

MINISTRY OF AGRICULTURE AND FORESTRY >>> 2009/12

# STATEMENT OF INTENT

PRESENTED TO THE HOUSE OF REPRESENTATIVES PURSUANT TO SECTION 39 OF THE PUBLIC FINANCE ACT 1989

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**Ministry of Agriculture and Forestry**  
Te Manatū Ahuwhenua, Ngāherehere



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# MINISTERIAL

## FOREWORD

More than any other developed country, New Zealand depends on the success of its land-based industries and the biosecurity system that underpins them.

The global recession is biting. Primary industries are dealing with higher debt, tighter credit, and in many cases lower prices. But in the long run, we expect the demand for food and raw materials to exceed supply. We must act now to ensure the primary industries are best placed to survive the downturn, and well-positioned for the upturn. The Ministry of Agriculture and Forestry (MAF) needs to do this at a time of fiscal restraint.

Policies to increase the productivity of the primary industries are fundamental. MAF is working on a transparent and simple funding structure to boost primary sector innovation, research, and human capability. MAF is also focused on reducing unnecessary bureaucracy and compliance costs for the industries.

Water is a pressing issue in several regions. The effect on productivity is significant. The Government is looking at how to support increased investment in water storage and distribution infrastructure, and remove any “red-tape” that hampers sensible development.

The Government will be reviewing the objectives for the South Island high country. It is timely to constructively re-examine the objectives of the land tenure review. MAF will oversee this work.


MAF is reviewing its biosecurity border operations. I would like to see lower costs for industry and government, while maintaining our world-class biosecurity standards. MAF is also prioritising work with other border sector agencies to streamline border clearance processes for Australians and New Zealanders crossing the Tasman.

Internationally, we need to fight protectionist initiatives, and ensure that enduring multilateral (and bilateral) agreements are concluded. This is no small task.

We also need to maintain our international reputation and integrity. Our customers are increasingly concerned about traceability and animal welfare, and animal welfare is important to New Zealanders too. Traceability systems will be important for assisting market access and ensuring well timed responses to biosecurity incursions.

A review of the climate change emissions trading scheme is underway. The Government is committed to restoring certainty to the forestry sector, and is considering an “offsetting scheme” to facilitate more efficient and flexible land use. We are also mindful that, while 49 percent of New Zealand’s emissions come from agriculture, none of our agriculture industry’s international competitors face a price on greenhouse gas emissions. Overall we need policies that balance our environmental responsibilities with economic reality.

It will be the primary sector that will carry us out of these difficult times and deliver the Government’s driving goal of economic growth and greater prosperity, security and opportunity for all New Zealanders. MAF’s work will be crucial to achieving the Government’s ambitions for New Zealand.



Hon David Carter  
Minister of Agriculture, Biosecurity, Forestry

# DIRECTOR-GENERAL'S

## INTRODUCTION

This year, MAF's Statement of Intent reflects a sharpening of our focus in response to an unprecedented global financial and economic crisis. It also reflects the Government's driving goal of growing the New Zealand economy, and its desire to see a more efficient, productive and innovative public service.

The Government has agreed a set of priorities for MAF, and these are set out on pages 9 and 10. It is a big agenda, and the MAF team will be working very hard to deliver on it.

To help focus the way we go about our work, we have updated our strategic priorities. The new strategic priorities are: (1) Innovation and productivity, recognising that New Zealand's economic recovery will be driven by the performance of the primary sectors and also recognising the critical role of biosecurity in this; (2) Responsive public service, ensuring that MAF's service delivery and engagement with the public is efficient and productive; and (3) Value for money, ensuring that MAF adopts innovative and cost effective approaches to delivering its outputs.

Highlights from the work programme include:

- › developing a structure to **boost primary sector** innovation, research, and human capability, across the value chain and co-funded by our industry partners;
- › **redesigning border biosecurity operations**, to achieve greater resilience, improved cost-effectiveness, and closer alignment of effort and risk;
- › rolling out a **single adaptable system** for responding to new pests and diseases;
- › developing policies and infrastructure to **support efficient use of scarce freshwater resources** and improved water quality;
- › supporting the **review of climate change policy**;
- › dealing with issues related to **forestry on the West Coast** and the management of the operations of the former Timberlands West Coast State Owned Enterprise;
- › overseeing the **land tenure** (South Island high country) review.

New Zealand, like other economies, faces critical challenges. A "business as usual" approach by MAF – and other government agencies – will not result in the innovation and increased productivity that are needed. I am confident that our planned work programmes for 2009-12 will provide a sound platform for MAF to make a positive contribution to meeting the challenges and opportunities in our sphere of activity and influence.

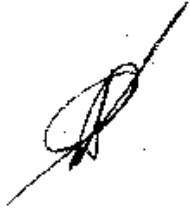


Murray Sherwin  
Director-General

# MINISTERIAL

## STATEMENT OF RESPONSIBILITY

I am satisfied that the information on future operating intentions provided by my department in this Statement of Intent is in accordance with sections 38, 40 and 41 of the Public Finance Act 1989 and is consistent with the policies and performance expectations of the Government.



Hon David Carter  
Responsible Minister for the Ministry of Agriculture and Forestry

Date 21 April 2009

# DIRECTOR-GENERAL'S

## STATEMENT OF RESPONSIBILITY

In signing this statement, I acknowledge that I am responsible for the information contained in the Statement of Intent for the Ministry of Agriculture and Forestry. This information has been prepared in accordance with the Public Finance Act 1989. It is also consistent with the proposed appropriations set out in the Appropriations (2009/10 Estimates) Bill, as presented to the House of Representatives in accordance with section 13 of the Public Finance Act 1989, and with existing appropriations and financial authorities.



Murray Sherwin  
Director-General

Trish McAuliffe  
Chief Financial Officer

## NATURE AND SCOPE OF MAF'S FUNCTIONS

# 1

MAF supports New Zealand's agriculture, food and forestry sectors, and leads New Zealand's biosecurity system. Further, MAF:

- › engages in developing and implementing the Government's response to climate change;
- › administers and implements aspects of New Zealand's indigenous forestry legislation;
- › manages the Crown's forestry and related assets;
- › administers animal welfare legislation;
- › co-ordinates, develops and negotiates market access arrangements;
- › co-ordinates the Government's response to the agriculture and forestry sectors in an adverse event;
- › promotes "rural proofing" of government policy advice.

The strands of trade, sector performance and innovation policy, biosecurity and sustainability of production systems are all reflected in the three outcomes that MAF is working to achieve:

**ECONOMY** Sustainable economic growth and prosperity for New Zealanders.

**PEOPLE** Healthy New Zealanders and a vibrant rural community.

**ENVIRONMENT** Maintained and enhanced economic, social and cultural benefits for New Zealanders from the natural environment.

### ››› COLLABORATION WITH OTHERS

MAF sits at the nexus of many different streams of work both in the public and private sectors. As a result, MAF needs to be effective at working across boundaries with a wide variety of individuals and organisations.

### › MAF'S ROLE ALONGSIDE THE SECTORS

MAF works in partnership with the agriculture, food and forestry sectors to ensure the operating environment of these sectors supports sustainable economic development. In these engagements, MAF's role includes the development and maintenance of effective and efficient institutions, and facilitating whole-of-government engagement and support.

MAF, through Crown Forestry, also works as part of the forestry sector. It manages a forestry estate of 63 128 hectares, producing 1.4 million cubic metres of forest produce on behalf of the Crown. MAF also manages the process of disposing of these forestry assets on behalf of the Crown.

MAF provides direction for the biosecurity system, and works to integrate and align efforts across agencies, organisations and industries. MAF helps the system to predict and respond effectively to emerging events or changing priorities, and routinely prioritises scarce resources to activities and sectors where they will make the greatest difference.

One of MAF's key functions is developing and implementing fit-for-purpose and efficient regulation that sets rules governing business behaviour, while encouraging innovation and minimising compliance costs.

### › MONITORING ROLES

In 2008/09, MAF acquired a new function of monitoring a Crown Entity, the New Zealand Walking Access Commission. This monitoring provides Ministers with advice on the performance of the Commission and helps it maintain an approach that is consistent with the Government's goals, and compliant with its reporting obligations. MAF also administers the Crown's interest in the bovine tuberculosis (Tb) national pest management strategy.

### › RURAL AFFAIRS

MAF operates a Rural Proofing process to improve policy outcomes by increasing cross-government understanding of rural circumstances and needs. A significant component of MAF's rural affairs work involves influencing the policy development of other government agencies.

### › OTHER GOVERNMENT AGENCIES

Working closely with other government agencies is critical to MAF's success. MAF works with several agencies across a range of issues such as trade (with the Ministry of Foreign Affairs and Trade and the New Zealand Food Safety Authority) and economic performance (with the Ministry of Economic Development).

Two other significant areas of collaboration are at the border and the management of natural resources.

### › BORDER SECTOR GOVERNANCE

MAF, along with other border agencies, is a member of the Border Sector Governance Group. The group's work is focused on finding efficiencies and opportunities for greater co-operation, including shared investment, within the existing framework. The 2009/10 work programme includes:

- › improving passenger facilitation while mitigating risk, with a focus on simplifying Trans-Tasman travel;
- › linking information and intelligence to better manage trade and travel risks;
- › introducing an identity assurance framework across government;
- › streamlining compliance arrangements for traders to comply with import and export requirements through one border agency entry point.

### › NATURAL RESOURCES SECTOR

MAF is actively participating in the co-ordination of the Natural Resources Sector, the group of government departments that work on natural resource issues. The work areas for the Natural Resource Sector relate to issues around the Resource Management Act, water (including allocation), and Māori interests and values in natural resources.

# OPERATING ENVIRONMENT

# 2

In the medium term, our operating environment is subject to significant uncertainty. The full scale and likely duration of the impact of the current global financial and economic crisis is not yet clear, and biosecurity is an issue of permanent urgency.

The agriculture, food and forestry sectors remain the core of our economy, major determinants of our employment and social wellbeing and key drivers of our land, water and biological resource use. These sectors currently generate around two-thirds of New Zealand's merchandise export earnings. They are the only major industries in which we have sufficient scale, market share and well-developed supply chains to be truly competitive internationally. Plantation forestry produces a renewable resource as well as environmental benefits, including sequestering carbon.

In the longer term, New Zealand's food and fibre producing capability is likely to be more important due to a growing world population and increasingly scarce natural resources. Indeed, the structure of our economy (in which food exports feature prominently) may mitigate the impact of the global recession on New Zealand, relative to other economies more reliant on durable consumer goods.

Despite this favourable long term outlook for New Zealand's primary production sectors, our industries, environment and broader society currently face a complex set of challenges. These challenges facing the sectors can be broadly grouped into themes of productivity and innovation, environmental sustainability, and New Zealand's reputation and integrity as a safe, trusted and ethical producer. The key issues within these themes are:

## FINANCIAL AND MARKET CONTEXT

### ENVIRONMENTAL SUSTAINABILITY

› water

› soil

› climate change

### PRODUCTIVITY AND INNOVATION

› productivity

› innovation

› rural affairs

### NEW ZEALAND'S REPUTATION AND INTEGRITY

› biosecurity

› product traceability,  
safety and integrity

› animal welfare

## INTERNATIONAL TRADE AND ENVIRONMENT

# STRATEGIC DIRECTION AND OPERATING INTENTIONS

# 3

New Zealand, like other economies, faces critical challenges. A “business as usual” approach by MAF – and other government agencies – will not result in the innovation and increased productivity that are needed. MAF’s Operating Intentions 2009-12 diagram and accompanying measures and indicators tables on pages 12 to 16 summarise MAF’s focus for the next three years. MAF’s work in these areas will provide a sound platform for it to make the positive contribution required to meet the challenges and opportunities it faces.

## »» GOVERNMENT PRIORITIES

The Government’s driving goal is to grow the economy in order to deliver greater prosperity, security and opportunities for all New Zealanders<sup>1</sup>.

The Government has also indicated that, in keeping with this goal, it wishes to address the issue of New Zealand’s low productivity growth, and to lead by example in ensuring that Government agencies, by the end of this parliamentary term, will be viewed as delivering services wanted by the public differently and more cost-effectively so that more and better quality services are being delivered with no increase in expenditure.

The Government’s priorities for MAF include:

- A. AGRICULTURE AND FORESTRY COMPETITIVENESS AND INNOVATION** – primary and food sector investment in education and skills development, research and development, product and market development, commercialisation, and technology transfer, in partnership with relevant industry groups (Primary Growth Partnership); forestry on the West Coast; and tenure review (South Island high country).
- B. ANIMAL WELFARE** – development of animal welfare strategies, standards and policies that reflect the expectations of New Zealand society and international best practice and protect New Zealand’s trading reputation and competitive advantage.
- C. CLIMATE CHANGE** – contribute to the review of the climate change emissions trading scheme with a view to developing policies for agriculture and forestry that balance environmental responsibilities with economic reality, facilitate more efficient and flexible land use, and have particular reference to the treatment of agriculture and forestry in any “post-Kyoto” international agreement.
- D. WATER POLICY AND INFRASTRUCTURE** – contribute to co-ordinated cross-sector policy advice to Ministers on water, and support increased investment in water storage and distribution infrastructure.
- E. STRENGTHENING RURAL COMMUNITIES** – support for rural communities by increasing cross-government understanding of rural circumstances and needs. MAF seeks to influence policy development in three key areas: provision of connection infrastructure; access to services; ease and cost of compliance.

<sup>1</sup> *Speech from the Throne, 2008.*

- F. **TRADE** – to maximise and safeguard the opportunities for trade, including through the negotiation and implementation of enduring and ambitious multilateral and bilateral agreements and averting negative effects of other countries’ trade measures.
- G. **NEW ZEALAND’S INTEGRITY AND GLOBAL REPUTATION** – enhancing the integrity of our unique ecosystems and supporting the primary industries to meet growing demands for product and systems assurance – quality, safety, environmental and ethical credentials.
- H. **MĀORI PARTICIPATION IN AGRICULTURE, FORESTRY AND BIOSECURITY** – in pursuit of productivity gains (agriculture and forestry), improved economic performance of Māori, and increasing engagement in the biosecurity system.
- I. **BORDER OPERATIONS** – review biosecurity border operations and redesign systems to generate greater productivity, reduce compliance costs on industry and government, and facilitate and streamline passenger and cargo flows, while maintaining world-leading standards of biosecurity. MAF seeks efficiencies and opportunities for greater co-operation through the border agencies’ network, the Border Sector Governance Group.
- J. **INCURSION RESPONSE MANAGEMENT** – establishment of the highest standards of biosecurity incursion response, protection and detection. The focus is on performance improvement, ensuring that participants have clear roles and responsibilities and a shared understanding of priorities.

### »» MAF’S STRATEGIC PRIORITIES

To provide focus for the organisation’s efforts over the coming period, MAF has developed three new strategic priorities. These priorities reflect the Government’s driving goal of growing New Zealand’s economy and its aspirations for the public service.

#### » INNOVATION AND PRODUCTIVITY

The primary sectors will be the driver of New Zealand’s economic recovery. MAF needs to drive initiatives for increasing primary sector innovation and productivity. Strong connections with international value chains will be critical to the sectors’ success. Also critical will be protection of the natural environment and biological base in New Zealand that we depend on.

Biosecurity is one of New Zealand’s “make or break” areas of work. It is the filter between international trade and tourism, and the protection of our natural resources and human health. Biosecurity pressures will increase as the global environment continues to change. MAF will continue to invest in innovative solutions to build capability and deliver a robust biosecurity system that protects our economy, environment and our people while allowing us to connect internationally.

### › RESPONSIVE PUBLIC SERVICE

Taxpayers have the right to expect high-quality frontline public services. MAF places a strong emphasis on positive interaction with the public. However, opportunities exist for MAF to be more focused, efficient and productive in the way it engages with members of the public and in the delivery of services.

While MAF has initiatives underway to improve the quality of frontline services, the changes being demanded by the Government will require more than can be achieved through incremental or continuous improvement alone. There is an expectation that agencies will identify opportunities to transform themselves to better serve the public. MAF will be working to achieve this.

### › VALUE FOR MONEY

MAF will have to adopt innovative approaches for deploying limited resources in pursuit of quality outputs. MAF is implementing a series of initiatives designed to ensure greater overall effectiveness, efficiency and adaptability of its systems. In some cases this will mean increasingly involving others in the achievement of the outcomes MAF is seeking, for example, at the border, animal welfare and pest management.

Over recent years MAF has focused on building well-integrated enabling systems and processes. This has included investments in people, training, core IT and related systems. More work is needed to capture the full benefits of the investments that have been made in these areas.

### ››› OPERATING INTENTIONS AND PERFORMANCE MEASURES

MAF's operating intentions and the measures and indicators it will use to monitor its outcomes performance are summarised on pages 12 to 16. It is, however, important to note that the information provided on pages 12 to 16 is a sub-set of MAF's accountability information. Information regarding the quality and scope of the outputs MAF provides are covered in the complementary documents: *Estimates of Appropriations* and the *Information Supporting the Estimates of Appropriations* for Vote Agriculture and Forestry and Vote Biosecurity.

MAF is funded from Vote Agriculture and Forestry and Vote Biosecurity through a number of departmental appropriations to produce activities and outputs that will support the Government's priorities. These activities and outputs generate short and medium term impacts and outcomes for the economy, New Zealanders and the environment. MAF also manages some non-departmental appropriations on behalf of the Crown. As illustrated in the table on pages 14 to 16, MAF uses a number of measures and indicators to determine whether it has been successful in achieving the desired impacts and outcomes.

MAF has work underway to measure the cost-effectiveness of its interventions and intends to have cost-effectiveness measures developed for the 2011/12 accountability documents.

»» MAF'S OPERATING INTENTIONS 2009/12

**GOVERNMENT'S DRIVING GOAL:** To grow the New Zealand economy in  
all New Zealanders

**MAF'S PURPOSE:** Leading the protection and sustainable developme

**VOTE AGRICULTURE AND FORESTRY**

Appropriations

Agriculture and Forestry Policy Advice

Animal Welfare

Administration of Indigenous Forestry Provisions

Climate Change

Contract, Grant and Asset Management

Contesta Service

Government Priorities

A

Agriculture and Forestry Competitiveness and Innovation

B

Animal Welfare

C

Climate Change

D

Water Policy and Infrastructure

E

Strengthening Rural Communities

**OUTPUTS:** See accompanying *Meas*

MAF's Strategic Priorities

Innovation and Productivity

Responsive P

Intermediate Outcomes

Market access for New Zealand's animal and plant products is maintained and enhanced

New Zealand's reputation for consistent and principled application of international trade, sanitary and phytosanitary rules is maintained and enhanced

A business environment for the agriculture, food, forestry and related sectors that supports innovation, enterprise and high performance

Prevention and reduction of harm to economic activity from pests and diseases

Enhanced prosperity for Māori engaged in agriculture, food and forestry

Effectiv stewardsh of the Crov forestry as

End Outcomes

**ECONOMY:**  
Sustainable economic growth and prosperity for New Zealanders

**PEO**  
Healthy New Ze  
vibrant rura

in order to deliver greater prosperity, security and opportunities for

protection of our biological resources for all New Zealanders

**VOTE BIOSECURITY**

- Biosecurity Policy
- Biosecurity Approvals and Assurance
- Biosecurity Enforcement
- Biosecurity Standards
- Biosecurity Surveillance and Incursion Responses
- Border Clearance

- F Trade
- G New Zealand's Integrity and Global Reputation
- H Māori Participation in Agriculture, Forestry and Biosecurity
- I Border Operations
- J Incursion Response Management

**Measures and Indicators of MAF's Performance table**

- Public Service
- Value for Money

- Prevention and reduction of harm to human health from pests and diseases
- New Zealanders are informed and involved participants in MAF's regulatory systems
- Connected and resilient rural communities
- Sustainable use of resources and the natural systems they are based on by the agriculture, food, forestry and related sectors
- Prevention and reduction of harm to the natural environment from pests and diseases
- Prevention and reduction of harm to resources of economic and cultural value to Māori from pests and diseases

**PEOPLE:** Well-being of New Zealanders and a resilient community

**ENVIRONMENT:** Maintained and enhanced economic, social and cultural benefits for New Zealanders from the natural environment

## MEASURES AND INDICATORS OF MAF'S PERFORMANCE

Major output groupings provided by MAF	Impacts	Government Priority (A.....J)	Measures	Indicators Results will be reported in MAF's Outcomes Performance Monitoring Framework and 2009/10 Annual Report (September 2010)
Development and provision of policy advice associated with agriculture, horticulture, indigenous forestry, animal welfare, climate change, sustainable environmental development, international market access, primary sector innovation, economic growth and development	Operational policy advice that supports the Government's objectives for the agriculture, food, forestry and related sectors		<p><b>KEY</b></p> <ul style="list-style-type: none"> <li><span style="color: green;">▲</span> An increase in indicator levels is desirable</li> <li><span style="color: red;">▼</span> A decrease in indicator levels is desirable</li> <li><span style="color: blue;">M</span> Maintaining indicator level is desirable</li> </ul>	<p>Ministerial satisfaction rating</p> <p>The "quality" of operational policy advice and associated interventions will be reflected in the effectiveness and efficiency of the impact programmes have on meeting the Government's objectives</p> <p>Programme outcomes</p>
Provision of ministerial support services	Stakeholders, the public and other interest groups receive timely and quality feedback or information in response to agriculture, food, forestry and related issues raised with the Minister or the Government		Effectiveness and efficiency of operational policy interventions, initiatives and or programmes including Ministerial Services	Public opinion surveys associated with MAF service quality and public trust in MAF (that is, Kiwis' Count, Inside Out et al) indicate that New Zealanders trust the work MAF does and consider our services effective, efficient and value for money
Novel production systems	Novel production systems	<b>A</b>	Change in productivity	Productivity per hectare and/or total production
The development of niche crops	The development of niche crops	<b>A</b>	Investment in research and development	Value
		<b>A</b>	Producer returns	\$ returns by export category
		<b>A,F</b>	Contribution to exports	Value and volume
		<b>A,F</b>	Contribution to GDP	Value and proportionate contribution
Implementation of programmes and initiatives aimed at the economic and environmentally sustainable development of the agriculture, food, forestry and related sectors (that is, East Coast Forestry Project, Permanent Forest Sink Initiative, Afforestation Grants Scheme, Community Irrigation Fund, the Sustainable Farming Fund, and the Dairying and Clean Streams Accord)	Severely eroded hill country in the Gisborne district is afforded to stem further erosion following Cyclone Bola	<b>C,H</b>	Change in the hectares of remaining target land requiring treatment	Hectares of remaining target land requiring treatment
		<b>C,H</b>	Trend in the number of gullies treated	Number of gullies to be treated in priority order - high, medium, low
		<b>C</b>	Nitrogen fertiliser usage	Nitrogen fertiliser usage proportionate to the agriculture sector's contribution to GDP
		<b>C</b>	Agricultural emissions of nitrous oxide and methane	Agricultural emissions as proportion of contribution to GDP
		<b>D</b>	Dairying and Clean Streams Accord: Priority actions and targets met	Annual assessment of priority actions implemented and performance targets met
		<b>C</b>	Area of total land planted since programme inception	Hectares covered by indigenous and exotic forestry species
		<b>H</b>	The area (and relative proportion) established by Māori	Hectares covered by indigenous forestry species on Māori land
		<b>A</b>	Changes in indigenous timber species approved for harvest under Sustainable Forest Management Plans and Permits	Approved standing harvest volume Log volume milled
		<b>C</b>	Trend in the area of total land planted since programme inception	Hectares covered by permanent forests
		<b>H</b>	The area (and relative proportion) of forests established by Māori	Hectares covered by permanent forests on Māori land
Provision of support services and infrastructure to Other Agencies	Cost-effective and efficient financial, information, procurement, contract management and payroll services to other agencies		Client feedback	Percentage of clients that rate the services provided by MAF as 4 or higher on a scale of 1 (low) to 5 (high)

	<p>Rural communities are prepared should adverse climatic events occur</p>	<b>E,A</b>	<p>Annual assessment of the geographical coverage of areas with structural rural response capability to respond to adverse climatic or civil emergency events</p>	<p>Number of regions with active rural support trusts or similar initiatives</p>
<p>Implementation of initiatives aimed at future proofing rural communities (that is, Rural Proofing, Adverse Events Planning and Co-ordination, Vet Bonding Scheme)</p>	<p>Public sector organisations apply a “rural proofing” lens during operational policy development and implementation</p> <p>Rural communities have access to new generation communications technologies</p>	<b>E,A</b>	<p>Awareness among public sector organisations of “rural proofing”</p> <p>Annual assessment of issues likely to, or affecting, the quality and availability of telecommunications infrastructure in discrete rural sub-population groups</p>	<p>Awareness and uptake of “rural proofing” initiatives among public sector organisations</p> <p>Availability, and reduced cost of new generation communications technologies in rural communities</p>
	<p>Veterinarians are available in hard-to-staff rural communities</p>	<b>E,A</b>	<p>Veterinarian placement under the Vet Bonding Scheme</p>	<p>Number of veterinarians placed under the Vet Bonding Scheme</p> <p>% of target communities where veterinarians have been placed since programme inception</p>
	<p>New Zealand is prepared to manage the risk and to implement rapid response biosecurity interventions should serious biosecurity status breaches occur</p>	<b>J,B</b>	<p>Effective implementation of periodic biosecurity incursion response simulations</p>	<p>Findings associated with periodic biosecurity incursion response simulations</p>
	<p>New Zealand exporters of animal and plant products are able to trade their live animal and plant products in foreign markets</p>	<b>J</b>	<p>Effective implementation of MAF Biosecurity Incursion Response Model</p>	<p>Findings associated with the evaluation of the implementation of the MAF Biosecurity Response Model</p>
	<p>New Zealand exporters of animal and plant products are able to trade their live animal and plant products in foreign markets</p>	<b>F,B</b>	<p>Animal and plant product exports</p>	<p>Number and value of exports protected</p>
	<p>Instances where New Zealand exporters were refused entry due to a breach of destination country sanitary and phytosanitary rules and regulations</p>	<b>G</b>	<p>Instances where New Zealand exporters were refused entry due to a breach of destination country sanitary and phytosanitary rules and regulations</p>	<p>Number and value of instances where New Zealand temporarily lost market access</p>
<p>Development and provision of policy advice associated with the ongoing development and implementation of the New Zealand Biosecurity System</p>	<p>New Zealand gains, maintains or improves the sanitary and phytosanitary conditions applicable to the export of its agriculture, food, forestry and related products</p>	<b>F,B,G</b>	<p>New markets gained for New Zealand’s animal and plant product exports</p>	<p>Number and value of markets gained</p>
<p>Negotiation of market access for New Zealand’s agriculture, food, forestry and related products</p>	<p>Markets where access has been improved for animal and plant products</p>	<b>F,B,G</b>	<p>Markets where access has been improved for animal and plant products</p>	<p>Number and value of markets where access has been improved</p>
	<p>Markets where access has been maintained for animal and plant products</p>	<b>F,B,G</b>	<p>Markets where access has been maintained for animal and plant products</p>	<p>Number and value of markets where market access was maintained or resumed</p>
	<p>New Zealand gains, maintains or improves market access as a result of free trade or similar agreements associated with the trade in agriculture, food, forestry and related products</p>	<b>F</b>	<p>Agriculture and forestry product categories that benefited from MAF involvement in negotiation of bilateral and multilateral free trade agreements</p>	<p>Value of market access gained</p>
	<p>Progress associated with the Doha round</p>	<b>F</b>	<p>Progress associated with the Doha round</p>	<p>Annual progress reporting associated with the Doha round of WTO negotiations</p>
	<p>New Zealand’s interests in international agricultural trade disputes are protected</p>	<b>G</b>	<p>Active disputes against New Zealand</p>	<p>Active disputes against New Zealand</p>
	<p>Full, transparent member implementation of WTO commitments</p>	<b>F</b>	<p>Active disputes brought by New Zealand</p>	<p>Annual progress reporting</p>
	<p>Biosecurity pests and diseases arriving in New Zealand as “hitchhikers” on international vessels are eradicated or quarantined</p>	<b>I</b>	<p>Biosecurity risk material removed from marine vessels arriving in New Zealand</p>	<p>Number of biosecurity risk material seizures from marine vessels</p>
<p>Provision of Biosecurity Border Clearance Services</p>	<p>Biosecurity risk items brought to New Zealand by international travellers are identified, removed and kept from being introduced</p>	<b>I</b>	<p>Effectiveness of biosecurity border clearance interventions</p> <p>Major risk category goods removed at main border clearance pathways</p>	<p>Effectiveness rates</p> <p>Number of biosecurity risk material seizures associated with air passengers</p>

Major output groupings provided by MAF	Impacts	Government Priority (A....J)	Measures	Indicators Results will be reported in MAF's Outcomes Performance Monitoring Framework and 2009/10 Annual Report (September 2010)
Provision of Biosecurity Border Clearance Services	International containers arriving in New Zealand representing a potential biosecurity risk are decontaminated to eliminate such risk	I	Effectiveness of biosecurity risk screening	<p>Number of containers inspected and cleared for biosecurity purposes <b>M</b></p>
	International cargo arriving in New Zealand representing a biosecurity risk is decontaminated or removed	I	Biosecurity risk cargo volunteered by importers and removed by MAF staff	<p>Number of biosecurity risk material seizures (Treat, Re-ship, Destroy) by imported cargo pathway <b>M</b></p> <p>Number of biosecurity risk material seizures (Treat, Re-ship, Destroy) reported by accrediting persons <b>M</b></p>
Implementation of Biosecurity surveillance activities	Unwanted pests and diseases are identified (post-border)	J	Surveillance pathway data	<p>Number of diagnostic tests completed for active and passive surveillance with risk organisms deleted (MAF and non-MAF labs) <b>M</b></p>
	Pests and diseases posing a biosecurity risk are kept from spreading to other areas The biosecurity status of managed sites is restored, maintained or enhanced	J	Hectares of land under management for the control of possum to curb the spread of Bovine Tuberculosis Eradication of Southern Salt March mosquito Confirmation of eradication of red imported fire ants at Napier by June 2009	<p>Target area declared pests and disease free <b>M</b></p>
Implementation of Biosecurity Pest Management and Incursion Response Programmes	Increased awareness of MAF's programmes, initiatives and regulations	G, F, I, B	Compliance with social marketing initiatives	<p>Voluntary compliance levels <b>M</b></p>
	Target groups know where to report suspected regulatory breaches	J	Calls to biosecurity pest hotlines	<p>Number of calls <b>M</b></p>
Implementation of activities to inform the public of New Zealand's Biosecurity and Animal Welfare regulations	New Zealanders increasing engage in regulatory-focused activities and initiatives, and voluntarily change their behaviour to comply with regulations	I	Items deposited in amnesty bins	<p>Weight of biosecurity risk material disposed of in amnesty bins <b>M</b></p>
	Compliance with the regulations implemented by MAF	I	Biosecurity risk items volunteered by international passengers and subsequently removed by MAF staff Air passengers with undeclared risk items Air passengers fined at the border	<p>Number of air passengers found with undeclared biosecurity risk material per 1000 passenger clearances <b>M</b></p> <p>Number of warnings and infringement notices issued to passengers arriving in New Zealand <b>M</b></p> <p>Percentage of successful prosecutions <b>M</b></p>
Enforcement of New Zealand's Biosecurity, Animal Welfare and Indigenous Forestry Regulatory Frameworks	Animals are treated in a humane and ethical manner	G, B	Cases of cruelty to animals in New Zealand	<p>Number of confirmed cases of cruelty to animals <b>M</b></p>
	Wood exported legally from New Zealand was forested, harvested and milled in an environmentally sustainable manner New Zealand maintains market access by providing timely and accurate export assurances to other regulatory authorities	G, B	Indigenous and exotic wood or wood products exported from New Zealand	<p>Tonnes and value of exports <b>M</b></p>
Commercial management of the Crown's forestry and related assets and interests	Effective stewardship of the Crown's Forestry Assets	A	Assets under management	<p>Area and value of assets under management <b>M</b></p>

## MANAGING IN A CHANGEABLE

**OPERATING ENVIRONMENT****4**

To inform its strategic thinking and planning, MAF regularly gathers information from stakeholders, undertakes an annual environmental scan and assessment of its key organisational risks, and increasingly seeks to better understand the cost-effectiveness of its activities.

**>>> STAKEHOLDER INTERACTION**

In addition to its ongoing programme of specific formal consultation on a range of key policy issues, MAF will continue to enhance stakeholder engagement through effective communications and relationship management. Through these stakeholder interactions, and involvement in specific sector forums and international groups, MAF gathers intelligence not only about its performance but also about the drivers in the current and future operating environment.

**>>> ENVIRONMENTAL SCAN**

MAF conducts an environmental scan as part of its annual strategic planning process. The scan of MAF's external environment focuses on Social, Technological, Environmental, Economic, and Political factors ("STEEP analysis"). This involves online searching, reviewing published sources, and interviews with stakeholders and other government agencies.

The scan of MAF's internal environment is based on the Criteria for Performance Excellence of the Baldrige National Quality Program, a well-established organisational planning and performance framework. The seven categories surveyed are: Leadership; Strategic Planning; Customer/Stakeholder Focus; Measurement, Analysis, and Knowledge Management; Human Resource Focus; Process Management; and Results.

**>>> MAF'S RISK APPROACH**

MAF is recognised as a world leader in biosecurity-related risk management and assurance. The Ministry's success in managing these risks has a significant impact upon the health and vitality of New Zealand's economy, environment and people. In order to achieve its biosecurity, forestry and agriculture related outcomes MAF needs to have a framework for identifying, analysing and managing strategic, operational and organisational risks.

MAF's organisational risk management framework is based on the requirements set out in the Australia-New Zealand Standard 4360:2004, customised to suit operational needs. MAF's top five risks are determined using an iterative bottom up and top down process, linked to the strategic and business planning process and involving both the Strategic Leadership Team and all MAF business groups.

**> MAF'S TOP FIVE RISKS**

MAF's top five risks reflect the very real risks that the public sector as a whole faces. These risks are specifically related to people capability, systems capability, delivery, engagement with stakeholders and the provision of leadership to our sectors and associated industries.

**“TOP FIVE” ORGANISATIONAL RISKS**

THE RISKS: THAT WE MIGHT NOT...	WHAT DOES IT MEAN?	KEY MITIGATION STRATEGIES
<p><b>...PROVIDE LEADERSHIP</b> MAF needs to ensure the right culture and tone exists within the department, focus on the right issues and create the right expectations.</p>	<ul style="list-style-type: none"> <li>› May fail to lead change in terms of responsibilities and quality of services to the sectors</li> <li>› May fail to lead an appropriate and necessary response to a major biosecurity event</li> <li>› May fail to address the animal welfare implications of a major climatic disaster or biosecurity incursion</li> </ul>	<p>Starting with the Strategic Leadership Team, MAF will pay significant attention to setting expectations around the culture and tone of the organisation, addressing behaviours that undermine achievement of this.</p>
<p><b>...HAVE THE RIGHT PEOPLE</b> MAF needs to have the right mixture of people with the necessary experience, skills and competencies, who engage with the purpose and priorities of the organisation, its culture and tone.</p>	<ul style="list-style-type: none"> <li>› Management may not be sufficiently skilled to drive culture change and support staff in delivering and adapting to the changed environment</li> <li>› May make short-term staffing decisions that result in the loss of skilled and experienced resources, to meet short term fiscal challenges. These resources may be required in a future improved economic situation</li> </ul>	<p>MAF has invested in its existing staff in terms of recruitment and training. MAF's priority is to deploy those staff to best effect, selecting the right people for the right job before recruiting additional staff.</p> <p>MAF's relationship with staff representative bodies will also be a key area of future focus.</p>
<p><b>...HAVE THE RIGHT EXTERNAL RELATIONSHIPS</b> Those outside the organisation must regard MAF as professional, credible and impartial, trusted in our relationships and recognised as listeners.</p>	<ul style="list-style-type: none"> <li>› Partners and stakeholders may be unwilling to participate and contribute towards achieving outcomes, particularly where there would be a bottom-line impact for their business</li> <li>› Communications regarding stakeholder engagement may be inadequate or inconsistent across the organisation, leading to omission, confusion or duplication</li> </ul>	<p>External relationships are heavily influenced by MAF's reputation, unplanned, indirect and informal contacts. Establishing and maintaining the right external relationships, in terms of focus and quality, requires good quality internal communication and knowledge sharing. MAF has initiated work to reinforce both these areas.</p>
<p><b>...DELIVER WHAT MATTERS WITH CREDIBILITY AND IMPACT</b> MAF must manage and live up to expectations, making an obvious impact where it matters and being seen to “walk the talk” at all levels.</p>	<ul style="list-style-type: none"> <li>› Policy advice fails to be robust and relevant in the current and expected future environment</li> <li>› Biosecurity responses are not appropriate to the risk, or efficient and effectively targeted</li> <li>› Failure to articulate and measure the success of MAF delivery of outputs and outcomes</li> <li>› Failure to understand the relationship of costs to outputs and outcomes</li> </ul>	<p>A broad range of stakeholders have high expectations based partly on MAF's track record. Prioritising work and managing expectations accordingly will be key to MAF's credibility. Good risk and performance management will play a significant role in delivering on MAF's priorities.</p> <p>MAF will continue to enhance its performance measurement approach and pay particular attention to financial planning, management and reporting at all levels of the organisation.</p>

THE RISKS: THAT WE MIGHT NOT...	WHAT DOES IT MEAN?	KEY MITIGATION STRATEGIES
<p><b>...HAVE ADEQUATE AND COST EFFECTIVE SYSTEMS AND PROCESSES</b></p> <p>MAF needs to have coherent and comprehensive systems and processes to facilitate delivery of what is expected, to the standards expected, on time and within budget.</p>	<ul style="list-style-type: none"> <li>› Internal resources, partners and stakeholders have inadequate information, systems, processes and tools to make and implement the right decisions to ensure successful delivery</li> <li>› Independent and poorly performing systems undermine efficiencies within MAF and slow the potential achievement of cross-agency collaboration</li> </ul>	<p>In recent years MAF has invested in both technology and systems, as well as creating high level policies and frameworks, processes and procedures. MAF's focus must be to ensure it achieves the benefits from those investments by completing the behavioural changes required.</p>

#### › ASSURANCE AND RISK COMMITTEE

MAF has an Assurance and Risk Committee that meets on a quarterly basis. The Committee is an independent advisory body to the Director-General dealing with the viability of MAF as an organisation to pursue government policy and public good objectives.

#### COMMITTEE MEMBERS

William Falconer (chair) professional company director and former chief executive of Petrocorp

Peter Hughes career public servant, currently chief executive of the Ministry of Social Development

Rick Bettel professional director and former chief executive of Wrightson and the Alliance Group

## ASSESSING ORGANISATIONAL

**HEALTH** AND **CAPABILITY****5**

Being a capable and responsive organisation means focusing on:

- › **LEADERSHIP** – MAF cannot achieve its outcomes alone: there is a need to exercise influence within the Government and with various stakeholders. MAF's ability to engage effectively with colleagues and community stakeholders is consequently a key element of its capability.
- › **PEOPLE** – To achieve its outcomes, MAF needs to have people who are appropriately skilled and engaged.
- › **SYSTEMS AND PROCESSES** – MAF needs to support its people to do their work effectively and efficiently and make it easy for stakeholders to engage with the organisation.

### »» MAF'S ORGANISATIONAL DEVELOPMENT

MAF's organisational development agenda is largely determined by the priorities that the Government has assigned to MAF, together with MAF's own strategic priorities. Accordingly, MAF's key areas of focus are relationship management, leadership development, and business transformation. In particular, MAF wants to realise the benefits of the infrastructural investment that has been made, and ensure that resource allocation remains optimal.

#### › RELATIONSHIP MANAGEMENT

MAF's success depends on its ability to communicate effectively with a range of audiences – staff, stakeholders (here and overseas), the New Zealand public and visitors.

Communication starts with listening – discovering what information is required, how it needs to be delivered and when. Communication involves leadership – taking responsibility for the relationships and making sure that promises are made and delivered upon. Finally, communications involves collaboration – recognising that the breadth of MAF's challenges cannot be met by MAF alone.

MAF's programmes, to a large degree, rely upon high levels of voluntary compliance and participation. These behavioural requests range from the declaration of risk goods at the border (by inbound international travellers) through to voluntary compliance with codes for animal welfare. We know the large majority of New Zealanders want to do the right thing – they just need good information. And that is why smart communication is moving to the “front-line” of MAF's compliance activities.

#### › LEADERSHIP DEVELOPMENT

Improving the capability of leaders and managers will continue to involve:

- › using a role-based competency framework to underpin an informed and targeted approach to recruitment, management and development of our people;
- › using the Gallup Employee Engagement Survey as a tool to increase the engagement of our staff and consequently to improve organisational performance;
- › improving the skills and competencies of MAF's leaders and managers (especially important in these challenging times);

- › improving MAF's ability to understand and improve its long term performance through effective governance arrangements.

### › BUSINESS TRANSFORMATION

Business transformation surrounds all aspects of how MAF works, its structures, systems and processes, and technology. It defines the productivity of staff and makes it easier for stakeholders to work with MAF.

In 2008/09 MAF:

- › implemented the shared services relationship with the New Zealand Food Safety Authority;
- › completed the integration of the Quarantine Service and Biosecurity New Zealand, and the establishment of new business systems and processes to support the improved operations of that integrated business unit;
- › built the operational capability required with respect to our existing and new agricultural, forestry and climate change responsibilities.

These changes will require ongoing activity to implement them and to achieve the benefits they aim to deliver.

Other priorities in the business transformation area include:

- › capturing the benefits sought through MAF's investment in improved organisational systems;
- › contributing to and implementing several new online services during the next three years;
- › articulating MAF's Internal Control Framework;
- › implementing a number of business group-specific initiatives to enhance performance.

### › RESOURCE EFFICIENCY

As an organisation focused on the protection and sustainable development of New Zealand's natural resources, MAF's own environmental performance is important. Priorities for the next year will focus on:

- › continuing to implement and roll out waste minimisation and recycling programmes appropriate to various sites and monitoring performance;
- › implementing the recommendations of energy audits conducted at MAF's main sites (Pastoral House – Wellington; Sir William Pickering Drive – Christchurch; Wallaceville – Upper Hutt) and considering the application of the “good housekeeping” elements of those reports to its other sites;
- › rolling out the results of MAF's fleet review (aimed in part at fuel efficiency and reduced carbon dioxide emissions);
- › considering how we can better manage travel by MAF staff so as to reduce the amount, cost and the environmental impacts of that travel.

### ► EQUAL EMPLOYMENT OPPORTUNITIES

MAF is committed to working through those pay and employment equity recommendations identified as part of its review and is currently developing an action plan to address relevant issues as part of its overall human resources programme of work.

### ► CONTRIBUTING TO STATE SECTOR GOALS

In March 2005 six State Services Development Goals aimed at transforming New Zealand's State Services were launched. Each Development Goal has milestones and a list of specific priority actions that need to be achieved by State Services agencies. While the Development Goals have definite milestones, they also provide a continuous improvement theme for the State Services.

MAF focuses on those capability-building initiatives and service programmes that most strongly support its medium and long term strategic objectives. In this regard, MAF is pursuing those Development Goals priority actions that provide the greatest returns consistent with its strategic priorities. MAF has already demonstrated significant progress against a number of the priority actions, including conducting regular Gallup Q12 engagement surveys since July 2006, revising its Code of Conduct in 2007 and developing the Joint Border Management System, which contributes to both Networked State Services and Co-ordinated State Agencies goals.

A list of some of MAF's key activities that contribute to Development Goals priority actions are outlined on page 23.

## MAF'S CONTRIBUTION TO THE STATE SERVICES DEVELOPMENT GOALS

MAF ACTIVITIES	GOAL	DEVELOPMENT GOALS PRIORITY ACTIONS
LEADERSHIP DEVELOPMENT PROGRAMME; GALLUP Q12; LOMINGER COMPETENCY FRAMEWORK	EMPLOYER OF CHOICE	Agencies need to – prioritise aligning learning with business needs, including a specific focus on leadership development, and evaluate the effectiveness of learning; Adopt, implement and communicate the benefits of a common research-based engagement survey; Integrate the Lominger competency model into all aspects of people management throughout the employment cycle, and track implementation.
JOINT BORDER MANAGEMENT SYSTEM/TRADE SINGLE WINDOW	NETWORKED STATE SERVICES; CO-ORDINATED STATE AGENCIES	Agencies need to ensure that – systems and networks are integrated to support seamless delivery of services for New Zealanders; Technology helps to address the barriers to sharing information among agencies by streamlining and minimising the collection of duplicate information; Their co-ordinated activity provides effectiveness and efficiency gains in achieving shared results.
COST REGULATIONS AND LEVY ORDERS REVIEW; MAF EVALUATION STRATEGY; VALUE FOR MONEY	VALUE FOR MONEY	Agencies need to ensure – future drivers for spending in their area are identified, and approaches developed to confirm that projected spending is sustainable; They focus on developing capabilities that allow for continual improvement in efficiency and cost-effectiveness.
RURAL TRUST NETWORK; BORDER SECTOR GOVERNANCE GROUP; NATURAL RESOURCES SECTOR	CO-ORDINATED STATE AGENCIES; ACCESSIBLE STATE SERVICES	Agencies need to ensure – their co-ordinated activity provides effectiveness and efficiency gains in achieving shared results; They build on opportunities for co-location and collaboration, including with intermediaries, in order to deal with the client's set of needs or life events.
OUTSIDE-IN REVIEWS USING COMMON MEASUREMENTS TOOL (CMT); CONTACT STRATEGY	ACCESSIBLE STATE SERVICES	Agencies need to – seek systematic feedback from different communities of interest to inform the design and improvement of more personalised services that meet the diverse needs of New Zealanders (including uptake of CMT).
INTERNAL CONTROL FRAMEWORK; MAF PULSE SURVEY; ESTABLISHMENT OF MAF GOVERNANCE COMMITTEES; MAF CODE OF CONDUCT	TRUSTED STATE SERVICES	Agencies need to – give effect to Standards of Integrity and Conduct by maintaining policies and keeping procedures consistent with that code of conduct; develop and implement integrity training programmes that are consistent, genuine and relevant to the needs of State servants; ensure that their employees know how to make a confidential complaint of misconduct or “serious wrongdoing”.

## »» CAPITAL PROGRAMME

The focus of the capital programme over the next three-year period will be:

- › the continued development of IT software to support the initiatives undertaken by MAF Policy and MAF Biosecurity New Zealand (MAFBNZ), particularly traceability systems and the MAFBNZ Information Management programme of work;
- › the upgrade of staff facilities, particularly at Wallaceville;
- › the replacement of part of the existing motor vehicle fleet with vehicles that are more energy efficient.

In addition, MAF will continue to maintain its investment in core assets, such as:

- › the document management system;
- › climate change information systems;
- › laboratory equipment;
- › shared IT investments – this will take into account the requirements of NZFSA where the asset contributes to the delivery of services under the shared services agreement.

### MAF'S CAPITAL PROGRAMME

	2009/10 (\$)	2010/11 (\$)	2011/12 (\$)
LAND AND BUILDINGS	1 700	500	500
LEASEHOLD IMPROVEMENTS	500	500	500
PLANT AND EQUIPMENT	4 400	4 400	4 400
MOTOR VEHICLES	930	930	930
COMPUTER SOFTWARE	8 000	8 200	7 400
<b>TOTAL</b>	<b>15 530</b>	<b>14 530</b>	<b>13 730</b>

# LEGISLATION

ADMINISTERED BY MAF

# 6

## »» PUBLIC ACTS

- › Agricultural and Pastoral Societies Act 1908
- › Animal Control Products Limited Act 1991
- › Animal Identification Act 1993
- › Animal Welfare Act 1999
- › Apple and Pear Industry Restructuring Act Repeal Act 2001
- › Biosecurity Act 1993
- › Commodity Levies Act 1990
- › Dairy Industry Restructuring Act 2001
- › Forestry Encouragement Act 1962
- › Forestry Rights Registration Act 1983
- › Forests Act 1949
- › Forests (West Coast Accord) Act 2000
- › Franklin-Manukau Pests Destruction Act 1971
- › Hazardous Substances and New Organisms Act 1996 (administered by Ministry for the Environment, but MAF enforces the new organisms provisions)
- › Hop Industry Restructuring Act 2003
- › Irrigation Schemes Act 1990
- › Kiwifruit Industry Restructuring Act 1999
- › Meat Board Act 2004
- › Ministry of Agriculture and Fisheries (Restructuring) Act 1995
- › Ministries of Agriculture and Forestry (Restructuring) Act 1997
- › Ministry of Agriculture and Forestry (Restructuring) Act 1998
- › New Zealand Horticulture Export Authority Act 1987
- › Phosphate Commission of New Zealand Dissolution Act 1989
- › Plants Act 1970
- › Pork Industry Board Act 1997
- › Potato Industry Act Repeal Act 1988
- › Poultry Board Act Repeal Act 1989
- › Primary Products Marketing Act 1953
- › Public Works Act 1981 (Part xix)

- › Royal New Zealand Institute of Horticulture Act 1953
- › Taratahi Agricultural Training Centre (Wairarapa) Act 1969
- › Veterinarians Act 2005
- › Walking Access Act 2008
- › Wool Industry Restructuring Act 2003

## »» PRIVATE ACTS

- › Auckland Agricultural Pastoral and Industrial Shows Board Act 1972
- › Canterbury Agricultural and Pastoral Association Empowering Act 1982
- › Clevedon Agricultural and Pastoral Association Empowering Act 1994
- › Kumeu District Agricultural and Horticultural Society Act 1991
- › Marlborough Agricultural and Pastoral Association Empowering Act 1974
- › Palmerston North Showgrounds Act 1974
- › Telford Farm Training Institute Act 1963
- › Tokoroa Agricultural and Pastoral Association Empowering Act 1968
- › United Wheatgrowers Act 1936
- › Waikato Show Trust Act 1965

