

Statement of Intent

2024-2028



Herenga
ā Nuku
AOTEAROA

Herenga ā Nuku Aotearoa

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Statement of Intent 2024-2028

This Statement of Intent (SOI) sets out what Herenga ā Nuku Aotearoa, the Outdoor Access Commission intends to achieve and contribute to over the next four years and how we will manage our functions and operations to meet our intentions.

This SOI is produced in accordance with s141 of the Crown Entities Act 2004.

Welcome from the Board

Herenga ā Nuku Aotearoa, the Outdoor Access Commission, deals with legal and technical access to the outdoors. We support local communities to turn legal access into walkways, cycleways, adventures, active transport, and recreation.

We work locally and connect with rural and urban communities, including farmers, foresters, hunters, and outdoor recreationists. We have no significant statutory powers to enforce outcomes. Instead, we use our close relationships with individuals and organisations such as Federated Farmers, Fish and Game, and the Deerstalkers Association to negotiate enduring access solutions that respect landowners' rights.

The two most important parts of our work are:

- Supporting public access to the outdoors where it adds the most value to communities. This work involves our regional field advisors and operations team supporting councils, communities, and landowners in maintaining and enhancing public access to the outdoors. We advocate for new access opportunities and help communities to design and develop networks of outdoor access. We also facilitate resolutions to disputes about land access.
- Providing information so that people know how to find access and how to access the outdoors responsibly. We offer a free, detailed geospatial information mapping system showing NZ public access areas. We provide information on different types of public access and how they relate to landholders, recreationists, active transport users and communities. Hunters, anglers, trampers, mountain bikers and other outdoor recreationists use this information. We also produce the Outdoor Access Code, describing the rights and responsibilities of people who access the outdoors.

Walking, running, cycling, and mountain biking are all among the top ten physical activities that New Zealanders participate in, with walking overwhelmingly the most popular activity. Public tracks and trails offer unparalleled equity of access to all New Zealanders, with fewer cost barriers, equipment needs, or pre-planned time commitments than many other recreations. Outdoor recreation provides mental and physical health benefits.

Other benefits from well-used outdoor access include increased community cohesion and environmental benefits through community groups focused on replanting, weeding, and predator control. Public access offers educational opportunities through sharing stories of places, including our history, regional economic development through tourism and transport, and access for hunters and anglers.

The most significant issue hunters and anglers face when accessing public land is obtaining free, certain, enduring, and practical access to, rather than within, public conservation land. We work closely with landholders and outdoor recreationists to negotiate solutions.



Don Cameron

Chair

22 May 2024



Pierre Henare

Board member

22 May 2024

Three key points

What motivates us

1.

Legal and technical access to the outdoors is the foundation of people's ability to connect to the land.

Good access creates the opportunity for a multitude of good outcomes - economic development, health, wellbeing, transport and happiness.

2.

We work best when we work with others. We are too small to do the job on our own but we are an integral part of the team.

We allow ourselves to be inspired by other people's great ideas. We add weight and legitimacy to the hard work they and their communities are doing.

3.

We are specialists who can help passionate people achieve their outdoor access goals.

We have three unique skills that mean we are an important ally for people and groups who want to improve or protect access to the outdoors:

- Our ability to work across all land types
- Our close connections to local communities, and
- Our mapping expertise and our technical understanding of land access issues.

Legal and political expectations

Who we are

The motivation for our work comes from two sources:

The Walking Access Act 2008

Herenga ā Nuku Aotearoa is the Crown agent responsible for providing leadership on access to the outdoors. We administer a national strategy on outdoor access, including tracks and trails. We map outdoor access, provide information to the public, oversee a code of responsible conduct in the outdoors, help resolve access disputes and negotiate new access.

We provide people with free, certain, enduring and practical access to the whenua.

The Walking Access Act 2008 is our governing legislation.

We can only achieve these goals by working in partnership with others. We support other agencies and communities in achieving their public access goals and doing more with their resources. We play an important role as an independent voice for outdoor access, particularly in our rural communities. Our biggest strength is our ability to work across land boundaries and statutory limitations that inhibit other agencies. This makes us an important link in New Zealand's public infrastructure.

Recommendations from the independent review of the Walking Access Act 2008

This report recommends that Herenga ā Nuku expand its scope to partner more closely with Māori, integrate with Te Araroa, provide greater support to tracks and trails groups and continue its strategic regional work.

We recognise mana whenua opportunities as well as rights in all whenua. We ensure mana whenua can uphold kaitiakitanga over land. We partner with a wide range of tangata whenua organisations to achieve better outdoor access outcomes for Māori and all.

Functions and operations

What we do

Section 10 of the Walking Access Act 2008 sets out Herenga ā Nuku's functions:

1. providing national leadership on walking access by—
 - a. preparing and administering a national strategy; and
 - i. coordinating walking access among relevant stakeholders and central and local government organisations, including Sport and Recreation New Zealand;
 - ii. providing local and regional leadership on, and co-ordination of, walking access in collaboration with local authorities;
 - b. compiling, holding, and publishing maps and information about land over which members of the public have walking access;
 - c. providing advice on walking access to the Minister or any other person;
 - d. facilitating 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;
 - e. negotiating with landholders to obtain walking access (including walkways, which are one form of walking access) over public or private land;
 - f. negotiating rights in addition to any walking access that is obtained, such as the right of access with firearms, dogs, bicycles, or motor vehicles;
 - g. administering a fund to finance the activities of the Commission, or any other person, in obtaining, developing, improving, maintaining, administering, and signposting walking access over any land;
 - h. receiving and managing private funding, contributions, or sponsorship for the promotion of walking access;
 - i. researching, educating the public about, and participating in topics and programmes related to walking access;
 - j. developing, promoting, and maintaining the code of responsible conduct;
 - k. administering walkways under this Act, with planning and supervision focused at a local level;
 - l. monitoring the compliance with, and enforcement of, this Act in relation to walkways.
2. If the Commission is aware that a site is culturally sensitive, it must consider whether it is appropriate to publish a map or information indicating the location of the site before doing so.

Statutory responsibilities and requirements

The processes we adhere to

There are four sources that provide the processes for how we currently operate:

The Public Service Act 2020

As a Crown agent, Herenga ā Nuku is part of New Zealand's public service and sits within the wider public sector.

We are expected to display the public service's shared purpose, principles, and values and meet high standards of integrity and conduct consistent with the Public Service Code of Conduct. Fairness, impartiality, responsibility and trust are all vital aspects of what Herenga ā Nuku is and the work that it undertakes on behalf of all New Zealanders.

Herenga ā Nuku has a network of staff and contracted regional field advisors throughout New Zealand. An independent board governs our work.

The Crown Entities Act 2004

While Herenga ā Nuku is part of the wider public service, the independence of our Board decision-making is important and our status as a Crown agent further reinforces this. We are primarily accountable to the Minister of Agriculture for our performance.

Public Finance Act 1989

Because we are funded primarily by the Crown, we have a responsibility to citizens to manage our financial resources effectively and efficiently. We regularly report on our financial management and performance to our monitoring agency and our responsible Minister.

Minister of Finance's enduring letter of expectations for statutory Crown entities

Herenga ā Nuku follows the advice provided in the Minister of Finance's updated Enduring Letter of Expectations for statutory Crown entities (April 2024). Key priorities include deriving greater value from funds and assets, understanding and accounting for cost drivers and performance against key outcomes, and incorporating strong evidence and evaluation practices to improve the efficiency and responsiveness of the services we deliver.

Operating context

The environment that we will be working in during the next four years

The following factors in our environment inform our strategy.

- There are significant regional economic benefits for local communities that use public access to the outdoors well.
- Many hunters and anglers face a significant issue in obtaining practical access to public conservation land.
- Supporting and connecting the rapidly growing numbers of community groups seeking support, funding, and advice enables them to create new public access for recreational, social and economic benefits.
- New Zealand and overseas studies show that improving access to the outdoors and outdoor recreation improves people's mental and physical wellbeing.
- Developing local tracks supports people to connect with the outdoors.
- People want to connect to our shared history through the outdoors. In particular, mana whenua want to protect places of historical significance and ensure the history linked to those sites is part of New Zealand's general historical record.
- Better connections between communities supports communities' natural, human, social and financial wellbeing.
- A better network of active transport tracks and trails helps us respond to climate change by reducing carbon emissions.
- Outdoor access also provides alternative transport routes in the event of damage and destruction caused to our formed transport network by extreme weather events and civil emergencies.
- Enabling and promoting active transport improves health, reduces congestion, protects the environment and connects communities.
- Supporting outdoors access projects that are led by or involve mana whenua enhances outdoor experiences for all New Zealanders.
- There is a growing use of tracks for pest control.



Key relationships

Who we work with

Government agencies

Herenga ā Nuku works with other government agencies such as the Department of Conservation (DOC), Land Information New Zealand (including both the Commissioner for Crown Lands and the Overseas Investment Office), the Ministry for Primary Industries, NZTA Waka Kotahi and Sport NZ.

Local Government

We work with Local Government NZ, the Local Authority Property Association, all councils and territorial authorities and many regional tourism promotion agencies.

Non-government agencies (NGOs)

We work with national-level representative bodies such as Federated Mountain Clubs, Mountain Safety Council Fish and Game, QEII National Trust, Recreation Aotearoa, NZ Deerstalkers Association, Federated Farmers, the Forest Owners Association, Te Araroa Trust, Aotearoa Climbing Access Trust, and the NZ Equestrian Advocacy Network, as well as local groups such as tramping clubs, hunting groups, volunteer trailmaking groups, and trusts.

Tangata whenua groups

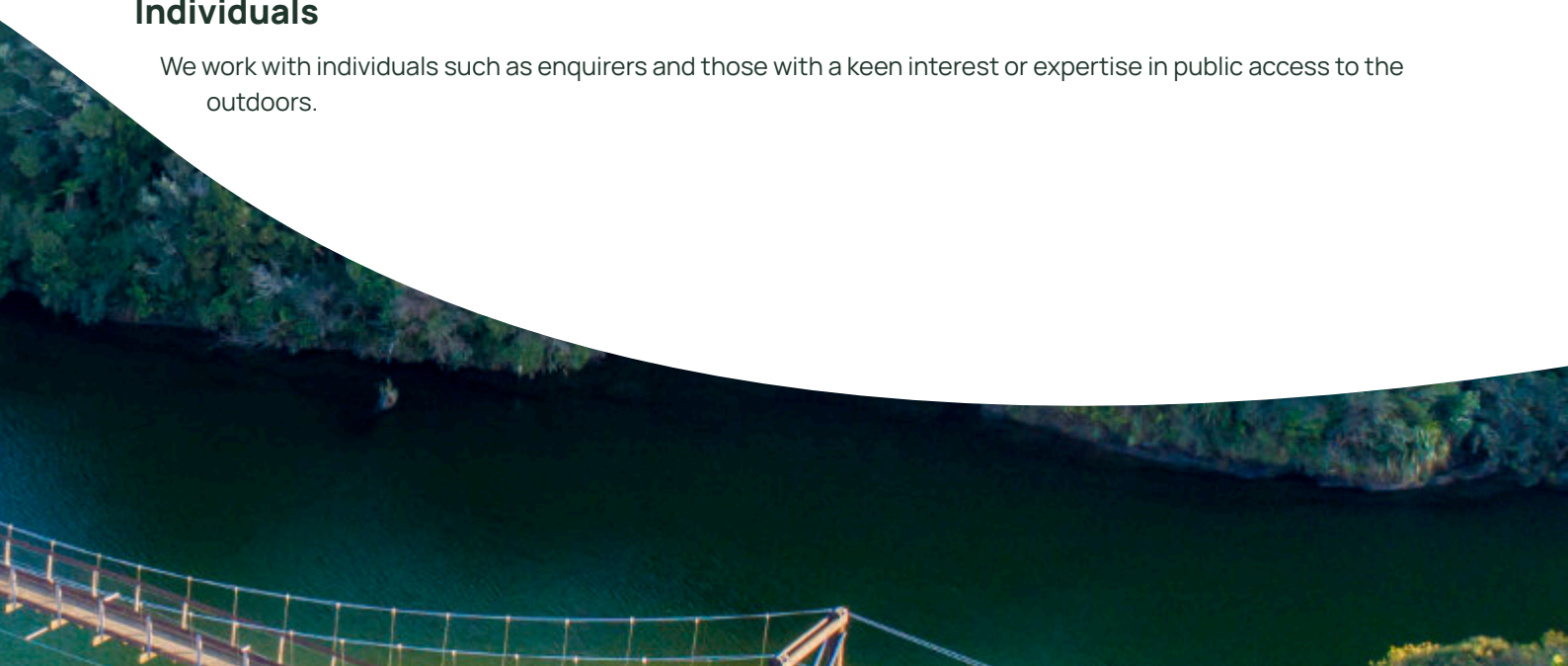
We work with tangata whenua groups such as hapū, ahūwhenua trusts and post-settlement governance entities.

Businesses

We work closely with our mapping and digital partners. We also work with private landowners such as farmers and forest owners, and businesses with an interest in outdoor access, such as lawyers, surveyors, contractors and track maintenance specialists.

Individuals

We work with individuals such as enquirers and those with a keen interest or expertise in public access to the outdoors.



Our contribution to New Zealanders

Vision

OUR PURPOSE – HEREA TE WHENUA KI TE TANGATA, TANGATA KI TE WHENUA

To provide New Zealanders with free, certain, enduring and practical access to the outdoors.

New Zealanders value our connection to te taiao. Our purpose is to connect people and places. We will work to provide people with free, certain, enduring and practical access to the land.

We want a network of tracks, trails and public access that allows people to walk out of their homes and into nature. We want people to be able to walk, bike, or ride horses for recreation and to connect with the land. We also want to connect people to communities, their whānau, their schools, shops, and gathering places..

Strategic objectives

OUR MISSION – WHAT WE INTEND TO ACHIEVE

To protect and enhance public access to the outdoors for everyone in Aotearoa.

How we achieve our vision

We will lead national development of public access to the outdoors. We are the organisation that helps communities to work on access to land.

We will work with central and local government agencies, iwi, hapū, organisations and community groups to create public access opportunities that support healthy and prosperous communities.

Enduring priorities

The following outcomes are important to our success:

1. Public access to the outdoors is maintained and enhanced.
2. People can access accurate information about public access to the outdoors.
3. Tangata whenua oranga is enhanced through improved outdoor access participation and leadership.
4. Communities are supported to improve outdoor access in their rohe.
5. People feel confident engaging in issues relating to public access to the outdoors.

We will achieve these outcomes through our daily work and by implementing recommendations from the Report on the Findings of the Review of the Walking Access Act 2008 and the Minister's Letter of Expectations.

Outcome 1: Public access to the outdoors is maintained and enhanced

When we achieve this outcome:

People will have more opportunities to connect with the environment and experience nature through recreation or active transport. Good public access to the outdoors supports improved mental and physical health, connection to the environment, connection within and between communities, low emissions transport, hunting and fishing opportunities and sustainable regional economic development. We can support hunters and anglers to access the conservation estate.

Through our work coordinating trails groups, mana whenua, local government, private landholders and government agencies, communities can develop networks of tracks and trails. These networks of trails support health, community wellbeing, active transport, protecting our shared culture and heritage and caring for our environment.

Our leadership on regional projects in Northland, Tairāwhiti, Franklin-North Waikato and Pūhoi to Mangawhai helps communities to develop a comprehensive network of tracks and trails that connect them to the environment and each other.

We will also include cycling access when we negotiate and develop walking access. Cycling is becoming increasingly popular as a mode of active transport, recreation, and tourist activity. We can help retrofit good cycling infrastructure to our existing tracks and trails and we can develop new cycleways.

We will continue to develop our partnership with Te Araroa Trust, developing and improving trail management. Te Araroa is growing from being a trail for a small number of dedicated through-walkers to a trail that all New Zealanders can enjoy and complete in segments over their lifetime. Our mapping expertise and regional field advisers help move walking trails off busy roads. Our operational support means the trust and its volunteers can focus on implementing its strategy.

We will know public access to the outdoors is maintained and enhanced when:

- Community and recreational groups can access the outdoors because of solutions we negotiate with landholders, recreationists and local authorities.
- An improved network of access and trails allows people to connect to the land by cycling, walking and other outdoor recreation.
- Hunters and anglers can explore New Zealand's wilds, provide for their families and support pest control.
- People view Te Araroa as an important, regenerative New Zealand trail over which they have a collective sense of ownership.
- Mana whenua knowledge and lands contribute to public outdoor access for all. Land uses that require sensitivity and cultural protection are readily identified and effectively managed.

Our 2024-2025 performance measures track:

- the number of cases opened relating to access opportunities
- the cumulative number of active and closed operational cases that support Te Araroa.

Outcome 2: People can access accurate information about public access to the outdoors

When we achieve this outcome:

The accurate, helpful information about public access to the outdoors that we provide people enables them to make informed choices. This includes information about what access is available, such as maps and explanations of the nature of various forms of public access, as well as about behaviour, such as respecting the land and the people who care for that land.

Our outdoor access mapping system is a series of interactive maps showing New Zealanders where they have outdoor public access. By maintaining and enhancing these maps, we ensure people can use them to develop networks of tracks and trails they can share with their communities. This support includes integrating Te Araroa's GIS needs into our digital maps.

Our partnerships with organisations such as LINZ, DOC and councils ensure our maps remain up-to-date and accurate.

We will know people have access to accurate information about public access to the outdoors when:

- People use our mapping systems and spatial data to discover and explore public access areas. Our data-sets show increased use via our mapping systems and are reused in other maps and apps developed to support recreational use.
- People are aware of information about access to the outdoors and about behaving responsibly outdoors.
- The information we publish is useful, accessible and up-to-date. Our partnerships with organisations such as LINZ, DOC and councils, ensure that our maps remain up-to-date and accurate.
- Mapping support for Te Araroa walkers is integrated into our digital maps.

Our 2024-2025 performance measures track:

- The number of service hits to our public maps
- The number of people accessing digital information on rights, responsibilities and appropriate behaviour in the outdoors
- The percentage of stakeholders and potential stakeholders satisfied that Herenga ā Nuku provides useful advice on outdoor access.

Outcome 3: Tangata whenua oranga is enhanced through improved outdoor access

When we achieve this outcome:

Our tangata whenua relationship strategy will address barriers to public access for all Māori and all New Zealanders. We will support broader government efforts to unlock the potential of Māori heritage and history. Herenga ā Nuku works closely with Māori in a wide range of cases and projects. Our capability enables us to give effect to both the Crown's Tiriti role and mana motuhake.

Access to and engagement with the outdoors improves orangatanga. Increasing outdoor access removes a significant barrier to tangata whenua participation. Oranga is, therefore, enhanced physically, socially and spiritually.

Specific elements of orangatanga that relate to public access to the outdoors include physical activity, connection with taiao, connection with kōrero-a-tupuna, social connection and whakataetae. Public access also protects and enhances the mauri of the whenua, which affects orangatanga.

Improving tangata whenua oranga unlocks cultural and access opportunities for all New Zealanders.

We will know the oranga of tangata whenua is enhanced through improved outdoor access when:

- Mana whenua lead and initiate an increasing number of outdoor projects in collaboration with other community groups and trusts.
- Our approach to outdoor access is based on understanding and respecting mana whenua and their tikanga.
- People have a better understanding of the relationship between land over which Māori have mana whenua and publicly accessible outdoor spaces.
- Tangata whenua entities and hapū use our data, maps and services to show the relationship between publicly accessible outdoor spaces and land over which Māori have mana whenua. Tribal detail will be illustrated on maps as appropriate.

Our 2024-2025 performance measures track:

- The percentage of operational cases that involve mana whenua/tangata whenua
- The percentage of tangata whenua/mana whenua stakeholders and potential stakeholders that recognise Herenga ā Nuku as an organisation that upholds mana motuhake.

Outcome 4: All communities are supported to improve outdoor access in their rohe

When we achieve this outcome:

Our support for communities to improve their local access to the outdoors empowers those communities. It allows them to design and manage solutions to the issues they face.

That can range from small recreation and conservation groups that want access to do their activity, to large projects involving multiple parties that create a network of connections across an entire region.

We will build our support for regional and local volunteer groups and trusts involved in walkways, tracks, trails and public access to the New Zealand outdoors. Many tracks are built and maintained by groups of volunteers. We can support these local people with their important work by connecting them with central and local government agencies. We can provide advice, a space to share ideas and grants to help secure legal public access.

We will also promote and lead engagement between these groups and mana whenua.

We will know communities are supported to improve outdoor access in their rohe when:

- Regional communities have strategies to develop links to their local communities and special places.
- Outdoor access for people living in Tairāwhiti, Franklin-North Waikato, Pūhoi to Mangawhai and Northland improves.
- Local groups have access to the right information and advice. Trails groups share information with each other and use our regional field advisor network, our contestable fund and our mapping system to improve their capacity to develop networks of public access.
- Local groups are using our digital mapping system to develop networks of trails that they can share with their regional communities.
- Local and regional groups are building enduring, local connections with landholders, local councils and other interested parties.

Our 2024-2025 performance measures track:

- the number of active and completed regional projects Herenga ā Nuku supports
- the number of external community-based meetings or workshops we facilitate

Outcome 5: People feel confident engaging in issues relating to public access to the outdoors

When we achieve this outcome:

People and communities trust Herenga ā Nuku and are confident that we provide reliable, credible advice and ethical leadership on access to the outdoors.

People's trust in Herenga ā Nuku comes when our actions demonstrate competence, capability, reliability, transparency and motivation to improve public wellbeing (genuinely caring for others' experience and wellbeing). People who have that trust will be more confident advocating to maintain and enhance public access to the outdoors.

We will know people feel confident engaging in issues relating to public access to the outdoors when:

- we are a reliable and efficient agency that engages effectively with all people who have an interest in outdoor access issues
- People are confident that we can investigate, assess and facilitate their access queries fairly and effectively.

Our 2024-2025 performance measures track:

- the percentage of enquiries acknowledged within 5 working days
- the percentage of stakeholders and potential stakeholders who see Herenga ā Nuku as influencing outdoor access issues

Six significant pieces of work

WHAT WE WORK ON	HOW THIS LINKS TO OUR STRATEGY
<p>PROVIDING ADVICE AND LEADERSHIP</p> <p>We provide specialist and technical advice on public access to other agencies and the public.</p> <p>We develop outdoor access policy and promote public access at local and national levels.</p>	<p>By supporting other agencies, organisations and people with reliable, independent and trusted advice about access to the outdoors, we support our communities to maintain and enhance outdoor access.</p>
<p>GEOSPATIAL DATA AND MAPPING</p> <p>We pursue a comprehensive picture of public access in New Zealand, across all land types.</p> <p>We make public access spatial data available to the public through our digital mapping system, WAMS.</p>	<p>By providing reliable data in a geographical context to the user 'at place', we ensure people can exercise their access rights and be informed where they need to be.</p> <p>A persistent drive to improve the quality and reliability of the data ensures both we and our users can be confident about where public access is.</p>
<p>WORKING WITH COMMUNITIES</p> <p>We continue to grow and support a nationwide network of community track-building groups, with the goal of facilitating a coordinated national strategy for trails and access.</p> <p>We work with communities to create, develop and implement public access. We support local groups to develop and maintain public access in their area.</p>	<p>Many of New Zealand's trails are built and maintained by groups of volunteers. We can support these local people by providing them with advice, a community space to share ideas, grants to help secure legal public access and facilitation for their meetings with other agencies.</p>
<p>STRATEGIC REGIONAL PROJECTS</p> <p>We continue to progress our strategic regional projects in Tairāwhiti, Franklin-North Waikato, Pūhoi to Mangawhai and Northland.</p>	<p>Our leadership on these regional projects facilitates communities to develop coherent plans for public outdoor access. By coordinating trails groups, mana whenua, local government, private landholders and government agencies communities can create networks of public access that meet different needs. These needs could include, health, community well-being, active transport, protecting our shared culture and heritage, and caring for our environment.</p>
<p>SUPPORTING TE ARAROA</p> <p>We continue to develop our partnership with Te Araroa Trust.</p> <p>We continue to support and improve the management of the trail.</p>	<p>Te Araroa is growing from being a trail for a small number of dedicated through-walkers to a trail that all New Zealanders can enjoy and complete in segments over their lifetime. Our corporate support as well as expertise in mapping and in helping move walking trails off busy roads means Te Araroa Trust can focus on implementing its strategy.</p>
<p>MĀORI PARTNERSHIP</p> <p>We continue to progress our tangata whenua relationship strategy to ensure we consider tangata whenua in all our work so New Zealanders benefit from enduring public access that supports mana whenua connection to land.</p>	<p>As Herenga ā Nuku works closely and appropriately with tangata whenua through relationships and providing access to our tools and services we are seeing an increase in positive outcomes from outdoor access both for and with tangata whenua.</p>

Our organisational health and capability

How we organise ourselves

Our organisational health and capability

Herenga ā Nuku is a small organisation with fewer than 20 staff, and less than \$4 million of Crown funding. Our monitoring agency is the Ministry for Primary Industries.

Our funding

The Crown funds Herenga ā Nuku for the specific purposes set out in the Walking Act 2008 and the scope of relevant Crown appropriations. Other sources of revenue include interest on cash reserves held and periodic donations.

People strategy

Herenga ā Nuku's capability comprises its Board, a skilled team and relevant GIS systems and technology. We employ this capability to achieve our statutory functions and the objectives outlined in this Statement of Intent.

Herenga ā Nuku has a collaborative culture that values the input of all staff. We have a team of 16 staff (15.8 full-time equivalent employees) and 12 part-time contractors who work as Regional Field Advisors around New Zealand. The key role of the regional field advisors is to liaise on public access issues with key stakeholders, the public, user groups, and local authorities.



Good employer obligations

Herenga ā Nuku is committed to being a good employer under section 118 of the Crown Entities Act 2004 and promotes equal employment opportunities. To meet our good employer obligations, Herenga ā Nuku maintains:

- good and safe working conditions
- an equal employment opportunities programme
- impartial selection of suitably qualified people for appointment
- recognition of the aims and aspirations of Māori and the employment requirements of Māori, women and people with disabilities.

Supporting equity and diversity

Herenga ā Nuku is committed to supporting equity and diversity. It strives to treat people fairly and respectfully, ensure equal access to opportunities, and understand and appreciate the benefits of individual differences.

Herenga ā Nuku believes it benefits from having a diverse workforce. We are committed to recognising and valuing staff's different skills, experiences, specialities, and perspectives.

Herenga ā Nuku's equal employment opportunities policy commits to making employment decisions based on relevant merit. It treats all employees and job applicants fairly, regardless of age, gender, disability, employment status, ethnicity, involvement in union activities, marital or family status, political opinion, religious or ethical beliefs, or sexual orientation. Herenga ā Nuku also expects all contractors it works with to have equitable employment practices.

Herenga ā Nuku is committed to Kia Toipoto, the public service pay gaps policy and action plan.

How we evaluate our health and capability

Herenga ā Nuku's appointed Board ensures it has the skills and expertise to exercise good governance. It has a formal governance policy and undertakes regular self-reviews.

The organisation's success relies on stakeholders viewing Herenga ā Nuku as independent, responsive, and credible. We are committed to:

- maintaining a culture where staff feel valued, enjoy coming to work and share a commitment to excellence
- recruiting on an equal opportunity basis
- providing for flexible working arrangements where appropriate
- incorporating a spirit of service into our work in accordance with the Public Services Act 2020
- using a performance review process to help manage employee development, and
- having a health and safety policy that supports a productive and safe work environment.

Monitoring and evaluation

Performance measures that assess our performance are documented in our annual Statement of Performance Expectations (SPE). In conjunction with Audit New Zealand, we review the SPE requirements to ensure the financial forecast statements are current and the performance measures remain fit for purpose. We measure performance by monitoring internal operational information and, where necessary, external surveys.

Herenga ā Nuku reports its progress towards achieving its outcomes and impacts against the SPE each year in our Annual Report.

Information strategy

Information technology is critical to the success of Herenga ā Nuku. Many of our key resources are digital.

These include our mapping system and website. We manage our internal records via SharePoint and undertake case management using ActionStep. We use specialist consultants and contractors as required and when it is cost-effective.

Health and safety

As an organisation, we are committed to continuous improvement in our health and safety management and doing everything reasonably practicable to ensure our people get home safely each day. Herenga ā Nuku has a Health and Safety Policy. We will always endeavour to meet our health and safety obligations under relevant legislation, standards, and codes of practice, including the Health and Safety at Work Act (2015).

We are committed to providing the resources, training and physical working environments that support the health, safety, and security of our people and those we work with.

Risk management

Herenga ā Nuku regularly assesses risks and takes mitigation measures to manage them. This ensures we can meet our objectives and maintain our performance when we face challenges and adversity. The Board takes an active role in the organisation's risk management.

