

Department of Conservation

Statement of Intent 2008-2011



Department of Conservation
Te Papa Atawhai

Department of Conservation

Statement of Intent 2008-2011

Presented to the House of Representatives pursuant to
section 38 of the Public Finance Act 1989.

ISSN 1175-5601 (print)

ISSN 1178-394x (online)

Cover photo: Crossing the lower Tauherenikau Bridge,
Taranaki Forest Park

Photographer: Richard Harris

Table of Contents

Foreword from the Minister of Conservation	5
Introduction from the Director-General	6
1.0 The Nature and Scope of the Department's Functions	7
1.1 Conservation, the Environment, and Sustainability - Clarifying the Department's Role	8
1.2 Working With Others	8
2.0 Strategic Direction – Impacts and Outcomes	9
2.1 The Department's Operating Environment	9
2.1.1 The Government's Priorities	9
2.1.2 The Wider Context	12
2.2 The Department's Strategic Direction, Approaches and Outcomes	13
2.2.1 Strategic Direction	13
2.2.2 Strategic Approaches	13
2.2.3 The Outcome	14
2.2.4 Intermediate Outcomes	16
3.0 Operating Intentions	17
3.1 Outputs of the Department	17
3.1.1 Description of the output groups	17
3.2 Natural Heritage	21
Intermediate Outcome 1: The ecological integrity of managed sites is maintained or restored	21
Intermediate Outcome 2: The security of threatened species unique to New Zealand, and most at risk of extinction, is improved	23
Intermediate Outcome 3: Examples of the full range of New Zealand's ecosystems are conserved	25
3.3 Historic and Cultural Heritage	27
Intermediate Outcome 4: A representative range of historic and cultural heritage is conserved and interpreted	27
3.4 Engagement	29
Intermediate Outcome 5: New Zealanders increasingly engage in Conservation	29
3.5 Recreation and Outdoor Activities	30
Intermediate Outcome 6: New Zealanders have increased opportunities for recreation and outdoor activities	30
3.6 Business Opportunities	32
Intermediate Outcome 7: Business opportunities consistent with conservation outcomes are enabled	32
3.7 Policy Advice	33
3.8 Ministerial Services, and Servicing Statutory and Ministerial Bodies	33
Ministerial Services	33
Statutory and Ministerial Bodies	34
3.9 Cost Effectiveness	34

4.0 Managing In a Changeable Operating Environment	35
4.1 The Department's Risk Management Framework	35
4.2 Current Risk Assessment	36
5.0 Organisational Health and Capability	38
5.1 Leadership	38
5.2 Organisational Development and Culture	38
5.3 Strategy System	39
5.4 Relationship Management and Communications	40
5.5 Generating and Sharing Conservation Knowledge and Practice	41
5.5.1 Science	41
5.5.2 Natural heritage management system	41
5.6 Information Technology	42
5.7 The Department as a Sustainable Business	42
5.8 Capital Asset Management	43
5.9 Business Management	43
Appendices	45
Appendix 1: Legislation and international agreements	45
Legislation administered by the Department of Conservation	45
Key Acts under which the Department also has functions	45
International agreements	46
Appendix 2: The Department's structure	47
Table 1: The Department's structure	47
Department of Conservation regions, conservancies and areas	48
Appendix 3: Protected areas managed by the Department	49
Public conservation land	49
Marine reserves and marine mammal sanctuaries	50
Appendix 4: Tracking outcome and intermediate outcome indicators	51
Appendix 5: Glossary	59

Foreword from the Minister of Conservation



This statement of intent sets out an ambitious programme for achieving conservation in a rapidly changing world. New Zealand and the Department of Conservation are already recognised internationally as leaders in biodiversity conservation, but the current approaches, expertise and resources will not be enough to overcome the huge challenges we are facing, or deliver the many potential benefits that we all want.

Conservation over the next decade will be the product of thousands of projects undertaken by hundreds of thousands of New Zealanders, not just the work of a dedicated group of professionals. That shift is already visible, with hundreds of community restoration projects underway, and the Department increasingly acting as a partner rather than the prime doer. And I am thrilled to see councils taking up the Biodiversity Strategy challenge. In March I was privileged to attend the launch of the Canterbury regional biodiversity strategy, and the Government has funded a coordinator for that strategy. Many other regions and districts have already set out local or regional strategic approaches, expanded their own programmes, and increased their support for community efforts. How the Department can support this widening network of conservation actors will be a key challenge for the next decade.

Conservation is also increasingly recognised as a core contributor to our drive for sustainable economic development. Protected areas have always made a vital contribution to the economy, for example by helping to protect catchments that provide the water on which farming and other industries depend, and as the main attraction for our tourism industry. The climate change debate is making another sustainability contribution - carbon sequestration - very visible, and the Government is ensuring that broader sustainability benefits are actively sought rather than being just a side effect of other work.

Another important trend is in the way New Zealanders interact with their heritage. Back country tramping, hunting, angling and the summer camping holiday are still important parts of our culture. The Government is committed to ensuring a network of backcountry facilities is available and to increasing the number of affordable camping opportunities. But there is also growing interest in other outdoor recreational activities - short walks, mountain biking, kayaking, guided adventures, wildlife viewing, etc - for which provision also needs to be made. The Government has provided a major increase in funding for visitor facilities, but the private sector will also have an important role in providing the full range of opportunities that are needed. We have a unique and precious heritage, and I look forward to seeing more New Zealanders out there enjoying it.

A handwritten signature in black ink, which appears to read "Steve Chadwick". The signature is written in a cursive style.

Hon. Steve Chadwick
Minister of Conservation

Introduction from the Director-General



In 2005, the Department began developing a new strategic direction, which is now in its implementation phase.

The strategic direction focuses on increasing the value that New Zealanders attribute to conservation. It is premised on the growing awareness that conservation is not a cost against society, albeit a worthwhile one, but rather an investment in the state of our natural places and species which provide the services that determine our present and future prosperity. Over time, this should mean better results for conservation, and better results for New Zealanders, as they enjoy the environmental, economic, social and cultural benefits that flow from sound management of this country's natural, historic, and cultural heritage.

The *Statement of Intent 2008-2011* reflects that strategic direction, with further changes anticipated for the 2009 version to bring a sharper focus.

A handwritten signature in black ink, appearing to read 'Al Morrison', written in a cursive style.

Al Morrison

Director-General

1.0 The Nature and Scope of the Department's Functions



The Department of Conservation is the central government organisation charged with conserving the natural and historic heritage of New Zealand on behalf of, and for the benefit of, present and future New Zealanders. This role is reflected in the Department's Māori name - *Te Papa Atawhai*. *Te Papa* signifies a box or container (for the taonga or treasures) and *atawhai* the act of caring, nurturing or preserving.

The Minister of Conservation is the Responsible Minister, and the Department's work is funded through Vote Conservation.

The Department was established by the Conservation Act 1987, and its key functions are set out in that Act. It also has functions under a number of other Acts, including the National Parks Act 1980, the Reserves Act 1977, the Wildlife Act 1953, and the Marine Mammals Protection Act 1978.¹

The Department 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.

Much of the Department's work takes place on the more than 8 million hectares of protected land and 32 marine reserves that it manages. The protected land makes up about one-third of the country, and includes national parks, forest parks, offshore and subantarctic islands and literally thousands of other places, such as historic sites and walkways.

The Department is responsible for fostering recreation opportunities on the lands and waters it manages. To that end, it provides and manages visitor facilities, including walking tracks, huts, campsites and visitor centres.

The Conservation Act contains a concessions framework under which the Department may authorise tourism operators and other third party activities and uses on public conservation lands and waters, such as grazing rights and telecommunication sites.

Some of the Department's functions go beyond the boundaries of public conservation lands and waters. It works to protect indigenous freshwater fisheries, and recreational fisheries and freshwater habitats, and is responsible for conserving indigenous wildlife wherever it lives. It advocates generally for the conservation of natural and historic resources, provides conservation information, and promotes the benefits of conservation.

The Department provides policy advice to the Minister of Conservation on conservation issues and legislation. This includes advice on the Minister's responsibilities under the Resource Management Act 1991 for the marine and coastal environment.

¹ For further information see Appendix 1: Legislation and international agreements.

1.1 CONSERVATION, THE ENVIRONMENT, AND SUSTAINABILITY - clarifying the Department's role

The Department's conservation work contributes to the management of New Zealand's natural environment, which in turn contributes to sustainability.

Conservation is what the Department does. It is defined in the Conservation Act 1987 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.

This conservation activity sits alongside and supports the work of others who preserve, protect, and appreciate natural and historic heritage - tangata whenua, landowners, regional and local government, recreation, outdoor and conservation organisations, and businesses.

Conservation activity contributes to building and maintaining a healthy *natural environment*, and a healthy natural environment enables New Zealand's economic and social wellbeing, now and for the future. Because the Department administers one third of New Zealand's land mass, and has responsibilities in the coastal and marine environment, it makes a very significant contribution to environmental management and New Zealand's economy. These contributions include maintaining water and soil quality, water regulation, flood and erosion protection, and managing a significant proportion of New Zealand's carbon stock.²

Sustainability provides the wider context for environmental, social and economic development. Sustainability is defined as 'development that meets the needs of the present without compromising the ability of future generations to meet their own needs' (the Brundtland Report, *Our Common Future*, 1987). To help safeguard the options for future generations, the Department undertakes ongoing analysis of the implications of climate change for places and species, and adapts management techniques to address those implications. Through its active participation in the Government's sustainability initiatives, as outlined below, the Department models sustainable business practices and provides opportunities for others to contribute to sustainability through contributing to conservation.

1.2 WORKING WITH OTHERS

The Department works increasingly with others. This means both working in a whole of government context, and working with others beyond the central government sector - including tangata whenua, landowners, regional and local government, recreation, outdoor and conservation organisations, and businesses.

The sections discussing the Department's contributions to government priorities, policies and systems (2.1.1), and the Department's operating intentions (3.0), contain further information on the main organisations and sectors with which the Department works.

² Natural ecosystems - particularly indigenous forests - are the largest land cover carbon stocks in New Zealand, and around 67% of conservation land is currently in forest or forest-shrubland/grassland.

2.0 Strategic Direction – Impacts and Outcomes



IN THIS SECTION

This section outlines the key features of the Department's operating environment and the strategic direction and priorities it has set to fulfil its statutory purposes. It looks first at the expectations set by Government, and then the wider environment in which it operates. This is followed by a description of the Department's response to this context – its strategic direction, the four approaches that will influence its work in the medium term, and the outcomes it seeks to achieve for New Zealanders.

2.1 THE DEPARTMENT'S OPERATING ENVIRONMENT

2.1.1 The Government's Priorities

Government themes

The Government has set three overall themes for its investment in the public service: *economic transformation*, *families – young and old*, and *national identity*.

Economic transformation: Working to progress our economic transformation to a high income, knowledge-based market economy, which is both innovative and creative, and provides a unique quality of life to all New Zealanders.

The Department contributes to this theme through conserving ecosystems such as forests, tussock lands and wetlands to provide the clean water, predictable river flows, healthy estuaries and coastal environments, and the stable hill slopes on which a successful economy relies. Conservation is the foundation of New Zealand's international 'clean and green' brand, and provides many of the iconic places and experiences on which the country's tourism industry is based.

Families – young and old: All families, young and old, have the support and choices they need to be secure and be able to reach their full potential within our knowledge based economy.

The Department contributes to this theme through its management of a world-class system of national parks, reserves, walkways, marine reserves, camping grounds and other publicly accessible natural areas. These places provide a range of opportunities to support the physical, spiritual, mental and cultural health of families.

National identity: All New Zealanders to be 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 on international issues.

The Department contributes to this theme through conserving, managing and providing access to the natural, historic and cultural heritage that is a core element of national identity, through working with tangata whenua and communities, through international conservation advocacy, and by being recognised as a world leader in conservation techniques, and sharing that knowledge with other countries.

Sustainability

Underpinning its three overall themes, the Government recognises that New Zealand's future prosperity depends on long-term sustainable strategies for the economy, society, environment, culture and the New Zealand way of life. The Department's contributions to the following initiatives from the Government's sustainability package reflect its commitment to modelling sustainable business practices and contributing to the sustainable future of New Zealand.

Carbon Neutral Public Service

The Department is one of the lead group of six agencies putting in place a carbon neutral plan by 2008, and will become carbon neutral by the end of 2012. The Department has measured its carbon footprint, and is in the process of developing an emissions reduction plan that will ensure the 2012 carbon neutral goal is met. The Department is contributing further to the carbon neutral public service through working with the Ministry for the Environment to identify sites on public conservation land that can be used to provide carbon offset opportunities for the six agencies.

Forest carbon sinks

The Department manages a significant proportion of New Zealand's existing carbon stock. It is also exploring opportunities to form agreements that enable businesses to offset carbon emissions, generate income from carbon credits, invest money in conservation projects, and create marketing opportunities around biodiversity improvements. Twenty sites have been compiled into three forest carbon sink projects that are compliant with the Kyoto Protocol. These have been tendered to the private sector for investments that will earn Kyoto carbon credits. A further three pest control projects have been tendered, offering investors the opportunity to earn 'voluntary market' credits, rather than Kyoto carbon credits.

Govt³

The Department is one of 47 government agencies that signed up to the Govt³ Programme in 2005. Sustainable practice measures to date include moving the Department's head office into a five-star 'green building', tendering for more fuel efficient, lower emission vehicles, and increasing the use of teleconferences and webcam technology to reduce air travel.

Sustainable procurement initiative

The Ministry of Economic Development is developing a single procurement policy for government, requiring sustainably produced goods and services to be used whenever possible. The Department has begun the transition to sustainable procurement.

In its contributions to the Government's sustainability package, the Department works primarily with the Ministry for the Environment, the Ministry of Economic Development and the business sector.

Government Policies and Systems

Other Government policies and systems that set the Department's operating environment include the following:

Biosecurity System

The Ministry of Agriculture and Forestry, through Biosecurity New Zealand, has accountability for end-to-end management of biosecurity. The Department provides the Ministry of Agriculture and Forestry with policy,

science and technical advice regarding risks to indigenous flora and fauna. Where appropriate (as a partner in whole of government biosecurity), the Department provides operational support to the Ministry of Agriculture and Forestry and other agencies during biosecurity incursions to facilitate better biosecurity outcomes.

New Zealand Biodiversity Strategy

The New Zealand Biodiversity Strategy (NZBS) was launched in 2000 to give effect to New Zealand's obligations under the United Nations Convention on Biological Diversity. The Department is one of a number of government departments engaged in implementing the strategy. Following the review of the first five years of the strategy, the following key areas have been identified for cross-departmental attention:

- preparing for the impact of climate change on land and sea species and ecosystems
- protecting terrestrial biodiversity in rare and threatened ecosystems, particularly on private land
- identifying and protecting the highest value freshwater ecosystems, and ensuring that land use is sympathetic to freshwater biodiversity
- implementing the Marine Protected Areas Policy around New Zealand's coast, and ensuring land use and other activities such as fishing do not degrade the marine environment
- improving leadership, partnerships and engagement with Māori, communities and local government to get better co-ordination of biodiversity work
- improving monitoring and reporting against New Zealand Biodiversity Strategy outcomes.

These priorities guide the Department's natural heritage work, including work in collaboration with other agencies.

The Department also has a key role in administering contestable biodiversity funds established by Government to help achieve the goals of the New Zealand Biodiversity Strategy, as discussed in section 3.2 in relation to intermediate outcome 3.

In its contributions to the Biodiversity Strategy, the Department works primarily with the Ministry for the Environment, the Ministry of Fisheries, the Ministry of Research, Science and Technology, the Foundation for Research, Science and Technology, the Ministry of Agriculture and Forestry, Te Puni Kokiri, the Department of Internal Affairs, and the Treasury. Working with tangata whenua, landowners, regional and local government, recreation, outdoor and conservation organisations, and businesses is an increasing aspect of biodiversity protection.

Treaty of Waitangi, and foreshore and seabed settlement negotiations

Redress involving public conservation lands is increasingly becoming an important part of all Treaty of Waitangi settlement negotiations. The Department has a responsibility to ensure that the Crown's interests, such as preservation of public access and continued protection of species and habitats, are recognised and provided for in each Crown/iwi settlement. This must be achieved in the context of providing iwi with appropriate redress that recognises their cultural and historical associations with public conservation lands. The Office of Treaty Settlements is the lead agency for Treaty negotiations. However, the Department is an important contributor, and is represented on each Crown negotiating team. The Department also contributes to Crown/iwi foreshore and seabed settlement negotiations.

2.1.2 The Wider Context

The opportunities and challenges influencing the current and future context within which the Department operates are summarised below, under four headings: environmental, economic, social and governmental.

Environmental

OPPORTUNITIES:

- The global focus on climate change, declining biodiversity, and sustainability is reflected in strong government and public agendas for preserving New Zealand's biodiversity and promoting a sustainable future.

CHALLENGES:

- New Zealand's native flora and fauna continues to decline.
- Climate change will adversely impact native flora and fauna, as well as marine and terrestrial ecosystems.

Economic

OPPORTUNITIES:

- Strong and growing interest in both the 'clean and green' brand and in carbon off sets provides significant marketing opportunities for conservation, and the platform on which to build arrangements that benefit both business and conservation.

CHALLENGES:

- Growing trade and tourism increases biosecurity risks, and increases pressures on the environment and on conservation facilities.
- Increasing and sometimes competing demands for use of natural resources, in particular freshwater and coastal space, are exacerbating pressures on natural resources in some places.
- The ability of ecosystems to continue to deliver the natural capital on which New Zealand's prosperity depends (adequate water flow, soil quality maintenance, and erosion and flood control) is being placed under increasing pressure by climate change and associated adverse weather events.

Social

OPPORTUNITIES:

- Increasing public interest in conservation provides expanding opportunities for the Department to work with others in the cause of conservation.
- Treaty of Waitangi settlements will increase opportunities for partnerships between the Department and tangata whenua.

CHALLENGES:

- New Zealand's demographic forecasts indicate challenges and opportunities, both for staff recruitment and retention and for the ways the Department interacts with New Zealanders. Key changes predicted over the next 50 years include:
 - an aging population
 - a more diverse ethnic mix and range of cultural values
 - an increasing urban population density relative to rural
 - a workforce that demands flexibility to meet lifestyle choices
 - a younger and more mobile global workforce.

Governmental

OPPORTUNITIES:

- The 'whole of government' approach presents an opportunity for government agencies to work together to achieve better results for New Zealanders.



CHALLENGES:

- The size of the conservation job, particularly as society seeks increasing outcomes, will require the Department to access and mobilize additional resources, and prioritise effort so as to work more effectively with what it has.

2.2 THE DEPARTMENT'S STRATEGIC DIRECTION, APPROACHES AND OUTCOMES

2.2.1 Strategic Direction

Taking account of its operating environment, the Department has set its strategic direction for the next decade and beyond. The direction provides the compass setting for the Department to deliver on its statutory responsibilities. The strategic direction 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 that New Zealanders attribute to conservation.

This leads to enhanced care of New Zealand's unique heritage for people to benefit from and enjoy.

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.

2.2.2 Strategic Approaches

The Department has identified four strategic approaches that will help deliver its strategic direction in the medium term. These approaches express the style and emphasis the Department will apply to its ongoing work, as mandated by its legislative framework and Government priorities. The approaches also guide the Department's capability development.

Approach 1: Promoting the benefits and value of conservation

The more people know, understand, and experience the full value and benefits of conservation, the more they will support it.

The Department will take the opportunity to promote the value and benefits of conservation in its everyday work, and specifically in its communications and relationship management activities.

Approach 2: Demonstrating that conservation contributes to economic prosperity

As with the first approach, the more people know, understand, and experience the value and benefits of conservation, the more they will support conservation. In this case, the benefits are economic.

The Department will take the opportunity to promote the economic value and benefits of conservation in its everyday work, and specifically in its communications and relationship management activities.

Approach 3: Achieving conservation results through collaboration

There are two mutually reinforcing factors that make this a priority. First, the 2006 review of the New Zealand Biodiversity Strategy showed that, despite gains made, the task ahead remains immense, and much of New Zealand's threatened biodiversity is outside public conservation lands and waters. Second, New Zealanders are increasingly doing conservation themselves, be they tangata whenua, landowners, councils, or community groups. The need for this collaborative approach applies equally to the Department's work on historic heritage conservation and providing outdoor recreation opportunities.

The Department's culture will be outward looking and responsive. We will recognise and value different perspectives, and work together well.

Approach 4: Demonstrating excellence in conservation knowledge and practice, and sharing it with others

To continue to make progress in conservation, the Department has to be good at what it does, keep getting better, and work with others to give, receive, and develop knowledge. Testing and applying new tools and techniques are also vital.

The Department will continue to develop its knowledge base, including through working with others to identify mutual interests, and to share expertise and information in the overall interests of conservation.

2.2.3 The Outcome

The outcome statement expresses the value that the Department works to add over the longer term.

Conserving and managing New Zealand's natural, historic and cultural heritage provides increasing benefit to New Zealanders

An explanation of the long-term outcome and its intent follows.

'Benefit to New Zealanders' encompasses environmental, social, cultural and economic benefits, a range that links the outcome to all three Government themes (economic transformation, families – young and old, and national identity), within the context of sustainability.

Environmental benefits include preserving natural heritage for its own sake and for the benefit of current and future generations. Natural heritage conservation helps to maintain and enhance the country's 'natural infrastructure' (water quality and quantity, soil structures, and flood control), and has a role in mitigating climate change, particularly through carbon storage.

Social benefits include the physical, mental and spiritual benefits people derive from outdoor activities, including doing conservation work, and visiting and/or learning about New Zealand's natural, historic and cultural heritage. People also derive benefit from simply knowing that

natural, historic and cultural heritage is conserved, whether or not they experience it first hand.

Cultural benefits include the opportunities that the conservation of places, plants and animals provide for Māori, as tangata whenua, to exercise kaitiakitanga with respect to the natural world and cultural sites, and to maintain and revitalise cultural practices. They include the contributions that conservation makes to 'being a New Zealander', including the benefits of connecting to places and to the past.

Economic benefits include the significant contributions conservation makes to the 'clean green' brand that New Zealand uses on the world stage. This is both in the form of the contributions it makes to our 'natural infrastructure', and through its key role in tourism, which in turn is a major contributor to both the national economy and local economies. There are opportunities for businesses to contribute to conservation as part of reducing their own environmental footprint. Carbon offset projects may also provide economic benefits.

'Increasing' benefit signifies a change in state is required, and increasing benefit to New Zealanders includes increasing New Zealanders' recognition of the values attached to conservation. This in turn will result in more support for conservation activities in the future.

The Department will track progress towards this outcome through the following monitoring.

Tracking changes in native vegetation cover across New Zealand as a whole, by environment type and level of protection

This indicator provides a measure of the 'conservation of natural heritage' aspect of the outcome. It uses the Land Environments of New Zealand (LENZ) database, developed by Landcare Research and managed by the Ministry for the Environment. LENZ maps all of New Zealand's landmass into 20 different types of environment. It uses factors such as climate, landform, and soil properties that are known to be correlated to forest, shrub, and fern distribution. LENZ can therefore provide a good indication of what New Zealand's land-based ecosystems are, and where they are, along with the species that are likely to live there.

This indicator was reported for the first time in the Annual Report for the year ended 30 June 2006, with maps showing (1) the overall changes in New Zealand's native vegetation cover by environment type, and (2) changes in the amount of native cover protected on conservation land by environment type. Threat categories for environment types have been mapped, based on the percentage of vegetation loss, the percentage under legal protection, and the rate of loss of indigenous cover across New Zealand in the last five years.

The next report is due in the Annual Report to 30 June 2009. Thereafter, this indicator will be tracked every five years.

Tracking trends in the benefits New Zealanders seek and receive from the natural, historic and cultural heritage managed by the Department

This indicator provides a measure of the benefits aspect of the outcome. It was first developed as an indicator of the previous appreciation outcome.³ The focus is on assessing the connections New Zealanders make between conservation and environmental, social, cultural, and economic benefits. It uses a telephone survey to explore the benefits sought and perceived, and the change over time. It was first reported on in the Annual Report for the year ended 30 June 2006. The second report is due in the Annual Report to 30 June 2008.

³ The appreciation outcome: "People enjoy and benefit from New Zealand's natural, historic and cultural heritage and are connected with conservation" was in use up until 30 June 2008, after which it is superseded by the single outcome.

Tracking the relative value of conservation as an indicator of support for conservation

This indicator was first developed as an indicator of the previous appreciation outcome. The values survey commissioned by the Department in 2006–2007 further developed the indicator and provided a baseline. A conservation values monitor trial has since been developed. The results of this trial will be reported in the Annual Report to 30 June 2008. The indicator will be further developed as a repeatable survey to track changes over time in the value that New Zealanders attribute to conservation.

2.2.4 Intermediate Outcomes

The Department works towards achieving the outcome through seven intermediate outcomes. These are:

1. The ecological integrity of managed sites is maintained or restored.
2. The security of threatened species unique to New Zealand, and most at risk of extinction, is improved.
3. Examples of the full range of New Zealand's ecosystems are conserved.
4. A representative range of historic and cultural heritage is conserved and interpreted.
5. New Zealanders increasingly engage in conservation.
6. New Zealanders have increased opportunities for recreation and outdoor activities.
7. Business opportunities consistent with conservation outcomes are enabled.

These intermediate outcomes are further detailed in section 3.0, which describes the Department's medium-term (3–5 year) operating intentions.

3.0 Operating Intentions



The Department established a new outcome and contributory intermediate outcomes during 2007. These are used in this Statement of Intent 2008-2011.

The desired future state, which drives work priorities and indicators of progress, must be reassessed for each intermediate outcome. This is work in progress. Intermediate outcomes 5 (engagement) and 7 (business opportunities) have been reworked, particularly the description of how they contribute to the desired future state. Further work is required to develop ways to measure success for these two intermediate outcomes, and the results of this work will be included in the Statement of Intent 2009-2012. The remaining intermediate outcomes will be reviewed in time for the Statement of Intent 2009-12.

IN THIS SECTION

This section begins with a brief description of the Department's work (the outputs it delivers) and how these contribute to the Department's seven intermediate outcomes, which cover natural heritage, historic and cultural heritage, engagement, recreation and business opportunities.

Information is provided for each intermediate outcome to show:

- what the Department is seeking to achieve
- why this is a priority
- what the Department will do to achieve the intermediate outcome
- how the Department will demonstrate success

The section concludes with information on the Department's roles in relation to policy advice, ministerial services, and statutory and ministerial bodies.

3.1 Outputs of the Department

The work the Department does (the outputs it delivers) is described here by output group. How these contribute towards the achievement of the outcome and intermediate outcomes is shown in Figure 1 following.

3.1.1 Description of the output groups

1. *Pest, weed, and fire management*: This work covers management of, and response to, threats to species and ecosystems throughout New Zealand. This includes maintaining an effective fire management capacity, eradication and control of terrestrial and aquatic pests and weeds, and the survey and monitoring of pressures and of ecological condition associated with the impacts of these pests and weeds.
2. *Biosecurity*: This work covers the Department's biosecurity effort, which aims to help prevent the entry and/or establishment of new organisms that pose a threat to New Zealand's native biodiversity, and to reduce the unwanted damage caused by harmful organisms that have established in New Zealand.⁴
3. *Regional pest management strategies*: This work controls regional priority pests and weeds⁵ that occur on conservation lands, which may

⁴ Biosecurity New Zealand is the lead agency for all pre-border, border response and national-scale pest-led work. National-scale work includes work to eradicate or contain pests at a national level.

⁵ As defined by regional councils and unitary authorities.

cause problems for neighbouring landowners, as outlined in regional pest management strategies developed and implemented by regional councils and unitary authorities under the Biosecurity Act 1993.

4. *Restoration*: This involves restoring ecosystems that have been degraded, damaged or destroyed, both on the mainland and on offshore islands. It includes restoration and maintenance of the six approved 'mainland island' sites.⁶
5. *Species management*: This work delivers management actions to support the survival of populations of threatened species targeted for management. This work is supported by the New Zealand Threat Classification System, and a decision support tool that identifies the most cost-effective means of achieving the intermediate outcome, for the greatest number of species in the shortest space of time (the species optimisation project). It also includes working with the fishing industry to mitigate adverse effects of commercial fishing on protected species.
6. *Legal protection: terrestrial and marine protection*: Includes formal legal protection of land, and freshwater and marine places. Tools used are purchases, Crown land allocations such as tenure review, riverbed allocations, covenants, kawenata and gifts. The Department also supports landowners to protect natural heritage on their land. This output also protects areas and sites to increase the legal protection for species. This work also implements the Marine Protected Areas Policy. Within that policy, the Department establishes and manages marine reserves.
7. *Resource Management Act 1991 advocacy*: This work includes 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 work helps ensure a full range of places are protected. It includes Resource Management Act responsibilities relating to the New Zealand Coastal Policy Statement, regional coastal plans, and other plans that cover the coastal marine area.
8. *Historic site management*: This work uses direct intervention and integrated management to improve the overall state of a representative range of priority historic sites on public conservation land. 'Integrated management' in this context involves multiple management actions directed at a number of threats and opportunities. Where practical, sites are made more accessible to visitors. Not included are sites where the only management activity is fencing.
9. *Participation*: This work provides people with ways to make a difference for conservation by giving their time, expertise and/or goods and services. Interventions delivered by the Department include: volunteer programmes; collaboration/partnership programmes (with community groups, tangata whenua, business and other organisations); and supporting others to achieve their own conservation initiatives by sharing skills and knowledge.
10. *Education and communication*: This work is about helping people to connect with conservation and its full value and benefits through education and communication, and through this, building understanding of, and support for conservation. Interventions delivered by the Department include: working with print, radio and television media, education initiatives, and providing information through the internet, publications and multi-media formats.
11. *International obligations*: This work involves contributing to international conservation initiatives and obligations through international committees, agreements, and conventions.

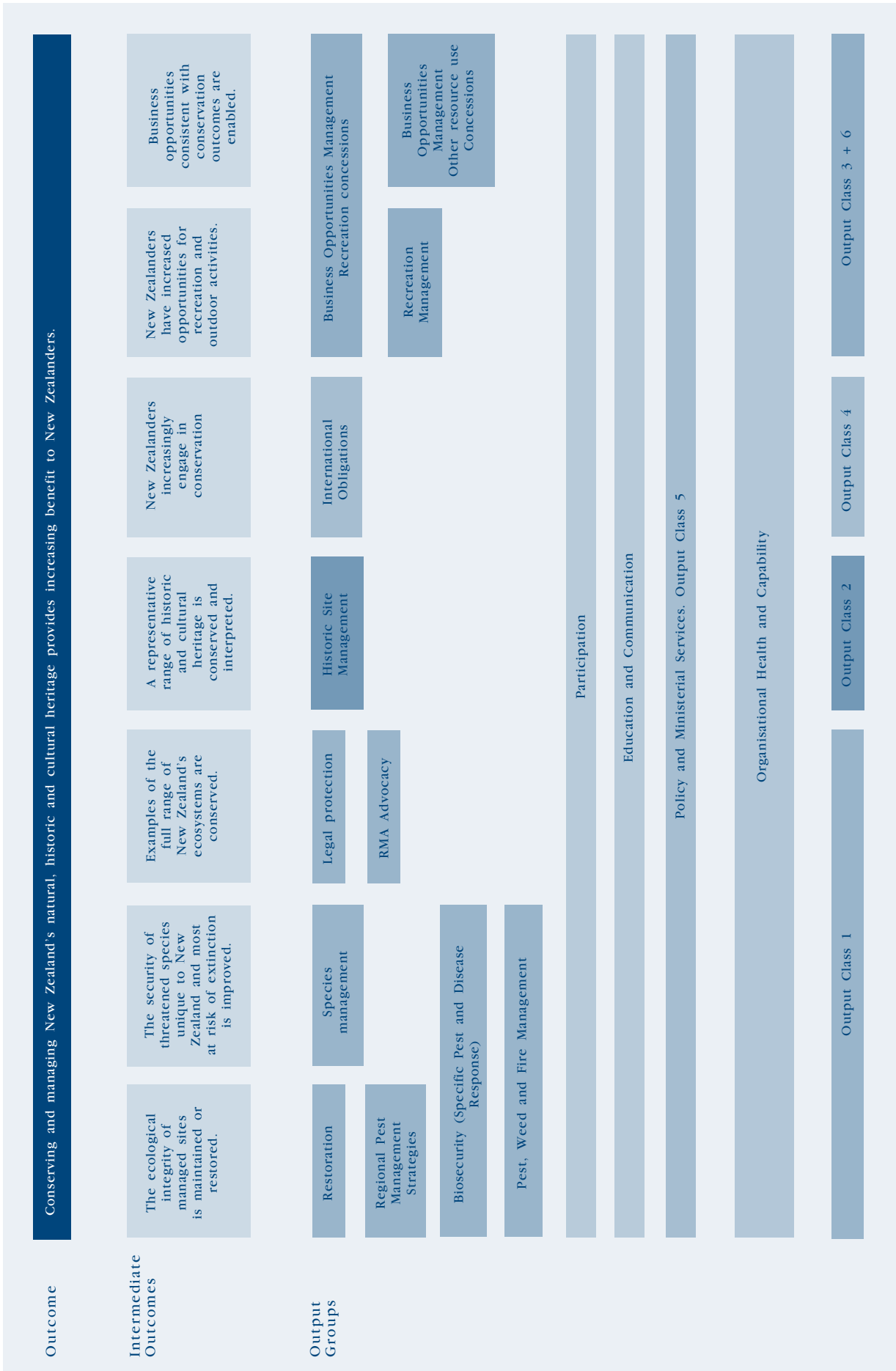
⁶ The six mainland islands are: Trounson Kauri Park Restoration Programme (Northland); Northern Te Urewera Ecosystem Restoration Project (East Coast - Hawkes Bay); Boundary Stream Mainland Island (East Coast - Hawkes Bay); Paengaroa Mainland Island (Wanganui); Hurinui River - South Branch (Canterbury); and Rotoiti Natural Recovery Project (Nelson - Marlborough).

12. *Recreation management*: This work involves providing a range of recreation opportunities to meet the needs of defined visitor groups. Decisions on priority assets are guided by a planning framework, which links the recreation opportunity spectrum with these visitor groups to deliver a range of opportunities to meet the different needs, expectations and abilities of each group. The spectrum runs from urban areas, to remote wilderness sites. This output also delivers up-to-date, accurate, accessible and relevant information in a variety of ways to meet a variety of visitor needs, expectations and abilities. The work delivers a network of managed assets on public conservation lands that include huts, tracks and campsites, structures, roads, car parks and visitor centres.
13. *Business opportunities management - recreation concessions*: This involves services associated with the provision and management of recreation concessions and concession applications. It includes allowing commercial recreational concessions to operate where they increase the range of recreation opportunities and are compatible with the protection of natural, cultural and historic values and visitors' enjoyment. It includes monitoring and recording any adverse conservation impacts.
14. *Business opportunities management - other resource use concessions*: This involves services associated with the provision and management of non-recreation concessions and concession applications. It includes allowing non-recreational commercial concessions to operate where they are compatible with the protection of natural, cultural and historic values and visitors' enjoyment. It includes monitoring and recording any adverse conservation impacts.
15. *Conservation policy advice*: This work covers policy advice, submission services and legislative proposals to the Minister of Conservation, and the Director-General, and to other government agencies. It includes biosecurity strategic and policy advice, and Treaty of Waitangi, and foreshore and seabed negotiation advice.
16. *Ministerial services and servicing of statutory and ministerial bodies*: This work covers the provision of a correspondence reply, co-ordinating and information service to the Minister of Conservation and the Department. It includes providing services to conservation related statutory and ministerial bodies.⁷

⁷ The New Zealand Conservation Authority (NZCA) and the 14 conservation boards are statutory bodies. The Nature Heritage Fund Committee and Ngā Whenua Rāhui Committee are ministerial bodies.



Figure 1 : How the Department’s work supports its Outcome and Intermediate Outcomes





3.2 NATURAL HERITAGE

Intermediate Outcome 1: The ecological integrity of managed sites is maintained or restored

What are we seeking to achieve?⁸

The aim is to, as far as possible, maintain or restore marine, terrestrial and freshwater sites on public conservation lands and waters to a healthy natural functioning condition. This condition is described as ecological integrity.

Why is this a priority?

Restoring and maintaining ecological integrity on public conservation lands and waters is a key means to address the ongoing depletion of New Zealand's natural heritage. This is a long-term exercise. Sites on public conservation lands and waters provide security for these enduring efforts, along with opportunities to develop and apply knowledge which can then be applied more widely to the conservation efforts of others.

Natural heritage is preserved for its own sake and to help to maintain options for current and future New Zealanders. This work is part of the Department's contribution to the New Zealand Biodiversity Strategy, and delivers economic, social, cultural and environmental benefits as outlined above.⁹

Where feasible, the Department will encourage others to be involved.

What will we do to achieve this?

Selecting optimum sites, and developing nationally consistent management and monitoring approaches, are critical to delivering this intermediate outcome. To that end the Department will continue to develop tools and systems to identify optimum sites for restoration, establish standard inventory and monitoring frameworks, and assess the effectiveness of conservation actions.

In terrestrial and freshwater environments, introduced animals and weeds are the key threats to the healthy functioning of ecosystems within legally protected areas.

Management activities can involve fencing; reinstating water levels; re-planting; controlling predators, herbivores and weeds; and reintroducing native species to restore and maintain natural ecosystem processes. On degraded sites, intensive management is required over and above maintenance work to enable natural processes to become re-established.

In the marine environment, efforts will focus on ensuring the protected status of marine reserves is respected.

The Department will encourage and facilitate the involvement of others in restoring and maintaining natural heritage on public conservation lands and waters. Sharing knowledge, skills, information and resources with tangata whenua, local communities, and other interested groups will support this.

The Department's biosecurity work also contributes to this outcome. The aim is to help prevent the entry and/or establishment of new organisms that pose a threat to New Zealand's native biodiversity, and to reduce the unwanted damage caused by harmful organisms that have established in New Zealand. This includes providing advice and information to Biosecurity New Zealand, within the Ministry of Agriculture and Forestry, which is responsible for the national biosecurity system.

In many cases, the goals for ecological integrity and species-led work (intermediate outcome 2) can be met at the same sites.

⁸ The desired future state, and the work priorities and indicators of progress require reassessment for this intermediate outcome. The results of this reassessment will be reflected in the Statement of Intent 2009-2012.

⁹ See sections 2.1.1, and 2.2.3.

The outputs through which the Department works towards the achievement of this intermediate outcome are set out in the Figure 1 in section 3.1.

How will we demonstrate our success?

The Department is developing measures for ecological integrity. In the interim, success will be measured by monitoring the following indicators.

Tracking changes in indigenous vegetation cover on conservation land by environment type

This indicator uses the New Zealand Land Cover Database (LCDB), which is managed by the Ministry for the Environment. The database translates satellite images into information on the different types of vegetation that exist across the whole of New Zealand. Changes in the images can be used, over time, to monitor and report on the changes to the state of New Zealand's environment.

The baseline for this indicator was developed and first reported on in the Annual Report for the year ended 30 June 2006. During 2006-2007, the Ministry for the Environment began the process to update the LCDB (its third update) and expects to complete this in 2008. This projected completion date will support an update report on this indicator in the Annual Report to 30 June 2009.

Tracking changes in the size-class structure of selected indigenous dominants in particular places within forests on conservation land

Indigenous dominants are naturally occurring species that are dominant in a particular area. Joint development with Landcare Research has provided two alternative approaches to this indicator, which measures trends in the make-up of forests (their structure and composition) that have the potential to show the influence of pest species. For example, pests that browse on leaves can reduce the density of the particular trees they prefer, or even wipe them out of an area altogether.

The two approaches are:

- *Size-class structure* - This measures the distribution of tree species in a forest according to their size and age. The assumption is that when there is a natural balance between new seedlings germinating and old trees dying, the normal processes in the forest will maintain the forest ecosystem's integrity. If pest species are having an impact by browsing on the vegetation this may show up in the trees having a non-natural size distribution.
- *Representation of specific species or functional groups* - This assumes that species with similar traits and life histories will have a common response to factors (such as climate change, or browsing by deer or possums). Therefore, it follows that threats which have an impact on these 'representative' species or functional groups will have similar consequences for other species, and will therefore affect the maintenance of the forest ecosystem's integrity.

In 2006-2007, the Department began to develop an optimal sampling strategy for these two indicators and three others: distribution and abundance of exotic weeds considered a threat; distribution and abundance of pests considered a threat; and demography (population characteristics) of widespread animal species in addition to deer and possums. Improved interpretation of these and several other indicators is being supported by a three-year programme of work funded by the Cross-Departmental Research Pool. This is due for completion in 2008-2009.

The next report on the indicator is due in 2010-2011.



In the marine environment, the Department will evaluate its success by the following indicator.

Monitoring the status of, and trends in the condition of, the marine reserves managed by the Department

This indicator is part of an ongoing programme of monitoring marine reserves. It is being further developed to improve national consistency. Reports will be produced each year on selected aspects of the reserves, with the first report due in the Annual Report for the year ended 30 June 2009.

In the biosecurity area, the Department will evaluate its success by monitoring the following indicator.

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

This indicator was reported for the first time in the Annual Report for the year ended 30 June 2006. It is reported every year.

Intermediate outcome 2: The security of threatened species unique to New Zealand, and most at risk of extinction, is improved

What are we seeking to achieve?¹⁰

The aim is to secure threatened native species from extinction - those that are either rapidly declining or have extremely small populations. Priority will be given to species that are found only in New Zealand, and/or that are taxonomically unique. 'Security' is distinct from 'recovery' - the first step is to ensure that at least one population of each priority species is securely protected. Security, once achieved, means options remain open to restore threatened species at further sites in their former range.

Why is this a priority?

Securing the most at risk New Zealand species is part of the Department's contribution to the New Zealand Biodiversity Strategy. Species are preserved for their own sake, for their role in indigenous ecosystems, and to help to maintain options for current and future New Zealanders. This work delivers economic, social, cultural and environmental benefits as outlined above.¹¹

Where feasible, the Department will support others' involvement.

What will we do to achieve this?

The Department will increasingly focus on achieving security of the greatest number of unique species that have the shortest time to extinction. This approach is necessary given that there are over 2,000 indigenous species of plants, animals and other life-forms that are threatened with extinction.¹²

Work will continue on developing a tool to help maximise the number of species that can be secured. Factors included will be cost, urgency and chance of success. This is the species optimisation project. A further aspect of this work is reassessment of the threat classification of all species, subspecies and varieties that occur in New Zealand. This will be completed by mid 2010, based on the revised New Zealand threat classification manual.¹³ Once the priority list of species has been determined, and prescriptions for securing each species prepared, these will be progressively implemented.

¹⁰ The desired future state, and the work priorities and indicators of progress require reassessment for this intermediate outcome. The results of this reassessment will be reflected in the Statement of Intent 2009-2012.

¹¹ See sections 2.1.1, and 2.2.3.

¹² Hitchmough, R.; Bull, L.; Cromarty, P. (compilers) 2007: New Zealand Threat Classification System lists - 2005, Department of Conservation, Wellington. 194 p.

¹³ Townsend, A.J.; de Lange, P.J.; Duffy, C.A.J.; Miskelly, C.M.; Molloy, J.; Norton, D.A. 2007: New Zealand Threat Classification System manual, Department of Conservation, Wellington. 35p.

The Department will collaborate with others such as tangata whenua, local communities, and private landowners to secure priority threatened species, both on and off public conservation lands and waters. Collaboration occurs through a range of means, including helping landowners to legally protect their lands under covenants or kawenata, providing training, information, and assistance with equipment, operating shared pest management programmes, and administering funds that Government has established to support private conservation work.¹⁴

The Department continues to work with the fishing industry and the Ministry of Fisheries to avoid, remedy, or mitigate by-catch of protected marine species. The Department also works through the Conservation Services Programme to gather information about the adverse effects of commercial fishing on protected species. This information is used to inform the development of measures to mitigate those adverse effects. The programme is largely funded through a levy on the fishing industry.

In many cases, the goals for species and ecosystem conservation work (this intermediate outcome and intermediate outcome 1) can be met at the same sites.

The outputs through which the Department works towards the achievement of this intermediate outcome are set out in Figure 1 in section 3.1.

How will we demonstrate our success?

The degree to which the Department's actions to improve the security of priority species is successful will be demonstrated through the following monitoring.

Tracking changes in the number of extinct species or subspecies (both confirmed and assumed extinctions)

Tracking changes in the threat classification status of managed 'acutely threatened' and 'chronically threatened' species or subspecies

These indicators use the New Zealand Threat Classification System, a decision support tool that identifies the risk of a native species going extinct. The system applies equally to marine, terrestrial, and freshwater plants and animals. Three threat divisions exist to describe the risk of extinction: 'acutely threatened', 'chronically threatened', and 'at risk'. The threat classification system was first developed in 2001. Starting in July 2007, the Department has initiated a three-yearly cycle of review, where one taxonomic group will be reviewed at a time (for example, invertebrates, birds or freshwater fish), with all groups covered over a three-year cycle. Once all groups are reviewed a report will be produced to show the status across all groups at a point in time. This report is expected for the Annual Report to 30 June 2011. The three year cycle of review then commences again.

The second indicator tracks the movement of managed species from one threat classification to another based on increase or decrease in threat status (for example as a result of continuing pest or environmental pressure, successful management effort, or increased understanding from new information on the species). It was last reported in the Annual Report for the year ended 30 June 2004. The next report is due in the Annual Report to 30 June 2008.

¹⁴ The Biodiversity Condition and Advice Funds, the Terrestrial and Freshwater Biodiversity Information System (TFBIS), and the Department's administrative support to Ngā Whenua Rāhui Committee and the Nature Heritage Fund Committee. These funds are further discussed in relation intermediate outcome 3.



Intermediate outcome 3: Examples of the full range of New Zealand's ecosystems are conserved

What are we seeking to achieve?¹⁵

The aim is to conserve a network of ecosystems that represent the full range of New Zealand's terrestrial and marine natural heritage. Effort is focused on examples of each ecosystem type not already adequately represented on public conservation lands and waters. This conserves a wide range of species and the natural systems that sustain them. Conserving ecosystems is achieved by legally protecting examples, and by supporting others in their efforts to manage the key threats and restore natural systems. This complements the work being undertaken on public conservation lands and waters in intermediate outcome 1.

Why is this a priority?

Conserving examples of the range of ecosystems is a key means to address the ongoing depletion of New Zealand's natural heritage. This work is part of the Department's contribution to the New Zealand Biodiversity Strategy. Ecosystems are preserved for the value of the life-forms they sustain and the value of the systems as a whole, and to help maintain options for current and future New Zealanders. Managing ecosystems will also deliver ecosystem services (such as flood protection, and water and soil quality protection), which are of economic, environmental, social and cultural benefit to the New Zealand public, and contribute to the Government themes as outlined above.¹⁶

The Department will work with and support the efforts of others to conserve ecosystems.

What will we do to achieve this?

Ecosystems that are under-represented in the network of protected areas will have priority for protection. Their selection is guided by the Statement of National Priorities for Protecting Rare and Threatened Native Biodiversity on Private Land, site prioritisation data developed through the Department's Nature Heritage Management System (NHMS), the Marine Protected Areas Policy, and the New Zealand Coastal Policy Statement.

Site selection requires that marine, terrestrial and freshwater environments are described and classified according to their biological and physical elements. Work will continue in this area.

Activities include Crown purchases; establishment of covenants; and participating in processes under the Resource Management Act 1991. In the tenure review process in the South Island high country, the Department will continue to work with Land Information New Zealand to protect biodiversity values and develop a network of parks and reserves in the South Island high country.

The Department works with tangata whenua, landowners, and other organisations (such as the Royal Forest and Bird Protection Society, and QEII National Trust), to help private landowners understand and manage the value of the natural heritage on their land, and provide support with legal protection where this is appropriate.

The Department and the Ministry for the Environment administer the contestable Biodiversity Condition and Advice Funds, which support conservation on private land through information, advice and assistance with improving and maintaining the condition of indigenous flora, fauna and ecosystems. The Department also administers the Terrestrial and Freshwater Biodiversity Information System (TFBIS) programme to increase awareness of, and access to, information about terrestrial and freshwater life.

¹⁵ The desired future state, and the work priorities and indicators of progress require reassessment for this intermediate outcome. The results of this reassessment will be reflected in the Statement of Intent 2009-2012.

¹⁶ See sections 2.1.1, and 2.2.3.

The Department provides administrative support to the independent Ngā Whenua Rāhui Committee. This is a ministerial committee that provides legal protection, and allocates funds, to conserve biodiversity values on Māori land. The committee also allocates funds to increase tangata whenua participation in managing biodiversity in ways consistent with matauranga Māori (customary knowledge).

A further contribution is the Department's administrative support to the independent Nature Heritage Fund Committee, which allocates funds to conserve biodiversity on private land.¹⁷

In the marine environment, the Department will work with the Ministry of Fisheries to progress implementation of the Marine Protected Areas Policy, which was released in January 2006. The objective of the policy is to "protect marine biodiversity by establishing a network of Marine Protected Areas that is comprehensive and representative of New Zealand's marine habitats and ecosystems." Regional planning forums are being set up to plan and establish this network of protected areas in the coastal marine environment. The approach is designed to be inclusive and transparent. Government wants regional councils, marine users, tangata whenua and those with an interest in marine biodiversity to all be involved. Planning for protected areas in the deepwater marine environment (beyond the 12 nautical mile boundary of New Zealand's territorial sea) will start in 2013, and will be implemented at a national level.

The Department also works with the Ministry for the Environment, to ensure policies for protecting indigenous biodiversity from the effects of private land management are implemented, and to achieve the Government's goals for preserving the natural character of rivers, lakes, and wetlands. The two organisations are also working together to develop legislative options for an improved regulatory regime for environmental impacts in the exclusive economic zone (EEZ).

The outputs through which the Department works towards the achievement of this intermediate outcome are set out in Figure 1 in section 3.1.

How will we demonstrate our success?

The degree to which the Department's actions to conserve ecosystems are successful will be demonstrated through the following monitoring.

Tracking trends in the percentage of the most at risk environment types (freshwater, and terrestrial) under legal protection from year to year

This indicator uses the Land Environments of New Zealand (LENZ) database.¹⁸ Monitoring is focused on:

- *Percentage of lowland forest areas in protection* - This was reported for the first time in the Annual Report for the year ended 30 June 2006, and is reported annually since.
- *Percentage of wetland areas in protection* - The first report is due in the Annual Report for the year ended 30 June 2008.

Progress of regional planning forums to implement the Marine Protected Areas Policy to establish a network of Marine Protected Areas that is comprehensive and representative of New Zealand's marine habitats and ecosystems

This indicator tracks the progress of community based marine protection planning forums in accordance with the *Marine Protected Areas: Classification, Protection Standards and Implementation Guidelines*¹⁹ released by Ministers in February 2008. The forums are the key approach to planning for protection in the coastal marine environment, and are to be implemented independently in the 14 biogeographic regions that form the basis of protected area planning in the coastal marine environment.

¹⁷ The overall aim of the fund is to protect indigenous ecosystems that represent the full range of natural diversity originally present in the New Zealand landscape, and it seeks to do this by providing incentives for voluntary conservation. As at 30 June 2007, the fund had, since 1990, protected 257,770 hectares of indigenous ecosystem through legal and physical protection (eg direct purchase, or covenanting).

¹⁸ The LENZ database is described in section 2.2.3 in relation to indicators for the outcome.

¹⁹ Ministry of Fisheries and Department of Conservation. 2008. *Marine Protected Areas: Classification, Protection Standard and Implementation Guidelines*. Ministry of Fisheries and Department of Conservation, Wellington, New Zealand. 54p.



This indicator will be reported on in a three yearly cycle, reflecting the timescale of the regional planning forum process. The first report is due in the Annual Report for the year ended 30 June 2009.

3.3 HISTORIC AND CULTURAL HERITAGE

Intermediate outcome 4: A representative range of historic and cultural heritage is conserved and interpreted

What are we seeking to achieve?²⁰

The aim is to conserve and interpret historic and cultural places managed by the Department that represent the different aspects of New Zealand's history and cultural character, so that they are available for people to learn from and enjoy. New Zealanders will actively contribute to the conservation and interpretation of both the stories (history) and the physical elements. Tangata whenua, as kaitiaki of their historic and cultural heritage, will actively participate in identifying, conserving and managing heritage of significance to them.

Why is this a priority?

Conserving and interpreting a representative range of historic and cultural heritage places will benefit New Zealanders by contributing to their knowledge of this country's diverse past, and through this, increase their sense of place, pride, and national identity. The presence and use of historic and cultural heritage offers economic benefits through tourism, provides New Zealanders with opportunities to learn about and enjoy the nation's past, and provides Māori with opportunities to exercise kaitiakitanga and to maintain and revitalise cultural practices and identity. The links between these benefits and the three Government themes have been outlined above.²¹

As people visit these sites, and some become involved in managing and/or using them, they will develop greater understanding of, and support for, the conservation of New Zealand's historic and cultural heritage.

What will we do to achieve this?

Working towards this intermediate outcome involves conserving both the stories (history) and the physical elements of human activity on public conservation lands and waters. Outside these areas, the Department has a role to advocate for historic conservation generally, and this also contributes to this intermediate outcome.

The Department has a particular responsibility to involve tangata whenua in identifying, preserving and managing sites significant to them. This can occur in a number of ways, including working with tangata whenua in the design and delivery of interpretation material, and involving tangata whenua in the management of sites. It will also engage with other cultural groups (including people of Dalmatian, Chinese and French descent) where their heritage is on public conservation lands and waters.

The Department will manage a representative range of places with historic and cultural values, with a focus on prime heritage sites that the Department has identified as 'icon' sites. These are sites that tell a strong 'Kiwi identity' story and wow visitors. The Department will continue to restore and interpret 12 of these 'icon' sites in the medium term, and increase this number (as resources allow) to include additional sites to illustrate a wider range of stories.

In addition to the 'icon' sites, 644 historic sites will be actively managed. The International Council on Monuments and Sites (ICOMOS) is the international organisation that sets best practice standards for historic

²⁰ The desired future state, and the work priorities and indicators of progress require reassessment for this intermediate outcome. The results of this reassessment will be reflected in the Statement of Intent 2009-2012.

²¹ See section 2.1.1.

heritage management. A key International Council on Monuments and Sites management step is 'heritage assessments'. These assessments collect and safeguard the core history of a site, and evaluate its heritage significance. The Department's aim is to provide an International Council on Monuments and Sites 'heritage assessment' for each actively managed site by 2010. Remaining sites will be afforded basic protection from avoidable harm.

Public access to historic sites is being extended as part of the tenure review process in the South Island high country.

The Department will, wherever possible, complement the work of others. This includes continuing to work with the Ministry for Culture and Heritage on projects to ensure historic and cultural heritage is valued, respected and preserved (such as identifying sites of national significance and archaeological site protection), and working with local government and the Museum of New Zealand Te Papa Tongarewa.

The Department will seek to raise the profile of heritage sites, so that New Zealanders are better connected with their historic heritage. This includes providing opportunities for volunteers, and using external sources of funding for specific sites to enable others to become involved in managing historic and cultural sites.

The Department undertakes historic and cultural heritage research to support its protection and interpretation work.

The outputs through which the Department works towards the achievement of this intermediate outcome are set out in Figure 1 in section 3.1.

How will we demonstrate our success?

The degree to which the Department's actions to conserve historic and cultural heritage are successful will be demonstrated through the following monitoring, which covers the 12,000 known heritage sites on the lands and waters managed by the Department, a subset of which are actively managed sites (656).

Change in the percentage of historic sites in 'improving', 'stable' and 'degrading' categories

For the 656 actively managed sites, categories have been identified to allow tracking of the change in condition over time - these categories are 'improving', 'stable', and 'degrading'.

This indicator was reported for the first time in the Annual Report for the year ended 30 June 2007, and will be reported annually.

Change in the number of historic sites that meet ICOMOS standards

The minimum management standard set by the International Council on Monuments and Sites (ICOMOS) is 'stabilisation', which means that natural processes of deterioration have been minimised. This standard, or better, is sought for the 656 heritage sites that are actively managed.

This indicator was reported for the first time in the Annual Report for the year ended 30 June 2007, and will be reported annually.

Change in number of sites for which key history has been safeguarded

As an indicator of this measure, the Department counts the number of 'heritage assessment' reports completed to standard for the 656 sites that are actively managed.

This indicator was reported for the first time in the Annual Report for the year ended 30 June 2007, and will be reported annually. The intention is to safeguard key history at all 656 sites by 2010.



3.4 ENGAGEMENT

Intermediate outcome 5: New Zealanders increasingly engage in conservation

What are we seeking to achieve?

The aim is to deepen New Zealanders' awareness and understanding of the benefits and value of conservation, and their support for it, including, but not limited to, the work of the Department. This will help build a national view of conservation as essential to New Zealand's future wellbeing, rather than simply 'nice to have'. As a result, the decisions and actions of New Zealanders, collectively and individually, will clearly reflect the significance of conservation to the nation's economic, social, cultural and environmental future.

The Department will work alongside others in the common cause of conservation. Synergies will be sought, information and expertise shared, and learning will be two way. Others will see the Department as an open and enabling organisation that works collaboratively in the best interests of conservation.

The overall result is enhanced protection of New Zealand's natural, historic and cultural heritage, so that people can enjoy and benefit from it.

Why is this a priority?

As New Zealanders develop greater awareness of conservation, they will gain a deeper understanding of the fundamental benefits and value it provides to New Zealand as a whole, including its economy.²² This will, in turn, enhance support for the ongoing protection of New Zealand's natural, historic and cultural heritage, allowing future generations to also enjoy those benefits and value.

Promoting awareness and understanding of, and support for, conservation contributes to the New Zealand Biodiversity Strategy.

What will we do to achieve this?

The Department will focus on the following areas:

- Promoting the full value and benefits of conservation to all New Zealanders.
- Promoting the full value and benefits of conservation to the individuals and organisations with the greatest actual (or potential) contribution to, and/or influence on, conservation.
- Working with tangata whenua to achieve conservation gains.
- Working with targeted stakeholders to achieve conservation gains.

The outputs through which the Department works towards the achievement of this intermediate outcome are set out in Figure 1 in section 3.1.

How will we demonstrate our success?

Measuring the extent to which the Department's actions are successful in creating the desired future state requires indicators that test changes in New Zealanders' attitudes to conservation, the ways they take conservation values into account in their decisions and actions, and the ways others see the Department as working alongside them in the interests of conservation.

During 2008-2009, the Department will confirm the indicators to be used in 2009 and beyond, set baselines and targets, and trial data collection methods.

In the meantime, the following indicators will be continued from the Statement of Intent 2007-2010.

²² See sections 2.1.1 and 2.2.3 for an outline of the economic, social, cultural and environmental benefits from conservation.



Change in New Zealanders' understanding of important conservation issues

The impact of the Department's efforts to increase awareness of conservation is tracked through quantitative surveys that show trends from year to year in New Zealanders' understanding of important conservation issues.

This indicator was reported for the first time in the Annual Report for the year ended 30 June 2006, and is reported annually.

Change in the quality of the Department's engagement with key associates

Surveys of key associates provide feedback on the overall performance of the Department from the stakeholders' perspective. This indicator was reported for the first time in the Annual Report for the year ended 30 June 2006, and is reported annually.

Change in the satisfaction of tangata whenua with the Department's activities to assist them to maintain their cultural relationships with taonga

Surveys of tangata whenua provide feedback on the overall performance of the Department from the stakeholders' perspective. This indicator was reported for the first time in the Annual Report for the year ended 30 June 2006, and is reported annually.

3.5 RECREATION AND OUTDOOR ACTIVITIES

Intermediate outcome 6: New Zealanders have increased opportunities for recreation and outdoor activities

What are we seeking to achieve?²³

The aim is to provide a range of outdoor opportunities to meet the needs and preferences of New Zealand's various communities, within the Department's capabilities. This includes recognising the particular relationship tangata whenua have with the outdoors and places. Recreation and outdoor activities cover the spectrum, from active participation (such as hunting, walking, tramping, and motorised recreation), to passive enjoyment.

Why is this a priority?

Recreation and other outdoor activities help maintain New Zealanders' mental, spiritual and physical wellbeing. By enabling others to become involved in using and/or providing recreation and outdoor opportunities on public conservation lands and waters, the Department will increase New Zealanders' support for enhanced protection of natural, historic and cultural heritage. This will, in turn, generate greater understanding and appreciation of the social, cultural and economic benefits and value this heritage brings to New Zealanders.

What we will do to achieve this?

The Department will continue to focus on maintaining a range of recreation and outdoor opportunities that enable diverse experiences on public conservation lands and waters, including coastal marine areas. This includes providing information about recreation and outdoor opportunities.

The Department will work with others to develop and maintain recreation and outdoor opportunities, consistent with its purpose and conservation values. It will share skills and information. To that end:

- Wherever possible, the Department will complement the work of others, such as local government, its neighbours and Sport and Recreation New

²³ The desired future state, and the work priorities and indicators of progress require reassessment for this intermediate outcome. The results of this reassessment will be reflected in the Statement of Intent 2009-2012.



Zealand (SPARC). The recreational opportunities and services that others provide will be taken into account during the Department's planning so that, collectively, New Zealanders have access to a range of outdoor opportunities that covers the spectrum, from urban to remote settings.

- The Department will continue to work with the Ministry of Tourism, and Sport and Recreation New Zealand to efficiently and effectively implement Government policies for sustainable recreation and tourism.
- The Department will work with the tourism sector to ensure tourism on public conservation lands and waters is sustainable, and continues to make a significant contribution to the economy.

New recreation and outdoor opportunities are being created as part of the tenure review process in the South Island high country.

The Department is opening new camping grounds, encouraging other parties to make camping opportunities available, and increasing the size of existing camping grounds.

The outputs through which the Department works towards the achievement of this intermediate outcome are set out in Figure 1 in section 3.1.

How will we demonstrate our success?

The degree to which the Department's actions are successful will be demonstrated through the following monitoring.

Change over time in New Zealanders' participation in recreation on public conservation land and their satisfaction with the quality and range of recreational opportunities provided

This indicator is tracked by surveying a sample of sites and visitor groups. It was established in 2007–2008. In the previous two years, the equivalent indicator tracked visitor satisfaction with the range of opportunities provided. That measure showed very high and stable levels of satisfaction (95% either 'very' or 'moderately' satisfied with their visit). In response to this, the measure was broadened to also track changes over time in participation levels, and also changes in satisfaction with the quality of opportunities.

The indicator will be reported on in the Annual Report for the year ended 30 June 2008, and then at two-yearly intervals.

3.6 BUSINESS OPPORTUNITIES

Intermediate outcome 7: Business opportunities consistent with conservation outcomes are enabled

What are we seeking to achieve?

The aim is to achieve better results for conservation through enhanced relationships with the business sector and through promoting the economic benefits of conservation.

Enhanced relationships will mean that concessionaires and businesses will see the Department as working constructively within the legislative framework, and being clear about the reasons for its decisions.

There will be increasing commitment from businesses, and in particular concessionaires, to minimise impacts on the natural environment, and to put effort back into conserving the environment on which they rely. The Department will work to support these efforts.

Businesses and industry groups will recognise that conservation is essential to provide substance to the 'clean green New Zealand' brand, and to help provide the carbon offsets and healthy natural environments on which their international marketing will increasingly rely. This will be reflected in the actions and decisions of businesses.

New Zealanders will see conservation and economic prosperity as mutually supporting. There will be greater awareness of the employment and revenue that flows into communities from public conservation lands and waters, both directly from concessionaires and indirectly from associated service industries outside of public conservation lands and waters. New Zealanders will value the contribution public conservation lands make towards the country's 'natural infrastructure' by helping maintain and enhance water quality and quantity, soil structures, and flood control, and by providing carbon offset opportunities.

Why is this a priority?

By enabling concessions and business agreements, the Department contributes to the wider social and economic future of New Zealand.

Recreation concessions expand the available range of recreation and outdoor opportunities to accommodate a wider cross-section of New Zealanders.

By enabling non-recreation concessions such as grazing, telecommunications, and commercial filming, the Department demonstrates that it is administering public conservation lands and waters within its statutory functions, for the wider public good.

As New Zealanders become more aware of the economic dimension of conservation, and enjoy the wider range of outdoor opportunities that is enabled by concessions, New Zealanders will support enhanced protection of natural and historic heritage, and benefit further.

What will we do to achieve this?

The Department enables business opportunities consistent with conservation outcomes in two main ways:

- *Concessions management:* Concessions are authorised by the Conservation Act 1987, Part 3B. A concession is a lease, licence, permit or easement, granted under the Act, which allows someone to carry out a trade, occupation or business on areas managed by the Department. Concessions are granted in accordance with the detailed criteria in the Act, the provisions of the relevant statutory planning document, and the purpose for which the area is held.
- *Business agreements:* These are partnerships, sponsorships and arrangements made for conservation purposes. Business agreements could relate to activities such as pest control, reforestation, recreational opportunities, or communication and marketing initiatives. Third parties would enter into these agreements for a variety of reasons, including carbon offsets, green/sustainable branding, or services such as flood protection and protecting water and soil quality. (The latter might, for instance, be the object of an agreement with a local authority.) Business agreements are authorised under the Conservation Act 1987 (section 53), which provides a general power to the Director-General to enter into agreements and arrangements so long as they are consistent with conservation purposes.

The Department seeks effective relationships with concessionaires and those with whom it has business agreements.

The Department will focus on the following areas for the medium term:

- Identifying and marketing opportunities for business agreements that can achieve conservation outcomes and generate resources for conservation.
- Working proactively within the concessions legislative framework to reduce cost and uncertainty for concessionaires, while ensuring that conservation values are protected. This includes establishing activities, locations and



conditions where the conforming non-notified process can be used.

- Assessing likely future pressures (such as for renewable energy generation), and possible options to address these, in accordance with the legislative framework for concessions and statutory management planning.
- Communicating and marketing the wider environmental, social, cultural, and economic benefits delivered by conservation in general, and business agreements with the Department, including contributions to sustainability, such as flood protection, protecting water and soil quality, and providing carbon offset opportunities.

The outputs through which the Department works towards the achievement of this intermediate outcome are set out in Figure 1 in section 3.1.

How will we demonstrate our success?

The indicator for the equivalent intermediate outcome in previous statements of intent (“Appropriate business opportunities are allowed”) measured change over time in the number of significant adverse effects from concession activities. This indicator has been discontinued because of the difficulty of reporting this information, and because it does not adequately reflect the intentions of the new intermediate outcome.

During 2008–2009, the Department will work towards confirming the indicators to be used in 2009 and beyond, set baselines and targets, and trial data collection methods.

In the meantime, there is no indicator for this intermediate outcome.

3.7 POLICY ADVICE

The Department contributes to government priorities and the intermediate outcomes through effective policy advice. Its policy group is focused on strategic policy with a three-year or longer timeframe, and contributing to the Treaty of Waitangi settlements process being led by the Office of Treaty Settlements, and the foreshore and seabed settlements process led by the Ministry of Justice.

Advice is provided to Ministers on major policy initiatives, Treaty of Waitangi and foreshore and seabed negotiations, and on proposals for amending legislation and regulations.

Priorities in the medium term include:

- completing the review of the New Zealand Coastal Policy Statement
- contributing to whole of government policy processes including those related to freshwater, climate change, sustainability, bio prospecting, and biosecurity
- contributing to agreements to settle Treaty of Waitangi and foreshore and seabed negotiations.

3.8 MINISTERIAL SERVICES, AND SERVICING STATUTORY AND MINISTERIAL BODIES

The Department contributes to government priorities and the intermediate outcomes through effective ministerial servicing and support to statutory and ministerial bodies.

Ministerial services

Providing effective services to the Minister of Conservation includes writing submissions, drafting replies to Ministerial correspondence and Parliamentary questions, and responding to Ministerial requests for information.

Statutory and ministerial bodies

The New Zealand Conservation Authority (NZCA) and the regional conservation boards are independent bodies established under the Conservation Act 1987.

The New Zealand Conservation Authority's role is to advise the Minister of Conservation and the Director-General of Conservation. It approves the statutory strategies and plans which set objectives for the Department's management of public conservation areas. Members are appointed for a three-year term and may be re-appointed. The next term of the authority is 1 June 2008 to 31 May 2011.

There are 14 conservation boards, each with a defined geographical area and up to 12 members. The boards are involved in conservation planning, policy, and management advice.

The Department provides services to the independent committees of Ngā Whenua Rāhui and the Nature Heritage Fund. These bodies administer contestable funds to help preserve natural heritage on Māori land and on private land, as discussed in section 3.2 in relation to intermediate outcome 3.

3.9 COST EFFECTIVENESS

The Department is engaged in a long-term process of developing and reporting on cost-effectiveness throughout its operations. Although the most advanced approach to this work has been in the natural heritage side of the business, the main interventions delivered by the Department across its main output classes have been identified and linked with the intermediate outcomes that they support.

The next phase, currently under development in the main output classes, involves measuring the results obtained at the intermediate outcome level through delivery of the range of interventions. Initially this will only be concerned with the main or "vital few" interventions. As part of this phase a suite of indicators has been identified, but must now be reviewed and tested as a proof of concept prior to developing reports and piloting implementation.

In the natural heritage area, national level reporting on status and trend in these indicators is dependent on piloting and implementation of the optimised sampling strategy currently under contract with Land Care Research. This is required in the natural heritage area before the Department can move from a local focus, where the requisite data is collected, to delivery in a national context.

Two final phases are then envisaged in the main output classes - these will involve fully costing the most important interventions and developing cost-effectiveness ratios for these using the indicators. The cost-effectiveness ratios will then be available as a tool to guide selection of the most cost-effective interventions with respect to making gains in intermediate outcomes. This work has yet to begin in all output classes, although a conceptual model of how this works in natural heritage will be available during the year as a result of the species optimisation project.

4.0 Managing in a Changeable Operating Environment



4.1 The Department's risk management framework

Risk management is embedded in the Department's systems. Identifying and managing risks is part of the accountability of all managers and staff. Tools for risk management include role descriptions and delegations, environmental scans, project planning, the internal audit programme, and departmental policy and procedures on matters such as employment, health and safety, financial management and operational processes.

Both environmental scanning and risk management are incorporated into the monthly meetings of the General Management Team (the Director-General and the eight general managers). Each general manager runs a risk register for their own functional areas, and any critical risks are brought to the General Management Team meeting, and if appropriate placed on the General Management Team risk register.

The general managers also conduct a joint environmental scan at each meeting. This has two areas of focus: key issues relating to each general manager's functional area, and issues of a more global nature that general managers identify as relevant or potentially relevant to the Department overall. These issues are discussed and fed into decision-making as relevant. Three times each year, the General Management Team meets for two high level planning days. A more comprehensive environmental scan forms part of the planning days' agenda.

The Department has a Legislative Compliance Register, which identifies key legal risks with extreme consequences and a high likelihood of occurring. General managers, conservators, and managers in the Research, Development and Improvement Group are annually required to attest through a 'letter of representation' that the key legislative requirements within their areas of accountability have been complied with. General managers ensure issues are followed up, and where appropriate, a common approach is developed to related issues.

Internal audit

The Department's chief internal auditor reports to an independent Risk and Assurance Committee, which in turn provides advice to the Director-General to assist him to exercise oversight of the integrity of the Department's financial, accounting, internal control, risk management, and legislative compliance systems.

Risk management in annual work planning

The risk management system built into business planning specifies categories of risk specific to the Department's operating environment. Managers are required to identify potential risks and assess both the likelihood of the risk materialising (on a scale of 'almost certain' through to 'rare'), and the possible consequences if it does (on a scale of 'extreme' through to 'negligible').

Risks are managed by selecting the best option, considering the potential cost of the risks involved and the aim of achieving work plan outcomes. While it is expected that sometimes the only option will be high risk, the Department's proactive approach means that the appropriate amount of

resources and management attention can be applied quickly to prevent, mitigate or respond to risk situations, should they occur.

Identifying and measuring risks, and developing mitigation options, are also part of the life cycle of any work plan, particularly when there is a major change in circumstances that will affect the work.

4.2 Current Risk Assessment

The Department's operating environment is influenced by a range of environmental, economic, social, and governmental factors, as outlined in section 2.1.

A significant risk is the scale of the conservation task. Despite the efforts of the Department and other organisations and individuals who work in conservation, New Zealand's natural heritage continues to be depleted. And despite the ongoing pursuit of knowledge by the Department and others, there is still much that is unknown about the natural world and its processes. The impacts of climate change introduce further variables.

The Department's main responses to these risks are:

- The increasing focus the Department's strategic direction places on collaborating with others, and identifying areas of mutual interest and the best ways of working together in the interests of conservation.
- Developing a model and system to meet future science needs, and continuing to work closely with other science providers as outlined in section 5.5.1.
- The ongoing development of the natural heritage management system (NHMS) as outlined in section 5.5.2.

The Department must also prepare for unpredictable and/or unmanageable events (such as fire, adverse weather, biosecurity incursions, and volcanic eruptions), which could compromise natural heritage, or the Department's ability to deliver recreation and outdoor opportunities.

A third group of potential risks to conservation is increasing and sometimes competing demands for use of natural resources, in particular freshwater and coastal space, which exacerbates pressures on the natural and historic environment in some places.

The Department's main responses to these risks, as guided by its strategic direction, are:

- Promoting the economic, social, cultural and environmental values and benefits of conservation to help build a national view that conservation is essential to New Zealand's future well being, rather than simply 'nice to have'.
- Working with the commercial sector to further commercial marketing objectives around the 'clean green' brand and sustainability, while also delivering benefits for conservation and developing opportunities for carbon off sets on public conservation lands and waters.
- Assessing likely future pressures (such as renewable energy generation), and possible options to address these, in accordance with the legislative framework for concessions and statutory management planning.

Despite increased funding for new work, there is ongoing pressure on the Department's budget because of the size of the conservation task, salary increases and other inflationary pressures and unavoidable costs. Since 2000, the Department has absorbed these pressures by improving the efficiency and effectiveness of its operations.

The Department's main responses to these business management risks are outlined at section 5.9.

The age profile of the Department's staff and the increasing mobility of younger age groups pose risks to the Department's ongoing ability to retain institutional knowledge and attract and retain new staff.

The Department's main responses to these recruitment and retention risks are:

- Focusing attention on leadership development, succession planning, professional development and overall workforce planning as outlined in sections 5.1 and 5.2.

The nature of the Department's work is inherently hazardous, both in the tasks undertaken and the locations in which staff work. All business must be conducted so that the health and safety of employees, volunteers, contractors and members of the community is a priority.

The Department's main responses to these health and safety risks are:

- Eliminating or minimising risks by developing consistent health and safety procedures that can be applied across the entire organisation, while allowing managers to vary controls where relevant.
- Promoting individual and collective accountability for workplace health and safety, with primary accountability resting with line management. This is monitored through monthly operating reviews and the performance management system.
- Using key health and safety performance standards to establish measurable objectives and targets in order to ensure continuous improvement aimed at eliminating or minimising work related injury and illness.



5.0 Organisational Health and Capability



The Department's strengths lie in its people, its systems and its knowledge. Our continued pursuit of excellence in conservation means ongoing investment in all of these areas. This investment is fully congruent with the six Development Goals for the State Services²⁴, and supports the four strategic approaches that the Department has identified to help deliver its strategic direction as outlined in section 2.2.

This section outlines the key capability initiatives the Department is taking.

5.1 LEADERSHIP

The Department's *People Plan 2012* has set the following leadership goal:

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

The Department is designing a new leadership framework to enhance support for the growth of existing leaders and the emergence of new leaders. By focusing on both current and future leaders, the programme addresses the immediate challenges and takes proactive steps for the longer term.

Actions in 2008–2009

The focus will be on:

- Piloting and evaluating modules of the leadership development framework, leading to a national implementation plan.
- Integrating succession planning at a regional and national level into existing performance management processes to help identify future leaders and guide their development.

Links to State Services Development Goals: 1 Employer of Choice, 3 Value-for-money State Services

5.2 ORGANISATIONAL DEVELOPMENT AND CULTURE

The Department's *People Plan 2012* has set the following organisational development goal:

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

With respect to culture, the Department's *People Plan 2012* has set the following goal:

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

Work towards these goals focuses on workforce planning, recruitment, learning and development, further development of the performance

²⁴ Goal 1: Employer of Choice. Goal 2: Networked State Services. Goal 3: Value-for-money State Services. Goal 4: Coordinated State Agencies. Goal 5: Accessible State Services. Goal 6: Trusted State Services.

management system, and the new recruitment and induction systems.

This work is set in the context of the Department's workforce demographics. Many staff members will be reaching retirement age in the next 10 to 15 years. At the same time, there are many young people coming into the Department whose expectations of their work environment differ from those of older colleagues. Forty-eight percent of new staff members are women, which is a changing demographic for the Department.

A capability framework has been developed. This has five elements: (i) leadership ability, (ii) valuing the work, (iii) emotional intelligence (interpersonal skills and self awareness), (iv) problem solving, and (v) skilled use of knowledge. Underpinning each of these elements is a set of competencies drawn from the Lominger suite common to many public service departments. The framework and competencies have been incorporated into all role descriptions, and underpin individual 'personal performance in role' assessments, the monthly operating review system, and the remuneration system.

Capability development is also focused on building Māori capability internally, in the interests of conservation management, and a Māori capability framework is being developed.

The Department's standard operating procedures system is a key aspect of the way it promotes accountability, manages legal and health and safety risks, and promotes standardised ways of undertaking tasks in the interests of efficiency and effectiveness. A revision project is currently underway to help staff manage, write, and use standard operating procedures more effectively in their everyday work.

Actions in 2008–2009

The focus will be on:

- Preparing an organisational workforce plan to address the need for more flexible employment arrangements, to redress the balance of women in managerial positions, and to manage and support the life cycles of staff of all age groups, and enable the transfer of institutional knowledge.
- Implementing a new recruitment strategy and system to help attract and retain talent.
- Designing and implementing an integrated learning and development framework that enables systematic skills development through all levels in the Department, and is supported by online learning management tools.
- Aligning planning and performance reporting with the core elements of capability and roles, and fully implementing the new remuneration system.
- Beginning the design of the new employment arrangements for the 2009 Collective Agreements, focusing on a concept of total rewards that supports both collective effort and individual values.
- Implementing an induction process for all new staff.
- Completing the review of the standard operating procedures system.

Links to State Services Development Goals: 1 Employer of Choice, 3 Value-for-money State Services, and 6 Trusted State Services

5.3 STRATEGY SYSTEM

The Department's recent efforts have been on further refining its strategic direction and driving its implementation through the statement of intent (as the key departmental planning document), supported by the four strategic approaches, as outlined in section 2.2.

As explained in section 3.0, the Department has reviewed its outcome and intermediate outcomes. It will continue to review the medium-term and annual components of its work to ensure outputs are on target to deliver the intermediate outcomes, and, through them, its high level outcome. This continuous improvement will help to ensure the Department remains aligned with the State Services' managing for outcomes framework, and is better able to both demonstrate the difference it is making and drive ongoing performance improvements.

Actions in 2008–2009

The focus will be on:

- Reviewing the remaining intermediate outcomes to confirm the desired future state, the associated work priorities, and the indicators of progress.

Links to State Services Development Goal: 3 Value-for-money State Services

5.4 RELATIONSHIP MANAGEMENT AND COMMUNICATIONS

The Department works actively with others to achieve conservation results and tell conservation stories. Capability development in this area is designed to build on this experience and further enhance the Department's effectiveness in communications, marketing and effective stakeholder relationships.

During 2007–2008, the Department began this process by redeveloping its vision and brand to provide the foundation for further capability development.

A specific focus of the Department's relationship management and communications is ongoing development of capability for effective engagement with tangata whenua in support of conservation management. As part of giving effect to the principles of the Treaty of Waitangi, the Department engages with tangata whenua on protecting Māori cultural values on land managed by the Department and protecting conservation values on land owned by Māori. This includes empowering Māori communities to fulfil their customary duty as kaitiaki of taonga, and encouraging their participation in conservation delivery and support for conservation.

Actions in 2008–2009

The focus will be on:

- Promoting and integrating the Department's redeveloped vision and brand internally and externally.
- Promoting successful and effective collaboration and communication with key individuals and organisations that have greatest conservation contribution and influence.
- Assessing current stakeholder engagement in regards to strategic relationships that enable effective delivery of the Department's strategic direction.
- Designing communications 'systems' and plans and establishing a programme for development and deployment.
- Establishing a marketing strategy.
- Implementing a pilot cadetship programme which aims to help build the capability and capacity of tangata whenua to undertake conservation management.

Links to State Services Development Goals: 2 Networked State Services, 4 Coordinated State Services, 5 Accessible State Services, and 6 Trusted State Services

5.5 GENERATING AND SHARING CONSERVATION KNOWLEDGE AND PRACTICE

To keep achieving conservation gains the Department must continue to grow its knowledge base, and keep developing tools and techniques and applying these in the field. It is already known in New Zealand and internationally for its science and technical excellence. Increased knowledge of the scale of the conservation challenge, exacerbated by climate change, means the Department must continue to improve in these areas.

As in all other areas of conservation, the Department is far from the only contributor to conservation knowledge and technique development. Shared knowledge and effort between key players will lead to better results for conservation overall.

5.5.1 Science

The Department continues to develop and maintain strong strategic alliances with other science providers, and with the international science and conservation community. A key means to optimise its science investment has been through participating in the Outcome-Based Investment (OBI) programmes funded through the Foundation for Research, Science and Technology. These programmes have the potential to deliver many more science results than would be possible for the Department on its own. The Department seeks to maximise the benefits from this investment, in particular by working with others to develop systems to promote timely translation of research results to operational applications.

Actions in 2008–2009

The focus will be on:

- Articulating a science model and system to meet future needs within the Department, including addressing ways to communicate, and promote use of, new knowledge.
- Working with others to continue to develop knowledge of the implications of climate change for places and species.

5.5.2 Natural heritage management system

The natural heritage management system (NHMS) is being developed to create a nationally consistent, scientifically sound system of natural heritage management, enabling prioritisation, planning and monitoring of achievement.

To support this system, the Department is working to improve the accuracy and efficiency of its data collection (including field data), and to develop a greater ability to integrate data both internally and with other agencies (such as regional and local authorities). There is ongoing development of nationally consistent inventories, classification systems, prioritisation processes, and monitoring and reporting methods.

Development and implementation of this system is being done progressively, with tools put into operational use as they become available.

The longer term aim is to develop the natural heritage management system into a system that is shared with others to contribute towards national planning and reporting on the state of New Zealand's biodiversity.

Actions in 2008–2009

The focus will be on:

- Identifying priority freshwater and terrestrial ecosystems and their management requirements.

- Identifying priority threatened species and measures to secure them from extinction.
- Developing a national inventory and monitoring 'toolbox' for use in terrestrial and freshwater environments.

Links to State Services Development Goals: 2 Networked State Services, and 4 Coordinated State Agencies

5.6 INFORMATION TECHNOLOGY

Information technology is critical to the storage, gathering, using and sharing of information. It is also a major tool for communication, both internally and externally, and will play an increasing role in achieving the Government's commitment to sustainability and budget efficiency, by enabling electronic communication that reduces the need to travel, and by improved process efficiencies that help reduce costs.

In February 2008, the Department began a review of the Department's information technology requirements, with the aim of ensuring the way the Department's information technology is organised is fit for purpose.

Actions in 2008–2009

The focus will be on:

- Developing an organisation-wide view of the Department's information and systems architecture and standards, to provide a clearer framework for information and communications technology decision-making and technical planning. An update of the information and technology strategic plan will then follow.
- Updating the intranet to facilitate better internal communication and efficiencies.
- Increasing the use of field data collection devices, and increasing staff competency in their use, improving standards for data collection, and improving data sharing tools and competencies, and improving staff competency to integrate geographic information systems (GIS) with natural heritage systems and asset management systems.

Links to State Services Development Goals: 2 Networked State Services, 3 Value-for-money State Services, 4 Coordinated State Services, and 5 Accessible State Services

5.7 THE DEPARTMENT AS A SUSTAINABLE BUSINESS

As discussed in section 2.1.1, the Department is a core contributor to the Government's initiatives for a sustainable New Zealand. The Department has a sustainable business practices plan, through which it will deliver on these commitments in a fiscally responsible way.

Actions in 2008–2009

The focus will be on:

- Collecting and reporting carbon footprint data.
- Implementing an emissions reduction plan which targets emissions from transport (vehicles, helicopters, domestic air travel) and electricity.
- Increasing use of electronic technology for meetings.
- Continuing to retrofit departmental houses to reduce energy use.
- Continuing to reduce waste going to landfill.
- Increasing the proportion of sustainable stationery items purchased.
- Updating contracts and tenders to include mandatory standards and guidelines from the Ministry of Economic Development regarding sustainable procurement.

5.8 CAPITAL ASSET MANAGEMENT

The Department manages, on behalf of the Crown, assets worth more than \$5 billion, primarily consisting of land. As well, \$470 million is invested in departmental assets to deliver its agreed outputs. These include campsites, tracks, huts, toilets and visitor centres. Currently, for example, the Department manages 12,600 kilometres of walking track and 334 campsites.

In 2002, the Government agreed to a twenty-year \$349 million programme to replace, upgrade and maintain these visitor assets. Funding was set to accelerate over time, and a considerable increase in the annual allocation is now taking effect.

The Department has continued to improve its public asset management capabilities. A major initiative is the implementation of a new integrated asset management information system (AMIS). This began in 2007–2008, and will be fully functional by 2008–2009. It replaces separate systems for infrastructural, visitor, historic and fencing assets, and will facilitate improved monitoring, control, reporting and planning for asset management. This system approach will be broadened to cover all assets owned and managed by the Department.

Actions in 2008–2009

The focus will be on:

- Achieving compliance with the new capital asset management framework developed by the Treasury.
- Improving the long-term financial operational planning for assets.
- Encouraging efficient use of capital and related asset management practice.

Links to State Services Development Goal: 3 Value-for-money State Services

5.9 BUSINESS MANAGEMENT

In February 2008, the Director-General initiated a strategy and budget alignment review. The review is designed to ensure the Department's budget allocation and its strategic direction are aligned. In achieving that, the Department also needs to balance its budget over the next three years.

The Department has done much to improve its business. A series of initiatives, including programmes focused on value for money, cost of outputs, support systems, and a new remuneration system have provided a firm base. This review is designed to build on these previous initiatives.

Key areas of focus for the review include scoping the amount of service and support needed, assessing where change is required to the Department's current functioning, and identifying where savings will be made.

The review is being led by general managers with the involvement of the Public Service Association. The Director-General is scheduled to sign-off the final report in late May 2008, with implementation to follow in June 2008.

In addition to the review, the Department continues to improve its management systems, such as financial management and control systems, the asset management information system, and the natural heritage management system, including improving the ability of these systems to support identifying conservation priorities, and to monitor and report on them.

Actions in 2008–2009

The focus will be on:

- Completing the implementation of the review findings to ensure the long-term financial viability of the Department.
- Integrating financial and non-financial reporting, to enable better output monitoring and management of appropriations and outcomes.
- Encouraging the use of activity-based management to promote best practice and efficient use of resources.
- Improving the integration of the financial system with other departmental operational systems.

Links to State Services Development Goal: 3 Value-for-money State Services



Appendices



APPENDIX 1: LEGISLATION AND INTERNATIONAL AGREEMENTS

The Department works towards achievement of the outcome and the intermediate outcomes in accordance with its statutory responsibilities and with the international conventions to which New Zealand is a signatory.

Legislation administered by the Department of Conservation

- Conservation Act 1987
- Canterbury Provincial Buildings Vesting Act 1928
- Harbour Boards Dry Land Endowment Revesting Act 1991
- Hauraki Gulf Marine Park Act 2000
- Kapiti Island Public Reserve Act 1897
- Lake Wanaka Preservation Act 1973
- Marine Mammals Protection Act 1978
- Marine Reserves Act 1971
- Mount Egmont Vesting Act 1978
- National Parks Act 1980
- Native Plants Protection Act 1934
- New Zealand Walkways Act 1990
- Ngai Tahu (Tutaepatu Lagoon Vesting) Act 1998
- Queen Elizabeth the Second National Trust Act 1977
- Queenstown Reserves Vesting and Empowering Act 1971
- Reserves Act 1977
- Stewart Island Reserves Empowering Act 1976
- Sugar Loaf Islands Marine Protected Area Act 1991
- Trade In Endangered Species Act 1989
- Tutae-Ka-Wetoweto Forest Act 2001
- Waitangi Endowment Act 1932-1933
- Waitangi National Trust Board Act 1932
- Waitutu Block Settlement Act 1997
- Wild Animal Control Act 1977
- Wildlife Act 1953

Key Acts under which the Department also has functions

- Biosecurity Act 1993
- Crown Forest Assets Act 1989
- Crown Minerals Act 1991
- Crown Pastoral Land Act 1998
- Fisheries Act 1996
- Foreshore and Seabed Act 2004
- Forest and Rural Fires Act 1977

- Forests Act 1949
- Land Act 1948
- Local Government Act 1974
- Local Government Act 2002
- Māori Land Amendment and Māori Land Claims Adjustment Act 1926
- Public Works Act 1981
- Resource Management Act 1991
- Treaty of Waitangi Settlement Acts

International Agreements

The New Zealand government is a signatory to a range of international agreements that deal with international environmental and conservation issues. Those in which the Department has a particular interest are:

- Convention Concerning the Protection of the World Cultural and Natural Heritage (The World Heritage Convention)
- 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
- Convention on Wetlands of International Importance Especially as Waterfowl Habitat (Ramsar Convention)
- International Convention for the Regulation of Whaling
- Pacific Regional Environment Programme
- United Nations open-ended Informal Consultative Process on Oceans and Law of the Sea
- World Conservation Union (IUCN).



APPENDIX 2: THE DEPARTMENT'S STRUCTURE

The Department of Conservation's structure reflects the geographic spread of its work. Fieldwork and conservation outputs are delivered mainly from the network of 50 area offices. The 50 areas are grouped into 13 conservancies, each with a conservancy office to provide support. The conservancies are led and managed by two General Managers, Operations; one working from the Northern Regional Office in Hamilton and the other from the Southern Regional Office in Christchurch.

The Department's Head Office in Wellington provides policy advice to the Minister of Conservation and contributes to whole of government policy processes, and provides national service and support functions to the Department.

The Department employs approximately 1,820 permanent full-time equivalent staff. During the year, around 500 temporary full-time equivalent staff are also employed (depending on the season), as well as contractors.

Table 1: The Department's structure

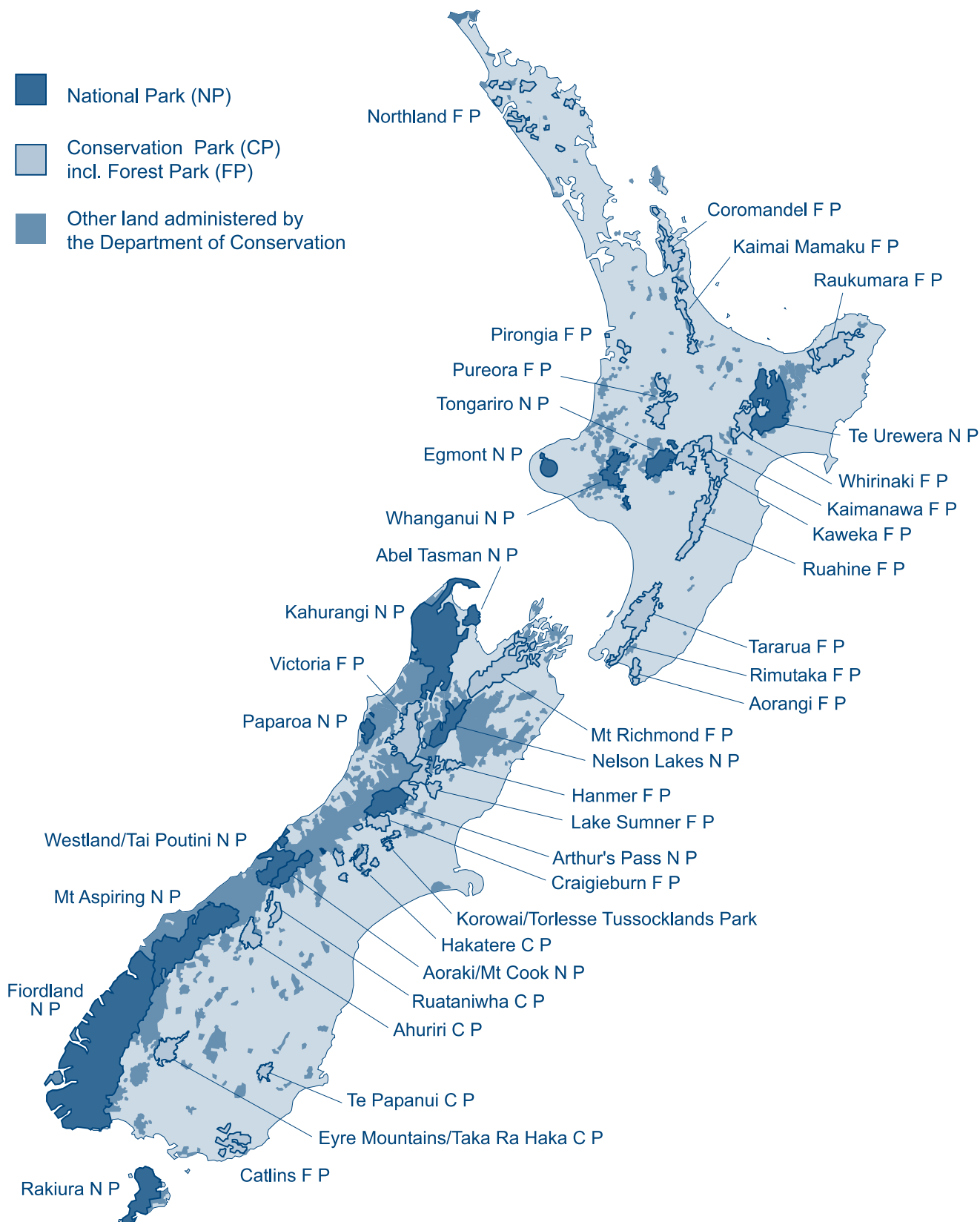
Chief Executive	General Managers	
Director-General <i>Tumuaki Aburei</i> Alastair Morrison	General Manager Northern Operations <i>Tumuaki Te Tari tapere ki te Raki,</i> Barbara Browne (covering 8 conservancies and 28 areas)	Field operations About 1540 staff
	General Manager Southern Operations <i>Tumuaki Te Tari tapere ki te Tonga,</i> John Cumberpatch (Covering 5 conservancies and 22 areas)	
	General Manager Research, Development and Improvement <i>Tumuaki Rangabau-whakabiato-whakakoi</i> Kevin O'Connor	Head office Policy, support and service About 340 staff
	General Manager Corporate Services <i>Tumuaki Tānga Tōpū Whakaritenga</i> Grant Baker	
	General Manager Marketing and Communications <i>Tumuaki Whakawhanaunga ā bāpori</i> Sue Paterson	
	General Manager Policy <i>Tumuaki Whakahere Kaupapa</i> Doris Johnston	
	General Manager People and Organisation Development <i>Tumuaki Whakabiato-kaimabi ā Papa Atawhai</i> Felicity Lawrence	
	Tumuaki, Kahui Kura Taiao <i>General Manager Māori Issues</i> Tata Lawton	

Department of Conservation regions, conservancies and areas

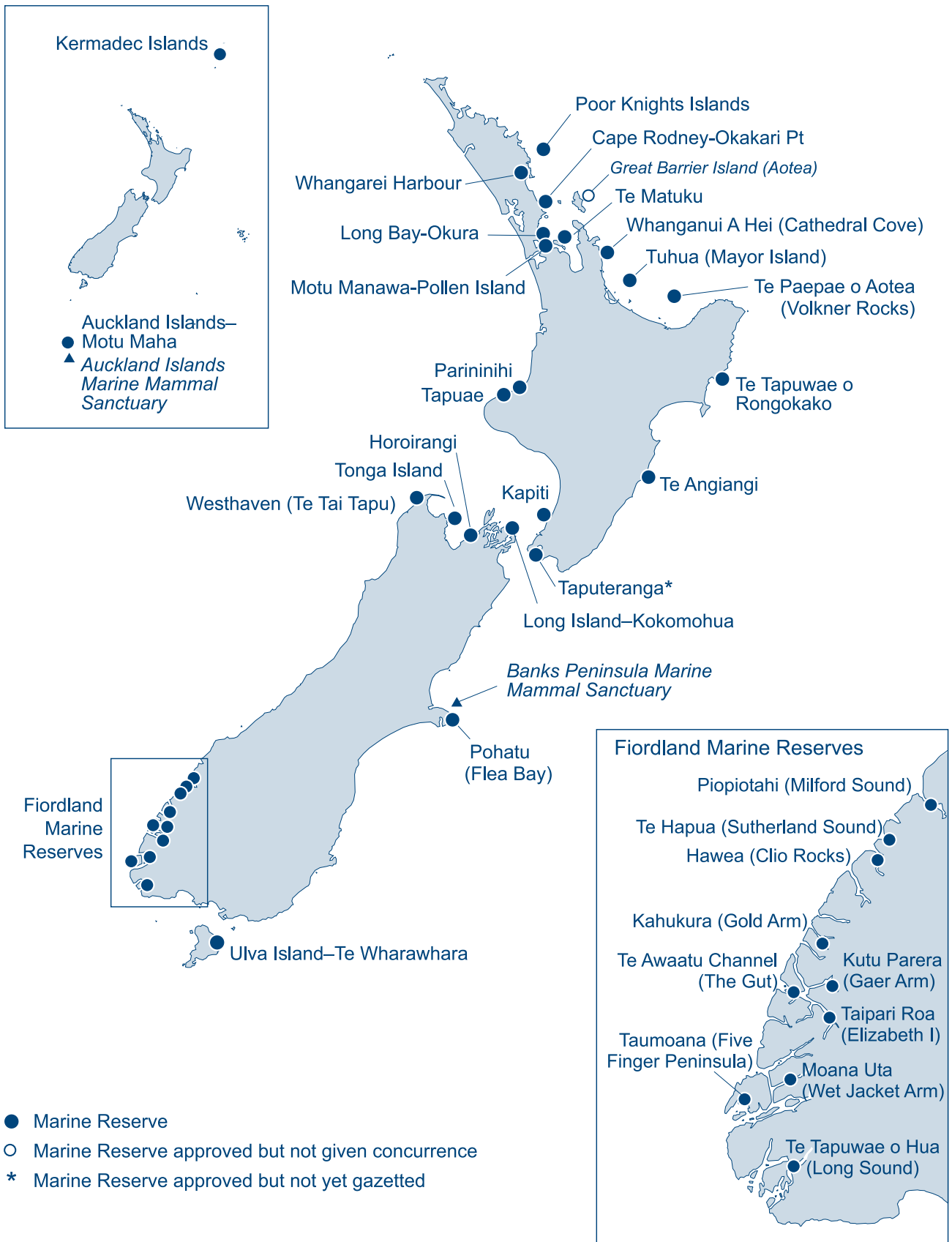


APPENDIX 3: PROTECTED AREAS MANAGED BY THE DEPARTMENT

Public Conservation Land



Marine reserves and marine mammal sanctuaries



APPENDIX 4: TRACKING OUTCOME AND INTERMEDIATE OUTCOME INDICATORS

This appendix tracks the Department's progress in developing and reporting on the outcome and intermediate outcome indicators identified in its statements of intent. Further information on the indicators is contained in section 3.0 of the main document.

The chart is organised according to the outcome and intermediate outcomes used in this Statement of Intent. In a number of cases the indicators are continued on from the outcomes and intermediate outcomes used in previous statements of intent. In other cases, indicators have been discontinued because they no longer fit with the intentions of the new intermediate outcome. The chart also shows indicators that have been discontinued because they were not sufficiently robust.

Developing indicators is ongoing work and subject to further refinement each year.

Outcome: Conserving and managing New Zealand's natural, historic and cultural heritage provides increasing benefit to New Zealanders

Outcome indicators	AR 2005-2006	AR 2006-2007	AR 2007-2008	AR 2008-2009	AR 2009-2010
Change in native vegetation cover across New Zealand as a whole by environment type and level of protection. <i>First developed as an indicator of the previous 'protection' outcome.</i>	1st reported. Uses Land Environments of New Zealand (LENZ) database.			2nd report due. Trend in percentage cover of native vegetation. Thereafter reported every five years.	
Track trends in benefits New Zealanders seek and receive from the natural, historic, and cultural heritage managed by the Department. <i>This was first developed as an indicator of the Department's 'appreciation outcome': "People enjoy and benefit from New Zealand's natural, historic and cultural heritage and are connected with conservation." It has been kept as an indicator of the Department's single outcome. It will be subject to further development as the move to the single outcome is further integrated into the planning system.</i>	Tools developed and applied. 1st reported.		2nd report due. Trends in how New Zealanders seek and receive benefits from their heritage. To be reported on every three years. Next report due in Annual Report to June 2011.		
Track relative value of conservation as indicator of support for conservation. <i>This indicator was first developed for the 'appreciation outcome', and further developed through the values survey commissioned by the Department in 2006 - 2007. It will be subject to further development as the move to the single outcome is further integrated into the planning system.</i>		1st reported. Baseline study completed. Conservation values monitor trial begun.	2nd report due. (Conservation values monitor trial report).		3rd report due. Planned to cover trend in how New Zealanders value conservation relative to other values.

Intermediate outcome 1: The ecological integrity of managed sites is maintained or restored

Indicators	AR 2005-2006	AR 2006-2007	AR 2007-2008	AR 2008-2009	AR 2009-2010
<p>Change in indigenous vegetation cover on conservation land by environment type.</p> <p><i>First developed as an indicator of the 'natural character' intermediate outcome.</i></p>	<p>1st reported. Uses New Zealand Land Cover Database (LCDB).</p>	<p>Ministry for the Environment began updating LCDB.</p>		<p>2nd report due, supported by the updated LCDB.</p>	
<p>Change in size-class structure of selected indigenous dominants in particular places within forests on conservation land.</p> <p><i>First developed as an indicator for the previous 'natural character' intermediate outcome.</i></p>	<p>1st reported. Focused on two contributing indicators: size-class structure, and representation of specific species or functional groups.</p>	<p>Contributing indicator group expanded from two to five indicators, under a three-year work programme.</p>		<p>Three-year work programme on contributory indicators due for completion. Next report due in Annual Report to June 2011.</p>	
<p>Monitoring the status of, and trends in the condition of, the marine reserves managed by the Department.</p> <p><i>This indicator is part of an ongoing programme of monitoring marine reserves. It is being further developed to improve national consistency.</i></p>			<p>Indicator developed. Reports to be provided on an annual basis on selected aspects of the reserves.</p>	<p>1st report due.</p>	<p>2nd report due.</p>
<p>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.</p> <p><i>First developed as an indicator of the previous 'harmful organisms' intermediate outcome.</i></p>	<p>1st reported.</p>	<p>2nd report.</p>	<p>3rd report due.</p>	<p>4th report due.</p>	<p>5th report due.</p>

Intermediate outcome 2: The security of threatened species unique to New Zealand, and most at risk of extinction, is improved

Indicators	AR 2005-2006	AR 2006-2007	AR 2007-2008	AR 2008-2009	AR 2009-2010
<p>Change in the number of extinct species or subspecies (both confirmed and assumed extinctions).</p> <p><i>First developed as an indicator of the previous 'risk of extinction' intermediate outcome.</i></p>	<p>Threat classification system prepared in 2001. Species list was reassessed in 2004. 1st reported in the Annual Report to June 2004.</p>	<p>Review of Threat Classification System methodology completed. Move to three-yearly cycle of reviewing one taxonomic group at a time.</p>	<p>Three-year cycle of reviewing one taxonomic group at a time begins.</p>	<p>Taxonomic groupings review continues.</p>	<p>Taxonomic groupings review continues.</p> <p>Projected date of next report is June 2011 once all groups have been reviewed.</p>
<p>Change in the threat classification status of managed 'acutely threatened', 'chronically threatened' and 'at risk' species or subspecies.</p> <p><i>First developed as an indicator of the previous 'risk of extinction' intermediate outcome.</i></p>	<p>Last reported in the Annual Report to June 2004.</p>		<p>2nd report due. Three-year re-listing cycle using updated methodology begins.</p>		<p>Projected date of next report.</p>



Intermediate outcome 3: Examples of the full range of New Zealand’s ecosystems are conserved

Indicators	AR 2005-2006	AR 2006-2007	AR 2007-2008	AR 2008-2009	AR 2009-2010
Trends in the percentage of the most at risk environment types (freshwater and terrestrial) under legal protection from year to year. <i>First developed as an indicator of the previous ‘representative range’ intermediate outcome.</i>					
Percentage of lowland forest areas in protection.	1 st reported. Baseline data established.	2 nd report. Trends in the percentage of the most at risk environment types under legal protection from year to year (using underlying LENZ data), with the least represented types clearly identified.	3 rd report due.	4 th report due.	5 th report due.
Percentage of wetland areas in protection			1 st report due.		
Progress of regional planning forums to implement the Marine Protected Areas Policy to establish a network of Marine Protected Areas that is comprehensive and representative of New Zealand’s marine habitats and ecosystems.			Indicator developed following Government approval of <i>Marine Protected Areas: Classification, Protection Standards and Implementation Guidelines</i> . Ministry of Fisheries and Department of Conservation, 2008.	1 st report due. Thereafter three yearly reporting cycle.	

Intermediate outcome 4: A representative range of historic heritage and cultural heritage is conserved and interpreted

Indicators	AR 2005-2006	AR 2006-2007	AR 2007-2008	AR 2008-2009	AR 2009-2010
<p>Change in the percentage of historic assets in 'improving', 'stable' and 'degrading' categories.</p> <p><i>First developed as an indicator of the previous historic and cultural heritage intermediate outcome.</i></p>	Indicator developed. Baseline data gathered.	1st reported. Benchmarks established in each category.	2nd report due. Trend in assets in 'improving', 'stable' and 'degrading' categories.	3rd report due.	4th report due.
<p>Change in the number of historic sites that meet ICOMOS standards.</p> <p><i>First developed as an indicator of the previous historic and cultural heritage intermediate outcome.</i></p>	Indicator developed. Baseline data gathered.	1st reported. Benchmarks established.	2nd report due. Trend in the number of historic sites that meet ICOMOS standards.	3rd report due.	4th report due.
<p>Change in the number of sites for which key history has been safeguarded.</p> <p><i>First developed as an indicator of the previous historic and cultural heritage intermediate outcome.</i></p>	Indicator developed. Baseline data gathered.	1st reported. Benchmarks established. Target for 2010 established.	2nd report due. Trend in the number of sites for which key history has been safeguarded.	3rd report due.	4th report due. Target date falls due.



Intermediate outcome 5: New Zealanders increasingly engage in conservation

Indicators	AR 2005–2006	AR 2006–2007	AR 2007–2008	AR 2008–2009	AR 2009–2010
Change in New Zealanders’ understanding of important conservation issues. <i>First developed as an indicator of the previous ‘awareness and understanding’ intermediate outcome.</i>	1st reported. Baseline data established.	2nd report.	3rd report due. Trend in New Zealanders’ understanding of important conservation issues.	4th report due.	5th report due.
Change in the quality of the Department’s engagement with key associates. <i>First developed as an indicator of the previous ‘awareness and understanding’ intermediate outcome.</i>	1st reported. Baseline data established.	2nd report.	3rd report due. Trend in quality of the Department’s engagement with key associates.	4th report due.	5th report due.
Change in the satisfaction of tangata whenua with the Department’s activities to assist them to maintain their cultural relationships with taonga. <i>First developed as an indicator of the previous ‘awareness and understanding’ intermediate outcome.</i>	1st reported. Baseline data established.	2nd report.	3rd report due. Trend in tangata whenua’s satisfaction with the Department’s activities to assist them to maintain their cultural relationships with taonga.	4th report due.	5th report due.

Intermediate outcome 6: New Zealanders have increased opportunities for recreation and outdoor activities

Indicators	AR 2005–2006	AR 2006–2007	AR 2007–2008	AR 2008–2009	AR 2009–2010
Change over time in New Zealanders’ participation in recreation on public conservation land and their satisfaction with the quality and range of recreational opportunities provided. <i>Expansion of previous indicator of ‘recreation’ intermediate outcome.</i>	2nd report on original indicator “Change over time in visitor satisfaction with the range of recreation opportunities provided.”	Indicator expanded to include satisfaction with quality of opportunities.	3rd report due on expanded indicator.		4th report due.

Intermediate outcome 7: Business opportunities consistent with conservation outcomes are enabled

Indicators	AR 2005–2006	AR 2006–2007	AR 2007–2008	AR 2008–2009	AR 2009–2010
Indicators to be developed for this outcome during 2008–2009.					

Indicators discontinued in 2008–2009 due to change in outcome and intermediate outcomes

Indicators	AR 2005–2006	AR 2006–2007	AR 2007–2008	AR 2008–2009
Indicator for the previous 'protection' outcome				
Change in New Zealanders' views on the change in condition of the country's natural heritage, and how they believe the Department has influenced this change.	1st reported. Baseline data established.		2nd report due. Trend in New Zealanders' views on condition - whether improving, stable or declining, and whether protection has increased.	Discontinued as a reporting indicator.
Indicators for previous 'awareness and understanding' intermediate outcome				
Change in people's satisfaction with their involvement in conservation.	1st reported. Baseline data established.	2nd report.	3rd report due. Trend in people's satisfaction with their involvement in conservation.	Discontinued as a reporting indicator.
Change in the percentage of people involved in conservation projects in general and on conservation land.	1st reported. Baseline data established.	2nd report.	3rd report due. Trend in percentage of people involved in conservation projects in general and on conservation land.	Discontinued as a reporting indicator.
Change in the percentage of departmental information sources New Zealanders use to learn about conservation.	1st reported. Baseline data established.	2nd report.	3rd report due. Trend in percentage of departmental information sources New Zealanders use to learn about conservation.	Discontinued as a reporting indicator.

Indicators discontinued because they were not sufficiently robust to continue

Indicators	AR 2005-2006	AR 2006-2007	AR 2007-2008	AR 2008-2009
Indicators for previous 'awareness and understanding' intermediate outcome				
Change in recognition of the role of Crown pastoral leases in providing ecosystem services.	1st reported. Indicator disestablished as not sufficiently robust to continue.		Indicator to be re-developed.	
Indicators of previous 'representative range' intermediate outcome				
Percentage of most at risk marine areas in protection.	1st reported. Baseline data established.	2nd report. Trends in the percentage of the most at risk environment types under legal protection from year to year, with the least represented types clearly identified.	3rd report due.	Indicator discontinued because it was not sufficiently focused on the needs of marine protection. An annual figure for the area (hectares) of legally protected marine areas is provided through the output measure - "legal protection of areas and sites: marine protection".
Tracking the impact of the Department's efforts to encourage or require others to protect places and species.	1st reported. Disestablished as a formal indicator due to tracking and quantification difficulties. Development of a prototype database to track RMA work begun.	Continued development of prototype database to track RMA work.	Discontinued as a reporting indicator.	
Indicator of previous 'concessions' intermediate outcome				
Change over time in number of significant adverse effects that stem from business concession activities.	1st reported. Methodologies to monitor visitor impacts under development.	2nd report.	3rd report due.	Discontinued as a reporting indicator because of the difficulty of reporting this information, and because it does not adequately reflect the intentions of the new intermediate outcome.

Glossary



acutely threatened species

Groups of organisms that face a very high risk of extinction in the wild. Defined by criteria that quantify total population, area of occupancy, fragmentation of populations, declines in total population and habitat area, and predicted declines due to existing threats.

at risk species

Groups of organisms that have either restricted ranges or small scattered sub-populations and do not meet the criteria of acutely threatened or chronically threatened. Although not currently in decline, these organisms could be rapidly depleted by a new threat.

biogeographic region

An area that is defined according to patterns of ecological and physical characteristics in the seascape. A biogeographic region may cover hundreds or thousands of kilometers.

biodiversity

The variability among living organisms from all sources including terrestrial, marine and other aquatic ecosystems and the ecological complexes of which they are part. This includes diversity within species, between species, and of ecosystems.

Biodiversity Condition and Advice Funds

The funds are part of the New Zealand Biodiversity Strategy. Their purpose is to enhance management of biodiversity on private land (outside public conservation lands and waters). This includes areas of native vegetation, wetlands, and the habitats of native fish, birds and other species.

The Biodiversity Advice Fund focuses on information and advice to land managers. It funds projects which inspire landholders or groups to better protect indigenous species on their land, such as workshops, field-days, and publications.

The Biodiversity Condition Fund aims to improve and maintain the condition of areas of indigenous vegetation, species and habitats. The fund seeks to broaden community effort in the management of indigenous biodiversity. Suitable projects may include fencing or pest control on private land.

biosecurity

The exclusion, eradication or effective management of risks posed by pests and diseases to the economy, environment and human health. In its broadest sense biosecurity covers all activities - pre-border, border and post-border - aimed at managing the introduction of new species to New Zealand and managing their impacts once here.

bycatch

Non-target species killed in the course of fishing activity, including protected species such as birds and marine mammals.

capability

The appropriate combination of the people, resources, systems, organisational design, culture, leadership, and relationships necessary to deliver a specified level of performance in the pursuit of the organisation's objectives, now and in future.

carbon credit

A carbon credit, or emission unit, is a unit that reflects a defined amount of greenhouse gas that is either extracted from the atmosphere or not emitted into the atmosphere as a result of a specific human activity. A credit is usually one metric tonne of carbon dioxide (CO₂) equivalent emissions. Credits can be earned (and subsequently sold) through activities such as establishing new forests, where the process of photosynthesis removes carbon dioxide (CO₂) from the atmosphere and stores it as wood. Credits can be purchased to enable an emitter of greenhouse gases to meet its obligations (e.g. under a national emissions trading scheme). Kyoto compliant carbon credits meet the requirements of the Kyoto Protocol (see separate definition). Voluntary credits meet the standards set for the international voluntary carbon market.

carbon footprint

The total amount of greenhouse gases produced as a result of a specified human activity, usually expressed in carbon dioxide (CO₂) equivalents.

carbon neutral

A product, service or event is carbon neutral when the net total of greenhouse gas emissions is zero. Carbon neutrality is achieved by calculating the total carbon emissions associated with a product, service or event, reducing the emissions where possible, and then offsetting the remaining emissions by either generating or purchasing carbon credits (see separate definition).

carbon offset opportunities

Activities that an entity could undertake to generate or purchase carbon credits (see separate definition).

carbon sink

A natural environment that absorbs and stores more carbon dioxide from the atmosphere than it releases. Forests and oceans are major carbon sinks.

carbon stock

The quantity of carbon contained in a pool, eg in a terrestrial ecosystem there are five pools: above-ground live biomass, below-ground live-biomass, litter, coarse woody debris, and soil. Natural ecosystems - particularly indigenous forests - are the largest land cover carbon stocks in New Zealand.

carbon storage

Carbon is stored as a result of the process of photosynthesis, whereby plants remove carbon dioxide (CO₂) from the atmosphere and convert it into carbon (largely in woody material) and oxygen.

chronically threatened species

Groups of organisms which are facing extinction, but are buffered slightly by either a large total population, or a slow decline rate.

coastal marine area

For the purpose of implementing the Marine Protected Areas Policy, the coastal marine area is the area from the shore to the limit of the territorial sea (12 nautical miles).

concession

A lease, licence, permit or easement granted under Part IIIB of the Conservation Act 1987 to enable the carrying out of a trade, occupation or business on areas managed by the Department of Conservation. The holder of such a lease, licence, permit or easement is a concessionaire.

conforming non-notified process

The conforming non-notified process is being developed by the Department to establish publicly available schedules

detailing acceptable activities (consistent with conservation values) at specific locations. These schedules will be linked to statutory management plans to ensure there is a clear basis for decision-making. For an activity to be listed on the schedule, the Department will have already considered its potential effects in the specific location to ensure that conservation values are not at risk. This upfront assessment of effects gives greater certainty for operators proposing a specific activity at a specific location that their application will be approved, so long as they comply with the predetermined conditions. This approach also reduces the time and costs of processing applications for both the concessionaire and the Department.

conservation board

Conservation boards are established under of the Conservation Act 1987, section 6L. The primary functions and powers of conservation boards are set out in the Conservation Act 1987, sections 6M and 6N, and the National Parks Act 1980, section 30.

conservation management plan

A plan for the management of natural and historic resources and for recreation, tourism and other conservation purposes which implements a conservation management strategy and establishes objectives for integrated management within a place or places specified in a conservation management strategy (Conservation Act 1987, section 17E).

conservation management strategy

A strategy which implements general policies and establishes objectives for the integrated management of natural and historic resources and for recreation, tourism and other conservation purposes. A conservation management strategy is reviewed every ten years (Conservation Act 1987, section 17D).

Conservation Services Programme

A programme of research into the effects, and mitigation of effects, of commercial fishing on protected species which is funded through conservation services levies set annually following consultation between the relevant government agencies and stakeholder groups according to the cost recovery rules established under the Fisheries Act. The programme provides observer coverage in selected fisheries, monitors the status of protected species known to be incidentally taken in fishing operations (protected species bycatch), and develops ways of mitigating the bycatch

of species protected under the New Zealand Marine Mammals Protection Act 1978 and the Wildlife Act 1953.

covenant

A legal agreement between a landowner and a covenanting agency about how the natural values of a particular area will be protected (eg where fencing is needed and whether public access will be allowed). The landowner retains ownership and the covenant is registered against the title, usually in perpetuity.

cultural and historic heritage

Any natural feature, land, water, archaeological or historic 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.

ecological integrity

Ecological integrity is the full potential of indigenous biotic (living organisms) and abiotic features (such as sunlight, temperature and wind patterns), and natural processes, functioning in sustainable communities, habitats and landscapes.

ecosystem

A biological system comprising a community of living organisms and its associated non-living environment, interacting as an ecological unit.

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. Examples are forest-clad catchments reducing flood risk and providing clean water supplies.

emissions reduction plan

A plan to reduce an entity's greenhouse gas emissions.

exclusive economic zone

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.

field data collection devices

Electronic hand-held tools set up to collect standardised information in the field that can be directly downloaded into national databases.

functional groups

Groups of species organised on the basis of common traits, so as to analyse issues related to those traits. For instance,

plants might be grouped together on the basis of palatability in order to study the browsing impacts of possums.

historic and cultural heritage

Any natural feature, land, water, archaeological or historic 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

The impacts, or intended changes in state, to be made by the Department's interventions. The logic is that achievement of the seven intermediate outcomes will achieve the overall outcome.

kaitiakitanga

The exercise of guardianship by the tangata whenua of an area in accordance with tikanga (Māori custom, obligations and conditions). In relation to a resource this includes the ethic of stewardship based upon the nature of the resource itself.

kawenata

Māori landowners can protect their indigenous ecosystems under Ngā Whenua Rauhi kawenata. A kawenata agreement is sensitive to Māori values in terms of spirituality and tikanga. Cultural use of these natural areas is blended with the acceptance of public access within the agreements. The objective is long-term protection with inter-generational reviews of conditions.

the Kyoto Protocol

The Kyoto Protocol to the United Nations Framework Convention on Climate Change is an international agreement to address global warming and delay climate change.

Land Environments of New Zealand (LENZ) database

A database developed by Landcare Research and managed by the Ministry for the Environment. LENZ maps all of New Zealand's landmass into 20 different types of environment. It uses factors such as climate, landform, and soil properties that are known to be correlated to forest, shrub, and fern distribution. LENZ can therefore provide a good indication of what New Zealand's land-based ecosystems are, and where they are, along with the species that are likely to live there.

marine protected area

An area of the marine environment set aside for the protection and maintenance of indigenous marine biodiversity at a level which meets the protection standard under the *Marine Protected Areas: Classification, Protection Standards and Implementation Guidelines* (Ministry of Fisheries and Department of Conservation, Wellington, New Zealand. 54p).

Marine Protected Areas Policy

The Government released this policy in 2006 as part of a wider strategy to effectively conserve New Zealand's biodiversity. The policy's objective is to "protect marine biodiversity by establishing a network of Marine Protected Areas that is comprehensive and representative of New Zealand's marine habitats and ecosystems."

marine reserve

The highest form of marine protection, being a marine area legally constituted as a marine reserve by Order in Council adopted under the Marine Reserves Act 1971, section 4, and administered by the Department of Conservation.

mātauranga Māori

Customary Māori knowledge. The Mātauranga Kura Taiao Fund is a contestable fund supporting hapu/iwi initiatives to retain and promote traditional Māori knowledge and its use in biodiversity management. The fund is part of the New Zealand Biodiversity Strategy, and is administered through the Ngā Whenua Rāhui Committee.

monthly operating review (MOR) system

The monthly operating review system (MOR) involves regular face-to-face meetings between a manager and his/her staff. It is used to review work progress towards achieving the business plan and to agree on any necessary actions.

natural heritage

Includes indigenous species, habitats and ecosystems, geological and physiological (physical geography) elements, features and systems.

natural heritage management system (NHMS)

A system being developed by the Department of Conservation to create a nationally consistent, scientifically sound system of natural heritage management, enabling prioritisation, planning, and monitoring of achievement.

Nature Heritage Fund

A contestable Ministerial fund estab-

lished in 1990 to help achieve the objectives of the Indigenous Forest Policy to protect indigenous ecosystems that represent the full range of natural diversity originally present in New Zealand landscape by providing incentives for voluntary conservation. In 1998, the scope of the fund was widened to include non-forest ecosystems.

New Zealand Coastal Policy Statement

The Resource Management Act 1991 requires that there shall at all times be a New Zealand Coastal Policy statement to guide local authorities in their day to day management of the coastal environment. The Minister of Conservation is responsible for preparing the New Zealand Coastal Policy Statement, which is to promote the sustainable management of the natural and physical resources of the coastal environment, including land, foreshore, seabed and coastal waters from the high tide mark to the 12 nautical mile limit. The existing New Zealand Coastal Policy Statement was issued in 1994. It has been reviewed and a proposed New Zealand Coastal Policy Statement 2008 was released for public consultation in March 2008.

New Zealand Conservation Authority (NZCA)

A national body of 13 appointed members established under the Conservation Act 1987, section 6A. Amongst other functions, it provides advice to the Minister of Conservation and the Director-General of Conservation, and is responsible for approving statements of general policy for national parks, conservation management strategies and plans, and national park management plans.

New Zealand Land Cover Database (LCDB)

A database managed by the Ministry for the Environment. It translates satellite images into information on the different types of vegetation that exist across the whole of New Zealand. Changes in the images can be used, over time, to monitor and report on the changes to the state of New Zealand's environment.

New Zealand Biodiversity Strategy (NZBS)

A national strategy approved by government in 2000 to provide an integrated response to New Zealand's declining indigenous biodiversity, prepared in part to meet a commitment under the Convention on Biological Diversity.

Ngā Whenua Rāhui

A contestable Ministerial fund that was established in 1991 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 purpose is to protect indigenous ecosystems on Māori land that represent the full range of natural diversity originally present in the landscape by providing incentives for voluntary conservation. The fund, administered by the Ngā Whenua Rāhui Committee and serviced by the Department of Conservation, receives an annual allocation of funds from Government.

outcome

In the context of the State Services' managing for outcomes framework, an outcome is the end product delivered by a combination of the Department's interventions and external factors. It describes a state or condition of society, the economy or the environment, including changes in those states or conditions. See also 'intermediate outcomes'.

Outcome-based Investment programmes (OBIs)

Multi-year research programmes funded by the Foundation for Research, Science and Technology. The outcomes and intermediate outcomes for these were developed in consultation with end-users, including the Department of Conservation. The research programmes are led by Crown Research Institutes and universities. The long term nature of these OBIs (8 to 12 years) recognises the long term nature of natural heritage research.

outcome indicators

By measuring what is happening at a given moment, outcome and intermediate outcome indicators reveal the prevailing state of the environment at a particular point in time. Comparing the results over time shows trends that confirm whether management interventions are delivering the desired changes.

outputs

Outputs (sometimes referred to as 'interventions') are the goods and services supplied by departments and other entities to external parties in order to make progress towards the outcome.

personal performance in role (PPR) system

A system designed to create an environment where employees are supported to perform the work in their role to the required standard, including both their tasks and the behaviours expected. It involves the manager and employee setting expectations, assessing performance against those expectations, and identifying development opportunities.

protected area network/ protected areas

Terrestrial, freshwater and marine areas that are protected primarily to conserve 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.

public conservation lands and waters

Lands and water areas administered by the Department of Conservation.

regional coastal plans

These plans are prepared by regional councils and unitary authorities for the coastal marine area of a region. Their purpose is to assist these councils in achieving sustainable management of their coastal environment. The plans include objectives, policies, and rules that govern the activities the councils will allow, control or prohibit in the coastal environment. The plans are a tool used to manage any actual or potential effects from the use, development, or protection of the coastal marine area.

restoration

For natural heritage: 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.

For historic heritage: to return a place as nearly as possible to a known earlier state.

riverbed allocations

The allocation of Crown owned riverbed to the Department to be managed for conservation purposes subject to the Conservation Act 1987.

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.

species optimisation project

A project being developed by the Department with the initial objective of securing the greatest number of threatened species from extinction - focusing on those species that are at greatest risk of loss, and on those that are unique to New Zealand.

standard operating procedure

Procedures prepared by the Department to achieve consistency, agreed stand-

ards, clearly accountable actions, legal compliance and formally agreed best practice for activities undertaken by the Department.

Statement of National Priorities for Protecting Rare and Threatened Native Biodiversity on Private Land.

A statement of national priorities released by Ministers in 2007 to support and inform councils in exercising their biodiversity responsibilities under the Resource Management Act 1991, and to assist landowners, central government and others to play their part in protecting New Zealand's natural heritage. (Protecting our Places: Introducing the National Priorities for Protecting Rare and Threatened Native Biodiversity on Private Land, Ministry for the Environment and Department of Conservation, Wellington).

strategy system

The strategy system is the collective term for the processes by which the Department develops strategic directions, implements them, monitors implementation, and revisits any part of the system to revise it, based on feedback. Part of the system is identifying the links between the strategy system and other systems in the Department (for example, the business management system, role description system and performance management), and part is working to ensure that the right links are in place, and that they are effective.

sustainability

Sustainability is defined as 'development that meets the needs of the present without compromising the ability of future generations to meet their own needs' (the Brundtland Report, Our Common Future, 1987).

sustainable procurement

A process whereby organisations meet their needs for goods, works and utilities in a way that achieves value for money on a whole of life basis in terms of generating benefits not only for the organisation, but also to society and the economy, whilst minimising damage to the environment.

taonga

Valued resources or prized possessions held by Māori, both material and non-material. It is a broad concept that includes tangible and intangible aspects of natural and historic resources of signifi-

cance to Māori including wāhi tapu and intellectual property.

taxonomy

Taxonomy is the science of organising living things into groups. The groups (taxa) form a hierarchy, ie domain, kingdom, phylum, class, order, family, genus, species, and, in some cases, subspecies.

tenure review

Tenure review is a process negotiated between Land Information New Zealand (LINZ) and those holders of Crown pastoral leases who wish to enter the process. The objectives of tenure review, as set out in the Crown Pastoral Land Act 1988, Part 2, Section 24 are:

- Ecologically-sustainable management of all land entering tenure review.
- Freeholding of productive land.
- Protection of high conservation values of other land, preferably by a return to full Crown ownership.
- Promoting public access to new conservation lands.

The Department of Conservation is principal adviser to Land Information New Zealand. The Department provides advice on the conservation values of lands entering tenure review, and recommends the type of protection these values should have; from covenants through to full Crown ownership/conservation management.

Terrestrial and Freshwater Biodiversity Information System (TFBIS)

This programme supports the New Zealand Biodiversity Strategy (NZBS). It supports conservation of New Zealand's indigenous biodiversity by increasing awareness of, and access to, fundamental data and information about terrestrial and freshwater biodiversity. It is a contestable fund administered by the Department of Conservation.

threatened species

A species likely to become endangered in the foreseeable future. Threatened species have been further classified as 'acutely threatened', 'chronically threatened', and 'at risk'. Full definitions and qualifiers can be found in Molloy et al, 2002, Classifying Species According to Threat of Extinction, Department of Conservation Threatened Species Occasional Publication 22.

