

Department of Conservation Te Papa Atawhai

ANNUAL REPORT
PŪRONGO-Ā-TAU

FOR THE YEAR ENDED
30 JUNE 2020



Department of
Conservation
Te Papa Atawhai

Department of Conservation Te Papa Atawhai

ANNUAL REPORT PŪRONGO-Ā-TAU

FOR THE YEAR ENDED 30 JUNE 2020

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

Crown copyright, October 2020

Annual Report for the year ended 30 June 2020

ISSN 1176-7324 (print)

ISSN 1177-990x (online)

The document is available at www.doc.govt.nz/annual-report-2020



This work is licensed under the Creative Commons Attribution 4.0 International licence. In essence, you are free to copy, distribute and adapt the work, as long as you attribute the work to the Crown and abide by the other licence terms. To view a copy of this licence, www.creativecommons.org/licenses/by/4.0

Please note that no departmental or governmental emblem, logo or Coat of Arms may be used in any way that infringes any provision of the Flags, Emblems, and Names Protection Act 1981. Use the wording 'Department of Conservation' in your attribution, not the Department of Conservation logo.

This publication is printed on paper pulp sourced from sustainably grown and managed forests, using Elemental Chlorine Free (ECF) bleaching and printed with 100 percent vegetable-based inks.

Ngā kai o roto

Contents

Te kupu whakataki a te Tumuaki Director-General's foreword	6
Tirowhānui Overview	10
Tō mātou horopaki rautaki Our strategic context	11
Tō mātou ara rautaki Our strategic pathway	14
Te aromatawai tūtohu mahinga Performance indicator assessment	21
<hr/>	
Te ora o Papatūānuku Healthy nature	25
Kua whakatikatikangia kua whakaorangia te kanorau o tō tātou aotūroa The diversity of our natural heritage is maintained and restored	26
E whai painga ana te 50% o ngā pūnaha rauropi aotūroa o Aotearoa nā te whakahaere kīrearea 50% of New Zealand's natural ecosystems are benefiting from pest management	27
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 90% of our threatened species across New Zealand's ecosystems are managed to enhance their populations	34
E whakaorangia ana ētahi pūnaha hauropi wai māori 50, mai i ngā maunga ki te moana 50 freshwater ecosystems are restored from the mountains to the sea	44
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	48
Kua whakaorangia ō tātou tātai kōrero, kia tiakina hoki Our history is brought to life and protected	54
E whakakōrerotia ana ētahi Takiwā Ingoa Nui 50, e tiakina ana anō hoki The stories of 50 historic Icon Sites are told and protected	55

Te hunga Atawhai | People who care **61**

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 **62**
Whānau, hapū and iwi are able to practise their responsibilities as kaitiaki of natural and cultural resources on public conservation lands and waters

Ka whai wāhi ngā tāngata o Aotearoa me te hunga o tāwāhi ki ngā mahi tautiaki **70**
New Zealanders and international visitors contribute to conservation

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 71
90% of New Zealanders think the impacts of visitors on public conservation lands and waters are very well managed

Te ora o te Hapori | Thriving communities **77**

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 **78**
New Zealanders and international visitors are enriched by their connection to New Zealand's nature and heritage

E whakapikingia ana te noho o te 90% o ngā tāngata o Aotearoa mā te hono ki te taiao, ki te aotūroa tuku iho hoki 79
90% of New Zealanders' lives are enriched through connection to our nature and heritage

Hei tūāpapa te taiao me ngā taonga tuku iho o Aotearoa mō tō tātou ekenga taumata ōhanga, taumata pāpori, ahurea hoki **86**
New Zealand's unique environment and heritage is a foundation for our economic, social and cultural success

E kī ana 90% o ngā manuhiri he mutunga mai o te pai tō rātou peka atu ki ngā whenua rāhui me ngā wai e āta tiakina ana mō te hunga tūmatanui. 87
90% of visitors rate their experiences on public conservation lands and waters as exceptional

Te āheinga Capability	97
Te pūrongo a te kaiarotake motuhake Independent auditor's report	110
Ngā tauākī whakahaere Financial statements	115
Statement of responsibility	116
Departmental financial statements	117
Statement of accounting policies	124
Notes to the financial statements for the year ended 30 June 2020	126
Non-departmental financial schedules	145
Statement of accounting policies	149
Notes to the schedules for the year ended 30 June 2020	151
Additional financial information	155
Ngā tāpiritanga Appendices	161
Appendix 1: The roles and responsibilities of Te Papa Atawhai	162
Appendix 2: Conservation achieved by others	163
Appendix 3: Annual reporting of search and surveillance powers required by the Search and Surveillance Act 2012	166
Appendix 4: Performance of Reserve Boards as at 30 June 2019	167

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



Lou Sanson at Mataketake Range, Haast. Photo: DOC

Ko tātou katoa kei te hoe i te waka

Ko ngā āhuatanga o te tau ka mahue ake nei ka pā ki ngā mahi tiaki taiao mō te hia ngahuru tau e tū mai nei. Kua āhei tātou te whakapiki ake i ngā uara tiaki taiao hei mauri taketake mō ngā mahi a Aotearoa, kia tū he ōhanga hei tohu mō te ao, kia toitū te taiao, kia toitū hoki ōna uara ahurea.

Kua tāreia e mātou i Te Papa Atawhai Te Kaupapa a Te Papa Atawhai, he rautaki whakahaere hou, e whakapūmau nei i te wāhi o tēnei mea te tangata me te aotūroa hei pūtahi mō ā mātou mahi, i raro i tētahi kaupapa hou – E Ora Ana a Papatūānuku. Hei kapo tēnei i te uho o ngā mea katoa ki te whānau o Te Papa Atawhai: te ngākau ū me te hononga ki a Papatūānuku me ngā hapori o Aotearoa. Tā Te Kaupapa a Te Papa Atawhai he whakarite tikanga e noho ai te kaupapa E Ora ana a Papatūānuku i ngā wāhi katoa o ā mātou mahi – mai i te kimi kāinga hou ki ngā whakamahere wā roa, me ngā mea katoa o waenganui.

COVID-19

Kua tino pā te mate urutā ā-ao o KOWHEORI-19 ki ngā mahi a Te Papa Atawhai me te huri hoki o ana mahi, arā, he rōpū tēnei e mōhiotia nuitia ana mō ana mahi i te aotūroa. Ka nui taku hari mō te kaha o ngā kaimahi a Te Papa Atawhai ki te hāpai i te kauae, kia mahi hoki i roto i ngā ritenga hou i te wā o te katinga nui.

I whakatārewatia ngā mahi tiaki taiao i roto i te wā o te katinga nui. Ahakoa tēnei āhuatanga, kua puta mai tātou i ngā tūkinga o te tūpuhi nui i pā ki Murihiku me Piopiotahi i te marama o Hui-tanguru (Pēpuere), i tūkinotia ai ngā Hīkoi Nui o te Routeburn me Milford, i horo ai tētahi wāhi o ngā ara hīkoi 440 km te roa, ngā arawhiti 32, te Wharau o Lake Howden me ētahi atu puninga wharau, hangaroto hoki. I mahi nui anō ngā kaimahi a Te Papa Atawhai ki te whakatikatika i ngā ara hīkoi, ā, kua tuwhera ngā ara hīkoi o Routeburn me Milford mō te raumati e tauwhare mai nei, e āhei ai te tini tangata i Aotearoa te takahi i ēnei ara ingoa-nui, me te tūtaki ki ngā hapori tautoko o reira. Ka haere tonu te whakaoranga mā tētahi \$13.7 miriona i tohaina mai i Tahua 2020 mō ngā whakatikatika huri noa i te rohe.

He mea hira te tautoko i te kāwanatanga i te wā mōrearea KOWHEORI-19. I whakatūria e Te Papa Atawhai tētahi tira CIMS (Coordinated Incident Management System) hei tira urupare ki ngā hiahia o te kāwanatanga kia tāpaetia he mōhiotanga, he rauemi ki ngā ohotata me ōna whanaketanga rerekē, i te wā e tika ana. I haere hoki ā mātou kaimahi hei kaiāwhina ki ngā urupare kāwanatanga katoa ki KOWHEORI-19. I riro nā ā mātou kaimahi i tautoko ngā mahi whakatinana kaupapa, me ngā whakawhiti katinga nui mā roto i ngā taumata ohiti 2, 3, me te 4 o te urutā nui.

I pungatia ā mātou mahi ki roto i Te Kaupapa a Te Papa Atawhai, i kitea hoki i roto i te urupare ki te katinga-nui o KOWHEORI-19. Ahakoa he tūhinga kōkau noa i taua wā, nā te kaupapa hou nei i ārahi te urupare a ngā kaiārahi mātāmua ki te raru nui – arā, he urupare i noho ko te toiora me te haumaruru hei pou taketake.

He pūtea tāpiri

Tētahi o ngā putanga o te raru nui o KOWHEORI-19 ko te mōkihi whakaora a te Kāwanatanga hei tautoko i ngā kaimahi o aua umanga i pāngia nuitia.

I ngā rā tuatahi o Māehe (Poutū-te-rangi), hei wāhanga o tētahi mōkihi whakarite hou i ngā mahi o ngā kaimahi ngahere, i whiwhi Te Papa Atawhai i tētahi pūtea tāpiri i taea ai te hora whāinga wāhi mahi ki ōna 400 kaimahi kirimana (tirohia te rangahau whāiti i te whārangi 84).

Mā whero mā pango ka rapa te whai

E hāngai tūturu ana te mōkihi He Mahi mō te Aotūroa a te Kāwanatanga ki te Kaupapa E Ora Ana a Papatūānuku.

Nā Tahua 2020 i hora mai neke iti atu i te \$500 miriona ki Te Papa Atawhai hei hanga i ētahi tūranga mahi 6,000 i roto i te 4 tau. Hei āwhina tēnei tahua i te whakaruoratanga o te mana me te mauri o te taiao, mā te whakahaere i ngā taru, te whakaora i ngā wāhi mākū, me te whakaora mai anō i ngā ngahere māori, ngā awa me ngā pūkaki.

Ka whakapikia te Aotūroa i ngā whenua tūmatanui, tūmataiti hoki nā tā mātou tautoko i ngā mahi o tō mātou hoa Tiriti, ngā kaunihera ā-rohe, te Tarahiti ā-Motu o QEII, me ētahi atu hei whakapakari i te hunga kua turakina o rātou tūranga mahi i ētahi atu rāngai kia nuku mai ki ngā mahi whakaora ripoianga.

Tētahi ara tino whakamere mō tēnei tahua ko te mahi kōtui ki a Ngāti Porou me Te Whānau-ā-Apanui hei whakaora anō i ngā ngahere o te Raukūmara o te Tai Rawhiti, hei ārai kīrearea i ngā maunga Kaimai, Mamaku hoki.

He mea tino nui kia mahi tahi ngā whakahaere i ēnei wā uua. Kua tae mai ētahi moni tapiri i te Manatū Ahu Matua me Biosecurity New Zealand mō te kaupare i te paina tupunoa me te warapī. Kua whakapakaritia hoki tō mātou whāinga wā roa mō ngā wai māori mā te whāngai pūtea ki te Manatū Taiao hei tahitahi i ngā awa, hei whakaora hārotoroto, hei ārai kīrearea, tarutaru hoki i ngā kūpūpango me ngā roto.

Te hononga hoa Tiriti

Nā te whakatau o Ngāi Tai ki Tāmaki mātou i āta tūtohu mō tō mātou tūranga hei hoa kōtui i raro i Te Tiriti o Waitangi. E mōhio ana mātou he mea nui kia kaha ake ā mātou mahi whakatinana i te pitomata tūturu o ngā Mātāpono o Te Tiriti o Waitangi. Arā, ka arotahi mātou ki te tikanga o tēnei mea te 'āta tiaki mārire' i ngā taumata katoa o ā mātou mahi.

Mai i te putanga o te whakatau, kua paheko te mahi o te Tira Mahi o Te Tari o Tāmaki me Ngāi Tai ki Tāmaki ki te waihanga anō i tō mātou hononga hoa Tiriti, ā, kua tāreitā e mātou tētahi rautaki hei whakahohoro i te pikinga o te pai.

I raro anō i te kōtuitanga kua whakahoutia, e hono atu ana mātou ki ngā iwi puta noa i te motu, hei whakapakari i ngā uara ahurea, hītori, taiao hoki i roto i ā mātou mahi katoa, mai i te whakahaere momo koirora ki ngā raihana manaaki tāpoi.

Te Toitū

E anga ana mātou kia noho mātou hei kaihautū taiao mātāmua i te taha pēhitanga waro, me te urutaunga ki te panonitanga huarere. I roto i te ao whakaora i muri i KOWHEORI-19, he mea taketake tā mātou Mahere Kōkiri Urutau Panonitanga Huarere me tētahi Rautaki Toitū.

Kua tautohutia e mātou ētahi 'kapohanga hohoro' kia pai ai te koke whakamua, pēnei i te huri atu ki tētahi tāruru motokā hiko, waihoki, he mea nui kia arotahi mātou kia mārāma kē atu ki ā mātou puhanga mīhini, parahanga hoki, kia piki ake ai te toitū o ā mātou ritenga mahi.

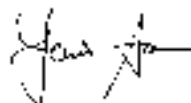
Ahako te uua o ngā whakatau kei mua mō ngā tikanga mahi, ka whai hua ngā akoranga o ēnei hātepe, hei arataki i tā mātou tautoko i ētahi atu ki tētahi tauira whakahaere toitū.

Ka mahi tahi mātou me tō mātou hoa Tiriti mō ngā kōkiri urutau panonitanga huarere, kaupapa toitū hoki, me te tiri i ngā mōhiotanga mō ngā uauatanga me ngā rongoā.

Ko te tino ara māhi ināianei ko te kōtuitanga me te pahekotanga. E noho ana ko te tiaki taiao hei uho mō ngā uara o Aotearoa - ka noho ko ngā whatunga me ngā hononga te ara whakamua mō ngā mahi tiaki taiao.

Kātahi anō ka ara ake he whāinga wāhi pēnei, e hoehoe tahi ai tātou katoa, ngā tāngata katoa o Aotearoa i tēnei o ngā waka.

Noho ora mai,



Lou Sanson

Tumuaki Ahurei

Ehara taku toa i te toa takitahi, engari he toa takitini.

We are all in this together

This past year will influence the course of conservation for decades to come. We have a chance to put conservation values at the front and centre of Aotearoa New Zealand's way forward to a world-leading economy, sustainable environment and sustainable cultural values.

At Te Papa Atawhai, we've developed Te Kaupapa a Te Papa Atawhai, a new organisational strategy that puts people and nature at the heart of everything we do under a single, unifying purpose – Papatūānuku Thrives. This captures what's special about Te Papa Atawhai whānau: a deep commitment and connection to Papatūānuku and the communities of Aotearoa. Te Kaupapa a Te Papa Atawhai ensures that Papatūānuku Thrives is embedded in all areas of our mahi – from recruitment through to long-term planning, and everything in between.

COVID-19

For Te Papa Atawhai, an organisation renowned for its work in the outdoors, the world-wide COVID-19 pandemic has had a transformative impact. I'm exceptionally proud of the way DOC staff rose to the challenge and adapted to new working conditions during the lockdown period.

Conservation in the field was paused during lockdown. Despite this, we managed to recover from the destruction of February's Southern South Island storm, which wreaked havoc on the Routeburn and Milford Great Walks and damaged 440 km of tracks, 32 bridges, Lake Howden Hut and other camps, huts and infrastructure. DOC staff worked hard to bring tracks back up to standard, and now the Routeburn and Milford tracks are open for the upcoming summer season, providing Kiwis with a great opportunity to experience these iconic tracks and the communities that support them. Recovery will continue with \$13.7 million allocated from Budget 2020 for repairs across the region.

Supporting the Government through the COVID-19 crisis was imperative. Te Papa Atawhai set up a strategic CIMS (Coordinated Incident Management System) team that could respond according to the Government's needs to provide input and resource as the crisis evolved. We also provided staff to the all-of-government COVID-19 response. Our people supported logistics and lockdown communications through alert levels 2, 3 and 4 of the pandemic.

The anchoring of our work through Te Kaupapa a Te Papa Atawhai was demonstrated in our senior leadership's response to the COVID-19 lockdown. The new kaupapa, although still a draft at the time, helped senior leadership shape our response to the crisis – a response with wellbeing and safety at its heart.

Extra funding

An outcome of the COVID-19 crisis was the Government's rescue package to support employees of those businesses most severely affected.

In early March, as part of a redeployment package for forestry workers, Te Papa Atawhai received additional funding to deliver job opportunities for approximately 400 contractors (see the case study on page 84).

Doing more through others

The Government's Jobs for Nature package aligns perfectly with Papatūānuku Thrives.

Budget 2020 has provided DOC with just over \$500 million to create 6,000 jobs over 4 years. This funding will help restore the mana and mauri of te taiao by controlling pests and weeds, restoring wetlands and returning native bush, rivers and streams to health.

Nature on public and private land will be enhanced by our support for the efforts of our Treaty partner, regional councils, the QEII National Trust and others to enable people who have lost their jobs in other sectors to move into habitat protection work.

An exciting prospect for this funding comes from our partnership with Ngāti Porou and Te Whānau-ā-Apanui to restore the Raukūmara forests of the East Coast and control pests in the Kaimai Mamaku Range.

Inter-agency cooperation is crucial in these difficult times. The Ministry for Primary Industries and Biosecurity New Zealand have received additional funding for wilding pine and wallaby control. Our freshwater stretch goal has been strengthened with funding received by the Ministry for the Environment to clean up rivers, restore wetlands and control pests and weeds in riverbeds and lakes.

Treaty partner relationship

The Ngāi Tai ki Tāmaki decision issued a strong directive to us about our role as a Treaty partner. We know we must do better to realise the full potential of giving effect to the principles of the Treaty of Waitangi. In particular, we will focus on what 'active protection' can mean across all levels of our work.

Since the decision, Te Papa Atawhai's Auckland Operations Team and Ngāi Tai ki Tāmaki have worked collaboratively to rebuild our Treaty partner relationship, and we have developed a strategy to accelerate our performance.

With a renewed sense of partnership, we are engaging with iwi throughout the country to benefit the cultural, historical and natural values in all our work, from species management to tourism concessions.

Sustainability

We aim to be a leader in low-carbon conservation management and climate change adaptation. In the context of a post-COVID-19 recovery, our new Climate Change Adaptation Action Plan and Sustainability Strategy are essential.

We've identified some 'quick wins' to make real gains, such as shifting towards an electric vehicle fleet, and we're working to better understand our emissions and waste to develop work practices that are more sustainable.

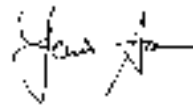
We have some tough decisions to make on how we operate in the future, but the lessons we learn will put us in a good position to work with others as we move towards a sustainable operating model.

We will work collaboratively with our Treaty partner on our climate change adaptation and sustainability programmes, and share knowledge on issues and solutions.

This way of working is about partnership and collaboration. Conservation is at the heart of New Zealand's values – and networks and alliances are the way forward for conservation.

We have never had such an opportunity to join with all New Zealanders on this journey.

Noho ora mai,



Lou Sanson

Director-General

Ehara taku toa i te toa takitahi, engari he toa takitini.

My success should not be bestowed onto me alone, as it was not individual success but success of a collective.

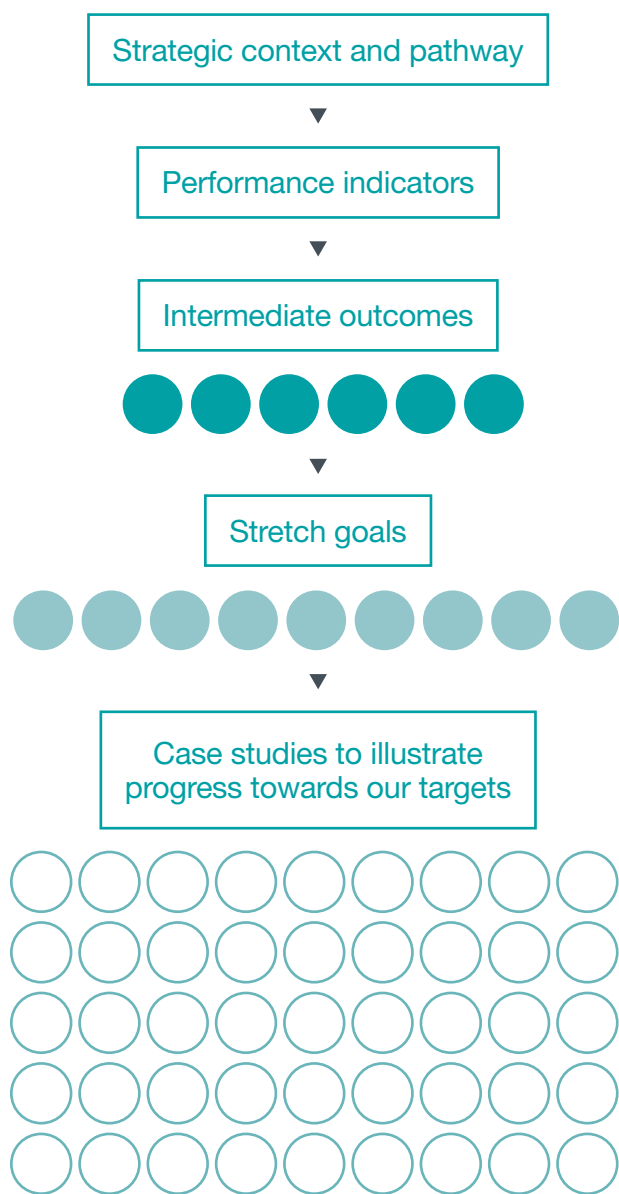
Tirowhānui

Overview

This annual report sets out the context in which we operate, our strategic pathway to achieving our intermediate outcomes¹ and stretch goals², and our performance against our performance indicators.

It then discusses each intermediate outcome and associated stretch goals, and summarises our output performance and progress towards them. We include case studies as specific examples of our work and progress towards each goal.

Throughout this annual report we refer to the Department of Conservation by its te reo name, Te Papa Atawhai, to reflect the Treaty partnership at the heart of our work. 'Te Papa' reflects our relationship with Papatūānuku –the Earth mother, or natural world – and 'Atawhai' represents our philosophy of caring for her.



¹ Te Papa Atawhai measures its progress towards long-term goals by using a logic model and intermediate outcomes. This approach enables us to review and modify resource deployment to ensure long-term goals are met.

² Stretch goals are challenging goals that ultimately require Te Papa Atawhai to work with our Treaty partner and others to achieve them. These goals include clear targets to enable us to achieve our intermediate outcomes.

Tō mātou horopaki rautaki

Our strategic context

We are making progress towards addressing the biodiversity crisis in Aotearoa New Zealand. In areas where threats to species are intensively managed, ecosystems are recovering and endemic species can now thrive. Managing pressures from threats across landscapes and seascapes is the Department of Conservation's (Te Papa Atawhai) core challenge.

Our organisational strategy

Our work is framed within the context of our new organisational strategy developed over the year: 'Te Kaupapa a Te Papa Atawhai – Papatūānuku Thrives'. Te Kaupapa provides us with a unifying direction – it drives all our projects and programmes of work, shows what we stand for and explains why our work matters. Ensuring that 'Papatūānuku Thrives' means that our biodiversity and heritage are protected and restored for their intrinsic value and for the wellbeing of New Zealanders.

Te Kaupapa is supported by the intermediate outcomes and stretch goals that guide and prioritise our work. See Figure 2 overleaf.

Our operating model

Te Papa Atawhai has received substantial funding increases in recent Budgets. To derive further value from this funding, we are seeking to shift our operating model to a heightened focus on delivering through and with others. This annual report explains our progress in the areas of strategic focus and, building on this, outlines work programmes in the years ahead. These include our roles in the response to COVID-19 through the Jobs for Nature programme and in helping tourism to become a more sustainable, resilient sector; implementation of the Aotearoa New Zealand Biodiversity Strategy and Predator Free 2050 Strategy; and strengthening the Treaty partnership that is at the heart of our work.



Figure 1: Our purpose and outcomes

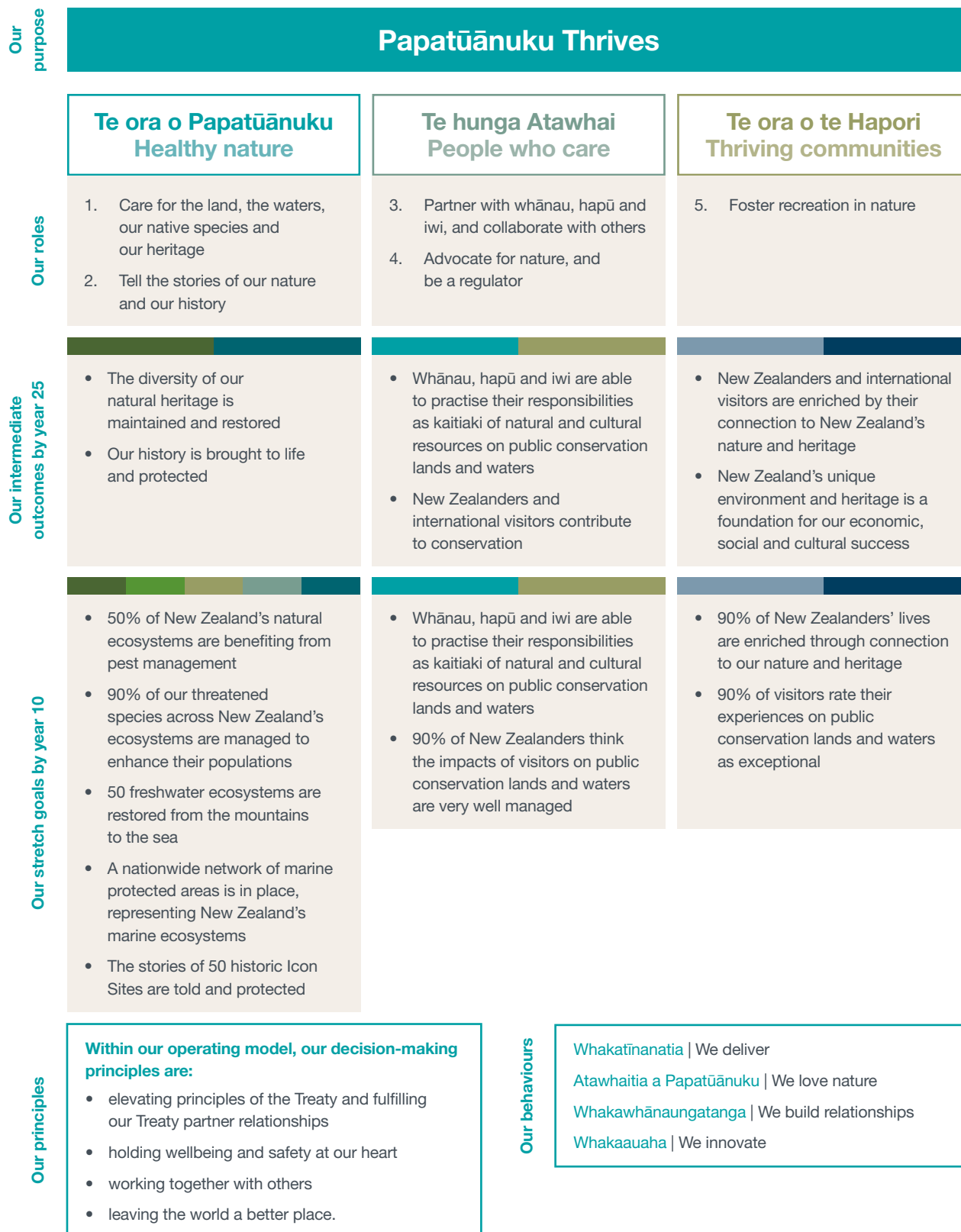


Figure 2: Our organisational strategy

Nature-based recovery

We are helping lead a nature-based economic recovery from COVID-19. The recovery requires a fundamentally different response to past economic shocks. Thanks to our regional presence, we are well positioned to help coordinate and lead this recovery – one that generates conservation benefits while sustaining regional communities. New Zealand's natural landscapes and unique species draw local and international visitors to public conservation lands and waters. Te Papa Atawhai endeavours to enable Papatūānuku to thrive by developing conservation activities and visitor experiences that support each other.

Public conservation lands and waters play a significant part in New Zealand's tourism sector. Recent years have seen a substantial increase in international tourism, which puts our infrastructure and sensitive ecosystems under pressure. Although COVID-19 has halted international tourism this year, we expect pressure to increase again in the medium term. In the meantime, there is an opportunity to assist the tourism sector to become more sustainable and resilient.

To manage this changing context, we are investing to deliver exceptional experiences, manage the risks to and effects of visitors, and protect historic sites. We want people to connect to nature for their health, and for recreation and social activities such as hunting, fishing and mountain biking.

Telling the stories of our nature and history

Our storytelling is globally recognised. The albatross Royal Cam, seasonal advice about marine mammals and bird nesting, our Threatened Species Ambassador, the Sounds of Science podcast, the Kākāpō Files and the Tohu Whenua programme are examples of how we are a voice for nature and heritage.

We are not doing this alone. Our Treaty partner works alongside us to tell the stories of our nature and history so that communities and visitors understand the importance and fragility of Papatūānuku, and will help us protect her. Evidence shows that connection with Papatūānuku, through direct and positive experiences with natural places and species, is a crucial determinant of people's support for conservation.

Treaty partnership

We are making a sustained effort to give effect to the principles of the Treaty of Waitangi and to fulfil our Treaty partnership responsibilities. Taken together, the principles oblige us to go beyond our legal obligations to create a relationship with opportunity. The next 5 years will see Te Papa Atawhai build a cultural understanding of Papatūānuku and her relationship with the wellbeing of our communities and nature. The language and behaviours we demonstrate will strengthen the Treaty partner relationship and help us deliver together on conservation outcomes throughout Aotearoa New Zealand.

Te ora o Papatūānuku | Healthy nature

Since humans arrived here, at least 50 species of bird, three frogs, three lizards, one freshwater fish, four plants and many invertebrates have become extinct. Of the species remaining, over a third – more than 400 species – of birds and reptiles, and a quarter of marine mammals, are classified as Threatened.

We have made significant progress in recovering some endangered species. A success story of the past 3 years is the Kākāpō Recovery programme. An exceptional breeding season in 2018/19 means the kākāpō population is now 211, an increase of 143 (48 percent) from 2017/18. The first transfers of female kākāpō to Te Kākahu-o-Tamatea (Chalky Island) in May and June 2020 have established a new breeding site.

But challenges remain and new threats arise. Our precious native animal and plant species are under pressure from climate change-induced effects on native ecosystems and habitats; our native flora is threatened by diseases like kauri dieback and myrtle rust; and introduced predators continue to menace our taonga animal species.

A strategic approach

We have refreshed three of our main strategies to guide the next 20 years of conservation.

- Te Mana o te Taiao (Aotearoa New Zealand Biodiversity Strategy 2020)
- Te Anga Whakamua/Kia Aotearoa Kaikonihi-Kore (Predator Free New Zealand 2050 Strategy)
- He Rautaki Taonga Tuku Iho/Manuhiri Tūārangi (the draft DOC Heritage and Visitor Strategy)

Tō mātou ara rautaki

Our strategic pathway

Our Long-Term Investment Plan (LTIP) is our central strategic planning document. It covers a 10-year horizon. The purpose of the LTIP is to describe and guide our long-term investment direction based on our outcomes model

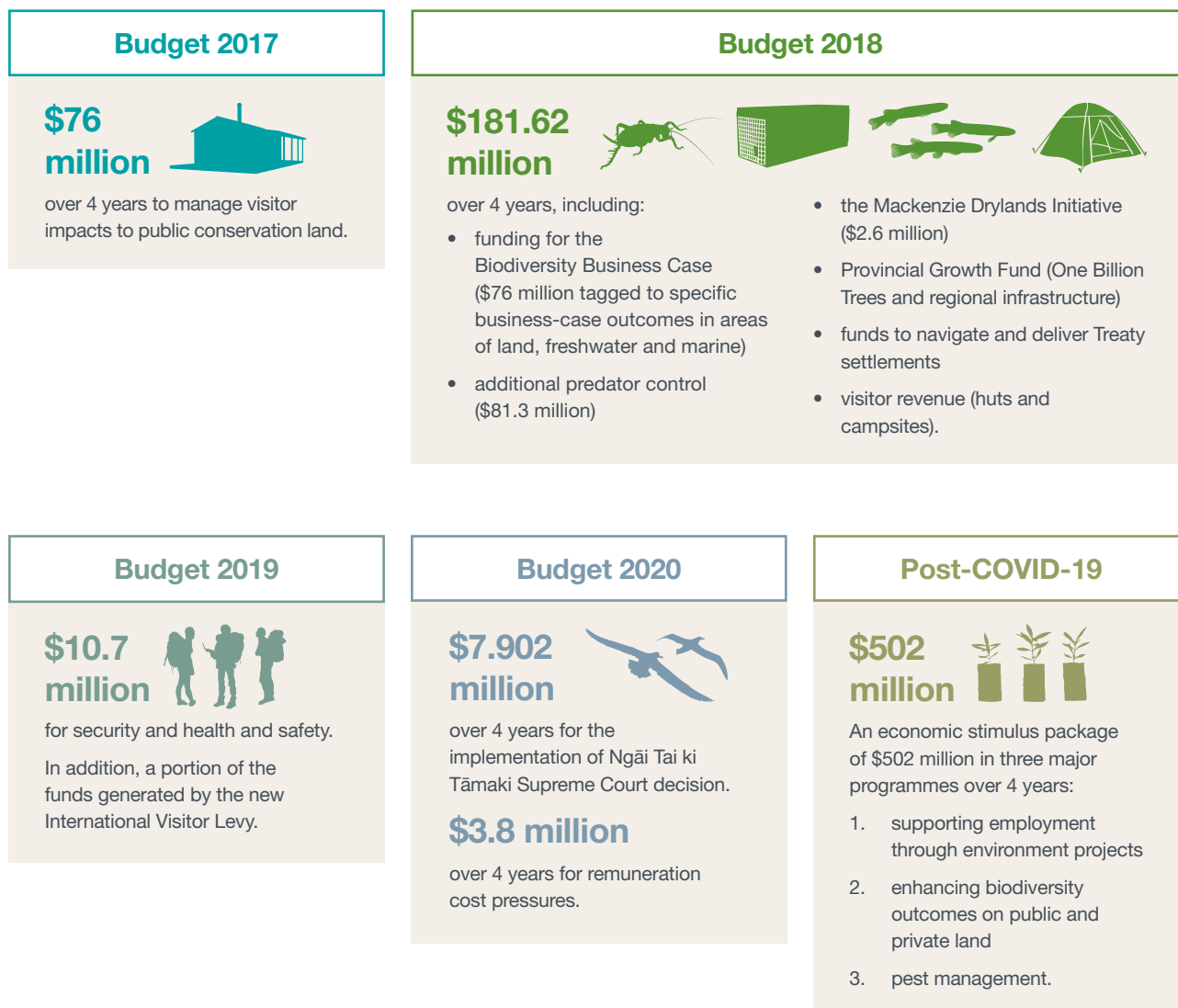
and agreed priorities. Our baselines are set out below. Progress towards these targets is described in the rest of this report using case studies.

Table 1: Our intermediate outcomes and stretch goals, with baselines

Intermediate outcomes	Stretch goals	Baselines in 2018/19
The diversity of our natural heritage is maintained and restored	<ul style="list-style-type: none"> • 50% of New Zealand's natural ecosystems are benefiting from pest management • 90% of our threatened species across New Zealand's ecosystems are managed to enhance their populations • 50 freshwater ecosystems are restored from the mountains to the sea • A nationwide network of marine protected areas is in place, representing New Zealand's marine ecosystems 	<ul style="list-style-type: none"> • 200 species and 112 ecosystems managed and improving • 7% of marine areas represented • 3 river catchments managed • 4% of ecosystems with management to prevent collapse • 2% of public conservation land (PCL) managed for pests • No formal regional marine protected areas
Our history is brought to life and protected	<ul style="list-style-type: none"> • The stories of 50 historic Icon Sites are told and protected 	<ul style="list-style-type: none"> • 17 landmark stories told at site • 55% of New Zealanders visit at least one site • 72% of sites managed for their protection
Whānau, hapū and iwi are able to practise their responsibilities as kaitiaki of natural and cultural resources on public conservation lands and waters		<ul style="list-style-type: none"> • 200 whānau, hapū and iwi active as kaitiaki • 300 community groups
New Zealanders and international visitors contribute to conservation	<ul style="list-style-type: none"> • 90% of New Zealanders think the impacts of visitors on public conservation lands and waters are very well managed 	<ul style="list-style-type: none"> • 3 iconic species managed • No formal protection of iconic seascapes or landscapes • 800,000 visitors to remote experiences • 6,600 visitors doing more than 5 walks
New Zealanders and international visitors are enriched by their connection to New Zealand's nature and heritage	<ul style="list-style-type: none"> • 90% of New Zealanders' lives are enriched through connection to our nature and heritage 	<ul style="list-style-type: none"> • 10% of New Zealanders visit conservation land once • 1.8 million total visits • 200 active community groups • 35% of people participate in conservation activities • 8,000 community volunteers
New Zealand's unique environment and heritage is a foundation for our economic, social and cultural success	<ul style="list-style-type: none"> • 90% of visitors rate their experiences on public conservation lands and waters as exceptional 	<ul style="list-style-type: none"> • 4.7 million visits to iconic attractions • 2.35 million visits to a National Park • 4 collaborators contributing \$2 for every \$1 we invest • 15 corporate investors

New funding for conservation

Since 2017, Te Papa Atawhai has received the following funding increases to support our progress towards our intermediate outcomes and stretch goals.



What have we invested in?

Investment has seen both internal capacity grow and greater conservation outcomes achieved.

286
priority Ecosystem and Species Management Units fully managed



Almost doubled from baseline of 144 units.

Fully manage 466 priority Ecosystem and Species Management Units

78.5%
of priority river catchments confirmed



Remaining three potential catchments subject to confirming partner readiness.

Management of 14 priority river catchments

12
additional RMA roles recruited



Boosting our Resource Management Act (RMA) advocacy efforts.

Re-invigoration of RMA advocacy activity

34%
reduction in tahr, totalling 12,000 individuals controlled



Tahr reduction programme

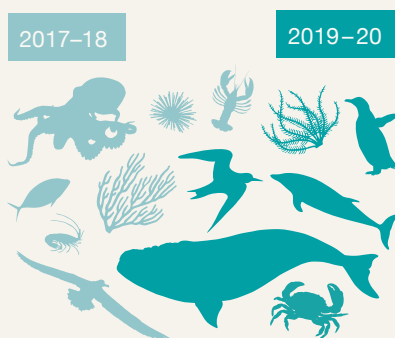
28 research projects commenced on Nationally Critical species



Collectively, these projects cover 21 Threatened species and more than 48 Data Deficient species.

Minimum 25 new research projects across 30 Threatened species and at least 80 Data Deficient species by 2021/22

5 additional marine reserves managed to full extent



Increase from 7 to 13 marine reserves managed to full extent.

40%* of established marine reserves managed to full extent, with remaining 60% partially managed

*The goal is to increase from 25% to 41% of marine reserves fully managed. This means managing 18 of the 44 total marine reserves. The remaining 26 reserves are partially managed.

39 permanent staff in the Policy Unit in 2018/19



Policy Unit expansion supports the development of GrowDOC-related plans and strategies.

Uplift in policy capacity

Other milestones



Island biosecurity audits kicked off



Predator Free 2050 Strategy approved by cabinet and launched



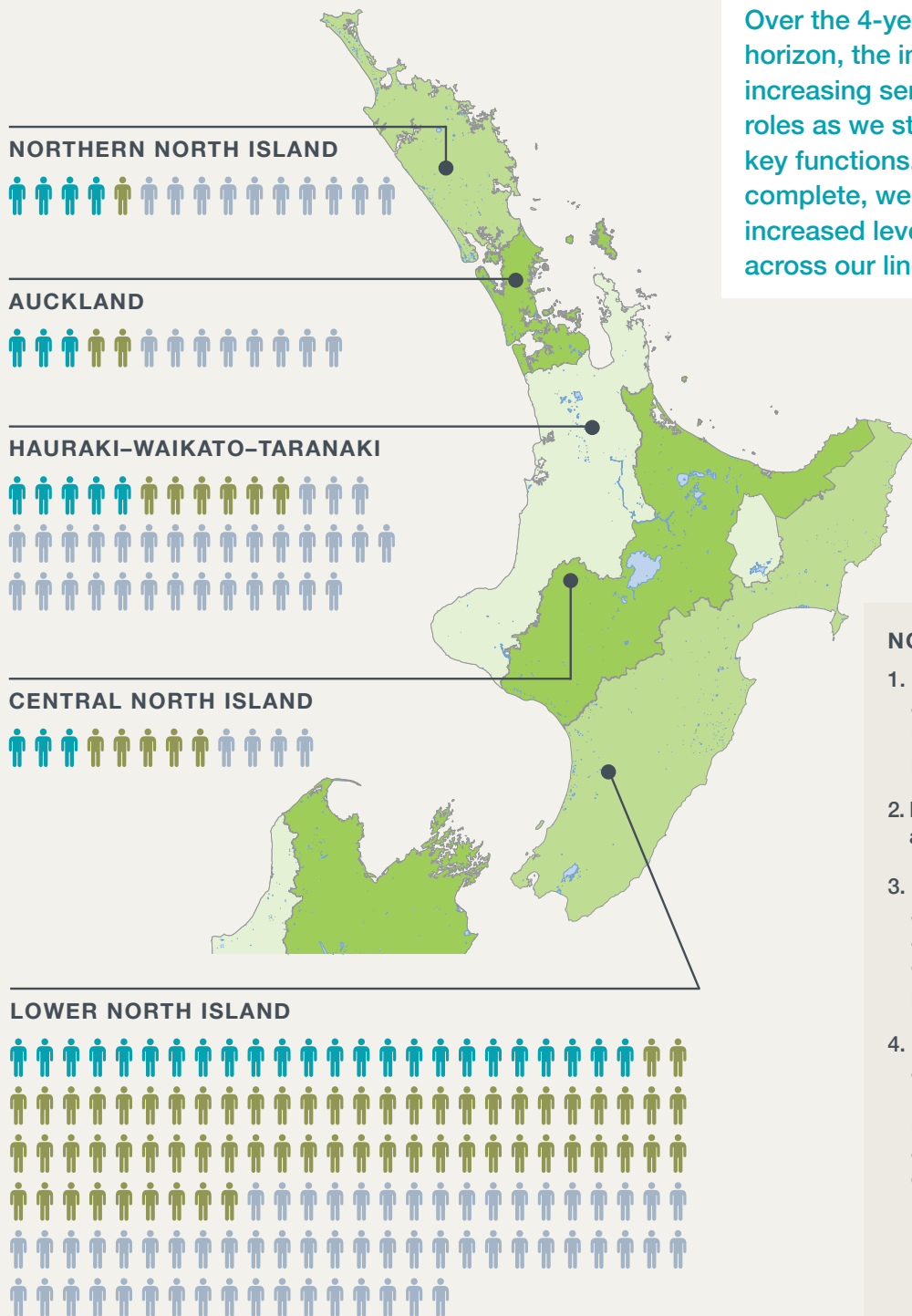
Flexible Working policy, SOP and guidelines developed

372

Total number of newly appointed staff

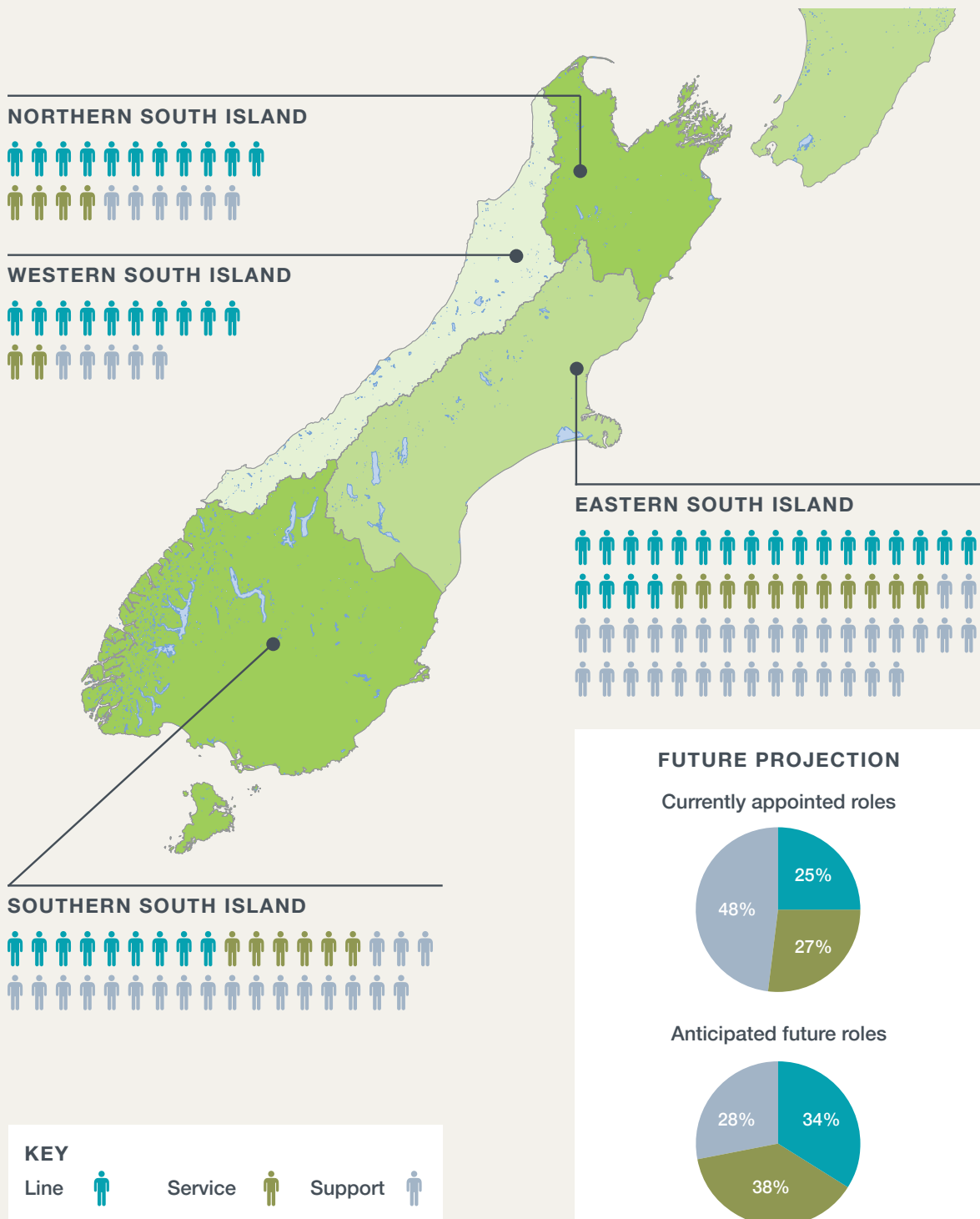
New staff support conservation outcomes

372 line, service and support staff have been added to support conservation outcomes



Over the 4-year investment horizon, the initial focus was increasing service and support roles as we strengthened those key functions. Now this is largely complete, we expect to see an increased level of recruitment across our line roles.

- NOTES**
1. Role split percentages are approximate and intended for indicative purposes only.
 2. Data collected 27/03/20, and are subject to change.
 3. 'Anticipated future roles' are roles that are proposed or otherwise in the process of recruitment.
 4. Regions are displayed as reported to HR. ESI and LNI regions include Wellington and Christchurch central offices.



Departmental operating budgets from 2014/15 to 2023/24

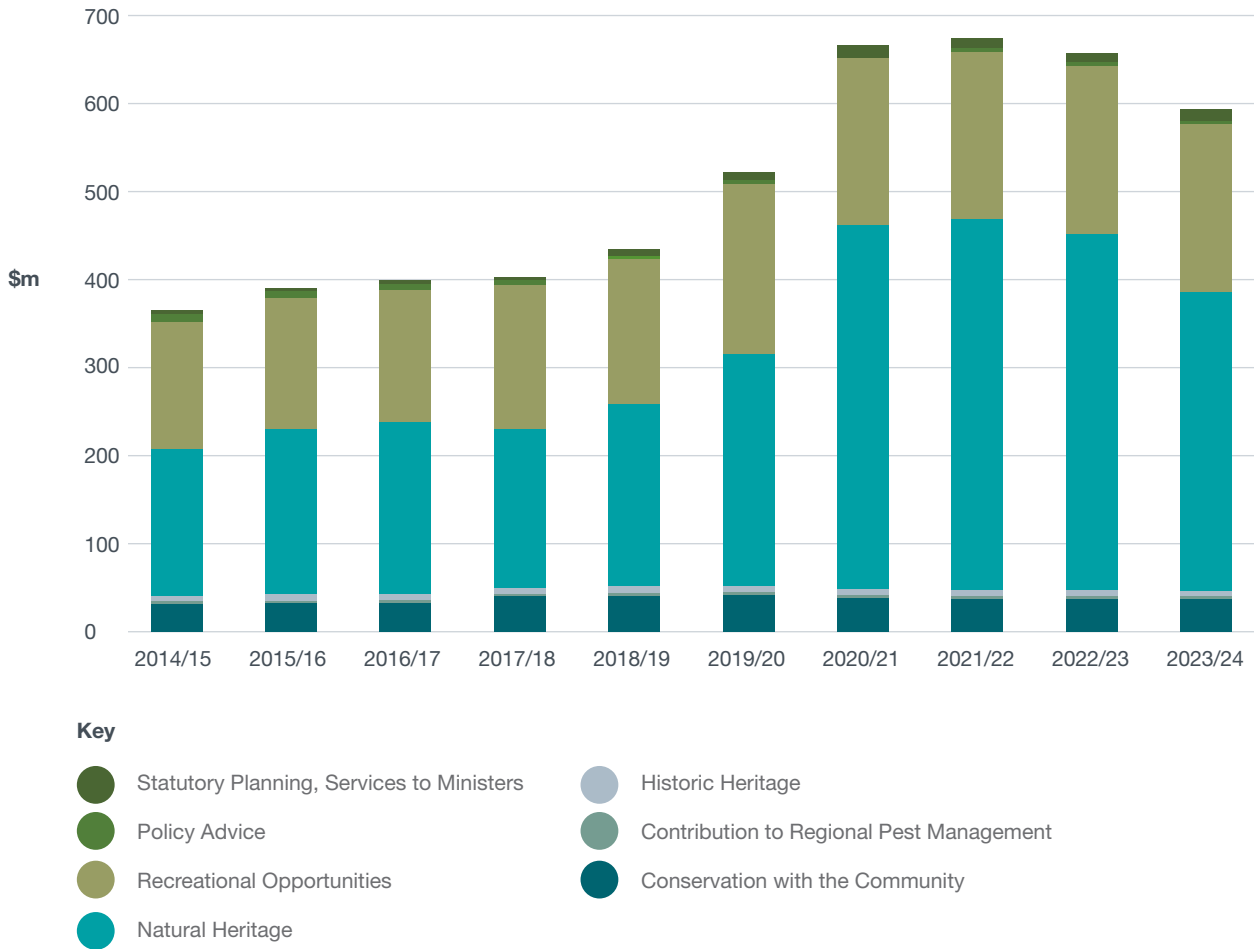


Figure 3: Ten years of our actual and forecast operating budgets by output class.

This graph shows our investment journey since 2014/15, with the recent funding increases for the Natural Heritage output class.

Te aromatawai tūtohu mahinga Performance indicator assessment

Performance indicator dashboard

The Parliamentary Commissioner for the Environment (PCE) found that environmental monitoring, particularly for biodiversity, contains major gaps and is often fragmented.³ The PCE also reported that a lack of consistency and barriers to accessing results make it difficult to construct a coherent national picture from disparate sources.

At Te Papa Atawhai, there are many existing data sets we routinely collect data for and analyse to measure outputs and outcomes. However, the relevant data are not all curated or currently discoverable in national systems, nor are they of a consistent standard.

One of our biggest challenges is to detect and accurately quantify biodiversity. A host of organisms and a range of ecological, functional and physiological processes must be investigated, from those detected at a microscopic level through to landscape-scale trends, and from seasonal to decadal timeframes.

Improved data recording and reporting

This year, we have developed and applied a standard, repeatable assessment process that would support long-term status and trend reporting. This process also meets reporting standards which we have had difficulty meeting in the past, and identifies any sources of uncertainty.

This process explicitly separates qualitative judgements about acceptable standards from quantitative estimates of state or trend. The process has highlighted definitional problems and data gaps for some indicators, and the need to better link some measures to indicators.





Trends could not be assessed for indicators where:

- there is little data directly related to the trend
- available data requires more analysis
- data has only been collected for a short time.





We are developing a range of approaches for reporting longer-term trends.

Although it may seem that after more than 30 years of conservation, all ecosystems and species should be at an acceptable state and continuing to improve, the reality is that Aotearoa New Zealand still faces a biodiversity crisis; the following state and trend indicators reflect this reality.⁴

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


³ Parliamentary Commissioner for the Environment. *Focusing Aotearoa New Zealand's environmental reporting system (2019)*, available at <https://www.pce.parliament.nz/publications>

⁴ For further information on the current state and trends of biodiversity in Aotearoa New Zealand, see our report: *Biodiversity in Aotearoa: an overview of state, trends and pressures 2020*, available at www.doc.govt.nz/anzbs-report

	Status and trend	Issues and/or challenges	Desired state
Natural heritage			
The full range of ecosystems is protected somewhere			
Terrestrial ecosystems		<p>Area of land protected and indigenous cover remaining are high overall, and a wide range of ecosystems are managed by DOC,⁵ but there are gaps for some naturally uncommon ecosystems⁶ and some land environments.⁷</p> <p>There is no agreed standard classification/map of terrestrial ecosystems across lands of all tenure at a national scale. Measures such as legal protection and indigenous cover do not in themselves indicate a functioning ecosystem.</p>	<p>A full range of ecosystems protected in a healthy and functioning state.</p> <p>Broad ecosystem representation will ensure at least some security for many of the species they support.</p>
Freshwater ecosystems		<p>Assessment is based on the overall extent of rivers, lakes and wetlands protected. A more complete evaluation would consider unique ecosystem types (the extent and number of sites protected) and the proportion of the catchment protected.</p> <p>Wetland protection is below an acceptable standard, even based on overall extent.</p>	<p>A full range of ecosystems protected in a healthy and functioning state.</p> <p>Broad ecosystem representation will ensure at least some security for many of the species they support.</p>
Marine ecosystems		<p>The level of protection has not changed since 2014.⁸ Other agencies are also responsible for marine ecosystem protection.</p> <p>There is no agreed definition of the level of protection required for habitats to be considered 'represented' within marine reserves. Representation does not necessarily indicate a functioning ecosystem.</p>	<p>A full range of ecosystems protected in a healthy and functioning state.</p> <p>Broad ecosystem representation will ensure at least some security for many of the species they support.</p>
The species present are the ones you would expect naturally			
Terrestrial species		<p>There has been an increase in species reported to be under management, but this is mainly due to improved knowledge and documentation of management needs. Despite this increase, only a small proportion of threatened species is under management.⁹ There has been no or very little change in species under full management, or occupancy of habitat by common birds across public conservation land.</p>	<p>Common and widespread species occupy most of the suitable habitat in protected areas.</p> <p>Nearly all Threatened, At-Risk or Conservation-Dependent species are receiving the management they need.</p>
Freshwater species		<p>Many species management prescriptions¹⁰ are not adequately developed or implemented. This assessment is based on data from our management prescriptions. A more complete evaluation would include taxonomy and habitat mapping of threatened freshwater fish and a change in threat status.</p>	<p>Common and widespread species occupy most of the suitable habitat in protected areas.</p> <p>Nearly all Threatened, At-Risk or Conservation-Dependent species are receiving the management they need.</p>
Marine species		<p>Some groups are relatively well managed, especially those that can survive in DOC-managed sites (such as offshore islands). Other groups are not well managed, or management relies on indirect mechanisms with uncertain outcomes.</p>	<p>Common and widespread species occupy most of the suitable habitat in protected areas.</p> <p>Nearly all threatened, at-risk or conservation-dependent species are receiving the management they need.</p>

	Status and trend	Issues and/or challenges	Desired state
Ecological processes are natural			
Terrestrial ecosystems		An adequate number of sites is managed, but modelled ecosystem condition was estimated to be below targets. ¹¹ There were limited data about interactions between key processes.	Managed ecosystems are healthy and functioning, ecosystem processes are natural across PCL.
Freshwater ecosystems		We have little information about freshwater ecosystem processes, and current data sources are not especially useful. Recent increases in funding for monitoring will provide improved information on key processes in future years.	Managed ecosystems are healthy and functioning.
Marine ecosystems		We are not monitoring enough marine reserves to be able to measure and report on ecological processes at this stage. Further work is required, as are tools to support and enable data curation.	Healthy functioning marine reserves that are well integrated within marine environments.
Exotic species spread and dominance			
Terrestrial pests		The effort has increased for some pests, but the gains in places under sustained control are outweighed by the decline across unmanaged PCL. There is limited ability to link management intervention on some pests to change in indigenous species populations. The many different pest and weed species, and different management objectives for individual projects, create challenges for assessing overall performance and how this has changed.	Contain the range of established exotic pests and limit their impact on vulnerable indigenous species and ecosystems.
Freshwater pests		There are currently insufficient data to assess this. Potentially applicable data are held by Te Papa Atawhai and other agencies, but require further analysis. Increased funding for biosecurity may provide improved information on exotic species distribution and abundance in future years.	Contain the range of established exotic pests and limit their impact on vulnerable indigenous species and ecosystems.
Marine pests		We mitigate the spread of exotic species through pathway plans for the subantarctic, the Kermadec islands and Fiordland. There are currently insufficient data to assess this at a national scale. Our Marine Monitoring Framework intends to collect more data from marine reserves.	The effects of unwanted organisms in marine reserves will be minimised by working with others.

⁵  See [factsheet](#): Ecosystem representation and changes in the ecological integrity of managed ecosystems. This is the first of 17 factsheets that provide supporting information to these findings, available at www.doc.govt.nz/2020-annual-report-factsheets

⁶  See [factsheet](#): How well are threatened ecosystems protected?




⁷  See [factsheet](#): Proportion of LENZ environments protected and under indigenous cover.

⁸  See [factsheet](#): Proportion of marine ecosystems protected.

⁹  See [factsheet](#): Number of managed indigenous species.

¹⁰ A prescription is a collection of management actions that are undertaken at a management unit.

¹¹  See [factsheet](#): Ecosystem representation and changes in the ecological integrity of managed ecosystems.

	Status and trend	Issues and/or challenges	Desired state
Recreation			
Visitor participation in recreation on public conservation lands and waters		The method used to collect data uses a small sample size and relies on respondent recollection. We also need to build our internal capability to engage with our Treaty partner regarding visitor experience and heritage sites.	New Zealanders and international tourists engage in a range of nature- and heritage-based experiences. Te Papa Atawhai and its partners provide some of these experiences on public conservation lands and waters (PCLW). Te Papa Atawhai needs to understand what people want to do, and where, to make sure these experiences meet the greatest number of people's needs, and to increase participation.
Visitor satisfaction with the quality of the experience and opportunities provided		There are currently no reporting issues or challenges.	Recreation-orientated facilities and services are diverse, fit for purpose, safe, and compliant with legal and public expectations.
Engagement			
Quality of DOC's engagement with key associates		This is based on results-based assessments, and is a rolled-up metric. The sample size is quite small.	All key stakeholder relationships indicate very high engagement.

Te ora o Papatūānuku Healthy nature

PUTANGA TAUWAENGA | INTERMEDIATE OUTCOME

Kua whakatikatikangia kua whakaorangia te kanorau o tō tātou aotūroa

The diversity of our natural heritage is maintained and restored

Aotearoa New Zealand’s unique biodiversity – including many species found nowhere else on Earth – is threatened by a range of animal and plant pests. As noted in the previous section, although progress is being made to address this biodiversity crisis, more work is needed.

To ensure the diversity of our natural heritage is maintained and restored, we need to keep our focus on pest management, together with taking positive action to support both the unique species of Aotearoa, and the habitats those species need to thrive.

There are four stretch goals that give effect to this intermediate outcome and to our role, as set out in our kaupapa, to care for the land, the waters, our native species and our heritage.



Figure 4: Our unique biodiversity

The proportion of New Zealand’s indigenous species found nowhere else on Earth. Data do not include extinct species. Sources: *Biodiversity in Aotearoa: an overview of state, trends and pressures 2020*, available at www.doc.govt.nz/nz-biodiversity

WHĀINGA WĀ ROA | STRETCH GOAL

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

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

Measuring progress towards the stretch goal

2019/20 result: 21%

Calculated as the land recorded as being under sustained pest management as at 2019/20, as a percentage of the total land mass of New Zealand.

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



Aotearoa New Zealand's total land area is 26,802,100 hectares. Of this, 5,723,845 hectares are under sustained management – this is the total of all sustained management for possums, rats, goats, deer, weeds and wilding conifers, and counts overlapping areas of treatment only once. This means at least 21 percent of New Zealand's natural ecosystems are benefiting from pest management.

Controlling pests is essential for the survival of our native plant and animal species. Although the most prominent pests – possums, rats and mustelids – are increasingly being controlled in various ways (boosted by the national Predator Free 2050 initiative), many other pests, including herbivores, weeds and pest fish, also need to be managed.

See Table 2 for a summary distribution of the key pest animal species.

Table 2: Distribution of key animal pest species

Pest species	Distribution
Rats and mustelids	Populations established across most of the 8.6 million hectares of public conservation land.
Possums	In 2017, possums occupied 66 percent of public conservation land (although average abundance was higher in woody ecosystems outside national parks). ¹²
Ungulates	In 2017, ungulates occupied 70 percent of public conservation land. ¹³ Note: occupancy and abundance information are not available by individual ungulate species.

¹² See factsheet: Abundance and distribution of possums (*Trichosurus vulpecula*), 2016–2017 National status and trend reports.

¹³ See factsheet: Abundance and distribution of ungulates.

To achieve the stretch goal target, we need to use the range of tools available, engage as many New Zealanders as possible, and invest in new approaches. This includes innovating, investing in new technology, and working with others to enhance the collective response. Just as importantly, we rely on best-practice systems to support the use of tools and resources as efficiently as possible.

Our pest-management initiatives

The following activities represent our efforts to manage and control pests across the country, from local to national levels. We are taking strategic, evidence-based approaches to maintaining and enhancing our natural ecosystems so that Papatūānuku can thrive, now and in the future.

- The Predator Free 2050 initiative (PF 2050) continues, with wide support from many stakeholders.
- The Tiakina Ngā Manu predator-control programme continues, with more than 908,000 hectares (11 percent of public conservation land) treated in 2019/20 – see the case study on page 31.
- We are working with others on a range of local- and regional-scale partnerships, including landscape-scale restoration programmes.
- By working with others, the coverage of aerial wilding conifer control has increased.
- Increased funding has supported the control of more than 12,000 tahr in this past financial year, and will continue to support the reduction of tahr numbers to our goal of 10,000.
- We are boosting island biosecurity to protect the gains already made. In 2019/20, island biosecurity plans were developed for the Hauraki Gulf/Tikapa Moana, Portland Island (Waikawa) and Queen Charlotte Sound/Tōtaranui.

Statement of service performance for 2019/20

Hectares of land under sustained pest control

	2017/18 actual	2018/19 actual	2019/20 actual
Possums	1,508,000	1,563,000	1,576,600
Rats	1,179,000	1,353,600	1,390,000
Goats	2,180,000	2,200,000	2,169,400
Deer	980,000	980,000	998,000
Weeds	928,000	909,600	880,400
Wilding conifers	n/a*	1,797,000	1,529,700

Notes

Sustained control means the overall extent of multi-year operations. This reflects the scale of ongoing control by DOC and others.

Treatment cycles may be continuous or up to 7 years apart.

*the measure had not yet been established.

	2017/18 actual	2018/19 actual	2019/20 target	2019/20 actual	Variance ¹⁴ and commentary (if required)
Pest and weed control					
Possums^(SM) – hectares treated for	256,601	188,537	256,000	245,560	Achieved
Rats and/or mustelids^(SM) – hectares treated for	763,514	807,493	1,418,400	1,012,516	Not achieved Significant control operations planned in the South Island were reprioritised during the year. Weather also affected delivery of operations on the West Coast.
Goats^(SM) – hectares treated for	1,072,448	1,082,596	1,126,700	1,077,059	Achieved
Deer^(SM) – hectares treated for	412,353	304,795	401,500	275,517	Not achieved Monitoring methods were re-evaluated in the Southern South Island, resulting in a large site being removed from land receiving treatment.
Weeds^(SM) – hectares treated for	291,942	248,716	288,900	212,783	Not achieved The treatment programmes were re-evaluated during the year, resulting in less work on this output.
Wilding conifers^(SM) – hectares treated for	355,824	135,567	269,500	300,056	Achieved
Island biosecurity^(SM)					
Number of island biosecurity programmes where a pest-free status has been maintained	63	51	58	44	Not achieved Several islands suffered from incursions and pest-free status has yet to be reconfirmed. These include Ulva, Anchor, Urupukapuka, Terakautuhaka and Motutapu islands.
Crown contribution to regional pest-management strategies					
Number of regional pest-management strategies with completed Crown exacerbator weed and pest programmes	13	15	12	12	Achieved

Case studies

The following case studies are examples of the work programmes which take us towards our 10-year targets for this stretch goal.

- **Predator Free 2050 Programme** – Supporting New Zealand's national predator-free goal.
- **Tiakina Ngā Manu** – Our largest-ever predator control campaign.
- **Detecting stoats on Motukorea, Hauraki Gulf/Tikapa Moana** – How conservation dogs help keep island sanctuaries free of pests.

¹⁴ 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. For significant measures (annotated with ^(SM)), however, this tolerance is within 5%. When outside these ranges, a variance comment is provided.



Predator Free 2050 Programme

Supporting New Zealand's predator-free goal

What's the issue?

As the lead government agency, DOC plays an important role in Predator Free 2050. During 2019/20, Te Papa Atawhai produced the Predator Free 2050 Strategy and Action Plan in collaboration with our Treaty partner, scientists, NGOs, government agencies, local government, community groups and the New Zealand public. These two documents define our pathway to deliver this ambitious goal.

On public conservation land, Te Papa Atawhai delivers large-scale predator control programmes, working towards predator eradication, and we support regional landscape-scale projects in partnership with communities. We are contributing to the development of the science, technology and tools needed for a predator-free future, including supporting community groups with training and knowledge to enable them to undertake effective predator control work.

What's our approach?

- Mobilise – connecting and engaging with people and communities, establishing regional and national collaborations and building capacity in Predator Free-related activities.
- Innovate – investing in the development of transformational tools and technologies, and learning from mātauranga science.
- Accelerate – apply suitable eradication tools and technologies across New Zealand, once they are developed.
- Define six interim goals to be completed by 2025 (see the PF2050 page on the DOC website for details of these).

What has been accomplished?

- Six collaborative groups have been set up to lead the delivery of actions and outcomes.
- Our largest-ever predator control programme was completed, protecting over 908,000 hectares of conservation land through Tiakina Ngā Manu (see the case study on the next page).
- We are working with Environment Conservation Technologies Ltd to design and test a new lightweight bait spreader for heavy-lift drones. Drones have huge potential to improve predator control, especially on remote offshore islands, when responding to pest incursions, and suppressing and removing predators on mainland New Zealand.
- Trials of a predator surveillance tool (PAWS® pest identification sensor pad) with Lincoln Agritech Ltd, and a novel rat-selective toxin with Manaaki Whenua Landcare Research, are underway.
- A long-life rat lure is now being prepared for commercial release. This process is being managed by Wellington UniVentures.
- We are developing a new toxic bait for stoats that could be used for landscape-scale control. The first field trial of this bait was undertaken in Fiordland and the results were promising.



Kākāriki karaka/orange-fronted parakeet. Photo: Sabine Bernert

Tiakina Ngā Manu

DOC's largest-ever predator control campaign – triggered by an exceptional beech mast event

What's the issue?

Climate and forest monitoring gave us early warning of New Zealand's largest-ever beech mast event: the country's beech forests, rimu trees and tussock grasses all produced massive amounts of seed and fruit late in 2019.

This natural event fuelled an explosion in predator numbers (especially rats and stoats) across much of New Zealand that, left unchecked, would have decimated native bird, bat, snail and lizard populations.

Increased funding enabled us to commit early to protect our threatened native wildlife populations. Dedicated rangers and scientists across the country had about 18 months to plan, engage, consult and deliver the country's largest-ever predator control programme. They did this with the invaluable support of New Zealand's wider predator control industry, helicopter pilots, pest control contractors, trap and bait manufacturers, and community conservation groups.

For more information, see the Tiakina Ngā Manu page on the DOC website.

What's our approach?

- Model and predict when mast events are likely.
- Engage and consult with the local Treaty partner, neighbouring landowners and other stakeholders, to establish what predator control is possible and to address any concerns.
- Coordinate with our Treaty partner, conservation groups, OSPRI and regional councils to make the work more efficient.
- Prioritise to ensure available resources are targeted to the most vulnerable threatened species.
- Adapt the programme to the results. We changed our tactics when the first operations were not effective enough.

What has been accomplished?

- We delivered 31 separate predator-control operations using aerial 1080 and ground control methods. Over 908,000 hectares of high-value public conservation land received predator control.
- Most operations achieved their predator-control targets, but extreme weather conditions meant we were unable to control predators at some sites.
- Outcome monitoring is still underway. This work has been delayed by COVID-19 restrictions, but initial results are positive. Greater numbers of whio/blue ducks, kākā, bats and pīwauwau/rock wrens have been recorded so far.

Tiakina Ngā Manu 2019/20: completed predator control areas





Detecting stoats on Motukorea, Hauraki Gulf/ Tikapa Moana

How conservation dogs help keep island sanctuaries free of pests

What's the issue?

New Zealand has many pest-free island sanctuaries that require ongoing biosecurity, surveillance and monitoring to keep them safe for native species. In the Hauraki Gulf/Tikapa Moana, several of these island sanctuaries are accessible to the public. Pests such as rodents, mustelids (stoats and weasels), plague skinks and Argentine ants can easily reach the islands from the mainland by swimming or hitching a ride on people's gear and vessels. For example, Motuihe and Rangitoto are close enough to each other to allow stoats to swim between them.

Conservation dogs are used for searches across these islands. The dogs are an active searching tool and are most effective when there are low densities of their target species. This means they can pick up the presence of pests where static surveillance techniques (like tracking tunnels) may not.

What's our approach?

- Dog surveillance for mustelids is carried out annually on the Hauraki Gulf's pest-free islands.
- Because of the number of islands, their proximity and large size, we use a team of dog handlers.
- The dogs are trained to detect the scent and sign (eg scat) of live target animals. Working together we cover as much ground as possible, focusing on favourable habitat for mustelids.

What has been accomplished?

- We covered eight sites over 2 weeks in March, including 3,800 hectares at Rangitoto and Motutapu islands.
- The dogs detected a stoat on Browns Island (Motukorea) that had not been picked up by surveillance traps.
- The dogs' indication led us to a cache of two freshly killed rock pigeons, several scats on the sand and rocky shore, and clear prints in the sand.
- The Auckland Council biosecurity team initiated an incursion response operation with traps, tracking tunnels, bait stations with PAPP and motion-sensing cameras.
- Conservation dog teams will help confirm the outcome of the response.



Conservation dog Macca carrying out mustelid surveillance on the rocky shore. Photo: Ange Newport, DOC

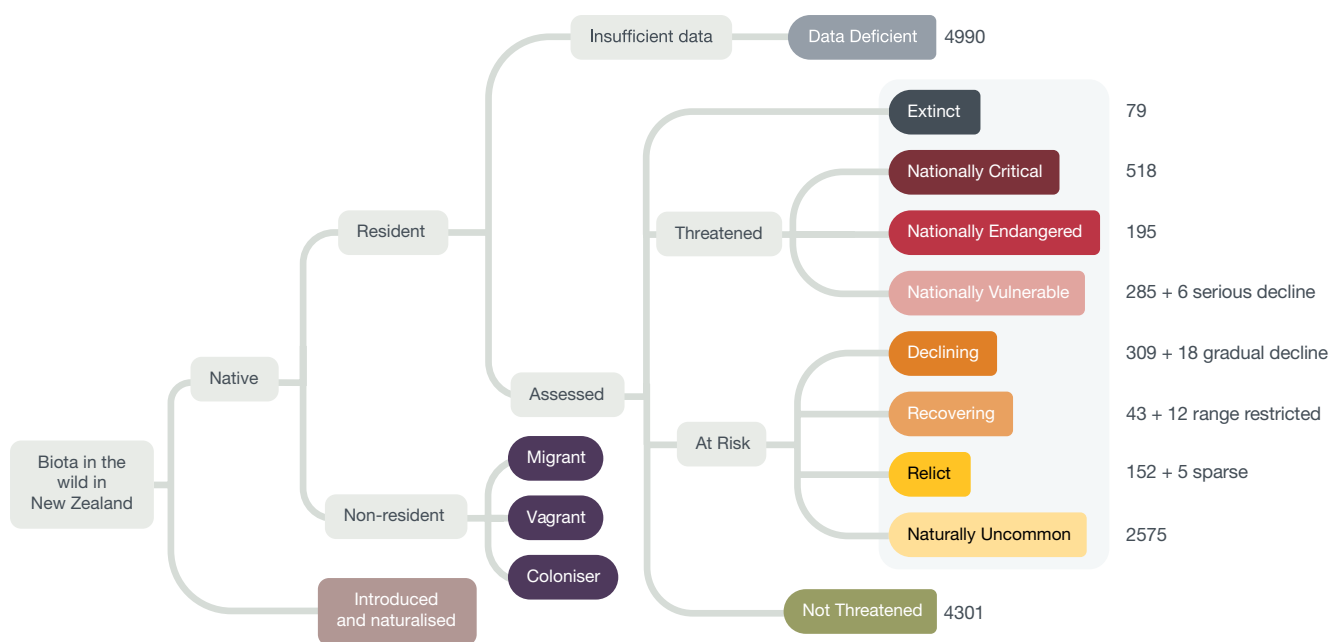


Figure 5: Number of recorded species in each category of the NZTCS.¹⁶

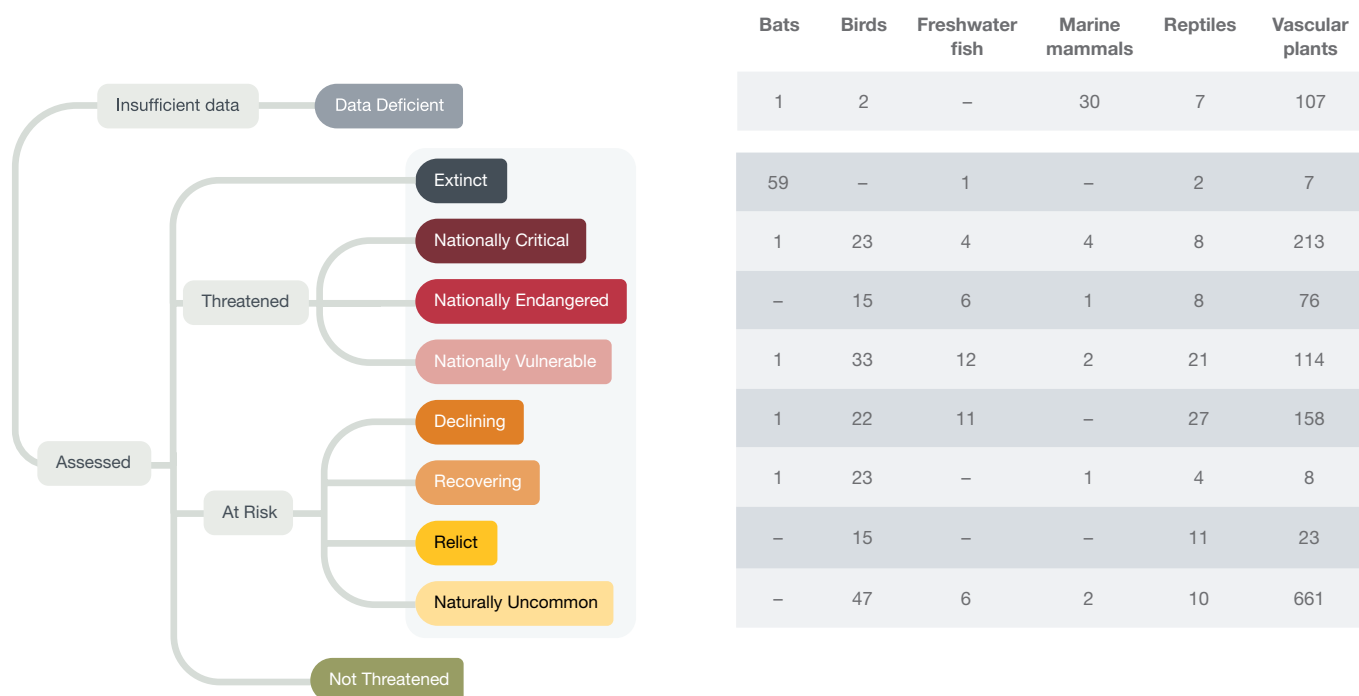


Figure 6: Breakdown of selected species (bats, birds, freshwater fish, marine mammals, reptiles and vascular plants) by NZTCS category.

¹⁶ New Zealand Threat Classification System <https://nztcs.org.nz/> as at 23 July 2020.

Our priority actions to manage threatened native species

Species recovery planning, prioritisation and implementation

Robust technical and strategic advice, and clear priorities and plans for recovery actions, are essential elements of species recovery. Our natural heritage prioritisation system uses a science-based approach to select the most appropriate sites for management, and to efficiently distribute resources so threatened species benefit from management within their native ecosystems. We receive species management advice from species and systems experts, species recovery groups and other sources to help us make evidence-based decisions.

Additional funding has enabled us to increase delivery of targeted initiatives that relate to ecosystem management units (EMUs)¹⁷ and species management units (SMUs).¹⁸ Over 600 EMUs are currently being managed.

Research and monitoring to fill knowledge gaps and improve understanding

Our research and monitoring programme aims to provide information to fully understand the conservation status of some threatened species, and how to effectively manage them. As Figures 5 and 6 illustrate, there are many native species for which there is insufficient data to assess their risk of extinction, and many others that are unknown and undefined.¹⁹ For species where we understand their extinction risk, we still may not know enough to manage them effectively.

There are now research projects on 21 threatened species classified as Nationally Critical, and projects to resolve the taxonomy of many freshwater fishes, plants, lizards, and freshwater and terrestrial invertebrates. There are also research projects on more than 80 data-deficient species to determine their conservation status.

Our species research falls into three priority themes:

1. Forest/alpine: movements of juvenile kākā in Fiordland
2. Wetland: national distribution of matuku/bittern
3. Coastal: protection of threatened coastal mobile birds (waders, terns, gulls).

For ecosystems, we have developed a ranked list of priority ecosystems for research in the past financial year: wetland, inland, alpine and coastal ecosystems. We have carried out six research activities focused on eastern South Island limestone ecosystems – an imperilled ecosystem type requiring immediate conservation intervention.

Integrated ecosystems and species monitoring and evaluation

We are designing and implementing a long-term outcome monitoring programme to integrate data to inform our management decisions. This programme will consolidate data from discrete programmes of work (such as Tiakina Ngā Manu and Save Our Iconic Kiwi) to develop a report on threatened species and ecosystems across all public conservation land.

¹⁷ EMUs are places identified as important for management because of the types and condition of the ecosystems and species there. They are usually quite large and often include groups of related ecosystems that are managed together. Many EMUs include threatened species.

¹⁸ SMUs are places important for the conservation of threatened species for which we have enough information to plan management. An SMU may be on land or water of any tenure, is able to support viable populations of one or more species and is important for the species' national security.

¹⁹ Less than 20% of New Zealand's biota has been assessed in the NZTCS.

Captive management and translocation programmes

These programmes support and enhance wild populations of our threatened fauna.

Te Papa Atawhai and the Zoological and Aquarium Association (ZAA) have a memorandum of understanding to pursue threatened species conservation and advocacy, particularly through visitor engagement and animal welfare.

Members of the ZAA, other captive-breeding facilities, and experts in captive management and reintroductions all support threatened species recovery through captive breeding, rearing and release programmes.

Seed banking

Te Papa Atawhai supports the New Zealand Indigenous Flora Seedbank in undertaking a seed collection programme for all threatened species in the myrtle family, which is threatened with myrtle rust infection.

This work supports the 'ex situ conservation' (outside the natural habitat) of Aotearoa New Zealand's indigenous flora, and is an important safeguard for genetic material of threatened species at risk of being lost in the wild.

RMA advocacy

The Resource Management Act 1991 (RMA) is New Zealand's central piece of legislation for managing the effects of use and development of natural and physical resources.

Te Papa Atawhai has a role to ensure species, habitats and other resources (including the national priorities for biodiversity) are recognised in RMA decisions. Our RMA advocacy work is therefore an important way to protect biodiversity values outside public conservation lands and waters – particularly for freshwater biodiversity, which occurs mainly on private land where there is limited legal protection.

We now have greater RMA capacity across planning, support and legal functions, and we are working to give effect to the principles of Te Tiriti o Waitangi in the context of our RMA work. See page 65 for details.

Te Papa Atawhai has specific functions under the RMA, including supporting the Minister of Conservation's functions for the coastal marine area. We also have a dedicated threatened species ambassador to tell the stories of New Zealand's native species, the challenges they face, and how we can work together to protect them.



Statement of service performance for 2019/20

Ecosystem and species management	2017/18 actual	2018/19 actual	2019/20 target	2019/20 actual	Variance and commentary (if required)
Number of optimised ecosystem prescriptions providing active management of ecosystems	561	577	500	594	Achieved
Threatened species managed for persistence	265	219	350	430	Achieved
Species under active management to ensure local security	252	421	404	464	Achieved
Species under active management to improve understanding	164	242	275	240	Not achieved Some multi-year programmes had no specific activity and therefore could not be counted.
Legal protection of areas and marine protection					
Hectares of terrestrial environment legally protected	24,438	7,062	16,500	11,899	Not achieved Only one of the two planned land transfers was completed by year end.

Case studies

The following case studies are examples of the work programmes that take us towards our 10-year targets for this stretch goal. Most of these additional work programmes do not feature in our output reporting.

- **Tokoeka on Stewart Island/Rakiura** – Research to improve our understanding of a threatened species.
- **Tūturuatu/shore plovers** – Management work to enhance a threatened species population.
- **Pekapeka/long-tailed bat** – Management work to enhance bat populations.
- **Using satellites to save the kākā** – New technology helps us understand more about kākā movements and the threats they face.
- **Hector's and Māui dolphin conservation** – Reviewing the Threat Management Plan for these endangered subspecies to ensure their survival.
- **Law enforcement to protect biodiversity** – Our work to protect biodiversity by encouraging and enforcing compliance with conservation legislation.



Hugh Robertson and his conservation dog checking the health of a tokoeka. *Photo: Sabine Bernert*

Improved outlook for tokoeka on Stewart Island/Rakiura

Decline at Mason Bay driven by habitat loss

What's the issue?

The tokoeka/Stewart Island brown kiwi, a taonga of Ngāi Tahu, is classified as 'Threatened – Nationally Endangered' – the second highest threat category, which also includes the kea and hoiho/yellow-eyed penguin. Of the kiwi species and subspecies, only the Haast tokoeka is more threatened.

This classification was based on 5-yearly mapping of tokoeka territories in 125 hectares of retired farmland near Island Hill Homestead, Mason Bay. This research showed that six territories had been lost between 1993 and 2013.

The cause of this decline was unclear; major threats to kiwi – mustelids and dogs – are missing (dogs are confined to the opposite side of the island). The only possible causes of the decline were habitat loss as rough pasture reverted to flax and scrub, and predation of young tokoeka by feral cats.

What's our approach?

- Kiwi territory mapping at Mason Bay showed that a new territory had been added between 2013 and 2018. The rate of territory loss since 1993 had declined from 2.2 percent per year to 1.4 percent per year.
- The mean weights of adult tokoeka decreased by 7.5 percent (over 200 gm) over 30 years, despite a 30 percent reduction in their population density.
- If cats had caused the population decline, the weights should have remained stable or increased as the tokoeka density decreased.

What has been accomplished?

- The tokoeka decline at Mason Bay was probably the result of loss of feeding habitat as the study site reverted from rough sheep pasture to dense flax swards and scrub.
- This means the conservation status of Stewart Island tokoeka is not as serious as previously thought. They should be reclassified as 'Nationally Vulnerable' or 'At Risk – Naturally Uncommon', depending on the total population on Stewart Island/Rakiura.
- To increase tokoeka and roroa/great spotted kiwi populations, the Save our Iconic Kiwi programme can reprioritise its spending to focus on landscape-scale control of predators on the South Island, rather than on Stewart Island/Rakiura.



Tūturuatu/shore plover. Photo: DOC

New lockdown life for tūturuatu/shore plovers

Five rare tūturuatu undertook essential travel during COVID-19 alert level 4

What's the issue?

On 25 April 2020, five rare tūturuatu undertook essential travel to get from their captive breeding facility to their new home on Mana Island. With just 250 individuals left in the world, these tūturuatu are vital to a programme aimed at establishing a new population on Mana Island.

The three captive breeding facilities – Isaac Conservation Trust, Pūkaha National Wildlife Centre and Cape Sanctuary – are essential for tūturuatu survival.

On arrival at Mana Island, the birds were housed in a temporary aviary to familiarise them with the area, and were released a few days later to join the birds from previous translocations.

If tūturuatu establish on Mana Island, they will form a fourth island population (along with those on Rangatira, Waikawa and Motutapu islands). New wild populations are crucial as the two main strongholds – Rangatira and Waikawa – are already at or near capacity.

What's our approach?

- The birds were flown to Wellington, then taken to Mana Island.
- Sign-off by our staff happened before the start of each stage of travel. Key staff were always aware of the birds' whereabouts.
- Social distancing was observed, and everyone involved with the transfer wore PPE and followed government guidelines.

What has been accomplished?

- We achieved an urgently needed species transfer under the strict COVID-19 lockdown requirements and reduced availability of domestic flights between the main centres.
- We have begun establishing a population on Mana Island to increase the resilience of the species.
- We prevented overcrowding at the captive breeding facility. Overcrowding can cause the birds to become stressed and territorial.

Protecting the pekapeka

Saving Aotearoa New Zealand's critically endangered long-tailed bat

What's the issue?

Pekapeka/long-tailed bats are smaller than the short-tailed bat/pekapeka species, weighing only 8–11 gm. They can fly at speeds of 60 km/h and only come out to forage at night. Their conservation status is 'Threatened – Nationally Critical' – like the kākāpō.

The long-tailed and short-tailed bats are New Zealand's only two remaining species of native land mammal.^{20 21} There are now only a few hundred pekapeka left in the South Island.

Pekapeka prefer to roost in old trees with thick trunks and limbs that heat up during the day and reach their maximum temperature at night. The young bats can then stay warm in their roosts while their mothers hunt in the dark. Unfortunately, South Canterbury bats are now being found in poplars, willows and cabbage trees, which do not retain heat well and therefore put the young bats at risk.

What's our approach?

- We attach tiny radio transmitters to bats to help us track them back to their roosts.
- Aluminium bands around roosting trees prevent predators from climbing to the roosts.
- We focus on protecting native trees, as they are the preferred roosting sites, and controlling predators to help protect the bats.
- We ran night safaris to bat roosting areas to increase public interest in bat conservation.

What has been accomplished?

- Our night safaris were very popular and have increased public support for bat conservation.
- One Southern Fiordland colony, which had previously shrunk to 24 breeding females, has recovered to at least 80 breeding females.
- It is too soon to gauge the level of change, as this was only the first year of a 5-year monitoring programme.



The pekapeka/long-tailed bat. Photo: Colin O'Donnell

Using satellites to save the kākā

Tracking juvenile kākā with tiny GPS transmitters

What's the issue?

Kākā, large endemic parrots found in New Zealand's native forests, are known for their amusing antics and raucous voices. But on the mainland, kākā are vulnerable to predators while the female incubates her eggs (for 50 days). A kākā population can die out because all the females have been killed.

The kākā is an extremely mobile species. For years we have relied on rudimentary VHF radio transmitters to track the kākā; to fix a bird's position, you need to be within 1 km – making the chances of success very slim.

But in 2018, Te Papa Atawhai received funding to enable us to learn about threatened mobile species. With this new funding came the exciting chance to trial global positioning systems (GPS) transmitters. These are affordable, small enough to fit to smaller birds, accurate to within 15 m, and can be programmed to send location fixes at hourly, daily or monthly intervals, giving fine-scale insights into bird movements.

Being able to track juvenile kākā means we can learn where they settle, when they forage, and understand their seasonal movements as they follow food sources.

What's our approach?

- Our science advisors scaled trees with kākā nest cavities to attach transmitters to juvenile kākā.
- We will continue to monitor the tagged birds. Once we know more about what kākā need, we can invest in protecting them.

What has been accomplished?

- GPS transmitters were attached to two near-fledging-age kākā.
- Less than a week after the transmitters were fitted, we received the first transmission: one of the chicks had left its tree to take its first flight.



Three kākā chicks about to have a health check. Photo: Terry Greene

²⁰ See [factsheet](#): Population dynamics of long-tailed bats in the Eglinton Valley, Fiordland.

²¹ See [factsheet](#): Survival rates for short-tailed bats at two managed sites.

Hector's and Māui dolphin conservation

Reviewing the Threat Management Plan

What's the issue?

Hector's and popoto/Māui dolphins are only found in New Zealand. These dolphins are subspecies: together they are one of the world's rarest dolphins. These dolphins face fishing-related and other threats; for example, toxoplasmosis (caused by a parasite in the guts of cats that spreads into the environment via cat faeces) is a significant risk.

There are estimated to be only between 57 and 75 Māui dolphins over the age of 1 year left in existence. They are classified as Nationally Critical under the NZTCS. There are around 15,000 Hector's dolphins and they are classified as Nationally Vulnerable. Population trends for each subspecies are uncertain, but the Hector's dolphin (mainly South Island) may be declining, and the Māui dolphin is extremely vulnerable to any human-induced deaths. The Threat Management Plan is an important part of the Government's commitment to ensuring the long-term viability of these dolphin populations.

What's our approach?

- The risks to these dolphins are managed through the Hector's and Māui dolphin Threat Management Plan (TMP), developed in 2008. The plan is being reviewed.
- The TMP sets out long-term protection measures for the dolphins. The review looks to examine additional options to address the effects of seismic survey operations, seabed mineral mining, and set net and trawl restrictions, among other things.
- The review process incorporated any new data and information, which informed an extensive independent research, risk assessment and evaluation process.
- Te Papa Atawhai and Fisheries New Zealand are working with research providers to fill information gaps about the dolphins, including by monitoring population sizes and determining their distribution.

What has been accomplished?

- The TMP review identified additional measures that could be implemented – such as increasing the size of marine mammal sanctuaries, further seismic surveying and seabed mining restrictions in sanctuaries, set net and trawl fishing measures, and a strategy to address toxoplasmosis.
- We continue to record and validate public sightings of Māui dolphins, commission necropsies on dead dolphins, and have now completed the first year of field work to determine a new population estimate for Māui dolphins.
- In late 2019, new research confirmed that Hector's or Māui dolphins are often found in the Taranaki region.



Photo: DOC

Law enforcement to protect biodiversity

Protecting biodiversity by delivering effective compliance and law enforcement

What's the issue?

To protect our native wildlife and plants, both terrestrial and marine, Te Papa Atawhai must ensure compliance with conservation legislation. Unlawful activities on New Zealand's public conservation lands and waters include theft of native trees, harvesting of protected flora and fauna, and land modification. Protecting old forests from damage and degradation is crucial to protect biodiversity, and to halt climate change – our mature indigenous forests can hold twice as much carbon per hectare as tree plantations.

New Zealand is a party to the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES), which aims to ensure that trade in specimens of wild animals and plants does not threaten their survival in the wild. Te Papa Atawhai works with NZ Customs and MPI to monitor trade at our international airports and raise awareness about CITES species imported across the border.

We protect New Zealand's borders from the illegal importation of endangered species, which are vulnerable to the unsustainable international wildlife trade. Our work with international agencies is vital in monitoring trends emerging during the COVID-19 pandemic, such as the promotion of bear bile as a remedy for COVID-19.

What's our approach?

- Focus on well-trained compliance staff and use of consistent compliance and law enforcement (CLE) processes.
- Build technology around a sound compliance and law enforcement strategy and deploy it with our programme to educate, work with and engage our Treaty partner, the public and our stakeholders.



Illegal rimu timber harvest. Photo: DOC

- Develop a robust, effective enforcement system and supporting database to make sure we use warning letters, infringement notices and prosecution actions consistently.
 - Develop a summer ranger program to support legitimate tour operators on public conservation land and minimise the damaging effects of illegal operations.
 - Work with international wildlife agencies (and INTERPOL) to detect and intercept international trade in endangered species.
 - Implement a national marine reserves compliance plan for increasing compliance and monitoring effort across priority marine reserves.
- What has been accomplished?**
- In total, 117 individuals and/or companies have been placed before the Courts for offences against conservation legislation.
 - DNA-based diagnostics have led to significant advances in the identification of dogs killing kiwi in Northland and Coromandel. Te Papa Atawhai staff have used DNA technology and evidential collection protocols, leading to the owners of dogs alleged to have killed kiwi being prosecuted.
 - The summer ranger programme has received positive feedback from tour operators. Of the 3,342 engagements with commercial operators on conservation land:
 - > 79 percent of these instances were with compliant operators
 - > 16 percent involved operators breaching the terms of their concession
 - > 5 percent of instances involved operators who did not hold the required concession.
 - One guiding company has been prosecuted and fined by the Courts.
 - An enforcement system and database have been built, supported by a new enforcement policy. We expect to roll out the system in late 2020.
 - Between 1 July 2019 and 20 May 2020, there were 4,021 CITES interceptions at the border, with 5,552 CITES species seized or surrendered – such as a horse whip from Kazakhstan with a handle of skinned and dried lower leg of a protected Tibetan antelope. There was also an attempt to smuggle bear bile into the country.
 - Outreach programmes have been established to raise awareness of importing traditional Asian medicines, and clams and corals, and taking taonga items across borders.
 - The summer marine ranger activity plan was implemented. This will increase compliance and monitoring efforts across 13 priority marine reserves in 2020/21.

WHĀINGA WĀ ROA | STRETCH GOAL

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

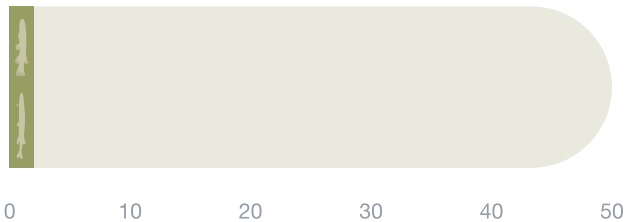
50 freshwater ecosystems are restored from the mountains to the sea

Measuring progress towards the stretch goal

2019/20 result: 2

The two freshwater ecosystems considered to have made significant progress towards being restored as at 2019/20 are Waipoua and Arahura.

Source: www.doc.govt.nz/nga-awa/



New Zealanders value healthy freshwater ecosystems, which are central to our environment, economy, identity and lifestyles. Over time, our waterways have been affected by pollution, invasion by pest species, deforestation, sedimentation and nutrient enrichment.

Our freshwater stretch goal was developed to help safeguard waterways for future generations. Te Papa Atawhai is a significant land manager, conservation partner, natural heritage advocate and manager of freshwater fisheries, so is uniquely placed to lead freshwater ecosystem restoration.

Priority restoration work

Restoration work is underway at the Waipoua River²² in Northland and the Arahura River²³ on the South Island’s West Coast – just two of 14 priority catchments in our Ngā Awa river restoration programme. Work is also underway at the other catchments.

To achieve this stretch goal, we focus on:

- leading and contributing to national freshwater restoration initiatives
- site-based restoration of priority ecosystems
- advocating for nature and being an effective influencer in decisions affecting freshwater ecosystems
- expanding our knowledge of freshwater ecosystems and sharing this with others
- giving effect to mātauranga Māori.

²² www.doc.govt.nz/nga-awa-waipoua

²³ www.doc.govt.nz/nga-awa-arapura

The freshwater stretch goal is being progressed under the following restoration programmes:

- Arawai Kākāriki wetland restoration programme – five large wetland sites: Kaimaumau-Motutangi Wetland (Northland), Whangamarino Wetland (Waikato), Moawhiti (D'Urville Island) (Marlborough), Ō Tū Wharekai (Ashburton Lakes, Canterbury) and Awarua-Waituna Wetlands (Southland) (see the case study on the next page)
- Ngā Awa river restoration – Waipoua River (Northland), Waikanae River (Kapiti), Te Hoiere/Pelorus River (Marlborough), Arahura River (West Coast), and Rangitata River (Canterbury) (see the case study on the next page)
- Living Water partnership between Te Papa Atawhai and Fonterra – five dairy catchments: Northland, Hauraki, Waikato, Canterbury and Southland
- Ngā Roto – four lake sites, two resourced under the Ministry for the Environment's (MfE) Freshwater Improvement Fund
- Project River Recovery in the upper Waitaki basin.

Major initiatives

- The Arawai Kākāriki programme covers diverse wetland, lake, estuary and river ecosystems from Northland to Southland. Research, collaboration and public involvement are intrinsic to the programme – we work with scientists, our Treaty partner, other stakeholders and the community to learn about and restore the health of these vital natural environments.

- We are designing a national freshwater monitoring programme to target freshwater streams and rivers, report on freshwater biodiversity, and contribute to future State of the Environment reporting. The programme also aims to increase security of three threatened migratory fish species: shortjaw kōkopu, īnanga and longfin eel.
- A national operations plan is being developed to prevent at least four serious freshwater pests (koi carp, gambusia, rudd, hornwort) from spreading throughout the country. See the case study on page 47.

Case studies

The following case studies are examples of the work programmes that take us towards our 10-year targets for this stretch goal. These additional work programmes do not feature in our output reporting (Statement of service performance).

- **Restoring wetland hydrology** – Research and management work to address some of the effects of drainage on wetlands.
- **Ngā Awa river restoration** – Research and management work to improve the ecological integrity of river catchments.
- **Otago pest fish survey** – Research to inform our pest control programmes.



Restoring water levels to enhance biodiversity at Moawhitu Wetland.
Photo: Hugh Robertson, DOC

Restoring wetland hydrology

Action to address the effects of drains on significant wetlands in Aotearoa New Zealand

What's the issue?

Wetlands once covered 2.4 million hectares of Aotearoa New Zealand, but over 90 percent of these have been drained or cleared. Many of the remainder are degraded due to drainage and changes in water levels. Other threats include climate change, and pest plants and animals.

The Arawai Kākāriki wetland restoration programme is leading a 'restoring wetland hydrology' project at three nationally significant wetlands – Awarua, Moawhitu and Kaimaumu-Motutangi. Deep drains occur at these sites, causing an increase in invasive weeds and decline in habitat for wetland biodiversity.

What's our approach?

- Research the three significant wetlands to examine the effects of drains on wetland hydrology, indigenous vegetation and peatland soils.
- Work with our Treaty partner and stakeholders to identify ways to raise wetland water levels.
- Monitor changes in wetland health before and after restoration actions.
- Share our results to increase awareness of the impacts of drains on wetlands across Aotearoa New Zealand.

What has been accomplished?

- We are conducting research at the three wetlands – including high-frequency assessment of water-level changes.

- As part of a partnership project in 2019, water levels were raised at Moawhitu wetland. Levels have risen by more than 0.2 m, resulting in rapid restoration of native wetland vegetation.
- Conservation actions to raise water levels at Awarua are scheduled.
- New data supports freshwater advocacy at Kaimaumu-Motutangi.

Ngā Awa – priority river restoration

Working together to improve the ecological integrity and climate change resilience of river catchments

What's the issue?

New Zealand's rivers have been affected by pest fish species, aquatic weeds, and habitat loss.

Ngā Awa is our river restoration project, where we aim to work collaboratively in 14 catchments to improve species biodiversity and the resilience of ecosystems to climate change. We used a hybrid 'technical and social' process to identify catchments with significant biodiversity values where our Treaty partner and communities are interested, or already involved, in restoration work.

We have partnered with local iwi, hapū and whānau for Ngā Awa, and this partnership is involved in all aspects of the restoration. Other stakeholders are the regional councils, landowners, businesses, community groups, Fish & Game, MfE and other agencies.

What's our approach?

- Catchment-scale river restoration – which includes all the land that feeds the rivers.
- Coordination – river rangers lead and facilitate restoration plans in each catchment, backed by additional technical, science, monitoring and partnership resources.
- Collaboration – we work alongside our Treaty partner, regional and territorial councils and other agencies to create long-term plans.
- Co-management – with local whānau, hapū and iwi according to available capacity and capability.
- Climate change resilience – all restoration aims to mitigate the effects of climate change.

What has been accomplished?

- Baseline information reports in six catchments are either completed or underway.
- Fish passage has been improved in Waipoua.
- Īnanga spawning surveys have been undertaken in Waikanae and Arahura.
- A research strategy is being scoped.
- We have built strong relationships with our Treaty partner in seven catchments.
- We have recruited river rangers to six catchments, with existing leadership continuing in two others. We have also recruited a science advisor, two technical advisors and a monitoring advisor for the programme.
- We are developing an internet site and preparing planning-support material for a new intranet site.



Studies of bank erosion on the Waipoua River in Northland to increase understanding of sedimentation patterns. Photo: Sarah Wilcox

Otago pest fish survey

No freshwater pests found

What's the issue?

Native fish and plants suffer when introduced species gain a foothold in rivers, lakes and wetlands. We survey for pest fish to protect native species and ecosystems. Pest fish reduce water quality, increase competition with native fish for food sources, eat native invertebrates and fish, and their eggs, and require resource-intensive control programmes to eliminate them.

Pest fish are most often spread by people introducing them illegally to waterways to create a fishing population. Harmful fish, their eggs and waterway weeds are also spread by people moving equipment between waterways.

This summer, we looked for rudd (*Scardinius erythrophthalmus*), koi carp (*Cyprinus carpio*), gambusia/mosquitofish (*Gambusia affinis*) and catfish (*Ameiurus nebulosus*), and also pest plants like hornwort (*Ceratophyllum demersum*) and lagarosiphon (*Lagarosiphon major*) in Otago, hoping to confirm they had not yet found their way to the region.

What's our approach?

- Equipment for monitoring pest fish (gill nets, fyke nets and Gee's minnow traps) is used. These are set out before sunset, when most fish are active. We retrieve the equipment before sunrise the next day to prevent diving birds such as scaup and shags being caught in the nets.
- We encourage the public not to release fish or plants into waterways or move them between waterways, and to 'Check, Clean, Dry' all gear when leaving and moving between waterways.

What has been accomplished?

- A search of 31 sites in the Otago region confirmed no signs of pest fish and no new aquatic weed infestations.
- We found native species – the common bully (*Gobiomorphus cotidianus*), giant bully (*Gobiomorphus gobioides*), tuna/eel (*Anguilla spp.*), ĩnanga (*Galaxias maculatus*), and kōura/freshwater crayfish (*Paranephrops zealandicus*), all of which thrive in healthy, pest-fish-free waterways.



Īnanga (*Galaxias maculatus*), a native species that thrives in waterways free of pest fish. Photo: Angus McIntosh

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

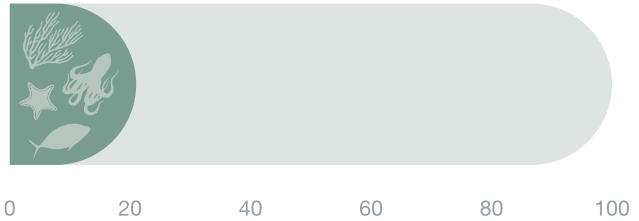
A nationwide network of marine protected areas is in place, representing New Zealand’s marine ecosystems

Measuring progress towards the stretch goal

2019/20 result: 21%

Calculated as the total combined area of marine reserves and marine mammal sanctuaries as at 2019/20, as a percentage of the total territorial sea of Aotearoa New Zealand.

Source: Factsheet: Proportion of marine ecosystems protected



Aotearoa New Zealand has the fourth-largest exclusive economic zone (EEZ) in the world. These waters are home to many protected species which are threatened by habitat loss and bycatch from commercial fishing and other operations.

Protection for these species is limited at present. Almost all our marine reserves (96.5 percent of the 17,698 km²) cover only two of our 14 marine bioregions.²⁴ This means that most marine bioregions, and the species within them, do not receive the protection of our marine reserves. We therefore continue to seek protection for a wider range of marine habitats.

Marine reserves and marine mammal sanctuaries comprise 21.1 percent (40,634 km²) of New Zealand’s territorial sea. See the map overleaf.

Marine reserve management, research and development

Ongoing management of marine reserves is essential to their protection. Funding received under the 2018 Budget has enabled us to build a work programme to monitor marine species and habitats to a) gauge marine reserve health, and b) inform management actions. In the past year, we conducted surveys and increased monitoring activities at 13 of the 44 marine reserves. We often collaborated with others for these surveys, such as commercial fishers, regional and unitary councils, and Auckland, Waikato, Victoria and Canterbury universities.

Research and development on marine protected areas will enable development of sound marine protection policy and more effective approaches to establishing marine protection. In 2019/20, a cross-agency marine protected area programme was implemented, and DOC initiated three new policy and legislation reform projects.

²⁴ See factsheet: Proportion of marine ecosystems protected

Reducing bycatch

New Zealand's EEZ encompasses important commercial, recreational and customary fishing resources. However, protection is limited in the territorial sea and EEZ, and marine protected species are threatened by the effects of commercial fishing in two ways:

- directly – such as by being caught, injured or killed in nets or on hooks as bycatch. Species that inhabit benthic habitat may also be affected by fishing methods operating on or near the seabed
- indirectly – through habitat modification, competition for prey species, and changes in behaviour of protected species. These effects may compromise protected species' abilities to recover.

Migratory marine species bycatch

In 2019/20, research was undertaken to quantify the nature and extent of recreational fisheries bycatch of migratory marine protected species. This work included analysing existing bycatch data, establishing engagement strategies with our Treaty partner and with the recreational fishing sector, and developing reporting tools for future data collection projects. This initial work constitutes the first year of a 3-year project, with the second and third years dedicated to research with recreational fishers to collect bycatch data.

We also continued a research programme on Antipodean albatross at Antipodes Island (see the case study on page 52), and are undertaking research at Campbell Island on several seabird species, including southern royal albatross and Campbell Island albatross.

The Conservation Services Programme

The Conservation Services Programme is a joint initiative between the Crown and commercial fisheries to avoid, remedy or mitigate the effects of commercial fishing on protected species. The programme represents an annual investment by the partners of \$2.58 million.

In 2019/20, the Conservation Services Programme delivered a wide range of interaction, population and mitigation research projects to help understand and mitigate the effects of commercial fishing on protected marine species.²⁵

- Interaction projects involve examining the interactions between marine protected species and commercial fisheries. The largest of these projects is the Observer Programme, organised jointly with Fisheries New Zealand. The programme monitors protected marine species interactions in inshore and offshore fisheries.
- Population projects monitor the trends and demographics of key species to inform where species may be at risk from fisheries, both within our EEZ and overseas. In 2019/20, research projects examined the population dynamics of a wide range of marine protected species, including cold water corals, hoiho/yellow-eyed penguins, rāpoka/New Zealand sea lions, kekeno/New Zealand fur seals and various seabird species.
- This year, mitigation projects focused on trawl and longline fisheries, as well as offal discharge and light management, effective use of mitigation measures, and improved handling of marine protected species across commercial fisheries. Protected-species liaison officers, who seek to help fishers reduce their risk of bycatch, increased their activity this year.

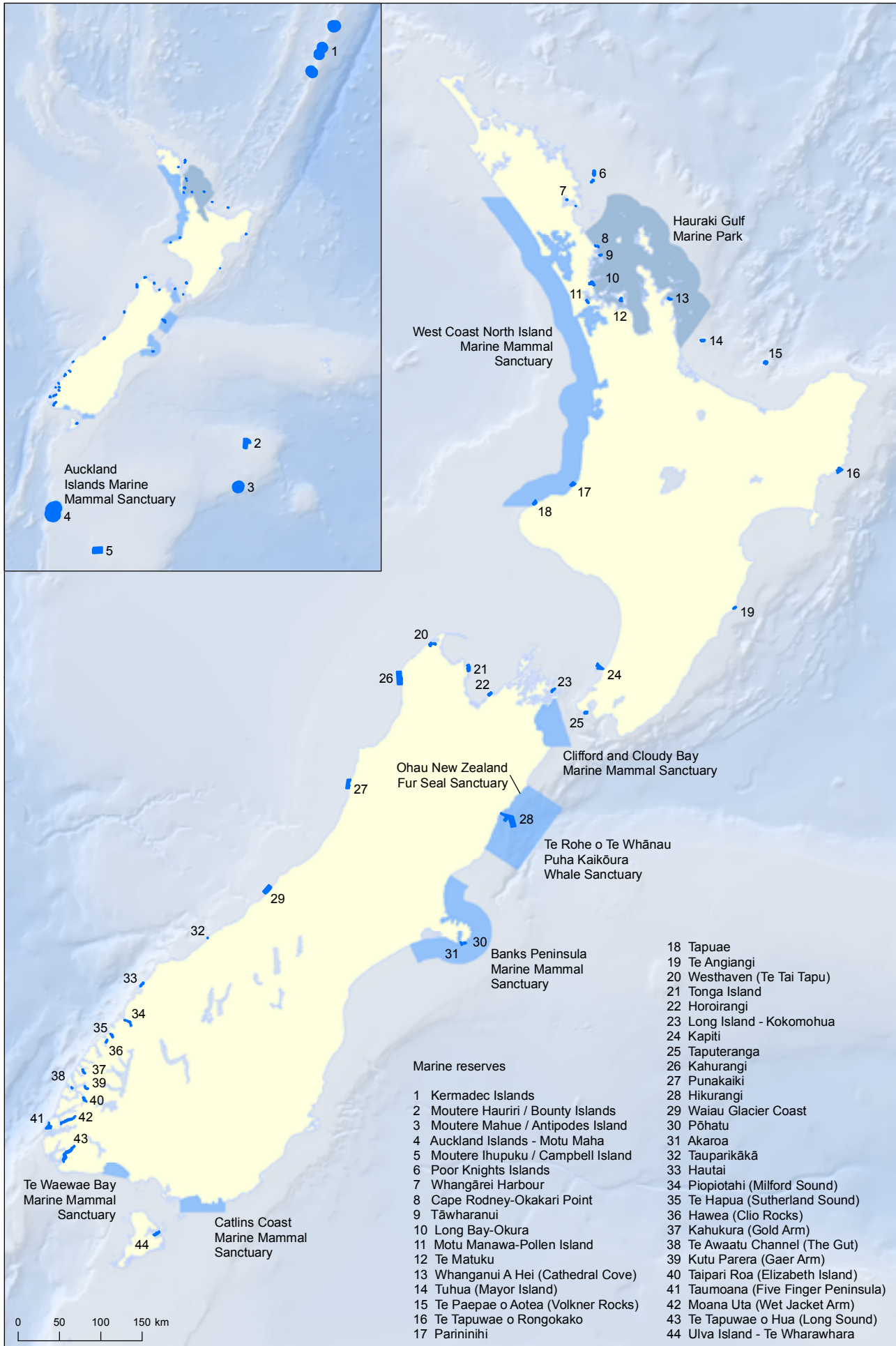
Case studies

The following case studies are examples of the work programmes that take us towards our 10-year targets for this stretch goal. These additional work programmes do not feature in our output reporting (Statement of service performance).

- **The Hauraki Gulf Marine Park** – Developing a strategy to improve ecological integrity.
- **Antipodean albatross transmitters** – Research supported by technology to inform our management of a threatened species.

²⁵ Final reports on these projects are available at www.doc.govt.nz/csp

Aotearoa New Zealand's marine reserve network as at 30 June 2020





Pod of common dolphin *Delphinus delphis*. Photo: Auckland Whale and Dolphin Safari (AWADS)

The Hauraki Gulf Marine Park

Working together to create 'Sea Change'

What's the issue?

The Hauraki Gulf Marine Park was established 20 years ago to:

- recognise the quality and diversity of the species and landscapes of the Gulf
- reflect the special relationship that people, especially tangata whenua, have with the Gulf
- use integrated management to halt and reverse the environmental decline of the Gulf.

There have been many successes – such as an additional 15 Gulf islands becoming predator free (making a total of 40), but the marine environment still faces many challenges from marine and land-based activities. In 2016, the Sea Change – Tai Timu Tai Pari Marine Spatial Plan was released, containing proposals for improving the health and mauri of the Gulf, and specifying four types of marine protected areas. The plan is innovative, non-statutory, and was developed by a 14-member collaborative stakeholder working group. Te Papa Atawhai and MPI are leading the Government Response Strategy ("the strategy") to the plan with advice from MfE and Te Arawhiti. This will signal the Government's intentions for an ongoing programme of work in the park.

What's our approach?

- The strategy will reflect the special role of mana whenua kaitiaki, recognising Treaty rights and ongoing settlement processes.
- Engagement with iwi seeks to understand more about the special relationship of tangata whenua with the Gulf, and the mātauranga that can be considered in the strategy.

What has been accomplished?

- In 2019, an independent Sea Change Ministerial Advisory Committee was established to support the strategy's development.
- MPI and DOC are undertaking a targeted and iterative stakeholder engagement programme to inform stakeholders about the strategy's approach and to seek feedback on proposals.
- Despite COVID-19, meaningful conversations with iwi continued via internet-based communications channels.



An adult female Antipodean albatross with a solar-powered GPS transmitting device. Photo: Kath Walker

Transmitters for albatrosses

Antipodean albatross tagging successful despite early team recall

What's the issue?

Although Antipodean albatrosses forage throughout the South Pacific, they nest only in New Zealand's offshore islands. These striking seabirds are long lived (up to 60 years) but slow breeding – they produce, at most, only one chick every 2 years – making them vulnerable to anything that causes an unnaturally high death rate.

In 2005, there was a sudden increase in the albatross mortality rate, particularly among female birds – with matching declines in nesting success and foraging locations, too. These changes were likely triggered by changing ocean conditions and a resulting fall in the birds' food supply, forcing them to search more widely for food. The extra effort caused a decline in nesting success and brought the birds into contact with fishing fleets, where the birds were killed as bycatch.

To save these birds from extinction we need to be sure this theory is correct, so that we can encourage fisheries to change their practices. Transmitters allow us to know exactly where the albatrosses are foraging – and to identify which fishing fleets (and even which vessels) may pose a threat.

What's our approach?

- Attach transmitters to Antipodean albatrosses to gather data to determine the cause of their decline.
- DOC science advisors take the data to fisheries management forums to convince fisheries managers to address this bycatch issue.

What has been accomplished?

- Forty satellite transmitting tracking devices have been deployed on albatrosses to identify the fishing fleets and vessels that pose the highest bycatch risk.
- A web tracking app is now in place.
- The 2020 field work component was successfully achieved despite difficulties sourcing a support vessel for the research programme and COVID-19-related restrictions.

Output class operating statement 2019/20: Management of Natural Heritage

	30/06/19	30/06/20	30/06/20	30/06/20
	Actual \$000	Budget \$000	Revised budget \$000	Actual \$000
Revenue				
Crown	184,000	240,391	242,239	242,238
Other	19,458	23,351	22,049	24,053
Total revenue	203,458	263,742	264,288	266,291
Expenses	196,561	263,742	269,064	240,700
Surplus / (deficit)	6,897	0	(4,776)	25,591

Output class operating statement 2019/20: Crown contribution to Regional Pest Management

	30/06/19	30/06/20	30/06/20	30/06/20
	Actual \$000	Budget \$000	Revised budget \$000	Actual \$000
Revenue				
Crown	3,191	3,191	3,191	3,191
Other	38	100	4	25
Total revenue	3,229	3,291	3,195	3,216
Expenses	2,995	3,291	3,195	2,701
Surplus / (deficit)	234	0	0	515

PUTANGA TAUWAENGA | INTERMEDIATE OUTCOME

Kua whakaorangia ō tātou tātai kōrero, kia tiakina hoki Our history is brought to life and protected

Te Papa Atawhai wants to ensure that New Zealanders and international visitors can benefit from our healthy ecosystems, outstanding outdoor recreation opportunities, and their connections with our history and cultural identity.

With many thousands of heritage sites on public conservation lands and waters, we have a statutory responsibility for the conservation of Aotearoa New Zealand's largest portfolio of archaeological and historic sites. These include some of our most significant cultural heritage places, like Ōtātara Pā, Ohakune Old Coach Road, Ruapekapeka Pā and Karangahake Gorge.

WHĀINGA WĀ ROA | STRETCH GOAL

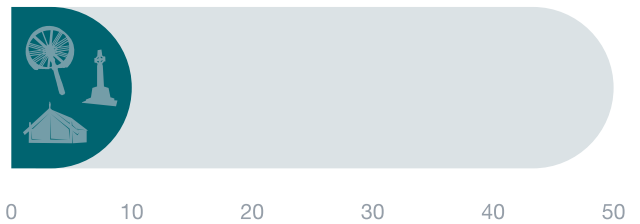
E whakakōrerotia ana ētahi Takiwā Ingoa Nui 50, e tiakina ana anō hoki

Measuring progress towards the stretch goal

2019/20 result: 10

Source: www.doc.govt.nz/our-work/heritage/tohu-whenua

The stories of 50 historic Icon Sites are told and protected



This stretch goal focuses our cultural heritage management efforts into two areas.

- **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.
- **Protection** – protecting cultural heritage sites from harm, and maintaining key places in stable condition to ensure they can be enjoyed by current and future generations.

To manage our many cultural heritage sites, we prioritise:

- bringing history to life through quality visitor experiences at our 50 Heritage Icon sites, some of which are also part of the cross-agency Tohu Whenua (see ‘Storytelling’, overleaf)
- ensuring a representative sample of 577 Actively Conserved Heritage Places is maintained, and visitor experiences improved
- protecting archaeological and historic sites on public conservation lands and waters from avoidable harm.

Our priority areas

To protect the cultural heritage places in our care and to connect people with New Zealand’s past, DOC prioritises four areas.

1. Improving systems and processes

During 2019/20, we:

- integrated our asset management and work planning system (MyPM) by including geospatial information on all known cultural heritage sites on public conservation lands and waters
- updated our marine mammal burial procedures to ensure no archaeological coastal sites are damaged in the burial process
- continued our work with Heritage New Zealand Pouhere Taonga to further reduce the number of outstanding archaeological authority reports so that work at sites, disturbing the ground, does not damage valuable archaeological sites
- explored partnership opportunities for our Treaty partner to manage a GIS database for significant cultural sites and wāhi tapu.

2. Site protection

As we continue to improve our systems and processes, we are better able to protect sites from deterioration. In the past year, we:

- worked with our Treaty partner and collaborators to find new management solutions for key cultural heritage sites, resulting in innovative approaches to maintaining heritage fabric, discouraging vandalism, and telling memorable stories about the past at Awaroa/Godley Head (see case study on page 58)
- worked under the leadership of local hapū to excavate the first-generation tupuna at the Mangahewa Bay archaeological site, and brought together mātauranga Māori and Pākehā science to increase our understanding of early Māori explorers (see case study on page 59).

3. Storytelling

Telling stories that serve to illuminate our shared bicultural histories is central to the protection of our cultural and historic heritage. In the past year, we:

- facilitated the official Tuia 250 event at Meretoto/ Ship Cove, the place of the first significant onshore encounters between Māori and Europeans (see case study on page 58 for details)

- launched the Tohu Whenua programme for the West Coast in February 2020, with our cross-agency partners Heritage New Zealand Pouhere Taonga and the Ministry for Culture and Heritage
- delivered a multi-stakeholder project transforming Puhi Kai Iti/Cook Landing National Historic Reserve by installing sculptures by Māori artists to tell its history in a traditional, contemporary, and memorable fashion (see case study on page 67 for details).

4. Capability

Heritage management works best when staff are personally connected to the sites for which they have custodial responsibility. Te Papa Atawhai is working to further lift capability in cultural heritage across our staff.

In the past year, we worked on the Auckland Islands to ensure that planned pest eradication avoided damaging cultural heritage sites. This resulted in reusing historical structures as part of the pest programme, reducing costs and increasing benefits.

Statement of service performance for 2019/20

Historic and cultural heritage restoration	2017/18 actual	2018/19 actual	2019/20 target	2019/20 actual	Variance and commentary (if required)
Historic heritage assets for which remedial work is completed to standard	7	4	6	8	Achieved
Historic heritage assets for which regular maintenance work is on track to standard	86% (1,356)	83% (1,401)	75%	83% (1,035 out of 1,250)	Achieved
Historic or cultural heritage assessment reports completed to standard	60%	60%	40%	61% (351)	Achieved

Case studies

The following case studies are examples of the ways Te Papa Atawhai helps people engage with te taiao, which take us towards our 10-year targets for this stretch goal. Some of these additional work programmes do not feature in our output reporting (Statement of service performance).

- **Pōwhiri for the Tuia 250 flotilla** – Telling the story of Pacific navigation at Meretoto/Ship Cove.
- **Preserving history at Awaroa/Godley Head** – Restoring a significant site of military history.
- **Mangahawea Bay** – Discovering the history of some of the first settlers of Aotearoa New Zealand.

Pōwhiri for the Tuia 250 flotilla

A focus on Pacific navigation heritage at Meretoto/Ship Cove

What's the issue?

Meretoto/Ship Cove in Queen Charlotte Sound/Tōtaranui was the site of important interactions between Māori, Captain James Cook and Cook's interpreter, the Tahitian navigator Tupaia.

In 2019, Meretoto/Ship Cove was the focus of an important pōwhiri associated with the Tuia – Encounters 250 commemorations, marking 250 years since the first onshore connections between Māori and Pākehā in 1769.

The events celebrated Aotearoa's long Pacific navigational and exploration history, before and since the arrival of Cook and Tupaia. Te Papa Atawhai worked closely with the Tuia 250 Trust, an alliance of tangata whenua, Marlborough District Council, Te Papa Atawhai and other key stakeholders, to see the shared aspirations of an active discussion about Aotearoa New Zealand's heritage come to life. The pōwhiri reinforced the significance of this place to both Māori and Pākehā and the encounters it continues to host.

What's our approach?

- We aimed to support the Tuia 250 Trust to organise a positive and significant commemoration event, and to contribute to national commemorations coordinated by the Ministry for Culture and Heritage.
- DOC's contribution was logistics and safety support for the pōwhiri event.
- DOC had an ex-officio membership on the Tōtaranui 250 Trust and contributed to all aspects of planning and liaison.

What has been accomplished?

- A successful pōwhiri, involving over 500 people, was held in accordance with tikanga.
- Promotion of one of the most important cultural heritage places in the region.
- Four tangata whenua iwi – Ngāti Apa ki te Rā Tō, Ngāti Kuaia, Rangitāne O Wairau and Te Ātiawa o te Waka-a-Māui – received the flotilla manuhiri (visitors) who arrived on board the waka hourua *Haunui* from Auckland, *Fa'afaite i te Ao Mā'ohi*, a va'a moana from Pape'ete, Tahiti, the HMB *Endeavour* replica from the Australian National Maritime Museum in Sydney, and the *Spirit of New Zealand* from Auckland.
- Te Papa Atawhai staff had the privilege of being part of this kaupapa, starting with initial planning nearly 4 years ago, through to welcoming the flotilla in 2019.



Three waka and a replica of the HMB *Endeavour*, as part of the Tuia 250 event at Meretoto/Ship Cove. Photo: Colin Aitchison, GCH UAV

History preserved with partners at Awaroa/Godley Head

Transforming a top heritage site with Dulux

What's the issue?

The Awaroa/Godley Head coastal defence battery, overlooking Lyttelton Harbour/Whangaraupō, is one of Aotearoa New Zealand's most complete coastal defence heritage sites. The battery, built in 1939, was a self-contained community of more than 400 people, and features three gun emplacements, two searchlights, a plotting room and two radars. It was closed in 1963 but many features are still there, and it remains a popular site with visitors. It was damaged during the 2011 Christchurch earthquake and became severely degraded through vandalism and graffiti.

The site was reopened in February 2020 after earthquake strengthening and upgrade work. We partnered with Dulux to remove the graffiti from the gun emplacements. To reduce the chance of tagging, we collaborated with the Christchurch-based street artist Wongi Wilson to design and install contemporary murals explaining the WWII history of Godley Head. The people represented in the murals are real people who served at Awaroa/Godley Head.

What's our approach?

- We took a collaborative approach to identify the skills and support needed from within Te Papa Atawhai, our local community and our partners.
- We developed innovative storytelling methods to better engage with a range of visitors to the site.

- We strengthened the site and approached Dulux about removing graffiti, painting, and providing graffiti-protective coating on restored areas.
- Dulux contributed funding towards the cost of contractors and speciality product.
- We enhanced the visitor experience by installing lighting in the underground ammunition stores, and security cameras to help secure the site.

What has been accomplished?

- This historic site, one of our Heritage Icons, has been restored and re-opened to visitors.
- Restoring the defence battery adds to the experiences available to visitors to Christchurch and helps tell its history.
- The site generated about \$3 million for the Christchurch economy in the past season.²⁶



Artist Wongi Wilson painted this mural at Awaroa/Godley Head.
Photo: Vanessa Mander

Mangahawea Bay, Moturua Island



A partnership project led by local hapū to investigate the lives of early tūpuna

What's the issue?

The Mangahawea Bay project is a hapū initiative (Ngāti Kuta and Patukeha) managed by the Arakite Charitable Trust, supported by Te Papa Atawhai and Heritage New Zealand Pouhere Taonga. The project investigates how the first generation of tūpuna/ancestors to arrive in Aotearoa lived and adapted to this newly-discovered land.

To date, there have been three seasons of excavations at the site, a wānanga and the erection of a pouwhenua Te Pou Taihere o Te Moana-nui-a-Kiwa. The beautifully carved pouwhenua (wooden post) was unveiled when the Tuia 250 fleet visited the island in November 2019.

Choosing to look at archaeological evidence and consider it from two different angles has broadened our knowledge and appreciation of Mangahawea Bay's history.

The New Zealand Archaeological Association recognised the Arakite Charitable Trust's work with an award for outstanding public archaeology in July 2019.

What's our approach?

- Working under the leadership of our Treaty partner, with Māori cultural advisors working with archaeologists. Our work was directed by local hapū and their aspirations for the future of the site.
- Bringing together mātauranga Māori and Pākehā science to increase our understanding of how early Māori explorers began new lives in Aotearoa New Zealand.
- Providing the opportunity for hapū to engage with the public and share their heritage.

What has been accomplished?

- Relationships between the hapū, Crown agencies and universities were strengthened.
- Understanding of how some of the first people in Aotearoa lived has increased.
- Hapū have used the information gathered to inform plans for heritage storytelling tours and island management.
- Open days at the excavation site attracted up to 500 people to the island. Public interest became so large that hapū and DOC guides were employed to manage them.

²⁶ Gibson, J. (2020, September 2). First chance to see restored guns at defence battery. *Otago Daily Times*.
www.odt.co.nz/star-news/star-christchurch/first-chance-see-restored-guns-defence-battery

Output class operating statement 2019/20: Management of Historic Heritage

	30/06/19	30/06/20	30/06/20	30/06/20
	Actual \$000	Budget \$000	Revised budget \$000	Actual \$000
Revenue				
Crown	7,775	5,335	5,741	5,741
Other	90	475	111	90
Total revenue	7,865	5,810	5,852	5,831
Expenses	7,365	5,810	6,142	6,486
Surplus / (deficit)	500	0	(290)	(655)

Te hunga Ātawhai People who care



Rob Whitbourne, Kaitakawaenga Central North Island with Ngā Whenua Rāhui, talks about rongoā Māori and his connection to the natural world in the 'Whai painga roa/In it for good' campaign. *Photo: DOC*

PUTANGA TAUWAENGA | INTERMEDIATE OUTCOME

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 Papa Atawhai looks to elevate the Treaty partnership and partner with whānau, hapū and iwi while collaborating with others to achieve gains in conservation. We continue to work towards this intermediate outcome.

Understanding our Treaty partner's perspective: 'Voices of the Treaty partner'

We are developing the Treaty Partnership System, which aims to increase Treaty partner trust and confidence in us. Central to the core idea of trust and confidence is hearing our Treaty partner's experiences and perceptions of our organisation.

We have now initiated the 'Voices of the Treaty partner' survey to highlight the strengths and value of a kaupapa Māori approach to conserving Aotearoa New Zealand's natural and historic heritage. This project will hear our Treaty partner's voices and gather their perspectives.

Conducting the survey

The kaupapa Māori methodology is to hold clustered face-to-face interviews. However, for the wellbeing of interviewees during the COVID-19 pandemic, interviews will be conducted via videoconference or similar methods.

Questions for the first of two interview rounds will focus on the following themes.

1. Our Treaty partner's critique of Te Papa Atawhai.
2. Their views about the relationship between whānau, hapū and iwi, and Te Papa Atawhai.
3. How well we have given, or are giving, effect to the Treaty of Waitangi as mandated by the Conservation Act 1987.
4. The qualities, values and beliefs within Te Papa Atawhai to ensure our Treaty partner can carry out their responsibilities as kaitiaki of natural and cultural resources on public conservation lands and waters.

Survey participants are a selection of iwi with final Treaty settlements. We recognise that settled iwi do not fully represent our Treaty partner. This research is a starting point to help us understand the effects of our interventions from our Treaty partner's perspective.

Engagement and collaboration with our Treaty partner: projects

Funding for research – working with Māori

In 2018, as part of the Government's biodiversity investment, we received funding to understand the decline in threatened and rare ecosystems and our mobile terrestrial species. For both these research streams, we are working with Māori practitioners and scientists to understand how mātauranga can increase our understanding of this decline, and how we can work together to build management methods to protect these species and ecosystems.

Climate Change Adaptation Action Plan

Climate change affects all Māori, especially because Māori, as tangata whenua and kaitiaki, have a special relationship with their ancestral lands, waters, wāhi tapu (sacred sites) and taonga (treasures).

Our Climate Change Adaptation Action Plan (CCAAP) was created to inform, prepare and guide our responses to climate-related changes to our environment. It gives effect to the principles of the Treaty of Waitangi (as set out in Section 4 of the Conservation Act 1987) by capturing the advice of our Treaty partner, internal experts and key external stakeholders.

Underpinning the CCAAP are two central principles: partnership of iwi and hapū with the Crown under the Treaty of Waitangi, and understanding and integrating te ao Māori view of the interconnectedness of people and nature.

The CCAAP incorporates a series of adaptation actions, some of which require further discussion and ongoing collaboration with our Treaty partner. Those discussions will help us understand the effects of the actions on Māori, and help ensure the principles of the Treaty of Waitangi are reflected in the actions themselves.

For more information on the CCAAP, see the 'Adapting to climate change' case study on page 101 in the Capability section.

New Zealand bird-banding database

We are developing a bird-banding database to enable all New Zealanders to enter the bird bands they record, and also to record the significant banding efforts of Te Papa Atawhai, the research community, Fish and Game (duck shooting), and recreational banders.

We aim for the traditional Māori names for all birds to be entered into the database, to reflect iwi rohe (so they can see which birds were sighted in each rohe) and encourage our rangatahi (young people) to understand taonga and how conservation can benefit the recovery of our birds.

Preventing North Island forest collapse

Te Papa Atawhai, Te Whānau-ā-Apanui and Ngāti Porou have a joint vision of ‘supporting a resilient natural living system of recovery – Te Raukūmara’. To help achieve this vision, a successful Budget bid secured funding in Budget 2020.

This Budget proposal was developed in the context of strategy work underway in improving the management of deer.²⁷ The Budget bid was built from the Raukūmara Restoration Proposal prepared by Te Whānau-ā-Apanui and Ngāti Porou; the bid highlighted our partnership approach, capability and capacity building, and the forest health outcomes we seek for Raukūmara and other forests.

Plant pathogen planning

With our Treaty partner, we are co-designing a 4-year plan to target plant pathogens, such as myrtle rust and kauri dieback, for forest health outcomes. This plan (currently in draft) aims to provide strategic direction and help resource our input to manage these pathogens.

The plan draws heavily on the work of Ngā Rākau Taketake (see the case study on page 66), including its successful myrtle rust engagements, and our work with Te Roroa at Waipoua forest (see the case study on page 75).

Collaboration with our Treaty partner to achieve Predator Free 2050

The Predator Free programme has created and finalised ‘Towards a Predator Free New Zealand’ – our national strategy for achieving the ambitious Predator Free 2050 goal. To do this, we drew from a nationwide series of hui with our Treaty partner. From these hui we developed a critical interim goal in Predator Free 2050’s national strategy:

By 2025, whānau, hapū and iwi will have identified sites of importance for predator eradication, and at least five eradication projects led by whānau, hapū and iwi will be underway.

In 2019, the Predator Free programme piloted a programme with Ngāi Tahu that supports iwi to begin and lead the process to identify these sites. We have also established and convened a collaborative national group – mā ngā whānau, mā ngā hapū, mā ngā iwi e whakatau tō rātou kaitiakitanga – to support processes and projects that enable whānau, hapū and iwi to express their kaitiakitanga through the Predator Free 2050 goal.

The Recovery Group framework

Te Papa Atawhai has 17 active recovery groups for threatened species. Eleven of these groups have iwi, hapū and/or whānau representatives who are involved in setting the strategic direction for the recovery programmes of the threatened species. We work closely on these recovery groups with Ngāi Tahu, to give effect to their Treaty settlement.²⁸

For the six other species recovery groups, we now work with recovery group leaders and the local Operations districts to understand how we can further collaborate with our Treaty partner. The 2018 Kiwi Recovery Plan is a living example, where we have engaged with our Treaty partner to develop a recovery plan for a specific threatened species.

²⁷ See [factsheet](#): Impacts of commercial deer recovery on forest and alpine vegetation in Fiordland National Park

²⁸ Ngāi Tahu representation on any recovery group set up for taonga species is required by the terms of their Treaty settlement.

Sentinel A Nuku

An investment of close to \$3.5 million from the Provincial Growth Fund's Te Ara Mahi allocation will support Sentinel A Nuku, a training programme designed for rangatahi with a passion to work in environment and conservation. Sentinel A Nuku tauira (students) are completing the recruitment process, and are based in Taumarunui, Raetihi, Tūrangi, Hastings, Rotorua, Tauranga, Murupara, Whakatāne, Raukōkore and Ruatōria/Te Araroa. Specific work-placement opportunities are being discussed with various partners.

Tiriti principles and the RMA

Section 4 of the Conservation Act 1987 requires Te Papa Atawhai to give effect to Tiriti principles in the exercise of its functions. These functions include advocating and promoting the benefits of natural and historic resources, which is often achieved through participating in processes under the RMA.

The relationships of Māori with their ancestral lands, waters, sites and other taonga form the basis of various Tiriti principles. Those relationships constitute a matter of national importance and a key element of achieving sustainable management under the RMA.

Cultural associations and Tiriti principles are context-dependent and evolutionary by nature. Although Treaty settlement instruments provide guidance, they do not reflect the sophisticated hierarchy of interests provided for by Māori custom. We are now assessing how to give effect to Tiriti principles in RMA processes, in the context of these complexities and limitations. Once we know what best practice requires, we can identify how to implement it in our business-as-usual practices.

Ngā Whenua Rāhui

The Ngā Whenua Rāhui Fund supports the protection of indigenous biodiversity on Māori-owned land while honouring the rights guaranteed to landowners under Te Tiriti o Waitangi.

Ngā Whenua Rāhui exists to protect the natural integrity of Māori land and to preserve Mātauranga Māori, so that the values, stories and history associated with our natural taonga are not lost to the world. – *Sir Tumu Te Heuheu, foundation Chair of Ngā Whenua Rāhui*

Ngā Whenua Rāhui offers two funds.

- The **Ngā Whenua Rāhui Fund** provides protection for Māori landowners through the use of 25 year reviewable kawenata (covenants).
- The **Mātauranga Kura Taiao Fund** seeks to preserve the customs, history and stories associated with Māori land and tikanga. We work with landowners to clarify what the mauri of the land means to them, so they can tell the stories of their own cultural histories while protecting the land with pest-control operations.

Case studies

The following case studies are examples of the ways Te Papa Atawhai helps people engage with te taiao. These projects are additional work programmes that do not feature in our output reporting.

- **Ngā Rākau Taketake** – Co-designed research with a focus on mātauranga Māori to address kauri dieback.
- **Waiheke Island** – Supporting Ngāti Paoa to create the first predator-free urban island.
- **Puhi Kai Iti/Cook landing site** – Working with Ngāti Oneone and Gisborne District Council to tell the stories of the first and later arrivals in New Zealand.
- **Maniapoto support whānau** – Te Papa Atawhai building trust and confidence with the local community.
- **Predator-free Pacific** – Building international networks to share and build conservation knowledge.



Rob Beresford (Plant and Food) and Julia Soewarto (Scion Research) undertaking a myrtle rust susceptibility assessment of their field trial. Photo: Biological Heritage NSC

Ngā Rākau Taketake

Research co-designed for the future of our ngahere

Written with the kind assistance of Biological Heritage National Science Challenge

What's the issue?

Through the Government's investment into research for myrtle rust and kauri dieback, the Ngā Rākau Taketake group within the Biological Heritage National Science Challenge (BHNSC) has taken a novel and proactive approach to designing adaptive research projects using a co-design model.

Traditionally, research projects are designed by scientists who then approach others for support or endorsement. In this project, however, much design time is spent in hui with our Treaty partner, scientists, practitioners, government agencies and end users to discuss what is needed to enable landowners, kaitiaki and land managers to create the best management tools to care for our ngahere/forests. This allows everyone involved to understand what the challenges are, what research has already been undertaken and can be built on, and what is feasible from management and science perspectives.

Mātauranga Māori is at the heart of all these discussions in order to create the best solutions for our ngahere and our people.

What's our approach?

- We work proactively to understand the context and concept of the work of Ngā Rākau Taketake.
- We identify key operational staff and technical/science advisors, and invest time in the research and design hui.
- Te Papa Atawhai directors, and the BioHeritage director and Kaihautū Ngātahi, agree on the objectives to work on together.

What has been accomplished?

- Te Papa Atawhai has taken an active role in the BioHeritage National Science Challenge.

- Our technical advisors are part of designing research projects for kauri dieback and myrtle rust.
- Research will be developed with management outputs.
- True co-design of research with a strong focus on mātauranga Māori, enabling the knowledge system of our Treaty partner to come into effect.

Transforming Waiheke Island together

Ahu Moana Waiheke – to nurture place, culture and people

What's the issue?

Waiheke Island, just 20 km from Auckland City centre, is New Zealand's third most populated island. It has more than 9,000 residents and attracts over one million visitors each year. Waiheke is home to many natural taonga/treasures, including land and sea birds, reptiles and marine life. These are under threat from predators, pests, and human impacts such as sedimentation, pollution and overfishing. The island's iwi and community are leading transformation of the island, aiming to create the first predator-free urban island with a high-functioning marine ecosystem.

A priority for Te Papa Atawhai is to ensure whānau, hapū and iwi can practise their inherent responsibilities as kaitiaki of natural and cultural resources on Waiheke. We are supporting our Treaty partner to build their capacity, participation, visibility and leadership in regenerating the island's land and sea environment.

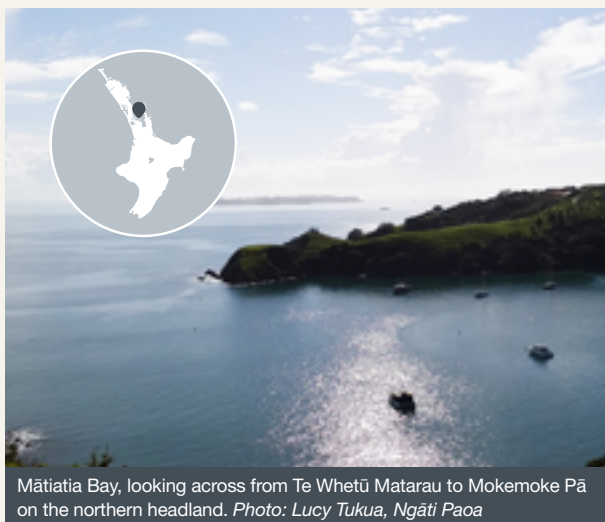
What's our approach?

- Building relationships, capacity and capability with Ngāti Paoa to understand their priorities and enable innovative and collaborative decision making.
- Collaborating with our Treaty partner to work with the wider community on a \$200,000 Waiheke Marine Project to protect and regenerate the marine environment through action-based kaitiakitanga.
- Partnering with our Treaty partner to seek \$25,000 funding from the G.I.F.T. Fund (Foundation North) to build capacity, participation and leadership within the Waiheke Marine Project.
- Partnering with our Treaty partner to facilitate use of a globally renowned, large-scale strategic planning methodology (Future Search) in the Waiheke Marine Project.
- Aligning Waiheke marine restoration work with the government's Sea Change plan to improve the health and mauri of the Hauraki Gulf Marine Park.

What has been accomplished?

- Ngāti Paoa are co-leading the Waiheke Marine Project and are involved in every workstream.

- Working as Treaty partners across the project teams has led to demonstrable shifts in people's knowledge and behaviour.
- The Waiheke Marine Project has been identified as a pilot for the Sea Change Ahu Moana protection practice – providing for development of a mana whenua and community-led strategy. This will inform best-practice kaitiakitanga across and beyond Waiheke Ahu Moana.
- Ngāti Paoa are espousing their values of pono, aroha and tika by giving their hapū descendants the chance to participate, drive and deliver positive outcomes.



Navigating a 1,000-year voyage

Transforming Puhi Kai Iti/ Cook Landing National Historic Reserve

What's the issue?

In 1906, a monument was erected to commemorate the spot where Captain James Cook first stepped ashore in Aotearoa New Zealand on 8 October 1769. The monument reflected the Eurocentric focus typical of New Zealand society in the early 1900s, which meant that important elements were overlooked – such as the achievements of Polynesian navigators who discovered Aotearoa many centuries earlier, the stories of those that had made Tūranga-nui-a-Kiwa (Gisborne) their home, and the negative effects of Cook's arrival.

In partnership with Ngāti Oneone and the Gisborne District Council, Te Papa Atawhai was part of sharing the untold stories and connecting people with them through contemporary Māori sculpture and lighting displays. The rejuvenated site took centre stage in the region's Tuia 250 commemorations.

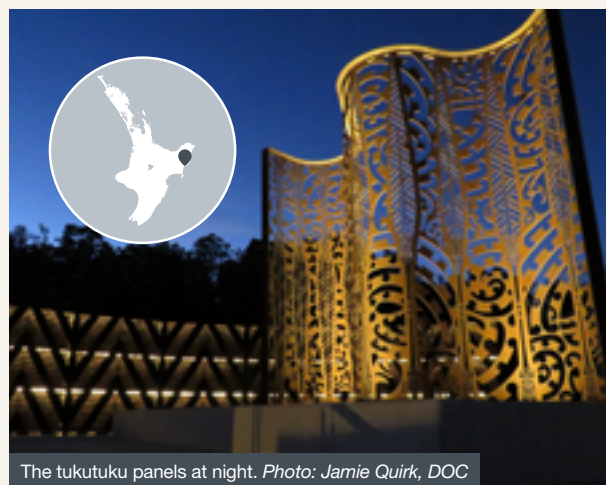
To acknowledge the bicultural nature of the site and its history, the reserve's name was changed to Puhi Kai Iti/Cook Landing National Historic Reserve. It is now a place of contact for two cultures, telling the stories of those who arrived and thrived first, and of the later newcomers to Aotearoa.

What's our approach?

- We set up a cross-stakeholder project team involving Ngāti Oneone, Te Papa Atawhai and the Gisborne District Council.
- The project was co-designed to facilitate the telling and focus of different stories – one recounting the arrival of the two waka Horouta and Te Ikaroa-a-Rauru, another speaking of the impact the tragic encounter with Captain Cook's crew had on local Māori.
- Nick Tupara and other Ngāti Oneone artists and representatives developed the woven designs, incorporating patterns of kaokao, poutama, roimata toroa, pātiki, and patterns specific to the nearby Te Poho o Rāwiri Marae.

What has been accomplished?

- The Tuia 250 commemorations enabled a retelling of the history through the creation of sculptures and lighting displays by Ngāti Oneone artists.
- The redeveloped site incorporates a pou depicting and remembering the Māori who were shot by Captain Cook's men.
- An improved visitor experience tells a deeper story of the arrival of Cook and the HMB *Endeavour*.
- Artistic lighting features provide an additional night experience.
- The project resulted in building the world's largest tukutuku panels.



Maniapoto support whānau

Te Papa Atawhai staff and the Maniapoto Māori Trust Board deliver kai

What's the issue?

Staff from our Maniapoto district office have demonstrated their commitment to their community, working alongside the Maniapoto Māori Trust Board to deliver food and care packs to whānau across their patch.

For all of the COVID-19 alert level 4 lockdown period, the Trust completed an average of 3 full days of deliveries a week, with other staff working 5 days a week on packing the food and organising the logistics.

Clad in their COVID-19 PPE, adhering closely to social distancing rules, a very strict disinfecting policy and the Maniapoto Māori Trust Board's health and safety protocols, the Te Papa Atawhai team was doing two or three deliveries per week during the lockdown.

Maniapoto Māori Trust Board established a call centre after the lockdown decision was made. The call centre contacted whānau – particularly those most vulnerable, such as kaumātua (the elderly), and whānau with tamariki (children) under 5 years old.

The Trust has also been collaborating with other organisations in the area to support the community and welcomed our assistance in carrying out deliveries. While recipients were often surprised to see our staff turning up with support packages, they were very grateful. The work was also valuable for staff morale – they were pleased to have the opportunity to help.

What's our approach?

- Ongoing partnership with the Maniapoto Māori Trust Board.
- Supporting tangata whenua in a time of need.
- Using our resources to care for the local community.

What has been accomplished?

- 2–3 full days of food deliveries every week for several weeks of the nationwide COVID-19 lockdown.
- Stronger connection between Te Papa Atawhai and the Maniapoto Māori Trust Board.
- Enhancing our reputation and building trust and confidence with the local community.



Predator-free Pacific

Building international networks to manage invasive species

What's the issue?

Invasive species pose the greatest threat to island biodiversity and ecosystems in the Pacific. Pests, weeds and diseases can quickly destroy fragile links between the land and sea. They erode the islands' biodiversity's resistance to other pressures (such as climate change), and threaten the health and livelihoods of Pacific peoples.

Aotearoa New Zealand is intrinsically connected with the Pacific. Many Aotearoa species that roam throughout the region are also threatened, and Pacific Island countries can be pathways for invasive species into Aotearoa. Improving the capability of Pacific Island countries to identify and actively control invasive species is an important part of Biosecurity 2025, our government strategy for Aotearoa's biosecurity. We are building international networks to strengthen collaboration and cooperation across the Pacific to manage the damaging environmental, cultural and economic effects of invasive species.

What's our approach?

- Boosting the regional response to invasive species management in the Pacific, by building on the long-standing partnership between Te Papa Atawhai and the Secretariat of the Pacific Regional Environment Programme (SPREP).
- Providing management and technical expertise to support on-the-ground action to address invasive species issues in the Pacific.
- Forming partnerships and pooling resources with a range of Aotearoa New Zealand agencies, including Ministry of Foreign Affairs and Trade, Manaaki Whenua Landcare Research and SPREP, for a long-term programme to manage the damaging effects of invasive species in the Pacific.
- Assisting SPREP with governance and management of the Pacific Regional Invasive Species Management Support Service (PRISMSS).

What has been accomplished?

- Te Papa Atawhai became the first partner of the PRISMSS in September 2019, following a Declaration of Intent signed by Te Papa Atawhai and the Secretariat of the Pacific Regional Environment Programme (SPREP) in Samoa.
- We will also support leadership of the Resilient Ecosystem-Resilient Communities' programme, to relocate species to restored habitat.
- In May 2020 we signed a memorandum of understanding with the Ministry of Foreign Affairs and Trade enabling a wider programme of invasive species management in the Pacific. This includes funding of \$2.6 m for at least the next 3 years. Te Papa Atawhai will fund a new position dedicated to supporting the invasive species management programme, and establish a rolling secondment of experts in Samoa to provide advice and help develop tools and resources for the region.



Director-General Lou Sanson and SPREP Director-General Kosi Latu sign a Declaration of Intent for Te Papa Atawhai to be the first partner of the Pacific Regional Invasive Species Management Support Service (PRISMSS). Photo: SPREP



PUTANGA TAUWAENGA | INTERMEDIATE OUTCOME

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

New Zealanders and international visitors contribute to conservation

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 ability to experience Aotearoa New Zealand's cultural heritage.

To continue to deliver these benefits, tourism and recreation on public conservation lands and waters must be sustainable. By proactively and strategically managing visitors to conservation areas, Te Papa Atawhai seeks to protect both the nature and heritage our visitors come to experience, while also responding to their needs.

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

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

Measuring progress towards the stretch goal

2019/20 result: 65%

We asked participants in this year's Survey of New Zealanders how well they thought the impacts of visitors were being managed at the location where most of their trip took place. Of the 2,639 responses, 1,721 (65 percent) thought the impacts were well managed or exceptionally well managed.²⁹

Source: Survey of New Zealanders 2019/20



0 15 30 45 60 75 90

In the past year, we have continued to implement strategic shifts to support better long-term, transformative outcomes for conservation, our Treaty partner and communities. The approach is underpinned by the draft Heritage and Visitor Strategy, the New Zealand-Aotearoa Government Tourism Strategy, and integrated planning at the local, regional and national levels.

Managing visitor impacts at popular sites

Prior to the COVID-19 pandemic, we had continued to target visitor funding at key sites to manage the impacts of visitors on our natural spaces and cultural heritage. Some of our priorities in 2019/20 were to improve:

- maintenance at priority sites
- interpretation and visitor experience. For example, we undertook an interpretation ranger

programme, ranging from Urupukapuka Island in Northland, to the Te Wāhipounamu – South West New Zealand World Heritage Area in the southern South Island

- recreation-based compliance, including freedom camping. We hired seasonal campground wardens, contracted-in security, and had more rangers in the front country working on compliance
- recreation-based concession monitoring. This was mainly focused on parking and guiding at Te Wāhipounamu.

To help visitors make positive changes to their behaviour in nature, Te Papa Atawhai ran a public awareness and behaviour change campaign called 'Love this place'.

²⁹ 1,147 New Zealanders thought the impacts were well managed, and 574 said the impacts were exceptionally well managed.

Improving our funding model underpinning conservation

Differential pricing

In the past year, we have completed our trial of differential pricing for international visitors on four Great Walks.

We have also laid the foundations to improve the funding model for conservation and help visitors connect with nature, by:

- applying commercial and economic principles to pricing at our visitor facilities (such as campsites)
- setting concession activity fees.

We have also begun to shape areas of economic research to help inform future decision making.

International Visitor Conservation and Tourism Levy

Revenue from the International Visitor Conservation and Tourism Levy (IVL)³⁰ supports the Government's strategic objectives in conservation and tourism.

The IVL was introduced in July 2019 as a \$35 levy for international visitors on entry to Aotearoa New Zealand. IVL funding plays an important role in the delivery of the New Zealand-Aotearoa Government Tourism Strategy, which envisions a tourism industry that delivers stronger economic, social and environmental outcomes. It also funds conservation projects to help protect and enhance Aotearoa New Zealand's landscapes, iconic species and nature experiences, and to address visitor-related pressures on the environment.

In its first year, revenue from the IVL funded 10 projects (six conservation and four tourism initiatives).

Conservation:

1. Kākāpō Recovery programme
2. Maukahuka: Pest Free Auckland Islands
3. Te Manahuna Aoraki landscape-scale restoration partnership
4. Ruapekapeka Pā (through the Tohu Whenua programme)
5. Trial to enhance visitor safety through improved risk-information management
6. Regulatory compliance – building capacity and capability to enforce compliance with conservation regulations

Tourism:

1. Milford Opportunities Project – stage 2
2. Promotion of Tourism Careers – Building the Tourism Workforce Programme
3. Westland Tourism Initiatives
4. Arthur's Pass Experience Design – stage 1

The IVL was initially estimated to generate approximately \$450 million over 5 years. But revenue declined dramatically following the COVID-19 restrictions on entry into Aotearoa New Zealand in March 2020. Further investment decisions are being reviewed to reflect the uncertainty about future IVL revenue.

³⁰ The IVL is an important tool to make sure that New Zealanders' lives are enriched by sustainable tourism growth. It will do this by investing in projects that will substantively change the tourism system, helping to create productive, sustainable and inclusive tourism growth that protects and supports our environment. Source: www.MBIE.govt.nz

Statement of service performance for 2019/20

	2017/18 actual	2018/19 actual	2019/20 target	2019/20 actual	Variance and commentary (if required)
Recreation concessions					
One-off recreation concessions managed	88	307	80	296	Achieved
Longer-term recreation concession permits, licences, leases and easements managed	1,187	1,141	1,100	1,105	Achieved
Longer-term recreation concessions monitored	179	211	165 (15% of 1,100)	205	Achieved
Other resource-use concessions					
One-off other resource-use concessions managed	213	332	120	261	Achieved
Longer-term other resource-use concession permits, licences, leases and easements managed	3,444	3,538	3,300	3,524	Achieved
Longer-term other resource-use concessions monitored	254	324	495 (15% of 3,300)	299	Not achieved The target was not achieved as a result of redeployment of resources to monitor recreation concessions. In addition, planned monitoring was impacted both by the COVID-19 pandemic and the significant weather event in Southland.

Case studies

The following case studies describe some projects that take us towards our 10-year targets for this stretch goal, and that do not feature in our output reporting (Statement of service performance).

- **Milford opportunities** – A collaborative approach to address visitor issues that cross administrative boundaries.
- **Rākau rangatira** – Improving visitor facilities at Waipoua Forest to reduce the spread of kauri dieback.

Milford opportunities

An innovative masterplan for Milford Sound/Piopirotahi

What's the issue?

Milford Sound/Piopirotahi is in Aotearoa New Zealand's largest national park (Fiordland) and holds UNESCO World Heritage status. It is one of Aotearoa New Zealand's most popular and iconic visitor attractions. A record 946,000 people visited in 2018, with the number (prior to COVID-19) forecast to grow to 2 million by 2035. It is the natural attraction most visited by international tourists, and visitor numbers are expected to rebound once borders open.

Increasing visitor numbers are putting pressure on the World Heritage values, conservation values and the limited infrastructure of this remote and iconic place. There is overcrowding at key sites, degradation of the visitor experience and significant visitor safety risks.

New thinking is needed to safeguard the character and values of Milford Sound/Piopirotahi. If the status quo continues, it will not be possible to protect conservation and deliver a safe, quality visitor experience.

What's our approach?

- A collaborative multi-agency project led by Southland District Council has been established to examine how visitors are managed at Milford Sound/Piopirotahi and along the Milford Road corridor.
- A master plan will be developed to address the challenges and opportunities at Milford Sound/Piopirotahi, and give recommendations for change. The plan will be completed by mid-2021.

- Some of the plan's recommendations can be implemented in the short term; others will inform longer-term statutory processes, such as the Fiordland National Park Management Plan review and the Regional Coastal Plan for Southland.

What has been accomplished?

- A multi-agency Governance Group and Working Group to guide the project has been established. Members include representatives from iwi, Southland District Council, Queenstown Lakes District Council, Te Papa Atawhai, NZTA, MBIE and tourism business operators.
- Cabinet has endorsed the project.
- \$3 million in funding was secured from the IVL.
- A consultant team has been established to build the master plan, linking workstreams for conservation, cultural values, infrastructure, transport, hazards, governance and management, and visitors and operators.
- Te Papa Atawhai has provided governance guidance and technical expertise to the master planning process.
- Significant stakeholder and nationwide engagement has been carried out.



Milford Sound. Photo: Milford Opportunities



Rākau Rangatira

Working with Te Roroa at Waipoua Forest

What's the issue?

Waipoua Forest is home to Tāne Mahuta, the most famous of our giant kauri trees. But kauri dieback disease could cause its extinction – and that of all kauri. For now, protecting kauri is the only way to prevent extinction.

Unfortunately, visitor behaviours are a key threat to the health of Waipoua Forest kauri. Kauri dieback is caused by a microscopic fungus-like organism, *Phytophthora agathidicida*, which spreads through soil movements. Convincing visitors that they must stay on the tracks, clean their shoes and refrain from behaviours that put the kauri at risk is a challenge for both Te Papa Atawhai and Te Roroa, the mana whenua at Waipoua Forest. Te Papa Atawhai is working alongside Te Roroa to develop a new visitor experience that holds protection at its centre.

The current infrastructure and visitor experience do not whakamana (add to the esteem of) Te Roroa. The ageing infrastructure, the way that visitors engage with the forest, and the open nature of the forest experience limit the ability to practise manaakitanga (hospitality). Visiting Tāne Mahuta is also potentially dangerous – visitors must cross SH12 to access Tāne Mahuta and use the toilet facilities, and parking is often congested.

The challenge is to find a solution that elevates the 'forest first' approach when considering the wellbeing and enjoyment of current and future generations, while enabling the local community to thrive.

What's our approach?

- Te Tarehu, described in the Te Roroa Claims Settlement Act 2008, provides the foundation for engagement – with every team member being inducted at the outset of their work.
- The principle of forest protection (kaitiakitanga) leads the decision making to develop the new visitor experience.
- To protect the forest, Te Roroa has followed a visitor management approach with support from Te Papa Atawhai, instead of a destination marketing approach.
- A core principle is to seek to understand, facilitate and authentically portray the deep connection of Te Roroa with Waipoua Forest.

What has been accomplished?

- Interim measures are in place: Te Roroa ambassadors are stationed at the Kauri Walks and Tāne Mahuta to help manage visitor behaviours.
- Te Roroa and DOC are working as partners in a process of co-design to develop the experience.
- Te Roroa and Te Papa Atawhai have agreed in principle a concept and master plan.
- The project team is working on a business case.



Table 3: Te Papa Atawhai concession and partnership revenue

Source of financial contribution	2015/16	2016/17	2017/18	2018/19	2019/20	Change from 2018/19 (%)
	Actual \$000	Actual \$000	Actual \$000	Actual \$000	Actual \$000	
Concessions, leases and licences	16,951	19,874	24,406	27,276	20,870	-23.5%
Sponsorship/partnership revenue	9,303	12,380	12,437	13,511	14,473	7.1%

Table 4: Revenue from key Te Papa Atawhai products and services

Revenue received	2015/16	2016/17	2017/18	2018/19	2019/20	Change from 2018/19 (%)
	Actual \$000	Actual \$000	Actual \$000	Actual \$000	Actual \$000	
Backcountry huts	2,025	2,095	2,062	2,345	1,994	-15.0%
Conservation campsites	5,910	6,931	7,543	8,015	6,900	-13.9%
Great Walks	6,261	6,481	7,320	9,612	6,945	-27.7%
Visitor centre network - gross retail	2,624	2,900	3,198	3,227	2,613	-19.0%

Te ora o te Hapori Thriving communities



PUTANGA TAUWAENGA | INTERMEDIATE OUTCOME

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

Public conservation lands and waters offer New Zealanders opportunities to connect, learn, be active, appreciate and give back. When people integrate nature into their lives and experience its benefits, they will be more inspired to contribute to the protection and restoration of our natural, historic and cultural heritage.

WHĀINGA WĀ ROA | STRETCH GOAL

E whakapikingia ana te noho o te 90% o ngā tāngata o Aotearoa mā te hono ki te taiao, ki te aotūroa tuku iho hoki

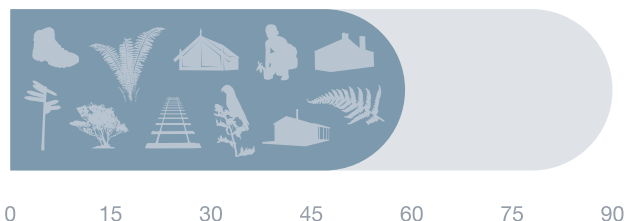
90% of New Zealanders' lives are enriched through connection to our nature and heritage

Measuring progress towards the stretch goal

2019/20 result: 59%

This year's Survey of New Zealanders asked participants how much they agreed with the statement, 'My life is enriched when I visit Aotearoa New Zealand's protected natural areas/historic heritage sites/cultural heritage sites'. Fifty-nine percent of participants responded that their lives were enriched through connection to our nature and heritage.

Source: Survey of New Zealanders 2019/20



Engagement in nature can happen in different ways, such as storytelling and information sharing through social media, being in nature, learning in an outdoor classroom, recreating on public conservation lands and waters, volunteering in conservation programmes, and contributing to public processes such as public consultations.

Connection to nature boosts wellbeing

A connection with nature not only inspires us to help protect and restore it, but it also has a positive effect on wellbeing. This inextricable link between wellbeing of nature and people underpins our public engagement work programme and is at the heart of the Healthy Nature Healthy People initiative, a central contributor to this stretch goal.

The value of connection with nature during lockdown

The importance of nature for wellbeing was evident during the COVID-19 lockdown, when many people took the opportunity to manage and improve their wellbeing by connecting directly with nature during this stressful time.

People also connected with nature through our digital channels during lockdown. We noticed more views of the nature sections of our website and of Royal Cam – a live webcam of the albatross chick at Taiaroa Head.

Interest in our digital content continues to grow. In the past year:

- the Royal Cam live stream had 1.98 million views, an increase from 800,000 in 2018/19
- our website had 5.6 million unique visitors, with our social media content reaching 72 million screens, an increase on the 43.6 million screens reached in 2018/19.

The Provincial Growth Fund – sustainable growth in the regions

Through the Provincial Growth Fund (PGF), the Government is supporting regions to achieve an economy that is sustainable, inclusive and productive. The Ministry of Business, Innovation and Employment (MBIE) leads the works, in collaboration with other government agencies and industry, communities, iwi and local government.

Our strategic project managers are based in Whangarei, Taupō, Gisborne and Hokitika, covering the PGF 'surge regions'. Their role is to ensure we influence and contribute to PGF projects, stay involved in the PGF process and use it to achieve our strategic objectives. They also build on existing relationships with potential applicants, our Treaty partner and other regional organisations (see the case study about Puhi Kai iti/ Cook Landing on page 67).

Statement of service performance for 2019/20

Engagement	2017/18 actual	2018/19 actual	2019/20 target	2019/20 actual	Variance ³¹ and commentary (if required)
Volunteer workday equivalents ^(SM)	41,882	38,179	33,850	32,614	Achieved
Partnerships run during the year ^(SM)	450	312	460	411	Not achieved Some partnerships were not active during the reporting period.
Percentage of partners surveyed who rate their contribution to conservation as moderate or significant ^(SM)	88%	71%	80%	89%	Achieved
Partnerships involving tangata whenua ^(SM)	32	28	123 (30% of 411)	41	Not achieved We continue to build our relationships with our Treaty partner and are working to formalise these relationships at the local level.
Education and communication					
Number of knowledge and skill sharing initiatives provided ^(SM)	1,003	557	690	486	Not achieved Restrictions as a result of the COVID-19 lockdown, together with some planned events not occurring, affected achievement of the target.
Percentage of participants surveyed who rate the initiative as partly effective or effective at meeting its objectives ^(SM)	92%	94%	70%	93%	Achieved
Recreation opportunities management					
Percentage of visitor recreation and interpretation publications meeting publication standard	90%	83%	90%	85%	Achieved

Case studies

The following case studies are examples of the ways Te Papa Atawhai helps people to engage with te taiao, which take us towards our 10-year targets for this stretch goal. Some of these additional work programmes do not feature in our output reporting (Statement of service performance).

- **Tactile Braille maps** – Increasing the accessibility of Remutaka Forest Park for blind and low-vision visitors.
- **Operation Tidy Fox** – An example of collaboration to preserve the environment.
- **Kaimahi redeployment package** – Redeploying about 400 contractors as part of the COVID-19 recovery plan.
- **Let Nature In** – An avenue to inspire people to engage with nature during lockdown in their local environment and highlight the associated wellbeing benefits.

³¹ 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. For significant measures (annotated with ^(SM)), however, this tolerance is within 5%. When outside these ranges, a variance comment is provided.

Tactile maps – Remutaka Forest Park

Increasing accessibility for blind and low-vision visitors

What's the issue?

Our role includes fostering recreation. We manage millions of hectares of land to protect natural and historic resources, and to facilitate public recreation and enjoyment. Connection with nature is essential for improving people's emotional, physical and spiritual health and wellbeing; we aim for 90 percent of New Zealanders' lives to be enriched through connection to our nature. We provide visitor facilities like walking tracks and huts, and a wealth of information to assist and encourage visitors.

But do we reach everyone? A keen trumper sharing her experiences of hiking the Kepler Track expressed a passion for maps. However, being blind, she could not read traditional maps. As a trial, could we create a helpful map for this trumper and other blind and low-vision visitors wishing to explore Remutaka Forest Park and stay at Turere Lodge?

What's our approach?

- We ascertained our client's³² needs and researched options and feasibility.
- We agreed on a collaborative pilot with Blind Low Vision NZ to create tactile Braille and large print maps of Remutaka Forest Park.
- We developed and swell-printed a first draft and test sheets of symbols.
- We then incorporated expert and client feedback to improve the maps, and create and strategically order supporting material, including a location map, Braille legends, a track elevation profile and abbreviations guide.

- The tactile Braille resource was then translated into tactile large print for low-vision visitors.
- After proofreading, the components were printed, embossed, swelled and bound.

What has been accomplished?

- Our client was delighted with the accessible maps of Remutaka Forest Park, commenting that they would assist blind and low-vision visitors to picture and enjoy their trip to Turere Lodge and that with the maps, she could more confidently lead a group.
- The maps allow blind and low-vision visitors to gain information at the same time as everyone else in a group, enabling more equitable and simultaneous experiences.
- Highlights are the clear and distinct symbols, Braille and sighted readers being able to use the maps together, a location map followed by detailed tramping maps, and the track elevation profile.
- We now have a strong relationship with Blind Low Vision NZ, increasing our ability to support blind and low-vision audiences.

³² Recreation and Volunteer Coordinator at Blind Low Vision NZ



Operation Tidy Fox – using people power to restore a river

Collaboration across the organisation results in award-winning campaign

What's the issue?

An extraordinary rain event in March 2019 washed thousands of tonnes of waste out of a buried landfill and through the Westland Tai Poutini National Park – a World Heritage Area and marine reserve.

Te Papa Atawhai was tasked with leading a clean-up of 21 km of the Fox River and 64 km of coastline with support from the New Zealand Defence Force (NZDF) and volunteers, before the spring rains came.

The operation – dubbed 'Tidy Fox' – was a collaboration between our South Westland Operations team, who led the clean-up, and our Customer Engagement Unit (CEU), which launched a multimedia campaign to rally more than 1,000 volunteers to collect rubbish.

To achieve this urgent clean-up, CEU needed to raise the profile of the disaster in the media, using channels, platforms and networks – calling for volunteers and reporting on progress.

The 'Operation Tidy Fox – using people power to restore a river' campaign won a bronze medal in the annual PRINZ (Public Relations Institute of New Zealand) awards in the Special Project/Short-term campaign category.

What's our approach?

- Our volunteer team identified the potential pools of volunteers to target.

- Organisational objectives were to recruit an average of 50 volunteers a day for the duration of the project and to remove all visible rubbish from the riverbed and coastline before the end of August 2019.
- Communications objectives were to attract more than 700 volunteers, generate more than 80 news stories highlighting our and the NZDF's efforts, and to reach more than 400,000 people on social media to spread awareness of the issue and wider rubbish problem.
- We had a very small budget – \$1,300 – for targeted social media posts. Our total costs for cleaning up the Fox River landfill spill were just under \$950,000.

What has been accomplished?

- The call for volunteers was so successful that we stopped calling for them after 2 weeks.
- In June, July and August, more than 150 stories ran in mainstream media.
- Te Papa Atawhai and NZDF social media channels reached around 500,000 people, exceeding our target by 100,000. Our posts were shared more than 2,000 times.
- The operation was a resounding success, with all visible rubbish removed and the job completed 2 weeks ahead of schedule.
- The operation drew attention to the issues with plastic/non-biodegradable waste in New Zealand, and with landfills near water sources.



Te Papa Atawhai staff and volunteers at Operation Tidy Fox. Photo: DOC

Kaimahi redeployment package



The redeployment of affected workers into conservation projects

What's the issue?

In March this year, as part of the Government's COVID-19 recovery plan, the Ministers for Economic Development, Regional Economic Development, Employment and Forestry announced funding to provide employment opportunities for workers in the hardest-hit regions. Te Papa Atawhai received some of that funding to redeploy affected workers into short-term roles that supported conservation activities. In June, due to the success of the initial funding, further funding was allocated to continue the employment of many of these workers.

Redeployed workers come from industries and backgrounds like forestry, earthworks, pest control, tourism, track maintenance, fisheries, weed control, roading, arboriculture and hospitality.

What's our approach?

- We worked with other government agencies to develop job opportunities for displaced workers.
- We worked with MSD and local contacts to match workers' skills with the required skills needed for each project.
- Projects were selected based on a low cost per redeployed worker and them being 'shovel ready'.

What has been accomplished?

- Approximately 400 contractors were redeployed across more than 60 conservation projects.
- Over 18,000 hectares of wilding pine control was completed, along with hut and track maintenance, catchment restoration, fencing of streams and farm drains, extensive restoration planting, predator monitoring and trapping, biodiversity and water monitoring, wāhi tapu restoration and trap building.



Tairāwhiti Agroecology Recovery Project (TARP), East Coast. Photo: Thomas Teutenberg

Let Nature In

Nature is at the heart of recovery – a response to COVID-19

What's the issue?

Research shows that time spent in nature not only keeps us fit, but also boosts our immune system and reduces stress and anxiety. Building empathy for nature not only improves our wellbeing, it is vital to the future of our biodiversity.

Through the Healthy Nature Healthy People initiative, Te Papa Atawhai promotes the positive effects on our wellbeing when we connect with nature. During the COVID-19 lockdown, it was especially important to support the wellbeing of New Zealanders who could not participate in their usual outdoor activities and pastimes. The lockdown challenged us to find new, simple ways to help people get the benefits of connecting with nature in their backyards and local neighbourhoods. Taking a collaborative approach with partners enabled us to quickly and successfully deliver a fresh approach.

What's our approach?

We developed a programme of work that could be adapted to the various phases of the government response to COVID-19, based on the Mental Health Foundation's Five Ways to Wellbeing. The programme:

- provided tools and resources for teachers and parents who had to quickly adapt to a new 'Learning from Home' situation during the COVID-19 lockdown
- repackaged and reframed content for new audiences
- collaborated with Toyota New Zealand to use the existing Toyota Kiwi Guardians (TKG) programme to support families at home with nature-based activities
- worked with New Zealand Geographic to produce a Backyard Birding short film-clip series
- created a digital campaign promoted through national digital channels, television, print media, influencers and electronic newsletters.

What has been accomplished?

- A campaign titled 'Let Nature In' supported families, educators and new audiences in lockdown with:
 - > 'Learning from Home' content for children, parents and teachers
 - > 'Fifty things to do' – a range of nature-based, close-to-home activities to entertain and engage new audiences
 - > an 8-week TKG promotion adapted to the COVID-19 context, focusing on the Kiwi Guardians action medal experience to build connections with the natural world and highlight great nature-based activities for Kiwi kids at home.
- Interest in the 'Let Nature In' campaign was strong and data for Toyota Kiwi Guardians showed a dramatic increase in programme engagement.

Output class operating statement 2019/20: Conservation with the Community

	30/06/19	30/06/20	30/06/20	30/06/20
	Actual \$000	Budget \$000	Revised budget \$000	Actual \$000
Revenue				
Crown	38,984	34,583	40,828	40,828
Other	1,249	4,070	1,163	1,549
Total revenue	40,233	38,653	41,991	42,377
Expenses	39,355	38,653	43,923	42,472
Surplus / (deficit)	878	0	(1,932)	(95)

PUTANGA TAUWAENGA | INTERMEDIATE OUTCOME

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

Te Papa Atawhai provides for and manages Aotearoa New Zealand's largest recreation network: over 14,800 km of walking, tramping and mountain biking tracks, 330 campsites and 967 backcountry huts.³³ Te Papa Atawhai therefore plays a major role in providing memorable outdoor experiences³⁴ to enrich the lives of New Zealanders and international visitors.³⁵

³³ See **factsheet**: Distribution of DOC assets across public conservation land.

³⁴ See **factsheet**: Utilisation of DOC assets.

³⁵ See **factsheet**: International Visitor Survey results.

Te Papa Atawhai draft Heritage and Visitor Strategy

Our draft Heritage and Visitor Strategy is consistent with the New Zealand-Aotearoa Government Tourism Strategy, which provides a coordinated approach to tourism across government. Our draft strategy considers how to respond to the existing pressures and how to encourage visitors to support sustainable, inclusive and productive growth.

The draft Heritage and Visitor Strategy sets 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.

To give effect to the intent of these goals, the strategy focuses on four areas: destinations, experiences and services, innovation and core services. Investment in these areas aims to establish these sites over the long term, and provide enriching experiences that connect people to nature and our history. We carry out this task by collaborating with others, and in partnership with our Treaty partner.

Destinations

Destination/spatial plan work is underway for Milford Sound/Piopirotahi, Tongariro, South Westland, Aoraki/Mackenzie and Te Hiku. A smaller destination plan is being developed for Arthur’s Pass and key associated sites in partnership with our Treaty partner, MBIE, KiwiRail, NZTA, Selwyn District Council and the local community. This integrated plan will support high-performing regional visitor destinations and deliver benefits for conservation, our Treaty partner and the community.

Experiences and services

We continue to develop and maintain services and experiences that better meet the needs of visitors, protect conservation values, support visitor wellbeing, and enable our Treaty partner and communities to benefit from visitors.³⁸ This, in part, compels us to develop accessible experiences; work is underway to further expand our portfolio of Great Walks, Short Walks and Day Hikes, and to make these experiences easily reached from large population centres.

Recent investments by Te Papa Atawhai on the West Coast aim to enhance the region’s popular sites with high-quality experiences, while ensuring the unique environments are protected. These include:

- extending recreational and visitor facilities at Hokitika Gorge, in collaboration with the Westland District Council (see the case study on page 93)
- opening the purpose-built, shared-use Paparoa Track on 30 November 2019, enabling more people to access the remote and spectacular wilderness of the Paparoa Range (see the case study on page 91)
- completing phase one of the Fox Glacier package, in partnership with others. The package aims to give visitors the chance to view Fox Glacier/Te Moeka o Tuawe along a new walking and cycling track with two glacier viewpoints on the south side of the Fox valley. Phase two will provide visitors with alternative walking and tramping opportunities in and around the glacier.

Enhancing experiences also depends on engaging the minds and emotions of our visitors. We continue to invest in storytelling, and to provide interpretation and essential information to visitors. This increases their satisfaction, improves their behaviour in nature, keeps them safe and enhances their connection with our natural and cultural heritage. See the storytelling case study on page 92.

³⁸  See **factsheet**: Standard of DOC assets.

Innovation

We continue to develop approaches to deliver on conservation outcomes, including alternative delivery and partnership models, regenerative initiatives, and by using new tools and technologies. For example, we have completed trials of differential prices for international visitors on four Great Walks to understand if this would increase the proportion of New Zealanders participating in these opportunities (see page 72). Our work with Te Roroa to develop the Rākau Rangatira is a great example of visitor experience at Waipoua Forest, where protection of the forest from kauri dieback is a core project principle (see the case study on page 75).

Core services

We continue to focus on providing core services, following asset-management best practice and building investment settings around maintaining well-used sites, reducing risk and upgrading infrastructure.

Keeping visitors safe

Upgrading our Visitor Safety System

The safety of visitors is central to how Te Papa Atawhai designs and manages experiences.³⁹ In 2019/20, we focused on improving the visitor safety system. We worked to design and test a new integrated visitor safety system that incorporates existing visitor safety tools, agreed social processes and our asset management system.

Other initiatives

- Investment from the IVL enabled further safety development with a focus on hazards, site control plans, risk assessment processes and more effective system design.
- The trial of a visitor safety system was run at five sites across the Tongariro district, including on the Tongariro Alpine Crossing, and is now being piloted across two other districts with differing visitor safety hazards and challenges.
- Te Papa Atawhai has also been working with GNS Science on the development of two geological risk tools: a natural hazards risk assessment methodology that will help us assess risk using a standardised framework, and risk threshold advice to be used at high-risk visitor sites to manage residual risk. Next year will see the roll-out of both the improved visitor safety system and tools across the country.
- Te Papa Atawhai has been involved in the all-of-government response to the pandemic, including by undertaking safety and service standards work to facilitate access to public conservation lands and waters at the various alert levels; and by providing up-to-date policy and guidance to concessionaires and the public.

We will continue to be part of the Government's response and support the tourism sector's recovery.

³⁹ See [factsheet](#): Visitor safety on DOC's 'Great Walks'.

Statement of service performance for 2019/20

Asset management	2017/18 actual	2018/19 actual	2019/20 target	2019/20 actual	Variance ⁴⁰ and commentary (if required)
Huts^(SM) – percentage to standard	90%	88%	90%	81% (786)	Not achieved Of the 968 huts in total, 182 were not to standard at year end. In part this is the result of the significant weather event affecting Southern South Island, the inability to undertake inspections during the COVID-19 lockdown period, and poor weather affecting subsequent inspections.
Tracks^(SM) – percentage to standard	62%	56%	45%	55% (8,078 km)	Achieved
Structures^(SM) (bridges, boardwalks, etc) – percentage to standard	98%	95%	95%	94% (12,545)	Achieved

Case studies

The following case studies are examples of the ways Te Papa Atawhai helps people to engage with te taiao, which take us towards our 10-year targets for this stretch goal. Some of these additional work programmes do not feature in our output reporting (Statement of service performance).

- **The Paparoa Track** – Showcasing the region’s natural and cultural heritage, and providing social and economic growth.
- **Storytelling and interpretation** – Providing an Interpretation Ranger programme to engage visitors.
- **Hokitika Gorge** – Upgrading visitor facilities and extending the walking track as part of the West Coast Economic Development Action Plan.
- **Southland flood emergency response** – Supporting the Civil Defence response, and assessing and repairing storm damage.

⁴⁰ 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. For significant measures (annotated with ^(SM)), however, this tolerance is within 5%. When outside these ranges, a variance comment is provided.



Mountain biking on the Paparoa Track. Photo: Shane Hall, DOC

The Paparoa Track

Celebrating the opening of Aotearoa New Zealand's newest Great Walk

What's the issue?

The Paparoa Track is New Zealand's newest Great Walk – a purpose built, shared-use hiking and mountain biking track within the Paparoa National Park and adjoining public conservation land on the West Coast of the South Island.

A track linking Blackball to Punakaiki was suggested by the families of the 29 men who tragically lost their lives in the Pike River Mine explosion. Created in partnership with the families and Ngāti Waewae, the Paparoa Track is a memorial to the men and a thank you to New Zealanders for their support of the families.

Work commenced in mid-2017 to construct 41 km of track, linking 14 km of existing trails. This \$12 million project also included building two new 20-bunk huts and four major suspension bridges. The result is a stunning 55-km journey, passing through varied landscapes including subtropical rain forest, alpine tops and a dramatic limestone gorge.

The Paparoa Track was officially opened on 30 November 2019 at a ceremony in Blackball.

What's our approach?

- A strong working relationship was established between the Pike River families, Ngāti Waewae and Te Papa Atawhai to deliver the shared vision.

- Te Papa Atawhai led the project management and track construction, and worked with contractors to minimise environmental impacts.
- Air New Zealand pledged \$400,000 over 4 years to support predator control programmes focused on delivering significant gains for kiwi, whio and other native species in the area.
- Te Papa Atawhai supported the local Blackball and Punakaiki communities and businesses to establish shuttle services to and from the start and end of the track, and the Grey District Council to upgrade roads, public toilets and visitor car parks.

What has been accomplished?

- A memorable opening ceremony was attended by over 400 people, with the Blackball community further celebrating the opening by organising a street concert.
- The Paparoa Track showcases the region's natural and cultural heritage and is providing social and economic growth.
- The track is popular, with an occupancy rate of 78 percent since it opened. Most visitors are New Zealanders.

Storytelling and interpretation

A richer experience for visitors

What's the issue?

Te Papa Atawhai is Aotearoa New Zealand's largest provider of recreational infrastructure, managing national parks, sites of historic significance, walking/cycling tracks and huts. Although this provides the foundation for visitors' outdoor experiences, we need to improve the overall delivery of these experiences by providing, among other things, quality storytelling and interpretation.

Our interpretation rangers speak on a range of subject matters, from Aotearoa New Zealand's early Māori and European settler heritage, to the natural world and the challenges we face (such as kauri dieback). We also work in partnership with whānau, hapū and iwi to deliver storytelling at particular places, providing richness to visitors' experiences and fulfilling our Treaty partner relationship.

Our brand carries weight with visitors; storytelling rangers provide expert knowledge and a sense of security to visitors, and are effective in imparting messages about visitor behaviour.

What's our approach?

We aim to:

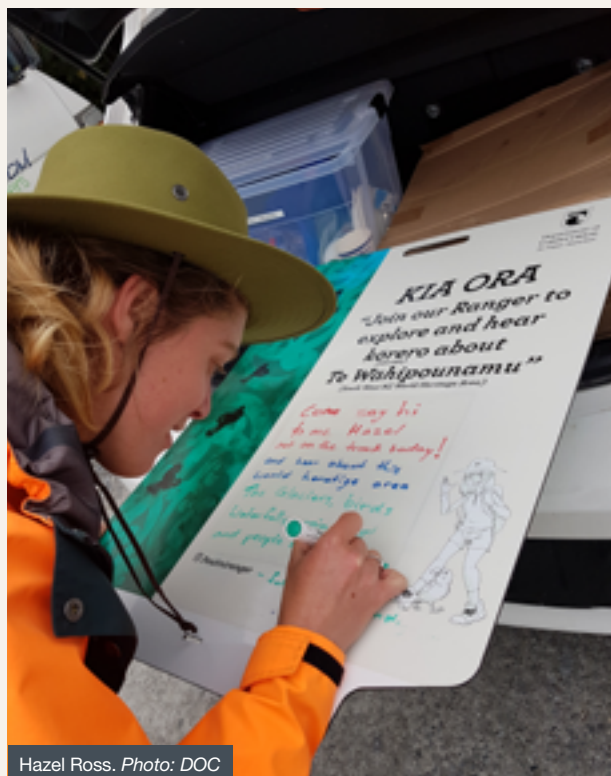
- improve our storytelling capability by developing a more nationally coordinated approach and providing development opportunities for our staff and Treaty partner
- increase the quality of storytelling for individual Te Papa Atawhai experiences to deepen visitors' connection with the places they visit, enriching their experience
- apply a flexible, innovative approach that can adapt to the specific characteristics of each place, its community and the people delivering the storytelling
- find opportunities to support our Treaty partner to share their stories
- capitalise on the effectiveness of storytelling to deliver multiple outcomes, such as improved protection of natural and cultural heritage, improved visitor behaviour and increased visitor satisfaction.

What has been accomplished?

- The Interpretation Ranger programme has been expanded, with rangers from Te Papa Atawhai and our Treaty partner at several key sites in peak times.
- A specialist training programme for our interpretation rangers has been established.
- Specialist roles have been established within Te Papa Atawhai to lead the development of our storytelling, and interpretation strategy and capability.
- Storytelling has been incorporated into the process for developing visitor experiences.



Des Brownlee. Photo: DOC



Hazel Ross. Photo: DOC



Extending the Hokitika Gorge experience

Managing tourism pressures by creating new visitor destinations in the West Coast

What's the issue?

In July 2017, the West Coast Economic Development Action Plan 2017 was launched at the Hokitika Gorge. The plan identified that despite the West Coast having strong international visitor growth in recent years, growth in domestic visitors has been relatively poor and visitor growth across the region has been variable. Visitors tend to have short stays, with many visiting only the iconic Punakaiki, and Fox and Franz Josef glacier, destinations.

The West Coast is distant from visitor markets and has high seasonality. Infrastructure at the main attractions is near or at capacity, and other attractions are less-well known to visitors. Attractions are vulnerable to natural hazards, especially the glaciers.

To address some of these issues, Te Papa Atawhai has worked in partnership with the Westland District Council and MBIE to create a new destination: upgraded visitor facilities and an extension to the walking track at the spectacular Hokitika Gorge.

What's our approach?

- We took a staged approach at the Hokitika Gorge. We have widened the access road, extended the car park, expanded the toilet facilities and constructed an additional 1.2 km loop track, with new viewing areas and a second suspension bridge across the gorge.
- West Coast Tourism has created the award-winning 'West Coast New Zealand Untamed Natural Wilderness' brand, and actively promotes the destination. Air New Zealand has also promoted the Hokitika Gorge in media campaigns.
- We are partnering with both the local papatipu rūnanga to create new interpretation as part of the gorge extension.

What has been accomplished?

- Annual visits to the Hokitika Gorge increased from 43,644 in 2017/18 to 79,376 by April 2020.
- The average length of stay in the West Coast area increased from 1.40 nights in September 2017 to 1.44 nights in September 2019.





Southland flood emergency response

Working with Civil Defence to save lives and repair damage

What's the issue?

In February 2020, a major storm event caused flooding and landslides across Southland and inland Otago. The storm brought up to 1 m of rain to parts of Fiordland, with significant spillover into surrounding regions. Roads were closed, bridges destroyed, tracks damaged and a hut was hit by a landslide.

This occurred in the middle of the Great Walks season when the national parks are full of visitors. Te Papa Atawhai helped Civil Defence tend to the visitors and worked with concessionaires and customers to manage disruptions to plans.

The storm closed 600 km of tracks due to damage or inaccessibility, and damaged approximately 50 major assets (and minor assets, like signs). This meant extra pressure on local staff who were trying to get everything back to normal. We had amazing support, both local and national, and made good progress.

What's our approach?

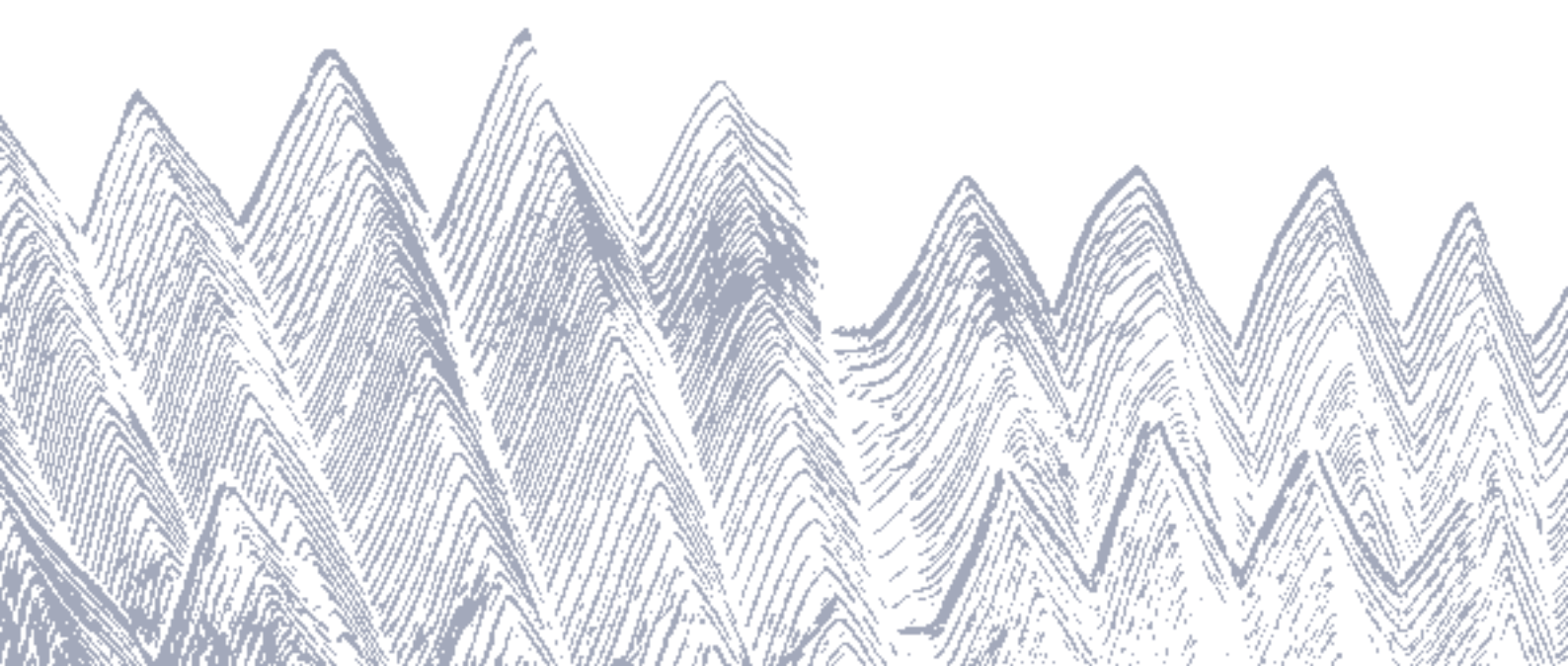
- A CIMS (Coordinated Incident Management System) structure was put in place in Invercargill and Te Anau.
- The first priority was to ensure the safety and wellbeing of tourists and Te Papa Atawhai staff.
- Our second priority was to assess and map the damage to Te Papa Atawhai assets and tracks across the southern South Island. This is ongoing due to the size of the area affected.
- The third priority was to start repairing the damage. This will continue throughout 2020 and possibly into 2021.

What has been accomplished?

- We responded quickly with Civil Defence, and approximately 500 people were evacuated from Fiordland Park within 48 hours of the storm hitting, probably saving lives.
- By the beginning of March, 51 of the 78 damaged or inaccessible tracks were open.
- Repairs to the Routeburn and Milford tracks are progressing well, and the full length of these tracks will be opened to the public from late 2020.
- Te Papa Atawhai has received positive feedback from the public on our response to the floods and efforts to open the tracks.

Output class operating statement 2019/20: Management of Recreational Opportunities

	30/06/19	30/06/20	30/06/20	30/06/20
	Actual \$000	Budget \$000	Revised budget \$000	Actual \$000
Revenue				
Crown	128,405	142,765	154,502	154,502
Other	35,168	29,727	37,137	32,194
Total revenue	163,573	172,492	191,639	186,696
Expenses	168,693	174,492	186,641	178,650
Surplus / (deficit)	(5,120)	(2,000)	4,998	8,046





Te āheinga Capability



Our business is supported by a capable workforce and sound systems

Funding for Te Papa Atawhai has increased over the past three Budgets, enabling us to implement further improvements in capability to support our delivery practices. At the same time, we have realised that we need to work in different ways, including with others, and to ensure that we focus on sustainability.

We are also working on improving our digital capability with the launch of a Digital Strategy to guide the planning and implementation of all information communication technology (ICT) at Te Papa Atawhai.

Sustainability

The Government has set a goal of reducing net emissions of all greenhouse gases (except biogenic methane) to zero by 2050, and reducing emissions of biogenic methane to between 24 and 47 percent below 2017 levels by 2050.⁴¹

We have therefore developed a Sustainability Strategy and Action Plan to provide a framework to focus investment on sustainability performance, and to engage internal and external stakeholders. This action plan is underpinned by the New Zealand Living Standards Framework and the UN Sustainable Development Goals.

For support in reducing our carbon emissions, we have joined Toitū Envirocare's Carbon Reduce programme and certification. This programme provides independent specialist guidance and advice, such as by defining our emission profile boundaries, and provides software to measure and report our emissions through a certified, auditable process. Our baseline emissions will be established in the 2020/21 financial year.

The next section sets out the actions we have already taken to reduce carbon emissions and increase sustainability, and outlines our next steps.

Programmes and projects to increase sustainability

Our vehicle fleet causes much of our emissions, so we have prioritised this for immediate attention. Starting this year and for the next 4 years, we are replacing 70 petrol or diesel vehicles a year with electric vehicles.

- We have committed to not buying any internal combustion engine (ICE) vehicle in the next 2 years.
- Sixty-four ICE vehicles have already been replaced by hybrid (HEV), plug-in hybrid (PHEV) or 100-percent electric (EV) vehicles.
- We have integrated 11 Hyundai Ioniq EV passenger vehicles into our current fleet as part of a Sustainability Champions programme.
- Our existing ICE fleet vehicles, such as 4WD utility vehicles, are being optimised within regions by distributing them to key locations and activities.
- We signed a service agreement with Toitū Envirocare to provide emissions verification.
- We signed up to the EECA Energy Management Plan.
- We have developed a Sustainability Strategy and Action Plan.
- We have developed a Climate Change Adaptation Action Plan (see the case study on page 101).
- We have made a permanent move to reduce travel budgets across each business unit by prioritising online meetings and collaboration in preference to travel.
- We participated in two rounds of the NZTA's Public Sector e-Bike Staff Discount Scheme. To date, our staff have purchased more than 40 e-bikes for personal use and selected management purposes.

⁴¹ The Ministry for the Environment has published the emissions targets at www.mfe.govt.nz/climate-change/climate-change-and-government/emissions-reduction-targets/about-our-emissions

Next steps

In 2020

- Identify an emissions baseline for all conservation management activities undertaken by (or for) Te Papa Atawhai.
- Establish a carbon budget and reporting dashboard for all Te Papa Atawhai budget-holders, and make sure they take responsibility for their carbon emissions.
- Include CO₂ emissions information in project proposals to support effective decision making that considers financial cost, health and safety, and sustainability.

By 2022

- Further replacement of 70 petrol or diesel road vehicles with hybrid, plug-in hybrid or electric vehicles.
- Develop and implement a small plant inventory management system to more effectively manage and utilise small plant.
- Investigate and implement pilot programmes in remote sensing for field monitoring, to supplement current methods that use field personnel.
- Identify a stationary heating emission baseline for all our facilities and develop a plan to reduce stationary heating requirements by 10 percent annually. This includes a requirement for new builds and refitted facilities to meet best-practice insulation, lighting and heating standards.

By 2024

- Replace all our line trimmers, brush cutters and chainsaws with either a) 4-stroke powered tools, or b) fuel-injected 2-stroke or reduced emission 2-stroke powered tools.
- Decide on a carbon-reduction approach for all grassed areas mown by or for us – such as to retire sites, replant with appropriate species or change the mower type to electric.
- Carry out whole-of-life costing for all procurement actions.

Ongoing

- Collaborate on sustainability with our Treaty partner to increase our collective knowledge on sustainability.
- Innovate and use technology effectively to reduce or eliminate greenhouse gas emissions from our work, and the work of others we partner and collaborate with.
- Increase the opportunity for sustainable approaches through partnerships that solve our critical carbon challenges.

Case studies

The following case studies provide specific examples of our work to increase our sustainability.

- **Moving towards a sustainable vehicle fleet** – Dealing with the largest single source of our emissions.
- **Adapting to climate change** – Developing our Climate Change Adaptation Action Plan to give focus and momentum to our work towards a sustainable future.

Moving towards a sustainable vehicle fleet

Switching to electric vehicles

What's the issue?

Our role is to protect a large proportion of Aotearoa New Zealand's land, water and biodiversity. We are therefore pivotal in helping the Government achieve its target of a net zero carbon emissions operating model by 2050, to minimise the effects of climate change.

As with most of society we have, until recently, relied almost exclusively on carbon-based fuel sources to do our work. But now that low- or zero-emissions technology is more readily available, we have committed to a programme to replace internal combustion engine (ICE) vehicles with electric ones, and to not buy any ICE vehicles for the next 2 years.

What's our approach?

- The road vehicle fleet of 789 light vehicles is a large contributor to our emissions profile.
- As part of our 2020 Motor Vehicle Replacement Plan, 70 electric vehicles will be arriving over the next year.
- We implemented a Sustainability Champions programme to encourage the uptake of electric vehicles and bikes. The programme demonstrates sustainability through action and shows our leadership in low-carbon conservation management.
- We continue to work with staff to ensure the new vehicles are suitable for the work they must do – we are all learning about both the potential and limitations of electric vehicles in our fleet.
- We have facilitated two rounds of the Public Sector e-Bike Staff Discount Scheme led by NZTA. This scheme discounts e-bikes for our staff and their families. Staff have purchased 42 e-bikes so far, for commuting to work and for selected management purposes. Programmes like this create social change, and staff are excited by this opportunity.

What has been accomplished?

- Our existing ICE fleet vehicles (such as 4WD utility vehicles) are being optimised within regions by being redistributed to key locations and activities.
- As part of the 2020 Motor Vehicle Replacement Plan, 64 ICE vehicles have been replaced by hybrid (HEV), plug-in hybrid (PHEV) or 100 percent electric (EV) vehicles.
- We have integrated 11 Hyundai Ioniq EV passenger vehicles into our fleet as part of a Sustainability Champions programme.
- Staff are enthusiastic.

'This EV is now my vehicle of choice and has become the preferred mode of transport for staff when selecting a passenger vehicle.'

'We are sharing EV stories within the office and between offices. Staff reports are very positive and there is social acceptance to the EV transition.'

'The e-bike has allowed me to meet a personal goal of reducing my emissions, as well as keeping me fit... The e-bike programme has been good for me and good for the planet.'





Howden Hut following the February 2020 storm event. Photo: Luke Bowie

Adapting to climate change

Developing the Climate Change Adaptation Action Plan

What's the issue?

In line with global trends, Aotearoa New Zealand's climate is changing. The changes are having significant effects on the natural and cultural heritage and visitor and recreation resources Te Papa Atawhai manages.

Direct effects of climate change include damage to infrastructure or habitat from rising sea levels, and more frequent storm and flood events. Indirect effects involve the shifting of habitats and species distributions, including the movement of potentially invasive species into areas currently unsuitable for them, as a result of changing temperature and precipitation patterns.

Changing climate conditions will affect tourism distribution patterns and visitor risks in many places, raising visitor management issues. As the climate continues to change in coming decades, we expect elevated fire risks, more storm surges, more extreme precipitation events, longer droughts, ocean acidification and continued sea-level rise.

We therefore developed the Climate Change Adaptation Action Plan (CCAAP), drawing on international best practice, to outline actions we will take to reduce the risks posed by the changing climate. The CCAAP establishes a long-term strategy for climate change research, monitoring and action.

What's our approach?

- Information gaps that will affect our ability to achieve the purpose of the CCAAP have been identified, prioritised, significantly addressed and communicated.
- We have completed detailed risk assessments to identify the exposure, consequence and vulnerability to climate change effects.
- Consistent and integrated internal policies and actions are being implemented to ensure our areas of responsibility (such as biodiversity, heritage and recreation) are resilient to existing and future climate change effects.

What has been accomplished?

- Our 5-year CCAAP has been published.
- Risk assessments on the effects of climate change in Fiordland and Mount Aspiring national parks were completed following the severe weather event in February 2020.
- Te Papa Atawhai and NIWA have significantly increased our climate change science capabilities.
- Te Papa Atawhai is informing development of the National Adaptation Plan (as part of the Climate Change Response (Zero Carbon) Amendment Act 2019), bringing conservation values to the forefront of the plan.

Diversity and inclusion

Te Papa Atawhai is committed to improving diversity in our workforce to reflect the Aotearoa New Zealand communities we serve, and to creating an inclusive culture where diversity of thought is recognised and used to the advantage of conservation.

Our focus on diversity and inclusion extends to our work to address gender-based gaps in pay.

Why is diversity and inclusion important at Te Papa Atawhai?

Our Senior Leadership Team is committed to creating a more diverse and inclusive organisation, which will benefit our staff and the organisation with:

- stronger connections with a wider range of communities and customers
- better decision making and problem-solving skills through exposure to different perspectives, greater information sharing, and new challenges
- improved productivity and engagement – staff who feel valued make more effort
- more innovation, debate and creativity.

Our commitment to diversity and inclusion

For diversity, this commitment includes:

- diversity through leadership – Te Papa Atawhai will empower, enable and equip its leaders to recruit, develop and retain a diverse and skilled workforce
- workforce diversity – Te Papa Atawhai will attract, recruit, develop and retain a diverse workforce that will more closely reflect the communities we serve.

For inclusivity, Te Papa Atawhai is committed to a culture that encourages collaboration, flexibility and fairness, to enable all staff to realise their potential.

As at 31 March 2020, for the first time in our history, there are more women than men in our workforce.

Table 5: Ethnicities represented among Te Papa Atawhai staff

Ethnic group	Number of staff	Percentage (%)
European	1,745	71.49
Māori	288	11.80
Asian	84	3.44
Middle Eastern/Latin American/African	26	1.07
Pacific peoples	22	0.90
Other ethnicity	457	14.72
Unknown (chose not to specify)	72	-

Internal statistics as at 30 June 2020.

Our Gender Pay Gap Action Plan

Our 2020 Gender Pay Gap Action Plan is now available on our website.⁴²

Although Te Papa Atawhai has a low overall gender pay gap (1 percent), there are gaps caused by vertical segregation. Also, although the genders have virtually equal representation in our Tier 2 roles, women are significantly under-represented in Tier 3 roles.

We are committed to gender balance across our leadership roles by the end of 2022. To make this shift, we need to better understand why women are under-represented in senior leadership roles. We are conducting research to understand this trend; once we have the research findings, we will make the development of targeted solutions a priority.

⁴² www.doc.govt.nz/gender-pay-gap-action-plan

Five Papa Pounamu priorities

Te Kawa Mataaho Public Service Commission notes five priority commitments⁴³ to enable the greatest collective impact on increasing the diversity of the Public Service workforce and building inclusion.

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

We have made good progress on these priorities. Below are examples of our progress.

1. **Addressing bias and discrimination** – All managers, team leads, and supervisors were given an opportunity to take Unconscious Bias Awareness training in 2018 and 2019. We plan to run more sessions later this year.
2. **Strengthening cultural competence** – Building cultural capability within the organisation has brought transformational change to our work with whānau, hapū and iwi. We introduced Te Pukenga Atawhai in 1999 – a professional development programme to build cultural capability within Te Papa Atawhai that supports Treaty principles and our work with whānau, hapū and iwi. Te Pukenga Atawhai is now a nationally recognised model influencing other agencies and businesses.

We will continue this work in the next year.

Table 6: Te Papa Atawhai staff statistics

Total permanent, temporary and fixed-term staff (FTE)	2,413
Average length of service (years)	9.3
Gender (male/female/gender diverse) (%)	49.6/50/0.2
Average age	44
Frontline/backbone staff (%)	54/46
Percentage of employees reporting as having a disability	2.48% (71 staff)

Frontline staff are those who provide a service directly to the public for a significant (rather than an occasional) part of their duties. Backbone staff are those who mainly provide corporate support services to others within the organisation.

Statistics as at 30 June 2020, from Department of Conservation. Quarterly Human Resources (HR) Statistics: report as at 30 June 2020 (unpublished).

Flexible work

Te Papa Atawhai is on track to make all roles flexible by default (unless there is a good business reason not to) by the end of 2020. This involves working with managers to understand what is feasible in different work contexts.

A flexible work implementation team has been established. Work pilots have been completed within the organisation, and a new flexible work arrangements policy and standard operating procedure have been developed and socialised.

The experience of COVID-19 lockdown has heightened interest among our people in working from home and/or working different patterns. It has also prompted a wider discussion around how we can use flexible work practices to improve wellbeing and engagement, lighten our carbon footprint, and attract and retain a more diverse workforce. A refreshed implementation approach is being developed for flexible work, building on the gains we have made.

⁴³ www.publicservice.govt.nz

Health and safety

The health and safety of our people is vital to us. Our workers, contractors and volunteers face a variety of risks in their conservation delivery. To protect them, we manage a comprehensive health and safety system that manages critical risk by improving governance and leadership of health and safety, and involving workers and others in risk management through our worker engagement systems.

In the past year, we have:

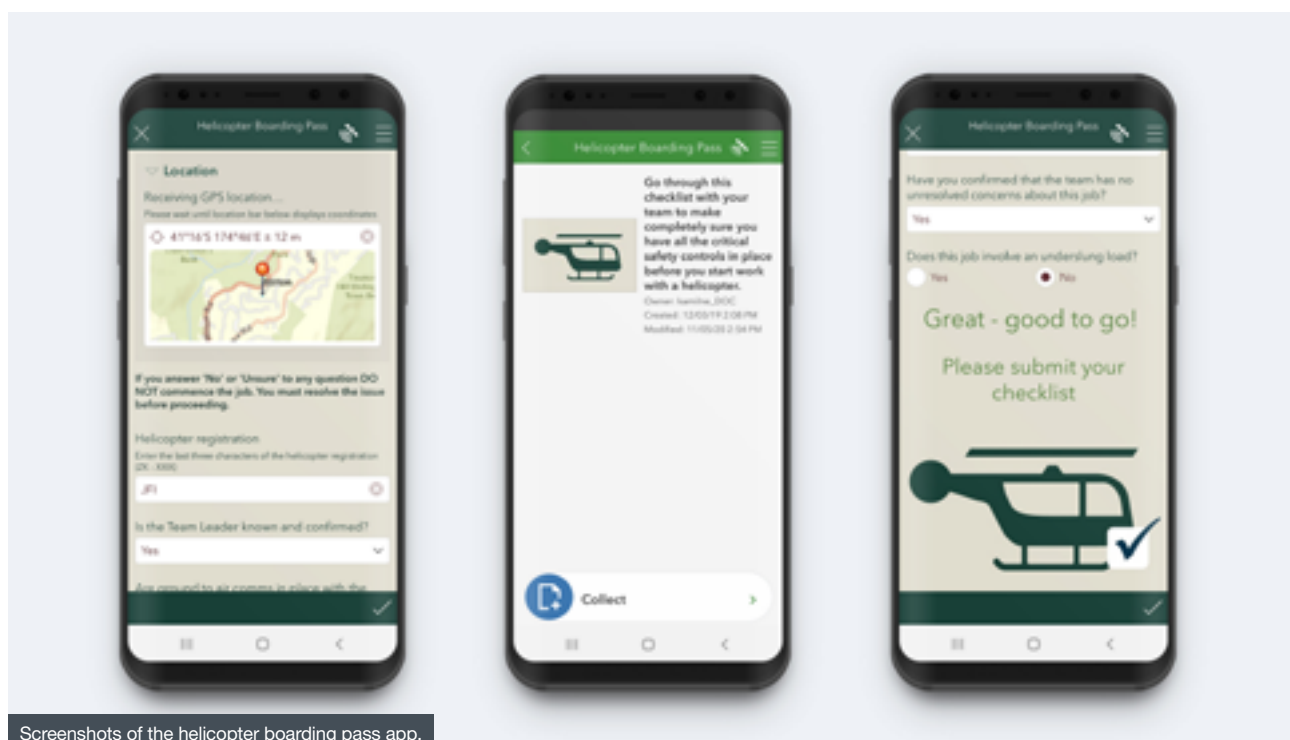
- created and deployed a new Safety Governance Group consisting of the Te Papa Atawhai Executive, the PSA and independent externals
- further developed our Critical Risk Management System by focusing on developing and verifying critical risk controls
- continued engagement with staff through local health and safety forums and through the Te Papa Atawhai/PSA High Performance Engagement model.

Our work in the field exposes our people to transport-related risks. Vehicles are our most critical health and safety risk, and improving driver behaviour is critical to reducing driving risk to individuals. We have improved replacement and maintenance of our vehicle fleet, and now have:

- a national 'Driver Authorisation and Safety Programme' that all staff must pass before they can drive a vehicle for work
- GPS fleet monitoring that records trip histories and at-risk driving behaviours.

Helicopters are another critical risk. We have refreshed the guidelines for helicopter use, including:

- higher safety standards, jointly developed with Fire and Emergency New Zealand, tailored to the unique work we do
- a National Helicopter Panel that provides staff with a single directory of all approved operators and the jobs they can undertake
- a new tool to assist safe helicopter use. The Helicopter Boarding Pass app is a paperless pre-flight checklist when using helicopters. Use is compulsory and is our final check of critical safety controls before take-off.



Screenshots of the helicopter boarding pass app.

Policy advice and ministerial servicing

We provide policy advice and analysis that supports conservation outcomes and wider government priorities. We do this by working with other agencies, particularly where conservation issues overlap other government initiatives. Our policy work is central to our support for Ministers, and it also contributes to the development of our strategic frameworks.

We led or contributed to major policy initiatives in 2019/20. Some of these are set out below.

Finalising the refresh of the New Zealand Biodiversity Strategy – This strategy will provide long-term direction and short-term priorities for public and private entities working on biodiversity issues in Aotearoa New Zealand. Our work included overseeing a public consultation and further refinement with partners, stakeholders, other government agencies and Ministers.

Progressing potential changes to the Conservation General Policy and National Parks General Policy – These changes will ensure we can better give effect to the principles of Treaty of Waitangi within the General Policies. Our work has included initial engagement with our Treaty partner; the process will move to more in-depth engagement throughout 2020/21.

Contributing to the Essential Freshwater package of reforms – This work was led by the Ministry for the Environment, but we provided significant input. The package of reforms has significantly increased the protections for freshwater ecosystems and species.

Contributing to development of a National Policy Statement on Indigenous Biodiversity – This work is led by the Ministry for the Environment with significant contribution from Te Papa Atawhai, and public consultation took place between November 2019 and March 2020. Once finalised in 2020/21, it will be a key mechanism to deliver a consistent approach to protecting biodiversity on private land.

Developing a government response strategy to implement Sea Change – Sea Change is the Marine Spatial Planning process in the Hauraki Gulf/Tikapa Moana (see the case study on page 51). We have been working with the Ministry for Primary Industries and a ministerial advisory committee on this strategy. The finalised strategy will go to Ministers before the end of 2020.

Developing improvements to our regime to better manage trade in endangered species – This included overseeing consultation on changes to the Trade in Endangered Species Act 1989 and preparing proposals to better regulate trade in extinct species remains (such as moa bone).

Continuing to develop and improve our package of guidance and support on the New Zealand Coastal Policy Statement – The New Zealand Coastal Policy Statement (NZCPS) guides local authorities in their day-to-day management of the coastal environment. We continue to provide guidance and support for councils and others in applying the NZCPS, and to support Ministers on aquaculture-related issues.

Statement of service performance for 2019/20

Policy advice	2017/18 actual	2018/19 actual	2019/20 target	2019/20 actual	Variance ⁴⁴ and commentary (if required)
The satisfaction of the Minister of Conservation with the policy advice service, as per common satisfaction survey	88%	90%	80%	80%	Achieved
Technical quality of policy advice papers assessed by a survey and robustness assessment	6.78 out of 10	6.7 out of 10	3 out of 5	3 out of 5	Achieved
Statutory planning, services to Ministers and statutory bodies					
Number of ministerial briefings	996	1,071	1,150–1,250	896	Not achieved The low number of briefings is likely a reflection of the point in the electoral cycle.
Official Information Act 1982 requests received and actioned within statutory requirements	592	1,091	750–850	826	Achieved
Parliamentary Questions received (range) with 100% meeting the ministerial deadline	549	377	650–750	736 (97% of 759)	Achieved

Case study

The following case study is an example of the application of our internal capability development work in the information communication technology (ICT) area.

- **Digital Strategy 2020** – How smart thinking is putting technology to use within the organisation

⁴⁴ 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.



Digital Strategy 2020

Technology at the heart of conservation

What's the issue?

The Digital Strategy guides the planning and implementation of all information communication technology (ICT) at Te Papa Atawhai.

The strategy was developed through ongoing engagement and partnership across all our business groups.

There are five central themes.

- **ICT foundations** provide the governance, processes and technical infrastructure that support the delivery of conservation initiatives.
- **Data and insights** enable the best use of our significant data assets and delivery of relevant information to decision makers.
- **Digital workforce** is about ensuring people working in conservation have access to their data and the right tools when and where they need them.
- **Core applications** is the support and development of the systems that drive our most important conservation work.
- **Engagement** enables our partners and visitors to work with us and to visit conservation areas, and to use our data and systems to grow conservation in Aotearoa New Zealand and across the world.

What's our approach?

- Consultation and prioritisation discussions identified 18 change opportunities.
- We identified the five investment themes above, and a sixth theme focusing on support and upgrades for existing systems.
- The first year's investment focuses on engagement (managing internal and external relationships), financial management, and how Te Papa Atawhai uses data and insights to deliver key information to the business.
- Close engagement with our stakeholders, and refining the Digital Strategy to match changing conservation priorities, will enable the strategy to continue to reflect our needs.

What has been accomplished?

- High-level resource allocation for implementation has been planned while business-as-usual work is maintained.
- Governance to oversee the strategy implementation has been established.
- Themes and initiatives are included within a programme structure.
- We are identifying dependencies and starting the work to deliver quick benefits to Te Papa Atawhai while initiating key longer-term work, and we are working on the strategic pathways design with other business groups.

Site security assessment and upgrades

Te Papa Atawhai has visitor centres, offices and other premises across Aotearoa New Zealand, each with unique architecture and functions, and surrounded by a unique local community and environment. Although we celebrate this uniqueness, the variation between sites complicates the security infrastructure and processes in place to protect our staff.

We have therefore been working to assess and improve security measures to mitigate risks to a consistent standard across Te Papa Atawhai by considering each site's characteristics. We are working with local staff to design security measures that balance the need to mitigate risks while maintaining a welcoming and functional environment for visitors.

Firstly, each region completed a risk self-assessment from which a prioritisation list was developed.

Based on these lists, we carried out security risk assessments at priority sites, then worked with local staff to plan upgrades to each site. The upgrade plans follow a consistent design, but solutions vary according to each site's unique features and requirements, including Treaty obligations.

Secondly, we are developing training for local sites as part of the upgrade process, enabling staff to seamlessly integrate new ways of working. By conducting security risk assessments and site upgrades, we are also meeting mandatory requirements that form part of the Government's Protective Security Requirements (PSR).

Output class operating statement 2019/20: Management of Policy Advice, Statutory Planning and Services to Ministers and Statutory Bodies MCA

	30/06/19	30/06/20	30/06/20	30/06/20
	Actual \$000	Budget \$000	Revised budget \$000	Actual \$000
Revenue				
Crown	10,966	12,945	12,813	12,814
Other	291	566	404	441
Total revenue	11,257	13,511	13,217	13,255
Expenses	10,745	13,511	13,217	11,547
Surplus / (deficit)	512	0	0	1,708

Output class operating statement 2019/20: Other expenses

	30/06/19	30/06/20	30/06/20	30/06/20
Policy Advice, Statutory Planning and Services to Ministers and Statutory Bodies MCA	Actual \$000	Budget \$000	Revised budget \$000	Actual \$000
Revenue				
Crown	0	0	0	0
Other	0	0	0	0
Total revenue	0	0	0	0
Expenses	1,419	0	0	0
Surplus / (deficit)	(1,419)	0	0	0

Asset performance

Asset management is a core part of our business. DOC manages assets valued at \$8 billion. Ninety percent of these assets is land, and the remainder is mainly visitor assets, including roads, infrastructure, tracks, huts and structures. Table 7 below shows the combined Crown and DOC asset profile by asset group.

We have been improving our asset management system, including by establishing governance groups for planning and roading. We have also established an Enterprise Investment Task Force to demonstrate and enact our commitment to internal audit and to ensure our works align with our overall strategic goals.

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

Asset condition is assessed via inspections, which we report on in our output performance (Statement of Service Performance).

Functionality includes whether the relevant safety standards (for example, Standards New Zealand, SNZ HB 8630:2004) are being met. One of the ways we assess safety is through surveys like the Great Walk Guest Survey, which includes questions about walkers' safety perceptions and any safety issues.⁴⁵

Utilisation is measured with activity counters that detect and record the level of the public's use of our facilities to inform our planning, maintenance and capital investment. We have a network of activity counters at nearly 700 locations on public conservation land.⁴⁶

Table 7: Department of Conservation asset profile 2019/20 (Crown and Departmental assets combined)

Asset group	Asset class	Carrying amount (\$m)*	Depreciation (\$m)	Capital expenditure (\$m)
Information and communication technology	Computer software	10.7	1.8	5.3
Fleet	Vessels	2.8	0.3	0.7
	Motor vehicles	10.4	1.3	0.8
Property	Plant and equipment (incl. radio)	7.3	1.7	1.2
	Furniture and fittings	5.9	1.1	1.1
	Buildings	67.4	2.7	0.5
	Infrastructure	40.3	1.0	0.8
Visitor and Historic (cultural) assets	Visitor and Historic (cultural) assets	472.1	17.0	23.3
Land (Crown and Dept.)	Land (Crown and Dept.)	6,728.9	-	0.7
Fencing	Fencing	36.2	6.4	0.9
TOTAL		7,382.0	33.3	35.3

*Includes assets under construction

⁴⁵ See [factsheet](#): Visitor safety on DOC's 'Great Walks'.

⁴⁶ See [factsheet](#): Utilisation of DOC assets.



INDEPENDENT AUDITOR'S REPORT

TO THE READERS OF DEPARTMENT OF CONSERVATION'S ANNUAL REPORT FOR THE YEAR ENDED 30 JUNE 2020

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 117 to 144, that comprise the statement of financial position, statement of commitments, statement of contingent liabilities as at 30 June 2020, the statement of comprehensive revenue and expense, 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 yearended 30 June 2020 on pages 21 to 109;
- the statements of expenses and capital expenditure of the Department for the year ended 30 June 2020 on pages 155 to 159; and
- the schedules of non-departmental activities which are managed by the Department on behalf of the Crown on pages 145 to 154 that comprise:
 - the schedules of assets; liabilities; commitments; and contingent liabilities and assets as at 30 June 2020;
 - the schedules of expenses; and revenue for the year ended 30 June 2020;
 - the statement of trust monies for the year ended 30 June 2020; 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 117 to 144:
 - present fairly, in all material respects:
 - its financial position as at 30 June 2020; 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 21 to 109:



- presents fairly, in all material respects, for the year ended 30 June 2020:
 - 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 155 to 159 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 145 to 154 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 2020; and
 - expenses; and revenue for the year ended 30 June 2020; and
 - the statement of trust monies for the year ended 30 June 2020.

Our audit was completed on 9 October 2020. 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.

Impact of Covid-19

Without modifying our opinion, we draw attention to the disclosures about the impact of Covid-19 on the department as set out in note 1 to the financial statements.

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 21 to 109 and 162 to 167, 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 line extending to the right.

Brent Manning
KPMG
On behalf of the Auditor-General
Wellington, New Zealand



Ngā tauākī
whakahaere pūtea
Financial statements

Statement of responsibility

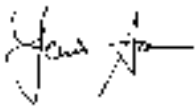
In accordance with the terms of section 45C of the Public Finance Act 1989, I am responsible, as Director-General of the Department of Conservation, for the preparation of the Department's financial statements, statements of expenses and capital expenditure and for the judgements made in the process of producing those statements.

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, these financial statements fairly reflect the financial position and operations of the Department for the year ended 30 June 2020 and the forecast financial statements fairly reflect the forecast financial position and operations of the Department for the year ending 30 June 2021.



Lou Sanson

Director-General
Department of Conservation

9 October 2020

Departmental financial statements

Statement of comprehensive revenue and expense for the year ended 30 June 2020

30/06/19		Notes	30/06/20	30/06/20	30/06/20	30/06/21
Actual \$000			Actual \$000	Budget* \$000	Revised Budget* \$000	Forecast* \$000
Revenue						
373,321	Revenue Crown	2	459,314	439,210	459,314	454,263
56,294	Other revenue	2	58,352	58,289	60,868	60,389
429,615	Total revenue	2	517,666	497,499	520,182	514,652
Expenses						
195,438	Personnel costs	3	224,499	165,200	200,200	200,200
158,512	Operating costs	4	186,504	262,127	246,462	239,183
33,758	Depreciation, amortisation and impairment expense	9,10	33,092	31,321	35,478	35,440
38,112	Capital charge	5	38,668	40,851	40,042	41,829
41	Finance costs		19	-	-	-
3,863	Net loss on disposal of property, plant and equipment		1,074	-	-	-
429,724	Total expenses		483,856	499,499	522,182	516,652
(109)	Net surplus/(deficit)		33,810	(2,000)	(2,000)	(2,000)
Other comprehensive revenue and expense						
18,498	Gain on property revaluations		76,273	-	-	-
18,389	Total comprehensive revenue and expense		110,083	(2,000)	(2,000)	(2,000)

* 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 2020

30/06/19		Notes	30/06/20	30/06/20	30/06/20	30/06/21
Actual			Actual	Budget*	Revised	Forecast*
\$000			\$000	\$000	Budget*	\$000
	Taxpayers' funds					
460,327	General funds	13	465,076	532,648	499,349	536,439
188,540	Property, plant and equipment revaluation reserves	13	263,858	172,745	188,540	188,540
648,867	Total taxpayers' funds		728,934	705,393	687,889	724,979
	Represented by:					
	Current assets					
19,256	Cash		30,856	15,289	36,040	37,595
1,268	Prepayments		3,149	2,000	2,000	2,000
1,284	Inventories		2,898	1,000	1,000	1,000
11,095	Trade and other receivables	7	16,909	13,728	6,000	6,000
3,371	Non-current assets held for sale		3,371	-	-	-
130,000	Debtor Crown	8	152,899	160,000	130,000	160,000
166,274	Total current assets		210,082	192,017	175,040	206,595
	Non-current assets					
561,709	Property, plant and equipment	9	634,838	566,139	582,194	590,563
7,221	Intangible assets	10	10,731	3,703	4,343	5,355
568,930	Total non-current assets		645,569	569,842	586,537	595,918
735,204	Total assets		855,651	761,859	761,577	802,513
	Current liabilities					
25,617	Trade and other payables		29,282	17,866	35,088	38,934
2,894	GST payable		10,934	5,000	5,000	5,000
17,055	Employee entitlements	11	21,287	12,500	12,500	12,500
281	Finance leases		144	600	600	600
2,797	Provisions	12	2,872	-	-	-
4,631	Return of operating surplus to the Crown	6	29,924	-	-	-
13,983	Revenue in advance		10,730	5,000	5,000	5,000
67,258	Total current liabilities		105,173	40,966	58,188	62,034
	Non-current liabilities					
18,244	Employee entitlements	11	20,036	15,000	15,000	15,000
144	Finance leases		-	500	500	500
691	Provisions	12	1,508	-	-	-
19,079	Total non-current liabilities		21,544	15,500	15,500	15,500
86,337	Total liabilities		126,717	56,466	73,688	77,534
648,867	Net assets		728,934	705,393	687,889	724,979

* 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 2020

30/06/19		Notes	30/06/20	30/06/20	30/06/20	30/06/21
Actual \$000			Actual \$000	Budget* \$000	Revised Budget* \$000	Forecast* \$000
634,170	Balance at 1 July		648,867	677,613	648,867	687,889
18,389	Total comprehensive revenue and expense		110,083	(2,000)	(2,000)	(2,000)
	Distributions to Crown					
(537)	Asset transfers		(11)	-	-	-
(263)	Capital repayments		(81)	-	-	-
(4,631)	Return of operating surplus	6	(29,924)	-	-	-
	Contributions from Crown					
435	Asset transfers		-	-	-	-
1,304	Capital contributions		-	29,780	41,022	39,090
648,867	Balance at 30 June		728,934	705,393	687,889	724,979

* 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 2020

30/06/19		30/06/20	30/06/20	30/06/20	30/06/21
Actual \$000		Actual \$000	Budget* \$000	Revised Budget* \$000	Forecast* \$000
Cash flows – operating activities					
373,886	Receipts from Revenue Crown	439,402	409,210	459,314	424,263
57,350	Receipts from other revenue	46,243	58,289	60,868	60,389
(197,585)	Payments to employees	(218,368)	(162,700)	(200,200)	(200,200)
(165,037)	Payments to suppliers	(175,514)	(264,643)	(246,462)	(235,337)
(38,112)	Payments for capital charge	(38,668)	(40,851)	(40,042)	(41,829)
30,502	Net cash flow from operating activities	53,095	(695)	33,478	7,286
Cash flows – investing activities					
704	Receipts from sale of property, plant and equipment	190	-	-	-
(29,825)	Purchase of property, plant and equipment	(31,377)	(42,680)	(52,085)	(39,821)
(2,981)	Purchase of intangibles	(5,315)	(1,000)	(1,000)	(5,000)
(32,102)	Net cash flow from investing activities	(36,502)	(43,680)	(53,085)	(44,821)
Cash flows – financing activities					
1,304	Capital contributions	-	29,780	41,022	39,090
(332)	Finance lease payments	(281)	-	-	-
(263)	Capital repayments	(81)	-	-	-
(8,269)	Return of operating surplus to the Crown	(4,631)	-	(4,631)	-
(7,560)	Net cash flow from financing activities	(4,993)	29,780	36,391	39,090
(9,160)	Net increase/(decrease) in cash	11,600	(14,595)	16,784	1,555
28,416	Opening cash balance	19,256	29,884	19,256	36,040
19,256	Closing cash balance	30,856	15,289	36,040	37,595

* 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 2020

30/06/19 Actual \$000		30/06/20 Actual \$000
(109)	Net surplus/(deficit)	33,810
	Add non-cash items	
33,758	Depreciation, amortisation and impairment expenses	33,092
-	- Donated assets	(56)
33,758	Depreciation, amortisation and impairment expense	33,036
	Add items classified as investing or financing activities	
3,863	Net loss on disposal of property, plant and equipment	1,074
	Add/(less) working capital movements	
492	(Inc)/Dec in prepayments	(1,881)
856	(Inc)/Dec in inventories	(1,614)
(605)	(Inc)/Dec in trade and other receivables	(5,814)
565	(Inc)/Dec in Debtor Crown	(22,899)
6,811	Inc/(Dec) in trade and other payables	5,681
(368)	Inc/(Dec) in GST payable	8,039
(2,693)	Inc/(Dec) in employee entitlements	6,024
(13,729)	Inc/(Dec) in other provisions	892
1,661	Inc/(Dec) in revenue in advance	(3,253)
(7,010)	Net movement in working capital	(14,825)
30,502	Net cash flow from operating activities	53,095

Statement of commitments

as at 30 June 2020

30/06/19 Actual \$000		30/06/20 Actual \$000
Commitments by category		
<i>Capital commitments</i>		
7,693	Property, plant and equipment	14,659
-	Intangible assets	-
7,693	Total capital commitments	14,659
<i>Operating commitments</i>		
72,976	Non-cancellable accommodation leases	69,535
1,729	Other non-cancellable leases	1,829
74,705	Total operating commitments	71,364
82,398	Total commitments	86,023
Commitments by term		
16,901	Less than 1 year	23,859
8,576	1–2 years	10,028
20,956	2–5 years	21,427
35,965	Greater than 5 years	30,709
82,398	Total commitments	86,023

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 sheet 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 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 2020

The public liability claims relate to claims against the Department and are disclosed without prejudice. As at 30 June 2020 there are 49 proceedings and potential claims, of which 6 are quantifiable. The remaining 43 claims cannot be quantified. (2019: 62 proceedings and potential claims, of which 8 were quantifiable). The Department's quantifiable contingent liabilities are broken down as follows:

30/06/19 Actual \$000		30/06/20 Actual \$000
	Court and Tribunal proceedings and other potential claims	
1,562	Claims for damage caused by events originating from DOC land	1,545
1,750	Earthquake strengthening of DOC buildings	1,750
1,841	Other quantifiable proceedings and potential claims	1,489
5,153	Total court and tribunal proceedings and other potential claims	4,784

The Department is aware that further sites requiring remediation (due to mining, asbestos, pollution or other means) 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 at 30 June 2020.

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 (2019: 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 the staff of the Department with access to land managed by the Department.

No new indemnities were granted in 2019/20 for staff access to conservation land (2018/19: nil).

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 2020. The forecast financial statements are for the year ending 30 June 2021. The financial statements were authorised for issue by the Director-General of the Department on 9 October 2020.

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 2020 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 2019/20 are those included in *The Estimates of Appropriations for the Government of New Zealand for the year ending 30 June 2020*. The revised budget figures for 2019/20 are those included in *The Addition to the Supplementary Estimates of Appropriations for the Government of New Zealand for the year ending 30 June 2020*, adjusted for any transfers under 26A of the Public Finance Act.

The forecast 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 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 2020/21 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 2020, direct costs were 59 percent of the Department's costs and indirect costs were 41 percent of the Department's costs (2019: direct 58 percent and indirect 42 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 2020

Note 1: Significant variances between Actual and Revised Budget

Statement of comprehensive revenue and expense

Revenue was \$2.5 million less than the Revised Budget, mainly due to a reduction in recreational activities, resulting from the February 2020 South Island floods and impact of the COVID-19 pandemic. It is expected that other revenue in 2020/21 will continue to be impacted by COVID-19 with significantly reduced levels of international visitors.

Actual expenses for the year were \$38.3 million less than the Revised Budget, mainly due to reduced field operations activity and associated costs resulting from the impact of the COVID-19 pandemic, operating cost not incurred as a result of contingent revenue budgets not being achieved, and deferral to 2020/21 of programmes funded by International Visitors Levy and the Provincial Growth Fund. The International Visitors Levy continues to be impacted by COVID-19 with a significant reduction in revenue and expenditure forecast in 2020/21.

Statement of financial position

Current assets were \$35.0 million higher than the Revised Budget, mainly due to unspent Crown funding because of reduced operating activities, being held as a Debtor Crown receivable.

Current liabilities were \$47.0 million higher than the Revised Budget, mainly due to increased provisions for employee leave entitlements, timing of GST due, and the return of operating surplus to the Crown.

There was limited impact of COVID-19 in the Statement of Financial Position.

Statement of cash flows

Net cash flow from operating activities was \$19.6 million higher than the Revised Budget, due to lower payments to suppliers as a result of the reduced field operations and associated costs caused by the COVID-19 pandemic.

Net cash flow from financing activities was \$41.4 million less than the Revised Budget, mainly as a result of 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.

Note 2: Total revenue (continued)

Other revenue

30/06/19 Actual \$000		30/06/20 Actual \$000
22,650	Recreational and tourism charges	17,822
15,687	Donations and sponsorships	21,969
9,847	Administration cost recoveries	7,744
831	Leases and rents	779
3,634	Retail sales	3,048
2,969	Permissions cost recoveries	6,844
676	Resource sales	146
56,294	Total other revenue	58,352

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.

30/06/19 Actual \$000		30/06/20 Actual \$000
177,566	Salaries and wages	200,482
5,867	Superannuation subsidies	6,456
3,763	Annual, long service and retiring leave provisioning	5,453
1,213	ACC Partnership Programme	784
1,260	Uniforms	833
253	Termination entitlements	332
5,516	Other	10,159
195,438	Total personnel costs	224,499

Note 4: Operating costs

Operating expenses are recognised in the period to which they relate.

30/06/19 Actual \$000	30/06/20 Actual \$000
46,635 Operational contractors	75,377
22,895 Professional fees	18,165
18,793 Communications and computer expenses	23,915
16,614 Field supplies	17,070
11,799 Lease expenses	12,909
8,980 Travel	7,088
12,138 Grants	9,515
6,666 Accommodation	6,570
5,796 Motor vehicle and vessel expenses	5,493
2,276 Office supplies	2,788
1,619 Purchase of goods for retail sale	1,419
1,526 Printing	1,531
1,063 Insurance	1,198
Fees paid to auditors:	
317 Fees for financial statement audit	327
1,395 Other	3,139
158,512 Total operating costs	186,504

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 2019 and 30 June 2020 was 6.0 percent (2019: 6.0 percent).

Note 6: Return of operating surplus to the Crown

30/06/19 Actual \$000		30/06/20 Actual \$000
(109)	Net surplus for the year	33,810
	Add/(less)	
2,248	Remeasurement losses on long service and retirement leave	923
(516)	Third party contribution towards construction of assets	(6,809)
(411)	Third party contribution from kākāpō	-
1,419	Asset transfer to FENZ	-
2,000	Other expenses	2,000
4,631	Total return of operating surplus to the Crown	29,924

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).

Previous accounting policy for impairment of receivables

In the previous year, the provision for impairment was based on the incurred credit loss model. 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.

30/06/19 Actual \$000		30/06/20 Actual \$000
6,651	Trade receivables	13,381
(182)	Less provision for impairment	(801)
6,469	Net trade receivables	12,580
4,626	Accrued revenue	4,329
11,095	Total trade and other receivables	16,909

Note 8: Debtor Crown

The Debtor Crown balance of \$152.9 million (2019: \$130.0 million) consists of operating funding (GST inclusive) not drawn down as a result of 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
Cost or valuation											
Balance at 1 July 2018	14,144	166,466	36,619	41,468	98,397	8,259	25,793	19,650	774,518	117,404	1,302,718
Additions	-	470	3,001	366	926	528	1,548	1,473	22,796	582	31,690
Revaluation movement	508	14,954	-	2,927	7,821	-	-	-	23,476	-	49,686
Disposals	(670)	(1,533)	(890)	(1,102)	(364)	-	(3,765)	-	(9,608)	-	(17,932)
Balance at 30 June 2019	13,982	180,357	38,730	43,659	106,780	8,787	23,576	21,123	811,182	117,986	1,366,162
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)
Balance at 30 June 2020	14,711	190,622	38,259	45,629	117,891	9,404	23,866	22,234	860,417	188,146	1,511,179
Accumulated depreciation and impairment losses											
Balance at 1 July 2018	-	103,606	29,366	19,197	57,326	6,053	13,293	14,042	511,502	-	754,385
Depreciation expense	-	2,234	2,381	873	5,888	351	1,454	1,174	17,307	-	31,662
Revaluation movement	-	9,567	-	1,448	5,131	-	-	-	15,042	-	31,188
Disposals	-	(1,089)	(842)	(736)	(273)	-	(2,278)	-	(7,564)	-	(12,782)
Balance at 30 June 2019	-	114,318	30,905	20,782	68,072	6,404	12,469	15,216	536,287	-	804,453
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)
Balance at 30 June 2020	-	123,359	30,955	22,331	81,676	6,637	13,443	16,289	581,651	-	876,341
Carrying amounts											
At 30 June 2018	14,144	62,860	7,253	22,271	41,071	2,206	12,500	5,608	263,016	117,404	548,333
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

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
Buildings	
Administrative buildings	20–40
Plant and equipment	
Plant and field equipment	10
Radio equipment	5–10
Infrastructure	
Industrial fire equipment	45
Landscaping	44
Roads	10–100
Sewerage	64
Stream control	98
Water supply	60
Fencing	
	25–40
Vessels	
Engines	10
Hulls	15
Motor vehicles	
Passenger (30% residual applied)	4
Utilities (40% residual applied)	5
Furniture and fittings	
Furniture, computers and other office equipment	5
Visitor and cultural assets	
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 on 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. An independent registered valuer has provided certification that the assigned values for land as at 30 June 2020 are appropriate and represent fair value.

Buildings

Buildings was valued at fair value, effective as at 30 June 2020.

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 Department prospectively changed its accounting policy for land formation from the cost to the fair value method using a price index based revaluation model. Land formation costs are now 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 2020. Fencing assets were valued at fair value effective as at 30 June 2020.

Property, plant and equipment under construction

The total amount of property, plant and equipment under construction is \$15.2 million (2019: \$21.4 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 are measured at cost, including those not yet in use, 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.

30/06/19 Actual \$000		30/06/20 Actual \$000
Cost or valuation		
34,514	Balance at 1 July	35,598
2,981	Additions	5,315
(1,897)	Disposals	-
35,598	Balance at 30 June	40,913
Accumulated depreciation and impairment losses		
28,178	Balance at 1 July	28,377
2,096	Amortisation expense	1,805
(1,897)	Disposals	-
28,377	Balance at 30 June	30,182
7,221	Carrying amount as at 30 June	10,731

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.

30/06/19 Actual \$000		30/06/20 Actual \$000
Current portion		
1,795	Accrued salaries and wages	3,474
2,049	Long service and retiring leave	2,072
13,211	Other employee entitlements	15,741
17,055	Total employee entitlements (current portion)	21,287

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.

30/06/19 Actual \$000		30/06/20 Actual \$000
Non-current portion		
18,244	Long service and retiring leave	20,036
18,244	Total employee entitlements (non-current portion)	20,036

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.

Note 11: Employee entitlements (continued)

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 2020.

A decrease in the discount rates used in the actuarial valuation has resulted in an increase of \$1.5 million in the value of the retirement and long service leave liability.

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.

Increase/Decrease in surplus/(deficit) \$000		
<i>Key assumption</i>	<i>1% below assumed</i>	<i>1% above assumed</i>
Salary growth	1,971	(2,314)
Discount rates	(2,344)	1,958

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.

30/06/19 Actual \$000		30/06/20 Actual \$000
	Current portion	
1,600	Environmental	1,977
421	Onerous contracts	74
776	ACC – Other Provisions	821
2,797	Total current portion	2,872
	Non-current portion	
691	Environmental	1,508
	Onerous contracts	-
	ACC – Other Provisions	-
691	Total non-current portion	1,508
3,488	Total provisions	4,380
	Movements in provisions:	
	Environmental	
16,400	Balance at 1 July	2,291
(14,822)	Provision utilised or reversed during the year	(848)
713	Provision made during the year	2,042
2,291	Balance at 30 June	3,485
	Onerous contracts	
486	Balance at 1 July	421
(339)	Provision utilised or reversed during the year	(398)
274	Provision made during the year	51
421	Balance at 30 June	74
	ACC – other provisions	
331	Balance at 1 July	776
(9)	Provision utilised or reversed during the year	(55)
454	Provision made during the year	100
776	Balance at 30 June	821
3,488	Total provisions	4,380

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 \$0.4 million in 2017/18 and 2018/19 to reflect the work plan over the next 5 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 Plan to ensure compliance with resource consent (\$0.8 million) and to the decontamination of a site in Auckland (\$0.2 million).

A make good provision of \$0.6 million has also been provided on the Tokaanu Hot Pools returned to local iwi during the year.

Lake Whangape restoration

Under a multi-agency agreement, the Department has committed to a programme of work to improve the habitat and water quality of Lake Whangapē. 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

Fire provisions totalling \$0.7 million have been made for provisional cost recovery claims from Fire and Emergency New Zealand for fire suppression work that was carried out on two scrub/bush fires – one at Porters Pass in Canterbury and one at Karikari Peninsula in Northland.

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.

30/06/19 Actual \$000		30/06/20 Actual \$000
	General funds	
461,425	Balance at 1 July	460,327
(109)	Net surplus for the year	33,810
2,703	Transfers from revaluation reserve on disposal	955
(263)	Capital repayments to the Crown	(81)
1,304	Capital injection from the Crown	-
(4,631)	Return of operating surplus to the Crown	(29,924)
(102)	Asset transfers between Department and Crown	(11)
460,327	Balance at 30 June	465,076
	Property, plant and equipment revaluation reserves	
172,745	Balance at 1 July	188,540
18,498	Revaluation gains	76,273
-	Other adjustments to revaluation reserve	-
(2,703)	Transfer to general funds on disposal	(955)
188,540	Balance at 30 June	263,858
648,867	Total taxpayers' funds at 30 June	728,934
	Property, plant and equipment revaluation reserves consist of:	
13,378	Land revaluation reserve	13,907
44,828	Buildings revaluation reserves	48,199
116,432	Visitor assets revaluation reserves	184,358
13,902	Other revaluation reserves	17,394
188,540	Total property, plant and equipment revaluation reserves	263,858

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 to be entered into.

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
Liquidity risks				
2019				
Trade and other payables	25,617	-	-	-
Finance leases	161	139	147	-
2020				
Trade and other payables	29,282	-	-	-
Finance leases	122	25	-	-

Note 14: Financial instrument risks (continued)

The carrying amount of financial assets is represented by: Cash \$30.9 million (2019: \$19.3 million), Trade and other receivables \$16.9 million (2019: \$11.1 million) and Debtor Crown \$152.9 million (2019: \$130.0 million).

The carrying amount of financial liabilities is represented by: Trade and other payables \$29.3 million (2019: \$25.6 million) and Finance leases \$0.1 million (2019: \$0.4 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.

Two employees of the Department are close family members of the Department's Senior Leadership Team. The terms and conditions of their employment contracts are no more favourable than the Department would have adopted if there was no relationship to that staff member. No other transactions were carried out with related parties of the Department's Senior Leadership Team.

30/06/19 Actual		30/06/20 Actual
\$3,220,000	Salaries and other short-term benefits	\$3,218,610
\$289,000	Other long-term benefits	\$182,936
\$3,509,000	Total key management personnel compensation	\$3,401,546
8	Total full-time equivalent staff	10

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 Board and the Waikato University Hillary Scholarship Programme. An amount of \$1,298,539 was paid to Kiwis for kiwi (2019: \$1,387,261) and there is no balance outstanding at year-end. Payments totalling \$37,492 were made to Te Urewera Board this year (2019: nil). No payments were made to the Waikato University Hillary Scholarship Programme this year (2019: 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 the balance sheet date

No significant events that may impact on the financial statements have occurred between year-end and the signing of these financial statements (2019: none).

Non-departmental financial schedules

Schedule of revenue – Crown as administered by the Department of Conservation for the year ended 30 June 2020

30/06/19		Notes	30/06/20	30/06/20	30/06/20	30/06/21
Actual			Actual	Budget*	Revised	Forecast*
\$000			\$000	\$000	Budget*	\$000
Revenue						
27,276	Concessions, leases and licences	1	20,870	25,560	27,275	27,305
2,959	Other operational revenue		1,880	989	1,698	1,189
-	Gain on disposal of Crown PPE		405	-	-	-
30,235	Total revenue		23,155	26,549	28,973	28,494

* 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 nor 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 2020

30/06/19			30/06/20	30/06/20	30/06/20	30/06/21
Actual			Actual	Budget*	Revised	Forecast*
\$000			\$000	\$000	Budget*	\$000
Vote Conservation						
23,882	Appropriation for non-departmental output classes**		29,467	46,005	55,881	41,690
1,801	Appropriation for non-departmental other expenses		8,131	6,130	18,364	7,813
3,308	GST input on appropriations		3,876	6,524	3,892	5,069
28,991	Total expenses		41,474	58,659	78,137	54,572

* 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 155–157.

Schedule of assets – Crown as administered by the Department of Conservation as at 30 June 2020

30/06/19		Notes	30/06/20	30/06/20	30/06/20	30/06/21
Actual			Actual	Budget*	Revised	Forecast*
\$000			\$000	\$000	Budget*	\$000
Current assets						
17,619	Cash		17,267	32,791	1,697	25,895
2,316	Prepayments		206	200	200	200
11,865	Trade and other receivables		9,362	23,688	8,949	8,520
5,560	Non-current assets held for sale	2	5,764	-	-	-
37,360	Total current assets		32,599	56,679	10,846	34,615
Non-current assets						
6,635,455	Property, plant and equipment	3	6,736,420	6,261,352	6,645,434	6,647,456
6,635,455	Total non-current assets		6,736,420	6,261,352	6,645,434	6,647,456
6,672,815	Total assets		6,769,019	6,318,031	6,656,280	6,682,071

* 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 2020

30/06/19		Notes	30/06/20	30/06/20	30/06/20	30/06/21
Actual			Actual	Budget*	Revised	Forecast*
\$000			\$000	\$000	Budget*	\$000
Current liabilities						
2,000	Trade and other payables		1,679	500	3,742	5,500
595	Revenue in advance		8	-	-	-
1,911	Provisions	4	5,305	-	-	-
4,506	Total current liabilities		6,992	500	3,742	5,500
4,506	Total liabilities		6,992	500	3,742	5,500

* The statement of accounting policies provides explanations of these figures, which are unaudited.

Schedule of commitments – Crown as administered by the Department of Conservation

as at 30 June 2020

30/06/19 Actual \$000		30/06/20 Actual \$000
-	Other non-cancellable operating leases	-
-	Total commitments	-
Commitments by term		
-	Less than 1 year	-
-	1–2 years	-
-	2–5 years	-
-	Greater than 5 years	-
-	Total commitments	-

Expenses yet to be incurred on non-cancellable contracts that have been entered into on or before balance date are disclosed as commitments to the extent that there are equally unperformed obligations.

Schedule of contingent liabilities and contingent assets – Crown as administered by the Department of Conservation

as at 30 June 2020

30/06/19 Actual \$000		30/06/20 Actual \$000
177	Quantifiable liabilities	77
177	Total contingent liabilities	77

As at 30 June 2020 there were 28 claims against the Crown, 27 of which are not currently quantifiable (2019: 33 claims of which 32 were not quantifiable). Contingent liabilities are disclosed unless the possibility of an outflow of resources embodying economic benefits or service potential is remote.

There were no contingent assets as at 30 June 2020 (2019: nil).

Statement of trust monies

for the year ended 30 June 2020

	As at 30/06/19 \$000	Contributions \$000	Distributions \$000	Net Interest \$000	As at 30/06/20 \$000
Bonds/Deposits Trust	7,280	977	(209)	168	8,216
Conservation Project Trust	1,433	575	(746)	13	1,275
National Parks Trust	210	2	(7)	2	207
NZ Walkway Trust	12	-	-	-	12
Total	8,935	1,554	(962)	183	9,710

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.

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 2020*. For a full understanding of the Crown's financial position and the results of its operations and cash flows for the year, refer to the *Financial Statements of the Government of New Zealand for the year ended 30 June 2020*.

Reporting periods

The reporting period for these financial schedules is for the year ended 30 June 2020.

The forecast financial statements are for the year ending 30 June 2021.

The financial schedules were authorised for issue by the Director-General of the Department on 9 October 2020.

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 2019/20 are those included in *The Estimates of Appropriations for the Government of New Zealand for the year ending 30 June 2020*. The revised budget figures for 2019/20 are those included in *The Addition to the Supplementary Estimates of Appropriations for the Government of New Zealand for the year ending 30 June 2020, adjusted for any transfers under 26A of the Public Finance Act*.

The forecast 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 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 2020/21 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).

Previous accounting policy for impairment of receivables

In the previous year, the provision for impairment was based on the incurred credit loss model. 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 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 2020

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.

30/06/19 Actual \$000		30/06/20 Actual \$000
5,785	Tourism occupations	3,597
5,270	Guiding	3,493
4,542	Aircraft landings	2,761
1,833	Telecommunications	1,988
1,360	Other occupations	1,509
1,655	Grazing	1,687
2,261	Ski areas	1,930
1,466	Boating	727
1,178	Residential/recreational	1,140
632	Vehicle transport	726
512	Easements	651
161	Filming	88
288	Miscellaneous	232
181	Extractions fees	200
152	Sporting and special events	141
27,276	Total concessions, leases and licences	20,870

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.

30/06/19 Actual \$000		30/06/20 Actual \$000
5,560	Land	5,764
5,560	Total non-current assets held for sale	5,764

Total non-current assets held for sale comprise mainly 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
Cost or valuation					
Balance at 1 July 2018	6,233,889	1,305	14,921	5,100	6,255,215
Additions	5,710	-	-	-	5,710
Revaluation movement	377,233	-	-	-	377,233
Disposals	(421)	-	-	-	(421)
Assets transferred to current assets	-	-	-	-	-
Balance at 30 June 2019	6,616,411	1,305	14,921	5,100	6,637,737
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)
Balance at 30 June 2020	6,714,180	1,305	18,589	5,100	6,739,174
Accumulated depreciation and impairment losses					
Balance at 1 July 2018	-	1,126	984	-	2,110
Depreciation expense	-	10	162	-	172
Revaluation movement	-	-	-	-	-
Disposals	-	-	-	-	-
Balance at 30 June 2019	-	1,136	1,146	-	2,282
Balance at 1 July 2019	-	1,136	1,146	-	2,282
Depreciation expense	-	11	162	-	173
Revaluation movement	-	-	299	-	299
Disposals	-	-	-	-	-
Balance at 30 June 2020	-	1,147	1,607	-	2,754
Carrying amounts					
At 30 June 2018	6,233,889	179	13,937	5,100	6,253,105
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

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 2020.

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 2020.

Historic buildings used for rental activities are stated at fair value using optimised depreciated replacement cost. The valuation is effective as at 30 June 2017.

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 is not able to 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 Mōkau, Maniaiti/Benneydale and Pureora.
- A number of abandoned coalmines, both underground and open cast, within the Benneydale, Māhoenui, Pirongia, Waitāwhenua, and Ōhura coalfields. Risks of contamination from treatment ponds, tailing dams and underground drives.

Claim settlement

A Treaty of Waitangi related claim made in a prior period was settled after balance date in September 2020. As at balance date a provision of \$4.0 million has been recognised to settle this obligation.

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 the balance date

Other than the "Claim settlement" matter referred to in Note 4, no significant events that may impact on the actual results have occurred between year-end and the signing of these financial statements (2019: none).

Additional financial information

Statement of expenses and capital expenditure incurred against appropriations for the year ended 30 June 2020

30/06/19		30/06/20	30/06/20	30/06/20	Location of
Actual	Appropriation title	Actual	Budget*	Revised	end-of-year
\$000		\$000	\$000	Budget*	performance
				\$000	information
	Departmental output expenses				
196,561	Management of natural heritage	240,700	263,742	269,064	page 53
7,365	Management of historic heritage	6,486	5,810	6,142	page 60
168,693	Management of recreational opportunities	178,650	174,492	186,641	page 95
39,355	Conservation with the community	42,472	38,653	43,923	page 85
2,995	Crown contribution to regional pest management	2,701	3,291	3,195	page 53
414,969	Total departmental output expenses	471,009	485,988	508,965	
	Departmental capital expenditure				
34,671	Property, plant and equipment and intangible assets	34,732	43,680	53,085	
	Non-departmental output expenses				
4,315	Community Conservation Partnerships Fund	4,575	12,037	6,770	
865	Management services – natural and historic places	871	916	906	
23	Moutoa Gardens/Pākaitore	33	23	33	
292	Stewart Island infrastructure	-	-	-	
5,495	Total non-departmental output expenses	5,479	12,976	7,709	
	Non-departmental other expenses				
-	Compensation payments	-	60	60	
190	Mātauranga Māori Fund	708	999	1,447	
241	Waikaremoana lakebed lease	241	241	241	
386	Subscriptions to international organisations	433	405	505	
796	Payment of rates on properties for concessionaires	871	839	839	
172	Depreciation	173	311	311	
16	Provision for bad and doubtful debts	947	100	5,250	
-	Loss on disposal of property, plant and equipment	-	2,525	600	
-	Vesting of reserves	524	150	5,024	
-	Impairment of public conservation land	23	50	1,587	
-	Payment to facilitate transfer of assets as part of Treaty of Waitangi settlements	4,000	-	2,000	
1,801	Total non-departmental other expenses	7,920	5,680	17,864	

Statement of expenses and capital expenditure incurred against appropriations (continued) for the year ended 30 June 2020

30/06/19		30/06/20	30/06/20	30/06/20	Location of
Actual	Appropriation title	Actual	Budget*	Revised	end-of-year
\$000		\$000	\$000	Budget*	performance
				\$000	information
	Non-departmental capital expenditure				
-	Crown land acquisitions	-	2,000	4,240	
1,003	Purchase and development of reserves	474	1,800	3,387	
-	Pike River Memorial and Museum	-	921	921	
1,003	Total non-departmental capital expenditure	474	4,721	8,548	
	Multi-category expenses and capital expenditure				
	Identification and implementation of protection for natural and historic places MCA				
	<i>Non-departmental output expenses</i>				
1,133	Nature Heritage Fund	697	6,097	1,841	
6,614	Ngā Whenua Rāhui	5,197	9,430	10,455	
3,412	Legal protection Queen Elizabeth II	3,412	3,412	3,412	
19	South Island Landless Natives Act 1906	557	4,589	1,170	
11,178	Total identification and implementation of protection for natural and historic places MCA	9,863	23,528	16,878	
	Policy advice, statutory planning, and services to Ministers and statutory bodies MCA				
	<i>Departmental output expenses</i>				
2,015	Policy advice	2,238	4,011	3,905	page 106
8,730	Statutory planning, services to Ministers and statutory bodies	9,309	9,500	9,312	page 106
10,745	Total policy advice, statutory planning, and services to Ministers and statutory bodies MCA	11,547	13,511	13,217	
	Provincial Growth Fund – Conservation projects MCA				
	<i>Non-departmental other expenses</i>				
-	Regional projects	234	500	500	
	<i>Non-departmental capital expenditure</i>				
-	Infrastructure projects	235	503	503	
-	Total Provincial Growth Fund – Conservation projects MCA	469	1,003	1,003	
21,923	Total multi-category expenses and capital expenditure	21,879	38,042	31,098	

Statement of expenses and capital expenditure incurred against appropriations (continued) for the year ended 30 June 2020

30/06/19		30/06/20	30/06/20	30/06/20	Location of
Actual	Appropriation title	Actual	Budget*	Revised	end-of-year
\$000		\$000	\$000	Budget*	performance
				\$000	information
479,862	Total annual and permanent appropriations	541,493	591,087	627,269	
	<i>Other appropriations</i>				
	Departmental output expenses				
1,419	Loss on asset transfers to other entities	-	-	-	
1,419	Total other appropriations	-	-	-	
481,281	Total annual and permanent appropriations	541,493	591,087	627,269	
	<i>Multi-year appropriations</i>				
	Non-departmental output expenses				
7,209	Predator Free New Zealand (MYA)	14,125	9,501	31,294	
7,209	Total non-department output expenses	14,125	9,501	31,294	
488,490	Total annual and permanent appropriations and multi-year appropriations	555,618	600,588	658,563	

* 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

In the prior year, the management of Recreational Opportunities output class incurred costs of \$2.911 million in excess of the appropriation. This was mainly due to asset write off costs resulting from the West Coast storm event at the end of March 2019.

Payment of rates on properties for concessionaires in the Non-Departmental has incurred additional expenses of \$0.032 million in excess of appropriation. This is the result of an increased number of concessionaires over time and increased rates costs.

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. An expense transfer to 2020/21 of \$2.0 million and an additional appropriation of \$2.0 million was approved subsequent to balance date giving an approved appropriation in 2020/21 of \$4.0 million. The \$4.0 million payment is expected to be made in October 2020.

Expenses and capital expenditure incurred without, or in excess of, authority

The Department incurred \$0.344 million expenses in excess of authority in the *Management of Historic Heritage* appropriation due to more work being required than budgeted for. (2019: nil).

Statement of departmental capital injections

for the year ended 30 June 2020

30/06/19		30/06/20	30/06/20	30/06/20
Actual \$000		Actual \$000	Budget* \$000	Revised Budget* \$000
435	Asset transfers	-	-	-
1304	Capital contributions	-	29,780	41,022
1,739	Department of Conservation-capital injection	-	29,780	41,022

* 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 2018/19 represent a capital injection from the Crown. During the current financial year, the Department received no fencing assets from LINZ.

Summary of output class expenditure by output

for the year ended 30 June 2020

30/06/19		30/06/20
Actual \$000		Actual \$000
	Vote: Conservation	
	<i>Management of natural heritage</i>	
19,509	Species persistence	25,001
86,911	Ecosystems conservation	110,785
8,518	Local treasure natural heritage partnerships	8,837
81,623	Lands held for now and future generations	96,077
196,561	Total management natural heritage	240,700
	<i>Management of historic heritage</i>	
7,365		6,486
7,365	Total management of historic heritage	6,486
	<i>Management of recreational opportunities</i>	
51,974	More visitors to iconic destinations	56,105
34,328	More New Zealanders enjoy gateway destinations	35,061
28,415	Locally treasured destinations	28,971
22,947	More people enjoy the backcountry	25,315

Summary of output class expenditure by output (continued)

for the year ended 30 June 2020

30/06/19 Actual \$000		30/06/20 Actual \$000
31,029	Accessing public conservation land	33,198
168,693	Total management of recreational opportunities	178,650
	<i>Conservation with the community</i>	
9,046	Effective implementation of Treaty settlements	11,363
11,547	Conservation identity/values	13,612
16,835	Conservation activity achieved by others	15,160
518	Conservation investment in NZ prosperity	1,262
40	Conservation outcomes from business partnerships	527
1,369	DOC products/services/brand	548
39,355	Total conservation with the community	42,472
	<i>Policy advice and ministerial servicing</i>	
2,015	Policy advice	2,238
8,730	Statutory planning, bodies, ministerial services	9,309
10,745	Total policy advice and ministerial servicing	11,547
2,995	Crown contribution to regional pest management	2,701
	<i>Other expenses</i>	
1,419	Asset transfer to FENZ	-
427,133	Total output expenses	482,556
2,248	Unrealised remeasurement losses	923
310	Provincial Growth Funding – Memo of Understanding	377
33	Te Arawhiti Funding – Memo of Understanding	-
429,724	Total expenses per statement of comprehensive revenue and expenses	483,856

Ngā tāpiritanga Appendices



TĀPIRITANGA | APPENDIX 1

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 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. 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 2019/20 priorities for conservation were to:

- address the crisis of declining biodiversity
- improve protection of land with conservation values (including protecting PCL from future mining proposals)
- ensure conservation legislation is fit for purpose

- improve protection of freshwater habitats
- improve protection of the marine environment
- enhance the relationship with our Treaty partner
- manage the increasing numbers of visitors to public conservation land
- support more connected communities
- ensure internal capability systems are fit for purpose.

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 which, in combination, are key contributors to New Zealanders' prosperity and wellbeing.

TĀPIRITANGA | APPENDIX 2

Conservation achieved by others

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).

	2019/20 target	2019/20 actual
Number of restoration programmes undertaken that meet the criteria for success set out in their programme plan	12	13
Hectares of land receiving treatment for possums	21,000	33,571
Number of possum operations undertaken that meet their targets for operational success	12	14
Hectares of land receiving treatment for goats	135,149	107,688
Number of other terrestrial animal pest operations undertaken that meet the criteria for success set out in their programme plans	9	9
Number of acutely threatened species that will have improved security for one or more populations as a result of active species conservation programmes	4	9
Number of agreements where biodiversity outcomes monitoring is undertaken to measure the effectiveness of the agreement	New measure	8
Hectares of land receiving biodiversity outcomes monitoring to measure the effectiveness of the agreement	New measure	19,598
Number of kawenata (covenants) approved in each of the three most-threatened LENZ environments	7	6

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 (SILNA) land.

	2019/20 target	2019/20 actual
Number of SILNA blocks protected	1	1
Hectares of indigenous ecosystem protected	382	741

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.

	2019/20 target	2019/20 actual
Percentage of projects funded that meet deed and reporting standards with a target of 95%	95%	95%

Nature Heritage Fund

The purpose of this fund is to identify and implement the protection of indigenous ecosystems on private land.

	2019/20 target	2019/20 actual
Number of successful purchases	2	2

Provincial Growth Fund – conservation projects

Funding under regional projects focuses on expenses incurred on conservation-related projects that contribute to regional development infrastructure funding.

	2019/20 target	2019/20 actual
Regional projects milestones met	Meets	Meets
Infrastructure projects milestones met	Meets	Meets

Predator Free New Zealand

This fund focuses on activities aimed at controlling and eradicating mammalian pests in New Zealand by 2050.

	2019/20 target	2019/20 actual
The predator-free programme is on track to meet the Predator Free Trust disbursement milestones	Meets	Meets
The predator-free programme is on track to meet funding allocations for tools resulting from the predator-research priorities	Meets	Meets

Case studies

The following case studies highlight how Te Papa Atawhai funding mechanisms encourage practical conservation at a community level.

- **Growing conservation** – How targeted funding helps local initiatives achieve more for conservation in the community.
- **Protecting significant wetlands** – How the Nature Heritage Fund helps to protect areas of significant indigenous biodiversity.

Growing conservation

Community Fund boosts community-led conservation efforts

What's the issue?

More New Zealanders than ever are donating their time and effort to the conservation challenge. From individuals to groups, thousands of people are actively restoring and protecting our unique natural heritage.

The trend is set to expand further, with the increase in landscape-scale projects and growing urban interest in conservation projects like Predator Free New Zealand. However, there is limited funding for community conservation across Aotearoa New Zealand. The DOC Community Fund provides a vital source of funds enabling hundreds of community-led projects to contribute to conservation on public and private land.

Since the Fund was launched in 2014, there have been five contestable funding rounds, allocating more than \$33 million over 610 initiatives.

What's our approach?

- There is an annual funding round available to community-led projects, such as those led by landowners, Māori land trusts, not-for-profit organisations, umbrella groups, and whānau, hapū and iwi.
- Funds are directed at practical biodiversity projects for up to 3 years, and specifically to those that protect and restore our natural habitats and/or native species.
- Applications are also assessed on their ability to support te ao Māori and mātauranga Māori, respecting tangata whenua values and aspirations for the environment; and whether the applicant has the skills and capability to deliver the project, and a reasonable and realistic project budget.

What has been accomplished?

- In 2019/20, 168 projects were awarded funding. This included funds for research on rare plants and wildlife, mapping our birds, predator control, ecosystem restoration and threatened species protection (including tara iti/New Zealand fairy tern, tītī/muttonbird, kōkako, kea, kiwi, whio/blue duck, pekapeka/bat, kororā/little penguin, seabirds and lizards).
- There was also funding for education, training and citizen science, and funding to coordinate community groups.
- The Fund currently has 283 active projects with signed deeds of grant in place. All grantees with signed deeds are meeting their reporting requirements.

Internationally significant wetland protected

Joint funding protects the Upper Taieri Scroll Plain wetland

What's the issue?

The Nature Heritage Fund (NHF) is a contestable ministerial fund, established to fund the permanent protection of areas containing nationally significant indigenous biodiversity. Te Papa Atawhai serves the NHF Committee and implements the Minister's funding decisions.

Aotearoa New Zealand has lost much of its biodiversity, including over 90 percent of its wetlands. This loss is still occurring – 23 percent of the country's remaining wetlands have been destroyed since 1990, with 97 percent of that loss on private land.

In 2019/2020, the NHF Committee worked with Otago Fish & Game and a Maniototo landowner to purchase and protect 45 hectares of the Upper Taieri Scroll Plain wetland near Paerau, Central Otago. This wetland is the largest of its type in Aotearoa New Zealand, and one of the world's most significant examples of a scroll plain wetland area.

What's our approach?

- The NHF Committee's assessment of Fish & Game's application indicated the 45-hectare area contained nationally significant indigenous biodiversity.
- The Committee recommended to the Minister that Fish & Game's application be fully funded.
- The Minister approved the Committee's recommendation, and Te Papa Atawhai staff implemented the Minister's decision.

What has been accomplished?

- In May 2020, the 45 hectare area was gazetted as a government purpose (wildlife management) reserve.
- A significant portion of an internationally significant wetland has been permanently protected.
- The NHF Committee, Te Papa Atawhai, Fish & Game and the landowner collaborated to protect this area.
- The public, including hunters and fishers, now has secure access to this area.



TĀPIRITANGA | APPENDIX 3

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.⁴⁷ This conservation role includes legislative responsibilities for Aotearoa New Zealand's conservation matters under several Acts of Parliament.

To administer this legislation, Te Papa Atawhai is 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, Te Papa Atawhai 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 ending 30 June 2020

Section 171(a) – the number of occasions on which entry or search powers were exercised without a warrant: **23 (twenty three)**.

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: **2 (two)**.

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 2019 to 30 June 2020 and are compiled from a survey of 45 district offices that carry out compliance and law enforcement functions.

Marta Lang

Acting Director, Operations Issues and Programmes
15 July 2020

⁴⁷ www.doc.govt.nz/compliance

TĀPIRITANGA | APPENDIX 4

Performance of Reserve Boards as at 30 June 2019

Details provided below are as at 30 June 2019 (rather than 2020), as they are based on audited reports that were not available until after our annual report deadlines.

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.

Table 8: Financial summary details from reserve board annual financial statements

Reserve board (and year of most recent financial results)	Type	Revenue \$	Expenditure \$	Cash in bank accounts \$	Significant resources (asset valuations) \$
Awakaponga (2019)*	Hall	57,187	60,001	12,699	115,812
Charleston (2019)	Hall	3,241	1,476	9,645	205,000
Coates (2019)*	Local purpose	1,110	880	1,127	250,000
Glorit (2016)*	Hall	4,268	4,117	16,067	Nil
Homewood (2019)*	Hall	4,388	2,027	8,830	62,567
Kaiteriteri (2019)	Recreation	6,865,295	6,531,821	334,841	9,775,596
Lake Horowhenua (2019)*	Recreation	10,547	4,793	41,758	50,410
Millerton (2019)	Hall	5,092	5,369	7,939	49,000
Oakura (2019)	Recreation	15,247	5,946	24,721	510,815
Pākaitore/Moutoa Gardens (2018)*	Historic	27,915	34,583	96,201	207,876
Papanui (2019)	Hall	2	1	2,244	Nil
Poukiore (2019)	Recreation	11,212	25,486	46,776	129,000
Ruakaka (2011)*	Recreation	416,322	362,338	4,089	787,171
Ruakaka Central (2019)*	Hall	14,100	12,328	46,480	1,095,000
Ruawhata (2019)	Hall	3	0	4,309	73,000
Taurikura (2018)*	Hall	2,931	8,287	79	170,000
Tiriraukawa (2019)	Hall	27	514	1,976	61,000
Waikiekie (2017)	Recreation	4,521	6,484	22,556	162,000
Waipu Cove (2018)*	Recreation	1,313,765	1,133,656	230,406	3,360,134
Whatitiri (2016)*	Recreation	1,092	4,325	24,196	170,000

*These results are unaudited/not yet audited by Audit New Zealand.

