

STATEMENT OF INTENT 2011»2016



WALKING ACCESS
ARA HĪKOI AOTEAROA



NEW ZEALAND WALKING ACCESS COMMISSION

PO Box 12-348

Thorndon

Wellington 6144

Telephone (04) 815 8502

www.walkingaccess.govt.nz

contact@walkingaccess.govt.nz

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FOREWORD

We are pleased to present the New Zealand Walking Access Commission's Statement of Intent (SOI) for 2011–16. This SOI reflects the priorities of the Government, the Minister and the board for enhancing walking access opportunities in New Zealand over the next five years.

The operational experience gained over the last year has enabled the Commission to sharpen its outcomes and the effect these will have on walking access in New Zealand. This experience has honed our priorities and understanding of future challenges.

Our key priority is to retain, secure and enhance access opportunities. Our regional field advisors will work with and through local community groups and individuals to identify and secure access opportunities. The foundation for this work is a commitment to voluntary negotiated access agreements, upholding legislative access provisions and partnerships. The Commission will need to show results, lead opinion and act as a catalyst for others if it is to be successful. It will need an independent view on access and be committed to working collaboratively with others. An important part of this priority is the resolution of disputes.

A further priority for 2011/12 is to leverage government revenue by seeking third party funding and working with other agencies to increase outputs. The board has agreed a set of principles and criteria to be applied in identifying funding sources and, in 2011/12, it will pursue possible options. We recognise that developing a successful third party revenue programme is complex and will require support and commitment of time from the board and staff and, possibly, additional resources.

The Commission is committed to ensuring that the Walking Access Mapping System (WAMS) is widely used. This is an ongoing priority. The WAMS is a unique public access information system and there are many opportunities to develop and improve it. The Commission will focus on those functions that can be of most value to users.

The challenge facing the Commission is the rapid rate of development and deployment of GIS applications.

The Commission will reinvigorate its communications about the Outdoor Access Code that we released in June 2010. The Code aims to enhance people's knowledge and understanding of what to do in the outdoors and raise awareness of access rights and responsibilities, whether users or landholders.

The Code has, to date, been promoted through the Commission's website and printed material. It is likely, however, that many audiences remain unaware of the Code and why it is important. We want to make the Code and the responsibilities it sets out more widely known and understood and will undertake a public awareness programme which we expect will extend over several years.

In September 2010 the Commission was pleased that Peho (Basil) Tamiana accepted the role of kaumatua. Peho is an educator and dedicated outdoorsman, from Ruatoki. He is of Tuhoë and Te Arawa. We are honoured to have Peho as part of the team.

As the leadership agency for walking access we work closely with our stakeholders. During 2011/12 we will focus on achieving results, build our relationships and partnerships and increase understanding in the community about responsible access. We believe these to be very effective ways to retain, secure and improve access to our lakes, rivers, coast and public land for present and future generations of New Zealanders.



John Forbes
Chairman



Maggie Bayfield
Board Member

PART ONE: ABOUT THE COMMISSION

PURPOSE

The New Zealand Walking Access Commission (the Commission) is a Crown agent under the Crown Entities Act 2004. The Commission was established by the Walking Access Act 2008 (the Act), which came into force on 30 September 2008. The Act followed widespread consultation with the public and stakeholder groups in response to concerns about the availability of public walking access in the outdoors.

The Commission's purpose is to lead and support the negotiation, establishment, maintenance, and improvement of walking access and types of access that may be associated with walking access, such as access with firearms, dogs, bicycles, or motor vehicles. It aims to enhance free, certain, enduring, and practical walking access to the New Zealand outdoors.

Free, certain, enduring and practical walking access means:

Free – the public should be able to access, without charge, land that is open for public use. The terms of access over private land are a matter for negotiation and may have conditions on access.

Certain – both the public and landholders expect legal certainty over the ability of the public to access public land, and the right of landholders to exclude the public from privately-owned land.

Enduring – the legal right of access should be lasting over time.

Practical – new access should be feasible in terms of topography and useful in terms of location.

Services

Our key services include:

- » operating a walking access mapping system;
- » providing a walking access enquiries system;
- » enhancing access opportunities;
- » facilitating access issues and disputes;
- » promoting awareness and understanding of access responsibilities;
- » providing advice and guidance on walking access to the Minister, other agencies and organisations.

Governance

The Commission is governed by a six member board appointed by the Minister of Agriculture. The Commission is funded by Parliament through Vote: Agriculture and Forestry and is accountable for its performance to the Minister of Agriculture. Details of the members of the board are provided at Appendix 1.

The Board is responsible for setting the policy and strategic direction, and for monitoring the overall performance, of the Commission. Two committees of the board undertake work on its behalf: the Audit and Risk Committee and the Chief Executive Performance Review Committee.

FUNCTIONS

The Commission's functions are provided for in section 10 of the Walking Access Act 2008. They are to:

- » provide national leadership on walking access by:
 - preparing and administering a national strategy; and
 - coordinating walking access among relevant stakeholders and central and local government organisations, including Sport and Recreation New Zealand;
- » provide local and regional leadership on, and coordination of, walking access in collaboration with local authorities;
- » compile, hold and publish maps and information about land over which members of the public have walking access;
- » provide advice on walking access to the Minister or any other person;
- » facilitate resolution of disputes about walking access, including initiating negotiations about disputed issues and mediating disputes;
- » negotiate with land holders to obtain walking access (including walkways, which are one form of walking access) over public or private land;

- » negotiate rights in addition to any walking access that is obtained, such as the right of access with firearms, dogs, bicycles, or motor vehicles;
- » administer a fund to finance the activities of the NZWAC, or any other person, in obtaining, developing, improving, maintaining, administering, and signposting walking access over any land;
- » receive and manage private funding, contributions, or sponsorship for the promotion of walking access;
- » research, educate the public about, and participate in topics and programmes related to walking access;
- » develop, promote, and maintain the Outdoor Access Code;
- » administer Walkways under this Act, with planning and supervision focused at a local level; and
- » monitor the compliance with, and enforcement of, this Act in relation to walkways (s 10 of the Walking Access Act 2008).

PRINCIPLES

In carrying out its functions the Commission applies a set of principles including:

- » the New Zealand economy is based on a strong and stable set of property rights and a legal system that values certainty and predictability;
- » New Zealand has a well-defined legal framework for the ownership of land, which spells out the property rights and responsibilities of those who control access to land, whether privately or publicly owned; and
- » a strong tradition has evolved whereby members of the public are traditionally given permission to access privately-owned land, provided that they ask permission first and respect property, other people and the environment.

STAKEHOLDERS

Our major partners and stakeholders and areas of contribution are as follows:

The Minister of Agriculture

Government agencies including:

- » Ministry of Agriculture and Forestry
- » Sport and Recreation New Zealand
- » Department of Conservation
- » Land Information New Zealand
- » Ministry for the Environment
- » Tourism Strategy Group (MED)
- » Department of Internal Affairs
- » Ministry of Justice
- » NZ Transport Agency
- » Queen Elizabeth the Second National Trust
- » Department of Labour

Iwi

Local Government

- » Local Government New Zealand
- » Territorial authorities
- » Unitary authorities
- » Regional councils

National landholder groups including:

- » Federation of Maori Authorities
- » Federated Farmers NZ Inc
- » Rural Women New Zealand
- » NZ Forest Owners' Association

National recreation representative groups including:

- » Federated Mountain Clubs
- » Fish and Game New Zealand
- » Public Access New Zealand
- » Council of Outdoor Recreational Associations of NZ
- » NZ Deerstalkers' Association
- » Federation of Fresh Water Anglers
- » Mountain Bikers Association
- » Whitewater Association

Community groups and individuals

News Media

Other allied organisations

- » Te Araroa Trust
- » Living Streets Aotearoa
- » Leave No Trace

The Commission recognises that there are other organisations, (national, regional and local) that are interested in walking access. The Commission will establish working relationships with these organisations where it is appropriate and opportunities arise. The Commission also intends to widen its communication with the public generally.

HEALTH AND CAPABILITY

Values

How we work and the way we interact with our stakeholders are critical determinants of success. Values that support the Commission's purpose and role include:

- » enhancing the tradition of walking access in the outdoors, while respecting the rights of both the public and private land holders;
- » acknowledging values that are intrinsic to tangata whenua;
- » working within New Zealand's legal framework to enhance existing access and negotiate new access, where there is shown to be a need;
- » being an independent source of advice and information to all interested parties;
- » establishing respect and credibility within the community through professionalism, integrity, knowledge and quality of service;
- » building strong and sustainable relationships based on mutual trust and respect; and
- » recognising that local communities are best placed to identify access needs and opportunities, to negotiate with landowners where necessary and to coordinate resources.

Organisational structure

The organisational structure comprises a small Wellington office of 5.6 full time equivalents (FTEs) and 9 part time contracted field advisors located around New Zealand. The organisational chart is at Appendix 2.

As a small organisation with limited funding the Commission aims for an efficient and effective operation. It contracts out specialist 'back office' functions (information technology, human resources and legal advice). Contractors are used where specific expertise is required.

Good employer practices and equal employment opportunities

The Commission is committed to being a good employer by providing equal opportunities and opportunities for training and development. We support our staff by providing flexible working arrangements. We aim for a positive culture where staff feel valued, enjoy coming to work and share a commitment to excellence. Equal employment opportunity principles are incorporated in staff selection and management.

The organisation does not tolerate harassment or discrimination of any type.

During 2010/11 the Commission established the following policies and practices to strengthen its position as a good employer:

- » Flexible work arrangements where appropriate.
- » The ability to work from home as appropriate.
- » A code of standards aligned to the State Services Commission Standards of Integrity that promotes appropriate behaviour and ethical conduct
- » "Three-sixty degree" performance review process for managers.
- » Exit interviews for staff to help develop business improvement initiatives.
- » Health and safety policy and procedures to help ensure all staff and contractors have access to the right tools and resources to provide a productive and safe work environment.

The Commission values open and transparent processes. We are in the process of documenting our key policies and procedures which are provided to all staff. The Board, staff and contractors influencing decision-making are required to identify conflicts of interest immediately. Receipts and documentation are required for all sensitive expenditure and prior approval is essential.

Regional Field Advisors

During 2010/11 the Commission engaged 9 part time regional field advisors (RFAs). Their main role is to liaise with territorial authorities, key stakeholders, user groups and the public.

Kaumatua

The Commission appointed a kaumatua, Peho (Basil) Tamiana (Tuhoe and Te Arawa) in September 2010. Peho is the key advisor to the Commission, board and staff on cultural matters. He provides advice on tikanga Māori and mentoring and guidance for the Commission and staff as required. The kaumatua assists the Commission to establish, build and maintain partnerships with Māori in respect of walking access matters. The kaumatua is not involved in governance or management.

Management of Finances

The Commission will manage its finances in a manner that is transparent, accountable and will provide value for money and efficient outputs.

The Commission currently receives all of its income from Government. During 2010/11 the board identified options for external revenue generation (whether in kind or funding) to enable a broader reach for the Commissions activities. These options are being evaluated and will be pursued further in 2011/12. A successful third party revenue programme will require commitment to develop long-term partnerships and relationships based on mutual interests and needs.

Capital asset management plan for the mapping system

The Commission holds one substantive capital asset: the Walking Access Mapping System (WAMS). The system comprises the software developed to generate an on-line mapping system that shows land open to public walking access against a back drop of the NZ topographical map or aerial photography. The system also includes proprietary software licences. The system operates on hardware provided as a part of a comprehensive service level operating agreement with Terralink International Limited. The Commission has no responsibility for the housing, operation or maintenance of this equipment.

The mapping software has an estimated useful life of at least 10 years. This estimate needs to be considered in the light of the rapid rate of development and deployment of Geographic Information System (GIS) applications. The WAMS is being depreciated over its estimated 10 year life. The Commission has a continuing need for a mapping system for its planning, enquiry management and dispute resolution functions.

The Commission has limited capital funding available for enhancements to the system. Priority for ongoing enhancements will be evaluated to ensure good value for money is achieved.

Measuring our health and capability

Measure	Performance Indicators/Measure	Actual
Staff recruitment, training and retention policies focus on attracting and retaining skilled, flexible, knowledgeable and diverse team players. » Annual staff turnover	No more than 30% (two people) per annum	2009/10 - nil
Staff members possess the tools, information and training necessary to perform to a high level. » Training as % of total salary costs	Training costs exceed 2% of total staff salaries	2009/10 - 1.4%
Board members undertake an annual self-assessment exercise.	Board self-assessment completed and recommendations actioned by 30 June 2012	2009/10 - No. Board newly established
Board members continue to be knowledgeable both about their duties of governance and how to discharge these successfully.	Governance questions and requirements included in annual board self-assessment, with training given as required	2009/10 - No. Board newly established
Office space and equipment is safe and well maintained.	No workplace accidents	2009/10 - nil

Risk Management

The board, chief executive and managers are responsible for management of risk and ensuring that policies and processes are in place to identify, monitor and mitigate it. At a governance level, the Board ensures that the identification, assessment and management of key strategic risks are included in its annual planning and regular board meetings.

The Audit and Risk sub-committee of the board provides independent assurance that risks to the organisation are regularly reviewed and managed, and that systems, processes and accountabilities within the organisation are working as intended.

The Commission has identified the following key organisational risks and responses.

Risks	Response
Organisational strategy and leadership	
Demand exceeds the resources available to the Commission	The Commission undertakes an annual planning and budgeting process and has made assumptions on the likely demand for its services. It has focused its resources to those outputs where it has anticipated demand will be highest. The Commission can shift resources to be moved to areas of high demand if necessary. The Commission will monitor the demand for services on a regular basis.
The organisation may not meet stakeholder expectations placed on the Commission or have sufficient influence to achieve our outcomes creditably as the lead agency on access matters	The Commission will: <ul style="list-style-type: none"> » ensure that communication strategies and all documentation is of the highest possible quality. Our communication plans will be targeted to ensure we get the best value from our relationships; » ensure that all advice and information is well researched and, where possible, evidence based; » ensure that the organisation works effectively with government agencies to inform and assist access related policies and processes; » respect stakeholders' views and interests and, as appropriate, assist them; and » look to undertake appropriate joint initiatives and projects aimed at enhancing access opportunities.
Operational activities	
We are unable to recruit and retain staff with necessary expertise and experience	The Commission will endeavour to offer an attractive employment package and work with staff to build a challenging and rewarding working environment where skill and experience are valued.
Staff do not have the necessary skills to deliver the Commission's objectives	The Commission has targeted its recruitment at skilled experienced people. The Commission will provide targeted training and development opportunities for staff to ensure that any missing capability requirements are developed. Training opportunities will be provided to ensure new skills will be developed that may become necessary.

CONSULTATION AND REPORTING TO THE RESPONSIBLE MINISTER

The Minister of Agriculture is the Commission's responsible Minister, and the Ministry of Agriculture and Forestry is the monitoring department.

The Commission is committed to a "no surprises policy" for new initiatives, operational events and overall policies. The Commission will provide its responsible Minister with accurate, relevant, complete and timely information.

The Board Chair meets with the Minister at regular intervals during the year and provides the Minister with relevant and timely briefings and advice.

The Commission provides the Minister with regular reports that include an update on progress against outputs. Performance information is also provided to Parliament through the *Statement of Intent*, the *Annual Report* and the *Estimates of Appropriations*.

OPERATING ENVIRONMENT

The Commission's operating environment includes sectors such as recreation, tourism, sport, farming, forestry and local government. Its stakeholders are diverse and are very passionate about issues relating to walking access. The Commission's activities are influenced by topics such as changing land use and its ownership and management, societal expectations and outdoor and visitor related requirements and activities.

The operating environment, together with the expectations of our stakeholders is well known to the Commission following three public consultation processes during the seven years leading up to the establishment of the Commission.

During 2009/10 the Commission consulted on the draft national strategy on walking access and the draft outdoor access code. This provided a useful check on the issues concerning stakeholders.

Those processes showed that stakeholders feel comfortable with the Commission's broad direction and operational focus.

A summary of the Commission's operating environment is provided below.

New Zealand's population is increasingly urban, with 85% of New Zealanders currently living in urban areas. The rural communities are changing with the rise of larger, corporate farms. Farming is vital to our economy and fewer people now have direct relationships with rural life and farming. Amidst these changes, our perceptions and social conventions of walking access rights and traditions have also altered.

Public access to land in New Zealand is extensive, but it is not always well-known or practical. The Department of Conservation administers over 31 percent of New Zealand's land area, but much of this is mountainous. In addition to land administered by the department, there is land held or administered by local authorities that provides public access.

Public access along the foreshore is covered by the Marine and Coastal Act, 2011. Most of the foreshore is open to public access, with the exception of some areas that have been affected by erosion or where private title extends across the foreshore.

Access around many parts of the coast and lakes and along rivers is provided by a range of reservations that take various legal forms, including unformed legal roads, marginal strips and esplanade reserves. Some of these water margin reserves – popularly known as the Queen's Chain – are far from complete and may be affected by erosion. A public right of access around the coast above the foreshore depends on the existence of reservations of these kinds.

There is an extensive amount of unformed legal road (estimated at 56,000 km) that provides potential access for the public through rural land. While these unformed legal roads have the same legal status as formed public roads, their diverse

locations and topography means that many of them are not practical for walking access.

There is no right of public access across private land. Owners and managers of that land have an inherent right of exclusive occupation and enjoyment of that land. This right is enforceable by the provisions of the Trespass Act 1990. Particular rights of access across private land can be provided by esplanade strips, easements in gross, by covenants (made under the Queen Elizabeth the Second National Trust Act 1977 or the Reserves Act 1977), or by walkways established under the Walking Access Act 2008.

Crown land – other than that administered by the Department of Conservation – may be open to public access at the discretion of the Crown. However, Crown land that is subject to Crown pastoral lease (a large amount of the South Island high country) is in the exclusive possession of the leaseholders and is essentially the same as private land from an access perspective. Traditionally the owners or lessees of large rural holdings with recreational value have permitted public recreational access across their land.

PART TWO: OUTCOMES FRAMEWORK 2011–2016

This section outlines the specific outcomes that the Commission is seeking to achieve. It also describes how the Commission intends to perform its functions and activities in support of its outcomes.

THE COMMISSION'S OUTCOME FRAMEWORK

The Walking Access Act 2008 and the establishment of the Commission in September 2008 was the outcome of seven years of extensive consultation with the public and interest groups in response to concerns about the availability of public walking access to the outdoors.

The Commission's outcome framework has been based on meeting legislative and ministerial requirements and ensuring that stakeholder's expectations have been addressed.

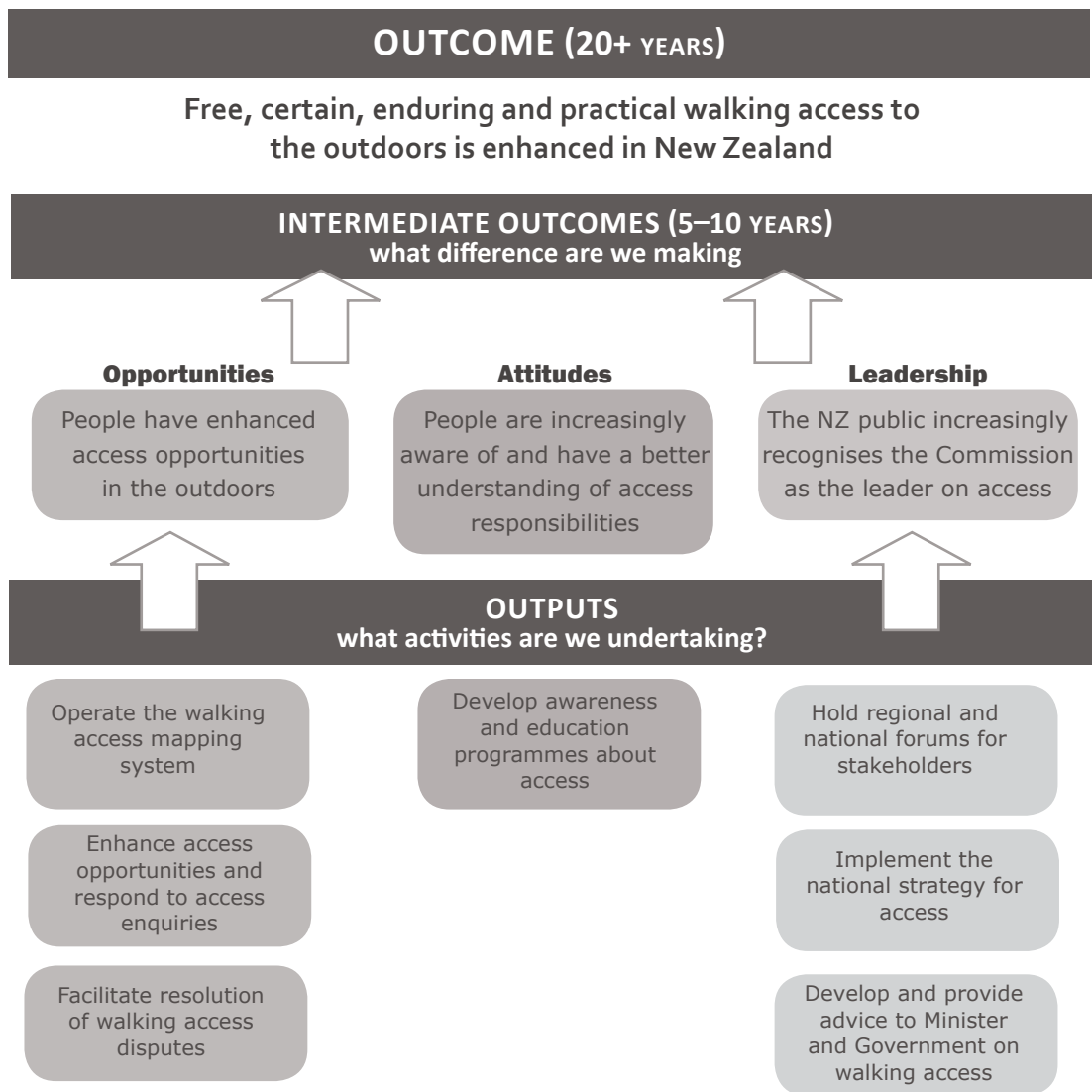
The Commission's primary outcome is:

Free, certain, enduring and practical walking access to the outdoors is enhanced in NZ.

Three intermediate outcomes represent the pre-conditions required to enhance walking access in the New Zealand outdoors. The outcomes are interrelated and interdependent. They are:

- » **Opportunities** – people have enhanced access opportunities in the outdoors.
- » **Attitudes** – people are increasingly aware of and have a better understanding of access responsibilities.
- » **Leadership** – the NZ public increasingly recognises the Commission as the leader on access.

Figure 1: Outcomes framework



OUTCOME: OPPORTUNITIES

What is the impact we seeking to achieve?

The Commission seeks to provide enhanced access opportunities in the New Zealand outdoors for all people. Enhanced access means retaining existing access and negotiating new access, where there is shown to be a need for today or the future.

Why is this outcome important?

New Zealanders and international visitors value highly the many opportunities for free and enduring access to our lands, forests, mountains, waterways and coasts. Ongoing access to these resources is critical to maintaining New Zealand's strong tourism industry. Our love of and association with the outdoors is important in shaping our national culture and character. Our lands, forests, mountains, waterways and coasts are important factors in developing personal independence and self reliance. There is a concern that this access is being increasingly restricted.

Until recently there was no readily accessible and authoritative source of information on the location of existing public access. The three consultation processes that led to the enactment of the Walking Access Act 2008 showed that many people do not know where to go for information about legal walking access.

Many access issues have arisen as a result of misunderstanding of the law and lack of available information. It is anticipated that the provision of accurate information regarding the legal status of particular access routes will help clarify and resolve such issues.

To improve access arrangements, whether existing or new, there must be greater clarity and certainty.

While the Commission's priority is walking access, it recognises that many people are concerned with non-walking access, which by definition in the Act, includes vehicles, dogs and guns. The primary objective of the Walking Access Act 2008 is on walking access. To achieve

this objective, the Commission can facilitate access for activities that may be associated with walking access, such as dogs, bicycles, or vehicles – this is not an exclusive list and the Walking Access Act 2008 allows for other activities such as horse-trekking. There will be many instances where access for walking also enables cycling (mountain bikes).

The Commission will consider all access cases on their merits. There is already pressure on the Commission to deal with cases that are primarily about vehicle access and there are a few cases where the primary focus is on access arrangements for horse-riding. The Commission will evaluate their priority relative to walking access including whether they come within the ambit of the Commission's functions.

Where the demand is such that the Commission's resources are stretched, the priority will be on walking access.

What will we do to achieve this outcome?

To help achieve this outcome the Commission provides the following outputs.

- » provide readily available, up to date information on land opened to walking access in New Zealand through the operation of the walking access mapping system (WAMS) and through the provision of information and advice on access; (output 1.1)
- » provide a walking access enquiry service to respond to requests for information, advice and guidance on walking access matters; (output 1.2)
- » work with others to enhance walking access opportunities by retention of existing access, improving existing access and negotiating new access; (output 1.2) and
- » facilitate negotiated resolutions for walking access disputes and provide access to mediation services if required. (output 1.3)

Walking Access Mapping System (output 1.1)

One of the functions of the Commission is to compile and publish maps indicating land open to public access. Maps that identify land open to public access were seen as an important need by

participants from all groups during the debates over access during 2002-08.

During 2009 and 2010 the Commission developed and released the WAMS to assist the public to identify land in New Zealand open to recreational access on foot. The mapping system is an online system using GIS technology to provide a view of the legal boundaries of public land. This boundary information (known as the cadastre) can be viewed against topographical maps or aerial photographs. The maps can be accessed through the Commission's website. Access to WAMS is free.

The WAMS is the Commission's highest profile product and service. It will remain a high priority for the life of this SOI and beyond. For 2011/12 there will be a focus on ensuring WAMS is relevant and widely used by people and enhancing it where possible and affordable. As use of WAMS increases, users and stakeholders will seek enhanced usability, more comprehensive data and greater usefulness across a broader range of geospatial information sources and emerging technology.

An integral part of the WAMS is an enquiry management function that provides for the recording of walking access enquiries and linking them to the geospatial data in the system. It is very basic and needs enhancing to make it more useful for users and management reporting.

In 2011 the Commission published the *Guidelines for the Management of Unformed Legal Roads*. This booklet explains the law governing these roads. It has been well-received. The Commission also began production of a series of fact sheets and "Frequently-Asked Questions" relating to access and will continue to expand the series in 2011/12. The main purpose of these publications is to demystify technical topics that cause uncertainty.

Enhance Access Opportunities & Respond to Access Enquiries (output 1.2)

Our highest priority for the next few years is to identify and secure access opportunities. We will achieve this by working with and through local community groups and individuals. Where necessary the Commission will take a leadership role in negotiating access. To be successful the Commission will have an independent approach to access issues, a commitment to voluntary negotiated access agreements and will uphold legislative access provisions.

There are approximately 42¹ gazetted Walkways² mostly on land administered by the Department of Conservation (DOC). These are valuable contributions to the access network.

The administration and monitoring of most Walkways under the Act is undertaken by DOC through a Memorandum of Understanding (MoU) established with the Commission. The MoU provides for the continuation of DOC's operational responsibilities for maintenance of Walkways created under the Act. This responsibility also includes carrying out of any enforcement duties that may arise.

During 2010 Federated Farmers New Zealand (FFNZ) worked with the Commission to sponsor the development of a sign for landholders to use showing where they are happy for walking access to happen across their property. This is a voluntary arrangement.

The Commission has sponsored this project as part of its goal of increasing access to the outdoors. Further information on this project is available on the Commission's website.

The Commission will list the location of farmer-approved access points as a layer of information on WAMS. Some farmers indicate paths through

¹ The 2009/10 *Statement of Intent* showed 36 gazetted walkways. More detailed research by the Commission and the Department of Conservation has increased this to the current 42.

² Walkways were formerly administered by the Department of Conservation (DOC) under the Walkways Act 1990. The Walking Access Act 2008 re-enacted the provisions for making formal gazetted walkways and transferred responsibility for them to the NZ Walking Access Commission.

their properties that they are happy for people to use, rather than have people using impractical routes along legal access-ways. This project will help farmers to identify those alternative routes.

The Commission is currently working with other organisations such as Rural Women NZ, Landcorp Farming, Fish and Game NZ and local authorities who have expressed interest in developing joint signage.

The Walking Access Act 2008 provides for “administering a fund to finance the activities of the Commission, or any other person, in obtaining, developing, improving, maintaining, administering, and signposting walking access over any land.”

The Commission established the Enhanced Access Fund (EAF) in early 2010 to facilitate the involvement of individuals, groups and organisations in access projects across New Zealand. Applications to the fund are sought annually. Further information on the EAF can be found on the Commission’s website.

The Commission’s website provides information on walking access and enables users to readily raise walking access issues and questions with the Commission.

Facilitate Resolution of Access Disputes (output 1.3)

Access disputes are usually local in nature and may result from misunderstandings and lack of information. The Commission supports organisations and communities to develop local solutions for local needs.

During 2010/11 the Commission established a national network of regional field advisors who work with local organisations, communities and individuals to identify access opportunities and needs, negotiate with relevant parties and interests, and assist in the resolution of walking access issues.

In negotiating rights for walking access the Commission will seek, where appropriate, to obtain further rights, such as the right of access with firearms, dogs, bicycles, or motor vehicles.

How will we measure the impacts?

The impact to be measured will be that walking access available in New Zealand will have been enhanced as a result of the activities of the Commission.

In March 2011 the Commission undertook its first public survey. The baseline information provided below for item 1 is derived from that survey. Information for items 2 and 3 is from the Commission’s own records.

Measures	Baseline for 2010/11	Comments
1. Information on access opportunities is easy to find.	1. 4% of the NZ public ‘strongly agree’ that it is easy to find information on ownership/status of land. 18% of the NZ public ‘slightly agree’ that it is easy to find information on ownership/status of land.	1. The Commission’s mapping system (WAMS) was launched during 2010/11. We expect that these figures will increase as the system becomes more widely known and used.
2. Number of access opportunities that have been enhanced as a result of the Commission’s work including dispute/issue resolution.	2. Access opportunities enhanced are estimated to be: 1 gazetted Walkway; 31 enhanced and resolved access issues; and 11 enhanced access projects through the Enhanced Access Fund.	2. Due to the timing of finalising the SOI the figures for access opportunities are estimated for the year based on experience to March 2011.
3. Retention of existing gazetted Walkways.	3. 42 gazetted Walkways.	3. The memorandum of understanding with the Department of Conservation listed 36 walkways. Six additional walkways were identified up to March 2011.

OUTCOME: ATTITUDES

What is the impact we are seeking to achieve?

The Commission seeks to increase awareness and improve understanding of access responsibilities in New Zealand. This will lead to voluntary management of outdoor access behaviour issues and to assist both users and land holders to understand and respect each others' interests.

Why is this outcome important?

The Commission acknowledges the importance of respecting private property rights, while ensuring that the rights of the public (for example, use of unformed legal roads and marginal strips) are not impeded.

The increasing urbanisation of the New Zealand population means that many walking access users are not familiar with the countryside as a working place and do not have knowledge about farming and rural practices. Visitors to rural areas often are not familiar with or understand how to behave responsibly with respect to farm livestock and other property and lack awareness of the adverse impacts that their actions may have. Public access to and along lakes, rivers and the coast is fragmented, uncertain and unclear and permission needs to be obtained to cross private land. When asked, many land holders readily allow access. However, this is a privilege and access may be refused or conditions applied.

In many places there are public rights of access, such as use of unformed legal roads, esplanade reserves and marginal strips, even though these may not be fenced and exact locations can be hard to determine.

Land holders are more likely to support public

access if there is appropriate behaviour. They may become more reluctant to allow public access over their land if their expectations about conduct are not achieved.

What will we do to achieve this outcome?

The Outdoor Access Code (released in June 2010) is the Commission's key strategy to encourage responsible behaviour in the outdoors. The Commission aims to make the Code more widely known and understood through the development of a public awareness programme that will extend over several years.

The public awareness programme will include promoting and encouraging the teaching of good behaviour in the outdoors, including in primary schools. We will also look at providing overseas tourists with information about good behaviour in the outdoors including at the point of entry into New Zealand.

In support of the public awareness programme we will (*Output 1.4*):

- » work with stakeholders to identify opportunities to integrate or coordinate the Code with other codes;
- » raise awareness of the public and land holders of reciprocal responsibilities of access through our website, targeted publications, articles, newsletters and presentations; and
- » recognise and support land holders continuing to provide access.

How will we measure the impacts?

The major measures of impact will be changes in attitudes, levels of awareness and knowledge, and action taken as a result of our information.

In March 2011 the Commission undertook its first public survey. The baseline information provided below is derived from that survey.

Measures	Baseline for 2010/11	Comments
Increased awareness and understanding of access responsibilities.	22% of the NZ public 'strongly agree' that most New Zealanders have a good understanding of how to behave in the outdoors. 48% of the NZ public 'slightly agree' that most New Zealanders have a good understanding of how to behave in the outdoors.	These are measures of perception and not actual understanding of good behaviour in the outdoors. When the public were asked to say what they understood to be good behaviour in the outdoors only a few were able to comment. The Commission will be addressing this with its public education programme for the Outdoor Access Code.

OUTCOME: LEADERSHIP

What is the impact we are seeking to achieve?

The public increasingly recognises the Commission leadership on walking access matters in New Zealand. The Commission enables stakeholders and communities to be access leaders.

Why is this outcome important?

The absence of an obvious and interested 'leader' has been a significant factor in the deterioration of the social conventions that have traditionally governed access in New Zealand. The lack of leadership, coordination and a strategic approach on national, regional and local access issues resulted in ad hoc management and lack of interest and focus. As a consequence, access was and is being lost. Access management had been divided between local and central government agencies, each dealing with access from a different perspective, with varying priorities and degrees of emphasis, under a variety of statutory powers and with differing views on what those powers involve and mean. Access is a multi-generational matter and opportunities can be lost without a long-term view.

Stakeholders wanted a dedicated organisation to work with national and local organisations and with tangata whenua to embed walking access as a priority in approaches, policies and plans.

The Commission will, ultimately, be successful if these organisations, tangata whenua and community organisations also see themselves as 'access leaders.'

What will we do to achieve this outcome?

In support of this outcome, over the next five years, the Commission will:

- » lead on walking access issues through national and regional forums and through publications, articles, newsletters and presentations (Output 1.5);
- » promote the National Strategy for Walking Access amongst its key stakeholders (Output 1.6); and

- » provide independent and credible advice and information on access to the Minister, Government, local government and other interested parties; (Output 1.7).

To support its leadership role, the Commission has developed a stakeholder engagement strategy and a communications strategy.

National and Regional forums (output 1.5)

During 2010/11 the Commission held 3–4 regional forums. These events are a valuable way to engage directly with local communities and individuals, to listen and understand about access issues as they impact on these communities, to consult on specific access initiatives and to demonstrate the Commission's leadership role.

During 2011/12 the Commission will hold three-four regional forums and one national forum for stakeholders.

National Strategy for Walking Access (output 1.6)

To establish the Commission's role as the recognised leader in New Zealand on walking access, it completed a national walking access strategy in 2010/11. The strategy promotes and encourages public access on foot and associated access to rivers, lakes and the coastline, and to our forests, mountains and countryside. During 2011/12 the Commission will continue to promote the strategy amongst its stakeholders as its framework for leadership and coordination of the various approaches, programmes and initiatives for improving public access.

It will also encourage and support other organisations and communities to be 'access leaders.'

Advice to Ministers and Government (output 1.7)

The Commission monitors, liaises and works with central and local government to ensure that access principles and guidelines are taken account of when they develop legislation,

policy, processes and procedures affecting access. Advice and information provided by the Commission will be independent and be drawn from practical experience and understanding of the legislation affecting access.

The Commission works with central and local government to develop a shared understanding on the value of walking access, to enhance walking access opportunities and to ensure that the various roles and responsibilities are understood to achieve this objective. For example, the Outdoor Recreation Strategy has an intermediate outcome relating to access (in a wide sense). The Commission will work with Sport and Recreation New Zealand (SPARC) to help achieve that outcome.

The Commission provides briefings to the Minister of Agriculture and contributes to relevant government policy processes and reviews and. The Commission also participates in the review of individual Crown pastoral leases.

How will we measure the impact?

The major measures of impact will be increasing awareness and acknowledgement by key stakeholders of the leadership role of the Commission and its ability to impact and inform central and local government decision making on matters affecting access. This will include positive views of the Minister, central and local agencies and key stakeholders about the Commission's leadership on access matters.

In March 2011, the Commission undertook its first public survey. The baseline information provided below is derived from that survey.

Measures	Baseline for 2010/11	Comments
The Commission's key stakeholders and the public acknowledge that the Commission is the leader on walking access matters.	6% of the public know at least a little about the Commission. 12% of land owners/managers know at least a little about the Commission. 11% of outdoor recreation club members know at least a little about the Commission.	The Commission will focus on raising the profile of the Commission over the next 3 years. We expect to see the awareness of the Commission and its leadership role increase.

PART THREE: FORECAST STATEMENTS

This section contains the following forecast financial statements:

This section contains the following forecast financial statements:

- » Statement of responsibility.
- » Forecast statement of service performance.
- » Statement of significant underlying assumptions and accounting policies.
- » Forecast statement of comprehensive income.
- » Forecast statement of changes in equity.
- » Forecast statement of financial position.
- » Forecast statement of cash flows.

STATEMENT OF RESPONSIBILITY

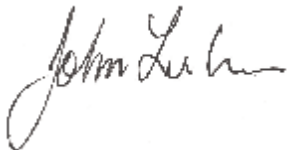
Pursuant to the Crown Entities Act 2004, the New Zealand Walking Access Commission must prepare a Statement of Intent at or before the start of each financial year to promote public accountability.

The Statement of Intent should include financial statements that are succinct and strategically oriented for the full term of the statement of intent, and a set of forecast financial statements for the first financial year prepared in accordance with generally accepted accounting practice.

The forecast financial statements have been prepared on the basis of best estimates and assumptions as to future events. Actual results are likely to vary from the information presented. All material variations will be disclosed in the subsequent annual report.

The forecast financial statements have been prepared in accordance with generally accepted accounting practice in New Zealand.

The New Zealand Walking Access Commission accepts responsibility for the preparation of the statement of intent and forecast financial statements, including the assumptions on which the forecast statements are based.



John Forbes
Chairman



Maggie Bayfield
Board Member

FORECAST STATEMENT OF SERVICE PERFORMANCE 2011/12

NZ Walking Access Commission Outputs

The Commission is responsible for one non-departmental output class, Walking Access Commission, in Vote: Agriculture and Forestry administered by the Ministry of Agriculture and Forestry. This appropriation is limited to the operation of the New Zealand Walking Access Commission.

The Commission undertakes a number of activities to support the following intermediate outcomes.

- » **Opportunities** – people have enhanced access opportunities in the outdoors.
- » **Attitudes** – people are increasingly aware of and have a better understanding of access responsibilities.
- » **Leadership** – the NZ public increasingly recognises the Commission as the leader on access.

The Commission has ensured that its outputs fit within these three outcomes and reflect the requirements of section 10 of the Walking Access Act 2008.

FORECAST STATEMENT OF SERVICE PERFORMANCE – OUTPUT 1: WALKING ACCESS COMMISSION

Output Measures for 2011/12

	Measure	Quantity	Quality	Timeliness
1.1 Walking Access Mapping system				
The Commission developed an online Walking Access Mapping System that provides maps and information about land over which members of the public have walking access. This is a statutory requirement in the Walking Access Act 2008.				
The ease of use of the Walking Access Mapping System is a key quality measure.	75%		Percentage of users that choose to rate the system rate it as easy to use	
The usefulness of the information provided by the Walking Access Mapping System is a key measure of user satisfaction.	75%		Percentage of users that choose to rate the information provided by the mapping system rate it as useful	
1.2 Access Opportunities & Enquiries				
A key part of the Commission's role is to facilitate and negotiate new walking access, and to respond to enquiries on walking access opportunities.	200-300	Number of access enquiries received during 2011/12		
	100%			Percentage of enquiries for information responded to within 10 working days
The Commission operates a contestable fund to address existing access problems and to support the retention of existing walking access. This is provided for in the Walking Access Act 2008.	1	Number of EAF funding rounds held during 2011/12		
	10-20	Number of applications approved		

	Measure	Quantity	Quality	Timeliness
1.3 Disputes and Mediation				
A key part of the Commission's role is to facilitate resolution of disputes around walking access.	3-5	Number of disputes resolved		
1.4 Awareness and Education				
The Commission has a statutory function to educate the public about walking access, and this includes promoting an Outdoor Access Code that encourages responsible behaviour.				Implementation of the Code public education programme started by August 2011
1.5 Forums				
The Commission has a diverse range of stakeholders and as part of its engagement process, regional and national forums are held to help ensure that the Commission is aware of local access issues and can provide leadership by bringing individuals and groups together. The forums also assist the Commission to raise awareness and inform stakeholders about access matters.	3-4	Number of regional forums held during 2011/12		
	1	Number of national forums held during 2011/12		
1.6 National Strategy for Walking Access				
A key function under the Walking Access Act 2008 is to provide national leadership by developing and administering a national strategy on walking access. The strategy underpins the Commission's leadership role and supports its approaches, policies and plans to encourage enhanced access.				All key stakeholders have received and are aware of the strategy by 30 November 2011
1.7 Advice to Government & Minister				
One of the Commission's statutory functions is to provide advice to "the Minister or any other person on walking access", and this includes advice on Overseas Investment Act Applications, Tenure Review proposals and the implementation of Treaty Settlements.	1-5	Number of reports and briefings provided		

STATEMENT OF SIGNIFICANT UNDERLYING ASSUMPTIONS AND ACCOUNTING POLICIES

Reporting entity

The New Zealand Walking Access Commission (the Commission) is a Crown entity with the status of a Crown agent as defined by the Crown Entities Act 2004. The Commission was established under the Walking Access Act 2008 (the Act). The Commission is domiciled in New Zealand. The Commission's ultimate parent is the New Zealand Crown.

The Commission's primary objective is to provide public services to the New Zealand public, as opposed to making a financial return.

Accordingly, the Commission has designated itself as a public benefit entity for the purposes of New Zealand Equivalents to the International Financial Reporting Standards (NZ IFRS).

The forecast financial statements for the Commission are for the year ended 30 June 2012, and were approved by the Board in April 2011.

Basis of preparation

Statement of compliance

The forecast financial statements of the Commission have been prepared in accordance with the requirements of the Crown Entities Act 2004, which includes the requirement to comply with New Zealand Generally Accepted Accounting Practice (NZGAAP).

Measurement base

The forecast financial statements have been prepared on an historical cost basis. The functional currency of the Commission is New Zealand dollars. The forecast financial statements are presented in New Zealand dollars and all values are rounded to the nearest thousand dollars.

Significant accounting policies

Revenue

The Commission is primarily funded through revenue received from the Crown that is restricted in its use for the purpose of the Commission meeting its objectives as specified in the statement of intent. Revenue from the Crown is recognised as revenue when earned and is reported in the financial period to which it relates.

Interest income is recognised using the effective interest method.

Goods and Services Tax (GST)

All items in the financial statements are presented exclusive of GST, except for receivables and payables, which are presented on a GST inclusive basis. Where GST is not recoverable as input tax, then it is recognised as part of the related asset or expense.

The net amount of GST recoverable from, or payable to, the Inland Revenue Department is included as part of receivables or payables in the Statement of Financial Position.

The net GST paid to or received from the Inland Revenue Department, including the GST relating to investing activities, is classified as an operating cash flow in the Statement of Cash Flows.

Cash and cash equivalents

Cash and cash equivalents include cash on hand, deposits held at call with banks both domestic and international, other short term, highly liquid investments, with original maturities of three months or less and bank overdrafts.

Property, plant and equipment

Property, plant and equipment assets consist of leasehold improvements, furniture and office equipment.

Property, plant and equipment are shown at cost less any accumulated depreciation and impairment losses.

The cost of an item of property, plant and equipment is recognised as an asset only when it is probable that future economic benefits or service potential associated with the item will flow to the Commission and the cost of the item can be measured reliably.

Where an asset is acquired at no cost, or obtained for a nominal cost, it is recognised at fair value when control over the asset is obtained.

Depreciation

Depreciation is provided on a straight line basis at rates that will write off the cost (or valuation) of the assets to their estimated residual values over their useful lives. The useful lives and associated depreciation rates used in the preparation of these statements are as follows:

Office equipment	5–10 years	10.0%–20.0%
Leasehold improvements	9 years	11.1%
Computer hardware	4–5 years	20.0%–25.0%

Intangible assets

Acquired computer software is capitalised on the basis of the costs incurred to acquire and bring to use the specific software. Costs that are directly associated with the development of software for internal use are recognised as an intangible asset. Direct costs are the software development employee costs. Staff training costs are recognised as an expense when incurred, as are costs associated with maintaining computer software.

The carrying value of an intangible asset with a finite life is amortised on a straight line basis over its useful life. Amortisation begins when the asset is available for use and ceases at the date the asset is de-recognised. The amortisation charge for each period is recognised in the surplus or deficit. The useful life and associated amortisation rate of the intangible assets has been estimated as follows:

Walking Access Mapping System	10 years	10.0%
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Leases

Leases that do not transfer substantially all the risks and rewards incidental to ownership of an asset to the Commission are classified as operating leases. Lease payments under an operating lease are recognised as an expense on a straight-line basis over the term of the lease in the statement of comprehensive income.

Lease incentives received are recognised in the statement of comprehensive income over the lease term as an integral part of the total lease expense.

Financial instruments

The Commission uses financial instruments as part of its normal operations. These financial instruments include cash and cash equivalents, term deposits, and creditors. All financial instruments are recognised in the statement of financial position and stated at fair value. All revenues and expenses in relation to financial instruments are recognised in the statement of comprehensive income.

Investments

At balance date, the Commission assesses whether there is any objective evidence that an investment is impaired.

Investments in bank deposits are initially measured at fair value plus transaction costs. After initial recognition, investments in bank deposits are measured at amortised cost using the effective interest method.

Income tax

The Commission is a public authority and consequently is exempt from the payment of income tax.

Employee entitlements

Provision is made in respect of liability for annual leave. Annual leave is expected to be settled within 12 months (or approval gained to carry forward leave) of reporting date, and is measured at nominal values on an actual entitlement basis at current rate of pay.

Sick leave has been assessed in accordance with NZ IFRS and determined that there is no liability.

The Commission does not provide long service leave or retirement leave.

Receivables

Debtors and other receivables are initially measured at fair value and subsequently measured at amortised cost using the effective interest method, less any provision for impairment.

Creditors and other payables

Creditors and other payables are initially measured at fair value and subsequently measured at amortised cost using the effective interest method.

Statement of cash flows

The statement of cash flows is prepared exclusive of GST, which is consistent with the method used in the statement of comprehensive income.

The following are the definitions used in the statement of cash flows:

Operating activities include all transactions and other events that are not investing or financing activities.

Investing activities are those activities relating to the acquisition, holding and disposal of property, plant and equipment, intangible assets and investments.

Financing activities are those activities that result in changes in the size and composition of the capital structure. This includes both equity and debt not falling within the definition of cash.

For the purposes of the cash flow statement, cash and cash equivalents include cash on hand, deposits held at call with banks, other short term, highly liquid investments, with original maturities of three months or less and bank overdrafts.

Changes in accounting policies

There have been no changes in accounting policies during the financial year.

Significant underlying assumptions

The forecast financial statements have been prepared on the assumption that, with the implementation of the Walking Access Mapping System in December 2010, the Commission has reached a steady state of operations. Interest rates used range from 4.5%–5.2%. The impact of inflation is assumed to be less than 2% per annum over the period of the forecast statements, and there will be no capital charge in this period.

The Walking Access Mapping System will be enhanced in order to maintain its relevance over the ten year life.

No allowance for third party revenue has been made as investigations have not gone sufficiently far to crystallise this possible source of income.

FORECAST FINANCIAL STATEMENTS

FORECAST STATEMENT OF COMPREHENSIVE INCOME for the year ended 30 June 2012 and out-years

	2009/10 Actual \$000	2010/11 Forecast \$000	2011/12 Budget \$000	2012/13 Plan \$000	2013/14 and out-years \$000
Income					
Revenue from the Crown	1789	1789	1789	1789	1789
Interest income	111	124	125	126	130
Walkway fund	15	1	2	2	2
Total income	1915	1914	1916	1917	1921
Expenditure					
Operating costs	929	1072	1176	1146	1160
Personnel costs	386	578	576	587	599
Audit fees	12	12	16	16	16
Board fees	97	97	97	97	97
Depreciation and amortisation	15	72	112	117	122
Rentals and leases	60	63	63	63	63
Total expenditure	1499	1894	2040	2026	2057
Surplus/(deficit) 1	416	20	(124)	(109)	(136)
Other comprehensive income	0	0	0	0	0
Total comprehensive income	416	20	(124)	(109)	(136)

Note 1: The surplus/(deficit) includes income and expenses of the Enhanced Access Fund and Walkway Fund as follows:

Net fund income/(expense)	55	(55)	(130)	(135)	(140)
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**FORECAST STATEMENT OF CHANGES IN EQUITY
for the year ended 30 June 2012**

	2009/10 Actual \$000	2010/11 Forecast \$000	2011/12 Budget \$000
Balance at 1 July	1859	2775	3295
Represented by:			
General funds	1694	355	330
Capital contribution	150	650	1150
Enhanced Access Fund	0	1740	1784
Walkway fund	15	30	31
Movements in total equity:			
Total comprehensive income for the period	416	20	(124)
Capital contribution	500	500	0
Total equity at 30 June	2775	3295	3171
Represented by:			
General funds	355	330	336
Capital contribution	650	1150	1150
Enhanced access fund	1740	1784	1652
Walkway fund	30	31	33
	2775	3295	3171
Transfers:			
General funds to Enhanced Access Fund	1740	44	(131)
General funds to Walkway fund	15	1	2

**FORECAST STATEMENT OF FINANCIAL POSITION
as at 30 June 2012**

	2009/10 Actual \$000	2010/11 Forecast \$000	2011/12 Budget \$000
Assets			
Current assets			
Cash and cash equivalents	1171	82	80
Receivables	40	40	40
Investments	1669	1557	1477
Total current assets	2880	1679	1597
Non-current assets			
Property, plant and equipment	132	113	91
Intangible assets	0	801	761
Software under development	510	0	0
Term investments	0	1400	1400
Total non-current assets	642	2314	2252
Total assets	3522	3993	3849
Current liabilities			
Creditors and other payables	259	211	191
Employee entitlements	41	40	40
Income in advance	447	447	447
Total current liabilities	747	698	678
Net assets	2775	3295	3171
Equity			
General funds	355	330	336
Capital contribution	650	1150	1150
Enhanced Access Fund	1740	1784	1652
Walkway fund	30	31	33
Total equity	2775	3295	3171

FORECAST STATEMENT OF CASH FLOWS
for the year ended 30 June 2012

	2009/10 Actual \$000	2010/11 Forecast \$000	2011/12 Budget \$000
Cash flows from operating activities			
Cash provided from:			
Crown revenue	2236	1789	1789
Interest	47	124	125
Walkway fund	30	1	2
Goods and services tax (net)	41	0	0
Cash applied to:			
Payments to employees	(357)	(579)	(576)
Payments to suppliers	(798)	(1293)	(1372)
Net cash from operating activities	1199	42	(32)
Cash flows from investing activities			
Cash provided from:			
Investments	0	0	80
Cash applied to:			
Purchase of property, plant and equipment	(147)	(3)	0
Software under development/Intangible assets	(510)	(341)	(50)
Investments	(69)	(1288)	0
Net cash from investing activities	(726)	(1632)	30
Cash flows from financing activities			
Cash provided from:			
Capital contribution	500	500	0
Net cash from financing activities	500	500	0
Net increase/(decrease) in cash	973	(1089)	(2)
Cash at 1 July	198	1171	82
Closing cash balance	1171	82	80

APPENDICES

APPENDIX 1: THE BOARD

CHAIRPERSON

John Forbes is Mayor of Opotiki District. He is the Vice President of Local Government New Zealand and the Chair of the Rural Sector of Local Government New Zealand. Has a good understanding of the agricultural, horticultural, forestry and rural sectors. As a committee chairman of a rural council for many years and a Mayor since 2001, he has had significant experience in governance processes, public consultation and representing rural communities. He was a member of the Walking Access Consultation Panel and the Walking Access Advisory Board.

BOARD MEMBERS

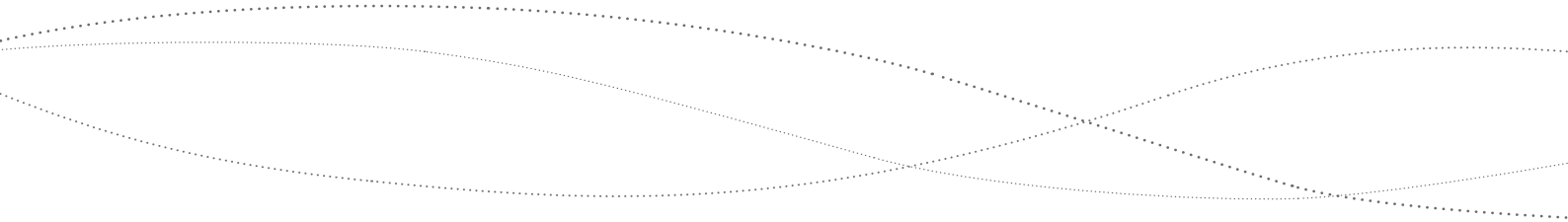
John Aspinall is a high country farmer with a long involvement with farming and the rural community. He is a former Federated Farmers New Zealand National Board member. The location of his high country run in Mount Aspiring has given him extensive experience in managing recreational access across farmland. He is a trumper, hunter and fisherman and is involved with search and rescue. He was a member of the Walking Access Consultation Panel and the Walking Access Advisory Board.

Maurice (Mike) Barnett is the Principal of Barnett and Associates, a consultancy firm providing services in tourism enterprise development, field research, risk assessment, DOC concession planning, RMA planning and tourism marketing. He is a shareholder in Trail Journeys Ltd (operating on Otago Central Rail Trail), Daylock Ltd, Around the Mountains Cycle Trail Ltd and Online Booking Systems Ltd. He was appointed national cycle trail consultant to the Ministry of Tourism/Ministry of Economic Development and was an advisor to Hauraki District Council on land easement access issues for cycle-walking trails.

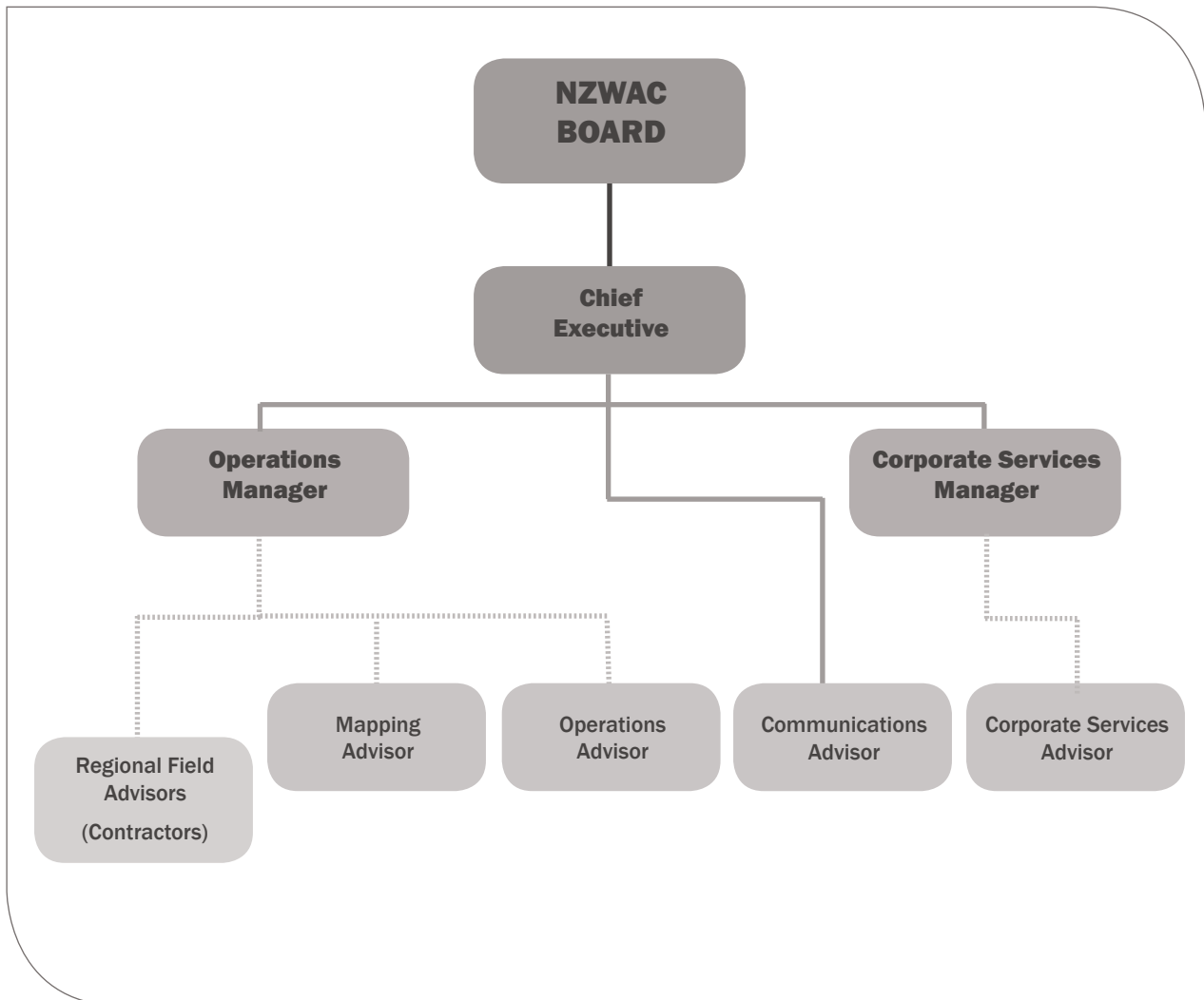
Maggie Bayfield is a former chair of the Queen Elizabeth the Second National Trust and past Acting Executive Officer of Rural Women New Zealand. She is a keen trumper and a forest owner. She was a member of the Walking Access Consultation Panel.

Peter Brown (Turanganui a Kiwa, Ngati Porou, Te Arawa, Tuwharetoa) is a consultant and horticulturist from near Gisborne. He has a background in public service and community fund management including cooperative business loans and enterprise grants. He is qualified in law and business management. He was a member of the Walking Access Consultation Panel and the Walking Access Advisory Board. He is a member of the Waitangi Tribunal.

Brian Stephenson is a barrister from Auckland with extensive experience in employment law and dispute resolution. Brian is a past President of Federated Mountain Clubs of NZ. He is a member of the New Zealand Conservation Authority. Brian is a trumper, climber and ski-mountaineer and a past President of Federated Mountain Clubs of NZ. He was a member of the Walking Access Advisory Board and is a member of the NZ Conservation Authority.



APPENDIX 2: NZWAC ORGANISATIONAL STRUCTURE



NEW ZEALAND WALKING ACCESS COMMISSION

PO Box 12-348

Thorndon

Wellington 6144

Telephone (04) 818 8502

www.walkingaccess.govt.nz

contact@walkingaccess.govt.nz

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