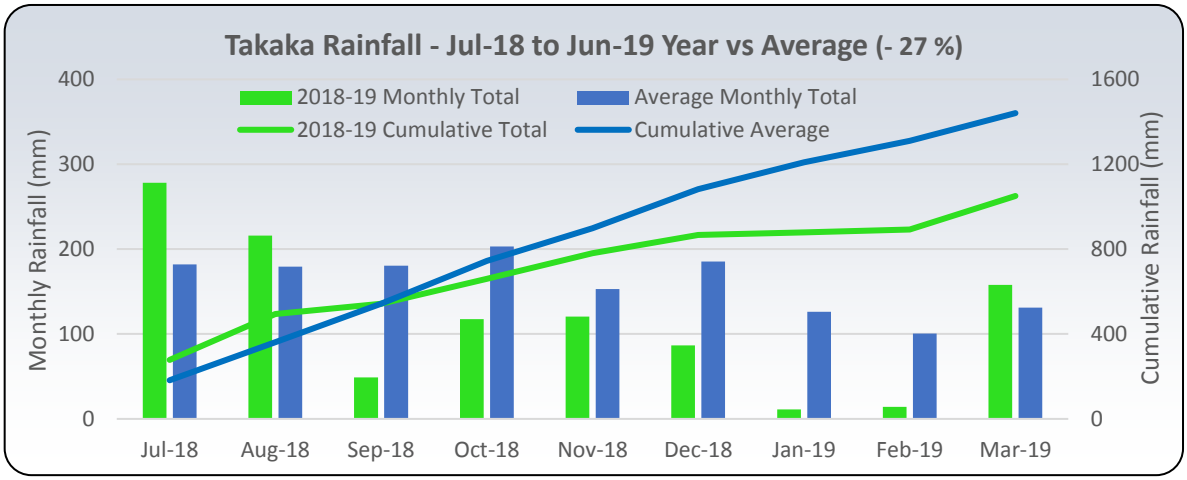
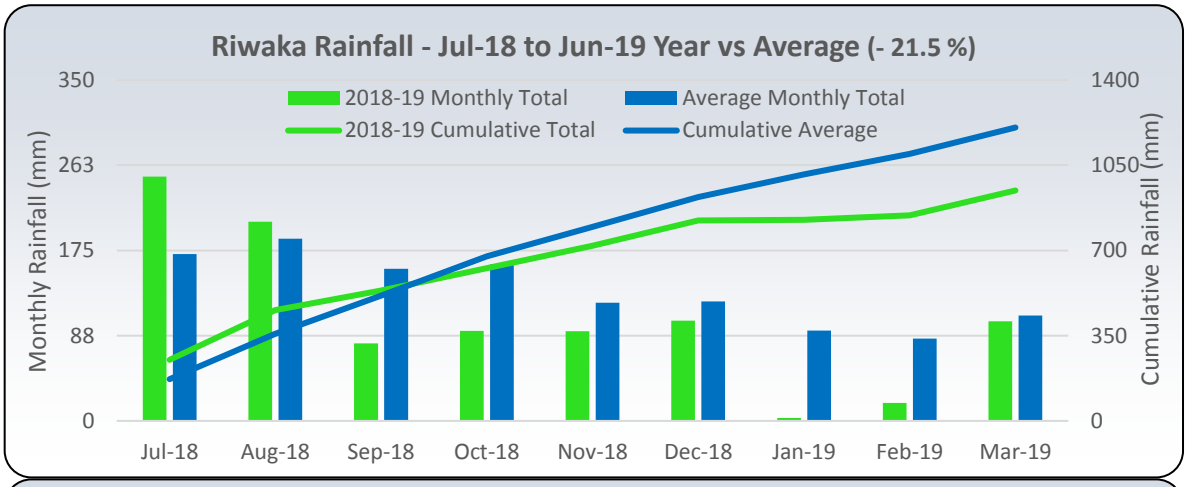
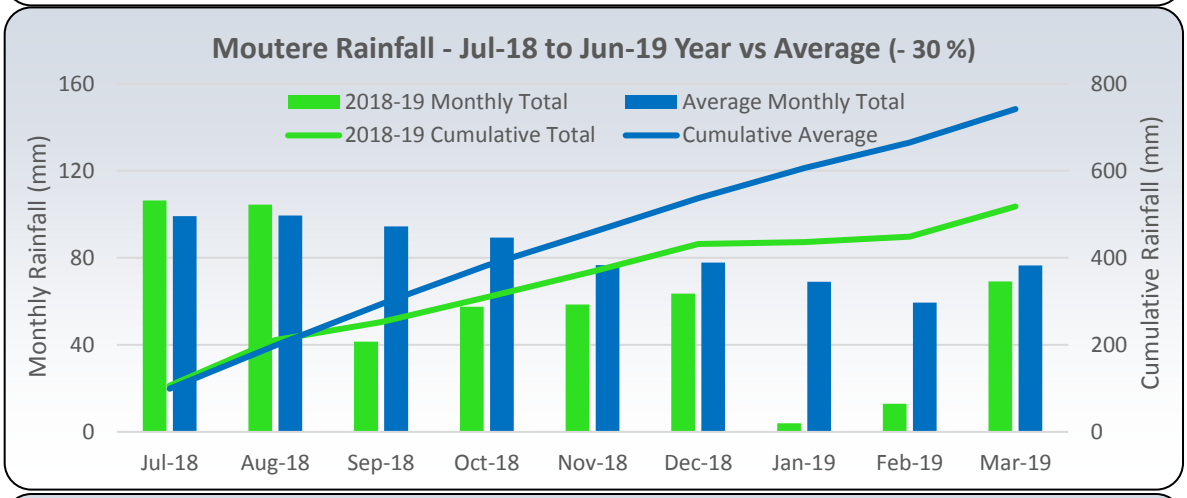
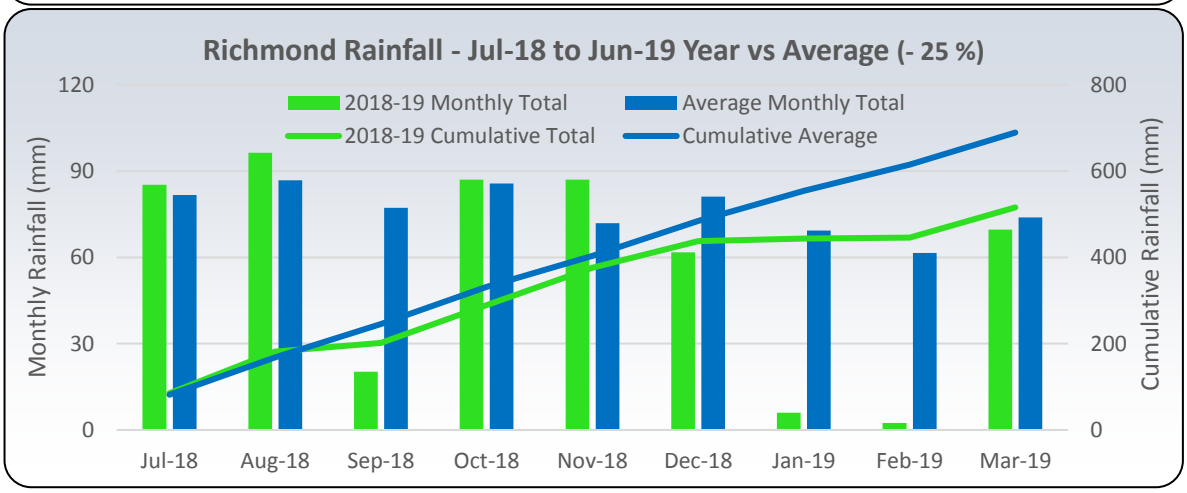
Hydrological Year (2018-19) Cumulative Rainfall

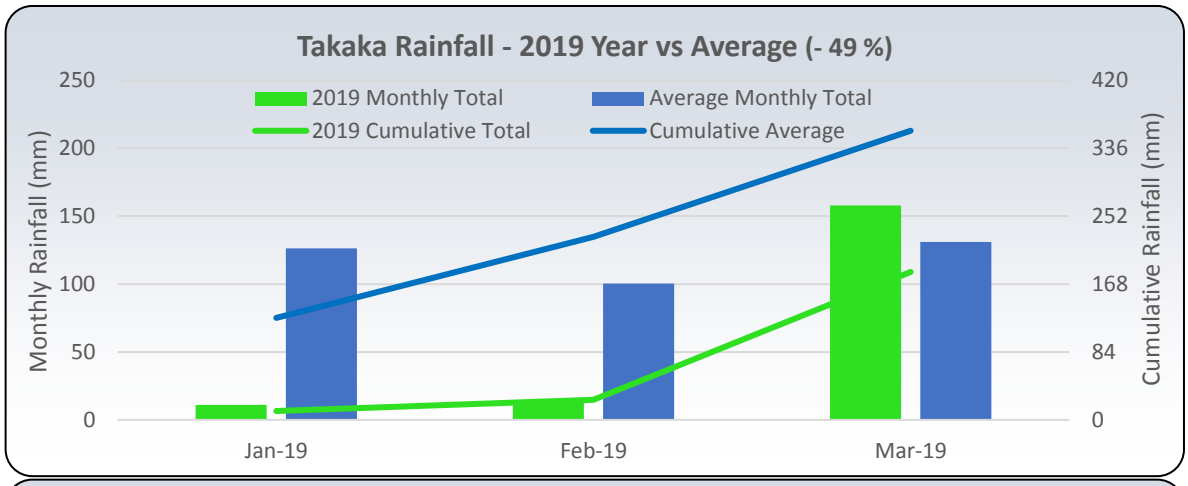


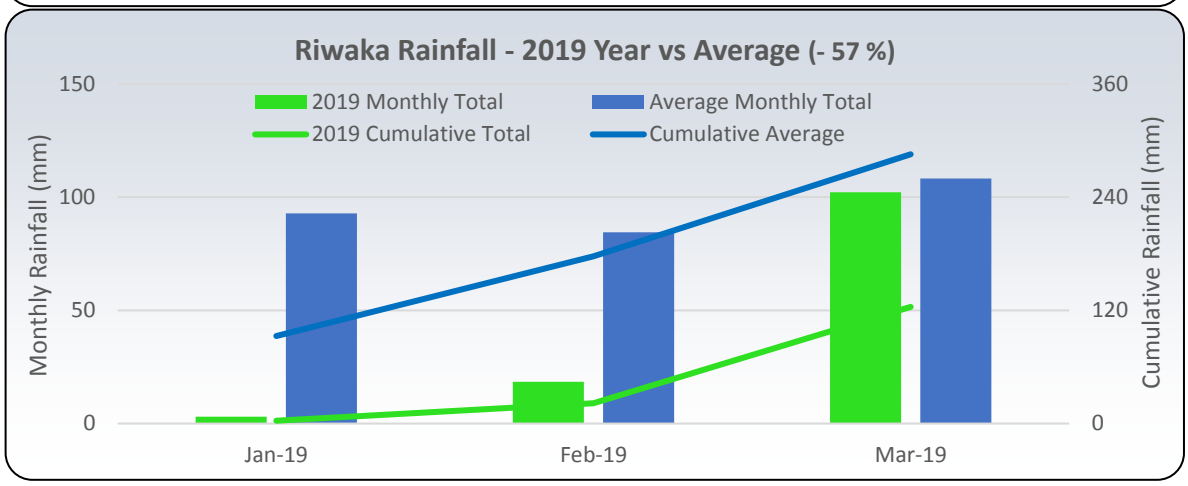


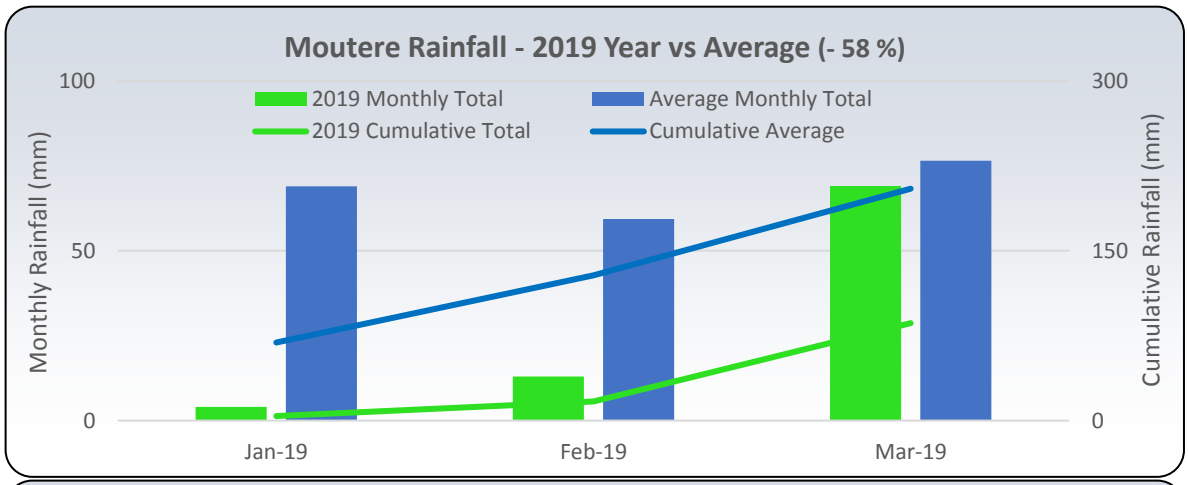


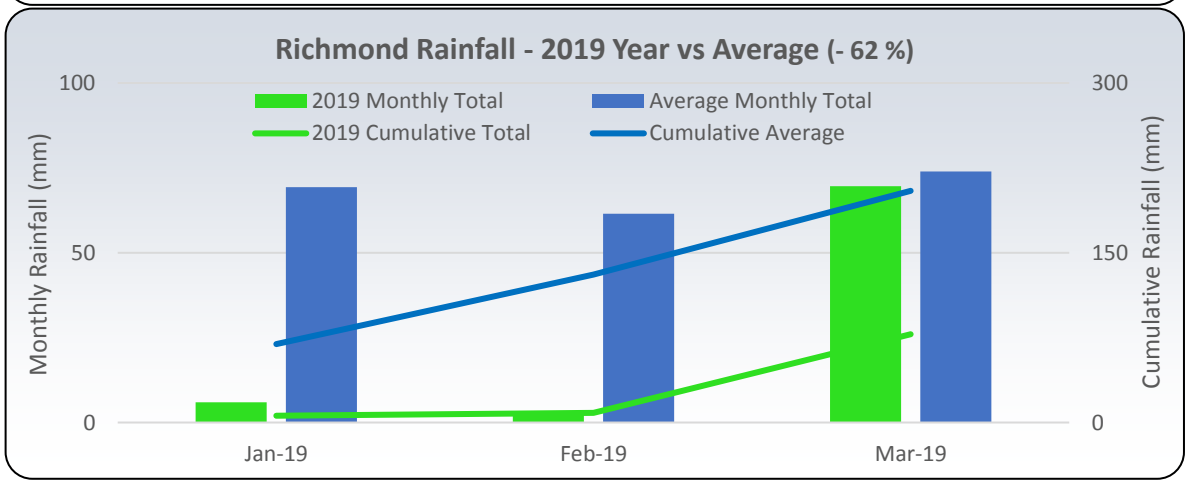


Calendar Year (2019) Cumulative Rainfall









Kotahitanga mō te Taiao Strategy

4.0 for adoption by Alliance Entities

This co-designed Strategic document provides high-level outcomes to achieve significant conservation gains as well as social, cultural and economic benefits to communities that will grow our resilience as a region, outcomes that no one entity could achieve alone. We acknowledge that the high-level outcomes defined in the Place section are a starting point and that significant engagement and collaborative processes are required to further inform this direction. The Alliance is committed to kotahitanga (working together) to achieve these transformational outcomes. This strategy is dynamic, and we acknowledge that community aspirations and unrecognised opportunities may occur and must be considered. As an Alliance, we will consider any such significant changes or opportunities and work to the strengths of the members to secure the best possible outcomes for the region.

Buller District Council, Department of Conservation, Kaikoura District Council, Marlborough District Council, Nelson City Council, Ngāti Apa ki te Rā Tō Trust, Te Rūnanga o Ngāti Kuia Trust, Ngāti Tama ki Te Waipounamu Trust, Te Atiawa o Te Waka-a-Māui Trust, Te Rūnanga o Ngāti Waewae and West Coast Regional Council

7 March 2019

Who we are

Kotahitanga mō te Taiao is an alliance formed by of all the Councils and some of the iwi in the top of the South Island, and the Department of Conservation. Our focus is on landscape-scale conservation projects that also have environmental, social, economic, and cultural benefits. Members are listed on the title page of the Strategy.

Many of our biodiversity taonga[1] are unique to New Zealand (Aotearoa). The environment and people are interconnected. Look after the environment and the environment will look after you.

This Strategy has been created by the Kotahitanga mō te Taiao Alliance (the Alliance) to facilitate collective action, enable access to funding opportunities to enable and enhance delivery on biodiversity outcomes. Kotahitanga is about collaboration, working together, to achieve shared outcomes that enhance and protect Te Taiao, our natural heritage.

The Alliance is committed to working in partnership to align and integrate the efforts of Alliance members. This Strategy has been created with the support of practitioners and scientists active in natural heritage management. The process worked through collaboration and consensus on the issues and opportunities. The creation of the Strategy did not involve a formal collation and documentation of evidence, though many of the contributors are published authors on these matters. Contributing organisations and individuals are listed in Appendix 1. Three technical reports were completed to support the Strategy development. These provided science advice, a framework to be used for economic analysis, and guidance on application of Mātauranga Māori. They are listed in Appendix 2.

[1] Treasured resources

Purpose

The purpose of this Strategy is to align the efforts of the Kotahitanga mō te Taiao Alliance to enable its vision, mission, and outcomes to be achieved through collective action while attracting and securing investment and enabling system and behaviour changes.

How this Strategy works

This Strategy is visionary and designed to be applied in a diverse range of ways. It is transformational and future focused and creates a framework linking long term vision to pragmatic actions.

Vision

Vision defines what the future will look like when the Strategy is fully implemented. The Alliance vision is that *our extraordinary natural heritage is flourishing, having been restored over large areas, including where people live. People live, care for, and benefit from the environment in ways that bolster natural ecology together with the communities that live within them.*

Mission

The Mission guides how the strategy will be implemented. The Mission of the Alliance *is to work together to create a connected and aligned region that understands, protects, enhances, and future proofs the values of nature critical to the Top of the South and that this flourishing nature in turn enriches its communities.*

Outcomes

The Outcomes are the tangible achievements of the Mission as we progress in achieving our collective Vision. Five Outcomes set out the results that successful implementation of the Strategy will achieve. These integrate the health of the natural heritage with the well-being of people

Values

The Values define how we will work together. The Values are grounded in Mātauranga Māori, Māori knowledge of the indigenous people of Aotearoa. These have informed formation of the Strategy and will shape its implementation.

A summary of the Vision, Mission, Values and Outcomes of the Strategy is outlined in Table 1 below.

Our Vision

Our extraordinary natural heritage is flourishing, having been restored over large areas, including where people live. People live, care for, and benefit from the environment in ways that bolster natural ecology and the communities that live within them.

Our Mission

To create a connected and aligned region that understands, protects, enhances, and future proofs the values of nature critical to the Top of the South and that this flourishing nature in turn enriches its communities.

Our Values

Manaakitanga To care for each other, to be respectful, and an act of reciprocity of natural resources to be shared with others	**Kaitiakitanga** Provision of active utilisation, preservation, conservation, maintenance, and management of the environs (including flora, fauna, aquatic and marine)	**Matauranga Maori** Acceptance and acknowledgement of Maori epistemologies within the construction of key concepts and projects	**Kotahitanga** Unity of purpose and collective agreement for achievement of outcomes and goals	**Rangatiratanga** The chiefly right to determine use and management of the natural environment.	**Mauri** The principle life force of our environs is protected including their tapu and wairua **Arohatia** Duty of care and responsibility to this kaupapa, each other, and iwi

Outcomes of implementing this Strategy

1. **Native species**, including those found nowhere else, are thriving	**2.** **Naturally functioning ecosystems** are protected, restored and enhanced	**3.** **Wilderness** is sustained	**4.** **People** flourish in harmony with nature	**5.** Ecological **connections and resilience** are protected, restored and enhanced

Table 1

Mātauranga Māori

Mātauranga Māori is a traditional knowledge system founded on cosmology of the universe and the creation of the world and all living things contained in the world. The Mātauranga Māori information in this Strategy is drawn from a report commissioned by the Alliance[2]. This reflects a Māori world view for Te Tau Ihu iwi. Other iwi such Ngāi Tahu Papatipu Runanga, Te Runanga o Ngati Waewae and Ngati Kuri will also have their own traditional knowledge. It needs to be extended in relation to places and for the iwi within the Top of the South that might have differing traditions.

Core to Mātauranga Māori is the interconnected relationship between the spiritual world, natural world, Te Taiao, and people. Tangata whenua, the people of the land, therefore share a whakapapa (ancestry) with Ngā Atua kaitiaki and Te Taiao.

Ngā Atua kaitiaki relate to the natural world , taonga (treasured resources), and management practices important to sustaining Te Taiao. These Atua are the offspring of Papatūānuku (the Earth Mother) and Ranginui (the Sky Father) and are therefore siblings. They connect by whakapapa (ancestry), the people of the land and their natural environment and all living things on land and sea. Ngā Atua kaitiaki listed by Te Tau Ihu iwi are:

Tawhirimatea - guardian of winds, air and clouds.

Tangaroa - guardian of all fish, seas, ocean, rivers and waterways.

Tūmatauengā - guardian of war, conflict, negotiations and people.

Rongomaraeroa or Rongomātane - guardian of peace and cultivated foods.

Tāne Mahuta - guardian of ngahere (forests), birds, and creator of light and people.

Tutewehiwehi - guardian of reptiles and amphibians.

Haumiatiketike - guardian of uncultivated foods and fern roots.

Tangata whenua are the physical representation of Ngā Atua kaitiaki and therefore kaitiaki of te taiao, the environment.

In Te Aotūroa (the framework used in the supporting report) the physical elements of Ngā Atua kaitiaki require the elements of each other to coexist. Plants require water, water is replenished by rain and snow, and wind requires heat from the earth and vapours and moistures from the oceans. All animals and humans require all environments to exist and be healthy. Te Taiao is critical to the sustenance of life. The management of Te Taiao is dependent on how natural attributes are managed and utilised, preserved and conserved, restored, and replenished for their own intrinsic worth against developments and impacts of pollution and natural disasters.

Giving expression to this world view, and the inter-relatedness of people and all living and physical things is fundamental to this Strategy. The core values that underpin the relationship of care and utilisation are the values that will govern implementation of the Strategy. Key criteria are incorporated that will be used to guide the projects and programmes and Alliance support. These are listed in the section on implementation.

[2] Mātauranga Māori - Understanding and applying Māori Knowledge. Tracey Kingi KIC Ltd November 2018.

Te Tiriti o Waitangi/Treaty of Waitangi

Te Tiriti o Waitangi/ Treaty of Waitangi is the founding document of New Zealand/Aotearoa and partnership relationship between the Crown and iwi Maori. The Alliance is made up of iwi Trusts and statutory organisations. These organisations have specific responsibilities to implement Treaty obligations to iwi Māori in their activities. These include development and implementation of this Strategy.

The Treaty partnership is a reciprocal relationship enhancing the ability of iwi to participate in conservation activities and to work together for greater outcomes that will benefit Māori and the wider community. This Strategy has been developed to foster good faith engagement at the highest level, collaborative relationships, and to create a platform for growing a shared vision into the future.

Treaty responsibilities for agencies come from:

- the Principles of the Treaty of Waitangi in Acts of Parliament;
- acknowledgements in subsidiary regulations and instruments such as statutory acknowledgements; and
- Government policy.

For natural heritage the following Acts of Parliament are relevant:

1. Te Ture Whenua Māori Act 1993 is the primary legislation to facilitate and promote the retention, use, development and control of Māori land by Māori owners, their whānau, hapū and descendants.
2. The Conservation Act 1987 governs all work of DOC and Fish and Game Councils and states in Section 4 *"This Act shall so be interpreted and administered as to give effect to the principles of the Treaty of Waitangi*".
3. The Local Government Act 2002 governs the work of Councils and it states that "*In order to recognise and respect the Crown's responsibility to take appropriate account of the principles of the Treaty of Waitangi and to maintain and improve opportunities for Māori to contribute to local government decision-making processes, Parts 2 and 6 provide principles and requirements for local authorities that are intended to facilitate participation by Māori in local authority decision-making processes.*"
4. The Resource Management Act 1991 states in Section 8 that " *In achieving the purpose of this Act, all persons exercising functions and powers under it, in relation to managing the use, development, and protection of natural and physical resources, shall take into account the principles of the Treaty of Waitangi (Te Tiriti o Waitangi)*." In Section 6 the act requires those exercising powers to recognise and provide for *the relationship of Maori and their culture and traditions with their ancestral lands, water, sites, waahi tapu, and other taonga* and in 7 to have regard to kaitiakitanga. This is further elaborated for the Top of the South in the Te Tau Ihu Statutory Acknowledgements which insert provisions into the Resource Management Plans of Marlborough District Council, Nelson City Council and Tasman District Council.
5. The Ngāi Tahu Claims Settlement Act 1998 provides recognition of particular areas and species of importance to Ngāi Tahu.

The Strategy should be read with reference to the above. Treaty related provisions in plans, policies, and strategies made by Alliance members are also relevant. These include iwi management plans, conservation management strategies and plans, and the plans and strategies of local and regional government under these and related statutes.

Implementation

The Alliance partners are committed to working together to implement the Strategy. A Memorandum of Understanding (attached as Appendix 3) has formalised the agreement. Each Alliance partner retains its autonomy and authority while aspiring to collaborate to achieve the shared Outcomes. Alliance partners will provide effective governance linking new projects with existing programmes. New partners may be invited to join the Alliance. To become a partner, organisations will commit to the Memorandum of Understanding, the Mission of the Alliance, and to implementing the Strategy. Alliance partners will commit to the Values in the Strategy in their working together.

The Alliance will implement the Strategy in four ways:

1) Alliance Partner alignment

Each Alliance Partner will work to align with the Strategy within their individual entities. This may include using the Strategy as a high-level document to guide future more detailed processes such as statutory plans, policies, and business planning. As a non-statutory document the Strategy cannot direct or require content for these documents. Rather it sets high-level guidance and identifies opportunities for collaboration and cooperation.

2) Alliance collaboration on projects and programmes

Implementation of this Strategy will occur through support, and advice as well as ongoing programmes of work. Many will create step changes that enable longer term sustainable action. Community engagement will be integral to achieving our vision and sustaining heritage restoration.

Action and engagement plans will provide specific projects and programmes of work. These will be collectively written by key partners and mana whenua within the programme areas. They will seek to align with the direction and outcomes identified in the Strategy. It is through action plans that indicators to measure progress towards the outcomes will be developed.

3) Alignment with others

The Alliance will individually and collectively engage and seek to align with other relevant regional processes such as the 2077 Te Tau Ihu Regional Growth Strategy, and national processes such as the National Policy Statement on Biodiversity and the New Zealand Biodiversity Strategy.

4) Endorsing and supporting others to implement the Strategy.

It is expected that the Alliance may receive requests to support or endorse funding applications from others such as community trusts or community groups. The criteria to identify which projects and programmes the Alliance should support are listed below. They are divided into two parts; characteristics the project **must have** to merit support and assessment criteria. Each assessment criterion requires scale definition for consistent use as the assessment will be on the degree of contribution. Projects gain merit by meeting all "must have" criteria and by scoring highly on assessment criteria.

Must:

1. Have clear outcomes that support Strategy implementation.
2. Be consistent with all Values set out in the Strategy.
3. Be based on best available information, science, and practice.

Assessment criteria:

4. Contribution to biodiversity value.

5. Range of Strategy Outcomes supported.
6. Preserves options, avoids irreversible loss, minimises future costs and/or increases ecological resilience.
7. Builds knowledge that can be applied more broadly.
8. Cost effectiveness.
9. Likelihood of achieving stated project outcomes and sustaining the gains.
10. Extent of community support, engagement, education, and well-being.
11. Increasing opportunities for tangata whenua to practice customs and traditions associated with their natural environments.
12. Supporting tangata whenua to have access to culturally important mahinga kai (food gathering areas) and areas of historical and special significance.
13. Being consistent with settlement obligations and statutory acknowledgements.
14. Making provision for cultural monitoring where projects or programmes may affect significant sites, traditional customary areas, mahinga kai, maunga, or wahi tapu.

Review and Measurement

The Strategy will be reviewed when the National Policy Statement on Biodiversity and the NZ Biodiversity Strategy are completed, and then fully every 5 years with a progress assessment each year.

Implementation will be assessed with reporting on the actions undertaken to deliver the Strategy back to the Alliance on a regular basis in order to measure progress, provide the opportunity for realignment, and to keep the Strategy live.

Success indicators will be evaluated as a measure of progress and are expected to be developed at the project and programme level. These will be collated to report on progress on the Strategy as a whole. The Strategy will be amended as agreed by Alliance Partners.

What transformational change looks like

The following sections identifies major initiatives for transformational change for the Top of the South Island as a whole and for 11 defined places within the Top of the South Island. The Strategy identifies transformational change without muting the message over social or political constraints which will need to be taken into account in developing particular projects or programmes. The high-level outcomes defined in the Place section are a starting point and significant engagement and collaborative processes are required to further inform this direction. Each section provides an overview of the character of the different places, what the Alliance wants to achieve, what success looks like, and how the Strategy will help the places get there. It also provides a shared vision for each of the defined places. Sections also identify which outcomes initiatives relates to as outlined in Table 1:

Outcome 1 **- Native species**, including those found nowhere else, are thriving.

Outcome 2 - **Naturally functioning ecosystems** are protected, restored and enhanced.

Outcome 3 - **Wilderness** is sustained.

Outcome 4 - **People** flourish in harmony with nature.

Outcome 5 - Ecological **connections and resilience** are protected, restored and enhanced.

Places

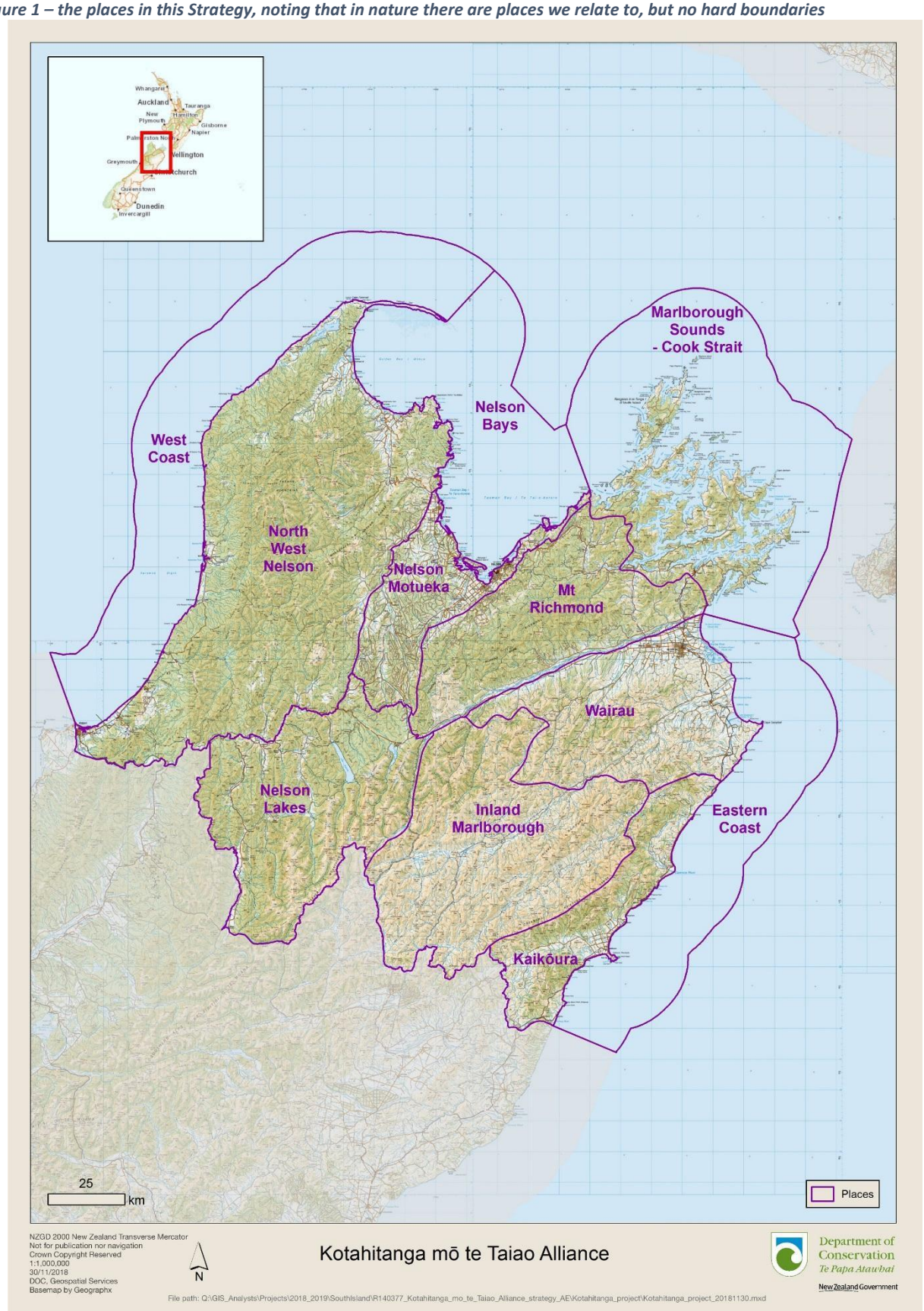
The Strategy describes success at the level of the Top of the South as a whole, and for **11 defined places**. While mapped boundaries are provided, these are simply to create the basis for strategic analysis. In reality, the connections between places are as important as the places themselves. The Strategy is designed to encourage collaborative action to emerge at a range of scales. The "place" sections often identify the same issues at different locations.

Character descriptions for each place give a current state of the natural heritage of each part. **Challenges** identify the big issues we are trying to solve. **Building blocks** detail some of the existing initiatives for each place that we can build on. These are not intended to be exhaustive.

Our shared future provides a vision of what we want for each place.

Description of **what we want to achieve** in each place provides detailed goals and each is linked back to the overall outcomes. Many of these are aspirational and in practice cannot be achieved in all places at all times. While we want rivers and streams to flow unimpeded, in some cases we will have to settle for mitigation, such as fish passes on dams. All of these detailed goals are challenging, and few could be achieved by any one party working alone. For each, we describe **what success looks like** and **how to get there.** These are actions necessary to achieve the outcomes. This is not an exhaustive list and many more will be identified as we engage and undertake collaborative processes required to further inform the projects and programmes of work. As the Strategy is implemented the "how to get there" will also be further defined and informed through policies, iwi management plans and long term plans.

Figure 1 – the places in this Strategy, noting that in nature there are places we relate to, but no hard boundaries



Top of the South as a whole

This section identifies the character, challenges and major initiatives for transformational change at the level of the whole region. The actions identified here work across places and boundaries. The list is intended as a starting place, and it is expected that more transformational actions will be identified over time.

Character

The Top of the South Island is the most environmentally diverse and ancient part of New Zealand. It is home to hundreds of species found nowhere else in the world and these form unique natural communities. This is the beech forest capital of New Zealand. The Top of the South has temperate marine environments with exceptional diversity of habitats from extensive intertidal flats to deep canyons, and very sheltered to wild and exposed coasts. The region has strongholds for a wide range of species and ecosystems now rare and threatened elsewhere in New Zealand (e.g. shorebirds, seabirds, Great Spotted Kiwi), and many found nowhere else in the world (e.g. giant land snails, giant cave spiders, King Shag, Cook Strait tuatara, coastal peppercress). The Top of the South has large rural communities and some small to medium sized towns. Its economic base includes strong primary industries alongside tourism and other sectors. There are nine iwi present in this area, each with its own unique history and relationship to the land.

Challenges:

- Much of our natural heritage is in crisis as past introductions of pests, and ongoing pressures from human use, compromise natural functioning, and disrupt connections.
- Although the region has large integrated management programmes for pests, and major investment by national and local government and by citizens, the scale of the issues is such that further loss and extinction is inevitable without transformational change.
- Largely natural uplands in the west are degrading under pressures from mammalian predators and herbivores.
- Dry eastern areas are highly modified by burning and grazing but sustain a suite of unique species in natural remnants.
- Lowlands throughout the region are highly modified, and most natural ecosystems are now highly threatened or degraded.

Building blocks:

- Many groups are trying to address these issues, but resource limitations prevent landscape level programmes except in a few places. The region is poised to step up to resolving these issues.
- Communities and individuals have increased their contributions more than tenfold in many places across the region over the last decade.
- New technologies and understanding are becoming available, and previously intractable problems are being solved.

Our shared future

We rejoice as our extraordinary natural heritage is flourishing, having been restored over large areas, including where people live. People are informed, and respectful human behaviour enhances the environment in ways that bolster natural ecology, and this enriches their lives. Species and ecosystems thrive. Future generations benefit from a healthy natural world supporting a healthy equitable society and understand how

to sustain this. The Top of the South leads innovation in action and respectful human behaviour that acknowledges the interconnected relationship of the natural environment and the health and wellbeing of communities. Iwi customs, traditions, spiritual values are protected, enhanced and maintained through access to healthy, clean, safe and abundant natural environments. Mahinga kai and mataitai have been protected, enhanced, and maintained. Iwi aspirations for the management of Te Taiao acknowledge and recognise Matauranga Māori and the partnership relationship. Traditional foods, including uncultivated foods, are available for harvest and planting. A peaceful and harmonious working relationship is upheld based on our shared values. Indigenous plants, birds, animals and forests are healthy, abundant and managed sustainably.

What we want to achieve	This is what success looks like	How to get there
People understand and care for their natural heritage, moving to ecologically sustainable use of their environment and restoring past damage. (Outcome 4)	The majority of citizens, industries, and visitors know what makes the region special and are actively involved in sustaining and restoring nature.	Inspire curiosity about natural heritage and support people to care for it.
		Socialise active support for landscape scale nature restoration.
		Grow understanding of how thriving ecosystems contribute to thriving communities.
Iwi customs, traditions, spiritual values, and traditions have been maintained through access to healthy, clean, safe and abundant environments. (Outcomes 2 and 4)	Mahinga kai and mataitai have been protected and maintained. Traditional foods including uncultivated foods are available for harvest and planting. Indigenous plants, birds, animals and forests are healthy, abundant and managed sustainably.	Document Iwi aspirations for the management of the Te Taiao and develop programmes and projects that align with these.
Beech forest ecosystems functioning is no longer impacted by introduced pests. (Outcomes 1, 2, 3 and 5)	Future beech masts are a cause for celebration because the forest floors abound with seedlings awaiting their opportunity to be part of the forest canopy. Native birds, reptiles, bats and invertebrates thrive within the forests.	Ensure herbivores and predators are eradicated or kept at low numbers.
		Effective beech mast responses throughout the Top of the South.
		Undertake landscape-scale wasp and possum control.

	Beech forests drip with honeydew and are scarlet with mistletoe.	Utilise technological and operational advances in pest control operations.
	Large areas are predator free.	Efficient and cost effective control of pests.
	Increased control over more pests over greater areas.	Gain social support for new and effective technologies and new increased funding.
Landscapes free from wilding conifers and invasive weed species. (Outcomes 1, 2 and 3)	Invasive weeds eradicated or at low densities, including conifers outside areas where they are deliberately cultivated.	Landscape scale wilding conifer and invasive weed control.
Estuaries free of invasive weeds. (Outcomes 2 and 3)	Estuaries dominated by native vegetation.	Eradicate *Spartina* cordgrass and other invasive weed species from all estuaries.
Natural ecosystems that are resilient in the face of climate change. (Outcomes 2 and 5)	Natural ecosystems are given space to move inland and south as climate changes.	Plan for managed coastal retreat that allows natural ecosystems to survive.
	Proactive action to reduce future pest pressures before the changing environment allows them to multiply and spread.	Identify potential changes in weed and pest pressures as temperature and rainfall changes, and act proactively to reduce risks.
	Increased buffers around streams and planting of erosion prone hill slopes with permanent indigenous vegetation.	Change land uses to mitigate the effects of increased frequency of high intensity climatic events – e.g. storms and droughts.
	Natural ecosystem requirements included proactively in planning processes dealing with environmental instability.	Provide for natural ecosystems in planning infrastructure changes required in response to climate change.
Key land areas that are important to biodiversity are identified and formally protected. (Outcomes 2, 4 and 5)	Area of land managed for biodiversity outcomes has increased.	Encourage mechanisms for land-use change and protection for biodiversity in this region.
The full range of native species is secured, protected and sustained throughout their natural range and, where possible, lost species are re-introduced. (Outcome 1)	All species populations are stable, and no species are threatened with extinction due to pests and weeds.	Control pests and invasive weeds.
	Habitat degradation and destruction ceases.	Protect habitats are from land clearance and wetland drainage.

	Lost species are being reintroduced and sustained and communities care for them.	Reintroduce species where pest control permits.
	Effective techniques are used at landscape level	Fill knowledge gaps and develop and deploy required new technologies.
The full range of native terrestrial ecosystems is sustained. (Outcomes 2 and 5)	Pressure from browsers, predators, wasps and invasive weeds is reduced to sustainable levels.	Develop landscape level methods to control a range of introduced pests.
Internationally important features secured and celebrated. (Outcomes 1, 3 and 4)	The following internationally important features are secure and celebrated: Farewell Spit (Onetahua), glaciated marble landscapes, cave and karst ecosystems, coal plateaux ecosystems, Kaikōura canyon, migratory shorebirds and seabirds and their habitats, seabird/tuatara islands, unique species such as Hutton's shearwater, King Shag and their habitats, and the hundreds of unique plants and animals found nowhere else in the world.	Promote recognition and protection of places and species of international importance and tell their stories to enrich people's experience.
Our rivers and streams flow clean, plentiful, and unimpeded from the mountains to the sea. (Outcomes 1 ,2 and 5)	Native freshwater migratory fish are abundant and estuarine and braided river bird numbers are restored.	Restore degraded estuaries, streams and rivers, including their margins, as habitat for native species.
	Freshwater flows and water quality are maintained and restored.	
	Barriers to fish passage are removed or mitigated.	
	People treasure their freshwater resource and its contribution to their health and wellbeing.	
Secure, sustain and enhance natural freshwater systems and increase their resilience. (Outcomes 2 and 5)	The Top of the South is free of harmful freshwater pests.	Eradicate pest fish and aquatic weeds and maintain native species dominance in priority areas.

	Riparian margins are dominated by indigenous species.	Support and encourage landowners to plant riparian margins and management of weeds and pests.
Our marine environment receives clean water from the land, and its vulnerable habitats and communities are protected and can recover from past and ongoing damage. (Outcomes 2 and 5)	Seabed in Golden and Tasman Bays and the Marlborough Sounds are free of excess fine sediment and direct damage from human uses is at ecologically sustainable levels.	Reduce sediment inputs from land to ecologically sustainable levels.
	Biogenic habitats and other vulnerable marine communities are thriving.	Use innovative technologies and management approaches to avoid or minimise impacts on vulnerable benthic communities such as biogenic habitats.
	Restored marine ecosystems to support sustainable kaimoana harvests.	Promote integrated multi sector collaborative management of marine resources.
	Pressures on the marine environment reduced to give species and communities room to cope with climate change effects.	
	Estuary condition improves year on year and estuarine areas maintain their ecological structure and function despite the effects of sea level rise.	Restore degraded estuarine and coastal areas as far as possible.
		Enable estuarine ecosystems to be resilient to the effects of climate change including allowing coastal retreat in response to sea level rise.

1. Northwest Nelson

Character	One of five major hotspots of biodiversity in New Zealand with a suite of species found nowhere else in the world. About 50% of all New Zealand native plants are located here. A huge diversity of environments linked to complex geology influenced by warm wet westerly weather. This is the national stronghold for coastal turf communities. The area includes major forested mountains and alpine systems, large swamps, dune lands and lowland forests. It has some of the most important limestone cave and karst systems in New Zealand including the country's largest freshwater springs and the largest marble ecosystems in southern hemisphere, including glaciated montane areas. Farewell Spit is a unique natural feature and is internationally recognised under the Ramsar convention. Lowlands in Buller and Golden Bay have significant, if relatively isolated, communities. The area has attracted extensive tourism and associated industries that sit alongside longer established primary industries. Ever increasing understanding of the value of this diverse landscape has led to growing community involvement in its restoration. Challenges in this area include: ● Many rare species remain are under threat and some populations of native species found nowhere else in the world continue to decline. ● Many natural ecosystem processes are compromised by pests, weeds and physical damage. ● Some rare and uncommon ecosystems have lost key drivers (seabird burrowed soils), are threatened by development pressures ((Buller Coal plateaux) or have been reduced to remnant fragments (lowland alluvial podocarp forests) . Building blocks: ● Community awareness of conservation challenges and opportunities is growing. ● Project Janszoon is tackling a range of ecosystem pressures in the Abel Tasman National Park and has inspired a culture of care in the surrounding areas. ● An increasing number of community organisations are emerging in support of restoration work and there is an opportunity to further link local communities to restoration via taonga species like whio and kiwi.

Our shared future

We understand the natural attributes of species and ecosystems in this region including many found nowhere else in the world. A vibrant dawn chorus and diverse taonga species have become the norm for our communities and visitors. The full range of native species of Northwest Nelson are thriving, including the hundreds of species found nowhere else in the world. Natural ecological processes are no longer compromised by introduced species, including those with management challenges such as hares, mice, goats and wasps. Wilderness has been sustained over large areas. Visitors again easily see species once reduced to remnant populations, such as whio (blue duck) and giant land snails. Ecotourism has become a mainstay of the regional economy and provides for a sustainable economic and employment base. People have reconnected with nature in a mutually beneficial way that has restored and linked threatened natural ecosystems.

What we want to achieve	This is what success looks like	How to get there
Fully functioning indigenous ecosystems restored. (Outcomes 1,2,4 and 5)	Major areas of endemism have had pests eradicated or reduced to very low numbers.	Intensify management of ecosystem pressures in areas of high endemism.
	People experience a wide range of endemic species and this impacts positively on their communities through tourism and research partnerships.	Develop predator, herbivore and wasp control programmes using innovative technologies and methods.
	Pest and weed pressures are reduced throughout natural areas.	Trial fresh approaches to control of key threats
Threatened flora populations are secured. (Outcome 1)	Populations of threatened plant species are secure and no longer considered threatened.	Establish an integrated and fully resourced threatened plant programme.
		Establish propagation, seed banking, translocation, fencing and enhancement planting of these threatened species.
Rare and uncommon ecosystems are restored and secured. (Outcomes 1,2,4 and 5)	At risk ecosystems are well represented and fully functioning and their geological and biological diversity is celebrated.	**Reduce development pressures within ecologically significant sites which are impacting ecosystem integrity and resilience.**
		Cultivate a stronger understanding of the geological and biodiversity values of under-appreciated ecosystems by providing appropriate interpretation and sustainable visitor opportunities.
		Develop and apply effective predator management strategies which enable restoration of mainland seabird induced ecosystems
Communities flourish in the West Coast lowlands alongside	Communities prosper as they transition to more ecologically sustainable creation of wealth	Support communities to develop opportunities that encourage the use ecologically sustainable practices.

legally protected areas. (Outcomes 2, 4 and 5)	and wellbeing and deal with climate and economic instability.	Support development of appropriate infrastructure and tourism approaches that offer experiences at a sustainable level for domestic and international visitors.
Fragmented lowland ecosystems of Golden Bay and Buller District are secured and restored. (Outcomes 2, 4 and 5)	Ecological corridors of naturally functioning native vegetation again link the mountains and the sea and fragmented ecosystems are reconnected.	Reduce development pressures in fragmented remnant areas of native vegetation.
		Manage key ecosystem pressures (e.g. weeds, browsers).
		Improve ecosystem resilience by adding buffers around remnants and creating ecosystem corridors.
		Restore riparian margins.
Nationally important ecosystem restored to full natural function (Outcome 2)	The dune ecosystems of Farewell Spit are fully functioning. Native sand binders, native wetland plants, and native shrublands dominate dune systems. Seabirds and other dune dwellers are thriving.	Eliminate ecosystem pressures including significant weed species, browsers, omnivores and predators.
	The cultural history of the area is interwoven with the natural history and through this Farewell Spit is regarded as a Taonga.	Encourage storytelling and integrating the history into information and management decisions.

2. West Coast Marine

Character	The open coastline of the West Coast offers protection by remoteness. Exposure to the elements has also shaped the landscape. Significant nutrient upwelling off Kahurangi Point causes creates an area of enhanced productivity. It is an important area for shorebirds and seabirds. The coast is home to small communities based around primary industries and tourism, with some natural resource extraction including fishing in the sea and mining, timber, and moss on land. Most of the area is open to trawling and other forms of commercial fishing. Challenges include: ● There is little compiled information on natural heritage values or on pressures from human activity. ● There are some area based marine protection measures in place, but they are small and insufficient to protect the high wilderness value (e.g. from mining and petroleum exploration). ● Land use effects are having negative impacts in some estuaries and river mouths. ● Important estuaries are losing natural functioning such as seagrass beds, but we do not understand the causes.

Our shared future

We acted in time to preserve opportunities to experience the wild and remote places of the West Coast Marine Area. Wilderness has been sustained, and natural functioning has been protected and restored. Our communities are recognised for their foresight and leadership in allowing people to thrive while sustaining and benefiting from restored natural heritage. Protection of marine spaces has enhanced our marine ecosystems and contributed to sustaining healthy communities along the coast.

What we want to achieve	This is what success looks like	How to get there
That the wilderness of the sea is protected commensurate with that on land. (Outcome 3)	Wilderness values are sustained.	Develop a marine wilderness protection plan for the northern West Coast.
The impact of land use effects on estuaries is minimised. (Outcomes 2 and 5)	Sedimentation and eutrophication of estuaries is minimised, and estuarine ecosystems are thriving.	Investigate status and trends in estuarine ecosystems (estuaries and river mouths) and take remedial action for pressures identified.
	People understand how to live sustainably around estuaries.	Educate people on sustainable land use around estuaries.

3. Nelson Motueka

Character	The majority of the people of the Top of the South live in the Nelson Motueka area. Few coastal and freshwater wetlands remain. Some coastal ecosystems such as the Nelson Boulder Bank have unique features. Most land is in private ownership, and/or forestry. There are two main river systems (the Waimea and Motueka) and large estuaries. The coast is characterised by barrier islands (such as Rabbit Island), boulder banks (Nelson), tombolos (Cable Bay). The area has a fairly uniform geology in a landscape largely created by glacial outwash. Challenges in this area include: ● Natural areas are fragmented in an overwhelming dominance of exotic landscapes. ● The valleys and hill slopes have lost most of their natural ecosystems and assessments class many of these as "threatened ecosystems". ● Most significant natural areas remaining are not under active management and are degrading. Building blocks: ● Citizens are active and working with their councils to restore natural heritage in urban and rural environments. ● Significant natural areas remaining have been mapped by the Councils.

Our shared future

Nature has come back into people's lives in urban and rural landscapes and people are reconnected with nature. Native remnants and threatened natural ecosystems are restored and reconnected in ways that also connects the wellbeing of communities into the wellbeing of these ecosystems. Resilience against climate change impacts have been developed through revegetation of water catchments and retirement of land near the coast in favour of natural dune lands and wetlands that can move with sea level rise and absorb storm events. Suburban gardens look very different; rich in plants that bring native animals back into the city and with productive plants that lead to local self-reliance in food production. Visitors are welcomed to the region, enhancing the economy and local experiences.

What we want to achieve	This is what success looks like	How to get there
Remaining alluvial podocarp forests and coastal and freshwater wetlands have been protected and restoration of these last remaining fragments has begun. Riparian margins have been restored with native	Net increase in condition, habitat sequences and connectivity Significant Natural Areas.	Encourage philanthropic investment in large scale threatened ecosystem restoration.
	Forest remnants are free of invasive weeds and are thriving.	Control invasive weed species with increases funding and more community action.

vegetation creating ecosystem corridors. (Outcomes 1,2 and 5)	All significant natural areas are under active management and riparian margins protected.	Fence and protect remaining remnants and riparian margins.
	Sustained engagement by people in restoring depleted ecosystems and an increased understanding how these ecosystems benefit the local communities.	Work with communities and landowners to align hearts and minds with ecological restoration.
	Ecological corridors of naturally functioning native vegetation again link the mountains and the sea.	Reconnect natural areas using rivers and streams as corridors.
	Ecological corridors become 'model pathways' for others and attract research and best practice funding to these communities.	Share developing practice with other regions.
Populations of native species are secure and self-sustainable. (Outcomes 1 and 2)	Cessation of local extinctions and reintroduction of lost species. Wildlife flourish and safely return to where people live. Mistletoes bloom across the landscape.	Control predators to protect fauna populations.
		Control herbivores and weeds to secure threatened flora and protect ecosystems.
		Carry out restoration plantings and reintroductions of lost native fauna and flora where predator and browse control permit.
	Communities value and are actively engaged in restoration and this in turn benefits these communities. People have pride in the wildlife and have developed ways of living with diversity at their doorstep.	Encourage and assist community and landowner support for pest control in key areas and educate people how to live positively with more abundant wildlife.

Indigenous migratory fish able to flourish and migrate freely. (Outcomes 1,2 and 5)	An increased diversity and abundance of native fish and aquatic fauna in all waterways.	Remove fish passage barriers or facilitate alternative pathways.
		Evolve more sustainable land use practices on highly erodible soils near waterways.
		Eradicate pest fish.
A production landscape and economy that is thriving whilst protecting natural heritage. (Outcome 4)	Implementation of new economic models on private land that lead to large scale protection of natural heritage areas.	Incentivise better ways of working and encourage wider use of farm nutrient/land management plans.
	People appreciate natural heritage areas for their own right and understand the social benefits of limiting land use intensification and making alternative uses of natural areas.	Promote an attitude to accept change using new economic models where people benefit from retaining natural heritage areas and receive incentives for covenanting them.
		Work with the visitor sector on messaging that supports recognition of economic reasons to “retain natural heritage areas” and practices that encourage high value sustainable product offerings.

4. Nelson Bays

Character	Semi-protected large bays important for a range of species including seagrass and internationally migrant birds. The bays are important inshore fisheries and host substantial mussel farming areas. Marine tourism is important particularly around the Abel Tasman National Park. Estuarine areas have backshores and catchments developed for agriculture and horticulture with substantial residential and industrial development including towns and a city. Challenges in this area include: ● The Bays have been degraded by sediment input and mobilisation through seabed disturbance. There is no effective action underway to reverse the degradation and loss of natural seabed communities across large areas of the Bays. This has seen the loss of a productive scallop fishery and may begin to impact on other species. ● Large and small estuaries of regional and national importance have been degraded by sediment, nutrients, infilling and loss of natural vegetation on margins. Building blocks: ● There are many local initiatives around estuaries and care groups have been founded for many parts of the Bay. ● Plans are being implemented to restore historic and halt continuing degradation of Waimea Inlet, the largest estuary providing a model for other areas. ● The Tonga Island and Hoiorangi Marine Reserves and the Separation Point area that is closed to trawling and dredging protect small areas in the Bays.

Our shared future

We can enjoy locally harvested scallops, oysters, mussels, pipi, and cockles. Naturally functioning seabed and estuarine ecologies restored across large areas with support from citizens and industries. Profitable marine industries using benthic shellfish have been restored. We have averted the spread of pests from our ports. Shorebirds nest safely, and international migrant birds are welcomed here every year. Locals and visitors continue to enjoy and be inspired by coastal and marine experiences adjoining Abel Tasman National Park.

What we want to achieve	This is what success looks like	How to get there
The restoration of shellfish beds to a level where harvesting can be sustained. Sediment inputs from rivers and streams are at levels that enable benthic ecosystems to thrive. (Outcomes 2, 4 and 5)	Shellfish beds are robust enough to sustain harvesting.	Promote and undertake research and adaptive management. Gain a full picture of what remains and what is required to restore natural functioning.
		Promote land-use practices that significantly reduce sediments loads in rivers and streams.

Estuarine ecologies are restored, and managed, and coastal retreat is provided for as sea levels rise. (Outcomes 2, 4 and 5)	All estuarine sites have a restoration action plan under implementation.	Repeat the work done on the Waimea Inlet Strategy and Action Plan for the other estuarine sites and provide for their implementation.
	Estuarine communities and visitors enjoy the restored spaces and actively contribute to long term health of our natural spaces and sustainable kaimoana harvests.	
Roosting sites for shorebirds are secured. (Outcome 1)	All identified roosting sites are actively protected.	Identify key roosting sites and threats and institute remedial action.
Communities and industries change land-use and sea-based activities to approaches that allow them to flourish while using ecologically sustainable practices. (Outcome 5)	Low impact harvest methods are being used in all fisheries. Seafood harvesting is undertaken at ecologically sustainable levels with ecologically sustainable methods.	Work with industry and recreational fishers to explore alternative harvest methods or strategies which significantly reduce impacts on benthic habitats and communities.

5. Nelson Lakes	
Character	Large, relatively unmodified, beech forest, with extensive mountainous areas and alpine communities. Large unmodified freshwater systems dominated by the two large glacial lakes and the Buller River. Frost flat and valley wetland communities are an interesting feature. Historically, until relatively recently, a South Island stronghold for long-tailed bats. Highest general area in the region. Visibly glaciated. The Buller is the largest wild river with a National Water Conservation Order and no dams. The area includes good examples of valley floor wetland communities. Rural communities are established around the edge of the national park. The economy includes mostly primary industries with some tourism, especially at gateway sites. The area has a very rich Maori history with sacred trails crisscrossing the mountains. Challenges include: ● Apart from the Rotoiti mainland island this area has received relatively little predator and herbivore control. This has resulted in gradual decline in forest condition and in key species and due to goats, deer, possums, stoats, deer and other grazers and predators. Frost flat and valley floor communities depleted and degraded. Building blocks: ● Rotoiti Nature Recovery Project comprises approximately 5,000 hectares of predominantly red, silver and mountain beech forest. The mainland island is well established science driven research site with over twenty years of pest control and longitudinal monitoring. Its visibility beyond the science community however has been eroded over time. With 100,000 visitors a year it offers opportunities for awareness, education and tourism and increased participation in restoration of ecosystems. Its Strategic Plan is due for review in 2019. ● A rich Maori heritage offers additional cultural values that can underpin restoration of taonga species and sites of significance over the area of the Park.

Our shared future

Nelson Lakes area has forests that again abound with birds and bats. Visitors see kea and kaka throughout the Park and its adjacent forest and mountains. The trails are again safe to walk in summer as wasp numbers have been permanently suppressed. People understand the importance of frost flat plant communities and many of the frost flats have been restored with the support of local land owners. All take-off points for introduced invasive tree species have been controlled. Herbivores are controlled to very low numbers and possums and stoats have been eliminated. The restored ecosystem has engendered sustainable linked land uses and tourism ventures. Restored natural functioning in forest, alpine, frost flat and wetland ecosystems and communities that co-exist thrive through their connection to these.

What we want to achieve	This is what success looks like	How to get there
The Rotoiti Nature Recovery Project is a nationally recognised centre of excellence in development of forest and alpine ecosystem restoration tools. (Outcomes 1, 2, 4 and 5)	Ten-fold increase in the area under intensive management.	Implement landscape level predator, herbivore and wasp control to further develop based on innovative technologies and methods and prevent invasion by invasive tree species.
	Model landscape level threat control attracts additional funding for research opportunities that in turn benefits local communities.	
	The site attracts international visitors as a model for restoration.	
Functional and sustained frost flat and valley floor wetland communities. (Outcomes 1, 2 and 5)	Good examples of extensive functional frost flat shrublands are in place and landowners have become advocates/kaitiaki of these special ecosystems.	Promote and carry out research to determine how to control swarding grasses.
		Restrict stock access to frost flat and valley floor wetland communities.
		Carry out active planting to increase extent of frost flat and valley floor wetland communities.
Small streams, riparian margins and alluvial forests are protected from impacts of	Increase in restored stream margins and secure alluvial forest remnants.	Reduce land use intensification and restore riparian margins.

land use activity. (Outcomes 2, 3 and 5)	Land use has been adjusted to allow for sustainable protection of these areas whilst still contributing to the wellbeing of local communities.	
Protection of braided river birds and habitat. (Outcomes 1, 2 and 5)	The number of braided river birds has been restored to levels where the populations are sustainable.	Control predators and invasive weeds.
Restore this area as a long-tailed bat hot-spot of endemism. (Outcome 1)	An increase in bat abundance.	Restore habitat and control predators.
	People have knowledge of the taonga species present, and this increases their sense of belonging.	Educate people about bats and what is needed to sustain them.
To support the local economy by attracting high value visitors to the area. (Outcome 4)	Increased proportion of visitors are high value/low impact.	Promote development of high value visitor products for the area.

6. Mt Richmond

Character	This area is central to Top of the South and creates connections amongst other areas. It is the primary catchment for many rivers including the Pelorus/Te Hoiere and influences water quality of Pelorus/Te Hoiere Sound. It includes the headwaters of the Motueka, Wairoa and Lee rivers. Mt Richmond is largely forested uplands with important forest remnants in the lowlands. In the special mineral belt ecosystems, where the soil is toxic to most native trees, a unique shrubland community has evolved. The mineral belt and limestone areas have many special species but are subject to invasion by woody weeds and browsers. This area has geological significance as it links through time to the Red Hills in South Westland and reflects our dynamic landscape shifts. The communities bordering this forest park are mostly primary industry focused with some tourism through the Te Araroa trail. Most of the uplands are conservation park, Nelson City Council land, or plantation exotic forestry, much returned to iwi in Treaty settlements. Challenges: ● The mineral belt and limestone areas have many special species but are subject to invasion by woody weeds and browsers. ● Mt Richmond features relatively low in Department of Conservation priorities, so goats, possums and predators are largely uncontrolled. ● The forests are degraded by introduced predators, herbivores and wasps. Building blocks: ● The Nelson City Council is investing strongly together with local citizen groups in restoring its parts of the environment. ● The Brook Waimarama Sanctuary offers a core fully protected area around which a halo of restoration and predator suppressed environment is developing. ● The Brook Waimarama Sanctuary and the Te Hoiere Bat Recovery Project could become the core of larger scale restoration efforts.

Our shared future

We treasure Mt Richmond Forest Park as a place of connection and belonging and have an ongoing commitment to a pest and weed free forest park. People have invested in turning the tide on pests and weeds. The mineral belt has been secured from further weed invasions and wilding tree species are firmly under control. Mt Richmond Forest Park and contiguous natural area have been secured and restored. Mountain to the sea ecological functioning and connection has been restored. Land uses have become ecologically and economically sustainable throughout.

What we want to achieve	This is what success looks like	How to get there
Change perception of Mt Richmond from a largely unknown area to a treasure at Nelson and Marlborough's back door. (Outcome 4)	People treasure Mt Richmond and care for it.	Educate people around Mt Richmond to understand the importance of the park to their well-being and the potential to secure threatened species and reintroduce lost elements.

Mt Richmond Forest Park and contiguous natural areas are restored and enhanced to a self-sustaining level. (Outcomes 1,2 and 5)	Collaborative projects abound, working together and achieving positive outcomes for natural areas and species.	Prepare and implement a comprehensive plan for restoration of Mt Richmond Forest Park and contiguous natural areas.
	The natural heritage ecosystems of Mt Richmond are thriving and self-sustainable.	Control browsers, predators and wasps and of invasive weeds on the mineral belt and on forest margins.
	Natural regeneration of the undergrowth of the forests.	
The Red Hills/Dun Mountain mineral belt geology, ecosystems and species are protected from threats. (Outcomes 1, 2 and 5)	The mineral belt is free of wilding pines and other woody weeds and ongoing seeding is controlled.	Control pines and other woody weeds.
	The mineral belt is known and valued for its unique geological and ecosystem value.	Educate people about the mineral belt and encourage them to value and care for it.
The formal identification and protection of key land areas that are important to biodiversity. (Outcome 2)	There has been an increase in protection of key land areas.	Promote and support land purchase and the creation of reserves. Promote and protect Significant Natural Areas in association with landowners.
A secure and thriving long tailed bat population exists providing an educational focal point for our only native land mammal. (Outcomes 1, 2 and 5)	Expanding populations of long tailed bats.	Support and expand the current bat protection programme.
The restoration of wildlife populations, expanding from the hubs of Te Horiere Bat Recovery Project and Brook Waimarama Sanctuary. (Outcomes 2 and 5)	Local communities take an active role in securing populations of existing and reintroduced native wildlife.	Carry out mammalian predator control.
		Encourage and support species reintroductions to these sites and surrounding areas.
The mauri of Te Hoiere and other rivers are restored, ki uta ki tai (mountains to the sea). (Outcomes 2 and 5)	Lowland native forests are extensive along waterways and sediment input to the Pelorus/Te Hoiere delta has been reduced to sustainable levels.	Work collectively with DOC, iwi, community, forestry to improve riparian margins, alluvial forests, improve water quality and reduce sediment loss.

7. Marlborough Sounds/Cook Strait

Character	Extremely intricate interweaving of land and sea with many islands and gradients from wild Cook Strait to highly sheltered Sounds and estuaries. Important island refuges for internationally important wildlife, seabirds and rare species. Complex geology with strong tectonic features including highly mineralised and schist substrates together with the gradients of wind, rainfall and elevation result in unique habitats and plants and animals found nowhere else. These include most of the wild population of tuatara in the world, together with unique amphibians, insect and plants. Islands are important refuges for species such as long tailed bats which have elsewhere become rare. Beaches and terrestrial wetlands are rare as the land rises steeply from the sea in most places. The steep streams are refuges for native fish and all outside the Pelorus River catchment are free of introduced fish. These complex patterns on the land are reflected in the sea with great habitat diversity and rare or unique species such as King Shag and Hector's dolphin. The strong connections between the land and sea, including the effects of land run-off, mean the land and sea environments are considered as one in this Strategy. The extensive coastline has resulted in diverse land ownership of many landowners, often limited to water access. Marine tourism is developing in the Sounds and the area hosts important recreational and commercial fisheries as well as the most extensive marine farming areas in New Zealand. Challenges: ● Benthic marine communities have been degraded and destroyed by runoff and direct damage from seabed disturbing activities. ● Pelorus Sound has some of the muddiest estuarine areas in New Zealand as a result of land-use practices. ● Marine management is fragmented amongst multiple agencies and is vulnerable to inappropriate land use. ● There are few protected areas in the sea. Building blocks: ● There are numerous opportunities for peninsula secured restoration. ● Increasing numbers of landowners are showing an interest in both island protection and shore ecology restoration. ● Some islands are directly managed as refuges by Department of Conservation, and opportunities remain to be developed on larger islands and peninsulas wholly or partly in private ownership. ● Landscape level restoration is underway with organisations such as the Marlborough Sounds Restoration Trust removing wilding pines over large areas and local groups are well advanced in restoring defensible peninsulas such as Kaipupu Point and Otohutu Peninsula.

Our shared future

We are able to enjoy locally harvested scallops, oysters, mussels, pipi and cockles, swim in clear waters, hear bird call echo around the islands. There has been landscape-scale return of native forest and unique ecosystems across the Sounds. Most of the islands of the Sounds and many peninsulas are free of introduced pests and weeds. Landowners across the area are actively supporting restoration and communities benefit from this

participation. Seabirds and unique species of plants and animals have re-established in these areas. Marine living habitats such as rhodolith beds, mussel reefs, bryozoan corals, and tube worm mounds have recovered over a wide area. Seabed and estuarine ecologies are naturally functioning across large areas. The rivers run clear and land-use practices ensure soil is retained on the land. Through ecotourism our local communities are proud to share this thriving relationship with the rest of the world.

What we want to achieve	This is what success looks like	How to get there
Shellfish beds are restored to a level where harvesting can be sustained. Sediment inputs from rivers and streams and seabed disturbance are at ecologically sustainable levels that allow benthic ecosystems to thrive. (Outcomes 2, 4 and 5)	Land use and/or practices have changed to significantly and a reduction in sediment input has occurred. Ecosystem damaging seabed practices are substantially reduced or halted.	Support implementation of management measures to minimise damaging practices on land and sea.
Shellfish and biogenic habitats/communities are protected and restored. (Outcomes 2 and 5)	We understand how to restore shellfish and biogenic habitats and the restoration has commenced.	Promote and support research and adaptive management to determine what is required to restore natural functioning.
Estuarine ecologies are restored, and managed, and coastal retreat is provided for as sea levels rise. (Outcomes 2, 4 and 5)	All estuarine sites have a restoration action plan under implementation. Estuarine communities and visitors enjoy the restored spaces and actively contribute to long term health of our natural spaces and sustainable kaimoana harvests.	Repeat the work done on the Waimea Inlet Strategy and Action Plan for the other estuarine sites and provide for their implementation.
Integrated management of land and sea. (Outcomes 2,4 and 5)	People understand their place in a sustainable future leading to integrated management of land and sea implemented.	Support getting full integration of the currently disconnected management regimes.
Communities and industries change land use and sea-based activities to approaches that allow them to flourish while halting ecologically unsustainable practices. (Outcomes 2,4 and 5)	Sustainable practices are widespread, and this enhances community wellbeing.	Work with communities and industries on land and sea to explore more sustainable practices.
Restoration of native ecosystems on all islands and defensible peninsulas. (Outcomes 1 and 2)	Islands and defensible peninsulas are pest, predator, and weed free, and people	Work with communities to progress restoration initiatives.

	have pride in these healthy ecosystems and a commitment to their future.	Develop and deploy landscape-scale effective technologies.
Threatened ecosystems and species are secured and restored. (Outcomes 1 and 2)	Threatened ecosystems are under active management.	Restore and sustain threatened ecosystems and the habitat of threatened species.
The formal identification and protection of key land areas that are important to biodiversity. (Outcome 2)	There has been an increase in protection of key land areas.	Promote and support land purchase and the creation of reserves. Promote and protect Significant Natural Areas in association with landowners.
Landscape-level pest and weed pressures are reduced and this is sustained over time. (Outcomes 2, 3 and 5)	No landscapes still dominated by vines, pines, or *Spartina* cordgrass and communities take a guardianship role in preventing reinvasion.	Sustain and accelerate pine removal, institute invasive weed control, complete *Spartina* cordgrass eradication.
	Healthy understory throughout native forests.	Control ungulates to levels that allow a healthy understory to be sustained.

8. Wairau

Character	In the Wairau district, dryland, lowland and the coast are influenced by easterly weather patterns, with a warm climate and low rainfall. Substrate, faulting, glaciation and limestone cliffs, scarps and other landforms are special to this area. The east coastline is very important as a haul out site for marine mammals. Wairau Lagoons and remnant freshwater wetlands are regionally important. Lakes Grassmere and Elterwater are important for waterfowl and shorebirds. Waterways are important for native fish as are lakes where trout are absent. This is the area where human occupation was first recorded in Aotearoa. It has huge historic cultural significance. This is the viticulture centre of New Zealand and includes the second largest urban area in the Top of the South. It is important for a wide range of primary industries and for tourism. Challenges: ● Lowland forest remnants are significant given the highly modified state of this region following burning and land clearance for agriculture. Shrublands are important for threatened species. ● The majority of wetlands are degraded, so the few wetlands left all are important. ● Wairau lowlands have very small scattered remnants of natural heritage. Much of this is not well understood as important by those managing the landscape. ● Native vegetation is largely regarded as "scrub" even though it includes of a diversity of endemic species. ● The financial and people resources required to implement the recommendations on Significant Natural Areas at a rate required to halt decline are not available. Building blocks: ● The significant natural areas are small but have been documented by the Marlborough District Council building on earlier Protect Natural Area surveys. ● Treaty settlements and increased understanding of this valuable area can provide stepping stones for protection and restoration.

Our shared future

We have restored and reconnected remnant dryland native ecosystems and established land use that is sustainable for both natural and human communities. In this interconnected landscape rare plant and animal communities have been restored and land use is aligned to their protection. Harvest of watercress, eels and other food sources has returned and is managed sustainably. Loss of the last remnants of rare plant and animal communities has been avoided and we have linked the remnants with new plantings re-establishing native vegetation along river corridors as we went. Grazing, predation and weed pressures on significant natural areas have been reduced throughout.

What we want to achieve	This is what success looks like	How to get there
Regeneration of native species into the natural		Control browsers and weeds by establishing a landscape level

landscape (Outcomes 1, 2 and 5)	Native species are once again thriving in the natural and modified landscapes.	control of goats and invasive weed species as a first step.
		Prevent the intensification of grazing in significant natural areas.
Preservation and enhancement of remaining shrublands, with restored connectivity of vegetation fragments. (Outcomes 1, 2 and 5)	Shrublands formally protected.	Promote the formal protection of existing shrubland areas; re-establish new areas; introduce seed sources.
Restoration of river corridors and wetland systems, e.g. Wairau Lagoons, Lake Elterwater. (Outcomes 1, 2 and 5)	The riparian margins of rivers are dominated by native vegetation and willow removal from wetlands has been completed.	Remove willows and other woody weeds from wetlands and braided rivers and replant with indigenous species.
People appreciate indigenous areas for intrinsic reasons and understand the social benefits of limiting land use intensification of significant natural areas on private land. (Outcome 4)	Implementation of new economic models and diversified land use on private land that lead to large scale protection.	Promote an attitude to accept change using new economic models where people benefit from retaining shrublands and receive incentives for covenanting natural areas.
	People have an understanding of the ecological and cultural significance and this adds to their sense of belonging and wellbeing.	
The formal identification and protection of key land areas that are important to biodiversity. (Outcome 2)	There has been an increase in protection of key land areas.	Promote and support land purchase and the creation of reserves. Promote and protect Significant Natural Areas in association with landowners.
We know what is special in the dryland ecosystems and understand how to restore its ecological functioning (Outcomes 1, 2, 4 and 5)	Functioning ecological drivers and processes and restored ecological building blocks.	Develop and trial restoration and pressure management tools and methodologies.

9. Inland Marlborough

Character	Inland Marlborough is one of five major centres of species endemism nationally with a large number of threatened and at-risk species. It is influenced by easterly weather patterns and low rainfall, leading to dryland ecosystem types with a strong rainfall gradient west to east, dropping very quickly – a strong driver. It includes mountainous areas and alpine communities with extremes of wet/dry and hot/cold. The Clarence River is the last relatively unmodified braided river system in the eastern South Island. Inland Marlborough has a diverse network of lakes, tarns and wetlands. This area is thinly populated and economic gains are via farming, tourism and forestry. Community connection and belonging are a key attribute for people living in these areas. Challenges: ● The whole area has been burned and grazed to a point where the unique suite of native species and communities are reduced to scattered remnants. Building blocks: ● Molesworth offers an opportunity to create a centre of excellence in dryland ecosystem restoration. This would require major new funding to allow a science led approach to understanding how to approach ecosystem restoration at a landscape level in these dry, poorly understood ecosystems. ● The area is managed as a Recreation Reserve by the Department of Conservation and the current farming lease expires in June 2020. A review of the management plan is under consideration. ● There is an opportunity here to explore reconnection of fragmented ecosystems with building connected communities.

Our shared future

Te Waiau Toa dryland ecosystem has become the focus of dryland ecosystem management in New Zealand. The Waiau Toa Centre of Dryland Ecosystem restoration has grown from small beginnings to create and model innovative approaches to large scale management of weeds and pests and transitions to sustainable land uses. Many threatened species have become secure and new species have been discovered as survey and monitoring has intensified. Ecotourism has developed as a feature of the region, carefully managed to avoid risks of fire and overuse of sensitive areas such as lakes. Rare species and threatened ecosystems survive and are restored to thrive, and communities are able to co-exist with these ecosystems in a sustainable manner.

What we want to achieve	This is what success looks like	How to get there
A landscape free of pest ungulates and exotic woody species (esp. wilding conifers) and land uses in harmony with the	Wilding trees have been brought under control.	Control wilding tree species.
	Native shrublands in dry environments have been restored.	Work with landowners to reduce the impact of domestic stock within significant natural areas

restored ecosystems. (Outcomes 1,2 and 5)		and other ecologically significant sites, control pest browsers and weeds to build up native woody shrubland species.
	Restored river banks.	Remove willows where appropriate and restore riparian margins with indigenous species.
	Rowan in low densities.	Control rowan at Hanmer Forest.
Braided river bird populations are sustained. (Outcomes 1, 2 and 5)	Sustained numbers of braided river birds.	Control predators to protect braided river birds and waterfowl, and to ensure increased diversity of birdlife as a result of habitat changes.
The formal identification and protection of key land area that are important to biodiversity (Outcome 2)	There has been an increase in protection of key land areas.	Promote and support land purchases and creation of reserves. Promote and protect Significant Natural Areas in association with landowners.
The restoration of ecological processes that will allow the natural regeneration of native species. (Outcomes 2 and 5)	Mosaic of native seed sources established throughout.	Protect existing beech forest areas as future seed source. Re-introduce native seed sources. Manage ecosystems recovering post-earthquake. Plant strategically to allow natural processes to happen. Restore wetlands.
Matauranga Maori and science led restoration. (Outcomes 1, 2, 4 and 5)	Working in partnership with iwi to scope and co-design Waiau Toa Centre of Dryland Ecosystem Excellence.	Create a centre of excellence in dryland ecosystem restoration based in Molesworth Waiau Toa.
		Model what vegetation was there previously, research large-scale control techniques for pests and weeds and for staged restoration managing the effects of de-stocking herbivore pressure reduction.

10. Kaikōura

Character	This is the area within the Top of the South with 82 visitor nights per resident population (post-earthquake). This is the highest across the region and the fourth in New Zealand. The Kaikōura District is made up of a series of landscapes. Descending from alpine ranges and limestone hill country, to lowland floodplains, sweeping beaches, rugged rocky cliffs and limestone bluffs, the Kaikōura District reflects the geological processes of ongoing fault action. These processes have created dramatic landscapes of contrast where hard rock uplifts cut through soft limestone and where rocky cliffs drop steeply to the ocean waters of the Hikurangi Trench. Active mountain building is influenced by easterly coastal weather patterns and low rainfall. Many Marlborough endemic plant species are present. Isolated Hill is the most extensive lowland limestone area in South Marlborough and has high species diversity. Smaller forest remnants in the lowlands are important due to the heavily modified nature of this part of the region. This region also boasts: a world population of Hutton's Shearwater, important gull/tern nesting colonies, high reptile diversity, marine mammal and seabird feeding, breeding and resting areas, banded dotterel, and a close backdrop of mountain ranges right beside the Pacific Ocean. Challenges: ● There is a huge contrast between the wild, natural marine environment of this coast and the highly modified landscapes along the road and rail corridor. ● Most of the dune lands are dominated by pines and introduced marram grass, hills are scarred by earthquake slips and weeds are invading the new habitats. ● With a small population struggling to recover after a major natural disaster outside resources are required if real progress is to be made. Building blocks: ● Very active groups such as Te Korowai, Hutton's Shearwater Trust and the Kaikōura Marine Guardians. ● Opportunities for corridors of natural areas from the submarine canyon to mountain tops in continuous protected areas. ● These community initiatives are models on how human and natural communities can interact and they are building blocks for a sustainable Kaikōura into the future.

Our shared future

Kaikōura is known as the marine ecotourism capital of New Zealand. Marine opportunities are integrated with those on the land. The focus has moved from "come and see our wonderful nature" to include "come and be part of our restoration and future". This has seen large scale revegetation and pest and weed control along the SH1 and rail corridor that has transformed the visitor experience. Vegetation corridors have reconnected and restored ecological connection from mountains to the sea. Pride in these accomplishments has led our community to replicate these efforts throughout the rural landscape. These model community restoration initiatives have been shared and lead to similar projects across New Zealand. They are regarded across the world as valued templates. Ways have been developed that allow visitors to take an active role in protection of the ecosystems.

What we want to achieve	This is what success looks like	How to get there
A conservation highway rich in native plants and animals diversifying the marine focused ecotourism already strong in the area leading to large scale support for natural heritage restoration in the district. (Outcome 4)	World Heritage status granted, and sustainable economies established that interconnect with the natural heritage.	Support initiatives to gain World Heritage status and associate this with plans for a conservation highway integrated with earthquake recovery.
Consolidation of a series of natural connections from coast to mountains using rivers where possible. (Outcome 5)	Continuous strips of protected natural lands coast to coast.	Secure land, restore riparian margins replant degraded areas, control, herbivores and weeds.
Naturally functioning dune lands. (Outcomes 2 and 5)	Dune lands dominated by native sand binders and shrubs.	Restoration of the coastal dune lands starting with pine and marram control.
Ecosystems on limestone geology secured and sustained. (Outcome 2)	Goat and weed free areas.	Goat and weed control.
Limestone and coastal plant communities free of invasive weeds. (Outcomes 2 and 3)	Vine free areas and highways.	Eradicate banana passion nine and control old man's beard in sensitive sites (limestone & coastal).
Long term sustainable populations of Hutton's shearwaters. (Outcome 1)	New nesting populations of Hutton's shearwaters.	Work with the Hutton's Shearwater Trust to secure further nesting populations.

11. East Coast Marine

Character	The East Coast is geologically active with highly productive rocky shores, sand and gravel beaches and estuaries. This coast has an extensive continental shelf dissected by the largest inshore canyon system in New Zealand. Huge diversity of seabirds and marine mammals with unique and rare species. Both natural and human communities are recovering from major earthquakes in 2016. Some aspects of natural heritage on the east coast are highly managed such as marine mammal tourism at Kaikoura. There is a big seasonal population of tourists in areas with a low resident population (one million tourists in Kaikoura with a resident base of only four thousand excluding earthquake recovery teams). Challenges in this area include: ● A low revenue base from rates for local councils to manage the environment of an extensive, important and dynamic coast. ● Important natural areas such as the Wairau Lagoons receive relatively low attention. ● In Kaikoura just developing infrastructure for tourists is hugely demanding. ● The major earthquakes have exacerbated this and left new issues such as vastly accelerated sediment run-off from land and uplift which in some key locations has destroyed much of the natural intertidal ecology. ● The earthquake uplift has provided easier vehicle access to our coastal beech systems, resulting in pressures to native flora and fauna and our special reef ecosystems. Building blocks: ● The communities here have an active interface with the marine environment and its benefits to the people. They have shown leadership through Te Korowai and other initiatives that build a lasting sustainable relationship between the local people and its biodiversity. ● Inspiring initiatives such as the Titi Trust, Te Korowai and the High School Lincoln partnership of reseeding the Paua beds post-earthquake provide a firm foundation.

Our shared future

We have a thriving ecosystem that has recovered after the earthquakes. This has resulted in a diverse and productive marine environment. Careful management has minimised the impacts of human induced activities, such as vehicle access to our beaches and ongoing sediment effects from accelerated land erosion from highway rebuilding and the thousands of earthquake slips on land. Marine and coastal ecotourism is thriving and sustainable. Rich kelp forests have re-established and paua are again abundant and enjoyed by the community and visitors alike.

What we want to achieve	This is what success looks like	How to get there
Earthquake recovery and development proceed in	Research and support active restoration and interventions to protect significant beach habitats	Rapid recovery of native algae beds, ecosystems and associated flora and fauna.

ways that allow the natural ecology to recover along with the community. (Outcomes 2, 4 and 5)	from damage by vehicles. e.g. potential of planting native seaweeds along the coast and access restrictions at valued places.	Communities recover their resilience alongside a restored marine environment.
		Sustainable practices are embedded for the future.
Responsible ecotourism development is the cornerstone of regional prosperity. (Outcomes 1, 2, 4 and 5)	World Heritage status and a new marine research and education facility contribute to healthy sustainable economies linked to a healthy environment.	Support World Heritage status and the establishment of a world class marine research and education facility in Kaikoura.
Sediment input and development around the margins of Wairau Lagoons reduced, and provision made for managed retreat as sea level rises. (Outcomes 2, 4 and 5)	Wairau Lagoons recover ecologically and can evolve naturally in the future as climate change.	Development of a Wairau Lagoons Action Plan.

Appendix 1 – Contributing organisations and individuals

Design Working Group

Peter Lawless Phoenix Facilitation Ltd

Andrew Baxter Department of Conservation

Shannel Courtney Department of Conservation

Juliette Curry West Coast Regional Council

Skye Davies Tasman Environmental Trust

Kian Foh advisor economics

Aroha Gilling advisor Treaty settlements

Peter Hamil Marlborough District Council

Mike Hawes Department of Conservation

Tracey Kingi advisor Matauranga Maori

Andrew Macalister Project Janzoon

Leigh Marshall Nelson City Council

Rebecca Martel Ministry for the Environment

Debs Martin Forest and Bird Protection Society

Kauahi Ngapora Whalewatch Kaikoura

Jenny Oliver Fisheries NZ

Gisela Purcell Nelson Regional Development Agency

Chris Woolmore Department of Conservation

Science Workshop

Dr Leigh Stevens Salt Ecology Ltd

Dr Sean Handley NIWA

Dr Susan Walker Manaaki Whenua Landcare Research

Dr Conrad Pilditch Waikato University

Dr Jim Sinner Cawthron Institute

Dr Paul Gillespie Cawthron Institute

Dr Rob Schuckard Birds NZ

Jan Clayton-Greene DOC

Mike Avis MDC

Appendix 2 – Technical reports supporting the creation of the Strategy

Peter Lawless - Phoenix Facilitation Limited – (July 2018) **Kotahitanga Strategy Report on Science Workshop.**

Kian Lee (October 2018) **Articulating Potential Benefits of the Kotahitanga mō te Taiao Alliance Strategy**

Tracey Kingi – KIC Limited (November 2018) **Mātauranga Māori - Understanding and applying Māori knowledge systems based on tradition from the Atua.**

Appendix 3 – MOU

MEMORANDUM OF UNDERSTANDING
KOTAHITANGA MŌ TE TAIAO

THIS MEMORANDUM OF UNDERSTANDING IS MADE IS 30th DAY OF SEPTEMBER 2017

PARTIES
The Parties are:

1. **Ngāti Apa ki te Rā Tō Trust**
2. **Te Pātaka a Ngāti Kōata Trust**
3. **Te Rūnanga o Ngāti Kuia Trust**
4. **Te Rūnanga o Ngāti Rārua**
5. **Ngāti Tama ki Te Waipounamu Trust**
6. **Te Rūnanga O Toa Rangatira Inc**
7. **Te Atiawa o Te Waka-a-Māui Trust**
8. **Rangitāne o Wairau Settlement Trust**
9. **Te Rūnanga o Ngāti Waewae**
10. **Tasman District Council**
11. **Nelson City Council**
12. **Marlborough District Council**
13. **Buller District Council**
14. **Department of Conservation - Te Papa Atawhai**

And subsequently such other parties that as may be invited and agree to be bound by the provisions of this Memorandum of Understanding (MOU).

BACKGROUND

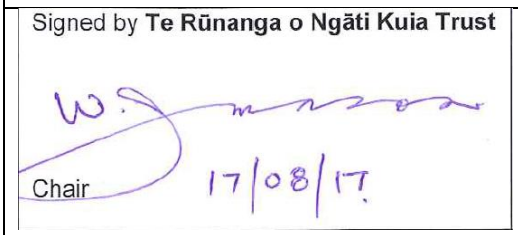
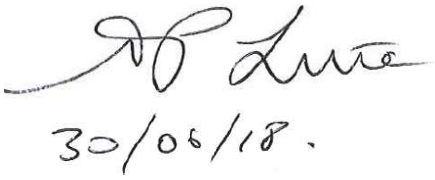
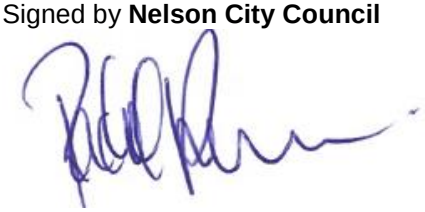
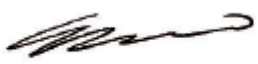
A. This Memorandum of Understanding (MOU) recognises that the Parties consider that there are considerable benefits of working collaboratively to achieve significant conservation gains across the Buller, Marlborough, Nelson and Tasman region.

B. The Parties propose to develop a formal relationship and Alliance that involves an agreement to collaborate, look for synergies and align conservation efforts across the Buller, Marlborough, Nelson and Tasman region.

C. This Memorandum of Understanding formalises and records the vision, scope and principles that the Parties expect to underpin their ongoing relationship with each other.

OPERATIVE PARTS

1. The Parties agree that the arrangements set out in **Schedule One** of this document are the basis on which they wish to base their relationship.

Signed by **Ngāti Apa ki te Rā Tō Trust**  Chair	Signed by **Te Pātaka a Ngāti Kōata Trust** Chair
Signed by **Te Rūnanga o Ngāti Kuia Trust**  Chair 17/08/17	Signed by **Te Rūnanga o Ngāti Rārua** Chair
Signed by **Ngāti Tama ki Te Waipounamu Trust**  Chair 30/06/18.	Signed by **Te Runanga O Toa Rangatira Inc** Chair
Signed by **Te Atiawa o Te Waka-a-Māui Trust**  Chair	Signed by **Rangitāne o Wairau Settlement Trust** Chair
Signed by **Te Rūnanga o Ngāti Waewae**  Chair	Signed by **Tasman District Council**  Mayor
Signed by **Nelson City Council**  Mayor	Signed by **Marlborough District Council**  Mayor John Leggett

Signed by **Buller District Council**	Signed by **Department of Conservation Te Papa Atawhai**
JUSTICE OF THE PEACE FOR NEW ZEALAND J.P. Garry Howard Mayor Buller District Council Mayor	Director, Partnerships

OTHER SUBSEQUENT PARTIES

The following Parties have been added to the MOU and agree to be bound by the provisions of this Memorandum of Understanding (MOU).

1) West Coast Regional Council
2) Kaikoura District Council
3) Te Rūnanga o Kaikōura

Signed by **West Coast Regional Council**	Signed by **Kaikoura District Council**
Chair Date 14/12/2017	Mayor Winston Gray 26-3-2018

SCHEDULE ONE

Background

1. The Kotahitanga mō te Taiao Alliance is a concept which aims to help coordinate the achievement of landscape scale collaborative conservation projects across the Buller, Marlborough, Nelson and Tasman region. The drivers are to work collaboratively to achieve significant conservation gains by attracting resources for new work, growing synergy to more effectively achieve existing work and developing social, cultural and economic contributors to future proof the outcomes.

2. For landscape scale conservation to be successful a strong alliance across local government, iwi and the Department of Conservation (DOC) is needed. A strong Alliance would enable the establishment of a region-wide conservation programme and the implementation of projects within it.

Vision

3. The Parties are united in the vision:

A partnership for environmental leadership across the Buller, Marlborough, Nelson and Tasman region – connecting people and place together for now and for the future.

Ma whero ma pango ka oti ai te mahi

With red and black the work will be complete, this refers to co-operation where if everyone does their part, the work will be complete. The colours refer to the traditional kowhaiwhai patterns on the inside of the meeting house.

Scope

4. The purpose and function of our Kotahitanga mō te Taiao Alliance is to align and collaborate on conservation projects across the Buller, Marlborough, Nelson and Tasman region to provide a collaborative voice for conservation.

5. This includes identifying, prioritising and integrating conservation work across the Buller, Marlborough, Nelson and Tasman region. The function of our Alliance is to provide support, context and advice to projects within the region and help coordinate or support funding applications.

6. The scope of the Alliance is the coordination of collaborative landscape scale conservation projects.

7. The Parties are committed to ensuring that the Alliance delivers not only conservation outcomes but also supports social, cultural and economic outcomes to the region as well.

Nature of Relationship

8. The Parties wish to conduct their relationship ("the relationship") on the basis of good faith and respect for each other's views.

9. The Parties may refer to the relationship in their dealings with others as "working with our Kotahitanga mō te Taiao Alliance".

10. The **Addendum Terms of Reference** further outlines how the Alliance will function.

Relationship Principles

11. The Parties to this MOU are committed to developing a meaningful and enduring relationship with the intention to work together to achieve mutually beneficial objectives and outcomes that enable the successful delivery of our Alliance. The Parties to this MOU agree to abide by the following relationship principles when the Parties engage with each other and others:

    - Integrity
      Each Party will treat each other with the utmost respect, honesty and fairness.

    - Dominion
      Each Party has dominion over its respective organisation.

    - Consultation
      Each Party agrees to consult on matters relating to the Alliance programme and agrees to contribute to strategic and annual planning processes in an integrated manner.

    - Availability
      Each Party agrees to make every effort to attend each meeting.

12. Nothing in this MOU or actions arising from it, shall detract from the rights or interests of the Parties under their individual Deeds of Settlement with the Crown.

Withdrawal

13. If a Party wishes to withdraw from the Alliance, it may do so by giving four weeks written notice to the other Parties.

Communication

14. Subject to reasonable notice, the Parties agree and will commit to meet quarterly to discuss issues of mutual interest, including business and work planning, new research and knowledge.

15. If matters arise that may be of interest to any Party, a contact person designated by each Party is to be informed. That person should develop an effective working relationship with the other Party.

16. If the designated contact person changes in any organisation, there should be a handover process so that the new person can quickly settle into the role.

17. In the interests of clear communication, any public statements that could be construed as being for or on behalf of our Alliance, must be made only after agreement with the other Parties. The Parties will agree to a communications protocol.

Intellectual Property and Data Sharing

18. All intellectual property brought to the relationship by each Party remains vested in that Party.

Confidentiality

19. Confidential information means proprietary science, technical and business information disclosed during the relationship.

20. No Party shall disclose directly or indirectly the confidential information received from other Parties to any third party without written consent.

Dispute Resolution

21. Any dispute concerning the subject matter of this document will be settled by full and frank discussion and negotiation between the Parties. Should the dispute not be resolved satisfactorily by these means, the Parties agree that they may engage in mediation conducted in accordance with the terms of LEADR New Zealand Inc Standard Mediation Agreement.

Review of MOU

22. The Parties shall review the Operative Parts in Schedule One of this MOU three years from the date of this MOU first being signed.

Addendum - Terms of reference

Role of Parties of the Alliance

1. The Alliance Parties will identify and integrate conservation priorities across the Buller, Marlborough, Nelson and Tasman region consistent with the vision and scope of the MOU.

2. The Parties shall bring their strengths to the Alliance to help achieve the agreed vision and identified priorities.

3. Each Party on the Alliance will report back to the organisation that he/she represents with recommendations from the Alliance and seek that organisation's direction.

4. Each organisation may decide to take full or partial responsibility for specific actions recommended by the Alliance. There may also be situations where each organisation may decide not to take any responsibility for a specific action.

5. An organisation's formal support of specific actions will be communicated back to the Alliance by the organisation's representative. An organisation may choose to support specific actions in various ways, e.g. by allocating funding and/or including action items within planning documents and work programmes.

Role of the Facilitator of the Alliance

6. One member should be of appointed as Facilitator of the Alliance.

7. The facilitator will:

   - prepare the agenda for Alliance meetings with input from the Alliance Parties;
   - facilitate the meetings and assist the Alliance to reach consensus on issues and options;
   - act as the spokesperson for the Alliance; and
   - as necessary, support or present Alliance recommendations to the signatories.

8. The term for appointment as Facilitator shall be for a period of one year with an option for reconfirmation.

9. One member should be appointed as Vice Facilitator of the Alliance to provide support and coverage if the Facilitator is unavailable. This will be appointed and reviewed on an annual basis.

10. The Department of Conservation offers to provide the facilitator role for the Alliance, if required, for three years from the date that the MOU is first signed.

Quorum for meetings

11. While the Alliance does not have a decision-making mandate, there shall be no less than 8 members of the Alliance present for meetings to be held.

Reporting

12. Notes of Alliance meetings will be taken by a member of the Alliance or a support person (to be selected by Alliance consensus) and circulated before the next meeting of the Alliance.

13. The Department of Conservation offers to undertake the notes of the Alliance meetings and circulate these before the next meeting for three years from the date that the MOU is first signed.

14. Each Party will be responsible for reporting back to the organisation that he/she represents.

Frequency of meeting

15. The Parties shall meet as an Alliance quarterly, with additional meetings or workshops, if required.

Servicing of meetings

16. The Department of Conservation offers to provide documentation and logistical support for the Alliance meetings and provide staff support for three years from the date that the MOU is first signed.

17. All Parties shall be responsible for their own expenses for attendance and travel to and from meetings.

Review

18. The Parties will review these TOR three years from the date that it is first signed.

ENDS

Environment & Planning Department

Departmental Financial Statement

For the year to March 2019

YTD Actual Mar 2018		YTD Actual Mar 2019	YTD Forecast Mar 2019	YTD Variance	Total Forecast 2018/19	Total Budget 2018/19	Total Forecast Variance	YTD % Total Forecast
	OPERATING ACTIVITIES							
	Operating Income							
6,766,826	General Rates	7,772,646	7,777,826	(5,180)	10,363,528	10,363,528	0	75%
140,581	Targeted Rates	134,988	132,752	2,236	176,768	176,769	(1)	76%
5,342,341	Fees & Recoveries	5,876,072	5,717,360	158,713	7,587,911	6,998,873	589,038	77%
472,768	Share of Investment Income	467,492	467,805	(313)	623,322	623,323	(1)	75%
12,722,515	**Total Operating Income**	**14,251,199**	**14,095,744**	**155,455**	**18,751,530**	**18,162,493**	**589,037**	**76%**
	Operating Expense							
9,880	Wage Related Expenses	2,511	4,644	2,133	7,182	7,182	0	35%
4,066,378	Wage Timesheet Allocation	4,274,450	4,699,233	424,783	6,532,455	6,532,455	0	65%
50,870	Maintenance	54,242	68,387	14,144	90,946	79,112	(11,834)	60%
822,527	General Operating Costs	1,222,541	1,106,184	(116,357)	1,660,936	1,368,837	(292,099)	74%
2,409,573	Professional Fees	1,950,927	2,116,168	165,242	3,187,675	2,813,009	(374,666)	61%
0	Operations	87,616	108,921	21,305	196,550	159,120	(37,430)	45%
6,549	Employment Related Expenses	2,884	3,410	526	7,952	5,848	(2,104)	36%
4,539,847	Overheads	4,385,433	4,810,302	424,869	6,680,435	6,680,436	1	66%
17,876	Loan Interest	18,114	18,279	164	24,103	14,629	(9,474)	75%
174,983	Depreciation	170,550	172,617	2,067	231,649	306,598	74,949	74%
12,098,482	**Total Operating Expense**	**12,169,268**	**13,108,145**	**938,877**	**18,619,883**	**17,967,226**	**(652,657)**	**65%**
624,034	**SURPLUS (DEFICIT) FROM OPERATIONS**	**2,081,931**	**987,599**	**1,094,332**	**131,647**	**195,267**	**(63,620)**	**1581%**
	CAPITAL FUNDING							
	Source of Capital Funds							
0	Loans Raised	(797)	(798)	2	(1,062)	(1,062)	0	75%
71,805	Reserve Transfers	(104,075)	95,349	(199,424)	209,621	209,621	0	-50%
7,482	Internal Transfer	0	0	0	0	0	0	100%
79,287	**Total Source of Capital Funds**	**(104,871)**	**94,551**	**(199,422)**	**208,559**	**208,559**	**0**	**-50%**
	Application of Capital Funds							
143,807	Capex Additions	117,791	153,323	35,532	452,438	428,008	(24,430)	26%
82,658	Principal Repaid	82,658	82,712	53	110,212	110,211	(1)	75%
13,211	Reserve Transfers	129,150	129,234	84	172,201	172,200	(1)	75%
239,676	**Total Application of Capital Funds**	**329,599**	**365,269**	**35,670**	**734,851**	**710,419**	**(24,432)**	**45%**
(160,389)	**SURPLUS (DEFICIT) OF CAPITAL FUNDING**	**(434,470)**	**(270,718)**	**(163,752)**	**(526,292)**	**(501,860)**	**(24,432)**	**83%**
174,983	Non-Funded Depreciation	170,550	172,617	(2,067)	231,649	306,598	(74,949)	74%
638,627	**SURPLUS (DEFICIT) FUNDING BALANCE**	**1,818,011**	**889,498**	**928,512**	**(162,996)**	**5**	**(163,001)**	

Environment & Planning Department

Summary of Operating Activities

For the year to March 2019

YTD Actual Mar 2018	ENVIRONMENT & PLANNING	YTD Actual Mar 2019	YTD Forecast Mar 2019	YTD Variance	Total Forecast 2018/19	Total Budget 2018/19	Total Forecast Variance	YTD % Total Forecast
	ENVIRONMENTAL MANAGEMENT							
	Operating Income							
1,285,778	Environmental Policy	1,476,355	1,491,890	(15,535)	2,006,338	2,005,862	476	74%
3,301,801	Environmental Information	3,804,170	3,793,715	10,455	4,941,682	4,888,867	52,815	77%
1,995,710	Resource Consents	2,500,640	2,232,051	268,589	3,227,214	3,224,998	2,216	77%
1,086,953	Compliance	1,210,373	1,252,424	(42,051)	1,634,165	1,641,314	(7,149)	74%
7,670,242	**Total Operating Income**	**8,991,539**	**8,770,080**	**221,458**	**11,809,399**	**11,761,041**	**48,358**	**76%**
	Operating Expense							
1,417,069	Environmental Policy	1,180,223	1,430,339	250,116	2,111,915	2,080,860	(31,055)	56%
2,715,523	Environmental Information	2,641,398	3,009,287	367,890	4,676,967	4,709,627	32,660	56%
2,285,688	Resource Consents	2,410,600	2,512,285	101,685	3,368,319	3,224,998	(143,321)	72%
875,776	Compliance	1,021,684	1,110,635	88,951	1,663,560	1,641,313	(22,247)	61%
7,294,056	**Total Operating Expense**	**7,253,905**	**8,062,547**	**808,642**	**11,820,762**	**11,656,798**	**(163,964)**	**61%**
376,186	**TOTAL ENVIRONMENTAL MANAGEMENT**	**1,737,634**	**707,533**	**1,030,101**	**(11,363)**	**104,243**	**(115,606)**	**-15293%**
	PUBLIC HEALTH & SAFETY							
	Operating Income							
3,278,198	Building Control	3,377,227	3,350,024	27,203	4,401,321	4,132,399	268,922	77%
375,444	Emergency Management	297,176	297,375	(199)	396,235	396,235	0	75%
1,398,631	Regulatory Services	1,585,258	1,678,265	(93,007)	2,144,575	1,872,818	271,757	74%
5,052,273	**Total Operating Income**	**5,259,661**	**5,325,664**	**(66,003)**	**6,942,131**	**6,401,452**	**540,679**	**76%**
	Operating Expense							
3,222,858	Building Control	3,227,847	3,355,987	128,140	4,523,234	4,132,399	(390,835)	71%
323,824	Emergency Management	345,027	266,136	(78,892)	401,860	402,253	393	86%
1,257,744	Regulatory Services	1,342,490	1,423,476	80,987	1,874,028	1,775,776	(98,252)	72%
4,804,426	**Total Operating Expense**	**4,915,364**	**5,045,598**	**130,235**	**6,799,121**	**6,310,428**	**(488,693)**	**72%**
247,848	**TOTAL PUBLIC HEALTH & SAFETY**	**344,297**	**280,066**	**64,231**	**143,010**	**91,024**	**51,986**	**241%**
624,034	**TOTAL ENVIRONMENT & PLANNING**	**2,081,931**	**987,599**	**1,094,332**	**131,647**	**195,267**	**(63,620)**	**1581%**

Environment & Planning Department

Activity Financial Statement

For the year to March 2019

YTD Actual Mar 2018	BUILDING CONTROL	YTD Actual Mar 2019	YTD Forecast Mar 2019	YTD Variance	Total Forecast 2018/19	Total Budget 2018/19	Total Forecast Variance	YTD % Total Forecast
	OPERATING ACTIVITIES							
	Operating Income							
481,759	General Rates	643,741	644,171	(430)	858,322	858,322	(0)	75%
2,703,079	Fees & Recoveries	2,642,570	2,614,876	27,694	3,421,777	3,152,855	268,922	77%
93,360	Share of Investment Income	90,916	90,977	(61)	121,222	121,222	(0)	75%
3,278,198	**Total Operating Income**	**3,377,227**	**3,350,024**	**27,203**	**4,401,321**	**4,132,399**	**268,922**	**77%**
	Operating Expense							
1,098,480	Wage Timesheet Allocation	1,172,063	1,314,728	142,666	1,840,145	1,840,147	2	64%
115,858	General Operating Costs	416,470	325,938	(90,532)	359,947	174,318	(185,629)	116%
871,111	Professional Fees	568,467	501,372	(67,094)	613,179	408,000	(205,179)	93%
6,549	Employment Related Expenses	780	1,306	526	5,848	5,848	(0)	13%
1,130,860	Overheads	1,070,017	1,212,612	142,595	1,704,085	1,704,086	1	63%
0	Loan Interest	50	30	(20)	29	0	(29)	170%
3,222,858	**Total Operating Expense**	**3,227,847**	**3,355,987**	**128,140**	**4,523,234**	**4,132,399**	**(390,835)**	**71%**
55,341	**SURPLUS (DEFICIT) FROM OPERATIONS**	**149,380**	**(5,963)**	**155,343**	**(121,913)**	**0**	**(121,913)**	**-123%**
	CAPITAL FUNDING							
	Application of Capital Funds							
0	Capex Additions	2,631	0	(2,631)	0	0	0	100%
0	**Total Application of Capital Funds**	**2,631**	**0**	**(2,631)**	**0**	**0**	**0**	**100%**
0	**SURPLUS (DEFICIT) OF CAPITAL FUNDING**	**(2,631)**	**0**	**(2,631)**	**0**	**0**	**0**	**100%**
0	Non-Funded Depreciation	0	0	0	0	638	(638)	100%
55,341	**SURPLUS (DEFICIT) FUNDING BALANCE**	**146,750**	**(5,963)**	**152,713**	**(121,913)**	**638**	**(122,551)**	
	CLOSED ACCOUNT BALANCE							
0	Opening Balance	(1,520)	(1,520)	0	(1,520)	(1,520)	0	
55,341	Funding Balance (as above)	146,750	(5,963)	152,713	(121,913)	638	(122,551)	
0	Reserve Transfers (as above)	0	0	0	0	0	0	
55,341	**CLOSING SURPLUS (DEFICIT) BALANCE**	**145,230**	**(7,483)**	**152,713**	**(123,433)**	**(882)**	**(122,551)**	

Environment & Planning Department

Activity Financial Statement

For the year to March 2019

YTD Actual Mar 2018	EMERGENCY MANAGEMENT	YTD Actual Mar 2019	YTD Forecast Mar 2019	YTD Variance	Total Forecast 2018/19	Total Budget 2018/19	Total Forecast Variance	YTD % Total Forecast
	OPERATING ACTIVITIES							
	Operating Income							
360,673	General Rates	282,183	282,373	(190)	376,245	376,245	0	75%
14,771	Share of Investment Income	14,992	15,002	(10)	19,990	19,990	(0)	75%
375,444	**Total Operating Income**	**297,176**	**297,375**	**(199)**	**396,235**	**396,235**	**0**	**75%**
	Operating Expense							
9,903	Wage Timesheet Allocation	0	8,208	8,208	16,382	16,382	0	0%
56	Maintenance	123	107	(16)	123	62	(61)	100%
239,523	General Operating Costs	283,497	188,581	(94,916)	287,942	287,829	(113)	98%
71,859	Overheads	59,152	67,401	8,249	95,251	95,252	1	62%
(3,198)	Loan Interest	(3,812)	(3,727)	84	(4,918)	(4,352)	566	77%
5,681	Depreciation	6,067	5,566	(501)	7,080	7,080	0	86%
323,824	**Total Operating Expense**	**345,027**	**266,136**	**(78,892)**	**401,860**	**402,253**	**393**	**86%**
51,621	**SURPLUS (DEFICIT) FROM OPERATIONS**	**(47,852)**	**31,239**	**(79,091)**	**(5,625)**	**(6,018)**	**393**	**851%**
	CAPITAL FUNDING							
	Source of Capital Funds							
0	Loans Raised	(797)	(798)	2	(1,062)	(1,062)	0	75%
0	**Total Source of Capital Funds**	**(797)**	**(798)**	**2**	**(1,062)**	**(1,062)**	**0**	**75%**
0	**SURPLUS (DEFICIT) OF CAPITAL FUNDING**	**(797)**	**(798)**	**2**	**(1,062)**	**(1,062)**	**0**	**75%**
5,681	Non-Funded Depreciation	6,067	5,566	501	7,080	7,080	(0)	86%
57,302	**SURPLUS (DEFICIT) FUNDING BALANCE**	**(42,582)**	**36,007**	**(78,589)**	**393**	**0**	**393**	
	CLOSED ACCOUNT BALANCE							
215,363	Opening Balance	257,674	257,674	0	257,674	257,674	0	
57,302	Funding Balance (as above)	(42,582)	36,007	(78,589)	393	0	393	
0	Reserve Transfers (as above)	0	0	0	0	0	0	
272,665	**CLOSING SURPLUS (DEFICIT) BALANCE**	**215,092**	**293,681**	**(78,589)**	**258,067**	**257,674**	**393**	

Environment & Planning Department

Activity Financial Statement

For the year to March 2019

YTD Actual Mar 2018	ENVIRONMENTAL POLICY	YTD Actual Mar 2019	YTD Forecast Mar 2019	YTD Variance	Total Forecast 2018/19	Total Budget 2018/19	Total Forecast Variance	YTD % Total Forecast
	OPERATING ACTIVITIES							
	Operating Income							
1,228,496	General Rates	1,410,871	1,411,811	(941)	1,881,158	1,881,160	(2)	75%
9,943	Fees & Recoveries	17,993	32,557	(14,563)	61,858	61,380	478	29%
47,338	Share of Investment Income	47,491	47,522	(31)	63,322	63,322	(0)	75%
1,285,778	**Total Operating Income**	**1,476,355**	**1,491,890**	**(15,535)**	**2,006,338**	**2,005,862**	**476**	**74%**
	Operating Expense							
449,936	Wage Timesheet Allocation	415,821	477,654	61,832	683,822	683,821	(1)	61%
30,581	General Operating Costs	34,415	41,444	7,029	65,734	63,495	(2,239)	52%
432,029	Professional Fees	301,944	421,354	119,410	662,242	638,550	(23,692)	46%
508,309	Overheads	428,043	489,887	61,845	700,117	700,118	1	61%
(3,785)	Loan Interest	0	0	0	0	(5,124)	(5,124)	100%
1,417,069	**Total Operating Expense**	**1,180,223**	**1,430,339**	**250,116**	**2,111,915**	**2,080,860**	**(31,055)**	**56%**
(131,292)	**SURPLUS (DEFICIT) FROM OPERATIONS**	**296,132**	**61,551**	**234,581**	**(105,577)**	**(74,998)**	**(30,579)**	**-280%**
	CAPITAL FUNDING							
	Source of Capital Funds							
0	Reserve Transfers	(75,000)	37,575	(112,575)	75,000	75,000	0	-100%
0	**Total Source of Capital Funds**	**(75,000)**	**37,575**	**(112,575)**	**75,000**	**75,000**	**0**	**-100%**
0	**SURPLUS (DEFICIT) OF CAPITAL FUNDING**	**(75,000)**	**37,575**	**(112,575)**	**75,000**	**75,000**	**0**	**-100%**
(131,292)	**SURPLUS (DEFICIT) FUNDING BALANCE**	**221,132**	**99,126**	**122,006**	**(30,577)**	**2**	**(30,579)**	
	CLOSED ACCOUNT BALANCE							
254,913	Opening Balance	(0)	(0)	0	(0)	(0)	0	
(131,292)	Funding Balance (as above)	221,132	99,126	122,006	(30,577)	2	(30,579)	
0	Reserve Transfers (as above)	75,000	(37,575)	112,575	(75,000)	(75,000)	0	
123,621	**CLOSING SURPLUS (DEFICIT) BALANCE**	**296,132**	**61,551**	**234,581**	**(105,577)**	**(74,998)**	**(30,579)**	

Environment & Planning Department

Activity Financial Statement

For the year to March 2019

YTD Actual Mar 2018	ENVIRONMENTAL INFORMATION	YTD Actual Mar 2019	YTD Forecast Mar 2019	YTD Variance	Total Forecast 2018/19	Total Budget 2018/19	Total Forecast Variance	YTD % Total Forecast
	OPERATING ACTIVITIES							
	Operating Income							
2,458,774	General Rates	2,887,170	2,889,091	(1,921)	3,849,561	3,849,560	1	75%
140,581	Targeted Rates	134,988	132,752	2,236	176,768	176,769	(1)	76%
579,838	Fees & Recoveries	662,209	651,986	10,223	755,615	702,801	52,814	88%
122,608	Share of Investment Income	119,802	119,885	(83)	159,737	159,737	0	75%
3,301,801	**Total Operating Income**	**3,804,170**	**3,793,715**	**10,455**	**4,941,682**	**4,888,867**	**52,815**	**77%**
	Operating Expense							
6,500	Wage Related Expenses	0	0	0	0	0	0	100%
889,500	Wage Timesheet Allocation	904,143	971,082	66,939	1,338,795	1,338,795	0	68%
30,896	Maintenance	33,174	51,114	17,939	67,364	55,590	(11,774)	49%
330,503	General Operating Costs	346,314	394,320	48,006	759,709	690,846	(68,863)	46%
298,389	Professional Fees	179,669	330,503	150,834	735,567	815,870	80,303	24%
0	Operations	87,616	108,921	21,305	196,550	159,120	(37,430)	45%
1,047,863	Overheads	970,099	1,037,082	66,982	1,426,738	1,426,737	(1)	68%
22,713	Loan Interest	18,947	18,923	(24)	24,942	24,308	(634)	76%
89,159	Depreciation	101,436	97,344	(4,091)	127,304	198,361	71,057	80%
2,715,523	**Total Operating Expense**	**2,641,398**	**3,009,287**	**367,890**	**4,676,967**	**4,709,627**	**32,660**	**56%**
586,278	**SURPLUS (DEFICIT) FROM OPERATIONS**	**1,162,772**	**784,428**	**378,345**	**264,715**	**179,240**	**85,475**	**439%**
	CAPITAL FUNDING							
	Source of Capital Funds							
71,805	Reserve Transfers	(29,075)	57,774	(86,849)	134,621	134,621	0	-22%
71,805	**Total Source of Capital Funds**	**(29,075)**	**57,774**	**(86,849)**	**134,621**	**134,621**	**0**	**-22%**
	Application of Capital Funds							
131,919	Capex Additions	115,160	153,323	38,163	452,438	428,008	(24,430)	25%
63,162	Principal Repaid	63,162	63,204	42	84,216	84,216	0	75%
195,081	**Total Application of Capital Funds**	**178,322**	**216,527**	**38,205**	**536,654**	**512,224**	**(24,430)**	**33%**
(123,276)	**SURPLUS (DEFICIT) OF CAPITAL FUNDING**	**(207,397)**	**(158,753)**	**(48,643)**	**(402,033)**	**(377,603)**	**(24,430)**	**52%**
89,159	Non-Funded Depreciation	101,436	97,344	4,092	127,304	198,361	(71,057)	80%
552,161	**SURPLUS (DEFICIT) FUNDING BALANCE**	**1,056,811**	**723,019**	**333,793**	**(10,014)**	**(2)**	**(10,012)**	
	CLOSED ACCOUNT BALANCE							
564,417	Opening Balance	464,428	464,428	0	464,428	464,428	0	
552,161	Funding Balance (as above)	1,056,811	723,019	333,793	(10,014)	(2)	(10,012)	
(71,805)	Reserve Transfers (as above)	29,075	(57,774)	86,849	(134,621)	(134,621)	0	
1,044,773	**CLOSING SURPLUS (DEFICIT) BALANCE**	**1,550,314**	**1,129,673**	**420,641**	**319,793**	**329,805**	**(10,012)**	

Environment & Planning Department

Activity Financial Statement

For the year to March 2019

YTD Actual Mar 2018	RESOURCE CONSENTS	YTD Actual Mar 2019	YTD Forecast Mar 2019	YTD Variance	Total Forecast 2018/19	Total Budget 2018/19	Total Forecast Variance	YTD % Total Forecast
	OPERATING ACTIVITIES							
	Operating Income							
898,479	General Rates	1,079,210	1,079,929	(719)	1,438,945	1,438,946	(1)	75%
1,012,836	Fees & Recoveries	1,336,346	1,066,980	269,366	1,674,822	1,672,605	2,217	80%
84,394	Share of Investment Income	85,085	85,142	(57)	113,447	113,447	0	75%
1,995,710	**Total Operating Income**	**2,500,640**	**2,232,051**	**268,589**	**3,227,214**	**3,224,998**	**2,216**	**77%**
	Operating Expense							
906,261	Wage Timesheet Allocation	952,067	1,036,043	83,976	1,415,825	1,415,825	(0)	67%
3,923	General Operating Costs	14,303	7,451	(6,853)	18,766	23,460	4,694	76%
419,376	Professional Fees	438,531	379,079	(59,452)	447,097	303,960	(143,137)	98%
0	Employment Related Expenses	2,104	2,104	0	2,104	0	(2,104)	100%
958,177	Overheads	1,003,593	1,087,608	84,015	1,484,527	1,484,527	0	68%
(2,050)	Loan Interest	2	1	(1)	1	(2,774)	(2,775)	150%
2,285,688	**Total Operating Expense**	**2,410,600**	**2,512,285**	**101,685**	**3,368,319**	**3,224,998**	**(143,321)**	**72%**
(289,978)	**SURPLUS (DEFICIT) FROM OPERATIONS**	**90,040**	**(280,234)**	**370,274**	**(141,105)**	**0**	**(141,105)**	**-64%**
(289,978)	**SURPLUS (DEFICIT) FUNDING BALANCE**	**90,040**	**(280,234)**	**370,274**	**(141,105)**	**0**	**(141,105)**	
	CLOSED ACCOUNT BALANCE							
138,034	Opening Balance	(53)	(53)	0	(53)	(53)	0	
(289,978)	Funding Balance (as above)	90,040	(280,234)	370,274	(141,105)	0	(141,105)	
0	Reserve Transfers (as above)	0	0	0	0	0	0	
(151,944)	**CLOSING SURPLUS (DEFICIT) BALANCE**	**89,988**	**(280,287)**	**370,274**	**(141,158)**	**(53)**	**(141,105)**	

Environment & Planning Department

Activity Financial Statement

For the year to March 2019

YTD Actual Mar 2018	COMPLIANCE	YTD Actual Mar 2019	YTD Forecast Mar 2019	YTD Variance	Total Forecast 2018/19	Total Budget 2018/19	Total Forecast Variance	YTD % Total Forecast
	OPERATING ACTIVITIES							
	Operating Income							
828,762	General Rates	950,972	951,606	(634)	1,267,962	1,267,962	0	75%
214,203	Fees & Recoveries	213,398	254,783	(41,385)	304,866	312,015	(7,149)	70%
43,989	Share of Investment Income	46,003	46,035	(32)	61,337	61,337	(0)	75%
1,086,953	**Total Operating Income**	**1,210,373**	**1,252,424**	**(42,051)**	**1,634,165**	**1,641,314**	**(7,149)**	**74%**
	Operating Expense							
384,550	Wage Timesheet Allocation	485,175	510,772	25,597	713,709	713,709	(0)	68%
10,110	General Operating Costs	13,526	13,198	(329)	25,469	23,460	(2,009)	53%
68,195	Professional Fees	57,108	95,187	38,079	236,376	216,240	(20,136)	24%
413,682	Overheads	466,595	492,181	25,587	688,935	688,936	1	68%
(762)	Loan Interest	(720)	(703)	17	(929)	(1,032)	(103)	78%
875,776	**Total Operating Expense**	**1,021,684**	**1,110,635**	**88,951**	**1,663,560**	**1,641,313**	**(22,247)**	**61%**
211,178	**SURPLUS (DEFICIT) FROM OPERATIONS**	**188,689**	**141,789**	**46,900**	**(29,395)**	**1**	**(29,396)**	**-642%**
	CAPITAL FUNDING							
	Source of Capital Funds							
7,482	Internal Transfer	0	0	0	0	0	0	100%
7,482	**Total Source of Capital Funds**	**0**	**0**	**0**	**0**	**0**	**0**	**100%**
7,482	**SURPLUS (DEFICIT) OF CAPITAL FUNDING**	**0**	**0**	**0**	**0**	**0**	**0**	**100%**
218,660	**SURPLUS (DEFICIT) FUNDING BALANCE**	**188,689**	**141,789**	**46,900**	**(29,395)**	**1**	**(29,396)**	
	CLOSED ACCOUNT BALANCE							
51,319	Opening Balance	48,899	48,899	0	48,899	48,899	0	
218,660	Funding Balance (as above)	188,689	141,789	46,900	(29,395)	1	(29,396)	
0	Reserve Transfers (as above)	0	0	0	0	0	0	
269,979	**CLOSING SURPLUS (DEFICIT) BALANCE**	**237,588**	**190,688**	**46,900**	**19,504**	**48,900**	**(29,396)**	

Environment & Planning Department

Activity Financial Statement

For the year to March 2019

YTD Actual Mar 2018	REGULATORY SERVICES	YTD Actual Mar 2019	YTD Forecast Mar 2019	YTD Variance	Total Forecast 2018/19	Total Budget 2018/19	Total Forecast Variance	YTD % Total Forecast
	OPERATING ACTIVITIES							
	Operating Income							
509,881	General Rates	518,500	518,845	(345)	691,335	691,333	2	75%
822,442	Fees & Recoveries	1,003,557	1,096,178	(92,622)	1,368,973	1,097,217	271,756	73%
66,307	Share of Investment Income	63,202	63,242	(41)	84,267	84,268	(1)	75%
1,398,631	**Total Operating Income**	**1,585,258**	**1,678,265**	**(93,007)**	**2,144,575**	**1,872,818**	**271,757**	**74%**
	Operating Expense							
3,380	Wage Related Expenses	2,511	4,644	2,133	7,182	7,182	0	35%
327,749	Wage Timesheet Allocation	345,180	380,746	35,565	523,777	523,776	(1)	66%
19,917	Maintenance	20,945	17,166	(3,779)	23,459	23,460	1	89%
92,029	General Operating Costs	114,015	135,253	21,238	143,370	105,429	(37,941)	80%
320,472	Professional Fees	405,209	388,674	(16,535)	493,215	430,389	(62,826)	82%
409,096	Overheads	387,934	423,531	35,597	580,782	580,780	(2)	67%
4,959	Loan Interest	3,648	3,755	107	4,978	3,603	(1,375)	73%
80,143	Depreciation	63,047	69,708	6,660	97,266	101,157	3,891	65%
1,257,744	**Total Operating Expense**	**1,342,490**	**1,423,476**	**80,987**	**1,874,028**	**1,775,776**	**(98,252)**	**72%**
140,886	**SURPLUS (DEFICIT) FROM OPERATIONS**	**242,769**	**254,789**	**(12,020)**	**270,547**	**97,042**	**173,505**	**90%**
	CAPITAL FUNDING							
	Application of Capital Funds							
11,888	Capex Additions	0	0	0	0	0	0	100%
19,496	Principal Repaid	19,496	19,508	11	25,996	25,995	(1)	75%
13,211	Reserve Transfers	129,150	129,234	84	172,201	172,200	(1)	75%
44,595	**Total Application of Capital Funds**	**148,646**	**148,742**	**95**	**198,197**	**198,195**	**(2)**	**75%**
(44,595)	**SURPLUS (DEFICIT) OF CAPITAL FUNDING**	**(148,646)**	**(148,742)**	**95**	**(198,197)**	**(198,195)**	**(2)**	**75%**
80,143	Non-Funded Depreciation	63,047	69,708	(6,660)	97,266	100,519	(3,253)	65%
176,434	**SURPLUS (DEFICIT) FUNDING BALANCE**	**157,170**	**175,755**	**(18,586)**	**169,616**	**(634)**	**170,250**	
	CLOSED ACCOUNT BALANCE							
523,822	Opening Balance	517,409	517,409	0	517,409	517,409	0	
176,434	Funding Balance (as above)	157,170	175,755	(18,586)	169,616	(634)	170,250	
13,211	Reserve Transfers (as above)	129,150	129,234	(84)	172,201	172,200	1	
713,467	**CLOSING SURPLUS (DEFICIT) BALANCE**	**803,728**	**822,398**	**(18,670)**	**859,226**	**688,975**	**170,251**	

Environment & Planning Department

Overhead Expenditure Statement

For the year to March 2019

YTD Actual Mar 2018	ENVIRONMENT & PLANNING	YTD Actual Mar 2019	YTD Forecast Mar 2019	YTD Variance	Total Forecast 2018/19	Total Budget 2018/19	Total Forecast Variance	YTD % Total Forecast
	OVERHEAD EXPENSES							
5,870,362	Wage Related Expenses	6,531,339	6,503,585	(27,754)	8,791,051	8,791,052	1	74%
92,459	Maintenance	125,991	140,529	14,538	195,217	155,244	(39,973)	65%
329,877	General Operating Costs	330,325	329,543	(782)	427,398	419,322	(8,076)	77%
45,773	Professional Fees	19,550	23,230	3,680	31,620	31,620	0	62%
253,969	Employee Benefits	279,582	274,229	(5,354)	368,090	356,907	(11,183)	76%
37,085	Employment Related Expenses	59,589	59,233	(356)	83,111	79,347	(3,764)	72%
1,194,477	Overheads	1,329,888	1,331,123	1,235	1,773,184	1,773,184	0	75%
0	Loan Interest	3,735	3,006	(729)	4,857	4,769	(88)	77%
160,567	Depreciation	140,151	117,245	(22,906)	141,994	177,800	35,806	99%
7,984,569	**TOTAL OVERHEAD EXPENSES**	**8,820,151**	**8,781,723**	**(38,428)**	**11,816,522**	**11,789,245**	**(27,277)**	**75%**
158,961	Capex Additions	278,032	228,217	(49,815)	246,194	291,740	45,546	113%
8,143,530	**TOTAL OVERHEAD EXPENDITURE**	**9,098,182**	**9,009,940**	**(88,243)**	**12,062,716**	**12,080,985**	**18,269**	**75%**
	OTHER ITEMS							
(7,399,770)	Overhead Recoveries	(7,550,656)	(8,352,548)	(801,891)	(11,611,447)	(11,611,446)	1	65%
(152,933)	Income	16,556	(6,614)	(23,170)	(23,312)	(23,970)	(658)	-71%
590,828	**OVERHEAD ACCOUNT BALANCE**	**1,564,082**	**650,778**	**(913,304)**	**427,957**	**445,569**	**17,612**	**365%**

Action Sheet - Environment & Planning Committee – April 2019

Meeting Date:	Minute/Action	Minute or CSR or Email request	Accountable Officer	Status
1 November 2012	EP12-11-06 NPS on Renewable Electricity Generation	Requests staff to identify opportunities to amend the TRMP to improve the process for installing mini and micro hydro and photovoltaic energy systems	Lisa McGlinchey	No action yet. Programmed as part of RPS/plan review. Can we remove from the action sheet?
8 February 2018	EP18-02-03	Staff report back on primary contact sites within urban areas including Templemore Pond in Richmond.	Trevor James/Lisa McGlinchey	Work still to commence
28 July 2018		Regulatory Manager to follow up with the dairy industry to understand the data collected on water use and in particular, milk shed washdowns. He was also asked to report back with additional information on likely set up and running costs for an in-house telemetry service for water metering.	Adrian Humphries	This is being worked on by staff at present
6 September 2018	EP18-09-04	Enforcement Policy to be updated to cover off option of diversion	Dennis Bush-King/ Adrian Humphries	Still to action
29 November 2018	EP18-11-8	Moutere Catchment Stream Health Survey - staff report to report back on the next steps to mitigate the issues raised in the Moutere catchment stream health survey.	Trevor James	Still to action
7 March 2018		In the Public Forum, Richard Johns requested to be contacted by a staff member within 10 working days regarding his Bores	Phil Doole	Escalated to CEO. Answer given and circulated to Crs
7 March 2018	EP19-03-01	Technical Lead – Building Assurance to provide feedback on what other Councils are using as their rule of thumb as a guide for earthquake prone buildings	Phil Beck	To be covered in future E&P Manager reports when there are matters to report