

Department of Conservation

Statement of Intent 2006 - 2009

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Cover Photo:

Title: Salvin's mollymawks flying

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FOREWORD FROM THE MINISTER OF CONSERVATION

New Zealanders place high value on the conservation of their natural, cultural and historic heritage. The Department of Conservation manages about a third of the country's land area for the purpose of protecting those values and providing recreational opportunities. Beyond that, our Exclusive Economic Zone is 15 times our land area, the fourth largest in the world. The Department has a significant role in contributing across the government to the development of an oceans policy and management regime that fulfills the objective of "Healthy oceans, wisely managed for the greatest benefit to New Zealand now and in the future". The protection of marine habitats is an essential ingredient in that exercise.

The Department's core work derives from its geography of many islands, which are home to highly unusual biota, among them numerous threatened species. Our coastline and surrounding waters are the seabird and marine mammal capital of the world. Our landscapes range from forests, lakes, rivers and wetlands to mountains, glaciers and alpine meadows, through which run a vast network of huts, tracks and other visitor facilities.

New Zealand will continue its world-leading role in conservation, both in the management of recreation on public conservation lands and the protection of native species. Pressure from coastal development and concerns around maintaining public access have led me to ask the Department to focus strongly on recreational opportunities and the benefits of outdoor recreation.

The Department's work with Land Information New Zealand has been delivering major progress in high country conservation. 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 commercial use. These additions to the public conservation estate will lead to expanded recreation opportunities and a greater diversity of areas set aside for nature protection.

As part of its historic heritage work, the Department is exploring new sites that can be considered as potential candidates for World Heritage status on natural and cultural heritage criteria. The International World Heritage meeting in Christchurch in 2007 will provide a focus for this.



Nature tourism and outdoor recreation based on access to public conservation lands are a major contributor to the economy and becoming increasingly important to many rural communities. In response to increasing visitor numbers and demand for commercial concessions in conservation areas, much progress is being made to ensure the Department's huts, tracks and other recreation facilities are fit for purpose. There is a critical balance to be reached between providing for opportunities and benefits while protecting the natural values they rely on.

There is growing knowledge, evidence and awareness internationally and within New Zealand that conservation is an investment, not a cost. It protects the natural capital that fuels the economy and social wellbeing through freshwater quality and flow, soil nutrition and stability, climate control and other essential ecosystem services. Healthy ecosystems are the lifeblood of economic, social, spiritual and cultural wellbeing.

This emphasises that the values the Department is charged with protecting grow in importance as our understanding of the interrelationship between people and the natural environment increases. With the priorities set for the Department over the next three years, I am confident that the public conservation estate is in good hands and that the complexity of managing the environment is increasingly understood and addressed. In support of this work, the information in this *Statement of Intent* is consistent with the policies and performance expectations of the Government.

A handwritten signature in black ink that reads "C. J. Carter". The signature is written in a cursive style.

Hon Chris Carter

Minister of Conservation

FOREWORD FROM THE DIRECTOR-GENERAL OF CONSERVATION

I am pleased to present the Department of Conservation's Statement of Intent for 2006-09. Through its core work, the Department, on behalf of the Government and the public, ensures that New Zealand's natural and historic heritage is well managed and people enjoy it, now and into the future.

The Department has made only minor changes to this year's statement with the intention of a significant review next year, incorporating the results of internal strategic and financial work streams underway now.

The Government has set a new context for the public service to work within. It includes three priority areas for the Government: Economic transformation; security for families, young people and the elderly and the opportunity to reach their potential; and a strong sense of national identity.

The Department contributes significantly to each of the three themes.

Economic Transformation: Among the themes the Government has set out under this heading is "environmental sustainability". The Department makes a significant contribution in this area. Its management of the asset base for the tourism industry is well recognised and documented. The connection between "healthy parks and healthy people" to social and economic wellbeing needs further development and documenting. The Department's stronger focus on outdoor recreation this year is a step in that direction. A major area of developing awareness globally is the economics of the eco-system services that are the engine room of economic and social wellbeing. They determine fresh water supply and quality; climate regulation; erosion and flood control; nutrient cycling; cultural bases and so on. Well-managed environments are also essential to validating the claims around Brand New Zealand that define our identity and provide competitive advantage for exporters.

Families, young people and the elderly: This theme refers to strong families, the health and confidence of young people and positive ageing. The outdoor opportunities provided through the places, species and historic sites the Department manages contribute to the physical, mental, cultural and spiritual health of people. The Department's focus this year on outdoor recreation, beginning with a Summit of interested parties, and a review of the Department's camp grounds with a view to enhancing opportunities, will produce a useful base from which to develop this area of work. The ageing population is a particular challenge in this regard.

As a large department with bases throughout New Zealand, it also contributes directly to the employment and wellbeing of many communities. National Identity: This theme focuses on ensuring that all New Zealanders are able to “take pride in who and what we are, through our arts, culture, film, sports and music, our appreciation of our natural environment, our understanding of our history and our stance in international issues”.

The Department is involved in all facets of building national identity. One specific programme, “Wild Creations”, locates artists and writers in our special places. The Department works closely and carefully with the film industry to ensure our unique environments can provide the backdrop for internationally acclaimed movies without disturbing ecological or cultural sensitivities.

But more generally, the Department manages many of the places and unique species that New Zealanders reach for and take pride in when defining who and what they are. A healthy natural, historic and cultural environment managed for the needs of today and future generations is essential to ensuring our national identity is built on a solid base. It is the base that connects the Government’s three priority areas and makes them interdependent.

The themes reach to the core of New Zealander’s values. The Department has been engaged in developing its strategic direction for the next decade and beyond, and the functional strategies supporting that direction in our work areas. That work is still in development, but the Overarching Strategic Direction has been settled. It states:

New Zealanders want their natural and historical heritage conserved.

In order to foster this commitment to conservation, people must see there is value in it for itself, and for people’s enjoyment and benefit, now and for future generations.

The overarching purpose of the Department is to increase the value of conservation to New Zealanders. To do this:

- The Department will seek to entrench conservation as an essential part of the sustainable social and economic future of New Zealand.
- The Department will be recognised as an effective manager of the lands, waters, species, historic places, and roles entrusted to it.
- The Department will lead, guide, and facilitate conservation gains throughout New Zealand, wherever conservation is most needed.
- The Department will weigh society's values, nature's inherent qualities, and scientific criteria in its decision-making.
- The Department will actively promote outdoor recreation for New Zealanders, especially through fostering recreation, use, and enjoyment on conservation land.



A handwritten signature in cursive script that reads "Hugh Logan".

Hugh Logan

Director-General

Part 1

Introduction



Our Purpose

The Department was set up under the Conservation Act 1987 and has powers and functions under other acts. The Act defines conservation as: “the preservation and protection of natural and historic resources for the purpose of maintaining their intrinsic values, providing for their appreciation and recreational enjoyment by the public, and safeguarding the options of future generations”.

The Department’s mission is:

To conserve New Zealand’s natural and historic heritage for all to enjoy now and in the future.

He ata whakaute, manaaki, me te tiaki ia Papatuanuku ki Aotearoa kia u tonu ai tona whakawaiutanga bei oranga ngakau mo te tini te mano inaianei, ake tonu ake.

The Department’s key functions are described under the Conservation Act (section 6 (a)(g)) and are summarised as follows:

- manage, for conservation purposes, all land and other natural and historic resources held under the Conservation Act
- preserve, so far as practicable, all indigenous freshwater fisheries
- protect recreational freshwater fisheries and freshwater fish habitats
- advocate the conservation of natural and historic resources generally
- promote the benefits to present and future generations of conservation of natural and historic resources
- prepare, provide, distribute, promote and publicise conservation information
- foster recreation and allow tourism, to the extent that the use of any natural and historic resource is not inconsistent with its conservation
- advise the Minister on matters relating to any of the above functions or to conservation generally.

The Department also interprets and administers the Conservation Act to give effect to the principles of the Treaty of Waitangi in accordance with section 4 of the Act.

The Department has powers and functions under a number of other acts (see Appendix 1 for a list of the key legislation).



The Department directly and indirectly contributes toward achieving the Government's priorities for the next decade:

- Economic transformation
- Families - young and old
- National identity.

Together with its legislation, these themes provide the Department with a vision for the overall outcome it is working towards:

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

Kei te mahi ngatabi te Papa Atawhai me nga iwi whanui ki te whakaute, te manaaki me te tiaki i nga taonga koiora me nga taonga tuku iho o Aotearoa hei painga mo te katoa.

To help achieve this vision and fulfil its legislated conservation responsibilities, the Department has identified two inter-related high level outcomes:

1. Protection: New Zealand's natural and historic heritage is protected and restored.
2. Appreciation: People enjoy and benefit from New Zealand's natural and historic heritage and are connected with conservation.

The link between the Department's outcomes and outputs, and the Government's priorities for the next decade are shown in Figure 1, page 17.



HOW THE DEPARTMENT'S OUTCOMES WERE DEVELOPED

The Protection and Appreciation outcomes were developed using the Conservation Act as a guide, in particular the Act's definition of conservation:

“The preservation and protection of natural and historic resources for the purpose of maintaining their intrinsic values, providing for their appreciation and recreational enjoyment by the public, and safeguarding the options of future generations.”

The Department also looked at the Government's priorities for the next decade (see Figure 1) to ensure its work was linked to the Government's overall direction. Discussions with the Minister of Conservation were held to ensure the Minister's priorities were covered. Consultation with the New Zealand Conservation Authority regarding their strategic priorities was also carried out.

The inter-relationship between the Protection and Appreciation outcomes can be described in this way: New Zealand's heritage needs to be preserved and protected so people can enjoy and benefit from it, while people's support for conservation is linked to their appreciation and valuing of our heritage.

In making strategic trade-offs between possible outcomes, the Department recognises that achieving the outcomes completely is an ideal. In practical terms, the Department's primary, though not exclusive, focus must be on public conservation lands and waters. This priority also takes into account the work of others on private land, especially councils, landowners, iwi/hapu and community groups.

Within the Department's natural heritage outcomes (see Figure 1), priority is given to the most endangered species and least represented sites to ensure the focus is on greatest areas of risk. The trade-off is that the Department is only making a positive difference at a few isolated places and for a few species. For remaining areas and species, it is either slowing the decline or decline is continuing unhindered.

In outcomes related to the recreation area, the Department's focus is on identifying priorities. This process recognises that neither the Department nor the public want all recreational opportunities provided in all locations. Instead, a range of opportunities targeting a range of people will be provided.





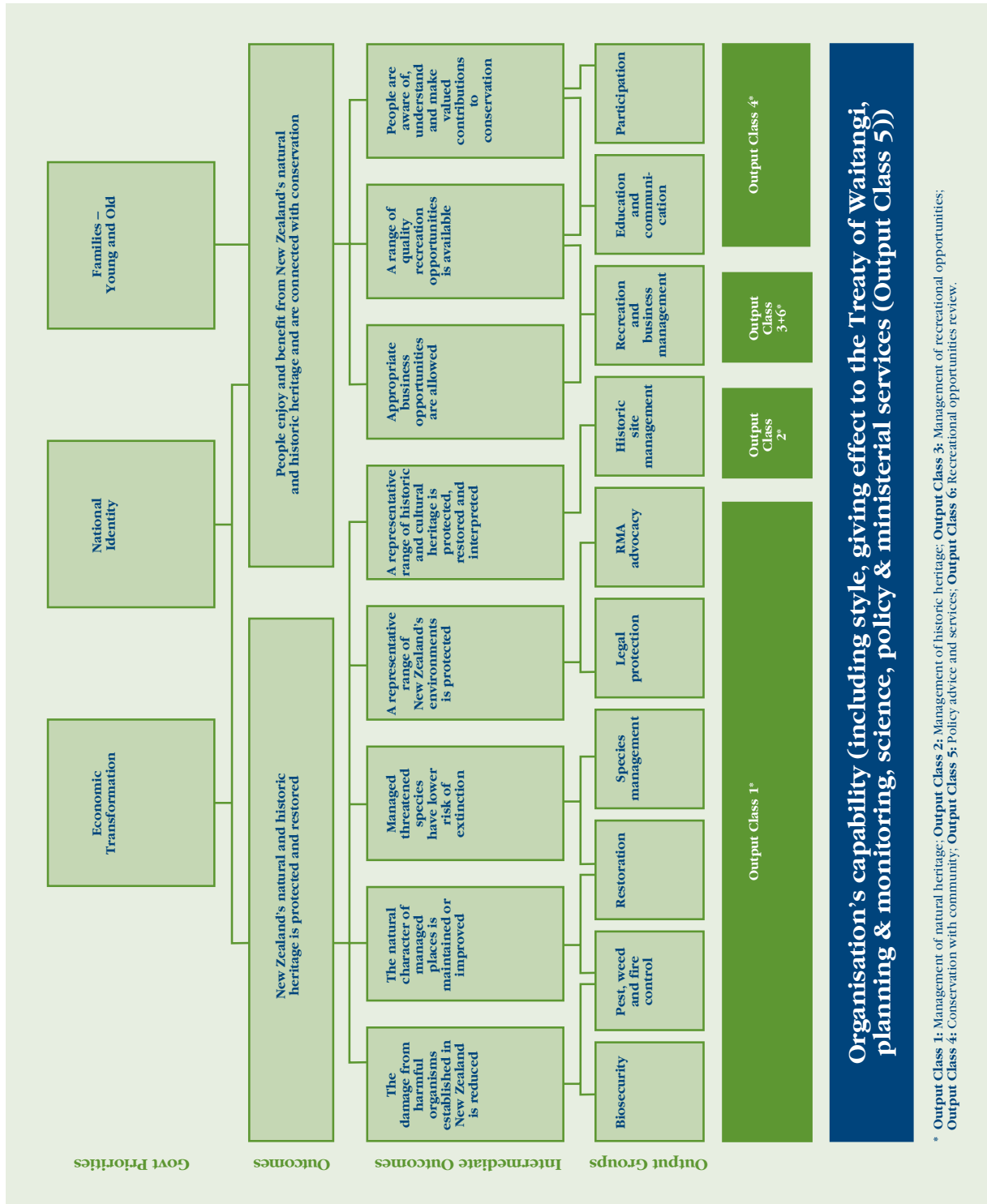
When determining how funds are allocated, the Department is directed by the Minister and Government. In recent years, priority has been given to biodiversity (through the five-year New Zealand Biodiversity Strategy funding package of \$187 million created in the 2000 Budget) and to recreation (through the Recreational Facilities funding package of \$349 million over 10 years created in the 2002 Budget).

PUBLIC SECTOR OUTCOMES

As well as delivering on the Protection and Appreciation outcomes, the Department also contributes to the Government's priorities for the next decade through joint work with several other government agencies. This includes implementation of the New Zealand Biodiversity Strategy and the Department's role in the national biosecurity system. The latter is led by the Ministry of Agriculture and Forestry.

The full list of joint outcomes and the government agencies the Department works with is on page 29.

FIGURE 1: THE DEPARTMENT'S CONTRIBUTION TO THE GOVERNMENT'S PRIORITIES FOR THE NEXT DECADE
– LINKING OUTCOMES TO OUTPUTS



* **Output Class 1:** Management of natural heritage; **Output Class 2:** Management of historic heritage; **Output Class 3:** Management of recreational opportunities; **Output Class 4:** Conservation with community; **Output Class 5:** Policy advice and services; **Output Class 6:** Recreational opportunities review.

ENVIRONMENTAL SCAN – RISKS AND OPPORTUNITIES

INTRODUCTION

New Zealand's environment is one of the country's defining features and is recognised internationally. Its natural, historic and cultural heritage moulds the character of its people. Many New Zealanders have a close association with this heritage through their work, recreational interests, community involvements and whanau. Parliament has recognised this and instilled in legislation the principle that conservation land is the common heritage of all citizens, and access is free. The Department does not 'own' the land; rather it is the steward.

The Department's work contributes to four core components of our nation: environment, economy, health and society. The Department is working to develop a greater understanding of the complex environmental, economic, health, social and cultural context in which it works, and the risks and opportunities that this creates.



ENVIRONMENTAL CONTEXT

Overview

Geographic isolation has been the main influence on New Zealand's natural, historic and cultural heritage. For indigenous flora and fauna, isolation has been both a boon and a burden. For most of the past 70-80 million years, New Zealand's flora and fauna evolved separately from the influences of other places and humans. Unique plants and animals evolved, but once humans arrived, many species were vulnerable to the rapid changes that ensued, in particular those caused by land clearance and the introduction of new species.

The effect of introduced species, some of which out-compete indigenous flora and fauna, has been dramatic and rapid. Animal and plant pests are the main threat to the survival of indigenous biodiversity, hence the Department's emphasis on pest and weed control.

While conservation on land is well established in New Zealand, the country's marine environment, which is 15 times larger than its land area, is less well protected. Legal protection is concentrated around two distant offshore island groups - the Kermadec and Auckland Islands. The Department therefore has an important role in preserving areas of marine habitat and in understanding and managing the complete marine ecosystem.

Risks, Challenges and Opportunities

The single greatest threat to New Zealand's biodiversity is the arrival of a new pest or weed that creates an even greater impact than existing ones. Land clearance, fire, wetland drainage and other human-induced activities also threaten natural, historic and cultural heritage.

The impacts on marine ecosystems from bottom trawling and dredging, and from land-based sources of marine pollution and run-off, are critical issues that need to be addressed if effective protection of marine areas is to be achieved. By-kill in fisheries also poses a serious threat to some protected species, such as the Maui and Hector's dolphins, and albatross species.

Other risks and challenges that may have impacts on New Zealand's natural heritage in the future are temperature changes brought about by climate change, an ever-increasing demand for water resources and electricity generation, and pressure from increasing numbers of tourists.

Managing Risks, Challenges and Opportunities

Much of the Department's work is focused on slowing the rate of loss or reducing the risk of damage. While it is understood that significant conservation challenges to biodiversity come from the impacts of introduced pests, the specific understanding required to respond to critical factors is not clear in all cases. Solving these puzzles presents a huge challenge. The Department is continuing to develop effective, efficient and publicly acceptable control tools. It is also developing better measuring and reporting tools that help it understand how and where the Department can improve the effectiveness and success of its interventions.





Halting decline in the coastal inshore marine environment is a significant priority that remains a challenge in the face of competing uses. To this end, the Department is contributing to the development of an Oceans Policy.

The Department is working with the Ministry of Fisheries and the fishing industry to address the threats to protected species from by-kill of protected species in fisheries.

New Zealand's isolation presents an opportunity to manage biosecurity risks and avoid the introduction of new pest species. The Department is fulfilling its responsibilities under the reorganised national biosecurity system, led by the Ministry of Agriculture and Forestry (MAF), by delivering a significant amount of site-led and regional weed-led pest management programmes, and providing advice about biosecurity risks to indigenous species and ecosystems.

ECONOMIC CONTEXT

Overview

Retaining New Zealand's natural resources in a healthy state is critical to sustainable economic growth and social cohesion and well-being. Healthy eco systems provide freshwater, soil and other natural services that are essential to sustainable economic growth. Healthy ecosystems, good environmental management and protected natural places provide the backdrop for the highly marketable clean green brand that is critical to the success of New Zealand producers in a competitive global marketplace.

Tourism earnings are now one of the country's most significant foreign exchange earners, accounting for 1 in 10 jobs, and close to 10% of New Zealand's gross domestic product. Nature-based tourism is a key growth area in the economy, and a significant portion of it is based on conservation lands and waters. The Department's work is therefore critical for supporting the nation's economic growth as many small businesses involved with nature-based tourism depend on the quality of conservation lands and waters for their livelihood.

Conservation contributes to New Zealand's economy in areas other than tourism such as the creative industries – film, art and music.

New Zealand is seeking a wider range of energy sources, with increasing interest in exploring potential energy sources on conservation land, including wind and hydro. Exploration for potential mineral resources also occurs in conservation areas with, for example, over 70 access arrangements on Crown land on the West Coast issued under the Crown Minerals Act, that provide for mining activity.

More companies are looking at ways they can contribute to conservation. Some are using various forms of sponsorship; others are adapting their practices to tread more lightly on the environment.

Conservation land contributes to New Zealand's economy by protecting important ecosystem services, including the purification of air and water, pollination, regulating climate and maintaining biodiversity. In the case of water, many parks and reserves help contribute to a higher water yield, a more consistent flow pattern, flood and drought mitigation and higher water quality.

Allowing grazing farmland to revert to natural vegetation, helps increase carbon stocks, which offset the effects of greenhouse gases that cause climate change. This, in turn, helps to regulate floods. Large parts of public conservation land in the South Island high country acquired through tenure review and purchases by the Nature Heritage Fund are suitable for such natural re-vegetation and the establishment of forests.

The management of plant-eating pests and grazing animals in conservation areas also helps mitigate the effects of climate change by reducing methane emissions and increasing vegetation.

Collectively, the products and benefits are referred to as ecosystem services. Ecosystem services are underlain by ecological processes such as soil formation, nutrient cycling and pollination, and evolution. Environmental economics is the study of the production, distribution and consumption of ecosystem services, including their value. It is an area of study that the Department needs to encourage and support to highlight the importance of ecosystem services and improve environmental, economic and social outcomes.





Risks, Challenges and Opportunities

The rural sector is being challenged by shifts in land use, risks from disease and pest incursions, and increased flooding, an effect of climate change. Some agricultural developments (for example the growth of dairy farming, viticulture and aquaculture) are increasing pressure for resource use and affecting land and water quality.

The Department's revenue stream outside Government contributions is influenced by economic conditions. In the concessions area, revenue is likely to continue to increase, primarily through increasing international tourism. The revenue from the remaining pockets of exotic forestry in conservation areas fluctuates with the market.

Demand for concessions to operate on conservation areas is increasing. In 2005 there were 3,557 concessions in place around the country. As tourism grows, the challenge to protect special places while allowing people to enjoy them becomes more difficult. The number of people is increasing at all sites, especially more accessible areas, with overseas visitors contributing to most of the growth making a positive contribution to the economy. Visitor impacts are focused on a few key locations of great economic significance to the tourism industry. Managing these sites is a major challenge facing the Department.

Determining the cumulative impacts on the environment from tourism developments and recreation (e.g. four wheel drive vehicles) and providing for a full range of quality recreation experiences are other challenges.

Managing Risks, Challenges and Opportunities

Significant opportunities exist in how the Department manages the tension between meeting demands for development and growth, while protecting natural, historic and cultural values and preserving opportunities for future generations. The Department is working with the tourism industry and recreational groups to improve the processing, allocation and monitoring of business concessions to ensure the integrity of conservation areas is not undermined.

In 2002, the Government provided additional funding for recreational assets of \$349 million over 10 years, an amount sufficient to maintain recreational opportunities. The Department consulted extensively with the public to identify the range of recreational opportunities that it will provide and is now implementing the outcomes.

A number of icon sites managed by the Department (such as Cape Reinga, Aoraki/Mt Cook and Milford Sound) are of high importance to the tourism industry. The Department is supporting the country's wealth through its contributions to the New Zealand Tourism Strategy; for example by improving its website information and services.

SOCIAL AND CULTURAL CONTEXT

Overview

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 and involvement in this work is critical to achieving these outcomes and reinforces the need for interested communities to be involved in conservation management decisions.

Maori have particular relationships with the land and water, a fact recognised by the Conservation Act. Effective conservation relationships with tangata whenua at the local level, and in relation to specific places, are a key to conservation gains.

New Zealand's population is expected to rise to more than 4.5 million by 2021. The growth rate will be faster among Maori and Pacific peoples and there will be increased immigration to New Zealand. The population will get older. These changing demographics are likely to be matched by a shift in people's needs and their expectations of the Department.

The social and cultural context for the Department's work is influenced by public thinking in conservation-related work. The increasing commitment to conservation work by regional and local authorities, iwi, community trusts and groups, non-government organisations, business interests and individuals is broadening the context in which the Department works. While the Department's core responsibility is to manage the lands and coastal-marine areas entrusted to its stewardship, it must also grapple with the nature and extent of its responsibility to lead, facilitate, support and encourage conservation work generally. This involves establishing national conservation priorities and working effectively with communities to advance them, on and off public conservation land.



The Department's role extends beyond New Zealand's shores and requirements to contribute to international agreements and conservation initiatives are increasing (Appendix 1 provides a list of international conventions and agreements that the Department contributes to).

Risks, Challenges and Opportunities

People are increasingly initiating conservation activities outside the Department's work. This provides opportunities, and it also challenges the Department's ability to satisfy increasing expectations.

There may be a widening gap between people's expectations and the Department's capacity to manage natural, historic and cultural heritage. Not all of the areas, species or populations valued by communities are under active management. The Department has to therefore set and assess priorities and make choices if the most effective conservation outcomes are to be achieved. Risks may arise when decisions made for ecological values do not meet community expectations. For the Department, that means an inclusive approach that incorporates both highest ecological priorities and social values.

Further challenges are presented by the complexity of the legal environment the Department works in, and increasingly higher standards.

Lastly, given the likelihood of increased competition for skilled workers nationally and internationally, the Department faces an increased risk of losing scarce skills and knowledge.

Managing Risks, Challenges and Opportunities

The Department must manage its capability to respond to New Zealand's changing demographic, and to connect with ethnic groups beyond its traditional audiences, particularly with respect to its key functions - advocating and promoting the benefits of conservation, and providing conservation information. The Department must therefore continue to develop an open, outward-focused culture to respond to growing demand for involvement by communities. Along with effective prioritisation processes, the Department must clearly communicate the choices it makes, and explain why and how it has made these choices and why it cannot meet all expectations.



New opportunities exist to respond to community expectations:

- In relation to conservation lands, the Department and the New Zealand Conservation Authority have developed general policies for conservation, and reviewed the general policy for national parks. These statutory documents set clear conservation directions and principles, and guide local management plans and decisions.
- In the marine and coastal environment, the Minister of Conservation manages the foreshore and seabed on behalf of the Crown. Aquaculture reforms provide an opportunity to improve management of this significant coastal use, which should improve the overall efficacy of coastal planning. The New Zealand Coastal Policy Statement is under review to provide an improved direction to regional councils.



The Department's ability to meet public expectations has been boosted by significantly increased funding for new conservation work in the past six years. Key Government initiatives are:

- In 2000, a \$187 million package over five years, to increase biodiversity outcomes under the New Zealand Biodiversity Strategy. Most of this funding has been allocated to the Department of Conservation and the Ministry of Fisheries. Progress over the first five years of the strategy has been reviewed and recommendations for the next five year period made.
- In 2002, a \$349 million package over 10 years to maintain visitor opportunities.
- In 2004, \$20.252 million was provided over four years for South Island high country objectives and South Island high country wilding pine control.

The inherent risks of working in remote and hazardous areas is being managed through the development of standard systems that meet the Department's legal obligations toward the health and safety of employees and the public, and closely monitoring its key legislative compliance requirements. A complementary challenge is encouraging people to accept that natural hazards occur in the outdoors, and that they need to take responsibility for their own safety.

To maintain its future capability, the Department must ensure it transfers and retains the knowledge of older workers, while providing for changing community needs and expectations. The predicted increase in senior vacancies in 10-15 years time is an opportunity to increase the representation of diversity groups at that level.

KEY INITIATIVES PLANNED FOR 2006/07

The Government's biodiversity strategy calls for better protection of representative and special marine habitats of vulnerable species.

The Department will:

- Give priority to creation of more marine protected areas and develop the infrastructure to encourage more appreciation of these areas by New Zealanders.



The natural character of managed places will be maintained or improved.

The Department will:

- Rationalise its threatened species recovery plans by developing frameworks to prioritise species and sites.
- Set up explicit indicators nationally to help set criteria for reporting on progress towards reporting on ecological integrity.

As the tenure review process gathers momentum in areas of the eastern South Island high country, the prospect of new recreational opportunities becomes more realistic.

The Department will:

- Establish a network of high country parks, as land acquisitions allow, and actively develop some areas as high country outdoor recreation parks.

Invasive pest species of plants and animals are the concern of all New Zealanders.

The Department will:

- Co-operate with all relevant agencies and integrate its operations with these agencies to ensure prompt responses to biosecurity incursions in order to minimise impacts of foreign pests on indigenous species and habitats.

New Zealand's tourism industry acknowledges the importance of public conservation land to their marketing and operations.

The Department will:

- Work very closely with tourism industry leaders, other government agencies and private enterprises to facilitate industry needs in a manner and to an extent that the integrity of conservation values is not compromised.



The Department of Conservation has signalled changes to recreational opportunities to allow people to be connected with and benefit from their natural, historic and cultural heritage through access to a range of quality recreation opportunities.

The Department will:

- Improve infrastructure, including building new huts and carrying out substantial capital works on sewerage and toilet facilities, major track upgrades. And, as funding allows, new and upgraded visitor centres.
- Work with other agencies and groups to create initiatives that establish it as the leader in outdoor nature-based recreation.

The Department recognises that building a workforce with the skills and competencies required to perform in a complex environment, adapt to change and engage with others is a significant challenge.

The Department will:

- Improve its organisational capability by implementing the Workforce Capability Strategy through a specific focus on strategic planning and management.

JOINT OUTCOMES



Conservation policies affect New Zealand's economic growth, social cohesion, individuals, businesses and the environment. The Department works collaboratively with the agencies listed below on integrated policy responses. This is to ensure a common understanding of respective roles when implementing the New Zealand Biodiversity Strategy and achieving Government policy objectives - It complements the Department's work to fulfill legislated conservation responsibilities and assists the Department to achieve its high level protection and appreciation outcomes. The more significant of these relationships are governed by an agreed memorandum of understanding.

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</p> <p>Ministry of Fisheries</p> <p>Ministry for the Environment</p> <p>Environmental Risk Management Authority</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, wetlands and their indigenous biodiversity are achieved in a co-ordinated and accountable manner.</p>	<p>Ministry for the Environment</p>
<p>Oceans Policy</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</p> <p>Ministry for the Environment</p>





JOINT OUTCOMES	OTHER CONTRIBUTING DEPARTMENTS
<p>Coastal Management</p> <p>The Government’s goals and policies for the protection and management of the coastal environment and coastal resources (including aquaculture, foreshore and seabed initiatives) 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>
<p>Biosecurity</p> <p>The Government’s biosecurity policies are implemented efficiently and effectively.</p>	<p>Ministry of Agriculture and Forestry</p> <p>Ministry of Health</p> <p>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>

JOINT OUTCOMES	OTHER CONTRIBUTING DEPARTMENTS
<p>Research, Science and Technology</p> <p>Increased knowledge 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/ Maori 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>



Part 2
Outcomes & Outputs



PROTECTION OUTCOME:

New Zealand's Natural and Historic Heritage is Protected and Restored

1. WHAT WE AIM TO ACHIEVE - OUR OUTCOME

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 biodiversity is therefore an important component of the Department's work in conserving natural values.

Definitions

New Zealand's natural heritage means our indigenous species, habitats and ecosystems, geological and physiographical elements, features and systems.

New Zealand's historic heritage means the remnants of human impacts on the land, including our built history. It covers Maori and non-Maori heritage.

Protected means achieving legal protection¹ or binding management agreements for places in public or private ownership that is sufficient to maintain it in its current state and provide assurance about its ongoing existence and integrity.

Restored means degraded habitats, ecosystems, landforms and landscapes where active intervention and management has brought back their indigenous natural character, ecological processes and their cultural and visual qualities; or, for historic heritage, where a place is returned as nearly as possible to a known earlier state.

¹ Legal protection for lands and waters is one tool for establishing protection. While legal protection automatically minimises some negative impacts, such as logging, damage can also be minimised by voluntary agreements and covenants. Legal protection is not an end in itself - once established, active management is often required to maintain and/or improve the condition of places and populations.



Reports and Indicators

To track trends in this outcome, the Department will use the national Landcover Database that looks at the extent of different types of vegetation across New Zealand as a whole. This will be tracked every five years and will show changes in percentage cover of indigenous vegetation over the whole country by different environments.

While this high level measure doesn't describe changes in the condition of New Zealand's indigenous natural heritage, it does indicate the changes in the extent of indigenous vegetation. There is value in looking at the trends in this for all of New Zealand over time, and comparing areas of change within and outside public conservation areas, (this latter aspect is covered in more detail in the next section dealing with evaluations).

INDICATORS

Work is currently underway to develop a baseline for this indicator which will use data from Landcover database 1 (1996/97 data) and Landcover database 2 (2000 data).

Presentation of this data is expected to be in the form of a map of New Zealand showing changes in indigenous vegetation cover by environment type and level of protection with a simple colour key.

The map will be supported by a table showing New Zealand-wide results, and where significant, bar graphs showing changes in categories (both increases and decreases).

A narrative explaining the changes or causes of the changes will be developed, and over time, this will be expanded into narrative on future trends.

Secondary Indicator

Tracking New Zealanders' views on the change in condition of New Zealand's natural and historic heritage and how they believe the Department has influenced this change is a useful secondary indicator. This is because the work the Department does is for the people of New Zealand and the Department needs to keep in touch with their experiences of the outcomes it is striving for.

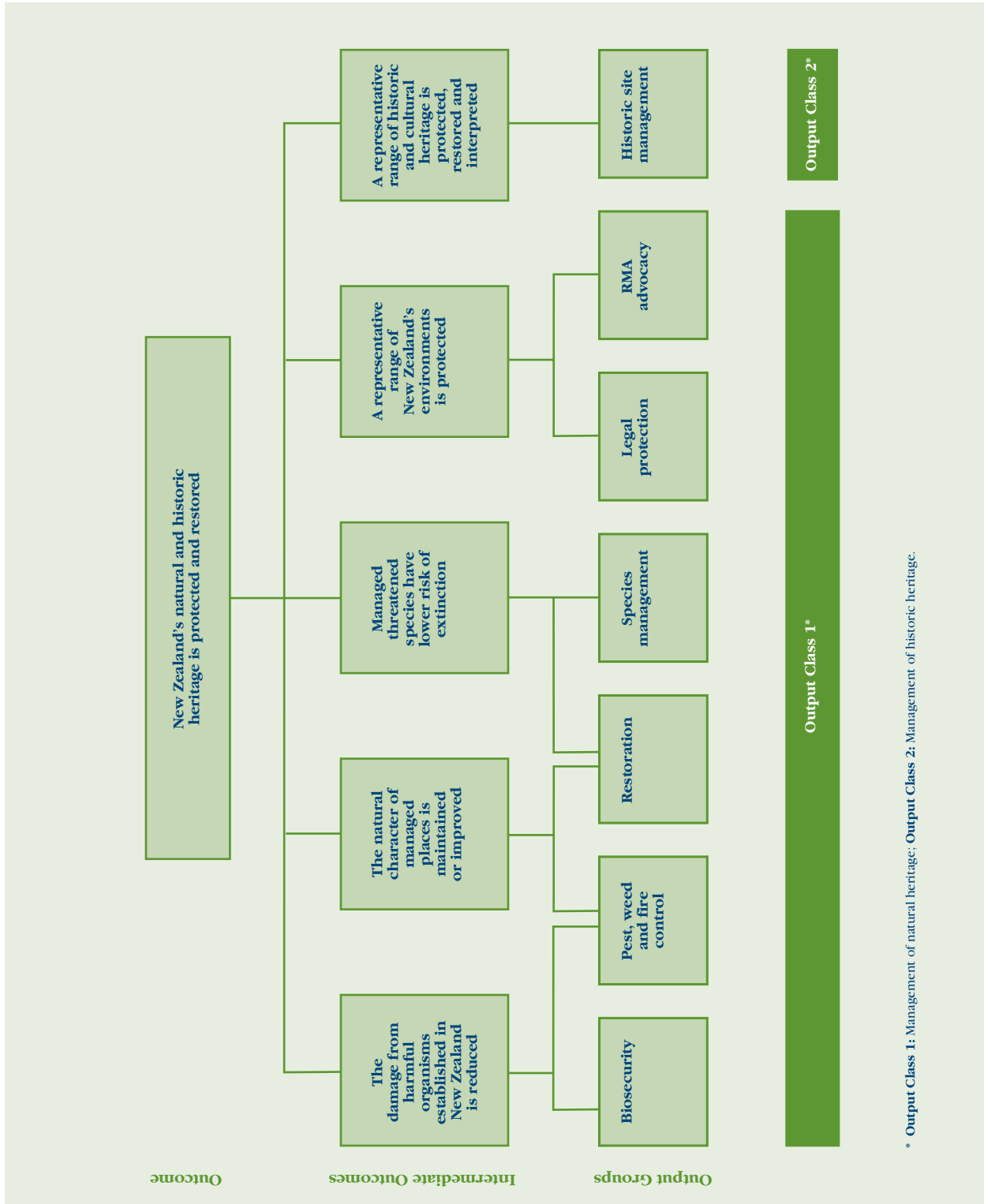
The Department will ask samples of New Zealanders their views on this heritage - whether its condition is improving, declining or stable and whether protection levels have increased or not. We will also determine what contribution people think the Department has made to this change in the environment. The samples of New Zealanders will be made up of groups of informed New Zealanders (e.g. universities, conservation boards) and randomly chosen New Zealanders. This will be tracked every two years after the benchmark results, currently under development, are presented in 2006.



INDICATOR

New Zealanders' views on the condition of our heritage, whether protection has improved, and whether the Department made a valuable contribution.

FIGURE 2: HOW PROTECTION WORK CONTRIBUTES TO THE DEPARTMENT'S VISION



* Output Class 1: Management of natural heritage; Output Class 2: Management of historic heritage.

2. INTERMEDIATE OUTCOMES

Five intermediate outcomes have been identified as steps required to achieve the Department's high level goal of protecting and restoring New Zealand's natural and historic heritage:

1. The natural character of managed places is maintained or improved.
2. The damage from harmful organisms established in New Zealand is reduced.
3. Managed threatened species have a lower risk of extinction.
4. A representative range of New Zealand's environments is protected.
5. A representative range of historic and cultural heritage is protected, restored and interpreted.

The first four intermediate outcomes focus on New Zealand's natural heritage (predominantly those areas managed by the Department) while the fifth focuses on New Zealand's historic and cultural heritage on public conservation lands.

How These Intermediate Outcomes Help Achieve the Protection Outcome

Reducing or removing harmful organisms is the principle activity for maintaining or improving the natural character" of places. In order to meet the objectives in the New Zealand Biodiversity Strategy, many places or ecosystems require restoration which means improving their condition from where they are today to something close to where they were before human presence. This may also include such restorative activities as replanting, translocating species and habitat management - all carefully planned and integrated with other objectives such as protecting and improving representative sites of original biodiversity and threatened native species.

Invasive alien species are the biggest threat remaining to New Zealand's native biodiversity, now that habitat destruction of native habitat has mostly stopped - at least on publicly owned land (most remaining native habitat occurs on Crown owned land administered by the Department). This includes reducing the impact of predators, competitors and weeds that are already established and preventing further introductions which might further threaten our native biota (the biosecurity component).





There are a large number of threatened species in New Zealand. The most effective way of protecting these species is to take an integrated approach with other protection work and use the best intervention techniques. At least two tools support these activities - the Species Threat Classification System (essentially describing objectively which species are most threatened) and the Natural Heritage Management System which is a business mechanism for deciding where to focus conservation management for the greatest returns in terms of biodiversity protection. This will include a tool that optimises species recovery effort.

Most of the remaining native habitat and species occur on public owned land which is administered by the Department and is protected. However, recent ecosystem level research has revealed that much of New Zealand's most threatened species occurs in ecosystem types that have suffered most clearance. Remnants of these ecosystems (and associated species) mostly occur on private land. The Department works closely with landowners and other organisations such the Royal Forest and Bird Protection Society and Queen Elizabeth II Trust to ensure that these threatened species have a lower risk of extinction.

2.1 THE NATURAL CHARACTER OF MANAGED PLACES IS MAINTAINED OR IMPROVED

Definitions

- *Natural character* is about the dominance of indigenous species, in habitats and ecosystems and the integrity of geological and physiographical elements, features and systems. It is about the naturalness of a place – how closely it reflects an undisturbed state and how well it functions.
- *Managed places* is about areas that the Department actively manages. It does not include areas outside public conservation land.
- *Maintained* is about retaining the current quality and resilience of places.
- *Improved* is about taking actions to raise the quality and resilience of places, often in a move towards restoring its natural character.²
- *Condition* is about the level of ecological integrity at a place and how much natural character remains.

Note: Some work will be undertaken during the year to align the natural character definition with the definition of 'ecological integrity' as the Department moves to implement the Natural Heritage Inventory and Monitoring framework. Ecological integrity is a key element in, for example, Parks Canada's inventory and monitoring programme where it is defined in legislation as "... a condition that is determined to be characteristic of its natural region and likely to persist, including abiotic components and the composition and abundance of indigenous species and biological communities, rates of change and supporting processes ..."

² Legal protection for lands and waters is one tool to establish protection. While legal protection automatically minimises some negative impacts (such as logging), damage can also be minimised by voluntary agreements and covenants. Legal protection is not an end in itself – once established, active management is often required to maintain and/or improve the condition of places and populations.



Evaluations

Reporting on the explicit condition of all natural heritage managed on public conservation land is an extremely difficult task and ambitious goal. As the Department works towards this scenario it will need to use a 'proxy' measures to give some insight into condition. To do this for land ecosystems it will use the National Landcover Database that looks at the extent of different types of vegetation and focus this in on vegetation changes within conservation areas. This will be tracked every five years and will show changes in percentage cover of indigenous vegetation by different environments as recorded in LENZ. A baseline exists from which future trends can be determined for the following indicator:

- Change in indigenous vegetation cover on conservation land by environment type.

To present trends in the make-up of forests, which can show the influence that pests have, (e.g. preventing the growth of palatable species), the Department will report on changes in the size-class structure of forests. This information will be drawn from the National Vegetation Survey databank, and will be reported five-yearly for the following indicator:

- Changes in size-class structure of selected indigenous dominants in particular places within forests on conservation land.

Reporting on this indicator will initially take a case-study approach, focusing on selected areas where the operational history is known and time series data is available using permanent forest plots.

Although monitoring is underway in marine reserves to record changes resulting from legal protection, there is no standard quantitative way of measuring condition changes in this environment.

What Can We Do At Present?

With our present capacity and capability we can:

- map the legally protected land, freshwater and marine areas managed by the Department on the mainland and coastal islands,
- estimate the area in different land, freshwater and marine environments under legal protection,
- estimate the area in different land environments under different land cover classes as mapped in LCDB1 and LCDB2,
- assess the threat status of nearly 10% of New Zealand's native species and monitor change in status for about 3%,
- collate anecdotes about the successes of a variety of conservation actions.

What Do We Need to Do In the Future?

In order to measure progress towards halting the decline we need to measure ecological integrity including:

- representativeness (conservation of the full range of ecological diversity),
- species occupancy (well-being of native species), and
- native dominance (impact of human-induced pressures).

We also need to monitor change over time, estimate the difference made by the actions of different agencies, and estimate net achievement. This will involve:

- measuring biodiversity attributes at relevant time intervals
- recording management actions taken and projections of gains and losses
- associating measured changes with those actions
- estimating the difference made by summing gains and losses averted
- estimating net achievement (progress towards halting the decline) by summing gains made and losses sustained.



Measuring Representativeness

The core idea behind representativeness is that biodiversity pattern is intact and healthy if the full range of biological diversity is included within the areas managed for conservation. We can use environmental classifications as a surrogate best practice approach to measuring the full range of biological diversity. In order to measure representativeness we need to improve the protected area database, sustain the LENZ classification, replace the Landcover Database II, and improve and maintain freshwater and marine classifications.

Measuring Species Occupancy

At the national level trends in the number of threatened species by threat classification and trends in the security of threatened species under active management are indicators that can be implemented over the next few years. These indicators will be reported on at five year intervals.

Measuring Native Dominance

The core idea behind native dominance is that ecosystems are intact and healthy if species composition, biomass and ecological process are heavily dominated by native species. The indicators describe aspects of processes, native cover, and the spreading of influence of weeds and pest species and their eradication.

2.2 THE DAMAGE FROM HARMFUL ORGANISMS IN NEW ZEALAND IS REDUCED

Definitions

- *Damage* is the actual or potential harm, injury or loss caused by introduced organisms to indigenous species, habitats and ecosystems.
- Harmful organisms are those deliberately or accidentally introduced organisms that cause unwanted damage.
- *Reduced* includes minimising the risk of harmful organisms reaching New Zealand, or establishing and spreading if they do breach the border. This is achieved by providing advice, technical expertise and working with other biosecurity agencies.

Biosecurity work encompassed under this intermediate outcome differs from other Department pest/weed work. It is focused on the provision of technical expertise, advice and auditing or 'system oversight' of the biosecurity system to ensure that the Department's interests are adequately protected. It also focuses on providing internal biosecurity advice and training, raising awareness, and developing internal biosecurity policy and best practice procedures.



Evaluations

Arrangements for biosecurity in New Zealand have been reorganised, with MAF given accountability for end-to-end management of the biosecurity system through a new agency called Biosecurity New Zealand. The Department is now part of this national biosecurity system. Pre-border, border response and national-scale pest-led activities are largely the responsibility of MAF. The Department will provide MAF with policy and technical advice regarding risks to indigenous flora and fauna, and information about the Department pest management activities to inform their system oversight role. The Department will report on satisfaction of MAF with its provision of this advice and information.

The differences/contribution that the Department has made to achieving the outcomes of the biosecurity system are reflected by the following indicator:

- Increase in biosecurity and/or pest management responses by Biosecurity New Zealand to incursions/pests adversely affecting conservation values as a direct response to the Department's biosecurity advice and advocacy.



2.3 MANAGED THREATENED SPECIES HAVE A LOWER RISK OF EXTINCTION

Definitions

- *Threatened species* or subspecies are plants and animals found in the wild that, without management action, may become extinct. They may be “acutely threatened” and facing a very high risk of extinction in the wild. They may be “chronically threatened” and buffered by either a large total population or a slow decline rate. They may be “at risk” and have either restricted ranges, or small scattered sub-populations, and may not be in current decline but vulnerable to new threats that could rapidly deplete their New Zealand populations.
- *Managed threatened species* is about where the Department is taking action to reduce risks and restore species, places and natural ecosystems by managing local populations. It is not about the fate of individuals.
- *Lower risk of extinction* is about reducing the threats to species or subspecies. Its immediate effect is often to stabilise or slow the decline rate for the managed portion of the New Zealand population, but it may in time, lead to species or subspecies recovery.

Evaluations

To identify the impact of the Department's efforts to restore and protect threatened species, the Department will track trends in the risk of extinction of populations of "acutely threatened", "chronically threatened" and "at risk" species or subspecies. A baseline exists from which future trends will be determined during the year for the following indicators:

- Change in the number of extinct species or subspecies (both confirmed and assumed extinctions).
- Change in the threat classification status of managed "acutely threatened" species or subspecies.
- Change in the threat classification status of managed "chronically threatened" species or subspecies.
- Change in the threat classification status of managed "at risk" species or subspecies.

Past trends for these measures will be on a five year cycle as changes are considered to be insignificant on a lesser scale.

IDENTIFYING TRENDS IN THREATENED SPECIES

There are more than 90,000 indigenous species in New Zealand. Of these, the Department has investigated and categorised about 6,000 species and found that about 2,800 are threatened. These threatened species are broken into three categories:

- 24% are "acutely threatened" or face a very high risk of extinction in the wild
- 9% are "chronically threatened" or face extinction but are buffered slightly by either a large total population or a slower rate of decline
- 67% are "at risk" or vulnerable to fire, loss of habitat, predation, disease etc.



2.4 A REPRESENTATIVE RANGE OF NEW ZEALAND'S NATURAL HERITAGE IS PROTECTED

Definitions

- *Representative range* is about securing protection for adequate and viable examples of different types of natural ecosystems and landscapes which, in the aggregate, originally gave New Zealand its own recognisable character, including marine areas.
- *Protected* is about achieving legal protection or binding management agreements for places in public or private ownership that is sufficient to provide assurance about its ongoing existence and integrity.

New Zealand's environments are defined by the Land, Freshwater and Marine Environments of New Zealand framework. This framework includes public conservation land, protected marine areas and areas managed by others for conservation that the Department directly or indirectly supports. The framework helps classify the physical environment so that we can better choose representative and uncommon natural ecosystems when we take into account the indigenous biodiversity found in these environments.

Evaluations

To identify the impact of the Department's efforts to increase protection of places with conservation values, it will track trends in the percentage of the most at-risk environment types (freshwater, marine and lowland forest) under legal protection from year to year (using underlying LENZ data), with the least represented types clearly identified:

- Percentage of lowland forest areas in protection.
- Percentage of marine areas in protection.

Note: Freshwater areas are at a classification stage, with three out of four of the systems required to bring protection data on-line close to completion.

As a baseline, marine reserve protection covers 7.43% of the territorial sea (out to 12 nautical miles), but 98% of that area is around two distant offshore island groups (Kermadec and Auckland Islands). The total percentage of legal marine area protection (using a number of protection tools) in New Zealand's marine environment (including the EEZ and territorial sea) is however around 2.5%, and only 0.28% of that larger area is contained in marine reserve.

To get a sense of the impact of the Department's efforts to encourage or require others to protect places and species, a way to track the Department's influence on conservation elements of district and regional plans will be developed.

DIRECTING BIODIVERSITY PROTECTION PRIORITIES

The Department is developing a new approach to prioritising legal protection of biodiversity to protect a representative range of biodiversity - an outcome sought in this *Statement of Intent* and a goal of the New Zealand Biodiversity Strategy. The approach is based on an understanding of species-area relationships (larger areas hold more species) the effects of landscape fragmentation (connectivity breakdown) and increasing threats from surrounding land uses that cause biodiversity loss.

Biodiversity loss proceeds relatively slowly until about 30% of the natural cover remains, then the rate of loss increases. The rate of loss increases sharply when about 20% of indigenous cover remains, and very sharply at 10% remaining cover.

The susceptibility to loss in remaining areas also increases markedly as landscape fragmentation proceeds. This means that small remnants require much greater conservation management effort per hectare to sustain their biodiversity than larger, more resilient areas.

The approach under development uses the percentage of remaining cover to direct effort to those environments where threats to biodiversity are most imminent and opportunities to protect remaining biodiversity are retreating most rapidly. By using this approach, the Department will slow biodiversity decline more effectively, but will not halt it.





2.5 A REPRESENTATIVE RANGE OF HISTORIC AND CULTURAL HERITAGE IS PROTECTED, RESTORED AND INTERPRETED

Definitions

- *Historic heritage* is about the historic heritage fabric (built heritage, remains of human activity) and stories (memories) found on public conservation land or managed by the Department. It is not about the elements of New Zealand's historic heritage managed by other agencies or groups.
- *Representative range* is about securing protection for examples of different types of historic and cultural places to adequately reflect the history and cultural character of our country and tell the story of important events that shaped its development.
- *Protected* is about achieving legal protection or binding management agreements for places in public or private ownership that is sufficient to provide assurance about its ongoing existence and integrity.
- *Restored* is about upgrading the condition of heritage fabric so that the rate of future deterioration is minimised. In International Council on Monuments and Sites (ICOMOS) terminology, the focus is on protection and stabilisation work, but in a few special cases it also includes restoration and adaptation work.
- *Interpreted* is about telling stories and creating understanding, as well as providing factual information about places and events.

Evaluations

To measure the gains being made in the conservation of historic heritage arising from changes to the condition of New Zealand's historic fabric, and in the safeguarding of history, the Department will track trends in the condition of actively managed historic assets at sites it administers and trends in the safeguarding of stories:

- Change in the percentage of historic assets in “improving”, “stable” and “degrading” categories.

Work will focus on producing baseline data against which future trends can be determined. To get a sense of the change in protection of historic sites, the Department will track trends in the number of sites that meet ICOMOS criteria from year to year:

- Change in the number of historic sites that meet ICOMOS standards.
- Change in the number of sites for which key history has been safeguarded.

Work will focus on producing baseline data against which future trends can be determined.

3. KEY OUTPUTS AND WHY THEY HAVE BEEN CHOSEN

Statement of Forecast Service Performance for the Year ending 30 June 2007

The main threats to New Zealand's natural, historic and cultural heritage come from:

- plant or animal pests that prey or browse on, or compete with, indigenous plants and animals for space, nutrients, light or water.
- a lack of legal protection from the adverse effects of human activity, including destructive forces such as fire, land clearance, harvesting and the disruption of physical processes.

To counter these threats and to achieve the Department's Protection outcome and associated intermediate outcomes, seven main clusters of outputs and related measures have been identified:

1. Biosecurity
2. Pest, weed and fire control
3. Restoration
4. Species management
5. Legal protection
6. Resource Management Act advocacy
7. Historic site management.





Specific interventions under these key outputs aim to stop:

- significant loss of indigenous flora and fauna (from plant or animal pests, fire, land clearance and harvesting).
- damage to historic and cultural heritage.

The interventions will reduce risks to threatened species and damage and the rate of loss of natural character in conservation places. This work therefore maintains or improves the condition of species and places. Reducing the rate of loss of species and natural character also brings wider benefits to New Zealand through improved ecosystem services (e.g. water purity, erosion control).

3.1 BIOSECURITY

This work is about helping prevent the entry into New Zealand and establishment of new organisms that pose a threat to indigenous biodiversity, and reducing the unwanted damage caused by harmful organisms that have established in New Zealand. This work also supports the achievement of the intermediate natural character and species outcomes (see 2.1 and 2.3), as species and natural character can both be harmed by unmanaged new and existing harmful organisms.

Implementation of the new biosecurity strategy has led to changes in how biosecurity work within Government is undertaken, including the funding arrangements and responsibilities for national-scale pest management.

The changes to the Department's biosecurity work, previously funded and organised within four Vote Biosecurity output classes, are:

- biosecurity policy advice (formerly Output Class 6) is transferred to Vote Conservation, under the Department's policy advice stream (Output Class 5)
- the indigenous forest biosecurity protection (formerly Output Class 7) surveillance programme is now the responsibility of MAF
- specific pest and disease responses (formerly Output Class 8) remains with the Department as an output within Vote Conservation Output Class 1 available for specific Department response-related pest-led work
- Crown pest/weed exacerbator costs (formerly Output Class 9) will remain with the Department as a new Output Class within Vote Conservation.

Biosecurity New Zealand will take the lead for all pre-border, border response and all national-scale pest-led work. National-scale work means any work to eradicate or contain unwanted organisms at a national level. However, the Department retains responsibility for pests under the Wild Animal Control Act 1997 (e.g. thar), and freshwater pest fish.

The Department will continue to carry out its regional-scale pest-led and site-led work to manage harmful organisms that threaten conservation values.



3.2 BIOSECURITY POLICY ADVICE³

This work covers the provision of policy and technical advice to MAF regarding risks to indigenous flora and fauna.

Reports and Measures

Biosecurity policy and technical advice and advocacy

- Policy and technical advice and advocacy will be provided in accordance with the work programme and to the quality standards agreed with Ministers.

3.3 SPECIFIC PEST AND DISEASE RESPONSES

This work is about eradicating or containing newly established or low incidence organisms that pose a threat to indigenous biodiversity.

Interventions delivered are associated with responses to exotic disease or pest incursions and include control and containment outputs for organisms recognised as having significant conservation impacts, and risk analyses in relation to declarations of unwanted organisms. It also includes new incursion activities relating to those incursions for which the Department is the lead agency or is providing logistical support.

Reports and Measures

Specific Pest and Disease Responses

- Technical and policy advice and support will be delivered in accordance with the programme agreed with the Minister of Biosecurity and the Ministry of Agriculture and Forestry.

³ For 2005/06 Biosecurity Policy Advice is managed as a separate key output under Output Class 5: Policy Advice.

3.4 CROWN PEST/WEED EXACERBATOR COSTS

This work is about controlling regional priority pests and weeds (as defined by regional councils and unitary authorities) that occur on conservation lands which may cause problems for the Department's neighbouring landowners. From the 2006/7 financial year, this work will be managed as a separate Output Class within Vote Conservation.

Interventions delivered by the Department include funding for weed and pest work to be undertaken by the Department to meet its agreed "Crown as exacerbator" obligations to regional pest management strategies that are developed and implemented by regional councils under the Biosecurity Act 1993.



Reports and Measures

Crown Pest/Weed Exacerbator Costs

- Programmes of Crown exacerbator weed and pest control completed as agreed for the 17 regional pest management strategies.

3.5 PEST, WEED AND FIRE CONTROL

This work is about managing threats to conservation, whether from fire, plants or animals. This predominantly contributes to the natural character outcome. Maintaining or improving natural character is directly connected with the species outcome, as species are both a part of natural character and rely on natural character to survive. This work is often broad-scale in nature and reduces the rate of loss or risk of damage to natural character and species. The work undertaken here can also support the biosecurity outcome, especially weed-led control programmes.

Definition

- Work that aims to retain natural character, or slow its deterioration by controlling threats.

Interventions delivered by the Department in this area include: wide-scale wild animal control, aquatic animal pest control, weed control (weed-led and site-led), fire control, (including fire prevention), and fencing for stock control. This work does not include mustelid, rodent, cat and dog control that is part of either restoration or species management programmes. These pests are not usually the focus of extensive control programmes.

Reports and Measures

Fire Control

- 11 Conservancies will operate within a fire response/action plan published in accordance with the National Departmental Fire Plan.
- 2 Conservancies will operate within the Fire Plan of a Rural Fire District.

Pest and Weed Control - Possums

- 271,000 hectares of land⁴ will receive treatment this year for possums.
- 1,089,000 hectares of land will be under sustained control for possums.
- 129 possum control operations will be undertaken with 90% of operations meeting their targets for operational success.

⁴ The phrase "land receiving treatment" includes any land where pest or weed control is being undertaken by the Department. This includes conservation land managed by the Department, buffer areas and areas of private land that contain key threats that the Department is managing with the agreement of the landowner.

Pest and Weed Control - Deer

- 359,000 hectares of land will receive treatment this year for deer.
- 655,000 hectares of land will be under sustained control for deer.

Pest and Weed Control - Goats

- 1,457,000 hectares of land will receive treatment this year for goats.
- 2,405,000 hectares of land will be under sustained control for goats.

Pest and Weed Control - Other Terrestrial Animal Pests

Other terrestrial animal pests to be controlled include thar and wallaby. (Rodent, mustelid and cat control is not included here as it is considered part of either restoration or species management programmes).

- 37 pest control operations will be undertaken against other terrestrial pests.

Pest and Weed Control - Aquatic Animal Pests

Aquatic pests to be controlled include koi carp and mosquito fish.

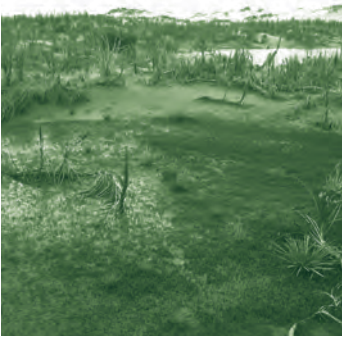
- 15 aquatic animal pest eradication operations will be undertaken in treatable sites.⁵

Pest and Weed Control - Weeds (including aquatic weeds)

- 98 weed control work plans will be completed using a weed-led approach.
- 345,000 hectares of land will receive treatment this year for weeds using a site-led approach.
- 1,191,000 hectares of land will be under sustained weed control using a site-led approach.



⁵ Operational success is defined as: none of the targeted aquatic pest species detectable within the treated site two years after the operation. The success of these operations will therefore be calculated on a rolling two-yearly basis.



3.6 RESTORATION

Ecological restoration is the process of assisting the recovery of an ecosystem that has been degraded, damaged or destroyed. Ecological restoration lies on a continuum of conservation management activities which extends from reducing the rate of biodiversity loss to restoring species' assemblages and systems.

Interventions employed vary depending on the extent and duration of past disturbances, cultural and technological constraints. These interventions contribute to the natural character outcome, as well as the threatened species survival outcome.

Restoration work improves natural character and threatened species survival by reinstating physical processes, controlling exotic pests, and through re-introductions of indigenous species.

Definition

- Work undertaken that aims to improve the overall state of a place through direct intervention and integrated management of key threats at priority intensively managed sites. Intensively managed sites are defined as those sites where an improvement in condition for a fixed area is sought through increased resourcing. Such sites have the following characteristics:
 - ecosystem-focused restoration goals
 - targeted multi-pest/multi-species interventions
 - intensity of species/pest interventions is high
 - careful and detailed inventory, monitoring, evaluation and benchmarking of ecosystem attributes (structure, composition and processes) is undertaken.

Examples of such sites include mainland islands, Operation Ark sites, wetlands and islands. Interventions delivered by the Department in this area include, but are not limited to: reinstating hydrological regimes; removal of barriers to fish passage; control of multiple pests (e.g. weeds, cats, dogs, mustelids, rodents and other predators/competitors such as ungulates and possums); indigenous plantings and re-introductions of indigenous animal species, or the eradication of introduced species of animals or plants on islands. This work excludes sites where management focuses on single or few pests/species over large areas using minimal resources and infrequent effort, e.g. large-scale possum control, or where the only management activity is fencing.



Reports and Measures

Natural Heritage Restoration

- 60 restoration programmes will be undertaken.
- 90% of restoration programmes undertaken will meet the criteria for success set out in the programme plan.
- 85 island biodiversity programmes will be in place for pest-free islands.
- 85 island biodiversity programmes will maintain a pest-free status.

3.7 SPECIES MANAGEMENT

This work is about providing management actions to support the survival of populations of threatened indigenous species on conservation land and in captivity, and through working with the fishing industry under the Conservation Services Programme.⁶ The tools used must meet quality standards in standard operating procedures, policies and species recovery plans, or legislation. This work contributes to the species survival outcome.

Definition

- Work undertaken that aims to ensure the survival of targeted threatened species through direct intervention, such as pest control and/or other species management techniques, such as captive rearing. These interventions aim to manage populations and ranges of threatened indigenous species – restoring and protecting them – to maintain or improve the condition of the species and places entrusted to the Department. Where indigenous species are threatened with extinction (despite best efforts to sustain natural environments) the Department intervenes directly to sustain them in their natural habitats or, where necessary, removes them to safe havens.

Interventions delivered by the Department in this area include: species management, kiwi sanctuaries, control of cats, dogs, mustelids, rodents and other predators/competitors undertaken for single species outcomes, and the Conservation Services Programme. Also included are international 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.

⁶ The Conservation Services Programme gathers information about the adverse effects of commercial fishing on protected species to inform the development of means to mitigate those adverse effects. It is largely funded through a levy on the fishing industry.

Reports and Measures

Species Management

- 149 “acutely threatened”, species or subspecies will have improved security for one or more populations as a result of active species conservation programmes.
- 47 “chronically threatened”, species or subspecies will have improved security for one or more populations as a result of active species conservation programmes.
- 13 “at risk”, species or subspecies will have improved security for one or more populations as a result of active species conservation programmes.
- The Department will have achieved improved understanding of status and threats for 199 “acutely threatened” species or subspecies through survey monitoring and research.
- The Department will have achieved improved understanding of status and threats for 70 “chronically threatened” species or subspecies through survey monitoring and research.
- The Department will have achieved improved understanding of status and threats for 31 “at risk” species or subspecies through survey monitoring and research.
- The Department works with the commercial fishing industry and other stakeholders to develop and report on an annual programme of scientific investigation into the effects, and mitigation of the effects, of commercial fishing activity on protected marine species. Activities within this agreed Conservation Services Programme will be reported on against the agreed milestones and criteria within the Programme at year end.



3.8 LEGAL PROTECTION

This work is about increasing the protection for species, and/or increasing under-represented types of land, freshwater and marine areas with natural, historic and cultural conservation values. The tools used are legal protection, purchases, covenants, kawenata and gifts. These tools have quality standards set by standard operating procedures, policies or legislative requirements. Legal protection provides the greatest likelihood for the protection of species and sites and allows for more focused management. As such, it provides a sound foundation for the Protection outcome, and for recreational access, which contributes to the Appreciation outcome. 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.

Definition

- Work undertaken to add places to the protected area network that are not currently well-represented, or are the best quality and most distinctive places, or are places with important geological features, or are places and landforms of importance to cultural identity. Also includes work undertaken to increase the legal protection for species through protection of areas and sites.

Interventions delivered by the Department in this area include: legal protection of places in the marine, freshwater and land environment; historic and cultural heritage sites; participation with tourism, recreation, commercial and customary fishing interests to set aside new areas as part of a comprehensive network of marine protected areas. This work is underpinned by related statutory land management processes such as consents and approvals for land dealings and support for administering bodies.

Reports and Measures

Legal Protection of Areas and Sites

- Marine protection.

The total marine reserve area managed by the Department is 1,276,507 hectares.

The marine reserves are:

MARINE RESERVE	AREA (HA)
Cape Rodney-Okakari Point	518
Poor Knights Islands	1,890
Kermadec Islands	748,000
Te Wanganui-a-Hei (Cathedral Cove)	840
Mayor Island (Tuhua)	1,060
Kapiti Island	2,167
Long Island-Kokomohua	619
Tonga Island	1,835
Te Awaatu Channel (The Gut)	93
Piopiotaahi (Milford Sound)	690
Westhaven (Te Tai Tapu)	536
Long Bay-Okura	980
Motu Manawa (Pollen Island)	500
Te Angiangi	446
Te Tapuwae o Rongokako	2,452
Pohatu (Flea Bay)	215
Auckland Islands / Motu Maha	498,000
Ulva Island / Te Wharawhara	1,075
Te Matuku	689
Horoirangi	948
Te Paepae Aotea (gazettal process initiated)	1,444
Whangarei Harbour sites (gazettal process initiated)	231
Parininihi (gazettal process initiated)	1,759



In addition, eight new marine reserves were established under the Fiordland Marine Management Act 2005 comprising 9520ha, or about 13% of the inner Fiords, together with limits on fishing in other areas to protect the unique Marine fiord environment.

Te Hapua (Sutherland Sound)	454
Hawea (Clio Rocks)	411
Kahukura (Gold Arm)	464
Kutu Parera (Gaer Arm)	433
Taipari Roa (Elizabeth Island)	613
Moana Uta (Wet Jacket Arm)	2,007
Taumoana (Five Finger Peninsula)	1,466
Te Tapuwae o Hua (Long Sound)	3,672

The Minister of Conservation has sought concurrence from the Minister of Fisheries for the following applications:

CONSERVATION APPROVED MARINE RESERVES	AREA (HA)
Taputeranga	969
Great Barrier Island (Aotea)	50,100

In addition, the Minister of Conservation expects to consider and decide the following marine reserve applications:

Tapuwae (Taranaki)	1,547
Akaroa Harbour	530

Marine protected sites to be achieved in 2006/07 are:

- To complete processing and decision making in respect of the above marine reserve applications.
- To participate in regional planning process for marine protected areas relating to the Sub-Antarctic Islands, Hauraki Gulf, the coastal area near Otago, and South Island West Coast.
- Terrestrial protection:
 - 54,425 hectares of terrestrial area legally protected during the year.
 - 8 historic sites where legal protection will be achieved.

3.9 RMA ADVOCACY

This work is about encouraging or requiring others to protect places and species with natural, recreational, historic or cultural values that lie outside the formal protected area network. This is critical to ensure a full range of natural, historic and cultural places are protected (particularly lowland areas), and that public access is maintained to a full range of recreational opportunities. This work is a key function of the Department under the Conservation Act, section 6(b).⁷

Sometimes, the outcomes from this work also improve the condition of places and species entrusted to the Department. The benefits of undertaking advocacy work do not always lead to benefits within the year that work occurs. This is because influencing plans may require several years or plans may take several years to be implemented. The tools used have quality standards set by standard operating procedures, policies or legislative requirements. This work contributes to both the Protection and Appreciation outcomes.

Definition

- Work undertaken to protect places and species with natural and/or recreational and/or historic/cultural values, through advocacy under the Resource Management Act 1991 and/or the Crown Pastoral Lands Act 1998.

Interventions delivered by the Department in this area include: advocacy under the Resource Management Act via local government processes; advocacy via coastal planning services under the Resource Management Act; working collaboratively with private landowners, Maori landowners, councils, community groups, iwi/hapu, other agencies and businesses to achieve protection; running initiatives to help these groups improve their conservation skills and knowledge to undertake conservation independently; submissions to the Commissioner of Crown Lands under the discretionary consents provisions of the Crown Pastoral Lands Act.

⁷ The Department recognises that in working beyond land it manages, the purpose of the Resource Management Act is to promote the sustainable management of resources, and that this encompasses the use, development and protection of resources.

Reports and Measures

RMA Advocacy and Coastal Planning Services

- 1,515 consultative processes, including formal and pre-hearing meetings.
- 70 submissions on draft policy statements and plans.
- 194 submissions on applications for resource consent.
- 1,075 applications for resource consent agreed without public notice (section 94).
- 31 court or legal actions where other processes have failed.

OUTPUT CLASS: MANAGEMENT OF NATURAL HERITAGE

	REVENUE CROWN \$000	REVENUE OTHER \$000	TOTAL REVENUE \$000	EXPENSES \$000	SURPLUS/ (DEFICIT) \$000
2006/07 Forecast	122,916	6,130	129,046	129,046	-
2005/06 Estimated Actual	116,524	6,131	122,655	122,655	-

3.10 HISTORIC SITE MANAGEMENT

This work improves historic and cultural character by adding in missing elements or developing weak elements within an area. It contributes to the intermediate historic and cultural character outcome. Management of historic sites also provides recreational opportunities and contributes to New Zealanders' sense of identity. This work is built on the conservation of the stories and oral history collected from people.



Definition

- Work undertaken that aims to improve the overall state of a place through direct intervention and integrated management of key threats at key sites. It usually involves multiple management actions directed at a number of threats.

Interventions delivered by the Department in this area include: historic site restoration at priority historic or cultural sites, and collection and conservation of stories through inventory work. Not included are sites where the only management activity is fencing. There are 660 actively managed historic sites (comprising 1,595 assets).

Reports and Measures

Historic Heritage Restoration

- 23 historic heritage assets for which remedial work is completed to standard.
- 342 historic heritage assets for which regular maintenance work is on track to standard.
- 95 heritage inventories completed to standard.

OUTPUT CLASS: MANAGEMENT OF HISTORIC HERITAGE

	REVENUE CROWN	REVENUE OTHER	TOTAL REVENUE	EXPENSES	SURPLUS/ (DEFICIT)
	\$000	\$000	\$000	\$000	\$000
2006/07 Forecast	5,157	273	5,430	5,430	-
2005/06 Estimated Actual	5,209	274	5,483	5,483	-

4. WHAT WE NEED TO DELIVER OUR OUTPUTS

To deliver the activities that contribute to the achievement of the Protection outcome, the Department needs the necessary capability and needs to invest in a range of tasks.⁸

Existing Capability

The Department's current capability to deliver on its Protection outcome includes:

- staff committed to protecting and restoring New Zealand's natural, historic and cultural heritage, and its recreational opportunities
- core competency training courses covering natural, historic and cultural heritage management
- resources to maintain the current level of management of natural, historic and cultural heritage, and recreational opportunities
- 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 the management of natural, historic and cultural heritage to continually improve the Department's knowledge and provide new technologies and methods
- a commitment to working with communities, including Maori
- 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.



⁸ The Department's general capability needs are described in a separate section of this *Statement of Intent*.

Key Challenges

The Department's growing understanding of its capability needs shows gaps in its current and future needs. Some will be difficult to address, especially when influenced by external factors. The Department must advance its natural heritage management skills (such as understanding ecological processes and modelling) in order to achieve higher levels of performance to reach its potential and deliver on the Protection outcome. Other future capability needs are:

- core competency training courses for biosecurity and natural, historic and cultural site management
- a review to quantify the options and related funding for continued implementation of the New Zealand Biodiversity Strategy
- the development and implementation of a system to support the complex management of natural heritage
- more effective working relationships with central and local government agencies
- to further empower communities to become more involved in protecting and restoring natural, historic and cultural heritage
- strengthened relationships with Maori, through good communication, mutual understanding and involvement
- continued assessment of current capability and building knowledge of future capability
- further work on measuring progress toward achieving protection outcomes.



Science and Research for Protection

The Department's science and research programme will continue to focus on biodiversity assessment and assessing and predicting risks from introduced pests and weeds and seeking 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 priority sites and achieve indigenous biodiversity protection. Where the survival of species is not assured by the ecosystem approach, the Department will direct research at specific, threatened species recovery programmes.

Key marine reserves will continue to be monitored to measure ecosystem restoration. New marine research will focus on the Sub-Antarctic Islands and the unique marine biodiversity present around those World Heritage sites.

Research will focus on sites on land managed by the Department, specifically to improve the interpretation of historic and cultural heritage for the public, improve the representative coverage of historic protection and provide tools for historic and cultural heritage site protection.

APPRECIATION OUTCOME: People Enjoy and Benefit from New Zealand's Natural and Historic Heritage and are Connected with Conservation

1. WHAT WE AIM TO ACHIEVE - OUR OUTCOME

The Appreciation outcome draws together the work being done to fulfil several of the Department's key functions under the Conservation Act. These functions promote the benefits of conservation and build a shared sense of stewardship with the community and businesses by providing information, education, recreation and leisure experiences, and opportunities to participate in protecting and restoring the country's natural and historic heritage.

Achieving this outcome will contribute to individual and societal health and well-being, as well as to people's cultural, spiritual, social and economic connections with New Zealand's special lands and waters and provide opportunities for education and inspiration.

How successful the Department is at achieving this outcome depends on how well it can meet recreation needs, engage with communities and manage the external influences on its work - the most significant of which are described in the earlier Environmental Scan.

Definitions

Natural heritage means the natural ecosystems and habitats, and indigenous species on land and in freshwater and marine environments.

Historic heritage means any natural feature, land, water, archaeological site, building or other structure, facility, object, event or tradition (or combination of these) that contributes to an understanding and appreciation of New Zealand's history and cultures.

Benefit means to enhance or improve social conditions (such as community health) or to receive some personal or individual advantage, gain or profit through passive or active involvement with New Zealand's indigenous biodiversity for a range of reasons, including recreation, education, tourism and business at places managed by the Department of Conservation.⁹

Connected means people consciously recognise and value the role of New Zealand's unique and special places and cultural and natural heritage which they hold as part of their identity, and also feel a commitment to their ongoing preservation.

⁹ The "benefits" people receive have been defined through research and applied by resource management agencies in countries such as Canada, where it is described as the Beneficial Outcomes Approach (BOA). The benefits used by the United States Bureau of Land Management are: household and community benefits, personal benefits (such as better mental health, physical health, personal development and growth, personal appreciation and satisfaction, and physical fitness), economic benefits and environmental benefits.



Indicators

To track trends in this outcome, we will survey New Zealanders to determine the benefits they seek and receive from the natural, historic and cultural heritage managed by the Department.

INDICATOR

A programme to develop a tool to track trends in the benefits New Zealanders seek and receive from their heritage is being scoped. This will examine changes in New Zealand's views on a broad range of benefits, for example, health, enjoyment, education, inspiration, cultural, recreation and economic benefits.

The Department will also ask about the relative value of conservation compared with other broad outcomes in New Zealand using trade-offs or willingness to pay as another indicator of New Zealanders' support for conservation.

INDICATOR

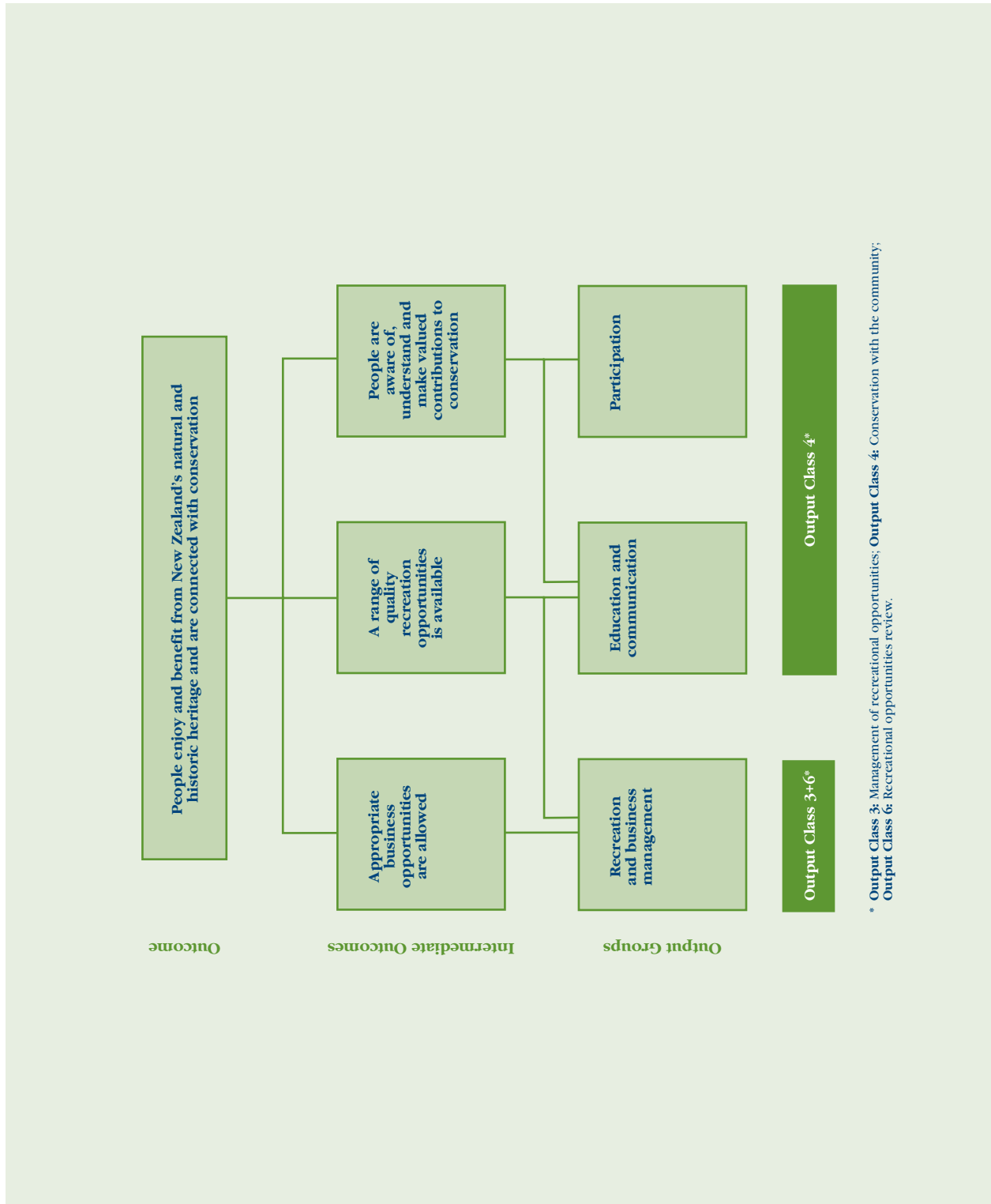
A programme to track the relative value of conservation as an indicator of support for conservation is being scoped.

THE ECONOMIC VALUE OF PUBLIC CONSERVATION LANDS

The economic dimension and benefits of conservation lands to the community was demonstrated by a study of the West Coast in May 2004. The study found that conservation lands provide 1,814 full-time job equivalents and an output of \$221 million a year. This equates to 13% of the region's household income. New tourism businesses and higher visitor spending are among income sources.

Similar economic studies being carried out for the Queen Charlotte Track and the Abel Tasman National Park coastal walk are due to be completed shortly.

FIGURE 3: HOW APPRECIATION WORK CONTRIBUTES TO THE DEPARTMENT'S VISION



* Output Class 3: Management of recreational opportunities; Output Class 4: Conservation with the community;
 Output Class 6: Recreational opportunities review.

2. INTERMEDIATE OUTCOMES

Three intermediate outcomes have been identified that will help achieve the high-level outcome of people being connected to and benefiting from New Zealand's natural, historic and cultural heritage. These are:

1. People are aware of, understand and make valued contributions to conservation.
2. People have access to and use a range of quality recreation opportunities on public conservation land.
3. Appropriate business (concession) opportunities are allowed and operate in conservation areas.



How These Intermediate Outcomes Help Achieve the Appreciation Outcome

The land which the Department manages is not only home for many of New Zealand's native plants and animals, it is also important for many people who have a connection with these special places. The intermediate outcomes were selected as the most effective means to promote enjoyment and appreciation of our natural and historic heritage. The connection is encouraged in two ways; by providing for a spectrum of outdoor recreational opportunities in different settings on public conservation land, from wilderness areas to developed sites, and by promoting a range of opportunities for people to learn about and become engaged in conservation.

In New Zealand, public enjoyment of conservation lands is acknowledged as a social and economic good. It contributes to a healthy active lifestyle for New Zealanders. In addition, recreation on conservation land also provides a very considerable benefit to the New Zealand economy. The availability of a broad range of outdoor recreation opportunities can only enhance the wellbeing of New Zealand and its people.

There are a range of visitors seeking different recreational experiences. The Department therefore maintains a range of campsites, tracks, huts, visitor centres and supporting facilities and services that enables visitors to enjoy diverse recreational opportunities at 3,800 sites, to learn about the natural and historic heritage present, and in some cases to stay at these sites.

A planning framework that links the recreation opportunity spectrum (ROS) and visitor groups (defined in the 1996 Visitor Strategy) guides decisions on the range of outdoor recreation opportunities provided, and what isn't provided. The robustness of natural and historic settings and their sensitivity to disturbance also influences the type of recreation opportunity appropriate for that setting. Service standards appropriate to particular opportunity classes have been described, and linked directly to the various visitor groups. The influence of these standards on recreation opportunities is evident for example in the Department's hut principles, which promote a lesser density of huts in Remote sites compared with Backcountry walk in sites.



The mix of outdoor recreation opportunities provided on land managed by the Department is determined by the outcomes planned for different places. These outcomes take account of the nature of the experience to be maintained, public access, current opportunities available and their uniqueness, and how they contribute to the wider network of recreation opportunities. This approach responds to visitor demand for a range of facilities and services catering for varying experience and skill including camping, walking and tramping.

While the Department manages a range of outdoor recreation opportunities across the lands and waters it administers the recreation opportunities provided by other landowners or managers within the local geographic area or in some cases, further afield are also taken into account. In fostering visits by the public the Department consults and works closely with other groups such as local and regional councils, recreation and conservation groups, iwi, and the tourism sector. Collectively, a compatible range of recreation opportunities are provided for across the spectrum of urban to remote recreation settings. Within that spectrum each provider has a different emphasis on the type of opportunity provided.

Concessions which do not adversely affect conservation values are issued to broaden the recreation opportunities and provide economic opportunities for the private sector. Visitor monitoring enables the Department to assess trends in the public's enjoyment of these places.

People who are connected with conservation can make a hugely valuable contribution to preserving New Zealand's unique natural, historic and cultural heritage. An individual's lasting connection with conservation is likely to be built upon an inherent appreciation and awareness of our heritage. From this awareness comes support for and commitment to its preservation and enjoyment.

Awareness and understanding is built in several ways. The Department can promote (through information and interpretation) respect for our cultural and spiritual connections with New Zealand's land and waters. This contributes to and builds peoples' identities as New Zealanders.

People are also given the opportunity to experience these special places through a range of recreation and leisure activities. The connection is further reinforced by engaging people through a range of opportunities to be part of hands on restoration projects, volunteer opportunities and education programmes. Opportunities are also provided for people to learn about conservation and special places through more passive mediums like literature, arts and television.

2.1 PEOPLE ARE AWARE OF, UNDERSTAND AND MAKE VALUED CONTRIBUTIONS TO CONSERVATION

Definitions

- *Aware of* means to be informed of the conservation context, issues and trends, and to be conscious of their importance and implications.
- *Understand* means to comprehend the conservation context, issues and trends, and to understand their importance and implications.
- *Valued contributions* means that people contribute to conservation in ways that give them satisfaction, their contributions are valuable and make a positive difference for conservation.



Evaluations

To measure the impact of the Department's efforts to support people being connected to and involved with conservation, the Department will develop a baseline and track year to year trends in the following indicators of connection and involvement.

- Change in people's satisfaction with their involvement in conservation.
- Change in the percentage of people involved in conservation projects in general and on conservation land.
- Change in the quality of the Department's engagement with key associates.
- Change in tangata whenua's satisfaction with the Department's activities to assist them to maintain their cultural relationships with taonga.

To identify the impact of the Department's efforts to increase awareness of conservation, the Department will track trends in New Zealanders' understanding from year to year.

- Change in New Zealanders' understanding of important conservation issues.
- Change in the percentage of departmental information sources New Zealanders use to learn about conservation.
- Change in recognition of the role of Crown pastoral leases in providing ecosystem services.



2.2 PEOPLE HAVE ACCESS TO AND USE A RANGE OF QUALITY RECREATION OPPORTUNITIES ON PUBLIC CONSERVATION LAND

Definitions

- *Recreation opportunities* means the combination of the physical, social and managerial setting and the leisure activity from which an individual gains some personal benefit and experience. Sites are described on a continuum from places close to urban areas to remote wilderness areas where the influence of people, vehicles and other trappings of society are minimised. These sites can also provide opportunities for commercial tourism activities.
- *A range* means a diversity of settings in which visitors can undertake various different recreation and leisure activities.

Evaluations

To measure the impact of the Department's efforts to provide a range of quality recreation opportunities on public conservation land, trends in the public's satisfaction with the opportunities available will be tracked annually.

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

2.3 APPROPRIATE BUSINESS OPPORTUNITIES (CONCESSIONS) ARE ALLOWED AND OPERATE IN CONSERVATION AREAS

Definitions

- *Appropriate* means those commercial activities that do not cause an unacceptable impact on the environment or the social setting or facilities provided for visitors.
- *Business opportunities* means concessions: a lease, licence, permit or easement granted under the Conservation Act that allows someone to carry out a trade, occupation or business on areas managed by the Department.

Evaluations

To measure the impact of the Department's efforts to manage appropriate business concessions in conservation areas, the Department will monitor the impact of these activities and the management interventions used to mitigate impacts on the recreational, cultural, historic and ecological values it is charged with protecting.

Development of baseline information will be an initial priority to allow assessment of trends in future years.

- Change over time in number of significant adverse effects that stem from business concession activities.

BASELINE DATA

All concessions have conditions in them to mitigate impacts.

Thirty significant adverse effects were avoided, remedied or mitigated in 2004/05.



3. KEY OUTPUTS AND WHY THEY HAVE BEEN CHOSEN

Statement of Forecast Service Performance for the Year ending 30 June 2007

The main obstacles to achieving the Appreciation outcome are:

- interest in and knowledge of conservation is not a significant part of peoples' lives
- people are not aware of existing opportunities on public conservation land to experience, contribute to or become involved in conservation
- suitable opportunities to experience, contribute to or become involved in conservation are not available to people, including situations where demand outstrips available opportunities.

To overcome these obstacles and to achieve the Appreciation outcome and its intermediate outcomes, the Department has identified three main clusters of key outputs and measures. They are:

1. Recreation and business management.
2. Education and communication.
3. Participation.

Uncertainties for recreation relate to the location and range of recreation opportunities available and the number of impacts created by changing trends in recreation activities.

Tension remains in the allocation of resources between front and back-country areas as the Department endeavours to ensure the correct balance and location of facilities to meet all existing (and potential) needs of visitors.

There is also a tension between developing opportunities for a greater number of visitors and businesses and protecting the qualities and values that make these places attractive. Increasing visitor numbers will put pressure on the natural features of an area, creating impacts that may diminish the natural values and be unacceptable to visitors or the public generally. The social experience is also affected by increasing numbers of visitors and conflicting recreation activities.

A wide range of interests (recreation, commercial, protection) at sites can result in management compromises that do not meet the needs of all stakeholders.

3.1 RECREATION AND BUSINESS MANAGEMENT

The focus of this work is two-fold:

- to facilitate beneficial outcomes for New Zealanders and international visitors through the provision of a wide range of recreation and tourism opportunities
- to permit people to gain a livelihood by running business concessions in conservation areas. These businesses also increase the range of recreation opportunities and include other activities compatible with the natural, cultural, historic and recreation values at places.

The Department provides recreation opportunities to cater for a range of ages, cultures, backgrounds, outdoor recreation skill-levels and expectations. This allows people to appreciate and benefit from their natural, historic and cultural heritage and increases the likelihood they will become more involved and connected with conservation. It also contributes to the Government's goals by fostering a healthy active lifestyle for New Zealanders and contributing to New Zealanders' sense of identity.

Commercial recreation businesses in conservation areas help provide a wider range of recreation opportunities and enable people to earn a livelihood from these places. Concession business opportunities also include a wide range of other resource use activities such as grazing, filming and telecommunications, which comprise the major portion of concession activities managed by the Department. The number of concessions managed by the Department reflects the importance of these businesses for local economies.

To undertake its recreation and business management work and measure and improve its performance, the Department uses service quality standards defined in standard operating procedures, internal policies, and the requirements of legislation.



Definitions

- *Recreation* means the leisure pursuits (including organised sports) that take place in the outdoor urban, rural, mountain, coastal and marine settings.
- *Business management* means planning for, processing of and the monitoring of commercial activities that meet a range of environmental and social performance criteria set by the Department.

Interventions delivered by the Department in this area include: providing a range of information about recreation opportunities, supporting recreation opportunities through provision of a network of managed assets (tracks, huts and campsites, roads, carparks and visitor centres etc); and allowing commercial concessions to operate where these increase the range of recreation opportunities and/or are compatible with the protection of natural, cultural and historic values and visitors' enjoyment.

Reports and Measures

Recreation Opportunities Management

- Satisfaction of visitors with the recreation opportunities provided will be reported at year end.
- 90% of all visitor recreation and interpretation publications will meet publication standard.
- 90% of all visitor recreation and interpretation publications will be available for the public on the Department's website.

Asset Management

- 80% of 950 huts will meet the required service standard.
- 50% of 12,750 km of tracks will meet the required service standard.
- 100% of 13,486 structures will meet the required service standard.

Business Opportunities Management

Recreation Concessions

- A target of 15% of active recreation concessions will be monitored annually.

One-Off Recreation Concessions:

- 515 active recreation concessions for one-off concessions will be managed
- 529 one-off recreation concession applications processed with a target of 75% processed to standards of time and cost.

Longer-Term Recreation Concessions

- 921 active recreation concessions for longer term concession permits, licences, leases and easements managed
- 202 active recreation concessions for longer term concession permits, licences, leases and easements will be processed with a target of 75% processed to standards of time and cost.

Other Resource Use Concessions

- A target of 15% of active other resource use concessions will be monitored annually.

One-Off Other Resource Use Concessions:

- 130 active other resource use concessions for one-off concessions will be managed
- 145 one-off other resource use concession applications will be processed with a target of 75% processed to standards of time and cost.

Longer-Term Other Resource Use Concessions

- 2,808 active other resource use concessions for longer term concession permits, licences, leases and easements managed
- 309 active other resource use concessions for longer term concession permits, licences, leases and easements processed with a target of 75% processed to standards of time and cost.



OUTPUT CLASS: MANAGEMENT OF RECREATIONAL OPPORTUNITIES

	REVENUE CROWN \$000	REVENUE OTHER \$000	TOTAL REVENUE \$000	EXPENSES \$000	SURPLUS/ (DEFICIT) \$000
2006/07 Forecast	97,890	19,019	116,909	116,909	-
2005/06 Estimated Actual	96,550	19,019	115,569	115,569	-

Recreation Opportunities Review

This class of outputs records the cost of depreciation of surplus visitor assets and the write-offs that result from the review of recreation opportunities. This output class is unfunded.

The financial table represents the depreciation and capital charge held nationally for the recreation opportunities review project.

OUTPUT CLASS: RECREATIONAL OPPORTUNITIES REVIEW

	REVENUE CROWN \$000	REVENUE OTHER \$000	TOTAL REVENUE \$000	EXPENSES \$000	SURPLUS/ (DEFICIT) \$000
2006/07 Forecast	-	-	-	2,000	(2,000)
2005/06 Estimated Actual	-	-	-	3,000	(3,000)

3.2 EDUCATION AND COMMUNICATION

This work is about helping connect people to conservation, and through this, building a better understanding of and support for conservation. By enabling people to learn about conservation and enjoy the outdoors, these interventions contribute to people's connection to conservation.

One way the Department encourages enjoyment and understanding of the outdoors is by telling stories of conservation challenges and celebrating conservation successes to inspire people to make a difference for conservation nationally and internationally. The tools used have quality standards set by standard operating procedures, policies or legislative requirements.



Definition

Interventions delivered by the Department in this area include: working with the news media, magazines and documentaries, education, providing information through the Internet, publications and audio-visuals, and contributing to international conservation initiatives and obligations.

Reports and Measures

Education and Communication

- 126 education initiatives will be provided during the year with greater than 90% of educators surveyed rating the education initiatives as effective or partly effective at meeting their objectives.
- The number of website users is expected to increase by at least 20% during the year, while satisfaction levels will be maintained.

International Obligations

- The Department's responsibilities as state party representative or advisor under international conventions and agreements are met in accordance with Government policy and priorities.



3.3 PARTICIPATION

This work provides people with a range of opportunities to participate in protecting and restoring the country's natural and historic heritage and to build their awareness and understanding of and connections with conservation. In doing so the aim is to support the community so that a shared sense of stewardship for conservation is developed.

This is an area of strategic improvement for the Department. It's a function that is a developing area and is fundamental to the Department achieving its vision. To ultimately achieve this vision, the Department will need to increase effectiveness of community participation in conservation. Consequently it will need to build staff capability and capacity to enable the community to participate effectively and with confidence.

The tools used have quality standards set by standard operating procedures, policies or legislative requirements.

Definition

- Providing people with a range of ways to make a difference for conservation by giving their time, expertise and/or goods and services to achieve this.

Interventions delivered by the Department in this area include: volunteer programmes, partnership programmes (with community groups, iwi/hapu, business and other organisations); supporting others to achieve their own conservation initiatives by sharing skills and knowledge.

Reports and Measures

Participation

- 4,250 volunteers will participate in departmental volunteer programmes.
- 15,270 workday equivalents will be contributed by people volunteering.
- 404 partnerships will be run during the year with greater than 80% of partners surveyed rating their contribution to conservation as moderate or significant.
- 30% of the 404 partnerships will involve tangata whenua.
- 302 events and initiatives to build conservation skills and knowledge will be run during the year with greater than 70% of participants surveyed rating the event/initiative as effective.

OUTPUT CLASS: CONSERVATION WITH THE COMMUNITY¹⁰

	REVENUE CROWN \$000	REVENUE OTHER \$000	TOTAL REVENUE \$000	EXPENSES \$000	SURPLUS/ (DEFICIT) \$000
2006/07 Forecast	13,449	1,457	14,906	14,906	-
2005/06 Estimated Actual	11,404	1,249	12,653	12,653	-



¹⁰ The structure of this output class was changed during 2004/05 to better match outputs against the outcomes they primarily support. Advocacy work was transferred to the Management of Natural Heritage output class and concessions work was transferred to the Management of Recreational Opportunities output class. This has significantly reduced the size of this output class, while slightly increasing the natural heritage and recreation output classes.

4. WHAT WE NEED TO DELIVER OUR OUTPUTS

To deliver the outputs that contribute to the achievement of the Department's Appreciation outcome, the Department needs the necessary capability in place. It also needs to invest in a range of inputs.

Existing Capability

The Department's current capability to deliver on its Appreciation outcome includes:

- staff committed to ensuring people enjoy and appreciate our natural, historic and cultural heritage, and have the opportunity to be involved
- core competency training courses covering inspections and maintenance of visitor facilities, aspects of working with Maori and communities, in particular Te Pukenga Atawhai, which supports staff in understanding Maori tikanga and how to work with iwi and hapu in achieving conservation outcomes
- resources to maintain the current level of activity in ensuring people enjoy and appreciate our natural, historic and cultural heritage and have the opportunity to be involved
- the Visitor Asset Management System for identifying, recording and storing information about visitor groups and service standards, recreation information and interpretation, recreation and historic assets, the recreation settings and visitor use, asset maintenance, replacement and upgrade work, strategic management and resource allocation decisions
- 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 Department's work
- volunteer programmes
- good working relationships with iwi and hapu.



Key Challenges

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
- implementation of the Concessions Review and other concession system improvements so that the Department can meet the challenges of providing appropriate business opportunities while still ensuring activities are compatible with the natural, cultural, historic and recreation values at places
- Rebuilding the Department's public website to improve access to information, to extend the range of services available, 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.

Science and Research for Appreciation

Science and research efforts will help the Department define the natural and social values at places and identify the associated physical and social impacts that occur when these places are used. Research will also investigate the measurement of the benefits derived by individuals (and society) from undertaking recreation and conservation activities and the barriers to achieving quality visitor experiences.

Other social research will focus on improving public participation in conservation and strengthening community skills in communities to undertake conservation work. Investigations will continue to determine the contribution that managing conservation lands and resources makes to the Government's wider social, cultural and economic goals.

Policy, Planning, and Ministerial and Statutory Body Servicing



Statement of Forecast Service Performance for the Year ending 30 June 2007

Some of the Department's activities contribute to both of its outcomes and underpin all its work – providing effective policy advice and servicing to Ministers and a range of statutory bodies. This work is covered by the Output Class: Policy Advice, Servicing the Minister and Statutory Bodies, and Statutory Planning.

The outputs include:

- providing policy advice, including advice to Ministers on major policy initiatives, proposals for amending legislation and regulations, including biosecurity and technical advice, and advice to the Office of Treaty Settlements on conservation related aspects of Treaty settlement negotiations
- servicing Ministerial requirements, including writing submissions to Ministers, drafting replies to Ministerial correspondence, writing responses to Ministerial requests for information
- preparing management plans and conservation management strategies, including consultation
- servicing statutory bodies, work which includes 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.

When providing policy advice in a 'whole of government' context, the differing philosophical bases of legislation administered by other departments sometimes makes it difficult to attain the desired conservation outcomes sought by the Department of Conservation.

The Crown's policy parameters for Treaty settlements are well documented, but with each settlement there is a push for new precedents to be set, which could potentially impact on the Department and its activities.

There is wide public interest in conservation management strategies and plans and the consultation phases often result in specific interest groups and the private sector seeking outcomes, often presented in the news media, which assert private rights over those of the public in general.

Sometimes the advice from statutory bodies serviced by the Department may not accord with the priorities or accountabilities of the Minister or Director-General. This may result in board members feeling marginalised.

With any change in Minister, new servicing standards for managing ministerial correspondence can result.

Capability

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.

A large part of the Department's capability is determined by its asset management systems.

These systems ensure the Department assets are well managed. As part of this, an Asset Management Strategy has been developed to bring together all of the existing asset management systems within one framework with clearly defined standards and approaches. All existing systems, including those for historic, visitors and infrastructural assets, will sit within this new framework. It is expected that the new asset management system will be in place in 2006.



Quality Standards

The Department's work is guided by more than 300 policies, standards, best practice documents and standard operating procedures. These quality standards are applied to all aspects of its operations.

The Department runs an operating review system that involves managers at all levels in monthly reviews where exception reporting is used to identify operational issues, such as compliance with standard operating procedures.

Reports and Measures

Policy Advice

- Policy advice will be provided in accordance with the work programme and to the quality standards agreed with Ministers.



Ministerial Services

- The number of draft replies to ministerial correspondence is estimated to be in the range of 2,000 to 2,500.
 - 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 60-70 ministerial Official Information Act requests.
- It is expected that the Department will receive 350-400 requests for information with 100% meeting the ministerial deadline.
- It is expected that the Department will receive 300-350 Parliamentary Questions with 100% meeting the ministerial deadline.

(Note: the 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.

Statutory Bodies

- Satisfaction of the New Zealand Conservation Authority with the services provided by the Department will be assessed at year end.

OUTPUT CLASS: POLICY ADVICE AND SERVICES

	REVENUE CROWN	REVENUE OTHER	TOTAL REVENUE	EXPENSES	SURPLUS/ (DEFICIT)
	\$000	\$000	\$000	\$000	\$000
2006/07 Forecast	6,873	14	6,887	6,887	-
2005/06 Estimated Actual	8,121	14	8,135	8,135	-

Organisational Capability

Organisational Capability

The Department must have the capability to deliver its two strategic outcomes (Protection and Appreciation) to agreed standards. These two outcomes sit within the wider context of the New Zealand Public Service and as such are necessary but not sufficient. As a member of the state services, the Department aspires to achieving the six Development Goals set for the state services. In the context of building capability in the Department, goals 1 and 2 are particularly pertinent:

Goal 1: Employer of Choice

Goal 2: Excellent State Servants.

These goals underpin our thinking about capability development as it is recognised that we are building capable people not just in the Department but for the state sector as a whole.

Principles

When determining the capability mix required to optimise performance, the Department is guided by what it values:

- Being innovative and inclusive - using the talents of a diverse workforce; helping others with their conservation work and seeking the help of others in the Department's work; sharing knowledge; welcoming constructive criticism and learning from mistakes.
- Maximising return on investment - having a productive and empowered workforce; managing assets effectively; and acting with probity.
- Always achieving our best - acting with integrity and behaving ethically; continually seeking to improve personal and organisation performance; and developing the resources required to achieve conservation underpinned by science.

The Department recognises there are particular pressures in regards to leadership, systems and culture. This section deals with the challenges we face in order to grow people with the capability and flexibility to contribute to an organisation that increases the value of conservation for New Zealanders.





In order to achieve this strategy the Department needs to build on its well deserved reputation for innovation and achievement in conservation management on the land that it administers. The Department also needs to build strategic skills in the areas of relationship management and facilitation and its ability to influence stakeholder decision making from the highest levels of government, through industry, public sector cohorts, NGOs and the general public.

Productivity and performance mean developing a strong culture of constant learning in the pursuit of excellence. The behaviour of staff must exemplify the ethics of the public service, demonstrating respect, consideration and fairness toward others. The Department's workforce needs to be willing and supported to push the boundaries of current knowledge and practice and understand that adaptation is a 'given' not an obstacle. To do this, it is expected that all the Department's employees do more than complete tasks, they must seek to influence their own thinking and that of stakeholders and learn to generate innovative solutions and make decisions that entail risk. Staff are learning to think strategically about how tasks fit together to deliver desired outcomes and consider the implications of prioritising across the Department. As the Department learns and adapts we must be capable of choosing between numerous important actions which will make the most difference.

The Department needs:

People with the capability to perform in a complex environment, to adapt to change and engage others.

People in the Future

Technical expertise is vital to the effective functioning of the Department. It has highly valued members of staff who are leaders in their fields. The Department will continue to recruit and develop technical experts across the range of activities it undertakes. The Department now realises that capable leaders do not need to be as technically competent as their staff. They must be effective people managers who inspire their staff to higher levels of performance. The Department is committed to developing leaders at every level of the organisation as this is key to enhancing conservation goals and wider state sector development goals.

We already have people who seek to grow, acquire and apply new knowledge and ways of doing things. Our organisational systems need to support this passion. Opportunities will be provided to staff to develop in more systematic ways. The Department will build both individual and team capability and help staff make the connections between their work and the work of others, utilising the skills of others to remain open to new viewpoints and ideas.

Over time, the Department will develop increasingly competent communicators and relationship builders.

During the coming decade, the Department will learn to respond in more sophisticated ways to the changing demographics in New Zealand society and contribute to global environmental initiatives. The Department will work with people from diverse nations, and with different generational values, who have diverse ways of thinking and backgrounds. This will present a challenge to traditional thinking and ways of doing things.

However, it will also cause us to increase our skill in all aspects of recruiting, developing and managing people in a safe and healthy workplace. They will be supported by quality human resources information, systems, analyses and advice.

Building Capable People

In order to grow a workforce with the capability and flexibility to perform in a constantly changing context, the Department's People Plan 2012 has identified three key objectives.

1. Grow leaders who motivate and support staff to move in an agreed direction with competence and full commitment.
2. Build organisational systems that align to realise a workforce with the capability to perform in a complex environment and adapt to change.
3. Develop a culture of people who value different perspectives, work together well and engage others to create desired outcomes.





The Department's work under these objectives

1. Grow leaders who motivate and support staff to move in an agreed direction with competence and full commitment.

- In a world of expanding needs that often seem to outpace the resources needed to fulfil them, we must grow leaders who are able to work with each other and their teams in a way that makes the most of all available resources. Working together across traditional boundaries both internally and externally will be the norm for us. Swapping, sharing, building together for the common good will be encouraged and leaders who make this happen will be rewarded.
- In an environment where change is a constant, it is essential that our managers are skilled 'people' managers who have the trust and commitment of their teams to take them beyond their experiences of the past and into a different future.

In order to meet the challenge we must ensure that we:

Define leadership in the Department

- Clearly articulate the role of leaders and in standard role descriptions that are regularly updated to reflect growth and change
- Hold managers to account for building productive teams
- Support regionally based managers to be the "face of government" and demonstrate excellence as state servants
- Develop performance measures for managers that drive achievement of strategic goals and build into Personal Performance Review documentation
- Provide managers with adequate data on which to make judgements about how best to develop capability and achieve increased business performance.

Use quality systems

- Improve management systems that integrate to drive desired behaviours and are easy to use by managers and staff
- Build systems that enable and support managerial judgement and the taking of calculated risks.

Grow leaders

- Create a cohesive approach to leadership and development based on an agreed curriculum for each family of roles in the Department
- Create innovate development succession opportunities that include secondments in the wider state sector, private sector and internationally
- Encourage people of different cultures and backgrounds to take on leadership roles to support achievement of the Department's strategic direction.



2. Build organisational systems that align to realise a workforce with the capability to perform in a complex environment and adapt to change.

The challenges the Department faces to achieve this objective are:

- The Department must continue to deliver on its mandate. With the threat of global warming and degradation of Earth's environments it is critical for the Department to demonstrate what can be done if it works actively with others to preserve, maintain and use the environments that generate life in a sustainable manner. To do this, the Department needs people who know how their role fits into the "big picture" and how their performance helps to achieve the mandate.
- It is important that in a changing global labour market, the Department positions itself and has systems flexible enough to access and retain the best people.
- The Department must ensure that the organisational systems supporting managers are simple, integrated and do not impede the development and progression of people from diverse cultural backgrounds.

In order to meet these challenges the Department needs to ensure:

Systems support people to excel

- Underpin all human resources systems and processes with a shared understanding of what "capability" looks like in different roles
- Systematically analyse, design, implement, and improve recruitment, performance management and information systems

- Further develop the health and safety system to be an integrated planning and monitoring system for managers and staff
- Train managers to apply human resource systems appropriately, flexibly and in context
- Design the Department's new Remuneration System to fairly reward and recognise people for their efforts and contribution
- Design the Department's Collective Agreement to drive productive behaviour throughout the organisation and provide a spring board for creating a strategy that rewards people in part according to what they achieve.



3. Develop a culture of people who value different perspectives, work together well and engage others to create desired outcomes

The challenges faced by the Department are:

- The Department has to be able to demonstrate the value that it adds to New Zealand's social, environmental and economic well being. Therefore, it is important that it builds a workforce that is confident in the contribution it makes and is able to bring diverse stakeholders along with it.
- A culture is needed where change is viewed in terms of risks to be managed and opportunities to be seized and enables people to approach the future positively.
- By encouraging behaviours that support the way the Department needs to work, and aligning these with a diverse range of staff values, the Department will be able to fulfil its strategic objectives.

In order to meet these challenges the Department needs to ensure:

Culture is defined and understood

- General Managers and Level 3 Managers clearly articulate and model the future cultural attributes of the Department
- Articulate the desired culture in all leadership documents and design of organisational systems and initiatives across the organisation in ways that reinforce the culture.

A cohesive Department

- Monitor culture indicators across groups via the monthly operating review and hold managers to account for collaborative behaviour
- Clearly define the required work of roles that clearly includes peer to peer work and how roles relate effectively together
- Systematise excellent internal communications and recognise communications as a key culture building function
- Use mechanisms such as cross functional teams more widely to build inter Departmental collaboration. Similarly use teams involving stakeholders to build innovative solutions that increase shared commitment
- Use system studies to uncover negative dynamics that impede productivity and implement systemic solutions
- Act on culture survey findings.



An outward looking and responsive Department

- Regularly study the critical needs and values of stakeholders to identify how the Department is currently delivering to them. Feed this information into the Strategy System in order to remain responsive to strategic issues that require change
- Involve stakeholders in learning processes that inform our business planning, and funding processes and provide continuous feedback on progress
- Feed results of ongoing monitoring and scanning into the design of strategy and business planning.

Reaching the Department's objectives will require a range of actions over the next few years. It is important to note that the People Plan 2012 is a document designed to respond to change in the Department's work and the external environment. Therefore, planned actions will also shift, where necessary, to reflect this.

Capability – long term financial strategy

The Department recognises that salary increases and inflation place significant pressures on balancing the Department's future budgets. Since 2000 the Department has been absorbing these increases through improved efficiency and effectiveness, but further clarity is required to ensure balance of budgets into the future.

The Department has put in place an activity based costing model to identify the ongoing costs of each of the elements of our business. At the same time the new Overarching Strategy has been introduced and as a result the Department will be reviewing the Output Classes and outputs intended to be delivered to achieve the key outcomes as described in this *Statement of Intent*. This will refine the budgets for the Department and these changes will be included in our long term financial strategy for the next 10 years.

Challenges for 2006/07 and how they will be addressed:

The Department is seeking:

- An activity based costing model for benchmarking of activities leading to efficiency and effectiveness gains
- Alignment of the Output Classes and Outputs to the new Overarching Strategy
- Completion of our long term financial strategy for the next 10 years
- Refinement and balancing of our budgets for the next three years based on long term financial plan.

Part 3
Annual Financial
Performance Forecasts



Statement of Responsibility

The information contained in this statement of intent for the Department of Conservation has been prepared in accordance with section 38 of the Public Finance Act 1989.

As Director-General of the Department of Conservation, I acknowledge, in signing this statement, my responsibility for the information contained in this statement of intent.

The performance forecast for each class of outputs in the statement of forecast service performance is as agreed with the Minister responsible for Vote: Conservation administered by the Department of Conservation.

The financial performance forecast for the Department of Conservation in the forecast financial statements and the statement of forecast service performance is as agreed by the Minister of Conservation, who is the Minister responsible for the financial performance of the Department of Conservation.

The information contained in this statement of intent is consistent with existing appropriations, and with the appropriations set out in the Appropriation (2006/07) Estimates Bill.



Hugh Logan

Director-General

Date 26 April 2006



Grant Baker

General Manager
Business Management Division

Date 26 April 2006

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 38 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 presented by the Government. They reflect decisions made by the Government during the 2006/07 budget process up to April 2006.

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 uncertainty given that they are largely driven by events of nature - for example, the number of whale/dolphin strandings or number of forest 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 2007, including:
 - forecast statement of financial performance
 - forecast statement of movements in taxpayers' funds
 - forecast statement of financial position
 - forecast statement of cash flows
 - forecast reconciliation of operating surplus from net cash flows and operating activities
 - detail of fixed assets by category.

FINANCIAL OVERVIEW

The 2006/07 budget figures include the following Crown funding increases:

- \$1.134 million for new accommodation arrangement for the Department
- \$0.75 million for the Department's over-achieved concession revenue

The 2006/07 budget figures include the following Departmental funding increases:

- \$0.75 million new research from the Ministry of Research, Science & Technology (MoRST)
- \$0.148 million for pacific whale research by New Zealand International Aid and Development Agency (NZ Aid)

The following table shows changes in the funding available to the Department since 1994/1995. Significant changes include changes in purchases through revenue Crown, funding for the New Zealand Biodiversity Strategy (from 2000/2001) and funding for the previously unrecognised or undervalued recreational and other assets (from 2002/2003).

FINANCIAL FUNDING

	CROWN \$000	OTHER (Excluding Interest) \$000	TOTAL \$000
1994/1995	94,582	28,153	122,735
1995/1996	102,588	29,904	132,492
1996/1997	112,854	27,607	140,461
1997/1998	132,749	20,836	153,585
1998/1999	139,406	17,246	156,652
1999/2000	134,777	18,291	153,068
2000/2001	150,814	18,678	169,492
2001/2002	156,106	18,211	174,317
2002/2003	206,354	19,026	225,380
2003/2004	222,846	18,281	241,127
2004/2005	223,083	23,225	246,308
2005/2006 estimated actual	237,808	26,687	264,495
2006/2007 forecast	248,342	26,893	275,235

Forecast Statement of Accounting Policies for the year ended 30 June 2007

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 38 of the Public Finance Act 1989.

MEASUREMENT BASE

The statements have been prepared on a historical cost basis, modified by the revaluation of certain fixed assets.

ACCOUNTING POLICY

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

Forecast and budget figures

The forecast figures for 30 June 2007 are those presented by the Minister of Finance in the Budget night documents (Estimates of Appropriations for the Government of New Zealand). The Budget figures are those presented in the Supplementary Estimates for 30 June 2006.

Revenue

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

Donation receipts

The Department receives unsolicited donations, gifts and grants from individuals, groups and companies. The treatment of these depends 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 New Zealand 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.

Cost allocation

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

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

Direct costs assigned to outputs

Direct costs are charged directly to outputs. Depreciation and capital charges are charged on the basis of asset utilisation. Personnel costs are charged on the basis of actual time incurred.

Indirect and corporate costs assigned to outputs

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

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.

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 CATEGORY	ESTIMATED USEFUL LIFE
Visitor assets	
Amenity areas	10–25 years
Signs	5–10 years
Structures	25–50 years
Roads (surface only)	10–22 years and 6 months
Tracks	6–25 years
Huts and toilets	20–50 years
Other buildings	35–50 years
Buildings	20–40 years
Software	3–5 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
Vessels	
Electronics	4 years and 2 months
Engines	10 years
Hulls	15 years
Furniture, computers and other office equipment	5 years
Motor vehicles	6 years and 8 months with a salvage value of 30%
Plant and field equipment	10 years
Radio equipment	5–10 years

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.

Goods and services tax (GST)

The Forecast Statement of Financial Position is GST exclusive except for payables 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 Forecast Statement of Financial Position.

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.

Receivables

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

Fixed assets

- (i) Visitor assets are stated at fair value using optimised depreciated replacement cost as valued by an independent registered valuer on an annual basis. When a visitor asset is under construction the actual cost is accumulated in a work-in-progress account. On completion of the project, assets are recorded at fair value and any difference between the actual cost and the fair value is transferred to the revaluation reserve.
- (ii) Freehold land and administrative buildings are stated at fair value as determined by an independent registered valuer. Fair value is determined using market-based evidence where available, or depreciated replacement cost. Land and buildings are revalued at least every five years.

- (iii) The cost of developing, purchasing and upgrading software is capitalised. Where the software is an integral part of the hardware (i.e. computer cannot operate without that specific software) it is treated as part of the equipment.
- (iv) Infrastructure assets are valued by independent valuers at least every five years and are stated at fair value.
- (v) Vessels are recognised at fair value. Fair value is determined using market-based evidence where available, or depreciated replacement cost. Vessels are revalued at least every five years.
- (vi) Cultural assets are shown at estimated replacement cost.
- (vii) Heritage Assets: The Department is the custodian of 12,000 historic places situated on public conservation land throughout New Zealand. These assets are held for the duration of their physical lives because of their unique cultural, historical, geographical, scientific, or environmental attributes. In accordance with Reporting Standards the Department elected not to re-value these assets in the Statement of Financial Position.

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 Forecast Statement of Financial Performance.

Any increase in value of a class of revalued assets is recognised directly in the revaluation reserve unless it offsets a previous decrease in value recognised in the Forecast Statement of Financial Performance, in which case it is recognised in the Forecast Statement of Financial Performance. A decrease in value relating to a class of revalued assets is recognised in the Forecast Statement of Performance where it exceeds the increase previously recognised in the revaluation reserve. When an asset is revalued, the accumulated depreciation of that asset is restated using the latest valuation figures.

Community assets

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

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. Retirement and long service leave has 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 receivable.

All revenues and expenses in relation to financial instruments are recognised in the Forecast Statement of Financial Performance.

All financial instruments are recognised in the Forecast Statement of Financial Position at their estimated fair value.

Taxpayers' funds

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

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 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.

Changes in accounting policies

There have been no changes in accounting policies, including cost allocation accounting policies, since the date of the last audited financial statements. All policies have been applied on a basis consistent with the previous year.

**FORECAST STATEMENT OF FINANCIAL PERFORMANCE
FOR THE YEAR ENDED 30 JUNE 2007**

	30/06/07 FORECAST	30/06/06 ESTIMATED ACTUAL	30/06/06 BUDGET
	\$000	\$000	\$000
Revenue			
Crown	248,342	237,808	237,808
Other	26,893	26,687	26,687
Total revenue	275,235	264,495	264,495
Expenses			
Personnel	108,429	106,324	106,324
Operating	111,112	104,088	104,088
Depreciation	28,550	27,809	27,809
Capital charge	29,144	29,274	29,274
Total expenses	277,235	267,495	267,495
Net surplus/(deficit)	(2,000)	(3,000)	(3,000)

**STATEMENT OF MOVEMENTS IN TAXPAYERS' FUNDS
FOR THE YEAR ENDED 30 JUNE 2007**

	30/06/07 FORECAST	30/06/06 ESTIMATED ACTUAL	30/06/06 BUDGET
	\$000	\$000	\$000
Total taxpayers' funds at the beginning of the year	380,634	373,745	373,745
Net surplus/(deficit)	(2,000)	(3,000)	(3,000)
Revaluation of assets	-	(4,293)	(4,293)
Assets transfers from other government departments	2,000	8,000	8,000
Capital contributions	7,274	6,182	6,182
Total taxpayers' funds at the end of the year	387,908	380,634	380,634

**FORECAST STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2007**

	30/06/07 FORECAST	30/06/06 ESTIMATED ACTUAL	30/06/06 BUDGET
	\$000	\$000	\$000
Current assets			
Cash and bank balances	20,983	13,684	13,684
Receivables & prepayments	7,258	9,255	9,255
Inventories	1,441	1,441	1,441
Debtor Crown	54,335	54,756	54,756
Total current assets	84,016	79,136	79,136
Non-current assets			
Fixed assets	341,949	341,603	341,603
Total non-current assets	341,949	341,603	341,603
Total assets	425,965	420,739	420,739
Current liabilities			
Creditors and payables			
Provision for employee entitlements	19,364	21,412	21,412
Revenue in advance	7,264	7,264	7,264
Revenue in advance	1,901	1,901	1,901
Total current liabilities	28,529	30,577	30,577
Non-current liabilities			
Provision for employee entitlements	9,528	9,528	9,528
Total non-current liabilities	9,528	9,528	9,528
Total liabilities	38,057	40,105	40,105
Taxpayers' funds			
General funds	306,217	298,943	298,943
Revaluation reserve	81,691	81,691	81,691
Total taxpayers' funds	387,908	380,634	380,634
Total liabilities and taxpayers' funds	425,965	420,739	420,739

**FORECAST STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2007**

	30/06/07 FORECAST	30/06/06 ESTIMATED ACTUAL	30/06/06 BUDGET
	\$000	\$000	\$000
Cash flows – operating activities			
Cash provided from:			
Supply of outputs to Crown	248,764	230,251	230,251
Supply of outputs to customers	26,710	26,558	26,558
Cash disbursed to:			
Produce outputs			
Personnel	108,429	106,324	106,324
Operating	110,980	104,533	104,533
Capital charge	29,144	29,274	29,274
Net cash inflow from operating activities	26,921	16,678	16,678
Cash flows – investing activities			
Cash disbursed to:			
Purchase of fixed assets	26,897	24,173	24,173
Net cash outflow from investing activities	(26,897)	(24,173)	(24,173)
Cash flows – financing activities			
Cash provided from:			
Capital contributions	7,274	6,182	6,182
Cash disbursed to:			
Payment of surplus Crown	1	24,173	24,173
Net cash inflow/(outflow) from financing activities	7,275	6,182	6,182
Net increase in cash held	7,299	(1,313)	(1,313)
Add opening cash balance	13,684	14,997	14,997
Closing cash and bank balances	20,983	13,684	13,684

**RECONCILIATION OF NET SURPLUS/ (DEFICIT) AND
NET CASH FLOWS FROM OPERATING ACTIVITIES
FOR THE YEAR ENDED 30 JUNE 2007**

	30/06/07 FORECAST	30/06/06 ESTIMATED ACTUAL	30/06/06 BUDGET
	\$000	\$000	\$000
Net surplus/(deficit)	(2,000)	(3,000)	(3,000)
Add/(Less) non-cash items:	-	2,500	2,500
Depreciation	28,550	27,809	27,809
Total non-cash items	28,550	30,309	30,309
Working Capital Movement	371	(10,631)	(10,631)
Net cash inflow/(outflow) from operating activities	26,921	16,678	16,678

**DETAIL OF FIXED ASSETS BY CATEGORY
AS AT 30 JUNE 2007**

	30/06/07 FORECAST	30/06/06 ESTIMATED ACTUAL	30/06/06 FORECAST
	\$000	\$000	\$000
Visitor assets and Buildings			
At valuation	654,937	638,647	638,647
Accumulated depreciation	(374,460)	(351,398)	(351,398)
Visitor assets – net carrying value	280,476	287,249	287,249
Freehold land			
At valuation	15,918	13,918	13,918
Land – net carrying value	15,918	13,918	13,918
Infrastructural Assets			
At valuation	26,105	25,579	25,579
Accumulated depreciation	(12,255)	(11,828)	(11,828)
Infrastructural assets – net carrying value	13,850	13,751	13,751
Vessels			
At cost	8,134	8,060	8,060
Accumulated depreciation	(4,671)	(4,289)	(4,289)
Vessels – net carrying value	3,463	3,771	3,771
Furniture, computers, other office equipment and software			
At cost	9,504	3,429	3,429
Accumulated depreciation	(3,125)	(2,645)	(2,645)
Furniture, computers, other office equipment and software – net carrying value	6,379	784	784
Motor vehicles			
At cost	21,546	19,309	19,309
Accumulated depreciation	(10,908)	(9,389)	(9,389)
Vehicles – net carrying value	10,638	9,920	9,920

	30/06/07 FORECAST	30/06/06 ESTIMATED ACTUAL	30/06/06 FORECAST
	\$000	\$000	\$000
Plant, field and radio equipment			
At cost	34,004	32,309	32,309
Accumulated depreciation	(22,780)	(20,099)	(20,099)
Plant, field and radio equipment – net carrying value	11,224	12,210	12,210
Total fixed assets			
At cost and valuation	770,147	741,251	741,251
Accumulated depreciation	(428,198)	(399,648)	(399,648)
Total carrying value fixed assets	341,949	341,603	341,603

**DEPARTMENTAL CAPITAL EXPENDITURE
(TO BE INCURRED IN ACCORDANCE WITH SECTION 24 OF THE PUBLIC
FINANCE ACT 1989)**

DEPARTMENTAL CAPITAL EXPENDITURE	\$000
Actual 2001/02	10,814
Actual 2002/03	14,240
Actual 2003/04	20,256
Actual 2004/05	17,679
Budget 2005/06	29,601
Estimated Actual 2005/06	24,173
Forecast 2006/07	26,897

The forecast capital expenditure for the 2006/07 financial year is primarily in line with the replacement and upgrade of the Department's existing asset categories, which predominantly relate to visitor assets. The capital expenditure supports the Department's production of outputs set out in this *Statement of Intent*.

Part 4 Appendices



Appendix 1

Legislation, Conventions, Strategies, Policies and Plans

The key outcomes 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 outcomes will be implemented. Departmental systems are also 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 RELATING TO MORE PARTICULAR AREAS OR FUNCTIONS

Biosecurity Act 1993

Crown Pastoral Land Act 1998

Forest and Rural Fires Act 1977

Historic Places Act 1993

Resource Management Act 1991

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

Convention on Biological Diversity

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

Convention on the Conservation of Antarctic Marine Living Resources

Convention on the Conservation of Migratory Species of Wild Animals

Convention on the Conservation of Southern Bluefin Tuna

Heritage Ministerial Council

International Convention for the Regulation of Whaling

Ramsar Convention on Wetlands

South Pacific Regional Environment Programme

United Nations open-ended Informal Consultative Process on Oceans and Law of the Sea

World Conservation Union (IUCN) and its World Commission on Protected Areas

World Heritage Convention

STRATEGIES, POLICIES AND PLANS GUIDING THE DEPARTMENT'S ACTIVITIES

Conservation Management Plans (for specific natural and historic places)

Conservation Management Strategies (for each conservancy)

Conservation with Communities Strategy

Deer Policy Statement

General Managers' Handbook

General Policy on National Parks

Himalayan Thar Policy

Historic Heritage Strategy (under revision)

Information Systems Strategic Plan

Kaupapa Atawhai Strategy

Marine Mammal Action Plan

National Park Management Plans (for each national park)

National Plan of Action to Reduce the Incidental Catch of Seabirds in
New Zealand Fisheries

New Zealand Biodiversity Strategy

New Zealand Biosecurity Strategy

New Zealand Coastal Policy Statement

New Zealand Walkways Policy

People Diversity Strategy

Possum Operational Plan

'Science Counts'

Species Recovery Plans

Threatened Species Classification System

Visitor Strategy

Weed Strategy

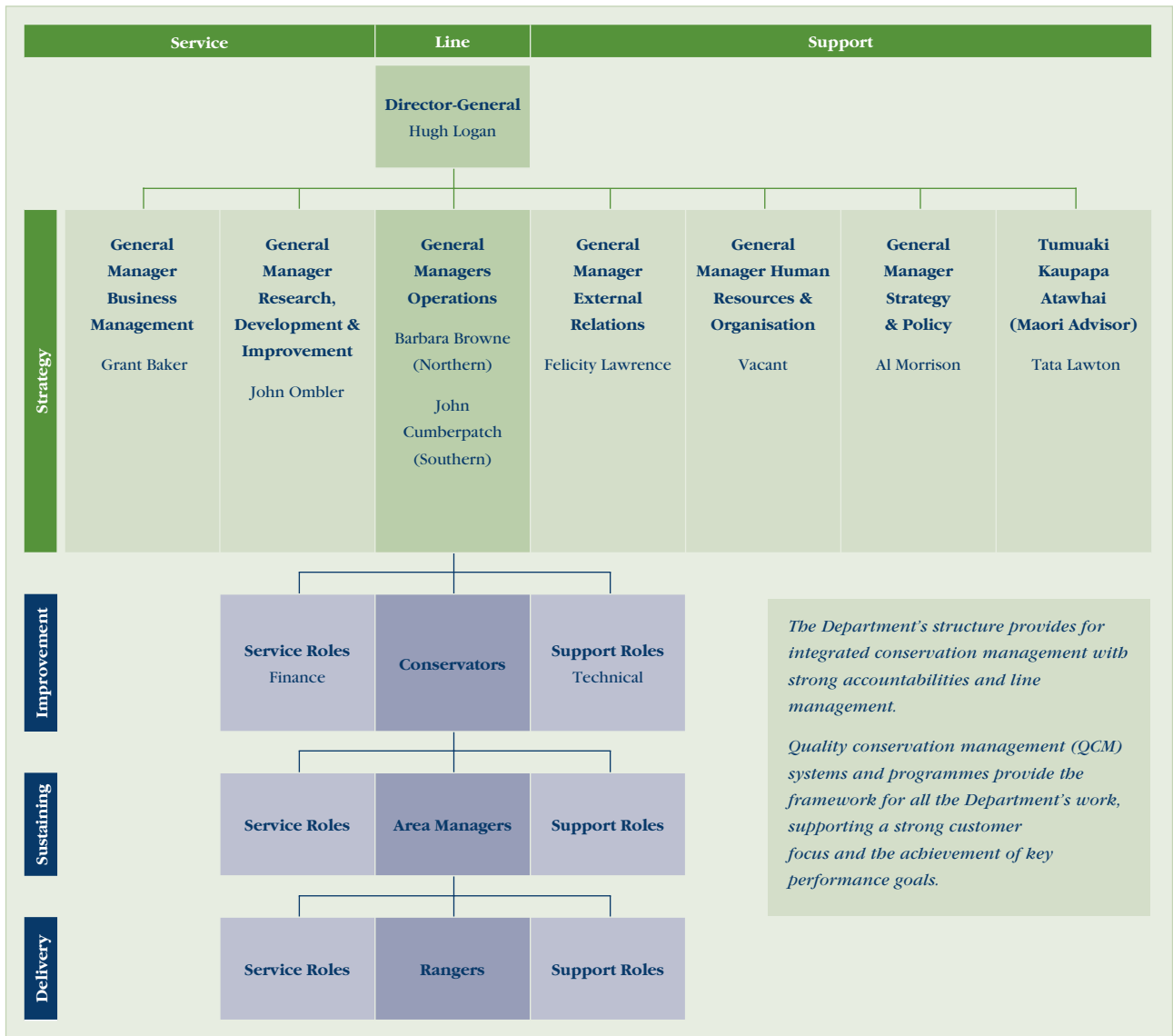
Appendix 2

The Department's Structure

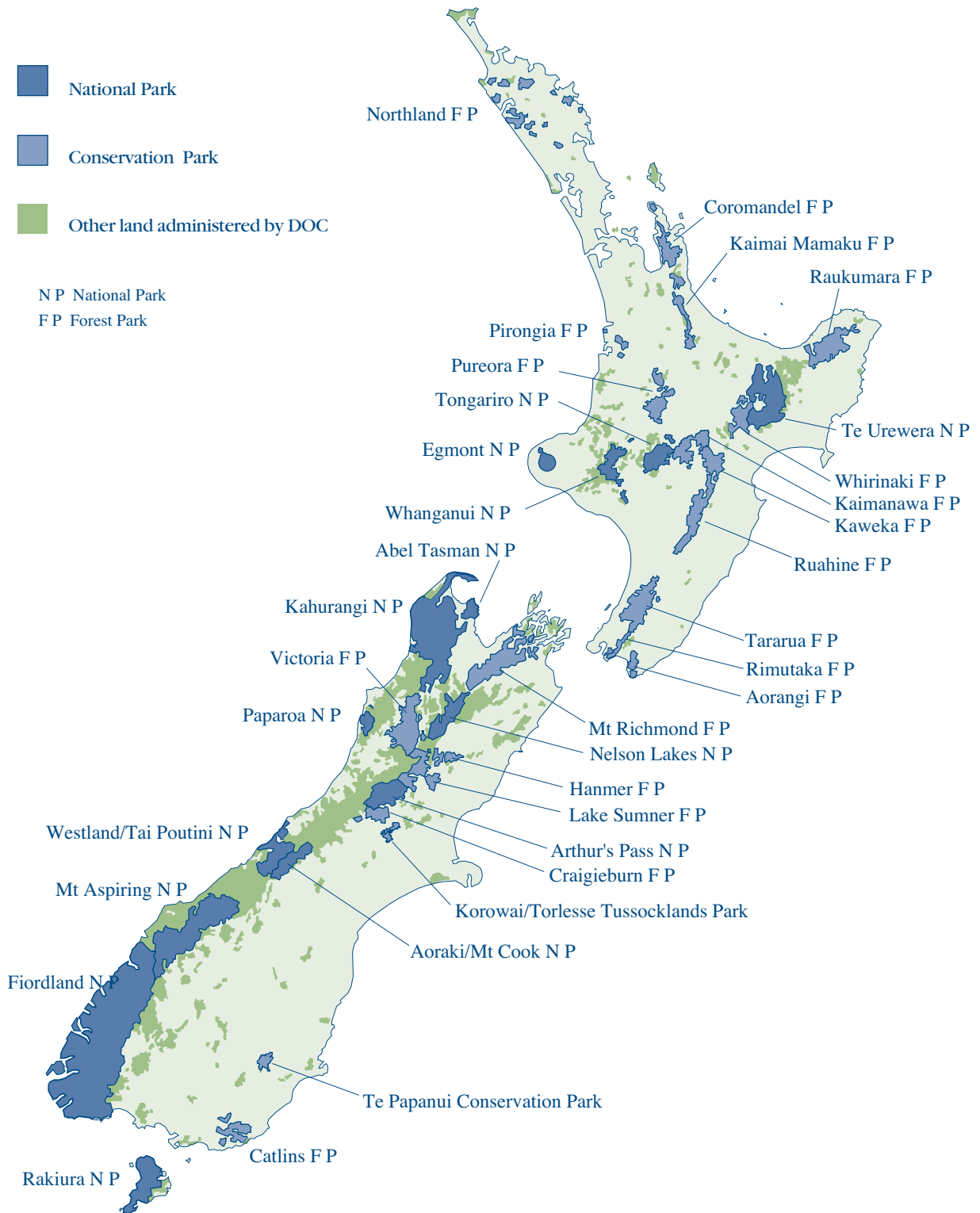
The nature of the Department's work means its structure is decentralised via a network of far-flung offices, grouped into 13 conservancies. Fieldwork and conservation outputs are mainly delivered from area offices within conservancies. Areas are supported by a conservancy office, which sustains delivery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

Two regional offices (based in Hamilton and Christchurch) are focused on supporting the Director-General and leading their regions. The Department's head office in Wellington develops national policies, provides leadership, and national service and support functions. A new Division (Research, Development and Improvement) effective from January 2005 is tasked with continuous quality improvements, particularly of systems and practices.

The Department employs 1,582 permanent staff and between 360-600 temporary staff, as well as many contractors.



PUBLIC CONSERVATION LAND



REGIONS, CONSERVANCIES, AND AREAS



Appendix 3

Glossary

Acutely threatened species	Taxa which are facing a very high risk of extinction in the wild, as defined by criteria that quantify total populations size, area of occupancy, fragmentation of populations, declines in total population, declines in habitat area and predicted declines due to existing threats. The categories of nationally critical, nationally endangered and nationally vulnerable are subdivisions of acutely threatened species.
Advocate	Recommend, promote, present a case in support and includes steps up to and including presentation of cases before the Environment Court in favour of conservation, or for inclusion in district and regional plans and other planning documents.
Associates	People, agencies and organisations with whom the Department works, collaborates, shares information, consults or otherwise interacts.
Biodiversity	The variability among living organisms from all sources including terrestrial, marine and other aquatic ecosystems and ecological complexes of which they are part. This includes diversity within species, between species and ecosystems.
Biosecurity	The exclusion, eradication or effective management of risks posed by pests and diseases to the economy, environment and human health.
By-kill	Non-target species killed in the course of fishing activity and includes protected species such as birds and marine mammals.

Capability	The appropriate combination of competent people, knowledge, money, technology, physical assets, systems and structures necessary to deliver a specified level of performance in the pursuit of the organisation's objectives, now and/or in the future.
Chronically threatened species	Taxa which are facing extinction, but are buffered slightly by either a large total population, or a slow decline rate. The categories of serious decline and gradual decline are subdivisions of chronically threatened species.
Coastal waters	Seawater with the outer limits of the territorial sea and includes seawater with a substantial freshwater component and seawater in estuaries, fiords, inlets, harbours or embayments.
Comprehensive	The extent to which the full range of the diversity of natural, historical and cultural heritage is incorporated in the protected area network or selected for conservation management.
Concession	A lease, licence, permit or easement granted under Part IIIB of the Conservation Act to enable the carrying out of a trade, occupation or business on areas managed by the Department of Conservation.
Concessionaire	A person who undertakes activities under a concession (See concession).
Conservation	The preservation and protection of natural and historic resources for the purpose of maintaining their intrinsic values, providing for the appreciation and recreational enjoyment by the public, and safeguarding the options of future generations.

Conservation Services	Outputs produced by the Minister of Conservation or the Director-General of the Department of Conservation that enable those persons to perform their statutory powers, duties, and functions related to the adverse effects of commercial fishing on protected species, including research related to such effects on protected species, and research on measures to mitigate the adverse effects of commercial fishing on protected species, and the development of population management plans under the Marine Mammals Protection Act 1978 and the Wildlife Act 1953.
Core competency training	Training to provide the skills and knowledge considered essential to any one role.
Cultural heritage	<i>See</i> historic and cultural heritage.
Customary fishing	Traditional gathering and use of fish and marine invertebrates, including but not limited to shellfish, by tangata whenua.
Ecological management	Management of the inter-relationships between living organisms and their surroundings.
Ecosystem	A biological system comprising a community of living organisms and its associated non-living environment, interacting as an ecological unit.
Ecosystem-based solutions	Solutions that recognise the interaction between living organisms and between living organisms and their non-living environment and which allow energy and matters to flow through the system.
Ecosystem services	A wide range of conditions and processes through which natural ecosystems, and the species that are part of them, help sustain and fulfil human life.

Endangered species	A species in danger of extinction and whose survival is unlikely if the causal factors continue operating. <i>See also:</i> threatened species.
Endemic	Species of plants and animals that are unique to an area or animals that may migrate, but breed only in that area (Williams & Given, 1981: <i>The Red Data Book of New Zealand</i>).
Environmental indicator programme	Programme of reporting on the state or quality of the environment led by the Ministry for the Environment. Environmental indicators allow monitoring of environmental trends and tracking of progress towards stated objectives and policy goals. A number of possible environmental indicators have been identified to monitor issues such as air quality, biodiversity, climate change, contaminated sites, marine environments, water, transport and waste.
Exacerbator	Crown as exacerbator describes situations where activity on Crown-owned land exacerbates problems that an adjoining landowner may be experiencing. A common example is where a farmer controls possums but they keep coming over from the reserve next door.
Exclusive Economic Zone (EEZ)	The area of ocean from the outside edge of the territorial sea (which covers inland water, harbours, and the area out to 12 nautical miles from the coast) out to 200 nautical miles from the coast.
Hapu	Local group, clan, section of a large Maori tribe.
Historic place	Any land (including an archaeological site) or any building or structure (including part of a building or structure) or any combination of land and a building or structure that forms part of the historic and cultural heritage of New Zealand and lies within the territorial limits of New Zealand and includes anything that is in or fixed to such land.

Historic site	Any land (including an archaeological site) or any building or structure (including any part of a building or structure) or any combination of land and a building or structure that forms part of the historic and cultural heritage of New Zealand and lies within the territorial limits of New Zealand and includes anything that is in or fixed to such land, whether the site is recognised by the Historic Places Act 1993 or not.
Historic heritage	<i>See</i> historic and cultural heritage.
Historic and cultural heritage	Any natural feature, land, water, archaeological site, building or other structure, facility, object, event or tradition or combination of these which contributes to an understanding and appreciation of New Zealand's history and cultures.
Indigenous	Occurring naturally in New Zealand, including self-introduced species, but not human-introduced or human-assisted ones.
Intermediate outcomes	As outcomes are usually high level results, a chain of more specific intermediate outcomes that feed into an outcome is often defined. These are especially useful for the Department, where response of the environment, pests and species to outputs delivered in the field level is expected due to the nature of the ecological cycles involved.
International treaties, agreements and conventions	A document agreed among two or more sovereign states or governments setting out common understandings and undertakings. Administrative servicing falls under a variety of arrangements, varying from secretariats funded by signatories to costs falling where they lie. Treaties may or may not be legally enforceable or may simply rely on co-operation among the parties to ensure their implementation.

Interpret, interpretation	Convey/conveying information about the origin, meaning or values of natural and historic and cultural heritage via live, interactive or static media. It occurs in the vicinity of the subject and is designed to stimulate visitor interest, and increase understanding and support for conservation.
Intrinsic value	A concept which regards the subject under consideration as having value or worth in its own right independent of any value placed on it by humans.
Introduced species	Not occurring naturally in New Zealand, excluding self-introduced species and including species introduced by humans and whose arrival has been assisted by human activity.
Iwi	Maori people
Kawenata	Covenant
Komiti	Committee
Landscape	An expanse of scenery that can be seen in a single view.
LENZ	Land Environments of New Zealand (LENZ) is a classification of environments mapped across New Zealand's landscape. It is a classification that is nationally consistent, works at a range of scales and comes complete with information about climate, soils and landforms.
Marine protected area	An area of sea especially dedicated to or achieving the protection and maintenance of indigenous biodiversity, and managed by legal or other effective means.
Marine Protected Areas Strategy	A plan of action prepared by the Department of Conservation for achieving the protection and maintenance of marine indigenous biodiversity.

Marine reserves	A marine area constituted as a marine reserve under the Marine Reserves Act 1971, section 4 or declared by an Order in Council made under the Marine Reserves Act 1971, section 71.
Natural heritage	Includes indigenous species, habitats and ecosystems, geological and physiographical elements, features and systems.
Natural Heritage Management System	System established by the Department to enable it and others to understand the state of natural heritage, identify the best interventions and report on what has been achieved.
Nature Heritage Fund	A contestable Ministerial fund established in 1990 to help achieve the objectives of the Indigenous Forest Policy. In 1998 the scope of the fund was widened to include non-forest ecosystems. The objective of the fund is to protect indigenous ecosystems that represent the full range of natural diversity originally present in New Zealand landscape by providing incentives for voluntary conservation.
New Zealand Conservation Authority	A national body of 13 appointed members and established under the Conservation Act 1987, section 6A. Amongst other functions, it has the statutory responsibility for approving statements of general policy for national parks, conservation management strategies and plans and national park management plans.
Nga Whenua Rahui	A contestable fund to assist Maori landowners to protect indigenous forests and other habitats and ecosystems.
Operating Review System	System operated by the Department for maintaining periodic review of outputs and activities against plan.

Outcome	The results experienced by the community from a combination of conservation actions and external factors.
Outputs	Outputs (sometimes referred to as ‘interventions’) are the goods and services produced by the Department in order to achieve or make progress towards the outcome.
Partnership programmes	Activities and projects characterised by mutual co-operation and responsibility for achieving a specific goal. They may involve community groups, corporate and industry bodies, and may involve formal agreements, such as memoranda of understanding and protocols.
Pest	An organism capable of or potentially capable of causing unwanted harm, or posing significant risks to New Zealand’s indigenous biodiversity.
Place	A particular portion of space occupied by a person or object or objects.
Preservation	In relation to a resource, means the maintenance, so far as is practicable, of its intrinsic values.
Principles of the Treaty of Waitangi	Means the principles of the Treaty of Waitangi set out by Government and includes the rider established by the whales case (Ngai Tahu Maori 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	<p>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.</p> <p>The principal criteria for New Zealand's protected area network are:</p> <ul style="list-style-type: none"> • comprehensiveness: the degree to which the full range of ecological communities and their biological diversity are incorporated within protected areas. • representativeness: the extent to which areas selected for inclusion in the protected area network are capable of reflecting the known biological diversity and ecological patterns and processes of the ecological community or ecosystem concerned, or the extent to which populations represent or exemplify the range of genetic diversity of a taxonomic unit.
Protection	<p>In relation to a resource, means its maintenance, so far as is practicable, in its current state; but includes its restoration to some former state and its augmentation, enhancement, or expansion. (Conservation Act, section 2).</p>
Restoration	<p>The active intervention and management of degraded habitats, ecosystems, 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.</p>
Site	<p>A place chosen or used to conduct an activity.</p>

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 not with members of other species. (<i>See also:</i> Biodiversity).
Species conservation programme	Programme of work aimed at the recovery of a species or the halt in its decline.
Species recovery plan	Non-statutory planning document setting out the goals and objectives for the recovery of a species or group of species that are threatened with extinction.
Stakeholders	All individuals or groups, both public and private, with an interest in the policies and actions undertaken by the Department of Conservation in relation to public conservation land and waters and species management.
Standard operating procedure	Document prepared by the Department of Conservation to achieve consistency, agreed standards, clearly accountable actions, legal compliance and formally agreed best practice for activities undertaken by the Department.
State party representative	Person appointed to represent the interests of and vote on behalf of a state or government under an international convention.
Sustainable management	Actions and plans to sustain natural, historical and cultural heritage.
Tangata whenua	Iwi, hapu and whanau with mana whenua or mana moana in a given rohe or locality.

Taonga	Valued resources or prized possessions held by Maori, both material and non-material. It is a broad concept that includes tangible and intangible aspects of natural and historic resources of significance to Maori including wahi tapu and intellectual property.
Te Pukenga Atawhai	Training programme run by the Department of Conservation to induct staff into Maori beliefs and values, the Treaty of Waitangi, kinship and social systems, political structures, customs and protocol, hui and communication with Maori.
Threatened species	A species likely to become endangered in the foreseeable future. Threatened species have been further classified as acutely threatened (comprising the nationally critical, nationally endangered, and nationally vulnerable categories), chronically threatened (comprising the serious decline and gradual decline categories) and at risk (comprising the range restricted and sparse categories). Full definitions and qualifiers can be found in Molloy et al, 2002, <i>Classifying Species According to Threat of Extinction</i> , Department of Conservation Threatened Species Occasional Publication 22.
Unwanted organism	An organism declared to be an unwanted organism under the Biosecurity Act, which then prevents sale and distribution of that organism throughout New Zealand.
Work of Role	People management system adopted by the Department that sets out the organisational context for each role, the purpose of the role, the competencies needed, the type of work the role is accountable for, the authorities exercised, internal and external relationships and how the work relates to the work of the levels above and below in the management structure.