

Departmental Briefing

In Confidence

DOCCM: 7351794

To: Penny Nelson **Date:** 18 May 2023
From: David van der Zouwe

Subject: Toyota Kiwi Guardians wind down

Action sought: Sign-off letter to Toyota NZ re Toyota Kiwi Guardians (TKG) wind down

Time Frame: Send letter to Toyota by 30th of May 2023

Department's Priority: Normal
Level of Risk: Medium

Contacts

Name and position	Cellphone	First contact	Principal author
David van der Zouwe, Director Strategic Partnerships and Investment	Section 9(2)(a) - protect the privacy		
Carole Lillico, Partnerships Manager	Section 9(2)(a) - protect the privacy	✓	
Sofia van Maurik, Senior Partnerships Advisor	Section 9(2)(a) - protect the privacy		✓
Lindsay Young, Digital, Brand and Marketing Manager	Section 9(2)(a) - protect the privacy	✓	

Executive summary – Whakarāpopoto ā kaiwhakahaere

1. Toyota New Zealand and DOC have been working together to deliver the Toyota Kiwi Guardians (TKG) programme since November 2015.
2. **Out of scope** [REDACTED]
3. Within DOC, the TKG programme has been evaluated against the financial investment required and the direct tangible outcomes for conservation and biodiversity, and it has been concluded that the current operating model of TKG is not financially sustainable and the programme does not deliver on the expected immediate priority outcomes.
4. The programme review combined with DOC's new strategic direction requires DOC to shift its focus and key resources to immediate priority projects around the biodiversity crisis and climate change. It has therefore been decided to wind down the programme.
5. In order to progress our work on ceasing operations of the TKG programme, Toyota have requested a formal letter from DOC to their Chief Executive, Neeraj Lala, outlining our decision.

Purpose – Te aronga

Briefing purpose:

To progress on the winding down of the TKG programme by:

- Briefing you on the decision to cease operating the Toyota Kiwi Guardians programme
- Seeking your approval and sign-off of the letter to Toyota NZ re TKG wind down

Background and context – Te horopaki

Key context about Toyota New Zealand

1. Headquartered in Palmerston North, Toyota New Zealand is a wholly owned subsidiary of Toyota Motor Corporation, Japan.
2. In the 2022 financial year, Toyota NZ employed about 370 people and reported a revenue of around 1.5 billion New Zealand dollars. That year also marked 35 years of vehicle market leadership in New Zealand.
3. Toyota NZ has 73 stores and dealerships across the country and Toyota Stores are the only vehicle network in New Zealand with an independently certified Environmental Management System (EMS), Toitū enviromark.
4. In New Zealand, Toyota recognises that sustainability needs to be at the core of their business strategy. Their 2050 Vision is “to be sustainable, net-zero carbon, 100% circular with technology for all.”
5. In October 2022, Toyota NZ launched the brand strategy “Let’s Go Places”. Toyota considers the new vision and brand phase as a pledge to New Zealand based on a commitment to sustainability, mobility for all, and community.

Key context about the TKG programme

6. TKG was launched in March 2016 by Toyota NZ and DOC. It is an activity-based programme where tamariki can earn rewards by going on self-guided adventures and undertaking conservation actions.
7. The aim of the programme is to increase kiwi kids' connection to nature and in turn become guardians of the land and sea. Connecting children with nature leads to a lifelong engagement with the environment and its health/wellbeing benefits.
8. **Section 9(2)(i) – protect Minister local or central government agencies' commercial activities**
[Redacted]
9. Since the programme launched in March 2016, over 136,000 adventures and actions have been completed and we estimate over 400,000 people have been inspired to engage in nature as a result of the programme.
10. **Out of scope**
[Redacted]
11. The Strategic Partnerships and Investment unit is the Single Point Accountability for the relationship with Toyota and the Strategic Communications and Engagement unit is the Single Point Accountability for the programme.
12. **Out of scope**
[Redacted]

Key context about the programme wind down

13. Te Mana o te Taiao, the Aotearoa New Zealand Biodiversity Strategy was launched in August 2020, and in 2022 a new DOC integrated strategy was created to achieve more for conservation, especially in the face of the biodiversity and climate changes crises.
14. Within DOC, the TKG programme has been evaluated against the financial investment required and the direct tangible outcomes for conservation and biodiversity, and it has been concluded that the current operating model of TKG is not financially sustainable and the programme does not deliver on the expected immediate priority outcomes.
15. The programme review combined with DOC's new strategic direction requires DOC to shift its focus and key resources to immediate priority projects around the biodiversity crisis and climate change. It has therefore been decided to wind down the programme.
16. **Out of scope**
[Redacted]
17. Toyota have requested a formal letter from DOC outlining the decision to wind down (please see Appendix A for the letter to Toyota for your approval).
18. The Strategic Communications and Engagement unit is leading on the development of a strategy and plan for the wind down of TKG, which will be done in consultation with Toyota NZ, and with Strategic Partnerships as team members.

Out of scope [REDACTED]

[REDACTED]

- [REDACTED]
[REDACTED]
[REDACTED]
- [REDACTED]
[REDACTED]
[REDACTED]
- [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Next steps – Ngā tāwhaitanga

- 22. ACTION: Note that DOC is ceasing operations of the Toyota Kiwi Guardians programme in 2023.
- 23. ACTION: We recommend that you sign-off the letter to Toyota to conclude final scenario planning and actioning of the wind down of the TKG programme.

Attachments – Ngā tāpiritanga

- 24. Appendix A – Letter to Toyota NZ re Toyota Kiwi Guardians wind down

ENDS

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Appendix A: Letter to Toyota NZ re Toyota Kiwi Guardians wind down

DOC-7348011
30th May 2023

Mr Neeraj Lala
Chief Executive Officer Toyota New Zealand
Toyota New Zealand Limited
29 Roberts Line
Palmerston North 4414


Toyota Kiwi Guardians Programme

Tēnā koe Neeraj,


I'm writing to acknowledge Toyota New Zealand's support as one of our national partners and to thank you for your dedication to our partnership over the past eight years. It has been good to see our partnership inspiring thousands of young people and their families to engage in nature.

You'll be aware that in December 2022, members of our leadership teams met to discuss the strategic direction of the partnership and the Toyota Kiwi Guardians programme. In that meeting we outlined DOC's new strategic direction, particularly around Te Mana o te Talao, the Aotearoa New Zealand Biodiversity strategy, and the need to shift our focus and key resources towards reversing the biodiversity crisis and climate change.

Section 9(2)(g)(i) – free and frank.



On behalf of the Department, I'd like to thank you for the passion you and your team have shown for the programme. Section 9(2)(i) – protect Minister local or central government agencies' commercial activities



I appreciate your understanding of our changing context and the need to address critical work priorities. I look forward to seeing our partnership continue, as we explore other ways to work together that align with our strategic priorities and help address the big conservation challenges that face New Zealand.

Nāku noa, nā

Penny Nelson

Director-General Department of Conservation

Department of Conservation | Te Papa Atawhai
National Office
PO Box 10420, Wellington 6143
www.doc.govt.nz

DOC-7303450
8 June 2023

Mr Neeraj Lala
Chief Executive Officer Toyota New Zealand
Toyota New Zealand Limited
29 Roberts Line
Palmerston North 4414

Tēnā koe Neeraj

Toyota Kiwi Guardians Programme

I am writing to confirm that after careful consideration and much discussion between our teams, the Department has decided to wind down the Toyota Kiwi Guardians programme.

We have been closely examining the joint value we get out of our partnership programmes to make sure they are aligned with our strategic priorities. It is important the Department targets its efforts towards addressing the big conservation challenges New Zealand is grappling with, such as declining biodiversity and the impact of climate change.

It became clear, when members of our leadership teams met in December last year, that the way the programme is structured was not sustainable and would require significant resources in the future. The Department is therefore unable to prioritise investing further money into this programme over our other core work.

The Department will take the lead on winding down the programme and will work with your team on a joint communications approach, highlighting what we have achieved. Please keep this decision confidential until the plan is confirmed.

I would like to acknowledge Toyota New Zealand's support as one of our national partners and to thank you for your dedication to our partnership over the past eight years. Together we have increased New Zealand children's connection to nature, with more than 136,000 self-guided adventures undertaken. Thank you for the passion you and your team have shown for the programme.

I look forward to our teams continuing to explore other ways to work together to achieve our joint goals and meet our mutual strategic priorities.

Nāku noa, nā

Section 2(2)(a) - protect the privacy of natural persons including that of deceased

Penny Nelson
Director-General

From: [redacted] on behalf of [Andrew Davis](#)
To: [Penny Nelson](#)
Cc: [Andrew Davis](#); [redacted] [Sandra Griffiths](#); [Carole Lillico](#)
Subject: Re: **Out of scope**
Date: Tuesday, 18 July 2023 2:31:18 pm
Attachments: [image001.png](#)
[DOC letterFINAL \(002\).pdf](#)

Dear Penny,

Out of scope



Out of scope



I would like to take this opportunity to thank the wider DOC team for all their work that has gone in to making Toyota Kiwi Guardians a huge success over the last eight years and we wish all these teams the best in the future.

Kind regards,

Andrew

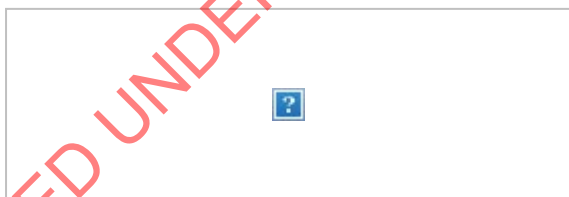
Andrew Davis

Vice President | Toyota New Zealand Limited

[redacted] [@toyota.co.nz](#) | [toyota.co.nz](#)

[redacted] [@toyota.co.nz](#) | [toyota.co.nz](#)

29 Roberts Line, Palmerston North 4414 | PO Box 46, Palmerston North Central,
Palmerston North 4440, New Zealand



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TOYOTA

TOYOTA NEW ZEALAND LIMITED

18 July 2023

Penny Nelson
Director-General
Department of Conservation
PO Box 10420
Wellington 6143

Dear Penny,

Out of scope

Toyota New Zealand has valued its partnership with the Department of Conservation (DoC) over the last eight years for the Toyota Kiwi Guardians programme and is saddened by its discontinuation. Through partnering and investing with others, Toyota New Zealand aims to foster a culture of innovation for resource efficiency, value for our communities, transparency, and caring for our natural environment.

The partnership has been a source of pride for many of us here at Toyota New Zealand. For the seven years the Toyota Kiwi Guardians partnership has been running, we have spent a great deal of time and effort nurturing the programme and supporting it to succeed. In fact, many at Toyota hold a strong emotional connection to Toyota Kiwi Guardians, having done it with their children.

Out of scope

I would like to take this opportunity to thank the wider DoC team for all their work that has gone in to making Toyota Kiwi Guardians a huge success over the last eight years, there have been so many on the ground in the TKG adventure locations and many passionate people within the direct partnerships group that we have formed great relationships with and we wish all of these teams the best in the future .

Yours sincerely,

Section 9(2)(a) - protect the privacy of natural persons including that of deceased natural persons

Andrew Davis

Vice President, Marketing
Toyota New Zealand

Out of scope

From: Penny Nelson
Sent: Saturday, 5 August 2023 3:53 pm
To: Andrew Davis
Cc: Sia Aston; David Van Der Zouwe; Fiona Weightman
Subject: RE: **Out of scope**

Dear Andrew

Thank you for your letter. I want to acknowledge Toyota's partnership with DOC and the commitment to Toyota Kiwi Guardians over the last eight years.

Out of scope

Out of scope

This decision to end the TKG programme was a challenging one for DOC. With limited funding and a significant mandate DOC needs to focus on the national issues that threaten our species and ecosystems – so difficult decisions on priorities need to be made.

Out of scope

Out of scope

Thank you again for your recent partnership. I know our team really enjoyed working with your team and are proud of what's been achieved together.

Best regards,

Penny

Penny Nelson
Director-General | Tumuaki-Ahurei
M: [Redacted]

From: [Redacted] <[Redacted]@toyota.co.nz> **On Behalf Of** Andrew Davis
Sent: Tuesday, July 18, 2023 2:31 PM
To: Penny Nelson <pnelson@doc.govt.nz>

Cc: Andrew Davis Section 9(2)(a) - protect the privacy of @toyota.co.nz>; Section 9(2)(a) - protect the privacy of natural persons including that of @toyota.co.nz>; Section 9(2)(a) - protect the privacy of nat
Section 9(2)(a) - protect the privacy of natural persons including that of deceased @toyota.co.nz>; Sandra Griffiths
<sgriffiths@doc.govt.nz>; Carole Lillico <clillico@doc.govt.nz>
Subject: Re: **Out of scope**



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Item 3

3.5 Toyota Kiwi Guardians

- DOC has decided to conclude the Toyota Kiwi Guardians (TKG) programme from 31 July.
- DOC and Toyota NZ entered a partnership in November 2015, to increase children's connection with nature and launched the TKG programme in March 2016. The programme has inspired children's connection to nature, with more than 136,000 self-guided adventures undertaken to date.
- Over the course of the programme, Toyota contributed Section 9(2)(i) – protect Minister local or central government agencies' commercial activities to support the production and delivery of collateral, including medals.
- DOC's annual costs to resource the programme include \$50K per annum for the production and delivery of collateral, including medals, as well as other marketing

Page 10 of 28

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Minister of Conservation, Minister of Conservation's office, and Department of Conservation eyes only.

activity. DOC also has several dedicated staff to administer and promote the programme.

- Changes in DOC's strategic direction mean that we are targeting our efforts towards addressing the big conservation challenges such as declining biodiversity and the impact of climate change. This means reprioritising our resourcing and investment in some areas.
- TKG and its associated medal reward system is resource-intensive and is less aligned with DOC's new strategic direction. As a result, DOC has decided to conclude the TKG programme, from 31 July. This decision was made together with Toyota.
- This decision has not yet been shared; we plan to inform DOC and Toyota staff on 28 June, and the general public from 30 June.
- We anticipate the TKG community will be disappointed with end of the programme. There may be some media interest.
- We have prepared a communications plan that tells the community about the rationale for the decision and their last chances to redeem medals. We will be encouraging kiwi guardians to continue exploring, connecting with and caring for nature through other relevant conservation activities.
- DOC and Toyota have enjoyed working together to help connect people in New Zealand to the country's unique nature through Toyota Kiwi Guardians. Out of scope

Out of scope

Contact: Fiona Weightman, Director Strategic Communications and Engagement:

Section 9(2)(a) – protect the privacy of an individual

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Item 4

The Toyota Kiwi Guardians programme is coming to an end

Published Date: 28 June 2023

After seven years and more than 136,000 nature-based adventures and actions completed, DOC, in consultation with Toyota, has made the difficult decision to no longer offer the Toyota Kiwi Guardians (TKG) programme from 1 August 2023.

The TKG programme launched in 2016 as a partnership programme between DOC and Toyota New Zealand. The programme includes family-friendly adventures and at home activities that support kids to get outdoors, take risks, and look after nature. Each TKG location and activity has a unique medal that can be claimed, rewarding children for their efforts.

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Toyota Kiwi Guardians medals. Image: DOC

As part of DOC's strategy, it's important the Department focuses on the big conservation challenges such as declining biodiversity and the impact of climate change. The TKG programme and associated medal reward system take a lot of resources to maintain. DOC is no longer able to prioritise investing further resources into this programme over our other core work. As a result, DOC, in consultation with Toyota, has made the difficult decision to no longer offer the programme.

Since 2016, tens of thousands of young conservationists across Aotearoa have participated in the TKG programme, which has been a fun and engaging way to connect tamariki and their whānau to the unique nature of Aotearoa. Ending the programme has been a difficult decision, but it's one of those tough ones that DOC is having to make as an organisation.

Out of scope

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Out of scope

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Continue the guardianship

DOC and Toyota have enjoyed working together to connect tamariki and their whānau to nature **Out of scope**
[REDACTED] We'll continue to encourage the TKG community to stay engaged in conservation by exploring other family-friendly conservation activities available on [our website](#).

There will be a public announcement on 30 June and we ask that this remains internal information until then.

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