



Briefing to the incoming Minister of Conservation

Nga pitopito korero – Minita Te Papa Atawhai

2017



Department of
Conservation
Te Papa Atawhai

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Introduction

This briefing introduces you to the conservation portfolio. It is part of a package of documents, and an induction programme, to introduce you to your role as Minister of Conservation. The other documents in the package provide further details of the issues and programmes introduced in this briefing:

- an A3 outlining the Department of Conservation's (DOC's) strategy
- a briefing to introduce key issues and programmes in conservation
- a reference document to provide context on the conservation portfolio
- a briefing on the Natural Resources Sector.

Over the coming months, we will provide briefings that give further detail about strategic issues and decisions you may need to make. The programme of briefings is set out in the plan for your first 90 days as Minister at the end of this document. We will work with you to ensure that this programme reflects your priorities.

This briefing is structured in three parts:

1) Conservation: a strategic overview – page 3

- New Zealand's natural and historic heritage is central to our identity, society and economy
- New Zealand's conservation assets are highly valued, and under pressure
- DOC's strategy: our three strategic roles

2) Introducing your department – page 9

- DOC's role
- DOC's organisational structure
- DOC staff and locations
- How we work with others to achieve our vision

3) Working with you as Minister: a plan for your first 90 days – page 14

- Strategic issues on which we would like to engage with you
- Upcoming events and decisions

Foreword from the Director-General



Dear Minister

Congratulations on your appointment and welcome to the conservation portfolio.

This is an exciting time to be leading conservation in New Zealand. There is a growing recognition – from New Zealanders and international visitors – of the incredible value of our unique landscapes, historic heritage and biodiversity. Our conservation lands, species, habitats and ecosystems – always recognised as national treasures – are increasingly also seen as assets that underpin our identity, our cultural and social well-being, and our lifestyle and livelihoods.

The priorities for the Department of Conservation centre on two current challenges:

- the continued decline of New Zealand’s indigenous biodiversity
- increasing pressures from a forecast 1.3 million additional international visitors to public conservation lands and waters by 2025.

Despite our conservation achievements, many treasured species continue to decline – more than 3,000 of our native species are in serious trouble or at risk of extinction. However, the groundswell of support for the Predator Free 2050 goal from communities, iwi, local government, philanthropists and businesses, demonstrates that New Zealanders are committed to changing this narrative. At the same time, innovative new approaches and technologies will help us manage pests in ways and at scales we never thought possible. This public support and innovative tools enable a shift in our approach to conservation: away from simply managing individual species, and towards conservation and restoration of entire landscapes, in collaboration with the communities living there.

The growth in visitor numbers presents similar opportunities. Our landscapes and biodiversity are our selling point – people travel here to experience New Zealand’s uniqueness and our exporters trade on this brand. There is a real opportunity for tourism and conservation to be mutually supportive: this will enable tourism to deliver benefits to conservation, and for visitors to have even better experiences.

If we respond well to these challenges, they present a unique opportunity to deliver real, transformative conservation gains that will contribute greatly to New Zealand’s success.

The Department of Conservation is in a significant phase of change, a rebuilding following its 2013 restructure. We are developing our organisation, strengthening our relationships and taking a systems approach to enable us to achieve our Stretch Goals.

I also have two priorities where I would like the Department to be at the ‘leading edge’: a) the health and safety of our people, and b) the strength of our relationships with our Treaty partners.

To achieve our vision and purpose we work together with the Ministry for the Environment, the Ministry for Primary Industries and other government agencies in the wider Natural Resources Sector.

I look forward to working with you closely.

A handwritten signature in black ink, appearing to read 'Lou Sanson', with a stylized flourish at the end.

Lou Sanson
Director-General

1. Conservation: a strategic overview

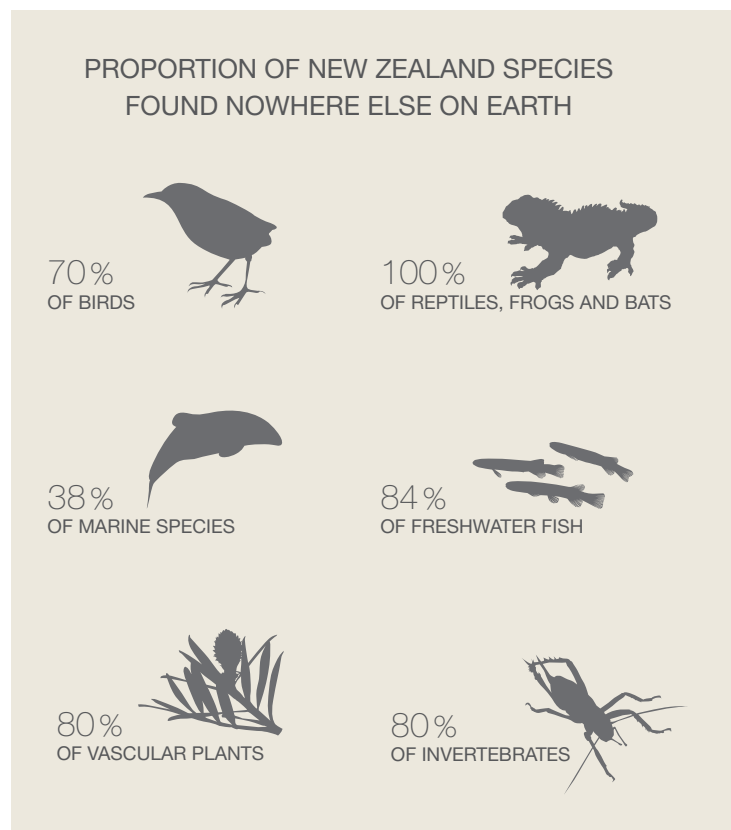
This section sets out the place of conservation in New Zealand, our strategic priorities, and the challenges and opportunities we see in achieving them.

New Zealand's natural and historic heritage is central to our identity, society and economy . . .

We live in one of the most incredible places on Earth, with a natural environment like no other. New Zealand's biodiversity is a taonga, and many of our species are found nowhere else in the world.

Despite living in one of the most urbanised countries in the world, we define ourselves by our connection to our natural and historic places and our unique species. Our heritage is central to our national identity – it gives New Zealand its place in the world and shapes the way we live.

New Zealand's indigenous plants and animals are integral to Māori culture – taonga species are at the heart of Te Ao Māori (the Māori world). Our natural environment is central to New Zealand's 'brand' and is the foundation of our value proposition in the global marketplace – drawing visitors, delivering a premium on our exports, and shaping how the world sees us. Our biodiversity and natural ecosystems provide immense value through the services they provide – they support our lifestyles, our health, our society and our economy.



. . . and is valued more than ever, but under pressure

New Zealanders and international visitors increasingly want to experience our natural landscapes and unique biodiversity, and be involved in protecting and restoring it. This is demonstrated by the groundswell of support across the country for Predator Free 2050 – from philanthropists, businesses, iwi and the community. At the same time, our environment is under increasing pressure, with a range of reporting showing that we are reaching biological and physical limits.

These pressures present huge challenges – but also opportunities. We can better manage tourism and conservation so they support each other, and we can harness the public's demand to be involved in conservation to significantly improve conservation outcomes. Innovative technology is also enabling us to manage pressures in ways and at scales that were once impossible.

As Minister, you have the chance to harness these opportunities to accelerate progress and deliver a fundamental shift in the way we approach conservation. We want to help you ensure that conservation is at the core of a wider paradigm shift: for our environment to be seen as an asset, at the heart of our well-being and way of life, and managed and invested in accordingly. By doing so, we can ensure that our nature thrives and remains a major contributor to New Zealand's current and future prosperity.

Our vision:
New Zealand is the greatest living space on Earth

DOC's strategy

Our organisational strategy is framed around our vision: New Zealand is the greatest living space on Earth.

Central to our strategy is our purpose: to work with others to increase the value of conservation to New Zealanders

To achieve this purpose, we have identified three strategic roles. These are shown in the diagram below. The Department's (DOC's) organisational strategy - included in the accompanying package - provides further details about these strategic roles, and the Stretch Goals and priorities we have identified to focus our efforts within each role.

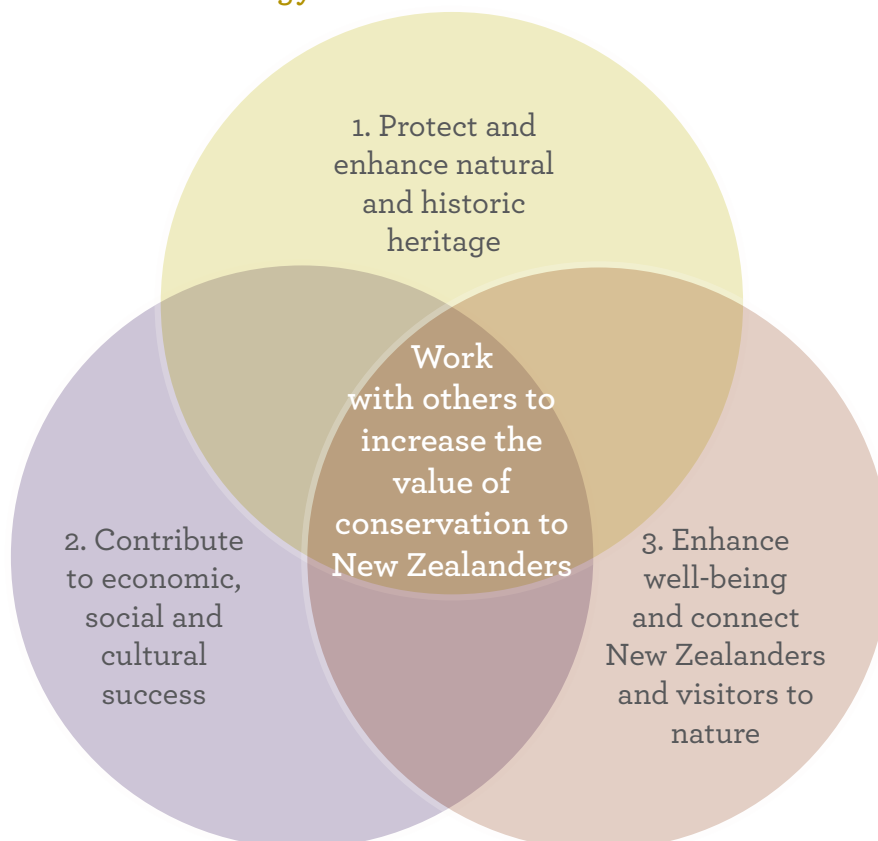
Our purpose:
To work with others to increase the value of conservation to New Zealanders

These strategic roles focus our work across all environments - land, freshwater and marine.

We want to work with you to achieve this purpose and to 'push the envelope' on our future objectives. An important part of this will be the options for investment in each area to maximise our conservation achievements.

The next section introduces the major challenges and opportunities in conservation today, and how each of the three strategic roles is designed to meet them.

DOC's organisational strategy:



1. Protecting and enhancing our natural and historic heritage

New Zealand has one of the highest proportions of threatened species in the world, and biodiversity continues to decline

At least 50 species of bird, 3 frogs, 3 lizards, 1 freshwater fish, 4 plants and an unknown number of invertebrates have become extinct since humans arrived in New Zealand. Many of those remaining are threatened with extinction – more than a third of birds and reptiles and a quarter of marine mammals are classified as Threatened.¹ These threatened species are crucial components of our unique ecosystems. Protecting and restoring these ecosystems is itself challenging as, in many cases, they are already highly degraded, fragmented and disjointed, with limited remaining capacity to adjust.

The main threats to our biodiversity and ecosystems come from our use of natural resources, habitat fragmentation, pests and diseases, and (increasingly) from the effects of climate change. In areas where these threats are intensively managed, ecosystems are recovering well. However, elsewhere there is a general trend for the continued decline of biodiversity and degradation of ecosystems. Managing these pressures effectively across large scales – landscapes and seascapes – is a core challenge for DOC.

Pests, climate change and resource use are major threats to biodiversity

On land, one of our most challenging and pressing threats is pests – particularly weeds and established mammalian predators. Our current tools for managing pests (eg aerially applied 1080) are not always popular, despite robust evidence of their effectiveness. We need to maintain our ability to use our current tools, while developing new tools and approaches to do more than hold the fragile current line.

The incursion of new pests and diseases is likely to be the next largest threat to New Zealand's biodiversity. In 2017, in partnership with the Ministry for Primary Industries (MPI), we led New Zealand's biggest ever biosecurity response – to myrtle rust. We are also managing a range of other pests and diseases including kauri dieback, alpine newts and the willow aphid. We work in partnership with MPI to respond effectively to incursion of pests and diseases that threaten our biodiversity.

The effects of climate change are a growing threat. The examples are clear: climate variability in New Zealand is affecting biodiversity values as we become drier in the east and wetter in the west; more frequent storms are having a growing impact on recreation and tourism infrastructure; and last year (2015/16) was DOC's biggest ever fire year. To respond to this threat, we are increasingly factoring the impacts of climate change into our strategic planning.

Pressures from competing uses for our natural resources also threaten our biodiversity. This is acute in the marine area, where competition for space between commercial, recreational, customary and conservation uses is escalating, increasing the pressure on marine biodiversity. Although we have a set of tools for marine management, we are no longer seen as world leaders in this space. How we manage the marine environment is at a critical juncture.

Many of the decisions we make to manage and protect our natural heritage are complex, and require trade-offs to ensure that we and our partners make the best use of limited resources to get the best overall outcomes. We will continue to refine our tools, to optimise decision-making and confirm that we are making the expected difference.

Predator Free 2050 presents a game-changing opportunity to respond . . .

This ambitious programme to rid New Zealand of the three most damaging introduced predators – possums, stoats and rats – has captured the imagination of New Zealanders. There are three main opportunities:

- improving and expanding existing predator control
- investing in science to develop breakthrough technologies to enable pest eradication
- coordinating and capitalising on the huge community effort and enthusiasm already underway.

¹ See the draft Threatened Species Strategy for further details, available at: <http://www.doc.govt.nz/pagefiles/169845/threatened-species-strategy-draft.pdf>.

... and working together at a landscape scale will deliver sustainable change

Collaborative landscape-scale projects, such as Taranaki Mouna, Cape to City (Hawke's Bay), and Project Janszoon (Abel Tasman National Park), are a new way of working that can deliver significant conservation outcomes at a large scale. This new approach involves working with local communities, iwi, councils and philanthropists to collaboratively manage ecosystems beyond public conservation lands – across urban areas, farmland, entire catchments and regions.

We can expand this by making use of public investment and effort through co-investment – to achieve transformative, measurable changes in conservation outcomes.

We are increasingly applying a collaborative approach to our marine environments. For example, collaborative spatial planning processes, such as Sea Change in the Hauraki Gulf, can engage iwi, local communities and sector groups to work together to identify marine areas for protection and use.

We can share resources across the public sector to better protect and restore biodiversity at a national level

There is an opportunity to better coordinate the way we manage our unique biodiversity at a national level, including in areas outside those managed for conservation. We want to build a more effective biodiversity monitoring system to better prioritise our resources, and to work across central and local government to coordinate biodiversity management.

2. Contributing to New Zealand's economic, social and cultural success

Building understanding that healthy, functioning ecosystems underpin our nation's success ...

Evidence is growing about the wider social, cultural and economic benefits of conservation activities. We must protect and restore New Zealand's natural assets and ensure their use is sustainable, so they continue to provide



Volunteer checking a trap, Cape to City project, Hawke's Bay.
Photo: Lauren Buchholz



Recreation opportunities, such as cycle trails, can support regional economic prosperity. Photo: Jimmy Johnson (DOC)

ecosystem services (eg clean water, pollination and flood protection) and sustain our economy, communities and lifestyle.

DOC is challenged to build public understanding of how our natural assets contribute to our lifestyles and livelihoods. We must also make sure the role of conservation is well understood and has a strong voice in decision-making across government, particularly within the Natural Resources Sector. This will enable New Zealanders to derive larger benefits from, and deliver improved outcomes for, conservation.

... will help us combine positive environmental, social and economic outcomes, and contribute to sustainable regional development

Increased public understanding will help create ‘win-win’ solutions, where environmental, social and economic outcomes are achieved together. Collaborative landscape-scale projects present opportunities to integrate conservation with wider social, cultural and economic goals. For example, research undertaken as part of the Cape to City project has shown that feral cat control can lead to local eradication of toxoplasmosis from sheep farms, which may lead to significant economic gains across New Zealand.

Conservation supports economic prosperity in regional New Zealand. Much of our conservation land is found in more remote areas of the country, and visitors to these areas play an important role in regional economies. Working with local communities to protect, restore and sustainably develop conservation assets can increase both regional economic development and conservation outcomes.

There is also significant potential for sustainable economic growth from New Zealand’s marine space. New approaches to managing our marine resources will lead to healthier marine ecosystems, reduce conflict between users, and clarify which areas can be sustainably used.

We will strengthen our relationships with Māori through Treaty settlements, and by giving effect to Treaty principles

One of DOC’s priorities is to continue to strengthen our relationships with iwi, hapū and whānau to make them more effective, enduring and mutually supportive. As the number of Treaty settlements increases, the relationship between the Crown and tangata whenua is changing, as are the responsibilities for kaitiakitanga (stewardship) over natural resources. Implementing our obligations under Treaty settlements is crucial to this process, as is the overarching obligation to give effect to the principles of the Treaty of Waitangi in our work.

Innovative ways of working in partnership with iwi, hapū and whānau are being developed through Treaty settlements. For example, Te Urewera was granted legal personhood through Tūhoe’s Treaty settlement – a first for New Zealand. DOC and Tūhoe are now working together to protect Te Urewera’s intrinsic worth, and its distinctive natural and cultural values and heritage, for the benefit of all New Zealanders.

3. Enhancing well-being and connecting visitors to natural and historic heritage

Our nature is attracting more visitors than ever before

Our natural landscapes and unique species are two of the main reasons visitors come to New Zealand. Exponential growth in overseas tourists visiting New Zealand has led to considerable increases in visitors to public conservation land. By 2022, with expected increases in visitor numbers, 2 million overseas tourists could be visiting New Zealand’s natural spaces each year. At the same time, more New Zealanders are getting out more often on public conservation land: 80% of New Zealanders (3.7 million) visit public conservation land at least once a year, and this number is growing. Across the country more people are using public conservation land and waters, for many more types of activity.

WHO VISITS OUR NATURAL PLACES?

44 %
of international visitors

80 %
of New Zealanders, each year

We have a central role in realising the future growth opportunity from tourism, with conservation at its core . . .

International visitors are New Zealand’s biggest single source of foreign exchange – and tourism and conservation can be mutually supportive if managed well. Our landscapes attract visitors, and there is significant scope to generate additional revenue from visitors to support conservation.

Work is underway across government to develop a more strategic approach to managing tourism across New Zealand. DOC is developing a visitor strategy that will aim to ensure high-quality visitor experiences, and support all regions to respond to and benefit from increasing visitor numbers.

DOC is focusing on diversifying the experiences we offer visitors, and promoting less-used visitor assets to reduce pressure at major sites. We are also considering pricing tools that could manage visitor pressures, to improve the user experience, reduce impacts on biodiversity and provide revenue that can be reinvested for conservation.

. . . while ensuring that connection with nature enhances support for conservation and supports well-being

DOC continually strives to enable more New Zealanders and visitors to connect with New Zealand’s natural and historic heritage in stronger and more meaningful ways. In doing so, DOC aims to improve emotional and physical well-being, and to increase support for conservation.

DOC works to tell the story behind our landscapes and heritage, so that communities and visitors understand the importance and fragility of our environment and will help us protect it. Evidence shows that connection with nature, through direct and positive experiences with natural places and species, is a crucial determinant of people’s support for conservation. Evidence also shows there are significant health and well-being benefits from spending time in natural spaces.



Site for the Moonlight Tops Hut on the Paparoa Track. This new Great Walk is due to open in 2019. *Photo: Stewart Nimmo*

2. Introducing your department

This section outlines DOC's main roles and functions, our responsibilities to give effect to the principles of the Treaty of Waitangi, our Senior Leadership Team and our range of operations.

The Department of Conservation's role

DOC was established by the Conservation Act 1987 and has powers and functions under many other Acts.

DOC's main functions, as set out in the Conservation Act, are to:

- manage land and other natural and historic resources
- preserve as far as practicable all indigenous freshwater fisheries, protect recreational fisheries and freshwater habitats
- advocate for the conservation of natural and historic resources
- promote the benefits of conservation (including in Antarctica and internationally)
- provide conservation information
- foster recreation and allow tourism, where these are not inconsistent with conservation.

Conservation is defined as “the preservation and protection of natural and historic resources for the purpose of maintaining their intrinsic values, providing for their appreciation and recreational enjoyment by the public, and safeguarding the options of future generations”

– Conservation Act 1987

DOC has stewardship responsibility for:

Public conservation land, which covers 8 million hectares – more than a third of New Zealand's land area. This includes 13 national parks, 36 conservation parks, hundreds of reserves and many islands. DOC encourages recreation opportunities and manages visitor facilities including walking, biking and 4WD tracks, huts and campsites, and visitor centres. The track network stretches for 14,200 kilometres and, along the way, there are 950 huts.

Public conservation waters, including 44 marine reserves, 6 marine mammal sanctuaries, a whale sanctuary and a seal sanctuary. These total more than 4.5 million hectares.

Heritage sites on public conservation land. DOC actively manages about 600 of the 12,000 known archaeological and/or historic sites.

... **and natural and historic heritage more broadly**, beyond the areas DOC is directly responsible for. This includes advocating for the conservation of natural and historic resources, providing conservation information, and promoting the economic, environmental and social benefits of conservation.

DOC's Treaty of Waitangi responsibilities are central to our approach to conservation

As a core part of our role, DOC is responsible for giving effect to the principles of the Treaty of Waitangi.² This responsibility reflects the importance to Māori of the lands and resources under DOC management. Our Kaupapa Atawhai – our approach to this responsibility – involves building and supporting effective conservation partnerships with tangata whenua and employing specialist staff to support this. DOC also has a growing range of management and consultation arrangements with iwi arising from Treaty settlements.

² Section 4 of the Conservation Act 1987 requires the Department to interpret and administer the Act to give effect to the principles of the Treaty of Waitangi.

The Treaty principles that are particularly important to DOC's work are partnership, informed decision-making, active protection, and redress and reconciliation. These are embedded in the way DOC does its work every day.

DOC's organisational structure

DOC's Senior Leadership Team provides strong leadership of DOC, shaping the organisation's strategic direction and ensuring alignment of delivery across the following groups.

	Lou Sanson	Director-General
	Michael Slater Deputy Director-General	Operations Delivers high-quality conservation work 'on the ground'
	Bruce Parkes Deputy Director-General	Policy and Visitors Influences and leads conservation thinking across central government
	Kay Booth Deputy Director-General	Partnerships Leads the way DOC works with others to deliver greater conservation outcomes together
	Mervyn English Deputy Director-General	Strategy and People Leads strategic thinking, governance, human resources/capability, marketing and communications, and Treaty settlements
	Martin Kessick Deputy Director-General	Biodiversity Leads and provides coordinated support, technical knowledge and science advice to contribute to conservation activities
	Tata Lawton Deputy Director-General	Kaupapa Atawhai Leads the integration of kaupapa Māori – our approach to working with Māori – across DOC
	Christeen Mackenzie Deputy Director-General Chief Financial Officer	Corporate Services Provides effective and efficient business systems and services that support DOC and its partners

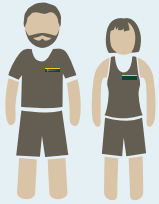
DOC locations (regions and offices) and staff demographics

1,643

DOC staff (permanent FTEs)



45 years old on average



59%

Male staff

41%

Female staff

11 years average service length

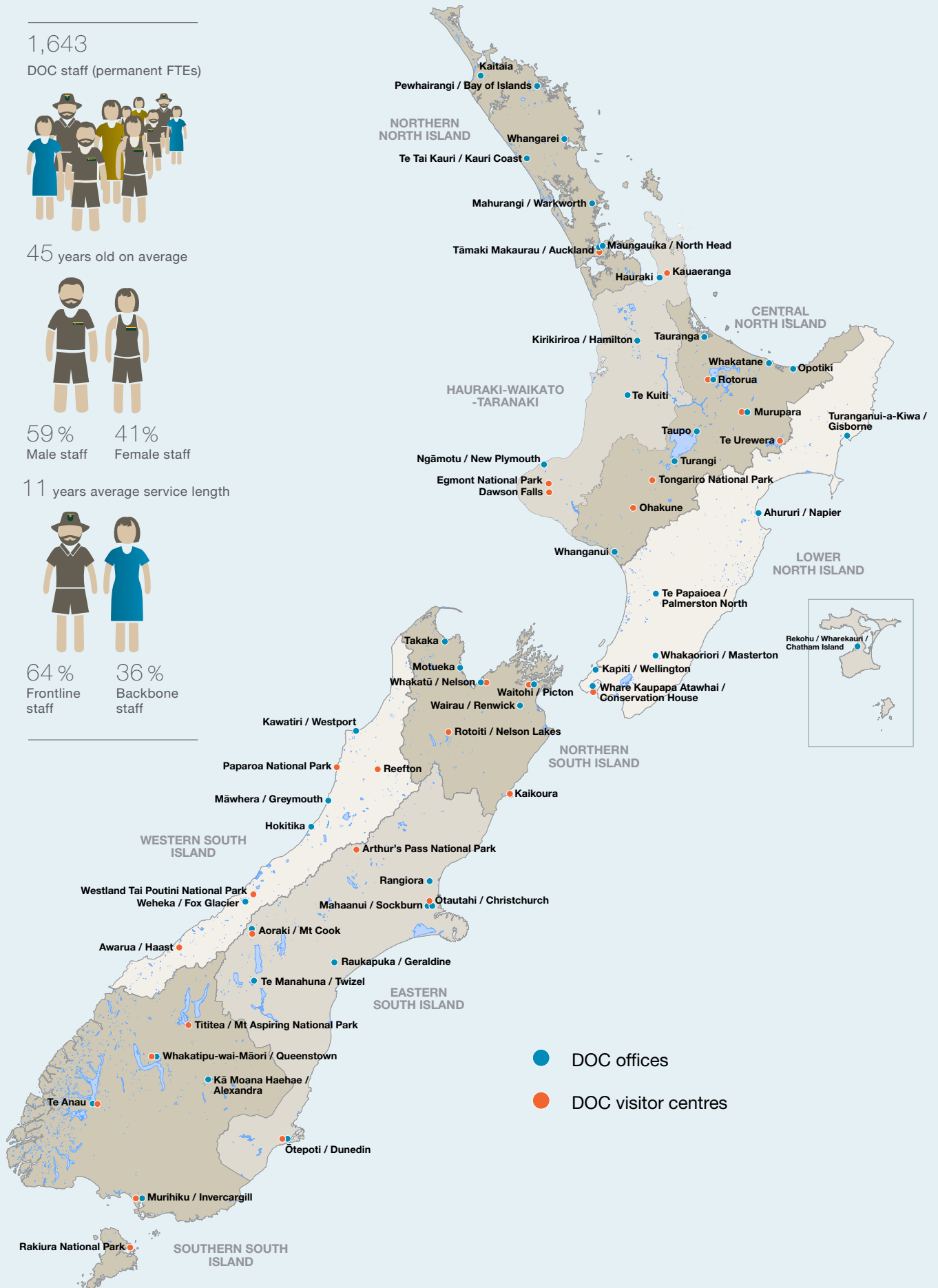


64%

Frontline staff

36%

Backbone staff



Working with others to achieve our vision for conservation

People across New Zealand are passionate about conservation. There are many individuals, communities and organisations who work to protect and restore our natural heritage, or who want to be more involved. In recent years, particularly since the announcement of the Predator Free 2050 goal, there has been increasing interest and demand to contribute to conservation.

This requires DOC to work in partnership with others across all aspects of its work, to enable us to deliver better conservation outcomes. We do this by guiding and building on the effort and investment of stakeholders across New Zealand. One of DOC's major roles is to give others information, advice and support to enable them to contribute to conservation outcomes. An inherent principle is mutual benefit: helping others deliver a 'win-win' – for their own priorities and for conservation.

Partnering with tangata whenua to deliver mutual conservation goals

As Treaty settlements are completed, tangata whenua are increasingly exercising their kaitiakitanga (or stewardship) over natural resources – more and more, partnership and achievement of conservation outcomes are being driven by iwi. DOC works with iwi to support them to achieve conservation goals, particularly when they make decisions about the use and protection of their natural resources. DOC's role is also to help iwi build capability, while continuing to develop its own capability and capacity to build effective and enduring relationships with all its Treaty partners.

Embedding conservation in business practices

Embedding conservation into business practices can be mutually beneficial – for conservation and businesses themselves. DOC's vision is for every business in New Zealand to restore our nature. We do this by directly



Volunteers play a crucial role in protecting and restoring our nature.
Photo: DOC



Upper: DOC and Genesis Energy work together on the Whio Forever partnership. Photo: Herb Christophers

Lower: Te Urewera, where DOC and Tūhoe work in partnership to achieve conservation goals. Photo: Ben Beiske (CC-BY-NC-ND-2.0)

partnering with businesses to enable them to be more involved in conservation activity, and driving restoration as an integral part of business sustainability.

These partnerships are important for driving awareness, momentum and enthusiasm for restoring our nature. DOC currently has nine large corporate partners (who have committed approximately \$40 million over the past 6 years), and we are working to increase the reach and outcomes of these partnerships. We are also working at a higher level – across business sectors and with industry bodies – and piloting other initiatives to expand the number of businesses contributing to conservation, in financial terms or in other ways.

Working across government

DOC works across the Natural Resources Sector, and across government, to integrate conservation issues into agencies' priorities and work programmes, such as in the areas of climate change, tourism and resource management. An example of this cross-agency work is the marine hub, where DOC, the Ministry for the Environment (MfE) and MPI work together to develop and optimise our marine 'national park' system to enable the protection and sustainable use of our marine ecosystems.

We also partner with other government agencies to align work programmes in ways that achieve individual agency objectives. This is demonstrated in our partnership with the Department of Corrections: community work teams, comprised of people on prison and community sentences, work under DOC's guidance to undertake weed, track and site management. This partnership serves two goals: it extends DOC's operational resources to complete conservation work, and provides significant learning opportunities for offenders.

Community groups and volunteers – local partnerships deliver local conservation goals

DOC works with more than 900 community groups, and volunteers provide over 37,500 volunteer days on conservation initiatives. This is just a slice of the enormous efforts underway in communities across the country: many community groups work independently of DOC, and there are increasing numbers of individuals working in their own backyards and neighbourhoods.

The DOC Community Fund – Pūtea Tautiaki Hapori is a significant enabler for community groups. The fund is directed at practical, on-the-ground projects to maintain and restore the diversity of our natural heritage and to enable more people to participate in recreation. It distributes \$4.6 million per year; since its inception in 2014, it has awarded over \$21 million to 300 different projects.

Helping philanthropic organisations deliver for conservation

DOC works with philanthropic organisations to support conservation initiatives. A recent achievement was the Tomorrow Accord, developed with the NEXT Foundation, to secure long-term gains from privately funded conservation projects. With this agreement, government has committed to maintaining the tremendous ecological gains that qualifying privately funded conservation projects have achieved.

Collaboration with the science community

Robust scientific evidence is a crucial foundation for DOC's work. We use our considerable in-house research expertise in collaboration with the science and research community (in New Zealand and internationally) to gather evidence and develop innovative techniques to improve conservation outcomes. DOC funds and uses new external research, and contributes to wider collaborative research programmes; in doing so it follows the framework of the Conservation and Environment Science Roadmap.³

DOC partners with all New Zealand universities and Crown Research Institutes, and contributes to several National Science Challenges, particularly New Zealand's Biological Heritage, Sustainable Seas and Our Land and Water. DOC is expanding its work with regional councils, MfE and MPI to better coordinate our research needs and delivery across the range of research providers.

³ For further information see <http://www.mfe.govt.nz/about-us/our-policy-and-evidence-focus/conservation-and-environment-science-roadmap>.

3. Working with you as Minister: a plan for your first 90 days

The chart below sets out suggested priorities for your first 90 days as Minister of Conservation. It includes the major strategic issues and decisions we think you need to focus on, and opportunities for events and engagements. Briefings will be supplied to support conversations on these topics. We will work with you to adapt this plan to reflect your priorities.

	First week	First month
Strategic issues and opportunities	<ul style="list-style-type: none"> • Discussion on strategic issues, and key topics and programmes in conservation: supported by the BIM and accompanying documents • Your priorities: how we can support you to deliver them • Introduction to DOC: our strategy, outcomes and main functions 	<ul style="list-style-type: none"> • DOC's investment priorities, finances and Budget 2018 • Predator Free 2050 and our approach to collaborative landscape conservation • Strategic choices for marine spatial planning • Response to Hauraki Sea Change proposal • DOC's visitor strategy and implementation of Budget 2017 investment
Important decisions	<ul style="list-style-type: none"> • How you would like to work with us • Consider delegations to the Associate Minister of Conservation 	<ul style="list-style-type: none"> • Te Kuha access arrangement: access to public conservation land for Te Kuha coal mine • Pike River mine management arrangements • Myrtle rust: decision on eradication or long-term management • Treaty settlement decisions: Agreement in Principle for Mount Egmont/Taranaki National Park; Ngāti Kahungunu ki Wairarapa Deed of Settlement • Proposed Waitaha hydro scheme: consideration of approval
Events and engagements	<ul style="list-style-type: none"> • Working with your office on your induction into the Minister of Conservation role • Planning for engagement with major stakeholders 	<ul style="list-style-type: none"> • Engagement with iwi, including Chair of the iwi leaders conservation group • Engagement with major stakeholders • Consider engagement with Natural Resources Sector ministers • DOC Community Fund announcements and visits

Second month

- **DOC's partnership approach:** overall strategy and priorities
- **Use of public conservation land:** stewardship land review and land exchanges
- **Conservation science and innovation:** genetic technologies, research investment and social licence
- **Iwi rights and interests:** approach to managing commercial opportunities on public conservation land
- **Te Urewera:** management arrangements
- **Taupo lake bed:** legal dispute

- South-East Marine Protection Forum: decisions on sites for protection
- DOC's visitor strategy: finalising
- Threatened Species Strategy
- Effect of the New Zealand Coastal Policy Statement on RMA decision-making: responding to DOC's report
- Landmark Programme for heritage sites: decisions on roll-out of the next 4 years of the programme
- Ngā Whenua Rāhui-related decisions
- Budget initiatives: confirmation
- Legislative programme: conservation priorities for inclusion in the government's legislative programme
- Waimea water scheme: consideration of approval

- Continue engagement with major stakeholders
- Visit sites
- International engagements and/or meetings with visiting international delegations

Third month

- **Tenure review and Mackenzie basin:** DOC's role, priorities and next steps
- **DOC's role in the Natural Resources Sector** and priority work, eg freshwater management, climate change, biodiversity

- Development of visitor strategy: options arising (eg pricing, products)
- Ramsar National Report: confirmation
- Marlborough salmon farms: input into decisions on relocation
- Shark cage diving: Court of Appeal decision

- Continue engagement with major stakeholders
- Visit sites
- International engagements and/or meetings with visiting international delegations
- Waitangi Day

New Zealand Government