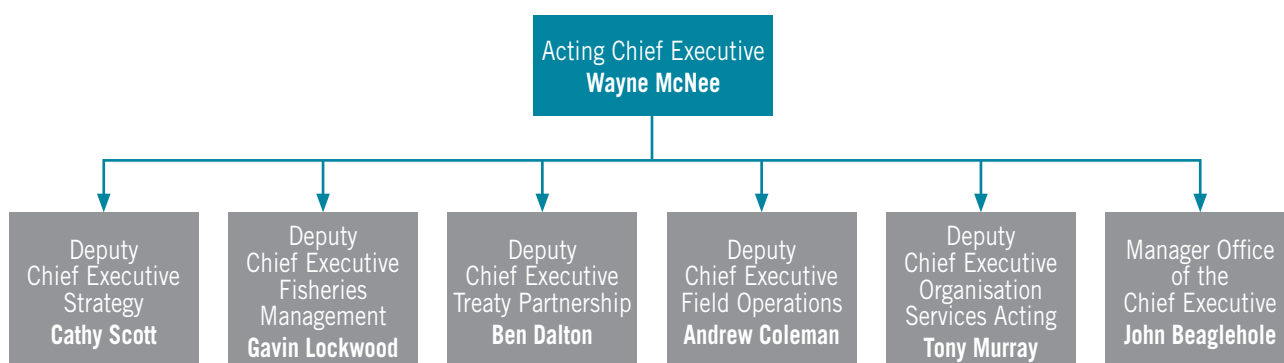


Appendices

APPENDIX 1: MINISTRY INFORMATION

The Strategic Leadership Team (as at 30 June 2011)



APPENDIX 2: KEY STAFF PERFORMANCE STATISTICS

Staff Demographics	Proposed Target	As at 30/06/11	As at 30/06/10	As at 30/06/09
Total staff count (FTEs)		428.31	427.03	446.5
> Male		283.9	286.85	298.3
> Female		144.4	140.18	147.1
Gender ratios % (Headcounts)				
> Male		65	66	66
> Female		35	34	34
Total staff count (Headcount)		441	437	457
Māori participation (%)		15	14	12.2
Staff on IEAs %		60	59	59
Staff on CEAs %		40	41	41
Management and Remuneration				
Remuneration:				
> Average base salary (\$)		78 905	78 077	75 437
> Red-circled positions (no.)	<5%	2 (0.4%)	6 (1.4%)	5 (1.1%)
Staff with annual leave balance > 7 weeks	0	45	50	76

Staff Demographics	Proposed Target	As at 30/06/11	As at 30/06/10	As at 30/06/09
Average length of service (yrs)		8.6	8.6	8
Annualised gross staff turnover (%)		19.7	19.2	12.2
Annualised unplanned staff turnover rate (%)	<15%	11.8	7.5	6
Turnover rate of new (permanent) recruits – where recruit = < 6 months service (%)		0	0.2	0.2
Health and Safety				
Number of accidents	0	3	2	2
Days lost through sickness		728.9	785	821
Days lost through sickness as % of total work days		2.6	2.8	2.8
Training				
Total number of training days ¹⁰		1 462.7	1 150.3	2 855.3
Average days per FTE (quarterly)	> 5/year	3.3	2.7	6.2

Salary Bands

Range	2008/09	2009/10	2010/11
Under \$40 000	7	3	2
\$40 000–\$59 999	155	139	123
\$60 000–\$79 999	152	134	153
\$80 000–\$99 999	65	80	69
Over \$100 000	78	81	81
Total	457	437	428

¹⁰ The quarterly trend fluctuates from year to year depending on the timing of major training initiatives such as Fishery Officer intakes.

APPENDIX 3: MINISTRY STRATEGIC RISKS AND MITIGATING ACTIONS

Specific risk	Mitigating actions
1. Our frameworks, strategies or tools are insufficient to maximise current or future benefits.	<p>Develop and implement key strategies and frameworks including:</p> <ul style="list-style-type: none"> > National Fisheries Plans and Iwi/Forum Fisheries Plans; > Aquaculture Strategy; > International Strategy. <p>Review key programmes including:</p> <ul style="list-style-type: none"> > regulatory review; > review of the Observer Programme and Research Services Strategy. <p>Monitor performance against Fisheries 2030 and Ministry outcomes.</p>
2. Our organisational performance falls through poor capability, information or value-for-money activities.	<p>Undertake the Performance Improvement Framework.</p> <p>Implement the Information Services Strategy Programme.</p> <p>Update the capability strategy.</p>
3. We are unable to deliver services, or the services are not effective, or the services are not of sufficient quality.	<p>Improve governance arrangements around project management, risk management and monthly business monitoring.</p> <p>Improve the prioritisation of services through National Fisheries Plans and Annual Operational Plans.</p> <p>Monitor delivery of registry services provided by commercial fisheries services.</p>
4. We lose the influence necessary to effectively manage fisheries.	<p>Ensure quality of our policy and fisheries management advice to the Minister and Cabinet.</p> <p>Engage with the wider public service through the Natural Resources Sector.</p>
5. We fail in our part of managing the adverse effects of fishing on the environment or changes in the environment on fishing.	<p>Increase understanding through developing and delivering the biodiversity research plan and monitoring fishing's impact on the environment.</p> <p>Establish an Environmental Advisory Group for deepwater fisheries.</p> <p>Set and monitor environmental limits including the:</p> <ul style="list-style-type: none"> > seabird policy; > National Plan of Action for Sharks; > compliance programme for Maui's and Hector's dolphins and sea lions.
6. Our performance prevents benefits from the aquaculture reforms being achieved.	<p>Deliver the Aquaculture Strategy and Action Plan.</p> <p>Develop performance measures to be monitored.</p>
7. We fail to realise, or are perceived not to realise, obligations to Māori.	<p>Delivery of Iwi/Forum Fisheries Plans to capture iwi expectations.</p> <p>Improve awareness around the Ministry's obligations to Māori.</p> <p>Deliver on our settlement obligations.</p>
8. One or more fisheries collapse.	<p>Continue to implement the Harvest Strategy Standard.</p> <p>Ensure the quality of science through implementation of the Research and Science Information Standard.</p> <p>Ensure the quality of fisheries management advice.</p>
9. The merger between the Ministry and MAF impacts on the Ministry's ability to deliver its services.	<p>Restructure the newly merged Ministry to generate effective and efficient management methods through greater economies of scale from an integrated approach.</p> <p>Ensure appropriate governance and programme management to manage the merger.</p> <p>Early and effective communication and consultation with staff and stakeholders.</p> <p>Maintain a Vote Fisheries.</p>

■ APPENDIX 4: GLOSSARY

ACE: Annual Catch Entitlement. An entitlement to harvest a quantity of fish, aquatic life, seaweed or other stock, taken in accordance with a fishing permit and any conditions and limitations imposed by or under the Fisheries Act 1996.

Aquatic environment: The natural and biological resources comprising any aquatic ecosystem and including all aquatic life and the oceans, seas, coastal areas, intertidal areas, estuaries, rivers, lakes, and other places where aquatic life exists.

CCAMLR: Commission for the Conservation of Antarctic Marine Living Resources.

CCSBT: Commission for the Conservation of Southern Bluefin Tuna – an RFMO responsible for the protection of southern bluefin tuna.

Fisheries plan: A plan approved by the Minister of Fisheries under section 11A of the Fisheries Act 1996. Fisheries plans specify what the government, tangata whenua and stakeholders want to achieve for specific fisheries (the objectives), and associated implementation strategies and services (including research, regulations and compliance) to achieve the objectives.

Fisheries stakeholders: Those groups who derive value from the use of fisheries resources or have a strong interest in the sustainable use of fisheries resources, including commercial and recreational fishers, and environmental interests.

Fish stock: a species of fish, shellfish or other marine life within a particular area of the country that is treated as one “unit” by the fisheries management system. Catch allowances are set for commercial, recreational and customary fishers for each fish stock (area).

IUU: Illegal, Unreported and Unregulated fishing – illegal fishing activity.

Kaitiaki: A person appointed under the customary fishing regulations who can authorise customary non-commercial food gathering. The term includes Tangata Tiaki/Kaitiaki under the Fisheries (South Island Customary Fishing) Regulations 1999, and Tangata Kaitiaki/Tiaki under the Fisheries (Kaimoana Customary Fishing) Regulations 1998.

Mātaitai reserve: An identified traditional fishing ground established as a reserve under either the Fisheries (Kaimoana Customary Fishing) Regulations 1998 or the Fisheries (South Island Customary Fishing) Regulations 1999. A mātaitai reserve may be managed by tangata whenua for non-commercial purposes through bylaws approved by the Minister.

Outcome: A desirable future condition of all or part of the social or physical environment towards which fisheries management effort is directed.

QMS: Quota Management System – the term applied to New Zealand’s fishery management system that works by allocating rights to fish certain species as individual transferable quotas. A limit is set on the amount of each fish stock that may be taken in a given year.

RFMO: Regional Fisheries Management Organisation is the term used to describe multi-lateral organisations with responsibility for coordinating the management of highly migratory fish stocks (fish that travel through several national management boundaries) and fish stocks that straddle national fisheries management boundaries.

TAC: Total Allowable Catch – this is the total amount (in tonnes) of fish stocks within the QMS that can be caught by fishers each year, whether they are recreational, customary or commercial fishers.

TACC: Total Allowable Commercial Catch – the portion of the TAC for each fish stock allocated to commercial fishers.

Tangata whenua: In relation to a particular area, means the hapū or iwi that is Māori and holds mana whenua (customary authority) over that area.

SPRFMO: South Pacific Regional Fisheries Management Organisation, which will manage non-highly migratory species in the high seas of the South Pacific Ocean.

Standard: A performance level required to be achieved by fishers or fisheries managers.

WCPFC: Western and Central Pacific Fisheries Commission.

