

# Department of Conservation

Statement of Intent 2007 - 2010



Department of Conservation  
*Te Papa Atawhai*



# Department of Conservation

## Statement of Intent 2007 - 2010

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**Cover Photo:**

**Title:** Children observe the first free moves of captive-bred  
kaki/black stilts released by members of the local community

**Location:** Mick's lagoon (Lake Tekapo)



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## FOREWORD FROM THE MINISTER OF CONSERVATION

**New Zealanders have always placed a high value on special places and species – species such as the kiwi and places such as Fiordland received attention and protection long before most countries had any awareness of the need for nature heritage conservation. Over time that interest has broadened towards less charismatic species like the weta, less spectacular places like the small forest remnants near our cities, and less visible places such as the deep sea. The understanding of the causes of heritage loss have also matured, with increased recognition of the impacts of changes in land use, fishing, and pests and weeds, and most recently awareness of global forces such as climate change.**

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

Another key shift that will help drive our work over the next three years is the shift from an expectation that the Government will do everything, to a realisation that we all have to work together. In my time as Minister the number of community initiatives for conservation has expanded rapidly, with almost every community now having a natural or historic heritage initiative under way. The next area of change will focus on the way the market intersects with the environment. New research shows that more New Zealand consumers are demanding sustainable products, and more businesses are focused on providing for that market. I look forward to seeing more formal partnerships between my Department and the corporate world, to introduce conservation into day-to-day business management.

New Zealand will continue its world-leading conservation work in New Zealand, particularly in species recovery and pest and weed control. We have huge challenges ahead of us in areas such as species and ecosystem recovery, but our technical capacity is constantly expanding, and we have made exciting progress. With increased community involvement, we can slow and eventually halt biodiversity loss.



New Zealand is also playing a leadership role internationally, particularly in areas such as marine mammal and seabird conservation. The World Heritage Convention meeting in Christchurch this year will provide an opportunity to showcase what we are doing and send our conservation message to an international audience.

The recent Recreation Summit reminded us all that we need to expose more New Zealanders to their heritage. The Department is now working on a strategic action plan to guide work in this area. I have also announced a major new initiative to ensure that the New Zealand family camping holiday does not join our list of endangered species. And work with the Ministry of Culture and Heritage will provide new opportunities for people to understand their historic heritage.

The Government is also looking at protection issues across the whole Crown land portfolio. Tenure review will continue to deliver new high country parks, and opportunities will arise from the examination of Landcorp's holdings. The marine protected area process and related initiatives will deliver integrated marine protection outcomes.

The values the Department is charged with protecting grow in importance as our understanding of the interrelationship between people and the natural environment increases. This *Statement of Intent* provides a programme for delivering core outcomes, consistent with the policies and performance expectations of the Government, while evolving capability and operations to match community needs and expectations.

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's *Statement of Intent* for 2007-10. Although this SOI is substantially the same as last year's, I want to use this as an opportunity to signal that the Department is at a significant transitional point in terms of the ways in which it can contribute to New Zealand's sustainable future.

Over the last year New Zealanders have become more aware of issues around climate change and the importance of living sustainably now, so that we leave a better future for generations yet to come. The Prime Minister, in her speech from the throne, has signalled the high priority that the Government attaches to sustainability and addressing climate change.

There are opportunities and challenges for the Department: opportunities to expand the values that New Zealanders attach to conservation by demonstrating how much our management of natural heritage contributes to carbon storage, water and soil conservation and flood control; and challenges to operate in ways that will be sustainable in themselves. In particular, the Department will be one of the Government's lead agencies to operate a carbon-neutral business by 2012.

The Department's strategic direction requires us to continue to build on our previous achievements and keep delivering the values that New Zealanders have traditionally associated with conservation, and to identify and deliver additional values - all for the purpose of increasing the value that people see in conservation. The end result should be that more conservation is done and there are better results for conservation.

The Department's work on the public conservation lands and waters, as described in the pages that follow, will continue at current levels, with specific effort going into finding ways to increase the amount, the effectiveness and the efficiency of the work we do. This work is the foundation for building the Department's wider contribution to conservation. The Department's role in supporting conservation work on private land is a key feature of the change that the strategic direction will bring about and it is work that is critical for the future of many of our endangered species and ecosystems.

Most of the land managed by the Department is available as a recreation arena for New Zealanders and tourists. As more people enjoy the outdoors the Department has to ensure that increasing opportunities are made available while still safeguarding our heritage. A significant piece of work in the coming year will be the Department's development of the strategic context for the its contribution to outdoor recreation.



I expect the next *Statement of Intent* to look somewhat different as it picks up the additional values that conservation provides and outlines what we aim to achieve in those areas. These changes start with a fresh look at our outcomes, intermediate outcomes, outputs and measures, against the context of the evolving environment and our strategic direction.

A handwritten signature in blue ink that reads "Al Morrison". The signature is cursive and fluid.

**Al Morrison**

Director-General

## Part 1

# Introduction



*Silvereyes on flax flowers, Maud Island, Marlborough Sounds.*

PHOTO: TUI DE ROY



## OUR PURPOSE

The Department was established under the Conservation Act 1987. 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 key functions are described under the Conservation Act (section 6) 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 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 also has powers and functions under a number of other Acts (See Appendix 1)

The context for the Department’s work is also set by Government priorities, including the three key themes of:

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



The Department contributes directly and indirectly to all three themes. The contributions that conservation makes to a sustainable environment, on which economic transformation and our social fabric depend, are significant and increasingly recognised. Protected natural areas provide fresh water, soil retention and flood protection. They are a major resource available for addressing climate change by reducing atmospheric carbon.

There is a deepening appreciation of the life-fulfilling contributions of conservation to the physical, mental, spiritual and cultural health and well-being of families. Conservation also secures, manages and provides access to the natural and historic heritage that is a core element of national identity and a base for New Zealand's tourist industry.

The links between the Government's priorities and the Department's outcomes and outputs, as defined in this *Statement of Intent*, are further illustrated in Figure 1, page 16.

Within this framework of legislation and government priorities, the Department has set its Mission and its Strategic Direction.

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 hei oranga ngakau mo te tini te mano inaianei, ake tonu ake.*

The Strategic Direction (reproduced in full on page 13) defines the overarching purpose of the Department as:

“to increase the value of conservation to New Zealanders.”

Both the Mission and the Strategic Direction reinforce the Department's contribution to the Government's three priority themes, with the Strategic Direction, in particular, helping to move the Department from its traditional positioning as “nice to have” towards being an essential element of New Zealand's sustainable economic future.



The public sector's Managing for Outcomes framework provides the parameters within which the Department sets its outcomes. The Department has 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.

These outcomes and the associated intermediate outcomes, outputs and business measures, were developed prior to the release of the Strategic Direction. During 2007/08 the Department will take a fresh look at its outcomes, outputs and measures in the light of the Strategic Direction and associated thinking. The 2008/11 *Statement of Intent* will become the document that describes the Department's medium-term plans and approach for achieving the Strategic Direction.



## STRATEGIC DIRECTION

*New Zealanders want their natural and historic heritage conserved.*

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

**The overarching purpose of the Department is to increase the value of conservation to New Zealanders.**

To do this:

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



## HOW THE DEPARTMENT'S OUTCOMES WERE DEVELOPED

The national outcomes of Protection and Appreciation were developed from the requirements of the Conservation Act; 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 has reviewed its approach against the Government's priorities (see Figure 1) to ensure its work is aligned with the Government's overall direction. Discussions with the Minister of Conservation were held to ensure the Minister's priorities were covered.

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. As New Zealanders appreciate and value their heritage so they will make a commitment to its conservation.

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 continue to be on public conservation lands and waters. This priority also takes into account support for 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 making a positive difference only at a few isolated places and for a few species. For remaining areas and species, the Department is either slowing the decline or the decline is continuing unhindered.



In outcomes relating to the recreation area, the Department's focus is on providing and managing a range of quality recreational opportunities. This process recognises that neither the Department nor the public want all recreational opportunities provided in all locations. Instead, a range of opportunities meeting the needs of different people is being provided in the different settings offered by public conservation lands.

When determining how funds are allocated, the Department is directed by the Minister and the Government. Priority continues to be given to biodiversity, in support of the New Zealand Biodiversity Strategy, and to further developing the Department's role in recreation.

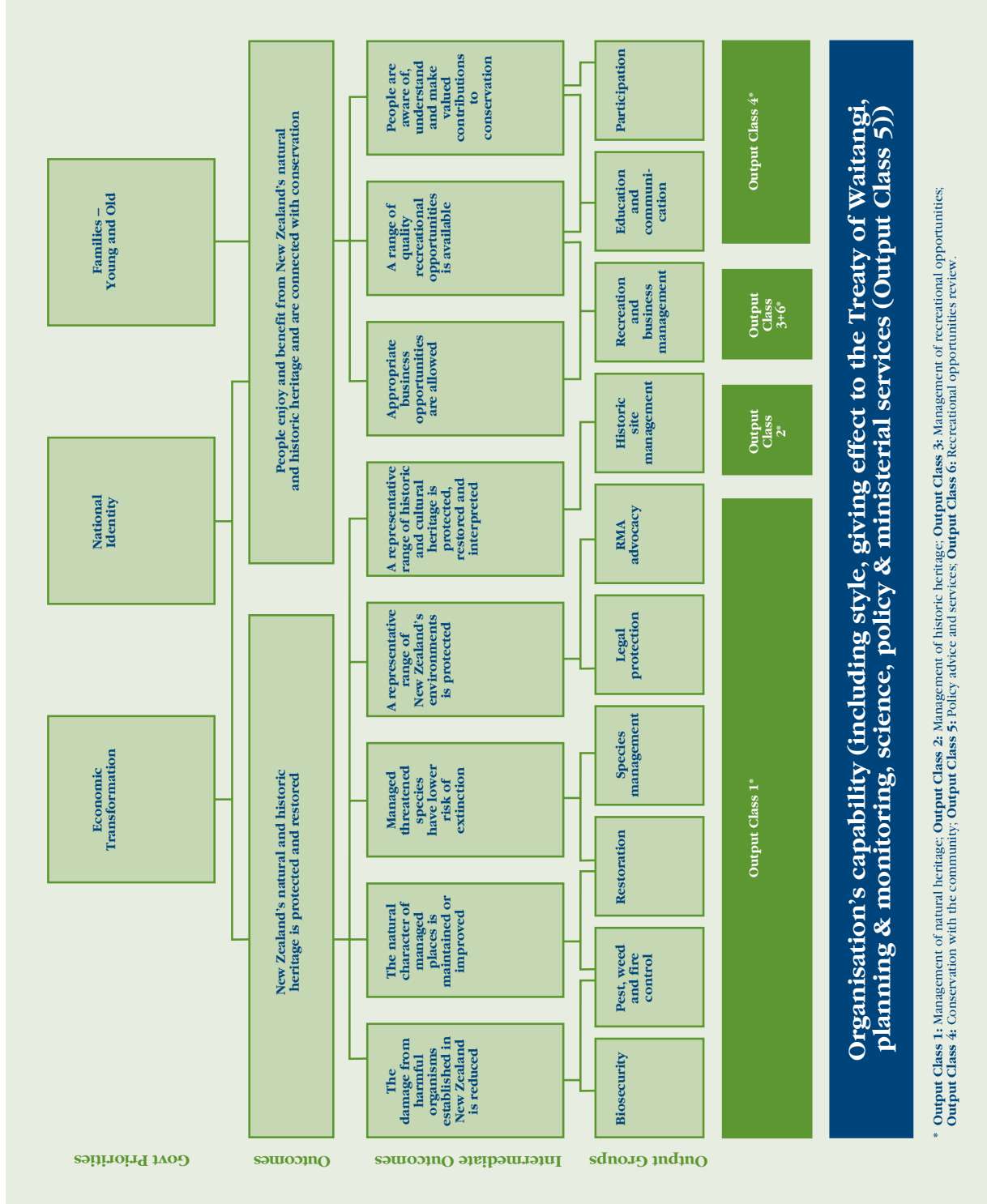


## PUBLIC SECTOR OUTCOMES

As well as delivering on the Protection and Appreciation outcomes, the Department contributes to wider Government priorities through joint work with 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. Joint outcome work with other agencies is expected to increase as a response to the imperative to manage climate change.

A list of the government agencies the Department works with is on page 32.

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



# ENVIRONMENTAL SCAN:

## Risks and Opportunities

### INTRODUCTION

The context within which the Department operates is set by both the natural and social environment. Conservation happens in communities and it happens because people want it to happen. The Department both responds to, and influences, the ways New Zealanders see conservation. The challenge and opportunity is to deepen and broaden the value that people see in conservation, so that more people will become more environmentally aware and environmentally active.

Two factors make it particularly important at this time to build a wider support base and pursue conservation outcomes within a wider context. Firstly, the task of preserving New Zealand's unique plants, animals and places is too great for the Department to tackle alone. Second, the challenges posed by climate change highlight the need to integrate environmental considerations alongside social and economic factors, in pursuit of a sustainable future for New Zealand.

The Department's core business is, and will continue to be, the protection of New Zealand's natural and historic heritage while enabling appropriate access for its use and enjoyment. This work is conducted within the mandate set by Parliament. That has not changed. The differences will be in the approach and the emphasis, as the Department increasingly looks to work with others within a broader goal of sustainability. This work requires constructive engagement, explaining and listening, sharing expertise and being open to the knowledge and views of others in the pursuit of new solutions to shared problems.

The context for conservation is also changing because of the growing realisation of the significance and the range of ecosystem services that flow from conservation. Ecosystem services are natural processes that benefit humans through the goods and services they produce. The benefits that flow from the Department's management of Te Papanui Conservation Park in Otago are a clear example. The park was originally secured in order to protect a representative example of the ecosystems and original landscape of the Waipori Ecological District. It also provided recreational opportunities and access to historic and cultural heritage. In addition to these "traditional" conservation values, protection of the tussocks and wetlands of Te Papanui provides rural and urban communities in Otago with regulated water flow from snow melt and rain. That water is used to generate electricity, for rural irrigation, and for Dunedin's industrial and domestic supply.





Maintaining the natural environment of Te Papanui also promotes healthy soil structure and provides flood and erosion control, all of which supports the continued economic and social well-being of Otago communities.

## ENVIRONMENTAL CONTEXT

### Overview

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

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

While conservation on land is well established in New Zealand, there is increasing pressure on coastal and marine environments. Estuaries, harbours and inshore marine areas are being degraded by land run-off, harvesting, mining and other activities, such as coastal development. The Department has an important role in working towards establishing a fully representative network of marine protected areas, and managing marine reserves. Reducing or eliminating pressures in these areas will safeguard marine biodiversity in its natural state, allowing natural marine ecosystems to regenerate, while providing opportunities for New Zealanders to appreciate and enjoy these environments.

## Risks, Challenges and Opportunities

The review of the first five years of the New Zealand Biodiversity Strategy confirms that, despite some gains towards stemming biodiversity losses, the state of New Zealand's biodiversity continues to decline. The review identified broader trends that require more attention. These include the ongoing loss of rare and threatened biodiversity on private lands; and serious declines in the status of many threatened species. Animal pests and weeds continue to have adverse impacts on threatened species and forest ecosystems, and pest fish and aquatic weeds are continuing to spread. Economic drivers favour degradation, rather than active maintenance, of many ecosystems, such as wetlands and marine habitats.

The single greatest threat to New Zealand's biodiversity is the arrival of a new pest or weed, such as didymo, that creates an even greater impact than existing ones. Land clearance, fire, wetland drainage and other human-induced activities also threaten natural, historic and cultural heritage. Water extraction and nutrient run-off affect freshwater quality and quantity, and thus both terrestrial and freshwater habitats.

Preventing the decline in the state of coastal inshore waters and in the offshore marine environment is a key challenge. Setting aside vulnerable habitats, and key habitats for species at risk, such as Hector's dolphins and albatross and petrel species, is critical to safeguarding New Zealand's numerous unique marine species. By-kill in fisheries continues to pose a serious threat to some protected species, such as the New Zealand sea lion, and various seabird species. Marine invaders introduced primarily on ships' hulls and in ballast water, such as *Undaria pinnatifida*, can seriously impact on New Zealand's marine biodiversity and marine farms.

There will be further risks and challenges to New Zealand's natural heritage as a result of climate change. New Zealand's unique plants and animals may find it difficult to survive in their existing habitats, and warmer temperatures will amplify the threats posed by exotic pests. Opportunities also arise from increasing awareness of, and concern about, climate change, as New Zealanders look towards more sustainable ways of living. There are opportunities to focus on sustainable options in response to the ever-increasing demand for water resources and electricity generation. Increasing numbers of tourists add to the economic benefits derived from conservation, while also creating risks and challenges to the very environments that draw them to New Zealand.





## **Managing Risks, Challenges and Opportunities**

Much of the Department's work is focused on slowing the rate of loss, or reducing the risk of damage. While it is understood that significant conservation challenges to biodiversity come from the impacts of introduced pests, the specific understanding required to respond to critical factors is not clear in all cases. Solving these puzzles presents a huge challenge. The Department is continuing to develop effective, efficient and publicly acceptable control tools. The Department is also developing better measuring and reporting tools that will help it understand how and where it can improve the effectiveness 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. To this end, the Department is contributing to the development of an environmental framework for the EEZ, and working to enhance the rate of establishment of marine protected areas. The Department is working with the Ministry of Fisheries and the fishing industry to address the threats to protected species from by-kill of protected species in fisheries.

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

Areas of Departmental focus in support of the New Zealand Biodiversity Strategy are the protection of rare and threatened ecosystems, and the protection of the most at-risk species, particularly on private land if these are critically-endangered, as well as the continued emphasis on pest and weed control in terrestrial locations.

Although much of the Department's contribution to improving the state of the environment can be done while still carrying out its traditional role, it must find other ways to help it achieve the required outcomes. In working to promote the widest possible gains for conservation, the Department is working to continue and enhance partnerships with iwi, local government and communities.

The immensity of the biodiversity conservation challenges makes prioritisation critical, and this may mean that it is appropriate, even essential, to reduce work in some areas in order to make a more effective contribution in others.

## ECONOMIC CONTEXT

### Overview

Retaining New Zealand's natural and historic resources in a healthy state is critical to maintaining the foundation for sustainable economic growth, and social cohesion and well-being. By means of ecological processes such as soil formation, nutrient cycling and pollination, healthy ecosystems provide goods and services such as fresh water, carbon recycling, soil maintenance, and flood and erosion control. These ecosystem services are vital to economic prosperity. Healthy ecosystems, good environmental management, and protected natural places provide the backdrop for the clean green brand that is critical to the success of New Zealand producers in a competitive global market place.

Tourism earnings are now one of the country's most significant foreign exchange earners, accounting for one in ten jobs, and close to 10% of New Zealand's gross domestic product. Heritage-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 in supporting the nation's economic growth, as many small businesses directly or indirectly involved with nature-based tourism depend on the quality of conservation lands and waters for their livelihood.

New Zealand is seeking a wider range of sustainable energy sources, with increasing interest in exploring potential sources on conservation land, including wind, hydro and mineral.

More businesses are looking at ways they can contribute to conservation. Some are setting up to make conservation their business; others are providing various forms of sponsorship; and increasing numbers are adapting their practices to tread more lightly on the environment, and balance their carbon emissions.



Allowing grazing farmland to revert to natural vegetation helps increase carbon stocks and regulate water flow. Much of the South Island high country land that has become public conservation land through tenure review and purchases by the Nature Heritage Fund is suitable for such natural revegetation and the establishment of native shrub-land and forest.

The management of plant-eating pests and grazing animals in conservation areas also helps mitigate the effects of climate change by supporting regeneration and reducing methane emissions, which in turn helps to recycle carbon dioxide.



### **Risks, Challenges and Opportunities**

The rural sector is being challenged by shifts in land use, risks from disease and pest incursions, and by water security and flood risks. Some agricultural developments (for example, the growth of dairy farming, viticulture and aquaculture) are increasing the 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, while the revenue from the remaining pockets of exotic forestry in conservation areas will continue to fluctuate with the market.

Demand for concessions to operate on conservation areas is increasing. In 2006, there were 4,139 concessions in place around the country, 700 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 effectively is a major challenge facing the Department.

Determining the cumulative impacts on the environment from tourism developments and recreation, and providing an increasing range of quality recreational experiences are ongoing challenges.



## Managing Risks, Challenges and Opportunities

Significant opportunities exist in how the Department manages the tension between meeting demands for development and growth, while protecting natural, historic and cultural values, and preserving opportunities for future generations.

The Department is entering a new phase of defining the contribution it can make to New Zealand's economy, well-being, and identity. Studies of the economic value of conservation are being undertaken, particularly focusing on the contribution of ecosystem services. The Department's day-to-day work means it is in a unique position to contribute to the development of environmental management technologies. As manager of one-third of New Zealand's land area, the Department has significant potential to help offset greenhouse gas emissions, especially through using animal pest control and replanting to promote revegetation.

The Department is a major contributor to the New Zealand Tourism Strategy 2010, and especially to its first goal of securing and conserving a long-term future. The Department has a crucial role to play in managing a world-class visitor experience while ensuring the value of the natural environment is recognised and its sustainability protected, supported and promoted. The need to monitor visitor impacts is recognised, and the Department has moved towards a more systematic approach to limiting concession activity in conservation areas. Limits to use are being used more commonly, and are embedded in legal documents, such as national park management plans. However, ongoing tensions between visitor growth and conservation management are likely to continue.



## SOCIAL AND CULTURAL CONTEXT

### Overview

Protected natural places provide the essence of our national identity, and are key contributors to our physical, mental and emotional well-being. Many New Zealanders have a close association with the nation's natural, historic and cultural heritage through their work, recreational interests, community involvements and whanau. The Conservation Act requires the Department to provide for the appreciation and enjoyment of natural and historic heritage, and to safeguard it for future generations. Building strong public support for, and involvement in, conservation is critical to achieving these outcomes and reinforces the need for interested communities to be involved in conservation management decisions and actions.



Māori 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 important to conservation gains.

Changing demographics are likely to be matched by a shift in people's needs and their expectations of the Department. New Zealand's population (currently 4.0 million) is expected to rise to around 4.5 million by 2027. The growth rate will be faster among Māori and Pacific peoples and it is expected there will be increased immigration to New Zealand by Asian peoples. Most of this growth is likely to be north of Taupo.

The increasing commitment to conservation work by regional and local authorities, iwi, community trusts and groups, non-governmental organisations, business interests and individuals is broadening the conservation context in which the Department works. While the Department's core responsibility is to manage the lands and coastal-marine areas entrusted to its stewardship, it must also determine the nature and extent of its roles in leading, guiding and facilitating conservation work generally. This involves establishing the priorities and working effectively with others, on and off public conservation land.

The Department also has roles in the international context, with increasing requirements to contribute to international agreements and conservation initiatives. Appendix 1 provides a list of international conventions and agreements to which the Department contributes.

In contrast, at a local, Area Office level, staff members are frequently the government representatives closest to hand to support a community's first response to an emergency. This finds staff doing search and rescue, clearing snow, pumping water from flooded homes and fighting rural fires. Such activities are an essential element of working within, and being part of, local communities.

### **Risks, Challenges and Opportunities**

People are increasingly initiating conservation activities outside the Department's work. This provides opportunities, and also challenges the Department's ability to satisfy increasing expectations. The opportunities centre on developing ways to work together with others, and to encourage both greater conservation achievements and greater appreciation of conservation and its role in society and the economy. Challenges and risks exist because the Department must always focus on its core responsibility of being an effective manager of the lands, waters, species, historic places and roles entrusted to it. Effective management requires prioritisation. Resources are not sufficient to both actively manage all the areas, species or populations valued by communities, and to meet national ecological priorities.

Changing population demographics present new opportunities to engage non-traditional audiences in conservation, and to develop responses to different value sets. Demographic changes and increasing global competition for skilled workers also present challenges for developing and maintaining the skills and knowledge that will be required.

### **Managing Risks, Challenges and Opportunities**

The Department's prioritisation systems take account of social values as well as ecological considerations. However, there will be times when the Department cannot meet local aspirations because of national priorities. At other times there will be a very good match of social and ecological values, and modes of collaborative working will be developed that expand both community and environmental benefits. The Department must clearly communicate the choices it makes, and explain why and how it has made these choices, and why it cannot meet all expectations.





In the course of its core work, the Department develops skills, capability, knowledge, and tools that lead to improvements. The Department will continue to use these to lead, guide, and facilitate conservation work generally. This means being an open and enabling organisation that relates to conservation challenges, both in the areas that the Department administers and elsewhere, as well as actively sharing tools and processes to assist others who are working in conservation.

The Department is starting the process for reviewing the Conservation Management Strategies. These strategies are developed under the Conservation Act for the purposes of implementing the Conservation General Policy, the General Policy for National Parks and the NZ Walkways Policy, and to establish objectives for the integrated management of natural and historic resources managed by the Department, and for recreation, tourism and other conservation purposes. This process provides significant opportunities for engagement with both the local conservation boards and the wider communities in each conservancy.

The Minister of Conservation represents the Crown, as owner of public foreshore and seabed, and has coastal and marine responsibilities under the Resource Management Act. New laws covering aquaculture development provide an opportunity to improve management of this activity. The NZ Coastal Policy Statement is under review to provide improved direction to local authorities.

The Department's ability to meet public expectations has been boosted over the past seven years by increased funding for new conservation work. 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 was allocated to the Department of Conservation and is now incorporated into the Department's base funding and the Department's contribution is now reflected in its natural heritage work.
- In 2002, a \$349 million package over 10 years to maintain visitor opportunities.
- In 2004, \$5 million per annum was provided for South Island high country objectives and South Island wilding pine control.

The inherent risks of working in remote and hazardous areas are managed by the ongoing improvement of standard systems that meet the Department's legal obligations towards health and safety of employees and the public. 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. A predicted increase in senior vacancies is an opportunity to broaden the diversity of groups at that level.



## THE THREE-YEAR OUTLOOK



The Department is facing an exciting three years, with new environmental, economic and social risks, challenges and opportunities. In response to this, the Department has set its strategic directions to provide overall guidance to staff as they respond to this evolving context, while giving effect to the legislation and Government priorities. An overarching objective of the Department's work continues to be the provision of highly valued services to New Zealanders. The development of the Department's work will reflect the Strategic Direction by continuing to focus on heritage protection, as a key contributor to the New Zealand Biodiversity Strategy, and by engaging a broader range of New Zealanders in order to increase the value that people see in conservation. As a government department the Department's work is also designed to contribute to the programme for lifting the performance of the State Services.

The Department will continue to deliver its core programmes - protecting New Zealand's unique plants, animals and places; facilitating enjoyment of New Zealand's culture and history; and providing opportunities for recreation. But, increasingly, a wider range of society's interests will be more actively addressed, as part of the Government's sustainability initiative - e.g., the need to maintain ecosystem services (supply of fresh water, soil retention and flood protection); develop core infrastructure (e.g., renewable electricity generation); addressing climate change by reducing atmospheric carbon; and contributing to the physical, mental, spiritual and cultural dimensions of health and well-being.

There will also be an increasing emphasis on working with others, both by maintaining and enhancing existing partnerships, and developing new ones. This will require building capacity in relationship management, providing better ways to share expertise and information, and helping partners develop their capability.

There is a need to interact more effectively with all New Zealanders, including those with little past contact with conservation. The Department must tell conservation stories in new and better ways, and find new ways to connect with communities. New information technologies also provide exciting opportunities, particularly to connect with younger people.

These imperatives, combined with ongoing significant resource constraints, mean that recruitment, development and retention policies must focus on effectiveness and adaptability, now and into the future.

Improved systems are also needed to allow optimal targeting of effort, using the best available information. A key focus is on the development of a natural heritage management system, but there will also be ongoing enhancement of the visitor asset management, recreation planning, historic asset management, and other existing systems. The *Statement of Intent* and the business planning system will ensure that national priorities are implemented. Many of the systems that the Department develops (e.g., ecosystem classification systems) will also be of value to the Department's partners.

A further area of emphasis is on better measurement and reporting of implementation, allowing decision-makers and the public to see more clearly the value that the Department is delivering.

The Department is committed to contributing to the Government's sustainability programme. Existing programmes already do this. Not only is conservation a core part of sustainability, but protected lands provide most of New Zealand's clean water, and enjoyment of protected areas helps build New Zealanders' sense of commitment to sustainability. In the medium term, however, the contribution will broaden and strengthen. There will be an emphasis on strengthening links between the environmental sector and economic and social sectors, and between central and local government in the environmental sector.

The Department is committed to becoming a good role model as a sustainable organisation. The new Head Office, Conservation House, sets a benchmark for sustainable accommodation, and the Department will work over the medium term to embed sustainability principles and practices in the wider organisation. This includes implementing, monitoring and reporting on our obligations under the Govt's programme, which focuses on energy efficiency in buildings and transport, recycling and waste minimisation, and procurement of office consumables and equipment. As one of six lead government agencies the Department will achieve carbon-neutrality by 2012.



## KEY INITIATIVES PLANNED FOR 2007/08

The following initiatives are planned for 2007/08.

### **Protecting New Zealand's natural, historic and cultural heritage and contributing to national sustainability**

- Contributing to the design and implementation of new Government processes that will ensure protection of heritage values on Crown lands not within the conservation estate.
- Implementing new tools to improve the targeting and effectiveness of ecosystem protection measures.
- Commencing implementation of an integrated marine protected area programme.
- Modelling sustainable practices, including through the implementation of Govt<sup>3</sup> across the Department, and by developing plans to ensure the Department operates a carbon-neutral business by 2012.

### **Facilitating New Zealanders' enjoyment of their natural and cultural heritage, and their involvement in its conservation**

- Developing recreational opportunities on public conservation land through the strategic action plan that responds to the Recreation Summit; and developing the strategic context for the Department's contribution to outdoor recreation.
- Initiating a long-term programme to ensure that New Zealanders will continue to be able to have family camping holidays.
- Building a more effective communications system to improve connections between the Department and the public.
- Developing new and enhanced partnerships with iwi in the management of heritage values on conservation and Maori land, as an outcome of Treaty settlement processes, under the umbrella of Nga Whenua Rahui, and in response to local opportunities.
- Building new partnerships, particularly at a national level, with large organisations, to allow corporate entities and their employees to contribute to heritage-related programmes.



**Building capability**

- Development of the medium-term planning system (SOI) to review the Department's Outcomes and Intermediate Outcomes to ensure that its work effectively reflects and reinforces the Strategic Direction.
- Taking into account the outcomes of the Cost of Outputs review process, undertaking steps to ensure that the limited resources available to the Department are optimally targeted in relation to the Strategic Direction.
- A sustainable development programme will be progressed consistent with the Govt's initiative and, at the end of 2008, the Department will have a plan for being a carbon-neutral business by 2012.
- The emphasis on people capability will be the development of future leaders, in both management and specialist roles.

## INTER-AGENCY WORK

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 ensures a common understanding of respective roles when implementing the New Zealand Biodiversity Strategy and achieving the Government's policy objectives. It complements the Department's work to fulfill legislated conservation responsibilities and assists the Department to achieve its protection and appreciation outcomes. The more significant of these relationships are governed by an agreed memorandum of understanding. This work is consistent with the State Services Development Goals programme and will expand as the Department increases its work with others.

Established joint work is as follows.

WORK AREA	OTHER CONTRIBUTING DEPARTMENTS
<p><b>Climate Change</b></p> <p>Reduction in New Zealand's net greenhouse gas emissions.</p>	<p>Ministry for the Environment</p> <p>Ministry of Agriculture and Forestry</p> <p>The Treasury</p> <p>Ministry of Foreign Affairs and Trade</p>
<p><b>Implementation of the New Zealand Biodiversity Strategy</b></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>Ministry of Research, Science and Technology</p> <p>The Treasury</p> <p>Te Puni Kōkiri</p>

WORK AREA	OTHER CONTRIBUTING DEPARTMENTS
<p><b>Indigenous Biodiversity on Private Land</b></p> <p>Government 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><b>Freshwater Ecosystems</b></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><b>Network of Marine Protected Areas</b></p> <p>Implementing the Marine Protected Areas Policy to establish a representative range of marine biodiversity in a natural state, and establishing Marine Protected Areas (MPA) around the sub-Antarctic islands, in the Tasman Sea, and in selected inshore coastal areas.</p>	<p>Ministry of Fisheries</p>
<p><b>Fisheries Interactions with Protected Species and Conservation Services Programme</b></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><b>Legislative change in the Exclusive Economic Zone (EEZ)</b></p> <p>Legislative options for an improved regulatory regime for environmental impacts in the EEZ developed.</p>	<p>Ministry for the Environment</p>

WORK AREA	OTHER CONTRIBUTING DEPARTMENTS
<p><b>Biosecurity</b></p> <p>The Government’s biosecurity policies are implemented efficiently and effectively.</p>	<p>Ministry of Agriculture and Forestry</p> <p>Ministry of Health</p> <p>Ministry of Fisheries</p>
<p><b>Historic and Cultural Heritage</b></p> <p>The historic and cultural heritage of New Zealand is valued, respected and preserved.</p>	<p>Ministry for Culture and Heritage</p>
<p><b>Recreation and Tourism</b></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>Sport and Recreation New Zealand</p>
<p><b>Treaty of Waitangi Policy</b></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><b>Research, Science and Technology</b></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><b>Community – Government Relationships</b></p> <p>Strong and respectful relationships with community, voluntary and iwi/Māori organisations.</p>	<p>Ministry of Social Development</p> <p>Te Puni Kōkiri</p>
<p><b>High Country Parks and Reserves</b></p> <p>A network of high country parks and reserves in the South Island high country.</p>	<p>Land Information New Zealand</p>

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WORK AREA	OTHER CONTRIBUTING DEPARTMENTS
<p><b>Carbon Neutrality</b></p> <p>Moving towards a sustainable New Zealand: Carbon-neutral Public Service.</p> <p>Establishing, as part of the lead group of six agencies, a plan which achieves carbon neutrality by 2012.</p>	<p>Ministry for the Environment</p> <p>Ministry of Health</p> <p>Ministry of Economic Development</p> <p>Inland Revenue Department</p> <p>The Treasury</p>

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## Part 2

# Outcomes & Outputs



*Camping and boating, Mimiwhangata Coastal Park, near Whangarei, Northland.*

PHOTO: MIKE EDGINTON, DOC





## PROTECTION OUTCOME: New Zealand's Natural, Historic and Cultural Heritage is Protected and Restored

### 1. WHAT THE DEPARTMENT AIMS TO ACHIEVE

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 as well as increasing the range of communities also involved in conservation. 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.

#### **Reports and Indicators**

To track trends in this outcome, the Department will continue to 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 to show changes in percentage cover of indigenous vegetation over the whole country, by different environments.

While this high level measure does not 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 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

To track trends in the Protection outcome, the Department is using the national Landcover Database, managed by the Ministry for the Environment, to look 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).

A baseline for this indicator which used data from Landcover Database 1 (LCDB1) - 1996/97 data - and Landcover Database 2 (LCDB2) - 2000/01 data - was reported in 2006.

Presentation of this data was in the form of a map of New Zealand showing changes in indigenous vegetation cover by environment type and level of protection. The map was supported by a table showing New Zealand-wide results, and where significant changes in categories had taken place.

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

This indicator will next be reported when Landcover Database 3 is available. This is expected in 2008.

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## Secondary Indicator

Tracking New Zealanders' views on the change in condition of New Zealand's natural, historic and cultural 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 views on the outcomes that it is striving for.

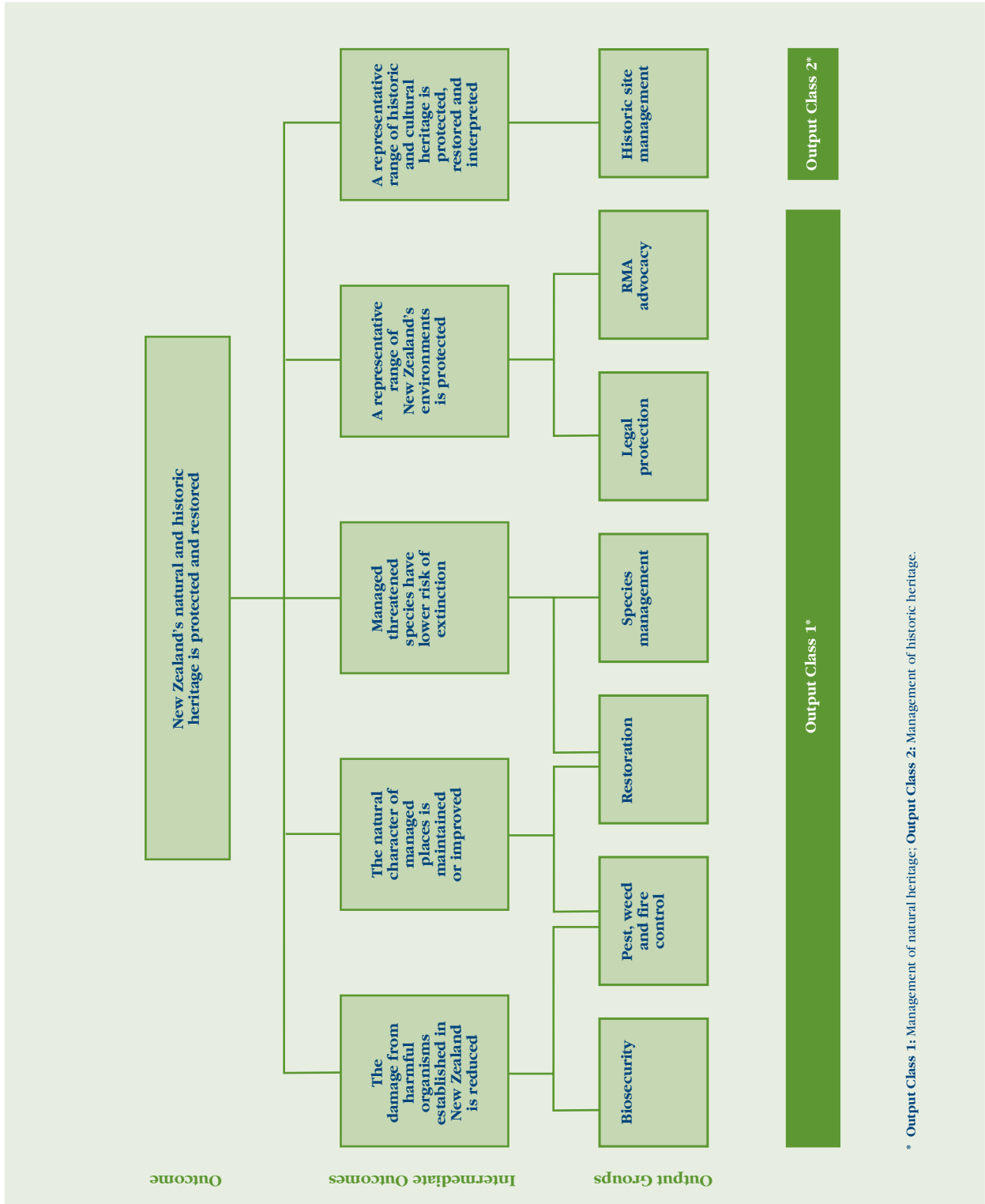
Every two years the Department asks samples of New Zealanders for their views on this heritage – whether its condition is perceived to be improving, declining or stable, and whether protection levels have increased or not. The Department also determines what contribution people think it has made to this change in the environment.

### INDICATOR

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



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



## 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, historic and cultural heritage:

1. The damage from harmful organisms established in New Zealand is reduced.
2. The natural character of managed places is maintained or improved.
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**

Invasive alien species are the biggest threat to New Zealand's native biodiversity. Protection activities include reducing the impact of predators, herbivores and weeds that are already established, and preventing additional introductions which might further threaten our native biota – the biosecurity component of our work.

Reducing or removing harmful organisms is the principal activity for maintaining or improving the "natural character" of sites. In order to meet the objectives in the New Zealand Biodiversity Strategy, many places, or ecosystems, require restoration. This means improving ecological integrity from the current state to something close to what is required to sustain remaining native species in a healthy, functioning state. This may also include such restorative activities as replanting, translocating species and habitat management.





There are large numbers of threatened species in New Zealand. One of the most effective ways of protecting these species is to take an integrated approach with other protection work and use the most effective intervention techniques. Managers currently use a variety of inventory, prioritisation and planning tools to determine what management is required and where it will deliver the most effective protection of natural heritage. While this works successfully at a local level, the Department does not yet have the tools to prioritise and integrate species and site management work at the national level, and to demonstrate that its management interventions are effective. A number of tools, components of the Natural Heritage Management System (NHMS), are under development to support these activities, including the Inventory and Monitoring Framework, and toolkit, the Species Optimisation Project and the Terrestrial and Freshwater Site Prioritisation project. (NHMS is a system that will support decision-makers in setting priorities at a national level, in a logical and explainable way, so that the Department can make the best interventions to enable recovery, or prevent decline, of biodiversity.)

Many sites of high biodiversity value occur on land not administered by the Department, and recent assessments have indicated that habitat destruction is still the biggest cause of biodiversity loss on such land. The Department works closely with landowners and other organisations, such as the Royal Forest and Bird Protection Society and the Queen Elizabeth II Trust, to ensure that threatened species on private land have a lower risk of extinction. The Department works to help private landowners understand and manage the value of the natural heritage on their land, and provides support with legal protection where this is appropriate.

## 2.1 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 Departmental 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.

The Ministry of Agriculture and Forestry (MAF), through Biosecurity New Zealand, has accountability for end-to-end management of biosecurity. The Department is part of this national biosecurity system. Pre-border, border response and national-scale pest-led activities are largely the responsibility of MAF. The Department provides MAF with policy and technical advice regarding risks to indigenous flora and fauna, as well as information about the Department's pest management activities to inform their system oversight role.



### **Evaluations**

The Department reports on MAF's satisfaction with the Department's provision of advice and information.

The difference/contribution that the Department makes in achieving the outcomes of the biosecurity system is reflected by the following indicator:

#### **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.

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## 2.2 THE NATURAL CHARACTER OF MANAGED PLACES IS MAINTAINED OR IMPROVED

### Definitions

- *Natural character* is about the dominance of indigenous species, in habitats and ecosystems and the integrity of geological and physiographical elements, features and systems. It is about the naturalness of a place - how closely it reflects an undisturbed state and how well it functions.
- *Managed places* are 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.
- *Ecological integrity* is the full potential of indigenous biotic and abiotic features, and natural processes, functioning in sustainable communities, habitats, and landscapes. Ecosystems have ecological integrity when all the indigenous plants and animals typical of a region are present, together with the key major ecosystem processes that sustain functional relationships between all these components. At larger scales, ecological integrity is achieved when ecosystems occupy their full environmental range.



## Evaluations

Reporting on the condition of all natural heritage managed on public conservation land is an extremely difficult task and an ambitious goal. As the Department works towards this it will 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 will focus on vegetation changes within conservation areas. This will be tracked every five years to show changes in percentage cover of indigenous vegetation by different environments as recorded in the Land Environments of New Zealand classification system. A baseline has been developed from which future trends can be determined for the following indicator:

### INDICATOR

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

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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 continue to improve its ability to report on changes in the size-class structure of forests and representation of specific species or functional groups (such as species preferred by deer and possums) using information drawn from the National Vegetation Survey databank. In its Annual Report for the year ended 30 June 2006, the Department reported on the following indicators, using a case-study approach:

### INDICATORS

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

Changes in representation of specific species or functional groups in particular places within forests on conservation land.

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The Department demonstrated that where consistent national data collection standards were applied, both indicators can deliver useful information and report on the current status and trends in native forests at local and national scales. Some work will be undertaken during the year to compile additional information to allow the Department to better interpret the data. Future work under the National Inventory and Monitoring Project (a component of the Natural Heritage Management System Programme) and that funded through the Cross Departmental Research Pool will progress development of these indicators, including sampling strategies for their implementation and improved interpretation.



Although monitoring is under way in marine reserves to record changes resulting from legal protection, the Department does not yet have a standard quantitative way of measuring condition changes in this environment. Work to develop a standard approach is under way.

### **What Can the Department Do at Present?**

With its present capacity and capability the Department can:

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

### What Does the Department Need to Do in the Future?

In order to measure progress in protection and restoration, ecological integrity needs to be measured, including:

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



The Department also needs to monitor change over time, estimate the difference made by the actions of management agencies, and estimate net achievement. This will involve:

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

### Measuring Representativeness

The core idea behind representativeness is that the biodiversity pattern is intact and healthy if the full range of biological diversity is included within the areas managed for conservation. The Department has used environmental classifications as a surrogate approach to measuring the full range of biological diversity. In order to measure representativeness the Department needs to improve the protected area database, maintain the Land Environments of New Zealand (LENZ) classification, seek a comprehensive update of the Landcover Database, spatially define rare ecosystems to account for limits in the resolution of LENZ, spatially define significantly-reduced ecosystems, and complete and maintain freshwater and marine classifications.

Work funded through the Cross Departmental Research Pool will progress interpretation of two indicators described in the Department's Natural Heritage Inventory and Monitoring Framework. These projects will research:

- How much indigenous biodiversity remains on *'land under indigenous vegetation'*?
- Does *'environmental representation'* indicate species security?

## Measuring Species Occupancy

Species occupancy is the extent to which any species capable of living in a particular ecosystem is actually present at a relevant spatial scale. At the national level, trends in the number of threatened species by threat classification and trends in the security, and demographic response of threatened species under active management are indicators of species occupancy that can be implemented over the next few years. Trends in the number of threatened species by threat classification will be reported on at appropriate intervals. Over the next year, the Department will continue to progress development of several indicators for priority species.

Work funded through the Cross Departmental Research Pool will progress interpretation of one of the indicators described in the Department's Natural Heritage Inventory and Monitoring Framework. This project will research:

- How well does the *demographic response of managed acutely-threatened taxa* capture other biodiversity benefits from intensive management?

## Measuring Native Dominance

The core idea behind native dominance is that ecosystems are intact and healthy if species composition, biomass and ecological process are heavily dominated by native species. The indicators will describe aspects of processes, native cover, and the distribution and abundance of weeds and pest species and their eradication. Over the next year the Department will continue to progress development of several indicators of native dominance.

Work funded through the Cross Departmental Research Pool will progress interpretation of one of the indicators described in the Department's Natural Heritage Inventory and Monitoring Framework. This project will research:

- How do trends in '*ecosystem composition*' along environmental and disturbance history gradients reflect changes to whole ecosystems?



## 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 where the Department is taking action to reduce extinction risks and to secure species, by managing priority 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 secure 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 trends will be reported on as threat classification lists are revised and monitoring is updated. The following are indicators:

### 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.

Each species will be reviewed on a three-yearly cycle. Note that there is likely to be a trend of increasing numbers of threatened species as new information is gained on species for which data is deficient. Improved security can be expected for some managed threatened species.

### IDENTIFYING TRENDS IN THREATENED SPECIES

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

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





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

### Definitions

- *Representative range* is about securing protection for adequate and viable examples of different types of natural ecosystems and landscapes which, in 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 classifications. These classifications cover public conservation land, protected marine areas and areas managed by others for conservation that the Department directly or indirectly supports. The classifications provide a framework that enables an assessment of progress towards policy goals about the level of biodiversity protection across the full range of environments.

### Evaluations

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

#### INDICATORS

Percentage of lowland forest areas in protection.

Percentage of wetlands in protection.

Percentage of marine areas in protection.

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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 Exclusive Economic Zone and territorial sea) is, however, around 2.5%, and 0.28% of that larger area is contained in marine reserves.

#### INFORMING BIODIVERSITY PROTECTION PRIORITIES

The Department contributed to the development of a new approach to prioritising legal protection of biodiversity across the full range of environments - 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 uses the percentage of remaining cover to identify effort required for particular environments where threats to biodiversity are most imminent and opportunities to protect remaining biodiversity are retreating most rapidly. Prompt action by the Department should contribute to slowing the decline in biodiversity, but will not halt it.





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

### Definitions

- *Historic and cultural heritage* is about the fabric (built heritage, remains of human activity) and stories (memories) found on public conservation land or land 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

New Zealand's distinctive culture is maintained by engagement with our history and environment. Protecting and interpreting historic and cultural heritage on public conservation land contributes to New Zealanders' sense of national identity and helps foster an appreciation of, and pride in, the nation's heritage.

To measure the gains being made in the conservation of historic and cultural 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. The following are indicators:

#### INDICATORS

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

Change in the number of historic sites that meet ICOMOS standards.

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

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

### 3. KEY OUTPUTS AND WHY THEY HAVE BEEN CHOSEN

#### Statement of Forecast Service Performance for the Year ending 30 June 2008

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, **eight** output groups and related measures have been identified:

1. Crown Pest/Weed Exacerbator
2. Biosecurity
3. Pest, weed and fire control
4. Restoration
5. Species management
6. Legal protection
7. Resource Management Act advocacy
8. 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.

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

### 3.1 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. Since the 2006/7 financial year, this work has been managed as a separate Output Class - Crown Contribution to Regional Pest Management Strategies - within Vote Conservation. Interventions delivered by the Department include funding for weed and pest work to be undertaken by the Department to meet its agreed "Crown as exacerbator" obligations to regional pest management strategies that are developed and implemented by regional councils under the Biosecurity Act 1993.

## Reports and Measures

### *Crown Pest/Weed Exacerbator Costs*

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

#### OUTPUT CLASS: CROWN PEST/WEED EXACERBATOR COSTS

	REVENUE CROWN \$000	REVENUE OTHER \$000	TOTAL REVENUE \$000	EXPENSES \$000	SURPLUS/ (DEFICIT) \$000
2007/08 Forecast	2,059	-	2,059	2,059	-
2006/07 Estimated Actual	2,079	-	2,079	2,079	-



## 3.2 BIOSECURITY

Biosecurity effort within the Department is aimed at helping to 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. The Department's various biosecurity functions support the achievement of the intermediate outcomes for natural character and species (see 2.2 and 2.3), as species and natural character can both be harmed by unmanaged new and existing harmful organisms.

The implementation of the Biosecurity Strategy led to changes in how biosecurity work within Government is undertaken. These changes included a realignment of funding arrangements. Cabinet assigned responsibility for national-scale pest management to MAF.

The Department's biosecurity work is now focused on the following:

- biosecurity policy advice, within Vote Conservation, is now under the Department's policy advice stream (Output Class 5)
- specific pest and disease responses within Vote Conservation Output Class 1 for specific Departmental response-related pest-led work
- the Department's pest/weed exacerbator contributions to regional pest management strategies (originally Vote Biosecurity (Conservation)) are now in a separate Output Class - Crown Contribution to Regional Pest Management Strategies - within Vote Conservation.

Biosecurity New Zealand has the lead for all pre-border, border response and national-scale pest-led work. National-scale work includes work to eradicate or contain pests at a national level. The Department retains its responsibilities for national-scale work on wild animals under the Wild Animal Control Act 1997 (e.g., thar), and freshwater pest fish (subject to any changes that may arise out of the freshwater fish jurisdictional review).

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

### 3.3 SPECIFIC PEST AND DISEASE RESPONSES

This activity relates to eradicating or containing newly-established or low incidence exotic pests and diseases 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, scientific and policy advice and support will be delivered in accordance with the programme agreed with the Minister for Biosecurity and the Ministry of Agriculture and Forestry.

### 3.4 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.

Priorities for plant and animal pest programmes are currently set using local systems which, while generally effective, lack integration and, for animal pests, are not nationally consistent. Tools under development in the Natural Heritage Management System will provide better inventory, classification, prioritisation and monitoring. These tools will lead to more consistent and transparent decision-making as they are rolled out over the next 5 years.

There is currently little knowledge to prioritise fire effort and all fires are controlled as they arise. Work on Fire Threat Analysis, fire behaviour research, and more general work to prioritise sites, will allow better focus of effort in the future.





### Definition

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

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

### Reports and Measures

#### *Fire Control*

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

#### *Pest and Weed Control - Possums*

- 264,000 hectares of land<sup>1</sup> will receive treatment this year for possums.
- 1,074,000 hectares of land will be under sustained control for possums.
- 112 possum control operations will be undertaken, with 90% of operations meeting their targets for operational success.

#### *Pest and Weed Control - Deer*

- 339,000 hectares of land will receive treatment this year for deer.
- 681,000 hectares of land will be under sustained control for deer.

#### *Pest and Weed Control - Goats*

- 1,456,000 hectares of land will receive treatment this year for goats.
- 2,348,000 hectares of land will be under sustained control for goats.

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<sup>1</sup> 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 - Other Terrestrial Animal Pests*

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

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

#### *Pest and Weed Control - Aquatic Animal Pests*

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

- 18 aquatic animal pest eradication operations will be undertaken in treatable sites.<sup>2</sup>

#### *Pest and Weed Control - Weeds (including aquatic weeds)*

- 107 weed control work plans will be completed using a weed-led approach.
- 416,000 hectares of land will receive treatment this year for weeds using a site-led approach.
- 1,385,000 hectares of land will be under sustained weed control using a site-led approach.



### 3.5 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 reintroductions of indigenous species.

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<sup>2</sup> 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.

Restoration is an expensive process and involves commitment for many years. It is important that it is well focused. The Natural Heritage Management System will, in time, support better decision-making on prioritisation of sites and on the best mix of management at the priority places. There is increasing community-driven work in restoration (evidenced by the increasing number of predator exclusion fences around the country) and the Department is continuing to develop the role it plays in supporting community groups and landowners in restoring private land.

#### **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, some 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 reintroductions 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*

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

## 3.6 SPECIES MANAGEMENT

This work is about providing management actions to support the survival of populations of threatened indigenous species on conservation land, in the coastal marine area, and in captivity, and through working with the fishing industry under the Conservation Services Programme.<sup>3</sup> The work done must meet quality standards in standard operating procedures, policies and species recovery plans, or legislation. This work contributes to the species survival outcome.

Species Recovery Groups (made up of staff and outside experts) advise the Department on species work and the difficult choice of which of the many threatened species are a priority. Currently under development is a clearer, stable species goal. This will be supported by a framework to prioritise species work to best achieve that goal and by tools for optimising management for those priority species. These will assist managers to optimise resource allocation to threatened species and assist integration with other protection work.

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<sup>3</sup> 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.



### 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.

### Reports and Measures

#### *Species Management*

- 148 “acutely-threatened”, species or subspecies will have improved security for one or more populations as a result of active species conservation programmes.
- 53 “chronically-threatened”, species or subspecies will have improved security for one or more populations as a result of active species conservation programmes.
- 23 “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 182 “acutely-threatened” species or subspecies through survey monitoring and research.
- The Department will have achieved improved understanding of status and threats for 61 “chronically-threatened” species or subspecies through survey monitoring and research.

- The Department will have achieved improved understanding of status and threats for 26 “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.

### 3.7 LEGAL PROTECTION

This work is about increasing the protection for species, and 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 security 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.

Legal protection is complemented by support for landowners to protect natural heritage on their own land as this retains community ownership, promotes conservation awareness and engagement, and is a practical response to the limits of the Department’s capacity.



### 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 Department manages 32 marine reserves, amounting to 1,277,142 hectares of marine area around mainland New Zealand and offshore islands (see Appendix 3). These areas are legally protected in a natural state, providing a refuge for marine species and significant community recreational assets. Marine reserves vary in size from the smallest, The Gut in Fiordland - 93 hectares, to the largest in the Kermadec Islands, New Zealand's most northern island group, an area of 748,000 hectares. Contributing to the total figure above, the Fiordland Marine Management Act 2005, together with local limits on fishing and existing Fiordland marine reserves, established a network of ten representative protected areas for that unique inner fiord environment (a combined area of 10,303 hectares).

In addition, the Minister of Conservation has sought concurrence from the Minister of Fisheries for the following approved marine reserve applications:

CONSERVATION-APPROVED MARINE RESERVES	AREA (HA)
Great Barrier Island (Aotea)	49,500
Tapuae (Taranaki)	1,547

The Minister of Conservation expects to consider further marine protection proposals at:

Akaroa Harbour	530
Tawharanui	400
Sub-Antarctic Islands (Antipodes, Bounty and Campbell Islands)	Up to 680,647

Marine protected sites to be achieved in 2007/08 involve:

- completing processing and decision-making in respect of the above marine protection applications
- participating in regional planning processes for marine protected areas relating to the Hauraki Gulf, the coastal area near Otago, and South Island West Coast.

#### *Legal Protection of Areas and Sites: Terrestrial protection*

- 45,000 hectares of terrestrial area legally protected during the year.
- 12 historic sites where legal protection will be achieved.

### 3.8 RMA ADVOCACY AND COASTAL SERVICES

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 ensuring 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).<sup>4</sup>

<sup>4</sup> 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.



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 plans to influence 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.

It also involves providing guidance and support relating to the Minister of Conservation's statutory coastal responsibilities under the Resource Management Act and the Foreshore and Seabed Act, particularly restricted coastal activities and regional coastal plans.

#### **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, Māori 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*

- 30 court or legal actions where other processes have failed.



#### OUTPUT CLASS: MANAGEMENT OF NATURAL HERITAGE

	REVENUE CROWN	REVENUE OTHER	TOTAL REVENUE	EXPENSES	SURPLUS/ (DEFICIT)
	\$000	\$000	\$000	\$000	\$000
2007/08 Forecast	126,979	8,129	135,108	135,108	-
2006/07 Estimated Actual	129,596	8,130	137,726	137,726	-

## 3.9 HISTORIC SITE MANAGEMENT

This work is focused on maintaining and restoring priority historic assets on public conservation land, and, where practical, making them more accessible to visitors. The work is supported by standards and a systematic approach; asset database, inventory, inspection regime. The successful completion of this work supports the Department's intermediate outcomes for historic and cultural heritage management, with more assets safeguarded and enhanced opportunities created to enjoy and understand these historic places.

### 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 and Cultural Heritage Restoration*

- 36 historic or cultural heritage assets for which remedial work is completed to standard.
- 640 historic or cultural heritage assets for which regular maintenance work is on track to standard.
- 100 historic or cultural heritage assessment reports completed to standard.

#### **OUTPUT CLASS: MANAGEMENT OF HISTORIC HERITAGE**

	REVENUE CROWN \$000	REVENUE OTHER \$000	TOTAL REVENUE \$000	EXPENSES \$000	SURPLUS/ (DEFICIT) \$000
2007/08 Forecast	5,275	273	5,548	5,548	-
2006/07 Estimated Actual	5,407	273	5,680	5,680	-

#### 4. SCIENCE AND RESEARCH FOR PROTECTION

The Department's terrestrial science and research programme will continue to support the assessment of biodiversity and the prediction of risks to it from introduced pests and weeds. A key focus will be seeking cost-effective control for multiple pests across a range of control intensities and ecosystem types. Systems for site prioritisation and integrated pest management are under development. 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, a current project to develop a tool for optimising threatened species recovery will assist the Department to direct research and management effort. Sites will also be assessed and prioritised for their contribution to economic and social sustainability (water and soil conservation and climate change mitigation).

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

Historic and cultural heritage research will address: stabilisation and monitoring of historic and cultural heritage; assessing and evaluating the significance of historic values; characterising historic and cultural landscapes and priorities for their protection; developing methods for balancing historic themes represented in the protected area network and the production of information; methods and processes for improved departmental and public understanding and interpretation.



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

### 1. WHAT THE DEPARTMENT AIMS TO ACHIEVE

The Appreciation outcome draws together work being done to fulfill several of the key functions of the Conservation Act. That Act's definition of conservation includes the concept of providing for the appreciation and recreational enjoyment by the public of protected natural and historic resources. Within this legislative context, the Department's Strategic Direction focuses the Department's work on the overall purpose of increasing the value of conservation to New Zealanders.

The Appreciation outcome builds on the values that people attach to conservation. Work that contributes to this outcome aims to foster a shared sense of stewardship with the community and business. It provides information and education, opportunities for recreation, leisure and using the public conservation estate, and opportunities to participate in protecting and restoring the country's natural, historic and cultural 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 will provide opportunities for education and inspiration.

The Department's success in 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.

### Indicators

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

This survey examines changes in New Zealanders' views on a broad range of benefits; for example, health, enjoyment, educational, inspirational, cultural, recreational and economic benefits.

#### INDICATOR

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

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Every three years the Department tracks how New Zealanders see the value of conservation relative to other broad outcomes, such as health, security, using their willingness to make “trade-offs”, or pay, as an indicator of support.

#### INDICATOR

The relative value of conservation as an indicator of support for conservation.

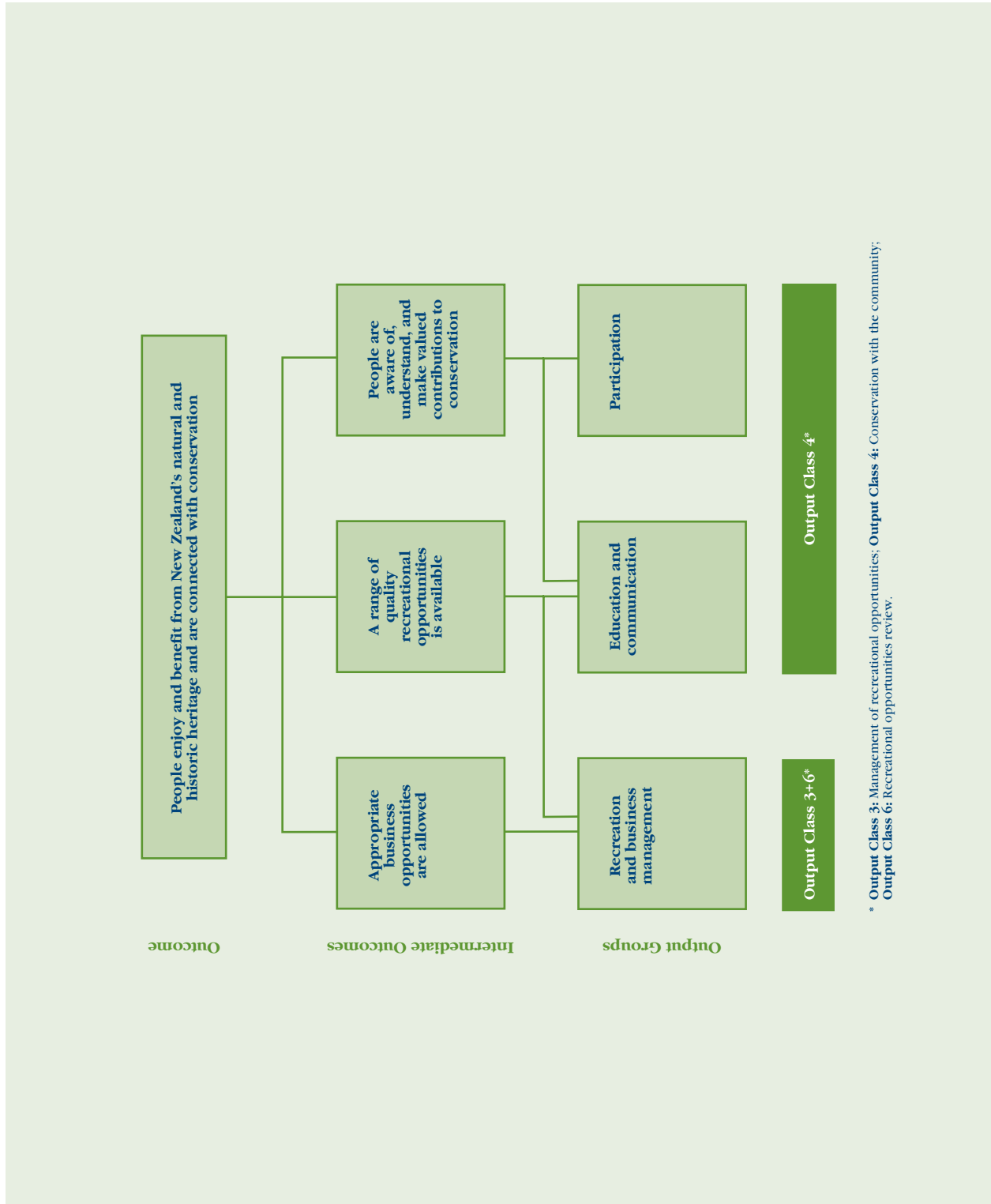
The Department is analysing a study on the values that people attach to conservation. This will assist it in understanding the range of values that is attributed by society to conservation and guide the work that needs to be done. It will help inform the Department’s planning, reporting, and system development, particularly in respect to strategy, communications and staff development. The work will provide another benchmark to measure changes over time in people’s understanding and appreciation of conservation.

## 2. INTERMEDIATE OUTCOMES

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

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.

## How These Intermediate Outcomes Help Achieve the Appreciation Outcome

The Department's aim is to make parks and other protected areas as relevant and vital to communities as are other essential services and places. The Department's ability to connect people with the worlds of nature, the wider environment, and historic and cultural heritage, will determine its ongoing relevance in a changing society. In understanding and responding to this change it is essential the Department involves others as partners to continue development of the intrinsic values of heritage protection, support for recreational opportunities and nature tourism, and the maintenance of future options. However, the Strategic Direction prompts consideration of other values that are not commonly attached to conservation. Key ones are ecosystem services, and the economic values (such as branding and marketing) that stem from the values that define our national identity. Also included are values stemming from the concept of "healthy parks: healthy people", encompassing the physical, mental, spiritual and cultural dimensions of health. This wider range of values is being addressed in the Department's current longer-term planning and will be reflected in future *Statements of Intent*.

The current intermediate outcomes have been selected as the most effective means of promoting enjoyment and appreciation of our natural, historic and cultural heritage. The connection is encouraged in two ways: by providing for a spectrum of outdoor recreational opportunities in different settings on public conservation land, from wilderness areas to developed sites, and by promoting a range of opportunities for people to learn about, and become engaged in, conservation.

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

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



A planning framework that links the recreation opportunity spectrum (ROS) and visitor groups (defined in the 1996 Visitor Strategy) guides decisions on the range of outdoor recreational opportunities provided, and what isn't provided. Service standards have been described, and linked directly to the various visitor groups. The influence of these standards on recreational opportunities is evident. This is seen, for example, in the Department's procedures for huts, which promote fewer huts in remote sites compared with backcountry walk-in sites.



The mix of outdoor recreational opportunities provided on land managed by the Department is determined by the outcomes planned for different places. These outcomes take account of the nature of the experience to be maintained, public access, the robustness of natural and historic settings and their sensitivity to disturbance, and how they contribute to the wider network of recreational opportunities. This mix may need to change and broaden as community outdoor recreation preferences change. Applying a recreation planning framework, along with monitoring activities-at-place, and understanding the value people give to outdoor recreational experiences, will enable the Department to respond to these changes and redirect resources accordingly.

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

Ongoing cooperation with the tourism sector is helping to ensure that tourism on public conservation lands sustains visitor appreciation of New Zealand's natural wonders, without impacting adversely on conservation values or the quality of the visitor experience. The Department supports this through granting concessions to broaden recreational opportunities and provide economic opportunities for local communities and the private sector.



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

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

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



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

### Definitions

- *Aware of* means to be informed of the conservation context, issues and trends, and to be conscious of their importance and implications.
- *Understand* relates to the importance and implications of the conservation context, issues and trends.
- *Valued contributions* means that people contribute to conservation in ways that give them satisfaction and are valuable to, 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 tracks year-to-year trends in the following indicators of connection and involvement.

INDICATORS

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

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

INDICATORS

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.

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

### Definitions

- *Recreational 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 recreational and leisure activities.



Recreation and the broadening use of public conservation lands and waters is an area that will receive increasing attention in response to the Strategic Direction. The work is consistent with the State Services Development Goal programme by enhancing New Zealanders' experience of State Services.

### Evaluations

To measure the effectiveness of the Department's efforts in providing a range of quality recreational opportunities on public conservation land, trends in participation and satisfaction with the opportunities will be tracked annually.

#### INDICATOR

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

This measure continues the participation / time series that commenced in March 2000.

## 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.

#### INDICATOR

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

#### BASELINE DATA

All concessions contain conditions that require unacceptable impacts to be avoided, remedied or mitigated.

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

### 3. KEY OUTPUTS AND WHY THEY HAVE BEEN CHOSEN

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

The main obstacles to achieving the Appreciation outcome are:

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

To overcome these obstacles and to achieve the Appreciation outcome, and its associated intermediate outcomes, the Department has identified three groups 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 recreational opportunities available and the number of impacts created by changing trends in recreational 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 recreational 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 recreational and tourism opportunities
- to allow business concessions in conservation areas. These businesses provide enhanced access to the range of recreational opportunities available on public conservation land. Where compatible with the natural, historic and recreational values at places, they can also provide social and economic services to New Zealand.

The Department provides recreational 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 recreational opportunities as well as supporting local and regional economies. 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. These businesses are equally important to 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 and 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 information about recreational opportunities, supporting recreational opportunities through provision of a network of managed assets (tracks, huts and campsites, roads, car parks, visitor centres etc); and allowing commercial concessions to operate where they increase the range of recreational opportunities and/or are compatible with the protection of natural, cultural and historic values and visitors' enjoyment.

## Reports and Measures

### *Recreation Opportunities Management*

- 90% of 399 visitor recreation and interpretation publications will meet publication standard.
- 90% of 399 visitor recreation and interpretation publications will be available for the public on the Department's website.

### *Asset Management*

- 80% of 961 huts will meet the required service standard.
- 50% of 12,850 km of tracks will meet the required service standard.
- 100% of 13,370 structures will meet the required service standard.

### *Business Opportunities Management*

#### **Recreation Concessions**

##### *One-Off Recreation Concessions:*

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



*Longer-Term Recreation Concessions*

- A target of 15% of active longer-term recreation concessions will be monitored annually.
- 978 active longer-term recreation concession permits, licences, leases and easements managed.
- 208 active longer-term recreation concession permits, licences, leases and easements will be processed with a target of 75% processed to standards of time and cost.

**Other Resource Use Concessions**

*One-Off Other Resource Use Concessions:*

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

*Longer-Term Other Resource Use Concessions*

- A target of 15% of active longer-term other resource use concessions will be monitored annually.
- 2,640 active longer-term other resource use concession permits, licences, leases and easements managed.
- 305 active longer-term other resource use concession permits, licences, leases and easements processed with a target of 75% processed to standards of time and cost.

**OUTPUT CLASS: MANAGEMENT OF RECREATIONAL OPPORTUNITIES**

	REVENUE CROWN	REVENUE OTHER	TOTAL REVENUE	EXPENSES	SURPLUS/ (DEFICIT)
	\$000	\$000	\$000	\$000	\$000
2007/08 Forecast	104,509	19,749	124,258	124,258	-
2006/07 Estimated Actual	95,493	19,769	115,262	115,262	-



## Recreational 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 recreational opportunities. This output class is unfunded.

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

### OUTPUT CLASS: RECREATIONAL OPPORTUNITIES REVIEW

	REVENUE CROWN	REVENUE OTHER	TOTAL REVENUE	EXPENSES	SURPLUS/ (DEFICIT)
	\$000	\$000	\$000	\$000	\$000
2007/08 Forecast	-	-	-	700	(700)
2006/07 Estimated Actual	-	-	-	3,778	(3,778)

## 3.2 EDUCATION AND COMMUNICATION

This work is about helping people to connect with conservation and its benefits, 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*

- 131 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, historic and cultural 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 and it is fundamental to the Department achieving its purpose. The Department will need to increase effectiveness of community and business participation in conservation. Consequently, it will need to build staff capability and capacity to enable the community and business to participate effectively and with confidence.

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

### Definition

- *Participation* means providing people with ways to make a difference for conservation by giving their time, expertise and/or goods and services.

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*

- 4,450 volunteers will participate in departmental volunteer programmes.
- 16,000 workday equivalents will be contributed by people volunteering.
- 450 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 450 partnerships will involve tangata whenua.
- 340 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 COMMUNITY

	REVENUE CROWN	REVENUE OTHER	TOTAL REVENUE	EXPENSES	SURPLUS/ (DEFICIT)
	\$000	\$000	\$000	\$000	\$000
2007/08 Forecast	12,248	1,293	13,541	13,541	-
2006/07 Estimated Actual	13,038	1,457	14,495	14,495	-



#### 4. SCIENCE AND RESEARCH FOR APPRECIATION

Science and research efforts will help the Department define the natural, historic and social values at places and identify the associated physical and social impacts that occur when these places are used. Research focuses on the relationships people have with their environment, how that affects conservation, and ways to increase the value New Zealanders see in conservation.

Research will investigate the measurement of the benefits derived by individuals and society from undertaking recreational and conservation activities and the barriers to achieving quality visitor experiences.

Other social research will focus on improving public participation in conservation and strengthening Departmental skills to better facilitate communities' engagement in 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 2008**

The provision of effective policy advice and servicing to Ministers and a range of statutory bodies contributes to both of the Department's outcomes and underpins all its work. 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, Treaty settlements, proposals for amending legislation and regulations, including biosecurity and technical advice
- 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, appointments advice, administrative services, 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 new settlements there can be a push for new redress to be developed, which would 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.

The Department 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.



## 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 1,600 to 1,800.
  - The number returned for redrafting will not exceed 10%.
  - 75% will be completed within the timeframes for reply.
- It is expected that the Department will send 350-400 submissions to the Minister.
- It is expected that the Department will receive 60-70 ministerial Official Information Act requests.
- It is expected that the Department will receive 350-400 requests for information with 100% meeting the ministerial deadline.
- It is expected that the Department will receive 300-350 Parliamentary Questions with 100% meeting the ministerial deadline.

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

### *Statutory Bodies*

#### OUTPUT CLASS: POLICY ADVICE AND SERVICES

	REVENUE CROWN	REVENUE OTHER	TOTAL REVENUE	EXPENSES	SURPLUS/ (DEFICIT)
	\$000	\$000	\$000	\$000	\$000
2007/08 Forecast	6,331	64	6,395	6,395	-
2006/07 Estimated Actual	5,562	64	5,626	5,626	-

# Organisational Capability

## Organisational Capability

The development of the Department's capability is designed to enable the manifestation of the Strategic Direction and it is fully congruent with the framework of the State Services Development Goals. To achieve its purpose it is vital that the Department excels in the area of each Development Goal. The immediate focus is on being an employer of choice and developing staff capability.

The State Services Development Goals are:

- Employer of Choice
- Excellent State Servants
- Networked State Services
- Co-ordinated State Agencies
- Accessible State Services
- Trusted State Services.



## Building People Capability

In order to achieve its strategic direction the Department must build on its reputation for innovation and achievement in conservation management on the land and waters that it administers. The Department needs to build strategic skills in the areas of relationship management and facilitation, including enhancing its ability to influence stakeholder decision-making.

The work of the Department of Conservation is about working with others. This work is done by the people within the Department, for the people of New Zealand. If the Department is to improve its overall performance in managing conservation, it must have, and deliver on, strategies for recruiting, developing and retaining people in ways that are effective now and can adapt in the future.

It is anticipated that the future operating environment of the Department will be characterised by large-scale demographic, social, technological and political change. It is essential that the workforce has both expertise to lead and facilitate conservation ventures in New Zealand, and the ability to work with others to achieve common goals. The Department will need the ability to adapt in response to a changing environment.



In order to grow staff capability and flexibility, the Department needs to change in three key areas.

- Leadership
- Organisational Systems
- Culture

**(a) Grow leaders who motivate and support staff to move in an agreed direction with competence and full commitment.**

- Managerial leaders play a key role in the Department's success. They set the context, are responsible for setting direction in their work area and for ensuring staff are challenged, supported, resourced and developed.
- In a world of expanding needs that often seem to outpace the resources needed to fulfill them, the Department must grow leaders who are able to work with each other, their teams, Māori and other stakeholders in a way that makes the most of all available resources. Working together across traditional boundaries both inside and outside the Department will be the norm. Swapping, sharing, building together for the common good will be encouraged and leaders who make this happen will be rewarded.
- Quality of leadership and management can be the difference between enthusiastic, high performing and satisfied teams, and frustrated and disengaged people.
- In an environment where change is a constant, it is essential that managers are skilled leaders of people who have the trust and commitment of their teams to take them beyond team members' experiences of the past and into a productive future.

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

- The Department must continue to deliver on its mandate. With the threat of global warming and degradation of the planet's environments it is critical to demonstrate what can be done if the Department works actively with others to preserve, maintain and use sustainably the environments that generate life. To do this the Department needs people who know what their role is and how their performance helps to achieve the mandate.



- It is important that in a changing global labour market, the Department positions itself and has systems flexible enough to recruit and retain the best people. This may mean there are more ‘permeable’ boundaries so that people can move more flexibly in and out of the organisation to pursue different parts of their career.
- The environment, and the Department’s role in it, will continue to change. To succeed, people are needed who can build and maintain technical competence, as well as social competence that enables them to work well with others.
- The Department must ensure that the organisational systems supporting managers are simple, integrated and effective at driving productive behaviour.

**(c) Develop a culture of people who recognise and value different perspectives, work together well and engage others to create desired outcomes.**

- To feel valued and to make a meaningful contribution, staff need to understand and act on a compelling strategy.
- The Department has to be able to demonstrate the value that it adds to New Zealand’s social, environmental and economic well-being. Therefore, it is important that it builds a workforce that is confident in the contribution it makes and is able to bring Māori and other stakeholders along with it.
- The Department will have a culture where risks are identified and managed and opportunities are seized.
- Working across boundaries will be ‘normal’. Learning how to work successfully with diverse groups, both internally and externally is a high priority.
- The Department will be an organisation in which women and men receive equal opportunities to access rewards, to participate fully and to be treated with respect and fairness.





*Challenges for 2007/08:*

The Department will:

- Develop a learning and development strategy and curriculum
- Design a Collective Agreement to meet changing workforce needs
- Build strong internal and external relationships
- Develop a stronger customer focus in all service and support functions based on demonstrable customer needs
- Develop and implement succession planning at all levels of management and for key specialist roles
- Develop more flexible career paths
- Complete the Equity Review to identify how gender affects employment in the Department. A response plan will be developed to address the issues over time.

### **Māori Relations Capability**

The purpose of the Department's work with Māori is to achieve positive conservation outcomes. To achieve that intent, successful relationships must be brokered and maintained. The key to maintaining successful relationships is effective engagement.

The Department's engagement with Māori will be based on the following high level guidelines:

- Protecting Māori cultural values on land managed by the Department and protecting conservation values on land owned by Māori
- Empowering Māori communities to fulfil their customary duty as kaitiaki of taonga and encouraging their participation in conservation delivery
- Balancing cultural/social and ecological values in decision-making
- Interacting (to the appropriate extent) with Māori on all issues that either party may raise to manage potential risk and maximise opportunities
- Engendering tangata whenua and Māori support for conservation and the Department of Conservation
- Giving effect to the principles of the Treaty of Waitangi.

Departmental capability to achieve this is sustained and monitored using the Kaupapa Atawhai system.

*Challenges for 2007/08:*

- Building Māori capability and diversity within the Department
- Building capability in the Department to work with Māori, specifically:
  - implementing the updated Te Pukenga Atawhai training package
  - implementing the Te Reo Strategy
  - monitoring business plans through Kupenga.
- Assisting to build Māori capability outside the Department to work for conservation by implementing Nga Whenua Rahui Strategic Directions Plan
- Continuing to build international cultural relations for conservation through the World Heritage Programme.

**Information and Technology Capability**

The Department's five-year Information and Technology Programme, signed off in May 2006, recognises the critical importance of having good access to high quality information to guide operational management, to understand and explain impacts, and to inform future decision-making to deliver improved conservation outcomes. The Department is committed to providing cost-efficient systems based strongly on business need and fitness for purpose. Improving the data quality and collection efficiency, underpinning all data with time and location to enable integrated geospatial and temporal analysis, and supporting our ability to work collaboratively through data sharing, are key themes.

*Challenges for 2007/08:*

The Department will:

- implement new systems for Asset Management and Natural Heritage Management
- significantly upgrade its Intranet to improve staff communication and efficiency.



### **Science and Research Capability**

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

#### *Challenges for 2007/08:*

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

- natural, historic and cultural 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. All published research reports are available on the Department's website.

The Department is involved as an "end user" in eight long-term Outcome-Based Investments funded by the Foundation for Research Science and Technology. The Department's involvement includes representation on governance boards and on technical reference groups and, as results of the research are forthcoming, translating those results into changes in work practices.

### **Long-Term Financial Capability and Cost Effectiveness**

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 pressures through improved efficiency and effectiveness and minor restructuring.

The Department has put in place an activity-based costing model which has identified the ongoing costs of each of the elements of its business. This will lead to efficiencies in the way the Department delivers its outputs. The long-term financial plan has identified the gap in future budgets which will be closed through further efficiencies, reprioritisation of outputs and, where necessary, process and structural changes.

The Department has been conducting a cost of outputs “value for money” project in conjunction with The Treasury and the State Services Commission with a view to generating costing and benchmarking data in relation to its interventions. As part of that project, mechanisms have been assessed and a programme of work is being developed to address value for money. Development of outcome measures to assess the impact that more cost-effective interventions are having is part of the ongoing development of the Natural Heritage Management System, which will take several more years to complete.

*Challenges for 2007/08:*

The Department will:

- Continue with the activity-based costing model for benchmarking of trends leading to efficiency and effectiveness gains
- Refine and balance budgets for the next three years based on long-term financial plans
- the Department has completed initial development of an approach to assessing and reporting on the cost-effectiveness of the interventions it delivers. It will be piloting the first phase of this development for the Natural Heritage Output Class in the 07/08 year. This phase involves gathering data on the planned costs of the range of interventions undertaken in the Natural Heritage Output Class. In the next phase it is planned to consider the approach to relating the range of interventions delivered in the field to changes in intermediate outcome indicators. This is a long-term project under way in the Department and will take a number of iterations over several years to fully develop the process and supporting systems.



### **Sustainable Development Programme**

The Department is a core contributor to the Government’s initiatives for a sustainable New Zealand. While its natural heritage work mitigates carbon emissions for all New Zealanders, the Department is also focusing on developing a sustainable business capability.



### **Govt<sup>3</sup>**

The Department has signed up to the Govt<sup>3</sup> Sustainable Development Programme and has been phasing in the key sustainable practice indicators during 2006/07. The 2006/07 year will be used to establish the base data for reporting, and monitoring of trends will occur from 2007/08.

#### *Challenges for 2007/08:*

The Department will:

- Establish base data for reporting at the start of the 2007/08 year
- Report on the key set of sustainable practice indicators
- Comment on trends from the base data
- Identify future initiatives for inclusion in the programme.

### **Carbon-neutrality**

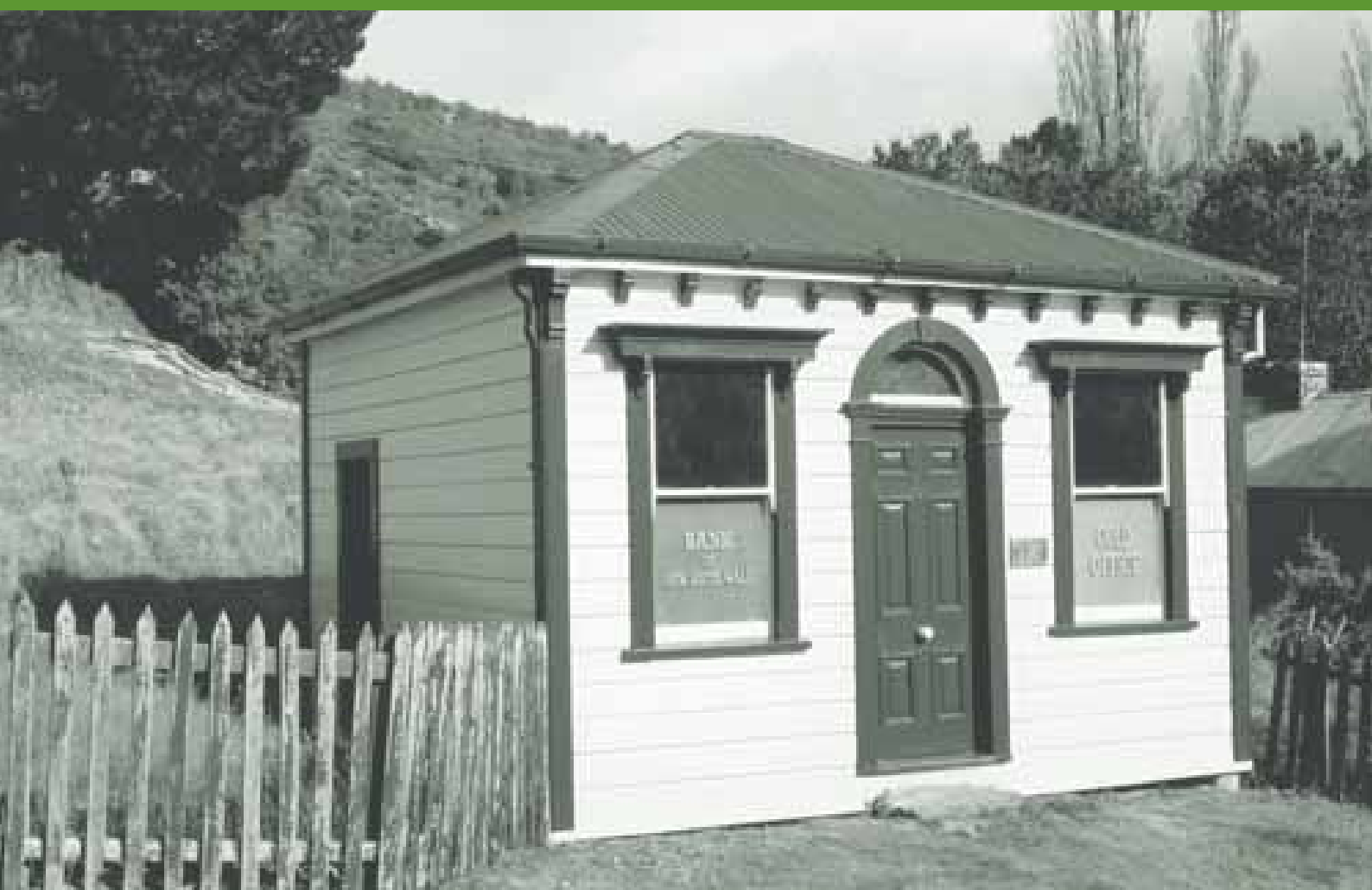
The Department is one of the lead group of six agencies that will put in place a carbon-neutral plan by 2008, and it will become carbon-neutral by the end of 2012.

#### *Challenges for 2007/08*

The Department will:

- Calculate the carbon footprint of the Department as at June 2007
- Develop emissions reduction plans for implementation in 2007/08
- Set in place carbon-neutral plans by mid February 2008, and
- Calculate the level of unavoidable emissions that will need to be offset to achieve the 2012 target.

Part 3  
Annual Financial  
Performance Forecasts



*St Bathans Gold office after restoration, St Bathans, Central Otago.*

PHOTO: DOC





## 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 (2007/08) Estimates Bill.



**Alastair Morrison**

Director-General

27 April 2007



**Andrew Gavriel**

Chief Financial Officer

27 April 2007

## 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 2007/08 budget process up to April 2007.

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

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

These forecast financial statements contain the following statements:

- a statement of responsibility from the Director-General of Conservation in respect of the statements contained in this report
- a financial overview of the Department's budget
- a forecast statement of accounting policies
- forecast financial statements for the year ending 30 June 2008, 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 2007/08 budget figures include the following Crown funding increases:

- \$2 million for intensive, integrated biodiversity management at new sites on conservation land
- \$1 million for meeting treaty settlement objectives while managing risks to conservation values
- \$0.297 million for maintaining Department of Conservation capability.

The following table shows changes in the funding available to the Department since 1995/1996. Significant changes include changes in purchases through revenue Crown, funding for the New Zealand Biodiversity Strategy (from 2000/2001) and funding for the previously unrecognised or undervalued recreational and other assets (from 2002/2003).

**FINANCIAL FUNDING**

	CROWN \$000	OTHER (Excluding Interest) \$000	TOTAL \$000
1995/1996	102,588	29,904	132,492
1996/1997	112,854	27,607	140,461
1997/1998	132,749	20,836	153,585
1998/1999	139,406	17,246	156,652
1999/2000	134,777	18,291	153,068
2000/2001	150,814	18,678	169,492
2001/2002	156,106	18,211	174,317
2002/2003	206,354	19,026	225,380
2003/2004	222,846	18,281	241,127
2004/2005	223,083	23,225	246,308
2005/2006	237,180	31,649	268,829
2006/2007 estimated actual	251,175	29,693	280,868
2007/2008 forecast	257,401	29,508	286,909

# Forecast Statement of Accounting Policies for the Year Ended 30 June 2008

## REPORTING ENTITY

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

## MEASUREMENT BASE

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

## ACCOUNTING POLICY

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

### **Forecast and budget figures**

The forecast figures for 30 June 2008 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 2007.

### **Revenue**

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

### **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 assigned to outputs*

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

#### *Indirect and corporate costs assigned to outputs*

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

### **Receivables**

Receivables 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.

## 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
<b>Visitor assets</b>	
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
<b>Buildings</b>	20-40 years
<b>Infrastructure</b>	
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
<b>Vessels</b>	
Electronics	4 years and 2 months
Engines	10 years
Hulls	15 years
<b>Furniture, computers and other office equipment</b>	5 years
<b>Motor vehicles</b>	6 years and 8 months with a salvage value of 30%
<b>Plant and field equipment</b>	10 years
<b>Radio equipment</b>	5-10 years

### **Fixed assets**

- (i) Visitor assets are stated at fair value using optimised depreciated replacement cost as valued by an independent registered valuer on an annual basis. When a visitor asset is under construction the actual cost is accumulated in a work-in-progress account. On completion of the project, assets are recorded at fair value and any difference between the actual cost and the fair value is transferred to the revaluation reserve.
- (ii) Freehold land and administrative buildings are stated at fair value as determined by an independent registered valuer. Fair value is determined using market-based evidence where available, or depreciated replacement cost. Land and buildings are revalued at least every five years.
- (iii) The cost of developing, purchasing and upgrading software is capitalised. Where the software is an integral part of the hardware (i.e. computer cannot operate without that specific software) it is treated as part of the equipment.
- (iv) Infrastructure assets are valued by independent valuers at least every five years and are stated at fair value.
- (v) Vessels are recognised at fair value. Fair value is determined using market-based evidence where available, or depreciated replacement cost. Vessels are revalued at least every five years.
- (vi) Cultural assets are shown at estimated replacement cost.
- (vii) Heritage Assets: The Department is the custodian of 12,000 historic places situated on public conservation land throughout New Zealand. These assets are held for the duration of their physical lives because of their unique cultural, historical, geographical, scientific, or environmental attributes. In accordance with Reporting Standards the Department elected not to re-value these assets in the Statement of Financial Position.

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



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

### **Community assets**

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

### **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 New Zealand Walkways Act 1990 or section 78(3) of the Reserves Act 1977 are held in trust accounts established by section 67 of the Public Finance Act 1989. If the Department incurs expenditure in relation to achieving these specific purposes, the funds are transferred to the Department as revenue when the expenditure is incurred.

### **Employee entitlements**

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

**Financial instruments**

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

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

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

**Taxpayers' funds**

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

**Implementation of New Zealand International Financial Reporting Standards**

The forecast financial statements for the year ended 30 June 2008 have been prepared under NZ IFRS. The financial statements for the year ended 30 June 2007 have been prepared under Generally Accepted Accounting Practice (GAAP).

**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 2008**

	30/06/08 FORECAST	30/06/07 ESTIMATED ACTUAL	30/06/07 BUDGET
	\$000	\$000	\$000
<b>Revenue</b>			
Crown	257,401	251,175	251,175
Other	29,508	29,693	29,693
<b>Total revenue</b>	<b>286,909</b>	<b>280,868</b>	<b>280,868</b>
<b>Expenses</b>			
Personnel	114,846	124,792	124,792
Operating	117,834	109,465	109,465
Depreciation	23,950	20,930	20,930
Capital charge	30,979	29,459	29,459
<b>Total expenses</b>	<b>287,609</b>	<b>284,646</b>	<b>284,646</b>
<b>Net surplus/(deficit)</b>	<b>(700)</b>	<b>(3,778)</b>	<b>(3,778)</b>

**STATEMENT OF MOVEMENTS IN TAXPAYERS' FUNDS  
FOR THE YEAR ENDED 30 JUNE 2008**

	30/06/08 FORECAST	30/06/07 ESTIMATED ACTUAL	30/06/07 BUDGET
	\$000	\$000	\$000
<b>Total taxpayers' funds at the beginning of the year</b>	<b>392,547</b>	<b>387,412</b>	<b>387,412</b>
Net surplus/(deficit)	(700)	(3,778)	(3,778)
Revaluation of assets	(1)	2	2
Assets transfers from other government departments	2,000	2,000	2,000
Capital contributions	17,593	7,274	7,274
<b>Total taxpayers' funds at the end of the year</b>	<b>411,439</b>	<b>392,910</b>	<b>392,910</b>

*Note: Forecast opening 'Total Taxpayers' funds' recognises employee sick leave liabilities of \$363,000 as required by New Zealand International Financial Reporting Standards (NZ IAS 19).*

**FORECAST STATEMENT OF FINANCIAL POSITION  
AS AT 30 JUNE 2008**

	30/06/08 FORECAST \$000	30/06/07 ESTIMATED ACTUAL \$000	30/06/07 BUDGET \$000
<b>Current assets</b>			
Cash and bank balances	19,821	19,823	19,823
Receivables & prepayments	4,782	7,873	7,873
Inventories	1,342	1,342	1,342
Debtor Crown	48,772	52,765	52,765
<b>Total current assets</b>	<b>74,717</b>	<b>81,803</b>	<b>81,803</b>
<b>Non-current assets</b>			
Fixed assets	380,442	357,096	357,096
<b>Total non-current assets</b>	<b>380,442</b>	<b>357,096</b>	<b>357,096</b>
<b>Total assets</b>	<b>455,159</b>	<b>438,899</b>	<b>438,899</b>
<b>Current liabilities</b>			
Creditors and payables	23,934	26,566	26,566
Provision for employee entitlements	7,647	7,284	7,284
Revenue in advance	2,049	2,049	2,049
<b>Total current liabilities</b>	<b>33,630</b>	<b>35,899</b>	<b>35,899</b>
<b>Non-current liabilities</b>			
Provision for employee entitlements	10,090	10,090	10,090
<b>Total non-current liabilities</b>	<b>10,090</b>	<b>10,090</b>	<b>10,090</b>
<b>Total liabilities</b>	<b>43,720</b>	<b>45,989</b>	<b>45,989</b>
<b>Taxpayers' funds</b>			
General funds	325,694	307,165	307,165
Revaluation reserve	85,745	85,745	85,745
<b>Total taxpayers' funds</b>	<b>411,439</b>	<b>392,910</b>	<b>392,910</b>
<b>Total liabilities and taxpayers' funds</b>	<b>455,159</b>	<b>438,899</b>	<b>438,899</b>

**FORECAST STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED 30 JUNE 2008**

	30/06/08 FORECAST \$000	30/06/07 ESTIMATED ACTUAL \$000	30/06/07 BUDGET \$000
<b>Cash flows – operating activities</b>			
<b>Cash provided from:</b>			
Supply of outputs to Crown	261,394	253,322	253,322
Supply of outputs to customers	28,966	29,087	29,087
<b>Cash disbursed to:</b>			
<b>Produce outputs</b>			
Personnel	114,846	124,792	124,792
Operating	116,833	106,881	106,881
Capital charge	30,979	29,459	29,459
<b>Net cash inflow from operating activities</b>	<b>27,702</b>	<b>21,277</b>	<b>21,277</b>
<b>Cash flows – investing activities</b>			
<b>Cash disbursed to:</b>			
Purchase of fixed assets	45,297	30,728	30,728
<b>Net cash outflow from investing activities</b>	<b>(45,297)</b>	<b>(30,728)</b>	<b>(30,728)</b>
<b>Cash flows – financing activities</b>			
<b>Cash provided from:</b>			
Capital contributions	17,593	7,274	7,274
<b>Net cash inflow/(outflow) from financing activities</b>	<b>17,593</b>	<b>7,274</b>	<b>7,274</b>
<b>Net increase in cash held</b>	<b>(2)</b>	<b>(2,177)</b>	<b>(2,177)</b>
Add opening cash balance	19,823	22,000	22,000
<b>Closing cash and bank balances</b>	<b>19,821</b>	<b>19,823</b>	<b>19,823</b>

**FORECAST RECONCILIATION OF NET SURPLUS/ (DEFICIT)  
AND NET CASH FLOWS FROM OPERATING ACTIVITIES  
FOR THE YEAR ENDED 30 JUNE 2008**

	30/06/08 FORECAST	30/06/07 ESTIMATED ACTUAL	30/06/07 BUDGET
	\$000	\$000	\$000
<b>Net surplus/(deficit)</b>	<b>(700)</b>	<b>(3,778)</b>	<b>(3,778)</b>
Depreciation	23,950	20,930	20,930
<b>Total non-cash items</b>	<b>23,950</b>	<b>20,930</b>	<b>20,930</b>
<b>Working Capital Movement</b>	<b>4,452</b>	<b>2,125</b>	<b>2,125</b>
<b>Net Loss on Sale of Fixed Assets</b>	<b>-</b>	<b>2,000</b>	<b>2,000</b>
<b>Net cash inflow/(outflow) from operating activities</b>	<b>27,702</b>	<b>21,277</b>	<b>21,277</b>

**DETAIL OF FIXED ASSETS BY CATEGORY  
AS AT 30 JUNE 2008**

	30/06/08 FORECAST \$000	30/06/07 ESTIMATED ACTUAL \$000	30/06/07 BUDGET \$000
<b>Visitor assets and Buildings</b>			
At valuation	691,436	658,018	658,018
Accumulated depreciation	(371,119)	(352,434)	(352,434)
<b>Visitor assets – net carrying value</b>	<b>320,317</b>	<b>305,584</b>	<b>305,584</b>
<b>Freehold land</b>			
At valuation	16,852	14,852	14,852
<b>Land – net carrying value</b>	<b>16,852</b>	<b>14,852</b>	<b>14,852</b>
<b>Infrastructural Assets</b>			
At valuation	27,799	27,070	27,070
Accumulated depreciation	(15,906)	(15,460)	(15,460)
<b>Infrastructural assets – net carrying value</b>	<b>11,893</b>	<b>11,610</b>	<b>11,610</b>
<b>Vessels</b>			
At cost	8,859	8,818	8,818
Accumulated depreciation	(5,009)	(4,565)	(4,565)
<b>Vessels – net carrying value</b>	<b>3,850</b>	<b>4,253</b>	<b>4,253</b>
<b>Furniture, computers, other office equipment and software</b>			
At cost	3,943	3,767	3,767
Accumulated depreciation	(3,012)	(2,833)	(2,833)
<b>Furniture, computers, other office equipment and software – net carrying value</b>	<b>931</b>	<b>934</b>	<b>934</b>
<b>Motor vehicles</b>			
At cost	21,149	20,067	20,067
Accumulated depreciation	(10,938)	(9,865)	(9,865)
<b>Vehicles – net carrying value</b>	<b>10,211</b>	<b>10,202</b>	<b>10,202</b>



	30/06/08 FORECAST	30/06/07 ESTIMATED ACTUAL	30/06/07 BUDGET
	\$000	\$000	\$000
<b>Plant, field and radio equipment</b>			
At cost	32,253	22,403	22,403
Accumulated depreciation	(15,865)	(12,742)	(12,742)
<b>Plant, field and radio equipment – net carrying value</b>	<b>16,388</b>	<b>9,661</b>	<b>9,661</b>
<b>Total fixed assets</b>			
At cost and valuation	802,291	754,995	754,995
Accumulated depreciation	(421,849)	(397,899)	(397,899)
<b>Total carrying value fixed assets</b>	<b>380,442</b>	<b>357,096</b>	<b>357,096</b>

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

DEPARTMENTAL CAPITAL EXPENDITURE	\$000
Actual 2002/03	14,240
Actual 2003/04	20,256
Actual 2004/05	17,679
Actual 2005/06	20,321
Budget 2006/07	30,728
Estimated Actual 2006/07	30,728
Forecast 2007/08	45,297

The forecast capital expenditure for the 2007/08 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



*Haast tokoeka pair - Tasman Bay, held by DOC staff.*

PHOTO: TANSY BLISS



# Appendix 1

## Legislation, Conventions

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 conventions are listed here.

### LEGISLATION ADMINISTERED BY THE DEPARTMENT OF CONSERVATION

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

## CONVENTIONS AND INTERNATIONAL AGREEMENTS

- Convention Concerning the Protection of the World Cultural and Natural Heritage (The World Heritage Convention)
- Convention on Biological Diversity
- Convention on International Trade in Endangered Species of Wild Flora and Fauna (CITES)
- Convention on the Conservation of Antarctic Marine Living Resources
- Convention on the Conservation of Migratory Species of Wild Animals
- Convention on the Conservation of Southern Bluefin Tuna
- Convention on Wetlands of International Importance Especially as Waterfowl Habitat (Ramsar Convention)
- International Convention for the Regulation of Whaling
- Pacific Regional Environment Programme
- United Nations General Assembly
- United Nations open-ended Informal Consultative Process on Oceans and Law of the Sea
- World Conservation Union (IUCN)
- Australia and New Zealand Natural Resource Ministerial Council
- Australia and New Zealand Environment Protection and Heritage Ministerial Council

## Appendix 2

# The Department's Structure and Offices

The Department of Conservation's structure reflects the geographic spread of its work.

Field work and conservation outputs are delivered mainly from the network of 50 Area Offices. The 50 areas are grouped into 13 conservancies, each with a Conservancy Office to provide support. The conservancies are led and managed by two General Managers, Operations working from the Northern Regional Office in Hamilton and the Southern Regional Office in Christchurch.

The Department's Head Office in Wellington develops national policies and procedures, and provides national service and support functions.

The Department employs approximately 1670 permanent full-time equivalent staff. During the year, between 300 and 650 temporary full-time equivalent staff are also employed (depending on the season), as well as contractors.

## The Department's Structure and Offices

CHIEF EXECUTIVE	GENERAL MANAGERS	
<b>Director-General</b> <b>Tumuaki Ahurei</b> Alastair Morrison	<b>General Manager Northern Operations</b> <b>Tumuaki ki te raki, Te Papa Atawhai</b> Barbara Browne (Covering 8 conservancies and 28 areas)	<b>Field Operations</b> About 1400 staff
	<b>General Manager Southern Operations</b> <b>Tumuaki ki te tonga, Te Papa Atawhai</b> John Cumberpatch (Covering 5 conservancies and 22 areas)	
	<b>General Manager Research, Development and Improvement</b> <b>Tumuaki Rangahau-whakahiato-whakakoi</b> John Ombler	<b>Head Office</b> <b>Support and Service</b> About 300 staff
	<b>General Manager Business Management</b> <b>Tumuaki umanga kaipakihi</b> Grant Baker	
	<b>General Manager External Relations</b> <b>Tumuaki Whakawhanaunga hapori</b> Sue Paterson	
	<b>General Manager Policy</b> <b>Tumuaki tanga whakahere kaupapa</b> Doris Johnston	
	<b>General Manager People and Organisation Development</b> <b>Tumuaki whakahiato kaimahi ā Papa Atawhai</b> Felicity Lawrence	
	<b>Tumuaki, Kahui Kura Taiao</b> <b>General Manager Māori Relations and World Heritage</b> Tata Lawton	



# Department of Conservation Offices

## REGIONS, CONSERVANCIES AND AREAS

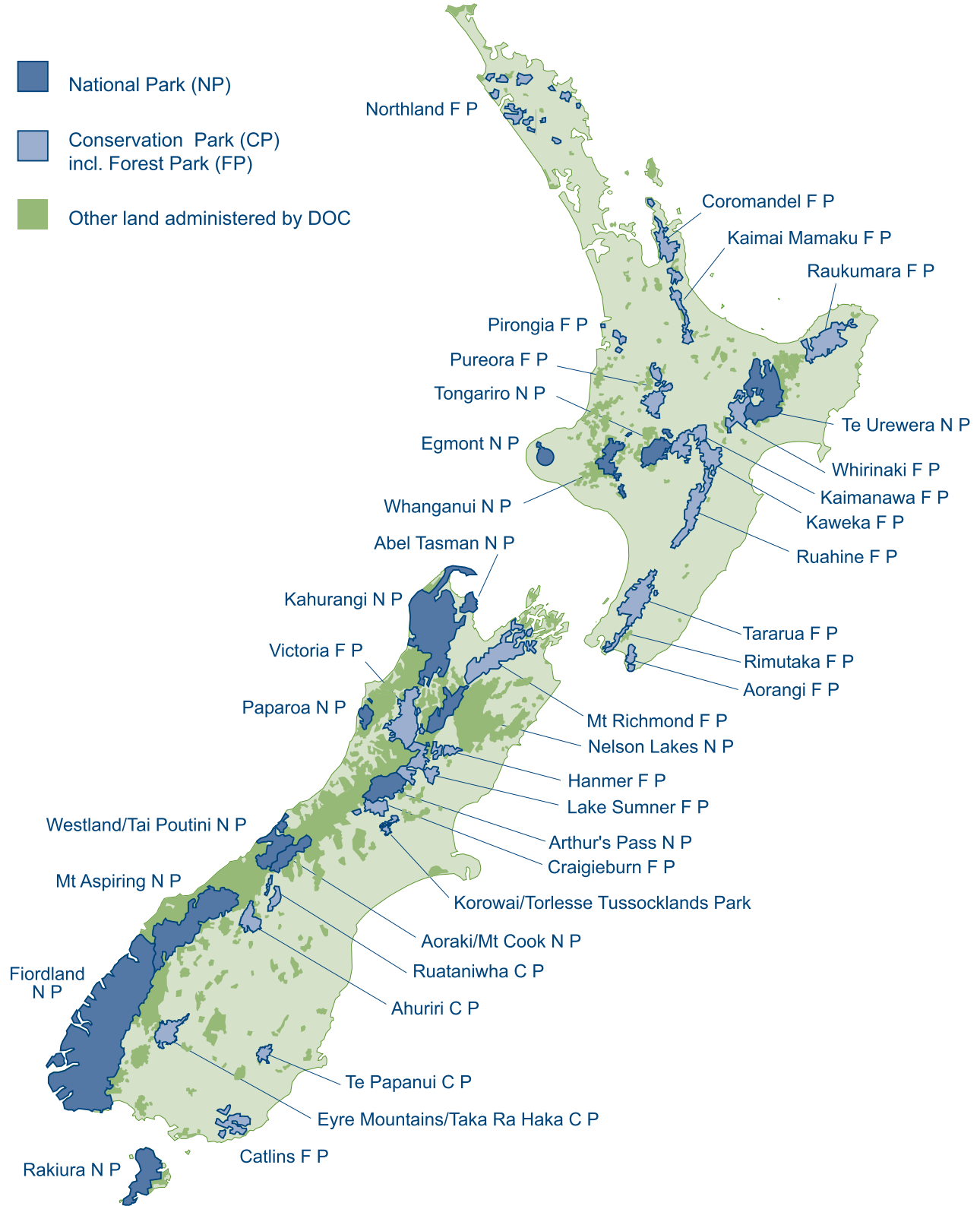
- Head office
- Regional office
- Conservancy office
- Area office



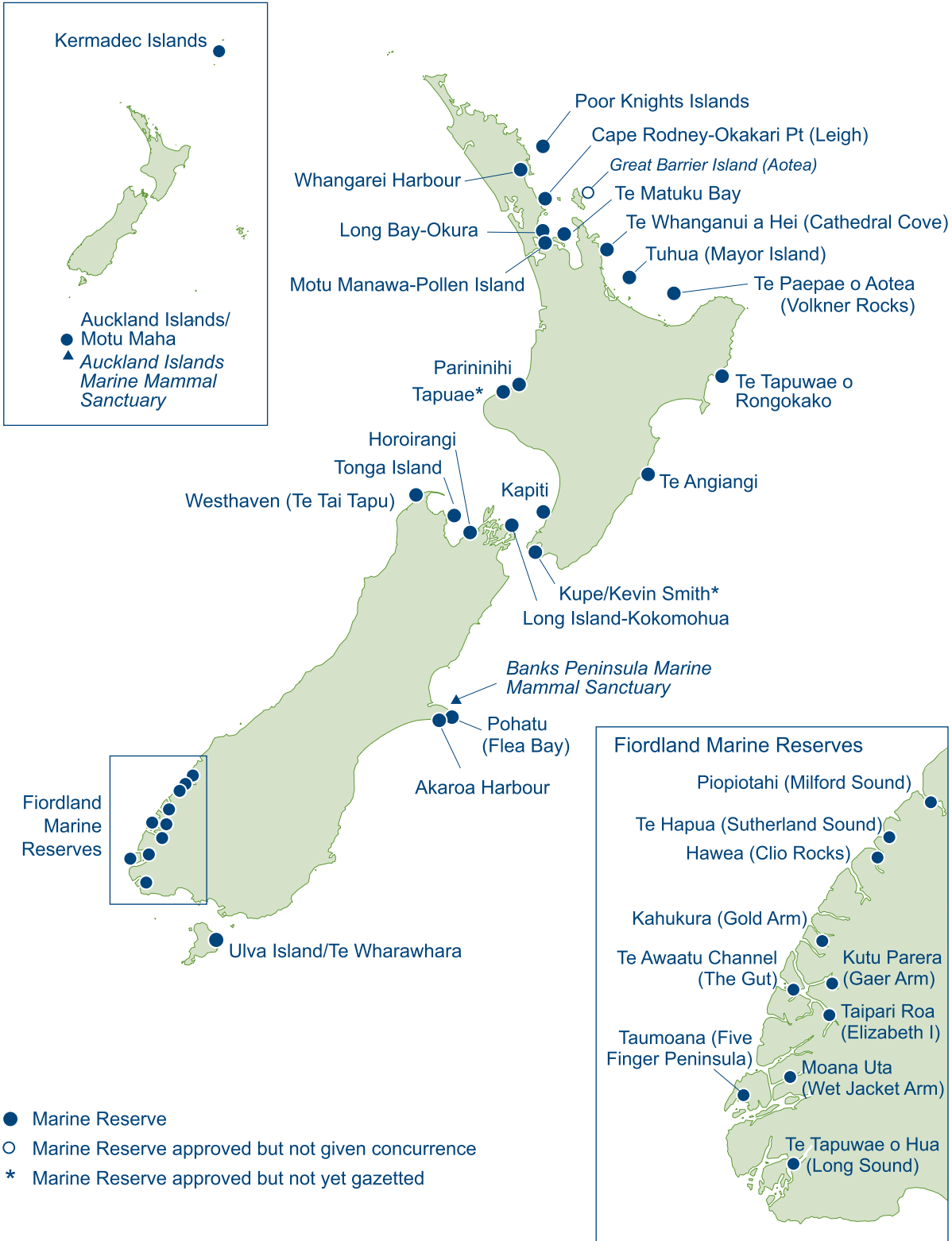
# Appendix 3

## Protected areas managed by the Department

### PUBLIC CONSERVATION LAND



**MARINE RESERVES AND MARINE MAMMAL SANCTUARIES**



## Appendix 4

### Glossary

Acutely-threatened species	Taxa which are facing a very high risk of extinction in the wild, as defined by criteria that quantify total population 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.
Benefit	Means to enhance or improve social conditions (such as community health) or to receive some 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.
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.
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, historic 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	<p>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.</p> <p>Protection may be by legal or voluntary means, such as agreements and covenants, that is sufficient to maintain it in its current state and provide assurance about its ongoing existence and integrity.</p>

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.
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.
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> ).

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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 Māori 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.

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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.
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	Māori people.
Kawenata	Covenant.
Komiti	Committee.
Kupenga	Māori Relations Work-plans and their monitoring.
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 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 the New Zealand landscape by providing incentives for voluntary conservation.
New Zealand Conservation Authority	A national body of 13 appointed members 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 Māori 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(s).
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 the Government and includes the rider established by the whales case (Ngai Tahu Māori Trust Board v Director-General of Conservation). The Court of Appeal ruled that section 4 to the Conservation Act applied to all the Acts in the First Schedule to the Conservation Act to the extent that the provisions of section 4 were not inconsistent with the Acts in the First Schedule.

Protected Area Network/ Protected Areas	<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"> <li>• comprehensiveness: the degree to which the full range of ecological communities and their biological diversity are incorporated within protected areas.</li> <li>• 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.</li> </ul>
Protection	<p>In relation to a resource, means its maintenance, so far as is practicable, in its current state; but includes its restoration to some former state and its augmentation, enhancement, or expansion. (Conservation Act, section 2).</p>
Restoration	<p>The active intervention and management of degraded habitats, ecosystems, landforms and landscapes in order to restore indigenous natural character, ecological and physical processes and their cultural and visual qualities (New Zealand Biodiversity Strategy); or for historic heritage, to return a place, as nearly as possible, to a known earlier state.</p>
Site	<p>A place chosen or used to conduct an activity.</p>

Species	A group of organisms which has evolved distinct common inheritable features and occupies a particular geographic range, and which is capable of interbreeding freely but not with members of other species. ( <i>See also</i> : Biodiversity).
Species conservation programme	Programme of work aimed at the recovery of a species or the halt in its decline.
Species recovery plan	Non-statutory planning document setting out the goals and objectives for the recovery of a species or group of species that are threatened with extinction.
Stakeholders	All individuals or groups, both public and private, with an interest in the policies and actions undertaken by the Department of Conservation in relation to public conservation land and waters and species management.
Standard operating procedure	Document prepared by the Department of Conservation to achieve consistency, agreed standards, clearly accountable actions, legal compliance and formally agreed best practice for activities undertaken by the Department.
State party representative	Person appointed to represent the interests of, and vote on behalf of, a state or government under an international convention.
Sustainable management	Actions and plans to sustain natural, historic 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 Māori, both material and non-material. It is a broad concept that includes tangible and intangible aspects of natural and historic resources of significance to Māori, including wahi tapu and intellectual property.
Te Pukenga Atawhai	Training programme run by the Department of Conservation to induct staff into Māori beliefs and values, the Treaty of Waitangi, kinship and social systems, political structures, customs and protocol, hui and communication with Māori.
Taxon (plural taxa)	A grouping of like organisms (species, subspecies, variety and forma)
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.

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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.
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