The Supreme Court's *Ngāi Tai ki Tāmaki* decision continues to influence the way we do business. For example, the decision has led directly to partial reviews of the Conservation General Policy and the General Policy for National Parks to ensure these policies give effect to the principles of the Treaty of Waitangi.

## Sustainability

Our Climate Change Adaptation Action Plan and the Sustainability Strategy and Action Plan are being enacted, and will continue to evolve. Te Papa Atawhai is an operational department from North Cape to Stewart Island, so transport is a big part of the infrastructure that enables us to do our work.

I roto i te tau ka mahue ake nei kua whakakapia e mātou ētahi waka pūrere penehīni e 95 ki ētahi mea hiko, pūrere momorua rānei, ā, e kore e roa ka kore katoa ngā waka pūrere penehīni i tā mātou tāruru waka.

E kawea ana hoki e mātou he mahi whakamātautau i te whakamahi matatopa, taputapu tairongo tawhiti, i roto i ā mātou mahi, ina taea, ā, kei te tangohia ngā ahi whakamahana waro i ngā pūtahi manuhiri me ngā kāinga kaimahi. E rapua tonutia ana e mātou ngā ara whakawhiti atu ki ngā puna hiko ka taea te whakahou, me te whakawhanake ara mahi toitū kē atu.

### **Te hauora me te haumarua**

Tētahi o aku mahi taketake i roto i tōku nei wā i Te Papa Atawhai he whakapiki i te māramatanga ki te hira o ngā kaupapa hauora, haumarua hoki. I te tau ka mahue ake nei kua whakatinanatia e mātou tētahi Paerewa Mōrea Taketake e āhei ai mātou te arotake i ā mātou here mōrea taketake kia mōhio pū e āraitia ana te wharanga. Kua whakaurua hoki e mātou tētahi kaupapa e kīa nei ko Stop for Safety hei whakatenatena i ngā kaimahi me ā mātou hoa mahi i te wāhi mahi kia whakamutua ngā mahi, ki te kitea e rātou kāore e haumarua te mahi tonu.

### **Tētahi ara whakamua**

Kua tupu te māramatanga o te katoa mā te tiaki i te taiao, ka tiakina hoki ko tātou. Tā tēnei māramatanga he kawē kē i te āhua o ngā mahi tiaki taiao: Kua korikori ngā iwi Māori tēnā i tōna rohe, i tōna rohe, kua tahuri hoki ngā hāpori ki te hāpai i te kauae tiaki taiao. Ehara i te moemoeā kia kaikonihī kore ngā wāhanga tāone o te motu – kua kitea i te ao tūturu nei.

Koinei taku pūrongo ā-tau whakamutunga ki a koutou hei Tumuaki Ahurei o Te Papa Atawhai. Ahakoa kua wehe atu au i te Tari, ka mahi tonu au me aku tini hoa o ēnei tau ki te whakatairanga i te mahi tiaki taiao i waenga i te hāpori hei kaimahi ohu i ētahi kaupapa. Hei ngā maunga kitekite ai!



**Lou Sanson**

**Director-General**

In the past year we have replaced 95 combustion-engine vehicles with electric or hybrid ones, and we are on track to completely remove combustion-engine passenger vehicles from our fleet.

We also have pilot programmes underway to use drones and remote sensing tools where possible in our operations, and are removing coal heating at visitor sites and staff accommodation. We continue to look for ways to switch to renewable power sources and develop more sustainable work practices.

### **Health and safety**

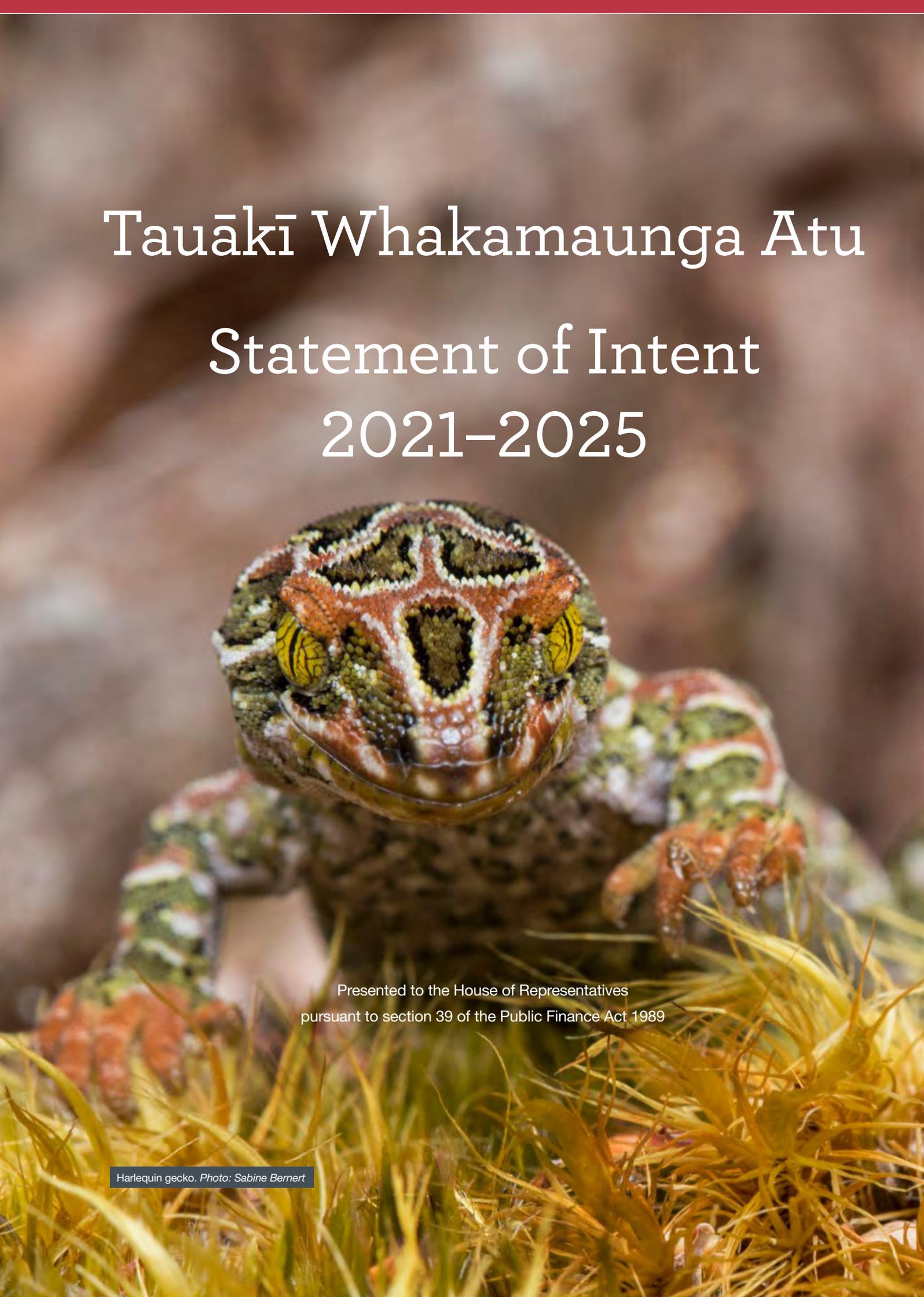
One of my primary efforts in my time with Te Papa Atawhai has been to raise awareness of the importance of health and safety provisions. In the past year we have implemented a Critical Risk Standard that allows us to review our critical risk controls to make sure they are preventing harm. We have also introduced the Stop for Safety programme, which encourages staff and our partners in the field to call a stop to work if they believe it is unsafe to continue.

### **A way forward**

There is a growing recognition that by looking after nature, we nurture ourselves. This recognition is changing the way conservation gets done: iwi Māori are active in their rohe, and communities are taking up the conservation challenge. Predator-free suburbs are no longer the realm of aspirations – they are a reality.

This is the final Annual Report I will present as Director-General of Te Papa Atawhai. Although I am leaving the Department, I will be making the most of the many friendships I have formed in my time here to promote conservation in communities as a volunteer on several projects. See you in the hills!

Noho ora mai,



# Tauākī Whakamaunga Ātu

## Statement of Intent

### 2021–2025

Presented to the House of Representatives  
pursuant to section 39 of the Public Finance Act 1989

# Ngā tauākī noho haepapa

## Statements of responsibility

### Statement of responsibility by the Director-General

In signing this information, I acknowledge I am responsible for the information on strategic intentions for the Department of Conservation Te Papa Atawhai. This information has been prepared in accordance with sections 38 and 40 of the Public Finance Act 1989.



**Lou Sanson**

Director-General

3 September 2021

### Statement by the responsible Minister

I am satisfied the information on strategic intentions prepared by the Department of Conservation Te Papa Atawhai is consistent with the policies and performance expectations of the Government.



**Hon Kiritapu Allan**

Minister of Conservation

9 September 2021

## He kupu whakataki

Tā tēnei tuinga he taki i ngā whāinga rautaki e hiahia nei Te Papa Atawhai ki te whakatutuki, ki te amo haere rānei, i roto i te 4 tau e tū mai nei.

Hei āwhina tō tātou taiao i tō tātou āhua tangata. He wāhi taketake nō te āhua o te noho o ngā iwi o Aotearoa, ā, hei tautoko tā mātou kaupapa taketake, E Ora ana a Papatūānuku, i tēnei āhuatanga. He ahakoa rā, ehara i te mea ka ora a Papatūānuku. i ngā mahi a te Papa Atawhai<sup>1</sup> anake – e mōhio pū ana mātou me mahi tahi me te tangata whenua, ngā hapori, te kāwanatanga ā-motu me ngā kaunihera ā-takiwā anō hoki.

## Tō mātou kaupapa, ō mātou mahi taketake hoki

He kawenga ā-ture tō Te Papa Atawhai hei tiaki, hei manaaki hoki i te taiao tūturu o Aotearoa, me ōna taonga tuku iho ā-tātai kōrero, ā-taonga ahurea hoki.

Ko ō mātou whāinga taketake ā-ture he pēnei:

- he whakahaere i ngā whenua katoa me ērā atu taonga taiao i raro i te Ture Tiaki Taiao 1987, mō ngā whāinga tiaki taiao
- he tautiaki i ngā tauranga ika wai māori taketake, me te tiaki i ngā tauranga ika wai māori ngahau, me ngā ripoinga ika wai māori
- he kauwhau tikanga mō ngā rauemi taiao, tuku iho hoki
- he whakatairanga i ngā painga o ngā rawa tautiaki ahakoa ā-taiao, ā-tuku iho, tae atu ki ngā moutere tata ki Te Tiri o te Moana o Aotearoa, me ngā mahi pāhekoheko ā-ao mō ngā take taiao

## Introduction

This document sets out the strategic objectives that the Department of Conservation Te Papa Atawhai intends to achieve or contribute to over the next 4 years.

Our nature has shaped who we are. It is intrinsic to the Kiwi way of life, and our unifying purpose statement, Papatūānuku Thrives, acknowledges this. However, ensuring that Papatūānuku thrives is not something Te Papa Atawhai<sup>1</sup> can do alone – we know we need to work alongside tangata whenua, communities, and local and central government.

## Our purpose and functions

Te Papa Atawhai has a legislative mandate to protect and care for Aotearoa New Zealand’s natural environment and its historic and cultural heritage.

Our statutory functions are to:

- manage, for conservation purposes, all land and other natural and historic resources held under the Conservation Act 1987
- preserve all indigenous freshwater fisheries, and protect recreational freshwater fisheries and freshwater fish habitats
- advocate the conservation of natural and historic resources
- promote the benefits of conservation of natural and historic resources, including of New Zealand’s subantarctic islands, and international cooperation on matters relating to conservation
- promote educational and promotional material relating to conservation

<sup>1</sup> We refer to the Department of Conservation by its te Reo name, Te Papa Atawhai, throughout this document. ‘Te Papa’ reflects our relationship with Papatūānuku (the Earth mother, or natural world), and ‘Atawhai’ refers to our philosophy of caring for her.

- he whakatairanga i ngā rawa whakaako, whakatairanga hoki e pā ana ki te tiaki taiao
- he penapena i ngā rauemi taiao, tuku iho hoki mō te kori tinana, kia whakamahia hoki i te ao tāpoi, ki te whānuitanga kāore aua whakamahinga e pā kino ana ki te mahi tiaki taiao
- he tohutohu i ngā Minita mō ētahi o aua mahi, mō te taiao whānui tonu rānei.

E tautoko ana mātou i ngā tūranga ā-ture o te Minita mō Te Papa Ātawhai me ōna mahi i te takiwā takutai moana, mā te whakatinana i Te Whakapuaki Kaupapahere Takutai o Aotearoa i roto i ngā whakapuaki kaupapa here, me ngā mahere ā-takiwā.

Kua oti hoki tō mātou kupu whakamana te tautuhi i raro i te anga taiao e tautoko nei i ngā ture whakaruruhau katoa: Ngā Kaupapa Here Tiaki Taiao Whānui, te Kaupapa Here Rāhui Whenua ā-Motu Whānui, me ngā rautaki, mahere hoki ka ara ake i ēnei kaupapa here. Hei tautuhi ngā rautaki whakahaere tiaki taiao (CMS) i ngā wāhi ka whakahaeretia e mātou mō ngā tāngata katoa o Aotearoa, hei ārahi hoki i tā mātou whakahaere i ngā whenua me ngā wai.

Hei whakatutuki i ēnei mahi, e mahi ana mātou mā roto i ngā kōtuitanga Tiriti ki ngā iwi, ki ngā whānau me ngā hapū, nā te mea he mea taketake ēnei kōtuinga hei whakapiki i ngā hua mō te taha tiaki taiao. E mahi whānui ana hoki mātou puta noa i te rāngai kāwanatanga, ki ngā kaunihera ā-rohe, ā-takiwā hoki, ki ngā umanga, te hunga whai whenua, ngā kaihora pūtaiao, ngā rōpū kori, tiaki taiao hoki me ngā rōpū hapori.

- foster the use of natural and historic resources for recreation, and to allow their use for tourism, to the extent that these uses are not inconsistent with their conservation
- advise the Minister on matters relating to any of those functions or to conservation generally.

We support the Minister of Conservation’s statutory roles and functions in the coastal environment by ensuring regional policy statements and plans, and district plans, give effect to the New Zealand Coastal Policy Statement.

Our mandate is also set by a statutory planning framework that supports the overarching legislation: the Conservation General Policy, the National Parks General Policy, and the strategies and plans that flow from these policies. Conservation management strategies (CMSs) identify the places we manage on behalf of New Zealanders and guide our management of public conservation lands and waters.

To achieve all this, we work in Treaty partnerships with iwi, whānau and hapū, as these partnerships are crucial to achieving more conservation outcomes. We also work across the central government sector and with regional and local government, businesses, landowners, science providers, recreation and conservation organisations, and community groups.

## Tō mātou horopaki whakahaere

I tua atu i āna mahi ā-ture e mahi ana a Te Papa Atawhai i raro i ētahi rautaki, anga hoki, tae atu ki:

- Te Mana o te Taiao – Aotearoa New Zealand Biodiversity Strategy
- te rautaki e kīa nei te Aotearoa – New Zealand Tourism Strategy
- te Climate Change Response Act 2002
- me te Living Standards Framework<sup>2</sup>
- ngā herenga me ngā ritenga ā-ao, pēnei i te United Nations Sustainable Development Goals (UNSDG) me te tūāpapa e mōhiotia nei ko te Intergovernmental Science and Policy platform for Biodiversity and Ecosystems Services (IPBES).

Huia katoatia, e 25 ngā Ture Pāremata e whakahaeretia ana e Te Papa Atawhai, me tana tautoko i ētahi atu, tae atu ki Resource Management Act 1991, te Fisheries Act 1996, 1996 hoki, te Biosecurity Act 1993, me te Crown Pastoral Land Act 1998.

Ahakoia he tika kotahi hauroru o ngā whenua o te motu he whenua tiaki taiao tūmatanui, kei runga rawa te ōwehe o ngā momo koiara mōrea i Aotearoa, ā, kei te tihi rawa tātou mō te pāpātanga whakamate ā-moa i te ao. He hua tēnei o te pānga o te whakaurunga mai o ngā momo manene i kawea mai i tāwāhi i ēnei ngahuru tau, me te wāwāhanga o ngā pūnaha hauropi nā te nohonga mai o te tangata, me te pānga o te ahumahi, me ngā mahi whakanao kai. He whakaraerae hoki te kanorau koiara māori i konei nā te pikinga o te pānga o te panonitanga āhuarangi, e kaha kē atu ai te pānga mai o ngā tūpuhi me ngā tauraki, e ranea ai hoki ngā kaikonihī me ngā tarutaru.

## Our operating environment

As well as its statutory functions, Te Papa Atawhai operates within several strategies and frameworks, including:

- Te Mana o te Taiao – Aotearoa New Zealand Biodiversity Strategy
- the New Zealand–Aotearoa Government Tourism Strategy
- the Climate Change Response Act 2002
- the Living Standards Framework<sup>2</sup>
- international obligations and conventions, such as the United Nations Sustainable Development Goals (UNSDGs) and the Intergovernmental Science and Policy platform for Biodiversity and Ecosystems Services (IPBES).

In total, Te Papa Atawhai administers 25 Acts of Parliament and contributes to others, including the Resource Management Act 1991, the Fisheries Act 1996, the Biosecurity Act 1993 and the Crown Pastoral Land Act 1998.

Despite a third of the country being public conservation land, New Zealand has one of the highest proportions of threatened species and one of the highest extinction rates in the world. This is due to the relatively recent impacts of introduced species, and the fragmentation of ecosystems through human settlement and the effects of industry and food production. Our native biodiversity is also vulnerable to the increasing effects of climate change, which include more frequent and severe storms and droughts, and a likely increase in predators and weeds.

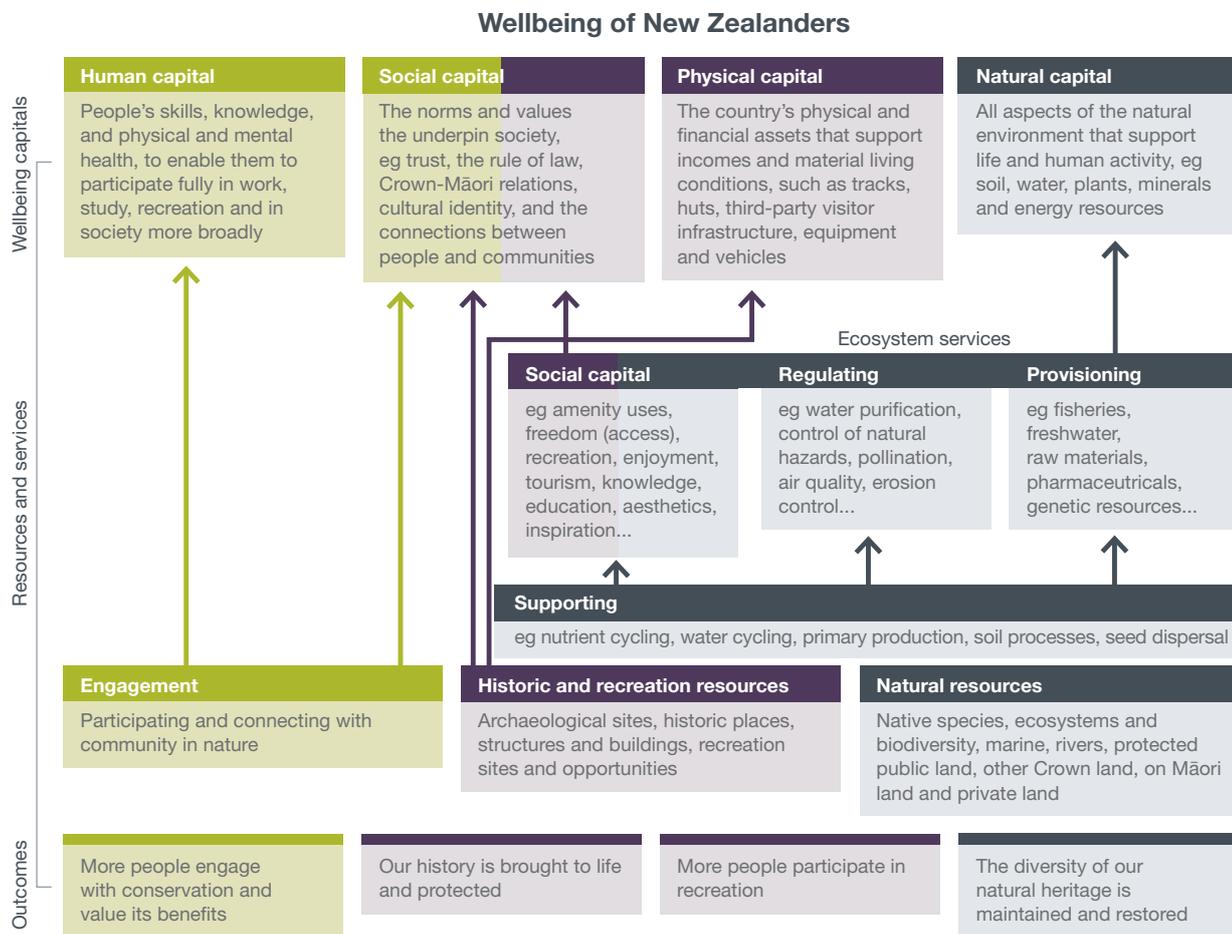
Improving the environment and the overall wellbeing of all New Zealanders is one of the Government's priorities. Achieving this requires sound management of the natural environment, because ecosystem services,<sup>3</sup> such as high-quality

<sup>2</sup> [www.treasury.govt.nz/sites/default/files/2019-12/lsf-as-poster.pdf](http://www.treasury.govt.nz/sites/default/files/2019-12/lsf-as-poster.pdf)

<sup>3</sup> 'Ecosystem services' refers to the benefits people obtain from ecosystems. Ecosystems are widely considered to provide four categories of services: supporting (such as nutrient cycling, soil formation and primary production); provisioning (food, fresh water, wood, fibre and fuel); regulating (climate regulation, flood and disease regulation, and water purification); and cultural (aesthetic, spiritual, educational and recreational).

Ko te whakapikinga i te taiao me te toiora whānui tonu o ngā tāngata katoa o Aotearoa tētahi whāinga taketake mā te Kāwanatanga. E eke ai ēnei wawata, me āta whakahaere mārire i te taiao o te aotūroa, inā hoki ka noho ko ngā ratonga pūnaha hauropi<sup>3</sup> pēnei i te waimāori me te one haumako mutunga mai o te pai hei mea taketake mō te rāngai mahi kai, whakatupu rākau o Aotearoa, ā, hei poutāhu hoki mō te tiketike o te noho o ngā tāngata o Aotearoa (tirohia te **pikitia 1** i raro iho nei).

fresh water and fertile soil, underpin New Zealand’s primary production sector and help determine New Zealanders’ standard of living (see **Figure 1** below).



**Pikitia 1: Ka ora te hononga i waenga i a tātou me Papatūānuku, ā tātou whakaputanga, hua, ratonga pūnaha hauropi, toiora hoki**

**Figure 1: The relationships between Papatūānuku Thrives, our outcomes, ecosystem services and wellbeing**

<sup>3</sup> Hei waitohu ‘Ngā ratonga pūnaha hauropi ki ngā painga ka riro i te tangata nā ngā pūnaha hauropi. E ai ki te tini ko tā tēnei mea te pūnaha hauropi he hora i ētahi momo ratonga e whā: he tautoko (pēnei i te hurihuri pūoneone, i te hanga oneone me ngā whakanaotanga matua); te hora kai (te kai, te wai māori, te rākau, te kaka, me te wahie/haukapuni); te whakarite (ngā whakaritenga mō te sp panonitanga āhuarangi, ngā whakaritenga mō te waipuke me te māuiui, me te horoi i te wai kia tika); me ngā mahi ahurea (mō te ātaahua, te taha wairua, te taha mātauranga me te taha kori tinana).

## Ā mātou whāinga rautaki

I takea mai ngā mahi e mahia nei e Te Papa Ātawhai hei tiaki i te taiao o te aotūroa i ō mātou ara me ō mātou whāinga matua rautaki. I te taha o ngā rautaki pēnei i Te Mana o te Taiao – Aotearoa New Zealand Biodiversity Strategy, hei arataki, hei whakatāhuhu hoki ā mātou whāinga tauwaenga, whāinga roa hoki i ā mātou mahi tautiaki, whakaora hoki i tō tātou kanorau koiora, taonga tuku iho hoki, mō te āhua tūturu o aua taonga te painga, otirā mō te toiora o ngā tāngata o Aotearoa.

E noho ana ō mātou whāinga rautaki i raro i te horopaki kāwanatanga whānui kē atu. E mahi tahi ana mātou me ētahi atu tari kāwanatanga mō ngā whāinga matua e whai ake nei:

- te kawē kē i Aotearoa hei whenua kakama tana urupare ki te panonitanga āhuarangi
- te whakapiki i te kanorau koiora me te whakamahinga toitū i te whenua, i te wai me ngā moana
- te whakapiki i te taiao me te toiora whānui o ngā tāngata katoa o Aotearoa
- te whakapai ake i te pakari me te whanaketanga o te ōhanga o Aotearoa.

Ka whakawhitia mai ēnei whāinga taumata kāwanatanga hei whāinga matua tauwaenga mō Te Papa Ātawhai. Ko tā te **Pikitia 2** he whakaatu i ngā whāinga tauwaenga mō te horopaki o ā mātou putanga ā-tau, waihoki, i te horopaki o ō mātou whāinga, hua puta tiketike hoki. Mā te hīkoi mai i runga ki raro, ko tā **Pikitia 2** he whakaatu i ngā hononga i waenga i tā mātou e hiahia nei ki te whakaoti, me ngā mahi ka mahia e mātou kia tutuki ai.

## Our strategic objectives

The work Te Papa Atawhai does to conserve the natural environment is informed by our strategic pathways and priorities. Alongside strategies such as Te Mana o te Taiao – Aotearoa New Zealand Biodiversity Strategy, our intermediate outcomes and stretch goals guide and prioritise our work to protect and restore our biodiversity and heritage, for both their intrinsic value and the wellbeing of New Zealanders.

Our strategic objectives sit within a wider governmental context. We work with other government departments towards the following priorities:

- transforming New Zealand into a climate-resilient nation
- improving biodiversity and the sustainable use of land, water and oceans
- improving the environment and the overall wellbeing of all New Zealanders
- enabling the resilience and growth of New Zealand’s economy.

These government-level priorities are translated to medium-term priorities for Te Papa Atawhai.

**Figure 2** shows the medium-term priorities in the context of our annual outputs, as well as our high-level purpose and outcomes. By working from the top to the bottom, **Figure 2** shows the connections between what we intend to achieve and what we will do to achieve it.

Capable and safe Te Papa Atawhai	Purpose (50+ years)	<h2 style="margin: 0;">Papatūānuku Thrives</h2>		
	Our roles	<h3 style="margin: 0; color: #4F7942;">Te ora o Papatūānuku Healthy nature</h3>	<h3 style="margin: 0; color: #E69A00;">Te hunga Atawhai People who care</h3>	<h3 style="margin: 0; color: #8B0000;">Te ora o te Hapori Thriving communities</h3>
	Our intermediate outcomes by year 25	<ul style="list-style-type: none"> <li>The diversity of our natural heritage is maintained and restored</li> <li>Our history is brought to life and protected</li> </ul>	<ul style="list-style-type: none"> <li>Whānau, hapū and iwi are able to practise their responsibilities as kaitiaki of natural and cultural resources on public conservation lands and waters</li> <li>New Zealanders and international visitors contribute to conservation</li> </ul>	<ul style="list-style-type: none"> <li>New Zealanders and international visitors are enriched by their connection to New Zealand's nature and heritage</li> <li>New Zealand's unique environment and heritage is a foundation for our economic, social and cultural success</li> </ul>
	Our stretch goals by year 10	<ul style="list-style-type: none"> <li>50% of New Zealand's natural ecosystems are benefiting from pest management</li> <li>90% of our threatened species across New Zealand's ecosystems are managed to enhance their populations</li> <li>50 freshwater ecosystems are restored from the mountains to the sea</li> <li>A nationwide network of marine protected areas is in place, representing New Zealand's marine ecosystems</li> <li>The stories of 50 historic Icon Sites are told and protected</li> </ul>	<ul style="list-style-type: none"> <li>Whānau, hapū and iwi are able to practise their responsibilities as kaitiaki of natural and cultural resources on public conservation lands and waters</li> <li>90% of New Zealanders think the impacts of visitors on public conservation lands and waters are very well managed</li> </ul>	<ul style="list-style-type: none"> <li>90% of visitors rate their experiences on public conservation lands and waters as exceptional</li> <li>90% of New Zealanders are connecting with nature and heritage in ways that improve their wellbeing</li> <li>80% of New Zealanders are taking action to protect, restore and sustain nature and heritage</li> </ul>
	Priorities for years 1–4	<ul style="list-style-type: none"> <li>Mahi mō te Taiao – Jobs for Nature</li> <li>Review of Stewardship Land</li> <li>Regulatory Reform</li> <li>Te Ao Māori</li> <li>Visitor Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Implementing Te Mana o te Taiao – Aotearoa New Zealand Biodiversity Strategy</li> <li>Whitebait regulation</li> <li>Climate change</li> </ul>	
	Annual outputs	<ul style="list-style-type: none"> <li>Pest and weed control</li> <li>Ecosystems and species management</li> </ul>	<ul style="list-style-type: none"> <li>Historic and cultural heritage restoration</li> <li>Recreation and other resource-use concessions</li> </ul>	<ul style="list-style-type: none"> <li>Education and communication</li> <li>Visitor asset and experience management</li> </ul>
	Strategies and operating models   Legislation   Capability   Investments			

Figure 2: Our high-level purpose, outcomes, stretch goals and priorities

# Ka pēhea e tutuki ai ā mātou whāinga rautaki

## How we will meet our strategic objectives

Today's operating environment presents increasing challenges for conservation management and our ability to deliver outcomes. Challenges include climate change, COVID-19, an ageing workforce and New Zealanders' changing and growing expectations. Our response to these challenges is to change the way we operate, both at an organisational level and by increasing our work with others.

### Working with whānau, hapū and iwi

Our intermediate outcome for working with whānau, hapū and iwi is: *Whānau, hapū and iwi are able to practise their responsibilities as kaitiaki of natural and cultural resources on public conservation lands and waters.*

The partnership with whānau, hapū and iwi helps us achieve our purpose and fulfil our Treaty relationship obligations. When whānau, hapū and iwi are able to practise their responsibilities as kaitiaki (guardians), there are better conservation outcomes.

We support the kaitiaki role of tangata whenua by:

- recognising and respecting Māori conservation practices and cultural values, including by boosting our cultural capability

- recognising the customary use by Māori of traditional materials and indigenous species
- ensuring there are opportunities for tangata whenua to participate in and control the protection and management of wāhi tapu<sup>4</sup>
- encouraging and supporting tangata whenua involvement and participation in conservation on public conservation lands and waters, for example through co-governance arrangements
- recognising the role of mātauranga Māori in conservation management.

### Working with others

As set out in Te Mana o te Taiao, 'Together, all New Zealanders are responsible for protecting and restoring our unique nature.'<sup>5</sup> To implement the strategy, we will continue to change the way we work with others.

Central to our operating model is the principle that we do not need to rely on internal capabilities to deliver all our business activity directly – by working with others towards common goals we can achieve much more than we would alone. Although we have always worked with others to some extent, we must increasingly collaborate, build relationships, engage communities and partner effectively.

We can clarify how to best work with others by comparing our role and that of others within different types of activities.

1. Work only we can (or must) do, such as concessions management.
2. Work we currently do that can be delivered by others, such as wilding conifer control.
3. Opportunities to grow the conservation sector that we are not resourced to do, or that expand what we are able to do – Predator Free 2050, for example.

By concentrating our efforts on work only we can do and enabling others to undertake more of the work they can do, we can encourage

<sup>4</sup> The term 'wāhi tapu' is defined in the Historic Places Act 1993 as 'a place sacred to Māori in the traditional, spiritual, religious, ritual, or mythological sense'. Wāhi tapu may be urupā, battle sites or pā, or any place sacred to Māori.

<sup>5</sup> *Te Mana o te Taio – Aotearoa New Zealand Biodiversity Strategy*, p. 5. Available at [www.doc.govt.nz/nz-biodiversity](http://www.doc.govt.nz/nz-biodiversity)



**Figure 3: The way we work with others depends on the work being delivered**

New Zealanders to build their conservation skills – expanding the conservation movement and helping us make faster progress towards our long-term goals. **Figure 3** illustrates this approach.

Our Workforce Strategy defines and drives the internal capabilities and culture required by this operating model (see the Capability section for more information).

### Jobs for Nature

The Jobs for Nature programme is demonstrating and accelerating Te Papa Atawhai’s commitment to work with others to achieve more for conservation.

Jobs for Nature is a cross-agency programme established in Budget 2020 to support New Zealand’s economic recovery from the impacts of COVID-19. Te Papa Atawhai administers \$488 million of the programme’s \$1.219 billion funding to create nature-based job opportunities. We deliver this programme in collaboration with agencies like the Ministry of Social Development to support training, retention and ongoing pathways for Jobs for Nature kaimahi (employees).

Through this programme we are funding projects that are delivered by whānau, hapū and iwi, local councils, community groups and businesses. This enables greater conservation outcomes than we could deliver alone and builds capacity and capability in the conservation sector.

These investments in nature are targeted to regions most affected by COVID-19 and the downturn in tourism. This approach will also support the wellbeing of more than 4,800 people by providing them with meaningful work and skills they can apply in future careers in conservation.

### Economic drivers

We will continue to work with the community to deliver the Government’s economic priorities. Some of the actions we are taking include:

- providing better access to opportunities for New Zealand businesses
- supporting the transition to carbon neutrality
- increasing the number of contracts awarded to Māori-owned businesses
- ensuring vulnerable workers have appropriate employment agreements
- supporting our suppliers to improve their health and safety performance.

To support rural locations, we will identify opportunities to develop local supply chains. We will encourage businesses and communities to diversify into new areas of conservation work, and to employ local staff to build the resilience of local communities.

## Biodiversity

Our intermediate outcome for biodiversity is:

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

Aotearoa New Zealand faces a biodiversity crisis – many species are threatened, and many ecosystems are poorly protected. Introduced plants and animals, human activities and the effects of our changing climate continue to affect vulnerable animals, plants and habitats.

Our work towards our intermediate outcome aims to secure species from extinction, protect a representative range of healthy, functioning ecosystems, work on iconic species and landscapes, and maintain the natural character of all public conservation lands and waters.

Maintaining this natural character requires the preservation of ecological integrity. We aim to have:

- ecosystems that are dominated by native plants and animals, and shaped by natural ecological processes (indigenous dominance)
- native species occupy their natural range (species occupancy)
- the full range of ecosystems protected somewhere (ecosystem representation).

### Te Mana o te Taiao – Aotearoa New Zealand Biodiversity Strategy 2020

Te Mana o te Taiao<sup>6</sup> sets out a strategic framework for the protection, restoration and sustainable use of biodiversity, particularly indigenous biodiversity, in Aotearoa New Zealand from 2020 to 2050.

Te Papa Atawhai is a lead agency in delivering the strategy.

The strategy identifies five outcomes.

1. Ecosystems, from mountain tops to ocean depths, are thriving.
2. Indigenous species and their habitats across Aotearoa New Zealand and beyond are thriving.

3. People's lives are enriched through their connection with nature.
4. Treaty partners, whānau, hapū and iwi are exercising their full role as rangatira and kaitiaki.
5. Prosperity is intrinsically linked with a thriving biodiversity.

The strategy sets out three pou (pillars) to provide direction and focus for the transformational changes needed.

- **Tūāpapa | Getting the system right** – we need the right systems in place to address the biodiversity crisis.
- **Whakahau | Empowering action** – we need all New Zealanders to help protect and restore our biodiversity.
- **Tiaki me te whakahaumanu | Protecting and restoring** – we need to address the direct pressures causing a decline in biodiversity, ensure the sustainable use of biodiversity, and restore biodiversity in areas where it has been lost.

The next step is to develop an action plan. The action plan follows the framework presented in Te Mana o te Taiao and sets out how to achieve the strategy's goals for 2025. The plan is intended to be a living framework so that, in time, other agencies from central and local government can include their actions and report back on progress.

Together, the strategy and action plan will drive the prioritisation of work programmes to achieve the strategy's goals.

## Heritage and visitors

We want New Zealanders and visitors to our country to gain all the benefits of healthy functioning ecosystems, recreation opportunities and of living our history.

Te Papa Atawhai is responsible for ensuring tourism and recreation on public conservation lands and

<sup>6</sup> [www.doc.govt.nz/nz-biodiversity](http://www.doc.govt.nz/nz-biodiversity)

waters are sustainable. This role is becoming ever more important: New Zealand’s natural heritage, landscapes and biodiversity are a drawcard for international visitors and are central to New Zealand’s international image, and it is becoming more important for visitors to experience our culture and history, too.

## Our heritage

Our intermediate outcome for heritage is:  
*Our history is brought to life and protected.*

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

We manage the largest proportion of historic heritage sites in New Zealand. There are over 13,000 known archaeological and historic sites on public conservation land. Our work complements the work of Heritage New Zealand, which is responsible for managing historic sites and material over the rest of New Zealand (not on public conservation land).

Whānau, hapū and iwi often have a personal relationship with places and landscapes that, where appropriate, we manage in partnership with them. The heritage assets are used for exhibition, education and research. We are required to ensure the assets are safe and, where possible, well visited and appreciated. Many assets require regular restoration and maintenance.

## Our visitors

We have three intermediate outcomes for visitors.

*New Zealanders and international visitors contribute to conservation.*

*New Zealanders and international visitors are enriched by their connection to New Zealand’s nature and heritage.*

*New Zealand’s unique environment and heritage is a foundation for our economic, social and cultural success.*

These outcomes aim to provide sustainable visitor experiences, in the right places, that contribute to the achievement of our strategic objectives.

One of the challenges of managing visitors is that the costs and benefits of tourism and recreation do not always fall in the same places. This can lead to underinvestment in infrastructure, creating infrastructure pressures (like overcrowding) and environmental impacts.

Our population is also becoming more diverse, and the physical distances between where people live and many of the parks and services we manage are growing. The experiences people seek from our nature and heritage may also be changing.

## Our Heritage and Visitor Strategy

The Heritage and Visitor Strategy<sup>7</sup> sets out the goals we want to achieve and the steps we will take to get there, so that our heritage and visitor system supports Papatūānuku to thrive.

The strategy has three goals.

1. **Protect:** New Zealand’s natural, cultural and historic resources are preserved and protected to maintain cultural and historic values, biodiversity, ecosystem health, landscapes and natural quiet.
2. **Connect:** Visitors are enriched and better connected to New Zealand’s natural, cultural and historic heritage.

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<sup>7</sup> [www.doc.govt.nz/heritage-and-visitor-strategy](http://www.doc.govt.nz/heritage-and-visitor-strategy)

3. **Thrive:** Tangata whenua, regions and communities benefit from protecting, and connecting visitors with, their natural, cultural and historic heritage.

There are three focus areas across these goals.

- Actively seek out more, and innovative, opportunities to partner with tangata whenua.
- Improve the evidence base for decision making and service delivery.
- Invest in and maintain visitor experiences and facilities to enhance the protection of natural, cultural and historic heritage; provide quality visitor experiences; support visitor safety; align with opportunities for sustainable regional development; and enhance the wellbeing of New Zealanders.

As part of implementing this strategy, we will develop indicators to measure progress towards the outcomes of the strategy.

## Climate change

Climate change affects every facet of our work, through impacting ecosystems and the movement of wildlife. These changes directly affect our recreational and office assets, which may need to be moved or retired from changing landscapes. Huts and buildings will need to be made more resilient and energy efficient, and we need to support New Zealand’s carbon reduction goals by finding less carbon-intensive ways of doing conservation work.

We need an integrated approach to adapt to climate change – to mitigate its effects and find sequestration opportunities to reduce the effects of climate change and enhance resilience to its effects.

### Adaptation

We have therefore developed a Climate Change Adaptation Action Plan (CCAAP)<sup>8</sup> that draws on international best practices to outline the actions we will take to reduce the risks posed by the changing climate. The CCAAP has established a long-term strategy, starting with a 5-year plan for:

- carrying out climate change research, monitoring and action
- connecting to and informing national climate-change efforts, such as the Government’s National Adaptation Plan for climate change.

### Mitigation

Mitigation is our internal approach to climate change. We have joined Toitū Envirocare’s ‘carbonreduce’ programme to verify our carbon emissions, and will then use this verification as a baseline to reduce our carbon emissions. We will introduce carbon budgets across our operations and will develop our Emissions Management and Reduction plan.

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<sup>8</sup> [www.doc.govt.nz/adapting-to-climate-change](http://www.doc.govt.nz/adapting-to-climate-change)

We will also continue to reduce the number of vehicles in the fleet by 20 percent by 2025 and complete the replacement of internal combustion-engine vehicles in the passenger fleet with battery-electric vehicles (BEVs). Where BEVs are not suitable for certain kinds of work, we will purchase hybrid vehicles instead. In some areas there will be operational requirements to continue using internal combustion-engine vehicles (such as utes) until fit-for-purpose alternatives are available in New Zealand.

### **Sequestration**

Carbon removal through sequestration, voluntary offsetting, and in-setting into the supply chain presents us with opportunities to invest in landscape restoration and regeneration, as well as non-forest restoration (wetlands, shrublands, blue carbon) for voluntary offsetting. However, the processes for measurement, reporting and management intervention need development; the Ministry for the Environment is the lead agency for developing offsetting policy, and work on a framework is underway.

The Carbon Neutral Government Programme (CNGP) requires Public Service agencies to be carbon neutral by 2025, or to offset the remainder. This means that demand for carbon removal projects, from both the private and public sectors, will continue to grow. Other drivers for increased demand are the phase-out of industrial allocations in the Emissions Trading Scheme, and New Zealand's commitments for 2030 and 2050 under the Paris Agreement. The work programme required to become carbon neutral will affect every element of our conservation work.

# He pēhea mātou e whakaraupapa ai i ā mātou mahi

## How we prioritise our work

### Investment management and asset performance

Te Papa Atawhai uses a ‘top down’ investment approach to responding to our strategic context. When funding allocation decisions are confirmed, we activate relevant projects and make them available to our field staff to operationalise and use as works orders and maintenance plans.

All projects (activated and available for future activation) are stored in our business planning system, where they are visible to managers and technical staff. We regularly carry out technical reviews of projects to make sure their methods and cost estimates are up to date.

Because of the long-term nature of conservation outcomes, costs are estimated for up to 50 years and are based on historical trends and future modelling.

Projects are linked to the intermediate outcome objectives – see our high-level purpose, outcomes, stretch goals and priorities diagram on **page 14**. The projects are ranked according to their cost-effectiveness, including consideration of benefits (such as urgency, demand and complementarity with existing activities), costs and feasibility. The multi-year business planning steps and Project Management Framework steps provide secondary checks of the feasibility of project delivery – see **Figure 4** below.

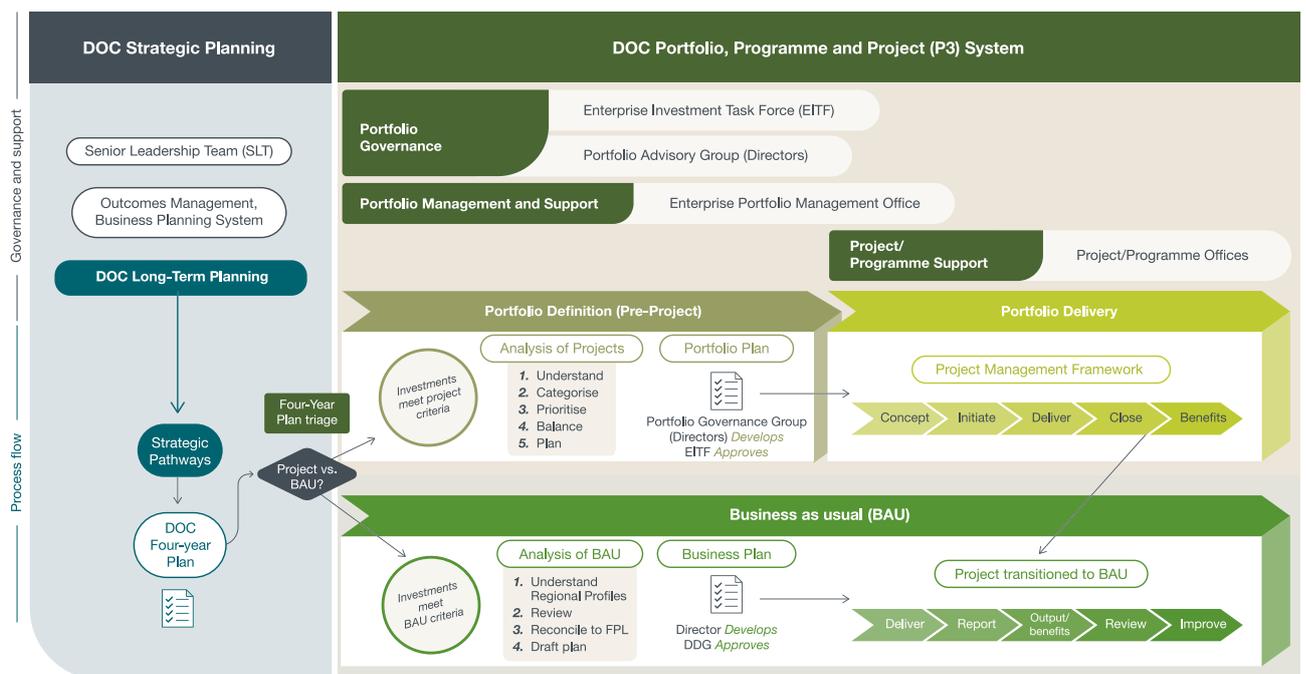


Figure 4: Our investment model, showing the workflows for projects and for (business as usual) BAU

## Trade-offs and resource allocation choices

To apply resources to best effect, we prioritise our work using 4-year business plans. We rank projects based on the costs and benefits within a single outcome or objective, such as providing for visitor experiences at Icon Sites or managing sites to achieve a representative range of ecosystems.

However, it is more difficult to decide the investment trade-offs required between different objectives – such as how much resource to expend on historic assets versus saving iconic species.

To help visualise and report these trade-offs, Te Papa Atawhai has been testing and piloting a visual tool similar to those used by international organisations and government agencies.<sup>9</sup> The tool supports senior managers in their strategic planning of budgets across all outcomes by allowing them to select scenarios, model different outcomes across the business and visualise the effects on budget, capability and level of outcome delivered.

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<sup>9</sup> See, for example, the Decision Theatre® approach at <https://dt.asu.edu/>

# Ka pēhea mātou e ine ai i ā mātou putanga hua

## How we will measure results

Each year the Director-General of Conservation agrees an output plan<sup>10</sup> with the Minister of Conservation that details the output service performance intentions of Te Papa Atawhai. These output measures set out our annual performance targets, while our impact evaluations show our progress towards long-term outcomes.

### Key performance indicators

We measure progress towards our intermediate outcomes with key performance indicators that cover three outcome areas: natural and historic heritage, recreation, and engagement (see the graphic on **page 14**). For each indicator, the ‘desired state’ describes what success looks like (see **Table 1** below). Progress on these performance indicators is assessed on a cyclical basis and reported in our Annual Report.

#### Status key

-  The assessment found the indicator is at an acceptable state
-  The assessment found the indicator is borderline, or there is reason for concern
-  The assessment found the indicator is below an acceptable state
-  The assessment was inconclusive

#### Trend key

-  Data used in the assessment indicated the indicator has improved over time
-  Data used in the assessment indicated the indicator was stable over time
-  Data used in the assessment indicated the indicator has deteriorated over time
-  There was not enough consistent time-series data to assess trend

**Table 1: Key performance indicators**

Measure	Current state <sup>11</sup>	Desired state (what success looks like)
<b>Natural heritage – The diversity of our natural heritage is maintained and restored</b>		
<b>The full range of ecosystems is protected somewhere</b>		
Terrestrial ecosystems		A full range of ecosystems is protected in a healthy and functioning state. Broad ecosystem representation will ensure at least some security for many of the species they support.
Freshwater ecosystems		
Marine ecosystems		
<b>The species present are the ones you would expect naturally</b>		
Terrestrial species		Common and widespread species occupy most of the suitable habitat in protected areas. Nearly all Threatened, At-Risk or Conservation-Dependent species are receiving the management they need.
Freshwater species		
Marine species		

<sup>10</sup> [www.doc.govt.nz/output-plan](http://www.doc.govt.nz/output-plan)

<sup>11</sup> As at 30 June 2020, as reported in our Annual Report 2020 ([www.doc.govt.nz/annual-report-2020](http://www.doc.govt.nz/annual-report-2020)).

Ecological processes are natural		
<b>Terrestrial ecosystems</b>		Managed ecosystems are healthy and functioning, ecosystem processes are natural across public conservation land.
<b>Freshwater ecosystems</b>		Managed ecosystems are healthy and functioning.
<b>Marine ecosystems</b>		Healthy functioning marine reserves are well integrated within marine environments.
Exotic species spread and dominance		
<b>Terrestrial species</b>		Contain the range of established exotic pests and limit their impact on vulnerable indigenous species and ecosystems.
<b>Freshwater species</b>		
<b>Marine species</b>		The effects of unwanted organisms in marine reserves will be minimised by working with others.
Historic heritage – Our history is brought to life and protected		
<b>The condition of Actively Conserved Heritage Places is stable and not deteriorating</b>	Not assessed	Condition of historic and cultural heritage and pressures, threats and causes of loss are under appropriate management.
<b>Visitor participation at heritage sites</b>	Not assessed	Demand for historic and cultural heritage experiences is understood.
<b>Visitor satisfaction with the quality of the experience provided at heritage sites</b>	Not assessed	Understanding people’s expectations, actual experiences, and related satisfaction to guide improvement of experiences, facilities, standards and marketing.
Recreation – New Zealanders and international visitors are enriched by their connection to New Zealand’s nature and heritage		
<b>Visitor participation in recreation on public conservation lands and waters</b>		New Zealanders and international tourists engage in a range of nature- and heritage-based experiences. DOC understands what people want to do, and where, to direct the provision of these experiences to meet the greatest number of people’s needs, and to grow participation.
<b>Visitor satisfaction with the quality of the experience and opportunities provided</b>		Recreation-orientated facilities and services are diverse, fit for purpose, safe, and compliant with legal requirements and public expectations.
Engagement – New Zealanders and international visitors contribute to conservation		
<b>The quality of DOC’s engagement with key associates</b>		All key stakeholder relationships indicate very high engagement.

## Ensuring our work progresses outcomes

To achieve our long-term outcomes, we need to plan and prioritise our short-term outputs carefully. Conservation work can take years to achieve results, so consistent and targeted investment in the right areas will result in greater gains and efficiencies in later years.

Our strategic direction sits within, and contributes to, a wider vision for conservation in New Zealand, the Pacific and globally. Based on our strategic direction, we are using a systems-based approach based on intervention logic models to tie the outcomes we wish to achieve to our intermediate

outcome objectives, and the outputs and resources required to achieve those outcomes.

The intermediate outcome objectives are specific and measurable milestones to which we can align best-practice methods at specific sites to deliver successful local outcomes for conservation. We are developing 10-year strategic pathways for each of our three outcome streams – biodiversity, heritage and visitors.

We also use stretch goals to measure the results of our work, help prioritise where we should invest resources, and engage others in our work. These goals enable us to respond quickly to new or urgent needs within our larger portfolio of work without losing sight of our higher-level outcome objectives.

# Te āheinga

## Capability

Te Papa Atawhai needs a workforce with the capability to perform in a complex, changing environment, and a culture that recognises and values different perspectives. Recruiting capable and adaptable people is the key to achieving this.

Our Workforce Strategy guides our capability development and preparation for the challenges and opportunities we expect in the next few years. The Workforce Strategy was developed through a social process with our staff and will be implemented over several years, starting in 2021/22. The strategy includes the introduction of workforce planning alongside the existing business-planning process.

### Inclusion and diversity

Our approach incorporates the expectations for inclusion and diversity set out in the Public Service Act 2020. Accordingly, we will continue our work to incorporate inclusion and diversity into our organisational culture – through biculturalism, inclusive leadership, flexible working, staff wellbeing and cultural capability.

To do this, we are focusing on the following three areas:

- the ‘Papa Pounamu’ priorities
- our Gender Pay Gap Action Plan
- Accessibility Charter.

### Equal employment opportunities

We are committed to equal employment opportunities with a diverse workforce that represents the communities we serve. We do this by focusing on the five priority commitments (the ‘Papa Pounamu’ priorities) identified by Te Kawa Mataaho Public Service Commission:

1. Strengthening cultural competence

2. Addressing bias and discrimination
3. Building inclusive leadership
4. Developing relationships that are responsive to diversity
5. Supporting and engaging with employee-led networks.

### Addressing gender pay imbalances

Our 2020 Gender Pay Gap Action Plan is available on our website.<sup>12</sup> Te Papa Atawhai has a low gender pay gap overall: 1 percent, compared to the national public sector gender pay gap of 6 percent. However, there are gaps caused by vertical segregation, with females under-represented in Tier 3 roles especially.

Te Papa Atawhai has committed to the following actions to close the gender pay gap.

- **Equal pay** – eliminating gender pay gaps within the same roles and progressing pay equity claims.
- **Flexible work by default** – all roles are treated as flexible unless there is a good business reason not to.
- **No bias or discrimination in remuneration systems or human resources practices** – our systems and practices are designed to remove bias, including no gaps in starting salaries and equipping managers to address bias.
- **Gender balanced leadership** – women hold 50 percent of roles across the top three tiers of leadership.

### Accessibility Charter

Te Papa Atawhai has signed the Accessibility Charter<sup>13</sup> and completed an accessibility audit of its external website against the relevant web standards. We will use the findings to reinforce good accessibility practices.

<sup>12</sup> [www.doc.govt.nz/gender-pay-gap-action-plan](http://www.doc.govt.nz/gender-pay-gap-action-plan)

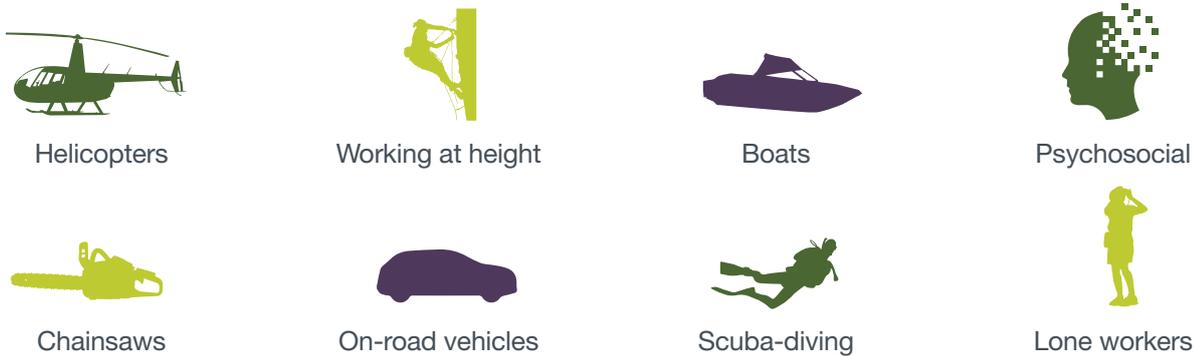
<sup>13</sup> [msd.govt.nz/about-msd-and-our-work/work-programmes/accessibility/the-accessibility-charter.html](http://msd.govt.nz/about-msd-and-our-work/work-programmes/accessibility/the-accessibility-charter.html)

## Health and safety

The health, safety and wellbeing of our staff and those we work with is a priority. We have therefore established a Safety Governance Group to enable Te Papa Atawhai to achieve its desired health, safety and wellbeing performance and to meet legal and regulatory obligations.

## Our new Critical Risk Standard

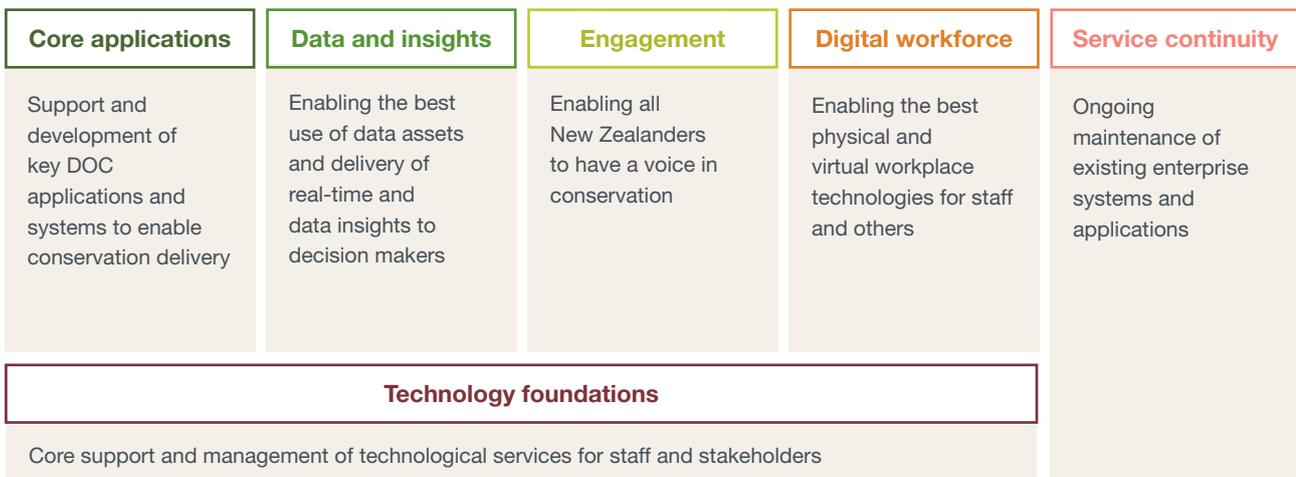
We have also developed and implemented the Te Papa Atawhai Critical Risk Standard. Critical risks have the potential to cause the greatest harm; they may not happen frequently but if they do, the consequences could be severe. Through historical data and risk assessment, we have identified eight critical risks (see **Figure 5** below). For each of these risks, critical risk controls have been developed.



**Figure 5: Our top 8 critical risks**

## Our Digital Strategy

The Digital Strategy (see **Figure 6**) is our business-led 4-year workplan to innovate in our use of technology to achieve our conservation goals, and to ensure a stable ICT infrastructure for Te Papa Atawhai and our partners.



**Figure 6: Te Papa Atawhai Digital Strategy**

## Open government data

To achieve Cabinet's data and information principles,<sup>14</sup> we are focusing on expanding our approach to open data and the opportunities this provides to our conservation work.

## Data governance

Cultural and ethical considerations inform our choices about how to store our share of government-sourced data.

For whānau, hapū and iwi, data is a taonga. Māori Data Sovereignty recognises that data should support the realisation of Māori and iwi aspirations. In line with this, we are exploring how to enact our obligations under section 4 of the Conservation Act as part of our Digital Strategy work over the next 4 years.

## Risk leadership

Our approach to risk leadership is to empower our people to make great decisions in complex situations by making sure we all have the same understanding of the concepts, language and management processes associated with risk.

We have therefore designed our risk management system to:

- involve all our staff in the management of risk
- be a core part of our system of assurance, in combination with internal audit processes. This means the tools and resources of the system encourage us to discuss risk openly and as a routine part of our core business, rather than as a separate and static agenda item
- promote risk leadership and policy expectations that clarify who is accountable for identifying and managing risk.

At the strategic level, ownership of individual risks is assigned to our senior leaders, who manage the controls for their assigned risk to prevent and mitigate it.

We have identified and assigned five strategic priority risks.

- **Our ability to govern in an emerging context** – this looks at how we will navigate changing economic and social environments, and our ability to effect change within our remit.
- **Partnership with whānau, hapū and iwi** – this puts our obligations under Te Tiriti o Waitangi into focus.
- **Climate change** – our responsibilities within the CNGP and Climate Change Response (Zero Carbon) Amendment Act 2019.
- **Our operating model** – the control environment reflects the systems management we employ to achieve our purpose and outcomes.
- **Failure to keep visitors safe** – with millions of domestic and international visitors undertaking activities on public conservation land each year, visitor safety is paramount.

We have started using the all-of-government Enterprise Risk Maturity Assessment Framework (gERMAF).<sup>15</sup> Using this framework to identify where support is needed across the business will help us improve our risk leadership and capability.

## Emergency management

We have developed the Te Papa Atawhai Emergency Management System (EMS) by adopting the 'Four Rs' of the National Emergency Management Agency (NEMA) integrated approach to emergency management – reduction, readiness, response and recovery (see **Figure 7**).<sup>16</sup> The purpose of our EMS is to enable us to respond to emergencies in a safe and effective way.

In developing this approach, we have also referenced the National Disaster Resilience Strategy objectives<sup>17</sup> and New Zealand's commitment to the Sendai Framework for Disaster Risk Reduction 2015–2030.<sup>18</sup>

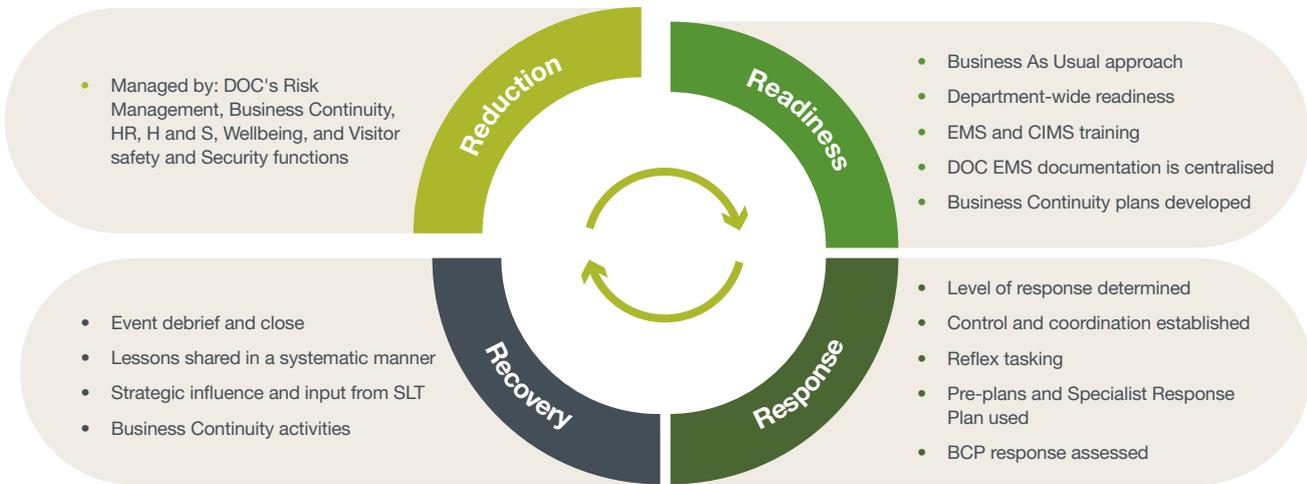
<sup>14</sup> [data.govt.nz/toolkit/open-data/open-data-policy/](https://data.govt.nz/toolkit/open-data/open-data-policy/)

<sup>15</sup> [www.digital.govt.nz/standards-and-guidance/governance/system-assurance/enterprise-risk-maturity/](https://www.digital.govt.nz/standards-and-guidance/governance/system-assurance/enterprise-risk-maturity/)

<sup>16</sup> [www.civildefence.govt.nz/cdem-sector/the-4rs/](https://www.civildefence.govt.nz/cdem-sector/the-4rs/)

<sup>17</sup> [www.civildefence.govt.nz/cdem-sector/plans-and-strategies/national-disaster-resilience-strategy/](https://www.civildefence.govt.nz/cdem-sector/plans-and-strategies/national-disaster-resilience-strategy/)

<sup>18</sup> [www.preventionweb.net/files/43291\\_sendaimrameworkfordrren.pdf](https://www.preventionweb.net/files/43291_sendaimrameworkfordrren.pdf)



**Figure 7: The 'Four Rs' of our Emergency Management System**

Our work over the next 4 years to embed the EMS will:

- standardise our approach to, and management of, emergencies
- clarify our role in the management of large, multi-agency emergency events
- clarify links between internal systems
- clarify accountabilities for emergency management roles and responsibilities at every level of the organisation
- establish a structured platform for constant improvement and organisational development.

## Staff safety

We have a duty of care to ensure the safety of our workers, visitors and anyone affected by our work. We are also a mandated agency of the Protective Security Requirements (PSR NZ).<sup>19</sup>

The PSR's policies fall into the following four areas.

### 1. Security governance

Security governance refers to a governance structure that enables the effective identification and management of security risks. We established our permanent Security team in early 2020. The Security team ensures compliance with the PSR, assesses threats and risks, and supports operational activity.

### 2. Personnel security

Personnel security is a risk-based approach to help make good security decisions, reduce unnecessary costs and minimise disruption to our staff and operations. This includes carrying out pre-employment checks and managing national security clearances.

<sup>19</sup> [protectivesecurity.govt.nz/about-the-psr/](https://protectivesecurity.govt.nz/about-the-psr/)

### **3. Information security**

This core policy relates to security measures for protecting information from unauthorised use and accidental modification, loss or release. Our Information Security team identifies security risks and develops mitigations. This team also advises staff about information security requirements and works with the Privacy team on appropriate handling of personal information.

### **4. Physical security**

This refers to the physical protection of our staff, information and assets.

To protect our staff, we have developed a site risk assessment (SRA) process and prioritised 130 offices, workshops, visitor centres, field bases and storage facilities for security upgrades.



Pūrongo-ā-tau  
Annual Report  
for the year ended  
30 June 2021

Presented to the House of Representatives  
pursuant to section 44 of the Public Finance Act 1989

View of Pembroke Glacier from the Milford Sound cruise. *Photo: Brendan Bombaci*

# Ā mātou whāinga roa taketake

## Our core goals

Te Papa Atawhai<sup>1</sup> has six high-level intermediate outcomes that organise and focus our work. These are shown in **Figure 1**. The 10-year stretch goals provide progress measurements and paths to achieving the higher-level outcomes.

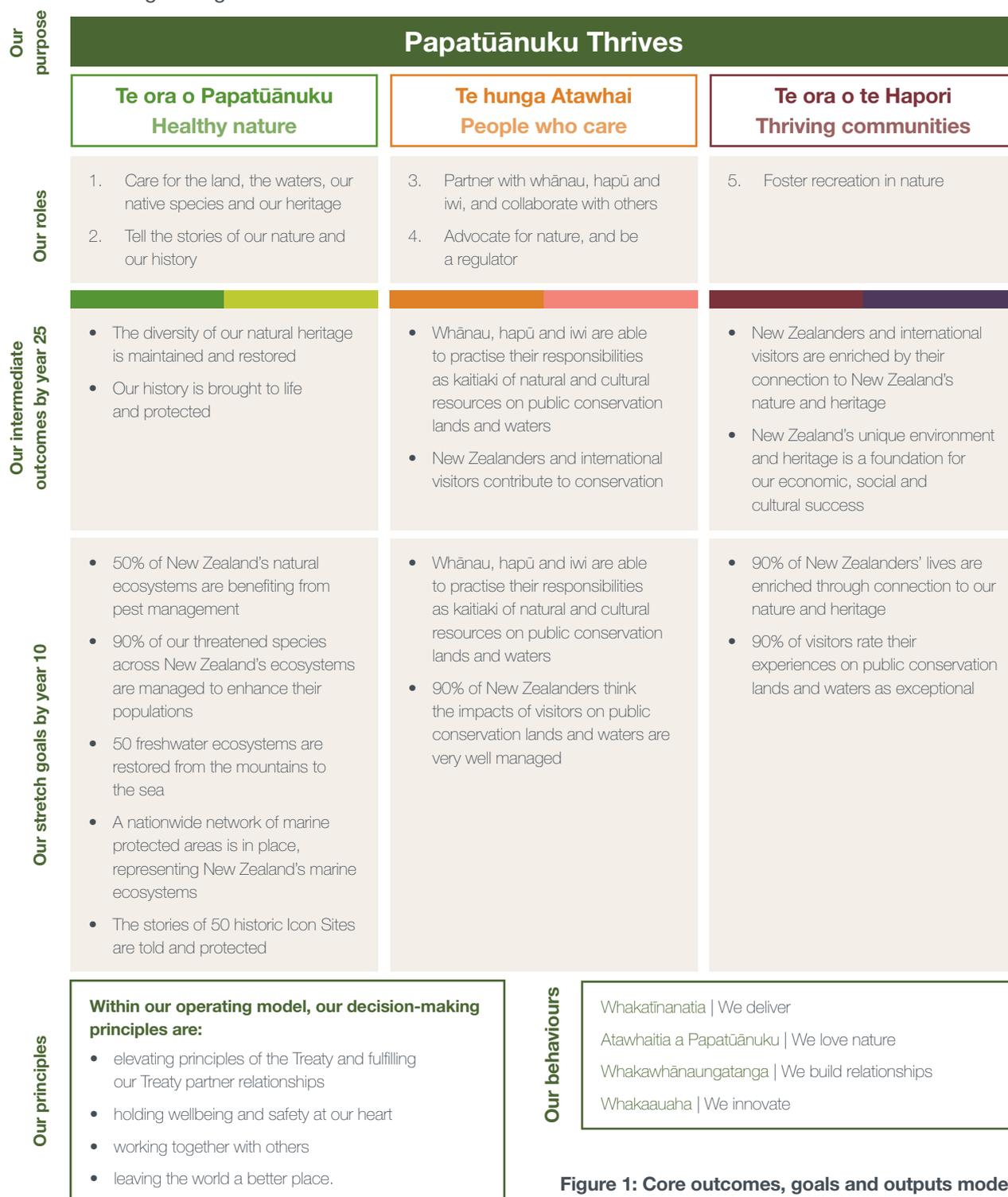


Figure 1: Core outcomes, goals and outputs model

<sup>1</sup> Throughout this annual report we refer to the Department of Conservation by its te Reo name, Te Papa Atawhai. 'Te Papa' reflects our relationship with Papatūānuku (the Earth mother, or natural world), and 'Atawhai' represents our philosophy of caring for her.

# Te ine i tō mātou ahunga whakamua

## Measuring our progress

We measure our progress towards our intermediate outcomes with key performance indicators that cover the natural and historic heritage, recreation, and engagement outcome areas. We reported on these in last year's Annual Report.<sup>2</sup> Because these indicators measure the impact of our work rather than the services provided by our annual work programmes, the indicators reflect medium-term progress over time horizons of 3 to 5 years. These indicators are updated as this data changes over these cycles.

### Progress against the stretch goals

The following impact assessments measure our progress towards the stretch goals.<sup>3</sup>

#### WHĀINGA WĀ ROA | STRETCH GOAL

E whai painga ana te 50% o ngā pūnaha rauropi aotūroa o Aotearoa nā te whakahaere kīreare

#### 2020/21 result: 21%

Calculated as the land recorded as being under sustained pest management as at 2020/21, as a percentage of the total landmass of Aotearoa New Zealand. Overlapping areas of treatment are only counted once.

Source: Te Papa Atawhai (data from BPRS compared to total landmass).

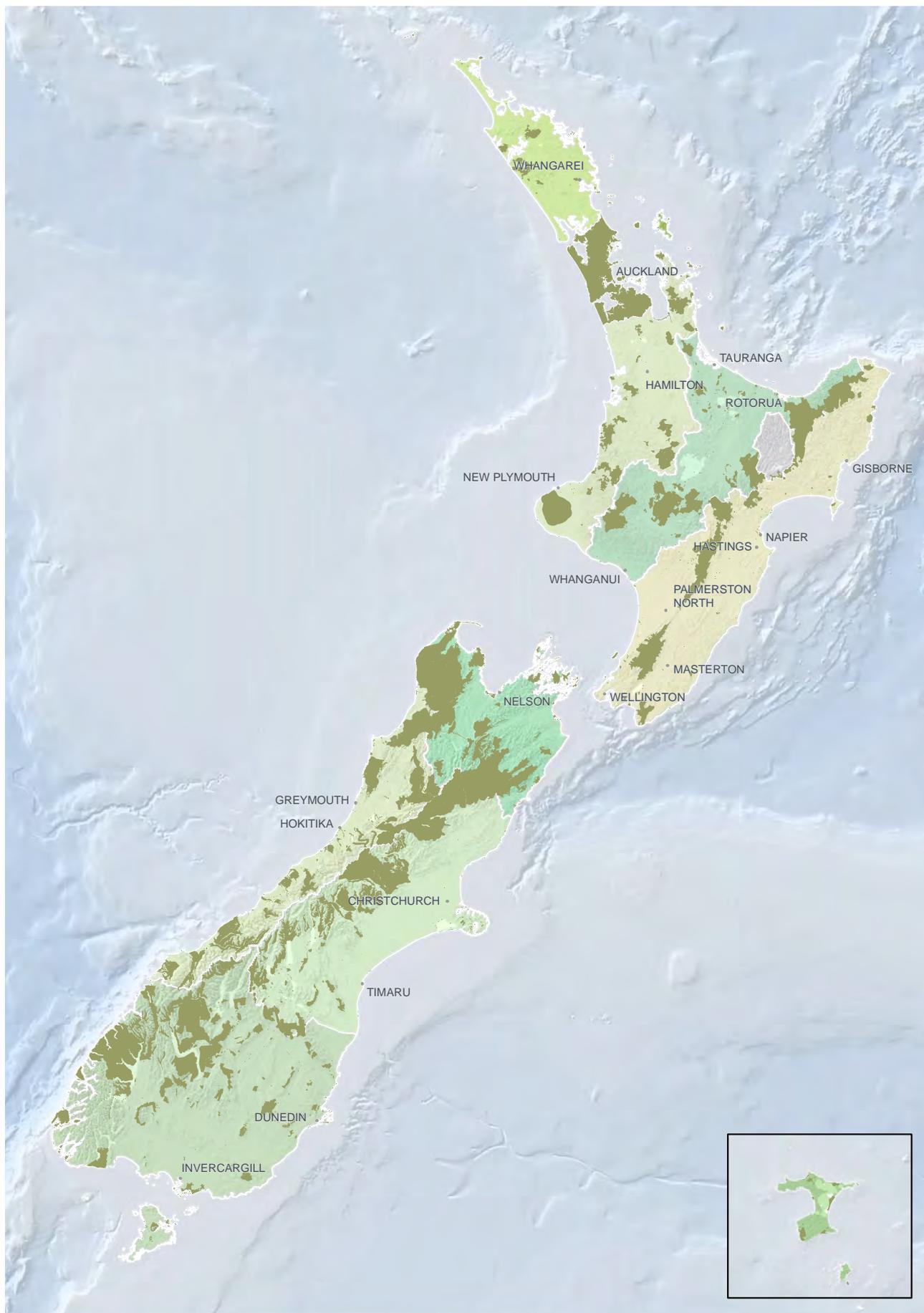
50% of New Zealand's natural ecosystems are benefiting from pest management



<sup>2</sup> [www.doc.govt.nz/annual-report-2020](http://www.doc.govt.nz/annual-report-2020)

<sup>3</sup> Impact assessments assess status and change over 3 to 5-year periods. They are reported on as the assessment work is completed and becomes available as part of our cyclical reporting programme. This year, impact assessments for the following two stretch goals are not provided: 'Whānau, hapū and iwi are able to practise their responsibilities as kaitiaki of natural and cultural resources on public conservation lands and waters', and '90% of New Zealanders' lives are enriched through connection to our nature and heritage'.

**Areas under sustained pest management for possums, rats, deer, goats, weeds and wilding conifers.**



**WHĀINGA WĀ ROA | STRETCH GOAL**

E whakahaeretia ana tētahi 90% o ō mātou momo mōrearea puta noa i ngā pūnaha hauropi o Aotearoa kia whakapikingia te maha o ngā koiora

**2020/21 result: 7.5%**

This year, 437 Threatened species received some management in at least one site, while 254 species were being managed to standard in at least one site. A total of 75 Threatened species were reported as being managed for persistence across all sites where they need to have long-term security.

These 75 species are those we are confident, if all management continues, will be here in three generations or 50 years (whichever is longer), with populations resilient to disease, loss of genetic diversity and environmental change.

We actively manage some species at only a single site for several reasons: the New Zealand storm petrel, for example, needs pest-free environments (such as offshore islands) while we develop tools to control certain pests like mice on the mainland; other work (like deer or salmonid fish control) requires public support, which can take time to evolve. By managing even one site for these species, we give them a chance to survive while we work to resolve these issues.

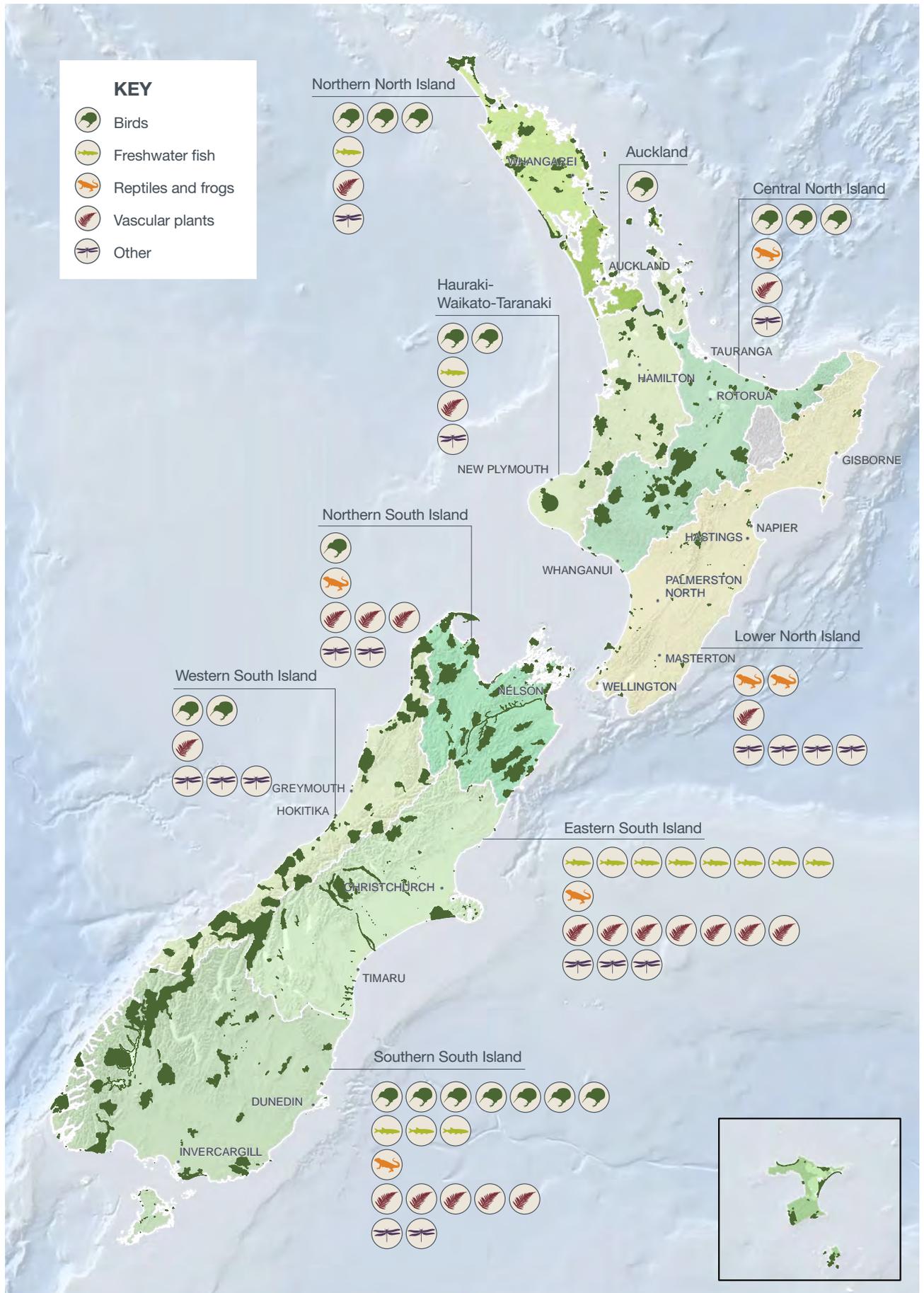
Source: See factsheet at

[www.doc.govt.nz/2021-annual-report-factsheets:](http://www.doc.govt.nz/2021-annual-report-factsheets:) Taxon under management.

90% of our threatened species across New Zealand’s ecosystems are managed to enhance their populations



Areas where threatened species are being actively managed, with the number of species managed for persistence by region and type.



WHĀINGA WĀ ROA | STRETCH GOAL

E whakaorangia ana ētahi pūnaha hauropi wai māori 50, mai i ngā maunga ki te moana

**2020/21 result: 14**

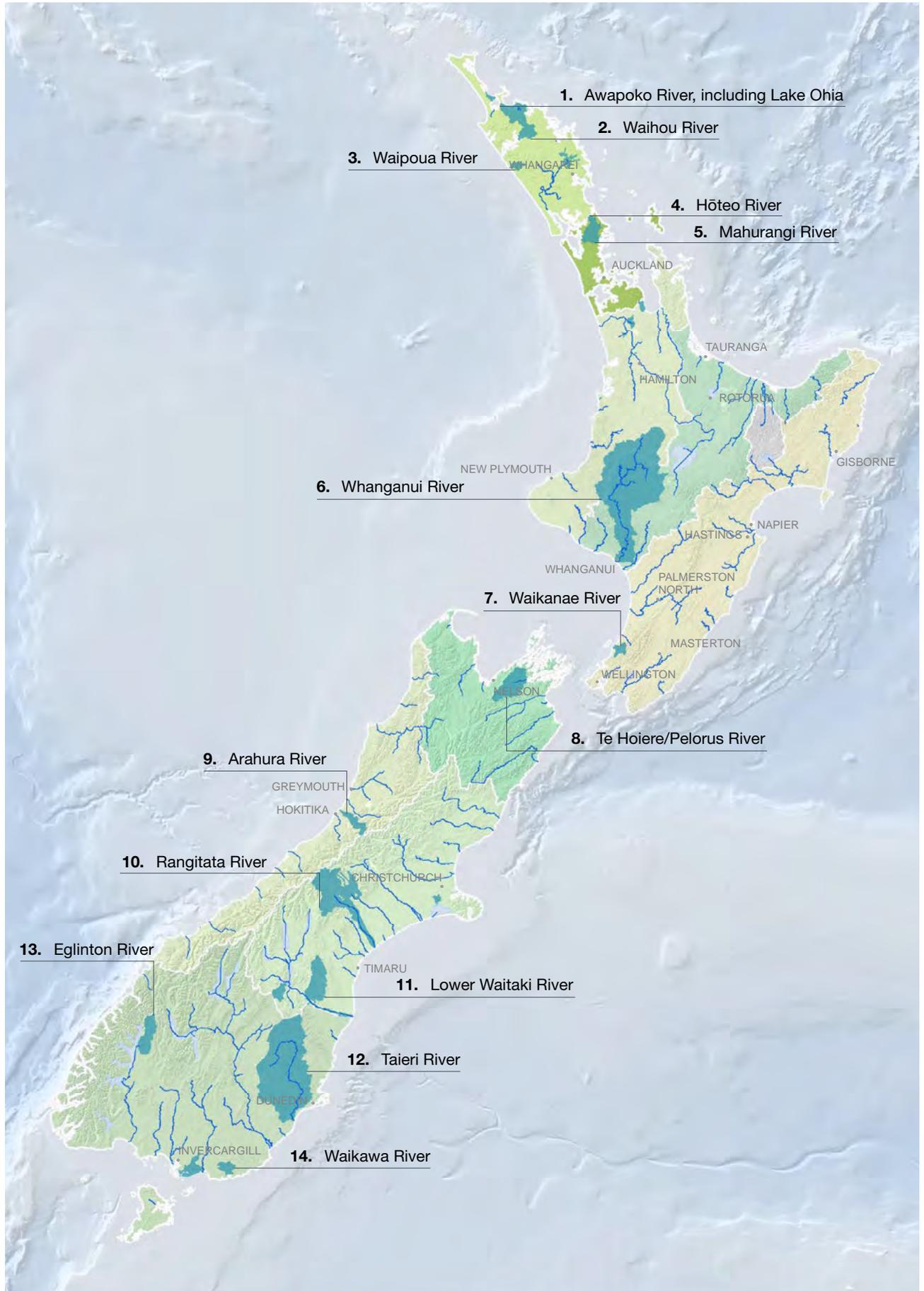
Based on the number of catchments where work has been initiated as part of the Ngā Awa river restoration programme.

Source: [www.doc.govt.nz/nga-awa](http://www.doc.govt.nz/nga-awa)

50 freshwater ecosystems are restored from the mountains to the sea



Sites being restored under the Ngā Awa river, Arawai Kākāriki wetland and Ngā Roto lake restoration programmes and under the Living Water partnership.



**WHĀINGA WĀ ROA | STRETCH GOAL**

Kua whakamanaia ētahi rohe āta rāhui i te takutai puta noa i Aotearoa, hei waitohu i ngā pūnaha hauropi moana o Aotearoa

A nationwide network of marine protected areas is in place, representing New Zealand’s marine ecosystems

**2020/21 result: 33%**

Calculated as the total combined area of marine reserves and marine mammal sanctuaries as at 2020/21, as a percentage of the total territorial sea of Aotearoa New Zealand.

See factsheet at

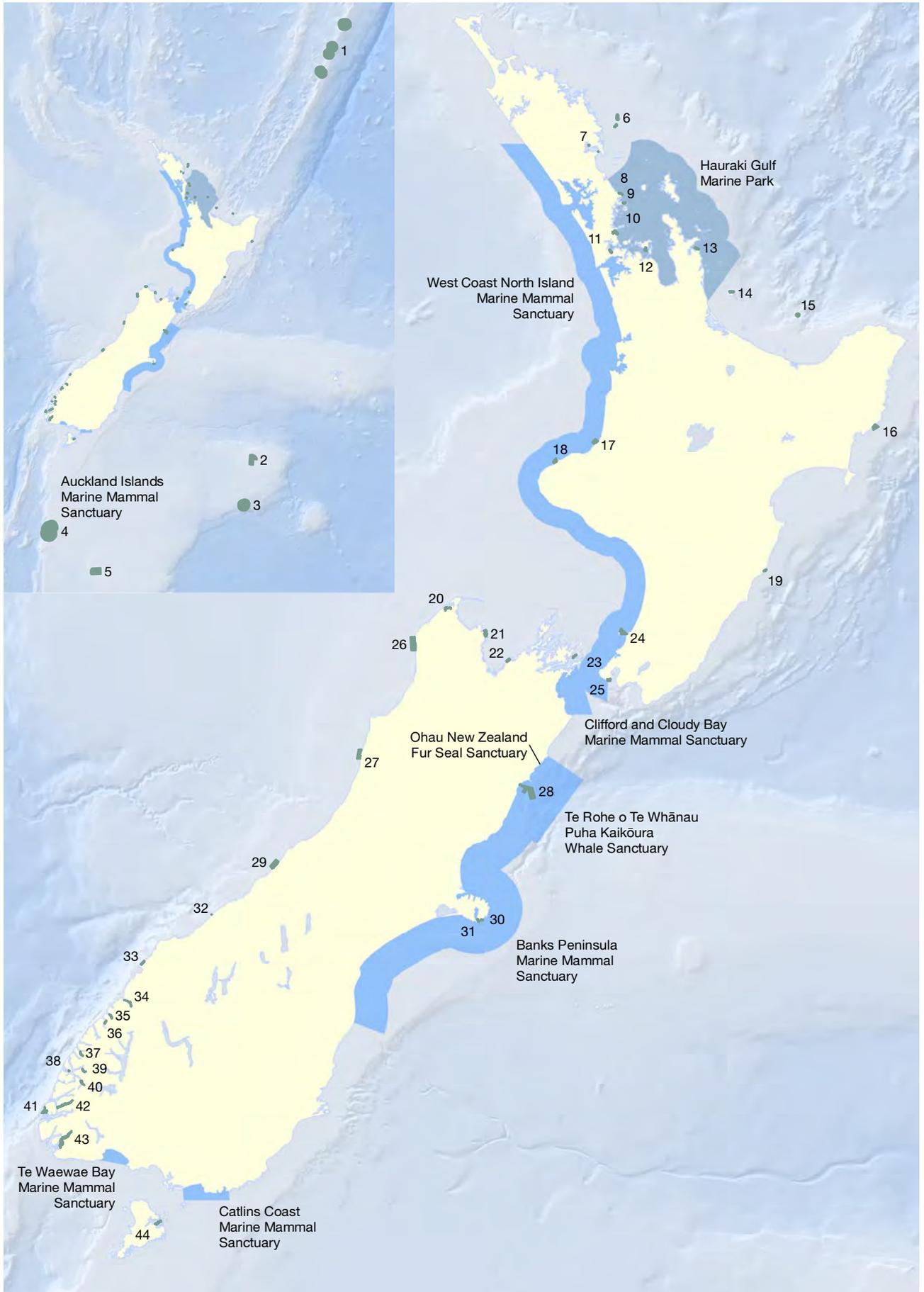
[www.doc.govt.nz/2021-annual-report-factsheets:](http://www.doc.govt.nz/2021-annual-report-factsheets)

*Proportion of marine ecosystems protected.*



- |   |  |
|---|--|
| <b>1</b> Kermadec Islands                   | <b>23</b> Long Island - Kokomohua          |
| <b>2</b> Moutere Hauriri/Bounty Islands     | <b>24</b> Kapiti                           |
| <b>3</b> Moutere Mahue/Antipodes Island     | <b>25</b> Taputeranga                      |
| <b>4</b> Auckland Islands - Motu Maha       | <b>26</b> Kahurangi                        |
| <b>5</b> Moutere Ihupuku/Campbell Island    | <b>27</b> Punakaiki                        |
| <b>6</b> Poor Knights Island                | <b>28</b> Hikurangi                        |
| <b>7</b> Whangārei Harbour                  | <b>29</b> Waiau Glacier Coast              |
| <b>8</b> Cape Rodney-Okakari Point          | <b>30</b> Pōhatu                           |
| <b>9</b> Tāwharanui                         | <b>31</b> Akaroa                           |
| <b>10</b> Long Bay-Okura                    | <b>32</b> Tauparikākā                      |
| <b>11</b> Motu Manawa-Pollen Island         | <b>33</b> Hautai                           |
| <b>12</b> Te Matuku                         | <b>34</b> Piopiotahi (Milford Sound)       |
| <b>13</b> Whanganui A Hei (Cathedral Cove)  | <b>35</b> Te Hapua (Sutherland Sound)      |
| <b>14</b> Tuhua (Mayor Island)              | <b>36</b> Hawea (Clio Rocks)               |
| <b>15</b> Te Paepae o Aotea (Volkner Rocks) | <b>37</b> Kahukura (Gold Arm)              |
| <b>16</b> Te Tapuwae o Rongokako            | <b>38</b> Te Awaatu Channel (The Gut)      |
| <b>17</b> Parininihi                        | <b>39</b> Kutu Parera (Gaer Arm)           |
| <b>18</b> Tapuae                            | <b>40</b> Taipari Roa (Elizabeth Island)   |
| <b>19</b> Te Angiangi                       | <b>41</b> Taumoana (Five Finger Peninsula) |
| <b>20</b> Westhaven (Te Tai Tapu)           | <b>42</b> Moana Uta (Wet Jacket Arm)       |
| <b>21</b> Tonga Island                      | <b>43</b> Te Tapuwae o Hua (Long Sound)    |
| <b>22</b> Horoirangi                        | <b>44</b> Ulva Island - Te Wharawhara      |

Aotearoa New Zealand's marine reserve network as at 30 June 2021.



**WHĀINGA WĀ ROA | STRETCH GOAL**

E whakakōrerotia ana ētahi Takiwā Ingoa Nui 50, e tiakina ana anō hoki

**2020/21 result: 20**

Source: [doc.govt.nz/our-work/heritage/icon-heritage-sites/](https://doc.govt.nz/our-work/heritage/icon-heritage-sites/)

The stories of 50 historic Icon Sites are told and protected



-  Nature conservation
-  European discovery
-  Maritime
-  Māori sites
-  New Zealand wars
-  Mining
-  Timber
-  Bridges
-  Transport – road
-  Farming
-  Coastal defences

**Te Papa Atawhai and Tohu Whenua and Te Papa Atawhai sites.**



**WHĀINGA WĀ ROA | STRETCH GOAL**

E mea ana 90% o ngā tāngata o Aotearoa he tino pai te whakahaere i ngā pānga o te manuhiri ki ngā whenua rāhui e āta tiakaina ana mō te hunga tūmatanui

**2020/21 result: 63%**

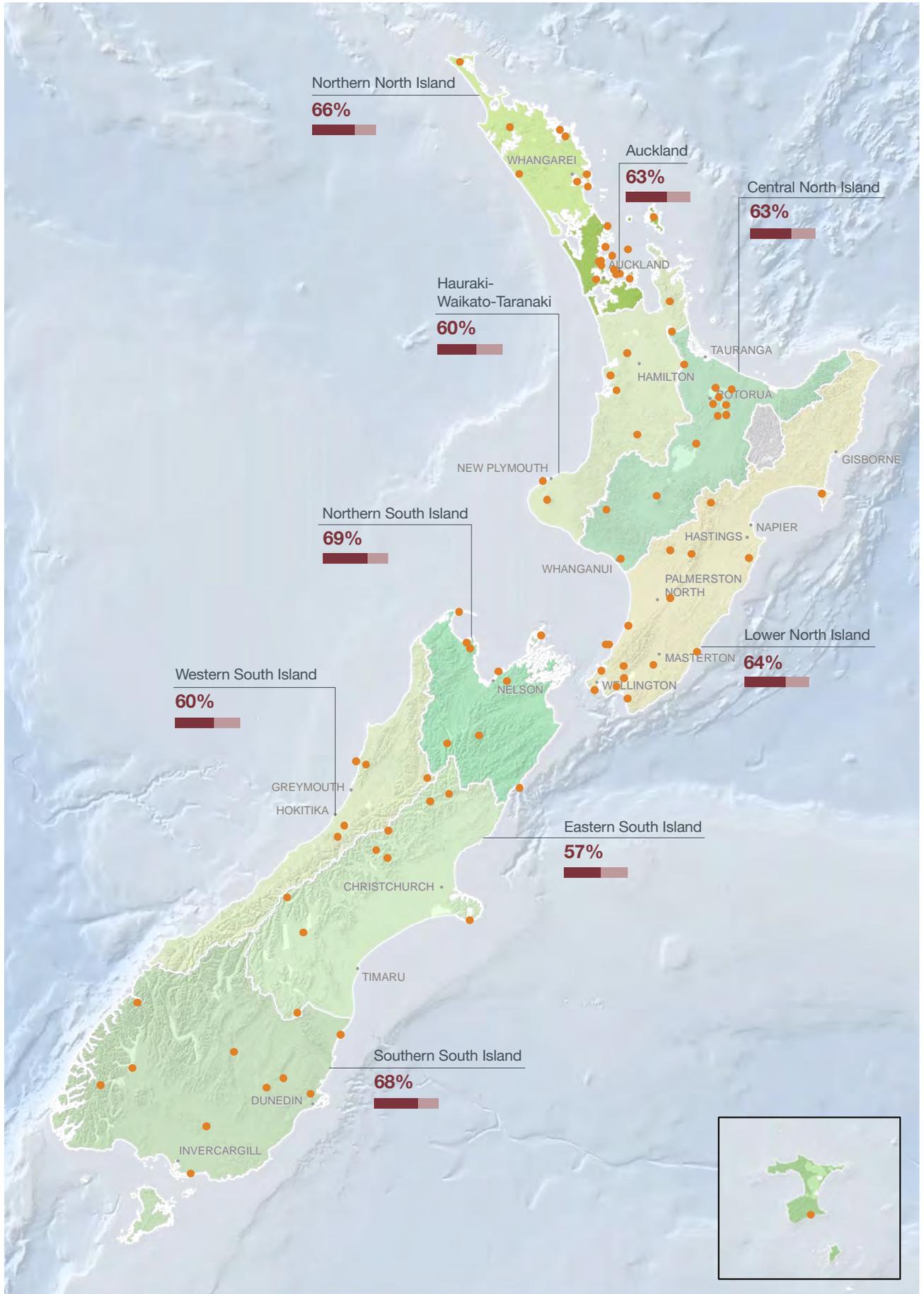
We asked survey participants how well they thought the impacts of visitors were being managed at Te Papa Atawhai heritage places and protected areas. Of the 623 participants, 394 thought the impacts were managed well or exceptionally well. As a result of a new survey commencing in late June 2021, the sample size is smaller than in previous years.

Source: Public Pulse of Conservation survey, June 2021.

90% of New Zealanders think the impacts of visitors on public conservation lands and waters are very well managed

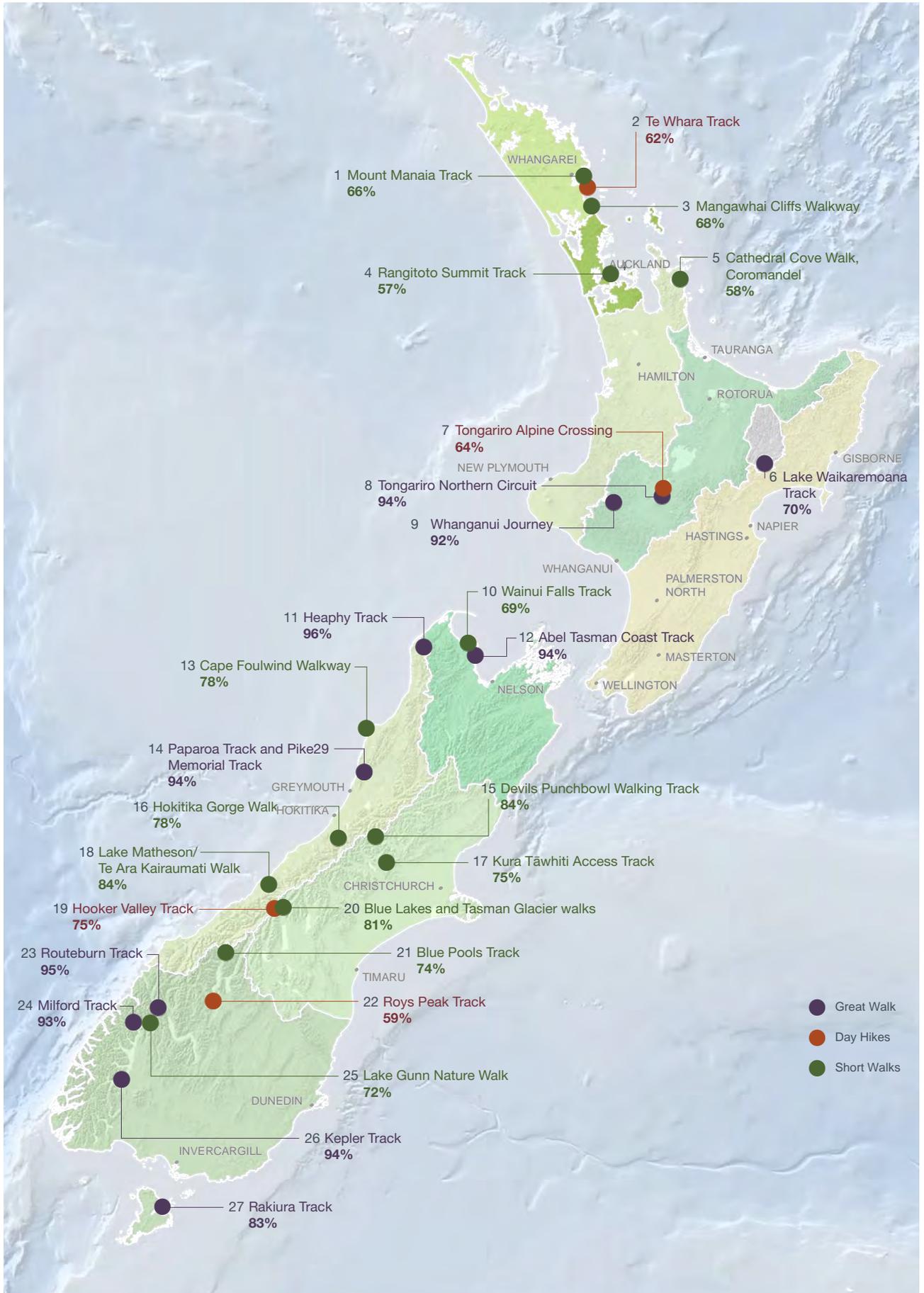


Percentages of survey respondents who thought the impacts of visitors were being managed well or exceptionally well, by region. The orange dots indicate the places visited.





**Percentage of people surveyed who were satisfied or extremely satisfied, by experience type (Great Walk, Short Walk or Day Hike).**



## Summary of output performance for 2020/21

The table below shows the significant output measures Te Papa Atawhai achieved in the 2020/21 year, along with trend data from the past 4 years.

<b>Pest and weed control</b>	<b>2016/17 actual</b>	<b>2017/18 actual</b>	<b>2018/19 actual</b>	<b>2019/20 actual</b>	<b>2020/21 actual</b>	<b>2020/21 target</b>
<b>Possums</b> – hectares treated for	205,037	256,601	188,537	245,560	<b>224,720</b>	211,700–276,400
<b>Rats and/or mustelids</b> – hectares treated for	1,045,291	763,514	807,493	1,012,516	<b>804,253</b>	889,400–1,087,200
<b>Deer</b> – hectares treated for	415,808	412,353	304,795	275,517	<b>142,864</b>	152,900–304,800
<b>Goats</b> – hectares treated for	1,049,453	1,072,448	1,082,596	1,077,059	<b>982,456</b>	869,000–1,062,100
<b>Weeds</b> – hectares treated for	380,187	291,942	248,716	212,783	<b>165,554</b>	174,600–213,400
<b>Wilding conifers</b> – hectares treated for	1,168,037	355,824	135,567	300,056	<b>168,069</b>	78,100–95,600
Number of island biosecurity programmes where a pest-free status has been maintained	79	63	51	44	<b>47</b>	55
<b>Ecosystems and species management</b>	<b>2016/17 actual</b>	<b>2017/18 actual</b>	<b>2018/19 actual</b>	<b>2019/20 actual</b>	<b>2020/21 actual</b>	<b>2020/21 target</b>
Number of optimised ecosystem prescriptions providing active management of ecosystems	517	561	577	594	<b>615</b>	580
Threatened species managed for persistence	338	265	219	256	<b>254</b>	235
Threatened species under active management to ensure local security	259	252	421	464	<b>463</b>	499
<b>Historic and cultural heritage restoration</b>	<b>2016/17 actual</b>	<b>2017/18 actual</b>	<b>2018/19 actual</b>	<b>2019/20 actual</b>	<b>2020/21 actual</b>	<b>2020/21 target</b>
Number of historic heritage assets for which remedial work is completed to standard	9	7	4	8	<b>16</b>	11
Percentage of historic heritage assets for which regular maintenance work is on track to standard	87%	86%	83%	83%	<b>84%</b> (1,255 out of 1,495)	75%

<b>Asset management</b>	<b>2016/17 actual</b>	<b>2017/18 actual</b>	<b>2018/19 actual</b>	<b>2019/20 actual</b>	<b>2020/21 actual</b>	<b>2020/21 target</b>
Huts – to standard	89%	90%	88%	81%	<b>89%</b>	90%
Tracks – to standard	60%	62%	56%	55%	<b>60%</b>	45%
Structures (bridges, boardwalks, etc) – to standard	97%	98%	95%	94%	<b>97%</b>	95%
<b>Recreation and other resource-use concessions</b>	<b>2016/17 actual</b>	<b>2017/18 actual</b>	<b>2018/19 actual</b>	<b>2019/20 actual</b>	<b>2020/21 actual</b>	<b>2020/21 target</b>
Longer-term recreation concessions monitored	18%	15%	18%	19%	<b>26%</b> (287 out of 1,118)	15% (165 of 1,100)
Other longer-term resource-use concessions monitored	7%	7%	9%	8%	<b>14%</b> (510 out of 3,519)	15% (495 of 3,300)
<b>Engagement</b>	<b>2016/17 actual</b>	<b>2017/18 actual</b>	<b>2018/19 actual</b>	<b>2019/20 actual</b>	<b>2020/21 actual</b>	<b>2020/21 target</b>
Workday equivalents contributed by people volunteering	36,018	41,882	38,179	32,614	<b>36,923</b>	26,710
Partnerships run during the year	777	450	312	411	<b>447</b>	417
Percentage of partners surveyed who rate their contribution to conservation as moderate or significant	67%	88%	71%	89%	<b>88%</b> (146 out of 165)	80%
Partnerships involving tangata whenua	197	32	28	41	<b>38</b> (9% of 447)	125 (30% of 417)
<b>Education and communication</b>	<b>2016/17 actual</b>	<b>2017/18 actual</b>	<b>2018/19 actual</b>	<b>2019/20 actual</b>	<b>2020/21 actual</b>	<b>2020/21 target</b>
Number of knowledge and skill-sharing initiatives provided	1,282	1,003	557	486	<b>368</b>	400
Percentage of participants surveyed who rate the initiative as partly effective or effective at meeting its objectives	71%	92%	94%	93%	<b>95%</b> (904 out of 954)	70%

# Mahi mō te Taiao

## Jobs for Nature

He mōkihi whakaora ōhanga te hōtaka a Te Kāwanatanga e mōhiotia nei ko Jobs for Nature/ Mahi mō te Taiao, puta noa i ētahi hinonga kāwanatanga, ko tōna kāupapa he hanga tūranga mahi mā ngā umanga, me ngā tāngata takitahi kua pāngia e ngā katinga tomokanga o COVID-19. Ko ētahi atu o ngā hinonga e whakahaere ana i ngā pūtea ko te Manatū Taiao, te Manatū Ahu Matua, ko Toitū Te Whenua Land Information, ko Hīkina Whakatutuki anō hoki.

Ko tā te hōtaka Mahi mō Te Taiao a Te Papa Atawhai he haumi rawa ki ngā mahi e whakaorangia ai ō tātou awa, e tiakina ai ō tātou wāhi kairangi, e hoki mai ai te mauriora ki ō tātou momo koiora māori. Ka horaina i raro i tēnei hōtaka tētahi \$488 miriona i roto i nga tau e 4 mā roto i te Tahua Papa Atawhai mō ngā whāinga wāhi mahi i te taiao, mō tōna 4,800 tāngata (tirohia **Figure 2** i raro iho nei). Hei wāhi o tēnei:

- \$200 miriona hei mahi tahi ki ngā kaunihera, ki ngā iwi me ngā umanga ā-takiwā puta noa i te motu hei hora mahi hāngai ki te taiao, ahakoa i whenua tūmatanui, i wāhi kē rānei, mā roto i ngā rōpū kōtūi ā-takiwā.
- \$141.3 miriona mō te whakaora pūnaha hauropi i ngā whenua tūmatanui, tūmataiti hoki, hei hanga, hei whakapūmau tūranga mahi rānei i roto i ngā kaupapa whakaora kanorau koiora nā te hāpori i ārahi
- \$147.5 miriona mō ētahi mahi patu kīrearea, haepapa kīrearea, tae atu ki te whakapiki i te kaupapa Aotearoa Kaikonihi-Kore, me te mahi tahi ki ngā iwi ki te ārai i te matenga o ngā ngahere o Te Ika a Māui.

Ko ngā kaupapa i raro iho nei ētahi o ngā mahi kua hangaia, kua tautokona hoki mā roto i Mahi mō Te Taiao. Mō ia āhua, kua puta he painga ki ngā tāngata takitahi, me ngā hāpori mā te āwhina ā-pūtea i ngā tūranga mahi kua whakaheke nei ngā hāora mahi i roto i ngā tūranga tāpoi, i ngā pūtea nei, waihoki, kua kawea whakamua ngā kaupapa atawhai i te taiao.

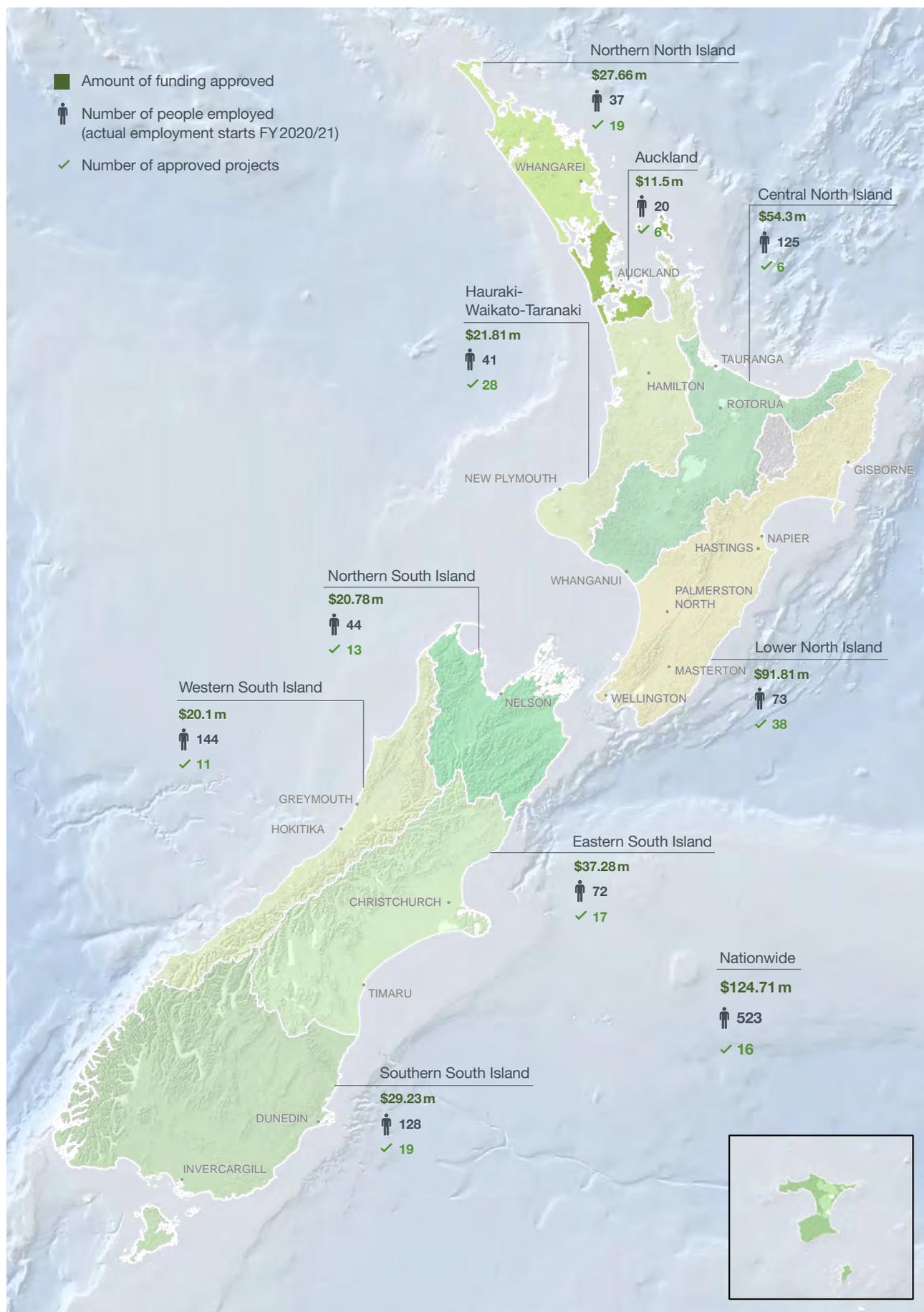
The Government's Jobs for Nature/Mahi mō te Taiao programme is an economic recovery package across multiple government agencies to create jobs for businesses and individuals affected by the COVID-19 border closures. The other agencies administering the funding are the Ministry for the Environment, the Ministry for Primary Industries, Land Information New Zealand and the Ministry of Business, Innovation and Employment.

The Te Papa Atawhai Jobs for Nature programme invests in jobs that will restore our rivers, protect precious places and ensure our native wildlife thrives. It provides \$488 million over 4 years through Vote Conservation for nature-based job opportunities for about 4,800 people (see **Figure 2**). This comprises:

- \$200 million to work with councils, iwi and local businesses throughout the country to provide 800 nature-based jobs, both on and off public land, through regional partnership groups
- \$141 million for ecosystem restoration on public and private land, to create or retain 422 jobs in community-led biodiversity restoration projects
- \$147 million for 532 jobs in pest control and eradication, including advancing Predator Free New Zealand and working with iwi to prevent the collapse of North Island forests.

The examples below are just some of the work created and supported through Jobs for Nature. In each case, the funding has benefited both individuals and local communities by subsidising reduced hours for employees in tourism-based employment, while also making gains for conservation.

**Figure 2: Jobs for Nature projects by region, showing the number of people employed (employment starts), the number of projects and funding approved, as at 30 June 2021**



## Te whakaora i te rohe o Waitomo, i Waikato

E whakawhirinaki ana te ōhanga o Waitomo ki ngā mahi tāpoi, otirā, ki te tini o te tāpoi o tāwāhi e haere mai ana kia kite i ngā ana titiwai. I āwhina Mahi mō te Taiao i te hanga tūranga mahi i roto i te umanga o Discover Waitomo, mā te whakaora hoki i ētahi wāhi hira o taua takiwā mā te kaupare kīrearea, te whakatō rākau i ngā tahataha awa, me te whakaora taipū. Nā tēnei tautoko i tiaki ētahi tūranga mahi ā-takiwā 10 kia kore ai e ngaro.

Ko tā te kaupapa Mahi mō Taiao ki Waitomo he whakawhanake pūkenga, he whakarato tūranga mahi hoki mō ngā tāngata o te rohe, pēnei i te hapū o Ruapuha Uekaha. Ko ētahi o ngā mahi tiaki taiao he whakatikatika i ngā ara o te rohe, he whakapiki i te pai o te hīkoi ngahere o Ruakurī, te punanga mātai whenua, me ētahi atu wāhi hira ā-ahurea.

Mā ngā kaimahi mai i Tūhura Waitomo e kawē ētahi mahi ārai kīrearea, whakaora taipū hoki i te takutai o Kiritehere/Kāwhia, me ētahi mahi whakatō tupu hei wāhi o te kaupapa o te Kaunihera ā-rohe o Waikato, hei whakaatahua i te Awa o Marokopa. Mā tēnei kaupapa e hanga kāhui tangata o te rohe, e āhei ai rātou te huri haere ki ngā mahi i roto i te ao tiaki taiao, whakangungu hoki i ētahi atu, nā te mea, e mahi ana rātou i tētahi mahi i ōna ake kaupeka o te tau.

Mā roto i ngā kaupapa pēnei i tēnei, mā Mahi mō Te Taiao e whakawātea te ara kia whakatupuria he mahi mō ngā kaupeka kore-mahi, kia noho ai ngā kaimahi i te rohe, kia whakatenatenatia hoki ētahi kaumupene kia puritia he kaimahi, kia puta ai he painga mō rātou mō ngā rā e tū mai nei.

## Te tautoko mahi tiaki taiao, tāpoi hoki i Arawhata (South Westland)

Ka tautoko te mahi tāpoi i te ōrau 90 neke atu o te taupori o Franz Josef, ā, e whakawhirinaki ana te nuinga o te ōhanga o reira ki ngā hunga tāpoi nō tāwāhi. He pou whirinaki hoki a Mahi mō te Taiao mō ngā umanga o te rohe, e āhei ai rātou te pupuri i ētahi kaimahi 90 kia haere tonu ā rātou mahi, mā roto i ētahi kaupapa tiaki taiao. Inā ētahi o ēnei kaupapa:

- te kaupare tarataru i ngā heketēa whenua e neke atu i te 70

## Waitomo region restoration, Waikato

The Waitomo economy relies on tourism, particularly from international visitors visiting the glow-worm caves. Jobs for Nature funding has helped support jobs within the Discover Waitomo business while restoring significant sites in the area through pest control, riparian planting and dune restoration. This support has already saved 10 local jobs.

The Waitomo Jobs for Nature project develops skills and provides employment for local people, such as the local Ruapuha Uekaha hapū. The conservation work includes maintaining local tracks and improving the Ruakuri bush walk, scenic reserve and other culturally significant areas.

The workers from Discover Waitomo will also carry out pest control and dune restoration on the Kiritehere/Kawhia coast, as well as riparian planting as part of the Waikato Regional Council project to enhance the Marokopa River. The project will create a pool of local people who, as they work in a seasonal industry, will gain the flexibility to participate in conservation work and train others.

Through projects like this one, Jobs for Nature has created the potential to develop off-season work programmes to keep workers in the area, encouraging companies to retain staff and invest in their future.

## Conservation and tourism support, South Westland

Tourism supports over 90 percent of the Franz Josef population, and a major part of the economy relies on international tourists. Jobs for Nature funding is a lifeline to local businesses, enabling them to retain about 90 staff to undertake conservation projects. These projects include:

- controlling weeds on over 70 hectares of land
- building over 600 predator traps
- analysing camera images and thousands of hours of video footage monitoring endangered species and observing predator movements
- undertaking lizard, bat, whio and kea surveys
- upgrading and maintaining several well-known and popular tracks, including the Lake Matheson/Te Ara Kairamati Walk and the

- te hanga i ētahi tāwhiti kaikonihī e neke atu i te 600
- te tātari i ngā whakaahua kāmera me ētahi haora tiroiro ataata e hia mano, hei aroturuki i ngā koringa o ngā momo noho mōrearea, hei mātai hoki i ngā koringa kaikonihī
- te whakahaere tirohanga ngārara, pekapeka, whio, kea hoki.
- te whakapaipai me te whakatika i ētahi ara hīkoi rongonui, rorotu hoki, tae atu ki te Hīkoi o te Ara Kairama, me ngā ara o Copland, o Roberts Point, Alex Knob, Lake Gault me Moraine
- te whakamahere i ngā ara hīkoi o te takiwā, i ngā ara paihikara, i ngā hīkoi poto me ngā wāhi urutomo hei tiroiro i te pae tukutuku o [www.accessibel.co.nz](http://www.accessibel.co.nz)
- te hopu kīrearea me te tapahi ara hīkoi i te riu o Landsborough hei tautoko i te kaupapa Tiaki Mohua i te Riu o Landsborough.
- he whakatikatika wharau, tae atu ki te tango matā i ngā wharau o Butler Junction, Smyth me te wharau o Whymper.

### **Te Whakatakaka-o-kā-kārehu-o-Tamatea (Fiordland)**

Nā te whakawhirinakitanga o te Whakatakaka ki ngā tāpoi o tāwāhi, i tino pāngia te rohe o Te Ānau me Te Whakatakaka nui tonu e te katinga o te tomokanga ki tāwāhi.

Mā ngā pūtea o Mahi mō te Taiāo e tautoko te kaupapa Rohe Tauārai o Te Whakatakaka-o-kā-kārehu-o-Tamatea (Fiordland), kei roto nei ngā mahi patu tarutaru i ngā whaitua i roto i tētahi rohe tauārai 1 km i te taha o te Rāhui ā-Motu o Te Whakatakaka, mai i Manapouri ki Piopiotahi. Ahakoa he nui ngā mahi a ngā kaunihera, a Te Papa Atāwhai me ngā kaupupuru whenua tūmataiti ki te ārai tarutaru mō te hia tau, he tino whānui kē atu te rohe o tēnei kaupapa. Mā te tohatoha i ngā mahi hei kirimana takitini, kua taea e ngā kamupene te tuku anō i ā rātou kaimahi ki te mahi patu tarutaru i ngā kaupeka o te kore mahi. Kua oti ētahi tūranga mahi rite ki te tekau mā rua mahi tūturu te hanga.

Copland, Roberts Point, Alex Knob, Lake Gault and Moraine tracks

- mapping local walkways, cycleways, short walks and access points for viewing on the [www.accessibel.co.nz](http://www.accessibel.co.nz) website
- trapping and track cutting in the Landsborough valley to support the Landsborough Valley Mohua Protection project
- maintaining huts, including lead removal from Butler Junction, Smyth and Whymper huts.

### **Fiordland**

Because Fiordland relies on international tourism, the border closures heavily affected Te Anau and the wider Fiordland area.

Jobs for Nature funding will support the Fiordland Buffer Zone Project, which involves weed control in sites throughout a 1 km buffer zone alongside the Fiordland National Park from Manapouri to Milford Sound. While councils, Te Papa Atāwhai and private landowners have been doing weed control in the area for many years, this project covers a much larger area. By distributing the work as multiple contracts, local companies can reassign their staff to weed control during off-peak seasons. Twelve full-time-equivalent jobs have been created.

# Te ora o Papatūānuku

## Healthy nature

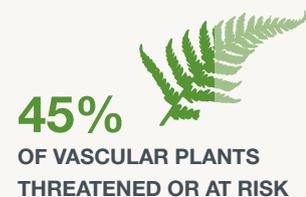


## Kua whakatikatikangia kua whakaorangia te kanorau o tō tātou aotūroa

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

I whanake mai o tātou momo kararehe me o tātou pūnaha hauropi i te hia tekau miriona tau ka hipa me te kore i rarua e te kaikonihī whāngote – nā konei ka noho tino mōrearea ki ngā kaikonihī i kawea mai i tāwāhi. Hei tauira, neke atu i te 37 ōrau o ngā momo manu, e 76 hoki o o tātou whānau mokomoko kua huaina he Mōrearea, he Momo Mōrea rānei, i raro i te te Pūnaha Whakarōpū Mōrea o Aotearoa.<sup>6</sup> He maha ētahi atu momo, (35 ōrau) e kīa ana he Raraunga Kore, ko te tikanga o tēnei karangatanga, kāore i te nui ngā raraunga e mōhiotia ai mehemea kei te mōrearea.

Aotearoa New Zealand's species and ecosystems evolved without mammalian predators for tens of millions of years – which makes them particularly vulnerable to introduced predators. For example, 37 percent of bird species and 76 percent of reptiles are classified as Threatened or At Risk under the New Zealand Threat Classification System.<sup>6</sup> Many other species (35 percent) are classified as Data Deficient, which means not enough is known to understand if they are threatened.



<sup>6</sup> [nztcs.org.nz/home](https://nztcs.org.nz/home)

Hei pupuru hei whakaora hoki i te kanorau o ō tātou taonga taiao, i hāpainga tonutia e mātou te ahunga 4-tau kua oti te whakatakoto i te tau 2018, i mahi hoki kia urutau ki ētahi panonitanga taketake e rua:

- te whāinga wāhi e horaina mai ana e te kaupapa He Mahi mō Te Taiao
- te whakaputanga o Te Mana o te Taiao – Aotearoa New Zealand Biodiversity Strategy.

Inā ētahi o ngā ekenga taumata o tēnei tau:

- kia maha kē atu ngā momo mōrearea me ngā pūnaha hauropi arotahi e āta poipoia ana
- kia tū he mahi whakaora i ētahi kāuru awa e toru atu anō, kia piki mā te 14 ngā awa e whakaoratia ana, i raro i ngā kōtuinga ki ētahi atu
- he haumarutanga koiora moutere pakari kē atu mā te whakawhanake me te whakatinana i ngā mahi whakangungu haumarutanga koiora mā ngā kaimahi, te whakaputa i ētahi Ritenga Whakahaere Paerewa Urupare, me te whakawhanake tonu i ngā tikanga mahi tino pai mō ngā mahi taratahi, mātai hoki
- he arotake o ngā tikanga kanorautanga haumaruru rōpū moutere hei tautuhi i ngā whakapikinga ake
- He whāngainga pūtea mō tētahi Hōtaka Taputapu hei Māketete mō ētahi kaupapa e whitu hei whakawhanake auahatanga i ngā taputapu ārai kaikonihī, hangarau hoki, tae atu ki te tūhura ara hou mō te 1080. Inā ētahi o ēnei kaupapa:
  - te toha i te para-aminopropiophenone (PAPP) mā te rererangi hei patu toriura
  - he māunu wā-roa momo kararehe maha
  - he tāwhiti moroiti toha ā-rererangi memeha i te taiao hei patu kiore (tirohia te whakaahua i te wharangi kei tua)
  - he pūrere kite kīrearea aunoa
  - te tuku māunu ā-rererangi mā te matatopa
  - he huringa ture hao inanga hou, me tētahi hōtaka hou e pai ake ai te whakahaere inanga hei ngā rā ki mua.

To maintain and restore the diversity of our natural heritage in the past year, we continued with the 4-year direction set in 2018 and worked to adapt to two fundamental changes:

- the opportunity provided by the Jobs for Nature programme
- the release of Te Mana o te Taiao – Aotearoa New Zealand Biodiversity Strategy.

Some of the achievements this year include:

- more representative ecosystems under management
- restoration work in a further three river catchments, increasing to 14 the number of rivers being restored in partnership with others
- stronger island biosecurity, including by developing and implementing island biosecurity training for staff, publishing an Incursion Response Standard Operating Procedure, and developing best practice for quarantine and surveillance activities
- audits of several island groups' biosecurity practices to identify improvements
- Tools to Market Programme funding for seven projects to develop innovations in predator-control tools and technologies, including to explore new alternatives to 1080.

The projects include:

- aerial para-aminopropiophenone (PAPP) for stoat control
- a multi-species long-life lure
- a biodegradable aerially distributed micro-trap for rats (see photo overleaf)
- an automated pest-detection device
- aerial baiting by drone
- whitebait regulation changes and a new programme for better whitebait management in future.

## He Mahi mō te Taiao

Kua tonoa anō e Mahi mō te Taiao ētahi kaimahi kua pāngia ngā tūranga e COVID-19 ki ētahi tūranga hei painga mō tō tātou taiao. Hei tauira, nā ngā pūtea o Mahi mō te Taiao kua piki te ārainga paina tupunua mō te tau ka hipa ake nei, ā, kua kitea hoki ētahi whāinga wāhi tūranga mahi ā-rohe, ā-whakangungu hoki. Me i kore ēnei pēhitanga pūputu, kua toro tēnei mea te paina tupunua hei ngahere mātotoru, e tāmia ai ngā pūnaha hauropi māori. Kua tupu he tira kaimahi pūkenga-nui ināianei hei kawē whakamua i ēnei mahi i roto i ngā tau e 3 o te whāngainga pūtea Mahi mō te Taiao.

Ko ētahi atu o ngā kaupapa Mahi mō te Taiao hei āwhina hei whakaora hoki i te kanorau koiora ko te kaupare i ngā kaikonihī, kīrearea hoki, te whakatō rākau me te hanga taiapa i ngā tahataha awa, he mahi tiaki, hei arotake hoki i ngā momo koiora mōrearea, me te hutihuti tarutaru.

## Ko Te Mana o te Taiao – Aotearoa New Zealand Biodiversity Strategy

Ko tā Te Mana o te Taiao, i whakaputaina i te marama o Ākuhata i te marama o Ākuhata 2020, he taki i te ahunga o te haere mō ngā mahi tiaki taiao taea noatia te tau 2050. Ko te matakiti o te rautaki ko 'Te Mauri Hikahika o te Taiao – he hihiri, he matomato te tupu o te mauriora o te taiao'. Ko tētahi o ngā kānoi taketake o te rautaki he kauwhau kāpā ko te tupu o te kanorau koiora me te taiao tētahi painga mō te taiao anake, engari mō tō tātou ake hauora, toiora hoki hei tangata.

Nā Te Papa Atawhai te whakawhanaketanga o Te Mana o te Taiao i ārahi, i runga anō i ngā kupu tohutohu a ngā whānau, a ngā hapū, iwi, whakahaere Māori, hāpori, tāngata takitahi, kaupupuru pānga, a ngā whakahaere ehara i te kāwanatanga ā-rohe (NGOs), a ngā hinonga ahumahi, ngā kaunihera me te kāwanatanga ā-motu.

Kei te rautaki ngā whakamārama mō ngā whāinga e rima kia tutuki i te tau 2050.

1. E hauora ana ngā pūnaha hauropi mai i ngā tihi maunga ki te rire o te moana.
2. E hauora ana ngā momo koiora māori me ō rātou ripoinga puta noa i Aotearoa.
3. E ranea ana ngā oranga tangata nā te hono ki te taiao.



Hon Kiritapu Allan holding a micro-trap prototype. Photo: DOC

## Jobs for Nature

The Jobs for Nature programme has redeployed kaimahi affected by COVID-19 into roles that benefit our natural environment. For example, Jobs for Nature funding has boosted control of wilding conifers in the past year while providing regional employment and training opportunities. Without ongoing control, wilding conifers spread quickly to form dense forests that adversely affect native ecosystems. There is now a well-trained workforce to carry this work forward over the next 3 years of Jobs for Nature funding.

Other Jobs for Nature projects that help maintain and restore biodiversity include predator and pest control, riparian planting and fencing, work to protect and monitor threatened species, and weed removal.

## Te Mana o te Taiao – Aotearoa New Zealand Biodiversity Strategy

Te Mana o te Taiao, released in August 2020, provides direction for conservation work to 2050. The strategy's vision is 'Te Mauri Hikahika o te Taiao – the life force of nature is vibrant and vigorous'.

4. E ora ana ngā hoa Tiriti, ngā whānau, ngā hapū me ngā iwi nā tō rātou noho tika hei rangatira, hei kaitiaki.
5. E paiheretia taketaketia ana te whāinga rawa ki te kanorau koiora hihiri.

Ko te hipanga kei mua he whakawhanake i tētahi mahere whakatinana pāhekoheko, hei taki i ā tātou mahi me ngā haepapa i te taha.

I whakaputaina e mātou tā mātou Puka Pūtaiao Tiaki Taiao Kanorau Koiora,<sup>7</sup> i te marama o Hakihea 2020, hei hoa mō Te Mana o te Taiao. Tā te puka nei he takitaki i ngā matea rangahau rautaki mō ngā taputapu whakahaere mō ngā tau e 5 ki te 10 e tū mai nei, ngā hiahia hononga me ngā āputa o Te Mana o te Taiao. Ahakoa ka whakamahia te puka hei whakaraupapa tika i ā mātou rangahau, mā reira hoki e kitea ai he arotahi mō te hunga katoa kei roto i ngā mahi pūtaiao kanorau koiora i Aotearoa.

### Kaikonihi-Kore 2050

He whāinga tino matawhānui a Kaikonihi-Kore Aotearoa 2050, kia wātea te motu i ngā kaikonihi e toru tino kino te ngangau mō ō tātou momo māori, - arā, ngā paihamu, te whānau tori, (te whereti, te toriura, me te wihara) hei mua i te takanga ki te tau 2050. Hei tauira, neke atu i te 26 miriona ngā manu māori<sup>8</sup> ka patua e ngā kaikonihi i takea mai i tāwāhi ia tau.

Ko Te Papa Atawhai te hinonga ārahi mō Kaikonihi-kore 2050. E tautoko ana mātou i tētahi ohu pāhekoheko puta noa i ētahi whakahaere, hinonga, me ngā rōpū 26, hei ruruku i te whakamahinga rawa me ngā whakapaunga kaha. He mea taketake te whāinga wāhi o te whānau, o te hapū, o te iwi hoki mō te ahunga whakamua o te kōkiri Kaikonihi-kore 2050.

I te marama o Pipiri i tū te Hui Taumata Kaikonihi-kore 2050ā-motu tuatahi, hei whakahuihui mai i tōna tōnuitanga o ngā tāngata me ngā hinonga hei tiritiri kitenga, uauatanga hoki, kia noho mōhio hoki ki ngā whanaketanga hou i te taha taputapu, hangarau hoki.

<sup>8</sup> [blog.forestandbird.org.nz/why-i-enjoyed-the-rena-disaster](https://blog.forestandbird.org.nz/why-i-enjoyed-the-rena-disaster).

<sup>7</sup> [www.doc.govt.nz/biodiversity-conservation-science-prospectus](https://www.doc.govt.nz/biodiversity-conservation-science-prospectus)

A central theme of the strategy is that thriving biodiversity and nature will benefit not just the environment, but our own health and wellbeing as well.

Te Papa Atawhai led the development of Te Mana o te Taiao, building on the advice and ideas of whānau, hapū, iwi, Māori organisations, communities, individuals, stakeholders, non-governmental organisations (NGOs), industry organisations, and central and local government.

The strategy describes the following five goals to be achieved by 2050.

1. Ecosystems, from mountain tops to ocean depths, are thriving.
2. Indigenous species and their habitats across Aotearoa New Zealand and beyond are thriving.
3. People's lives are enriched through their connection with nature.
4. Treaty partners, whānau, hapū and iwi are exercising their full role as rangatira and kaitiaki.
5. Prosperity is intrinsically linked with a thriving biodiversity.

The next step is developing a collaborative implementation plan, which will set out actions and responsibilities.

Complementing Te Mana o te Taiao, we released our Biodiversity Conservation Science Prospectus<sup>7</sup> in December 2020. The prospectus states our strategic and operational tool-based research needs for the next 5 to 10 years, and links research needs and gaps to Te Mana o te Taiao. Although the prospectus will be used to prioritise our research, it also provides focus for everyone involved in biodiversity conservation science in Aotearoa.

### Predator Free 2050

Predator Free 2050 is an ambitious goal to make Aotearoa free of the three introduced predators that cause the greatest harm to our native species – possums, mustelids (ferrets, stoats, weasels) and rats – by 2050. For example, over 26 million native birds<sup>8</sup> are killed each year by non-native predators.

Ko tā tētahi pūrongo Ahunga Whakamua 5-tau Kaikonihi-kore i ēnei marama tata<sup>9</sup> he whakarāpopoto i te ahunga whakamua hira i oti ki ngā whāinga tārewa o te rautaki Kaikonihi-kore (tirohia **Figure 3** i raro iho nei).

### Atamai hangahanga (AI) me te tiaki taiao

Nā tā mātou haumi ki ngā mahi rorohiko ā-kapua kua āhei mātou ki te rokiroki, ki te tukatuka raraunga kia hohoro kē atu, kia ngāwari kē atu te utu, kia kakama kē atu hoki i ō mua āhuetanga. Nā konei i hua ake ai ētahi painga nui mō te taiao me ngā whakapaunga kaha mō te taiao huri noa i te ao – hei taura, kua uru mātou hei hoa kōtui ki tētahi kaihoko hangarau paetata kia akona ai e tētahi taura mīhini te kite karanga tokoeka, nā ngā raraunga i kohia i te ngahere. Ka taea ngā raraunga karanga-manu nei te whakamahi, mā ngā ara maha, e ngā kairangahau, hei aroturuki i ngā huringa ki ngā taupori manu.

Hei whakawhānuitanga tēnei mō ngā mahi a ētahi atu, kei roto ētahi i Te Papa Atawhai, kei waho ētahi, hei kawē whakamua i te tohutanga aunoa o ngā karanga o te kiwi, o te ruru, o te pekapeka, mā te whakamahi tikanga atamai hangahanga pēnei.

#### KEY

- Achieved
- Will not be achieved by 2025
- On track to be achieved by 2025
- Insufficient data



**Figure 3: Progress summary against Predator Free 2025 interim goals**

<sup>9</sup> [www.doc.govt.nz/pf2050-5-year-progress-report](http://www.doc.govt.nz/pf2050-5-year-progress-report)

Te Papa Atawhai is the lead agency for Predator Free 2025. We support a collaborative approach to align resources and efforts across 26 different organisations, agencies and entities. Whānau, hapū, iwi and community involvement is crucial to the success of the Predator Free 2025 movement.

The first national Predator Free 2025 summit in June 2021 brought together a range of people and organisations to share insights and challenges, and to be updated on the latest developments in tools and technology.

A recent Predator Free 2025 5-year progress report<sup>9</sup> outlines the significant progress made against many of the interim goals in the Predator Free strategy (see **Figure 3** below).

### Artificial intelligence (AI) and conservation

Our investment in cloud computing means we can store and process our data faster, more cheaply and more efficiently than ever before. This brings clear benefits for nature and global conservation efforts – for example, we have partnered with a local technology vendor to train a machine-learning model to find tokoeka/kiwi calls from data collected in the field. This bird-call data can be used in different ways by researchers, such as to monitor changes in bird populations.

This builds on work done by others, both within and external to Te Papa Atawhai, to progress the automated identification of kiwi, ruru/morepork and bat calls using similar AI methods.

## Statement of service performance for 2020/21

### Hectares of land under sustained control

Sustained control means the overall hectares covered in the course of multi-year operations. This reflects the scale of ongoing control by Te Papa Atawhai and others. Cycles of treatment may be continual or up to 7 years apart.

	2018/19 actual	2019/20 actual	2020/21 actual
<b>Possums</b>	1,563,000	1,576,600	1,598,565
<b>Rats</b>	1,353,600	1,390,000	1,370,213
<b>Deer</b>	980,000	998,000	1,001,097
<b>Goats</b>	2,200,000	2,169,400	2,242,103
<b>Weeds</b>	909,600	880,400	902,565
<b>Wilding conifers</b>	1,797,000	1,529,700	1,823,325

### Output performance

Pest and weed control	2018/19 actual	2019/20 actual	2020/21 target	2020/21 actual	Variance and commentary (if required)
<b>Possums<sup>(SM)</sup></b> – hectares treated for	188,537	245,560	211,700 – 276,400	<b>224,720</b>	<b>Achieved</b>
<b>Rats and/or mustelids<sup>(SM)</sup></b> – hectares treated for	807,493	1,012,516	889,400 – 1,087,200	<b>804,253</b>	<b>Not achieved</b> Fewer large-scale control operations were undertaken than planned, primarily due to monitoring showing low rodent numbers.
<b>Deer<sup>(SM)</sup></b> – hectares treated for	304,795	275,517	152,900 – 304,800	<b>142,864</b>	<b>Not achieved</b> The Southern South Island region reassessed areas targeted for deer control, reducing the total area controlled for deer.
<b>Goats<sup>(SM)</sup></b> – hectares treated for	1,082,596	1,077,059	869,000 – 1,062,100	<b>982,456</b>	<b>Achieved</b>
<b>Weeds<sup>(SM)</sup></b> – hectares treated for	248,716	212,783	174,600 – 213,400	<b>165,554</b>	<b>Not achieved</b> As the funding for a planned work programme was changed, this work is recorded against the ‘Contribution of others’ measure, instead of this measure.

	2018/19 actual	2019/20 actual	2020/21 target	2020/21 actual	Variance and commentary (if required)
<b>Pest and weed control</b>					
<b>Wilding conifers<sup>(SM)</sup></b> – hectares treated for	135,567	300,056	78,100 – 95,600	<b>168,069</b>	<b>Achieved</b>
Number of island biosecurity programmes where a pest-free status has been maintained <sup>(SM)</sup>	51	44	55	<b>47</b>	<b>Not achieved</b> Pest-free status was not able to be confirmed by year end for several islands, including Motuopao, Motunau/Plate, Raoul, Ulva, and Anchor islands.
<b>Ecosystems and species management</b>					
Number of optimised ecosystem prescriptions providing active management of ecosystems <sup>(SM)</sup>	577	594	580	<b>615</b>	<b>Achieved</b>
Threatened species managed for persistence <sup>(SM)</sup>	219	256 <sup>10</sup>	235	<b>254</b>	<b>Achieved</b>
Threatened species under active management to ensure local security <sup>(SM)</sup>	421	464	499	<b>463</b>	<b>Not achieved</b> Some planned work programmes were deferred or resources were redeployed. In some places, weka numbers have increased and are now impacting on threatened species.
Threatened species under active management to improve understanding	242	240	263	<b>252</b>	<b>Achieved<sup>11</sup></b>
<b>Crown contribution to regional pest management strategies</b>					
Number of regional pest management strategies with completed Crown exacerbator weed and pest programmes	15	12	12	<b>14</b>	<b>Achieved</b>

## Case studies

The following case studies highlight the long-term impact of some of the work undertaken for this intermediate outcome and related stretch goals.

- South Island/Te Waipounamu Threatened Species Protection Programme
- International recognition for Wairarapa Moana
- The FALCON bird-banding database

<sup>10</sup> This number was incorrectly reported as 430 last year.

<sup>11</sup> Te Papa Atawhai considers that performance has been achieved when the output is within a tolerance level acceptable for the nature of the work. This is generally within 10% of the performance target. When outside this range, a variance comment is provided.



The New Zealand **tara iti/fairy tern** is New Zealand's most endangered bird, with fewer than 40 birds. There were 3 recorded breeding pairs in 1984, increasing to 9 breeding pairs producing 7 chicks in the last season.



**Kākī** numbers have increased from 23 birds in 1981 to 169 adults in 2020.



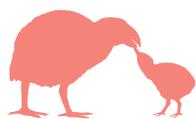
The **kākāpō** population has grown by almost 70% since 2016 to a total of 204 individuals today.<sup>12</sup>



Chatham Island **tōrea/oystercatcher** numbers have increased from about 140 birds in 1998, to 350 in December 2020.



The **North Island kōkako** has increased from 330 breeding pairs in the late 1990s to 2,000 breeding pairs, thanks to predator control.



**Takahē** numbers have been growing by around 10% a year since 2015 to now number nearly 450.



There are now 748 pairs of **whio**, an increase of 151% on the 298 pairs in 2011.



In Pureora forest, **kākā** numbers increased from 640 birds in 2000 when predator control began, to 2,600 birds in October 2020 (a 400% increase).<sup>13</sup>



In Fiordland, **pekapeka/short-tailed bats** have increased from about 300 in the 1990s to 3,000 today, thanks to predator control.<sup>14</sup>



In South Westland, **mohua/yellowhead** numbers have increased from 14 in 1987 to 485 in November 2020, due to predator control.



The **swamp helmet orchid (Corybas carsei)** has increased from 77 individuals in 2008 to 501 in August 2020.

<sup>12</sup> See factsheet at [www.doc.govt.nz/2021-annual-report-factsheets](http://www.doc.govt.nz/2021-annual-report-factsheets): Population dynamics of kākāpō.

<sup>13</sup> See factsheet at [www.doc.govt.nz/2021-annual-report-factsheets](http://www.doc.govt.nz/2021-annual-report-factsheets): Kākā at Waipapa.

<sup>14</sup> See factsheet at [www.doc.govt.nz/2021-annual-report-factsheets](http://www.doc.govt.nz/2021-annual-report-factsheets): Survival rates for short-tailed bats at two managed sites.



## South Island/Te Waipounamu Threatened Species Protection programme

### Working together to secure taonga species from extinction

#### What's the issue?

The kākāriki karaka/orange-fronted parakeet (*Cyanoramphus malherbi*), a taonga species, is on the brink of extinction – there are probably fewer than 400 birds left. The wild population is confined to a few isolated valleys in North Canterbury, and a small, translocated population on Blumine Island/Ōruawairua in the Marlborough Sounds.

The main threat to kākāriki karaka is predation by introduced mammals. Although an intensive trapping and nest-protection programme has increased the survival of wild birds and chicks, we also need self-sustaining wild populations, which require captive breeding and translocations of captive-bred juvenile birds.

Following the rediscovery of the species in the 1990s, Te Rūnanga o Ngāi Tahu and Te Papa Atawhai have worked together to help kākāriki karaka recover and to secure their future. Our work is guided by the principles of co-governance, co-design and co-management.

The new Te Waipounamu Threatened Species Protection programme is a chance for Te Papa Atawhai and mana whenua to co-design a programme and test the way we work together on conservation of taonga species. This work includes incorporating mātauranga Māori into species management and developing the kawa to guide the staff working on this programme.



Bill Cash and Mike Aviss releasing kākāriki at Blumine Island Scenic Reserve. Photo: Sabine Bernert

#### What's our approach?

- Te Rūnanga o Ngāi Tahu and Te Papa Atawhai are collaborating throughout the programme.
- Our priorities are to:
  - secure the existing wild bird populations and manage threats to adult and chick survival
  - plan for population growth by building a self-sustaining population at a new site this year, and by considering sites for future translocations.
- To improve captive breeding capacity and success, we are:
  - strengthening our partnership with the Isaac Conservation and Wildlife Trust, as the Trust is central to the breeding programme
  - working with captive-breeding partners to maximise genetic diversity in the captive kākāriki karaka population.

#### What has been accomplished?

- A successful Jobs for Nature bid has supported this programme by providing funding to Hiking NZ for 15 FTEs to deliver predator control in North Canterbury.
- We are recruiting a team to deliver and sustain the programme.
- The programme will also benefit other taonga species (such as mohua, kiwi, kea, kākā and whio) in the same habitats.
- A new landscape-scale project to control feral cats is underway in North Canterbury valleys where kākāriki karaka are present.
- A research project has started on Blumine Island to find out what is limiting population growth there.

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## International recognition for Wairarapa Moana

### The North Island's third-largest wetland ecosystem gains Ramsar status

#### What's the issue?

Wairarapa Moana's 10,000 hectares of wetland and open water has been granted Wetland of International Importance status by the Ramsar Convention.<sup>15</sup> This is significant because New Zealand has lost 90 percent of its wetlands, and many of those remaining are threatened by development and poor-quality water.

Ramsar is an intergovernmental treaty for the conservation and use of wetlands and their resources. There are now more than 2,000 Ramsar sites worldwide, with seven in New Zealand (see **Figure 4**). This designation means New Zealand must manage Wairarapa Moana to protect its current values, monitor these values and report back to the convention.

#### What's our approach?

- Collaboration over many years with Wairarapa iwi, community groups and organisations to champion this kaupapa to obtain Ramsar status.

- The Wairarapa Moana Wetlands Group has been working collaboratively to manage the wetland since 2008. It comprises representatives from Ngāti Kahungunu ki Wairarapa, Rangitāne o Wairarapa, Greater Wellington Regional Council, South Wairarapa District Council and Te Papa Atawhai.
- Listing the site under the Ramsar Convention required multiple Cabinet approvals and final approval from the Governor-General.

#### What has been accomplished?

- The creation of New Zealand's first new Ramsar International Wetland site in 10 years.
- Ramsar status recognises not only the value of the wetland, but also the community efforts to restore and protect the site.



Wairarapa Moana, Tararua Forest Park. Photo: DOC

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<sup>15</sup> The convention's complete title is the 'Ramsar Convention on Wetlands of International Importance especially as Waterfowl Habitat'.

Figure 4: The seven Ramsar sites in New Zealand, with their size and designation date



## The FALCON bird-banding database

### A new approach to biodiversity data management for Aotearoa New Zealand

#### What's the issue?

Marking birds with numbered and coloured bands helps us track their survival and movements, and study their behaviours. This information contributes to conservation management decisions; for example, we can use re-sighting data of banded birds to determine the outcome of translocations or predator control.

The DOC Banding Office manages the New Zealand National Bird Banding Scheme in accordance with our statutory responsibility to manage marking of wildlife. We curate a bird-banding data set that spans 92 years, and comprises over 1.6 million records of 321 individually marked bird taxa and over 300,000 bird re-sighting and recovery records.

This data set is only useful to conservation decisions if it is accurate, up to date and easily accessible. The original database lacked an online interface for banders and used software that was no longer supported. To improve the service and quality of information from the scheme, we needed a new database, built with a new approach and new technology for managing biodiversity data.

#### What's our approach?

- We recognised advances in information technology are an opportunity to expand the database with the public's help – and for the public to engage with conservation at the same time.
- Accordingly, we worked with external vendors to build a user-friendly and publicly accessible online system to manage bands, banders and the resulting data.
- We migrated data from various formats into a single database and checked the data for errors to ensure quality.
- A reference group, representing all sectors of the banding community, refined the data set's requirements during the development process.
- The system will undergo continuous improvement based on user feedback.

#### What has been accomplished?

- The FALCON bird-banding database is now live: [app.birdbanding.doc.govt.nz](http://app.birdbanding.doc.govt.nz)
- The Aotearoa banding community (within and external to Te Papa Atawhai) can upload, view, search, map and share banding data through FALCON's online interface.
- The public can report sightings of banded birds in FALCON and access openly available data, engaging the community in conservation.
- The database enables more research, collaboration and analysis for conservation management.
- Our management of bird-banding data is now more robust, reliable and efficient, improving the contribution of this data to conservation management. The FALCON data have already contributed to threat classification assessments and are being used in over 200 research and monitoring projects.



Home page of the FALCON Bird-Banding System.  
Photo of kārearea/New Zealand falcon: Black Stallion Photography

### Output class operating statement 2020/21: Management of Natural Heritage

	30/06/20 Actual \$000	30/06/21 Budget \$000	30/06/21 Revised budget \$000	30/06/21 Actual \$000
Revenue				
Crown	242,238	239,463	306,794	306,794
Other	24,053	24,401	26,089	24,426
<b>Total revenue</b>	<b>266,291</b>	<b>263,864</b>	<b>332,883</b>	<b>331,220</b>
Expenses	240,700	263,864	332,883	288,678
<b>Surplus/(deficit)</b>	<b>25,591</b>	<b>0</b>	<b>0</b>	<b>42,542</b>

### Output class operating statement 2020/21: Crown contribution to Regional Pest Management

	30/06/20 Actual \$000	30/06/21 Budget \$000	30/06/21 Revised budget \$000	30/06/21 Actual \$000
Revenue				
Crown	3,191	3,212	2,966	2,966
Other	25	100	29	29
<b>Total revenue</b>	<b>3,216</b>	<b>3,312</b>	<b>2,995</b>	<b>2,995</b>
Expenses	2,701	3,312	3,095	2,732
<b>Surplus/(deficit)</b>	<b>515</b>	<b>0</b>	<b>(100)</b>	<b>263</b>

## Kua whakaorangia ō tātou tātai kōrero, kua tiakina hoki

### Our history is brought to life and protected

Ko ētahi o ngā whāinga o Te Papa Atawhai he whakarite tikanga e whai painga ai ngā tāngata o Aotearoa me ngā manuhiri mai i tāwāhi i ō rātou tatanga mai ki ō tātou tātai kōrero, tuakiri ahurewa hoki.

Ka hāngai tonu tēnei whāinga ki tō tātou haepapa kia tiakina ngā wāhi mātai whai para, tuku iho hoki, i ngā whenua me ngā wai tūmatanui, me ngā roto. Kei roto i ēnei ko ētahi o ngā wāhi tuku iho tino hira ā-ahurea, pēnei i te Pā o Ōtātara, Te Rori Tawhito o te Kōti i Ohakune, i te Pā o Ruapekapeka me te awaawa o Karangahake.

I takea mai ā mātou tikanga mō ngā taonga tuku i ētahi mātāpono e rua.

1. **Te taki pūrākau** – he tiri i ngā pūrākau nunui mō ngā tātai kōrero a ngā iwi katoa o Aotearoa – New Zealand kia pai ai ki te tangata, kia tahuri mai te tangata ki te tiaki i ngā taonga hira ā-ahurea o tō tātou whenua (tirohia te mātainga tūāhua mō Te Pā o Ruapekapeka i te **whārangi 69**, mō tētahi tauria).
2. **Te Tautiaki** – he tiaki i ō tātou wahi ahurea tuku iho kei kinongia, he pupuri hoki i ngā wāhi taketake kia toitū tonu, kia noho ai hei wāhi whakamīharo mā ngā reanga o nāianeī, o āpōpō hoki.

I a tātou e whakahaere nei i ngā wāhi ahurea tuku iho maha o Aotearoa, ka whakaraupapatia e mātou:

Te Papa Atawhai objectives include ensuring that New Zealanders and international visitors can benefit from their connections with our history and cultural identity.

This objective aligns with our statutory responsibility to conserve the archaeological and historic sites on public conservation lands and waters. These include some of Aotearoa New Zealand’s most significant cultural heritage places, like Otatara Pa, Ohakune Old Coach Road, Ruapekapeka Pā and Karangahake Gorge.

Our approach to heritage rests mainly on two principles.

1. **Storytelling** – sharing stories about Aotearoa New Zealand’s collective histories in ways that resonate with people, to generate support for the conservation of our nation’s cultural heritage (see the case study on Ruapekapeka Pā on **page 68**, for example).
2. **Protection** – protecting cultural heritage sites from harm and maintaining key places in a stable condition so they can be enjoyed by current and future generations.

In managing Aotearoa New Zealand’s many cultural heritage sites, we prioritise:

- bringing history to life through quality visitor experiences at Tohu Whenua<sup>16</sup> sites and our 50 Heritage Icon sites

<sup>16</sup> Tohu Whenua is the name of the visitor programme that promotes New Zealand’s most significant heritage sites ([tohuwhenua.nz/about](http://tohuwhenua.nz/about)).

- te whakaahua kia puāwai anō ngā tātai kōrero mā ētahi wheako manuhiri kounga-nui i ngā pae o Tohu Whenua<sup>16</sup> me ō tātou pae Heritage Icon 50
- he whakapai kaha kia puritia tētahi pokanga matahuhua o ētahi Pae Tuku Iho i Āta Tiakina 577, kia whakapikia hoki ngā wheako manuhiri
- he tiaki i ngā pae mātai whaipara, tātai tuku iho hoki neke atu i te 13,000, i ngā whenua tiaki tūmatanui me ō tātou wai, kei kino i ngā āhuatanga ka taea te karo.

E ū ana Te Papa Atawhai ki ngā mahi whakapiki i te tautiaki o ngā āhuatanga ahurea tuku iho o Aotearoa mō ngā reanga kāore anō kia whānau mai. Nā reira, nā tō mātou Mahere Kōkiri Taonga Ahurea 2025 i taki tā mātou mahere mō te huringa takatika, toitū hoki, tīmata mai i te mahi tahi me te tiri i te whakahaere o ngā wāhi hira ki a rātou ki ngā whānau, ki ngā hapū me ngā iwi, kia horaina hoki he wheako tūturu ki te manuhiri.

- ensuring a representative sample of 577 Actively Conserved Heritage Places is maintained, and visitor experiences improved
- protecting more than 13,000 archaeological and historic sites on public conservation lands and waters from avoidable harm.

Te Papa Atawhai is resolved to improve the protection of Aotearoa’s cultural heritage elements for future generations. Accordingly, our newly drafted Cultural Heritage Action Plan 2025 sets out our plan for positive and sustainable change, starting by engaging with whānau, hapū and iwi to manage the places important to them, share their stories, and to provide authentic experiences for visitors.

## Statement of service performance for 2020/21

	2018/19 actual	2019/20 actual	2020/21 target	2020/21 actual	Variance and commentary (if required)
<b>Historic and cultural heritage restoration</b>					
Number of historic heritage assets for which remedial work is completed to standard <sup>(SM)</sup>	4	8	11	<b>16</b>	<b>Achieved</b>
Percentage of historic heritage assets for which regular maintenance work is on track to standard <sup>(SM)</sup>	83%	83%	75%	<b>84%</b> (1,255 out of 1,495)	<b>Achieved</b>
Percentage of historic or cultural heritage assessment reports completed to standard	60%	61%	40%	<b>61%</b> (351)	<b>Achieved</b>

### Case studies

The following case studies highlight the long-term impact of some of the work undertaken for this intermediate outcome and related stretch goal.

- Te Ruapekapeka Pā Historic Reserve
- Historic Hooker Hut relocated



## Te Ruapekapeka Pā Historic Reserve

### The New Zealand Wars 175-year commemoration

#### What's the issue?

Te Ruapekapeka Pā Historic Reserve is part of the Tohu Whenua programme that helps connect New Zealanders to their unique heritage.

The conflict at Te Ruapekapeka Pā marked the culmination of the Northern Wars, just 6 years after the signing of the Treaty of Waitangi in 1840. Here, from his fortified pā, Ngā Puhī Chief Te Ruki Kawiti held 1,600 British troops and allies at bay with just 400 warriors. The fortifications included sophisticated features to withstand cannon and rifle fire, and featured two rows of pūriri palisades, the groundworks of which remain visible today.

This year, Te Papa Atawhai and the Te Ruapekapeka Trust jointly led a project to bring the site's significance and stories to life, improve site infrastructure to help visitors access and navigate the site, and build a memorial to the British soldiers whose graves were recently discovered there.

#### What's our approach?

- We wanted this project to demonstrate and enhance a collaborative relationship with Te Ruapekapeka Trust.
- To bring this heritage to life for visitors, we needed to do two things:
  - improve storytelling to create better understanding about the encounters between Māori and British forces, and the ensuing wars
  - improve visitor infrastructure for better access, to help visitors explore and understand the story of these conflicts.

#### What has been accomplished?

- A collaborative partnership that has enhanced the established relationship between Te Papa Atawhai and the Trust.
- Improved storytelling through interpretation, waharoa and pou whenua.
- Improved walking track access to present the stories of the battle site to visitors in a logical way.
- A memorial to the British soldiers found buried on the British defence position.



Ngāti Hine Ope Taua, Māori war party re-enactment at the 175-year commemoration of the New Zealand Wars. Photo: Lou Sanson



## Historic Hooker Hut relocated

### 111 years of history returned to use

#### What's the issue?

The historic Hooker Hut, the oldest hut in the Aoraki/Mount Cook National Park, was in imminent danger of loss.

The hut was originally built at the foot of Copland Pass, on the moraine wall beside Hooker Glacier. The construction was planned by Peter Graham, the chief guide at the Hermitage at the time, and was built with help from guides Jim Murphy and Darby Thomson. The build was challenging given the location and the technology of the time; a new track had to be built by hand so materials could be brought in on pack horses.

However, due to cracking in the moraine wall, the hut was moved uphill three times (in 1948, 1961 and 1994). The hut was then damaged by an avalanche in 2004 and remained at risk at its moraine wall site. In 2015, therefore, the hut was dismantled and its sections were flown out by helicopter for storage in Twizel until a safer location could be found.

#### What's our approach?

- Once the historic hut was dismantled and flown to Twizel, a process was worked through to choose a new site for the hut, within the context of the Aoraki/Mount Cook National Park Management Plan.

- The main consideration was to find a stable site that would also provide an overnight-stay opportunity for visitors who are not mountaineers.
- Preservation and design work were completed, leading to the restoration and relocation of the hut. It was a challenge to meet modern building standards while preserving the historic structure.

#### What has been accomplished?

- The hut has at last been restored and relocated within the Aoraki/Mount Cook National Park and is back in use as a hut for park visitors.
- Much of the original heritage fabric has been kept, although the hut is now a patchwork of periods – the original 1910 doors, bunks, table and bench; walls from the 1960s; and a new roof, floor and windows.
- The hut is now easier to reach for the public. In its original location it was only used by mountaineers heading over Copland Pass; now the hut is just 2 hours walk from the White Horse Hill car park via the well-maintained Hooker Valley Track.
- This means more visitors can experience this piece of Aotearoa's alpine history.



The newly restored Hooker Hut. Photo: Lou Sanson

**Output class operating statement 2020/21: Management of Historic Heritage**

	30/06/20 Actual \$000	30/06/21 Budget \$000	30/06/21 Revised budget \$000	30/06/21 Actual \$000
Revenue				
Crown	5,741	5,503	5,983	5,983
Other	90	475	46	48
<b>Total revenue</b>	<b>5,831</b>	<b>5,978</b>	<b>6,029</b>	<b>6,031</b>
Expenses	6,486	5,978	6,322	6,275
<b>Surplus/(deficit)</b>	<b>(655)</b>	<b>0</b>	<b>(293)</b>	<b>(244)</b>

A close-up photograph of a black saddleback bird perched on a wooden branch. The bird has a long, sharp black beak and a distinctive bright orange patch on its cheek. Its wings feature prominent orange patches. The background is a soft-focus natural setting with blurred tree trunks and foliage.

# Te hunga atawhai People who care

Tieke/South Island saddleback on Anchor Island (Pukenui), Dusky Sound, Fiordland. *Photo: Jake Osbourne*

Kua taea e te whānau, e te hapū, e te iwi  
ō rātou haepapa hei kaitiaki o ngā rawa  
aotūroa, ahurea hoki i ngā whenua me ngā  
wai tautiaki te kawē

Whānau, hapū and iwi are able to  
practise their responsibilities as kaitiaki  
of natural and cultural resources on  
public conservation lands and waters

### **Te whakatutuki i te Kōtuitanga Tiriti**

Kei te whakawhiti Te Papa Atawhai i tēnei wā  
ki te whakapiki i ngā mātāpono o te Tiriti, ki te  
whakatutuki hoki i te hononga Tiriti. Kua tīmataria  
e mātou tētahi arotake whāiti o Ngā Kaupapa Here  
Tiaki Taiāo Whānui (CGP) kia mōhiotia ai he tōtika  
tonu tēnei puka whai mana mō te mahi hei hoa  
kōtui Tiriti i ēnei rā.

Kua whakarewaina e mātou Te Kaupapa a Te Papa  
Atawhai – hei whakaahua tēnei i ō mātou whakaaro  
taketake me tō mātou kaupapa whakakotahi: E Ora  
Ana a Papatūānuku. Mā Te Kaupapa nei mātou hei  
hāpai kia whakaotingia ngā huringa ā-ahurea e tika  
ana kia pipiri Te Papa Atawhai ki ngā tikanga e tuia  
ai ā tatou mahi a Te Papa Atawhai ki ngā moemoeā  
o te tangata whenua.

He nui ngā mahi kei mua i a mātou mō ngā tau  
e 5 kei mua i te aroaro i a mātou e whakawhiti  
nei i ā mātou taputapu ārahi, pēnei i te CGP, me

### **Fulfilling the Treaty partnership**

Te Papa Atawhai is in a transition to elevate the  
Treaty principles and fulfil the Treaty relationship.  
We have started a partial review of the  
Conservation General Policy (CGP) to make sure  
this influential document is fit for today's Treaty  
partnership environment.

We have also launched Te Kaupapa a Te Papa  
Atawhai – this illustrates our core beliefs and our  
unifying purpose: Papatūānuku Thrives.

Te Kaupapa will help us make the organisational  
culture change required for Te Papa Atawhai  
to bridge the divide between our conservation  
outcomes and tangata whenua aspirations.

There is much work ahead over the next 5 years  
as we transition our guiding tools, such as the  
CGP, and build the cultural capability of our staff –  
enabling them to work with whānau, hapū and iwi  
to ensure Papatūānuku thrives.

te whakangungu kia piki ngā pūkenga ahurea o ā mātou kaimahi – e pai ai tā rātou mahi tahi ki ngā whānau, ki ngā hapū me ngā iwi, kia ora ai a Papatūānuku.

## Tō mātou hononga whakaruruhau ki mana whenua

Inā rā ētahi tauira mai i te tau kua hipa o te noho kōtui ki ngā whānau, ki ngā hapū me ngā iwi, i tutuki ai ngā whāinga tiaki taiao.



### Te whakaruruhau tahi i Te Ruapekapeka

E whakawhanake tahi ana Te Papa Atawhai me Te Tarahiti o Ruapekapeka ki te whakatinana whakaahua nā te katoa i tārei mō te Whenua Rāhui Tuku Iho o Ruapekapeka. I roto i te tau ka hipa ake nei kua whakaruruhau tahi mātou me te Tarahiti ki te kawae whakamua i tētahi kaupapa whakapai i ngā whare manuhiri i te whenua rāhui – tirohia te mātainga tūāhua i te **whārangi 68**.

Ko ngā hipanga whai i muri he mahi tonu ki te taki i te pūrākau, kia puta ai ngā kōrero a ngā hapū i taua wāhi, kia hiritia hoki te rori whakatatanga atu e ngāwari ake ai te taenga atu.



### Te tō mai i ngā iwi o Te Hiku o Te Ika ki ngā mahi whakamahere pakihi

I puta te Pire Whakatau Take Kerēme o te Hiku i te marama o Oketopa 2015. I whakaotingia ngā whakatau takitahi mō Ngāti Kuri, mō Te Aupōuri, mō NgāiTakoto me te iwi o Te Rarawa i muri i tērā. Kei roto i ngā whakataunga nei tētahi ara whakaea take tōnui mō te tiaki taiao: Te Korowai (kirimana hononga).

E ai ki ngā whakaritenga i Te Korowai, ka karanga a Te Papa Atawhai ki ngā iwi o Te Hiku o Te Ika kia noho mai ki roto i āna mahi whakamahere pakihi. Kua huaina mai he mahere mahi taumata tiketike e takitaki nei ngā mahi ka kawea tahitia e Te Papa Atawhai me ngā iwi kia whakatinanatia e rātou ā rātou haepapa hei kaitiaki. Ka arotakea ngā mahere ia tau.

## Our governance relationship with mana whenua

Below are some examples from the past year of how we partner with whānau, hapū and iwi to achieve conservation goals.



### Co-governance at Te Ruapekapeka

Te Papa Atawhai and Te Ruapekapeka Trust have been developing a partnership to realise the shared vision for the Ruapekapeka Historic Reserve. Over the past year we worked with the Trust in co-governance of a project to upgrade visitor facilities on the reserve – see the case study on **page 68**.

The next steps are to continue work on the storytelling, ensuring hapū stories are told at the site, and to seal the entry road to improve access.



### Involving Te Hiku o Te Ika iwi in business planning

The Te Hiku Claims Settlement Bill was passed in October 2015. From that, individual settlements for Ngāti Kuri, Te Aupōuri, NgāiTakoto and Te Rarawa iwi were passed into legislation. The settlements contain a collective redress approach for conservation: Te Korowai (relationship agreement).

As set out in Te Korowai, Te Papa Atawhai involves Te Hiku o Te Ika iwi in its business planning. High-level work plans have been developed that outline the work Te Papa Atawhai will undertake alongside iwi to enable them to practise their responsibilities as kaitiaki. The plans are reviewed annually.



### Building a relationship with Te Kauerāroa a Maki

When a community group informally closed the Goldie Bush Walkway in October 2020, Te Kauerāroa a Maki told us they did not feel their views on how to manage kauri dieback had been fully considered.

Since then, we have met Te Kauerāroa a Maki to discuss projects important to them, such as cultural interpretation and a track re-route at Te Henga, and kauri dieback mitigation at Goldie Bush



### Te whakapakari hononga ki Te Kawerau a Maki

Nō te katinga o te ara Hīkoi o Goldie Bush i te marama o Oketopa 2020, kua kī mai a Te Kawerau a Maki kāore i āta whiria ō rātou whakaaro mō te ara tika hei kaupare i te mate ohore o te kauri.

Mai i tērā wā, kua hui tahi mātou ki Kawerau-a-Maki ki te matapaki i ngā kaupapa nunui ki a rātou, pēnei i te whakamārama ahurea, me te whakapeka ara i Te Henga, te kaupare i te mate ohore o te kauri i Te Ara Hīkoi o Goldie Bush me Ōkura Bush. I runga i te mahi tahi, kua whakawhanaketia e mātou tētahi tikanga whakahaere ara i Goldie Bush, ā, e mahi tahi ana ki te whakaoti i tētahi atu kirimana i Ōkura Bush kia whai wāhi mai ai a Ngāti Manuhiri me Ngāti Rehua. Kua puta te kī a Te Kawerau-a-Maki, ki a rātou, kua kaha ake tō mātou hononga ki a rātou.



### He tikanga hou mō te mahi tahi me te iwi o Ngāi Tai ki Tāmaki

Kua roa mātou e mahi tahi ana me Ngāi Tai ki Tāmaki ki te kimi mahi hou hei hoa Tiriti, otirā mai i te whakatau o te Kōti Matua o 2018 kua tino pērā.<sup>17</sup> Kei roto i ēnei mahi ko:

- ngā wānanga pūputu i te taumata whakaruruhau
- te whakamahere pakihi ngātahi
- ngā hui pūputu i waenga i ngā tira whakahaere
- ētahi atu hui i te tari o Ngāi Tai ki Tāmaki, me te whai kia kaua i te tari o Te Papa Atawhai anake
- te whakawhiwhi mahi ki tētahi kaitiaki rangatahi o Ngāi Tai ki Tāmaki i te kapa kaimahi o Te Moutere o Motutapu.



### Te tautohu whāinga wāhi tūranga mahi i Te Rōpū Arataki o Kaimahi mō te Taiao o Te Matau-a-Māui Hawke's Bay Kaimahi for Nature Leadership Group

Kua whakatūria he tira whakahaere ā-rohe i te rohe

Walkway and Okura Bush. Together, we have developed a track management agreement for Goldie Bush and are working to complete another agreement at Okura Bush that will include Ngāti Manuhiri and Ngāti Rehua. Te Kawerau a Maki have since expressed that they feel our relationship is in a stronger position.



### New ways of working with Ngāi Tai ki Tāmaki iwi

We have been working together with Ngāi Tai ki Tāmaki to find new ways of working as Treaty partners, especially since the 2018 Supreme Court decision.<sup>17</sup> This work includes:

- regular wānanga at the governance level
- business planning together
- regular hui between the operational teams
- more meetings at the Ngāi Tai ki Tāmaki office, rather than at the Te Papa Atawhai office
- employing a Ngāi Tai ki Tāmaki rangatahi ranger on our Motutapu Island staff.



### Identifying employment opportunities with Te Matau-a-Māui Hawke's Bay Kaimahi for Nature Leadership Group

A regional leadership group was formed in the lower North Island to identify conservation-related jobs for whānau, hapū and iwi. The group is made up of Treaty and iwi entities, Hawke's Bay Biodiversity (collaborative group), the Hawke's Bay Regional Council, the Ministry for Primary Industries and Te Papa Atawhai, and is chaired by Robin Hape, CEO of Ngāti Pāhauwera Development Trust.

The representation on the leadership group covers a large part of the lower North Island: Te Wairoa, Ahuriri (Napier), Heretaunga (Hastings), Tamatea (Central Hawke's Bay) and Tamaki-nui-a-Rua (Tararua).

With the support of the Ministry of Social Development, a komiti iti (subcommittee) worked through all the Jobs for Nature funding applications

<sup>17</sup> [www.doc.govt.nz/budget-2020-ngai-tai-ki-tamaki](http://www.doc.govt.nz/budget-2020-ngai-tai-ki-tamaki)

o Aotea, me Te Upoko o Te Ika hei tautohu i ngā tūranga mahi e pā ana ki te taiao mō ngā whānau, ngā hapū me ngā iwi. Kei roto i tēnei rōpū ko ngā hinonga Tiriti, iwi hoki, te rōpū pāhekoheko mō te Kanorau Koiora, te Kaunihera ā-Rohe o te Matau-a-Māui, Te Manatū Ahumatua, me te Papa Atawhai, ā, ko te heamana ko Robin Hapi, te tumuaki o te Tarahiti Whakawhanake o Ngāti Pāhauwera.

Ka kapi te nuinga o te rohe o Aotea me te Upoko o Te Ika, i ngā kanohi i te rōpū arataki: Ko Te Wairoa, ko Ahuriri (Napier), ko Heretaunga (Hastings), ko Tamatea (Central Hawke's Bay) me me Tamaki-nui-a-Rua (Taranaki).

I runga anō i te tautoko o te Manatū Whakahiato Ora, i āta tirohia e tētahi komiti iti ngā tono katoa mō Mahi mō te Taiao hei tautohu i ngā tono (1) tautohu i ngā whāinga matua mō te taiao; ā (2) i hora tūranga mahi mā te whānau, mā te hapū me ngā iwi, e āhei ai te tangata kia whakangungu mō mahi kē, te haere ki tētahi rohe kē atu i roto i te whenua o te iwi hoki/rānei.

Nā reira, e 6 ngā kaupapa i Te Matau-a-Māui kua oti te waitohu, me ētahi atu kaupapa e 5 kei te tirohia haeretia ngā tono.



### Te Whāngai tahua Mahi mō Te Taiao ki a Ngāti Toa Rangatira

Kua āhei te kawae whakamua i te kaupapa Ngā Pari e Rua nā ngā tahua Mahi mō te Taiao, hei whakare i te kanorau koiora māori o te riu o Porirua. Ka whakamahia he tahua e Te Rūnanga o Ngāti Toa kia āhei ai a Ngāti Toa te ako i ngā pūkenga tiaki taiao i roto tonu i te iwi, me te whakamahi i aua pūkenga hei whakaahua i te kaitiakitanga me te tino rangatiratanga. Ko te whaingā nui:

- he whakawhiwhi mahi ki a Ngāti Toa kia pai ai tā rātou whakaahua i te kaitiakitanga i tō rātou whenua, i roto i tō rātou rohe
- he whakapakari pūkenga tiaki taiao i roto i a Ngāti Toa
- he whakahoki i te mauriora o ngā whenua o te rohe.

to identify those applications that (1) identify conservation priorities; and (2) provide jobs for whānau, hapū and iwi, and enable people to retrain and/or relocate to and within the whenua.

As a result, Te Matau-a-Māui now has six programmes signed off, with a further five programmes progressing through the application stage.



### Jobs for Nature funding for Ngāti Toa Rangatira

The Ngā Pari e Rua project has been made possible by Jobs for Nature funding to enhance the indigenous biodiversity of the Porirua basin. Ngāti Toa Rūnanga will use the funding to enable Ngāti Toa Rangatira to learn key conservation skills within the iwi base and use those skills as an expression of kaitiakitanga and tino rangatiratanga. It aims to:

- employ Ngāti Toa so they can express kaitiakitanga on whenua within their rohe
- grow conservation skills within Ngāti Toa
- enhance mauri of the whenua within their rohe.



### Implementing environmental restoration projects with Kotahitanga mō te Taiao

We are working with whānau, hapū, iwi and other strategic partners to co-design and implement environmental restoration projects that will build resilience to climate change in nature and communities at the top of the South Island. Iwi are represented on collaborative governance entities (Kotahitanga mō te Taiao and the Regional Intersectoral Forum) and on project governance.

Some of these projects are set out below.

- **Moawhitu wetland and catchment restoration** – Ngāti Koata are working with a multi-agency partnership (which includes Te Papa Atawhai and Marlborough District Council) to improve the management of freshwater in the Moawhitu lake and wetland on Rangitoto ki te Tonga/ D'Urville Island.



### He whakatinana i ngā kaupapa whakaora taiao mā te Kotahitanga mō te Taiao

E mahi tahi ana mātou me ngā whānau, ngā hapū, ngā iwi me ērā atu hoa kōtui rautaki kia hoahoa tahi, kia whakatinana tahi i ētahi kaupapa whakaora taiao, e piki ai ngā pūmanawa kaupare i te Panonitanga Huarere, me ngā pūmanawa o ngā hapori o te Tau Ihu. E noho ana ngā kanohi o ngā iwi i roto i ngā poari whakaruruhau pāhekoheko, arā, (Te Kotahitanga mō te Taiao me te Kauhanga Rāngaimaha ā-Rohe, me ngā mahi whakaruruhau kaupapa.

Inā ētahi o ēnei kaupapa i raro iho nei.

- **Te repo o Moawhitu me te whakaora kāuru** – E mahi tahi ana a Ngāti Koata me tētahi kōtuinga hinonga maha (kei roto hoki Te Papa Atawhai me Te Kaunihera ā-Rohe o Te Wairau) ki te whakapiki i te whakahaere o ngā wai māori o te roto o Moawhitu me te repo i Rangitoto ki te Tonga. Mā te whakaora anō i te rerenga tika me te mauri ora o tēnei repo e hoki mai ai te mauri, e tika ai te wairua i tēnei o ngā mahinga kai tino hira ā-ahurea, ā-hauropi hoki. I tēnei tau kua piki ngā taumata wai i te repo, ā, kua whakatōkia ētahi tupu 15,000 i tupu mai i ngā kākano i kohia i te kāuru o Moawhitu.
- **Te whakaora i te taiao o Mahitahi/Maitai** – E mahi tahi ana a Ngāti Koata, a Ngāti Rārua me Ngāti Tama ki te Kaunihera o Whakatū me Te Papa Atawhai ki te waihanga i tētahi ara-koiora mō ngā kararehe, ika, manu o ngā kāuru o Te Awa o Maitai me te Awa o Waimārama. Ko ētahi o ngā mahi o tēnei tau he ārai i ngā tupu kīrearea, kararehe kīrearea hoki, te whakatō rākau māori, ērā hoki e kīa nei he taonga, me te tuitui i te hapori ki roto i ngā mahi.
- **Te ārai i ngā paina tupunoa** – E mahi tahi ana mātou me ngā iwi o Ngāti Koata, o Ngāti Tama, o Ngāti Rārua, o Te Ātiawa, me Ngāti Toa Rangatira, me ngā uepū o te takiwā mō ngā mahi ārai i ngā paina tupunoa i te Rāhui Ngahere o Ōtāhuhu ki Whakatū. Nā tēnei mahi kua piki ngā whāinga wāhi whakangungu, whiwhinga mahi hoki.
- **Te hononga o Kaimahi mō te Taiao** – E mahi tahi ana a Whenua Iti Outdoors me ngā iwi o

Restoring the eco-hydrological functioning of this wetland will bring the mauri and wairua back into balance at an important mahinga kai site that has high cultural and ecological value. This year the project has succeeded in raising water levels in the wetland and planting 15,000 plants grown from seed collected in the Moawhitu catchment.

- **Mahitahi/Maitai ecological restoration** – Ngāti Koata, Ngāti Rārua and Ngāti Tama are working alongside Nelson City Council and Te Papa Atawhai to create a functioning ‘bio-corridor’ for wildlife in the Maitai River and Brook Stream catchments. Work this year has included pest plant and animal control, planting native trees and taonga species, and community engagement.
- **Wilding conifer control** – We are collaborating with iwi (Ngāti Koata, Ngāti Tama, Ngāti Rārua, Te Ātiawa, Ngāti Toa Rangatira) and local authorities on ground control of wilding conifers in Mt Richmond Forest Park. This work has also increased training and job opportunities.
- **Kaimahi for Nature connection** – Whenua Iti Outdoors is working with Te Tau Ihu iwi and local conservation groups to connect schools, whānau and communities to the whenua through educational and nature connection projects. Connecting new youth audiences to conservation and ecological restoration will increase future capability and resilience in our communities.

### River restoration with Ngāti Waewae



On the West Coast (Te Tai Poutini) of the South Island, the Arahura River and catchment are being restored as part of the Ngā Awa restoration programme.

Mawhera Incorporation, Te Rūnanga o Ngāti Waewae and Ngāti Waewae hapū representatives direct and guide the many projects to restore the people, land and water of the Arahura.

The upper reaches of the Arahura River are part of Waitaiki Historic Reserve, which is vested in Mawhera Incorporation. Mawhera Incorporation is working on an intergenerational project to protect and restore the indigenous riparian, wetland and forest habitat and biodiversity of the Arahura River. The plan is to fence 33.64 kilometres of riparian margin and plant about 425,000 plants.

Te Tau Ihu, ngā rōpū tiaki taiao ā-rohe hoki hei tūhonohono i ngā kura, i ngā whānau, me ngā hapori ki te whenua, mā ō rātou kaupapa māturanga, hononga taiao hoki. Mā te tūhono i ngā minenga rangatahi hou ki ngā mahi tiaki taiao e piki ake ai te āhei me ngā pūmanawa i ō tātou hapori.



### **Te whakaora awa i te taha o Ngāti Waewae**

I Te Tai Poutini, e whakaorangia ana te Awa o Arahura me tōna kāuru hei wāhi o te kaupapa whakaoranga e kīa nei ko Ngā Awa. I raro i tēnei kaupapa e mahi nui ana a Mawhera Incorporation, Te Rūnanga o Ngāti Waewae me ngā kanohi o te hapū Ngāti Waewae ki te ārahi ki te tohutohu tikanga hoki mō ngā kaupapa huhua hei whakaora i te iwi, i te whenua me ngā wai o Arahura.

He wāhi anō ngā kāuru o te awa o Arahura o te Rahui Whenua Tuku iho o Waitaiki, ko te Mawhera Incorporation tōna rangatira. E mahi ana a Mawhera Incorporation i roto i tētahi kaupapa reanga maha hei tiaki hei whakaora hoki i te ripoinga māori i ngā tahataha awa, i ngā repo me ngā ngahere o te awa o Arahura. Ko te whakaaro, kia taiepatia tētahi 33.64 kiromita o ngā tahataha awa, kia whakatōkia hoki ētahi tupu 425,000.



### **Te whakaora awa i te taha o Te Rūnanga o Arowhenua**

E haere ana anō hoki tētahi atu kaupapa i raro i te kaupapa whakaora o Ngā Awa mō te Awa o Rangitātā me tōna kāuru i Waitaha. He mea tino hira te Awa o Rangitātā ki te mana whenua, arā, ki Te Rūnanga o Arowhenua.

Nā mātou ko Arowhenua i hoahoa tahi tētahi mahere whakaora kāuru-katoa – otirā nā Arowhenua ngā mahi hoahoa i arataki, ko rātou hoki kei te hāpai i tōna whakatinanatanga, tuituinga hunga whai pānga hoki, ko tā Te Papa Atawhai he tautoko. Ina taea, ka whakawhiwhi mahi a Arowhenua ki ngā whānau kia kawea ngā mahi whakatō tupu i ngā tahataha awa, me ngā mahi whakaora.



### **River restoration with Te Rūnanga o Arowhenua**

Another Ngā Awa restoration project is underway for the Rangitātā River and catchment in the Eastern South Island (Waitaha) region. The Rangitātā River is particularly significant to Te Rūnanga o Arowhenua as mana whenua.

We and Arowhenua have co-designed a whole-of-catchment restoration plan – Arowhenua led the plan's design and are also responsible for its implementation and for stakeholder engagement, with Te Papa Atawhai in a supporting role. Where possible, Arowhenua will employ whānau to carry out the riparian planting and restoration.

### **Cultural harvest**

Te Papa Atawhai and Te Ātiawa ki Whakarongotai have developed a marine mammal stranding response protocol, Ngā Tikanga Tohorā, to ensure stranding responses by iwi, Te Papa Atawhai and other parties are executed confidently and according to tikanga ā-iwi. The project has produced a guide outlining the protocol, from the first report of a stranding through to completion of the response.

The protocol is an iwi-led project that enables the expression of kaitiakitanga, tino rangatiratanga and mana over the management of marine mammal strandings. The project also increases māramatanga through the gathering and dissemination of mātauranga Māori.

Putting informed kawa into practice in this way enhances the mana of Te Ātiawa ki Whakarongotai. This project represents another step in the journey to the rightful reclamation of Ātiawa ki Whakarongotai knowledge and practice.

### **'Voices of the Treaty Partners' project**

The purpose of this project was to gather Treaty partners' perspectives about their relationship with Te Papa Atawhai at both a national and local level, and their perceptions of our performance in giving effect to the Treaty of Waitangi.

## Ngā paenga tohorā

Kua whakawhanake tahitia e Te Papa Atawhai me Te Ātiawa ki Whakarongotai tētahi rārangi whakaritenga urupare paenga whāngote moana, e kīa nei ko Ngā Tikanga Tohorā, kia tōtika te kawē o ngā urupare a ngā iwi, a Te Papa Atawhai me ētahi atu tāngata, i runga anō i ngā tikanga ā-iwi. Nā tēnei kaupapa i whakaputa aratohu hei whakaahua tika i ngā whakaritenga, mai i te pāhotanga tuatahi o tētahi paenga tohorā ki uta, ki te whakaotinga o te urupare.

He kaupapa tēnei rārangi nā te iwi i ārahi, he wāhi nō te kaitiakitanga, nō te tino rangatiratanga, nō te mana whakahaere paenga whāngote moana. Nā tēnei kaupapa hoki kua piki ake te māramatanga mā te kohikohi me te tiri i te mātauranga Māori.

Nā ēnei āhuetanga whakatinana i te kawa kua piki te mana o Te Ātiawa ki Whakarongotai. Ko tēnei kaupapa tētahi hipanga nui mō te whakatairanga anō i te mātauranga me ngā tikanga o Te Ātiawa ki Whakarongotai, kia hoki anō ki ngā ritenga e tika ana.

## Ko te kaupapa 'Ngā Reo o ngā Hoa Kōtui o te Tiriti'

Ko te whāinga o tēnei kaupapa he kohikohi i ngā whakaaro o ngā hoa Tiriti mō tō rātou hononga ki Te Papa Atawhai, i te taumata ā-motu, ā-rohe hoki, me ō rātou whakaaro mō tā mātou whakatinana i te Tiriti o Waitangi.

Tā te kaupapa nei he tō i te Ao Māori ki mua – arā, ko te whakaaro Māori tēnei, ka noho hei kahupapa mō ngā mahi a ngāi Māori, i te taha o ngāi Māori, mō tētahi kaupapa Māori tūturu e mōhiotia ana ōna āhuetanga e te iwi. Kei raro i tēnei whāinga ētahi ariā tūhono e toru: Ko kai - he pūmua tēnei mō tēnei mea te tūmahi, mō te kaimahi o tētahi mahi; ko tiaki, he kōrero mō tētahi mahi atawhai, wawao, tautoko hoki; ko tanga ka pā ki te mahinga o te mahi, he pūmuri tēnei mō te wā, te āhuetanga rānei o te tiaki a te ahurea taketake Māori i tōna ao.

E noho ana ko te huinga o ēnei kaupapa – kaitiakitanga – hei arotahi ki ngā tūnga o tēnā o tēnā mō te taurima, mō te tiaki me te noho hei kaupupuru mō ngā āhuetanga kua tukuna mā rātou e tiaki.

The project's approach privileges te Ao Māori – a Māori world view that informs the work done by Māori, with Māori and for a distinct Māori purpose (kaupapa). This approach recognises three connected concepts: *kai* reflects a significant human role in an identified activity; *tiaki* is the activity or action and reflects caring for, protecting and supporting; and *tanga* reflects the collective responsibility that is the essence of Māori identity and indigeneity.

The combination of these concepts – *kaitiakitanga* – highlights the roles people take to enact guardianship, stewardship and trusteeship in relationships when things are entrusted to their care.

We interviewed our Treaty partner board chairs, chief executives and managers between May and October 2020. The questions we asked were intentionally open-ended to create a space for the Treaty partnership conversation. From these interviews, several recommendations were developed. We are now working with whānau, hapū and iwi to develop and co-design a Treaty partnership framework.

### Case studies

The following case studies highlight the long-term impact of some of the work undertaken for this intermediate outcome and stretch goal.

- Motutapu Island restoration
- The kaitiaki whenua role
- Proud to be partners at Pukaha

Kua taea e te whānau, e te hapū, e te iwi ō rātou haepapa hei kaitiaki o ngā rawa aotūroa, ahurea hoki i ngā whenua me ngā wai tautiaki te kawae Whānau, hapū and iwi are able to practise their responsibilities as kaitiaki of natural and cultural resources on public conservation lands and waters

I uiui mātou i ō mātou heamana Poari hoa kōtui Tiriti, tumu whakarae, kaiwhakahaere hoki i waenga i ngā marama o Mei me Oketopa 2020. Ko ngā pātai he pātai wātea te whakautu, kia puta ai he kōrero mō te kōtuitanga Tiriti. Nā ēnei uiuinga, tērā ētahi tohutohu i whakatatūria. E mahi tahi ana mātou ināianei me ngā whānau, ngā hapū me ngā iwi ki te hoahoa tahi i tētahi anga kōtuitanga Tiriti.



## Motutapu Island restoration

### Meaningful Treaty partnership to restore the mauri of the island

#### What's the issue?

The *Ngāi Tai ki Tāmaki Tribal Trust v Minister of Conservation* Supreme Court decision of December 2018 was the catalyst for Te Papa Atawhai to work differently with our Treaty partners at both the governance and operational (field work) levels.

In the past 12 months we worked closely with Ngāi Tai ki Tāmaki at an operational level on Motutapu Island to plan, develop and identify projects that will enhance the mauri of the island. This work included regular hui and wānanga, and the movement of staff to priority work areas. We continue to learn how to work together, reviewing our processes all the time.

#### What's our approach?

- We had meaningful and frank dialogue with Ngāi Tai ki Tāmaki at governance and operational levels to achieve our shared operational outcomes.
- Together we planned, developed and identified projects to enhance the mauri of the island.
- Ensuring our staff have the necessary cultural competence remains a priority.
- We allocated our staff to priority work areas.
- Together we sought new ideas and innovative solutions to address issues and ensure sustainability.

#### What has been accomplished?

- A stronger relationship and understanding of our Treaty partner's aspirations and strategic priorities.
- Shared, innovative decision making and action to achieve mutual goals – for example, to maintain the island's pest-free status and protect the endangered tuturuatu/shore plovers that nest there.
- Planting over 4,000 plants and beginning installation of extra fencing for the wetlands.
- Infrastructure upgrades on Motutapu Island.
- A Memorandum of Understanding with commercial partners to advance the planning for future opportunities on the island, such as reforestation.



Home Bay in Motutapu Island. Photo: DOC



## The kaitiaki whenua role

### Post-settlement capability exchange between Te Kāhui o Taranaki iwi and Te Papa Atawhai

#### What's the issue?

The 2016 Te Kāhui o Taranaki Treaty settlement transferred 29 sites of cultural significance to the iwi. This compelled the iwi and Te Papa Atawhai to work together to build whānau, hapū and iwi capability and capacity to work in the environment, and support the transition of public conservation land to Te Kāhui o Taranaki management.

These goals demanded a new way of working together to meet specific challenges, responsibilities and opportunities. We needed to:

- embed a range of conservation-management practices within a short time
- adjust to co-management and the transfer of power
- learn to use our internal capability-development training and tools in an external (iwi partner) context
- blend our protocols with Te Kāhui o Taranaki kawa, tikanga and mātauranga Māori
- clarify our respective roles in this new partnership context.

The kaitiaki whenua partnership role is the first of this kind between an iwi and Te Papa Atawhai. Te Kāhui o Taranaki created the kaitiaki whenua ranger role to manage the sites. The ranger was then hosted by Te Papa Atawhai for 2 years before returning to Te Kāhui o Taranaki. This model could be adapted to other areas where public conservation land is transferred to iwi through Treaty settlement.

#### What's our approach?

- Te Kāhui o Taranaki and our Ngāmotu/New Plymouth office partnered on this Treaty-based initiative.
- A new kaitiaki whenua ranger with Te Kāhui o Taranaki was based at our Ngāmotu office for 2 years of training and practical experience of conservation management.
- Te Papa Atawhai provided support, training and practical experience, and ongoing support for management activities (such as species monitoring).

#### What has been accomplished?

- This initiative has spurred an exchange of knowledge, skills and mātauranga Māori between Te Papa Atawhai and the iwi.
- We have increased our cultural capability and understanding of the relationship between te Ao Māori and conservation management. This has led to changes in management practice, such as the practice of mowing harakeke.
- Through this kaitiaki whenua ranger role, we have helped establish relationships between the iwi and regional and district councils, community groups and other conservation leaders.
- The working relationship between Te Kāhui o Taranaki iwi and Te Papa Atawhai has improved.
- This partnership provides a model for partnership and capability exchange between Te Papa Atawhai and other iwi.



Mount Taranaki in Egmont National Park. Photo: Henry K Welle



## Proud to be partners at Pukaha

### Rangitāne gift Pukaha/Mount Bruce to the people of Aotearoa New Zealand

#### What's the issue?

In May 2021, we were privileged to support the Rangitāne iwi at a ceremony where they gifted the forest of Pukaha to the people of Aotearoa. This followed the 2016 return of Pūkaha National Wildlife Centre (Pūkaha) to Rangitāne in a Treaty settlement.

Pūkaha was created to share the conservation story of the taonga tuku iho of Rangitāne – the namesake of the iwi whose rohe now extends from the lower North Island to the tip of the South Island. Rangitāne iwi have had a fundamental role in governance and directing operations at the wildlife centre for many years, and will remain central to the Pūkaha story.

A whare wānanga is being built as a dedicated space to teach people the skills to look after the forest. Visitors can also learn about Rangitāne history through cultural tours led by whānau and have the chance to see traditional Māori carving.

#### What's our approach?

- The ceremony for gifting the forest of Pukaha was organised by the Rangitāne Tu Mai Ra Trust (the post-settlement governance entity for Rangitāne o Tamaki-nui-a-Rua and Rangitāne o Wairarapa).

- We supported the Trust as needed, building on support previously given when the Governor-General returned Pūkaha to Rangitāne in 2016.
- A Deed of Grant was provided to the Trust to help fund the ceremony.

#### What has been accomplished?

- The event was attended by the Prime Minister, local MPs and the mayors of Tararua, Masterton, Carterton and South Wairarapa – indicating the event's significance for Aotearoa.
- Our support has strengthened our relationship with Rangitāne.
- A plaque was installed to commemorate the date Rangitāne gifted Pukaha to the nation.



Director-General Lou Sanson accepts a programme from Rangitāne Poumaia Whakairo, Tamai Nicholson. Photo: Ronnie Anderson

## Ka whai wāhi ngā tāngata o Aotearoa me te hunga o tāwāhi ki ngā mahi tautiaki

### New Zealanders and international visitors contribute to conservation

He hira tonu te wāhi ki te mahi tāpoi i te ōhanga o Aotearoa, ā, ka whai painga ngā tāngata o Aotearoa me ngā manuhiri o tāwāhi i ngā pūnaha hauropi hauora, i ngā whāinga wāhi ki te kori, ki te urutomo hoki ki ō tātou wāhi ahurea tuku iho.

Nā tō mātou mahi i te pūnaha tāpoi i roto i ngā tau kua tautoko mātou i tēnei tau i te whakaoranga mai o te ao tāpoi, kua āwhina hoki mātou i taua ao kia nui ake tāna horanga hua mō Aotearoa.

#### Te tārei anō i te ao o āpōpō

Kāhore te rāngai tāpoi e hiahia ana ki te hoki ki ngā āhuatanga o mua atu o COVID, engari kia whakamahia ngā mahi whakarite utu, whakapūrongo, āta whakamoa, me te āta whakahōtaka, hei kawē kē, hei whakarerekē hoki i te whanonga manuhiri. Nā reira e tika ana kia kaha tonu te mahi a Te Papa Atawhai, kia rautaki hoki te āhua, ki te tārei hou i tā mātou pūnaha manuhiri, kia toitū kē atu.

E tautoko tahi ana tā mātou Rautaki Taonga Tuku Iho, Manuhiri hoki (tirohia ki raro nei) me te Rautaki Tāpoi Kāwanatanga o Aotearoa, i tēnei ahunga kētanga. Tā ēnei rautaki he tūtohu i tā mātou mahere tiaki taonga tuku iho, he tūhura hoki i ngā ara kaupare pānga manuhiri - mā te whakaheke i te maha o ngā manuhiri, mā te whakamahi hangarau pēhi waro, hei tauira.

Tourism makes an important contribution to Aotearoa New Zealand's economy, and New Zealanders and international visitors benefit from healthy functioning ecosystems, recreation opportunities and the chance to experience our cultural heritage.

Our role across the tourism system has meant that, this year, we have supported tourism's recovery and helped shift tourism to deliver greater benefits to Aotearoa.

#### Reshaping the future

The tourism sector does not wish to return to the pre-COVID state when borders reopen, but instead to use pricing, reporting, rationing and scheduling to influence and modify visitor behaviour. This means Te Papa Atawhai must take an active and strategic role in reshaping our visitor system to be more sustainable.

Both our Heritage and Visitor Strategy and the New Zealand–Aotearoa Government Tourism Strategy support this shift. These strategies indicate our plan to protect our heritage and investigate ways to manage visitor impacts – by reducing visitor numbers or using low-carbon technologies, for example.

E tautoko ana ngā pūrongo ā-waho i tēnei ara: e tūtohu ana te pūrongo tāwera o te Tourism Futures Taskforce<sup>18</sup> me te pūrongo a te Kaitiaki Taiao o te Whare Pāremata<sup>19</sup> kia huri kē, kia kaha ake te homai, tēnā i te tangotango, a te ao tāpoi, ki ngā puna ora e whā (te taiao, te ōhanga, te pāpori, me te ahurea).

E puta ai ēnei painga toiora, me toitū anō te āhua o ngā mahi tāpoi, kori tinana hoki i ō tātou whenua, wai tūmatanui. Tā mātou whāinga ia kia āta whakahaeretia ngā manuhiri ki ō tātou whenua, wai tūmatanui hei tiaki i te taiao, i ngā wāhi tuku iho e haerea nei e ā tātou manuhiri, me te whakatutuki anō i ō rātou hiahia.

### He pēhea te hunga o Aotearoa i urupare ai i te tau 2020/21

E tuku takoha ana ngā manuhiri nō Aotearoa ki te taiao, he tuku hāngai, he tuku kōtaha hoki ēnei:

- **kōtaha** – pēnei i ngā huringa whakarite utu hei whakapiki i te whakahokinga utu, hei whakawhānui hoki i te kaikā o te rere ki ngā wāhi e kaingākauria ana
- **hāngai** – mā te āta tuitui ki te kōkiri o Kaikōhiri o Kaikōhiri Kore Aotearoa 2050, hei tauira, mā te whakauru ki te kaupapa o Mahi mō te Taiao.

External reports support this approach: the Tourism Futures Taskforce interim report<sup>18</sup> and the Parliamentary Commissioner for the Environment report<sup>19</sup> recommend a shift so that tourism gives more than it takes from the ‘four wellbeings’ (environmental, economic, social and cultural).

To deliver these wellbeing benefits, tourism and recreation on public conservation lands and waters must be sustainable. We aim to strategically manage visitors to conservation lands and waters to protect the nature and heritage our visitors come to experience, while also responding to their needs.

### How New Zealanders contributed in 2020/21

New Zealand visitors are giving back to the environment in direct and indirect ways:

- **indirectly** – such as through accommodation pricing changes designed to improve cost recovery and spread demand across popular places
- **directly** – by actively engaging with the Predator Free New Zealand 2050 movement and participating in Jobs for Nature, for example.

<sup>18</sup> [www.mbie.govt.nz/assets/the-tourism-futures-taskforce-interim-report-december-2020.pdf](http://www.mbie.govt.nz/assets/the-tourism-futures-taskforce-interim-report-december-2020.pdf)

<sup>19</sup> [www.pce.parliament.nz/publications/not-100-but-four-steps-closer-to-sustainable-tourism](http://www.pce.parliament.nz/publications/not-100-but-four-steps-closer-to-sustainable-tourism)

## Statement of service performance for 2020/21

	2018/19 actual	2019/20 actual	2020/21 target	2020/21 actual	Variance and commentary (if required)
<b>Recreation concessions</b>					
One-off recreation concessions managed	307	296	80	<b>39</b>	<b>Not achieved</b> As a result of COVID-19, fewer applications were received than expected.
Longer-term recreation concession permits, licences, leases and easements managed	1,141	1,105	1,100	<b>1,118</b>	<b>Achieved</b>
Longer-term recreation concessions monitored <sup>(SM)</sup>	18%	19%	15% (165 out of 1,100)	<b>26%</b> (287 out of 1,118)	<b>Achieved</b> <sup>20</sup>
<b>Other resource-use concessions</b>					
One-off other resource-use concessions managed	332	261	120	<b>247</b>	<b>Achieved</b>
Longer-term other resource-use concession permits, licences, leases and easements managed	3,538	3,524	3,300	<b>3,519</b>	<b>Achieved</b>
Other longer-term resource-use concessions monitored <sup>(SM)</sup>	9%	8%	15% (495 out of 3,300)	<b>14%</b> (510 out of 3,519)	<b>Achieved</b>

### Case studies

The following case studies highlight the long-term impact of some of the work undertaken for this intermediate outcome and related stretch goal.

- Dolomite Point Redevelopment Project, Punakaiki
- Fox Glacier Valley Flood Recovery Programme
- Collaborative landscape restoration

<sup>20</sup> Te Papa Atawhai considers that performance has been achieved when the output is within a tolerance level acceptable for the nature of the work. For significant measures (annotated with <sup>SM</sup>), this tolerance is within 5%. When outside this range, a variance comment is provided.



## Dolomite Point Redevelopment Project, Punakaiki

### Working together to re-establish a cultural footprint

#### What's the issue?

Dolomite Point in Punakaiki, with its iconic pancake rocks, is a popular destination for visitors. Punakaiki is also significant to Te Rūnanga o Ngāti Waewae, as its abundant caves were used for shelter and food storage during the pounamu trading era and are a reminder that Dolomite Point was part of the pounamu trade pathway.

Dolomite Point's Paparoa National Park Visitor Centre facilities are dated, and Ngāti Waewae has no cultural presence at the site. We wanted to work with them to re-establish their cultural footprint in Te Tai Poutini.

The Dolomite Point Redevelopment Project will create a new Experience and Exhibition Centre to be owned by Te Rūnanga o Ngāti Waewae. The landscape design, building design and exhibition content will showcase local culture and provide a platform for Ngāti Waewae to show manaakitanga by connecting with visitors and locals, thereby reinforcing an unbroken line of kaitiakitanga. The centre will also accommodate Te Papa Atawhai visitor centre functions.

#### What's our approach?

- Te Rūnanga o Ngāti Waewae and Te Papa Atawhai are working together at all levels (project design, governance, management, user-group level and visitor-experience content development), to ensure expectations and aspirations are met.

- We engage directly with iwi representatives and reference groups on cultural impact assessments and narrative design elements.
- This work is being integrated with another culturally significant regional project (Te Awa Pounamu/ Pounamu Pathway). By coordinating these projects' approaches we aim to tell a compelling and coherent regional story.
- We carried out a nationwide open-market procurement process to find quality designers and construction suppliers.

#### What has been accomplished?

- The design elements of the Experience and Exhibition Centre are almost complete.
- Cultural elements in the landscape design have been defined, and visitor exhibition content has been developed.
- Mitigation work has been carried out to address cultural impact assessment recommendations.
- This partnership is setting up an enduring relationship between Ngāti Waewae and Te Papa Atawhai. According to Francois Tumahai, Chairperson of Te Rūnanga o Ngāti Waewae, 'The project heralds one of the deepest and most significant working partnerships with iwi on the West Coast.'



Dolomite Point. Photo: Rachel Young



## Fox Glacier Valley Flood Recovery Programme

### Managing and maintaining resilient visitor experiences in South Westland

#### What's the issue?

In March 2019, a significant flood event and landslide destroyed the access road into the Fox Glacier/Te Moeka o Tuawe valley and the walking track to the Fox Glacier terminal viewpoint.

These losses were due to the effects of climate change (such as more severe and frequent storms), the glacier's retreat, the build-up of deposits in the riverbed and the massive Alpine Gardens landslide that still pours material into the valley floor.

An independent geotechnical assessment for hazards and risks revealed it was no longer safe or feasible to reinstate the access road. The loss of access would heavily affect the Fox Glacier community (also known as Weheka), as tourism is the district's primary industry.

#### What's our approach?

- We aimed to provide varied visitor experiences that would resist the effects of climate change. It was important to ensure the glacier is not the area's only attraction.
- To do this, we:
  - reassessed initiatives proposed in previous destination-management planning work
  - developed and assessed a package of alternative visitor opportunities, in consultation with Te Rūnanga o Makaawhio and the Fox Glacier community.
- We looked for opportunities for iwi to demonstrate their mana whenua through storytelling within their rohe.
- Te Papa Atawhai managed the project, which was carried out by West Coast contractors.

#### What has been accomplished?

- Following the December 2019 opening of a new Fox Glacier Southside dual-use walkway/cycleway and car park, a half-day walk to Lake Gault was upgraded from a challenging 'tramping' grade track to a higher quality, more accessible 'walking' track.
- Detailed design for additional visitor facilities at Lake Gault has been completed.
- A boardwalk was reopened at Gillespies Beach, restoring access to the Galway Beach Track.
- A new dual-use walkway and cycleway between Fox Glacier (Weheka) township and Lake Matheson was opened.
- The Moraine Walk was upgraded by staff from Fox Glacier businesses who were redeployed through the Jobs for Nature programme.
- A landscape plan and a site for tangata whenua to tell their stories have been designed at Peak Viewpoint, in partnership with Te Rūnanga o Makaawhio. These should be finished by spring 2021.
- A new viewpoint (with interpretation signage) has been established on the north side of the Fox Glacier valley. Road signs have been updated and the damaged Fox River suspension bridge has been removed.



A Fox Glacier-based chef, redeployed via the Jobs for Nature programme, upgrades the Moraine Walk. Photo: DOC



## Collaborative landscape restoration

### Restoring Te Hoiere/Pelorus River catchment from the mountains to the sea/ki uta ki tai

#### What's the issue?

Havelock, one of the muddiest estuaries in Aotearoa, is loaded with sediment that flows from the Te Hoiere/Pelorus River catchment seaward to the outer Sound. In the upper catchment and headwaters, pressures on the landscape include browsing ungulates and a range of predators, wasps and weeds. In the lower catchment, human development has increased sedimentation and nutrients in the water, leading to wetland loss in the lower Pelorus Sound/Te Hoiere.

These areas are home to many shorebirds, including the Nationally Critical Australian bittern, while black-billed gulls and pekapeka/long-tailed bats visit the estuary. There are also significant rushland and reedland areas.

In one of the first on-the-ground initiatives under the Kotahitanga mō te Taiao Alliance,<sup>21</sup> this landscape-scale restoration of 233,531 hectares aims to increase catchment health and achieve conservation goals. The restoration is led by Te Rūnanga o Ngāti Kuia, Marlborough District Council, Te Papa Atawhai, the Ministry for the Environment and the Ministry for Primary Industries.

#### What's our approach?

- Government support accelerates and leverages community work that is already underway – it takes a 'whole of government' approach to support 'whole of community' action.
- The Te Hoiere/Pelorus Governance Group aims to engage communities with protecting and enhancing the catchment.
- The group proposes a native nursery on Ngāti Kuia Treaty settlement land within the catchment, to provide:
  - cost-effective seedlings for the project
  - space for iwi mānuka and kānuka projects
  - training and development opportunities for whānau and a chance for them to return to work on their land.
- This project also aims to develop a research base to guide how we can collectively make national environmental improvements.

#### What has been accomplished?

- The governance group is working with the farming community, farming sector organisations and the forestry industry to deal with sedimentation effects on Pelorus Sound, and to manage *E. coli* and nitrate pollution in the catchment.
- Formalised project governance and management teams are in place, co-chaired by iwi and council members.
- Catchment condition surveys are complete.
- An integrated catchment enhancement plan has been co-designed. It includes fencing, planting, weed and pest-animal control, and plans for enhancing habitat for pekepeka, whio and wetland species.

<sup>21</sup> [www.nature.org/en-us/about-us/where-we-work/asia-pacific/new-zealand/stories-in-new-zealand/new-zealand-alliance/](http://www.nature.org/en-us/about-us/where-we-work/asia-pacific/new-zealand/stories-in-new-zealand/new-zealand-alliance/)

### Te Papa Atawhai concession and partnership revenue

Source of financial contribution	2016/17 Actual \$000	2017/18 Actual \$000	2018/19 Actual \$000	2019/20 Actual \$000	2020/21 Actual \$000	Change from 2019/20
Concessions, leases and licences	19,874	24,406	27,276	20,870	8,077	-61.3%
Sponsorship/partnership revenue	12,380	12,437	13,511	14,473	20,430	41.2%

# Te ora o te Hapori Thriving communities

Cape Reinga/Te Rerenga Wairua. Photo: Russel Street

E whakapikingia ana te noho o ngā tāngata o Aotearoa me te hunga o tāwāhi mā tō rātou hono ki te taiao, ki te aotūroa tuku iho hoki

New Zealanders and international visitors are enriched by their connection to New Zealand’s nature and heritage

E mahi tahi ana a Te Papa Atawhai me ētahi atu kia kaha ake ai te pānga – ka kaha ake ngā hua mō te ao tiaki taiao mā te mahi tahi, tēnā i te mahi ko tātou anake. Mā te mahi tahi me ngā whānau, ngā hapū me ngā iwi, te kāwanatanga, ngā hinonga, ngā umanga me ngā rōpū hapori, ka taea e tātou te hanga whenua tāngata atawhai taiao, taonga tuku iho hoki. Mā konei hoki ka tautokona he hapori, he tiaki kanorau koiora pakari, puta noa i Aotearoa.

Tā tēnei ara tuitui he whakatuwhera i ētahi ara matua e toru hei tuitui, hei whakamana i te hunga he rerekē ngā pūmanawa, me ngā hiahia.

### 1. Te noho mārama

Ka waihanga, ka tiri mātou i ngā pūrākau nunui, i te mōhiotanga, i ngā rā nunui, hei whakahihiko, hei whakamōhio i te tangata mō kanorau koiora, mō te tiaki taiao, me ngā wāhi ka taea e rātou te torotoro, te ngahau atu. Mā ō mātou hongere matihiko, tae atu ki ngā kōkiri tuihono, me ngā rangitaki, ka āhei mātou te tūhono whānui ki ngā tāngata o Aotearoa me ngā manuhiri o tāwāhi, te āta tārei hoki i ngā mōhiotanga mō ngā minenga whāiti.

Hei tauira o ēnā te pae tukutuku hou o ‘Accessibel’. I whakarewaina te pae i te marama o Hepetema 2020 hei āwhina i te hunga he herenga ā-koringa ō

Te Papa Atawhai works with others for a greater collective impact – we can achieve more for conservation together than by working alone. By working with whānau, hapū and iwi, government agencies, businesses and community groups, we can build a nation of people who care about and act for nature and heritage. This, in turn, supports thriving communities and biodiversity conservation across Aotearoa New Zealand.

This engagement approach provides three key pathways to engage and empower people who have different abilities and interests.

### 1. Awareness

We create and share stories, information and events that inspire and inform people about biodiversity, conservation, and places they can visit and enjoy. Our digital channels, including online campaigns and blogs, enable us to connect widely with New Zealanders and international visitors, and tailor information for specific audiences.

The new ‘Accessibel’ website is an example of the latter. This site was launched in September 2020 to help people with restricted movement access and benefit from nature experiences outdoors. The detailed information helps wheelchair users,

rātou kia tomo kia whai painga hoki i ngā wheako taiao i te aotūroa. Mā ngā mōhiotanga hōhonu ka āwhinatia te hunga haere tūru wira, ngā whānau whai tamariki ririki, ngā kaumātua me te hunga toitū kia haere ki ngā wāhi tino hāngai ki ō rātou hiahia. He mea hoahoa tahi a Accessibel e te Halberg Foundation, Sensibel me Te Papa Atawhai.

## 2. Hononga

Ka taea te whakahōhonu i te hononga tangata ki ngā wāhi mā te whakapakari i tō rātou mārama ki te taiao, ki ngā taonga tuku iho, mā ngā haerenga hei manuhiri, mā ngā ngohe mātauranga i ngā kura me ngā hapori, me ngā ara hīkoi tūhura mā te kaihīkoi anō ia hei ārahi.

Ko tētahi tauira o tēnei ko te Rā Rūma Karaihe i Waho i Te Aotūroa. Nā mātou tēnei kōkiri i hāpai hei tautoko i te kōkiri ā-ao kia kawea ā tātou tamariki ki waho – nā ā mātou rauemi ‘Whakaako ki Waho Whare’ ngā pouako i tautoko kia haria ā rātou ākongā ki waho o te akomanga, kia ako, kia hono hoki ki te taiao.

## 3. Mahi

Ka hora whāinga wāhi mātou mā te tangata kia kōkiri mahi hei āwhina i te taiao, i ngā taonga tuku iho kia hauora tonu – he mahi pēnei i te whakatū tāwhiti mō Kaikonihikore 2050 i muri i ō rātou whare, te mahi tūao, me te pupuru kurī ki te paraire i ngā wāhi hanga kōhanga a ngā manu.

Ko ngā tūao te tino tira kaimahi mō ngā rōpū hapori huhua e mahi nei i ngā mahi taiao i ngā whenua tiaki taiao tūmatanui. Hei āwhina tā mātou Tahua Tiaki Taiao i ngā kaupapa nā te hapori i ārahi – i whakaaetia ētahi tono 110 mō ngā pūtea āwhina i 2020. Kei raro iho nei ngā tono 10 tiketike i whiwhi pūtea (ā-rahinga pūtea) – tirohia tā mātou pae tukutuku mō te rārangi katoa.<sup>22</sup>

families with young children, the elderly and injured people find places to go that best suit their needs. Accessibel was co-designed by the Halberg Foundation, Sensibel and Te Papa Atawhai.

## 2. Connection

People’s connections with places can be deepened by building their understanding of nature and heritage with visitor experiences, education activities in schools and communities, and self-guided discovery trails.

The Outdoor Classroom Day is one example. We championed this initiative to support the global movement to get kids outside – our ‘Teach outside’ resources supported teachers to take their students out of the classroom to learn about and connect with nature.

## 3. Action

We provide people with opportunities to take actions to help nature and heritage thrive – actions like helping the Predator Free 2050 movement by setting backyard predator traps, volunteering, and keeping dogs on leads in bird-nesting areas.

Volunteers are the workforce for the many community groups who carry out conservation work on public conservation land. Our Community Conservation Fund helps resource community-led projects – 110 applications for funding were approved in 2020. Below are the top 10 funded applications (based on the funding amounts) – see our website for the full list.<sup>22</sup>

<sup>22</sup> [www.doc.govt.nz/doccf-successful-applications-2020](http://www.doc.govt.nz/doccf-successful-applications-2020)

**Table 1: Ngā kaupapa tiketike 10 nā te hapori i ārahi**

Rohe	Huahuatau kaitono, kaupapa hoki
Ā-motu	Mountains to Sea Conservation Trust – he kōkiri whakawhanake i tēnei kōkiri kirirarau-kaipūtaiao mā te whakangungu hapori me te mahi tahi ki ngā rōpū hapori kia arotake, kia whakaora wāhi wai maori.
Te Hauāuru o Te Waipounamu	Kea Conservation Trust – he whāngai pūtea ki tētahi rōpū ruruku tuituinga hapori mō ngā kōkiri rohe maha mō te whakaora i te kea, puta noa i Te Waipounamu, pēnei i te karo i ngā mōrearea, te mātauranga/kauwhau tikanga, me te hanga whāinga wāhi tūao.
Ā-motu	Coastal Restoration Trust of New Zealand – he whakapiki i te māramatanga mā ngā ataata rongorau mō te pānga o te panonitanga huarere ki ngā pūnaha hauropi o te takutai moana.
Te Tau Ihu	Tasman Environmental Trust – he whakatō me te whakatikatika i ngā tupu taketake nō Aotearoa i tika ā-taiao te whakatupu, hei whakaora i te ripoinga mohoh pererū i te Pūau o Waimea.
Te Tau Ihu	Takaka Hill Biodiversity Group Trust – he whakatū tāwhiti hei hopu kaikonihī i te ara whakawhitinga o Tākaka, i waenga i te Rāhui Whenua o Abel Tasman me te Whenua Rāhui o Kahurangi. Te whakahaere arotake kaikonihī, taturanga manu whio anō hoki.
Te Taha Rāwhiti o Te Waipounamu	Conservation Volunteers New Zealand – te whakatū me te whakatikatika i tētahi ngahere māori, he kakihatea te nuinga, i Cranford basin.
Te Tai Tokerau	Bay Bush Action Trust – te whakamātautau tūturu, te arotake hoki i ngā tāwhiti AT220.
Ā-motu	New Zealand Wilding Conifer Group Incorporated – he whakawātea i te whāinga wāhi o te hapori ki ngā mahi ārai paina tupunua mā te whakangāwari i te tiringa mōhiotanga i waenga i ngā rōpū hapori, me te whakapiki māramatanga ki te raru paina tupunua.
Tongariro, Te Moana a Toi, Taranaki, Tairāwhiti	Te Rūnanga o Ngāti Awa – he tipu hauraro i te paihamu i ngā heketea 4,700 i roto i te rohe o Ngāti Awa.
Te Tau Ihu	Project De-Vine Environmental Trust – he ārai i te toro o te old man's beard, o te banana passion vine, climbing asparagus, i te woolly nightshade, me te yellow jasmine i ngā whenua tūmataiti kia kore ai e toro ki te Whenua Rāhui o Kahurangi.

**Table 1: Top 10 community-led projects**

Region	Applicant and project outline
National	Mountains to Sea Conservation Trust – growing the citizen-science initiative by training community trainers and working with community groups to monitor and restore freshwater sites.
Western South Island	Kea Conservation Trust – funding a community engagement coordinator for multi-regional kea conservation initiatives across the South Island, such as mitigating threats, education/advocacy and creating volunteer opportunities.
National	Coastal Restoration Trust of New Zealand – raising awareness through multimedia videos about the effects of climate change on coastal ecosystems.
Northern South Island	Tasman Environmental Trust – planting and maintaining eco-sourced native plants to restore banded rail habitat in the Waimea Inlet.
Northern South Island	Takaka Hill Biodiversity Group Trust – installing traps for predator control in the Takaka Hill corridor between Abel Tasman National Park and Kahurangi National Park. Undertaking predator monitoring, bird counts and whio surveys.
Eastern South Island	Conservation Volunteers New Zealand – planting and maintaining a predominantly kahikatea native forest in Cranford basin.
Northern North Island	Bay Bush Action Trust – carrying out a full field trial and review of AT220 traps.
National	New Zealand Wilding Conifer Group Incorporated – boosting community participation in wilding conifer control by facilitating the sharing of information between community groups and increasing awareness of the wilding conifer problem.
Central North Island	Te Rūnanga o Ngāti Awa – eradicating possums from 4,700 hectares of land within the rohe of Ngāti Awa.
Northern South Island	Project De-Vine Environmental Trust – controlling old man's beard, banana passion vine, climbing asparagus, woolly nightshade and yellow jasmine on private land to prevent their spread into Kahurangi National Park.

E ono hoki ā mātou pūtahi tiaki taiao ā-hapori (tirohia te mātai tūāhua: i te **whārangī 97**. Te whāinga ia o ēnei pūtahi he whakapiki i te hua o ngā kōkiri tiaki taiao nā te hapori i ārahi, mā te whakakakama i te horanga, hei tauira.

Nā te rōpū Predator Free New Zealand Trust i kawē tētahi mātainga<sup>23</sup> i tēnei tau kia mohio ai mehemea ka āwhina ēnei pūtahi i te whāinga hua o ēnei rōpū tiaki taiao ā-hapori. Ki tā ngā kitenga, inā ētahi o ngā hua o aua pūtahi:

- te tautoko o ngā ringa maha i te taha whakahaere, whakahaere pūtea, waihoki te hauora me te haumarū
- te āwhina ki ngā mahi whakaara moni mō ētahi
- he mātauranga paetata, he pūkenga hoki i ngā wāhi pēnei i te whakora me te hoahoa kaupapa
- ngā whāinga wāhi whaihua ki te whakawhanaunga

### He pakari kē atu te toiora mā te hononga ki te taiao me ngā wāhi tuku iho

Kua whakawhanaketia e mātou ētahi whāinga wā-roa e rua, hei tautoko i tā mātou ara tuituinga rautaki mō te tekau tau kei mua – e hāngai ana tētahi o ēnei ki te whakapikinga o te toiora o ngā tāngata o Aotearoa mā ō rātou hononga ki te taiao, ki ngā wāhi tuku iho hoki.

- **E tūhono ana 90% o ngā tāngata o Aotearoa ki te taiao, ki ngā wāhi tuku iho hoki, mā ngā ara whakapiki i tō rātou toiora**

E mōhio ana mātou mā te noho ki te taiao mō tētahi wā ka kitea he hua mō te toiora whaiao o te tangata, tae atu ki te hauora ā-tinana, ā-hinengaro hoki. Ki te tino mārama te tangata, ki te manako hoki ki ngā painga ā-hinengaro, ā-tinana, ā-kare ā-roto, ā-wairua mō rātou, ka kaha ake pea tō rātou aro ki te taiao. E hāngai ana tēnei whāinga wā-roa ki ngā hiahia a te Kāwanatanga e whakamāramatia ana i te Anga Paerewa mō te Noho o te Tangata a Te Tai Ōhanga.<sup>24</sup>

We are now also funding six community conservation hubs (see the case study on **page 97**. The purpose of these hubs is to add value to community-led conservation initiatives by, for example, creating efficiencies in delivery.

Predator Free New Zealand Trust conducted a study<sup>23</sup> this year to better understand whether these hubs help community conservation groups be more effective. Findings show the hubs provide benefits such as:

- shared support for administration, financial management, and health and safety
- assistance with fundraising efforts in some cases
- local knowledge and expertise in areas like restoration and project design
- valuable networking opportunities.

### More wellbeing through connection with nature and heritage

To support our strategic engagement approach over the next 10 years, we have developed two new stretch goals – one of which focuses on improving New Zealanders' wellbeing through their connections with nature and heritage.

- **90% of New Zealanders are connecting with nature and heritage in ways that improve their wellbeing**

We know spending time in nature has a positive effect on personal wellbeing, including physical and mental health. If people understand and value the mental, physical, emotional and spiritual benefits they receive, they will likely be inspired and motivated to take better care of nature. This stretch goal aligns with the Government's wellbeing ambitions as described in the Treasury's Living Standards Framework.<sup>24</sup>

<sup>23</sup> [predatorfreenz.org/better-together-review-of-community-conservation-hubs-nz/](https://predatorfreenz.org/better-together-review-of-community-conservation-hubs-nz/)

<sup>24</sup> [www.treasury.govt.nz/information-and-services/nz-economy/higher-living-standards/our-living-standards-framework](https://www.treasury.govt.nz/information-and-services/nz-economy/higher-living-standards/our-living-standards-framework)

- **E hāpai mahi ana tētahi 80% o ngā tāngata o Aotearoa ki te tiaki, ki te whakaora, ki te whāngai hoki i te taiao me ngā taonga tuku iho**

E tūtohu ana ā mātou raraunga ahakoa e mahi ana te tini i ētahi mahi iti hei āwhina, me i mōhio rātou me aha, kua nui kē atu ā rātou mahi. Ki tā ngā tūtohu o Te Mana o te Taiao, e hurihia ai te rarunga kanorau koirora, me mātua tahuri ngā tāngata katoa o Aotearoa ki te tiaki ki te whakaora hoki i tō tātou kanorau koirora.

### He pia kaitiaki taiao

I tēnei tau kua tae ki te 21 tau o te Kaupapa Pia Kaitiaki Taiao, arā, o te kōtuinga i waenga i te Whare Wānanga o te Tauihu o Te Waka a Māui me Te Papa Atawhai, e whakaputa nei i ngā tāngata pūkenga nui, hihiri hoki, ki te kāhui tiaki taiao. I whakawhanaketia te kaupapa i muri i te aituā nui o Cave Creek i te tau 1995; ko tāna he hora i ngā huinga pūkenga whānui, hāngai hoki, mā te hunga tauhou ki ngā mahi tiaki taiao.

I tēnei tau kua horaina e mātou ētahi tūranga kaitiaki taiao ki ētahi pia kaitiaki taiao 20 ka puta i te akoranga. Ki tā mātou titiro, arā anō ngā tāngata pūkenga nui, hihiri hoki ka uru ki te kāhui mahi mō te taiao, ina tāpaetia tēnei kaupapa e ētahi atu kura takiura.

- **80% of New Zealanders are taking action to protect, restore and sustain nature and heritage**

Our data shows that although many people are already doing small things to help, they would do more if they knew what to do. Te Mana o te Taiao suggests that to turn around the biodiversity crisis, we will need all New Zealanders to help protect and restore our biodiversity.

### Trainee rangers

This year marked the 21st year of the Trainee Ranger Programme, a partnership between the Nelson Marlborough Institute of Technology and Te Papa Atawhai that delivers skilled, motivated individuals into the conservation workforce. The programme was developed following the 1995 Cave Creek disaster; it provides a comprehensive and relevant skill set to people new to conservation work.

This year we offered trainee ranger placements to six of the graduating 20 trainee rangers. We expect more skilled and motivated individuals will come into the nature-based workforce as more polytechnical institutes offer this programme.

## Statement of service performance for 2020/21

	2018/19 actual	2019/20 actual	2020/21 target	2020/21 actual	Variance and commentary (if required)
<b>Engagement</b>					
Workday equivalents contributed by people volunteering <sup>(SM)</sup>	38,179	32,614	26,710	<b>36,923</b>	<b>Achieved</b>
Partnerships run during the year <sup>(SM)</sup>	312	411	417	<b>447</b>	<b>Achieved</b>
Percentage of partners surveyed who rate their contribution to conservation as moderate or significant <sup>(SM)</sup>	71%	89%	80%	<b>88%</b> (146 out of 165)	<b>Achieved</b>
Partnerships involving tangata whenua <sup>(SM)</sup>	28	41	125 (30% of 417)	<b>38</b> (9% of 447)	<b>Not achieved</b> Although we continue work with tangata whenua, the lack of signed management agreements means many partnerships with tangata whenua do not meet evidence requirements for reporting.
<b>Education and communication</b>					
Number of knowledge- and skill-sharing initiatives provided <sup>(SM)</sup>	557	486	400	<b>368</b>	<b>Not achieved</b> Some planned events were cancelled due to COVID-19.
Percentage of participants surveyed who rate the initiative as partly effective or effective at meeting its objectives <sup>(SM)</sup>	94%	93%	70%	<b>95%</b> (904 out of 954)	<b>Achieved</b>

**Case studies**

The following case studies highlight the long-term impact of some of the work undertaken for this intermediate outcome and related stretch goal.

- Community conservation hubs
- Tiki Toa



## Community conservation hubs

### Sustaining the growth in community-led conservation efforts

#### What's the issue?

There are hundreds of community-led groups working for conservation, so it is vital we find the best ways to sustain their efforts and maximise the benefits of their work.

Te Papa Atawhai alone has over 450 management agreements with groups, individuals, businesses and councils for conservation activities on public conservation land. This means there are competing demands for agency funding – our Community Fund was considerably oversubscribed this past year. Ensuring community action groups have the resources they need is now an explicit goal of Te Mana o te Taiao – the Aotearoa New Zealand Biodiversity Strategy.

To prevent duplication of systems and competition for resources, the Parliamentary Commissioner for the Environment recommended establishing regional hubs that can support community conservation groups.<sup>25</sup> Several hubs have since been established, and research by the Predator Free New Zealand Trust has helped us understand how the hubs function and the challenges they face.<sup>26</sup>

#### What's our approach?

- Research by the Predator Free New Zealand Trust (PFNZT) helped us understand how the hubs function and the challenges they face.

- We have repurposed some community funds to support community hubs and evaluate the outcomes.
- We and PFNZT explored how each hub supports its members to achieve their conservation goals, and how well the members feel they are being supported.
- We will use the resulting information to identify opportunities to improve our contribution to community-led conservation.

#### What has been accomplished?

- The DOC Community Fund has awarded new funding to six community hubs to support the hub model,<sup>27</sup> and explore its potential to sustain community-led conservation and maximise conservation benefits.
- Findings from initial research (with 45 member groups) are already identifying how the hub model enhances on-the-ground conservation efforts. For example:
  - members said they felt supported through belonging to their hub
  - the hubs are valuable for networking with stakeholders and raising public awareness, education and participation
  - hub members need more hands-on support, like training workshops, equipment, and planning and strategy development.



Tasman Environment Trust members planting trees at the Bronte Peninsula, Nelson. The Trust is a community hub participating in research to help Te Papa Atawhai understand the role of hubs and how we can support them. *Photo: Tasman Environment Trust*

<sup>25</sup> [www.pce.parliament.nz/media/1695/taonga-of-an-island-nation-web-final-small.pdf](http://www.pce.parliament.nz/media/1695/taonga-of-an-island-nation-web-final-small.pdf)

<sup>26</sup> [predatorfreenz.org/better-together-review-of-community-conservation-hubs-nz/](http://predatorfreenz.org/better-together-review-of-community-conservation-hubs-nz/)

<sup>27</sup> [www.doc.govt.nz/doccf-successful-applications-2020](http://www.doc.govt.nz/doccf-successful-applications-2020)

## Tiki Toa

### A Healthy Nature Healthy People programme for rangatahi

#### What's the issue?

The Tiki Toa programme in Taranaki is creating opportunities for young people and communities to connect with each other and the environment. This programme is a partnership between Te Papa Atawhai, the health sector, schools and Taranaki Mounga; it aims to help rangatahi deepen their cultural identity, connect to whenua tūpuna, and improve their education and health.

The young people who named the programme also helped design it to learn about themselves and Taranaki Maunga (Mount Taranaki). Rangatahi visit marae, hear from kaumātua, learn about whakapapa, visit significant sites on Taranaki Maunga and learn about ecology. Physical and cultural safety are priorities on these hīkoi.

The programme is growing strongly – Tui Ora, the Whānau Ora health provider in Taranaki that helped embed a kaupapa Māori framework within Tiki Toa, has secured another 3 years of funding.

#### What's our approach?

- We partner with Tui Ora, Devon Intermediate school, the Kura Kaupapa Te Pihipihinga Kākano mai i Rangiatea, and the Taranaki Mounga conservation programme.
- We are working with the health sector using whānau-based approaches to engage and support community youth.
- Rangatahi learn about themselves and Taranaki Maunga with a focus on te taiao (the natural world), and a grounding in te Ao Māori (the Māori world).
- Our Ngāmotu office and Taranaki Mounga staff help with design and access to sites, and share practical conservation skills.

#### What has been accomplished?

- A recent external evaluation found the programme is succeeding in creating opportunities for young people and communities to connect with each other and the environment.
- Here are some findings from the evaluation.
  - Stakeholders and kaimahi continue to demonstrate a willingness to work together and ensure Tiki Toa succeeds.
  - The programme demonstrates education enrichment and mātauranga Māori approaches to conservation. Tiki Toa has helped communities connect and share their passion for te taiao.
  - These experiences create foundations for the taira to support the development of values connected with, and sustained through, te Ao Māori.



Tiki Toa taira learning first aid techniques on Taranaki Maunga, supported by Te Poihi Campbell (Te Atiawa) and Brandon Kingi (Te Papa Atawhai). Photo: Jane Bowden

E whakapikingia ana te noho o ngā tāngata o Aotearoa me te hunga o tāwāhi mā tō rātou hono ki te taiao, ki te aotūroa tuku iho hoki  
 New Zealanders and international visitors are enriched by their connection to New Zealand's nature and heritage

## Output class operating statement 2020/21: Conservation with the Community

	30/06/20 Actual \$000	30/06/21 Budget \$000	30/06/21 Revised budget \$000	30/06/21 Actual \$000
Revenue				
Crown	40,828	34,357	38,566	38,566
Other	1,549	4,070	4,090	3,300
<b>Total revenue</b>	<b>42,377</b>	<b>38,427</b>	<b>42,656</b>	<b>41,866</b>
Expenses	42,472	38,427	42,956	41,135
<b>Surplus/(deficit)</b>	<b>(95)</b>	<b>0</b>	<b>(300)</b>	<b>731</b>

# Hei tūāpapa te taiao me ngā taonga tuku iho o Aotearoa mō tō tātou ekenga taumata ōhanga, taumata pāpori, ahurea hoki

## New Zealand's unique environment and heritage is a foundation for our economic, social and cultural success

Ko tā Te Papa Atawhai he hora, he whakahaere i te whatunga kori rahi rawa o Aotearoa: neke atu i 14,000 km o ngā ara, 326 ngā pae hopuni, 967 ngā wharau i ngā whenua tītōhea, 50 Ngā Wāhi Tuku Iho Ingoa nui, 13 ngā rāhui whenua ā-motu, 44 ngā rāhui takutai moana, me te huhua noa o ētahi atu rāhui e pai ai te kori a te tangata.<sup>28</sup>

### **Te Rautaki Wāhi Tuku Iho, Manuhiri hou**

I whakaputaina tā mātou Rautaki Wāhi Tuku Iho, Manuhiri i tēnei tau.<sup>29</sup> Ko tāna he kauwhau i tētahi ara whakamua toitū, mā te whakaraupapa ki mua ko ngā mahi e whai hua ai o tātou tāngata, hapori hoki: te tiaki i a Papatūānuku, te tautoko i te koringa i te taiao, te tiri i ngā pūrākau nunui mō o tātou wāhi tuku iho anō hoki.

Te Papa Atawhai provides and manages Aotearoa New Zealand's largest recreation network: over 14,000km of tracks, 326 campsites, 967 backcountry huts, 50 Heritage Icon sites, 13 national parks, 44 marine reserves, and a range of other reserves where people can undertake recreation.<sup>28</sup>

### **New Heritage and Visitor Strategy**

Our Heritage and Visitor Strategy was released this year.<sup>29</sup> It promotes a sustainable future by prioritising activities that will benefit our people and communities: caring for Papatūānuku, fostering recreation in nature and sharing stories of our heritage.

<sup>28</sup> See factsheet at [www.doc.govt.nz/2021-annual-report-factsheets](http://www.doc.govt.nz/2021-annual-report-factsheets): Utilisation of DOC assets.

<sup>29</sup> [www.doc.govt.nz/heritage-and-visitor-strategy](http://www.doc.govt.nz/heritage-and-visitor-strategy)

Ka kitea ēnei whāinga matua i roto i ngā whāinga e toru o te rautaki.

- **Te Tiaki** – Kua whakapūmautia, kua tiakina hoki ngā rawa ā-taiao, ā-ahurea, ā-taonga tuku iho o Aotearoa, hei pupuru i ōna uara ahurea, taonga tuku iho, tōna koiara kanorau, tōna hauora pūnaha hapori, ōna tatokoranga whenua me tōna hūmārie.
- **Tūhono** – E whai hua ana te manuhiri, kua pai ake hoki te hono o te taiao, ki te ahurea, me ngā taonga tuku iho o Aotearoa.
- **Kia Ora** – Kua whai hua te tangata whenua, ngā rohe, me ngā hapori i ngā mahi tiaki, tūhono hoki i te manuhiri ki ō rātou taonga ā-taiao, ā-ahurea, ā-wāhi tuku iho hoki.

## He nui atu ngā tāngata o Aotearoa e tūhura ana i tō rātou kāinga ake

Nā ngā katinga pūputu i ngā tomokanga o tēnei tau kua tahuri Te Papa Atawhai ki te tuitui ki ngā tāngata o Aotearoa mā te whakatenatena i a rātou kia tūhura i tō rātou kāinga ake. I pēnei mātou nā te:

- whakawhanake i ētahi wheako ngāwari ki te urutomo, he mea tautoko ki ngā taputapu pēnei i tō mātou pae tukutuku hou 'Accessibel' (tirohia te **whārangi 51**)
- te whakawhānui i tō mātou rārangi Hīkoi Poto, Takahi Whenua Kotahi Rā te Roa
- hora wheako ngāwari te tae atu i ngā pūtahi taupori rarahi, me te mahi nui kia horaina whānuitia ēnei wheako ki ngā rohe.<sup>30</sup>

E āta whakahaere mārire ana mātou i ngā mōreareatanga ki ngā manuhiri, ki te whakawhanake hoki i ngā ratonga me ngā wheako e tutuki ai ngā hiahia o te manuhiri, e tiakina ai ngā uara tiaki taiao, e whai hua ai te mana whenua me ngā hapori i ngā manuhiri peka atu.

## Te āwhina i ētahi atu i te wā o COVID-19

E whakatairanga ana tā mātou tautoko i te rāngai

These priorities are captured in the strategy's three goals.

- **Protect** – Aotearoa New Zealand's natural, cultural and historic resources are preserved and protected to maintain cultural and historic values, biodiversity, ecosystem health, landscapes and natural quiet.
- **Connect** – Visitors are enriched and better connected to Aotearoa New Zealand's natural, cultural and historic heritage.
- **Thrive** – Tangata whenua, regions and communities benefit from protecting, and connecting visitors with, their natural, cultural and historic heritage.

## More New Zealanders exploring their backyard

This year's continual border closures have compelled Te Papa Atawhai to focus on engaging New Zealanders and encouraging them to explore their backyard. We did this by:

- developing accessible experiences, supported by tools like our new 'Accessibel' website (see **page 51**)
- expanding our portfolio of Short Walks and Day Hikes
- providing experiences that are more easily reached from large population centres, while also ensuring an appropriate regional spread.<sup>30</sup>

We continue to manage the risks to visitors, develop and maintain services and experiences that better meet visitor needs and protect conservation values, and enable mana whenua and communities to benefit from visitors.

## Helping others through COVID-19

Our support for the tourism sector acknowledges one of our core roles ('To foster the use of natural and historic resources for recreation, and to allow their use for tourism'<sup>31</sup>).

<sup>30</sup> See factsheet at [www.doc.govt.nz/2021-annual-report-factsheets](http://www.doc.govt.nz/2021-annual-report-factsheets): Distribution of DOC assets across public conservation land.

<sup>31</sup> Conservation Act 1987, section 6: [www.legislation.govt.nz/act/public/1987/0065/latest/whole.html#DLM104081](http://www.legislation.govt.nz/act/public/1987/0065/latest/whole.html#DLM104081)

tāpoi i tētahi o ō mātou kawenga matua ('He penapena i te whakamahinga o ngā rawa o te taiao, o ngā taonga tuku iho hoki o ngā rawa tuku iho mō te kori, kia whakaaetia hoki te whakamahinga mō ngā mahi tāpoi'<sup>31</sup>). I tēnei tau e rua ngā ara matua mō tā mātou tautoko i te rāngai tāpoi:

- te hora wāteatanga utu koringa, me ētahi ara utu pīngawingawi, tārewa rānei mō te hunga whai raihana i te wā o te katinga mō COVID-19. I tautoko hoki Te Papa Atawhai i ngā kōkiri āwhina rāngai tāpoi a te kāwanatanga whānui
- I tuku āwhina ki ngā kaupapa whakahaere-ūnga hāereere torowhānui. Ko te Milford Opportunity Project tētahi taura o tā mātou mahi pāhekoheko ki te hanga ūnga tāpoi toitū kē atu.

### **Ko ngā mahi whakarei pūnaha whakarite**

I ēnei marama tūtata, i te whakahaere whakaritenga ā mātou kaimahi mā te moni ukauka i te wāhi tonu o ngā haere – e hia mano tāra te nui o ētahi. Otiia, nā te tūnga mai o te pūnaha whakarite wāhi tuihono, ka haere ngā utunga mā tō mātou pae tukutuku; heoi anō tā te kaimahi ināiane he whakaū kua oti tētahi whakaritenga te whakatatū.

Kua tae mai ngā kōrero urupare maha mai i te iwi tūmatanui, kua kore anō e herea ki ngā hāora pūtahi manuhiri hei mahi whakaritenga, kua koa hoki i te mōhio, ka kitea he moenga, he wāhi whakatū tēneti rānei hei te taenga atu.

Nā ēnei whakapikinga kua heke te whāwhā moni ukauka o ā mātou kaimahi i te tuawhenua, kua haumarū kē atu tō rātou noho, kua ngāwari kē atu tā mātou tuhi rēkoata o ngā nekenekehanga manuhiri, e haumarū kē atu ai rātou i ngā wā o te ohotata.

This year we supported the tourism sector in two main ways:

- providing an activity fee waiver and flexible and deferred payment options for concessionaires during the COVID-19 lockdown. Te Papa Atawhai also supported government-wide tourism-relief initiatives
- contributing to large-scale destination-management projects. The Milford Opportunity Project is an example of our collaboration to create a more sustainable tourism destination.

### **Booking system enhancements**

Until recently, our staff were handling cash bookings on site – sometimes thousands of dollars. But with the new online booking system in place, payments are now made through our website; staff need only confirm a booking has been made.

We have received encouraging feedback from the public, who are no longer restricted to visitor centre opening hours to make their bookings and are reassured they will find a bed or tent space when they arrive.

These improvements have reduced cash handling by our frontline staff, which helps keep them safe and also helps us keep accurate records of our visitors' planned movements, which will help us keep them safe in an emergency.

## Statement of service performance for 2020/21

	2018/19 actual	2019/20 actual	2020/21 target	2020/21 actual	Variance and commentary (if required)
<b>Asset management</b>					
<b>Huts – to standard<sup>(SM)</sup></b>	88%	81%	90%	<b>89%</b>	<b>Achieved<sup>32</sup></b> Out of 965 huts, 858 are to standard.
<b>Tracks – to standard<sup>(SM)</sup></b>	56%	55%	45%	<b>60%</b>	<b>Achieved</b> Out of 14,673 km of track, 8,767 km are to standard.
<b>Structures (bridges, boardwalks, etc) – to standard</b>	95%	94%	95%	<b>97%</b>	<b>Achieved</b> Out of 13,425 structures, 13,044 are to standard.

### Case studies

The following case studies highlight the long-term impact of some of the work undertaken for this intermediate outcome and related stretch goal.

- Replacing Mintaro Hut
- Reopening the Milford and Routeburn Great Walks

<sup>32</sup> Te Papa Atawhai considers that performance has been achieved when the output is within a tolerance level acceptable for the nature of the work. For significant measures (annotated with <sup>SM</sup>), this tolerance is within 5%. When outside this range, a variance comment is provided.



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## Replacing Mintaro Hut

### A safer and more sustainable hut for the Milford Track

#### What's the issue?

Mintaro Hut is the second of three huts along the 53 km Milford Track. The previous Mintaro Hut, in the Clinton valley below MacKinnon Pass, was more than 30 years old and was threatened by rockfalls during earthquakes of magnitude 7.5 or more.

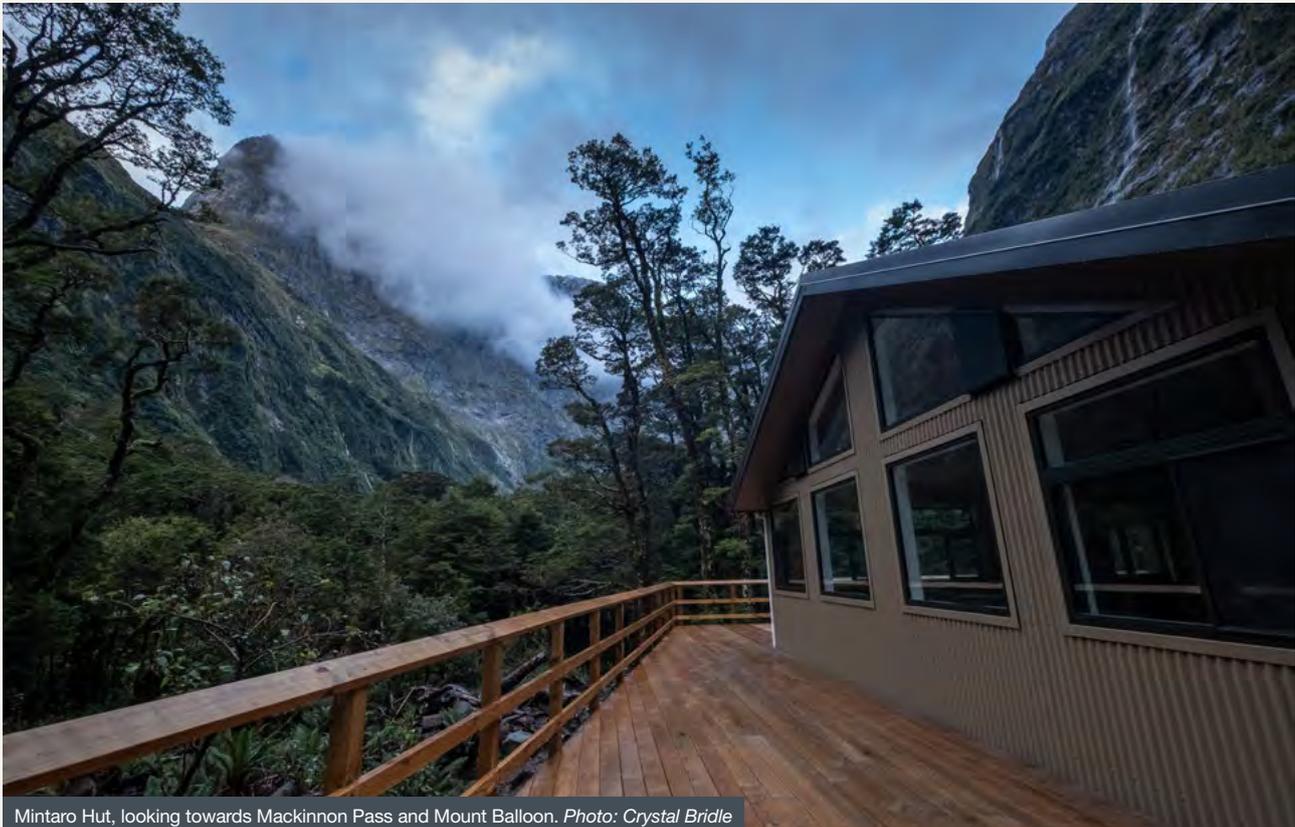
We therefore began work to establish a safer hut location and, in 2017, undertook detailed planning for the new hut. The site's remoteness made construction challenging: two construction crews had to share week-long rotations encamped at the construction site in harsh Fiordland weather. In April 2021, the newly constructed hut was blessed at a dawn ceremony led by local iwi before its doors were opened to walkers. The full opening, scheduled for October 2021, is being planned with Ngāi Tahu.

#### What's our approach?

- Our priority was safety. We researched and monitored nearby positions to ensure any new site had a much lower rockfall risk.
- The hut was designed to fit the landscape and to meet the challenges of the Fiordland alpine environment.
- The hut needed to meet the needs of the target audience, too – those looking for a premium, entry level, multi-day backcountry tramping experience.
- Sustainability was an important element of the design.

#### What has been accomplished?

- The new hut, 2 km from the previous site, is designed to last 50 years.
- Also included are staff quarters, a suspension bridge and a track through to the new site.
- The hut features thermally broken double-glazed windows, high-quality insulation, and a septic system that needs emptying only every 2 or 3 years, instead of annually.



Mintaro Hut, looking towards Mackinnon Pass and Mount Balloon. Photo: Crystal Bridle



## Reopening the Milford and Routeburn Great Walks

Iconic tracks open to a bumper season following the February 2020 storm

### What's the issue?

The Milford and Routeburn tracks were severely damaged by an extreme 3-day weather event in early February 2020. One tenth of the region's average annual rainfall fell on the south-west of the South Island, especially in northern Fiordland. Landslides caused widespread damage, including irreparable damage to Lake Howden Hut on the Routeburn Track (see the 'Southland flood emergency response' case study in our Annual Report 2020<sup>33</sup>).

The absence of international tourists due to COVID-19 was devastating for the Fiordland and Whakatipu communities. The need to bring domestic visitors back to the area – with their vital economic support – galvanised our team to reopen these Great Walks as soon as possible.

Thanks to the programme team, contractors and staff, who often worked in challenging conditions, both Great Walks fully reopened in early December 2020.

### What's our approach?

- The planning work for this complex programme was developed during the COVID-19 lockdown.
- We had to prioritise the recovery work to maximise economic benefit for the affected communities.
- Te Papa Atawhai staff from around the country were involved in the programme – many of them via remote connections.
- Local contractors were chosen to do the work, where feasible.

### What has been accomplished?

- Our local Operations teams worked closely with their communities to communicate priorities and share news about the programme's progress.
- The programme team managed to open both walks as 'there and back' experiences in the interim, and then was able to get both tracks operational as round trips in time for the 2020/21 summer.
- Getting both tracks fully open on schedule gave local communities a reason to celebrate.



'Jurassic Falls' (Slip #6) in the Arthur valley, Milford Track. Photo: DOC

<sup>33</sup> [www.doc.govt.nz/annual-report-2020](http://www.doc.govt.nz/annual-report-2020)

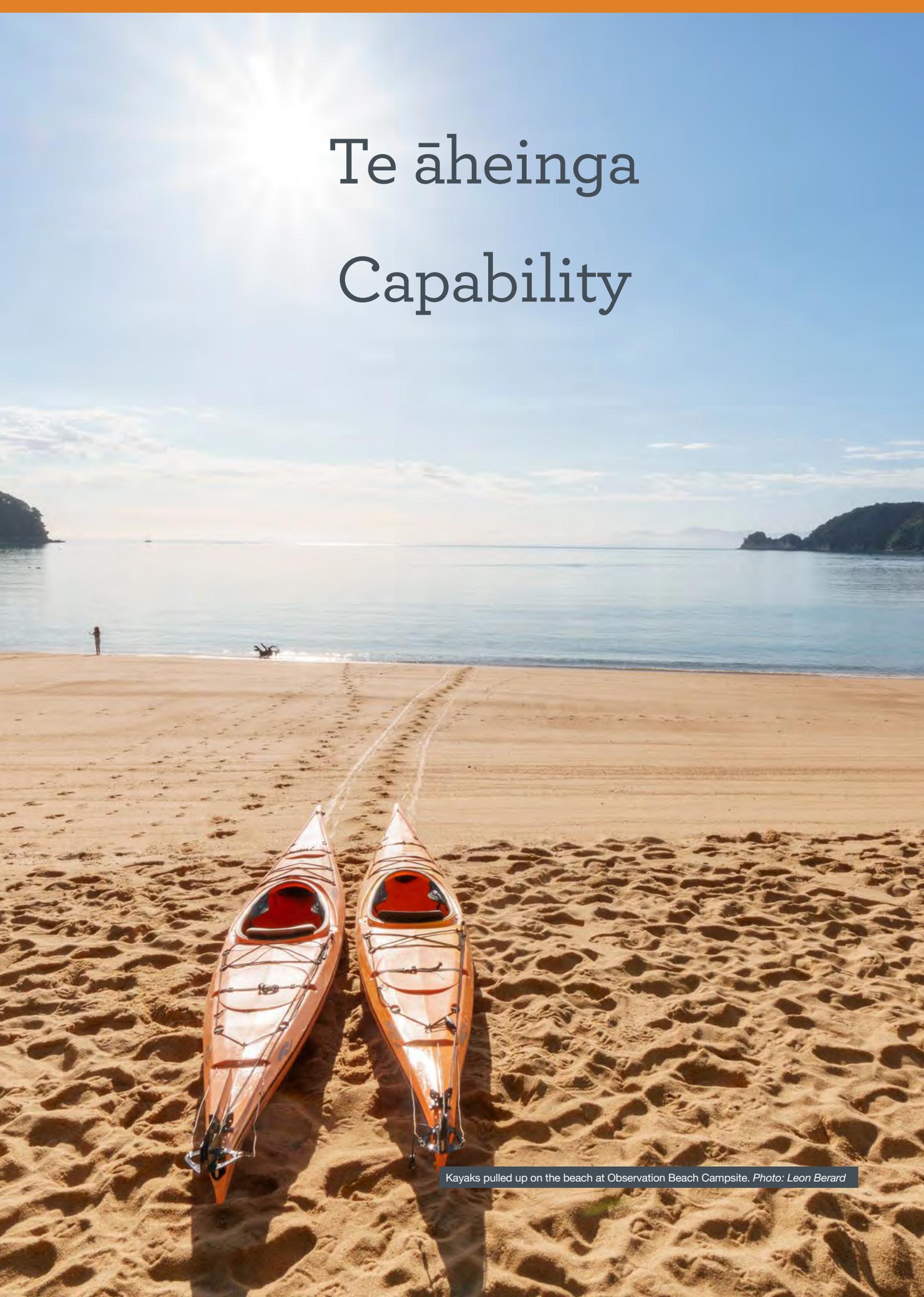
## Output class operating statement 2020/21: Management of Recreational Opportunities

	30/06/20 Actual \$000	30/06/21 Budget \$000	30/06/21 Revised budget \$000	30/06/21 Actual \$000
Revenue				
Crown	154,502	157,147	166,054	166,054
Other	32,194	30,777	26,381	27,252
<b>Total revenue</b>	<b>186,696</b>	<b>187,924</b>	<b>192,435</b>	<b>193,306</b>
Expenses	178,650	189,924	193,635	184,559
<b>Surplus/(deficit)</b>	<b>8,046</b>	<b>(2,000)</b>	<b>(1,200)</b>	<b>8,747</b>

## Revenue from key Te Papa Atawhai products and services

Revenue received	2016/17 Actual \$000	2017/18 Actual \$000	2018/19 Actual \$000	2019/20 Actual \$000	2020/21 Actual \$000	Change from 2019/20
Backcountry huts	2,095	2,062	2,345	1,994	2,293	15.0%
Conservation campsites	6,931	7,543	8,015	6,900	7,122	3.2%
Great Walks	6,481	7,320	9,612	6,945	6,817	-1.8%
Visitor centre network – gross retail	2,900	3,198	3,227	2,613	1,555	-40.5%

# Te āheinga Capability



Kayaks pulled up on the beach at Observation Beach Campsite. Photo: Leon Berard

## The way we work

Our operating environment is complex and challenging. To achieve the goals of our organisational strategy (Te Kaupapa a Te Papa Atawhai) we must work closely with others – we cannot rely solely on our own people and resources. We have therefore designed our operating model to focus on:

- directly delivering our conservation priorities
- enhancing our capabilities to work with and through others.

We already work with a range of government, regional and special interest organisations as part of the way we operate. In the past year, we have also collaborated with communities and partners on major work programmes like Te Mana o te Taiao – the Aotearoa New Zealand Biodiversity Strategy, and Jobs for Nature. We are also building the cultural capability of our staff to support Crown/iwi relationships and partnering opportunities.

## Inclusion and diversity

We have made a deliberate shift in how we position inclusion and diversity. The shift from ‘diversity and inclusion’ to ‘inclusion and diversity’ signals the importance we place on developing a culture where everyone can participate and thrive, and being an organisation that is inclusive by default.

An inclusive culture is more likely to have a workforce that reflects the diverse communities we serve. The resulting exposure to different perspectives can lead to better decisions and outcomes for conservation.

Our approach incorporates the expectations for inclusion and diversity set out in the

Public Service Act 2020.<sup>34</sup> Accordingly, we continue our work to incorporate inclusion and diversity into our organisational culture – through biculturalism, inclusive leadership, flexible working, staff wellbeing and cultural capability.

To do this, we are focusing on the following three areas.

### 1. Five Papa Pounamu priorities

We are implementing the five Papa Pounamu priorities<sup>35</sup> using our existing initiatives and systems. Our work programmes for these priorities are summarised below.

1. **Strengthening cultural competence:** Our Te Pukenga Ātawhai programme helps our staff better understand te Ao Māori, and gives them skills to build and maintain effective relationships with tangata whenua. The training is tailored to the skills and approaches people need for their roles.  
In 2021/2022, we will complete a cultural capability gap analysis and embed cultural advisors throughout the organisation.
2. **Addressing bias and discrimination:** Our Manager Development Programme<sup>36</sup> aims to grow the capability of leaders in our changing context, and is offered to all directors, managers, supervisors and team leads. It is a 3-day course with a 4-hour unconscious bias section that encourages leaders to understand bias and its effects on behaviour and decision making, and teaches tools and strategies to move beyond bias.
3. **Building inclusive leadership:** Our Manager Development Programme prepares our leaders to commit to and display inclusive leadership.
4. **Developing relationships that are responsive to diversity:** Our people leaders are using the resources on our intranet to build sound professional relationships with their direct reports. We also promote the inclusive practice toolkit<sup>37</sup> developed by Te Kawa Mataaho Public Service Commission.

<sup>34</sup> See section 75(1) of the Public Service Act 2020 ([www.legislation.govt.nz/act/public/2020/0040/latest/whole.html#contents](http://www.legislation.govt.nz/act/public/2020/0040/latest/whole.html#contents)).

<sup>35</sup> Te Kawa Mataaho Public Service Commission notes five priority commitments to enable the greatest collective impact on increasing the diversity of the Public Service workforce and building inclusion. See [www.publicservice.govt.nz](http://www.publicservice.govt.nz) for more information.

<sup>36</sup> Four programmes were conducted in 2020/21, with a total of 90 participants.

5. **Supporting and engaging with employee-led networks:** Te Papa Atawhai supports an active Rainbow Network, an internal Accessibility Community of Practice, and regional groups that support employee-led te Ao Māori, social and sustainability activities.

## 2. Our Gender Pay Gap Action Plan

Te Papa Atawhai is committed to gender balance across our leadership roles by the end of 2022. In 2020/21, there was almost equal representation of men and women in our Tier 2 roles, although women were significantly under-represented in Tier 3 roles.

During the year, we conducted research to better understand this under-representation, and are now considering ways to correct the imbalance.

Our 2020 Gender Pay Gap Action Plan<sup>38</sup> has identified four priorities:

- embedding flexible work by default across the organisation
- monitoring equal pay
- removing bias and discrimination in remuneration and human resource practices
- gender-balanced leadership.

## 3. Accessibility Charter

Te Papa Atawhai has signed the Accessibility Charter,<sup>39</sup> which obliges us to meet the Government's web accessibility and usability standards.

We have completed an accessibility audit of our external website against these standards; our website passed 82 percent of tests for desktop-oriented websites and 85 percent for mobile. The main areas for improvement include better keyboard navigation, more alt text for images, and clearer identification to distinguish content parts such as te Reo.

We continue our work on these areas – some need more development, while others are being resolved by our web editors.

We also participate in the all-of-government digital accessibility community of practice, which applies to internal organisational work.

**Table 2: Te Papa Atawhai staff statistics**

		Change since 2019/20
<b>Total permanent and fixed term employees (FTE)</b>	2,626	(+113) ↑
<b>Average length of service (years)</b>	9.0	(-0.3) ↓
<b>Gender</b>		
<b>Male</b>	49.3%	(-0.3) ↓
<b>Female</b>	50.3%	(+0.3) ↑
<b>Gender diverse</b>	0.2%	(no change) ↔
<b>Percentage of staff reporting as having a disability</b>	2.58%	(+0.1) ↑
<b>Average age</b>	44	(no change) ↔
<b>Percentage of staff by age group</b>		
<b>Younger than 25</b>		3.6%
<b>25–29</b>		10.7%
<b>30–34</b>		12.9%
<b>35–39</b>		12.0%
<b>40–44</b>		12.1%
<b>45–49</b>		11.4%
<b>50–54</b>		13.0%
<b>55–60</b>		14.1%
<b>Older than 60</b>		10.2%

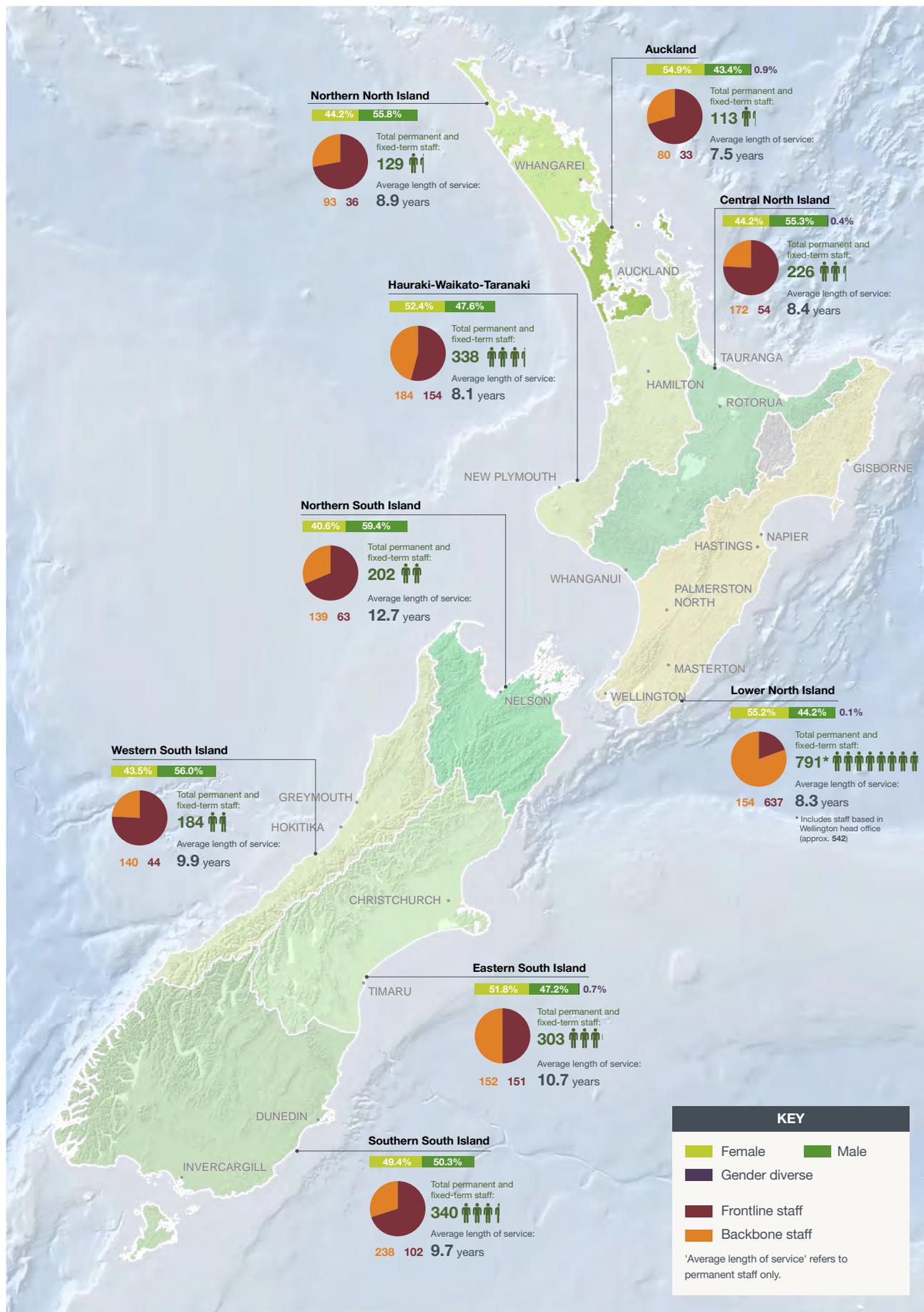
Note: the gender statistics in **Figure 5** do not include staff who do not specify their gender.

<sup>37</sup> [www.publicservice.govt.nz/our-work/diversity-and-inclusion/papa-pounamu-driving-diversity-and-inclusion-across-the-public-service/building-relationships/inclusive-practice-toolkit/](http://www.publicservice.govt.nz/our-work/diversity-and-inclusion/papa-pounamu-driving-diversity-and-inclusion-across-the-public-service/building-relationships/inclusive-practice-toolkit/)

<sup>38</sup> [www.doc.govt.nz/gender-pay-gap-action-plan](http://www.doc.govt.nz/gender-pay-gap-action-plan)

<sup>39</sup> [msd.govt.nz/about-msd-and-our-work/work-programmes/accessibility/the-accessibility-charter.html](http://msd.govt.nz/about-msd-and-our-work/work-programmes/accessibility/the-accessibility-charter.html)

Figure 5: Key staff demographics for Te Papa Atawhai, by region



## Health and safety

We have consolidated and improved our health and safety systems to help us identify trends and themes and apply the right reporting and controls to manage critical risks.

### Managing critical risks

A priority this year was to further develop and implement our Critical Risk Standard. The standard identifies eight critical risks.

1. Helicopter use
2. On-road vehicle driving
3. Working at height
4. Chainsaw use
5. Boat use
6. Lone workers/threats
7. Psychosocial
8. Scuba-diving

Each of our deputy directors-general owns a specific critical risk and therefore is accountable for the performance of that risk. Controls for most critical risks were identified this year, and we have begun verification work on several of them so we can provide assurance to our Safety Governance Group on the efficacy of the risk controls.

There have been no serious injuries to workers during the reporting period. However, due to some near misses involving helicopter work, we have added two aviation personnel to the health and safety team to improve safety in this area.

Having identified driving behaviour as a critical risk, we acted this year to minimise the risk of driving-related injury. This included installing GPS in cars, online on-road training modules, targeted practical training and fleet upgrades.

**Table 3: Incidents with fatal potential, by critical risk and year**

Critical risk	2018/19	2019/20	2020/21
Chainsaw use	1	5	4
Helicopter use	27	30	27
On-road vehicle driving	28	24	23
Working at height	2	1	1

### Stop for Safety

In the past year, we introduced the Stop for Safety programme. The programme enables anyone in the organisation to call a stop to work if it is unsafe to continue, or if an unsafe situation could develop.

### Effective health and safety leadership

We engaged the Institute of Directors to train our Senior Leadership Team on their officer and governance obligations. Induction and capability frameworks have been developed to support leaders in the delivery of health and safety.

### Empowering our health and safety representatives

To help our health and safety representatives support our leaders in managing health and safety risks, we invest in their training and resources.

This year we reviewed our worker engagement system to make sure leaders are engaging staff on health and safety. For example, leaders continue to engage with staff, including health and safety representatives, through our health and safety forums and the Te Papa Atawhai/PSA High Performance Engagement model.

## Raising staff awareness of managing injury

Our new Early Intervention Programme (EIP) has raised staff awareness of the need to manage musculoskeletal pain or discomfort before it leads to injury. The EIP promotes early intervention, leading to fewer ACC claims (see **Table 4** below) and avoiding the need for medical treatment and lengthy treatment delays.

**Table 4: ACC claims requiring weekly compensation**

	2018/19	2019/20	2020/21
<b>Number of claims</b>	44	46	<b>8*</b>

\* Claims open at the time of reporting may result in an increase to this number.

## Keeping our partners safe

In 2020/21, we continued to collaborate with our community groups and contracting partners, either directly or through programmes such as Jobs for Nature, to ensure conservation work was carried out safely.

# Climate change

Climate change is a significant threat to our biodiversity, recreation and cultural heritage. Our climate is already changing and will continue to change for many years, but the rate of change and the interaction between its effects is unclear. In these uncertain conditions, we need planning tools to identify the right conservation management actions and put them into practice.

## Dynamic adaptation to climate change

Dynamic adaptive pathways planning (DAPP)<sup>40</sup> introduces the concept of developing combinations of short-term, low-regret actions and long-term options in alternative ‘pathways’.

We applied this thinking to our work to ensure the resilience of the upper Haupapa/Tasman Glacier infrastructure within Aoraki/Mount Cook National Park. The plan lays out the immediate options for adaptation, and other future pathways. The immediate adaptation options included maintaining the current structure or replacing it with a different type of structure. A replacement structure, of a different type, was identified as the most resilient to the long-term effects and uncertainties of climate change. The future pathways – for changes in management and visitor experience for the upper Tasman – were flagged for further development.

The identified adaptive pathways will help decision makers support the resilience of visitor experience and structures to climate change. The complexity of these options highlights the need for decision makers to carefully consider trade-offs and synergies in any adaptation.

We are also developing guidance for our staff to adapt our decision making to climate change in a way that fits our work systems and processes.

<sup>40</sup> [www.deltares.nl/en/adaptive-pathways/](http://www.deltares.nl/en/adaptive-pathways/)

## Pest control helps mitigate climate change

Pest control not only protects our native species – it can also reduce the effects of climate change.<sup>41</sup> As we control deer, possums, goats, feral pigs and other invasive mammals, native forests can regenerate and better act as ‘carbon sinks’ (absorb more carbon from the atmosphere).<sup>42</sup>

When species such as deer or goats browse in the forests, they will often eat seedlings that would otherwise have become mature trees<sup>43</sup> – creating space for plants that would not normally grow there. Possums can cause a forest canopy to collapse, especially in rātā-kāmahi forests, as they tend to strip trees of their bark and foliage, which often kills the trees (see the photos below).



Dead trees in an area of the Coromandel forest where pest control has only been done once, in 2018. *Photo: Liz Whitwell*



A healthy tree canopy in an area of the Coromandel forest that has received regular pest control since the 1990s. *Photo: Liz Whitwell*

<sup>41</sup> More research is needed to understand how much additional carbon can be stored due to pest control.

<sup>42</sup> [www.doc.govt.nz/wild-animal-control-for-emissions-management](http://www.doc.govt.nz/wild-animal-control-for-emissions-management)

<sup>43</sup> See factsheet at [www.doc.govt.nz/2021-annual-report-factsheets](http://www.doc.govt.nz/2021-annual-report-factsheets): Survival and recruitment of common canopy trees.

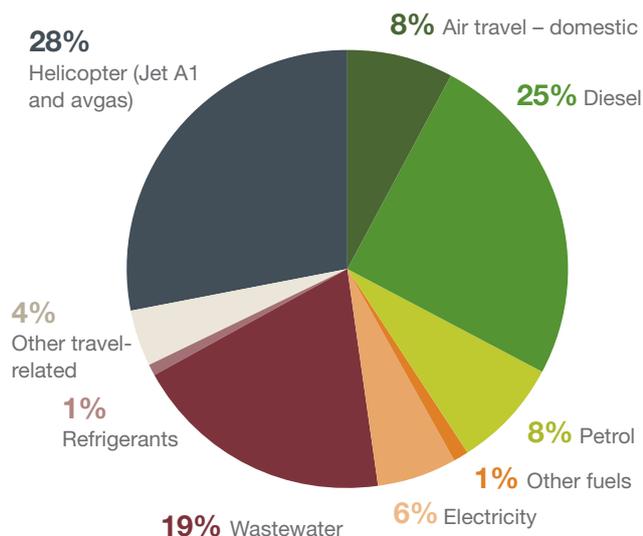
# Sustainability

In 2020/21, Te Papa Atawhai took action to lessen its carbon emissions.

- We have reduced travel budgets and adopted video conferencing, reducing our emissions from air travel by 40 percent.
- To reduce our reliance on helicopters, we launched pilot programmes to introduce drones into our operations.
- Our programme to replace coal for stationary heating is underway. We are working through 69 visitor sites and staff properties to identify suitable replacement heating sources.
- Our work to transition our vehicle fleet to electric vehicles (signalled in the 2019/2020 annual report<sup>44</sup>) is on track. We expect a 26 percent reduction in vehicle fleet emissions once the passenger fleet transition is complete (see **Figure 7** for our passenger fleet composition).

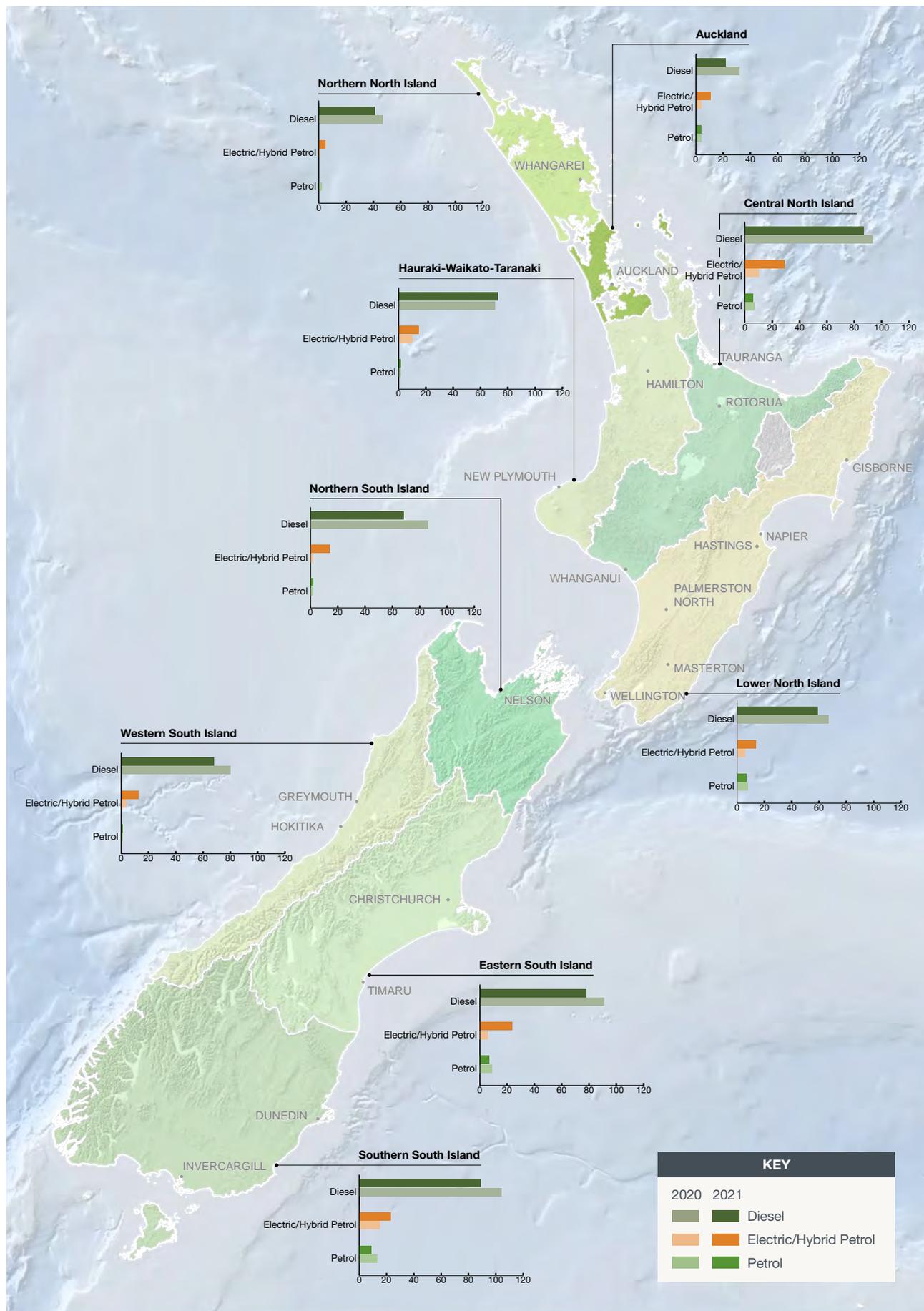
We are now working to establish a baseline emissions profile; see **Figure 6** for the current (unverified) emissions profile. We are on track to a verified carbon emissions programme by 30 June 2022, which should show the difference made by our emissions reduction actions.

**Figure 6: Te Papa Atawhai unverified emissions profile – total estimated emissions 10,600 T CO<sub>2</sub>e**



<sup>44</sup> [www.doc.govt.nz/annual-report-2020.pdf](http://www.doc.govt.nz/annual-report-2020.pdf)

Figure 7: Te Papa Atawhai passenger fleet composition, by region



## Compliance with conservation laws and regulations

### Building the capacity and capability of our compliance and law enforcement function

#### What's the issue?

A range of unlawful activities occur across New Zealand's public conservation lands and waters, such as poaching in marine reserves, breaching whitebait regulations and non-permitted commercial activities. To increase our compliance and law enforcement capacity and capability, we are investing in people, processes and systems.

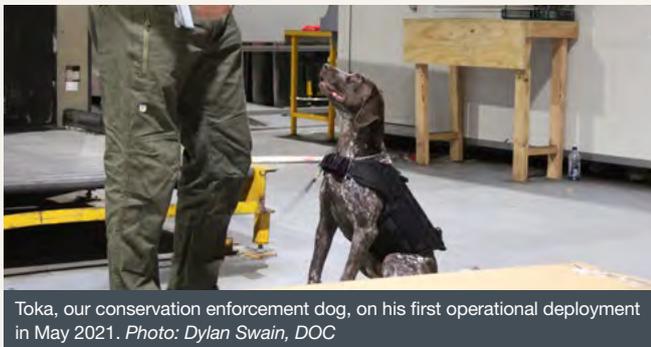
#### What's our approach?

- Capacity building – investing in people to establish a strong foundation through training and increased recruitment.
- Strengthening compliance officer and district warranted officer relationships through engagement, coaching and mentoring. This aims to increase visibility of, and support for, compliance and law enforcement in the regions.
- Providing staff with the resources to support them – for example, training on the new enforcement system's electronic platform, and a new public-facing enforcement policy.
- Compliance investigations are often carried out with other agencies such as the New Zealand Police, the Ministry for Primary Industries and the New Zealand Customs Service. We also work with INTERPOL to intercept international trade in endangered species.
- Research into the social aspects of the use and importation of traditional Chinese medicine (TCM), to inform our approach to outreach as part of our CITES work.<sup>45</sup>

- Implementing the National Marine Reserves Compliance Plan to improve our ability to monitor and enforce compliance with marine reserve regulations.

#### What has been accomplished?

- Eighteen roles have been recruited as part of the IVL Regulatory Compliance Project. Eight of our regions now have a dedicated compliance officer.
- Thirty-eight new warranted officers now enforce conservation laws.
- A new app-based enforcement system records alleged offences and enables warranted officers to manage an investigation and take enforcement action. Most users say the system makes it easier to report incidents.
- The information this system collects makes it possible to analyse trends in illegal activity. Common offences include fishing in marine reserves and trading in CITES-listed species.
- Our new conservation enforcement dog, Toka, will work on wildlife crime related to native species.
- We have recruited a Programme Lead Marine Reserves and seven permanent marine reserve rangers to manage 13 marine reserves.
- All marine reserve rangers are now warranted officers who spend half their time on compliance and enforcement work.



Toka, our conservation enforcement dog, on his first operational deployment in May 2021. Photo: Dylan Swain, DOC

We have issued: **232!** infringement notices and have: **181** warning letters and **11** offences awaiting prosecution.

This year, there were: **320** seizures and **75** instances of surrender of CITES species.

<sup>45</sup> Aotearoa New Zealand is a party to the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES), which acts to regulate and monitor international trade in over 38,000 animal and plant species to ensure trade levels do not threaten their survival in the wild.

## Asset performance

Asset management is a core part of our business – we manage assets valued at about \$8 billion. Land makes up about 90 percent of this, and the remainder is mainly visitor assets like roads, tracks and huts. **Table 5** below shows the combined Crown and Te Papa Atawhai asset profile by asset group.

We use an asset management information system (AMIS) to support our asset management. For visitor assets (tracks, huts, structures and roads), this means we consider their fitness for purpose in terms of their condition, functionality and utilisation.

- **Condition** refers to the state of the asset. We inspect the assets to determine their condition, which we report in our output performance.<sup>46</sup>
- **Functionality** includes an assessment of whether an asset meets relevant safety standards, such as Standards New Zealand SNZ HB 8630:2004. One way we assess safety is through surveys like the Great Walk Guest Survey, which includes questions about walkers' safety perceptions and any safety issues.<sup>47</sup>
- **Utilisation** refers to the level of public use of conservation lands and waters. We use activity counters to measure the public's use of our facilities to inform our planning, maintenance and capital investment. We have activity counters at nearly 700 locations on public conservation land.<sup>48</sup>

**Table 5: Te Papa Atawhai asset profile 2020/21 (Crown and departmental assets combined)**

Asset group and class	Carrying amount (\$m)*	Depreciation (\$m)	Capital expenditure (\$m)**
Information and communication technology			
• Computer software	16.7	2.9	8.9
Fleet			
• Vessels	2.6	0.4	0.3
• Motor vehicles	12.9	1.4	4.6
Property			
• Plant and equipment (incl. radio)	10.9	1.5	5.1
• Furniture and fittings	5.2	0.7	-
• Buildings	68.2	2.5	1.5
• Infrastructure assets	44.4	1.3	4.8
Visitor and historic (cultural) assets	492.9	17.0	18.0
Land (Crown and dept.)	7,158.4	-	4.7
Fencing	31.0	6.9	1.6
<b>TOTAL</b>	<b>7,843.2</b>	<b>34.6</b>	<b>49.5</b>

\* Includes assets under construction.

\*\* Excludes transfers between departments.

<sup>46</sup> See factsheet at [www.doc.govt.nz/2021-annual-report-factsheets](http://www.doc.govt.nz/2021-annual-report-factsheets): Standard of DOC assets.

<sup>47</sup> See factsheet at [www.doc.govt.nz/2021-annual-report-factsheets](http://www.doc.govt.nz/2021-annual-report-factsheets): Visitor safety on DOC's Great Walks.

<sup>48</sup> See factsheet at [www.doc.govt.nz/2021-annual-report-factsheets](http://www.doc.govt.nz/2021-annual-report-factsheets): Utilisation of DOC assets.

## Statement of service performance for 2020/21

	2018/19 actual	2019/20 actual	2020/21 target	2020/21 actual	Variance and commentary (if required)
<b>Policy advice</b>					
The satisfaction of the Minister of Conservation with the policy advice service, as per common satisfaction survey	90%	3 out of 5 <sup>49</sup>	4 out of 5	<b>3 out of 5</b>	<b>Not achieved</b> We have faced challenges in developing the necessary institutional capability to deliver high-quality ministerial service, alongside maintaining the core and essential external operational conservation focus. We are actively engaged in work to lift standards of ministerial service.
Technical quality of policy advice papers assessed by a survey and robustness assessment	6.7 out of 10	3 out of 5	3 out of 5	<b>3 out of 5</b>	<b>Achieved</b>
<b>Statutory planning, services to Ministers and statutory bodies</b>					
Number of ministerial briefings	1,071	896	850–950	<b>971</b>	<b>Achieved</b>
Official Information Act 1982 requests (OIAs) received and actioned within statutory requirements	1,091	826	850–950	<b>743</b>	<b>Not achieved</b> 743 out of 755 (98%) of OIAs were actioned within the statutory deadline.  The total number of OIAs was lower than anticipated, possibly due to external factors such as COVID-19 and the general election.
Parliamentary Questions received with 100% meeting the ministerial deadline	377	736	450–550	<b>544</b>	<b>Achieved</b>

<sup>49</sup> This number was incorrectly reported as 80% last year.

### Output class operating statement 2020/21: Management of Policy Advice, Statutory Planning and Services to Ministers and Statutory Bodies MCA

	30/06/20 Actual \$000	30/06/21 Budget \$000	30/06/21 Revised budget \$000	30/06/21 Actual \$000
<b>Revenue</b>				
<b>Crown</b>	12,814	14,581	14,936	14,936
<b>Other</b>	441	566	95	115
<b>Total revenue</b>	13,255	15,147	15,031	15,051
<b>Expenses</b>	11,547	15,147	15,138	13,199
<b>Surplus/(deficit)</b>	1,708	0	(107)	1,852

### Output class operating statement 2020/21: Search and rescue activities

	30/06/20 Actual \$000	30/06/21 Budget \$000	30/06/21 Revised budget \$000	30/06/21 Actual \$000
<b>Revenue</b>				
<b>Crown</b>	0	0	465	465
<b>Other</b>	0	0	0	0
<b>Total revenue</b>	0	0	465	465
<b>Expenses</b>	0	0	465	69
<b>Surplus/(deficit)</b>	0	0	0	396

### Output class operating statement 2020/21: Other expenses

	30/06/20 Actual \$000	30/06/21 Budget \$000	30/06/21 Revised budget \$000	30/06/21 Actual \$000
<b>Revenue</b>				
<b>Crown</b>	0	0	0	0
<b>Other</b>	0	0	0	0
<b>Total revenue</b>	0	0	0	0
<b>Expenses</b>	0	0	0	0
<b>Surplus/(deficit)</b>	0	0	0	0

# Te pūrongo a te kaiarotake motuhake Independent auditor's report





## INDEPENDENT AUDITOR'S REPORT

### TO THE READERS OF DEPARTMENT OF CONSERVATION'S ANNUAL REPORT FOR THE YEAR ENDED 30 JUNE 2021

The Auditor-General is the auditor of Department of Conservation (the Department). The Auditor-General has appointed me, Brent Manning, using the staff and resources of KPMG, to carry out, on his behalf, the audit of:

- the financial statements of the Department on pages 128 to 155, that comprise the statement of financial position, statement of commitments, statement of contingent liabilities as at 30 June 2021, the statement of comprehensive revenue and expenses, statement of taxpayers funds, and statement of cash flows for the year ended on that date and the notes to the financial statements that include accounting policies and other explanatory information;
- the performance information prepared by the Department for the year ended 30 June 2021 on pages 31 to 119;
- the statement of expenses and capital expenditure of the Department for the year ended 30 June 2021 on pages 166 to 170; and
- the schedules of non-departmental activities which are managed by the Department on behalf of the Crown on pages 156 to 165 that comprise:
  - the schedules of assets; liabilities; commitments; and contingent liabilities and assets as at 30 June 2021;
  - the schedules of expenses; and revenues for the year ended 30 June 2021;
  - the statement of trust monies for the year ended 30 June 2021; and
  - the notes to the schedules that include accounting policies and other explanatory information.

#### Opinion

In our opinion:

- the financial statements of the Department on pages 128 to 155:
  - present fairly, in all material respects:
    - its financial position as at 30 June 2021; and
    - its financial performance and cash flows for the year ended on that date; and
  - comply with generally accepted accounting practice in New Zealand in accordance with Public Benefit Entity Reporting Standards.
- the performance information of the Department on pages 31 to 119:



- presents fairly, in all material respects, for the year ended 30 June 2021:
  - what has been achieved with the appropriation; and
  - the actual expenses or capital expenditure incurred compared with the appropriated or forecast expenses or capital expenditure; and
- complies with generally accepted accounting practice in New Zealand.
- the statements of expenses and capital expenditure of the Department on pages 166 to 170 are presented fairly, in all material respects, in accordance with the requirements of section 45A of the Public Finance Act 1989.
- the schedules of non-departmental activities which are managed by the Department on behalf of the Crown on pages 156 to 165 present fairly, in all material respects, in accordance with the Treasury Instructions:
  - the assets; liabilities; commitments; and contingent liabilities and assets as at 30 June 2021; and
  - expenses; and revenue for the year ended 30 June 2021; and
  - the statement of trust monies for the year ended 30 June 2021.

Our audit was completed on 30 September 2021. This is the date at which our opinion is expressed.

The basis for our opinion is explained below. In addition, we outline the responsibilities of the Director-General and our responsibilities relating to the information to be audited, we comment on other information, and we explain our independence.

### **Basis for our opinion**

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

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

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

### **Responsibilities of the Director-General for the information to be audited**

The Director-General is responsible on behalf of the Department for preparing:



- financial statements that present fairly the Department's financial position, financial performance, and its cash flows, and that comply with generally accepted accounting practice in New Zealand.
- performance information that presents fairly what has been achieved with each appropriation, the expenditure incurred as compared with expenditure expected to be incurred, and that complies with generally accepted accounting practice in New Zealand.
- statements of expenses and capital expenditure of the Department, that are presented fairly, in accordance with the requirements of the Public Finance Act 1989.
- schedules of non-departmental activities, in accordance with the Treasury Instructions, that present fairly those activities managed by the Department on behalf of the Crown

The Director-General is responsible for such internal control as is determined is necessary to enable the preparation of the information to be audited that is free from material misstatement, whether due to fraud or error.

In preparing the information to be audited, the Director-General is responsible on behalf of the Department for assessing the Department's ability to continue as a going concern. The Director-General is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless there is an intention to merge or to terminate the activities of the Department, or there is no realistic alternative but to do so.

The Director-General's responsibilities arise from the Public Finance Act 1989.

### **Responsibilities of the auditor for the information to be audited**

Our objectives are to obtain reasonable assurance about whether the information we audited, as a whole, is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

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

For the budget information reported in the information we audited, our procedures were limited to checking that the information agreed to the Department's estimates information.

We did not evaluate the security and controls over the electronic publication of the information we audited.

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



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

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

Our responsibilities arise from the Public Audit Act 2001.

#### **Other information**

The Director-General is responsible for the other information. The other information comprises the information included on pages 5 to 30 and 172 to 180, but does not include the information we audited, and our auditor's report thereon.

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



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

### **Independence**

We are independent of the Department in accordance with the independence requirements of the Auditor-General's Auditing Standards, which incorporate the independence requirements of

Professional and Ethical Standard 1: *International Code of Ethics for Assurance Practitioners* issued by the New Zealand Auditing and Assurance Standards Board.

Other than in our capacity as auditor, we have no relationship with, or interests, in the Department.

A handwritten signature in black ink, appearing to be 'Brent Manning', with a long horizontal stroke extending to the right.

Brent Manning  
KPMG  
On behalf of the Auditor-General  
Wellington, New Zealand

# Ngā tauāki whakahaere

## Financial statements



Male titipounamou/rifleman jumping off perch at Pukaha/Mount Bruce. *Photo: Leon Berard*

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## Statement of responsibility

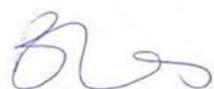
In accordance with the terms of section 45C of the Public Finance Act 1989, I am responsible, as Acting Director-General of the Department of Conservation Te Papa Atawhai, for the preparation of the Department's financial statements, statements of expenses and capital expenditure, and for the judgements expressed in them.

I have the responsibility for establishing and maintaining, and I have established and maintained, a system of internal control procedures that provide reasonable assurances as to the integrity and reliability of financial reporting.

I have the responsibility for ensuring that end-of-year performance information on each appropriation administered by the Department is provided in accordance with sections 19A to 19C of the Public Finance Act 1989, whether or not that information is included in this Annual Report.

I am responsible for the accuracy of any end-of-year performance information prepared by the Department, whether or not that information is included in the Annual Report. In my opinion, the Annual Report fairly reflects the operations, progress, and organisational health and capability of the Department.

In my opinion, the financial statements fairly reflect the financial position and operations of the Department for the year ended 30 June 2021, and the forecast financial statements fairly reflect the forecast financial position and operations of the Department for the year ending 30 June 2022.



**Bruce Parkes**

Acting Director-General  
Department of Conservation

30 September 2021

# Departmental financial statements

## Statement of comprehensive revenue and expense for the year ended 30 June 2021

30/06/20		Notes	30/06/21	30/06/21	30/06/21	30/06/22
Actual			Actual	Budget*	Revised	Forecast*
\$000			\$000	\$000	\$000	\$000
<b>Revenue</b>						
459,314	Revenue Crown	2	535,764	454,263	535,764	575,493
58,352	Other revenue	2	55,170	60,389	56,730	59,051
<b>517,666</b>	<b>Total revenue</b>	<b>2</b>	<b>590,934</b>	<b>514,652</b>	<b>592,494</b>	<b>634,544</b>
<b>Expenses</b>						
224,499	Personnel costs	3	236,225	200,200	200,200	243,200
186,504	Operating costs	4	227,356	239,183	315,111	316,327
33,092	Depreciation, amortisation and impairment expense	9,10	34,406	35,440	42,736	37,059
38,668	Capital charge	5	36,447	41,829	36,447	39,958
19	Finance costs		3	-	-	-
1,074	Net loss on disposal of property, plant and equipment		921	-	-	-
<b>483,856</b>	<b>Total expenses</b>		<b>535,358</b>	<b>516,652</b>	<b>594,494</b>	<b>636,544</b>
<b>33,810</b>	<b>Net surplus/(deficit)</b>		<b>55,576</b>	<b>(2,000)</b>	<b>(2,000)</b>	<b>(2,000)</b>
<b>Other comprehensive revenue and expense</b>						
76,273	Gain on property revaluations	9	24,650	-	-	-
<b>110,083</b>	<b>Total comprehensive revenue and expense</b>		<b>80,226</b>	<b>(2,000)</b>	<b>(2,000)</b>	<b>(2,000)</b>

\* The statement of accounting policies provides explanations of these figures, which are unaudited.

Refer to Note 1 for an explanation of major variances between Actual and Revised Budget.

## Statement of financial position

as at 30 June 2021

30/06/20		Notes	30/06/21	30/06/21	30/06/21	30/06/22
Actual \$000			Actual \$000	Budget* \$000	Revised Budget* \$000	Forecast* \$000
<b>Taxpayers' funds</b>						
465,076	General funds	13	467,504	536,439	539,111	569,390
263,858	Property, plant and equipment revaluation reserves	13	287,241	188,540	263,858	263,858
<b>728,934</b>	<b>Total taxpayers' funds</b>		<b>754,745</b>	<b>724,979</b>	<b>802,969</b>	<b>833,248</b>
Represented by:						
<b>Current assets</b>						
30,856	Cash		15,132	37,595	35,086	29,727
3,149	Prepayments		2,468	2,000	2,000	3,000
2,898	Inventories		3,402	1,000	1,000	2,000
16,909	Trade and other receivables	7	13,387	6,000	6,000	15,000
3,371	Non-current assets held for sale		3,371	-	-	3,370
152,899	Debtor Crown	8	209,028	160,000	170,000	220,000
<b>210,082</b>	<b>Total current assets</b>		<b>246,788</b>	<b>206,595</b>	<b>214,086</b>	<b>273,097</b>
<b>Non-current assets</b>						
634,838	Property, plant and equipment	9	660,734	590,563	635,148	648,561
10,731	Intangible assets	10	16,736	5,355	10,302	12,527
<b>645,569</b>	<b>Total non-current assets</b>		<b>677,470</b>	<b>595,918</b>	<b>645,450</b>	<b>661,088</b>
<b>855,651</b>	<b>Total assets</b>		<b>924,258</b>	<b>802,513</b>	<b>859,536</b>	<b>934,185</b>
<b>Current liabilities</b>						
29,282	Trade and other payables		40,166	38,934	17,967	47,737
10,934	GST payable		11,868	5,000	5,000	5,000
21,287	Employee entitlements	11	24,814	12,500	12,500	18,000
144	Finance leases		-	600	600	200
2,872	Provisions	12	3,725	-	-	5,000
29,924	Return of operating surplus to the Crown	6	54,296	-	-	-
10,730	Revenue in advance		14,547	5,000	5,000	10,000
<b>105,173</b>	<b>Total current liabilities</b>		<b>149,416</b>	<b>62,034</b>	<b>41,067</b>	<b>85,937</b>
<b>Non-current liabilities</b>						
20,036	Employee entitlements	11	18,918	15,000	15,000	15,000
-	Finance leases		-	500	500	-
1,508	Provisions	12	1,179	-	-	-
<b>21,544</b>	<b>Total non-current liabilities</b>		<b>20,097</b>	<b>15,500</b>	<b>15,500</b>	<b>15,000</b>
<b>126,717</b>	<b>Total liabilities</b>		<b>169,513</b>	<b>77,534</b>	<b>56,567</b>	<b>100,937</b>
<b>728,934</b>	<b>Net assets</b>		<b>754,745</b>	<b>724,979</b>	<b>802,969</b>	<b>833,248</b>

\* The statement of accounting policies provides explanations of these figures, which are unaudited.

Refer to Note 1 for an explanation of major variances between Actual and Revised Budget.

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

## Statement of changes in taxpayers' funds for the year ended 30 June 2021

30/06/20		Notes	30/06/21	30/06/21	30/06/21	30/06/22
Actual \$000			Actual \$000	Budget* \$000	Revised Budget* \$000	Forecast* \$000
<b>648,867</b>	<b>Balance at 1 July</b>		<b>728,934</b>	<b>687,889</b>	<b>728,934</b>	<b>799,842</b>
<b>110,083</b>	<b>Total comprehensive revenue and expense</b>		<b>80,226</b>	<b>(2,000)</b>	<b>(2,000)</b>	<b>(2,000)</b>
	<b>Distributions to Crown</b>					
(11)	Asset transfers		(37)	-	-	-
(81)	Capital repayments		(82)	-	-	-
(29,924)	Return of operating surplus	6	(54,296)	-	-	-
	<b>Contributions from Crown</b>					
-	Capital contributions		-	39,090	76,035	35,406
<b>728,934</b>	<b>Balance at 30 June</b>		<b>754,745</b>	<b>724,979</b>	<b>802,969</b>	<b>833,248</b>

\* The statement of accounting policies provides explanations of these figures, which are unaudited.  
Refer to Note 1 for an explanation of major variances between Actual and Revised Budget

## Statement of cash flows

for the year ended 30 June 2021

30/06/20		30/06/21	30/06/21	30/06/21	30/06/22
Actual \$000	Notes	Actual \$000	Budget* \$000	Revised Budget* \$000	Forecast* \$000
<b>Cash flows – operating activities</b>					
439,402	Receipts from Revenue Crown	486,957	424,263	495,764	575,493
46,243	Receipts from other revenue	55,181	60,389	56,730	59,051
(218,368)	Payments to employees	(233,703)	(200,200)	(199,700)	(242,700)
(175,514)	Payments to suppliers	(214,809)	(235,337)	(315,611)	(316,827)
(38,668)	Payments for capital charge	(36,447)	(41,829)	(36,447)	(39,958)
<b>53,095</b>	<b>Net cash flow from operating activities</b>	<b>57,179</b>	<b>7,286</b>	<b>736</b>	<b>35,059</b>
<b>Cash flows – investing activities</b>					
190	Receipts from sale of property, plant and equipment	989	-	-	-
(31,377)	Purchase of property, plant and equipment	(34,874)	(39,821)	(37,617)	(38,137)
(5,315)	Purchase of intangibles	(8,868)	(5,000)	(5,000)	(8,000)
<b>(36,502)</b>	<b>Net cash flow from investing activities</b>	<b>(42,753)</b>	<b>(44,821)</b>	<b>(42,617)</b>	<b>(46,137)</b>
<b>Cash flows – financing activities</b>					
-	Capital contributions	-	39,090	76,035	35,406
(281)	Finance lease payments	(144)	-	-	-
(81)	Capital repayments	(82)	-	-	-
(4,631)	Return of operating surplus to the Crown	(29,924)	-	(29,924)	(16,714)
<b>(4,993)</b>	<b>Net cash flow from financing activities</b>	<b>(30,150)</b>	<b>39,090</b>	<b>46,111</b>	<b>18,692</b>
11,600	Net increase/(decrease) in cash	(15,724)	1,555	4,230	7,614
19,256	Opening cash balance	30,856	36,040	30,856	22,113
<b>30,856</b>	<b>Closing cash balance</b>	<b>15,132</b>	<b>37,595</b>	<b>35,086</b>	<b>29,727</b>

\* The statement of accounting policies provides explanations of these figures, which are unaudited.

The goods and services tax (net) component of operating activities has been included under supplier payments and reflects the net GST paid to and received from Inland Revenue. The GST components have been presented on a net basis as the gross amounts do not provide meaningful information for financial statement purposes.

Refer to note 1 for an explanation of major variances between Actual and Revised Budget.

## Reconciliation of net surplus to net cash flow from operating activities for the year ended 30 June 2021

30/06/20 Actual \$000		30/06/21 Actual \$000
33,810	Net surplus/(deficit)	55,576
	<b>Add non-cash items</b>	
33,092	Depreciation, amortisation and impairment expenses	34,406
(56)	Donated assets	(7)
<b>33,036</b>	<b>Depreciation, amortisation and impairment expenses</b>	<b>34,399</b>
	<b>Add items classified as investing or financing activities</b>	
<b>1,074</b>	<b>Net loss on disposal of property, plant and equipment</b>	<b>921</b>
	<b>Add/(Less) working capital movements</b>	
(1,881)	(Inc)/Dec in prepayments	681
(1,614)	(Inc)/Dec in inventories	(504)
(5,814)	(Inc)/Dec in trade and other receivables	3,522
(22,899)	(Inc)/Dec in Debtor Crown	(56,129)
5,681	Inc/(Dec) in trade and other payables	11,029
8,039	Inc/(Dec) in GST payable	934
6,024	Inc/(Dec) in employee entitlements	2,409
892	Inc/(Dec) in other provisions	524
(3,253)	Inc/(Dec) in revenue in advance	3,817
<b>(14,825)</b>	<b>Net movement in working capital</b>	<b>(33,717)</b>
<b>53,095</b>	<b>Net cash flow from operating activities</b>	<b>57,179</b>

## Statement of commitments

as at 30 June 2021

30/06/20 Actual \$000		30/06/21 Actual \$000
<b>Commitments by category</b>		
<i>Capital commitments</i>		
14,659	Property, plant and equipment	14,080
-	Intangible assets	-
<b>14,659</b>	<b>Total capital commitments</b>	<b>14,080</b>
<i>Operating commitments</i>		
69,535	Non-cancellable accommodation leases	62,446
1,829	Other non-cancellable leases	1,643
<b>71,364</b>	<b>Total operating commitments</b>	<b>64,089</b>
<b>86,023</b>	<b>Total commitments</b>	<b>78,169</b>
<b>Commitments by term</b>		
23,859	Less than 1 year	23,177
10,028	1–2 years	9,648
21,427	2–5 years	19,809
30,709	Greater than 5 years	25,535
<b>86,023</b>	<b>Total commitments</b>	<b>78,169</b>

### Capital commitments

Capital commitments are the aggregate amount of capital expenditure contracted for the acquisition of property, plant and equipment and intangible assets that have not been paid for or not recognised as a liability at the balance date.

### Non-cancellable operating lease commitments (accommodation and other)

The Department leases property, plant and equipment in the normal course of its business. The majority of these leases are for premises, motor vehicles and computer hardware, and have a non-cancellable leasing periods ranging from 3 to 15 years. The Department's non-cancellable operating leases have varying terms, escalation clauses and renewal rights. There are no restrictions placed on the Department by any of its leasing arrangements.

## Statement of contingent liabilities

as at 30 June 2021

The public liability claims relate to claims against the Department and are disclosed without prejudice. As at 30 June 2021 there are 74 proceedings and potential claims, of which 10 are quantifiable. The remaining 64 claims cannot be quantified (2020: 49 proceedings and potential claims, of which 6 were quantifiable).

The Department's quantifiable contingent liabilities are broken down as follows.

30/06/20 Actual \$000		30/06/21 Actual \$000
<b>Court and Tribunal proceedings and other potential claims</b>		
1,545	Claims for damage caused by events originating from DOC land	1,545
1,750	Earthquake strengthening of DOC buildings	1,750
1,489	Other quantifiable proceedings and potential claims	1,641
-	Claim for compensation for flooding of land – Whangamarino	1,280
<b>4,784</b>	<b>Total contingent liabilities</b>	<b>6,216</b>

The Department is aware that further sites requiring remediation (due to mining, asbestos, pollution or other factors) may exist throughout New Zealand and could require remediation at some point. As these potential sites are unknown, the Department does not currently have a commitment to restore the sites, thus no provision or contingent liabilities are recognised in their regard as at 30 June 2021.

The Healthy Homes Guarantee Act 2017 came into effect on 1 July 2019. The Department is reviewing its residential accommodation portfolio in relation to this Act to determine whether any potential remediation is required to comply with the requirements of the Act. From 1 July 2024, all rental homes must comply with the Healthy Homes standards.

The Department is also reviewing its portfolio of residential accommodation for a potential tax liability relating to the calculation of allowances connected to this work. No provision has been recognised for the aforementioned matters as the reviews have not yet progressed enough to reliably measure the potential liability.

### Contingent assets

The Department has no contingent assets (2020: nil).

### Indemnities

The Director-General of Conservation has a delegation from the Minister of Finance under the Public Finance Act 1989 to agree to indemnities in access agreements over private land. This provides the public and staff of the Department with access to land managed by the Department.

Indemnities to three parties via public insurance policies were provided in 2020/21 (2019/20:1).

# Statement of accounting policies

## Reporting entity

The Department of Conservation (the Department) is a government department as defined by section 2 of the Public Finance Act 1989. The relevant legislation governing the Department's operations includes the Public Finance Act and the Conservation Act 1987. The primary objective of the Department is to provide services to the public rather than making a financial return. For financial reporting purposes, the Department is a public benefit entity (PBE).

## Reporting period

The reporting period for these financial statements is for the year ended 30 June 2021. The forecast financial statements are for the year ending 30 June 2022.

The financial statements were authorised for issue by the Acting Director-General of the Department on 30 September 2021.

## Basis of preparation

The financial statements have been prepared on a going-concern basis and in accordance with the requirements of the Public Finance Act 1989, which includes the requirement to comply with New Zealand generally accepted accounting practice (NZ GAAP), and the Treasury instructions. The Department has applied the suite of *Tier 1 Public Benefit Entity International Public Sector Accounting Standards (PBE IPSAS)* in preparing the 30 June 2021 financial statements.

The statements have been prepared on a historical cost basis, modified by the revaluation of certain items of property, plant and equipment. The accounting policies have been applied consistently to all periods presented in these financial statements.

These financial statements are presented in New Zealand dollars, and all values are rounded to the nearest thousand dollars (\$000). The functional currency of the Department is New Zealand dollars.

## Significant accounting policies

Significant accounting policies are included in the notes to which they relate. Significant accounting policies that do not relate to a specific note and which materially affect the measurement of financial results, the financial position and output statements are outlined below.

## Budget and forecast figures

The budget, revised budget and forecast figures have been prepared in accordance with NZ GAAP, using accounting policies that are consistent with those adopted in preparing these financial schedules. They have also been prepared in accordance with *PBE Financial Reporting Standard 42: Prospective Financial Statements*. The budget, revised budget and forecast financial schedules are not subject to audit.

The budget figures for 2020/21 are those included in *The Estimates of Appropriations for the Government of New Zealand for the year ending 30 June 2021*. The revised budget figures for 2020/21 are those included in *The Supplementary Estimates of Appropriations for the Government of New Zealand for the year ending 30 June 2021*.

The forecast figures for 2021/22 are those included in *The Estimates of Appropriations for the Government of New Zealand for the year ending 30 June 2022*. The forecasts have been prepared in accordance with the Public Finance Act 1989 and reflect the existing government and ministerial policies at that time, in addition to the Department's purpose, strategic intentions and activities based on the estimates and assumptions that might occur in the 2021/22 year.

### **Cost allocation**

The Department has determined the cost of outputs using the following cost allocation methodology.

Direct costs are charged directly to outputs. Depreciation and capital charge are charged on the basis of asset utilisation. Personnel costs are charged on the basis of actual time incurred.

Indirect costs are assigned to outputs based on the proportion of direct staff hours for each output.

For the year ended 30 June 2021, direct costs were 61 percent of the Department's costs and indirect costs were 39 percent of the Department's costs (2020: direct 59 percent and indirect 41 percent).

### **Cash on hand**

Cash on hand includes petty cash and the amount in the current account bank balance.

### **Non-current assets held for sale**

Non-current assets are classified as held for sale if their carrying amount will be recovered principally through a sale transaction rather than through continuing use. Non-current assets held for sale are measured at the lower of their carrying amount and fair value less costs to sell.

### **Trade and other payables**

Short-term trade and other payables are recorded at their face value.

### **Goods and services tax (GST)**

All items in the financial statements, including appropriation statements, are stated exclusive of goods and services tax (GST), except for receivables and payables, which are stated on a GST-inclusive basis. Where GST is not recoverable as input tax, it is recognised as part of the related asset or expense.

### **Income tax**

Government departments are exempt from income tax as public authorities. Accordingly, no charge for income tax has been provided for.

### **Critical accounting estimates and assumptions**

In preparing these financial statements, estimates and assumptions have been made concerning the future. These estimates and assumptions may differ from the subsequent actual results. Estimates and assumptions are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed in the specific notes.

# Notes to the financial statements for the year ended 30 June 2021

## Note 1: Significant variances between Actual and Revised Budget

### Statement of comprehensive revenue and expense

Revenue was \$1.560 million less than the Revised Budget, largely due to a reduction in third party revenue, resulting from a reduction in recreational activities, sponsorships and retail sales continuing a trend in reduced levels of international visitors. International sourced revenues have been affected still as the borders remain closed due to the impact of the COVID-19 pandemic.

Actual operating expenses for the year were \$59.1 million less than the Revised Budget, largely due to the timing of major programme deliveries, cancellation of field operations, deferral of programmes funded by the International Visitors Levy and unallocated central budgets for Jobs for Nature.

### Statement of financial position

Current assets were \$32.7 million higher than the Revised Budget, mainly due to unspent Crown funding due to reduced operating activities being held as a Debtor Crown receivable.

Current liabilities were \$108.3 million higher than the Revised Budget, largely due to increased provisions for employee leave entitlements, timing of GST due and the return of operating surplus to the Crown.

### Statement of cash flows

Net cash flow from operating activities was \$56.4 million higher than the Revised Budget, due to lower payments to suppliers because of delayed field operations and associated costs due to COVID-19 pandemic impacts.

Net cash flow from financing activities was \$76.3 million less than the Revised Budget, mainly due to capital contributions not being drawn down because of lower than planned levels of capital investment.

## Note 2: Total revenue

The Department derives revenue through the provision of outputs to the Crown, for services to third parties, and from sponsorships, donations, bequests and grants. Revenue is recognised when earned, reported in the current financial period and measured at the fair value of the consideration received. With the exception of revenue received in the form of donations and bequests, all revenue from other income has been classified and treated as exchange revenue. The nature of exchange revenue streams is that approximate equivalent value is given in exchange.

### Revenue Crown

Revenue from the Crown is measured based on the Department's funding entitlement for the reporting period. The funding entitlement is established by Parliament when it passes the Appropriation Acts for the financial year. The amount of revenue recognised takes into account any amendments to appropriations approved in the Appropriation (Supplementary Estimates) Act for the year and certain other unconditional funding adjustments formally approved prior to balance date.

There are no conditions attached to the funding from the Crown. However, the Department can incur expenses only within the scope and limits of its appropriations.

The fair value of Revenue Crown has been determined to be equivalent to the funding entitlement.

### Other revenue

30/06/20 Actual \$000		30/06/21 Actual \$000
17,822	Recreational and tourism charges	18,372
21,969	Donations and sponsorships	22,338
7,744	Administration cost recoveries	9,069
779	Leases and rents	621
3,048	Retail sales	2,081
6,844	Permissions cost recoveries	2,555
146	Resource sales	134
<b>58,352</b>	<b>Total other revenue</b>	<b>55,170</b>

Revenue from sponsorships is initially recorded as revenue in advance and subsequently recognised as revenue when the conditions of the sponsorship are satisfied.

Certain operations of the Department are reliant on services provided by volunteers. Volunteer services are not recognised as revenue or expenditure by the Department.

### Note 3: Personnel costs

Salaries and wages are recognised as an extra expense as employees provide services.

30/06/20 Actual \$000		30/06/21 Actual \$000
200,482	Salaries and wages	217,219
6,456	Superannuation subsidies	6,927
5,453	Annual, long service and retiring leave provisioning	1,160
784	ACC Partnership Programme	1,061
833	Uniforms	472
332	Termination entitlements	274
10,159	Other	9,112
<b>224,499</b>	<b>Total personnel costs</b>	<b>236,225</b>

#### Note 4: Operating costs

Operating expenses are recognised in the period to which they relate.

30/06/20 Actual \$000		30/06/21 Actual \$000
75,377	Operational contractors	70,284
18,165	Professional fees	17,353
23,915	Communications and computer expenses	29,225
17,070	Field supplies	16,817
12,909	Lease expenses	12,392
7,088	Travel	5,437
9,515	Grants	53,469
6,570	Accommodation	7,448
5,493	Motor vehicle and vessel expenses	5,506
2,788	Office supplies	1,879
1,419	Purchase of goods for retail sale	864
1,531	Printing	1,372
1,198	Insurance	1,205
	Fees paid to auditors:	
327	Fees for financial statement audit	334
3,139	Other	3,771
<b>186,504</b>	<b>Total operating costs</b>	<b>227,356</b>

#### Operating leases

An operating lease is a lease that does not transfer substantially all the risks and rewards incidental to ownership of an asset. Lease payments under an operating lease are recognised as an expense on a straight-line basis over the lease term. The Department leases vehicles, office premises and office equipment. As all the risks and benefits are retained by the lessor, these leases are classified as operating leases and are expensed in the period in which the costs are incurred.

#### Note 5: Capital charge

The Department pays a capital charge to the Crown twice a year on the balance of taxpayers' funds, including revaluation reserve, as at 1 July and 1 January. The capital charge rate for the 6-month periods ending 31 December 2020 and 30 June 2021 was 5.0 percent (2020: 6.0 percent).

## Note 6: Return of operating surplus to the Crown

30/06/20 Actual \$000		30/06/21 Actual \$000
33,810	Net surplus for the year	55,576
	<b>Add/(less)</b>	
923	Remeasurement gains on long service and retirement leave	(1,375)
(6,809)	Third party contribution towards construction of assets	(1,905)
2,000	Other expenses	2,000
<b>29,924</b>	<b>Total return of operating surplus to the Crown</b>	<b>54,296</b>

The repayment of surplus is required to be paid by 31 October each year.

## Note 7: Trade and other receivables

Short-term trade and other receivables are recorded at face value, less any provision for impairment. The Department applies the simplified expected credit loss model of recognised lifetime expected credit losses for receivables. In measuring expected credit losses, short-term receivables have been assessed on a collective basis based on the days past due.

Impairment of a receivable is recorded when there is a reasonable expectation that the Department will not be able to collect amounts due according to the original terms of the receivable. Overdue receivables that are renegotiated are reclassified as current (that is, not past due).

### Accounting policy for impairment of receivables

Impairment of a receivable was only recognised when there was objective evidence that the amount due would not be fully collected. While trade and other receivables were subject to the expected credit loss requirement of PBE IFRS 9, no additional impairment provision was provided because the impact was immaterial.

30/06/20 Actual \$000		30/06/21 Actual \$000
13,381	Trade receivables	9,501
(801)	Less provision for impairment	(698)
<b>12,580</b>	<b>Net trade receivables</b>	<b>8,803</b>
4,329	Accrued revenue	4,584
<b>16,909</b>	<b>Total trade and other receivables</b>	<b>13,387</b>

**Note 8: Debtor Crown**

The Debtor Crown balance of \$209.0 million (2020: \$152.9 million) consists of operating funding (GST inclusive) not drawn down due to the timing of cash requirements.

**Note 9: Property, plant and equipment**

	Land	Buildings	Plant and equipment	Infrastructure	Fencing	Vessels	Motor vehicles	Furniture and fittings	Visitor and cultural assets	Land formation	Total
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>Cost or valuation</b>											
Balance at 1 July 2019	13,982	180,357	38,730	43,659	106,780	8,787	23,576	21,123	811,182	117,986	1,366,162
Additions	200	549	1,173	613	948	722	835	1,111	10,034	13,232	29,417
Revaluation movement	529	9,775	-	1,369	10,208	-	-	-	43,825	56,928	122,634
Disposals	-	(59)	(1,644)	(12)	(45)	(105)	(545)	-	(4,624)	-	(7,034)
<b>Balance at 30 June 2020</b>	<b>14,711</b>	<b>190,622</b>	<b>38,259</b>	<b>45,629</b>	<b>117,891</b>	<b>9,404</b>	<b>23,866</b>	<b>22,234</b>	<b>860,417</b>	<b>188,146</b>	<b>1,511,179</b>
Balance at 1 July 2020	14,711	190,622	38,259	45,629	117,891	9,404	23,866	22,234	860,417	188,146	1,511,179
Additions	52	1,514	5,060	3,608	1,698	260	4,588	41	16,664	1,331	34,816
Revaluation movement	1,928	3,644	-	740	(54)	-	-	-	15,360	16,270	37,888
Disposals	-	(278)	(45)	(875)	(56)	(73)	(1,735)	-	(6,510)	-	(9,572)
<b>Balance at 30 June 2021</b>	<b>16,691</b>	<b>195,502</b>	<b>43,274</b>	<b>49,102</b>	<b>119,479</b>	<b>9,591</b>	<b>26,719</b>	<b>22,275</b>	<b>885,931</b>	<b>205,747</b>	<b>1,574,311</b>
<b>Accumulated depreciation and impairment losses</b>											
Balance at 1 July 2019	-	114,318	30,905	20,782	68,072	6,404	12,469	15,216	536,287	-	804,453
Depreciation expense	-	2,713	1,654	864	6,404	338	1,294	1,073	16,947	-	31,287
Revaluation movement	-	6,353	-	687	7,233	-	-	-	32,088	-	46,361
Disposals	-	(25)	(1,604)	(2)	(33)	(105)	(320)	-	(3,671)	-	(5,760)
<b>Balance at 30 June 2020</b>	<b>-</b>	<b>123,359</b>	<b>30,955</b>	<b>22,331</b>	<b>81,676</b>	<b>6,637</b>	<b>13,443</b>	<b>16,289</b>	<b>581,651</b>	<b>-</b>	<b>876,341</b>
Balance at 1 July 2020	-	123,359	30,955	22,331	81,676	6,637	13,443	16,289	581,651	-	876,341
Depreciation expense	-	2,504	1,466	1,088	6,924	392	1,412	744	17,013	-	31,543
Revaluation movement	-	2,409	-	380	(41)	-	-	-	10,490	-	13,238
Disposals	-	(220)	(32)	(875)	(48)	(49)	(1,087)	-	(5,234)	-	(7,545)
<b>Balance at 30 June 2021</b>	<b>-</b>	<b>128,052</b>	<b>32,389</b>	<b>22,924</b>	<b>88,511</b>	<b>6,980</b>	<b>13,768</b>	<b>17,033</b>	<b>603,920</b>	<b>-</b>	<b>913,577</b>
<b>Carrying amounts</b>											
At 30 June 2019	13,982	66,039	7,825	22,877	38,708	2,383	11,107	5,907	274,895	117,986	561,709
At 30 June 2020	14,711	67,263	7,304	23,298	36,215	2,767	10,423	5,945	278,766	188,146	634,838
At 30 June 2021	16,691	67,450	10,885	26,178	30,968	2,611	12,951	5,242	282,011	205,747	660,734

**Note 9: Property, plant and equipment (continued)**

Property, plant and equipment consists of land, buildings, plant and equipment, infrastructure, fencing assets, vessels, motor vehicles, furniture and fittings, visitor assets and cultural assets and land formation costs. Land, buildings, infrastructure, fencing, visitor assets and land formation costs are measured at fair value, with all other assets measured at cost less accumulated depreciation and impairment losses.

Assets under construction are recognised at cost. Where an asset is acquired at no cost, or for a nominal cost, it is recognised at fair value as at the date of acquisition. Gains and losses on disposals are determined by comparing the disposal proceeds with the carrying amount of the asset. Gains and losses on disposals are included in surplus or deficit. When a revalued asset is sold, the amount included in the property, plant and equipment revaluation reserve in respect of the disposed asset is transferred to general taxpayer funds.

Depreciation is provided on a straight-line basis on all property, plant and equipment except for land, land formation assets, cultural assets and assets under construction which are not depreciated.

**Note 9: Property, plant and equipment (continued)**

The useful lives of property, plant and equipment have been estimated as follows.

Asset class	Estimated Useful Life in years
<b>Buildings</b>	
Administrative buildings	20–40
<b>Plant and equipment</b>	
Plant and field equipment	10
Radio equipment	5–10
<b>Infrastructure</b>	
Industrial fire equipment	45
Landscaping	44
Roads	10–100
Sewerage	64
Stream control	98
Water supply	60
<b>Fencing</b>	
<b>Vessels</b>	
Engines	10
Hulls	15
<b>Motor vehicles</b>	
Passenger (30% residual applied)	4
Utilities (40% residual applied)	5
<b>Furniture and fittings</b>	
Furniture, computers and other office equipment	5
<b>Visitor and cultural assets</b>	
Buildings/huts	35–65
Campsite, amenity areas and car parks	10–50
Roads (surface only)	25
Signs	10
Structures	25–100
Tracks	8

In accordance with *PBE IPSAS 17 Property, plant and equipment*, the useful lives of property, plant and equipment are assessed annually to determine whether they are appropriate, and the future depreciation charge adjusted accordingly. In some circumstances, and particularly for the revalued assets, this may lead to instances where the estimated useful lives vary, but not materially, from the standard policy presented above.

## Note 9: Property, plant and equipment (continued)

### Revaluations

The carrying values of revalued assets are assessed annually. Aside from land, the Depreciation Replacement Cost method and indexation model are used to measure assets at fair value.

The indexation model uses the appropriate capital goods index published by Statistics New Zealand to determine the movement in asset values over the intervening period. Land is valued using assessments conducted in accordance with the Rating Valuations Act 1998.

Significant assumptions applied in deriving depreciated replacement cost include:

- historical cost adjusted by movements in the appropriate capital goods price index reflects the present replacement cost
- the remaining useful life of assets is estimated
- straight-line depreciation has been applied in determining the depreciated replacement cost value of the asset.

The net revaluation results are charged to other comprehensive revenue and expense and are accumulated to an asset revaluation reserve in equity for that class of asset. Where this would result in a debit balance in the asset revaluation reserve, this balance is not recognised in other comprehensive revenue and expense but is recognised in surplus or deficit. Any subsequent increase in revaluation that reverses a previous decrease in value recognised in surplus or deficit will be recognised first in surplus or deficit up to the amount previously expensed, and then recognised in other comprehensive revenue and expense.

## Note 9: Property, plant and equipment (continued)

### **Land**

Land is initially recognised at cost and is revalued annually based on rateable valuations provided by Quotable Value Limited. Individual land lots are only updated every 3 years by Quotable Value Limited using a mass-appraisal process. Land not matched to an assessment is valued using an average per hectare rate.

### **Buildings**

Buildings were valued at fair value, effective as at 30 June 2021.

### **Visitor assets**

A number of different asset classes are included under the grouping 'Visitor Assets', including tracks, structures, buildings (predominantly huts) and signs. All visitor assets are revalued using price indices applicable for the year.

### **Land formation**

The land formation is fair valued using a price-index-based revaluation model and is measured in line with the Crown's policy on revaluations.

### **Other property, plant and equipment**

Infrastructure assets were valued at fair value using price indices effective as at 30 June 2021. Fencing assets were valued at fair value effective as at 30 June 2021.

### **Property, plant and equipment under construction**

The total amount of property, plant and equipment under construction is \$22.5 million (2020: \$15.2 million).

### **Community assets**

The nation's land and historic buildings managed by the Department are the nation's natural and historic heritage. As these community assets belong to the Crown, their valuation is reflected in the 'Schedule of assets – Crown as administered by the Department of Conservation'. Typically, this land includes the national, conservation and forest parks as well as Crown reserve land.

### Note 10: Intangible assets

All intangible assets, including those not yet in use, are measured at cost and are reviewed for impairment at balance date. Any impairment in the value of an intangible asset is included in the surplus or deficit.

Costs that are directly associated with the development of software for internal use by the Department are recognised as an intangible asset.

Computer software is the largest category within intangible assets, and is amortised on a straight-line basis over a period of 5–7 years.

30/06/20 Actual \$000		30/06/21 Actual \$000
<b>Cost or valuation</b>		
35,598	Balance at 1 July	40,913
5,315	Additions	8,868
<b>40,913</b>	<b>Balance at 30 June</b>	<b>49,781</b>
<b>Accumulated depreciation and impairment losses</b>		
28,377	Balance at 1 July	30,182
1,805	Amortisation expense	2,863
<b>30,182</b>	<b>Balance at 30 June</b>	<b>33,045</b>
<b>10,731</b>	<b>Carrying amount as at 30 June</b>	<b>16,736</b>

There are no restrictions over the title of the Department's intangible assets, nor are any intangible assets pledged as security for liabilities.

## Note 11: Employee entitlements

### Short-term employee entitlements

Employee entitlements expected to be settled within 12 months of balance date are measured at nominal values, based on accrued entitlements at current rates of pay. These include salaries and wages accrued up to balance date, annual leave earned but not yet taken at balance date, retiring and long-service leave entitlements expected to be settled within 12 months, and sick leave.

Other employee entitlements include accrued annual leave, time off in lieu, vested long-service leave and a provision for sick leave.

30/06/20 Actual \$000		30/06/21 Actual \$000
<b>Current portion</b>		
3,474	Accrued salaries and wages	5,564
2,072	Long service and retiring leave	2,995
15,741	Other employee entitlements	16,255
<b>21,287</b>	<b>Total employee entitlements (current portion)</b>	<b>24,814</b>

### Long-term employee entitlements

Employee entitlements due to be settled beyond 12 months of balance date in which the employee renders the related service, such as long-service leave and retiring leave, are calculated on an actuarial basis. The calculations are based on likely future entitlements accruing to staff, based on years of service, years to entitlement, the likelihood that staff will reach the point of entitlement, and contractual entitlements information and the present value of the estimated future cash flows.

30/06/20 Actual \$000		30/06/21 Actual \$000
<b>Non-current portion</b>		
20,036	Long service and retiring leave	18,918
<b>20,036</b>	<b>Total employee entitlements (non-current portion)</b>	<b>18,918</b>

The measurement of the retirement and long-service leave obligations depends on factors that are determined on an actuarial basis using a number of assumptions. Two key assumptions used in calculating this liability are the salary growth factor and the discount rate. Any changes in these assumptions will affect the carrying amount of the liability.

Discount rates and salary growth rates used in the actuarial valuation are as specified by the Treasury for valuations of this type and are effective for valuations as at 30 June 2021.

An increase in the discount rates used in the actuarial valuation has resulted in a decrease of \$2.2 million in the value of the retirement and long-service leave liability.

**Note 11: Employee entitlements (continued)**

The demographic assumptions used are based on New Zealand population mortality and the experience of superannuation arrangements in New Zealand and Australia.

The table below shows the impact that varying the assumed rate of salary growth and discount rates has on the valuation result if all other assumptions are constant.

<b>Increase/Decrease in surplus/(deficit) \$000</b>		
<i>Key assumption</i>	<i>1% below assumed</i>	<i>1% above assumed</i>
Salary growth	1,812	(2,190)
Discount rates	(2,202)	1,851

## Note 12: Provisions

The Department recognises a provision for future expenditure of uncertain amounts or timing where there is a present obligation (either legal or constructive) as a result of a past event, and it is probable that expenditure will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation. Provisions are not recognised for future operating losses. Provisions are measured at the present value of the expenditures expected to be required to settle the obligation.

30/06/20 Actual \$000		30/06/21 Actual \$000
	<b>Current portion</b>	
1,977	Environmental	2,725
74	Onerous contracts	74
821	ACC – other provisions	926
<b>2,872</b>	<b>Total current portion</b>	<b>3,725</b>
	<b>Non-current portion</b>	
1,508	Environmental	1,179
<b>1,508</b>	<b>Total non-current portion</b>	<b>1,179</b>
<b>4,380</b>	<b>Total provisions</b>	<b>4,904</b>
	<b>Movements in provisions:</b>	
	<b>Environmental</b>	
2,291	Balance at 1 July	3,485
(848)	Provision utilised or reversed during the year	(1,663)
2,042	Provision made during the year	2,082
<b>3,485</b>	<b>Balance at 30 June</b>	<b>3,904</b>
	<b>Onerous contracts</b>	
421	Balance at 1 July	74
(398)	Provision utilised or reversed during the year	-
51	Provision made during the year	-
<b>74</b>	<b>Balance at 30 June</b>	<b>74</b>
	<b>ACC – other provisions</b>	
776	Balance at 1 July	821
(55)	Provision utilised or reversed during the year	(89)
100	Provision made during the year	194
<b>821</b>	<b>Balance at 30 June</b>	<b>926</b>
<b>4,380</b>	<b>Total provisions</b>	<b>4,904</b>

## Note 12: Provisions (continued)

Below is a summary of the significant environmental provisions.

### Waikato-Tainui Waikato River Conservation Accord

Provision was made in the 2014/15 financial year for \$0.8 million as the Department's share of the costs associated with the obligations arising under the above accord. This was increased by a further \$0.7 million in 2017/18, 2018/19 and 2020/21 to reflect the work plan over the next 4 years. To date, net costs of \$0.1 million have been incurred against the provision.

### Cleaning up contaminated sites

Provisions have been made for remediation work relating to the Whakapapa Wastewater Treatment Plant to ensure compliance with resource consent (\$0.3 million). To date, net costs of \$0.4 million have been incurred against the provision.

A make good provision of \$0.6 million has also been provided on the Tokaanu Hot Pools returned to local iwi.

### Lake Whangape restoration

Under a multi-agency agreement, the Department has committed to a programme of work to improve Lake Whangape's habitat and water quality. A provision of \$0.3 million has been set aside for this project. The work is a 5-year initiative.

### Cost Recovery Claims from Fire and Emergency New Zealand

A fire provision of \$1.3 million has been made for a provisional cost recovery claim from Fire and Emergency New Zealand for fire suppression work that was carried out on public conservation land at Lake Ōhau in Canterbury.

### Note 13: Taxpayers' funds

Taxpayers' funds represent the Crown's investment in the Department and are measured as the difference between total assets and total liabilities. Taxpayers' funds are disaggregated and classified as general funds, and property, plant and equipment revaluation reserves. The latter relate to the revaluation of fixed assets to fair value.

30/06/20 Actual \$000		30/06/21 Actual \$000
<b>General funds</b>		
460,327	Balance at 1 July	465,076
33,810	Net surplus for the year	55,576
955	Transfers from revaluation reserve on disposal	1,267
(81)	Capital repayments to the Crown	(82)
-	Capital injection from the Crown	-
(29,924)	Return of operating surplus to the Crown	(54,296)
(11)	Asset transfers between Department and Crown	(37)
<b>465,076</b>	<b>Balance at 30 June</b>	<b>467,504</b>
<b>Property, plant and equipment revaluation reserves</b>		
188,540	Balance at 1 July	263,858
76,273	Revaluation gains	24,650
-	Other adjustments to revaluation reserve	-
(955)	Transfer to general funds on disposal	(1,267)
<b>263,858</b>	<b>Balance at 30 June</b>	<b>287,241</b>
<b>728,934</b>	<b>Total taxpayers' funds at 30 June</b>	<b>754,745</b>
<b>Property, plant and equipment revaluation reserves consist of:</b>		
13,907	Land revaluation reserve	15,835
48,199	Buildings revaluation reserves	49,273
184,358	Visitor assets revaluation reserves	204,451
17,394	Other revaluation reserves	17,682
<b>263,858</b>	<b>Total property, plant and equipment revaluation reserves</b>	<b>287,241</b>

## Note 14: Financial instrument risks

Financial assets are initially measured at fair value plus transaction costs.

The Department's activities expose it to a variety of financial instrument risks, including credit risk and liquidity risk. The Department has a series of policies to manage the risks associated with financial instruments and seeks to minimise exposure from financial instruments. These policies do not allow any transactions that are speculative in nature.

### Credit risk

Credit risk is the risk that a third party will default on its obligation to the Department, causing the Department to incur a loss. In the normal course of its business, credit risk arises from debtors and deposits with banks.

The Department is only permitted to deposit funds with Westpac, a registered bank, and enter into foreign exchange forward contracts with the New Zealand Debt Management Office. These entities have high credit ratings. For its other financial instruments, the Department does not have significant concentrations of credit risk.

The Department's maximum credit exposure for each class of financial instrument is represented by the total carrying amount of cash and net receivables. There is no collateral held as security against these financial instruments, including those instruments that are overdue or impaired.

### Liquidity risk

Liquidity risk is the risk that the Department will encounter difficulty raising liquid funds to meet commitments as they fall due.

In meeting its liquidity requirements, the Department closely monitors its forecast cash requirements with expected cash draw-downs from the New Zealand Debt Management Office. The Department maintains a target level of available cash to meet liquidity requirements.

The following table analyses the Department's financial liabilities that will be settled based on the remaining period at the statement of financial position date to the contractual maturity date.

The amounts disclosed are the contractual undiscounted cash flows.

	Less than 6 months \$000	Between 6 months and 1 year \$000	Between 1 and 5 years \$000	Over 5 Years \$000
<b>Liquidity risks</b>				
<b>2020</b>				
Trade and other payables	29,282	-	-	-
Finance leases	122	25	-	-
<b>2021</b>				
Trade and other payables	40,166	-	-	-
Finance leases	-	-	-	-

### Note 14: Financial instrument risks (continued)

The carrying amount of financial assets is represented by: Cash \$15.1 million (2020: \$30.9 million), Trade and other receivables \$13.4 million (2020: \$16.9 million) and Debtor Crown \$209.0 million (2020: \$152.9 million).

The carrying amount of financial liabilities is represented by: Trade and other payables \$40.2 million (2020: \$29.3 million) and Finance leases nil (2020: \$0.1 million).

### Note 15: Related party transactions and key management personnel

The Department is a wholly owned entity of the Crown. The Government significantly influences the roles of the Department as well as being its major source of revenue.

The Department enters into transactions with other government departments, Crown entities and state-owned enterprises on an arm's length basis. Those transactions that occur within a normal supplier or client relationship on terms and conditions no more or less favourable than those which it is reasonable to expect the Department would have adopted if dealing with that entity at arm's length in the same circumstance are not disclosed as related party transactions.

There were no other transactions carried out with related parties.

30/06/20 Actual		30/06/21 Actual
\$3,218,610	Salaries and other short-term benefits	\$3,449,473
\$182,936	Other long-term benefits	\$179,899
<b>\$3,401,546</b>	<b>Total key management personnel compensation</b>	<b>\$3,629,372</b>
<b>10</b>	<b>Total full-time-equivalent staff</b>	<b>11</b>

Key management personnel compensation comprises the Director-General and the Senior Leadership Team. Total compensation includes long-service leave and retiring leave.

The Director-General of the Department of Conservation is a member of the Kiwi Trust Board (Kiwis for kiwi), Te Urewera Co-Governance Board and the Antarctic Heritage Trust. An amount of \$5,414,709 was paid to Kiwis for kiwi (2020: \$1,298,539) and there is no balance outstanding at year end. No payments were made to the Te Urewera Board this year (2020: \$37,492). No payments were made to the Antarctic Heritage Trust this year (2020: nil).

**Note 16: Capital management**

The Department's capital is its equity (or taxpayers' funds), which comprises general funds and revaluation reserves. Equity is represented by net assets. The Department manages its revenues, expenses, assets, liabilities and general financial dealings prudently. The Department's equity is largely managed as a by-product of managing income, expenses, assets, liabilities and compliance with the Government Budget processes and with instructions issued by the New Zealand Treasury. The objective of managing the Department's equity is to ensure the Department effectively achieves its goals and objectives for which it has been established, while remaining a going concern.

**Note 17: Events after balance date**

No significant events that may impact on the financial statements have occurred between year end and the signing of these financial statements (2020: none).

## Non-departmental financial schedules

### Schedule of revenue – Crown as administered by the Department of Conservation for the year ended 30 June 2021

30/06/20 Actual		Notes	30/06/21 Actual	30/06/21 Budget*	30/06/21 Revised Budget*	30/06/22 Forecast*
\$000			\$000	\$000	\$000	\$000
<b>Revenue</b>						
20,870	Concessions, leases and licences	1	8,077	27,305	27,305	27,305
1,880	Other operational revenue		3,054	1,189	1,904	964
405	Gain on disposal of Crown PPE		1,454	-	-	-
<b>23,155</b>	<b>Total revenue</b>		<b>12,585</b>	<b>28,494</b>	<b>29,209</b>	<b>28,269</b>

\* The statement of accounting policies provides explanations of these figures, which are unaudited.

Non-departmental income is administered by the Department of Conservation on behalf of the Crown. As this income is not established by the Department or earned in the production of the Department's outputs, it is not reported in the departmental financial statements.

### Schedule of expenses – Crown as administered by the Department of Conservation for the year ended 30 June 2021

30/06/20 Actual		Notes	30/06/21 Actual	30/06/21 Budget*	30/06/21 Revised Budget*	30/06/22 Forecast*
\$000			\$000	\$000	\$000	\$000
<b>Vote Conservation</b>						
29,467	Appropriation for non-departmental output classes**		40,308	41,690	77,648	95,563
8,131	Appropriation for non-departmental other expenses		17,664	7,813	29,686	11,310
3,876	GST input on appropriations		7,473	5,069	18,967	11,736
-	Bad and doubtful debts credit		(61)	-	-	-
<b>41,474</b>	<b>Total expenses</b>		<b>65,384</b>	<b>54,572</b>	<b>126,301</b>	<b>118,609</b>

\* The statement of accounting policies provides explanations of these figures, which are unaudited.

\*\* Includes multi-category expenses and expenses in multi-year appropriations.

The 'Schedule of expenses – Crown as administered by the Department of Conservation' summarises non-departmental expenses that the Department administers on behalf of the Crown.

Further details are provided in the statement of expenses and capital expenditure incurred against appropriations on **pages 166–168**.

### Schedule of assets – Crown as administered by the Department of Conservation as at 30 June 2021

30/06/20 Actual		Notes	30/06/21 Actual	30/06/21 Budget*	30/06/21 Revised Budget*	30/06/22 Forecast*
\$000			\$000	\$000	\$000	\$000
<b>Current assets</b>						
17,267	Cash		15,099	25,895	41,214	18,081
206	Prepayments		151	200	200	200
9,362	Trade and other receivables		2,257	8,520	6,339	6,340
5,764	Non-current assets held for sale	2	5,469	-	-	-
<b>32,599</b>	<b>Total current assets</b>		<b>22,976</b>	<b>34,615</b>	<b>47,753</b>	<b>24,621</b>
<b>Non-current assets</b>						
6,736,420	Property, plant and equipment	3	7,165,730	6,647,456	6,749,779	6,756,058
<b>6,736,420</b>	<b>Total non-current assets</b>		<b>7,165,730</b>	<b>6,647,456</b>	<b>6,749,779</b>	<b>6,756,058</b>
<b>6,769,019</b>	<b>Total assets</b>		<b>7,188,706</b>	<b>6,682,071</b>	<b>6,797,532</b>	<b>6,780,679</b>

\* The statement of accounting policies provides explanations of these figures, which are unaudited.

### Schedule of liabilities – Crown as administered by the Department of Conservation as at 30 June 2021

30/06/20 Actual		Notes	30/06/21 Actual	30/06/21 Budget*	30/06/21 Revised Budget*	30/06/22 Forecast*
\$000			\$000	\$000	\$000	\$000
<b>Current liabilities</b>						
1,679	Trade and other payables		6,440	5,500	1,000	1,959
8	Revenue in advance		490	-	-	-
5,305	Provisions	4	1,178	-	-	-
<b>6,992</b>	<b>Total current liabilities</b>		<b>8,108</b>	<b>5,500</b>	<b>1,000</b>	<b>1,959</b>
<b>6,992</b>	<b>Total liabilities</b>		<b>8,108</b>	<b>5,500</b>	<b>1,000</b>	<b>1,959</b>

\* The statement of accounting policies provides explanations of these figures, which are unaudited.



## Statement of trust monies

for the year ended 30 June 2021

	As at 30/06/20 \$000	Contributions \$000	Distributions \$000	Net Interest \$000	As at 30/06/21 \$000
Bonds/Deposits Trust	8,216	114	(75)	73	8,328
Conservation Project Trust	1,275	575	(705)	5	1,150
National Parks Trust	207	30	(13)	1	225
NZ Walkway Trust	12	-	-	-	12
<b>Total</b>	<b>9,710</b>	<b>719</b>	<b>(793)</b>	<b>79</b>	<b>9,715</b>

The Department has delegated authority to operate these trust accounts under sections 66 and 67 of the Public Finance Act 1989.

Trust accounts are mainly used to hold bonds and deposits from operators working on public conservation land, including those contracted by the Department. These are repaid when the operators have been cleared of all obligations.

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# Statement of accounting policies

## Reporting entity

These non-departmental financial schedules present financial information on public funds managed by the Department of Conservation on behalf of the Crown.

These non-departmental balances are consolidated into the *Financial Statements of the Government of New Zealand* for the year ended 30 June 2021. For a full understanding of the Crown's financial position and the results of its operations and cashflows for the year refer to the *Financial Statements of the Government of New Zealand* for the year ended 30 June 2021.

## Reporting period

The reporting period for these financial schedules is for the year ended 30 June 2021. The forecast financial statements are for the year ending 30 June 2022.

The financial schedules were authorised for issue by the Acting Director-General of the Department on 30 September 2021.

## Basis of preparation

The financial schedules have been prepared on a going concern basis, and in accordance with the *Tier 1 Public Benefit Entity International Public Sector Accounting Standards (PBE IPSAS)*.

The statements have been prepared on a historical cost basis, unless otherwise stated. The accounting policies have been applied consistently to all periods presented in these financial statements.

These financial statements are presented in New Zealand dollars, and all values are rounded to the nearest thousand dollars (\$000). The functional currency of the Department is New Zealand dollars.

## Budget and forecast figures

The budget, revised budget and forecast figures have been prepared in accordance with NZ GAAP, using accounting policies that are consistent with those adopted in preparing these financial schedules. They have also been prepared in accordance with *PBE Financial Reporting Standard 42: Prospective Financial Statements*. The budget, revised budget and forecast financial schedules are not subject to audit.

The budget figures for 2020/21 are those included in *The Estimates of Appropriations for the Government of New Zealand* for the year ending 30 June 2021. The revised budget figures for 2020/21 are those included in *The Supplementary Estimates of Appropriations for the Government of New Zealand* for the year ending 30 June 2021, adjusted for any transfers under 26A of the Public Finance Act 1989.

The forecast figures for 2021/22 are those included in *The Estimates of Appropriations for the Government of New Zealand* for the year ending 30 June 2022. The forecasts have been prepared in accordance with the Public Finance Act and reflect the government and ministerial policies existing at that time, in addition to the Department's purpose, strategic intentions and activities based on the estimates and assumptions that might occur in the 2021/22 year.

### **Goods and services tax (GST)**

All items in the non-departmental schedules, including appropriation statements, are stated exclusive of GST except for receivables and payables, which are stated on a GST-inclusive basis. In accordance with instructions issued by the Treasury, GST is returned on revenue received on behalf of the Crown, where applicable. However, an input tax deduction is not claimed on non-departmental expenditure. Instead, the amount of GST applicable to non-departmental expenditure is recognised as a separate expense and eliminated against GST revenue on consolidation of the Government Financial Statements.

### **Trade and other receivables**

Short-term trade debtors and other receivables are recorded at their face value, less any provision for impairment. The Crown applies the simplified expected credit loss model of recognised lifetime expected credit losses for receivables. In measuring expected credit losses, short-term receivables have been assessed on a collective basis based on the days past due.

The carrying amount of the asset is reduced through the use of a provision for impairment account and the amount of the loss is recognised in surplus or deficit. Overdue receivables that are renegotiated are reclassified as current (that is, not past due).

### **Accounting policy for impairment of receivables**

Impairment of a receivable was only recognised when there was objective evidence the amount due would not be fully collected. While trade and other receivables were subject to the expected credit loss requirement of PBE IFRS 9, no additional impairment provision was provided because the impact was trivial.

### **Trade and other payables**

Short-term trade creditors and other payables are recorded at their face value.

# Notes to the schedules for the year ended 30 June 2021

## Note 1: Revenue

The Department collects revenue on behalf of the Crown. This is mainly from concession fees, rent/leases and licences from commercial users of Crown-owned land. Revenue is recognised when earned, reported in the current financial period and is treated as exchange transactions.

30/06/20 Actual \$000		30/06/21 Actual \$000
3,597	Tourism occupations	625
3,493	Guiding	1,332
2,761	Aircraft landings	318
1,988	Telecommunications	1,805
1,509	Other occupations	916
1,687	Grazing	1,259
1,930	Ski areas	46
727	Boating	522
1,140	Residential/recreational	430
726	Vehicle transport	(135)
651	Easements	407
88	Filming	116
232	Miscellaneous	268
200	Extractions fees	134
141	Sporting and special events	34
<b>20,870</b>	<b>Total concessions, leases and licences</b>	<b>8,077</b>

## Note 2: Non-current assets held for sale

Non-current assets held for sale are classified as held for sale if their carrying amount will be recovered principally through a sale transaction, rather than through continued use. Non-current assets held for sale (including those that are part of a disposal group) are not depreciated or amortised while they are classified as held for sale. These assets are measured at the lower of their carrying amount and their fair value, less costs to sell. Valuation losses for write-downs are offset against the revaluation reserve. If that is exceeded, the balance is recognised in surplus or deficit.

30/06/20 Actual \$000		30/06/21 Actual \$000
5,764	Land	5,469
<b>5,764</b>	<b>Total non-current assets held for sale</b>	<b>5,469</b>

Total non-current assets held for sale mainly comprise land that has been identified for settlement of Treaty of Waitangi claims.

**Note 3: Property, plant and equipment**

	Land \$000	Buildings \$000	Infrastructure \$000	Cultural assets \$000	Total \$000
<b>Cost or valuation</b>					
Balance at 1 July 2019	6,616,411	1,305	14,921	5,100	6,637,737
Additions	750	-	235	-	985
Revaluation movement	97,999	-	3,433	-	101,432
Disposals	(301)	-	-	-	(301)
Assets transferred to current assets	(679)	-	-	-	(679)
<b>Balance at 30 June 2020</b>	<b>6,714,180</b>	<b>1,305</b>	<b>18,589</b>	<b>5,100</b>	<b>6,739,174</b>
Balance at 1 July 2020	6,714,180	1,305	18,589	5,100	6,739,174
Additions	11,624	-	1,165	-	12,789
Revaluation movement	418,670	695	311	-	419,676
Disposals	(2,699)	-	-	-	(2,699)
Assets transferred to current assets	(94)	-	-	-	(94)
<b>Balance at 30 June 2021</b>	<b>7,141,681</b>	<b>2,000</b>	<b>20,065</b>	<b>5,100</b>	<b>7,168,846</b>
<b>Accumulated depreciation and impairment losses</b>					
Balance at 1 July 2019	-	1,136	1,146	-	2,282
Depreciation expense	-	11	162	-	173
Revaluation movement	-	-	299	-	299
Disposals	-	-	-	-	-
<b>Balance at 30 June 2020</b>	<b>-</b>	<b>1,147</b>	<b>1,607</b>	<b>-</b>	<b>2,754</b>
Balance at 1 July 2020	-	1,147	1,607	-	2,754
Depreciation expense	-	2	199	-	201
Revaluation movement	-	130	31	-	161
Disposals	-	-	-	-	-
<b>Balance at 30 June 2021</b>	<b>-</b>	<b>1,279</b>	<b>1,837</b>	<b>-</b>	<b>3,116</b>
<b>Carrying amounts</b>					
At 30 June 2019	6,616,411	169	13,775	5,100	6,635,455
At 30 June 2020	6,714,180	158	16,982	5,100	6,736,420
At 30 June 2021	7,141,681	721	18,228	5,100	7,165,730

Depreciation is provided on a straight-line basis at rates that will write off assets, less their estimated residual value, over their remaining useful life. Land and cultural assets are not depreciated.

### Note 3: Property, plant and equipment (continued)

For revalued assets, a revaluation change is recognised against the revaluation reserve for that class of assets. Where this results in a debit balance in the revaluation reserve, the balance is recognised in surplus or deficit.

Land is initially recognised at cost and is revalued annually based on rateable valuations provided by Quotable Value Limited. Individual land lots are only updated every 3 years by Quotable Value Limited using a mass-appraisal process. Land not matched to an assessment is valued using an average per-hectare rate. These values were certified as fair value by an independent registered valuer. The valuation is effective as at 30 June 2021.

Land lots not subject to revaluations based on the triennial rateable valuations are revalued applying an index determined using regional/district sales data for comparable land types provided by Core Logic.

The use and disposal of Crown land managed by the Department is determined by legislation. The main Acts are the Reserves Act 1977, the Conservation Act 1987 and the National Parks Act 1980. These Acts impose restrictions on the disposal of surplus areas and the use of reserves, conservation areas and national parks. Crown land is not subject to mortgages or other charges. Specific areas may be included in Treaty settlements if the Crown decides to offer those areas to claimants.

Crown infrastructure assets were valued at fair value using price indices effective as at 30 June 2021.

Historic buildings used for rental activities are stated at fair value using optimised depreciated replacement cost. The valuation is effective as at 30 June 2021.

Cultural assets are stated at fair value. These assets are not depreciated and were last valued as at 30 June 2012.

The Department has a number of heritage assets under its care due to the historical significance of these assets to New Zealand. The cost of heritage assets cannot be reliably measured given the nature of these assets and, accordingly, these assets are not able to be recognised on the schedule of assets.

#### Note 4: Provisions

The Crown recognises a provision for future expenditure of uncertain amount or timing when there is a present obligation (either legal or constructive) as a result of a past event, and it is probable that an outflow of future economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. Provisions are not recognised for future operating losses.

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to the passage of time is recognised as a finance cost.

##### Environmental provisions

This is the estimated cost of rectifying the environmental damage in the following affected or contaminated sites that the Crown has an obligation to remedy.

- The tailings and tunnels in numerous former goldmine sites in the Coromandel Peninsula which may have unsafe access and/or which may leach contaminants into waterways in the surrounding areas.
- Former landfill sites in the King Country District at Mokau, Benneydale and Pureora.
- A number of abandoned coalmines, both underground and open cast, within the Benneydale, Māhoenui, Pirongia, Waitawhenua and Ōhura coalfields. Risks of contamination from treatment ponds, tailing dams and underground drives.

##### Transfer of concession revenue

There is a provision of \$0.3 million for concession revenue payable to iwi relating to land transferred to them under Treaty settlements.

#### Note 5: Events after balance date

No significant events that may impact on the actual results have occurred between year end and the signing of these financial statements.

# Additional financial information

## Statement of expenses and capital expenditure incurred against appropriations for the year ended 30 June 2021

30/06/20 Actual		30/06/21 Actual	30/06/21 Budget*	30/06/21 Revised Budget*	Location of end-of-year performance information
\$000	Appropriation title	\$000	\$000	\$000	
	<b>Departmental output expenses</b>				
240,700	Management of natural heritage	288,678	263,864	332,883	page 65
6,486	Management of historic heritage	6,275	5,978	6,322	page 70
178,650	Management of recreational opportunities	184,559	189,924	193,635	page 106
42,472	Conservation with the community	41,135	38,427	42,956	page 99
2,701	Crown contribution to regional pest management	2,732	3,312	3,095	page 59
-	Search and rescue activities PLA	69	-	465	
<b>471,009</b>	<b>Total departmental output expenses</b>	<b>523,448</b>	<b>501,505</b>	<b>579,356</b>	
	<b>Departmental capital expenditure</b>				
<b>34,732</b>	<b>Property, plant and equipment and intangible assets</b>	<b>43,684</b>	<b>44,821</b>	<b>42,617</b>	
	<b>Non-departmental output expenses</b>				
4,575	Community Conservation Partnerships Fund	5,665	11,992	11,683	
871	Management services - natural and historic places	905	916	966	
33	Moutoa Gardens/Pākaitore	38	23	38	
<b>5,479</b>	<b>Total non-departmental output expenses</b>	<b>6,608</b>	<b>12,931</b>	<b>12,687</b>	
	<b>Non-departmental other expenses</b>				
-	Compensation payments	5	60	60	
708	Mātauranga Māori fund	486	837	1,256	
241	Waikaremoana lakebed lease	241	241	241	
433	Subscriptions to international organisations	447	405	450	
871	Payment of rates on properties for concessionaires	942	839	999	
173	Depreciation	201	311	315	
947	Provision for bad and doubtful debts	-	100	1,000	
-	Loss on disposal of property, plant and equipment	-	2,525	931	
524	Vesting of reserves	48	150	4,698	
23	Impairment of public conservation land	326	50	1,701	
-	Administering bodies of Crown reserves	343	-	600	
-	Wildlife institutions relief fund	14,043	-	14,890	
4,000	Payment to facilitate transfer of assets as part of Treaty of Waitangi settlements	-	-	-	
<b>7,920</b>	<b>Total non-departmental other expenses</b>	<b>17,082</b>	<b>5,518</b>	<b>27,141</b>	

## Statement of expenses and capital expenditure incurred against appropriations (continued) for the year ended 30 June 2021

30/06/20 Actual		30/06/21 Actual	30/06/21 Budget*	30/06/21 Revised Budget*	Location of end-of-year performance information
\$000	Appropriation title	\$000	\$000	\$000	
	<b>Non-departmental capital expenditure</b>				
-	Crown land acquisitions	2,240	2,000	4,240	
474	Purchase and development of reserves	375	3,600	2,921	
-	Flood recovery work	581	-	1,014	
-	Pike River Memorial and Museum	-	-	921	
<b>474</b>	<b>Total non-departmental capital expenditure</b>	<b>3,196</b>	<b>5,600</b>	<b>9,096</b>	
	<b>Multi-category expenses and capital expenditure</b>				
	Identification and implementation of protection for natural and historic places MCA				
	<i>Non-departmental output expenses</i>				
697	Nature Heritage Fund	101	6,713	7,857	
5,197	Ngā Whenua Rāhui	6,726	8,820	18,650	
3,412	Legal protection Queen Elizabeth II	4,412	3,412	5,412	
557	South Island Landless Natives Act 1906	118	4,000	118	
	<i>Non-departmental capital expenditure</i>				
-	Nature heritage fund land purchases	4,297	-	5,000	
<b>9,863</b>	<b>Total identification and implementation of protection for natural and historic places MCA</b>	<b>15,654</b>	<b>22,945</b>	<b>37,037</b>	
	Policy advice, statutory planning, and services to Ministers and statutory bodies MCA				
	<i>Departmental output expenses</i>				
2,238	Policy advice	3,302	4,197	4,482	page 118
9,309	Statutory planning, services to Ministers and statutory bodies	9,897	10,950	10,656	page 118
<b>11,547</b>	<b>Total policy advice, statutory planning, and services to Ministers and statutory bodies MCA</b>	<b>13,199</b>	<b>15,147</b>	<b>15,138</b>	
	Provincial Growth Fund – Conservation projects MCA				
	<i>Non-departmental other expenses</i>				
234	Regional projects	582	2,295	2,545	
	<i>Non-departmental capital expenditure</i>				
235	Infrastructure projects	584	2,305	1,055	
<b>469</b>	<b>Total Provincial Growth Fund -Conservation projects MCA</b>	<b>1,166</b>	<b>4,600</b>	<b>3,600</b>	

## Statement of expenses and capital expenditure incurred against appropriations (continued) for the year ended 30 June 2021

30/06/20 Actual		30/06/21 Actual	30/06/21 Budget*	30/06/21 Revised Budget*	Location of end-of-year performance information
\$000	Appropriation title	\$000	\$000	\$000	
<b>21,879</b>	<b>Total multi-category expenses and capital expenditure</b>	<b>30,019</b>	<b>42,692</b>	<b>55,775</b>	
<b>541,493</b>	<b>Total annual and forecast permanent appropriations</b>	<b>624,037</b>	<b>613,067</b>	<b>726,672</b>	
	<b>Multi-year appropriations</b>				
	<b>Non-departmental output expenses</b>				
14,125	Predator Free New Zealand (MYA)	22,343	5,814	32,924	
<b>14,125</b>	<b>Total non-department output expenses</b>	<b>22,343</b>	<b>5,814</b>	<b>32,924</b>	
<b>555,618</b>	<b>Total annual and permanent appropriations and multi-year appropriations</b>	<b>646,380</b>	<b>618,881</b>	<b>759,596</b>	

\* The Statement of accounting policies provides explanations of these figures, which are unaudited.

Actual expenditure for an individual category may exceed the revised budget for that category but must not exceed the revised budget for the multi-category.

### Expenses and capital expenditure incurred in excess of appropriation

Nil.

(2020: A provision of \$4.0 million was made against the 'Payment to Facilitate the Transfer of Assets as Part of a Treaty of Waitangi Settlement' Appropriation. An appropriation of \$2.0 million was available via the June 2020 revised Supplementary Estimates Budget, resulting in the reported expense being in excess of appropriation by \$2.0 million in 2019/20.)

### Expenses and capital expenditure incurred without, or in excess of, authority

Nil.

(2020: Management of Historic Heritage appropriation expenses exceeded budget authority by \$0.344 million.)

## Statement of departmental capital injections for the year ended 30 June 2021

30/06/20 Actual \$000	30/06/21 Actual* \$000	30/06/21 Budget* \$000	30/06/21 Revised Budget* \$000
- Asset transfers	78	-	-
- Capital contributions	-	39,090	76,035
- Department of Conservation-capital injection	78	39,090	76,035

\* The statement of accounting policies provides explanations of these figures, which are unaudited.

Intra-departmental fencing assets transferred to the Department from Land Information New Zealand (LINZ) during the current budget year represent a capital injection from the Crown. During the current financial year, the Department received \$0.1 million of fencing assets from LINZ.

## Summary of output class expenditure by output for the year ended 30 June 2021

30/06/20 Actual \$000	30/06/21 Actual \$000
Vote: Conservation	
<i>Management of natural heritage</i>	
- Jobs for Nature	46,373
25,001 Species persistence	28,870
110,785 Ecosystems conservation	103,463
8,837 Local treasure natural heritage partnerships	12,728
96,077 Lands held for now and future generations	97,244
<b>240,700</b> Total management natural heritage	<b>288,678</b>
6,486 <i>Management of historic heritage</i>	6,275
<b>6,486</b> Total management of historic heritage	<b>6,275</b>
<i>Management of recreational opportunities</i>	
- Recreation concessions	95
56,105 More visitors to iconic destinations	59,160
35,061 More New Zealanders enjoy gateway destinations	36,083
28,971 Locally treasured destinations	27,913
25,315 More people enjoy the backcountry	27,596
33,198 Accessing public conservation land	33,712
<b>178,650</b> Total management of recreational opportunities	<b>184,559</b>

## Summary of output class expenditure by output (continued)

for the year ended 30 June 2021

30/06/20 Actual \$000		30/06/21 Actual \$000
	<i>Conservation with the community</i>	
11,363	Effective implementation of Treaty settlements	12,250
13,612	Conservation identity/values	11,103
15,160	Conservation activity achieved by others	17,050
1,262	Conservation investment in NZ prosperity	269
527	Conservation outcomes from business partnerships	316
548	DOC products/services/brand	147
<b>42,472</b>	<b>Total conservation with the community</b>	<b>41,135</b>
	<i>Policy advice and ministerial servicing</i>	
2,238	Policy advice	3,302
9,309	Statutory planning, bodies, ministerial services	9,897
<b>11,547</b>	<b>Total policy advice and ministerial servicing</b>	<b>13,199</b>
2,701	Crown contribution to regional pest management	2,732
-	- Search and Rescue activities	69
<b>482,556</b>	<b>Total output expenses</b>	<b>536,647</b>
923	Unrealised remeasurement losses	(1,375)
377	Provincial Growth Funding – Memo of Understanding	86
-	- Te Arawhiti Funding - Memo of Understanding	-
<b>483,856</b>	<b>Total expenses per statement of comprehensive revenue and expenses</b>	<b>535,358</b>

A scenic landscape photograph of Moke Lake in the Queenstown area. The foreground shows a wooden structure, possibly a bridge or a pier, extending into the water. The water is calm and reflects the surrounding environment. In the background, a large, rugged mountain rises, its slopes covered in sparse vegetation. The sky is a clear, pale blue. The overall mood is serene and natural.

# Ngā tāpiritanga Appendices

View of Moke Lake in the Queenstown area. Photo: Glen Howey

**TĀPIRITANGA | APPENDIX 1**

## Glossary of te Reo terms

awa	river
harakeke	flax
hīkoi	a march, hike, trip, journey
hui	meeting, gathering
kaimahi	worker, employee, staff
kairuruku	coordinator
kaitiaki	guardian, trustee
kaitiakitanga	guardianship, stewardship, trusteeship, trustee
kaumātua	an elder, a person of status within the whānau
kaupapa	topic, policy, initiative
kawa	principles, protocols
mahi	work
mahinga kai	garden, cultivation
mana	prestige, authority
mana whenua	authority over land or territory
manaakitanga	hospitality, kindness, generosity, support
māramatanga	enlightenment, insight, understanding
mātauranga Māori	the body of knowledge originating from Māori ancestors, including the Māori world view, perspectives and cultural practices
maunga	mountain, mount, peak
mauri	life force, vital essence
pā	fortified places with banks and ditches, often found on cliffs, headlands or ridges
pounamu	greenstone
pou whenua	a post in the ground to mark possession, a boundary or land marker
rangatahi	youth, younger generation
rohe	region, territory, district
taonga	treasure; something considered to be of value, including objects, resources or ideas
taonga tuku iho	heirloom, something handed down, cultural heritage
tauira	student, pupil, cadet

te Ao Māori	the Māori world view – acknowledging the interconnectedness and interrelationship of all living and non-living things.
te taiao	the natural world
tikanga	custom, correct protocol
tino rangatiratanga	self-determination, sovereignty, autonomy
waharoa	entrance to a pā, gateway
wairua	spirit, soul
wānanga	(v) to meet and discuss, deliberate, consider; (n) meeting, discussion
whakapapa	genealogy, lineage
whare wānanga	place of higher learning, university
whenua	land
whenua tūpuna	the land of our ancestors, entitlements to pass land down from one generation to another
whio	blue duck ( <i>Hymenolaimus malacorhynchos</i> )

**TĀPIRITANGA | APPENDIX 2**

# The roles and responsibilities of Te Papa Atawhai

Te Papa Atawhai manages about 8.6 million hectares of land, 44 marine reserves (covering 1.77 million hectares), and 8 marine mammal sanctuaries (covering approximately 2.8 million hectares). Much of our work is focused on relatively small areas of land or water where conservation values are high, whether for natural heritage reasons or in support of visitor experiences or community engagement.

Te Papa Atawhai is responsible for encouraging recreation on the lands and waters it manages. Accordingly, it provides and manages historic sites and visitor facilities, including walking, biking and 4WD tracks, huts, campsites and visitor centres.

We work with tourism operators and others on public conservation lands and waters (PCLW) using a statutory concessions framework. Besides tourism, concession holders use PCLW for grazing, mining and telecommunications.

Te Papa Atawhai supports the Minister of Conservation in the management of the coastal environment (including the territorial sea), as the Minister has a specific role under the Resource Management Act 1991. Te Papa Atawhai provides advice to the Minister and input into local government policies, plans and consent applications regarding the coastal and marine environment.

We also contribute to all-of-government activities in response to the Government’s stated priorities for the public sector. The Government’s 2020/21 priorities for conservation were as follows:

- Jobs for Nature
- review of stewardship land
- regulatory reform
- te Ao Māori

- whitebait regulation
- implementation of Te Mana o te Taiao – Aotearoa New Zealand Biodiversity Strategy
- marine management reform
- climate change
- kauri dieback
- Hector’s and Māui Dolphin Threat Management Plan
- Tourism Futures Taskforce.

Our mandate and context are set by a statutory planning framework that supports the overarching legislation: the Conservation General Policy, the National Parks General Policy, and the strategies and plans that flow from these policies. A series of conservation management strategies (CMSs) identify the places that Te Papa Atawhai manages on behalf of all New Zealanders. These CMSs establish ‘outcomes at places’ and high-level objectives that guide our management of, and reporting on, public conservation lands and waters.

Te Papa Atawhai is also responsible for implementing conservation-related redress in more than 60 legislated Treaty settlements. Activities include land transfers to iwi, detailed relationship agreements, co-management arrangements (which can include enhanced involvement in statutory management planning processes), and transferring day-to-day management of sites of importance to iwi to reflect their cultural values.

Te Papa Atawhai manages protected species and public conservation lands and waters to deliver economic, social and environmental benefits that, in combination, are key contributors to New Zealanders’ prosperity and wellbeing.

**TĀPIRITANGA | APPENDIX 3**

# Conservation achieved through others

## Pest control through the contributions of others

This category of output reporting represents the control activity undertaken associated with protecting public conservation land where the resources used to achieve the control for a pest are provided, or mostly provided, by others.

	2018/19 actual	2019/20 actual	2020/21 actual
<b>Possums</b> – hectares treated through the contributions of others	21,180	54,801	<b>34,497</b>
<b>Rats and/or mustelids</b> – hectares treated through the contributions of others	154,665	194,415	<b>175,358</b>
<b>Deer</b> – hectares treated through the contributions of others	1,573	47	<b>51,141</b>
<b>Goats</b> – hectares treated through the contributions of others	16,813	17,798	<b>21,605</b>
<b>Weeds</b> – hectares treated through the contributions of others	464	666	<b>129,469</b>
<b>Wilding conifers</b> – hectares treated through the contributions of others	39,400	20,011	<b>179,791</b>

## Ngā Whenua Rāhui

This funding programme exists to protect the natural integrity of Māori land and preserve mātauranga Māori. The Ngā Whenua Rāhui Fund provides protection for Māori landowners with 25-year reviewable kawenata (covenants).

	2020/21 target	2020/21 actual
Number of restoration programmes undertaken that meet the criteria for success set out in their programme plan	10	<b>10</b>
Hectares of land receiving treatment for possums	36,409	<b>36,409</b>
Number of possum operations undertaken that meet their targets for operational success	15	<b>15</b>
Hectares of land receiving treatment for goats	107,688	<b>107,688</b>
Number of other terrestrial animal pest operations undertaken that meet the criteria for success set out in their programme plan	9	<b>9</b>
Number of acutely threatened species that will have improved security for one or more populations as a result of active species-conservation programmes	6	<b>6</b>
Number of agreements where Biodiversity Impact Monitoring is undertaken to measure the effectiveness of the agreement	5	<b>7</b>
Hectares of land receiving Biodiversity Outcome Monitoring to measure the effectiveness of the agreement	10,100	<b>10,300</b>
Number of kawenata (covenants) approved in each of the three most-threatened LENZ environments.	Reported at year end	<b>2</b>

### South Island Landless Natives Act (SILNA)

This funding is for the purpose of identifying and implementing the protection of indigenous ecosystems in Māori ownership on South Island Landless Natives Act 1906 (SILNA) land.

	2020/21 target	2020/21 actual
Number of SILNA blocks protected	1	0
Hectares of indigenous ecosystem protected	874	0

### Community Conservation Fund

The Fund is directed at practical, on-the-ground projects. These projects will maintain and restore the diversity of our natural heritage and enable more people to participate in recreation, enjoy and learn from our historic places, and engage with and value the benefits of conservation.

	2020/21 target	2020/21 actual
Percentage of projects funded that meet deed and reporting standards	95%	100%

### Nature Heritage Fund

The purpose of this fund is to identify and implement the protection of indigenous ecosystems on private land.

	2020/21 target	2020/21 actual
Number of successful purchases	3	3

### Predator Free New Zealand

This fund focuses on activities aimed at controlling and eradicating mammalian pests in New Zealand by 2050.

	2020/21 target	2020/21 actual
The Predator Free programme is on track to meet the Predator Free Trust disbursement milestones	Meets	<b>Meets</b>
The Predator Free programme is on track to meet funding allocations for tools resulting from the predator research priorities	Meets	<b>Meets</b>



TĀPIRITANGA | APPENDIX 4

# Annual reporting of search and surveillance powers required by the Search and Surveillance Act 2012

Te Papa Atawhai enforces laws that conserve Aotearoa New Zealand's natural and historic heritage.<sup>51</sup> Our conservation role includes legislative responsibilities for Aotearoa New Zealand's conservation matters under several Acts of Parliament.

To administer this legislation, we are charged with carrying out a compliance and law enforcement function across a range of geographic and species-related legislation in place to protect our wildlife, flora and fauna, both terrestrial and marine.

In carrying out this function, we must comply with the Search and Surveillance Act 2012. Section 171 of this Act relates to reporting the exercise of an entry power, a search power, or a surveillance power while carrying out law enforcement activities.

## Key matters to report for the year ended 30 June 2021

*Section 171(a)* – the number of occasions on which entry or search powers were exercised without a warrant: **11 (eleven)**.

*Section 171(b)* – the number of occasions on which warrantless surveillance powers were exercised in the period covered by the report that involved the use of a surveillance device: **0 (nil)**.

*Section 171(c)* – in respect of each kind of surveillance device used without a warrant in the period covered by the report, the numbers of that kind of device used:

- (i) for a period of no more than 24 hours: **0 (nil)**
- (ii) for a period of more than 24 hours but no more than 48 hours: **0 (nil)**.

*Section 171(d)* – the number of persons charged in criminal proceedings where the collection of evidential material relevant to those proceedings was significantly assisted by the exercise of a warrantless search or surveillance power in the period covered by the report: **0 (nil)**.

These findings cover the year from 1 July 2020 to 30 June 2021 and are compiled from a survey of 44 district offices that carry out compliance and law enforcement functions.

### Hilary Aikman

Director, Operations Issues and Programmes

20 July 2021

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<sup>51</sup> [www.doc.govt.nz/about-us/our-role/compliance-and-law-enforcement/](http://www.doc.govt.nz/about-us/our-role/compliance-and-law-enforcement/)

## TĀPIRITANGA | APPENDIX 5

## Performance of Reserve Boards

Reserve boards are appointed under the Reserves Act 1977, where the board manages a reserve that is public conservation land, vested in the reserve board for management purposes. Te Papa Atawhai publishes annual summary financial statements of these reserve boards.

The details provided in **Table 6** below are the most recent financial results available. The year of each result is shown in brackets after the name of each reserve board.

**Table 6: Financial summary details from reserve board annual financial statements**

Reserve board (and year of most recent financial result)	Type	Revenue \$	Expenditure \$	Cash in bank accounts \$	Significant resources \$
<b>Northern North Island</b>					
Coates (2019)*	Local purpose	1,110	880	1,127	250,000 (valuation)
Glorit (2020)*	Hall	13,640	17,808	6,185	170,000 (valuation)
Oakura (2020)	Recreation	17,025	7,168	34,252	510,815 (valuation)
Ruakaka (2015)*	Recreation	566,888	475,391	119,439	1,020,773 (net equity)
Ruakaka Central (2020)*	Hall	12,446	16,439	42,487	1,095,000 (valuation)
Taurikura (2018)*	Hall	2,931	8,287	79	170,000 (valuation)
Waikiekie (2017)*	Recreation	4,521	6,484	22,556	162,000 (valuation)
Waipu Cove (2018)*	Recreation	1,313,765	1,113,656	230,406	3,360,134 (net equity)
Whatitiri (2020)	Recreation	3,215	3,045	23,012	290,000 (valuation)
<b>Central North Island</b>					
Awakaponga (2020)*	Hall	47,627	25,447	10,890	137,992 (net equity)
Pākaitore/Moutoa Gardens (2018)*	Historic	27,915	34,583	96,201	207,876 (net equity)

<b>Lower North Island</b>					
Lake Horowhenua (2019)*	Recreation	10,547	4,793	41,758	50,410 (net equity)
Poukiore (2020)	Recreation	10,093	2,075	54,794	129,000 (valuation)
Ruawhata (2020)	Hall	3	0	4,312	73,000 (valuation)
Tiriraukawa (2020)	Hall	12	103	1,885	61,000 (valuation)
<b>Northern South Island</b>					
Homewood (2020)	Hall	1,529	326	10,037	63,770 (net equity)
Kaiteriteri (2020)	Recreation	7,176,989	7,533,963	868,317	9,418,622 (net equity)
<b>Eastern South Island</b>					
Papanui (2019)	Hall	2	1	2,244	Nil
<b>Western South Island</b>					
Millerton (2020)	Hall	5,307	3,970	9,277	47,000 (valuation)
Charleston (2020)	Hall	2,689	4,879	7,455	205,000 (valuation)

\*These results have not yet been audited by Audit New Zealand.