

Department of Conservation

Statement of Intent 2005 - 2008



Department of Conservation
Te Papa Atawhai

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

ISSN 1175-56-01

Cover Photo:

Title: North Taranaki

Photographer: Herb Spannagl

Date: 1995

Location: Wanganui

Description: Group doing the walk around the coastline of North Taranaki, showing
rock stacks and Mount Taranaki in the far distance, March 1995

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FOREWORD FROM THE MINISTER OF CONSERVATION

Conservation is a dominant theme in New Zealand. Public lands managed by the Department of Conservation - for recreation, nature protection and historic and cultural heritage - occupy one third of the country's total land area. Our Exclusive Economic Zone is 15 times our land area, the fourth largest in the world.

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

New Zealand will continue its world-leading role in conservation, both in the management of recreation on public conservation lands and the protection of native species. High public interest and participation in conservation throughout New Zealand confirm that the Department is following the correct path.

The Department's work with Land Information New Zealand has been delivering major progress in high country conservation. The vast tussock grassland ecosystems and landscapes of the eastern South Island are the last large tracts of public land to be separated into areas for conservation management and commercial use. These additions to the public conservation estate will lead to expanded recreation opportunities and a greater diversity of areas set aside for nature protection.

Historic heritage is a record of human impact on our country that carries important lessons for future generations and contributes to our identity as New Zealanders. As part of its historic heritage work, the Department is exploring new sites that can be considered as potential candidates for World Heritage status on natural and cultural heritage criteria.

Nature tourism and outdoor recreation based on access to public conservation lands are becoming economic mainstays for many rural communities. In response to increasing visitor numbers and demand for commercial concessions in conservation areas, much progress is being made to ensure the Department's huts, tracks and other recreation facilities are fit for purpose. As people take more advantage of recreation opportunities, the Department must ensure use of conservation resources doesn't compromise their protection and management.



Our natural heritage is the main driver for overseas tourism to New Zealand, which is the largest single contributor to the nation's economy. This heritage is also of enormous intrinsic value, and highly valued by New Zealanders. With the priorities set for the Department over the next three years, I am confident that the public conservation estate is in good hands.

In support of this work, the information in this *Statement of Intent 2005-2008* is consistent with the policies and performance expectations of the Government.

A handwritten signature in blue ink that reads "C. J. Carter".

Hon Chris Carter

Minister of Conservation

FOREWORD FROM THE DIRECTOR-GENERAL OF CONSERVATION

I am pleased to present the Department of Conservation's Statement of Intent for 2005-2008.

Threatened species work remains the Department's core business. It will look closely at its threatened species recovery plans and develop frameworks to prioritise species and sites. Increasingly, the Department will be dealing with multiple threats at sites containing multiple high-value species. However, there will always be a need for intensive, single-species management in special cases, such as kakapo and black stilt (kaki). The Department's progress towards maintaining and improving ecological integrity will be demonstrated by consistent monitoring.

Representative and special marine habitats of vulnerable species will receive better protection as the Department implements the Marine Protected Areas Strategy in association with the Ministry of Fisheries. The Department will advance current proposals and existing applications for marine protected areas. The areas of unprotected marine biodiversity in the seas around New Zealand's subantarctic islands will also come under close scrutiny for protection.

The tenure review process in the eastern South Island is yielding good results for Land Information New Zealand (LINZ), the Department of Conservation and lessees. A network of high country parks is developing through the willingness of all parties to negotiate realistic outcomes. Work with LINZ, farmers and local communities will ensure long-term benefits to New Zealand and protection of the inherent conservation values of the high country.

New Zealand's tourism industry acknowledges the importance of public conservation land to their marketing and operations, with increasing demand for concessions to provide quality experiences for visiting tourists. Closer co-operation with the tourism industry will see appropriate businesses in operation that fit in with the Department's conservation mandate. Upgrading of recreation facilities will provide access to a range of natural, historic and cultural opportunities, while enhanced heritage interpretation will build awareness and understanding of conservation values.

The Department will implement the Conservation with Communities Strategy. Site specific research will help define conservation values and identify related social impacts. More research is planned on identifying the benefits derived from recreation and conservation activities and the barriers to achieving quality visitor experiences. Other social research will focus on improving and strengthening community conservation skills. Investigations will continue into determining the contribution that managing conservation lands and resources makes to the Government's wider social, cultural and economic goals.



The Department is required to give effect to the principles of the Treaty of Waitangi. In doing so, it will continue to develop its relationships with tangata whenua and Maori authorities around the country, who are often key stakeholders in their own right.

Through these priorities and a culture of continual improvement, the Department ensures that our natural and historic heritage will be well managed on behalf of the Government and the public of New Zealand.

Hugh Logan

Director-General

Part 1
Introduction



Our Purpose

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

The Department’s mission is:

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

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

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

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

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

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



The Department directly and indirectly contributes toward achieving the Government's key goals to:

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

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

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

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

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

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

The link between the Department's outcomes and outputs, and the Government's goals are shown in Figure 1, page 15.



HOW THE DEPARTMENT'S OUTCOMES WERE DEVELOPED

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

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

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

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

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

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





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

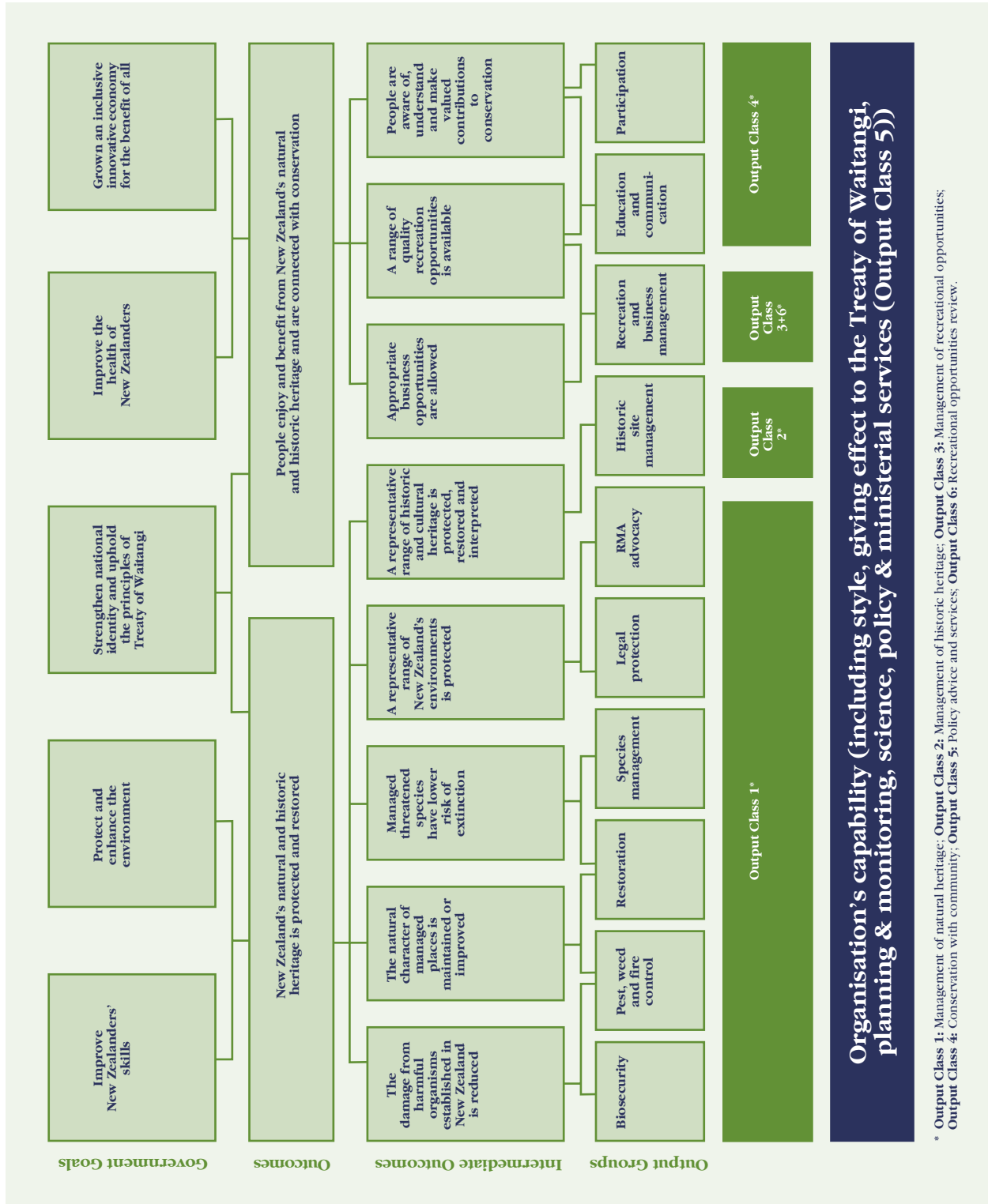
When determining how funds are allocated, the Department is directed by the Minister and Government. In recent years, priority has been given to biodiversity (through the five-year New Zealand Biodiversity Strategy funding package of \$187 million created in the 2000 Budget) and to recreation (through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

PUBLIC SECTOR OUTCOMES

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

The full list of joint outcomes and the government agencies the Department works with is on page 27.

FIGURE 1: THE DEPARTMENT'S CONTRIBUTION TO GOVERNMENT GOALS – LINKING OUTCOMES TO OUTPUTS



ENVIRONMENTAL SCAN – RISKS AND OPPORTUNITIES

INTRODUCTION

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

The Department's work contributes to four core components of our nation: environment, economy, health and society. The Department is working to develop a greater understanding of the complex environmental, economic, health, social and cultural context in which it works, and the risks and opportunities that this creates. Even though some factors lie beyond the Department's control, this context influences the Department's ability to deliver on its Protection and Appreciation outcomes, and sometimes the options it chooses.



ENVIRONMENTAL CONTEXT

Overview

Geographical isolation has been the main influence on New Zealand's natural, historic and cultural heritage. For New Zealanders, the benefits of this isolation include the opportunity to live in a land with a low population density largely spared the effects of pollution experienced elsewhere. However, for indigenous flora and fauna, isolation has been both a boon and a burden. For most of the past 70-80 million years, New Zealand's flora and fauna evolved separately from the influences of other places and humans. Unique plants and animals evolved, but once humans finally arrived, many species were especially vulnerable to the rapid changes that ensued, in particular those caused by land clearance and the introduction of new species.

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

While conservation on land is well established in New Zealand, the country's marine environment, which is 15 times larger than its land area, is much less well protected. Compared with 30% of land under some form of protection, just 2.5% of New Zealand's Exclusive Economic Zone (EEZ) is currently legally protected from bottom trawling, while only 7% of the territorial sea is included in full, 'no-take' marine reserves. This protection is concentrated around two distant offshore island groups - the Kermadec and Auckland Islands. The Department therefore has an important role in preserving areas of marine habitat and in understanding and managing the complete marine ecosystem.



Risks, Challenges and Opportunities

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

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

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



Managing Risks, Challenges and Opportunities

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

Achieving protection in the coastal inshore marine environment is a significant priority that remains a challenge in the face of competing uses.

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

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

ECONOMIC CONTEXT

Overview

The New Zealand economy depends on its natural resources for primary production, power generation and tourism. More than many countries, New Zealand relies on the use of its natural resources to create wealth and social well-being. Natural places provide the backdrop for New Zealand's highly marketable clean green image.

Tourism earnings are now one of the country's most significant foreign exchange earners, accounting for 1 in 10 jobs, and 9.6% of New Zealand's gross domestic product. Nature-based tourism is a key growth area in the economy, and a significant portion of it is based on conservation lands and waters. The Department's work is therefore critical for supporting the nation's economic growth as many small businesses involved with nature-based tourism depend on the quality of conservation lands and waters for their livelihood.

Conservation contributes to New Zealand's economy in areas other than tourism. The creative industries - film, art and music, are able to deliver much more than national parks and icon species to New Zealanders.

New Zealand is seeking a wider range of energy sources, with increasing interest in exploring potential energy sources on conservation land, including wind and hydro. Exploration for potential mineral resources also occurs in conservation areas with, for example, over 70 access arrangements on Crown land on the West Coast issued under the Crown Minerals Act 1991, that provide for mining activity.

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

Conservation land contributes to New Zealand's economy by protecting important ecosystem services, including the purification of air and water, pollination, regulating climate and maintaining biodiversity. In the case of water, many parks and reserves help contribute to a higher water yield, a more consistent flow pattern, flood and drought mitigation and higher water quality. The Department's land and pest management activities contribute to New Zealand's efforts to mitigate climate change. Through the tenure review process, high country tussock grasslands and shrublands are being added to conservation areas offering a significant opportunity to increase carbon stocks (carbon is fixed in vegetation, as areas of indigenous or degraded grasslands recover and move through a process of natural succession to shrubland and forest).



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



Risks, Challenges and Opportunities

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

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

Demand for concessions to operate on conservation areas is increasing. In 2003 there were 3,781 concessions in place around the country, 350 more than in 2000. As tourism grows, the challenge to protect special places while allowing people to enjoy them becomes more difficult. The number of people is increasing at all sites, especially more accessible areas, with overseas visitors contributing to most of the growth. Visitor impacts are focused on a few key locations of great economic significance to the tourism industry. Managing these sites is a major challenge facing the Department.

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

Managing Risks, Challenges and Opportunities

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

In 2002, the Government provided additional funding for recreational assets of \$349 million over 10 years, an amount sufficient to maintain recreational opportunities, but not for growth. The Department consulted extensively with the public to identify the range of recreational opportunities that it will provide and is now implementing the outcomes.

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

SOCIAL AND CULTURAL CONTEXT

Overview

The Conservation Act requires the Department to provide for the appreciation and enjoyment of natural and historic heritage, and to safeguard it for future generations. Building strong public support and involvement in this work is critical to achieving these outcomes and reinforces the need for interested communities to be involved in conservation management decisions.

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



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

The social and cultural context for the Department's work is influenced by public thinking in conservation-related work, the work done by local government agencies to engage with the public, and the Department's own initiatives aimed at working more effectively with its communities.

Looking internally, the Department has an aging workforce and relatively low turnover, particularly in management positions. The number of women, Maori and Pacific Island peoples in the full-time equivalent workforce is slightly below the average labour market composition, as is the proportion of women in senior management positions. Identified skill and capacity gaps include Geographic Information System and information technology management, marine and freshwater ecology, and recreation planning.

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



Risks, Challenges and Opportunities

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

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

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

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

Managing Risks, Challenges and Opportunities

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

New opportunities exist to respond to community expectations:

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



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

- In 2000, a \$187 million package over five years, to increase biodiversity outcomes under the New Zealand Biodiversity Strategy. Most of this funding has been allocated to the Department of Conservation and the Ministry of Fisheries. The strategy and its programmes will be reviewed over the next year to determine progress against the strategy's goals.
- In 2002, a \$349 million package over 10 years to maintain visitor opportunities.
- In 2004, \$20.252 million was provided over four years for South Island high country objectives and South Island high country wilding pine control.



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

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

KEY INITIATIVES PLANNED FOR 2005/06

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

This year the Department will:

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



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

The Department will:

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

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

The Department will:

- Actively develop a network of high country parks as land acquisitions allow.

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

The Department will:

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

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

The Department will:

- Work very closely with tourism industry leaders, other government agencies and private enterprises to ensure that the integrity of conservation values is not compromised.



The Department of Conservation signalled changes to recreational opportunities in 2004 to allow people to be connected with and benefit from their natural, historic and cultural heritage through access to a range of quality recreation opportunities.

The Department will:

- Upgrade facilities to improve the quality of infrastructure. This year several new huts will be built and substantial capital works will be carried out on sewerage and toilet facilities and major track upgrades.

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

The Department will:

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

JOINT OUTCOMES

Conservation policies affect New Zealand's economic growth, social cohesion, individuals, businesses and the environment. The Department works collaboratively with the agencies listed below on integrated policy responses. This is to ensure a common understanding of respective roles when implementing the New Zealand Biodiversity Strategy and achieving Government policy objectives and desired outcomes. The more significant of these relationships are governed by an agreed memorandum of understanding.

JOINT OUTCOMES	OTHER CONTRIBUTING DEPARTMENTS
<p>Implementation of the New Zealand Biodiversity Strategy</p> <p>All New Zealanders contribute to sustaining the full range of indigenous biodiversity, and share in its benefits.</p>	<p>Ministry of Agriculture and Forestry</p> <p>Ministry of Fisheries</p> <p>Ministry for the Environment</p> <p>Environmental Risk Management Authority</p>
<p>Indigenous Biodiversity on Private Land</p> <p>The Government's policies for protecting indigenous biodiversity from the effects of private land management are implemented efficiently, effectively and sustainably.</p>	<p>Ministry for the Environment</p>
<p>Sustainable Forest Management</p> <p>Privately owned natural indigenous forests managed for extractive purposes provide a full range of products and amenities in perpetuity, while retaining the forests' natural values.</p>	<p>Ministry of Agriculture and Forestry</p>





JOINT OUTCOMES	OTHER CONTRIBUTING DEPARTMENTS
<p>Freshwater Ecosystems</p> <p>The Government’s goals for the preservation of the natural character of lakes, rivers, wetlands and their indigenous biodiversity are achieved in a co-ordinated and accountable manner.</p>	<p>Ministry for the Environment</p>
<p>Oceans Policy</p> <p>The Government’s strategic goals and policies for marine management are clearly established and effectively co-ordinated and implemented.</p>	<p>Ministry of Fisheries Ministry for the Environment</p>
<p>Coastal Management</p> <p>The Government’s goals and policies for the protection and management of the coastal environment and coastal resources (including aquaculture, foreshore and seabed initiatives) are effectively co-ordinated and implemented.</p>	<p>Ministry for the Environment</p>
<p>Fisheries Interactions with Protected Species and Conservation Services Programme</p> <p>Incidental capture of protected species is avoided, remedied or mitigated to levels which do not adversely affect their populations and do not prevent their recovery to a less threatened status.</p>	<p>Ministry of Fisheries</p>
<p>Biosecurity</p> <p>The Government’s biosecurity policies are implemented efficiently and effectively.</p>	<p>Ministry of Agriculture and Forestry Ministry of Health Ministry of Fisheries</p>

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



Part 2
Outcomes & Outputs



PROTECTION OUTCOME:

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

1. WHAT WE AIM TO ACHIEVE - OUR OUTCOME

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

Definitions

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

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

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

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

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



Reports and Indicators

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

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

INDICATORS

Work is currently underway to develop a baseline for this indicator which will use data from Landcover database 1 (1996/97 data) and Landcover database 2 (2000 data). The data will be sorted by environment type (from LENZ) at the 20 group level and level of protection.

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

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

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

Secondary Indicator

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

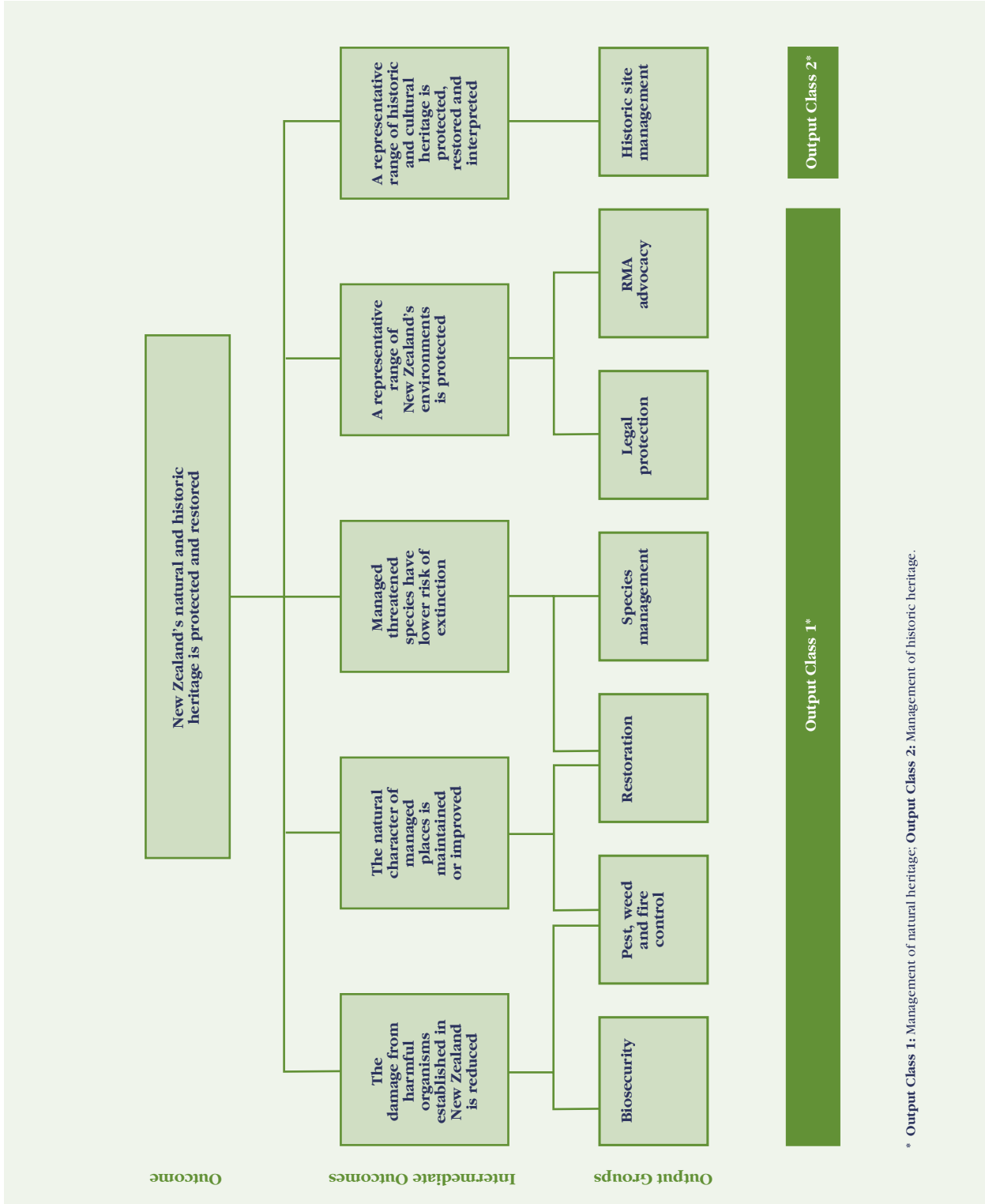
The Department will ask samples of New Zealanders their views on this heritage - whether its condition is improving, declining or stable and whether protection levels have increased or not. We will also determine what contribution people think the Department has made to this change in the environment. The samples of New Zealanders will be made up of groups of informed New Zealanders (e.g. universities, conservation boards) and randomly chosen New Zealanders. This will be tracked every two years after the benchmark results, currently under development, are presented in 2005/06.



INDICATOR

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

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



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

2. INTERMEDIATE OUTCOMES

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

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

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

How These Intermediate Outcomes Help Achieve the Protection Outcome

The Department is currently unable to report on the condition of natural heritage in places it manages because the complexities of ecological processes make it extremely difficult to know with absolute certainty the difference any management action makes. However, the Department has begun developing methods and a system for assessing the condition of natural habitats and measure the effects (positive and negative) of its management actions. Known as the Natural Heritage Management System, this will integrate a number of data systems and management tools to give managers more sophisticated information to help them make the right decisions, linking the Department's priority outcomes to specific interventions. This information is expected to progressively come on stream over the next three to four years.





In the meantime, the Department's experience as manager of New Zealand's natural, historic and cultural heritage allows it to say with some confidence that the key intermediate steps to achieving the protection outcome are to:

- halt any further decline of parks and other protected areas, especially from the adverse effects of human activity such as fire, land clearance and harvest
- prevent the loss of indigenous species, particularly from pests that compete with or kill them
- ensure the protected area network includes a representative range of natural, historic and cultural heritage - especially those currently under-represented
- establish a minimum level of protection through legal status, to prevent certain types of damage occurring.²

This confidence is supported by the Government's funding priorities for protected areas, which assigns 95% of the Department's protection programmes to natural heritage management, and the remainder to historic and cultural heritage. The Government's priorities are driven by the great threats to New Zealand's indigenous biodiversity and unique landscapes, and the enormous value globally of its natural heritage.

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

2.1 THE NATURAL CHARACTER OF MANAGED PLACES IS MAINTAINED OR IMPROVED

Definitions

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

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



Evaluations

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

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

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

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

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

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

2.2 THE DAMAGE FROM HARMFUL ORGANISMS IN NEW ZEALAND IS REDUCED

Definitions

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

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

Evaluations

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



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

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

2.3 MANAGED THREATENED SPECIES HAVE A LOWER RISK OF EXTINCTION

Definitions

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

Evaluations

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

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

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





IDENTIFYING TRENDS IN THREATENED SPECIES

There are more than 90,000 indigenous species in New Zealand. Of these, the Department has investigated and categorised about 6,000 species and found that about 2,400 are threatened. These threatened species are broken into three categories:

- 25% are “acutely threatened” or face a very high risk of extinction in the wild
- 9% are “chronically threatened” or face extinction but are buffered slightly by either a large total population or a slower rate of decline
- 66% are “at risk” or vulnerable to fire, loss of habitat, predation, disease etc.

In 2002/03, the Department carried out a special exercise to better understand what work was undertaken that year for acutely and chronically threatened species. Of about 800 species listed as acutely and chronically threatened, it was found that 77% had no work programmes targeted specifically at their recovery and were believed to be in decline (the majority of these species are fungi, mosses, invertebrates and vascular plants). Another 4% had no work programmes targeted specifically at their recovery but were believed to be in stable situations due to their location (e.g. Forbes’ parakeet on Mangere Island and McGregor’s skink on Mana Island) or being naturally rare (e.g. orca/killer whale, some alpine plants).

The study found that programmes were undertaken for about 19% of acutely and chronically threatened species or subspecies and most of these programmes were successful. Four percent of these were stable or recovering as a result of the targeted work undertaken on all or most of the individuals because of the restricted distribution of the species or subspecies (e.g. takahe and the land snail *Powelliphanta gilliesi brunnea*). Another 12% had work carried out that improved the security of one or more local populations, although other populations were unmanaged and likely to be in decline. Some of these species are in overall decline (e.g. mohua/yellowhead, flax snail), but by securing even one population from known threats, the Department was providing important insurance against extinction for the species overall.

Three percent of the total had work planned that was intended to improve security at the level of local populations, but the work was not carried out successfully (e.g. Okarito kiwi - unable to control re-invading stoats quickly enough before they killed chicks; black robin transferred to Pitt Island but no birds remained at the new site; *Brachyscome pinnata* - 50% of the population was destroyed by fire; *Ranunculus tematifolius* - legal protection of habitat on private land only partly progressed).

This was a time-consuming one-off exercise designed to provide a sense of progress while long-term improvements to ongoing measurement and reporting were underway. New threatened species performance measures have been drafted and will be tested in 2005/06 for implementation in 2006/07.

This work is part of a larger project to develop new information collection tools - the inventory and monitoring framework project (under the Natural Heritage Inventory and Monitoring programme). Another tool is aimed at showing the demographic response to management actions for selected acute and chronically threatened taxa at a sub-population level. This will demonstrate the results of the Department's efforts in particular cases and may provide indicative information that can be extrapolated. The Department is already collecting this information for some species like kakapo, bats and Holloway's crystalwort. It will be developing criteria to guide the choice of future species that can be tracked as indicator species.



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

Definitions

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

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

Evaluations

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

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

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

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

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



DIRECTING BIODIVERSITY PROTECTION PRIORITIES

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

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

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

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



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

Definitions

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

Evaluations

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

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

Work in 2005/06 will focus on producing baseline data against which future trends can be determined. To get a sense of the change in protection of historic sites, the Department will track trends in the number of sites that meet ICOMOS criteria from year to year:

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

Work in 2005/06 will focus on producing baseline data against which future trends can be determined.

3. KEY OUTPUTS AND WHY THEY HAVE BEEN CHOSEN

Statement of Forecast Service Performance for the Year ending 30 June 2006

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

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





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

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

Specific interventions under these key outputs aim to stop:

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

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

The focus on RMA advocacy - a reflection of the Department's general focus on terrestrial conservation initiatives - may give rise to critical uncertainties or unintended adverse consequences. Having an RMA focus will allow advocacy to target coastal environments out to 12 nautical miles, but restricts advocacy for significant sections of the marine environment within the wider EEZ. Consequently, offshore environs, unprotected marine species and marine ecosystem functioning are not signalled as key focal areas for advocacy in 2005/06.

3.1 BIOSECURITY

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

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

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

- biosecurity policy advice (formerly Output Class 6) is transferred to Vote Conservation, under the Department's policy advice stream (Output Class 5)
- the indigenous forest biosecurity protection (formerly Output Class 7) surveillance programme is now the responsibility of MAF
- specific pest and disease responses (formerly Output Class 8) remains with the Department as an output within Vote Conservation Output Class 1 available for specific Department response-related pest-led work. Any current Vote Biosecurity funding allocated through this output class for undaria control ceases at the end of 2004/05
- Crown pest/weed exacerbator costs (formerly Output Class 9) will remain with the Department as an output within Vote Conservation Output Class 1 and be funded via Vote Biosecurity.



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

The Department will continue to carry out its regional-scale pest-led and site-led work to manage harmful organisms that threaten conservation values. Accountability for the Department's four existing national-scale weed programmes, and its rainbow lorikeet programme will be transferred to Biosecurity New Zealand on 1 July 2005.

3.2 BIOSECURITY POLICY ADVICE³

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

Reports and Measures

Biosecurity policy and technical advice and advocacy

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

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

3.3 SPECIFIC PEST AND DISEASE RESPONSES

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

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



Reports and Measures

Specific Pest and Disease Responses

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

3.4 CROWN PEST/WEED EXACERBATOR COSTS

This work is about controlling regional priority pests and weeds (as defined by regional councils and unitary authorities) that occur on conservation lands which may cause problems for the Department's neighbouring landowners.

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

Reports and Measures

Crown Pest/Weed Exacerbator Costs

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

3.5 PEST, WEED AND FIRE CONTROL

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

Definition

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

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

Reports and Measures

Fire Control

- The Department will maintain 13 annual fire plans that meet National Rural Fire Authority standards.

Pest and Weed Control - Possums

- 295,000 hectares of land⁴ will receive treatment this year for possums.
- 1,051,000 hectares of land will be under sustained control for possums.
- 128 possum control operations will be undertaken with 90% of operations meeting their targets for operational success.

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

Pest and Weed Control - Deer

- 346,000 hectares of land will receive treatment this year for deer.
- 642,000 hectares of land will be under sustained control for deer.

Pest and Weed Control - Goats

- 1,413,000 hectares of land will receive treatment this year for goats.
- 2,577,000 hectares of land will be under sustained control for goats.

Pest and Weed Control - Other Terrestrial Animal Pests

Other terrestrial animal pests to be controlled in 2005/06 include thar and wallaby. (Rodent, mustelid and cat control is not included here as it is considered part of either restoration or species management programmes).

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

Pest and Weed Control - Aquatic Animal Pests

Aquatic pests to be controlled in 2005/06 include koi carp and mosquito fish.

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

Pest and Weed Control - Weeds (including aquatic weeds)

- 106 weed control work plans will be completed using a weed-led approach.
- 339,000 hectares of land will receive treatment this year for weeds using a site-led approach.
- 1,041,000 hectares of land will be under sustained weed control using a site-led approach.



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



3.6 RESTORATION

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

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

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

Definition

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

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



Reports and Measures

Natural Heritage Restoration

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

3.7 SPECIES MANAGEMENT

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

Definition

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

Interventions delivered by the Department in this area include: species management, kiwi sanctuaries, control of cats, dogs, mustelids, rodents and other predators/competitors undertaken for single species outcomes, and the Conservation Services Programme. Also included are international obligations under the Convention on the International Trade in Endangered Species of Wild Fauna and Flora (CITES), and the Trade in Endangered Species (TIES) Act 1989.

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

Reports and Measures

Species Management

- 154 “acutely threatened”, species or subspecies will have improved security for one or more populations as a result of active species conservation programmes.
- 49 “chronically threatened”, species or subspecies will have improved security for one or more populations as a result of active species conservation programmes.
- 14 “at risk”, species or subspecies will have improved security for one or more populations as a result of active species conservation programmes.
- The Department will have achieved improved understanding of status and threats for 206 “acutely threatened” species or subspecies through survey monitoring and research.
- The Department will have achieved improved understanding of status and threats for 67 “chronically threatened” species or subspecies through survey monitoring and research.
- The Department will have achieved improved understanding of status and threats for 31 “at risk” species or subspecies through survey monitoring and research.
- The Department works with the commercial fishing industry and other stakeholders to develop and report on an annual programme of scientific investigation into the effects, and mitigation of the effects, of commercial fishing activity on protected marine species. Activities within this agreed Conservation Services Programme will be reported on against the agreed milestones and criteria within the Programme at year end.



3.8 LEGAL PROTECTION

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

Definition

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

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

Reports and Measures

Legal Protection of Areas and Sites

- Marine protection.

The total marine reserve area managed by the department is 1,261,916 hectares. (In addition, Te Matuku Marine Reserve covers an area of approximately 689 hectares and while fully approved, is yet to be gazetted).

The marine reserves are:

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

In addition to new marine reserve proposals under action (including eight Fiordland sites totalling 9,525 hectares), the Minister of Conservation has sought concurrence from the Minister of Fisheries for the following applications:

CONSERVATION APPROVED MARINE RESERVES	AREA (ha)
Glenduan	948
Paraninihi	1,759
Taputeranga	969
Te Paepae Aotea	1,444
Whangarei Harbour sites	231



Marine protected sites to be achieved in 2005/06 are:

- 4,600 hectares of marine protected areas considered/approved by the Minister of Conservation, including selected inshore coastal sites in Northland, Taranaki, and South Otago.
- 54,500 hectares of marine protected areas considered/approved by concurrence of Ministers, including sites in Whangarei Harbour, the outer Hauraki Gulf, Bay of Plenty, Taranaki, and Wellington South Coast.
- Terrestrial protection:
 - 71,450 hectares of terrestrial area legally protected during the year.
 - 3 historic sites where legal protection will be achieved.

Note: systems development for freshwater protection is underway with delineation and typing of wetlands under action for the 2005/06 year.

3.9 RMA ADVOCACY

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

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

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

Definition

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

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

Reports and Measures

RMA Advocacy and Coastal Planning Services

- 1,500 consultative processes, including formal and pre-hearing meetings.
- 60 submissions on draft policy statements and plans.
- 190 submissions on applications for resource consent.
- 1,100 applications for resource consent agreed without public notice (section 94).
- 25 court or legal actions where other processes have failed.

OUTPUT CLASS: MANAGEMENT OF NATURAL HERITAGE

	REVENUE CROWN \$000	REVENUE OTHER \$000	TOTAL REVENUE \$000	EXPENSES \$000	SURPLUS/ (DEFICIT) \$000
2005/06 Forecast	121,312	2,791	124,103	124,105	(2)
2004/05 Estimated Actual	107,756	3,437	111,193	112,589	(1,396)

3.10 HISTORIC SITE MANAGEMENT

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

Definition

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

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

Reports and Measures

Historic Heritage Restoration

- 13 historic heritage assets for which remedial work is completed to standard.
- 250 historic heritage assets for which regular maintenance work is on track to standard.
- 36 heritage inventories completed to standard.

OUTPUT CLASS: MANAGEMENT OF HISTORIC HERITAGE

	REVENUE CROWN \$000	REVENUE OTHER \$000	TOTAL REVENUE \$000	EXPENSES \$000	SURPLUS/ (DEFICIT) \$000
2005/06 Forecast	5,375	469	5,844	5,845	(1)
2004/05 Estimated					
Actual	5,133	580	5,713	5,789	(76)

4. WHAT WE NEED TO DELIVER OUR OUTPUTS

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

Existing Capability

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

- staff committed to protecting and restoring New Zealand's natural, historic and cultural heritage, and its recreational opportunities
- core competency training courses covering natural, historic and cultural heritage management
- resources to maintain the current level of management of natural, historic and cultural heritage, and recreational opportunities
- the Historic Asset Management System for identifying, recording and storing information about historic sites and, in an advanced design stage, a similar information system for natural heritage management
- a science-based approach to the management of natural, historic and cultural heritage to continually improve the Department's knowledge and provide new technologies and methods
- a commitment to working with communities, including Maori
- a recognition of tangata whenua skills and knowledge to enhance understanding and the way the Department manages places
- strong networks throughout New Zealand and overseas to promote the sharing of knowledge.



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

Key challenges for 2005/06

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

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



Science and Research for Protection

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

The Department's marine and freshwater classification research will improve its ability to assess the adequacy of current aquatic ecosystem protection, and identify key sites for future protection. New marine research will focus on understanding the impacts on protection of increasing pressures on coastal zones from marine farming and development.

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



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

1. WHAT WE AIM TO ACHIEVE - OUR OUTCOME

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

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

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

Definitions

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

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

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

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

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

Indicators

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

INDICATORS

A programme to develop a tool to track trends in the benefits New Zealanders seek and receive from their heritage is being scoped in 2005. This will examine changes in New Zealand's views on a broad range of benefits, for example, health, enjoyment, education, inspiration, cultural, recreation and economic benefits.



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

INDICATORS

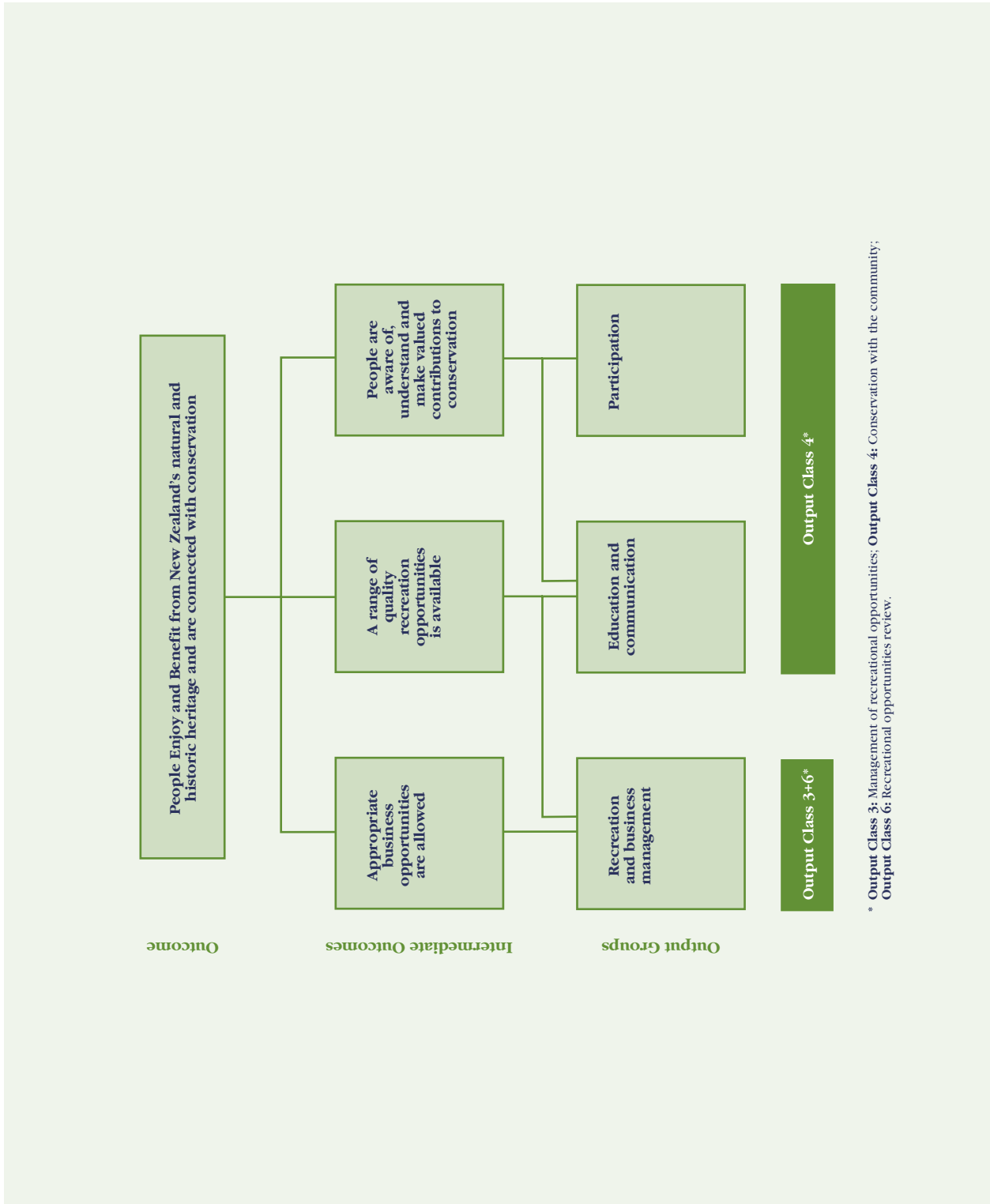
A programme to track the relative value of conservation as an indicator of support for conservation is being scoped in 2005.

THE ECONOMIC VALUE OF PUBLIC CONSERVATION LANDS

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

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

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



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

2. INTERMEDIATE OUTCOMES

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

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

How These Intermediate Outcomes Help Achieve the Appreciation Outcome

It is generally accepted that an individual's lasting connection with conservation is likely to be built upon an inherent appreciation and awareness of New Zealand's unique natural, historic and cultural heritage. From that awareness and experience of this heritage can come understanding; from understanding can come connection; from connection can come support; from support can come commitment; and from commitment, action may follow. Through involvement, people develop a sense of shared stewardship reinforcing their sense of connection. Business opportunities can also bring economic benefits to local communities.

Awareness and understanding can be built in many ways. The Department can promote (through information and interpretation) respect for our cultural and spiritual connections with New Zealand's land and waters. This contributes to and builds peoples' identities as New Zealanders. The Department can give people the opportunity to experience these special places through a range of recreation and leisure activities.





Underpinning this is the Department's ability to engage people further by providing a range of opportunities for people to participate through hands-on restoration projects, volunteer opportunities and education programmes. The Department can also provide opportunities for people to learn about conservation and special places through more passive mediums like literature, arts and television. People who are committed to making a positive difference can make a hugely valuable contribution to conservation both on conservation land and on private land.

The main obstacles to achieving the Appreciation outcome are:

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

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

Definitions

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

Evaluations

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

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



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

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

2.2 PEOPLE HAVE ACCESS TO AND USE A RANGE OF QUALITY RECREATION OPPORTUNITIES

Definitions

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

Evaluations

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

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

Base data for 'Percentage of visitors satisfied' with the range of opportunities is being collected in 2004/05. Previous years' figures for total level of satisfaction are on page 76.

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

Definitions

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

Evaluations

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

Development of baseline information will be an initial priority progressed in 2005/06 to allow assessment of trends in future years.

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

“Percentage of visitors satisfied” has previously been collected at visitor centres (2002), where the focus was on the visitor centre and the visitor experience. In 2003 and 2004 the satisfaction data was collected through national polling (UMR Favourability Rating). This data could not be accurately calibrated with the range of opportunities provided and will, in future, be updated with the 2004/05 base data currently under development.



YEAR	2002	2003	2004
Percentage of visitors satisfied	96%	79%	77%

YEAR	2002	2003	2004
Number of recreation/tourism concessions managed by the Department	980	1,017	1,056

BASELINE DATA

170 concessions have specific environmental monitoring programmes associated with them and 102 were monitored in the 2003/04 financial year. Examples include monitoring of Te Pahi transport concessions in Northland, ski area monitoring in Tongariro/Taupo and social effects of activities like the Speights Coast to Coast.

All concessions have conditions in them to mitigate impacts.

0.75% of the 3,316 concessions managed by the Department (excluding one-off permits) had significant adverse effects in the 2003/04 financial year. Thirty significant adverse effects were avoided, remedied or mitigated in 2004/05.

3. KEY OUTPUTS AND WHY THEY HAVE BEEN CHOSEN

Statement of Forecast Service Performance for the Year ending 30 June 2006

The main obstacles to achieving the Appreciation outcome are:

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

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

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

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

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

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

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





3.1 RECREATION AND BUSINESS MANAGEMENT

The focus of this work is two-fold:

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

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

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

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

Definitions

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

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

Reports and Measures

Recreation Opportunities Management

- Satisfaction of visitors with the recreation opportunities provided will be reported at year end.
- 50% of all visitor recreation and interpretation publications will meet publication standard.
- 65% of all visitor recreation and interpretation publications will be available for the public on the Department's website.

Asset Management

- 80% of 989 huts will meet the required service standard.
- 50% of 12,700 km of tracks will meet the required service standard.
- 100% of 13,427 structures will meet the required service standard.



Business Opportunities Management

- 720 recreation concession applications will be processed to standard.
- 1,250 recreation concessions will be managed.
- 780 other resource use concession applications will be processed to standard.
- 2,980 other resource use concessions will be managed.

OUTPUT CLASS: MANAGEMENT OF RECREATIONAL OPPORTUNITIES

	REVENUE CROWN \$000	REVENUE OTHER \$000	TOTAL REVENUE \$000	EXPENSES \$000	SURPLUS/ (DEFICIT) \$000
2005/06 Forecast	94,651	13,234	107,885	107,885	-
2004/05 Estimated Actual	93,867	13,850	107,717	108,544	(827)

Recreation Opportunities Review

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

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

OUTPUT CLASS: RECREATIONAL OPPORTUNITIES REVIEW

	REVENUE CROWN \$000	REVENUE OTHER \$000	TOTAL REVENUE \$000	EXPENSES \$000	SURPLUS/ (DEFICIT) \$000
2005/06 Forecast	-	-	-	19,500	(19,500)
2004/05 Estimated Actual	-	-	-	3,500	(3,500)

3.2 EDUCATION AND COMMUNICATION

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

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

Definition

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

Reports and Measures

Education and Communication

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

International Obligations

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



3.3 PARTICIPATION

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

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

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

Definition

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

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

Reports and Measures

Participation

- 4,100 of volunteers will participate in departmental volunteer programmes.
- 27,200 of workday equivalents will be contributed by people volunteering.
- 288 partnerships will be run during the year with greater than 80% of partners surveyed rating their contribution to conservation as moderate or significant.
- 30% of the 288 partnerships will involve tangata whenua.
- 298 events and initiatives to build conservation skills and knowledge will be run during the year with greater than 70% of participants surveyed rating the event/initiative as effective.



OUTPUT CLASS: CONSERVATION WITH THE COMMUNITY¹⁰

	REVENUE CROWN \$000	REVENUE OTHER \$000	TOTAL REVENUE \$000	EXPENSES \$000	SURPLUS/ (DEFICIT) \$000
2005/06 Forecast	9,631	5,588	15,219	15,218	1
2004/05 Estimated Actual	8,665	5,522	14,187	14,393	(206)

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

4. WHAT WE NEED TO DELIVER OUR OUTPUTS

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



Existing capability

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

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

Key challenges for 2005/06

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

- core competency training is required to increase knowledge and skills in managing the processes and funding for upgrading and replacing visitor assets
- implementation of the Concessions Review and other concession system improvements so that the Department can meet the challenges of providing appropriate business opportunities while still ensuring activities are compatible with the natural, cultural, historic and recreation values at places
- the Department's public website needs rebuilding to improve access to information, meet e-Government requirements and support conservation outcomes
- outwardly focused leadership is required to successfully implement the Conservation with Communities Strategy, especially in managing community expectations against the Department's priorities and ability to deliver.

Science and research for appreciation

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

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



Policy, Planning, and Ministerial and Statutory Body Servicing



Statement of Forecast Service Performance for the Year ending 30 June 2006

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

The outputs include:

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

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

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

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

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

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

Capability

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

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

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

Quality Standards

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

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





Reports and Measures

Policy Advice

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

Ministerial Services

- The number of draft replies to ministerial correspondence is estimated to be in the range of 1,400 to 1,500.
 - The number returned for redrafting will not exceed 10%.
 - 75% will be completed within the timeframes for reply.
- It is expected that the Department will send 350-400 submissions to the Minister.
- It is expected that the Department will receive 60-70 ministerial Official Information Act requests.
- It is expected that the Department will receive 300-350 requests for information with 100% meeting the ministerial deadline.
- It is expected that the Department will receive 300-350 Parliamentary Questions with 100% meeting the ministerial deadline.

(Note: the figures provided are based on volumes in previous years and current trends)

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

Statutory Bodies

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

OUTPUT CLASS: POLICY ADVICE AND SERVICES

	REVENUE CROWN \$000	REVENUE OTHER \$000	TOTAL REVENUE \$000	EXPENSES \$000	SURPLUS/ (DEFICIT) \$000
2005/06 Forecast	8,095	141	8,236	8,234	2
2004/05 Estimated Actual	4,833	124	4,957	5,007	(50)

Organisational Capability

The Department must have the capability to deliver its two strategic outcomes (Protection and Appreciation) to agreed standards. That capability must be constantly assessed to ensure it continues to adapt to meet future needs.

Capability Defined

A seven-part framework has been developed to help assess and analyse the capability required across the whole organisation. The seven elements cover people, systems, our organisational model, resources, leadership, culture and relationships.

Principles

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

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

Specific capability needs and challenges for both the Protection and Appreciation outcomes are included in the previous two sections.

Having undergone a comprehensive analysis of future changes in the labour market, the Department’s internal skills and demographics and the likely future changes to it’s work and style of working, the Department recognises there are particular pressures in regards to people, culture and leadership. This section deals with:

- general challenges in developing the Department’s workforce and its responses
- the Department’s capability challenges for general science and research.





Developing the Department's Workforce

The Department has dedicated staff and volunteers committed to conservation. However, it has an aging workforce and relatively low turnover, particularly in managerial positions. The number of women, Maori and Pacific Island peoples in the full-time equivalent workforce is slightly below the average labour market composition, as is the proportion of women in senior management positions.

The Department continues to place emphasis on the development of its managerial leadership. Recent restructuring has put it in a stronger position to implement an integrated programme for leadership development across all levels of supervision and management. The quality of senior management has been enhanced by the clarity provided through the Work of Role framework. This is undergoing further refinement before being introduced to middle level managers.

Throughout the Department there are strong networks of experts. Staff have an awareness and desire to build working relationships both internally and with external stakeholders. Through initiatives such as Conservation with Communities, and in working with other agencies, we are exploring the best ways to further build on our relationships.

Challenges facing the Department's capability include:

- the need to deal with complexity in New Zealand society, such as balancing the demands of conserving New Zealand's biodiversity whilst fostering access for the public, and meeting business and development interests
- demonstrating the value the Department adds through its activities, and how it contributes to the Government's goals
- developing appropriate approaches and systems as the Department increases its understanding about which interventions are the most effective
- being responsive to the opportunities and risks arising from new technologies
- strengthening the calibre of leadership to provide clear direction and planning work to fit the resources provided

- fostering a more inclusive and cohesive culture that enables staff to perform at their best, and which uses their range of skills so that the Department works more effectively with each other, Maori, and other communities
- being flexible in order to cope with a changing environment, including increased competition for skilled workers (nationally and internationally), changing working arrangements and an aging workforce
- developing and maintaining a workforce that represents the diversity of the communities in New Zealand and brings a broad range of competencies to the Department's work
- monitoring, assessing and managing capability gaps that arise as the Department continues to develop its understanding of new and best practices required to achieve its outcomes
- increasing the level of awareness of Department staff in regard to biosecurity activities and their responsibilities under the Biosecurity Act 1993
- increasing the capability of staff to respond to biosecurity risks and issues.

In looking at its workforce capability, the Department has identified leadership, culture and people, together with the systems that impact on these, as the most significant opportunities for improvements to deliver on this *Statement of Intent's* outcomes.

The recently developed Workforce Capability Strategy will ensure the Department can address its longer term staffing challenges by:

- **Developing a culture that enables our workforce to flourish.** This means ensuring that the Department's desired culture is understood by all; identifying and adjusting the principle drivers of its culture and operating as a cohesive Department across all parts of the organisation.
- **Building a workforce with the skills and competencies required to perform in a complex environment, adapt to change and engage others.** The Department must ensure that social and technical skills of its staff are valued and grown, the best people are sourced and retained, and inevitable changes are managed positively and proactively.



- **Developing leaders who can motivate and support staff to move in an agreed direction with competence and full commitment.** The Department will continue to invest in and develop its current and future leaders, and will continue to implement the principles of Work of Role and monitor the standards for leadership behaviours, values and practices, reviewing and improving the Department's people management systems as appropriate.

The programmes of work that arise from the Workforce Capability Strategy will allow the Department to:

- identify its skills gaps, and access the skills required through retaining, developing and recruiting a diverse workforce
- manage succession so that required skills and knowledge are transferred when staff leave
- develop an inclusive culture where support is targeted to the different needs of its workforce
- develop the systems, the leadership capabilities and style required to build the desired culture
- address specific capability needs (present and future), based on quality data and analysis.



Challenges for 2005/06 and how they will be addressed

As we move toward implementing the Workforce Capability Strategy, the Department will:

- focus on strategic planning and management to improve organisational capability
- review and improve our methods for assessing, monitoring and responding to the Department's current and future capability needs
- implement the Workforce Capability Strategy and its associated programmes of work throughout the Department
- assess and manage capability needs sparked by the development of any new system or management process (such as the Natural Heritage Management System) as part of the development project
- take an integrated approach to reviewing or designing systems and processes so that any associated required changes in style, competencies and behaviour are also identified and developed.

Developing our workforce

- Implement an integrated People Development Framework to improve people capability, career growth and succession management.
- Maintain and improve the people capability development programmes already in place and required to undertake the Department's work.
- Look for the best ways to continue to build a workplace that provides the support required for a diverse workforce to flourish.
- Strengthen the health and safety awareness and behaviours of all staff.
- Continue to work in partnership with the unions representing the Department's staff: the Public Service Association (PSA) and Amalgamated Workers' Union of New Zealand (AWUNZ).



Strengthening the capability of our managers

- Review and improve the 'Work of Role' system for people managers, ensuring that the processes are fit for purpose and that the principles behind them are understood and applied consistently.
- Maintain and improve the leadership development programme, ensuring that it is integrated and targeted to the Department's current and future needs.

Developing a 'whole of organisation' approach

- Embed the new structures resulting from reorganisation of the Department to improve capability and efficiency.
- Identify and begin actions that will move the Department toward a more collegial, sharing and 'whole of organisational' culture.
- Embed the State Services code of conduct such that the behaviour of staff demonstrates the integrity of the Department and continues to enhance public confidence in the Department's work.

Capability – Science and Research

All of the Department's conservation programmes are supported with information from science and research conducted by its own research staff, and purchased from external science agencies.

The Department publicises its research priorities to encourage investment in conservation science and research from other bodies, such as the Foundation for Research, Science and Technology.

Research and development priority will continue to be given to improving the Department's:

- natural and historic heritage management tools
- inventory and monitoring frameworks
- information management
- performance reporting.

The Department will strengthen the effectiveness of its research investments by improving the communication of science and research findings, both internally to its technical and field staff, and externally, to agencies and community groups involved in conservation. The latter is an important cornerstone of the Department's Conservation with Communities programme, which helps deliver the Appreciation outcome.



Capability – Long Term Financial Strategy

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

The Department has put in place an activity-based costing model to identify the ongoing costs of each of the elements of the business. These costs will then be included in the development of the long-term financial plan which commenced in 2004/05, leading to a long-term financial strategy for the next 10 years.

Challenges for 2005/06 and how they will be addressed

The Department is seeking:

- an initial long-term financial plan covering years 2005-08
- an activity-based costing model for benchmarking of activities leading to efficiency and effectiveness gains
- development of long-term financial plans to ensure the long-term financial strategies can be delivered.



Part 3
Annual Financial
Performance Forecasts



Statement of Responsibility

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

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

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

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

The information contained in this statement of intent is consistent with existing appropriations, and with the appropriations set out in the Appropriation (2005/06) Estimates Bill.



Hugh Logan
Director-General

Date 26 April 2005



Grant Baker
General Manager
Business Management Division

Date 26 April 2005

Introduction and Highlights

PROSPECTIVE INFORMATION

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

This information is prepared pursuant to section 38 of the Public Finance Act 1989. It is not intended, and should not be used, for any other purpose. The Department will not present an update of this forecast information in similar format.

SIGNIFICANT UNDERLYING ASSUMPTIONS

These statements have been compiled on the basis of Government policies and the Estimates of Appropriation relating to Vote Conservation presented by the Government. They reflect decisions made by the Government during the 2005/06 budget process up to April 2005.

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

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

These forecast financial statements contain the following statements:

- a statement of responsibility from the Director-General of Conservation in respect of the statements contained in this report
- an overview of the Department's budget
- a statement of accounting policies

- forecast financial statements for the year ending 30 June 2006, including:
 - forecast statement of financial performance
 - forecast statement of movements in taxpayers' funds
 - forecast statement of financial position
 - forecast statement of cash flows
 - forecast reconciliation of operating surplus from net cash flows and operating activities
 - detail of fixed assets by category.

FINANCIAL OVERVIEW

The 2005/06 budget figures include the following increases:

- funding of \$3.782 million to restore the Department's operating capability
- funding of \$2.711 million for the Maori fisheries, aquaculture reform and foreshore and seabed package
- funding of \$1.214 million for pest control on the Thames coast as part of ongoing flood mitigation
- funding of \$0.445 million to raise the profile of conservation in the Hauraki Gulf and the profile of the gulf itself as a visitor destination
- funding of \$0.180 million for the preservation of historic sites significant to our national identity
- funding of \$0.161 million for ecosystem restoration on the Auckland Islands
- funding of \$0.364 million to implement treaty settlements agreed with the Crown
- funding of \$0.253 million for the implementation of the Fiordland Marine Area Bill
- funding of \$0.167 million to maintain the Land Tenure Reform Programme under which the Crown is protecting key environmental areas and providing a network of high country parks.

The following table shows changes in the funding available to the Department since 1993/94. Significant changes include changes in purchases through revenue Crown, funding for the recognition of previously unrecognised or undervalued recreational and other assets, and funding for the New Zealand Biodiversity Strategy.

FINANCIAL FUNDING

	CROWN \$000	OTHER \$000	TOTAL \$000
1993/94	97,331	29,372	126,703
1994/95	94,582	31,039	125,621
1995/96	103,031	31,713	134,744
1996/97	116,302	28,764	145,066
1997/98	132,749	22,230	154,979
1998/99	139,406	17,246	156,652
1999/00	134,777	18,291	153,068
2000/01	150,814	18,678	169,492
2001/02	156,106	23,736	179,842
2002/03	205,463	21,520	226,983
2003/04	211,811	21,520	233,331
2004/05 estimated actual	223,083	23,518	246,601
2005/06 forecast	239,064	22,223	261,287

Forecast Statement of Accounting Policies for the year ended 30 June 2006

REPORTING ENTITY

The Department of Conservation is a Government department as defined by section 2 of the Public Finance Act 1989. These are the financial statements of the Department of Conservation prepared pursuant to section 38 of the Public Finance Act 1989.

MEASUREMENT SYSTEM

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

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

Forecast and budget figures

The forecast figures for 30 June 2006 are those presented by the Minister of Finance in the Budget night documents (Estimates of Appropriations for the Government of New Zealand). The Budget figures are those presented in the Supplementary Estimates for 30 June 2005.

Revenue

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

Cost allocation

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

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

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

Basis for assigning direct costs assigned to outputs

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

Basis of assigning indirect and corporate costs to outputs

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

Receivables and advances

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

Inventories

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

Leases

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

Fixed assets

- (i) Freehold land and administrative buildings are stated at fair value as determined by an independent registered valuer. Fair value is determined using market-based evidence where available, or depreciated replacement cost. Land and buildings are revalued with sufficient regularity to ensure that no assets are included at a valuation materially different from its fair value or on a five yearly cyclical basis, whichever is the shorter.

- (ii) Visitor assets are stated at fair value using optimised depreciated replacement cost as valued by an independent registered valuer on an annual basis. When a visitor asset is under construction the actual cost is accumulated in a work-in-progress account. On completion of the project, assets are recorded at fair value and any difference between the actual cost and the fair value is transferred to the revaluation reserve.
- (iii) The cost of developing, purchasing and upgrading software is capitalised. Where the software is an integral part of the hardware (i.e. computer cannot operate without that specific software) it is treated as part of the equipment.
- (iv) Infrastructure assets are valued by independent valuers and are stated at fair value and are revalued with sufficient regularity to ensure that no assets are included at a valuation materially different from its fair value or on a five yearly cyclical basis, whichever is the shorter.
- (v) Vessels are recognised at fair value. Fair value is determined using market-based evidence where available, or depreciated replacement cost. Vessels are revalued with sufficient regularity to ensure that no assets are included at a valuation materially different from its fair value or on a five yearly cyclical basis, whichever is the shorter.
- (vi) Cultural assets are shown at estimated replacement cost.

All other fixed assets, or groups of assets forming part of a network which are material in aggregate, costing more than \$5,000 are capitalised and recorded at historical cost. Any write-down of an item to its recoverable amount is recognised in the Forecast Statement of Financial Performance.

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

Depreciation

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

The useful lives of assets have been estimated as follows:

ASSET CATEGORY	ESTIMATED USEFUL LIFE
Buildings	20-40 years
Furniture, computers and other office equipment	5 years
Infrastructure	
Industrial fire equipment	45 years
Landscape	44 years
Roads	10-100 years
Sewerage	64 years
Solid waste	38 years
Stream control	98 years
Water supply	60 years
Motor vehicles	6 years and 8 months
Plant and field equipment	10 years
Radio equipment	5-10 years
Software	3-5 years
Vessels	
Electronics	4 years and 2 months
Engines	10 years
Hulls	15 years
Visitor assets	
Amenity areas	10-25 years
Signs	5-10 years
Structures	25-50 years
Roads (surface only)	10-22 years and 6 months
Tracks	6-25 years
Huts and toilets	20-50 years
Other buildings	35-50 years

Community assets

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

Statement of cash flows

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

Operating activities include cash received from all income sources of the Department and cash payments made for the supply of goods and services.

Investing activities are those activities relating to the acquisition and disposal of non-current assets.

Financing activities comprise capital injections by, or repayment of capital to, the Crown.

Goods and services tax (GST)

The Forecast Statement of Financial Position is GST exclusive except for payables and receivables. All other statements are GST exclusive.

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

Taxation

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

Donation receipts

The Department receives unsolicited donations, gifts and grants from individuals, groups and companies. The treatment of these depends on their nature:

- (i) Donations which are received without a specific purpose are recognised as revenue in the period of receipt.
- (ii) Donations received for specific purposes where a written agreement specifies the purpose for which the funds must be used are matched against related expenditure when it has been incurred. Where the expenditure has not been incurred the unspent balance is treated as revenue in advance.
- (iii) Donations received for specified purposes under section 33 of the Conservation Act 1987, section 18 of the Walkways Act 1990 or section 78(3) of the Reserves Act 1977 are held in trust accounts established by section 67 of the Public Finance Act 1989. If the Department incurs expenditure in relation to achieving these specific purposes, the funds are transferred to the Department as revenue when the expenditure is incurred.

Taxpayers' funds

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

Employee entitlements

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

Financial instruments

The Department is party to financial instruments as part of its normal operations. These financial instruments include bank accounts, accounts payable, and receivable.

All financial instruments are recognised in the Forecast Statement of Financial Position at their estimated fair value. All revenues and expenses in relation to financial instruments are recognised in the Forecast Statement of Financial Performance.

Changes in accounting policies

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

FORECAST STATEMENT OF FINANCIAL PERFORMANCE FOR THE YEAR ENDED 30 JUNE 2006

	30/06/06 FORECAST \$000	30/06/05 ESTIMATED ACTUAL \$000	30/06/05 BUDGET \$000
Revenue			
Crown	239,064	223,083	223,083
Other	22,223	23,518	23,518
Total revenue	261,287	246,601	246,601
Expenses			
Personnel	106,157	99,144	99,144
Operating	93,153	91,888	91,888
Depreciation	51,715	32,095	32,095
Capital charge	29,762	29,529	29,529
Total expenses	280,787	252,656	252,656
Net surplus/(deficit)	(19,500)	(6,055)	(6,055)

STATEMENT OF MOVEMENTS IN TAXPAYERS' FUNDS FOR THE YEAR ENDED 30 JUNE 2006

	30/06/06 FORECAST \$000	30/06/05 ESTIMATED ACTUAL \$000	30/06/05 BUDGET \$000
Total taxpayers' funds at the beginning of the year	289,074	287,005	287,005
Net surplus/(deficit)	(19,500)	(6,055)	(6,055)
Capital contributions	11,953	8,124	8,124
Total taxpayers' funds at the end of the year	281,527	289,074	289,074

**FORECAST STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2006**

	30/06/06 FORECAST	30/06/05 ESTIMATED ACTUAL	30/06/05 BUDGET
	\$000	\$000	\$000
Current assets			
Cash and bank balances	22,029	15,462	15,462
Prepayments	158	158	158
Inventories	1,231	1,231	1,231
Receivables	3,633	3,633	3,633
Debtor Crown	35,728	35,728	35,728
Total current assets	62,779	56,212	56,212
Non-current assets			
Fixed assets	322,261	336,375	336,375
Total non-current assets	322,261	336,375	336,375
Total assets	385,040	392,587	392,587
Current liabilities			
Creditors and payables	7,081	7,081	7,081
Provision for employee entitlements	7,240	7,240	7,240
Revenue in advance	857	857	857
Total current liabilities	15,178	15,178	15,178
Non-current liabilities			
Provision for employee entitlements	9,130	9,130	9,130
Total non-current liabilities	9,130	9,130	9,130
Total liabilities	24,308	24,308	24,308
Taxpayers' funds			
General funds	281,527	289,074	289,074
Revaluation reserve	79,205	79,205	79,205
Total taxpayers' funds	360,732	368,279	368,279
Total liabilities and taxpayers' funds	385,040	392,587	392,587

**FORECAST STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2006**

	30/06/06 FORECAST	30/06/05 ESTIMATED ACTUAL	30/06/05 BUDGET
	\$000	\$000	\$000
Cash flows – operating activities			
Cash provided from:			
Supply of outputs to Crown	239,064	223,083	223,083
Supply of outputs to customers	22,223	23,518	23,518
Cash disbursed to:			
Produce outputs			
Personnel	106,157	99,144	99,144
Operating	93,153	91,888	91,888
Capital charge	29,762	29,529	29,529
Net cash inflow from operating activities	32,215	26,040	26,040
Cash flows – investing activities			
Cash disbursed to:			
Purchase of fixed assets	29,601	14,886	14,886
Net cash outflow from investing activities	(29,601)	(14,886)	(14,886)
Cash flows – financing activities			
Cash provided from:			
Capital contributions	3,953	-	-
Net cash inflow/(outflow) from financing activities	3,953	-	-
Net increase in cash held	6,567	11,154	11,154
Add opening cash balance	15,462	4,308	4,308
Closing cash and bank balances	22,029	15,462	15,462

**RECONCILIATION OF NET SURPLUS/(DEFICIT) AND NET CASH FLOWS
FROM OPERATING ACTIVITIES
FOR THE YEAR ENDED 30 JUNE 2006**

	30/06/06 FORECAST	30/06/05 ESTIMATED ACTUAL	30/06/05 BUDGET
	\$000	\$000	\$000
Net surplus/(deficit)	(19,500)	(6,055)	(6,055)
Add/(Less) non-cash items:			
Depreciation	51,715	32,095	32,095
Total non-cash items	51,715	32,095	32,095
Net cash inflow/(outflow) from operating activities	32,215	26,040	26,040

**DETAIL OF FIXED ASSETS BY CATEGORY
AS AT 30 JUNE 2006**

	30/6/2006 FORECAST	30/6/2005 FORECAST	30/6/2005 ESTIMATED ACTUAL
	\$000	\$000	\$000
Freehold land			
At valuation	6,081	6,081	6,081
Land - net carrying value	6,081	6,081	6,081
Visitor assets			
At valuation	604,978	570,096	570,096
Accumulated depreciation	(358,245)	(315,265)	(315,265)
Visitor assets - net carrying value	246,733	254,831	254,831
Administrative buildings			
At valuation	82,343	82,343	82,343
Accumulated depreciation	(53,740)	(47,283)	(47,283)
Buildings - net carrying value	28,603	35,060	35,060
Plant and field equipment			
At cost	16,635	16,044	16,044
Accumulated depreciation	(8,706)	(8,556)	(8,556)
Plant, field and radio equipment - net carrying value	7,929	7,488	7,488
Furniture, computers, other office equipment and software			
At cost	15,951	15,951	15,951
Accumulated depreciation	(8,641)	(8,571)	(8,571)
Furniture, computers, other office equipment and software - net carrying value	7,310	7,380	7,380

**DETAIL OF FIXED ASSETS BY CATEGORY
AS AT 30 JUNE 2006 (CONTINUED)**

	30/6/2006 FORECAST	30/6/2005 FORECAST	30/6/2005 ESTIMATED ACTUAL
	\$000	\$000	\$000
Motor vehicles			
At cost	17,652	17,752	17,752
Accumulated depreciation	(7,821)	(7,741)	(7,741)
Vehicles - net carrying value	9,831	10,011	10,011
Vessels			
At cost	8,745	8,645	8,645
Accumulated depreciation	(4,525)	(4,375)	(4,375)
Vessels - net carrying value	4,220	4,270	4,270
Infrastructural Assets			
At valuation	24,862	24,362	24,362
Accumulated depreciation	(13,308)	(13,108)	(13,108)
Vessels infrastructural assets - net carrying value	11,554	11,254	11,254
Total fixed assets			
At cost and valuation	777,247	741,274	741,274
Accumulated depreciation	(454,986)	(404,899)	(404,899)
Total carrying value fixed assets	322,261	336,375	336,375

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

DEPARTMENTAL CAPITAL EXPENDITURE	\$000
Actual 2000/01	11,654
Actual 2001/02	9,526
Actual 2002/03	7,084
Actual 2003/04	23,768
Budget 2004/05	35,404
Estimated Actual 2004/05	35,404
Forecast 2005/06	37,601

The forecast capital expenditure for the 2005/06 financial year is primarily in line with the replacement and upgrade of the Department's existing asset categories, which predominantly relate to visitor assets. The capital expenditure supports the Department's production of outputs set out in this *Statement of Intent*.

Part 4 Appendices



Appendix 1

Legislation, Conventions, Strategies, Policies and Plans

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

LEGISLATION

Conservation Act 1987

Hauraki Gulf Marine Park Act 2000

Marine Mammals Protection Act 1978

Marine Reserves Act 1971

National Parks Act 1980

Native Plants Protection Act 1934

New Zealand Walkways Act 1990

Reserves Act 1977

Trade In Endangered Species Act 1989

Wild Animal Control Act 1977

Wildlife Act 1953

OTHER STATUTES RELATING TO MORE PARTICULAR AREAS OR FUNCTIONS

Biosecurity Act 1993

Crown Pastoral Land Act 1998

Forest and Rural Fires Act 1977

Historic Places Act 1993

Resource Management Act 1991

CONVENTIONS AND INTERNATIONAL AGREEMENTS

Apia Convention on the Conservation of Nature in the South Pacific

Australia and New Zealand Natural Resource Ministerial Council and Environment Protection

Convention on Biological Diversity

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

Convention on the Conservation of Antarctic Marine Living Resources

Convention on the Conservation of Migratory Species of Wild Animals

Convention on the Conservation of Southern Bluefin Tuna

Heritage Ministerial Council

International Convention for the Regulation of Whaling

Ramsar Convention on Wetlands

South Pacific Regional Environment Programme

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

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

World Heritage Convention

STRATEGIES, POLICIES AND PLANS GUIDING THE DEPARTMENT'S ACTIVITIES

Conservation Management Plans (for specific natural and historic places)

Conservation Management Strategies (for each conservancy)

Conservation with Communities Strategy

Deer Policy Statement

General Managers' Handbook

General Policy on National Parks

Himalayan Thar Policy

Historic Heritage Strategy (under revision)

Information Systems Strategic Plan

Kaupapa Atawhai Strategy

Marine Mammal Action Plan

National Park Management Plans (for each national park)

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

New Zealand Biodiversity Strategy

New Zealand Biosecurity Strategy

New Zealand Coastal Policy Statement

New Zealand Walkways Policy

People Diversity Strategy

Possum Operational Plan

'Science Counts'

Species Recovery Plans

Threatened Species Classification System

Visitor Strategy

Weed Strategy

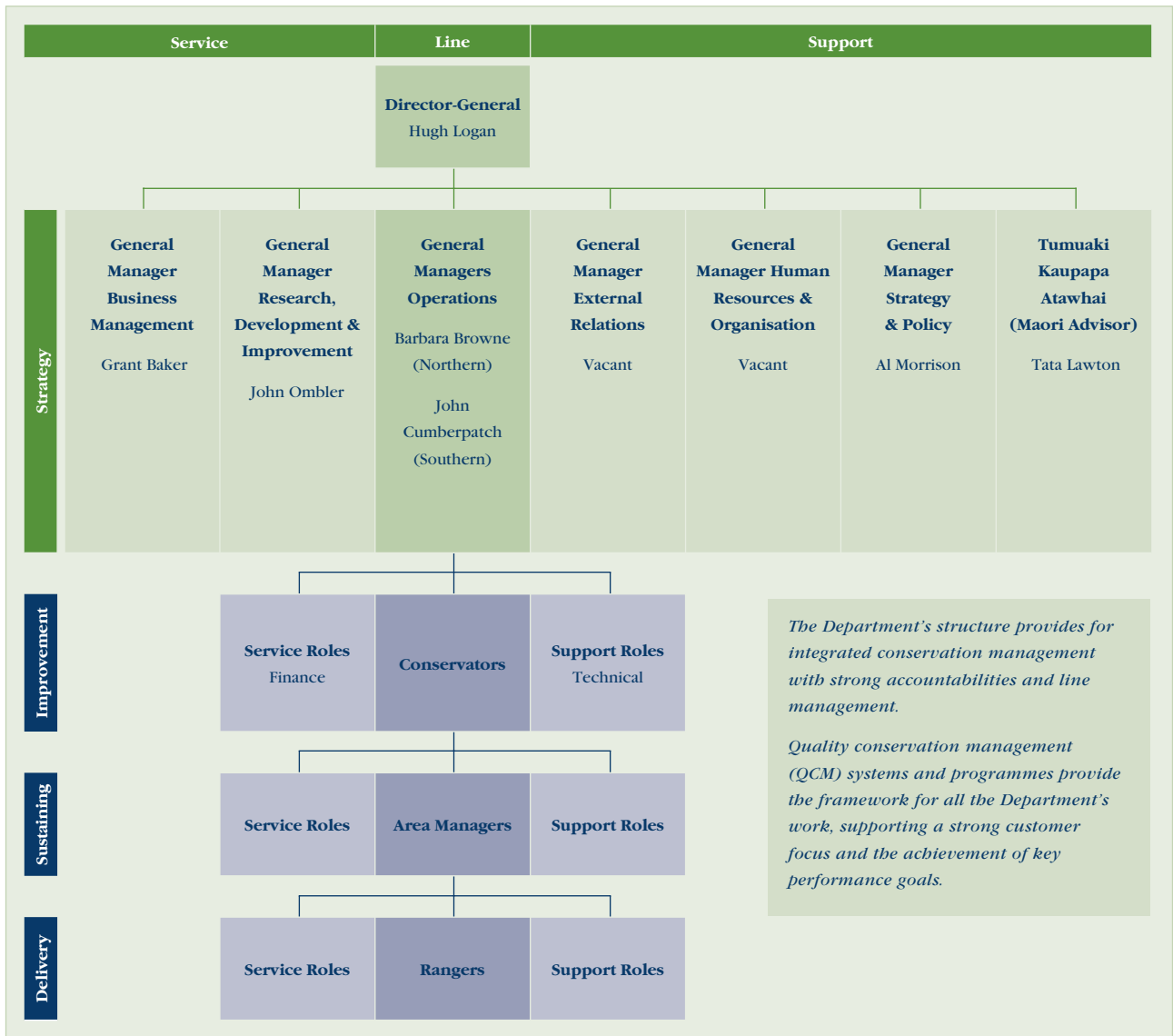
Appendix 2

The Department's Structure

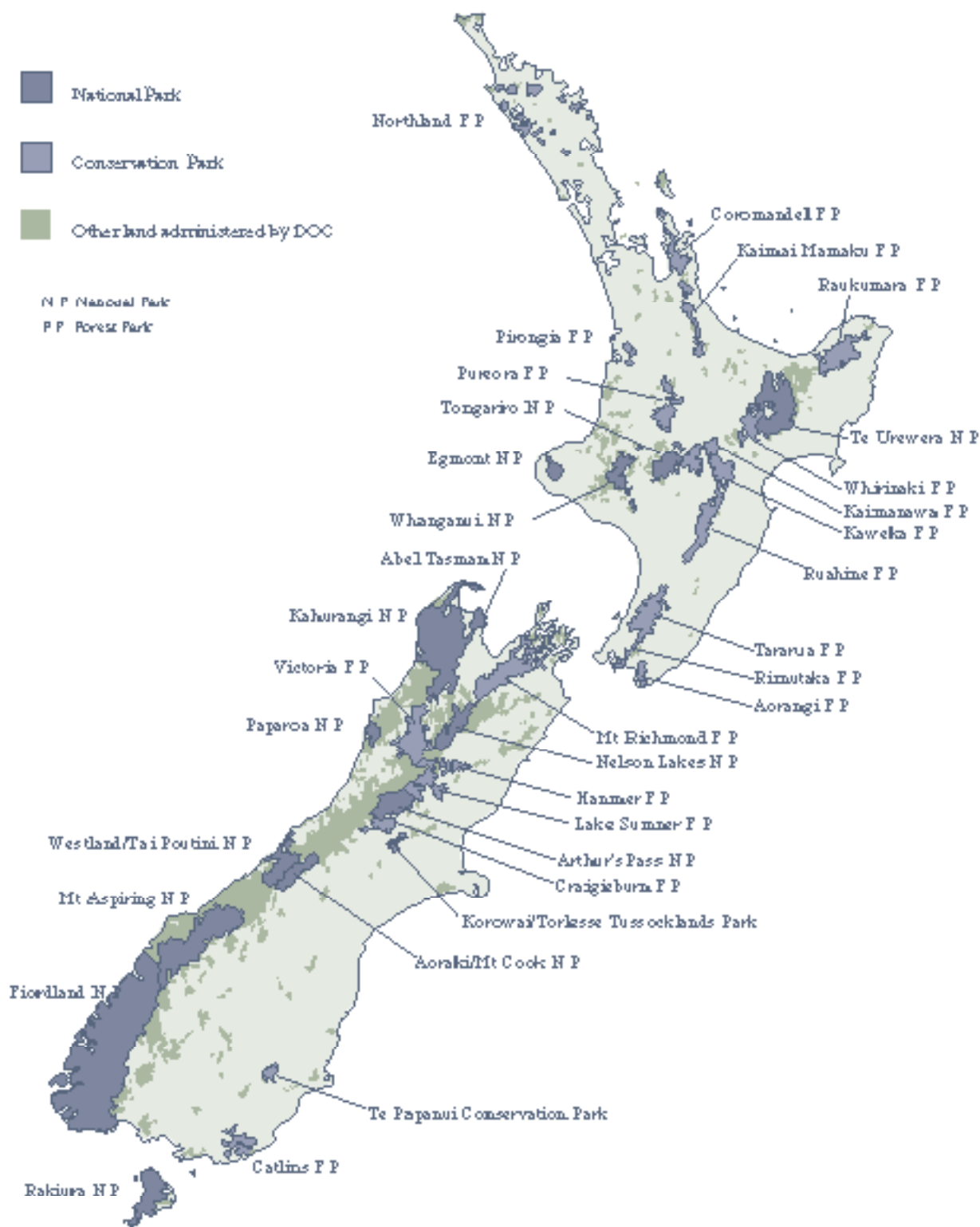
The nature of the Department's work means its structure is decentralised via a network of far-flung offices, grouped into 13 conservancies. Fieldwork and conservation outputs are mainly delivered from area offices within conservancies. Areas are supported by a conservancy office, which sustains delivery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

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

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



PUBLIC CONSERVATION LAND



REGIONS, CONSERVANCIES, AND AREAS



Appendix 3

Glossary

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

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

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

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

Historic place	Any land (including an archaeological site) or any building or structure (including part of a building or structure) or any combination of land and a building or structure that forms part of the historic and cultural heritage of New Zealand and lies within the territorial limits of New Zealand and includes anything that is in or fixed to such land.
Historic site	Any land (including an archaeological site) or any building or structure (including any part of a building or structure) or any combination of land and a building or structure that forms part of the historic and cultural heritage of New Zealand and lies within the territorial limits of New Zealand and includes anything that is in or fixed to such land, whether the site is recognised by the Historic Places Act 1993 or not.
Historic heritage	<i>See</i> historic and cultural heritage.
Historic and cultural heritage	Any natural feature, land, water, archaeological site, building or other structure, facility, object, event or tradition or combination of these which contributes to an understanding and appreciation of New Zealand's history and cultures.
Indigenous	Occurring naturally in New Zealand, including self-introduced species, but not human-introduced or human-assisted ones.
Intermediate outcomes	As outcomes are usually high level results, a chain of more specific intermediate outcomes that feed into an outcome is often defined. These are especially useful for the Department, where response of the environment, pests and species to outputs delivered in the field level is expected due to the nature of the ecological cycles involved.

International treaties, agreements and conventions	A document agreed among two or more sovereign states or governments setting out common understandings and undertakings. Administrative servicing falls under a variety of arrangements, varying from secretariats funded by signatories to costs falling where they lie. Treaties may or may not be legally enforceable or may simply rely on co-operation among the parties to ensure their implementation.
Interpret, interpretation	Convey/conveying information about the origin, meaning or values of natural and historic and cultural heritage via live, interactive or static media. It occurs in the vicinity of the subject and is designed to stimulate visitor interest, and increase understanding and support for conservation.
Intrinsic value	A concept which regards the subject under consideration as having value or worth in its own right independent of any value placed on it by humans.
Introduced species	Not occurring naturally in New Zealand, excluding self-introduced species and including species introduced by humans and whose arrival has been assisted by human activity.
Iwi	Maori people
Kawenata	Covenant
Komiti	Committee
Landscape	An expanse of scenery that can be seen in a single view.
LENZ	Land Environments of New Zealand (LENZ) is a classification of environments mapped across New Zealand's landscape. It is a classification that is nationally consistent, works at a range of scales and comes complete with information about climate, soils and landforms.

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

Operating Review System	System operated by the Department for maintaining periodic review of outputs and activities against plan.
Outcome	The results experienced by the community from a combination of conservation actions and external factors.
Outputs	Outputs (sometimes referred to as 'interventions') are the goods and services produced by the Department in order to achieve or make progress towards the outcome.
Partnership programmes	Activities and projects characterised by mutual co-operation and responsibility for achieving a specific goal. They may involve community groups, corporate and industry bodies, and may involve formal agreements, such as memoranda of understanding and protocols.
Pest	An organism capable of or potentially capable of causing unwanted harm, or posing significant risks to New Zealand's indigenous biodiversity.
Place	A particular portion of space occupied by a person or object or objects.
Preservation	In relation to a resource, means the maintenance, so far as is practicable, of its intrinsic values.
Principles of the Treaty of Waitangi	Means the principles of the Treaty of Waitangi set out by Government and includes the rider established by the whales case (<i>Ngai Tahu Maori Trust Board v Director-General of Conservation</i>). The Court of Appeal ruled that section 4 to the Conservation Act applied to all the Acts in the First Schedule to the Conservation Act to the extent that the provisions of section 4 were not inconsistent with the Acts in the First Schedule.

Protected Area Network/ Protected Areas	<p>Terrestrial, freshwater and marine areas that are protected primarily for the purpose of the conservation of natural and/or historic heritage using a range of legal mechanisms that provide long term security of tenure, status or land use purpose, either privately or publicly owned.</p> <p>The principal criteria for New Zealand's protected area network are:</p> <ul style="list-style-type: none"> • comprehensiveness: the degree to which the full range of ecological communities and their biological diversity are incorporated within protected areas. • representativeness: the extent to which areas selected for inclusion in the protected area network are capable of reflecting the known biological diversity and ecological patterns and processes of the ecological community or ecosystem concerned, or the extent to which populations represent or exemplify the range of genetic diversity of a taxonomic unit.
Protection	<p>In relation to a resource, means its maintenance, so far as is practicable, in its current state; but includes its restoration to some former state and its augmentation, enhancement, or expansion. (Conservation Act, section 2).</p>
Restoration	<p>The active intervention and management of degraded habitats, ecosystems, landforms and landscapes in order to restore indigenous natural character, ecological and physical processes and their cultural and visual qualities (New Zealand Biodiversity Strategy); or for historic heritage, to return a place as nearly as possible to a known earlier state.</p>
Site	<p>A place chosen or used to conduct an activity.</p>

Species	A group of organisms which has evolved distinct common inheritable features and occupies a particular geographic range, and which is capable of interbreeding freely but not with members of other species. (<i>See also Biodiversity</i>).
Species conservation programme	Programme of work aimed at the recovery of a species or the halt in its decline.
Species recovery plan	Non-statutory planning document setting out the goals and objectives for the recovery of a species or group of species that are threatened with extinction.
Stakeholders	All individuals or groups, both public and private, with an interest in the policies and actions undertaken by the Department of Conservation in relation to public conservation land and waters and species management.
Standard operating procedure	Document prepared by the Department of Conservation to achieve consistency, agreed standards, clearly accountable actions, legal compliance and formally agreed best practice for activities undertaken by the Department.
State party representative	Person appointed to represent the interests of and vote on behalf of a state or government under an international convention.
Sustainable management	Actions and plans to sustain natural, historical and cultural heritage.
Tangata whenua	Iwi, hapu and whanau with mana whenua or mana moana in a given rohe or locality.
Taonga	Valued resources or prized possessions held by Maori, both material and non-material. It is a broad concept that includes tangible and intangible aspects of natural and historic resources of significance to Maori including wahi tapu and intellectual property.

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

