

Department of Conservation

Statement of Intent 2004–2007



Department of Conservation
Te Papa Atawhai

Department of Conservation

Statement of Intent 2004-2007

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Cover Photo: Two climbers at the site of the old Pioneer Hut, Westland National Park, June 1999 (Keith Springer).

Acknowledgement

Page 7	Mount Taranaki, Egmont National Park	(Ross Henderson)
	Tawhai Falls, Waikato River	(Michelle Helen)
	Oystercatcher, Kaikoura Peninsula	(Rod Morris)
	Sunset, Little Barrier Island	(Terry C. Greene)
Page 9	Tui, Mount Bruce	(Rod Morris)
Page 10	Climbers, Copland Pass	(Bruce Postill)
Page 11	Common Bully, Freshwater Fish	(Theo Stephens)
	Katipo Spider, Point Turakirae	(J.L. Kendrick)
	Brown Teal, Mount Bruce	(J.L. Kendrick)
	Paragliding on Lake Rotoiti	(C. Rudge)
Page 19	Octopus and Diver, Fiordland	
Page 20	Kakapo, Codfish Island	(Don Merton)
Page 21	Kaka Chicks, Burwood Bush	(Don Merton)
	North Island Brown Kiwi	(Rod Morris)
Page 30	Boating Hauraki Area	(C. Rudge)
Page 31	Acheron Homestead, Molesworth Station	(C.S. Robertson)
	St Bathans Gold Office, Central Otago	
Page 47	Turoa Skifields, Tongariro	(Greg Carlyon)
Page 69	Tramper at Travers Saddle, Nelson Lakes	(C. Rudge)
Page 72	Trampers, Queen Charlotte Sounds	(Gary Holz)
Page 73	Leaf Skeleton, caught in spider's web, Trounson Kauri Park	
Page 91	Walking, Tongariro	(Greg Carlyon)

TABLE OF CONTENTS

FOREWORD: MINISTER OF CONSERVATION AND DIRECTOR-GENERAL	6
PART ONE: INTRODUCTION	9
Legislative Requirements	10
Contribution to Government Goals	11
Overview - Environmental, Economic, Social and Cultural	13
Risks	17
PART TWO: DEPARTMENTAL OUTCOMES	19
Outcome One - Protection	20
Outcome Two - Appreciation	30
Organisational Capability	38
Policy, Planning and Ministerial and Statutory Body Servicing	44
PART THREE: STATEMENT OF OBJECTIVES	47
Output Class - Management of Natural Heritage	48
Output Class - Biosecurity Policy Advice	53
Output Class - Indigenous Forest Biosecurity Protection	54
Output Class - Specific Pest and Disease Responses	55
Output Class - Crown Pest/Weed Exacerbator Costs	56
Output Class - Management of Historic Heritage	57
Output Class - Management of Recreational Opportunities	59
Output Class - Recreational Opportunities Review	62
Output Class - Conservation with the Community	63
Output Class - Policy Advice, Servicing the Minister and Statutory Bodies, and Statutory Planning	66
PART FOUR: ANNUAL FINANCIAL PERFORMANCE FORECASTS	69
4.1 Statement of Responsibility	71
4.2 Introduction and Highlights	72
4.3 Financial Forecasts	75
PART FIVE: APPENDICES	91
Appendix One - Legislation, Conventions, Strategies, Policies and Plans	92
Appendix Two - Working with Other Organisations	94
Appendix Three - The Department's Structure	96
Appendix Four - The Department Stakeholders	99
Appendix Five - Glossary	100

FOREWORD

FROM THE MINISTER AND DIRECTOR-GENERAL OF CONSERVATION

We are pleased to present the Department of Conservation's Statement of Intent for 2004–07. Protecting natural heritage is important for any country. For New Zealand, conservation takes on even greater importance. As a result of long isolation from other landmasses, our country is home to diverse biota including the unique, the ancient and many species threatened with extinction. Our exclusive economic zone (EEZ) is 200 nautical miles (about 370 km) and 15 times our land area, and contains more than 8,000 marine species, including close to 1,000 species of fish. Greater priority has been given to marine conservation in recent years and this will continue.



The department will encourage greater public awareness of the importance of marine conservation and the benefits for marine biodiversity, tourism and recreation, as well as commercial, recreational and customary fishing. The Marine Protected Areas Strategy, when finalised, will guide the department in setting aside new areas as part of a comprehensive network of marine protected areas. Marine reserves will be at the forefront of this work. A number of marine reserve proposals are now well advanced and will be submitted by the department this year for decisions.

Work will continue on improving our understanding of threats to the critically endangered Maui's dolphin and on minimising these threats. With the help of well-managed concessions, flourishing marine mammal populations in our coastal waters have become a key tourism drawcard. As highly mobile species with individual ranges covering vast areas of ocean, marine mammals present special challenges for their conservation. The fishing industry has displayed a willingness to work co-operatively with the department to reduce the industry's impact on marine mammals and also on seabirds. We expect to achieve continued progress in these areas.



Major gains in high country conservation have been achieved in the last year with the protection of the large Molesworth Station as public conservation land, along with a number of other outstanding areas including the 23,700 ha Birchwood Station. The vast tussock grassland ecosystems and landscapes of the eastern South Island are the last large tracts of public land to be separated into areas for conservation management and for commercial uses. Agreements with pastoral lessees will see further substantial areas becoming public conservation land. Tenure review and managing conservation threats to the high country, particularly from weeds, and fostering recreational opportunities will be priorities for the coming years.



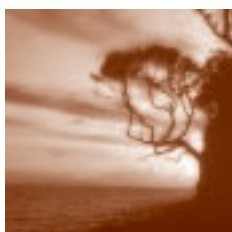
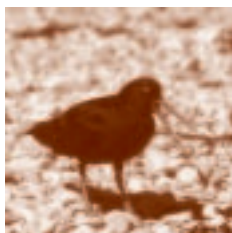
The department leads the world in threatened species management and in controlling introduced weeds and pests. The department will improve its reporting on the effectiveness of this work and will further refine its performance measures.

Finally, it must be recognised that a quiet green revolution is happening in many regions of the country. Nature tourism and outdoor recreation are becoming economic mainstays in many rural communities based on well-managed protected parks and reserves and on increasing areas of private land. Thousands of businesses depend upon public conservation areas for their income and the department manages more than 3,500 individual commercial concessions. A review of our concessions management aims to improve processing efficiency for applicants and to ensure greater consistency with strategies and plans to strengthen protection of natural and historic heritage.



Hon Chris Carter
Minister of Conservation

Hugh Logan
Director-General



PART ONE: INTRODUCTION



INTRODUCTION

LEGISLATIVE REQUIREMENTS



The work of the Department of Conservation is shaped by the Conservation Act 1987 and subsidiary conservation legislation, and directed by the Government's key goals.

The department is the leading central government agency responsible for the conservation of New Zealand's natural and historic heritage. Its legislative mandate is the Conservation Act 1987 and other key statutes listed in its first schedule: the Wildlife Act 1953, Marine Reserves Act 1971, Reserves Act 1977, Wild Animal Control Act 1977 and the Marine Mammals Protection Act 1978. In addition, the National Parks Act 1980 is another key statute. Like other government departments, the department has the responsibility to advise Ministers and the Government and to implement Government policy.

The department's key functions as set out in the Conservation Act are to:

- manage land and other natural and historic resources
- preserve as far as practicable all indigenous freshwater fisheries
- protect recreational fisheries and freshwater habitats
- advocate conservation of natural and historic resources
- promote the benefits of conservation (including in Antarctica and internationally)
- provide conservation information
- foster recreation and allow tourism, to the extent that use is not inconsistent with the conservation of any natural or historic resource.

The department has a particular responsibility under section 4 of the Conservation Act to interpret and administer the Act to give effect to the principles of the Treaty of Waitangi. This involves building and supporting effective conservation relationships with tangata whenua at the local level.

The department has powers and functions under a number of other Acts (refer to Appendix One for a list of the key legislation).

INTRODUCTION

CONTRIBUTION TO GOVERNMENT GOALS

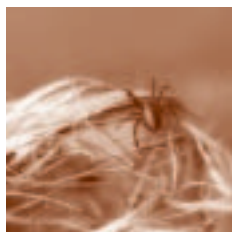


The department directly contributes toward achieving the Government's key goals to:

- protect and enhance the environment
- strengthen national identity and uphold the principles of the Treaty of Waitangi.

It also contributes toward achieving the Government's key goals to:

- grow an inclusive, innovative economy for the benefit of all
- improve New Zealanders' skills.

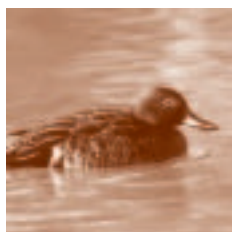


Legislation and the key goals provide the department with its vision, which is:

"New Zealand's natural and historic heritage is protected; people enjoy it and are involved with the department in its conservation."

"Kei te mabi ngātahi te Papa Atawhai me ngā iwi whānui ki te whakaute, te manaaki me te tiaki i ngā taonga kōiora me ngā taonga tuku iho o Aotearoa hei painga mō te katoa."

The vision statement is an overarching outcome. The department has identified two outcomes towards fulfilling its conservation responsibilities under the legislation and directed by Government's key goals:



1. New Zealand's natural and historic heritage entrusted to the Department of Conservation is protected and restored.
2. People have opportunities to appreciate and benefit from their natural and historic heritage and are involved and connected with conservation.

The diagram on the following page shows how our work contributes to Government goals.



How the Department Contributes to Government Goals

Key Government Goals

- Protect and Enhance the environment.
- Strengthen national identity and uphold the Treaty of Waitangi.
- Grow an inclusive innovative economy for the benefit of all.
- Improve New Zealanders skills.



Departmental Vision

- New Zealand's natural and historic heritage is protected; people enjoy it and are involved with the department in its conservation.
- *Kei te mabi ngā tabi te Papa Atawhai me ngā iwi whānui ki te whakaute, te manaaki me te tiaki i ngā taonga kōiora me ngā taonga tuku iho o Aotearoa bei painga mō te katoa.*



Departmental Outcomes

- Protection–New Zealand's natural and historic heritage entrusted to the Department of Conservation is protected and restored.
- Appreciation–People have opportunities to appreciate and benefit* from their natural and historic heritage and are involved and connected with conservation.



Intermediate Outcomes**

- The loss of natural heritage is halted
- Threatened species are protected.
- Biosecurity risks are minimised.
- Historic heritage on public conservation lands is protected.
- A representative range of historic sites is protected.
- A range of quality opportunities are provided.
- People impacts are minimised.
- People make significant contributions to conservation.
- People support conservation.
- The department gives effect to the principles of the Treaty of Waitangi in its work.



Supported by departmental capability

* Benefits may include: enjoyment, education, health, inspiration, recreation and economic (within the constraints of legislation).

** Abbreviated.

INTRODUCTION

OVERVIEW

New Zealand's environment is one of the country's defining features and is recognised internationally. New Zealanders have a close association with their natural and historic heritage through their work, recreation, community involvements and families and whanau. It is critical that the department understands the complex social, cultural, health, economic and environmental context in which it works.

Environmental

Isolation is a strong theme of New Zealand's biological and cultural histories. Evolution through a long period of isolation created unique flora and fauna. This has meant our plants and animals are especially vulnerable to changes.

New Zealand was one of the last areas on earth to be settled by people. The settlers, and the exotic species they brought with them, have had a dramatic impact on our indigenous biodiversity, hence the significant emphasis today on pest and weed control.

Isolation has also benefited New Zealanders. Coupled with our low population density, it has spared us the effects that pollution has had elsewhere and helps us manage new biosecurity risks.

In response to these challenges and to address some of the highest priorities, in 2000 the Government provided a \$189 million package over five years to increase biodiversity outcomes under the New Zealand Biodiversity Strategy. This funding was allocated to several government agencies with the majority of funding allocated to the Department of Conservation and the Ministry of Fisheries. [www.biodiversity.govt.nz]

Biodiversity chief executives have agreed that the Biodiversity Strategy and funded programmes should be reviewed next year to determine whether the progress being made is sufficient against the goals of the strategy.

Management arrangements for biosecurity within government are being improved. These changes will be implemented in 2004 and will affect the department's work.

A key improvement programme for the department is the development of a Natural Heritage Management Systems tool to support managers in determining the value and benefit of conservation management choices.

New Zealand's marine environment is 15 times larger than its land area. Achieving more marine reserves remains controversial in some areas and is challenging under the current Marine Reserves Act. Bycatch in fisheries poses a serious threat to some protected species, such as Maui's and Hector's dolphins, albatross species and New Zealand sea lion. The department is working effectively with the Ministry of Fisheries and the fishing industry to address this threat.

International co-operation and the support of our neighbours are required to protect our shared natural heritage, and we need to work in partnership to be effective. For example, Australia and New Zealand are starting to explore the possibility of a high seas Tasman Sea regional agreement to achieve improved marine protection.

The department advocates for the conservation of Antarctica. Particular issues of interest are managing tourism impacts, marine conservation and identifying special areas for protection in the region.

In the past year, the department and the New Zealand Conservation Authority began establishing and reviewing general policies for conservation and national parks. These statutory documents are to set clear conservation bottom lines and guide local management plans and decisions. Draft documents have been produced and final documents are expected in 2004/05. [www.doc.govt.nz/about-DOC]

Economic

The New Zealand economy depends on the environment, in particular primary production, power generation and tourism, creating further challenges for the department. As tourism grows, it is becoming more difficult to protect special places while allowing people to enjoy them. Agricultural developments are impacting on land and water quality, for example the growth in the dairy farming and viticulture industries, demands for irrigation and aquaculture.

Changing technologies for recreation, such as mountain bikes and jet skis, and increasing numbers of four-wheel drive vehicles, have brought noise, safety, crowding pressure and other issues into conservation management. Changing technology also places new demands on the department to provide more information and services electronically.

Conservation contributes to New Zealand's economy in other areas than tourism. Protecting ecosystem services such as water catchments and inspiring the creative industries such as providing the backdrop for *Lord Of The Rings* are examples of conservation delivering more than national parks to New Zealanders. Ecosystem services include water and soil conservation. In the case of water, many parks and reserves help contribute to a higher water yield, a more consistent flow pattern, minimising floods and droughts and higher water quality.

Economic research has attempted to put a total value on indigenous biodiversity, including marine biodiversity, for New Zealand. This figure was estimated to be \$230 billion – significantly more than the GDP for the same year at \$84 billion. This indicates the broad and valuable contribution of biodiversity to New Zealand overall.¹

The tension for conservation in New Zealand is the demand for growth while protecting natural and historic values and preserving opportunities for future generations.

1. Patterson M and Cole A, 1999. *Assessing the value of NZ's biodiversity*. Occasional paper no. 1, School of Resource and Environmental Planning, Massey University.

Social and cultural

The Conservation Act requires the department to provide for the appreciation and enjoyment of natural and historic heritage, and to safeguard it for future generations. Building strong public support for conservation is critical to that.

New Zealand's population is expected to steadily increase over the coming decades, rising to more than 4.5 million by 2021. The population will also get older with a faster growth rate among Māori and Pacific peoples and higher growth in the north. Changing demographics in terms of age, cultural mix, immigration and geographic distribution are shifting people's needs and expectations. The department needs to change to connect with these newer or larger groups, beyond its traditional audiences.

The importance of the environment to our national identity, and in particular the relationship of Māori to the land as tangata whenua, increases the need for interested communities to be involved in conservation management decisions. Cultural values are also embedded in our legislation, requiring the department to build and support effective conservation relationships with tangata whenua at the local level and in relation to specific places. For example, the department and the Ruapuka-Uekaha Trust are represented on a joint management committee overseeing the management of the Waitomo Caves.

There is also an increasing desire by tangata whenua to become more involved in conservation as Treaty of Waitangi claims are worked through and settled. The department works with iwi and hapu under legislated agreements arising from settlements. These new opportunities present capacity and capability challenges.

People are increasingly taking their own conservation initiatives outside the department's work. This is providing opportunities and challenging the department's ability to satisfy increasing expectations. This sits alongside a growing expectation from the public that more needs to be done for conservation of public lands by the department.

The Government provided additional funding for recreational assets of \$349 million over 10 years from 2002, sufficient to maintain existing recreational opportunities but not for growth. Inflationary pressures and higher building standards are increasing the costs of producing outputs and the regulatory environment is placing a higher duty of care on the department. In the past year, the department has consulted with the public as it works to ensure maintenance of a range of recreational opportunities throughout New Zealand. [www.doc.govt.nz/explore]

The department is a recognised leader in natural heritage management in New Zealand and internationally. As such, we seek to share our knowledge with others. In the historic heritage management arena, we share the leadership role with the Ministry of Culture and Heritage and the Historic Places Trust, who have overall responsibility for the management of historic heritage in New Zealand. We actively manage a small proportion (about 5%) of the total historic places on conservation land.

New Zealand has secured a seat on the World Heritage Committee – the premiere international body for protected areas. As demands to contribute to international agreements and conservation initiatives increase, the department has to carefully prioritise its limited resources while still contributing to international conservation needs and gaining important international recognition for conservation work in New Zealand.

INTRODUCTION

RISKS

The department's work carries risks. The highest risks managed by the department, based on an assessment of the risk managed and the highest magnitude and likelihood, are:

- The overall impacts of introduced species on protected areas and species in the wider environment exceed the capacity of the department to respond. This is compounded by the potential threat from new species coming into the country. The department is managing this risk by participating in the implementation of New Zealand's Biosecurity Strategy, ongoing work on existing biosecurity risks to conservation and by taking a proactive approach to unwanted organisms that might establish in New Zealand by identifying the potential invaders, likely entry points and the appropriate response to ensure effective eradication or containment.
- The complexity of the legal environment we work in and the challenges of compliance in remote and hazardous areas. The department is managing this risk by continuing to develop a quality culture and standard systems that support staff in meeting legal requirements. This is supported by strong monitoring of our key legislative compliance requirements through our operational review system.
- Reputational - acting in a way or becoming involved in situations that damage the organisation's reputation. The department is managing this risk through ensuring a high quality of operations and working closely and co-operatively with communities and associates.
- A widening gap between people's expectations and the department's capacity to manage natural and historic heritage. Where management is applied, it is effective in halting deterioration of our natural environment, but not all of the areas and species or populations valued by communities are under active management. This situation requires strong and ongoing prioritisation and clear communication with people that the department will not always meet all expectations.
- The impacts of growth in the agricultural and energy sectors on conservation values. The department will consider the most effective options to minimise these impacts on the environment.
- In the marine environment, legislative changes should assist in achieving the New Biodiversity Strategy's target of protecting the marine environment. Less than 1% of New Zealand's mainland coastline is protected in marine reserves at present.
- Increases in the number of international visitors to New Zealand and changes to our population make-up. The department faces increasing and changing demands on the recreational opportunities it provides, but has limited ability to control numbers. Through our contributions to implementing the New Zealand Tourism Strategy, the department can develop workable collective solutions across Government and industry. We are also

improving our website information and services so people can plan and book their visits before leaving home, as well as learn about conservation issues and their opportunities for involvement.

- The department has undertaken a consultation exercise to help it determine priorities for maintaining current recreational opportunities to more effectively manage the network of facilities and services.
- Conservation of the full range of New Zealand's natural and historic heritage in the longer term cannot be achieved without active public support. A risk is that the department may not respond effectively to the growing demand for involvement from various national and local communities. The department is developing a culture that connects technical operations with community involvement and support, under its Conservation with Communities Strategy. [www.doc.govt.nz/community]

PART TWO: DEPARTMENTAL OUTCOMES



DEPARTMENTAL OUTCOMES

OUTCOME ONE: NEW ZEALAND'S NATURAL AND HISTORIC HERITAGE ENTRUSTED TO THE DEPARTMENT OF CONSERVATION IS RESPECTED AND RESTORED



1. What the Department Aims to Achieve

This outcome has two principal components:

- protecting and restoring natural heritage of protected lands and native species
- protecting and restoring historic heritage of places and structures that contribute to national identity.

The department has a principal, but not exclusive, focus on natural and historic resources in areas it administers, and on species specifically protected by law. The department also seeks to integrate its efforts with those of its associates and neighbours. Working with other land occupiers and the community to protect, maintain and restore terrestrial, freshwater and marine indigenous biodiversity is therefore an important component of the department's work in conserving natural values.

Ninety-five percent of the department's protection programmes are applied to natural heritage management and the remainder to historic heritage, which reflects the Government's funding priorities for protected areas. These in turn are driven by the great threats to our biodiversity and unique landscapes and the enormous value globally of this natural heritage.

A. Natural Heritage

Protected areas, particularly on land, generally represent the most important, unique and best examples of natural heritage in New Zealand. As a result, the department's priority is to improve the state of protected areas, with a special emphasis on preventing fire and eliminating weeds and pests. New Zealand's indigenous biodiversity is assailed by a range of introduced pests and weeds. These smother indigenous vegetation, prevent native vegetation from establishing, browse native vegetation to the point where entire forest strata are removed and some species disappear, and attack and kill many native birds and other animals, sometimes to the point of extinction.

The scale of challenges in preventing loss of biodiversity is massive. Although there have been significant advances and achievements over recent years, so far the decline of threatened species has been slowed rather than reversed. Ecosystem management is a difficult process that involves managing multiple species, the integration of weed and pest



control efforts and freshwater habitats. Management of freshwater habitats is complex, and depends on agencies working effectively together.

The department works to prevent the entry and establishment of any new, potentially threatening pests and weeds. Where the survival of native species is not assured, the department then develops specific threatened species programmes, both in their natural environments and in special breeding centres.

The department also seeks to legally protect places with important natural heritage not otherwise represented in New Zealand's protected area network. The least represented ecosystems are given priority for protection. These include South Island grassland/shrubland ecosystems, freshwater ecosystems, and coastal and marine ecosystems.

Updates to the Marine Reserves Bill and the development of a Marine Protected Areas Strategy (with the Ministry of Fisheries) are expected to be completed in late 2004. These will direct the department's efforts to support the New Zealand Biodiversity Strategy target of protecting 10% of New Zealand's marine environment, including in the EEZ, by establishing a network of representative protected marine areas.

The department has particular responsibility for native freshwater fish, supports the Minister in his responsibilities for fish and game councils and has the lead in terms of New Zealand's international obligations under the Ramsar Convention for wetlands.

The department puts most of its resources into protecting ecosystems because this achieves the greatest returns for biodiversity, and protects other ecosystem services.

B. Historic Heritage

The department protects more than 12,000 heritage sites on the land it manages. These are mainly archaeological sites. It has chosen a representative selection of historic sites on public conservation lands for active management and, given the significant national value of these sites, priority will be given to this work. In working towards a total historic heritage "package", the department will help other interested parties seeking to conserve and interpret sites on private land.



HOW PROTECTION WORK CONTRIBUTES TO THE DEPARTMENT'S VISION

Departmental Vision

- New Zealand's natural and historic heritage is protected; people enjoy it and are involved with the department in its conservation.
- *Kei te mabi ngātahi te Papa Atawhai me ngā iwi whānui ki te whakaute, te manaaki me te tiaki i ngā taonga kōiora me ngā taonga tuku iho o Aotearoa hei painga mō te katoa.*



Departmental Outcomes

- Protection – New Zealand's natural and historic heritage entrusted to the Department of Conservation is protected and restored.



Intermediate Outcomes*

- The loss of natural heritage is halted.
- Threatened species are restored and protected.
- Biosecurity risks are minimised.
- Historic heritage on public conservation lands is protected.
- A representative range of historic sites is protected.



Key Outputs*

- Prevent significant loss of native flora and fauna.
- Control or eradicate animal pests.
- Control or eradicate plant or animal pests.
- Legally protect examples of natural environments.
- Protect and enhance populations and ranges of native species.
- Work with other agencies to prevent the entry into New Zealand of new organisms.
- Eradicate or contain newly established organisms.
- Prevent weeds and pest spreading from conservation lands.
- Provide heritage inventory information.
- Maintain, restore and interpret important historic heritage sites, provide a heritage inventory and increase tangata whenua participation.
- Support others' initiatives to protect, maintain and restore a range of important historic heritage.

* Abbreviated

2. Intermediate Outcomes

To achieve the outcome "New Zealand's natural and historic heritage entrusted to the Department of Conservation being protected and restored", the department's work is focused on five intermediate outcomes:

1. Halt the loss of natural heritage in New Zealand's terrestrial, marine and freshwater environments.
2. Restore and protect threatened species.
3. Minimise biosecurity risks from new organisms entering the country, newly established organisms, or problems that pests and weeds on conservation land that may impact on neighbours of conservation lands.
4. Historic heritage on public conservation lands is identified and, where appropriate, conserved and interpreted, so that all New Zealanders have the opportunity to understand, appreciate and enjoy their heritage.
5. A representative range of historic sites, reflecting the themes of New Zealand history, is protected.

3. Outcome Indicators

To track progress against the outcome "New Zealand's natural and historic heritage entrusted to the Department of Conservation is protected and restored", indicators are in place against the intermediate outcomes. Collectively, these indicators will provide a picture of the impact the department is having through the mix of outputs selected. While the department can report on these indicators, some of that reporting is currently based on expert opinion and cannot yet be supported with fully verifiable data.

Halt the loss of natural heritage

- Reduction in the pressure on natural character, and resulting improvement in the state of the terrestrial, freshwater and marine environments in areas administered by the department within each environment type.
- Change in the percentage of each environment type under legal protection.

Restore and protect threatened species

- Improvement in the threatened category status of indigenous species.

Minimise biosecurity risks

- Satisfaction of the Minister for Biosecurity with the provision of policy and technical advice.

Protect and restore historic heritage

- Percentage of key sites administered by the department for which heritage inventory information is available.
- Change over time in the condition of actively managed historic assets administered by the department (ratio of number of assets "improving" or "stable" relative to those "degrading").

4. Key Outputs

The main interventions or key outputs selected by the department to achieve the defined outcomes for natural and historic heritage are described below.

Halt the loss of natural heritage

- Prevent significant loss of native flora and fauna from fire, land clearance and harvesting (Biota Removal).
- Control or eradicate animal pests that pose the greatest threat to native flora and fauna (Consumption).
- Control or eradicate plant or animal pests that pose the most threats to native flora and fauna that out-compete for space or other resources (Competition).
- Legally protect examples of natural environments important for sustaining the full range of New Zealand's natural heritage (Representativeness).

Restore and protect threatened species

- Protect and enhance populations and ranges of native species most threatened with extinction, including international obligations (Species Conservation Programmes).

Minimise biosecurity risks

- Work with other agencies to prevent the entry into New Zealand and establishment of new organisms that pose a threat to indigenous biodiversity (Preventing New Organisms).
- Eradicate or contain newly established organisms that pose a threat to indigenous biodiversity (Eradicating/Containing New Organisms).
- Undertake control work on conservation lands on those priority pests and weeds which may cause problems for our neighbours (Discharging Crown Obligations).

Protect and restore historic heritage

- Provide heritage inventory information on the history and significance of key sites that supports their conservation and interpretation. Maintain, restore (where appropriate) and interpret important historic heritage sites managed by the department. Increase tangata whenua participation in the protection and management of sites of significance to them (Historic Heritage Management).
- Support others' initiatives to protect, maintain and restore a range of important historic heritage on land outside public conservation lands using a range of appropriate mechanisms, including legal protection (Historic Protection on Land Managed by Others).

5. Why the Outputs Were Chosen

These key outputs were selected for the following reasons.

Halt the loss of natural heritage

The principal potential agents of decline in New Zealand's natural heritage are:

- fire, land clearance and harvesting that destroys native flora and fauna
- animal pests eating native flora and fauna
- plant or animal pests that out-compete native flora and fauna for space, nutrients, light or water
- disruption of physical processes such as change in wetland water levels, river flows, pollution and sedimentation
- lack of legal protection from the adverse effects of human activity.

The department will give first priority to caring for the areas and the native fauna and flora entrusted to its care. Where threats may spread and affect these taonga (treasures), the department will act to counter threats where and when they occur. New areas for protection will be selected to complement the range of areas covered by the public conservation estate.

Control of biota removal

The department has a statutory responsibility to prevent and fight fires on land that it manages. Fires can spread quickly and cause extensive damage, both on and beyond public conservation areas. The department will prevent the spread of all fires on public conservation land to prevent damage over wide areas.

Land clearance is carefully controlled on all land administered by the department. Land clearance will be limited to that necessary for management activities that sustain the protected area for the purposes for which it is held.

Harvesting of native plants and animals will be strongly limited and permitted only for management, Māori cultural and scientific reasons consistent with the purposes for which the protected area is held as set out under legislation.

Replanting can be required to sustain rare natural environments with few functioning examples. Replanting effort, because of the expense and time involved, is targeted at small areas of the best remaining examples of natural environments.

This work also makes a significant contribution to ecosystem services including water and soil conservation. Natural vegetation reduces erosion and contributes to improved water quality.

Prevention of consumption and competition pressure

Many weeds and pests that threaten New Zealand's natural heritage are widespread and difficult to control. Weed and pest control is the largest single item of expenditure for the department. That said, not all pests and weeds can be controlled with current methods and resources in all protected areas all of the time.

In setting priorities for weed and pest management the department will preserve as much as possible of the remaining natural diversity of environments by focusing on:

- the best remaining examples of natural ecological systems
- distinctive or unusual ecological systems that contribute specially to national and global ecological diversity
- the habitats and processes required to sustain the greatest possible richness of New Zealand's natural biological diversity
- the pests and weeds that will cause most damage to natural heritage.

Coverage of the protected areas network

New Zealand's work on natural heritage protection owes its success largely to its extensive protected area network and the high standard of legal protection given to these areas under conservation legislation. However, the protected area network does not fully represent indigenous biodiversity, in particular in marine and terrestrial lowland environments.

There is currently insufficient knowledge to show whether we are sustainably managing New Zealand's marine and coastal biodiversity. At present, less than 1% of the marine environment around the mainland coastline is protected in marine reserves. Mixed and sometimes conflicting management responsibilities with competing environmental, social and economic priorities need to be better co-ordinated. Although New Zealand's coastal waters and habitats are generally of high quality by international standards, they are under considerable stress in some areas, particularly in estuaries near towns and cities and at the mouths of large rivers.

Disruption of physical processes such as water levels and flows can degrade protected areas. Restoration can be required to sustain rare natural environments with few functioning examples. Restoration effort, due to the expense and time involved is directed to the best remaining examples of natural environments.

It is critical that conservation gains continue to be made outside formally protected areas to ensure that a full range of natural habitats is protected. The contributions that private landowners, Māori landowners, councils and communities groups can make to protecting and restoring natural environments are significant, especially in lowland areas. The management of natural environments under the Resource Management Act 1991 is an important mechanism for sustaining natural environments and the department will provide its expertise in the processes of the Act run by local government.

Public protection in legally protected areas provides the greatest certainty to natural heritage protection and recreational access. The department will seek to add to the protected area network environments that are not currently well represented, the best quality and most distinctive areas, have important geological features, and places and landforms of importance to cultural identity. This will include participation in high country tenure review with the objective of creating a network of high country parks and reserves.

Restore and protect threatened species

Protect and enhance populations and ranges of native species most threatened with extinction

New Zealand has a high level of endemic biodiversity and the department has a special duty of care to preserve species because of their global uniqueness and their contribution to our national identity. Where native species are threatened with extinction despite the best efforts to sustain natural environments, the department will intervene directly to sustain them in their natural habitats, or where necessary to remove them to safe havens. This year, particular attention will be given to marine species like Maui's and Hector's dolphin and the New Zealand sea lion.

Tangata whenua and other groups have provided important support for many conservation initiatives. The department will continue to develop and respond to these partnerships to increase protection of threatened species.

Native species can be threatened by poaching for illegal trade. To overcome this New Zealand actively participates in the Convention on the Trade in Endangered Species to protect our own species and threatened species in other countries. [www.doc.govt.nz]

Minimise biosecurity risks posed by new organisms entering the country, newly established organisms, or problems that pests and weeds on conservation land may cause to neighbours

Work with other agencies to prevent the entry into New Zealand and establishment of new organisms that pose a threat to indigenous biodiversity

Primary responsibility for preventing the entry into New Zealand and establishment of harmful and potentially harmful organisms lies with the Ministry of Agriculture and Forestry's (MAF) biosecurity agency. The Ministry of Fisheries (MinFish) also has marine biosecurity functions at present, as a provisional arrangement. The Environmental Risk Management Authority (ERMA) manages the risks of new organisms deliberately introduced into New Zealand.

The department can help prevent the deliberate and accidental introduction or establishment of harmful and potentially harmful organisms by providing policy and technical advice to MAF, MinFish and ERMA about risks to indigenous biodiversity. Once a new organism is established in New Zealand, the department can help reduce the damage caused by the organism by providing policy and technical advice.

Eradicate or contain newly established organisms that pose a threat to indigenous biodiversity

In some instances, for example where the impact of a newly established organism is nationally significant and primarily affects conservation values, or where appropriate capability exists within the department, the department will accept the lead agency role to eradicate or contain harmful or potentially harmful organisms.

Undertake control work on conservation lands on those priority pests and weeds which may cause problems for our neighbours

Where animal pests and weeds are potential problems to adjoining properties, the department is legally obliged to provide the resources to control pests and weeds on, or which have come from, public conservation land. In this, the Crown has agreed to be bound by regional pest management strategies.

Historic heritage on public conservation lands is identified and, where appropriate, conserved and interpreted, so that all New Zealanders have the opportunity to understand, appreciate and enjoy their heritage

Provide heritage inventory information on the history and significance of key sites that supports their conservation and interpretation. Maintain, restore (where appropriate) and interpret important historic heritage sites managed by the department. Increase tangata whenua participation in the protection and management of historic heritage

The heritage inventory of baseline information enables priorities to be set for historic heritage sites on public conservation lands. Sites are classified based on historic heritage themes and 545 sites have been selected for active management. This selection reflects each site's historical and cultural importance and the role it plays in enabling New Zealanders to understand, appreciate, and enjoy their heritage.

These factors, as well as accessibility, tourism potential and the quality of the visitor experience, are also considered in setting priorities for interpretation and for maintenance.

Tangata whenua groups have provided important support for many conservation initiatives by contributing to management and interpretation.

Support others' initiatives to protect, maintain and restore a range of important historic heritage on land outside public conservation lands using a range of appropriate mechanisms, including legal protection

The department has developed expertise in managing historic sites and shares this information to support other groups in achieving shared conservation outcomes. The department also supports the protection of special historic sites through legal processes where other initiatives have been unsuccessful or are unsuitable.

DEPARTMENTAL OUTCOMES

OUTCOME TWO: PEOPLE HAVE OPPORTUNITIES TO APPRECIATE AND BENEFIT FROM THEIR NATURAL AND HISTORIC HERITAGE AND ARE INVOLVED AND CONNECTED WITH CONSERVATION.



1. What the Department Aims to Achieve

Conservation is a public good and as such is driven by people. It is influenced by a wide range of social, cultural, scientific, economic and environmental factors.

To support people being able to access opportunities to benefit from and appreciate our natural and historic heritage, the department seeks to provide and promote a wide range of recreational opportunities. At the same time, these special places will only remain so if people impacts are minimised.

Conservation places provide a broad range of potential benefits. People enjoy visiting national parks, marine reserves and other protected areas with friends, families or alone. Many New Zealanders see their opportunity to freely visit these places as synonymous with what it means to be a New Zealander.

These places play an important part in New Zealanders being able to live healthy, active lifestyles. Some people derive their livelihood from running businesses on conservation land, predominantly enhancing recreational opportunities but also other activities where these are compatible with the protection of natural, cultural and historic values and enjoyment by other people.

This outcome is also about people appreciating and enjoying conservation and building support for conservation generally. Without a level of support, we can only achieve a fraction of possible conservation outcomes. Building support occurs through increasing awareness and understanding, and providing help and opportunities for people to be involved in the department's work or to lead their own conservation initiatives. We need professional and effective relationships with interest groups, recreation groups, tourism operators and regional and local government to support this happening, which includes good relationships with Māori generally and the tangata whenua of particular places.

Providing facilities and services for recreational opportunities is a significant component of this outcome. It is based on up-to-date monitoring, research and technical development. The department welcomes the practical support offered by a number of recreation groups to maintain some facilities such as tracks and recognises the contribution concessionaires can make to achieving conservation



outcomes through providing different types of opportunities and increasing conservation knowledge. The department recognises Māori as users and consults tangata whenua when planning recreational facilities and services, including incorporating Māori perspectives into interpretation.

Internationally, the department supports New Zealand's membership of the World Heritage Committee and is working with the United Nations Educational, Scientific and Cultural Organisation (UNESCO) in the Pacific to help countries protect their natural and cultural heritage.

Work covered by this outcome also supports the achievement of Outcome One. A well-informed support base and engaging with communities are an inseparable part of conservation management decisions. The department's Conservation with Communities Strategy guides the department in operating in an open, engaging and outward-looking style.



How Appreciation work contributes to the department's vision

Departmental Vision

- New Zealand's natural and historic heritage is protected; people enjoy it and are involved with the department in its conservation.
- *Kei te mabi ngātahi te Papa Atawhai me ngā iwi whānui ki te whakaute, te manaaki me te tiaki i ngā taonga kōiora me ngā taonga tuku iho o Aotearoa hei painga mō te katoa.*



Departmental Outcomes

- Appreciation – people have opportunities to appreciate and benefit* from their natural and historic heritage and are involved and connected with conservation.



Intermediate Outcomes**

- A range of quality recreation opportunities are provided.
- People impacts are minimised.
- People make significant contributions to conservation.
- People support conservation.
- The department gives effect to the principles of the Treaty of Waitangi in its work.



Key Outputs**

- Provide a range of facilities, services and information, and monitor satisfaction.
- Mitigate and monitor any significant adverse effects of people and concessions.
- Provide community relations services.
- Support new opportunities to work together with tangata whenua for conservation outcomes and enhancing matauranga Māori.

* Benefits may include: enjoyment, education, health, inspiration, recreation and economic (within the constraints of the legislation).

** Abbreviated.

2. Intermediate Outcomes

To achieve the outcome "people have opportunities to appreciate and benefit from their natural and historic heritage and are involved and connected with conservation", the department's work is focused on five intermediate outcomes:

- a range of quality recreation opportunities, consistent with the protection of conservation values, is provided in areas managed by the department, and promoted so that all New Zealanders have the opportunity to derive benefits from these areas
- people and concession impacts on natural and historic heritage are minimised
- people make significant contributions to conservation
- people are aware of conservation issues and support conservation; and
- the department gives effect to the principles of the Treaty of Waitangi in its work.

3. Outcome Indicators

To track progress against the outcome "People have opportunities to appreciate and benefit from their natural and historic heritage and are involved and connected with conservation", indicators are in place against the intermediate outcomes. Collectively, these indicators provide a picture of the impact the department is having through the mix of outputs selected.

Range of recreation opportunities

- Change, over time, of satisfaction with the range of recreation opportunities provided.

Minimising impacts on natural and historic heritage

- Change in the proportion of sites where visitor and concession activity has significant adverse effects on natural or historic heritage.

People contributing to conservation

- Change in people's levels of involvement and satisfaction, in particular:
 - people's involvement in conservation projects outside work
 - satisfaction with level of involvement
 - perception of opportunities to be involved in conservation decision-making.
- Change in the quality of engagement with key associates, in particular the department's performance in managing relationships.

Increasing awareness and support

- Change in New Zealanders' understanding of the important conservation issues and what information sources they use to form their views.

Giving effect to the Treaty

- Tangata whenua are able to maintain their cultural relationships with taonga located in areas managed by the department.

4. Key Outputs

The main interventions or key outputs selected by the department to achieve the defined outcomes for enjoyment and appreciation are:

Range of recreation opportunities

- Provide a range of facilities and services, information, and monitor satisfaction with the range of recreational opportunities provided (Visitor Facilities and Services).

Minimising impacts on natural and historic heritage

- Mitigate any significant adverse effects of people and concessions on natural, cultural and historic heritage and monitor the effects of people and concessions at selected visitor sites (Visitor and Concession Impact Management).

People contributing to conservation

- Provide community relations services including volunteer programmes, partnerships and support for others' conservation initiatives (Community Relations).

Increasing awareness and support

- Provide community relations services including information, communication and education services, events, awareness programmes and creative projects, and the department's international advocacy (Community Relations).

Working with tangata whenua for conservation and enhancement of matauranga Māori

- Support new opportunities to work together with tangata whenua for conservation outcomes and enhancing matauranga Māori (Working with Tangata Whenua).

5. Why the Outputs Were Chosen

These key outputs were selected for the following reasons:

Range of recreation opportunities

Provide a range of facilities and services

New Zealanders and international visitors value highly the opportunity to benefit from public conservation lands and waters. People of all ages, cultures and backgrounds go to these places for a variety of reasons, be it for inspiration, enjoyment and challenge, or to escape from the pressures of our everyday lives. This contributes to a healthy active lifestyle for New Zealanders

and is part of New Zealanders' sense of identity. Conservation places also provide educational and economic benefits.

People visiting areas have a variety of skills, interests and expectations, requiring a range of opportunities to be provided for people to benefit from the recreational experience. This ranges from wilderness areas with no facilities and services to short walks and picnic areas suitable for families or those with limited mobility. Commercial activities take place where facilities and services are provided by concessionaires, offering a wider range of recreational opportunities to be enjoyed and reflecting the importance of public conservation lands and waters to local economies.

Provide a range of information about recreational opportunities

Most people want information about the places they intend to visit. The nature of information required tends to vary with the type of person visiting and the activity or experience sought.

The department seeks to provide a range of information and interpretation to increase people's awareness and enjoyment of places.

Monitor satisfaction with the range of recreational opportunities provided

The quality and enjoyment of people's recreational experiences can be diminished by activities such as overcrowding, loss of solitude and noise. The department monitors these issues when they occur and puts in place relevant management actions.

Minimising impacts on natural and historic heritage

Monitor the effects of people and concessions on natural, cultural and historic heritage at selected visitor sites

People and the activities they undertake can impact adversely on the natural, cultural and historic values of public conservation lands and waters. This can include wildlife disturbance or habitat damage, pollution, the introduction of unwanted species and disturbance to wāhi tapu and historic sites. Careful management is required to minimise adverse impacts on natural, cultural and historic values and on the quality of the experience.

Mitigate any significant adverse effects of people and concessions on natural, cultural and historic heritage where these impacts occur

Monitoring at selected sites is the most effective way of identifying where visitor use has an unacceptable impact on natural and historic heritage and deciding when mitigation measures are needed. A wide range of mitigation actions may be taken, and monitored for their effectiveness.

Concessions for business opportunities such as grazing and telecommunication towers are permitted where natural and historic values can be protected. Monitoring is required to identify and mitigate any adverse effects.

People contributing to conservation

The conservation outcomes desired by New Zealanders are beyond the reach of the department alone – the task lies not only in the areas managed by the department but also on other public land and private land. People want to contribute through a sense of joint stewardship for the country. Providing people with a range of ways to make a difference for conservation by giving their time, expertise and/or goods and services achieves this.

Volunteer programmes

Many New Zealanders and international visitors want to help achieve conservation on the ground and increase their knowledge of conservation challenges. Some of these people are unable to take part without the direct support of the department. Volunteer programmes allow people to be part of the department's work, increase their conservation understanding and awareness, make a hands-on contribution to meaningful work and in some instances form a long-term relationship with the department.

Partnership services

Community groups, iwi and hapu, businesses and other organisations want to contribute to conservation generally and to the department's work. Partnerships provide a model for contribution in which leadership is shared and resources are pooled. Partnerships are sometimes the best way of achieving conservation work at specific places and increasing understanding and awareness of those taking part. They can also have the ability to produce conservation outcomes that would not be possible for the department working by itself.

Supporting others

Many people and groups want to achieve their own conservation initiatives. The department supports these people by sharing its skills and knowledge including administration requirements through open days, communicating to and facilitating networks and informal or formal training.

Increasing awareness and support

Providing good information, using a variety of mechanisms, helps build a better understanding of and support for conservation. Telling stories of conservation challenges and celebrating conservation successes allows the department to inspire people to make a difference for conservation nationally and internationally.

Communication services

People want to be informed about conservation successes and challenges and ways they can contribute, be involved and enjoy special places. By providing a website, targeted publications and news media services, the department can efficiently and effectively reach a wide range of people with information about conservation and opportunities.

Education and events

People can have positive and negative impacts on conservation. Helping people, especially children and non-traditional audiences, learn about and be inspired by conservation should reduce negative and increase positive impacts. The department uses a wide range of initiatives to do this including education, campaigns, awareness-raising work and events and creative programmes like Wild Creations for artists in residence. [www.doc.govt.nz/community]

International conservation

New Zealand has committed to international conservation agreements and fora, recognising that many conservation challenges straddle national boundaries, for example seabird by catch. Advocating the Government's position on conservation internationally, co-ordinating New Zealand's responsibilities and sharing knowledge in international situations helps the department influence conservation thinking and decisions for the benefit of conservation worldwide. [www.doc.govt.nz/conservation]

Working with tangata whenua for conservation and enhancement of matauranga Māori

New opportunities to work together with tangata whenua for conservation outcomes and enhancing matauranga Māori

Māori have a deep interest in the work of the department. In addition, there are Treaty claims covering large areas of public conservation land and resources. In many rural areas, Māori make up a large proportion of the communities with which the department interacts, especially rural communities.

By consulting with tangata whenua on proposed policies and management actions the department is able to identify their interests. Participation in decision-making processes and conservation activities enables tangata whenua to exercise their customary role as kaitiaki according to their tikanga and is in accord with the department's statutory obligations.

Tangata whenua groups can prove to be powerful allies in supporting and promoting conservation initiatives, particularly at the local level. Many tangata whenua groups have developed conservation strategies and initiatives for taonga within their rohe or area and have their own environmental management capability. In the way that the department works with territorial authorities on environmental management matters, we work with tangata whenua.

DEPARTMENTAL OUTCOMES

ORGANISATIONAL CAPABILITY

To achieve its strategic direction and be able to respond to any changes in direction, the department needs an adaptive culture that values collaboration, good organisational systems, assets being managed for the long term, and leadership at all levels.

The department is anticipating a number of challenges that, if not planned for, will place pressure on its capability to deliver. These will arise from:

- the approach we adopt as we continue to build our understanding of what interventions are most effective
- opportunities and risks resulting from new technologies, and
- working more effectively with communities, Maori and other associates.

Principles

Three overarching principles guide what capability the department is seeking. These are:

- innovative and inclusive – using the skills and talent of a diverse workforce, helping others with their conservation work and seeking the help of others in our work, sharing knowledge, welcoming constructive criticism and learning from our mistakes
- maximising return on investment – having a productive and empowered workforce, managing assets effectively and efficiently, and acting with probity
- striving for excellence in all we do – acting with integrity and behaving ethically, continually seeking to improve organisational performance, and developing the resources required to achieve conservation underpinned by science.

The department's work is also supported by science and research which guides and informs management decisions. [www.doc.govt.nz/publications]

Capability Framework

The department has developed a capability framework that guides its consideration of what capability is required across the organisation generally and to support the achievement of its two outcomes – protection and appreciation.

The framework has seven elements of capability: people; systems; an organisational model; resources; leadership; culture; and relationships.

Identifying current capability

While a good deal of work is already underway in the above areas, analysis of information collected from our capability assessment and planning process has identified four particular aspects to be addressed:

- capability and change management planning need to be enhanced as part of all process design work
- integrated capability analysis across all new initiatives such as the Natural Heritage Management System needs to be undertaken to provide a base for capability planning
- embedding desired changes in style, behaviour and competencies into our culture requires an integrated approach by managers and system/process designers
- focusing on social as well as technical processes required to support improvement in technical aspects of our work will enhance quality of outcome.

These issues will be addressed in meeting the key challenges for 2004/05 described below.

Key Challenges for 2004/05 and how they will be addressed

Improving our management capability and the quality of our decision making:

- improve support systems which improve our management and assist our decision-making including:
 - reviewing the business planning process
 - implementing new financial management and human resources information systems
 - improving organisational performance and reporting
 - filling strategic policy gaps such as completing General Policies to enhance priority setting
- reinforcing the intended outcomes of the Work of Role programme with senior managers that supports managers in focusing on what's important, with emphasis on performance and succession management.

Improving the monitoring and strategic planning of our organisational capability:

- develop an organisational capability strategy
- ensure the information requirements for capability assessment and planning are integrated with broader strategic planning
- analyse the composition of our workforce, reflecting changes in skills sets required, the diversity in our communities and our aging workforce and build into capability planning

- carry out a further culture survey to monitor the effectiveness of style and behaviour changes to enable us to work differently, be adaptable and responsive to change, share knowledge and optimise our delivery with and through stakeholders,
- fully implement the Business Management Division review
- trial use of the systems study methodology as an audit tool to monitor the effectiveness of social and technical processes to deliver planned outcomes
- develop an asset management system
- review the information communications technology plan.

Optimising the potential of our workforce:

- Continue the skills development programmes required to undertake our work
 - with Māori and other communities
 - in managing recreational facilities
 - managing historic assets
 - in ecological management
 - as managers and leaders.
- continue to build a work place environment that supports a diverse workforce
- continue to work in partnership with the unions representing the department's staff, the Public Service Association (PSA) and Amalgamated Workers' Union of New Zealand (AWUNZ).

Capability - Protection Outcome

Existing capability

The department's capability at present to deliver on its protection outcome includes:

- staff committed to protecting and restoring New Zealand's natural and historic heritage
- core competency training courses covering many aspects of terrestrial ecological management and historic heritage management
- resources to maintain the current level of natural and historic heritage management activity
- the Historic Asset Management System for identifying, recording and storing information about historic sites and, in an advanced design stage, a similar information system for natural heritage management

- a science-based approach to natural and historic heritage management to continually improve our knowledge and provide new technologies and methods
- a commitment to working with communities including Māori
- a recognition of tangata whenua skills and knowledge to enhance understanding and the way the department manages places
- strong networks throughout New Zealand and overseas to promote the sharing of knowledge debate.

Key challenges for 2004/05

The department's growing understanding of future capability needs shows that:

- core competency training courses are needed for biosecurity and site management
- a review is required to quantify the options and related funding for continued implementation of the New Zealand Biodiversity Strategy
- development and implementation of the Natural Heritage Management System is needed
- the department needs to work more effectively with central and local government agencies and to empower communities to become more involved in protecting and restoring natural and historic management
- relationships with Māori continue to strengthen through good communication, mutual understanding, involvement and the development of formal and informal protocols
- continued assessment of current capability and building knowledge of future capability is required
- the department needs to do more work measuring progress toward achieving outcomes. This can be difficult, especially when outcomes are influenced by so many external factors.

Capability - Appreciation Outcome

Existing capability

The department's capability at present to deliver on its appreciation outcome includes:

- staff committed to ensuring people enjoy and appreciate our natural and historic heritage and have the opportunity to be involved
- core competency training courses covering aspects of working with Māori and communities, in particular Te Pukenga Atawhai, which supports staff in understanding Māori tikanga and how to work with iwi and hapu in achieving conservation outcomes.

[www.doc.govt.nz/community]

- resources to maintain the current level of activity in ensuring people enjoy and appreciate our natural and historic heritage and have the opportunity to be involved
- the Visitor Asset Management System for identifying, recording and storing information about visitor assets
- a strong network with individuals and community groups to provide a good basis for community involvement
- communities who want to contribute to and be involved in the work of the department
- volunteer programmes
- good working relationships with iwi and hapu.

Key challenges for 2004/05

The department's growing understanding of future capability needs shows that:

- core competency training is required to increase knowledge and skills in managing the processes and funding for upgrading and replacing visitor assets
- the department's public website needs rebuilding to improve access to information, meet e-Government requirements and support conservation outcomes
- outwardly focused leadership is required to successfully implement the Conservation with Communities Strategy, especially in managing community expectations against the department's priorities and ability to deliver
- it is important to fully understand and capitalise on the potential of the long-term community-council plans required under the revised Local Government Act.

Capability-Science and Research Priorities

The department underpins its conservation programmes with science and research conducted by its own research staff and purchased from external science agencies. The department publicises its research priorities to encourage investment in conservation science and research from other bodies such as the Foundation for Research Science and Technology.

Research and development priority will continue to be given to improving the department's natural and historic heritage management tools, inventory and monitoring frameworks, information management and performance reporting.

The department will strengthen the effectiveness of its research investment by improving the communication of science and research findings, both internally to its technical and field staff and externally to agencies and community groups involved in conservation.

Science and research for protection

The department's science and research programme will continue to focus on assessing and predicting risks from introduced pests and weeds and seek cost-effective control for multiple pests across a range of control intensities and ecosystem types. By focusing most research effort on ecosystem-based solutions the department will aim to maximise returns on investments at key sites and achieve wider biodiversity protection. Where the survival of species is not assured by the ecosystem approach, the department directs research at specific, threatened species recovery programmes.

The department's marine and freshwater classification research will improve assessment of the adequacy of current aquatic ecosystem protection and identify key sites for future protection. New marine research will focus on understanding increasing pressures on coastal zones from marine farming and development.

Research will focus on improving the interpretation of historic heritage to the public, improving the representative coverage of historic protection and providing tools for historic site protection.

Science and research for appreciation

Science and research efforts will help define natural and social conservation values at specific places and the associated physical and social impacts. It will also undertake research on the benefits from, and barriers to, achievement of quality visitor experiences.

Other social research will also focus on improving public participation in conservation, strengthening community skills and initiatives with the department. Investigations will continue to determine the contribution that the management of conservation lands and resources makes to wider social, cultural and economic goals of government.

DEPARTMENTAL OUTCOMES

POLICY, PLANNING AND MINISTERIAL AND STATUTORY BODY SERVICING

Some of the department's activities contribute across both of its two outcomes. This work is providing effective policy advice and servicing to Ministers and a range of statutory bodies and underpins the department's work overall. This is covered by the department's output class: Policy Advice, Servicing the Minister and Statutory Bodies, and Statutory Planning.

The outputs covered include:

- Provide policy advice including advice to Ministers on major policy initiatives, proposals for amending legislation and regulations, and advice to the Office of Treaty Settlements on conservation-related aspects of Treaty settlement negotiations.
- Service ministerial requirements including writing submissions to Ministers, drafting replies to Ministerial correspondence, writing responses to Ministerial requests for information.
- Service statutory bodies including with policy advice, administrative services and appointments advice for the New Zealand Conservation Authority, conservation boards, the Nature Heritage Fund and the Nga Whenua Rahui Komiti.
- Prepare management plans and conservation management strategies, including consultation.

The department, unlike most government agencies, retains both an operational and a policy role. Capability is required at all levels of the department to provide the information and advice that Ministers and statutory bodies require to make decisions and to respond to requests for information.

Quality Standards

The department has in place more than 300 policies, standards, best practice documents and standard operating procedures to guide its work. These quality standards are applied to all aspects of its operations.

The department runs an Operating Review System that involves managers at all levels of the business in monthly reviews where exception reporting is used to identify operational issues, such as compliance with standard operating procedures.

CONNECTION BETWEEN DEPARTMENTAL OUTCOMES AND OUTPUT CLASSES

Departmental Outcomes	Intermediate Outcomes*	Output Classes
1. Protection: New Zealand's natural and historic heritage entrusted to the Department of Conservation is protected and restored.	<ul style="list-style-type: none"> The loss of natural heritage is halted. Threatened species are protected. 	Vote Conservation <ul style="list-style-type: none"> Management of Natural Heritage.
	<ul style="list-style-type: none"> Biosecurity risks are minimised. 	Vote Biosecurity <ul style="list-style-type: none"> Biosecurity Policy Advice. Indigenous Forest Biosecurity Protection. Specific Pest and Disease Responses. Crown Pest Weed Exacerbator Costs.
	<ul style="list-style-type: none"> Historic heritage on public conservation lands is protected. A representative range of historic sites is protected. 	Vote Conservation <ul style="list-style-type: none"> Management of historic heritage.
2. Appreciation: People have opportunities to appreciate and benefit from their natural and historic heritage and are involved and connected with conservation.	<ul style="list-style-type: none"> A range of quality recreation opportunities are provided. People impacts are minimised. 	Vote Conservation <ul style="list-style-type: none"> Management of recreational opportunities. Recreational Opportunities Review.
	<ul style="list-style-type: none"> People make significant contributions to conservation. People support conservation. The department gives effect to the principles of the Treaty of Waitangi in its work. 	Vote Conservation <ul style="list-style-type: none"> Conservation with the community.

* Abbreviation

** This output class distributes over both departmental outcomes.

PART THREE: STATEMENT OF OBJECTIVES



STATEMENT OF OBJECTIVES

OUTPUT PERFORMANCE FOR THE YEAR ENDING 30 JUNE 2005

OUTPUT CLASS—MANAGEMENT OF NATURAL HERITAGE

Description of Output Class: this class of outputs covers the preservation of natural heritage including the maintenance, restoration and protection of ecosystems, habitats and species.²

Biota Removal – prevent significant loss of native flora and fauna from fire, and clearance and harvesting.

Outputs	2004/05 Performance Measures and Targets
<p>Fire control</p> <p>Services directly associated with the maintenance of an effective fire management capacity and extinguishing fires when they arise.</p>	<ul style="list-style-type: none"> Annual fire plans meeting National Rural Fire Authority standards completed and operationalised for each of 13 conservancies. <p>These fire plans contribute to the outcome target of preventing fire from burning more than 0.05% of land over which the department is responsible for fire control.</p>

² The department has revised the key outputs as part of an ongoing improvement programme and it is likely that some outputs (such as RMA Protection Mechanisms) will be transferred in from a different output class during the year. The resultant amended output class will be reported on in the Annual Report.

Consumption – controlling and eradicating animal pests that pose the greatest threat to native flora and fauna.

Outputs	2004/05 Performance Measures and Targets
<p>Animal Pest Control</p> <p>Services directly associated with eradication and control programmes for possums, goats deer and other pests to slow or halt the decline in indigenous biodiversity by preventing structural or compositional deterioration, to improve biodiversity in outstanding and/or distinctive and/or representative areas and to reduce future risks to indigenous biodiversity by preventing the establishment of populations in new areas.</p>	<ul style="list-style-type: none"> • 260,000 hectares of land administered by the department will receive treatment for possums this year. • 925,000 hectares of land administered by the Department will be under sustained possum control. • 205,000 hectares of land administered by the department will receive treatment for deer this year. • 535,000 hectares of land administered by the department will be under sustained deer control. • 1,040,000 hectares of land administered by the department will receive treatment for goats this year. • 1,790,000 hectares of land administered by the department will be under sustained goat control. <p>Priorities for this work are set using criteria contained in national pest strategies. Control is carried out using best operational practice as detailed in the Department's standard operating procedures.</p>
<p>Thar Control</p> <p>Services directly associated with eradication and control programmes for thar in accordance with the Himalayan Thar Control Plan to slow or halt the decline in indigenous biodiversity by preventing structural or compositional deterioration, to improve biodiversity in outstanding and/or distinctive and/or representative areas and to reduce future risks to indigenous biodiversity by preventing the establishment of populations in new areas.</p>	<ul style="list-style-type: none"> • 320,000 hectares of land administered by the department will receive treatment for thar this year. • 830,000 hectares of land administered by the department will be under sustained thar control. <p>Priorities and control is carried out in accordance with the Himalayan Thar Control Plan and using best operational practice as detailed in the department's standard operating procedures.</p>
<p>Island Management and Restoration</p> <p>Services associated with the management and restoration of all islands except for the North, South, Waiheke, D'Urville, Stewart, Main Chatham and Great Barrier islands.</p>	<ul style="list-style-type: none"> • 89 islands will be kept rodent-free through the effective implementation of quarantine and contingency procedures in accordance with the Island Biosecurity Standard Operating Procedure.

Competition – controlling and eradicating plant or animal pests that pose the most threat to native flora and fauna that out-compete for space or other resources.

Outputs	2004/05 Performance Measures and Targets
<p>Weed control</p> <p>Services associated with the eradication, containment and management of invasive weeds which are, or are capable of, significantly affecting important natural areas, threatened species, or ecological processes.</p>	<ul style="list-style-type: none"> • 104 weed control work plans will be completed to prevent the spread of ecologically significant weeds using a weed-led approach. • 285,000 hectares of land administered by the department will receive treatment for weed control in the current year to reduce the pressure of ecologically damaging weeds using a site-led approach. • 680,000 hectares of land administered by the department will be under sustained weed control using a site-led approach. <p>Priorities for this work are set under criteria contained in the department's national weed strategy and control is carried out using best operational practice as detailed in the department's standard operating procedures.</p>

Representativeness – legally protect examples of natural environments important for sustaining the full range of New Zealand’s natural heritage.

Outputs	2004/05 Performance Measures and Targets
<p>Protection of Land and Freshwater Environments</p> <p>Services including the survey, investigation and implementation of formal protection of land, freshwater areas, including education. Protection may be achieved by conservation covenant, gift, purchase, lease, management agreement, setting apart or public access easement, using statutes administered by the department. Also includes changes to the existing status and classification of land and freshwater areas under the administration of the department.</p>	<ul style="list-style-type: none"> The area of natural heritage under legal protection in at least two of the eight environments least represented in the protected areas network will be increased. <p>Protection may be achieved by conservation covenant, gift, purchase, lease, management agreement, setting apart or public access easement, using statutes administered by the department in accordance with standard operating procedures.</p>
<p>Protection of Marine Environments</p> <p>Services including the survey, investigation and implementation of formal protection of marine reserves and other marine areas, using statutes administered by the Department. The key statutes are the Marine Reserves Act 1971 and other marine protected area statutes specific to a given location within the territorial sea.</p> <p>It also covers management of marine reserves and other marine protected areas after their formal establishment. The key statutes are the Marine Reserves Act 1971 and other marine protected area statutes specific to a given location, such as the Sugar Loaf Islands Marine Protected Area Act 1991 and the Hauraki Gulf Marine Park Act 2000.</p>	<ul style="list-style-type: none"> Increase areas of marine protection by <ul style="list-style-type: none"> – 6,000 ha of inshore marine environment. – 48,000 ha at Great Barrier Island. <p>and develop a proposal for up to 100,000 ha in the sub-antarctic.</p>

Species Conservation Programmes – protecting and enhancement of populations and ranges of native species most threatened with extinction, including international obligations.

Outputs	2004/05 Performance Measures and Targets
<p>Species</p> <p>Services associated with indigenous species conservation programmes.</p>	<ul style="list-style-type: none"> Security will be improved for one or more populations of 143 acutely threatened species as a result of active species conservation programmes. Security will be improved for one or more populations of 48 chronically threatened species as a result of active species conservation programmes.

Outputs	2004/05 Performance Measures and Targets
<p>Mainland Island sites</p> <p>Restoration and maintenance services for the following six approved mainland island sites:</p> <ul style="list-style-type: none"> • Trounson Kauri Park Restoration Project (Northland). • Northern Te Urewera Ecosystem Restoration Project (East Coast/Hawke's Bay). • Boundary Stream Mainland Island (East Coast/Hawkes Bay). • Paengaroa Mainland Island (Wanganui) . • Hurunui River (South Branch) (Canterbury). • Rotoiti Nature Recovery Project (Nelson/Marlborough). 	<ul style="list-style-type: none"> • All work at the six mainland island sites will meet the targets in the annual work plan for that site and will be consistent with the strategic and/or operational plan for that site.
<p>CITES</p> <p>Services related to undertaking and enforcing obligations under the Convention on the International Trade in Endangered Species of Wild Fauna and Flora (CITES), and the Trade in Endangered Species (TIES) Act 1989.</p>	<ul style="list-style-type: none"> • 290 trade-related applications for CITES permits or certificates will be processed within 20 working days. • 560 other related trade (non-commercial) applications will be processed within 10 working days. • 35,500 specimens surrendered/seized at the border will be collected and processed within 10 working days.

Output Class: Management of Natural Heritage for the year ending 30 June 2005

Financial (GST Exclusive)

\$000

Year	Revenue Crown	Revenue Other/Dept)	Total Revenue	Expenses	Surplus/ (Deficit)
2004/05					
Forecast	100,375	3,028	103,403	103,403	-
2003/04					
Estimated Actual	99,186	4,975	104,161	104,971	(810)

OUTPUT CLASS – BIOSECURITY POLICY ADVICE

Description of Output Class: this class of outputs includes the purchase of a range of policy advice and decision support for the Minister of Biosecurity and the Government.

Preventing New Organisms – work with other agencies to prevent the entry into New Zealand and establishment of new organisms that pose a threat to indigenous biodiversity.

Outputs	2004/05 Performance Measures and Targets
<p>Border Control Advice/Support</p> <p>Policy advice and technical services that the department provides to MAF and other agencies (e.g. Health) in regard to border-related issues.</p>	<ul style="list-style-type: none"> Policy and technical advice will be delivered as agreed with the Minister of Biosecurity and Ministry of Agriculture and Forestry. Satisfaction of the Ministry of Agriculture and Forestry with support provided by the department for border control and response activities arising from newly arrived unwanted organisms that pose a threat to indigenous biodiversity will be assessed annually and achieve a rating of satisfied or very satisfied.

Output Class: Biosecurity Policy Advice for the year ending 30 June 2005

Financial (GST Exclusive)

\$000

Year	Revenue Crown	Revenue Other/Dept)	Total Revenue	Expenses	Surplus/ (Deficit)
2004/05					
Forecast	577	-	577	577	-
2003/04					
Estimated Actual	204	-	204	254	(50)

OUTPUT CLASS – INDIGENOUS FOREST BIOSECURITY PROTECTION

Description of Output Class: this class of outputs involves monitoring of key areas, the health of indigenous forests in order to detect unwanted organisms that may be harmful to affect indigenous forests and other areas managed by the department.

Eradicating/Containing New Organisms – eradicate or contain newly established organisms that pose a threat to indigenous biodiversity.

Outputs	2004/05 Performance Measures and Targets
<p>Surveillance/Monitoring Methodologies</p> <p>Services providing advice and technical input into the development of internal (e.g. for site-led and weed-led management programmes) and external (e.g. MAF 'hot spot' surveillance) surveillance and monitoring methodology/programmes. It includes surveillance activities.</p>	<ul style="list-style-type: none"> • Policy and technical advice will be delivered as agreed with the Minister of Biosecurity and Ministry of Agriculture and Forestry. • The number of unwanted organisms that pose a threat to indigenous biodiversity and that become established or naturalised during the year will be reported at year end.

Output Class: Indigenous Forest Biosecurity Protection for the year ending 30 June 2005
Financial (GST Exclusive)
\$000

Year	Revenue Crown	Revenue Other/Dept	Total Revenue	Expenses	Surplus/ (Deficit)
2004/05 Forecast	42	-	42	42	-
2003/04 Estimated Actual	25	-	25	25	-

OUTPUT CLASS – SPECIFIC PEST AND DISEASE RESPONSES

Description of Output Class: this class of outputs involves the delivery of services associated with responses to exotic disease or pest incursions.

Eradicating/Containing New Organisms – eradicate or contain newly established organisms that pose a threat to indigenous biodiversity.

Outputs	2004/05 Performance Measures and Targets
<p>Control and Containment</p> <p>Risk analyses services in relation to the declaration of unwanted organisms, for organisms recognised as having significant conservation impacts.</p> <p>Includes new incursion activities relating to those incursions for which the department is the lead agency, or is providing logistical support.</p>	<ul style="list-style-type: none"> Number of newly established or naturalised unwanted organisms that pose a threat to biodiversity and are contained or eradicated from 1 July 2003 will be reported at year end. Number of unwanted organisms successfully eradicated, contained and not under management will be reported at year end. Technical risk analysis will be delivered in accordance with the programme agreed with the Minister of Biosecurity and Ministry of Agriculture and Forestry.

Output Class: Specific Pest and Disease Response for the year ending 30 June 2005

Financial (GST Exclusive)

\$000

Year	Revenue Crown	Revenue Other/Dept)	Total Revenue	Expenses	Surplus/ (Deficit)
2004/05					
Forecast	127	-	127	127	-
2003/04					
Estimated Actual	216	-	216	216	-

OUTPUT CLASS – CROWN PEST/WEED EXACERBATOR COSTS

Description of Output Class: this class of outputs includes funding for weed and pest work to be undertaken by the department to meet agreed "Crown as exacerbator" obligations contributions to the administration of under regional pest management Strategies that are developed and implemented by regional councils under the Biosecurity Act 1993.

Discharging Crown Obligations – Undertake control work on conservation lands on those priority pests and weeds which may cause problems for our neighbours.

Outputs	2004/05 Performance Measures and Targets
Pest and Weeds RPMS (Regional Pest Management Strategy) negotiation and implementation services.	<ul style="list-style-type: none"> Programmes of Crown exacerbator weed and pest control completed as agreed for 17 Regional Pest management Strategies.

Output Class: Crown Pest/Weed Exacerbator Costs for the year ending 30 June 2005
 Financial (GST Exclusive)
 \$000

Year	Revenue Crown	Revenue Other/Dept)	Total Revenue	Expenses	Surplus/ (Deficit)
2004/05					
Forecast	2,053	-	2,053	2,053	-
2003/04					
Estimated Actual	2,047	-	2,047	2,047	-

OUTPUT CLASS – Management of Historic Heritage

Description of Output Class: this class of outputs covers the provision of protection and conservation management of historic heritage, including heritage orders and designations under the Resource Management Act 1991. This includes historic place investigations and related iwi consultation, management appraisals, assessments of significance, archaeological investigations, conservation plans, remedial and maintenance work and interpretation advice.

Historic Heritage Management – provide heritage inventory information on the history and significance of key sites that supports their conservation and interpretation.

Outputs	2004/05 Performance Measures and Targets
Heritage Inventory	<ul style="list-style-type: none"> • Produce 13 heritage inventories for key heritage sites. <p>Inventories are the first step in the process of identification, conservation and interpretation of historic heritage.</p>
<p>Maintenance, Restoration, Interpretation on land administered by the department.</p> <p>Conservation services for historic heritage on lands managed by the department.</p>	<ul style="list-style-type: none"> • Remedial work on 18 historic heritage assets will be completed to standard during the year. • Regular maintenance work will be on track to standard for 460 historic heritage assets during the year. • 19 historic site interpretation projects will be completed to standard during the year.

Historic Protection on Land Managed by Others – support others’ initiatives to protect, maintain and restore a range of important historic heritage on land outside of public conservation lands using a range of appropriate mechanisms, including legal protection.

Outputs	2004/05 Performance Measures and Targets
<p>Historic protection on land managed by others</p> <p>Historic heritage maintenance, restoration and interpretation services on land managed by others, including Resource Management Act advocacy and legal protection services.</p> <p>This legal protection can be provided by practical or formal methods including purchase, reserve classification, land status changes, covenant, management agreement, heritage orders and designations.</p>	<ul style="list-style-type: none"> • Legal protection will be achieved or enhanced at one historic site during the year.

Output Class: Management of Historic Heritage for the year ending 30 June 2005
Financial (GST Exclusive)

\$000

Year	Revenue Crown	Revenue Other/Dept)	Total Revenue	Expenses	Surplus/ (Deficit)
2004/05					
Forecast	5,154	416	5,570	5,570	-
2003/04					
Estimated Actual	5,608	26	5,634	5,634	-

OUTPUT CLASS – MANAGEMENT OF RECREATIONAL OPPORTUNITIES

Description of Output Class: this class of outputs covers the provision of recreational opportunities on land administered by the department, the safety services that support these opportunities and management of the recreational asset base.³

Visitor Facilities and Services – provide a range of facilities and services, information, and monitoring of satisfaction with the range of recreational opportunities provided.

Outputs	2004/05 Performance Measures and Targets
<p>Huts</p> <p>Management services for all public huts and associated facilities.</p>	<ul style="list-style-type: none"> Manage approximately 1,000 huts to the appropriate service standard with a target of 80% of huts meeting the required standard. <p>The number of huts may vary due to unplanned events (for example fire, flood or land movement) changing the number under management throughout the year.</p>
<p>Tracks (including structures and associated assets)</p> <p>Management services for all tracks and associated facilities such as toilets, water supplies, shelters, signs and structures.</p>	<ul style="list-style-type: none"> Manage approximately 12,500 kilometres of tracks and walkways to the appropriate service standard with a target of 40% of tracks meeting the required standard. Manage 13,300 visitor structures with a target of 100% of structures meeting the required standards for load capacity and correct barrier requirements. <p>Structures that do not meet the standard will be closed or access will be restricted.</p>
<p>Visitor Centres (including associated assets)</p> <p>Management services for all Visitor Centres related assets.</p>	<ul style="list-style-type: none"> Manage 13 icon and 7 regional visitor centres to the appropriate service standard.

³ The department has revised the key outputs as part of an ongoing improvement programme and it is likely that some outputs (such as Concessions Management) will be transferred in from a different output class during the year. The resultant amended output class will be reported on in the Annual Report.

Outputs	2004/05 Performance Measures and Targets
<p>Recreation Concessions (including processing)</p> <p>Recreation concession services including processing applications, fee and concession reviews, reporting on concessions.</p>	<ul style="list-style-type: none"> • Manage approximately 950 recreation concessions. • Process 640 recreation concession applications with a target of 75% processed to standards (including time and cost). <p>Concessions and concession applications are managed in accordance with the department's standard operating procedures.</p>
<p>Recreation Planning (including visitor monitoring)</p> <p>Recreation planning and visitor satisfaction services.</p>	<ul style="list-style-type: none"> • Manage approximately 3,800 visitor sites to provide a range of recreation opportunities for the six key visitor groups. • Survey visitor satisfaction with the range of recreation opportunities provided. <p>Results of this year's satisfaction surveys will be used to set a satisfaction benchmark for future surveys.</p>

Visitor Concession Impact Management – mitigate any significant adverse effects of people and concessions on natural, cultural and historic heritage and monitor the effects of people and concessions at selected visitor sites.

Outputs	2004/05 Performance Measures and Targets
<p>Visitor Environmental Impact Monitoring and Impact Mitigation</p> <p>Management services covering the effects of visitors and concessions on natural, cultural and historic heritage at select sites including mitigation of any significant adverse effects where these impacts occur.</p>	<ul style="list-style-type: none"> • 50 visitor sites will be monitored for visitor impacts. • 2 visitor sites will have impacts mitigated. • 45 visitor sites will be monitored for rec/tourism concession impacts. • 25 visitor sites will have rec/tourism concession impacts mitigated.

Outputs	2004/05 Performance Measures and Targets
<p>Other Resources Use Concessions</p> <p>Other resource use concession services including processing applications, fee and concession reviews, reporting on concessions, impact monitoring and mitigation services.</p>	<ul style="list-style-type: none"> • Process 600 non-recreation concession applications with a target of 75% processed to standards (including time and cost). • Manage 2300 non-recreation concessions. • 215 places/locations will be monitored for non-recreation concession impacts. • 20 places/locations will have non-recreation concession impacts mitigated.

Output Class: Management of Recreational Opportunities for the year ending 30 June 2005
Financial (GST Exclusive)
\$000

Year	Revenue Crown	Revenue Other/Dept)	Total Revenue	Expenses	Surplus/ (Deficit)
2004/05					
Forecast	90,153	12,530	102,683	102,683	-
2003/04					
Estimated Actual	87,621	13,850	101,471	101,471	-

OUTPUT CLASS – RECREATIONAL OPPORTUNITIES REVIEW

Description of Output Class: this class of outputs records the cost of depreciation of surplus visitor assets and the write-offs that result from the review of recreational opportunities. The appropriation covers the period from 2003/04 to 2005/06. This class is unfunded.

Output Class: Recreational Opportunities Review for the year ending 30 June 2005
Financial (GST Exclusive)

\$000

Year	Revenue Crown	Revenue Other/Dept)	Total Revenue	Expenses	Surplus/ (Deficit)
2004/05					
Forecast	-	-	-	15,000	(15,000)
2003/04					
Estimated Actual	-	-	-	3,888	(3,888)

OUTPUT CLASS – CONSERVATION WITH THE COMMUNITY

Description of Output Class: this class of outputs covers provision of relationship management, and advocacy under the Resource Management Act 1991. It covers formal RMA responsibilities relating to the New Zealand Coastal Policy Statement, regional coastal plans and other plans that cover the coastal marine area.⁴

Community Relations – providing community relations services, including volunteer programmes, partnerships and support for others' conservation initiatives.

Outputs	2004/05 Performance Measures and Targets*
<p>Volunteer Programmes</p> <p>Management services for volunteers such as hut warden volunteer programmes, volunteer recreation and species programmes.</p>	<ul style="list-style-type: none"> • Volunteer opportunities will be provided for 3,800 volunteers. • 31,000 workday equivalents will be contributed by individuals/groups. <p>The target for these programmes is 70–75% of volunteers surveyed will rate their conservation awareness and understanding as increasing moderately or greatly.</p>
<p>Partnerships</p> <p>Management services to support partnerships –shared enterprises between the community and the department.</p>	<ul style="list-style-type: none"> • There will be participation in 250 partnerships during the year <p>The target for partnerships is 80–85% of partners surveyed, including Department partners, will rate their contribution to conservation as moderate or significant.</p>
<p>Supporting Others</p> <p>Services to build conservation skills and knowledge in the community.</p>	<ul style="list-style-type: none"> • 105 initiatives will be undertaken to build conservation skills and knowledge for 2,400 participants. <p>It is estimated 70–75% of participants surveyed will rate their conservation skills and knowledge as increasing moderately or significantly.</p>

⁴ This description and the related financial information reflect the structure of the output class when the Estimates were tabled in Parliament. Since that time the following components have been transferred to other output classes as a result of the department's ongoing review of outcomes and output class linkages. The RMA Protection Mechanisms is now part of the Management of Natural Heritage output class and Concession Management is now in the Management of Recreational Opportunities output class. These outputs and related financial data will be transferred to the correct location as part of the October baseline update and will be reported under that structure in the Annual Report.

* Note: the targets for effectiveness of outputs above have been based on best estimates as the tools that support this measurement have not been used before so no baseline data exists that could be referenced. This means there may be a higher variance when reporting actual. Survey sample size of each group will be 10–30% of total participants.

Community Relations – providing community relations services including information, communication and education services, events, awareness programmes and creative projects, and the department's international advocacy.

Outputs	2004/05 Performance Measures and Targets*
<p>Communications</p> <p>Management services related to communication including publications, the department's website and information sharing through the news media.</p>	<ul style="list-style-type: none"> • The number of website users are expected to increase by at least 10% during the year to an average of 110,000 visitors per month. • Satisfaction of website users with the website is expected to increase – baseline measures will be established during the year and reported at year end. • 360 new publications will be produced during the year.
<p>Education and Events</p> <p>Awareness and events services including campaigns and awareness programmes, national conservation events programme, summer nature programme.</p>	<ul style="list-style-type: none"> • 120 education initiatives will be provided during the year. <p>It is estimated that 85–90% of educators surveyed will rate the initiatives as effective or partly effective at meeting their objectives.</p> <ul style="list-style-type: none"> • 240 events will be provided during the year. <p>It is estimated that 80–85% of participants surveyed will rate the events as effective or partly effective at meeting their objectives.</p>
<p>International Conservation Management</p> <p>Services to advocate the Government's position on conservation internationally and co-ordinate New Zealand's responsibilities under international agreements.</p>	<ul style="list-style-type: none"> • The department's state party representative or advisor responsibilities are met, in accordance with Government policy and priorities. • An annual survey of MEAT shows that the organisation is satisfied with reports received from the department.

* Note: The targets for effectiveness of outputs above have been based on best estimates as the tools that support this measurement have not been used before so no baseline data exists that could be referenced. This means there may be a higher variance when reporting actuals. Survey sample size of each group will be 10–30% of total participants.

Working with Tangata Whenua – supporting new opportunities to work together with tangata whenua for conservation outcomes and enhancing matauranga Māori.

Outputs	2004/05 Performance Measures and Targets
<p>Opportunities and Support</p> <p>Management services covering the implementation of the department's obligations under Treaty of Waitangi settlements and the operational components of the departments work aimed at improving relationships with iwi.</p>	<ul style="list-style-type: none"> • Manage 90 of existing initiatives • The department will be rated by tangata whenua as providing a high level of support for maintenance of their cultural relationship with taonga in 32 of the existing initiatives. • 21 new opportunities to work together for enhancement of matauranga Māori and conservation outcomes will be provided during the year. • 31 initiatives where the department is supporting the maintenance of the cultural relationship between tangata whenua and their taonga will be provided during the year. • The department's support will be rated high in 10 opportunities for DoC/tangata whenua to work together for enhancement of matauranga Māori and conservation outcomes.

Output Class: Conservation with the Community for the year ending 30 June 2005

Financial (GST Exclusive)

\$000

Year	Revenue Crown	Revenue Other/Dept)	Total Revenue	Expenses	Surplus/ (Deficit)
2004/05					
Forecast	20,136	5,441	25,577	25,577	-
2003/04					
Estimated Actual	23,730	2,478	26,208	26,208	-

OUTPUT CLASS – POLICY ADVICE, SERVICING THE MINISTER AND STATUTORY BODIES, AND STATUTORY PLANNING

Description of Output Class: this class of outputs covers the provision of policy advice and ministerial servicing to the Minister of Conservation on specific reviews of legislation or specific Government policies affecting conservation. This includes legislative reviews or policy initiatives involving other government departments or agencies and/or managed by Ministers other than the Minister of Conservation.

This output class also covers the provision of policy advice relating to implementation of section 4 of the Conservation Act 1987.

Also included is the provision of a correspondence reply, co-ordinating and information service to the Minister of Conservation, and a co-ordination and editing service to the Department in relation to the production of its accountability documents. It also includes servicing statutory bodies and statutory planning under the Conservation Act 1987 and the National Parks Act 1980.

Policy Advice, Servicing and Management Planning

Outputs	2004/05 Performance Measures and Targets
<p>Policy Advice</p> <p>Policy advice, submissions services and legislative proposals to the Minister of Conservation, Associate Minister of Biosecurity, Director General and other govt agencies including Treaty of Waitangi settlement.</p>	<ul style="list-style-type: none"> • Policy advice will be provided in accordance with the work programme and to the quality standards agreed with the Ministers.

Outputs

Ministerial Services

Correspondence reply, co-ordinating and information services to the Minister of Conservation and the department.

2004/05 Performance Measures and Targets

- The number of draft replies to Ministerial correspondence is estimated to be in the range of 1,500 to 1,600.
 - The number returned for redrafting will not exceed 10%.
 - 75% will be completed within the timeframes for reply.
- It is expected that the department will send 350–400 submissions to the Minister.
- It is expected that the department will receive 50–60 ministerial Official Information Act requests.
- It is expected that the department will receive 250–300 requests for information with 100% meeting the ministerial deadline.
- It is expected that the department will received 300–350 Parliamentary Questions with 100% meeting the ministerial deadline.

(Note that these figures provided are based on volumes in previous years and current trends.)

- Satisfaction of the Minister with the services provided will be assessed by annual survey.

Management Planning

Services related to management planning for natural and historic resources.

- The number of management plans, conservation management strategies, and national policies reviewed and referred to the Minister, NZCA, or Conservation Boards will be reported on at year end;
- Number of management plans, CMSs, national policies approved will be reported on at year end.

(continued over page)

Outputs	2004/05 Performance Measures and Targets
<p>Statutory Bodies</p> <p>Administrative support and advice services to conservation-related statutory bodies to enable them to fulfil their statutory roles.</p>	<ul style="list-style-type: none"> • Number of appointments made by MoC to bodies with functions specified in statutes (includes committees established under section 56 of the Conservation Act and section 9 of the Reserves Act) will be reported on at year end. • Number of committees established through Treaty settlement legislation to which ministerial appointments have been made will be reported on at year end. • The NZCA will rate its level of satisfaction with the services provided by the department as "satisfied" or better.

Output Class: Policy Advice, Servicing and Management Planning for the year ending 30 June 2005
Financial (GST Exclusive)

\$000

Year	Revenue Crown	Revenue Other/Dept)	Total Revenue	Expenses	Surplus/ (Deficit)
2004/05					
Forecast	3,523	105	3,628	3,628	-
2003/04					
Estimated Actual	4,858	191	5,049	5,049	-

PART FOUR: FINANCIAL PERFORMANCE FORECASTS



ANNUAL FINANCIAL PERFORMANCE FORECASTS

4.1 STATEMENT OF RESPONSIBILITY

The forecast financial statements for the Department of Conservation for the year ending June 2005 contained in this section have been prepared in accordance with section 34A of the Public Finance Act 1989.

The Director-General of the Department of Conservation acknowledges that he is responsible for the forecast financial statements contained in this document.

The financial performance forecast to be achieved by the department for the year ending 30 June 2005 that is specified in the statement of objectives is as agreed with the Minister of Conservation who is the Minister responsible for the financial performance of the Department of Conservation.

The performance for each class of outputs forecast to be achieved by the department for the year ending 30 June 2005 is as agreed with the Minister of Conservation who is responsible for Vote Conservation, and the Minister for Biosecurity who is responsible for Vote Biosecurity. The Department's output performance is specified for each output in Part 3 – Statement of Objectives.

This information is consistent with the appropriations contained in the Estimates of Appropriations for 2004/05 which are being laid before the House of Representatives under section 9 of the Public Finance Act 1989.



Hugh Logan
Director-General

Date 26 April 2004

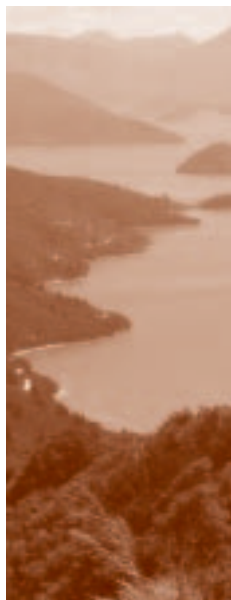


Grant Baker
General Manager
Business Management Division

Date 26 April 2004

ANNUAL FINANCIAL PERFORMANCE FORECASTS

4.2 INTRODUCTION AND HIGHLIGHTS



Prospective Information

The forecast information presented in the report is based on assumptions that the department reasonably expects to occur. The very nature of the prospective information suggests that the actual results are likely to vary from the information presented and that the variations may be material.

This information is prepared pursuant to section 34A of the Public Finance Act 1989. It is not intended, and should not be used, for any other purpose. The department will not present an update of this forecast information in similar format.

Significant Underlying Assumptions

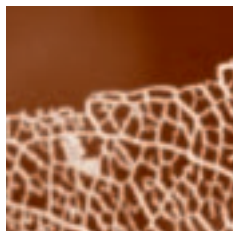
These statements have been compiled on the basis of Government policies and the Estimates of Appropriation relating to Vote Conservation and Vote Biosecurity presented by the Government. They reflect decisions made by the Government during the 2004/05 budget process up to April 2005.

The primary underlying assumption upon which this financial information has been prepared is that there will be no changes in Government policy during the period forecast.

A significant percentage of the forecast outputs to be produced by the department are subject to high degrees of uncertainty given that they are largely driven by events of nature – for example, the number of whale/dolphin strandings or number of bush fires. The potential financial effect of this uncertainty may result in resources being reallocated.

These forecast financial statements contain the following statements:

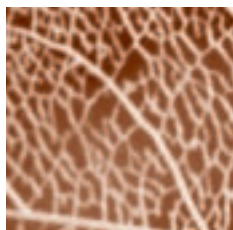
- a statement of responsibility from the Director-General of Conservation in respect of the statements contained in this report
- an overview of the Department's budget
- a statement of accounting policies
- forecast financial statements for the year ending 30 June 2005, including the statement of financial performance, statement of movements in taxpayers' funds, statement of financial position, statement of cash flows, reconciliation of operating surplus from net cash flows and operating activities, and reconciliation of the



Statement of Intent to the 2004/05 Estimates including Annual Appropriation by Output Class.

Financial Overview

The 2004/05 budget figures in the table include the following initiatives:



- funding of \$2.456 million (GST inclusive) for the continuation of the Land Tenure Review programme, plus the ongoing costs of managing Molesworth Station. There is also a capital injection of \$0.540 million (GST exclusive) for capital costs
- the first year's funding of \$0.171 million for the programme of eradication of stoats and deer from Secretary and Resolution Islands. There is also a capital injection of \$0.189 million (GST exclusive) for capital costs this year
- increased contribution to the Rural Fire Fighting Fund, an upgrade to the Department's fire equipment and infrastructure of \$1.125 million (GST inclusive). There is also a capital injection of \$0.695 million (GST exclusive) for capital costs this year
- funding of \$0.197 million (GST inclusive) for the Crater Lake Lahar Alarm system, plus a capital injection of \$0.016 million (GST exclusive) for capital costs this year
- funding of \$0.718 million (GST inclusive) for the control of wilding pines, predominantly Corsican pine, radiate pine, contorta pine, Douglas fir and larch that are aggressively spreading through the South Island high country
- funding of \$0.400 million (GST inclusive) to secure the department's biosecurity capability to meet existing demands, and to contribute to implementing the biosecurity strategy
- up to \$6.437 million forecast expenditure transfer from 2003/04.

For comparative purposes, the following table shows changes in the funding available to the department since 1993/94. Significant changes include changes in purchases through revenue Crown, fluctuations in the capital charge rate, the use of employment schemes, funding for the recognition of previously unrecognised or undervalued assets and minor changes to Revenue Other.

Financial GST Exclusive

Financial year	Revenue		
	Crown \$000	Other \$000	Total \$000
1993/94	97,331	29,372	126,703
1994/95	94,582	31,039	125,621
1995/96	103,031	31,713	134,744
1996/97	116,302	28,764	145,066
1997/98	132,749	22,230	154,979
1998/99	139,406	17,246	156,652
1999/00	134,777	18,291	153,068
2000/01	150,814	18,678	169,492
2001/02	156,106	23,736	179,842
2002/03 (estimated actual)	205,463	21,520	226,983
2003/04	211,811	21,520	233,331
2004/05	222,140	21,520	243,660

ANNUAL FINANCIAL PERFORMANCE FORECASTS

4.3 Financial Forecast

4.3.1 Statement of Accounting Policies for the Year Ending 30 June 2005

Reporting Entity

The Department of Conservation is a Government department as defined by section 2 of the Public Finance Act 1989. These are the financial statements of the Department of Conservation prepared pursuant to section 34A of the Public Finance Act 1989.

Measurement System

The general accounting systems recognised as appropriate for the measurement and reporting of results and financial position on a historical cost basis, modified by the revaluation of certain fixed assets, have been followed.

Accounting Policies

The following particular accounting policies which materially affect the measurement of financial results and financial position have been applied.

Forecast – 30 June 2005

The forecast – 30 June 2005 figures are those presented by the Minister of Finance in the budget night documents (Estimates of Appropriations for the Government of New Zealand).

Revenue

The department derives revenue through the provision of outputs to the Crown, for services to third parties and donations. Such revenue is recognised when earned and is reported in the financial period to which it relates.

Cost allocation

The department has determined the cost of outputs using a cost allocation system which is outlined below.

Cost allocation policy

Direct costs are charged directly to significant activities. Indirect costs are charged to significant activities based on cost drivers and related activity/usage information.

Criteria for direct and indirect costs

"Direct Costs" are those costs directly attributed to an output. "Indirect Costs" are those costs that cannot be identified, in an economically feasible manner, with a specific output.

Direct costs assigned to outputs

Direct costs are charged directly to outputs. Depreciation and capital charge are charged on the basis of asset utilisation. Personnel costs are charged on the basis of actual time incurred. Property and other premises costs, such as maintenance, are charged on the basis of floor area occupied for the production of each output.

Basis of assigning indirect and corporate costs to outputs

Indirect costs are assigned to business units based on the proportion of direct staff hours for each output.

Receivables and advances

Receivables and advances are recorded at estimated realisable value, after providing for doubtful debts.

Inventories

Inventories are valued at the lower of cost or net realisable value on a first-in-first out basis. Standard costs that include production overheads are used for valuing nursery stocks.

Leases

The department leases vehicles, office premises and office equipment. As all the risks and benefits of ownership are retained by the lessor, these leases are classified as operating leases and are expensed in the period in which the costs are incurred.

Fixed Assets

- (i) Freehold land and administrative buildings are stated at fair value as determined by an independent valuer. Fair value is determined using market based evidence where available or depreciated cost. Land and buildings are revalued on a five yearly cyclical basis.
- (ii) Visitor assets are stated at fair value using optimised depreciated replacement cost as valued by an independent registered valuer on an annual basis.
- (iii) When a visitor asset is under construction the actual cost is accumulated in a work in progress account. On completion of the project, visitor assets are recorded at standard cost and any difference between the actual cost and the standard cost is transferred to revaluation reserve.
- (iv) The cost of developing, purchasing and upgrading software is capitalised. Where the software is an integral part of the hardware, (computer cannot operate without that specific software) it is treated as part of the equipment.

- (v) Infrastructure assets are valued by an independent valuers and are stated at fair value on a five yearly cyclical basis.
- (vi) If the estimated current replacement cost of vessels is more than \$200,000 then those assets are aggregated at component level and recorded at fair value. Vessels under \$200,000 are recognised at asset level at fair value.
- (vii) Cultural assets are shown at estimated replacement cost.

All other fixed assets or groups of assets forming part of a network which are material in aggregate, costing more than \$5,000 are capitalised and recorded at historical cost. Any write-down of an item to its recoverable amount is recognised in the Statement of Financial Performance. Subsequent movements in revaluation are transferred directly to revaluation reserve unless they offset a previous decrease in value recognised in the Statement of Financial Performance. The amount that offsets previously recognised decreases is reflected in the Statement of Financial Performance where it exceeds the amount of the revaluation reserve for that particular class of assets.

When an asset is revalued the accumulated depreciation of that asset is restated using the latest valuation figures. Any movement in accumulated depreciation is shown in the Statement of Financial Performance.

Depreciation

Depreciation of fixed assets, other than freehold land and work in progress is provided on a straight line basis so as to allocate the cost (or valuation) of assets to their estimated residual value over their useful lives.

The useful lives of assets have been estimated as follows:

Asset	Estimated useful life
Buildings	20–40 years
Furniture, computers and other office equipment	5 years
Infrastructure	
Industrial fire equipment	45 years
Landscape	44 years
Roads	10–100 years
Sewerage	64 years
Solid waste	38 years
Stream control	98 years
Water supply	60 years
Motor vehicles	6 years and 8 months
Plant and field equipment	10 years
Radio equipment	5–10 years
Software	3–5 years
Vessels	
Electronics	4 years and 2 months
Engines	10 years
Hulls	15 years
Visitor Assets	
Amenity areas	10–25 years
Signs	5–10 years
Structures	25–50 years
Roads (surface only)	5–10 years
Tracks	6–25 years
Huts and toilets	20–50 years
Other buildings	35–50 years

Community Assets

The nation's land and historic buildings managed by the department are the nation's natural and historic heritage. As these community assets belong to the Crown, their valuation is not reflected in these financial statements. Typically this land includes the national and forest parks as well as Crown Reserve land, and is recorded in the Consolidated Crown Accounts.

Statement of cash flows

Cash means cash balances on hand, held in bank accounts and in short term deposits.

Operating activities include cash received from all income sources of the department and record the cash payments made for the supply of goods and services. Investing activities are those activities relating to the acquisition and disposal of non-current assets. Financing activities comprise capital injections by, or repayment of capital to, the Crown.

Goods and Services Tax (GST)

The Statement of Unappropriated Expenditure and the Statements of Departmental and Non-Departmental Expenditure and Appropriations are inclusive of GST. The Statement of Financial Position is GST exclusive except for payables, provisions and receivables. All other statements are GST exclusive.

The net amount of GST payable to the Inland Revenue Department at balance date, being the difference between Output GST and Input GST is shown as a current asset or current liability as appropriate in the Statement of Financial Position.

Taxation

Government departments are exempt from the payment of income tax in terms of the Income Tax Act 1994. Accordingly, no charge for income tax has been provided for.

Donation receipts

The department receives unsolicited donations, gifts and grants from individuals, groups and companies. The treatment of these receipts is dependent on their nature:

- (i) donations which are received without a specific purpose are recognised as revenue in the period of receipt.
- (ii) donations received for specific purposes where a written agreement specifies the purpose for which the funds must be used are matched against related expenditure when it has been incurred. Where the expenditure has not been incurred the unspent balance is treated as revenue in advance.

(iii) donations received for specified purposes under section 33 of the Conservation Act 1987, section 18 of the Walkways Act 1990 or section 78(3) of the Reserves Act 1977 are held in trust accounts established by section 67 of the Public Finance Act 1989. If the department incurs expenditure in relation to achieving these specific purposes, the funds are transferred to the department as revenue when the expenditure is incurred.

Taxpayers' Funds

This is the Crown's net investment in the department.

Employee entitlements

Provision is made in respect of the department's liability for annual, long service and retirement leave and time off in lieu. Annual leave and time off in lieu are recognised as they accrue to the employee while the retirement and long service leave have been calculated on an actuarial basis based on the present value of expected future entitlements.

Financial instruments

The department is party to financial instruments as part of its normal operations. These financial instruments include bank accounts, accounts payable and receivables, and short-term deposits. All revenues and expenses in relation to financial instruments are recognised in the Statement of Financial Performance. All financial instruments are recognised in the Statement of Financial Position at their estimated fair value.

Comparatives

Certain comparative information has been reclassified in order to conform with the current year's presentation.

Changes in Accounting Policies

There have been no other changes in accounting policies, including cost allocation accounting policies, since the date of the last audited financial statements. All policies, other than those noted above, have been applied on a basis consistent with other years.

4.3.2 Statement of Financial Performance for the Year Ending 30 June 2005

	30/6/2005 Forecast	30/6/2004 Estimated Actual	30/6/2004 Forecast
	\$000	\$000	\$000
Revenue			
Crown	222,140	223,495	223,495
Other	21,520	21,520	21,520
Total Revenue	243,660	245,015	245,015
Expenses			
Personnel	94,687	92,298	92,298
Operating	88,924	91,500	91,500
Depreciation	45,595	34,483	34,483
Capital charge	29,454	31,481	31,481
Loss on sale of fixed assets	-	-	-
Total Expenses	258,660	249,762	249,762
Net surplus/ (deficit) for the year	(15,000)	(4,747)	(4,747)

Note: Breakdown of revenue and expenditure by output class - (\$000)

	Revenue Crown	Revenue Other/ dept.	Total Revenue	Expenses	Surplus/ (Deficit)
Vote: Biosecurity					
Policy Advice	577	-	577	577	-
Crown Pest/Weeds Exacerbator Costs	2,053	-	2,053	2,053	-
Indigenous Forest BS Protection	42	-	42	42	-
Specific Pest and Disease Response	127	-	127	127	-
Sub-total Biosecurity	2,799	-	2,799	2,799	-
Vote: Conservation					
Management of Natural Heritage	100,375	3,028	103,403	103,403	-
Management of Historic Heritage	5,154	416	5,570	5,570	-
Management of Recreational Opportunities	90,153	12,530	102,683	102,683	-
Conservation with the community	20,136	5,441	25,577	25,577	-
Policy Advice and Services	3,523	105	3,628	3,628	-
Recreational Opportunties Reveiw	-	-	-	15,000	(15,000)
Sub-total Conservation	219,341	21,520	240,861	255,861	(15,000)
Total	222,140	21,520	243,660	258,660	(15,000)

4.3.3 Statement of Movement in Taxpayers' Funds for the Year Ending 30 June 2005

	30/6/2005 Forecast \$000	30/6/2004 Estimated Actual \$000	30/6/2004 Forecast \$000
Total taxpayers' funds at beginning of year	360,552	365,299	365,299
Net surplus/ (deficit)	(15,000)	(4,747)	(4,747)
Total recognised revenues and expenses for the year	(15,000)	(4,747)	(4,747)
Capital contributions	9,686	-	-
Total taxpayers' funds at end of year	335,238	360,552	360,552

4.3.4 Statement of Financial Position as at 30 June 2005

Note	30/6/2005 Forecast \$000	30/6/2004 Estimated Actual \$000	30/6/2004 Forecast \$000
Current assets			
Cash and bank balances	24,255	23,107	23,107
Prepayments	446	446	446
Inventories	1,256	509	509
GST receivable	2,184	2,184	2,184
Debtor Crown	47,309	35,456	35,456
Receivables	4,149	3,309	3,309
Total current assets	79,599	65,011	65,011
Non-current assets			
Fixed Assets	308,296	328,698	328,698
Total non current assets	308,296	328,698	328,698
Total assets	387,895	393,709	393,709
Current liabilities			
Creditors and payables	16,008	16,508	16,508
Provision for repayment of surplus to the Crown	-	-	-
Provision for employee entitlements	7,497	7,497	7,497
Other Provisions	476	476	476
Revenue in advance	654	654	654
Total current liabilities	24,635	25,135	25,135
Non current liabilities			
Loan	16	16	16
Provision for employee entitlements	8,006	8,006	8,006
Total non current liabilities	8,022	8,022	8,022
Total liabilities	32,657	33,157	33,157
Taxpayers' funds			
General funds	286,232	291,053	291,053
Revaluation reserve	69,006	69,499	69,499
Total taxpayers' funds	355,238	360,552	360,552
Total liabilities and taxpayers' funds	387,895	393,709	393,009

4.3.5 Statement of Cash Flows for the Year Ending 30 June 2005

	30/6/2005 Forecast \$000	30/6/2004 Estimated Actual \$000	30/6/2004 Forecast \$000
Cash flows – Operating activities			
Supply of outputs to Crown	210,287	207,392	207,392
Supply of outputs to Customers	21,520	21,520	21,520
	231,807	228,912	228,912
Cash disbursed to:			
Produce outputs			
- personnel	94,687	92,298	92,298
- operating	89,241	91,500	91,500
- capital charge	29,454	32,556	32,556
	213,382	216,354	216,354
Net cash inflow from operating activities	18,425	12,558	12,558
Cash flows – Investing activities			
Cash provided from:			
Sale of fixed assets	-	-	-
Cash disbursed to:			
Purchase of fixed assets	26,963	13,498	13,498
Net cash outflow from investing activities	(26,963)	(13,498)	(13,498)
Cash flows – Financing activities			
Cash provided from:			
Capital contributions	9,686	-	-
Net cash inflow / (outflow) from financing activities	9,686	-	-
Net increase/(decrease) in cash held	1,148	(940)	(940)
Add opening cash balance	23,107	24,047	24,047
Closing cash and deposits	24,255	23,107	23,107

4.3.6 Reconciliation of Operating Surplus and Net Cash Flows from Operating Activities for the Year Ending 30 June 2005

	30/6/2005 Forecast \$000	30/6/2004 Estimated Actual \$000	30/6/2004 Forecast \$000
Net surplus/(deficit)	(15,000)	(4,747)	(4,747)
Add / (Less) non-cash items:			
Depreciation	45,595	34,483	34,483
Total non-cash items	30,595	29,736	29,736
Movements in working Capital			
Inventories decrease	(747)	420	420
Receivables and advances (increase)/decrease	(840)	543	543
Crown Debtor	(11,853)	(16,103)	(16,103)
GST receivable (increase)	-	-	-
Other liabilities increase/(decrease)	1,270	(2,038)	(2,038)
Net movement in working capital	(12,170)	(17,178)	(17,178)
Add/(less) investing activity items			
Net loss on sale of fixed assets	-	-	-
Total investing activities	-	-	-
Net cash inflow / (outflow) from operating activities	18,425	12,558	12,558

4.3.7 Detail of Fixed Assets by Category as at 30 June 2005

	30/6/2005 Forecast \$000	30/6/2004 Estimated Actual \$000	30/6/2004 Forecast \$000
Freehold land			
At valuation	6,081	6,081	6,081
Land - net current value	6,081	6,081	6,081
Visitor assets			
At valuation	558,132	539,403	539,403
Accumulated depreciation	(330,431)	(288,881)	(288,881)
Visitor assets - net current value	227,701	250,522	250,522
Administrative buildings			
At valuation	79,728	79,728	79,728
Accumulated depreciation	(45,617)	(44,021)	(44,021)
Buildings - net current value	34,111	35,707	35,707
Other assets			
Plant and field equipment			
At cost	16,044	14,766	14,766
Accumulated depreciation	(8,556)	(8,482)	(8,482)
Plant, field and radio equipment - net book value	7,488	6,284	6,284
Furniture, computers, other office equipment and software			
At cost	15,951	15,164	15,164
Accumulated depreciation	(8,571)	(8,457)	(8,457)
Furniture, computers, other office equipment and software - net book value	7,380	6,707	6,707
Motor vehicles			
At cost	17,752	15,981	15,981
Accumulated depreciation	(7,741)	(7,485)	(7,485)
Vehicles - net book value	10,011	8,496	8,496

Continued over page

	30/6/2005 Forecast	30/6/2004 Estimated Actual	30/6/2004 Forecast
	\$000	\$000	\$000
Vessels			
At cost	8,645	8,145	8,145
Accumulated depreciation	(4,375)	(4,198)	(4,198)
Vessels - net book value	4,270	3,947	3,947
Infrastructural Assets			
At valuation	24,362	23,862	23,862
Accumulated depreciation	(13,108)	(12,908)	(12,908)
Vessels - net book value	11,254	10,954	10,954
Total other fixed assets			
At cost and valuation	726,695	703,130	703,130
Accumulated depreciation	(418,399)	(374,432)	(374,432)
Total carrying amount of other fixed assets	308,296	328,698	328,698

4.3.8 Reconciliation of Statement of Intent to 2004/05 Estimates

	Total Appropriations Excl. GST \$000	Annual Appropriations GST \$000	Annual Appropriations Inc.GST \$000
DEPARTMENTAL OUTPUT CLASSES			
Vote: Biosecurity			
Policy advice	577	72	649
Crown pest/weeds exacerbator costs	2,053	257	2,310
Indigenous forest biosecurity protection	42	5	47
Specific pest and disease response	127	16	143
Sub - total Biosecurity	2,799	350	3,149
Vote: Conservation			
Management of Natural Heritage	103,403	12,926	116,329
Management of Historic Heritage	5,570	696	6,266
Management of Recreational Opportunities	102,683	12,836	115,519
Conservation with Community	25,577	3,198	28,775
Policy Advice and Services	3,628	454	4,082
Recreational Opportunities Review	15,000	-	15,000
Sub - total Conservation	255,861	30,110	285,971
Total output appropriations	258,660	30,460	289,120

Explanatory Notes:

The forecast financial statements in this report present expenses (and revenue) exclusive of GST, in accordance with generally accepted accounting practice. When appropriated by Parliament, and in accordance with legislation, these expenses are inclusive of GST on revenue.

This means:

- * The GST inclusive amounts for each departmental output class corresponds to the annual departmental output class appropriations for 2004/2005 appearing in Part B1 for the Estimates for each relevant vote.

PART FIVE: APPENDICES



APPENDICES

APPENDIX ONE: LEGISLATION, CONVENTIONS, STRATEGIES, POLICIES AND PLANS

The key steps in this *Statement of Intent* have been developed to give effect to the legislation governing the department and the international conventions to which New Zealand is a signatory. There are a variety of statutory and non-statutory strategies, policies and plans that both inform the *Statement of Intent* and set out in more detail how the key steps will be implemented. There are also departmental systems in place or under development which address the department's capability requirements. The main legislation, documents and systems are listed here.

Legislation

Conservation Act 1987

Hauraki Gulf Marine Park Act 2000

Marine Mammals Protection Act 1978

Marine Reserves Act 1971

National Parks Act 1980

Native Plants Protection Act 1934

New Zealand Walkways Act 1990

Reserves Act 1977

Trade In Endangered Species Act 1989

Wild Animal Control Act 1977

Wildlife Act 1953

Other statutes relate to more particular areas or functions.

Resource Management Act 1991

Historic Places Act 1993

Biosecurity Act 1993

Forest and Rural Fires Act 1977

Crown Pastoral Land Act 1998

Conventions and International Agreements

Apia Convention on the Conservation of Nature in the South Pacific

Australia and New Zealand Natural Resource Ministerial Council and Environment Protection Heritage Ministerial Council

CITES: Convention on International Trade in Endangered Species of Wild Flora and Fauna

Convention on Biological Diversity

Convention on the Conservation of Antarctic Marine Living Resources
 Convention on the Conservation of Southern Bluefin Tuna
 International Convention for the Regulation of Whaling
 Ramsar Convention on Wetlands
 South Pacific Regional Environment Programme
 The Convention on the Conservation of Migratory Species of Wild Animals
 World Heritage Convention
 World Conservation Union (IUCN) and its World Commission on Protected Areas
 United Nations open-ended Informal Consultative Process on Oceans and Law of the Sea

Strategies, Policies and Plans Guiding the Department's Activities

General Policy on National Parks
 New Zealand Walkways Policy
 New Zealand Coastal Policy Statement
 Conservation Management Strategies (for each conservancy)
 National Park Management Plans (for each national park)
 Conservation Management Plans (for specific natural and historic places)
 New Zealand Biodiversity Strategy
 Visitor Strategy
 Kaupapa Atawhai Strategy
 Conservation with Communities Strategy
 Historic Heritage Strategy (under revision)
 People Diversity Strategy
 Information Systems Strategic Plan
 "Science Counts"
 Deer Policy Statement
 Weed Strategy
 Himalayan Thar Policy
 Possum Operational Plan
 Threatened Species Classification System
 Species Recovery Plans
 General Managers' Handbook

APPENDICES

APPENDIX TWO: WORKING WITH OTHER ORGANISATIONS

The department contributes to a number of joint outcomes across government as follows:

Joint Outcomes	Other Contributing Departments
<p>Implementation of the New Zealand Biodiversity Strategy</p> <p>All New Zealanders contribute to sustaining the full range of indigenous biodiversity, and share in its benefits.</p>	<p>Ministry of Agriculture and Forestry Ministry of Fisheries Ministry for the Environment</p>
<p>Indigenous Biodiversity on Private Land</p> <p>The Government's policies for protecting indigenous biodiversity from the effects of private land management are implemented efficiently, effectively and sustainably.</p>	<p>Ministry for the Environment</p>
<p>Sustainable Forest Management</p> <p>Privately owned natural indigenous forests managed for extractive purposes provide a full range of products and amenities in perpetuity while retaining the forests' natural values.</p>	<p>Ministry of Agriculture and Forestry</p>
<p>Freshwater Ecosystems</p> <p>The Government's goals for the preservation of the natural character of lakes, rivers and wetlands and their indigenous biodiversity are achieved in a co-ordinated and accountable manner.</p>	<p>Ministry for the Environment</p>
<p>Oceans Strategy</p> <p>The Government's strategic goals and policies for marine management are clearly established and effectively co-ordinated and implemented.</p>	<p>Ministry of Fisheries, Ministry for the Environment</p>
<p>Coastal Management</p> <p>The Government's goals and policies for the protection and management of the coastal environment and coastal resources are effectively co-ordinated and implemented.</p>	<p>Ministry for the Environment</p>
<p>Fisheries Interactions with Protected Species and Conservation Services Programme</p> <p>Incidental capture of protected species is avoided, remedied or mitigated to levels which do not adversely affect their populations and do not prevent their recovery to a less threatened status.</p>	<p>Ministry of Fisheries</p>

Joint Outcomes	Other Contributing Departments
<p>Biosecurity</p> <p>The Government's biosecurity policies are implemented efficiently and effectively.</p>	<p>Ministry of Agriculture and Forestry Ministry of Health Ministry of Fisheries</p>
<p>Historic Heritage</p> <p>The historic and cultural heritage of New Zealand is valued, respected and preserved.</p>	<p>Ministry for Culture and Heritage</p>
<p>Recreation and Tourism</p> <p>The Government's policies for sustainable recreation and tourism in New Zealand are implemented efficiently and effectively.</p>	<p>Ministry of Tourism</p>
<p>Treaty of Waitangi Policy</p> <p>Settlements of historical Treaty grievances are transparent, durable and fair, and restore the Treaty relationship.</p>	<p>Office of Treaty Settlements</p>
<p>Research, Science and Technology</p> <p>Knowledge increases of the environment and of the biological, physical, social, economic and cultural factors that affect it, in order to maintain a healthy environment that sustains nature and people.</p>	<p>Ministry of Research, Science and Technology</p>
<p>Community – Government Relationships</p> <p>Government is committed to developing strong and respectful relationships with community, voluntary and iwi/Māori organisations.</p>	<p>Ministry of Social Development</p>
<p>High Country Parks and Reserves</p> <p>Government is committed to the creation of a network of high country parks and reserves in the South Island high country.</p>	<p>Land Information New Zealand</p>

APPENDICES

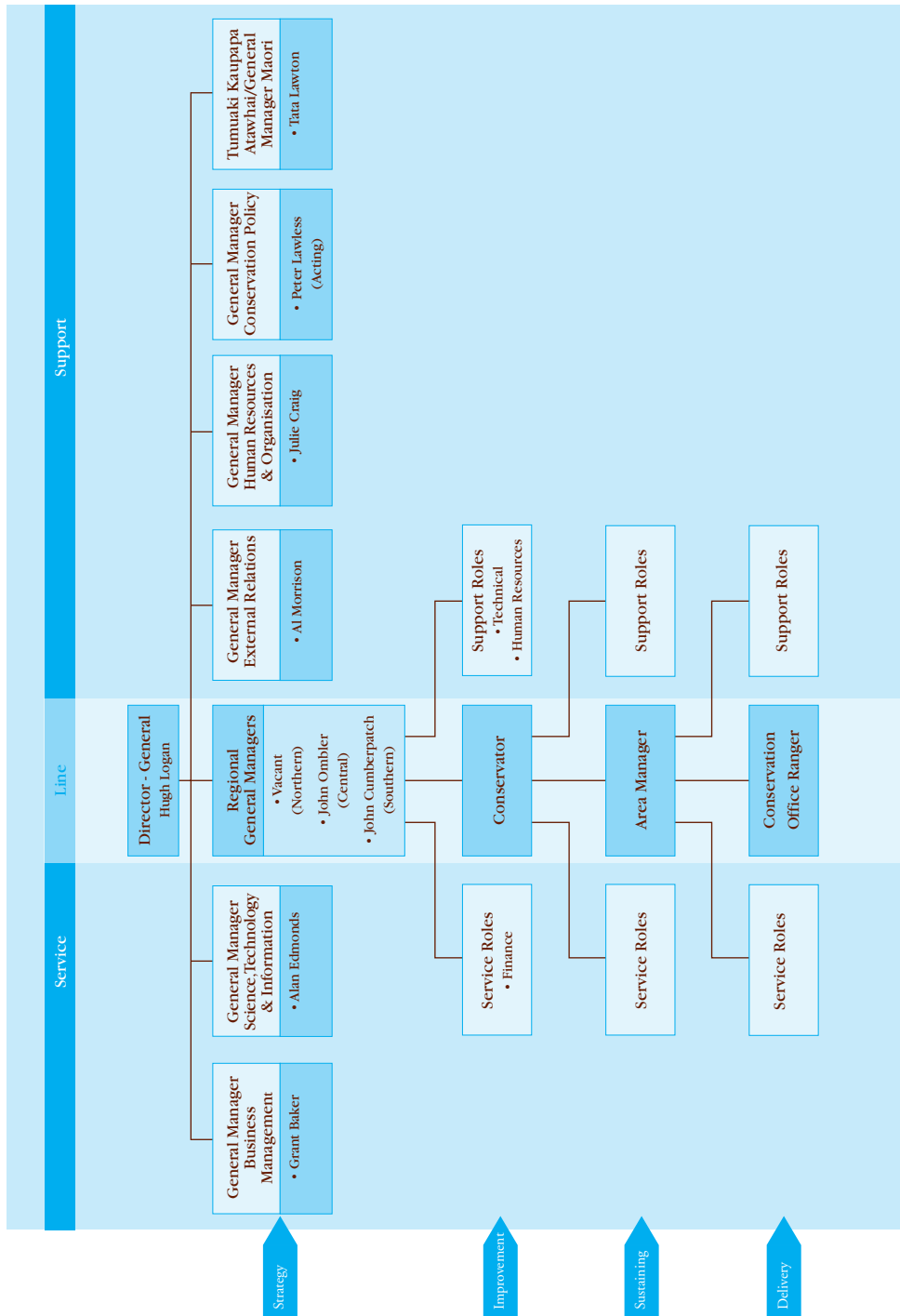
APPENDIX THREE: THE DEPARTMENT'S STRUCTURE

The nature of the department's work means its structure is decentralised via a network of far-flung offices, grouped into 13 conservancies. Field work and conservation outputs are mainly delivered from area offices within conservancies. Areas are supported by a conservancy office which sustains delivery through technical support and advice, and ensures accountability in the line.

Three regional offices (based in Hamilton, Wellington and Christchurch) are tasked with continuous quality improvements, particularly of systems and practices. The department's Wellington-based head office develops national policies, provides leadership, and national service and support functions.

The department employs 1,626 permanent staff and an average of 480 temporary staff, as well as many contractors.

DEPARTMENT OF CONSERVATION - ORGANISATIONAL STRUCTURE



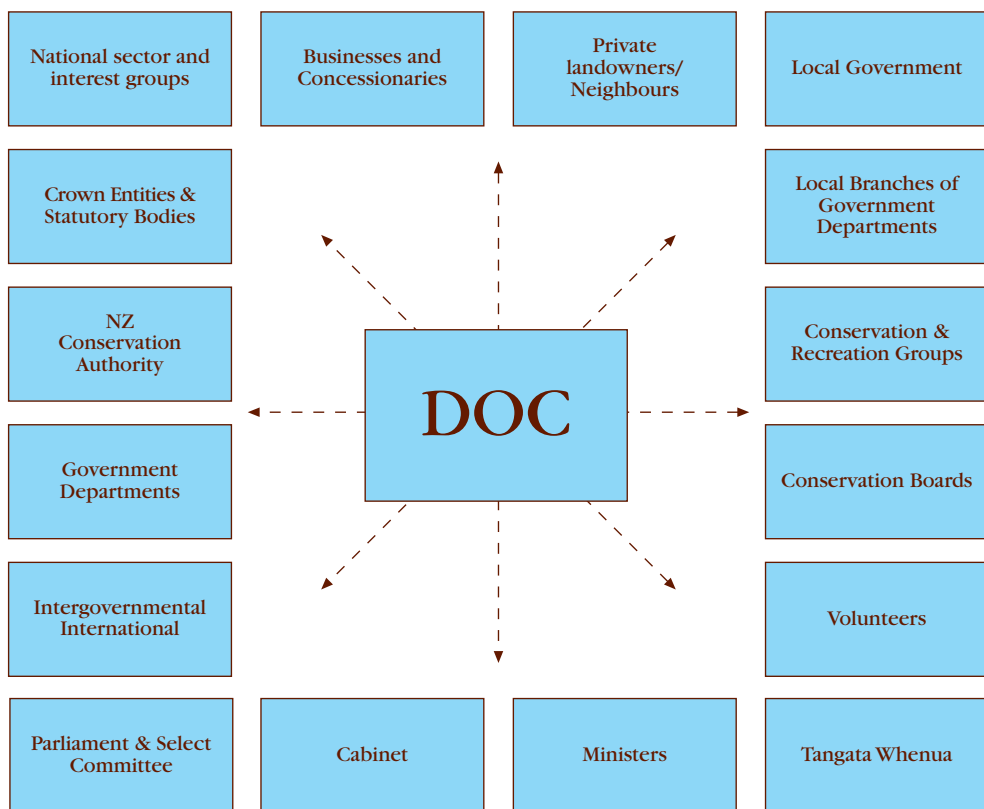
Regions, Conservancies and Areas



APPENDICES

APPENDIX FOUR: THE DEPARTMENT STAKEHOLDERS

The department's relationships with its stakeholders are important to the achievement of positive outcomes for conservation. The diagram below describes the many and complex relationships that are vital to its work.



APPENDICES

APPENDIX FIVE: GLOSSARY

Biodiversity	The variety of all New Zealand's indigenous biological life and ecosystems.
Biosecurity	Protection from unwanted organisms that pose significant risks to New Zealand's indigenous biodiversity.
Capability	The appropriation combination of competent people, knowledge, money, technology, physical assets, systems and structures necessary to deliver a specified level of performance in pursuit of the organisation's objectives, now and/or in the future.
Community	Used in its human and social rather than its biological meaning.
Comprehensive	The extent to which the full range of the diversity of natural or historic heritage is incorporated within the protected area network or selected for conservation management.
Conservation	All the processes of caring for natural and historic heritage, including providing for appreciation and recreational enjoyment and safeguarding the options of future generations.
Ecosystem	A biological system comprising a community of living organisms and its associated non-living environment, interacting as an ecological unit.
Exacerbator	Crown as exacerbator describes situations where activity on crown-owned land exacerbates problems that an adjoining owner may be experiencing. A common example is where a farmer controls possums but they keep coming over from the reserve next door.
Habitat	The place or type of area in which an organism naturally occurs.
Historic heritage	Any area or place that forms part of the historical and cultural heritage of New Zealand, including archaeological sites, historic buildings and structures, historic areas and landscapes, and sites of significance to Māori including wahi tapu. It includes both tangible and intangible heritage values including Māori heritage values.
Indigenous	Occurring naturally in New Zealand, including self-introduced species but not human introduced ones.
Indigenous natural character	Recognisable dominance of indigenous species, habitats and ecosystems, and recognisable integrity of geological and physiographical elements, features and systems.

Outcome	An end result of conservation action which is consistent with the role of the department, is consistent with the Government's Key Goals, and is a national priority.
Natural habitats	Containing predominantly spontaneous indigenous flora and fauna only to and ecosystems a small extent influenced by human impact.
Natural heritage	Includes indigenous species, habitats and ecosystems, and geological and physiographical elements, features and systems.
Natural heritage held or managed by the department	Areas and resources held or managed by the Department of Conservation under the Conservation Act and the Acts listed in the First Schedule to that act.
Ngā Whenua Rahui	A contestable fund to assist Māori landowners to protect indigenous forests and other habitats and ecosystems.
Outstanding	The extent to which areas selected for legal protection conservation management are of exceptional interest, importance or significance from the point of view of the relevant community/communities of interest. For natural heritage, criteria include the perspectives of science, conservation, natural beauty and recreation. For historic heritage, criteria include historical, physical and cultural significance.
Principles of the Treaty of Waitangi	Reference to the principles of the Treaty of Waitangi includes the rider established in the Whales case (Ngāi Tahu Māori Trust Board v Director General of Conservation). The Court of Appeal ruled that section 4 to the Conservation Act applied to all the Acts in the First Schedule to the Conservation Act to the extent that the provisions of section 4 were not inconsistent with the Acts in the First Schedule.
Protected area network/protected areas	Terrestrial, freshwater and marine areas that are protected primarily for the purpose of the conservation of natural and /or historic heritage using a range of legal mechanisms that provide long-term security of tenure, status or land use purpose, either privately or publicly owned.
Representative	The extent to which areas selected for legal protection or conservation management represent or exemplify the diversity of natural or historic heritage (used in the New Zealand Biodiversity Strategy as a prioritising criterion).

Restoration	The active intervention and management of degraded ecosystems, habitats, landforms and landscapes in order to restore indigenous natural character, ecological and physical processes, and their cultural and visual qualities (New Zealand Biodiversity Strategy); or for historic heritage, to return a place as nearly as possible to a known earlier state.
Species	A group of organisms which has evolved distinct common inheritable features and occupies a particular geographic range, and which is capable of interbreeding freely but usually not with members of other species.
Stakeholders	An inclusive term including allies, associates, customers, partners and staff.
Strategic direction	A particular targeted focus for conservation action to achieve a national priority outcome.
Sustainable management	In relation to areas and resources not held or managed by the department, management to sustain natural heritage and/or historic heritage values.
Tangata Whenua	Iwi, hapu and whanau with mana whenua or mana moana in a given rohe or locality.
Taonga	A very broad concept that includes tangible and intangible aspects of natural and historic resources of significance to Māori including wāhi tapu and intellectual property.
Unwanted organism	Any organism capable or potentially capable of causing unwanted harm, or posing significant risks, to New Zealand's indigenous biodiversity.

