



WALKING ACCESS
ARA HĪKOI AOTEAROA

New Zealand

Walking Access Commission

Board Meeting

Wellington

25 November 2020

New Zealand Walking Access Commission Board Meeting

24-25 November 2020

Wellington/via Zoom

Tuesday 24 November (A&R meeting), Board and staff dinner

Wednesday 25 November Board workshop, Board meeting

Venue: Aoraki/Tasman meeting room, L15 Majestic Centre, 100 Willis St, Wellington

Accommodation: s 9(2)(a)

Arrive in Wellington	s 9(2)(a)
Don Cameron	s 9(2)
Pierre Henare	s 9(2)(a)
Hilary Allison	s 9(2)(a)
Lisa Chase	s 9(2)
Raewyn Tipene	s 9(2)(a)
Helen Mexted	s 9(2)(a)
Celia Wade-Brown	s 9(2)(a)
Peter Coburn	s 9(2)(a)
Mark Weatherall	s 9(2)(a)

Depart from Wellington	s 9(2)(a)
Don Cameron	s 9(2)
Pierre Henare	s 9(2)(a)
Hilary Allison	s 9(2)(a)
Lisa Chase	s 9(2)
Raewyn Tipene	s 9(2)(a)
Helen Mexted	s 9(2)(a)
Celia Wade-Brown	s 9(2)(a)
Peter Coburn	s 9(2)(a)
Mark Weatherall	s 9(2)(a)

New Zealand Walking Access Commission Board Meeting

PROGRAMME

Tuesday 24 November

Audit and Risk Committee will be meeting from 3-5 pm.

6.00pm – 8.00pm Board and staff dinner, POP, 100 Willis Street

Wednesday 25 November

8.30am – 10.00am Board only time

10.00am – 10.15am Morning tea

10.15am – 12.00pm Board meeting

12.00pm – 12.30pm Lunch

12.30pm – 2.30pm Board meeting

New Zealand Walking Access Commission Board Meeting

AGENDA

NEW ZEALAND WALKING ACCESS COMMISSION, BOARD MEETING

25 November 2020

Agenda			
	<i>Item</i>	<i>Lead</i>	<i>Resource</i>
	1. Welcome Apologies Confirm Agenda Declare any conflicts of interest	D Cameron	
	2. Minutes of the meeting of 23 September 2020 and matters arising from the Minutes	D Cameron	Paper
	3. Chief executive's report	R Cullinane	Paper
	4. Health and safety report	P Culling	Paper
Part A	Items for decision		
	5. Statement of Intent delay	A Wilson-Goldman	Paper
	6. 2021 timetable	P Culling	Paper
	7. Māori Partnership Strategy	P Culling	Paper
Part B	Items for noting		
	8. Annual Report 2019 – 2020	P Culling/A Wilson	Paper
	9. Report to the Board on the Audit	P Culling	Paper/Oral
	10. Audit and Risk Committee	P Culling	Paper
	11. Operations update	K Douglas	Paper
	12. Te Araroa update	M Weatherall	Paper
	13. Q1 Quarterly Report	A Wilson-Goldman	Paper
	14. Identity, values and brand update	A Wilson-Goldman	Paper
	15. Insurance	P Culling	Paper
	16. Potential form and function post-Act Review	R Cullinane	Paper
	17. Significant correspondence: 17.1 Auditor-General's guidelines on managing conflicts of interest		
Part C	Any other business		
	Chair's closing remarks	D Cameron	
Next Meeting: Feb 2021, Wellington (TBC)			

MINUTES
NEW ZEALAND WALKING ACCESS COMMISSION
BOARD MEETING
23 September 2020
Wellington/via Zoom

Members: D Cameron (Chair), H Allison, P Coburn, P Henare, H Mexted, C Wade-Brown, R Tipene, L Chase

In attendance: R Cullinane (Chief Executive), P Culling (Deputy Chief Executive), A Wilson-Goldman (Strategic Communications and Partnerships Manager), K Douglas (National Operations Manager), L Edwardson (Principal Advisor – Operations), M Weatherall (Te Araroa Executive Director), S Cruickshank (GIS/IT Manager) and S Day (minutes).

Opening Comments

The meeting commenced at 12.40pm.

P Henare opened the meeting with a karakia.

The Chair welcomed Board members and staff.

1. Apologies

No apologies were received.

Conflicts of Interest

No conflicts of interest were declared.

Confirm Agenda

The Board confirmed the agenda for the meeting.

The Board noted that although there is no statutory right of public participation to board meetings, as a matter of transparency the Board would support people attending and observing meetings in most circumstances. The Commission will publicise meetings dates on its website so that people can exercise this opportunity if they choose.

2. Confirm Minutes

The minutes of the meeting held via Zoom on 8 July 2020 were circulated and read.

Action: The Board

- a) **confirmed** the minutes of the 8 July 2020 meeting as being a true and correct record of the meeting.

Moved H Mexted

Seconded P Henare

Carried

Matters arising from the minutes

No matters were arising from the minutes.

3. Chief Executive's report

The Board discussed the chief executive's report for September 2020.

R Cullinane gave a strategic summary of the year to September and reported on: the impact from COVID-19; staffing; the 2019/2020 Annual Report and audit; the September Audit and Risk Committee report; Enhanced Access Grant applications; progress with the Māori partnerships strategy; progress with the Te Araroa partnership; the Act Review; regional leadership and strategies; partnerships and policy; IT; health and safety; recent high-level meetings; and potential upcoming collaborative projects.

The Board noted that the Pūhoi to Mangawhai project is a likely Te Araroa segment.

The Board discussed whether there would be increase in applications for Enhanced Access Grants. This will be hard to anticipate as the criteria for the grants has been updated. There has been a huge demand for funding for building track and trail components that are beyond the Commission's means. The main priority of the grant is securing legal access. The Commission expects a significant number of applications meeting this priority but does not have a sense of how many will be received.

The Board congratulated A Wilson-Goldman on getting support from the Waikato District Council for the Connecting Franklin-North Waikato Project.

Action: The Board

a) **discussed** the chief executive's report for September 2020.

Moved D Cameron **Seconded** C Wade-Brown **Carried**

4. Health and safety report

P Culling presented the health and safety report as at September 2020.

This is a regular report, covering any accidents, near misses, on-going issues/any actions taken, initiatives, and any other relevant matters.

There were no accidents and no near misses since the last report.

Action: The Board

a) **noted** the Commission's July 2020 Health and Safety report.

Moved D Cameron **Seconded** L Chase **Carried**

Part A

5. Briefing to the Incoming Minister

A Wilson-Goldman presented a paper asking for Board sign-off on the draft Briefing to the Incoming Minister.

Following the general election, a new government will be formed, and a new executive named, including a Minister with responsibility for the Commission. The Commission must provide a written briefing to the new Minister, outlining the Commission's work and any other areas the Commission wishes to bring to the Minister's attention. The Commission will also seek a meeting for the Board Chair at the earliest opportunity with the Minister, to discuss the Commission's plans for the coming three years.

The draft briefing was prepared based on the Commission's briefing in 2017 with updates to reflect the current situation. Two additions will be added to the draft. NZTA will be added as a key relationship and a note of how our work contributes to the four well-beings. This will include the benefits for the environment and the affordability of walking for most people.

The Board discussed its existing and proposed relationships with iwi and Māori organisations, including which of these should be included in the briefing and how those relationships should be described.

The Board suggested that the briefing should propose extending board member terms. The Board also suggested that the briefing take a stronger position on the impact of budget allocations on the Commission's ability to do more than its current baseline work.

Action: The Board

- a) **approved** the Commission's draft Briefing to the Incoming Minister, pending any additional feedback received from Board members by 30 September.

Moved P Coburn

Seconded C Wade-Brown

Carried

6. Māori Partnership Strategy

P Culling presented the revised Māori Partnership Strategy Framework to the board for approval.

At its meeting on 8 July 2020, the Board directed management to prepare an aspirational high-level framework that outlines the Commission's commitment to the Treaty of Waitangi. A draft Strategy and draft Strategic Framework for Māori engagement were circulated to the Board on 16 July 2020. A Board workshop was then held on 17 August 2020, and further revisions were made resulting in the revised Māori Partnership Strategy Framework.

The Board discussed whether to endorse the Māori values that Te Araroa has adopted. Further work is needed on a shared approach to values. The Board agreed that there was no need for an external advice and that the Board itself could do the work in-house.

This Board suggested adding this as a regular reporting item at its meetings, with further discussion needed around how best to use the Budget allocation for Māori engagement.

Action: The Board

- a) **noted** the revised Māori Partnership Strategy Framework and requested some minor changes be made to the Strategy, ready for a final draft to be brought to the Board at its next meeting in November.
- b) **requested** that management prepare a project plan for implementing the three work programmes outlined in the framework.

Moved P Henare

Seconded H Mexted

Carried

7. Annual Report 2019-2020

P Culling presented the draft Annual Report for the period 1 July 2019 to 30 June 2020, for the Board to comment on, and approve.

The Commission's draft Annual Report for the period 1 July 2019 to 30 June 2020 was prepared using the Treasury's Guidance and Requirements for Crown Entities, and Audit New Zealand's Model Financial Statements for Crown Entities as well as generally accepted accounting principles. It uses the same format as the previous two Annual Reports.

Audit NZ received a draft of the financial statements and performance information in mid-September. The full audit is scheduled to commence on 12 October, and the Audit and Risk Committee will hold a special meeting with Audit New Zealand on 27 October.

The Commission did well financially when compared with its projected deficit, with the IT systems enabling good business continuity through the COVID-19 lockdown.

The Board suggested that the Chair's message in the Annual Report note the opportunities arising from the COVID-19 pandemic rather than the negatives. It was also suggested that photos used in the report include more people.

Action: The Board

- a) **approved** the Commission's draft Annual Report for the period 1 July 2019 to 30 June 2020, subject to any changes discussed at the meeting, comments sent through subsequently from Board members, or arising from the special meeting of the Audit and Risk Committee with Audit New Zealand on 27 October.
- b) **designated** L Chase (board member) and D Cameron (board chair) to sign the Annual Report for the period 1 July 2019 to 30 June 2020, statement of responsibility, financial statements, and letter of representation for, and on behalf of, the Board.

Moved D Cameron

Seconded P Henare

Carried

Part B

8. Q4 Quarterly Report

A Wilson-Goldman presented the Commission's Q4 quarterly report for 2019-2020 as submitted to the Ministry of Primary Industries.

Action: The Board

- a) **noted** the Commission's Q4 Quarterly Report, as submitted to the Ministry of Primary Industries.

Moved P Henare

Seconded P Coburn

Carried

9. Rebrand update

A Wilson-Goldman updated the Board on the project to develop a new brand for the Commission.

In late August the Commission sent out a Request for Proposals to four full-service design agencies. In October Commission staff will undertake an assessment of proposals, choose a preferred provider, and sign a formal contract for service.

The Board expressed concern about the use of the term brand and suggested it that a better description to describe what the allocated budget is being spent on is identity and strategy.

Action: The Board

- a) **noted** the update on the project to define a new brand for the Commission.

Moved H Allison

Seconded P Henare

Carried

10. Website update

A Wilson-Goldman updated the Board on recent development of the Commission's website and Find My Adventure tracks and trails search tool.

In August and September new features were introduced, and improvements made to the existing features on the website. The main focuses of this development were improving accessibility and usability.

Action: The Board

- a) **noted** the update on recent development of the Commission's website.

Moved L Chase **Seconded** H Allison **Carried**

11. Connecting Franklin – North Waikato update

A Wilson-Goldman updated the Board on the Connecting Franklin – North Waikato project.

A Wilson-Goldman and M Weatherall met with Waikato District Council and successfully sought its support for the project. To implement these projects, the Commission has applied for funding totalling \$565,000 over three years from the Waikato River Authority. This funding would be used to recruit a programme manager, and to provide seed funding to undertake their role. The Commission expects to hear the result of this application by mid-October and, if successful, funding would begin 1 January 2021.

Action: The Board

- a) **noted** the update on the Connecting Franklin – North Waikato project.

Moved H Allison **Seconded** L Chase **Carried**

12. Operations update

K Douglas presented a paper giving the Board an operational update and presented the quarterly case statistics report for the period 1 April to 30 June 2020 (Q4 2019-2020).

A recent survey of RFAs was completed to assess confidence and capabilities in key aspects of Māori-Crown relations.

The operations team is continuing to work with RFAs on caseloads and workload pressure. At any given time, there are about 300 active cases. These are not evenly spread among Regional Field Advisors, and the case numbers do not necessarily reflect workload.

Action: The Board

- a) **noted** the operations update and quarterly case statistics report for the period 1 April to 30 June 2020.

Moved P Henare **Seconded** P Coburn **Carried**

13. Audit and Risk Committee

P Culling presented the Board with the deputy chief executive's report as presented to the Audit and Risk Committee at its meeting 10 September 2020. This meeting focused on the Annual Report 2019-2020.

The Board discussed the need for a focus on progressing the recommendations arising from the review of the Walking Access Act 2008. Every recommendation required either new funding or legislative change. It is important to make sure they are all addressed individually as part of the policy review. This work should remain at the Board level.

The Board noted the need to consider a long-term strategy for dealing with the impacts of COVID-19 – both the risks and opportunities. This strategy would address how the Commission can mitigate risks and employ opportunities at each alert level.

The Board requested an update on work around stakeholders and partnerships.

Action: The Board

- a) **noted** the deputy chief executive's report from the Audit and Risk Committee meeting held on 10 September 2020.
- b) **directed** management to present a paper on the estimates of work and costs associated with each Act Review recommendation to be presented at the next board meeting.

Moved L Chase

Seconded D Cameron

Carried

14. Unaudited financial results 219-2020

P Culling updated the Board on the unaudited financial results for the financial year ended 30 June 2020.

The unaudited financial statements and supporting information form the basis of the Commission's year-end audit of the financial statements by Audit New Zealand. This will take place during the week beginning 12 October 2020.

The overall financial result for the year ending 30 June 2020 is significantly better than the projected financial result to 30 June 2020 based on pre-COVID-19 conditions. Overall income was down against budget by less than 1 per cent. Expenditure was less than budget by nearly 5 per cent. The major variations were caused by a slow-down of expenditure as the Commission moved to lockdown under Alert Level 4.

Action: The Board

- c) **noted** the Commission's unaudited financial results for the year ended 30 June 2020.

Moved P Henare

Seconded P Coburn

Carried

Part C

15. Other Business

M Weatherall addressed the Board. He noted that the partnership with Te Araroa has now been ongoing for 2.5 months. Tangible progress has been made with the GIS team on mapping, and with the communications team on the new Te Araroa website. Additionally, a closer working relationship with the Regional Field Advisors has helped make good inroads on some smaller projects around the country. The Trust's priority vision for the trail is to get more New Zealanders doing the trail across their lifetime, as well as the overseas through-walkers.

The chair noted the huge opportunity to promote Te Araroa to district councils. Te Araroa passes through 22 district councils, but only has close relationships with 2-3 of these. The Te Araroa regional trusts have an important role to play in building these relationships. A zoom meeting between the Te Araroa trustees and the Board was recommended, to establish and keep the connection between the two groups.

The Board requested a regular updated on Te Araroa at its meetings.

16. Closing comments

The chair thanked R Cullinane for the quality of the board papers.

P Henare closed the meeting with a karakia.

17. Next meeting

The next meeting of the Board will be held on 25 November 2020 in Wellington (to be confirmed).

The meeting closed at 2.35 pm.

D Cameron

Chairperson

NEW ZEALAND WALKING ACCESS COMMISSION

BOARD PAPER

25 November 2020

Chief Executive's report

Purpose

1. The Board is asked to discuss the chief executive's report for November 2020.

2019/20 Annual Report and Audit

2. The final audit of the Commission's 2019-2020 Annual Report took place between Monday 16 November and Friday 20 November.
3. The Audit and Risk Committee met with the Commission's Audit Director Rehan Badar at a special meeting on Tuesday 24 November 2020 where the Audit Director addressed the Committee. They discussed issues around disclosures in the Annual Report, the outcome of the final audit, outstanding matters required to tidy up the report, the process for approving the report, audit matters they identified during the audit and recommendations to address these.
4. At the time of writing this report I anticipate that the Committee will have approved the Annual Report and recommended that the final version be presented to the Board with the Committee's endorsement.
5. At today's meeting, the Board will receive a verbal presentation on the outcome of the meeting with Audit New Zealand.

Audit and Risk Committee

6. It has been a disruptive year for the Audit and Risk Committee due to the outbreak of COVID-19. Meetings have been cancelled, rescheduled, and held by zoom video conference as appropriate. The Committee's final meeting of the year, which included meeting with Audit New Zealand on the 2019-2020 Annual Report, was held on Tuesday 24 November.
7. Matters discussed at the final meeting were, the Walking Access Act review, 2019-2020 Annual Report, risk management, legislative compliance, insurance, financial results to 30 September 2020, incidence of overdraft, IT strategic plan, Māori Partnership implementation plan, the Committee's 2021 workplan and a proposed delay to the Commission's 2022 Statement of Intent.
8. Management has completed work on the four audit recommendations from the 2019 audit which were; a comprehensive update of the sensitive expenditure policy, management of sensitive expenditure, controls over master file changes, and checking related parties information to the New Zealand companies register.

Operations

9. The period has been a particularly busy quarter for Operations, including the recruitment of office staff and a RFA. A two-day RFA workshop took place in July and planning for the December workshop is complete. We secured new public access = through our involvement with the Overseas Investment consent process.
10. We made good progress on the review of the Commission's Guideline for the Management of Unformed Legal Roads, including additional guidance on stopping of Legal Roads through Māori Freehold land under the Te Ture Whenua Act 1993. Next steps will be meeting with Local Government NZ with the aim of disseminating the guideline to councils for their feedback, comments and endorsement. We want to get a consistent approach across local government on management of ULRs.
11. We are also reviewing the status of land returned to iwi through Te Kāhui Whakataū (Treaty Settlements). Some of the land has reserve status which allows for public access and recreation use, and the project outcome is to ensure these are identified on our maps as public access areas.

Enhanced Access Grants

12. The new Enhanced Access Grant (EAG) process was implemented on 8 July 2020, and when applications for this financial year opened.
13. We have received two applications since the last board meeting, both are being processed:
 - a. 20-03 Lake Ōkareka Eastern Walkway Project: The project, located in the Rotorua Lakes District, is creating a track along the lakeside, largely on Department of Conservation reserve, with a small section over private land. The Lake Ōkareka Community Association has applied for s 9(2)(b)(ii) for a cultural impact assessment (for iwi approval and resource consent), legal costs for the landowner, and costs associated with applying for resource consent.
 - b. 20-04 Whakaumu Track: The track is located east of Ōpōtiki, and is largely over unformed legal road, but with a key connecting section over private land. The Motu Trails Charitable Trust has applied for s 9(2)(b)(ii) for survey costs, Land Information NZ fees, gates, fencing and directional signage. The Trust was previously granted \$3420 for survey costs for the same project in 2017. However, due to uncertainty with the landowners, the grant was closed, and no funding was claimed. A planned easement has now been approved by the landowner. The project has support from the Ōpōtiki District Council, local recreation groups and the Whakatōhea Māori Trust Board.
14. We have received a total of four applications for the 2020-2021 round. Two EAGs have been granted under the chief executive's discretion.

Māori Partnership Strategy

15. Board members Pierre, Lisa and Raewyn have been working closely with Phil on a revamped Māori Engagement Strategy. A final draft copy of the strategy, for approval is on today's agenda at item 7. The draft Māori Partnership Strategy has been updated to incorporate the initial draft's key principles and values into the body of the strategy, and to consolidate the imbedded links in the strategy.
16. We have developed an implementation plan for the strategy. The plan has three timeframes, 1) this financial year, to June 2021, 2) next 18 months, to June 2022 and 3) ongoing and long-term.

Te Araroa

17. An update report from Mark on Te Araroa trail is on today's board agenda. The update covers; the successful awarding to the Northland Regional Council of \$2m from the Provincial Growth Fund concerning the migration of Kauri dieback on the trail, the new trail website, walker interest, trail notes and maps, Te Araroa regional trusts, and the support to the trail from the Commission's regional field advisors.

Act review policy development

18. The Ministry for Primary Industries has advised that the policy work following the Act Review is scheduled to begin in 2021. Dates and details are yet to be confirmed. Completion of the policy development next year and in time for our budget bid at the end of 2021 is a key issue for us.

Insurance

19. The Commission's Audit and Risk Committee has reviewed the insurance renewal process as part of its meeting agenda on 24 November 2020. s 9(2)(b)(ii)
A report on the insurance renewal is on today's board agenda.

Regional Leadership and Strategies

20. Pūhoi to Mangawhai Trail Programme update: The overall trail route map (150km) is being developed with support from OPUS. This will provide the project with section-by-section construction cost estimates and initial preliminary engineering design recommendations. This will be ready by the end of the year. In October, Auckland Council Sports and Recreation Fund granted the project \$500,000 which will go towards the construction costs for the first shovel ready section - Point Wells to Matakana. Auckland Council are funding a Public Relations company to work with the Matakana Coast Trail Trust and Ngāti Manuhiri to develop a trail name and identity. Good progress has been made on the Auckland Council grant to Ngāti Manuhiri to develop a series of cultural markers along the trail. The first marker location and concept has been confirmed within Pākiri Regional Park.

21. Connecting Franklin-North Waikato: The budget bid for Waikato River Authority to fund a programme manager over the next three years was unsuccessful. The Authority had applications for twice as much money as they granted last year. Other funding options are being considered.
22. Taranaki: Asher and Kevin attended the public launch of the Taranaki Trails Trust in November. Asher spoke on behalf of the Commission, alongside Howie Tamati (ex-Sport Taranaki CE). This shows what high regard the Commission is held in by the Trust for our work on the Taranaki Tracks and Trails 2040 Strategy. The [Taranaki Daily News had a good story](#) about the Trust's plans.

Partnerships and Policy

23. Despite assurances from the Department of Conservation that the memorandum of understanding is now in the final stages of gaining sign-off from senior managers and its legal team, there has been no further progress.

IT update

24. Work is being carried out on an IT Strategic Plan for the Commission. The goal of the plan is to document how technology aligns and supports the Commission's business by supporting daily operations and developing IT for the future. IT/GIS related spending projected for the 2021 financial year is \$700,000 or 20 per cent of the Commission's total budget for 2021.
25. The Commission's IT team includes two GIS Analysts and the GIS/IT Manager. In addition, the Commission uses an IT partner, IT Engine, to assist in obtaining Office365 accounts, utilising their managed anti-virus protection and assistance on IT Projects and helpdesk issues.

Health and safety

26. The period covered by the health and safety report is 22 September 2020 to 25 November. There are no incidents to report.

Meetings

27. Since the September board meeting, I:
 - a. met with Dan Coup, chief executive of Queen Elizabeth II National Trust.
 - b. hosted a meeting with Andrew Leslie (chief executive of Recreation Aotearoa), Jan Finlayson (President FMC) and Alison Greenaway () on developing further thinking on Landcare Research's "Being Manuhiri" programme.
 - c. presented Shaun Norman with his Access Champion Award in Twizel.
 - d. met with Chrissy Murray as part of a regular catch up between the Audit and Risk Committee Chair and senior staff.
 - e. had a monthly catch up with Vince Arbuckle, director general for MPI.
 - f. visited our kaumatua at his home in Ruatoki and attended his tangi in Ruatahuna, and
 - g. negotiated with landholders on access on a walkway near Raetihi.

Upcoming

28. With the exception of finalising the audit and annual report, there are a handful routine asks and activities to be completed before the end of the calendar year. The other key tasks will include work on the implementation of our partnership policy and preparing for a good start to the 2021 tasks and projects in January. It has been a challenging and productive year, and staff are ready for a well-deserved break over the Christmas and New Year period.

Recommendation

29. It is recommended that the Board:

- a) **discuss** the chief executive's report for November 2020.

Ric Cullinane

Chief Executive | Te Tumuaki

NEW ZEALAND WALKING ACCESS COMMISSION BOARD REPORT

25 November 2020

Health and safety report

Purpose

1. This paper reports on health and safety at the Commission for the period 22 September 2020 to 25 November 2020.

Background

2. This regular report covers accidents, near misses, on-going issues, actions taken, initiatives, and any other relevant matters.
3. The World Health Organisation declared COVID-19 a global pandemic on 11 March 2020. On 21 March, the New Zealand government introduced a four-level alert system to respond to COVID-19.
4. New Zealand is now at Alert Level 1. Under Alert Level 1 controls at the borders remain for those entering New Zealand. This includes health screening and testing for all arrivals, and mandatory 14-day managed isolation or quarantine. Staying at home if you are sick is especially important at Alert Level 1. The risk of COVID-19 being spread in the community is much greater when there are no restrictions on gatherings or going out. At Alert Level 1, there is still a risk of COVID-19 returning to the community and people are encouraged to continue using the tracer app to track where they have been.
5. Where it is practical, Commission staff are utilising the ability to work from home. We are using videoconferencing (Zoom and Teams) as an option for meetings.
6. Several staff at the Commission have ongoing but manageable health issues. We discuss these issues regularly with the staff concerned and provide support as appropriate and required.

Incidents

7. There are no new incidents or near misses to report.

Recommendation

8. It is recommended that the Board.
 - a. **note** the Commission's November health and safety report.

Ric Cullinane
Chief Executive | Te Tumuaki

Prepared by:
Phil Culling
Deputy Chief Executive | Te Tumuaki Tuarua

Appendix 1: November 2020 Health and Safety report

New Zealand Walking Access Commission

25 November 2020

Health and Safety Report

Period covered: 22 September 2020 to 25 November 2020

Accidents:

2018: No accidents reported

2019: Previously reported - 1 incident on 3 July 2019 involving West Coast Regional Field Advisor who tripped and fell downstairs, in wet conditions at Wellington airport. Accident did not require a doctor or hospital visit but RFA received some superficial injuries in the form of cuts and bruises.

2020: This period. No accidents reported.

Near Misses:

2018: no near misses reported

2019: no near misses reported

2020: no near misses reported

On-going matters:

1) Regional Field Advisors

No issues: As part of the Commission's annual review of its contractors' health and safety obligations, RFAs have reviewed and complete the Contractor Selection Checklist (HS1).

2) Wellington Office

Several staff have ongoing health issues. These issues are regularly discussed by management with the staff concerned and action taken as appropriate.

Pro-Active staff related initiatives:

- Personal locator beacons: Issued to all RFAs
- Vitae wellness: 24/7 counselling services for staff and RFAs
- Fire wardens: Two staff on NZTE roster for 15th floor
- First aid training for all staff held on 25 June 2019
- Flu vaccinations
- First aid: easy access to first aid kit and first aid cabinet
- Civil defence: cabinet containing blankets, axe, saw, bandages etc.
- Individual safety pack: staff each have a safety pack
- Two staff on NZTE civil defence evacuation committee
- Eye care: Staff reimbursed for eye tests and cost of glasses, up to \$500
- Sick leave: increased by 1 day per annum to a total of 10 days sick leave
- Desk and computer set up for all new employees and RFAs at their request
- Flexible working arrangements, including working from home.

NEW ZEALAND WALKING ACCESS COMMISSION BOARD REPORT

25 November 2020

Statement of Intent delay

Purpose

1. This paper seeks the Board's agreement to request a one-year extension from the Commission's responsible minister for a refreshed Statement of Intent.

Background

2. The Statement of Intent (SOI) sets out how a Crown entity intends to increase value for its customers and New Zealanders (public value) over the medium to long term. It provides the Crown entity's Board with a mechanism for publicly setting out the entity's strategic objectives and how it will achieve these. The Board must ensure the entity acts in a manner consistent with its current SOI (s49 and s92 of the Crown Entities Act 2004).
3. The Commission's current SOI was published in 2017 for the period 2018 – 2022. It focussed on improving relationships with key stakeholders, work in the regional and national leadership space, and gaining a better understanding of the Commission's role in tourism and urban development. The 2018 – 2022 SOI also made mention of the start of a shift from reactive to proactive access planning.
4. It also noted the spending down of the Commission's reserves, due to increased amounts and complexity of work across the range of areas in which staff and regional field advisors work. The SOI noted that "new funding will be sought via NZWAC's monitoring agency in 2019 - 2020...after the conclusion of the review of the Walking Access Act 2008 in 2019."

Discussion

5. The Crown Entities Act requires that:
 - a. The content of a SOI must cover a minimum of four financial years.
 - b. The SOI can last up to three years but should be regularly reviewed and updated where circumstances require.
 - c. The responsible Minister can ask for a new SOI at any time.
6. The current three-year term for the SOI expires at the end of June 2021.
7. If the Commission is to produce a new SOI, it must be provided to the Minister prior to the end of April 2021.
8. We expect the policy process from the review of the Walking Access Act 2008 to take place in 2021. The results of this process will impact the future direction, shape and capacity of the Commission.
9. If the Commission produces a new SOI prior to the completion of this policy process, it is likely to be required to produce another one immediately after to reflect the outcomes of it.

10. The Crown Entities Act (s139b) states that the Minister may grant an extension of time for, or waive, the requirement to provide a statement of intent:
 - a. if a Crown entity is likely to have a significant change in the nature or scope of its functions, the responsible Minister may grant the Crown entity an extension, of up to 1 year.
 - b. However, the responsible Minister must not grant an extension unless he or she is satisfied that the extension will enable the entity to improve the quality of the statement of intent that it provides.
11. Given that the current SOI 2018-2022 broadly covers the Commission's current activity, there is no immediate need to produce a new SOI.
12. Accordingly, this paper seeks the Board's agreement that management write to Minister O'Connor requesting a one-year extension on the requirement to produce an SOI, in order that the policy process

Recommendations

13. It is recommended that the Board:
 - a) **agree** that management write to Minister O'Connor requesting a one-year extension on the requirement to produce an SOI. This would be so that the the medium-long term planning in the new SOI can take the outcomes of the policy process stemming from the review of the Walking Access Act 2008 into account. The new SOI would come into effect 1 July 2022.

Ric Cullinane
Chief Executive | Tumuaki

Prepared by:
Asher Wilson-Goldman
Strategic Communications and Partnerships Manager | Pou Whakahaere,
Whakawhitiwhiti Kōrero, Hononga Rautaki

NEW ZEALAND WALKING ACCESS COMMISSION BOARD REPORT

25 November 2020

2021 timetable

Purpose

1. This paper seeks the Board's confirmation of the Commission's 2021 planning and reporting timetable.

Background

2. The 2021 planning and reporting timetable highlights the Commission's calendar events for next year.
3. The timetable sets out:
 - a) Board meeting dates;
 - b) Significant board business;
 - c) Regional field advisor workshops;
 - d) Statutory reporting;
 - e) Budgets and financial reporting; and
 - f) Audit and Risk Committee meetings.
4. It is unlikely that we will need to produce a new SOI in 2021, however this will not be confirmed until we hear from the Minister.
5. The timeframe for the Act Review is unknown. This will be updated as we are advised of dates.

Discussion

6. The Board is asked to review and confirm the timetable. See Appendix 1.
7. The draft timetable suggests a reduced number of board meetings (4 instead of 5). Previously board meetings were scheduled in April and September to align with enhanced access grant tranches. With the changes to the enhanced access grant application and approval process (at 8 July 2020 Board meeting), this is no longer required. Having 4 meetings each year aligns better with quarterly reporting.
8. A joint Board and RFA meeting would be possible in November.
9. Any changes from the meeting will be incorporated into an updated timetable and circulated to the Board.

Recommendation

10. It is recommended the Board:
 - a) **discuss** the change to 4 board meetings for 2021.

- b) **confirm** the planning and reporting timetable for 2021.

Ric Cullinane
Chief Executive | Te Tumuaki

Prepared by:

Joy Yang
Corporate Services Advisor | Kaitohutohu Ratonga Rangatōpū.

Appendix 1 – DRAFT 2021 Board Planning and Reporting Timetable

	Planning & Reporting 2021												
	January	February	March	April	May	June	July	August	September	October	November	December	
Public holidays	Wellington Anniversary Monday 25th	Waitangi Day Thursday 6th		Good Friday 2nd Easter Monday 5th ANZAC Day Monday 26th			Queen's Birthday Monday 7th				Labour Day Monday 25th		Christmas Day Monday 27th
Board meetings		Board mtg Wellington February 16-17 Tue/Wed			Board mtg Location TBD May 18-19 Tue/Wed			Board mtg Location TBD August 17-18 Tue/Wed			Board mtg Wellington November 16-17 Tue/Wed		
Board business		Meeting with minister	Letter of Expectations received from Minister, consider and reflect in SPE	SPE finalise (draft can be sent by e-mail prior to meeting, final version to Minister by 30 April)			CE Performance Review Committee report back						
		Performance measures and budget estimates approved by Board.	Engage MPI and Audit & Risk Committee on SPE				Board confirms planning process for 2020-2021						
							Review declaration of interests	H Allison, L Chase, P Henare, H Mexted, R Tipene terms end 5 August 2021					
RFA Workshops			RFA Workshop TBC				RFA Workshop TBC					RFA Workshop TBC	
Statement of Intent <i>Unlikely in 2021, if we do need one this will be the timeframe</i>		Board Discussion	SOI to MPI and Audit & Risk Committee for comment	Draft SOI to Minister for comment			SOI tabled in the House (if changed)						
Statement of Performance Expectations <i>Required annually, 1 year measures</i>				SPE proofed and printed. Draft SPE to MPI/Minister by April 30	Receive Ministers comments on draft SPE		Printed SPE tabled in house, published on website and mailed out						Prepare Draft SPE
Quarterly report to Minister	Q2 report to MPI			Q3 report to MPI			Q4 report to MPI				Q1 report to MPI		
		Q2 report to board			Q3 report to board			Q3 report to board				Q1 report to board	
Annual Report/Audit New Zealand				Interim Audit 1 April	Review year end forecast (financial and SPE measures)	Commence drafting Annual Report		Board considers draft Annual Report for approval	Final Audit 20 Sept Draft financial statements to Audit NZ by Sept 14.	Audit Report received at WAC by 31 October Annual Report + Audit Report to Office of the Clerk within 15 working days of audit letter	Annual Report + Audit Report presented to Board		
Audit & Risk Committee				A&R mtg Thurs 8 April Focus on SPE/SOI, budget, Annual Report 2021/2022			Insurance renewal pre-review meeting		A&R mtg Thurs 9 Sept Focus on draft Annual Report	A&R special mtg with Audit NZ, Thurs 14 Oct	A&R mtg Thurs 11 Nov		
Budgets and Business Plan		Begin reviewing business plan & budgets		First draft of business plan and align with SOI		Finalise business plan & begin project planning	Begin performance plans for next financial year. Financial delegations to officers						
Select Committee			Select Committee Response due date TBC										Receive Select Committee questions

NEW ZEALAND WALKING ACCESS COMMISSION BOARD REPORT

25 November 2020

Māori Partnership Strategy

Purpose

1. This paper presents the Board with the final draft of the Commission's Māori Partnership Strategy for approval.

Background

2. At its meeting on 3 July 2019, the Board reviewed the Commission's capacity and capability for working with Māori. On 25 July 2019 the Board held a facilitated workshop to develop a Māori engagement strategy for the Commission.
3. At the workshop, the Board agreed to an aspirational approach to Māori engagement. However, due to budget constraints in the 2019 financial year, the Board directed that any action which required significant resource not take place until it secured funding. The Commission's 2019 budget bid secured \$250,000 funding over the next two years to do this work.
4. A draft framework was originally presented to the board. Following a workshop and discussions, the Commission developed a revised Māori Partnership Strategy Framework. The framework had significant input from the Board, led by Board members Henare, Chase and Tipene.
5. The draft Māori Partnership Strategy has been updated to incorporate the initial draft's key principles and values into the body of the body of the strategy. It also consolidates the embedded links in the strategy.
6. The Māori Partnership Strategy provides the Commission with an overarching strategic framework that:
 - a) affirms our commitment to honour our Tiriti obligations;
 - b) clearly articulates the Commission's roles and responsibilities under te Tiriti;
 - c) connects the strategy to our staff, regional field advisors, and the work that we do; and
 - d) recognises the skills, capabilities and resources required to ensure the Commission is prepared to fulfil its roles and responsibilities.
7. There are three work programmes in the Strategy
 - a) Work Programme 1: Embed our commitment to te Tiriti in our work
 - b) Work Programme 2: Work in partnership with Māori
 - c) Work Programme 3: Actively lift leadership practice and cultural capability

8. The final draft of the Māori Engagement Strategy is at Appendix 1.

Implementation Plan

9. We have developed an implementation plan for the Māori Partnership Strategy, with three timeframes.

TIMEFRAME 1: this financial year, to June 2021

- Foundational level capability for all staff and RFAs
- Further capability building for staff and RFAs
- Engage consultant/advisor
- Internal policies and procedural alignment
- Building relationships

TIMEFRAME 2: next 18 months, to June 2022

- Further capability building for staff and RFAs
- Engage consultant/advisor
- Internal policies and procedural alignment
- Building relationships

TIMEFRAME 3: ongoing and long-term

- Further capability building for staff and RFAs
- Building relationships

A copy of the implementation plan is at Appendix 2.

Recommendations

10. It is recommended that the Board:

- a) **approve** the revised Māori Partnership Strategy
- b) **approve** the Māori Partnership Strategy implementation plan

Ric Cullinane
Chief Executive | Te Tumuaki

Prepared by:
Phil Culling
Deputy Chief Executive | Te Tumuaki Tuarua

Appendix 1: Māori Partnership Strategy
Appendix 2: Māori Partnership Strategy implementation plan

Maori Partnership Strategy

Journeys across the land and to our special places

Te mauri o te hīkoi

Framework for working effectively together

Introduction

The New Zealand Walking Access Commission Ara Hīkoi Aotearoa (the Commission) is a Crown entity whose purpose is to provide the public with free, certain, enduring and practical walking access to New Zealand's outdoors. The Commission has the responsibility to lead and support the negotiation, establishment, maintenance, and improvement of walking access over both public and private land. A review of the Walking Access Act 2008 recommended that the Commission's role be broadened to formally include other modes of outdoor access.

Purpose

This document provides the Commission with an overarching strategic framework that:

- affirms the Commission's commitment to honour our Tiriti obligations
- clearly articulates the Commission's roles and responsibilities under te Tiriti, and connects the strategy to our staff, Regional Field Advisors, and the work that we do
- recognises the skills, capabilities and resources required to ensure the Commission is prepared to fulfil its roles and responsibilities.

Te Tiriti o Waitangi | Treaty of Waitangi policy statement

This policy outlines how the Commission gives effect to Te Tiriti o Waitangi (Te Tiriti) | the Treaty of Waitangi (the Treaty).

The policy articulates the integral role of Te Tiriti | the Treaty in the context of our work. It aligns with Cabinet and Te Arawhiti | Office for Crown Māori Relations (Te Arawhiti) guidance; guides the application of Te Tiriti | the Treaty in our overarching strategic and operational frameworks; and sets out expectations of our staff.

Our commitment

The Commission is committed to upholding, honouring and giving practical effect to Te Tiriti | the Treaty. This will assist us with our responsibility to lead and support the negotiation, establishment, and improvement of public access over public and private land in Aotearoa New Zealand.

Engagement with Maori | Tangata Whenua

In our role as a Crown entity we will build effective relationships with, and work in partnership with, tangata whenua. This is fundamental to understanding mutually appropriate interests and values with respect to the environment and the lands over which tangata whenua have mana whenua. An effective partnership with tangata whenua is when access to land does not impact on its ownership, ensures the protection of its natural beauty, and when sites of significance and all other features are recognised as critical to the kaitiakitanga of tangata whenua. Therefore:

- Our relationship with Māori will underpin and reflect the quality and integrity of our shared commitment unlocking the potential of Māori heritage and history and achieving exceptional outcomes for all New Zealanders.
- The Commission will prioritise early, appropriate and transparent engagement and commit to supporting both formal and informal opportunities for working with Māori.
- The Commission encourages and supports behavior and activity that is consistent with achieving the intent and integrity of this framework.
- The Commission recognises that we need to work in committed partnership with Māori as tangata whenua, individuals, whānau, hapū, iwi, communities and Māori organisations.

Te Arawhiti provides frameworks and guidance for engaging in meaningful partnership with Māori, and we will use these as our starting point.

Realising our commitment

As a Crown entity, honouring, upholding and giving practical effect to Te Tiriti | the Treaty requires us to conduct partnership in a way that manifests as honourable kāwanatanga/governance. We will do this by:

- a) Embedding our commitment to Te Tiriti | the Treaty in all our work, to improve Te Tiriti | the Treaty consistency of our policy and practices including strategy, behaviours, actions, services, and resourcing.
- b) Actively building closer partnerships with Māori and tangata whenua to ensure that tangata whenua can continue customary practices; and it will also ensure that tikanga is incorporated in the conduct of kāwanatanga in a culturally appropriate way.
- c) Actively lifting the leadership practice and cultural capability of those in the Commission to effectively partner with tangata whenua, through tailored cultural capability frameworks and tools.

A coherent and collaborative approach by the Commission is needed when local and regional early settlement histories and narratives around the land are being reproduced. Accuracy and respect are crucial. This may mean working with a range of Māori, community and government organisations ensuring that the integrity and accuracy of all contributions is validated and acknowledged and adds to a collective body of work that is mutually rewarding to all parties.

We recognise that the required capabilities should include: understanding Te Tiriti | the Treaty and whānau/hapū/iwi/Māori rights, interests and perspectives; a commitment to learning te reo Māori and practices required to participate in tikanga; New Zealand colonial history; and incorporating the Māori world view, Te Ao Māori, into the work and ethos of the Commission.

Cabinet guidance questions for each Tiriti | Treaty article will help staff to respect and consider the requirements of Tino Rangatiratanga and for the Commission to carry out its kāwanatanga role accordingly.

Three associated work programmes:

1. Embed our commitment to te Tiriti in our policy direction and practice.
2. Work in partnership with Māori, as required, as individuals, whānau, hapū, iwi, mana whenua, Māori communities; and
3. Actively lift the leadership practice and cultural capability of the Commission to effectively partner with Māori to actively participate in effective partnership.

Work Programme 1 - Embed our commitment to te Tiriti in our work

Embedding our commitment to te Tiriti in our work – strategy, policy, practices, behaviours, actions, services, and resourcing.

Transformation

A coherent Crown approach is needed to achieve the level of system change required to address inequities for Māori and enable Māori to thrive. Effective collaboration with other relevant Crown agencies and entities, is necessary to uphold, honour and give practical effect to te Tiriti

Reflecting our commitment	Explicit consideration and inclusion (aligned with our strategic priorities and within our resources and mandate)	Effective collaboration with relevant Crown agencies and entities	Monitoring, evaluation and accountability
<p>Building a culture and work environment that reflects our commitment to te Tiriti.</p> <p>Understanding, valuing, respecting, and paying ongoing attention to te Tiriti relationship.</p>	<p>Partnership with Māori. Embedding te Tiriti and Māori perspectives into each of our key work streams.</p> <p>Giving practical effect to te Tiriti at each stage of our policy</p>	<p>Developing a coherent Commission approach with other sector related agencies so that all levers are operating in unison when it comes to upholding and honouring te Tiriti.</p>	<p>Designing and using monitoring, evaluation and accountability systems that collect quantitative and qualitative data to determine the effectiveness of our strategy and decision-</p>

Reflecting our commitment	Explicit consideration and inclusion (aligned with our strategic priorities and within our resources and mandate)	Effective collaboration with relevant Crown agencies and entities	Monitoring, evaluation and accountability
	<p>development (using Cabinet guidance)</p> <p>Developing and maintaining culturally sustaining strategy, policy, practices, behaviours, actions, services, and resourcing.</p>	<p>Connecting, as required, with other relevant Crown agencies to deliver coordinated public services for, and with, Māori.</p>	<p>making, and hold ourselves to account.</p> <p>Aligning our funding frameworks with our strategic priorities and the priorities set in partnership with Māori.</p>

Work Programme 2 - Work in partnership with Māori

Working in partnership with Māori as individuals, whānau, hapū, iwi, mana whenua, Māori Crown agencies and organisations, Māori communities or a combination of these, to shape a relationship with which enables Māori to enjoy and achieve success. Embedding our commitment to te Tiriti in our work –strategy, policy, practices, behaviours, actions, services, and resourcing.

Transformation

Māori want to exercise more agency and authority over public access to land, including access to culturally significant sites and developing public access over Māori land. The Commission is taking steps to give practical effect to te Tiriti to support Māori rangatiratanga and for Government to carry out its kāwanatanga role appropriately.

What does this mean?

Knowing and understanding	Valuing and respecting	Partnering with Māori	Strengthening agency and authority	Shared decision making
<p>Knowing and understanding the history of Te Tiriti relationship (see Work Programme 3).</p> <p>Recognising the knowledge and contribution of each partner.</p> <p>Understanding whānau, hapū, iwi are the repository of identity, language, and culture.</p>	<p>Respecting the agency, authority and autonomy of each partner (Cabinet guidance questions).</p> <p>Valuing both shared and differing interests, approaches, priorities, and outcomes.</p> <p>Acting consistently with good faith and integrity.</p>	<p>Build closer partnerships with Māori in line with Te Arawhiti and Crown frameworks.</p> <p>Commission engagement with Māori will vary depending on the kaupapa - see Te Arawhiti framework and Cabinet guidance.</p> <p>Both parties will have an equal say in the appropriate method of engagement.</p> <p>Recognise that the Māori population is diverse and includes those who may not relate to a hapū/iwi.</p>	<p>Recognising and enabling the right of Māori as individuals, whānau, hapū, iwi, mana whenua or a combination of these, to exercise agency and authority (rangatiratanga).</p> <p>Article 2 questions in Cabinet guidance can assist.</p>	<p>Establishing mechanisms and approaches to enable meaningful inclusion of Māori as individuals, whānau, hapū, iwi, mana whenua, Māori communities or a combination of these in decision-making.</p> <p>Te Arawhiti engagement framework and guidance can assist.</p>

Work Programme 3 – Actively lift leadership practice and cultural capability

Actively lifting the leadership practice and cultural capability of the Commission to effectively partner with Māori, through tailored cultural capability frameworks and tools to be developed and the [public sector capability frameworks](#) for staff from other public outdoor sector related Crown agencies and entities.

Transformation

We have a collective responsibility for a culturally competent public service that delivers with and for Māori and is committed to support Māori leadership and Māori in decision-making roles in the public service. The capabilities include understanding Te Tiriti relationship; whānau/hapū/iwi/Māori rights, interests and perspectives; racial equity; New Zealand colonial history; and incorporating Te Ao Māori into the work and ethos of the public service.

What does this mean?

Targeted recruitment	Professional development	Strong leadership	Strengthen Tiriti partnerships	Enable Māori to exercise agency and authority
<p>Targeted recruitment of Commission staff with the required capabilities including understanding of:</p> <p>Te Tiriti relationship, whānau/hapū/iwi/Māori rights, interests, and perspectives, racial equity. New Zealand colonial history, and Te Ao Māori.</p>	<p>Prioritise baseline capability building for all new and existing staff - so effective Tiriti honouring and racial equity actions become first nature and staff have the confidence and ability to fully participate in Tiriti partnerships.</p> <p>Supporting staff to build cultural competencies appropriate to their roles.</p>	<p>Having a leadership team at the Commission that:</p> <p>Effectively models and values the required cultural capabilities</p> <p>is skilled in working in partnership with Māori (including participating effectively in co-governance mechanisms).</p> <p>sets clear expectations of their staff</p>	<p>Support and invest in Māori capacity to engage in Tiriti based partnerships with the outdoor sector – e.g.:</p> <p>to deliver professional learning & development.</p> <p>to embed Māori identity, language, and culture in local curricula; and</p> <p>to develop resources to support curricula.</p> <p>to support whānau engagement.</p>	<p>Enable and support Māori to:</p> <p>build capacity to fully participate in Tiriti partnerships with the outdoor access sector</p> <p>Article 2 questions in Cabinet guidance can assist.</p>

Considerations for implementation

In performing the functions of the Commission, we are mindful of and abide by the following considerations to help ensure our Tiriti obligations are incorporated in how we work:

Foundation aspects

1. As the Commission is an agent of the Crown, we acknowledge te Tiriti o Waitangi as imparting a unique dimension to New Zealand's public service.
2. We recognise te Tiriti as an enduring document central to New Zealand's past, present and future. It underpins the legitimacy of the government. We are aware of the ongoing nature of our Tiriti obligations and how relationships between the Crown and Māori will continue to evolve over time.
3. Building and maintaining meaningful relationships is important to work effectively with Māori, stakeholders, and other agencies. Strong relationships allow meaningful dialogue and demonstrate how our behaviours and words give effect to our strategies and policies.
4. One way we fulfil our obligations under te Tiriti is to ensure our planning and advice reflects the needs of mana whenua and enables genuine and enduring partnership.

Implementation aspects

1. To meet our Crown agency obligations, all staff have the required skill set to be competent in understanding te Tiriti and its relevance in our workplace. We need to ensure we have the skills, resources, capability, and competency to carry out our roles.
2. We accept that growing our competence and understanding will require an ongoing review of our approach. In this environment, our expectations about what is achievable and what is good practice in engaging with Māori will evolve. We will be vigilant in enhancing our understanding of how best to deliver our roles and responsibilities. As our knowledge builds so will our ability to incorporate a Te Ao Māori world view
3. We need to articulate the reasoning behind our policies and actions to explain how each relates to our strategy. By recording our understanding, we recognise the nature and intent of our enduring commitment to fulfil our Tiriti obligations, while at the same time, allow our energy and focus to remain on implementation and improving outcomes.
4. As a Crown agency, our work will align with overall Government objectives and policies to ensure better outcomes for Māori and effective and efficient service delivery. We will identify and track our performance using measures that assess our progress towards strategic goals, objectives, and outputs, and will evaluate the changes in outcomes for Māori as part of our annual planning process.

Interpretation

In this policy, we use "Te Tiriti o Waitangi | Te Tiriti" for the Māori text and "the Treaty of Waitangi | the Treaty" for the English text. [Read both texts on Archives New Zealand.](#)

Under the [Treaty of Waitangi Act 1975](#), the [Waitangi Tribunal](#) has exclusive authority to determine the meaning and effect of Te Tiriti | the Treaty when exercising its functions in accordance with that Act. The Waitangi Tribunal guidance on [interpretation](#) of Te Tiriti | the Treaty includes that, while neither text is superior when it comes to bilingual treaties, considerable weight should be given to the Māori text (Te Tiriti) given that almost all Māori signatories signed that text.

While the courts and previous guidance have focused on principles of the Treaty, this policy takes the texts of the Treaty as its focus. Te Tiriti | the Treaty consists of a preamble and three articles. No article stands apart from the others and must be considered 'on the whole'. How Te Tiriti | the Treaty applies in any situation will require consideration of all articles and how each relates to the others.

Cabinet guidance questions for each article will help staff to support Māori rangatiratanga and for government (the Walking Access Commission) to carry out its kāwanatanga role appropriately. Te Arawhiti provides frameworks and guidance for engaging in meaningful partnership with Māori.

Maori Partnership Implementation Plan

TIMEFRAME1: this financial year, to June 2021

- **Foundational level capability for all staff and RFAs**
 - Identify baseline level of capability/knowledge required for all staff
 - Identify courses/resources for providing baseline capability, modular approach
 - All current staff need to meet baseline modules by end of June 2021
 - Needs to be scalable and repeatable for new staff
- **Further capability building for staff and RFAs**
 - Identify individual plans and capabilities needed
 - Set up learning plans and goals
- **Consultant/advisor**
 - Engage contractor to advise on implementation
 - Help identify areas of weakness, what is missing, identifying next steps
 - Help individuals with individual plans for higher level development as needed
- **Internal policies and procedural alignment**
 - Identify key policies and procedures that need updating, and begin process
 - Update of staff PPD, JDs, hiring process (to come into effect 1 July 2021)
- **Building relationships**
 - Identify important contacts
 - Begin/continue to build relationships

TIMEFRAME 2: next 18 month, to June 2022

- **Further capability building for staff and RFAs**
 - Implement learning plans, higher-level skill modules
- **Consultant/advisor**
 - Continue advising and helping build capability
 - Help individuals start working towards higher level skills
 - Help identify/setting up mentoring, wrap-around support as needed
- **Internal policies and procedural alignment**
 - Implement new recruitment processes, PPDa etc.
 - Align new SPEs and future SOIs
- **Building relationships**
 - Continue building relationships

TIMEFRAME 3: ongoing and long term

- **Further capability building for staff and RFAs**
 - Implement learning plans, higher-level skill modules
- **Building relationships**
 - Continue building and strengthening relationships

NEW ZEALAND WALKING ACCESS COMMISSION BOARD REPORT

25 November 2020

Annual Report 2019 - 2020

Purpose

1. This paper presents the final version of the Commission's Annual Report for the period 1 July 2019 to 30 June 2020.

Background

2. The Commission is required, by statute, to present an annual report to the Minister and Parliament.
3. The annual report must provide sufficient information to allow ministers, MPs, select committees, stakeholders, and the public to make an informed assessment of the entity's performance during the financial year. Annual reports also have an important historic value as they record the aspirations and views of an organisation as well as performance measures.
4. At the 23 September 2020 meeting of the Board, the draft 2019/2020 Annual Report was approved, subject to any changes arising from the annual audit. At that meeting the Board designated Board member Lisa Chase, and Board Chair, Don Cameron to sign the Annual Report covering the period 1 July 2019 to 30 June 2020, statement of responsibility, financial statements, and letter of representation for, and on behalf of the Board as required.
5. Audit New Zealand commence the final audit of the Commission's 2019-2020 Annual Report on 16 November. The audit was scheduled to last for one week.
6. The Commission's Audit and Risk Committee will hold a special meeting on Tuesday 24 November 2020 where Audit New Zealand will address the Committee and discuss issues around disclosures in the Annual Report, the outcome of the final audit, outstanding matters required to tidy up the report, the process for approving the report, audit matters they identified during the audit plus recommendations to address these.
7. At the Committee meeting, Audit New Zealand will provide a verbal presentation that will subsequently be incorporated into a report to the Board on the audit.
8. At the time of writing this report it is anticipated that the Committee will have approved the Annual Report and recommended that the final version be presented to the Board with the Committee's endorsement.
9. The normal statutory deadline for the completion of the Commission's Annual Report, including the issuance of the audit opinion is 30 October. Due to the impact of Covid-19, the New Zealand Parliament passed legislation on August 5 to extend the statutory reporting time frames by up to two months for organisations with 30 June 2020 balance dates that report under the Crown Entities Act 2004, Crown Research Institutes Act 1992, Local Government Act 2002, Public Finance Act 1989, and State-Owned Enterprises Act 1986.

10. The new deadline for the statutory completion of the Commission's 2019-2020 Annual Report is 18 December 2020.

Recommendations

11. It is recommended that the Board:
 - a) **note** the Commission's Annual Report for the period 1 July 2019 to 30 June 2020.
 - b) **note** that the Annual Report has been endorsed by the Audit and Risk Committee.

Ric Cullinane
Chief Executive | Te Tumuaki

Prepared by:
Phil Culling
Deputy Chief Executive | Te Tumuaki Tuarua

and

Asher Wilson-Goldman
Strategic Communications and Partnerships Manager | Pou Whakahaere,
Whakawhitiwhiti Kōrero, Hononga Rautaki

Appendix 1 – Annual Report for the period 1 July 2019 to 30 June 2020.

ANNUAL REPORT 2019-2020



WALKING ACCESS
ARA HĪKOI AOTEAROA

Presented to the House of Representatives
Pursuant to Sections 150-157 of the Crown
Entities Act 2004

New Zealand Government

NEW ZEALAND WALKING ACCESS COMMISSION
ARA HĪKOI AOTEAROA

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Presented to the House of Representatives pursuant to Sections 150-157 of the Crown Entities Act 2004

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Chair's message

This is the first annual report I have had the privilege of signing as chair of the Walking Access Commission board.

I took over from longstanding board chair John Forbes at the beginning of 2020. He has been involved outdoor public access issues for longer than the Walking Access Commission itself, so he left big shoes to fill. But he has also kindly guided me through this transition in leadership, making my role easier and more pleasurable.

Shortly before I took up my position as chair Parliament tabled the findings of the independent review of the Walking Access Act 2008.

This report was a seminal moment for the Commission.

It found that people highly value the work the Commission does. It also contained thirty recommendations to improve and strengthen that work. Many of the recommendations called for more resourcing to allow to Commission to improve and expand the work it does promoting and enhancing access to the outdoors.

At the following budget, the Commission received a funding boost of more than \$3 million over the next two years.

This funding support gives the Commission some certainty that it can continue to operate at existing levels, previously funded out of cash reserves. For the next two years, the Commission will continue to build on those things people most value - such as the online mapping system and our project work in regions such as North Waikato, Taranaki and the North of Auckland.

The independent report left us with a strong platform to shape our future. As a next step the Ministry for Primary Industries will undertake a formal policy process to test the findings of the review and make recommendations for government to consider. Those recommendations will be integral to the work the Commission undertakes next.

The other big event of the year, the emergence of the COVID-19 pandemic, was not so kind.

Like everyone else in the world we had to adapt quickly to a new way of doing things. Many of the issues we worked on morphed – for instance too many international guests putting pressure on fragile trails over private land turned into questions of how to promote local tracks to local people for recreation during lockdown.

But our team responded well, as they do each time they face a new challenge. On behalf of the board I would like to thank the people who contributed to the work Commission's work this past year – staff, contractors, volunteers and the many people who, in their own way, did something to support public access to the outdoors.



Don Cameron, board chair

Chief executive's report

This year has been a tricky one for us, as it has been for everyone. But the Commission has responded well, often exceeding my expectations given the circumstances. For that, I would like to acknowledge our new board chair Don Cameron and the rest of the board, who are also relatively new in their roles.

The Commission exceeded our targets on all but one of the performance measures we set ourselves for the year. We exceeded some of those targets by huge amounts.

For instance, the percentage of access disputes we resolved within a year nearly doubled. The number of people using our tracks and trails database increased nearly 70 per cent, the number of people accessing our online information about right and responsibilities in the outdoors increased by more than 50 per cent and the number of people accessing our education resources increased by 142 per cent.

As well as those achievements we continued to work on two big regional projects. Our Pūhoi to Pākiri project to the north of Auckland is making huge strides creating exciting new public access for people in the region. Its success has become a template for future regional projects. It is also developing important resources that we can share around the rest of the motu.

And our Franklin-North Waikato project to the south of Auckland produced a report that has garnered the widespread support of local authorities, iwi and local communities. Its vision of a network of paths that reconnect people with the Waikato River will inspire recreation and tourism opportunities, but it will also connect local people to each other and to their special environment.

The COVID-19 pandemic affected and continues to affect us as it did everyone. But we were quickly able to adjust to a new working environment. Our staff and regional field advisors quickly adapted to their new working environments. Some of our staff were seconded to the National Crisis Management Centre as part of the all-of-government response to the pandemic. They made a valuable contribution.

This past year we have helped secure new public access to the outdoors in places such as Kerikeri, Waipapa and Westport. We have worked closely with councils, communities and the community groups that build and maintain tracks and trails around the country. We have expanded and improved our highly regarded digital mapping system.

And we have started to work through the recommendations in the report on the review of the Walking Access Act 2008. We are grateful to all the people who participated in the review during 2019. Their vocal support has provided a clear direction for the Commission to grow in the future.

That detailed review now sits with the Ministry for Primary Industries. We now await the ministry's assessment of the review and its policy recommendations that will go to Cabinet. Next year we expect that those recommendations will form the spine of our future work.



Ric Cullinane

Chief executive | Tumuaki

Purpose

The New Zealand Walking Access 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.

The Commission's governing legislation is the Walking Access Act 2008.

Governance

The Commission is governed by a board appointed by the Minister for Primary Industries. The Commission is funded by Parliament through Vote Primary Industries and Food Safety and is accountable for its performance to the Minister for Primary Industries.

The Board is responsible for setting policy and strategic direction and for monitoring the overall performance of the Commission. The Board also has an Audit and Risk Committee to assist in carrying out its duties in regard to financial reporting, legislative compliance and risk management. The Committee is made up of Chrissie Murray (independent chair), Don Cameron, Lisa Chase and Helen Mexted.

The Commission also has a kaumatua Peho Tamiana who provides advice and guidance on matters relating to te Ao Māori.

Korotau (Peho) Tamiana Maihana-Tait (Tūhoe, Te Arawa, Tūwharetoa, Ngāti Kahangungu) has worked for decades opening up tracks and trails for New Zealanders. Notably he led the first team of people to create the trails that opened up the Urewera National Park to the public. His knowledge of Māori access routes and links to the outdoors is comprehensive.



Board

Chairman

Don Cameron is Mayor of Ruapehu District and a representative on the national council of Local Government New Zealand. He is a keen mountain biker with a wealth of experience in rural and recreation access issues. He is a member of Ruapehu-Whanganui Rural Support Trust and Rural Health Alliance NZ, is the co-Chair of the Road Controlling Authority and recently helped to set up the Ameku Road cycle and walkway in Raetihi.

Term of appointment: January 2020-December 2022.



Board members

Hilary Allison brings a wealth of experience in local economic development and strong governance in Otago and Southland. Hilary was previously the National Operations Manager for the Community Employment Group amongst other public sector economic development roles. She is a governance specialist, having held Board roles for Beltex New Zealand, Otago Hospice, Dunedin PHO, Otago Community Trust, a MANA Authority Board and a major Dunedin social service delivery agency. Hilary trained as a general nurse and a social worker.

Term of appointment: August 2018-August 2021.



Lisa Chase has worked extensively in international brand and marketing in Europe and Japan and returned home to farm her own sheep and beef properties in the Rangitikei. Later working in corporate agri-marketing across Aotearoa including FarmSafe. Previously regional economic development senior advisor for Te Puni Kōkiri, Te Tai Hauāuru. She is a consultant working on Māori economic development for Tūwharetoa. She has a passion for the regions and farming, is a graduate of the Agri-women's Development Trust - Escalator programme and has a Honours post-graduate diploma in computer graphic design.



Term of appointment: August 2018-August 2021.

Peter Coburn is from Westport. He is a passionate outdoor recreationalist and was the private secretary for Rural Affairs from 2006 to 2008. In this role he managed and monitored key rural issues including overseeing Walking Access legislation through parliament and developing the 'Rural Proofing' policy. He has considerable management experience in the maritime industry and conservation sector and has helped to establish marine reserves in the West Coast region.



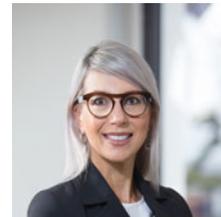
Term of appointment: November 2019-November 2022.

Pierre Henare (Ngāti Porou, Ngāti Hine) is the current Board Chairman and a founding Director of Tairāwhiti Pharmaceuticals Ltd Group. He has also held Board positions with Māori Incorporations, Māori Land Trusts and with the Māori Advisory Boards to Tairāwhiti District Health and Midlands Health. Pierre has also worked for a range of government departments in both advisory and management capacities.



Term of appointment: August 2018-August 2021.

Helen Mexted has significant strategic leadership and governance experience in public and private sector organisations such as Land Information New Zealand, Local Government New Zealand, Greater Wellington Regional Council, Public Trust, and Federated Farmers. Helen holds a Master of Business Administration and a Bachelor of Business Studies and is a Chartered Member of the Institute of Directors.



Term of appointment: August 2018-August 2021.

Raewyn Tipene established He Puna Marama Trust in 1997, and has been its Chief Executive Officer since 2006. Prior to this, she was a National Manager at Housing New Zealand, and an advisor with the Community Employment Group. She is completing a Masters in Indigenous Studies, and has a Post Graduate Diploma in Management and a Bachelor of Science.



Term of appointment: August 2018-August 2021.

Celia Wade-Brown QSO lives in the Wairarapa. She was the Mayor of Wellington from 2010 to 2016 and previously a city councillor. She founded the walking advocacy group Living Streets Aotearoa. She is also a trustee of Walk21, the international charity dedicated to improving walking conditions, and a trustee of Te Araroa Trust. Ms Wade-Brown is a keen walker, cyclist and kayaker, and has walked the full length of Te Araroa Trail.



Term of appointment: November 2019-November 2022.

Staff

The Commission has a team of eleven staff (10.4 FTE) and twelve regional field advisors. The staff are based in the Commission's head office in Wellington and include a mix of permanent and fixed-term staff. The field advisors are located around the country and are engaged on a part-time contractual basis.

Our people have a range of backgrounds including law, policy, land surveying, geospatial information technology, finance and administration. Some of our regional field advisors are farmers or have a background in farming. The Commission's people have a keen interest in rural New Zealand and outdoor recreation.

Functions

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

It is 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 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, mediating disputes and referring disputes to a court, tribunal, or other dispute resolution body;
- negotiate with landholders 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 Commission, 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 code of responsible conduct;
- administer walkways under the Act, with planning and supervision focused at a local level; and
- monitor the compliance with, and enforcement of, the Act in relation to walkways.

Principles

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

- in exercising its leadership role, the Commission will be an independent, responsive, open and influential catalyst facilitating access;
- the New Zealand economy is based on a strong and stable set of property rights and a legal system which 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 generally given permission to access privately owned land, if they ask permission first and respect property, other people and the environment.

Our Strategic Framework

OUR VISION AND PURPOSE	Te mauri o te hīkoi Journeys across the land and to our special places Our purpose is to provide New Zealanders with free, certain, enduring and practical walking access to the outdoors.
OUR MISSION	What we intend to achieve Lead national development and support local implementation of public access to the outdoors.
OUR STRETCH GOAL	How we will demonstrate our long-term achievement To achieve our mission, we will be working to reach the following stretch target: <ul style="list-style-type: none">• 95% of all readily available access data is displayed on Commission mapping systems by 2025.
IMPACTS OVER TIME	How we contribute and influence We will actively engage with central and local government agencies, iwi and community groups to generate public access opportunities that support healthy and prosperous communities.
OUR OUTCOMES	How we know we are succeeding We have identified the following outcomes as being important to the success of the Commission: <ul style="list-style-type: none">• Managed access is available where and when it will add most value to communities;• People know how to find access; and• People responsibly access the outdoors.
OUR OUTPUTS	How we deliver Under each outcome we are focused on the following outputs. Managed access is available where and when it will add most value to communities: <ul style="list-style-type: none">• access facilitation and leadership;• access dispute resolution;• management of the Enhanced Access Fund; and• community engagement. People know how to find access: <ul style="list-style-type: none">• management of the access mapping system; and• provision of tracks and trails information. People responsibly access the outdoors: <ul style="list-style-type: none">• school education programmes;• digital-led behaviour change initiatives; and• walkway compliance.
OUR ACTIVITIES	What we work on Key activities that support our output delivery include: <ul style="list-style-type: none">• Investigation, assessment, facilitation of access disputes;• Handling general access inquiries and case management;• Preparation and delivery of access recommendation reports for the Overseas Investment Office;• Contract management of Enhanced Access Fund applications;• Walking access policy development;• Workshops and meetings with other government agencies, landholders, iwi and community groups to promote access;• Management and maintenance of track and trail data; and• Publicising and identifying access across all land types.

Achieving our outcomes

The Commission is proud to help create, enhance and promote public access to the outdoors across New Zealand. Public access to the outdoors enables better connected communities, improvements in physical and mental health, and economic development through domestic and international tourism.

Impacts and outputs

This Annual Report shows case studies of the Commission's work in 2019-2020 as examples of its achievements on its three outcomes and associated outputs:

1. Managed access is available where and when it will add most value to communities:

- access facilitation and leadership;
- access dispute resolution;
- management of the Enhanced Access Fund; and
- community engagement.

2. People know how to find access:

- management of the access mapping system; and
- provision of tracks and trails information.

3. People responsibly access the outdoors:

- school education programmes;
- digital-led behaviour change initiatives; and
- walkway compliance.

Throughout 2019-2020 the Commission continued to develop models for proactive strategic projects to plan for and improve access at a regional scale on both sides of Auckland.

From Pūhoi to Pākiri in the north of the city, the Commission has partnered with Auckland Council to fund a three-year project, working with iwi and the Matakana Coast Trails Trust. The project identifies trail routes and secures easements to connect communities to each other and to natural amenities.

Further south, the Connecting Franklin-North Waikato project identifies a strategy and shared

vision for recreation and active transport in southern Auckland and northern Waikato. This project is developed in partnership with Waikato District and Regional councils and supported by local iwi and the Franklin Local Board.

Proactive regional projects like these ensure that communities can access local recreation, and active transport to key amenities such as public transport hubs and schools. Through a collaborative approach, the Commission is able to combine its efforts with local authorities, mana whenua, other central government agencies and community volunteer enthusiasm to gain the best outcomes.

Our network of Regional Field Advisors helped communities to create new access across New Zealand, including through recommendations to the Overseas Investment Office. The network works at a local scale, from small projects like unformed access to a river for anglers, to larger projects including cycle trails with significant external funding.

The Commission's flagship digital tools continued to develop in 2019-2020. Our mapping tools shifted to a new server and were brought up to industry standard level, offering a range of new tools and functionality to users, alongside performance increases. Our dataset of legal public access continued to expand, as we worked to capture and digitise additional legal access previously unavailable to the public.

Find My Adventure, our tracks and trails search tool, continued to improve, with more partners coming on board to display their tracks and trails. With more adventures listed, our userbase also grew significantly across the year, as more people were able to find places to walk, cycle, run, mountain bike, horse ride, and take their wheelchair. As COVID-19 reintroduced many New Zealanders to the joy of their local recreational opportunities, Find My Adventure has an important role to play.

In 2020, the Commission partnered with Federated Farmers, Queen Elizabeth II National Trust and LEARNZ to run a virtual field trip for students to Wanaka and Mt Aspiring National Park. This trip shared themes of the importance of outdoor access, responsible behaviour on farms, and how to stay safe in nature.

Outcome: Facilitate and lead public outdoor access

Securing access for future generations to enjoy

Oneroa Bay is a unique part of New Zealand. So the Commission was delighted to work with landowners in the area and the council to create a walkway that will allow walkers to enjoy this spectacular and historic part of the region. After advice from us, the Overseas Investment Office recommended that the owner give access to a lookout across the bay as part of the purchase.

From there, we negotiated an opportunity to improve public access in Oneroa Bay, Russell.

We secured an esplanade strip which allows for public access along the full length of the coastal boundary of the property. The esplanade strip gives the public the chance to access a remarkable part of the coast that higher tides otherwise often prevent people from getting to.

The final details have yet to be confirmed, but the Commission will continue to work with the parties to develop the walkway.

As well as Oneroa Bay we also secured walkways on land titles in Northland, Waikato and North Auckland. In the future, these tracks will all provide recreational opportunities.

A trail along Duck Creek River in Mahurangi will form part of the longer Matakana Coastal Trail, as will the easement at Snell's Beach.

The new Kūkūwai Track in Kerikeri could meet walkers' demand if the Department of Conservation opens access on the reserve on the other side of the road from the track.

This year, we've also worked to create improved access to the Wairua River in Northland, the Ohura River in the King Country.

We've also improved recreational and economic options for a remote Tairāwhiti community through new access to public conservation land.

By creating new secure access, we ensure that generations to come will be able to experience all that New Zealand has to offer.



Te Ohu Totara Track takes swimmers to the river

When an overseas investor bought land near Kerikeri a few years ago it allowed us to propose new walkway linking to a river and an esplanade strip. The Overseas Investment Office accepted our recommendation and further work began. The 20-minute walk will be suitable for walking from a proposed park to the river.

The route will be a very pleasant walk in a rural setting and will pass through pasture and regenerating forest until it reaches the esplanade strip along the side of the river.

At the river there is an impressive swimming spot for walkers to enjoy.

Our Northland Regional Field Advisor is working closely with the landholder and the local council to develop the walkway and park.

The plan for the new walkway includes a QEII covenant over two blocks of indigenous forest, pest control over the whole property, planting stream margins and building a recreational area at the swimming spot with a picnic table.



Partnership with Te Araroa Trust

The Commission signed a memorandum of understanding with Te Araroa Trust to work on the Trust's length-of-New Zealand trail.

The trust manages the 3000km walking trail stretching from Cape Reinga to Bluff. Previously it relied on donations and volunteer support. Now we will use our resources and staff to support the work it does. This includes our digital mapping team, regional field advisors, and other staff.

Trust chief executive Mark Weatherall, has become a Commission staff member under the new memorandum. The Trust will maintain

its independence. But it will have our support with its day-to-day work and with its strategic planning. The Trust will still rely on volunteers and donations. But now those donations will go to making the trail better rather than keeping the trust standing.

The memorandum also coincides with a renewed focus from the Trust and the Commission on New Zealanders walking the trail. Many of the people who walk the whole trail in one go were international tourists. But the many hundreds of thousands of locals who walk segments of the trail every year easily outnumber them.



Outcome: Walkway compliance

Hakarimata Walkway closes for COVID-19

Normally, the Commission seeks two compliance reports from controlling authorities for each Walkway. One in June and one in December. A controlling authority is a public body that handles the day-to-day management of a Walkway. These six-monthly reports let us check compliance on our Walkways.

However, this year was not a normal year. One of the country's responses to COVID-19 was to close many Walkways. The Commission did extra compliance checks to find which Walkways were open and closed.

One example is the popular Hakarimata Summit Track. This track closed for two months because it was too narrow for walkers to stay 2 metres apart, which was a requirement of the Alert Level 3 and 4 lockdown. Its handrails which helped people up its many steps were also a hygiene risk.

The Department of Conservation is the controlling authority for Hakarimata Walkway. In its compliance report, it recorded no prosecutions in the past six months. But there were instances of non-compliance along the Hakarimata Walkway during April and May. These were limited in number. The department reported that "enforcement via police warnings and education ensued" and the problem was remedied.

Outcome: Manage the Enhanced Access Grants

Diggers start to build the first section of Kawatiri Coastal Trail

This year the Commission signed agreements to grant an easement for the first section of the Kawatiri Coastal Trail — a 5.8km section from Westport to Carters Beach. The agreements are between the landowners, the Commission, the Charleston-Westport Coastal Trail Trust and the Buller District Council. They set the terms and conditions for the construction and safeguarding of the enduring public access over the trail route.

The project will employ over 30 local people in construction, project management, design, engineering, ecology and archaeology.

When finished, the full 55km trail from Westport to Charleston will be a family-friendly heritage

cycle and walk trail. It will pass through gold rush heritage sites and areas of high significance to Ngāti Waewae.

The trail is being built to New Zealand Cycle Trail Grade 2 safety standards. It is mostly flat with some gentle climbs on smooth track so will be a pleasure for walkers and cyclists of all ages and abilities. It will have several entrances and exit points so walkers and bikers can do short sections and communities along the trail can provide hospitality and tourism.

Trail builders anticipate the entire trail will be open for local, domestic and international users in 2022.



Outcome: Engage with community

Connecting Franklin North-Waikato

Meanwhile, to the south of Auckland, we produced our Connecting Franklin-North Waikato report. This called for a network of off-road tracks and trails connecting the North Waikato towns of Pokeno, Pukekohe, and Tuakau.

We collaborated with the Waikato District Council, the Waikato Regional Council, and the Franklin Local Board of Auckland Council to write the report. It promotes a shared vision for public accessways across the North Waikato and South Auckland. It proposes a network of off-road paths for the growing number of people in the region. The report focuses on access to and along the Waikato River which would support recreation, tourism and commuting - walking, cycling, running and horse-riding.

Once the report was finished, the Commission engaged Shades of Green Ltd to turn the report's themes into key projects that can turn the vision into reality. We are now working on a plan to implement these key projects. This will involve council staff, central government, developers, local community volunteer groups and residents.

The next step for this project is to fund a programme manager to coordinate implementing the strategy.

Taranaki Tracks and Trails 2040

Our first regional project pilot was our Taranaki Project. Our Taranaki Tracks and Trails 2040 Strategy outlines a potential network of pathways, biodiversity trails, tourist trails, cycle trails, coastal trails, river crossings and historic trails.

The strategy was nominated this year for the Recreation Aotearoa Outstanding Research, Planning and Policy Award. The Recreation Awards recognise excellence, innovation, and effectiveness of outstanding activity within the recreation sector.

This year the project also moved from planning to reality. The Taranaki Tracks and Trails Trust has established itself and completed the work to become a legal entity. It will use the strategy we helped develop as a tool to advocate and plan for future track development in the region.

The Commission also funded some support from Dr Mick Abbott and the DesignLab team at Lincoln University to help the Trust identify its vision and mission statement, and to prepare documents that the Trust can use to attract large-scale funders to support its projects.

The Trust used Dr Abbott's work to gain support from key partners including local councils and Venture Taranaki. The Trust is now preparing to develop a full business case for its first big trail project; a cycle trail around the mountain.



Pūhoi to Pākiri Project

Our two regional projects are protecting and enhancing trails to the north and south of Auckland. Our Pūhoi to Pākiri Trail project continues to progress well. We are collaborating with Ngāti Manuhiri, Auckland Transport, Auckland Council and the Matakana Coast Trails Trust.

The project has produced a comprehensive package of policies and practices for the Matakana Coast Trail Trust. We are now sharing this package of trail building advice and policies with other trail groups and conservation trusts.



Outcome: Manage our mapping system

Draw on, export and share our new GIS maps

At the very core of the work we do is our online geospatial mapping system. Our operations staff and regional field advisors use it to understand and advocate for public access across the country. And members of the public use it to learn about and solve public access issues on their own. We have five public maps that display public access, tracks and trails, property information, hunting and fishing access points and hydro parcels. We also have a map for internal use by staff to help answer queries and advocate for public access.

The maps are popular with track and trail building groups, hunters, anglers, trampers and people looking for public access or property information. They can help anyone who wants to explore the outdoors.

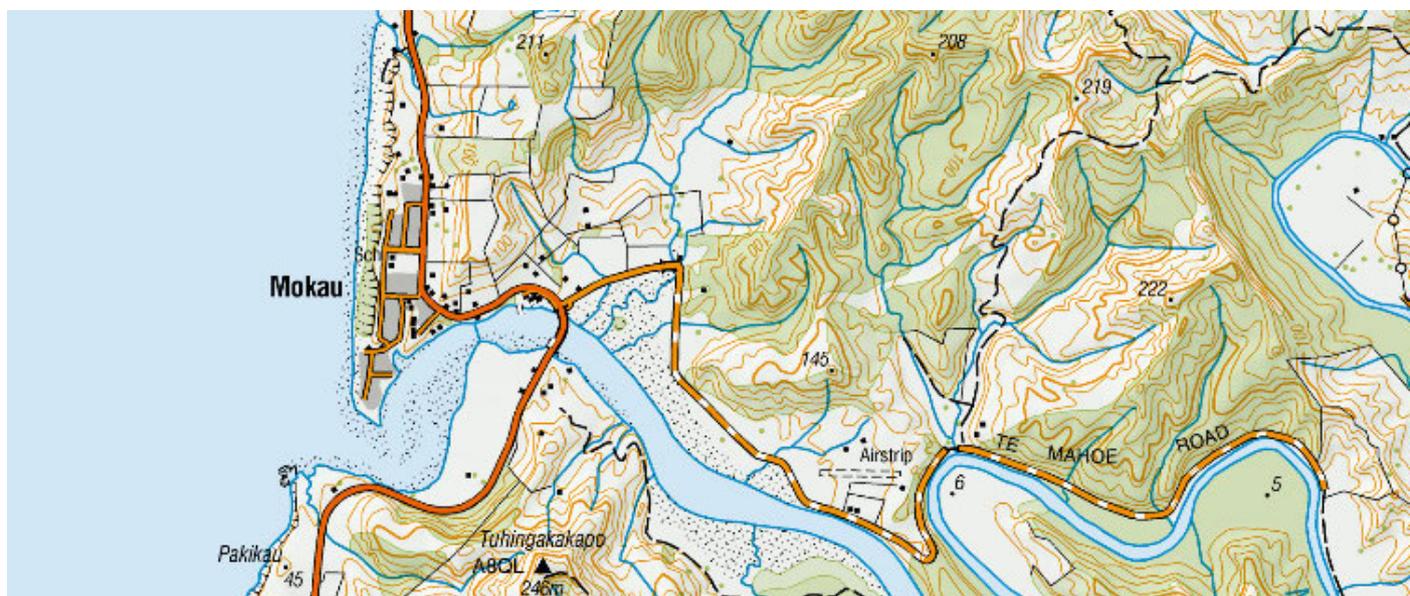
This year we migrated our maps to a new server and brought them up to industry standard. In late November 2019, in conjunction with Eagle Technology, we released the updated version of the geographic information systems (GIS) map viewer. This change has seen all six of the

Commission's maps receive a revamp in terms of style. It also gave people new and updated tools and functionality.

Map users can select layers with a variety of information, including tracks, campsites and access points, public access areas and property information. They can draw and add data to their maps, which they can save at any time and come back to. They can export data, drawings, and maps for digital and print usage. They can share their maps and notes with their friends or embed them on their websites.

At the same time, we implemented an upgrade to the GIS platform. This included new servers and new GIS technology, enabling better the GIS system to perform better as well as improving the security and tools available to the GIS team.

The Commission has developed the maps in conjunction with Eagle Technology. The maps draw detailed data from LINZ, DOC, local councils and several other sources.



Outcome: Provide tracks and trails information

New maps dataset helps us discover esplanade strips

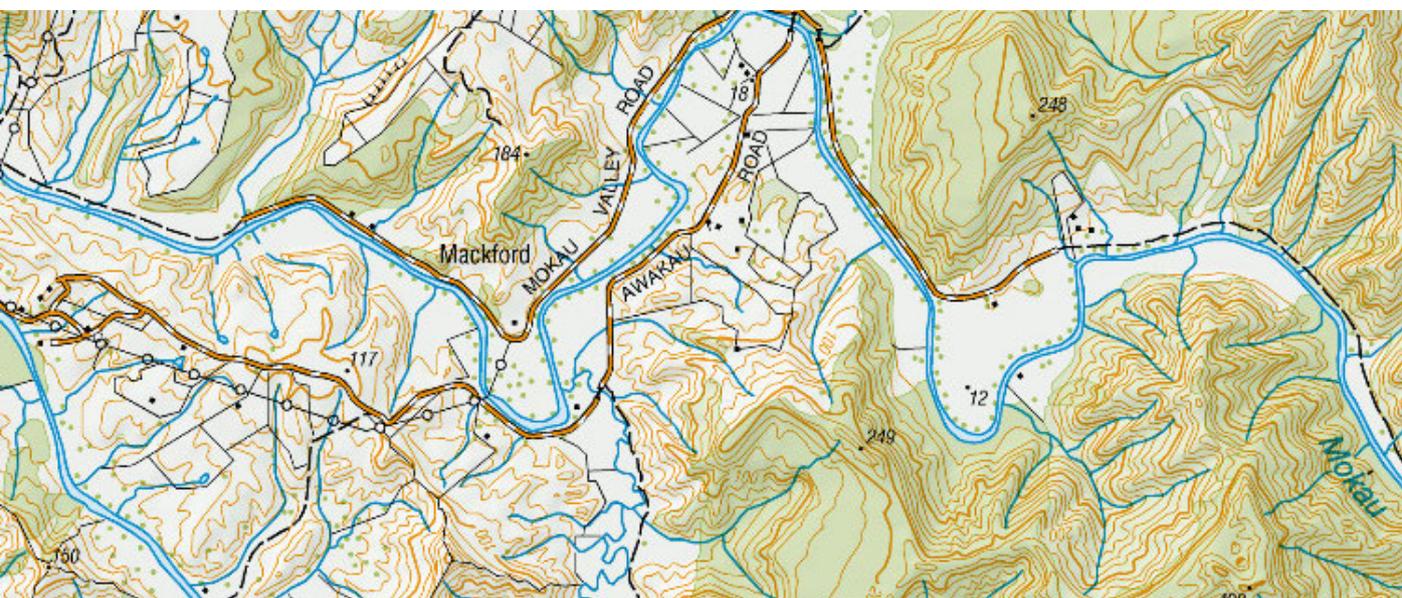
The Commission continues to provide data on legal public access to the outdoors through our digital mapping system. Keeping mapping information as current as possible is a key task, which relies on close partnerships with other agencies that hold spatial data. These partnerships also assist us to digitise public access data that is currently only held in a non-digital format, to ensure that the public has the most complete data possible.

This year we have created a new internal use dataset which allows our staff to identify land containing esplanade strips. Esplanade strips are a type of legal public access to land, running alongside waterways such as rivers, streams and our coastline.

While the esplanade strips have existed for some time, they would otherwise be hidden due to not being digitised or spatially captured, which meant they could not be displayed on a map.

In total, 4500 additional esplanade strips are now identifiable for our staff to see across the country.

Our team can use this data to connect those esplanade strips with other public access. They can also be used to answer questions from the public about how people can access the waterways these esplanade strips run alongside.



Outcome: School education programmes

Virtual field trip to Wānaka engages hundreds of students

The Commission has been looking for alternative ways to promote messages about responsible behaviour in the outdoors. So, this year we partnered with a leading provider of educational services in New Zealand to create virtual field trips for students in schools around the country. The field trip teaches about outdoor issues like a real trip but without the costs associated with having to leave the classroom.

The Commission engaged Federated Farmers and QEII National Trust to collaborate on the virtual field trip, with each organisation providing funding, identifying topics, locations, and locations to visit. LEARNZ provided expert advice to make sure the students who participated had great learning opportunities.

The virtual field trip was to the Southern Lakes area around Wānaka, during the period 18–20 February 2020. The trip supported teachers and

students to explore an area of New Zealand they might not normally get to see in person. The students could meet subject matter experts such as farmers, trappers, track builder and ask them questions about what they saw.

The virtual field trip focused on understanding and caring for our unique biodiversity, working together to care for our environment; and behaving responsibly in the outdoors and on private farmland.

87 Schools incorporating 1793 students enrolled to take part in the virtual field trip. The virtual field trip, including links to most of the educational resources and videos, is available on the LEARNZ website.

It remains there in perpetuity, so schools can choose to engage with it in the future as well.





Outcome: Digital-led initiatives to change behaviour

Making the Outdoor Access Code accessible to more people

The Commission is required under the Walking Access Act to develop and issue a code of responsible behaviour while enjoying public access to the outdoors. Our New Zealand Outdoor Access Code is now ten years old. It provides helpful information about responsible behaviour in the outdoors. It is practical and informative and aims to raise public awareness of access rights and responsibilities.

This year we converted the code from a PDF to HTML to make it more accessible for a wider

group of people. HTML is better for people using mobile devices because the text resizes and adapts to the size of the screen it displays on. PDFs are not designed for reading on screens. HTML can also be easier to use for people using screen readers or other assistive technologies.

The advice in the Code is as relevant as ever. We hope that presenting it in a new format makes it accessible to a new generation of people on mobile devices and people with visual disabilities.

Conclusion of the Review of the Walking Access Act 2008

The 2019 Review of the Walking Access Act 2008 recommended an increase to the Commission's baseline funding. It noted that the Commission's funding, which had not increased since it was set up in 2008, was minuscule. It reported that people involved in recreation, the primary sector, te ao Māori and local government all recognised that the work of the Commission was important.

Following the review, Budget 2020 doubled annual funding for the Commission. We will receive an extra \$1.8 million in the 2020/2021 and 2021/2022 budget years, on top of our existing funding of \$1.8 million.

In recent years, the Commission had been drawing down on cash reserves to do our work. This budget funding gives us the certainty we need to keep doing our work.

As well as allowing existing projects to continue, the funding announced will also improve the Commission's ability to work in partnership with iwi, hapū and Māori on public access issues, supporting its obligations as a Crown entity through the Treaty of Waitangi.

It also provides funding for the Commission to work in partnership with Te Araroa Trust to support the Cape Reinga to Bluff trail.

COVID-19

The COVID-19 pandemic affected the Commission just as it affected the rest of the globe. At a practical level work slowed during the initial lockdown. It was harder to meet and collaborate with our partners. It was harder to visit enquirers or access sites. And as other people's priorities changed some of our work was put on hold.

However, we were fortunate that our small size and high-performing IT systems allowed us to be nimble and adapt quickly to this new environment. Our staff and regional field advisors were quickly back to work, supporting a growing number of people who wanted access to the outdoors.

That was one unexpected outcome of COVID-19 for us. As more people took up walking and cycling as their daily exercise during the lockdown, they became more aware of their local environment and the tracks within it.

While fewer international tourists are using New Zealand's tracks and trails, more locals are exploring the outdoors. That shift in focus creates opportunities for us to remember that access to the outdoors provides important health and social benefits to local communities, as well as the well-established economic development opportunities that come from tourism.



Outcome: Facilitate resolution of access disputes

Locked gates and public access

Over the year, 24 new disputes about access were raised with the Commission by members of the public. Most of these were about locked gates blocking access along unformed legal roads. They also included:

- Locked gate blocking access to public access easements through forests
- Locked gate blocking access to an easement in favour of the Department of Conservation
- Query relating to a private access road which leads to a popular ski resort
- Obstructed access on public conservation land by an adjoining owner
- Obstruction of public access on Land Information New Zealand-managed land by an adjoining owner erecting fences
- Public access blocked on a marginal strip by adjoining landowners

The first step to resolve a dispute is investigation. Commission staff confirm whether or not there is legal public access over the land and if there are any other factors to note. One of the Commission's regional field advisors will then provide advice to the enquirer, and to the manager of the land in dispute, and help to find a resolution.

With no enforcement powers, the Commission's approach is that conversation and clarity helps to produce long-lasting and positive results.



People, culture and capability

The Commission is committed to being a good employer (as defined in section 118 of the Crown Entities Act 2004) and actively promotes the principles of equal employment opportunities (EEO).

The Commission has personnel policies which guide its practices. These policies are reviewed regularly to comply with legislation and to reflect the needs of staff.

The Commission manages a small team of employees and maintains a transparent environment, where people's needs and concerns are managed openly.

People

As at 30 June 2020, the Commission had 10.4 full-time equivalent employees, compared to 9.21 in 2019. The age profile of the employees was wide, with an average age of 42 years. Of the total of 11 staff, 63 per cent were NZ European and 37 per cent were of other ethnicities. There were no Māori or Pacific Island staff.

The Commission recognises the benefits of a diverse workforce. As at 30 June 2020, three of the Commission's managers are male, and two are female. Staff members were all able bodied.

The Commission has eight Board members – three male and five female – and a kaumātua who provides advice on and assists with Māori cultural matters, particularly at an operational level. Three of the Board members are Māori with significant experience in Crown/Māori issues. Twelve regional field advisors are employed by the Commission as independent contractors. Five of the regional field advisors are male and seven are female. EEO data is not held for them, due to their contractual relationship with the Commission.

Commitment to staff

The following sections follow the reporting framework used by the Human Rights Commission to assess the "good employer" performance of Crown entities.

Recruitment, selection and induction

The Commission demonstrates equal employment opportunity principles in its recruitment and selection practices. Vacancies are advertised and all individuals are employed on the basis of merit, according to skills, knowledge and relevant experience.

Employee development

The Commission has a positive, equitable approach to employee development. It encourages staff to identify development opportunities which reflect both work needs and their own longer-term professional and personal objectives. Managers identify learning and development opportunities for staff aimed at ensuring that organisational needs are met. There is an ongoing focus on developing and providing opportunities for staff. For example, during the year staff attended conferences and courses to develop technical and professional expertise on topics such as communications, and geographic information systems technology. Continued professional development is supported.

Remuneration and recognition

The Commission uses job evaluation to set job bands and reviews salaries annually as part of its performance management process. Remuneration is adjusted using Statistics New

Zealand Labour Market Statistics data for the period ending June each year.

Flexible work environment

The Commission recognises the value of flexible work arrangements. It supports and encourages staff to develop and maintain a work-life balance. Arrangements include offering part-time work (18% of staff work part-time) and providing for employees to work from home, as appropriate. The Commission takes into account the age of its employees, and how this might impact on their personal caring duties, whether they are looking after young children or elderly parents.

Safe and healthy environment

The Commission promotes and actively invests in employee health, safety and wellbeing. All staff members are encouraged to attend first-aid courses. Winter influenza vaccinations are offered to all staff members. The Wellington City Council deems the Commission's building not to be earthquake prone. All staff members have "grab and go" earthquake and disaster preparedness kits.

Leadership, accountability and culture

The Commission has a conceptual framework which gives the organisation a clear sense of direction and outcomes. The Board and managers provide the supporting leadership at the governance and management levels. Managers have senior managerial and technical experience and provide informal coaching and

mentoring for staff and regional field advisors. The Commission is a member of the public sector Leadership Development Centre.

The Commission's work requires a high level of initiative, judgment and self-management which provide regular opportunities for staff to initiate and manage cases and projects. The Commission's size requires people to multi-task, which places a high reliance on teamwork and operational skills. The nature of the Commission's work presents few opportunities for highly-structured leadership roles. Weekly staff meetings provide opportunities to share information, seek advice and discuss the office, its organisation and culture. The 'Capability' section of the Commission's National Strategy 2010-2035 aims for an organisational culture and environment that builds trust among stakeholders. This relies on an internal culture of transparency, objectivity, integrity and respect for others. The Commission actively seeks to be outward-focused and to build constructive and collaborative relationships with stakeholders.

Preventing bullying and harassment

The Commission outlines acceptable behaviour in its Code of Conduct and Unacceptable Performance, Misconduct or Serious Misconduct Policy. Staff members have access to the Employee Assistance Programme. The Commission is committed to managing any complaints of bullying or harassment appropriately and in a timely manner.

Organisational capability

The Commission has a Business Continuity Plan to manage the business in the event of disaster (such as fire, water damage or earthquake).

Statement of responsibility

The Board is responsible for the preparation of the New Zealand Walking Access Commission's financial statements and statement of performance, and for the judgments made in them.

The Board of the New Zealand Walking Access Commission has the responsibility for establishing and maintaining a system of internal controls designed to provide reasonable assurance as to the integrity and reliability of financial reporting.

The Board is responsible for any end-of-year performance information provided by the Commission under section 19A of the Public Finance Act 1989.

In the Board's opinion, the financial statements and the statement of performance fairly reflect the financial position and operations of the New Zealand Walking Access Commission for the year ended 30 June 2020

Signed on behalf of the Board, xx/xx/2020:



Don Cameron, Board Chair



Lisa Chase, Board Member

Expenditure against appropriation

For the year ended 30 June 2020

	2019/20 Actual	2018/19 Actual
	\$	\$
Total appropriation	1,789,000	1,789,000
The Commission's expenditure against appropriation	1,789,000	1,789,000

The Commission is primarily funded through Vote Primary Industries and Food Safety – Non Departmental Appropriation – Support for Walking Access.

The 2019-2020 Estimates of Appropriation contains the following information on the Commission's funding.

What is intended to be achieved with this appropriation?

The appropriation is intended to achieve the effective management and operation of the New Zealand Walking Access Commission.

The Commission has only one output; therefore the figures presented in the statement of comprehensive revenue and expense represent the cost of service statement.

Statement of service performance

Managed access is available where and when it will add most value to communities

The Commission works with a range of stakeholders to secure access to the outdoors in urban, peri-urban, regional and rural communities. This is done through negotiation and relationship building with local communities, councils, and government agencies such as the Department of Conservation (DOC) and Land Information New Zealand (LINZ).

The Commission's work under this output also includes supporting iwi, other communities and local groups to secure new access opportunities through grants from the Enhanced Access Fund, as well as mediating between parties where access is disputed. The Commission also recommends access for areas subject to the sensitive land provisions of the Overseas Investment Office (OIO).

Output: Access facilitation and leadership

Performance measure	Actual 2019/20	Target 2019/20	Actual 2018/19
Number of stakeholder meetings or workshops held	8	8	8
Percentage of OIO reports completed within 90 working days	100%	80%	85%

Output: Access dispute resolution

Performance measure	Actual 2019/20	Target 2019/20	Actual 2018/19
Percentage of access disputes successfully resolved within 12 months	59%	50%	37%

Output: Management of the Enhanced Access Fund

Performance measure	Actual 2019/20	Target 2019/20	Actual 2018/19
Percentage of contracts completed within 24 months of funding being approved	100%	70%	New

Output: Community engagement

Performance measure	Actual 2019/20	Target 2019/20	Actual 2018/19
Percentage of all public access inquiries are responded within ten working days	98%	90%	96%

People know how to find access

The Commission works with Land Information New Zealand and the Department of Conservation to access the geographic information systems (GIS) data that forms the basis of our digital mapping system. Our maps are available on our website and provide up-to-date information on public access rights for both recreational and professional purposes. The Commission website also contains Find My Adventure, a database of tracks and trails, to enable New Zealanders and overseas visitors to find places to go in the outdoors for walking, cycling and horse-riding.

The Commission wants to understand how the public learns about access opportunities, so it analyses website traffic using Google Analytics, to understand its audiences.

Output: Management of the access mapping system

Performance measure	Actual 2019/20	Target 2019/20	Actual 2018/19
Percentage of online mapping technical enquiries completed within seven working days of receipt	78% (see note 1)	95%	New
Percentage of new gazetted walkways displayed on our maps within 60 working days	N/A (see Note 2)	100%	100%

Output: Provision of tracks and trails information

Performance measure	Actual 2019/20	Target 2019/20	Actual 2018/19
Number of unique visits to tracks and trails database	48% increase (13,353 visits) (see note 3)	5% increase (9,047)	Baseline set (8,616)

Note 1. Failed: Following an upgrade to the mapping system in 2018, the average enquiry received became significantly more complex. This is because users could now easily resolve simple enquiries by themselves. Many enquiries in 2019-2020 required external consultation with other agencies such as the Department of Conservation or Land Information New Zealand. Some required us to consult with our external GIS consultancy Eagle Technology. This increased the length of time before we could provide a response to the enquirer.

Note 2. No result: We gazetted no new walkways in 2019-2020. The Commission does not have funding to construct or maintain physical walkway infrastructure. Accordingly, the Commission appoints Controlling Authorities – generally the Department of Conservation (DOC) or a territorial authority – to undertake these functions.

Due to budgetary constraints faced by DOC and territorial authorities, the Commission has found it increasingly difficult to gain agreement from potential controlling authorities where agreement to secure a walkway easement over private property has been given. This means although we have secured legal access, the walkways have not been gazetted, are not physically formed, and are not available for the public to use.

Note 3. Significantly above target: Find My Adventure is a search tool for tracks and trails. In the 2019-2020 financial year, the Commission worked alongside partners including Greater Wellington, Christchurch City, Ashburton District, Grey District, Stratford District, Taranaki Regional and Waipā District councils to increase the number of tracks in the database.

Through additional functionality, small-scale digital promotion and providing a better product, users increased by 48 per cent compared to the previous year. In 2020-2021, the Commission will build further on this rapid growth.

People responsibly access the outdoors

Encouraging the public to act responsibly while in the New Zealand outdoors is a key task. The Commission does this in two ways – by providing educational resources and supplying general information on how to behave when in the outdoors. In addition, it is also responsible for enforcing behaviour on walkways via local and regional councils and the Department of Conservation, who act as controlling authorities on the Commission's behalf.

Output: School education programme

Performance measure	Actual 2019/20	Target 2019/20	Actual 2018/19
Percentage increase in digital education resources accessed compared to the previous year	142% increase (12,083 visits) (see note 4)	5% increase (5,242)	Baseline set (5,004)

Output: Digital-led behaviour change initiatives

Performance measure	Actual 2019/20	Target 2019/20	Actual 2018/19
Percentage increase in people accessing digital information provided by the Commission	57% increase (10,072 visits) (see note 5)	5% increase (6,580)	Baseline set (6,267)

Output: Walkway compliance

Performance measure	Actual 2019/20	Target 2019/20	Actual 2018/19
Percentage of compliance reports received from controlling authorities	96%	95%	100%

Note 4. Significantly above target: In 2019-2020, the Commission partnered with Federated Farmers New Zealand, Queen Elizabeth II National Trust and LEARNZ to run a virtual field trip for primary and intermediate school students. The trip took students virtually to Wānaka, Mt Aspiring Station and Mt Aspiring National Park. During the week-long trip, students learned about the outdoors, how to be safe, and how to behave on a working farm.

This pilot project was successful, leading to a 142 per cent increase in users for the Commission's educational material. We hope to run another virtual field trip in 2020-2021.

Note 5. Significantly above target: The Knowledge Base on the Commission's website contains material on the laws relating to public access, and on the rights and responsibilities of recreationalists and landholders in the outdoors.

In 2019-2020, the Commission trialled video and audio options for this information, and small-scale digital promotion. Total visits to this information increased by 57 per cent compared to the previous year.

Independent Auditor's Report

To the readers of New Zealand Walking Access Commission's financial statements and performance information for the year ended 30 June 2019

The Auditor General is the auditor of New Zealand Walking Access Commission (the Commission). The Auditor General has appointed me, Rehan Badar, using the staff and resources of Audit New Zealand, to carry out the audit of the financial statements and the performance information, including the performance information for an appropriation, of the Commission on his behalf.

Opinion

We have audited:

- the financial statements of the Commission on pages 30 to 46, that comprise the statement of financial position as at 30 June 2019, the statement of comprehensive revenue and expense, statement of changes in equity and statement of cash flows for the year ended on that date and the notes to the financial statements including a summary of significant accounting policies and other explanatory information; and
- the performance information of the Commission on pages 23, 24 and 28 to 29.

In our opinion:

- the financial statements of the Commission on pages 30 to 46:
 - * present fairly, in all material respects:
 - » its financial position as at 30 June 2019; and
 - » its financial performance and cash flows for the year then ended; and
 - * comply with generally accepted accounting practice in New Zealand in accordance with Public Benefit Entity Reporting Standards Reduced Disclosure Regime; and
- the performance information on pages 23, 24 and 28 to 29:
 - * presents fairly, in all material respects, the Commission's performance for the year ended 30 June 2019, including:
 - » for each class of reportable outputs:
 - » its standards of delivery performance achieved as compared with forecasts included in the statement of performance expectations for the financial year; and
 - » its actual revenue and output expenses as compared with the forecasts included in the statement of performance expectations for the financial year;
 - » what has been achieved with the appropriation; and
 - » the actual expenses or capital expenditure incurred compared with the appropriated or forecast expenses or capital expenditure.
 - * complies with generally accepted accounting practice in New Zealand.

Our audit was completed on 31 October 2019. This is the date at which our opinion is expressed.

The basis for our opinion is explained below. In addition, we outline the responsibilities of the Board and our responsibilities relating to the financial statements and the performance information, we comment on other information, and we explain our independence.

Basis for our opinion

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

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

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

Responsibilities of the Board for the financial statements and the performance information

The Board is responsible on behalf of the Commission for preparing financial statements and performance information that are fairly presented and comply with generally accepted accounting practice in New Zealand. The Board is responsible for such internal control as it determine is necessary to enable it to prepare financial statements and performance information that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements and the performance information, the Board is responsible on behalf of the Commission for assessing the Commission's ability to continue as a going concern. The Board is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless there is an intention to merge or to terminate the activities of the Commission, or there is no realistic alternative but to do so.

The Board's responsibilities arise from the *Crown Entities Act 2004* and the *Public Finance Act 1989*.

Responsibilities of the auditor for the audit of the financial statements and the performance information

Our objectives are to obtain reasonable assurance about whether the financial statements and the performance information, as a whole, are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit carried out in accordance with the Auditor General's Auditing Standards will always detect a material misstatement when it exists. Misstatements are differences or omissions of amounts or disclosures, and can arise from fraud or error. Misstatements are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of readers, taken on the basis of these financial statements and the performance information.

For the budget information reported in the financial statements and the performance information, our procedures were limited to checking that the information agreed to the Commission's statement of performance expectations.

We did not evaluate the security and controls over the electronic publication of the financial statements and the performance information.

As part of an audit in accordance with the Auditor General's Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. Also:

- We identify and assess the risks of material misstatement of the financial statements and the performance information, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- We obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Commission's internal control.
- We evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board.
- We evaluate the appropriateness of the reported performance information within the Commission's framework for reporting its performance.
- We conclude on the appropriateness of the use of the going concern basis of accounting by the Board and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Commission's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements and the performance information or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Commission to cease to continue as a going concern.
- We evaluate the overall presentation, structure and content of the financial statements and the performance information, including the disclosures, and whether the financial statements and the performance information represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Our responsibilities arise from the *Public Audit Act 2001*.

Other information

The Board is responsible for the other information. The other information comprises the information included on pages 2 to 21, but does not include the financial statements and the performance information, and our auditor's report thereon.

Our opinion on the financial statements and the performance information does not cover the other information and we do not express any form of audit opinion or assurance conclusion thereon.

In connection with our audit of the financial statements and the performance information, our responsibility is to read the other information. In doing so, we consider whether the other information is materially inconsistent with the financial statements and the performance information or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on our work, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Independence

We are independent of the Commission in accordance with the independence requirements of the Auditor General's Auditing Standards, which incorporate the independence requirements of Professional and Ethical Standard 1 (Revised): Code of Ethics for Assurance Practitioners issued by the

New Zealand Auditing and Assurance Standards Board.

During the year, the Commission's previous appointed auditor resigned from Audit New Zealand and was subsequently appointed as the Chair of the Commission's newly formed Audit and Risk Committee. Audit New Zealand has taken actions including safeguards to address threats to our independence. Other than this matter and in our capacity as auditor, we have no relationship with, or interests, in the Commission.

Rehan Badar
Audit New Zealand
On behalf of the Auditor-General
Wellington, New Zealand

Statement of financial performance

Statement of comprehensive revenue and expense

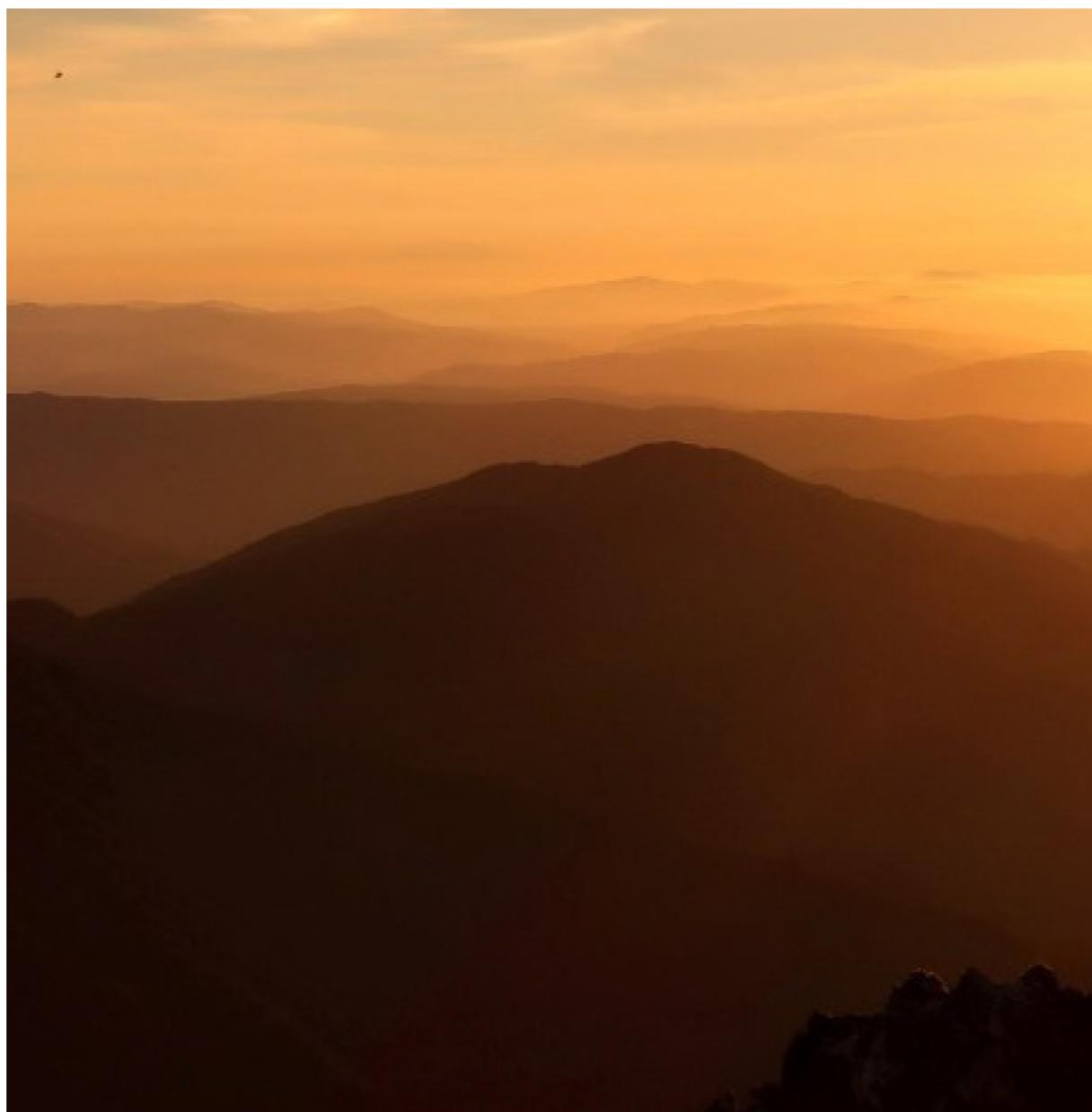
For the year ended 30 June 2020

	Notes	2019/20 Actual \$	2019/20 Budget \$	2018/19 Actual \$
Revenue				
Crown revenue	2	1,789,000	1,789,000	1,789,000
Interest revenue		19,106	44,100	89,962
Other revenue		10,000	-	27,159
Total revenue		1,818,106	1,833,100	1,906,121
Less expense				
Operating costs	3	1,225,980	1,400,853	1,526,615
Personnel costs	4	1,209,885	1,162,217	1,333,131
Audit fees		25,467	22,000	21,362
Board remuneration	11	86,756	102,300	87,767
Depreciation and amortisation		34,898	44,128	102,464
Rentals and leases		80,116	70,000	69,110
Total expenditure		2,663,102	2,801,498	3,140,449
Total comprehensive revenue and expense / surplus and (deficit)		(844,996)	(968,398)	(1,234,328)

Statement of changes in equity

For the year ended 30 June 2020

	Notes	2019/20 Actual	2019/20 Budget	2018/19 Actual
		\$	\$	\$
Balance at 1 July		2,132,082	2,212,009	3,366,410
Total comprehensive revenue and expense for the year		(844,996)	(968,398)	(1,234,328)
Balance at 30 June	5	1,287,086	1,243,611	2,132,082



Statement of financial position

As at 30 June 2020

	Notes	2019/20 Actual	2019/20 Budget	2018/19 Actual
		\$	\$	\$
Current Assets				
Cash and cash equivalents	6	399,189	510,404	2,051,611
Investments	7	1,000,000	450,000	750,000
Debtors and prepayments		21,003	79,917	3,867
Total current assets		1,420,192	1,040,321	2,805,478
Non-current assets				
Property plant and equipment	8	21,924	93,540	30,504
Intangible assets	9	71,457	-	93,183
Term investments	7	-	750,000	-
Total non-current assets		93,381	843,540	123,687
Total assets		1,513,573	1,883,861	2,929,165
Less liabilities				
Creditors and accrued expenses		105,075	125,000	209,732
Employee entitlements	13	121,412	68,000	140,101
Income in advance	14	-	447,250	447,250
Total liabilities		226,487	640,250	797,083
Net assets		1,287,086	1,243,611	2,132,082
Equity		1,287,086	1,243,611	2,132,082

Statement of cash flows

For the year ended 30 June 2020

	Notes	2019/20 Actual \$	2019/20 Budget \$	2018/19 Actual \$
Cash flows from operating activities				
Funding from the Crown		1,341,750	1,789,000	1,789,000
Interest received		21,655	47,097	93,947
Other revenue		5,000	-	27,159
Payments to employees and members		(1,193,735)	(1,197,248)	(1,250,762)
Payments to suppliers		(1,523,229)	(1,552,122)	(1,654,153)
GST (net)		(51,571)	-	(54,409)
Net cash flows from operating activities		(1,400,130)	(913,273)	(1,049,218)
Cash flows from investing activities				
Net (increase)/decrease from maturity of investments		(250,000)	750,000	2,250,000
Purchase of property, plant and equipment		(2,292)	(10,000)	(5,526)
Net cash flows from investing activities		(252,292)	740,000	2,244,474
Net increase/(decrease) in cash		(1,652,422)	(173,273)	1,195,256
Cash and cash equivalents at the beginning of the year		2,051,611	683,677	856,355
Cash and cash equivalents at the end of the year	6	399,189	510,404	2,051,611

Notes to the financial statements

1. Statement of accounting policies

Reporting entity

The New Zealand Walking Access Commission (the Commission) is a Crown entity as defined by the Crown Entities Act 2004 and is domiciled and operates in New Zealand. The relevant legislation governing the Commission's operations includes the Crown Entities Act 2004 and the Walking Access Act 2008. The Commission's ultimate parent is the New Zealand Crown.

The Commission's primary objective is to provide services to the New Zealand public. The Commission does not operate to make a financial return.

The Commission has one output: Walking Access Commission. The figures presented in these financial statements are for that one output.

The Commission has designated itself as a public benefit entity (PBE) for financial reporting purposes.

The financial statements for the Commission are for the year ended 30 June 2020 and were approved by the Board on XXXXXX

Basis of preparation

The financial statements have been prepared on a going-concern basis, and the accounting policies have been applied consistently throughout the period.

Statement of compliance

The 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 generally accepted accounting practice New Zealand (NZ GAAP).

These financial statements have been prepared in accordance with Tier 2 PBE accounting standards, and concessions under the reduced disclosure regime have been applied. The criteria under which the Commission is eligible to report in accordance with Tier 2 PBE accounting standards are:

- (a) its debt or equity instruments are not traded in a public market nor is it in the process of issuing such instruments for trading in a public market (a domestic or foreign stock exchange or an over-the-counter market, including local and regional markets);
- (b) it does not hold assets in a fiduciary capacity for a broad group of outsiders as one of its primary businesses; and
- (c) its total expenses do not exceed \$30 million.

These financial statements comply with PBE standards.

Presentation currency and rounding

The financial statements are presented in New Zealand dollars and are rounded to the nearest dollar (\$). The functional currency of the Commission is New Zealand dollars (NZ\$).

Changes in Accounting Policies

There have been no changes in accounting policies.

Summary of significant accounting policies

Revenue

The specific accounting policies for significant revenue items are explained below:

Funding from the Crown

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 its founding legislation and the scope of the relevant appropriations of the funder.

The Commission considers there are no conditions attached to the funding and it is recognised as revenue at the point of entitlement.

The fair value of revenue received from the Crown has been determined to be equivalent to the amounts due in the funding arrangement.

Interest revenue

Interest revenue is recognised on a time-proportion basis as it accrues on bank account balances, on-call bank deposits and investments.

Grant expense

Discretionary grants are those grants where the Commission has no obligation to award on receipt of the grant application and are recognised as an expense when the approved applicant has met the criteria in the grant contract and the Commission has approved the expense.

The Commission has no non-discretionary grants.

Leases

Operating leases

An operating lease is a lease that does not transfer substantially all the risks and rewards incidental to ownership of an asset.

Lease payments under an operating lease are recognised as an expense on a straight-line basis over the term of the lease.

Lease incentives received are recognised in the surplus or deficit as a reduction of rental expense over the lease term.

Cash and cash equivalents

Cash and cash equivalents include cash on hand, deposits held at call with banks, and other short term highly liquid investments with original

maturities of three months or less.

Receivables

Short-term receivables are measured at their face value, less any provision for impairment.

A receivable is considered impaired when there is evidence that the Commission will not be able to collect the amount due. The amount of the impairment is the difference between the carrying amount of the receivable and the present value of the amounts expected to be collected.

Investments

Bank term deposits

Investments in bank term deposits are initially measured at the amount invested.

After initial recognition, investments in bank deposits are measured at amortised cost using the effective interest method, less any provision for impairment.

Property, plant and equipment

Property, plant and equipment consists of the following asset classes: computer hardware, and office equipment.

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

Additions

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.

In most instances, an item of property, plant and equipment is initially recognised at its cost. Where an asset is acquired through a non-exchange transaction, it is recognised at its fair value as at the date of acquisition.

Disposals

Gains and losses on disposal are determined by comparing the proceeds with the carrying

amount of the asset. Gains and losses on disposals are reported net in the surplus or deficit.

Subsequent costs

Costs incurred subsequent to initial acquisition are capitalised 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.

The costs of day-to-day servicing of property, plant and equipment are recognised in the surplus or deficit as they are incurred.

Depreciation

Depreciation is provided on a straight-line basis on all property, plant and equipment 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 of major classes of property, plant and equipment have been estimated as follows:

Office equipment	5 - 10 years	10% - 20%
Computer hardware	4 - 5 years	20% - 25%

The residual value and useful life of an asset is reviewed, and adjusted if applicable, at each financial year end.

Intangible assets

Software acquisition

Acquired computer software licenses are 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 include the software development employee costs and an appropriate portion of relevant overheads.

Staff training costs are recognised as an expense when incurred.

Costs associated with maintaining computer software are recognised as an expense when incurred.

Amortisation

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 derecognised. The amortisation charge for each financial year is recognised in the surplus or deficit.

The useful lives and associated amortisation rates of major classes of intangible assets have been estimated as follows:

Computer software	3 - 5 years	20% - 33%
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Impairment of property, plant and equipment and intangible assets

The Commission does not hold any cash-generating assets. Assets are considered cash-generating where their primary objective is to generate a commercial return.

Non-cash-generating assets

Property, plant and equipment and intangible assets held at cost that have a finite useful life are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable service amount. The recoverable service amount is the higher of an asset's fair value less costs to sell and value in use.

Value in use is determined using an approach based on either a depreciated replacement cost approach, restoration cost approach, or a service units approach. The most appropriate approach used to measure value in use depends on the nature of the impairment and availability of information.

If an asset's carrying amount exceeds its recoverable service amount, the asset is regarded as impaired and the carrying amount is written-down to the recoverable amount. The impairment loss is recognised in the surplus or deficit.

The reversal of an impairment loss is recognised in the surplus or deficit.

Creditors and other payables

Short-term creditors and other payables are recorded at the amount payable.

Employee entitlements

Short-term employee entitlements

Employee benefits that are due to be settled within 12 months after the end of the period in which the employee renders the related service are measured based on accrued entitlements at current rates of pay.

These include salaries and wages accrued up to balance date, annual leave earned to but not taken at balance date, sick leave, and employee compensation and benefits due in relation to cessation but unpaid at balance date.

Presentation of employee entitlements

Annual leave owing is classified as a current liability.

Superannuation schemes

Defined contribution schemes

Obligations for contributions to KiwiSaver and the Government Superannuation Fund are accounted for as defined contribution superannuation schemes and are recognised as an expense in the surplus or deficit as incurred.

Provisions

A provision is recognised for future expenditure of uncertain amount or timing when there is a present obligation (either legal or constructive) as a result of a past event, it is probable that an outflow of future economic benefits will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

Equity

Equity is measured as the difference between total assets and total liabilities.

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 and financing activities, is classified as an operating cash flow in the statement of cash flows.

Income tax

The Commission is a public authority and consequently is exempt from the payment of income tax. Accordingly, no provision has been made for income tax.

Budget figures

The budget figures are derived from the statement of performance expectations as approved by the Board at the beginning of the financial year. The budget figures have been prepared in accordance with NZ GAAP, using accounting policies that are consistent with those adopted by the Board in preparing these financial statements.

Critical accounting estimates and assumptions

In preparing these financial statements, the Commission has made estimates and assumptions concerning the future. These estimates and assumptions may differ from the subsequent actual results. Estimates and assumptions are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying value of assets and liabilities within the next financial year are discussed below:

Estimated useful lives and residual values of property, plant and equipment and intangible assets

At each balance date, the useful lives and residual values of property, plant and equipment and intangible assets are reviewed. Assessing the appropriateness of useful life and residual value estimates of property, plant and equipment and intangible assets requires a number of factors to be considered such as the physical condition of the asset, expected period of use of the asset by the Commission, and expected disposal proceeds from the future sale of the asset.

An incorrect estimate of the useful life or residual value will affect the depreciation expense or the amortisation expense recognised in the surplus or deficit, and carrying amount of the asset in the statement of financial position. The Commission minimises the risk of this estimation uncertainty

by: physical inspection of assets, and asset replacement programmes and an assessment of intangible assets.

The Commission has not made any significant changes to past assumptions concerning useful lives and residual values.

Critical judgements in applying accounting policies

Management has exercised the following critical judgements in applying accounting policies:

- Crown funding will increase by \$1,771,394 in the next financial period; and
- Employee entitlements and other costs are budgeted to increase by about the expected rate of inflation.

2. Funding from the Crown

The Commission has been provided with funding from the Crown for the specific purposes set out in the Walking Access Act 2008 and the scope of the relevant Crown appropriations.

Apart from these restrictions, there are no unfulfilled conditions or contingencies attached to Government funding.



3. Operating costs

	2019/20 Actual	2018/19 Actual
	\$	\$
Contractors	414,092	614,430
Travel and accommodation	106,106	203,169
Publications and publicity	24,650	24,441
Consultants	15,000	42,037
Service contracts	276,191	285,715
Grants and other expenses	66,747	22,570
Trail projects	235,997	92,511
Legal and prosecution	2,192	127,239
Meeting expenses	23,394	37,707
Other	61,611	76,796
Total operating expenses	1,225,980	1,526,615

4. Personnel costs

	2019/20 Actual	2018/19 Actual
	\$	\$
Salaries, wages and allowances	1,092,154	1,131,132
Increase in employee entitlements	48,380	11,393
Recruitment	10,245	29,970
Employer contributions to defined contribution plans	34,510	34,476
Employer costs	24,596	126,160
Total personnel costs	1,209,885	1,333,131

5. Equity

	2019/20 Actual	2018/19 Actual
	\$	\$
Balance 1 July	2,132,082	3,366,410
Deficit for the year	(844,996)	(1,234,328)
Balance at 30 June	1,287,086	2,132,082

6. Cash and cash equivalents

	2019/20 Actual	2018/19 Actual
	\$	\$
Cash at bank	399,189	2,051,611
Total cash and cash equivalents	399,189	2,051,611

7. Investments

	2019/20 Actual	2018/19 Actual
	\$	\$
Current investments	1,000,000	750,000
Term investments	-	-
Total	1,000,000	750,000

8. Property, plant, equipment and intangible assets

The Commission has a vested interest in some easements and a lease on gazetted walkways. These represent an interest in private land and have not been valued. They are held for the benefit of the public. The Commission has compiled a register of known gazetted walkways.

	Computer hardware	Computer software	Office equipment	Total
	\$	\$	\$	\$
Cost				
Balance at 1 July 2018	66,634	249,358	81,970	397,962
Additions	5,315	107,124	87	112,526
Balance at 30 June 2019	71,949	356,482	82,057	510,488
Accumulated depreciation				
Balance at 1 July 2018	42,222	176,126	65,990	284,338
Depreciation expense	8,790	87,173	6,500	102,463
Balance at 30 June 2019	51,012	263,299	72,490	386,801
Carrying amount at 30 June 2019	20,937	93,183	9,567	123,687
Cost				
Balance at 1 July 2019	71,949	356,482	82,057	510,488
Additions	2,292	-	2,300	4,592
Balance at 30 June 2020	74,241	356,482	84,357	515,080
Accumulated depreciation				
Balance at 1 July 2019	51,012	263,299	72,490	386,801
Depreciation expense	9,371	21,725	3,802	34,898
Balance at 30 June 2020	60,383	285,024	76,292	421,699
Carrying amount at 30 June 2020	13,858	71,458	8,065	93,381

9. Commitments

	2019/20 Actual	2018/19 Actual
	\$	\$
Grant commitments - Enhanced Access Fund		
Not later than one year	63,288	116,555
Later than one year and not later than three years	15,822	13,759
Total grant commitments	79,110	130,314
Operating leases as lessee		
The future aggregate minimum lease payments to be paid under non-cancellable operating leases are as follows:		
Not later than one year	144,032	69,339
Later than one year and not later than five years	524,475	11,516
Total operating leases commitments	668,507	80,855
Total grant and operating lease commitments	747,617	211,169

Grant commitments:

Contracts are entered into with applicants of projects approved for funding by the Board. Amounts granted under these contracts are disclosed in the statement of comprehensive revenue and expense when the approved applicant (grantee) has met the criteria in the grant contract and the Commission has approved the expenditure.

Operating lease commitments:

The Commission's lease for its office accommodation expires on 30 April 2026. The Commission does not have the option to purchase the asset at the end of the lease term. There are no restrictions placed on the Commission by this leasing arrangement.

10. Related party transactions and key management personnel

Related party transactions

The Commission is a wholly-owned entity of the Crown. The Commission has been provided with funding from the Crown of \$1.789m (2019 \$1.789m) for specific purposes as set out in the Walking Access Act 2008 and the scope of the Vote Primary Industries appropriation.

Related party disclosures have not been made for transactions with related parties that are within a normal supplier or client/recipient relationship on terms and conditions no more or less favourable than those that it is reasonable to expect the Commission would have in dealing with the party at arm's length in the same circumstances. Further, transactions with other government agencies (for example, Government departments and Crown entities) are not disclosed as related party transactions when they are consistent with the normal operating arrangements between government agencies and undertaken on the normal terms and conditions for such transactions.

Key management personnel

There were no transactions entered into during the year (2019 nil) with key management personnel.

Key management personnel compensation

Key management personnel includes all board members, the chief executive and four members of the management team.

	2019/20 Actual	2018/19 Actual
	\$	\$
Board Members		
Remuneration	86,756	87,767
Full time equivalent members	0.6	0.6
Leadership team		
Remuneration	665,202	599,800
Full time equivalents	4.8	3.9
Total key management personnel compensation	751,958	687,567
Total full time equivalent personnel	5.4	4.5

The full-time equivalent for Board members has been determined based on the frequency and length of board meetings (including workshops and stakeholder forums) and the estimated time for Board members to prepare for meetings.

11. Board remuneration

	2019/20 Actual	2018/19 Actual
	\$	\$
John Forbes (Chairman)	10,519	18,700
Don Cameron (Chairman)	8,103	-
Helen Mexted	11,200	9,333
Raewyn Tipene	11,200	9,333
Pierre Henare	11,200	9,333
Hilary Allison	11,200	9,333
Lisa Chase	11,200	9,333
Peter Coburn	6,067	-
Celia Wade-Brown	6,067	-
Peter Brown	-	9,333
Robin McNeill	-	9,333
Penny Mudford	-	1,867
Barbara Stuart	-	1,867
Total Board member remuneration	86,756	87,765

The Commission has an Audit and Risk Committee. The independent chair of the Audit and Risk Committee was paid \$5,200 during the financial year. The independent chair was paid \$2,600 in 2018/19 as the Committee was established and operating for 6 months during that year.

The Commission has taken out directors' and officers' liability and professional indemnity insurance cover during the financial year in respect of the liability or costs of Board members and employees. No board member received compensation or other benefits in relation to cessation (2019 \$nil).

13. Employee remuneration

	2019/20 Actual	2018/19 Actual
	People	People
Total remuneration paid or payable		
\$110,000 - 119,999	1	1
\$120,000 - 129,999	1	1
\$140,000 - 149,999	1	1
\$170,000 - \$179,000	0	1
\$180,000 - \$189,000	1	0

13. Employee entitlement

	2019/20 Actual	2018/19 Actual
	\$	\$
Accrued salaries	21,299	8,284
Annual leave	100,113	60,853
Other staff entitlements	-	70,964
Total employee entitlements	121,412	140,101

14. Income in advance

	2019/20 Actual	2018/19 Actual
	\$	\$
Income in advance	0	447,250

15. Financial instruments

The carrying amounts of financial assets and liabilities in each of the financial instrument categories are:

	2019/20 Actual	2018/19 Actual
	\$	\$
Loans and receivables		
Cash and cash equivalents	399,189	2,051,611
Receivables (excluding tax)	7,260	3,867
Investments	1,000,000	750,000
Total loans and receivables	1,406,449	2,805,478
Financial liabilities measured at amortised cost		
Payables (excluding income in advance and taxes payable)	226,487	319,707
Total financial liabilities measured at amortised cost	226,487	319,707

16. Contingencies

There were no contingent liabilities as at balance date (2018/19 \$nil). The Commission has no contingent assets at balance date (2018/19 \$nil).

17. COVID-19 Pandemic

On 11 March 2020, the World Health Organisation declared a global pandemic because of the outbreak and spread of COVID-19. Following this, on Wednesday 25 March 2020 the New Zealand Government raised its Alert Level to 4 (full lockdown of non-essential services) for an initial 4-week period. The lockdown resulted in significant challenges and opportunities for public access with fewer international tourists using New Zealand's most popular tracks and trails. In addition, a slowing New Zealand economy may make it more difficult for volunteer-based trail groups to raise funds for constructing and maintaining trails.

During the pandemic the Commission focused on the well-being of staff, regional field advisors and board members, as well as business continuity. The Commission transitioned into working from home arrangements and using video conferencing for staff, regional field officer and board related meetings.

The effect of COVID-19 has not had a significant impact on the Commission's performance, financial position and cash flows for the year ended 30 June 2020. There is no going concern, asset value or impairment issues due to COVID-19. The Commission continued to carry out its activities and follow normal systems and processes during the lockdown. The longer-term effect on the Commission's work, however, remains uncertain and will be monitored closely.

18. Events after balance date

There were no significant events after balance date.

19. Expenditure by nature

	2019/20 Actual	2018/19 Actual
	\$	\$
Mapping system	434,754	435,660
Operations	732,871	1,268,462
Grants	66,747	22,570
Governance and leadership	432,771	553,084
Communications	325,045	219,475
Support	327,921	449,903
Accommodation	105,748	98,784
Trail projects	237,245	92,511
Total expenditure by nature	2,663,102	3,140,449

Explanations for major variances

Explanations for variations from the Commission's budgeted figures in the statement of performance expectations are set out below. The overall financial result for the year shows a deficit of \$844,996. This is \$123,402 or 12.7% better than the budgeted deficit for the year of \$968,398.

There are some instances where actual line item amounts differ from budgeted amounts. This reflects the nature of Commission's project work. The restrictions under the COVID-19 lockdowns also had an impact on the final financial result for the year.

Statement of comprehensive revenue and expense

Revenue

Total revenue for the year was \$1,818,106 against a budget of \$1,833,100. The variance of \$14,994 was mainly due to a reduction in interest income. This reduced interest income was because of lower interest rates and the Commission using more reserves (investments) to fund an increased deficit in 2019 as it upgraded its ICT systems.

Expenditure

Total expenditure for the year was \$2,663,102 against a budget of \$2,801,498.

The variance of \$138,396 is net of some items of over-expenditure. Operating costs were down \$174,873. This reflects reduced travel, and board meeting expenses resulting from changing work practices under COVID-19 conditions, particularly in the use of video conferencing.

Personnel costs were \$47,668 more than budget due mainly to an increased provision for annual leave as staff worked through COVID-19 restrictions.

Statement of Financial Position

Current assets

Cash, cash equivalents and investments that fall due within a year are \$1,366,189. This is a reduction on the previous year as reserves continued to be used to fund operational expenditure. A successful Budget bid during the year secured an increase in Government funding for two years commencing 1 July 2020. This increase will ameliorate the use of reserves for two financial years until a long-term funding decision is made once the Walking Access Act 2008 Review recommendations are considered by Cabinet.

Liabilities

Income in advance liability of \$447,250 has been eliminated in the 2019/2020 financial year. This was the result of a correction of the timing of the Commission's first quarterly payment of Crown Revenue from the Ministry for Primary Industries.

Equity

Overall equity is \$1,287,086, which is \$43,475 more than budget.

Statement of cash flows

Funding received from the Crown was \$447,250, less than the previous year due to an adjustment to eliminate the income in advance liability in the Commission's balance sheet.

Payments to employees, members and suppliers was \$32,406 less than budget, mainly due to less travel and other project operating expenditure under lockdown conditions.

Cash flows from investing activities reflect the movement of cash and investments to more short-term arrangements as cash reserves were used to fund operations.

Photo credits

Cover, Te Ana Falls, Oliver, Eskdale School. Oliver's photo won our Top Outdoor Spot Competition in 2020.

Page 10, Oneroa Bay, Jeff flickr.com/photos/theboyds/5785509709

Page 11, Te Araroa Canterbury, Meta Hummel

Page 12, Hakarimata Summit Track, John Ragla commons.wikimedia.org/wiki/File:Steps_on_Summit_Track,_Hakarimata.jpg

Page 13 Digger on Kawatiri Coastal Trail, Kawatiri Coastal Trail Trust

Page 14, Waiuku Trail, Asher Wilson-Goldman

Page 15, Pākiri Beach, russellstreet flickr.com/photos/russellstreet/14384467488

Page 18 LEARNZ filming above Lake Wānaka, Stephen Day

Page 19, Hokitika Gorge, Inger Perkins

Page 20, Shag on Lake Wānaka, Stephen Day

Page 21, Keep out sign, Walking Access Commission Ara Hikoī Aotearoa

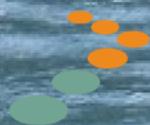
Page 33, Tararua Range, Mickael Gomes

Page 40, Ulva Island, Asher Wilson-Goldman

Back Cover, Matukituki Valley, Stephen Day



WALKING ACCESS
ARA HĪKOI AOTEAROA



Te Kāwanatanga o Aotearoa

NEW ZEALAND WALKING ACCESS COMMISSION BOARD REPORT

25 November 2020

Report to the Board on the Audit

Purpose

1. This report documents Audit New Zealand's findings from its recent audit.

Strategic context

2. The Commission is required by statute to prepare an annual report. Audit New Zealand completes the audit of the Annual Report on behalf of the Office of the Auditor General. For the year ended 30 June 2020 it is expected that Audit New Zealand will issue a clear, unqualified audit opinion.
3. An unqualified audit opinion means that Audit New Zealand is satisfied that the Commission's financial statements and performance information fairly present the Commission's activity for the year ending 30 June 2019 and the Commission's financial position at the end of the financial year.
4. In addition to the audit opinion Audit New Zealand also issues a report to the Board on findings from the audit.
5. Audit New Zealand has had to adjust its audit plan due to the impact of COVID-19. The Audit New Zealand draft report on the audit of the 2019-2020 Annual Report was originally scheduled to go to the Board on 4 October and a final report issued on 31 October.
6. The final audit of the Commission commences on November 16, with verbal audit clearance expected soon after the completion of the audit and subsequent formal audit reporting following that.

Matters identified during the audit

7. The Board will receive an oral update on the findings of the audit at its 25 November meeting.
8. The auditors require assurance from the audit that there are no significant audit risks, and the 2019-2020 financial statements and performance information are free from material misstatements.
9. The Audit and Risk Committee will discuss the verbal report with the audit Director at the Committee's special meeting on 24 November 2020.

Audit Recommendations from 2019

10. To recap, last year, Audit New Zealand made three new recommendations:
 - a. managing sensitive expenditure;
 - b. reviewing sensitive expenditure policies; and
 - c. confirming related party disclosures.

11. There was one open recommendation from the 2019 interim audit in relation to the control over system master-file changes.
12. There were two implemented recommendations in relation to review of credit card statements and improved performance management measures.

Audit assessment

13. Audit New Zealand made the following assessments at the end of their audit in 2019.
 - Management control environment: Good (2018: Very Good)
 - Financial information, systems and controls: Very Good (2018: Very Good)
 - Performance information, systems and controls: Very Good (2018: Good)

Recommendations

14. It is recommended that the Board:
 - a) **note** Audit New Zealand's verbal report to the Audit and Risk Committee on the audit of the Commission for the year ended 30 June 2020.
 - b) **discuss** any issues or areas of concern.

Ric Cullinane
Chief Executive | Te Tumuaki

Prepared by:
Phil Culling
Deputy Chief Executive | Te Tumuaki Tuarua

**NEW ZEALAND WALKING ACCESS COMMISSION
BOARD PAPER**

25 November 2020

Audit and Risk Committee

Purpose

1. This paper presents the Deputy Chief Executive's report presented at the Audit and Risk Committee meeting on 24 November 2020 and the draft Audit and Risk Committee Work Plan 2021.

Background

2. The Audit and Risk Committee reports to the Board after its meeting.
3. Due to the timing of Audit New Zealand's final audit of the Commission's 2019-2020 Annual Report the latest meeting of the Audit and Risk Committee was held on the afternoon of 24 November 2020.
4. The Deputy Chief Executive's report is attached as Appendix 1.
5. The draft work plan for 2021 will be finalised at meeting on 24 November 2020.

Recommendation

6. It is recommended that the Board:
 - a) **note** the Deputy Chief Executive's report from the Audit and Risk Committee meeting held on 24 November 2020.
 - b) **note** the Audit and Risk Committee Work Plan 2021.

Ric Cullinane
Chief Executive | Te Tumuaki

Prepared by:
Phil Culling
Deputy Chief Executive | Te Tumuaki Tuarua

Appendix 1: Audit and Risk Committee report: 2020 11 24 Item 03 Deputy Chief Executive's report

Appendix 2: Audit and Risk Committee Work Plan 2021

NEW ZEALAND WALKING ACCESS COMMISSION

AUDIT AND RISK COMMITTEE REPORT

24 November 2020

Deputy Chief Executive's report

Purpose

1. This report updates the Committee on issues relating to the Committee's work plan for 2020 except for the 2019/2020 Annual Report review with Audit New Zealand and Commission insurance which will be reported separately.

Background

2. It has been a disruptive year for the Audit and Risk Committee due to the outbreak of Covid-19. Meetings have been cancelled, rescheduled, and held by zoom video conference as appropriate. There were no reported issues from Audit New Zealand on the interim audit. At, Audit New Zealand's request the final audit was rescheduled from 23 September 2020 to 16 November 2020. The Committee's special meeting with Audit New Zealand to review the results of the final audit and discuss the 2019/2020 annual report was initially scheduled for 15 October 2020. This meeting is now being held on the afternoon of November 24, the day before the final Board meeting for the 2020 calendar year.
3. Internally, we have completed work on the four audit recommendations from the 2019 audit.
 - a. Sensitive Expenditure Policy – Updated to include audit recommendations and has been approved by the Board
 - b. Managing sensitive expenditure – higher awareness of certain types of expenditure
 - c. Masterfile changes to payments process – control operating effectively, and
 - d. Related parties – periodic search of companies register to confirm disclosure.

Committee Standing Items

Walking Access Act review update

4. In late February 2020, the Ministry for Primary Industries (MPI) advised the Commission that it has delayed the policy work following the Act Review. We have resumed discussions with MPI on the post-election implementation of the recommendations from the Act Review.
5. The Commission has since been notified that Minister O'Connor remains the Commission's Responsible Minister. He is well versed in the Walking Act review and requirements for the next steps in the process.
6. The Commission's Cost Pressure budget bid for an additional \$1.772 million was successful in 2019 but was only approved by the Government for two years. This means that an additional budget bid will be required sometime in 202. This will likely coincide with a Government decision on the funding requirements of the recommendations rising from the review of the Walking Access Act.
7. Commission management are working closely with MPI on the review requirements.

Risk Management Framework

8. Management have reviewed current risks facing the Commission and identified risks that need to be managed. There have been no new risks identified since the last Audit and Risk Committee Report in September 2020. The following are the current documented risks.
 - a) Legislative compliance
Risk: failure to comply with legislative obligations which might have a significant impact on the Commission.

Mitigation: annual compliance checklist, staff knowledge and expertise.
 - b) Financial
Risk: adverse Audit Office reporting.
Risk: fraud (and failure to follow controls relating to credit card expenditure and expense reimbursement).

Mitigation: good internal controls, reconciliations, qualified accounting staff, independent journal checking, insurance coverage.
 - c) HR
Risk: the loss of key staff with specialist expertise creates risks and pressure on salaries, loss of institutional knowledge and business continuity, succession planning.

Mitigation: performance management system in place, market remuneration levels, training and personal development encouraged, good communication, agile and professional staff. Succession planning i.e., Deputy Chief Executive. Good share-point system for document management.
 - d) Achieving performance measures
Risk: failure to achieve performance measures.

Mitigation: regular monitoring and reporting of performance against SPE measures.

e) Information Technology

Risk: Information security is compromised. Failure of continuity of systems continuity

Risk: Digital map data integrity, interface.

Mitigation: data security review completed in 2019, cyber insurance, offsite managed servers, managed service relationship with Eagle Technology, modern efficient IT systems and processes in place. Use of two stage system password authentications for access.

f) Business Continuity

Risk: business disruption or interruption caused by natural disaster, building fire, pandemic, power blackout, data breach.

Mitigation: update of the Commission's Business Continuity Plan to cover issues of response and recovery, preparedness, system and data recovery, and testing. All staff use laptops (portable) and have business cell phones. IT Engine (Wellington IT consultants) contracted to be able to access and fix laptop software/hardware remotely. Business and Cyber insurance coverage obtained.

g) 2020 COVID-19 Pandemic

Risk: the loss of key staff/Regional Field Advisors/Board members/specialist contractors for an undetermined period due to the Coronavirus pandemic.

Mitigation: information quickly disseminated to Staff, RFAs and Board on precautionary measures to help stop the spread of the virus. Chief Executive has regular briefings on COVID-19 issues. Working from home in place and working well. Use of Zoom and Teams technology.

h) Māori Engagement

Risk: that the Commission is not fulfilling its treaty obligations and not engaging appropriately with iwi.

Risk: reputational and operational risk if the Commission does not have a cohesive engagement strategy

Mitigation: a) Creating a formal partnership engagement strategy. b) building the internal capacity and capability of the Commission c) Commission Kaumatua, successful budget bid funding to resource Iwi engagement for two years, Board iwi affiliations.

i) Te Araroa Trail

Risk: that the cost of maintaining the trail falls on the Commission.

Mitigation: Memorandum of Understanding spells out that the responsibility of the track formulation and maintenance is with Te Araroa Trail Trust. Legal opinion obtained to support this.

Legislative compliance

9. The Commission conducts an annual legislative compliance review using a statutory compliance checklist.

The legislative compliance checklist sets out key statutory requirements and compliance measures for significant legislation, as identified by the Commission, plus any additional statutes that are pertinent to the Commission's operations. The list also identifies a responsible person nominated by the Chief Executive to monitor and report on compliance and for the date of the check to be recorded along with the result.

A review of legislative compliance using the legislative compliance checklist took place during March 2020, prior to the interim audit carried out by Audit New Zealand. A change from last year's checklist is the inclusion of the Treaty of Waitangi, and the requirement of monitoring and compliance of walkways.

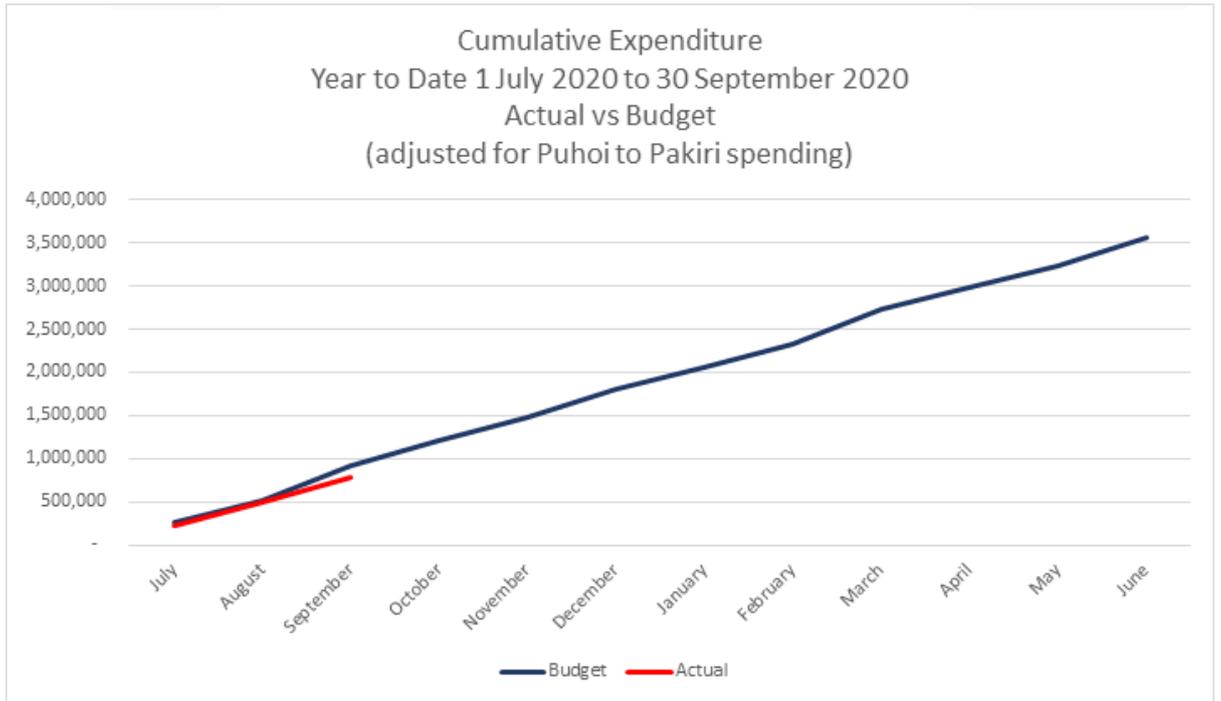
Audit New Zealand have raised no issues with the Commission's legislative compliance.

Latest financial results to 30 September 2020

10. For the quarter ended 30 September 2020, there was a net surplus of \$64,968 against a budgeted deficit of \$16,123. When the reserve funded Puhoi to Pakiri project expenditure is considered, the adjusted result to budget is a surplus of \$106,242.
11. This was the first quarter that the Commission received its increased funding from the successful two-year budget bid. Total income for the quarter was \$893,669, which was slightly better than budget. Total Expenditure, including the \$41,274 reserve funded Puhoi to Pakiri project expenditure totaled \$828,701 which was \$80,018 under budget.
12. Operating costs in total were \$52,626 under budget with less than budgeted expenditure in some categories and over expenditure compared with budget in others. Under expenditure included: Board members expenses \$13,062, Maori engagement \$46,729 Regional Projects \$25,000 and travel \$13,875. Over expenditure included annual leave provision increase of \$23,682 Te Araroa Trail \$11,729 and web-site development \$32,973.
13. Overall personnel costs were under budget by \$7,612. Grant expenditure is less than budget by \$19,338. There have been changes to the way grants are administered.

Year-end financial results projection to 30 June 2021:

14. On 30 September, forecast projections to year end indicate that overall revenue will be on track. Expenditure against approved budget is expected to be under budget by \$100,000. After accounting for the reserve funded Puhoi to Pakiri project expenditure and the upcoming rebranding project expenditure the adjusted accounting deficit for the year is projected to be \$193,000.



Statement of Comprehensive Revenue and Expense (subject to final audit)

for the three months 1 July to 30 September 2020			Full year to 30 June				
Sept 2019		September 2020			2021		Unaudited 2020
Actual		Actual	Budget	Variance	Forecast	Budget	Actual
\$000		\$000	\$000	\$000	\$000	\$000	\$000
	Revenue						
447	Revenue from the Crown	890	890	0	3,560	3,560	1,789
4	Interest Income	4	2	2	10	10	19
-	Other Income	0	0	0	0	0	10
451	Total revenue	894	892	2	3,570	3,570	1,818
	Expenses						
394	Operating costs	434	487	54	1,885	2,110	1,351
247	Personnel costs	380	387	7	1,449	1,324	1,210
9	Depreciation/amortisation	9	9	0	36	36	35
17	Grant expense	6	25	19	100	100	67
686	Total expenses	829	908	80	3,470	3,570	2,663
(235)	Net surplus/(deficit)	65	(16)	82	100	0	(845)
0	Other comprehensive revenue and expense	0	0	0	0	0	0
(235)	Total comprehensive income	65	(16)	82	100	0	(845)
	Plus Puhoi to Pakiri	41		41	(200)	0	
	Plus Rebranding Project				(93)	0	
	Adjusted Result	106	(16)	123	(193)	0	(845)

15. Following the successful budget bid, the Commission's financial position has stabilized compared with the previous few years where built-up cash reserves were used to fund the Commission's deficit.
16. Cash and cash equivalents at the end of the quarter amounted to \$400,719 as the result of holding excess cash on call.
17. The origin of the \$447,250 income in advance in the budget for current liabilities was resolved with the Ministry for Primary Industries and a correction made.
18. Employee entitlements is the annual leave owing and accrued balance at the end of September. This balance will be examined during the next fiscal quarter to ensure that staff are taking leave in accordance with Commission policy.
19. Forecast equity projected to year-end 2021 is below the unbudgeted actual result for the last financial year – June 2020 largely because of an estimated saving on the Commission's Maori engagement budget and the Commission's approved reserve funded projects; Puhoi to Pakiri and the Commission's rebranding.
20. In addition, at the end of September there were 14 active grants against which claims totaling \$82,990.26 (GST exclusive) have yet to be made. If all current grant claims

were made, this would be the total maximum amount due to be paid by the Commission. The forecast equity balance does not include a decrease for this as it has yet to be approved by the board.

Statement of Financial Position (subject to final audit)

as at 30 September		Full year to 30 June			
Sept 2019		Sept 2020	2021	2021	Unaudited 2020
Actual		Actual	Forecast	Budget	Actual
\$000	ASSETS	\$000	\$000	\$000	\$000
	Current Assets				
2,361	Cash and cash equivalents	401	269	547	399
57	Prepayments and Receivables	74	5	57	21
0	Investments	1,000	1,000	1,000	1,000
2,418	Total Current Assets	1,475	1,274	1,604	1,420
	Non-Current Assets				
113	Property, plant and equipment	88	20	114	93
113	Total Non-Current assets	88	20	114	93
2,531	Total Assets	1,563	1,294	1,718	1,513
	Current Liabilities				
125	Creditors and other payables	86	70	125	105
71	Employee entitlements	125	130	71	121
447	Income in advance	0	0	447	0
643	Total current liabilities	211	200	643	226
1,888	NET ASSETS	1,352	1,094	1,075	1,287
	EQUITY				
1,888	General funds	1,352	1,094	1,075	1,287
1,888	TOTAL EQUITY	1,352	1,094	1,075	1,287

Other matters

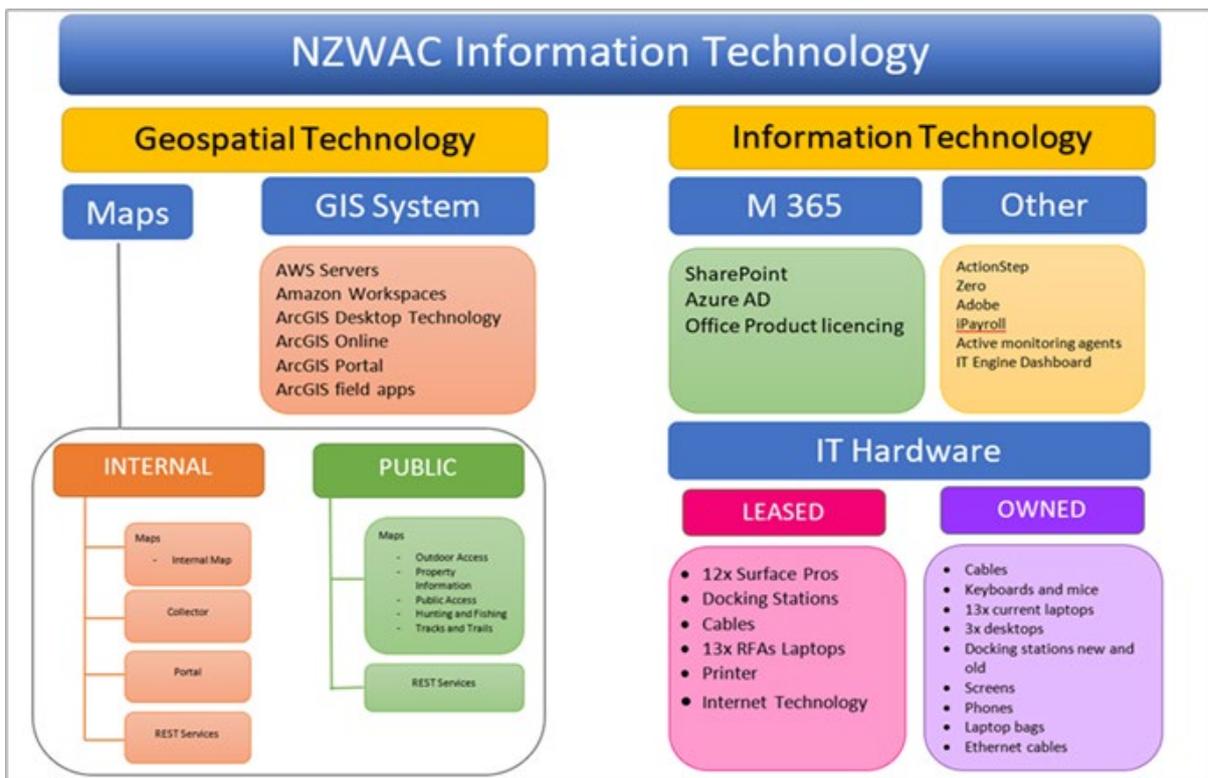
Overdraft

- On Wednesday night, 14 October 2020 due to a processing authorization error the Commission's Westpac Government Trading Account went into overdraft by \$59,262. The overdraft was discovered the following morning during the daily internal control check of our accounting system reconciliation balances. The CE, chair of the Commission's Audit and Risk Committee and MPI the Commission's monitoring agency were immediately informed.

22. The amount was corrected the following day, Thursday 15 October 2020 by a transfer of funds. No overdraft fee has been charged by Westpac. An internal control has been put in place to reduce the risk of this happening again.
23. MPI are working with the DCE on guidance as to what is required to obtain retrospective authority to approve the overdraft even though it was only overnight. MPI have advised that a letter of explanation will be needed and are working through who the letter is to be sent to.

Information Technology (IT) Strategic Plan

24. Work is being carried out on an IT Strategic Plan for the Commission. The goal of the plan is to document how technology aligns and supports the Commission’s business by supporting daily operations and developing IT for the future. IT/GIS related spending projected for the 2021 financial year is \$\$700,000 or 20% of the Commissions total budget for 2021. A graphical overview of the Commission’ IT is as follows.



25. The Commission’s IT team includes two GIS Analysts and the GIS/IT Manager. In addition, the Commission uses an IT partner, IT Engine, to assist in obtaining Office365 accounts, utilising their managed anti-virus protection and assistance on IT Projects and helpdesk issues.
26. The Commission’s IT Infrastructure is a mix of physical hardware and software, SAAS and cloud-based systems. The hardware accounts for laptops, keyboards, mice, screens, docking stations, network cables, router, switch along with a few other pieces of technology including phones.

27. Cloud-based products consist of the Commission's Microsoft 365 accounts, accounting systems, website technologies, Action Step, and the Geospatial systems. Working in the cloud has enabled the Commission to seamlessly operate both in the office environment and outside of it allowing greater flexibility while eliminating the need for the Commission to have onsite servers and on-premise backup systems.

Maori Engagement Implementation Plan

28. At its meeting on 23 September, the Commission's board approved its first ever Māori Partnership Strategy Framework and asked management to prepare a project plan for implementing the three work programmes outlined in the framework.

The three work programmes outlined in the strategy are to:

- Embed the Commission's commitment to te Tiriti in policy direction and practice,
- Work in partnership with Māori, and
- Actively lift the Commission's leadership practice and cultural capability.

An implementation plan is currently being drafted to give effect to the strategy.

Committee Workplan

29. The projected work of the Audit and Risk Committee for the 2021 year is attached for review as an appendix. The format of the workplan is the same as for the prior year with three full meetings, one special meeting with Audit New Zealand at the conclusion of the 2021 final audit to review the draft Annual Report, a meeting at the beginning of the year between the Committee chair and Commission chair and an optional meeting sometime in July with Marsh the Commission's insurance broker to review the pre-renewal insurance process.

Recommendation

30. It is recommended that Audit and Risk Committee:
- a) **discuss** the Deputy Chief Executive's report, and
 - b) **agree** the 2021 Audit and Risk Committee workplan.

Phil Culling

Deputy Chief Executive | Te Tumuaki Tuarua

Appendix: Audit and Risk Committee Draft Workplan 2021

Audit and Risk Committee Work Plan 2021

DATE **REPORTS/WORK**

<p>February 2020</p>	<p>Meeting: Between Audit Committee Chair and Commission’s Board Chair. The objective of the introductory meeting is to discuss any material matters or ongoing issues.</p>
<p>Thursday, 8 April, 2021</p>	<ul style="list-style-type: none"> • Focus on Interim Audit results, SOI/SPE, budget bid update, risk management and legislative compliance. • Standing Items: <ul style="list-style-type: none"> ○ Latest financial results ○ Walking Act review update ○ Any external/internal relationship concerns ○ Any other matters • Audit NZ Proposal for the Commission’s 2020 financial year audit. • Results of the interim audit. Audit NZ plan to carry-out the interim audit which will highlight any material audit issues and recommendations for improvement in internal controls. • Update on the Commission’s Statement of Intent and draft Statement of Expectations (SPE) for 2021/2022 • Risk Management. • Legislative compliance.
<p>July 2021</p>	<p>Meeting: with Marsh Ltd (formerly Jardine Lloyd Thompson) for a pre-renewal insurance review. The insurance pre-renewal evaluates the Commission’s current insurance program and updates Marsh on any changes at the Commission that may significantly affect insurable risk. Insurance premiums discussed.</p>
<p>Thursday, 9 September, 2021</p>	<ul style="list-style-type: none"> • Focus on draft 2020/2021 Annual Report • Standing Items: <ul style="list-style-type: none"> ○ Latest financial results ○ Walking Act review update ○ Any external/internal relationship concerns ○ Any other matters

	<ul style="list-style-type: none"> • Draft Annual Report performance and financial results. • Risk Management framework. • Legislative compliance framework.
<p>Thursday, 14 October 2021.</p>	<p>Special Meeting: Meeting of the Audit and Risk Committee with Audit New Zealand to review the Commission’s draft 2020-2021 annual report. The meeting will be post audit so there will be an update by Audit New Zealand on any matters arising from the audit.</p> <p>The Audit Committee will need to satisfy itself with the draft 2020/21 Annual Report, consider the auditor’s briefing and then recommend to the board that it be adopted.</p>
<p>Thursday, 11 November 2021</p>	<ul style="list-style-type: none"> • Standing Items: <ul style="list-style-type: none"> ○ Latest financial results ○ Walking Act review update ○ Any external/internal relationship concerns ○ Any other matters • Committee will make a recommendation to the Board regarding adopting the Annual Report at the November 25 Board meeting. • Update on final Insurance renewal. • Risk Management. • Legislative compliance.

NEW ZEALAND WALKING ACCESS COMMISSION BOARD PAPER

25 November 2020

Operations Report

Purpose

1. This report provides the Board with an operational update and invites it to note the operations case-statistics report for the 1st Quarter (1 July to 30 September 2020). The report is attached at Appendix 1.

Operational update

2. Q1 has been a particularly busy quarter for Operations, managing the recruitment and subsequent appointment of Phoebe Evans to the new Land Advisor | Kaitohutohu Whenua role and the recruitment for the Queenstown Lakes and Southland Regional Field Advisor position. A two-day RFA workshop took place on 22-23 July. During the quarter, a number of new public access were secured through our involvement with the Overseas Investment consent process.
3. Sue Wales was appointed to the Queenstown Lakes and Southland | Tāhuna me Te Taurapa o Te Waka regional field advisor role, effective 26 October. Shortly after being appointed, Sue spent time in head office meeting the Wellington team and undertaking induction training.
4. During the quarter we made good progress on the review of the Commission's Guideline for the Management of Unformed Legal Roads (GMULR). This included identifying additional guidance to be incorporated on Stopping of unused Legal Roads through Māori Freehold land under the 'Te Ture Whenua Act 1993. The next steps will be meeting with Local Government NZ with the aim of disseminating the guideline to councils for their feedback, comments and endorsement. We want to get a consistent approach across local government on managing ULRs
5. Operations and LINZ spatial team are working together to back-capture Public Access Easements through Crown Forest Land. This enables these important links between public road and Public Conservation Land to be visible to the public on our maps. The project was expected to be completed end of 2020. However it has been delayed due to COVID-19 and is now expected to be completed mid-2021.
6. Operations is currently reviewing the status of land returned to iwi through Te Kāhui Whakatau (Treaty Settlements). Some of the land has reserve status which allows for public access and recreation use, and the project outcome is to ensure these are identified on our maps as public access areas.

New access secured

7. Through the Overseas Investment Office (OIO) consent process, the Commission secured public access along a stretch of the Huangarua River in the Wairarapa. The

River is an important recreation trout fishery as well as being popular for swimming and kayaking.

8. Access has also been secured through the OIO consent process along a stretch of the Kerikeri River in an area which has high public access and recreational value. This public access connects with walkway easement to the river secured by the Commission in May. In addition to the consent conditions, the Commission's Northland regional advisor has been negotiating a carpark with the consent holder and Council to facilitate public access.
9. Through the OIO process the Commission secured esplanade strips along parts of the Mangaokewa Stream, near Te Kuiti. Marginal strips, that were previously not depicted, are now showing on the DOC's mapping system. Enduring access for an existing walking track, alongside the Mangaokewa Stream, which forms part of the Te Araroa Trail, has been secured by a Commission walkway easement.
10. Several of the Commission's longstanding OIO consent cases were successfully closed this quarter. These include public access along the banks of the Waipaoa River in Gisborne, and alongside the Waiiau Uwha River in Canterbury.

Key case metrics and analysis

11. The first quarter operational case-statistics report is attached at Appendix 1.

Recommendations

12. It is recommended that the Board:
 - a. **note** the operations report and quarterly case-statistics report for the period 1 July to 30 September 2020.

Ric Cullinane
Chief Executive | Tumuaki

Prepared by:
Kirsti Douglas
National Operations Manager | Pouwhakahaere ā-motu - Kōkiri

and

Lynda Edwardson
Principal Advisor | Kaitohutohu Matua - Kōkiri

Appendix 1 – 2020/21 Q1 Operational Report: Case Statistics



WALKING ACCESS
ARA HĪKOI AOTEAROA

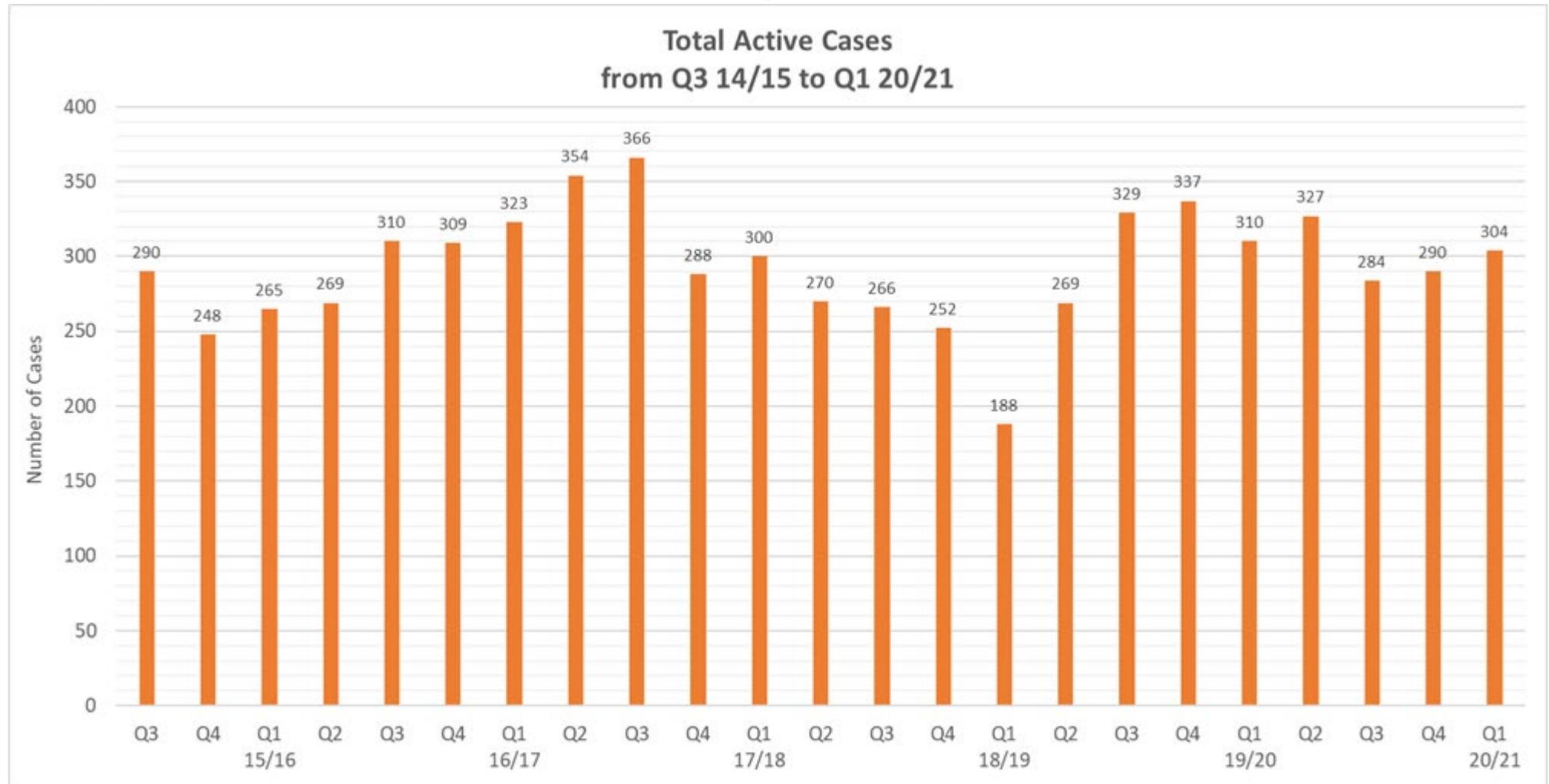
New Zealand

Walking Access Commission

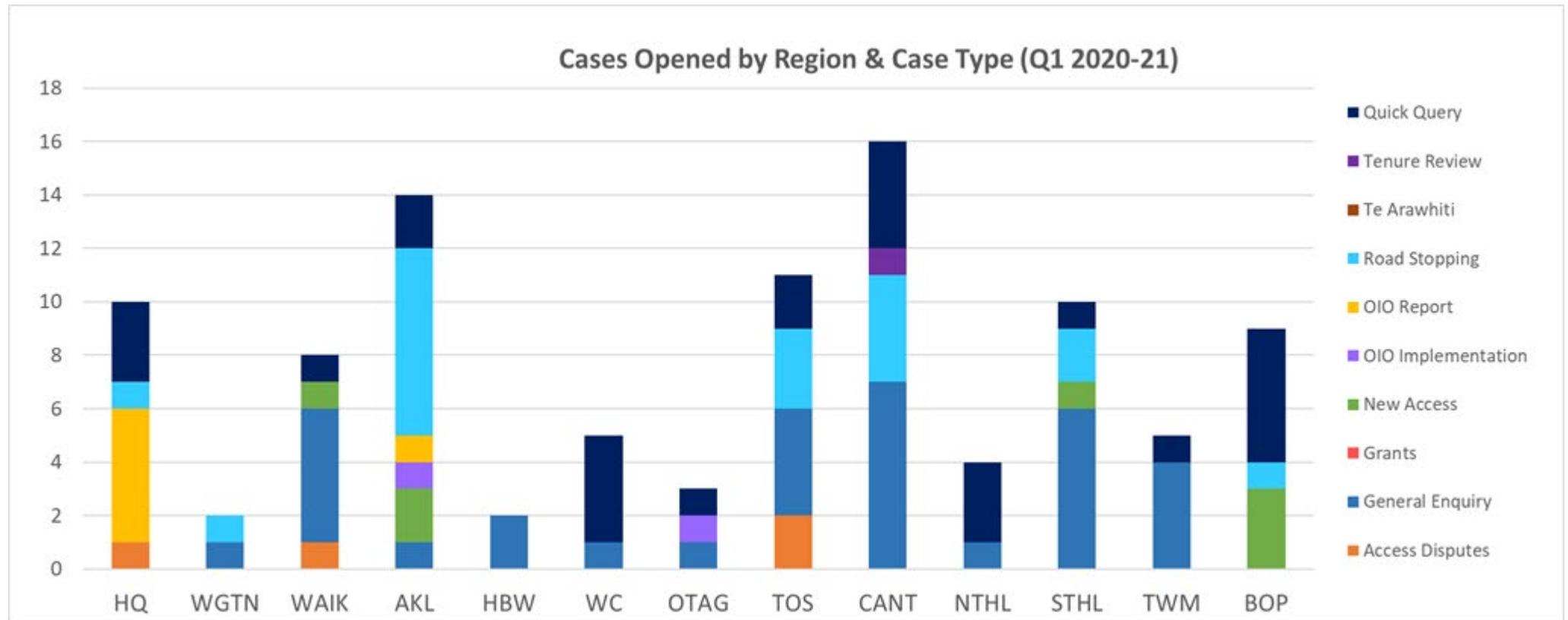
2020/2021 Q1

Operational Report: Case Statistics

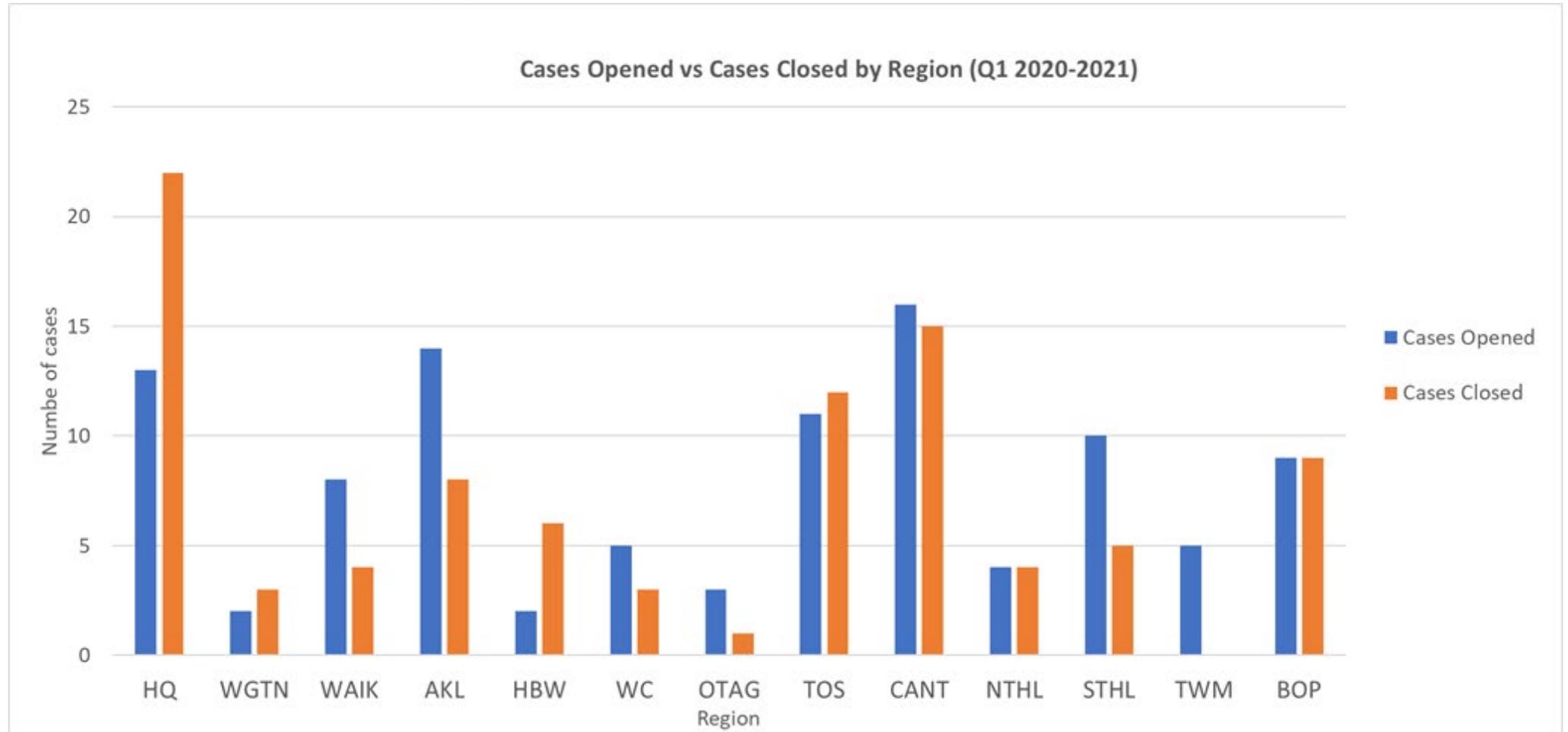
Q1 saw an increase in the number of active cases, with the Operations/Regional team opening around 100 new cases an increase on the previous quarter (n=62 Q4). Q1 total active case numbers are in-line with the 19/20 FY average.



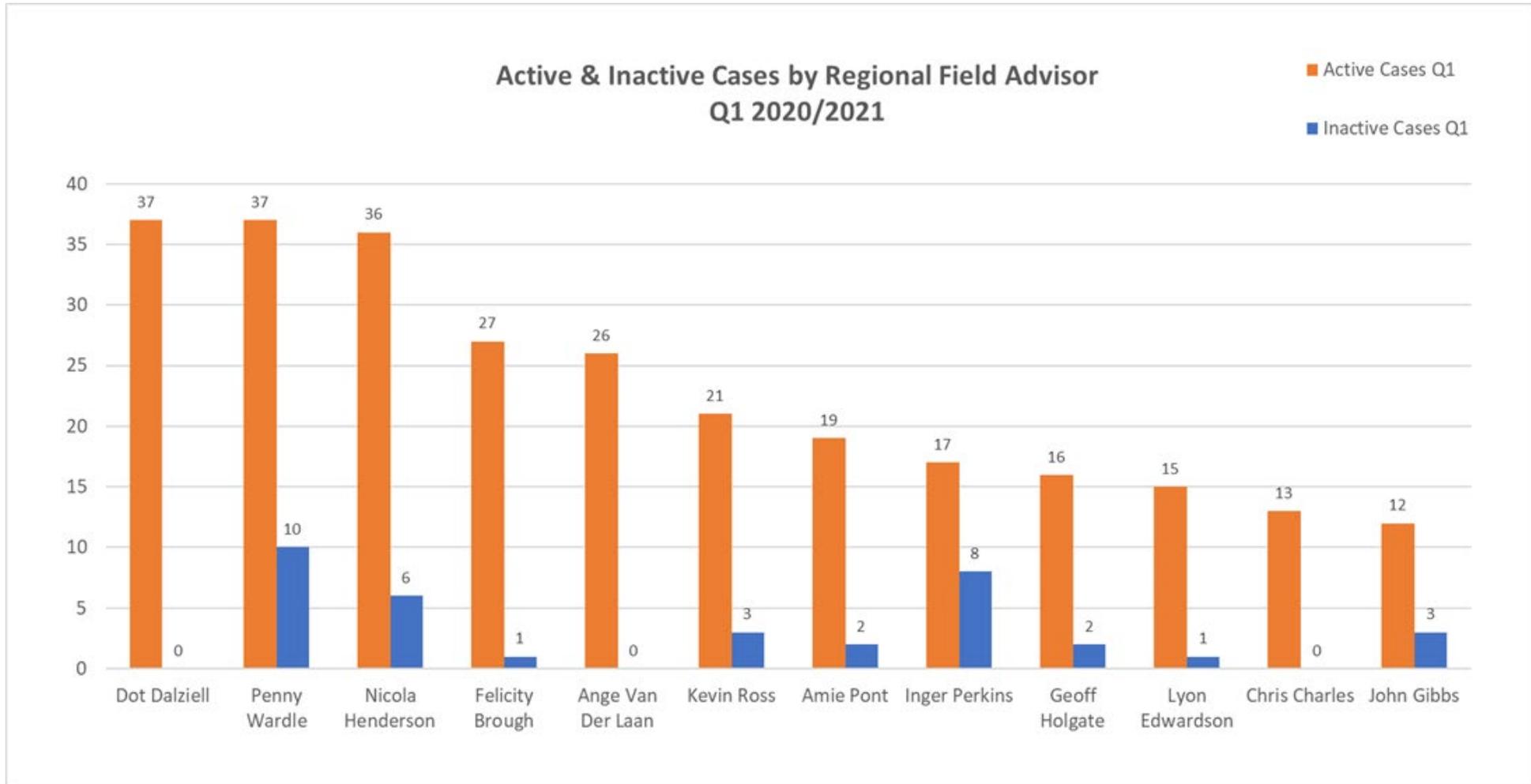
As seen in previous quarters, 'general enquiries' and 'quick queries' make up the majority of new Q1 cases. Of note this quarter is the increasing number of road stopping cases opened. This is mainly due to the Commission's regional field advisor's having established arrangements with the Road Stopping teams at Local Authority level. The arrangements in place ensure WAC is consulted on almost all road stoppings at application stage. There is also an increase in road stopping cases if a region is experiencing an increase in urban development eg: Auckland region.



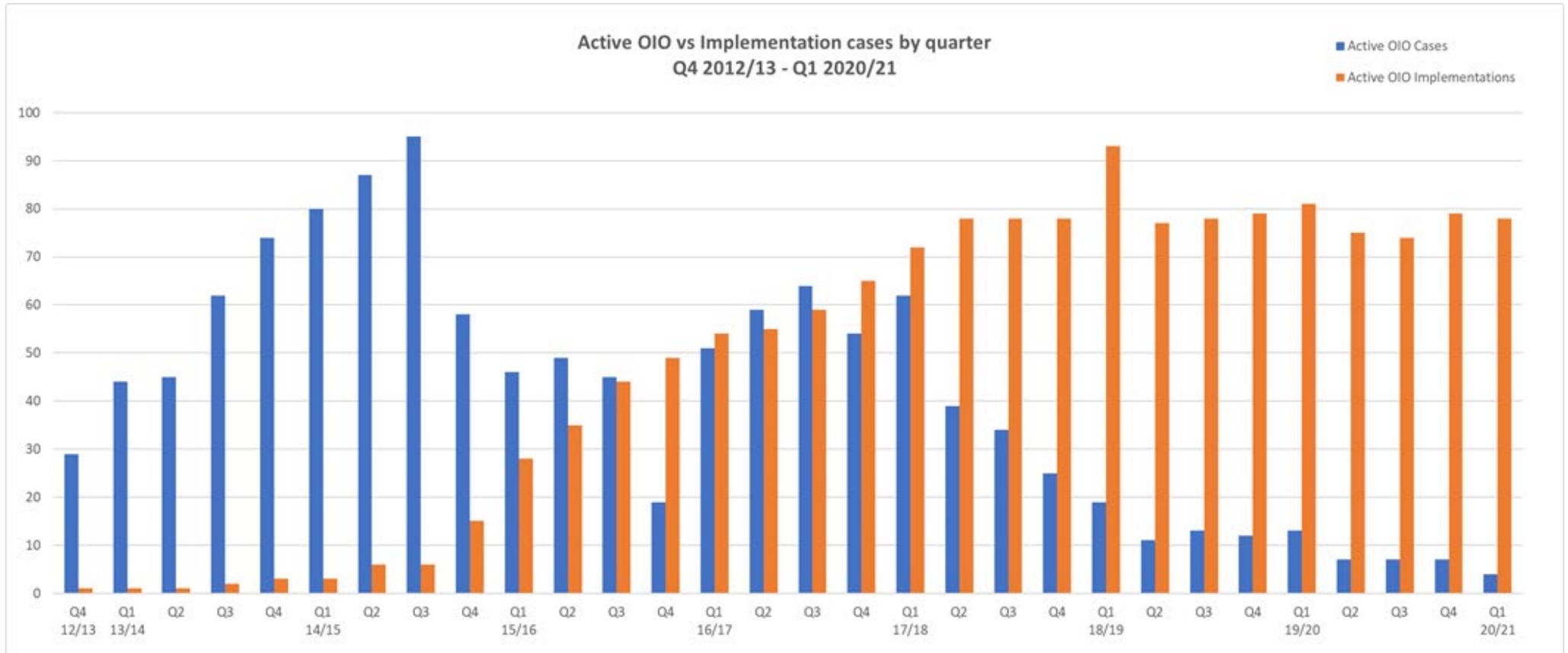
Overview of Q1 cases opened and closed by region.



A steady caseload of between 15 and 25 cases is considered a good target to ensure a varied and manageable workload. The National Operations Manager continues to work with regional advisors to provide support (where it is required) and monitors active case trends to ensure that cases are closed where appropriate in a timely manner.



The number of new Overseas Investment Office (OIO) consultation requests received during the quarter remains similar to recent quarters. Collectively the regional team spent 20% of their time during the quarter progressing the Commission’s OIO casework. This focus, with support from the Operations team, has resulted in the Commission’s OIO implementation cases progressing extremely well during the quarter.



**NEW ZEALAND WALKING ACCESS COMMISSION
BOARD PAPER**

25 November 2020

Te Araroa update

Purpose

1. This paper updates the Board on activities relating to the Commission's relationship with Te Araroa Trust.

Background

2. It has been a busy time since Mark Weatherall joined the to the Walking Access Commission team on 1 July 2020. The transition has been smooth for him. He notes that Commission staff been supportive.
3. Below is an update on a number for items of interest:
4. Provincial Growth Fund Project – an application by the Northland Regional Council was successful for \$2.0m. This project relates to the migration of Kauri Dieback on the trail and ongoing enhancement of the trail for New Zealanders. The Application includes 10 projects. Work will begin shortly to train a number or young Northland people how to build tracks and trails. These people will then work to enhance the trail. The projects will see huge benefit for not only the trail, but the Northland community.
5. Website – as part of the partnership with Commission Te Araroa has launched it new Te Araroa Website. The feedback we have received has been very positive.
6. Walker interest –COVID-19 has had a massive impact on the number of people looking to walk Te Araroa this summer. However there has been a huge increase in New Zealanders walking either sections or the though-walk. We have between 6 and 10 people leaving Cape Reinga heading south each day for their summer adventure. We estimate that there will be around 700 through-walkers this summer, which is down from around 1300 last summer. The focus for the Trust is very much around getting more Kiwis out there doing sections, with the intention of walking the trail across their lifetime.
7. Regional field advisors – Mark is very appreciative of having the expertise and support from the RFAs. These advisors have huge experience and networks that is really making a difference for Te Araroa regional trusts.
8. Regional trusts – Mark continues to develop and enhance the network of Te Araroa regional trusts. He has recently established trusts in Waikato, Whanganui, Manawatu, Wellington and Southland. Work will continue to establish trusts in Nelson and Canterbury.
9. Trail notes and maps – each year the Trust updates and enhances its trail notes and maps. Mark would like to acknowledge the work from Julian Hitchman, who has

enhanced the maps this season. The new maps and notes have been released through the website and updated on the Trail App.

Recommendations

10. It is recommended that the Board:

- a. **note** the Commission's Te Araroa report for November 2020.

Ric Cullinane
Chief Executive | Tumuaki

Prepared by:
Mark Weatherall
Executive Director – Te Araroa | Tumu Whakahaere

NEW ZEALAND WALKING ACCESS COMMISSION BOARD REPORT

25 November 2020

Q1 Quarterly Report

Purpose

1. This paper presents the Commission's Q1 report for 2020-21, as submitted to the Ministry for Primary Industries (MPI).

Background

2. The Commission submits quarterly reports to MPI for its monitoring purposes and to enable it to report on the Commission's performance to the Minister for Primary Industries.
3. The quarterly report includes sections reporting on:
 - a. highlights of the Commission's activity in the quarter;
 - b. forecasting key events expected to occur in the following quarter;
 - c. the Commission's financial performance; and
 - d. the Commission's performance against the *Statement of Performance Expectations 2020-21*.

Recommendations

4. It is recommended that the Board:
 - a) **note** the Commission's Q1 Quarterly Report 2020-2021, as submitted to MPI.

Ric Cullinane
Chief Executive | Tumuaki

Prepared by:
Asher Wilson-Goldman
Strategic Communications and Partnerships Manager | Pou Whakahaere,
Whakawhitiwhiti Kōrero, Hononga Rautaki

Appendix 1 – Q1 Quarterly Report for 2020-2021



WALKING ACCESS

ARA HĪKOI AOTEAROA

NEW ZEALAND

WALKING ACCESS COMMISSION

ARA HĪKOI AOTEAROA

Quarterly Report for the period

1 July 2020 to 30 September 2020

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Service performance (subject to audit)	9

HIGHLIGHTS THIS QUARTER

- At the September meeting, the Board approved the Commission's first ever Māori Partnership Strategy Framework and directed management to prepare a project plan for implementation. The three work programmes are:
 - Embed our commitment to te Tiriti in policy direction and practice,
 - Work in partnership with Māori, and
 - Actively lift leadership practice and cultural capability.
- Several of the Commission's longstanding Overseas Investment Office (OIO) consent cases were closed this quarter, with public access secured along the banks of the Waipaoa River in Gisborne, Ōhura River in the King Country and alongside the Waiau River in Canterbury.
- Through the OIO process, the Commission also secured public access along a stretch of the Huangarua River in the Wairarapa. The river is an important recreation trout fishery as well as being popular for swimming and kayaking. Access has also been secured along a stretch of the Kerikeri River which has high public access and recreational value. This public access connects with a walkway easement to the river secured by the Commission in May.
- An IT strategic plan was initiated, beginning with a staff survey and review of the current state of the Commission's IT systems and services.
- Work commenced on a project to define a new brand identity for the Commission, including a new name, with a request for proposals prepared and distributed to agencies on the All-of-Government Design Services Panel.
- The partnership with Te Araroa Trust commenced on 1 July, enabled by funding received in Budget 2020. Through this partnership the Commission will improve the trail, and better connect it with New Zealanders.

NEXT QUARTER

- The Commission will complete a review of the Guidelines for the Management of Unformed Legal Roads. With advice from Local Government New Zealand, the Guidelines will be distributed to territorial authorities for further feedback. Ultimately the goal is to get a consistent approach across local government on management of unformed legal roads.
- A new website for Te Araroa Trail will be launched, built by the Commission as part of the partnership with Te Araroa Trust. This website will include the first public implementation of an embedded version of Find My Adventure, the Commission's tracks and trails search tool.
- The Commission will continue to contribute to the Cross-Agency Working Group on Physical Activity, led by Sport NZ and the Ministry of Health. The Group is creating an action plan and recommendations for Cabinet to consider later in 2020.
- A preferred agency will be chosen to partner with on the project to create a new identity, brand and name for the Commission, following an RFP process.
- The Memorandum of Understanding with the Department of Conservation (DOC) is expected to be signed, following more than two years of negotiations. The MoU outlines how the Commission and DOC will work together on areas of common interest and resolve disagreements when they arise.

ENHANCED ACCESS GRANTS (EAG)

EAGs offer small but often essential funding for projects that create new public access, or significantly enhance existing access. The priorities for funding are costs associated with surveying and legal costs relating to public access, two areas which are often difficult for community groups and NGOs to find alternative funding streams for.

Due to budget constraints, the Commission suspended tranche 2 of grant applications for the 2019-2020 financial year. On 8 July, the Commission's board approved a change of grant application and approval process. 46% of projects funded since 1 July 2016 have been completed within 24 months of funding being approved, with a further 39% in progress. 15% of contracts have failed/been withdrawn.

Progress report on previous funding rounds (GST exclusive)

2016/17 rounds

8 approved grants totalling \$34,060, 1 of which was approved under the Chief Executive's discretion. 4 projects have been completed, 3 are not going ahead, and 1 is in progress.

2017/18 rounds

14 approved grants totalling \$121,412, 3 of which were approved under the Chief Executive's discretion. 10 projects have been completed, 3 projects are not going ahead, and 1 is in progress.

2018/19 rounds

11 approved grants totalling \$71,331, 1 of which was approved under the Chief Executive's discretion. 3 projects have been completed, and 6 are in progress. 2 grant contracts were withdrawn before signing.

2019/2020 round

8 approved grants totalling \$54,430, 3 of which were approved under the Chief Executive's discretion. 3 projects have been completed, and 5 are in progress.

2020/2021 rounds

1 grant of \$5,000 has been approved under the Chief Executive's discretion.

Contingent liability

At 30 September 2020 there were 14 active grants against which claims totalling \$82,990.26 (GST exclusive) have yet to be made. If all grant claims were made, this would be the total maximum amount to be paid by the Commission.

FINANCIAL (SUBJECT TO AUDIT)

Statement of Comprehensive Income (subject to audit)

For the quarter ended 30 September 2020, there was a net surplus of \$64,968 against a budgeted deficit of \$16,123. When the reserve funded Pūhoi to Pākiri project expenditure is considered, the adjusted result to budget is a surplus of \$106,242.

This was the first quarter that the Commission received its increased funding from the successful two-year budget bid.

Total income for the quarter was \$893,669, which was slightly better than budget. Total Expenditure, including the \$41,274 reserve funded Pūhoi to Pākiri project expenditure totalled \$828,701 which was \$80,018 under budget.

Operating costs in total were \$52,626 under budget with less than budgeted expenditure in some categories and over expenditure compared with budget in others. Under expenditure included: Board members expenses \$13,062, Māori engagement \$46,729 Regional Projects \$25,000 and travel \$13,875. Over expenditure included annual leave provision increase of \$23,682 Te Araroa Trail \$11,729 and web-site development \$32,973.

Overall personnel costs were under budget by \$7,612. Grant expenditure is less than budget by \$19,338. There have been changes to the way grants are administered.

On 30 September, forecast projections to year end indicate that overall revenue will be on track. Expenditure against approved budget is expected to be under budget by approximately \$100,000. After accounting for the reserve funded Pūhoi to Pākiri project expenditure and the upcoming rebranding project expenditure the adjusted accounting deficit for the year is projected to be approximately \$193,000.

Statement of Comprehensive Income (subject to audit)

		for the three months 1 July to 30 September 2020			Full year to 30 June		
Sept 2019		September 2020			2021	Unaudited 2020	
Actual		Actual	Budget	Variance	Forecast	Budget	Actual
\$000		\$000	\$000	\$000	\$000	\$000	\$000
	Revenue						
447	Revenue from the Crown	890	890	0	3,560	3,560	1,789
4	Interest Income	4	2	2	10	10	19
-	Other Income	0	0	0	0	0	10
451	Total revenue	894	892	2	3,570	3,570	1,818
	Expenses						
394	Operating costs	434	487	54	1,885	2,110	1,351
247	Personnel costs	380	387	7	1,449	1,324	1,210
9	Depreciation/amortisation	9	9	0	36	36	35
17	Grant expense	6	25	19	100	100	67
686	Total expenses	829	908	80	3,470	3,570	2,663
(235)	Net surplus/(deficit)	65	(16)	82	100	0	(845)
0	Other comprehensive revenue and expense	0	0	0	0	0	0
(235)	Total comprehensive income	65	(16)	82	100	0	(845)
	Plus Puhoi to Pakiri	41		41	(200)	0	
	Plus Rebranding Project				(93)	0	
	Adjusted Result	106	(16)	123	(193)	0	(845)

Statement of Financial Position (subject to audit)

Following the successful budget bid, the Commission's financial position has stabilized compared with the previous few years where built up cash reserves were used to fund the Commissions deficit.

Cash and cash equivalents at the end of the quarter amounted to \$400,719 largely as the result of holding excess cash on call.

The origin of the \$447,250 income in advance in the budget for current liabilities was resolved with the Ministry for Primary Industries and a correction made.

Employee entitlements is the annual leave owing and accrued balance at the end of September. This balance will be examined during the next fiscal quarter to ensure that staff are taking leave in accordance with Commission policy.

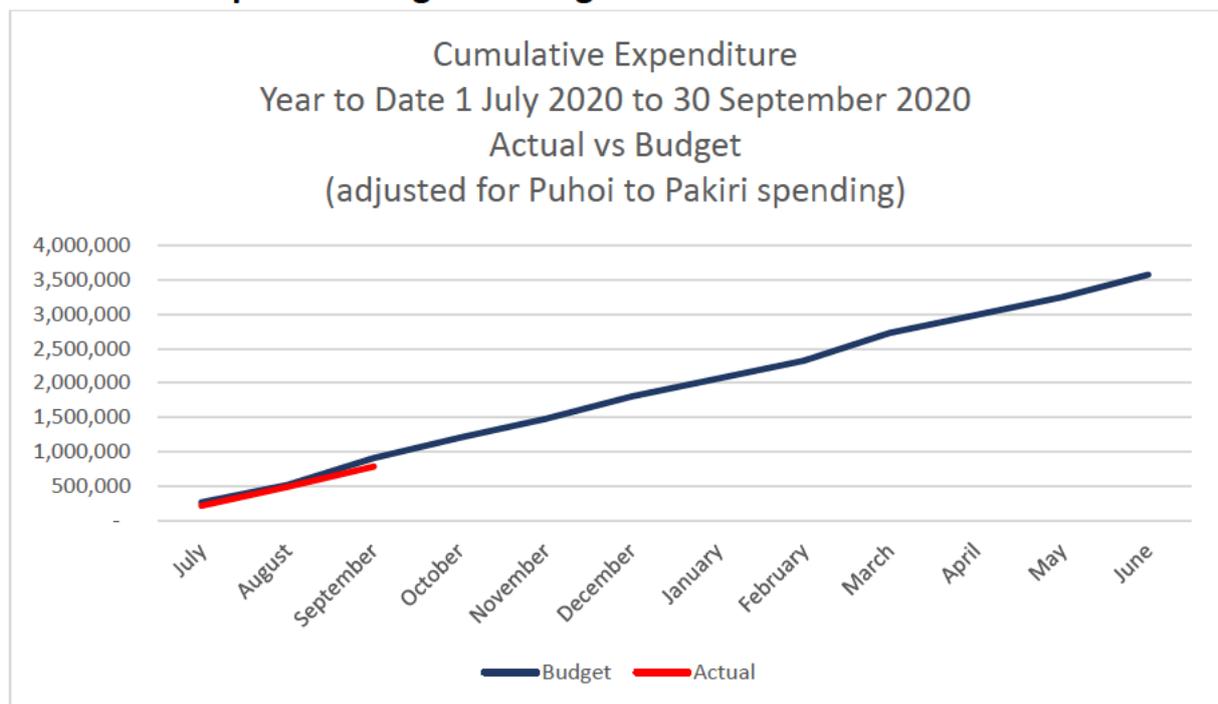
Forecast equity projected to year-end 2021 is below the unbudgeted actual result for the last financial year – June 2020 largely as a result of an estimated saving on the Commission's

Māori engagement budget and the Commission's approved reserve funded projects; Pūhoi to Pākiri and the Commission's rebranding.

In addition, at the end of September there were 14 active grants against which claims totaling \$82,990.26 (GST exclusive) have yet to be made. If all current grant claims were made, this would be the total maximum amount due to be paid by the Commission. The forecast equity balance does not include a decrease for this as it has yet to be approved by the board.

as at 30 September		Full year to 30 June			
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Actual		Actual	Forecast	Budget	Actual
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	Current Assets				
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2,531	Total Assets	1,563	1,294	1,718	1,513
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447	Income in advance	0	0	447	0
643	Total current liabilities	211	200	643	226
1,888	NET ASSETS	1,352	1,094	1,075	1,287
	EQUITY				
1,888	General funds	1,352	1,094	1,075	1,287
1,888	TOTAL EQUITY	1,352	1,094	1,075	1,287

Cumulative Expenditure against budget



Commission's Longer Term Projected Financial Outlook

As noted in previous reports there was a build-up of the Commission's cash reserves in the past. For the last three years, the Commission has increased its activities and funded the increased workload, over and above the resourcing from the annual Crown grant of \$1.789 million, by using these cash reserves.

This continued in the 30 June 2020 financial year with a reserve funded (unaudited at this stage) deficit of \$844,996.

The Commission's cost pressure budget bid for an additional \$1.772 million was successful in 2019 but was only approved by the Government for two years. This means that an additional budget bid will be required in late 2021 for Budget 2022. This will likely coincide with a Government decision on the recommendations rising from the review of the Walking Access Act.

SERVICE PERFORMANCE (SUBJECT TO AUDIT)

1.0 Managed access is available where and when it will add most value to communities

NZWAC works with a range of stakeholders to secure access to the outdoors in urban, peri-urban, regional, and rural communities. This is done through negotiation and relationship building with local communities, councils, and government agencies such as the Department of Conservation (DOC) and Land Information New Zealand (LINZ).

NZWAC's work under this output also includes supporting iwi and hapū, other communities, and local groups to secure new access opportunities through grants from the Enhanced Access Fund, as well as mediating between parties where access is disputed. NZWAC also recommends access for areas subject to the sensitive land provisions of the Overseas Investment Office (OIO).

		Type	Q1 Actual 2020-21	Year to Date 2020-21	Target 2020-21	Actual 2019-20
Output: Access facilitation and leadership						
1.1	Number of Commission-led regional key stakeholder workshops held	QN	0	0	8	8
1.2	Percentage of OIO reports completed within 90 days	QN	67% (see note 1)	67%	80%	100%
Output: Access dispute resolution						
1.3	Percentage of access disputes resolved successfully within 12 months	QN	100%	100%	50%	59%
Output: Management of the Enhanced Access Fund						
1.4	Percentage of funded community group-led projects completed within five years of funding being approved	QN	100%	100%	70%	100%
Output: Community engagement						
1.5	Percentage of enquiries responded to within 10 working days	TL	100%	100%	90%	98%

2.0 People know how to find access

NZWAC works with LINZ and DOC to access the GIS data that forms the basis of its public mapping system. The maps are available from NZWAC's website and provide up-to-date information on public access rights for both recreational and professional purposes. The NZWAC website also contains Find My Adventure, a database of tracks and trails, to enable New Zealanders and overseas visitors to find places to go in the outdoors for walking, cycling and horse-riding.

NZWAC wants to understand how the public learns about access opportunities, so it analyses website traffic using Google Analytics, to understand its audiences.

		Type	Q1 Actual 2020-21	Year to Date 2020-21	Target 2020-21	Actual 2019-20
Output: Access mapping system						
2.1	Percentage of WAMS technical enquiries completed within 90 working days of receipt	TL	100%	100%	90%	New
2.2	Percentage of new gazetted walkways displayed on WAMS within 12 months	QN	N/A (See note 2)	N/A	100%	N/A
Output: Tracks and trails information						
2.3	Percentage increase in the number of unique visits to the tracks and trails database	QN	6,868 visits	6,868 visits	5% (15,244 visits)	69% (14,518 visits)

3.0 People responsibly access the outdoors						
Encouraging the public to act responsibly while in the New Zealand outdoors is a key task. NZWAC does this in two ways – by providing educational resources and supplying general information on how to behave when in the outdoors. In addition, it is also responsible for enforcing behaviour on walkways via local and regional councils and DOC, who act as controlling authorities on NZWAC’s behalf.						
		Type	Q1 Actual 2020-21	Year to Date 2020-21	Target 2020-21	Actual 2019-20
Output: School education programme						
3.1	Percentage increase in school education resources accessed compared to the previous year	QN	683 visits	683 visits	5% (12,687 visits)	142% (12,083 visits)
Output: Digital-led behaviour change initiatives						
3.2	Percentage increase in the number of people accessing digital information on rights, responsibilities, and appropriate behaviour in the outdoors	QN	3,193 visits	3,193 visits	5% (10,576 visits)	57% (10,072 visits)
Output: Promoting informal access across private land						
3.3	Percentage of compliance reports received from controlling authorities	QN	100%	100%	95%	96%

Note 1: This quarters figures include the closure of three historic cases. All non-historic cases were reported within the target timeframe.

Note 2: We gazetted no new walkways in Q1. The Commission does not have funding to construct or maintain physical walkway infrastructure. Accordingly, the Commission appoints Controlling Authorities – generally the Department of Conservation (DOC) or a territorial authority – to undertake these functions. Due to budgetary constraints faced by DOC and territorial authorities, the Commission has found it increasingly difficult to gain agreement from potential controlling authorities where agreement to secure a walkway easement over private property has been given. This means although we have secured legal access, the walkways have not been gazetted, are not physically formed, and are not available for the public to use.

NEW ZEALAND WALKING ACCESS COMMISSION BOARD REPORT

25 November 2020

Identity, values and brand update

Purpose

1. This paper updates the Board on the project to develop a new identity, values and brand for the Commission.

Background

2. At its July 2020 meeting, the Board agreed to use \$100,000 - \$150,000 of reserves funding towards a project that would develop a new identity, values and brand for the Commission.
3. The Board requested updates on progress on this project at each meeting until the project is complete.

Discussion

4. In late August, the Commission sent out a Request for Proposals (RFP) to four full-service design agencies.
5. The agencies were shortlisted by Commission staff from the list of providers on the All-of-Government Design Services Panel.
6. This shortlisting was based on three criteria:
 - a. Quality of earlier work.
 - b. Experience working with central government.
 - c. Experience with full rebrand projects.
7. All four agencies returned proposals, and they were assessed by Commission staff on six criteria:
 - a. cost
 - b. integration of Te Ao Māori
 - c. research and workshops
 - d. design and delivery
 - e. opportunities for Commission involvement
 - f. track record
8. Following the assessment, staff held an in-person meeting with the agency whose proposal received the highest score, to ask questions, get to know it people and inform a final decision.
9. This meeting was successful, and agreement was reached with Gusto Design to work with the Commission on this project.
10. Gusto will work with two other organisations on this project: Write Ltd will assist with discovery and workshops, and Tūtira Mai NZ will provide cultural advice and oversight.

11. Exact timing is still being worked through for the project, but there will be early opportunities for Board engagement in the discovery phase.

Recommendations

12. It is recommended that the Board:
 - a) **note** the update on the project to define a new identity, values and brand for the Commission.

Ric Cullinane
Chief Executive | Tumuaki

Prepared by:
Asher Wilson-Goldman
Strategic Communications and Partnerships Manager | Pou Whakahaere,
Whakawhitiwhiti Kōrero, Hononga Rautaki

**NEW ZEALAND WALKING ACCESS COMMISSION
BOARD REPORT**

25 November 2020

Insurance Renewal report

Purpose

1. This paper documents the Commission's insurance renewal and cover for the period 14 October 2020 to 14 October 2021.

Coverage

2. Adequate insurance is one way that the Commission mitigates the financial impact of risks that it may be exposed to. Risk mitigation is important to ensure that the organisation retains the capability to achieve its objectives should the unexpected happen.
3. Insurance policies in place for the Commission are:

s 9(2)(b)(ii)

[Redacted text block containing multiple lines of blacked-out content]

s 9(2)(b)(ii)

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Insurer & Costs

4. All policies are insured with NZI, a division of IAG New Zealand Limited. NZI is rated AA- by Standard & Poor's (where AAA = Extremely Strong, AA = Very Strong, and A = Strong).
5. Marsh (formerly Jardine Lloyd Thomson) is the insurance broker which manages the Commission's insurance programme and placement. Marsh has acknowledged that the Commission has established the Audit and Risk Committee. Darren Williamson from Marsh attended Board's November 2019 meeting where he discussed, in detail, the Commission's insurance coverage professional indemnity, statutory liability and directors and officer's liability.
6. An additional insurance this year is cyber insurance coverage.

The Commission could be exposed to cyber risk if it:

- a) engages vendors, independent contractors, or additional service providers;
- b) gathers personal or corporate information;
- c) relies on computers and other electronic processes;
- d) uses online applications;
- e) has an online presence and/or point-of-sale machines; or
- f) has remote working outside a central place of business.

Updated anti-virus software, two-factor authentication, robust firewalls, backups, and staff education are all important risk management tools. However, none of those measures provide 100 percent security. Some hackers take advantage of vulnerabilities in systems, while others rely on human error to gain access to systems via phishing or social engineering scams.

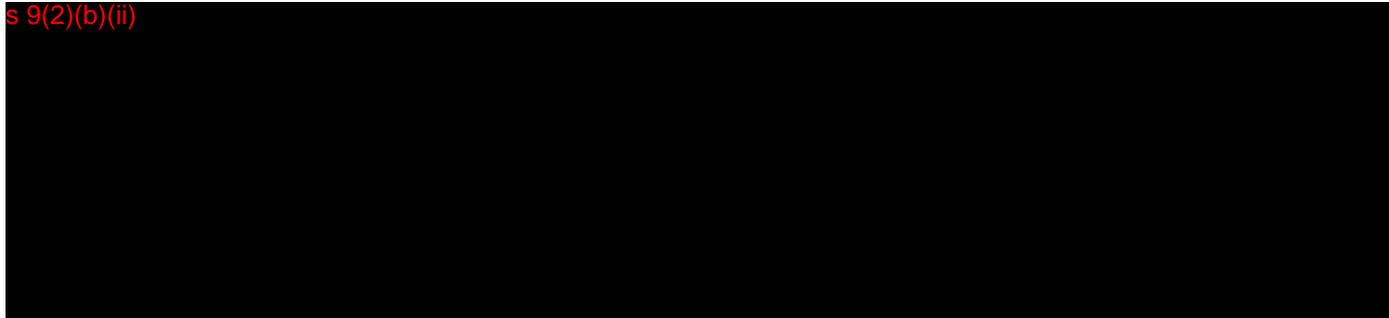
Cyber insurance is available to help a business recover from a cyber liability such as a virus, ransomware or malware infection, a denial-of-service attack or a loss of data and breaches of privacy.

7. Marsh acknowledge the Report on the Findings of the Review of the Walking Access Act 2008. Marsh has requested that it be kept informed of any legislative changes that

might result in a review of the Commission's current business operations which could impact on risks and insurance coverage.

8. The Commission's Audit and Risk Committee has reviewed the insurance renewal process as part of its meeting agenda on 24 November 2020.

s 9(2)(b)(ii)



Recommendations

10. It is recommended that the Board:
 - a) **note** the Commission's renewal and level of insurance cover and associated premiums.
 - b) **note** that the Commission's insurance broker Marsh has arranged insurance liability coverage for 2020/2021 against cyber risk.
 - c) **note** that the insurance renewal has been reviewed by the Audit and Risk Committee.

Ric Cullinane
Chief Executive | Te Tumuaki

Prepared by:
Phil Culling
Deputy Chief Executive: Te Tumuaki Tuarua

Appendix 1 – Insurance Renewal Report 2020 - 2021

NEW ZEALAND WALKING ACCESS COMMISSION BOARD REPORT

25 November 2020

Potential form and functions post-Act Review

Purpose

1. This paper initiates discussion on the potential form and functions of the Commission if the recommendations of the 2019 Report on the Review of the Walking Access Report are funded and implemented. It also informs the Māori Partnership Strategy and implementation.

Background

2. The Report on the Findings of the Review of the Walking Access Act 2008 was released in September 2019. Subsequent policy development by the Ministry for Primary Industries (MPI) was scheduled for 2020 but has been deferred until 2021.
3. Implementation of the recommendations would see the expansion of existing functions and the development of new functions. A summary of the Report's recommendations in tabular form are at Appendix 1.
4. The Commission has developed its Māori Partnership Strategy and is in the process of developing an implementation plan. While some small steps have already been initiated, implementation of the strategy should be cognisant of the potential form and function of the Commission in the future.

Discussion

5. The Act Review recommendations, and future implementation, fall into three broad areas:
 - a. Legislative amendments;
 - b. An expansion of existing functions; and
 - c. development of new functions and roles.
6. Legislative amendments. The proposed legislative amendments are straightforward, and many may be made under omnibus legislation. Not all legislative changes are required to implement relevant functions. For example, amendments to acknowledge the Māori-Crown relationships under Te Tiriti o Waitangi are not required for the Commission to develop and implement the Māori Partnership Strategy. On the other hand, amendments are required to enable Māori to have kaitiakitanga over walkways.
7. Expansion of existing functions. These functions include:
 - a. Leadership at national and regional levels continues and expands our current project work (South Island High Country, Matakana, Taranaki, and North Waikato/Franklin) and may be viewed as cross agency involvement (as below) but at an operational or regional level over short timeframes. This project work

can easily and quickly be ramped up given adequate funding.

- b. Enhancing the provision of information and advice including: developing our maps and other public facing media, the outdoor access code, RFA advice on the ground, and operational, technical and land information and advice.
8. New functions as listed in the Act Review Report are:
- a. Partnering with Māori;
 - b. Coordinating and building the capacity of volunteers;
 - c. Working with other agencies at a policy level to promote public access to the outdoors;
 - d. providing advice to the Overseas Investment Office (LINZ) about the walking access 'benefit' of applications for purchases under the Overseas Investment Act;
 - e. providing advice on public access for Treaty of Waitangi settlement processes to the Office for Māori Crown Relations – Te Arawhiti;
 - f. providing advice to LINZ on public access across or to certain sites on Crown Pastoral Land; and
 - g. playing a formal role in relation to unformed legal roads, particularly in relation to the stopping of such roads.
9. All of these proposed new functions, with the exception of the first two, seek to formalise a role for the Commission in advising on public access across central and local government. Including them as statutory functions would provide a greater mandate for the Commission's involvement in relevant cross government processes.

Cross government processes

10. The current outdoor recreation ecosystem is haphazard and fragmentary. These new functions would be the single most cost-effective way to enhance coordinated outdoor recreational access throughout the country. It would significantly expand the Commission's current functions in policy development across central and local government agencies.
11. The functions would involve ongoing and close policy engagement with DOC, Te Arawhiti, LINZ (including Crown Land), MOT, Waka Kotahi, Sport NZ, MOH, DHBs and local government councils and agencies. While these agencies all have a role, function or interest in outdoor recreational access, this item is not their core business. When outdoor access is addressed (and this is not a given) it is often strictly within agencies' land or statutory boundaries, leading to sub-optimal and disconnected outcomes.

12. The Commission has demonstrated its ability to work across all land types and with diverse agencies to develop strategic access outcomes on a case by case basis. However, broader and deeper collaborative policy development will not be quick or easy. It would require a significant funding increase to support a new 'policy shop' within the Commission. This will be a new function for the Commission and will need to be developed and grown carefully.

Context for Māori Partnership

13. In addition to useful speculation on the future shape and functions of the Commission, the discussion above provides some context for the implementation of our Māori Partnership strategy. The Commission's staff may double in numbers with increased numbers of RFAs (and expansion of RFA roles). New roles will require skillsets and capabilities we don't have now, and future recruitment needs to reflect the Māori Partnership Strategy.

Recommendations

14. It is recommended that the Board:
 - a) **discuss** the potential form and functions of the Commission post-Act Review and how the Māori Partnership Strategy may be implemented in this context.

Ric Cullinane
Chief Executive | Tumuaki

Appendix 1 – Walking Access Act Review Recommendations

Theme	Rec number	Reference page	Summarised Recommendation	Legislative changes required?	Extra Funding to initiate?	Extra funding to implement?	For further investigation?
Necessity of the Act	1	24-25	Resounding Support for the Commission		No		
Purpose/Objective/ Priorities	2	26-27	Name Change				
	2a)		a) Name of Act	Yes	No		
	2b)		b) Name of Commission (current rebranding project)	No	Yes, reserve funded		
	2c)		c) Te reo name (current rebranding project)	No	Yes, reserve funded		
	2d)		d) change 'walking access'	Yes	No		
	3	27-28	Act purpose expanded	Yes	No		
	4	28-30	Section 11 - priorities replaced with strategic planning	Yes	No		
Challenges and future requirements	5	30-34	Continue and expand Strategic Project work	No	Yes	Yes	
	6	34-35	Identification of new access and facilities	No	Yes	Yes	
	7	35-36	User Demographics - equity	No	Yes	Yes	
	8	37	Improve Survey rules and standards	No	Yes	Yes	Yes
	9	37-38	Outdoor Access Code - more promotion/distributions/languages	No	Yes	Yes	
	10	37-38	Visitor behaviour - Collaboration with DoC, TNZ and Councils	No	Yes	Yes	Yes
Functions of the Commission	11	38-39	Act change - section 10 to combine some existing functions	Yes			
	12	39-40	Consolidate access information and signage	No	Yes	Yes	Yes
	13	40-41	s 10 functions and funding	Yes	No	No	
	13a)		a) Partner with Maori	No for initiation	No	Yes	
	13b)		b) work with local/central govt at policy level	No for initiation*	Yes	Yes	Yes
	13c)		c) Coordinate and build volunteer/community groups	No for initiation	Yes	Yes	
	13d)		d) OIO advice (ongoing)	No for initiation	No	No	
	13e)		e) Te Arawhiti advice	No for initiation*	Yes	Yes	Yes
	13f)		f) LINZ/CPL advice	No for initiation*	No	Yes	Yes
Partnerships	14	42-44	Cross-government engagement	Maybe	Yes	Yes	Yes
	15	46-48	Role in road stopping	Yes	Yes	Yes	Yes
	16	48-49	Walkways on roads	Yes	No	No	
	17	49-50	Integrate NZCT	No	Yes	Yes	Yes
	17		Integrate Te Araroa Trail	No	No	No	
	18	51	Support for volunteers groups/trusts	No	Yes	Yes	
Maori Interests	19	51-56	Act ammendments to acknowledge Crown/Maori partnership	Yes	No	Yes	
	20	51-56	Work with Maori to address barriers to public access	No	Yes	Yes	
	21	51-56	Working with IWI that have Walking Access Act in their settlement	No	Yes	Yes	
Controlling Authorities (CA)	22	57-59	CAs' to include non-public bodies ie community groups, IWI	Yes	No	Yes	Yes
	23	57-59	Consult on partnering and monitoring non-public CAs'	No	Yes	Yes	
Governance	24	59	Responsibility of administering Act remain with MPI	No	No	No	
	25	59-60	Commission remains a Crown Entity	No	No	No	
	26	60	Board members numbers between 5-8 legislated	No	Yes	No	
	27	60-61	Requirement for Board members to have core skills	Yes	No	No	
	28	61-62	Appointing Board members - Maori interests, continuity	No	No	No	
Resourcing	29	62	Funding should be inflation proofed	No	Yes	Yes	
	30	63	Cost recovery from Overseas Investment Office	Yes	Yes	Yes	
Specific Legislative Changes	n/a	63-64	Various technical changes	Yes	No		

Managing conflicts of interest

A conflict of interest is a situation where the responsibilities you have in your work for a public organisation are affected by an interest or relationship you have in your private life.

Having a conflict of interest does not necessarily mean you have done anything wrong. It all depends on how you manage it.

You need to ask yourself not just whether the interest or relationship means you are biased, but also whether someone looking in from the outside could have reasonable grounds to think you might be.

The “rules” for managing conflicts of interest in the public sector are generally stricter than in the private sector. If you work for a public organisation, the public needs to have confidence that any decisions you make:

- are made impartially and for the right reasons; and
- are not influenced by personal interests or ulterior motives.

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Tips for managing conflicts

- Make sure you know what rules apply to you, whether in your employment contract, contract for services, terms of appointment, or any internal policies of the entity you work for.
 - Declare any interests you have that might pose a conflict. This shows you are being open. It will also help the entity you work for avoid putting you in a situation where a conflict might arise, or to manage a conflict if one arises.
 - Follow any rules or guidance provided by the entity you work for when deciding how to manage a conflict.
- As a minimum, declare any conflicts you have as soon as you become aware of them, preferably in writing.
 - Think about what else you might need to do to manage the conflict. Get advice if you need to. Talk to your manager, or if you are on a board, the chairperson.
 - You need to consider ethics as well as legal rules. Just because it's not unlawful to participate, that does not necessarily mean it would be appropriate to participate.

If in doubt, stay out.



When you have to make a decision, ask yourself:

FINANCIAL	<p>Do you stand to gain or lose financially from the decision?</p> <p>Does someone close to you – like an immediate family member – or a business you are involved with stand to gain or lose financially from the decision?</p>	<p>A situation does not need to involve cash changing hands to be considered a financial interest. A financial interest could, for example, relate to an effect on the value of property.</p> <p>A financial interest might be direct or indirect. In situations that someone close to you or a business you are involved with has a financial interest, you might be considered to share their interest.</p> <p>Financial interests are generally treated more strictly than other types of interest. If you have a financial conflict of interest, the law presumes you are biased. This is why you should automatically treat a financial conflict of interest seriously, even if it seems trivial to you.</p> <p>For some entities in the public sector, there are specific statutory requirements that apply to managing the financial conflicts of interest, which you need to be aware of.</p>
NON-FINANCIAL	<p>Is someone close to you or an organisation you are involved with likely to be affected by the decision you make?</p> <p>If so, is there a risk that you will be seen to be biased in your decision because of this relationship or association?</p>	<p>If you have a conflict of interest, but not one from which you stand to gain or lose financially, the law does not automatically assume you are biased.</p> <p>This does not necessarily mean a non-financial conflict is less serious than a financial conflict – but there is generally more room for judgement about whether it is acceptable for you to participate.</p> <p>Questions you need to think about include:</p> <ul style="list-style-type: none"> - How close is your relationship with this other person or organisation? - Will they be directly affected by the decision? - How seriously will they be affected?
CONFLICT OF ROLES	<p>Will a second organisation you have a role in (entity B) be affected by the decision you are making for the public organisation you work for (entity A)?</p> <p>If so:</p> <ul style="list-style-type: none"> • Is there a risk that you will be seen to be acting in the interests of entity B rather than entity A? • If you participate in this decision, is there a risk that you might breach obligations you owe to either entity – for example, a duty of loyalty or confidentiality? 	<p>The issue with a conflict of roles is not so much whether you personally have a conflict, but whether the interests of the two organisations conflict.</p> <p>If you have a conflict of roles, you will need to consider whether it is appropriate for you to participate in the decision-making process “on both sides of the table”. You will also need to think about whether you are going to be in a position to fulfil your obligations to both entities at the same time.</p>
PRE-DETERMINATION	<p>Is there anything you have previously done or said that might make people think you are not going to listen fairly to all the relevant information before you make your decision?</p>	<p>It is accepted that people working for public entities will have their own views on many matters, and, in many cases, might already have views on what the “right answer” to an issue is.</p> <p>You are not required to approach every decision as though you have given it no prior thought, or have no existing knowledge or opinion. However, you are required to keep an open mind, and you must be prepared to change or adjust your views if the evidence or arguments warrant it.</p> <p>That means you need to take care that what you do or say does not make it look like you have already made your decision before you have considered all the relevant information and evidence.</p>



Where to read more

FINANCIAL	NON-FINANCIAL	CONFLICT OF ROLES	PRE-DETERMINATION
Paragraphs 3.7-3.11 Scenarios 3, 5	Paragraphs 3.12-3.24 Scenarios 1, 2, 3, 9, 11	Paragraphs 3.25-3.31 Scenarios 8, 10	Paragraphs 3.32-3.40 Scenarios 4, 7

If you are an elected member of a local council, or a member of the governing body of any other entity to which the Local Authorities (Members' Interests) Act 1968 applies, please also read our Guide on that Act.