

ANTARCTICA NEW ZEALAND

Statement of Intent

2019 – 2023



Antarctica
New Zealand

New Zealand Government



Contents

Introduction	3
Nature and scope	4
Operating environment	5
Our objectives	7
Overview	8
Our goal for New Zealanders	9
What we will achieve	10
Organisational health and capability	17
Asset management	18

Introduction

Antarctica New Zealand's vision statement *Antarctica and the Southern Ocean – valued, protected, understood* – highlights Antarctica's importance to New Zealand

Valuing the intrinsic and scientific values of Antarctica and the security provided through the Antarctic Treaty System as an effective governance regime to ensure Antarctica's future as a natural reserve devoted to peace and science.

Protecting Antarctica to the highest standards of international environmental stewardship through our efforts to minimise environmental footprints, leadership in protected area management and support for the conservation of human heritage in the Ross Sea region.

Understanding the impacts and influence of climate change and human interactions in Antarctica and on New Zealand's climate and ocean systems is of vital importance. Examples include predicting the impact of change in Southern Ocean fish stocks, coastal impacts through sea level rise and natural environmental impacts due to changing weather patterns.

This document provides the strategic foundation for our day-to-day work and guides the delivery of the Minister's expectations. For our strategic initiatives over the next 4 years we will:

- Continue to enhance our health and safety systems, processes and standards to underpin our relentless focus on safety and our commitment to zero harm
- Secure organisational funding to ensure New Zealand's continued active and safe presence in Antarctica through a Scott Base facility that is fit for purpose for the next 50 years
- Work with the New Zealand Defence Force and others to ensure air and sea access to Scott Base is maintained
- Support the review and refresh of the Antarctic and Southern Ocean Science Directions and Priorities 2010-2020

- Develop a strategic, transparent and objective process for the allocation of logistics to support science where demand exceeds supply
- Host the Antarctic Science Platform and support it to be successful
- Ensure the Antarctic Science Platform research is well coordinated with New Zealand's broader Antarctic and Southern Ocean research effort
- Support the Antarctic Office to deliver the Antarctic Gateway strategy that celebrates and realises the value of Christchurch's gateway status for the benefit of the city and the nation
- Demonstrate leadership in influential Antarctic Treaty forums and facilitate cooperation and collaboration amongst the National Antarctic programmes operating in the Ross Sea region
- Build and leverage outreach network channels to enhance the general public's understanding of the value of New Zealand's activities in Antarctica.

The Board of Antarctica New Zealand is pleased to present its Statement of Intent for the four years to 30 June 2023.



Sir Brian Roche
Board Chair
21 October 2019



Dr Helen Anderson
Board Member
21 October 2019

Nature and Scope

Antarctica New Zealand

Antarctica New Zealand was established on 1 July 1996 by the New Zealand Antarctic Institute Act (NZAI Act), and is based in Christchurch.

Our principal functions under the NZAI Act are:

- a) To develop, manage, and execute New Zealand activities in respect of Antarctica and the Southern Ocean, in particular in the Ross Dependency
- b) To maintain and enhance the quality of New Zealand Antarctic scientific research
- c) To co-operate with other institutions and organisations both within and outside New Zealand that have objectives similar to those of Antarctica New Zealand

In performing our functions, the NZAI Act requires us to act in a manner that is consistent with:

- a) The need to conserve the intrinsic values of Antarctica and the Southern Ocean
- b) Active and responsible stewardship of the Ross Dependency for the benefit of present and future generations of New Zealanders
- c) New Zealand's international obligations
- d) The provisions of the Antarctica Act 1960 and the Antarctica (Environmental Protection) Act 1994
- e) The risks to personnel being minimised as far as is reasonable

Our Vision

Our overarching vision is – *Antarctica and the Southern Ocean – valued, protected, understood.*

Our Values

People are the key to Antarctica New Zealand's success. This includes permanent staff; fixed term and contract staff; seconded staff from the New Zealand Defence Force and our many strategic partners in Government, the science community and other National Antarctic Programmes. We seek to create a high performance organisation underpinned by a culture of shared beliefs:

- We are passionate about what we do
- We care for each other and the environment
- We work together
- We act with integrity
- We aspire to the highest standards

Our Minister

The Minister of Foreign Affairs is the Minister responsible for Antarctica New Zealand.

Operating Environment

The Context In Which We Work

New Zealand's close association with Antarctica began more than 100 years ago when explorers and scientists left New Zealand ports to discover this vast icy continent and make their way to the Pole.

In 1957, Scott Base was established by Sir Edmund Hillary to support the Commonwealth Trans-Antarctic Expedition and this became New Zealand's permanent station for scientific research.

The Importance of Antarctica to New Zealand

Antarctica and the Southern Ocean are important to New Zealand because:

Peace and Security

- We value a safe and secure region to the south of New Zealand.

Sovereignty

- New Zealand has maintained a claim to the Ross Dependency since 1923 and is one of the twelve original signatories of the Antarctic Treaty in 1959.

Environment

- We want to protect Antarctica as a natural reserve, devoted to peace and science.
- New Zealand values a healthy and productive Southern Ocean and is committed to protecting its biodiversity.

Science

- Understanding the role of Antarctica in global systems will help us improve New Zealand's resilience to climate change and other environmental challenges.

International Influence

- Building reputational benefits for New Zealand through our environmental and policy leadership and by engaging in collaborative and policy relevant science.

Economic

- New Zealand's proximity to Antarctica provides economic opportunities, especially for Christchurch as one of just five Gateway cities in the world.

A Dynamic Environment

We operate in a complex and changing environment. Key challenges, opportunities and risks we are currently managing include:

Antarctic Science

- Antarctica and the Southern Ocean are fundamentally important to the global climate system, and have an important influence on New Zealand's climate. Research in Antarctica and the Southern Ocean is imperative to improve our capability to detect, predict and adapt to changing environmental conditions, and support environmental management and conservation.
- The Government has established a \$49 million research fund (the Antarctic Science Platform), hosted by Antarctica New Zealand. This provides a stable funding environment to support New Zealand researchers to achieve globally significant outcomes.
- Research programmes that will advance our understanding of Antarctica's impact on the global earth system and how this might change in a warming world have been developed as part of the Antarctic Science Platform. Major research projects will span multiple seasons on the ice and complement New Zealand's Antarctic research programme as a whole.
- Mātauranga Māori provides an additional lens for understanding elements of kaitiakitanga, which is at the heart of valuing and protecting Antarctica as a natural reserve devoted to peace and science. Developing relationships with Māori will help us explore diverse perspectives on Antarctic research and build collaborations to incorporate mātauranga Māori and principles of the Treaty of Waitangi (Te Tiriti o Waitangi) into New Zealand's Antarctic research.

Antarctic and Southern Ocean Science Directions and Priorities 2010-2020

- The Government's science priorities for Antarctica are due to be reviewed and refreshed in 2020.

Redevelopment of Scott Base

- Scott Base is reaching the end of its functional life and safety risks are escalating – refer page 18 for details. Antarctica New Zealand is seeking to redevelop Scott Base into a safe fit-for-purpose facility and has received \$15.3 million capex funding to complete detailed design and undertake a process for the procurement of a main contractor. An implementation business case will be submitted for consideration by the Government in Budget 2021.

New Zealand's Antarctic Inter-Continental Transport Capability

- The Strategic Defence Policy Statement 2018 identifies supporting the civilian presence in the Ross Dependency as one of the principal roles of the New Zealand Defence Force (NZDF). Antarctica New Zealand is participating in the process for replacement of five Hercules transport aircraft that provide New Zealand's operational link to Antarctica.
- The ice-strengthened tanker, the HMNZS Aotearoa, is scheduled to be introduced into service in 2020 and will provide support to New Zealand's Antarctic Programme.

Ross Sea region growth in activities

- Antarctic Programmes operating in the Ross Sea region are entering into an exciting and ambitious phase of activity in support of science. This includes a growing number of countries operating in the region, construction of new bases, redevelopment of existing facilities and building a new hard-rock runway.
- Tourist activities in Antarctica are also projected to expand with a number of new tourist vessels currently under construction.

Our Objectives

Our service priorities have been agreed in consultation with the Minister of Foreign Affairs:

- Leadership and cooperation
 - working closely with other nations which have an interest in Antarctica to conduct operations effectively; ensure that the Antarctic environment is effectively protected; and support New Zealand's continued influence within the Antarctic Treaty system
- Enhance New Zealand's Antarctic and Southern Ocean science
 - raising the quality of New Zealand's Antarctic and Southern Ocean scientific research
- Sustainable activities in Antarctica
 - maintaining New Zealand's presence in the Ross Dependency through the safe year-round operations of Scott Base to high environmental standards

Our Minister has also emphasised the importance of advancing the Scott Base Redevelopment project.

We will leverage our relationships to promote and identify opportunities for Christchurch city as a gateway to the Ross Sea region of Antarctica.

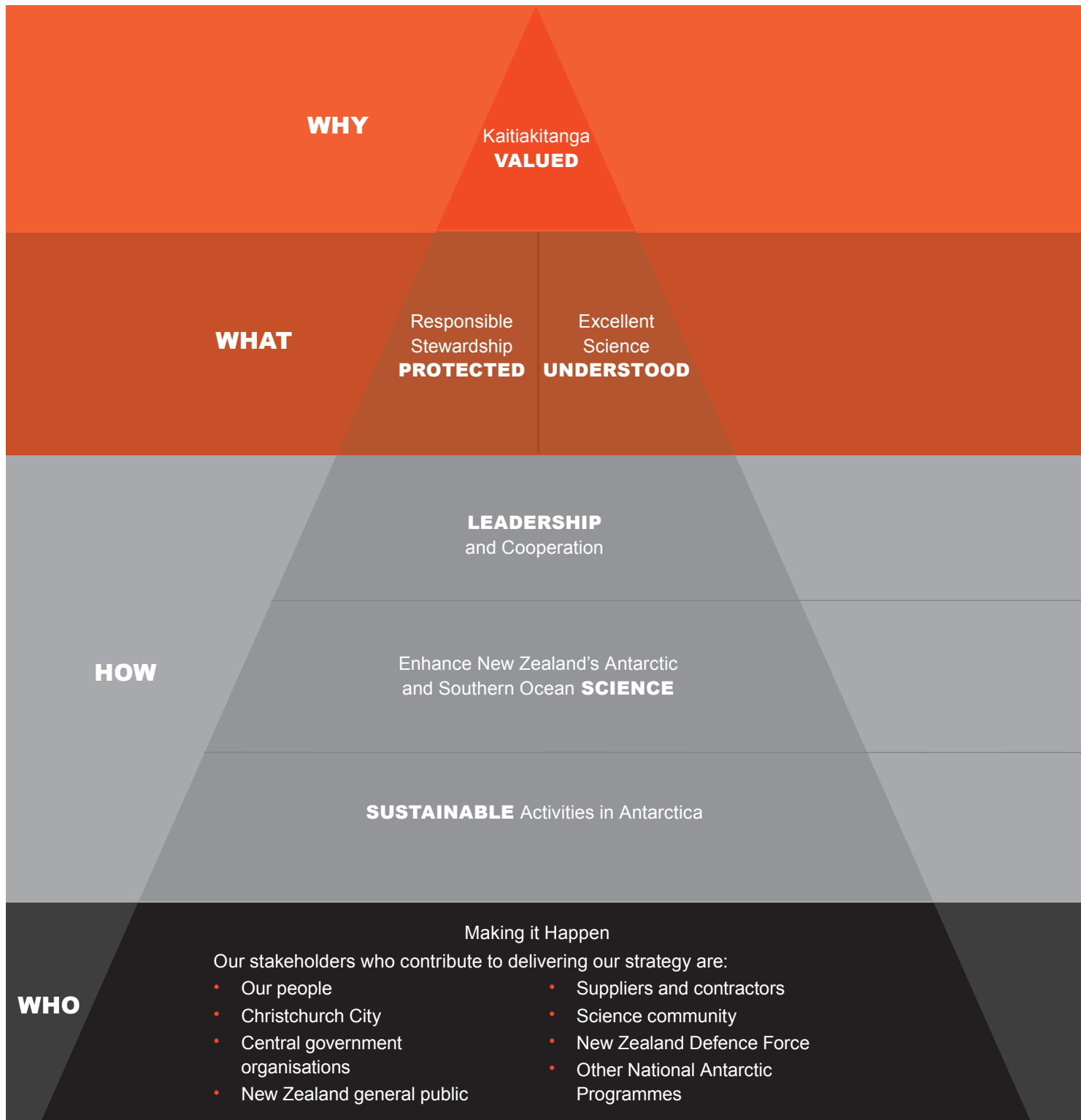
Antarctica New Zealand will work across boundaries in the collective interests of Government by continuing to support a whole of Government approach.

- The Ministry of Foreign Affairs and Trade (MFAT) leads New Zealand Government policy development and implementation relating to Antarctica and the Southern Ocean, and builds international relationships. We support these outcomes, including through our international connections.
- The New Zealand Defence Force provides assets and resources to enable Antarctica New Zealand to operate. This is important to logistics sharing arrangements with the United States and also with other Antarctic programmes operating in the Ross Sea region.

- The Ministry of Business, Innovation and Employment (MBIE) has contracted us to host the Antarctic Science Platform. Funding was announced in Budget 2017 for a seven-year Strategic Science Investment into Antarctic science. The Platform will provide stable funding to support Antarctic and Southern Ocean research that maximises scientific and strategic benefits for New Zealand.
- We work closely with science agencies to support scientific research. We also support and collaborate with the New Zealand Antarctic Research Institute (NZARI), a charitable trust established by Antarctica New Zealand to build public-private partnerships to enhance New Zealand's Antarctic research endeavours.
- Land Information New Zealand maps areas of Antarctica of interest to New Zealand and we assist Maritime New Zealand with search and rescue coordination.
- We provide logistics support to the Antarctic Heritage Trust, a charitable trust set up to conserve the historic huts of the early Antarctic explorers.
- Antarctica New Zealand also works closely with ChristchurchNZ and its Antarctic Office to support delivery of Christchurch's Antarctic Gateway strategy.

Our Vision

Antarctica and the Southern Ocean:
Valued, Protected, Understood



- New Zealand continues to play an influential role in the kaitiakitanga (guardianship) of Antarctica and the Southern Ocean as a natural resource devoted to peace and science.

- Responsible stewardship protects Antarctica and the Southern Ocean environments including their intrinsic values
- Excellent New Zealand Antarctic and Southern Ocean scientific research delivers strategic and scientific impact

1. Review and update the *New Zealand Antarctic and Southern Ocean Science Directions and Priorities 2010-2020* in collaboration with relevant Government agencies.
2. Facilitate cooperation and collaboration amongst National Antarctic Programmes operating in the Ross Sea region.
3. Ensure the Antarctic Science Platform research is well coordinated with New Zealand's broader Antarctic and Southern Ocean research effort.
4. Ensure science, environment and logistics activities are well co-ordinated by developing a 4 year plan.
5. Redevelop Scott Base.
6. Enhance the management of safety at Scott Base by providing assurance that critical risks are managed.

Resources are committed and relationships strengthened through:

- Organisational Culture
- Christchurch's Antarctic Gateway Strategy
- International Linkages and Connections
- Engaging with the public

Our Goal for New Zealanders

New Zealand continues to play an influential role in the kaitiakitanga (guardianship) of Antarctica and the Southern Ocean as a natural resource devoted to peace and science

For 60 years the Antarctic Treaty System (ATS) has proven to be an effective governance regime for Antarctica and the Southern Ocean. It has provided peace and security in the region based on principles of co-operation, scientific research and high standards of environmental protection.

As an Antarctic claimant country and geographical neighbour, New Zealand has a strong and vested interest in ensuring that the Antarctic Treaty System continues to be recognised as the appropriate mechanism for the management and governance of the region.

New Zealand is committed to the responsible stewardship of Antarctica and the Southern Ocean for the benefit of current and future generations.

What we will do to contribute to this

Our focus on sustainability and reducing our environmental footprint in Antarctica significantly enhances New Zealand’s credibility among Antarctic Treaty nations, as does the high standard of our contribution to scientific knowledge about Antarctica and the Southern Ocean. We are also highly regarded for our approach to finding innovative solutions to environmental management challenges.

We support the Ministry of Foreign Affairs and Trade in the development and implementation of New Zealand Government policy relating to Antarctica and the Southern Ocean. In doing so we seek to enhance New Zealand’s influence within the Antarctic Treaty System.

Antarctica New Zealand’s two main medium-term objectives (see pages 10 - 14) contribute to the accomplishment of this goal.

Indicators of success

INDICATORS OF SUCCESS	CURRENT STATE 2019	TARGET
New Zealand’s record of performance in Antarctic forums, scientific research, operations and environmental stewardship.	Identify baseline measure in 2019/20.	New Zealand’s record of performance in Antarctic forums, scientific research, operations and environmental stewardship increases.

What we will achieve

1. Responsible stewardship protects Antarctic and Southern Ocean environments including their intrinsic values

The Protocol on Environmental Protection to the Antarctic Treaty (1991) commits to the “comprehensive protection of the Antarctic environment and dependent and associated ecosystems” and sets out stringent rules to minimise impacts on the natural environment.

The Antarctic environment is experiencing increasing pressure from two sources: the expansion of human activity (through fishing, tourism and national programmes) and, more significantly, the effects of climate change. At risk are the science and natural environmental values that the international community currently places on Antarctica.

To support the New Zealand Government’s objective of continuing to play a leading role in managing the Antarctic environment, Antarctica New Zealand has a crucial responsibility to understand these impacts, and to identify appropriate management and policy responses. The Ministry of Foreign Affairs and Trade is the policy lead.

Antarctica New Zealand initiated the concept of an Antarctic Environments Portal to provide the important link between Antarctic science and Antarctic policy. The Portal makes science-based information available to the Antarctic Treaty System’s Committee for Environmental Protection (CEP) and all the Antarctic Treaty nations. From 2019/20 SCAR will take over hosting the Portal from Gateway Antarctica and the University of Canterbury with funding contributed by a number of organisations including Antarctica New Zealand.

What we will do to achieve this

Contribute to influential Antarctic Treaty forums by:

- Supporting the work of the CEP by providing high-quality input to its meetings and intersessional work, and seek to hold leadership positions within the Committee as appropriate
- Working closely with the research community nationally and internationally to ensure the best available scientific knowledge is made available for use by the CEP as a basis for its decision making and advice
- Providing MFAT with high-quality and timely advice on environmental and other Antarctic policy matters
- Fostering collaboration with our Ross Sea region partners to ensure a cooperative approach to managing Ross Sea region environments.

How we will demonstrate success in achieving this

INDICATORS OF SUCCESS	CURRENT STATE 2019	TARGET
New Zealand's Antarctic research outcomes inform national and international policymakers.	The Antarctic Environments Portal provides access to reliable, science-based information on a range of issues relevant to the management of the Antarctic environment.	New Zealand's Antarctic research findings are incorporated in the science-based Information Summaries on the Environments Portal.
New Zealand holds leadership positions within the CEP.	Antarctica New Zealand staff represent New Zealand at the annual CEP meeting.	Leadership of at least one intersessional contact group or CEP Vice Chair.
The Comprehensive Environmental Evaluation (CEE) for the Scott Base Redevelopment is prepared to a high standard.	A draft CEE is being prepared for submission to the CEP at its meeting in June 2020. The final version will be submitted in June 2021.	The draft and final CEEs are submitted to the CEP by the due date and are well received by the meeting participants.

2. The quality of New Zealand's Antarctic and Southern Ocean scientific research is enhanced

Science is a central theme of the Antarctic Treaty and the Protocol on Environmental Protection to the Antarctic Treaty (1991) establishes Antarctica as a “natural reserve devoted to peace and science”.

Antarctic and Southern Ocean research is fundamental to improving our understanding of the impact of environmental change in, on and around Antarctica, and the impacts of that change on New Zealand and the rest of the world. Enhanced understanding of Antarctic and Southern Ocean ecosystems and processes will improve our capability to detect, project and adapt to changing environmental conditions, and provide evidence to support environmental management and policy decisions.

Antarctica New Zealand's strategic leadership in Antarctic science includes hosting the Antarctic Science Platform and working closely with science funders to support high-quality scientific research, ensuring research is aligned with the Government's Antarctic and Southern Ocean Science Directions and Priorities. We continue to support the New Zealand Antarctic Research Institute (NZARI), a Public Private Partnership (PPP), as a mechanism for attracting private funding to augment New Zealand's Antarctic research effort.

The Antarctic Science Platform has led the development of multi-disciplinary research programmes that will advance our understanding of Antarctica's impact on the global earth system and how this might change in a warming world. Major research projects will complement New Zealand's Antarctic research programme as a whole.

Excellent, internationally-relevant research underpins leadership in the Antarctic Treaty System. Together with New Zealand researchers, Antarctica New Zealand supports national and international partnerships with world-leading researchers and National Antarctic Programmes. The resultant high-quality research outputs help deliver globally significant outcomes and strengthen New Zealand's reputation as an influential Antarctic Treaty partner.

What we will do to achieve this

Provide strategic science leadership

- Review and update New Zealand's *Antarctic and Southern Ocean Science Directions and Priorities 2010-2020* in collaboration with relevant Government agencies
- Host the Antarctic Science Platform and support it to be successful
- Work with science funding organisations to support the highest quality Antarctic and Southern Ocean research
- Ensure the Antarctic Science Platform is integrated with New Zealand's broader Antarctic research effort
- Facilitate cooperation amongst National Antarctic Programmes operating in the Ross Sea region to develop collaborative science programmes and improve the coordination, scope and range of logistics support
- Build collaborations to incorporate mātauranga Māori into New Zealand Antarctic research programmes
- Align New Zealand research effort with policy and environmental management needs

Support world-class research in Antarctica

- Provide effective logistics support to enable researchers to achieve field objectives in Antarctica
- Ensure science, environment and logistics activities are well co-ordinated and planned over the medium term
- Allocate resources on the basis of a strategic, transparent and objective allocation process when demand for logistics to support science exceeds supply
- Develop our logistics support capability to provide fit-for-purpose services to support long-term, world-leading Antarctic research programmes
- Consider future science needs as part of the proposed redevelopment of Scott Base to provide a safe, fit-for-purpose facility for the next 50 years
- Sustain field research programmes and maintain existing long-term monitoring programmes throughout the redevelopment of Scott Base
- Monitor the quantity and quality of outputs and outcomes from the programmes we support.

How we will demonstrate success in achieving this

INDICATORS OF SUCCESS	CURRENT STATE 2019	TARGET
Antarctica New Zealand successfully hosts the Antarctic Science Platform.	Antarctica New Zealand contracted as Platform host and key performance indicators agreed with MBIE.	The Antarctic Science Platform key performance indicators are met.
The quantity and quality of Antarctic research produced by Antarctica New Zealand-supported researchers increases.	<i>2018 baseline:</i> Quantity - 62 peer reviewed scientific papers were produced in the calendar year by researchers supported by Antarctica New Zealand.	The number of peer-reviewed scientific papers increases over time.
	<i>2018 baseline:</i> Quality - 5,180 citations of peer reviewed scientific papers were published in the past 6 years (where the papers were produced by researchers supported by Antarctica New Zealand).	The number of citations of peer-reviewed scientific papers increases over time.
Antarctica New Zealand supports relevant science.	Review of the <i>Antarctic and Southern Ocean Science Directions and Priorities 2010-2020</i> document is about to begin in collaboration with relevant Government agencies.	New Zealand's <i>Antarctic and Southern Ocean Science Directions and Priorities 2010-2020</i> document is updated.
		New Zealand's Antarctic research is aligned with the Government's updated <i>Antarctic and Southern Ocean Science Directions and Priorities</i>
International science linkages are strengthened.	New Zealand has at least two significant collaborative projects with the United States in the Ross Sea region underway during the year.	The number of international collaborations with New Zealand researchers increases.
Facilitate cooperation and collaboration amongst National Antarctic Programmes operating in the Ross Sea region.	New Zealand cooperates with National Antarctic Programmes operating in the Ross Sea region on an annual bilateral basis.	New Zealand collaborates operationally, scientifically and environmentally on a longer term strategic basis with National Antarctic Programmes operating in the Ross Sea region.
Scott Base facilities are able to safely support current and future science needs.	Preliminary design for the redevelopment of Scott Base completed.	A Scott Base facility that's fit for purpose for the next 50 years that's able to support current and evolving science needs.
		Support field research programmes and maintain existing long-term monitoring programmes throughout the redevelopment of Scott Base.

New Zealand's Antarctic programme is sustainable

Sustainability at Antarctica New Zealand means:

Health and Safety

Health and Safety is a core value and our highest organisational priority. We believe all injuries and occupational illnesses are preventable and that business excellence is linked to safe outcomes.

Rigorous management of risk with an unequivocal commitment to health and safety helps to protect all people working in the Programme from harm. We will continue to enhance our systems, processes and standards to underpin our relentless focus on safety and our commitment to zero harm.

Environment

Our focus on reducing our environmental footprint in Antarctica significantly enhances New Zealand's credibility as an operator there, as does our approach to finding innovative solutions to environmental management challenges.

We continue to place high priority on excellent standards of environmental practice and have undertaken a series of improvements to our environmental management systems which have been accredited at Enviro-Mark® NZ Diamond Standard, the highest level available.

This approach, coupled with high standards of environmental impact assessment undertaken in accordance with the Antarctica (Environmental Protection Act) 1994 provides a rigorous means of minimising our impacts on the Antarctic environment.

Community

Christchurch is one of just five Antarctic gateway cities around the world. Antarctic related activities are a significant contributor to both the New Zealand and Canterbury economies. In 2018 Christchurch City Council formally endorsed the Christchurch Antarctic Gateway Strategy. The city-wide strategy sets a vision for Christchurch to be an Antarctic city that celebrates and realises the value of its gateway status for the benefit of the city and the nation.

ChristchurchNZ through its Antarctic Office will take the lead in implementing the strategy but it will work closely with a wide range of stakeholders to ensure that Christchurch is an exceptional Antarctic gateway city. Antarctica New Zealand leverages its relationships to support opportunities for the city. Examples include providing an office rental subsidy to Antarctic programmes basing their logistics activities out of Christchurch and hosting the Antarctic Science Conference there in 2019.

Antarctica New Zealand also manages its relationships to ensure existing Antarctic activities are maintained in Christchurch, in particular the key relationship with the US Antarctic Program.

Financial

Antarctica New Zealand defines financial sustainability as having the financial capacity to meet its current and future obligations and commitments so as to meet the reasonable expectations of stakeholders, whilst maintaining sufficient capacity to withstand shocks.

The Government provided Antarctica New Zealand with an additional \$15.3 million capex over two years in Budget 2019 to advance the Scott Base Redevelopment Project. This project seeks to address the risk that Scott Base is nearing the end of its design life and Antarctica New Zealand does not have sufficient resources to fund the replacement.

A further risk to Antarctica New Zealand's financial sustainability remains because of increased demand for logistics to support field research programmes. We are assessing the full impact of this risk.

What we will do to achieve this

Improve health and safety

- New Zealand Antarctic programme activities are conducted safely
- Health and safety systems are enhanced and accredited
- Buildings, facilities and infrastructure are fit for purpose.

Minimise environmental impact

- Reduce or recycle our waste
- Environmental management systems are enhanced and accredited.

Improve Antarctic related economic opportunities

- Support the ChristchurchNZ Antarctic Office to enable Antarctic-related networks to be more effective
- Use our knowledge and influence within the international Antarctic community to identify economic opportunities for Christchurch organisations.

Ensure Antarctica New Zealand has sufficient resources to carry out its mandate

- Work with MFAT and Treasury to secure future funding requirements

How we will demonstrate success in achieving this

INDICATORS OF SUCCESS	CURRENT STATE 2019	TARGET
New Zealand Antarctic programme activities are conducted safely.	No notifiable injuries, illnesses or serious harm.	No notifiable injuries, illnesses or serious harm.
New Zealand's Antarctic programme is an exemplar of sustainability.	Enviro-Mark® New Zealand Diamond Standard accreditation.	Maintain Enviro-Mark® New Zealand Diamond Standard accreditation.
Biennial growth in the aggregated direct economic impact from Antarctica-related activities.	1.2% pa – NZ 2.0% pa – Canterbury only (Based on draft economic impact report – June 2018).	Greater than average NZ GDP growth.
Christchurch's Antarctic Gateway Strategy sets a vision for Christchurch to be an Antarctic city that celebrates and realises the value of its gateway status for the benefit of the city and the nation.	Support the Christchurch Antarctic office to promote Christchurch and New Zealand as a valued Antarctic gateway.	Christchurch's Gateway Strategy action plans are delivered.
New Zealand's Antarctic programme is funded appropriately.	The Government has provided funding in Budget 2019 to advance the Scott Base redevelopment project to detailed design stage.	New Zealand's Antarctic programme has the resources to deliver its mandate.

Organisational Health and Capability

Antarctica New Zealand delivers high-quality outcomes for New Zealand science, environmental leadership and managing New Zealand's interests in Antarctica

We are able to do this because of the calibre and dedication of the people who work for us. They include a mixture of permanent and fixed-term staff, contractors, seconded staff from the New Zealand Defence Force, and our many strategic partners in Government. We recognise that in order to achieve success, employees need to be treated fairly and properly in all aspects of their employment. Antarctica New Zealand is committed to being a good employer.

Staff Feedback

We care about our staff and contractors' experiences within our organisation and take time to connect with them to get their feedback. All staff have regular opportunities for quality conversations with their team leader to review performance, recognise achievements, measure progress against goals and highlight risks and opportunities. Annually we conduct an engagement survey which provides useful insights into the different experiences of our staff and helps to foster discussions on initiatives to improve our organisational performance.

Seasonal Scott Base Staff

Because of the remote location in which we operate in Antarctica, we offer our seasonal Scott Base staff fixed-term employment of 5 months (summer only roles) or 13 months (summer/winter roles).

We actively encourage high performing Scott Base staff, identified through our performance management system, to return for further periods of employment in future seasons. The role specific and Antarctic knowledge they bring back to the organisation is a significant factor in our success. We have introduced better ways to support returning staff to develop other skills during their time off ice and continue to build on this by offering other opportunities and project work that uses their experience and assists with our seasonal planning workload.

Leadership Accountability and Culture

Shared values form the core of our high performing culture where people thrive and develop together. Antarctica New Zealand is consistently building a common culture

through values, using a team process model and having a strong focus on accountability. Health and safety and sustainability are absolutely fundamental in everything we do, and we are committed to fostering staff understanding and incorporation of tikanga and Treaty of Waitangi principles in the way we work.

Risk Management

We operate in a high-risk natural environment, where remoteness and extreme weather conditions are just some of the inherent dangers in our work within the Ross Sea region. We are committed to ensuring that our risk management practices support organisational performance and are embedded within our business processes. Effective risk management is essential for us to provide a safe environment for our people, protect the environment and safeguard our assets.

Business Process Improvement

As the complexity of our activities in Antarctica increases we are continuously looking for ways to improve our business processes to ensure they remain efficient and effective.

Information Management

Our greatest challenge is designing and operating business systems that work efficiently and consistently across the current 2MB/s satellite link to Scott Base. We continue to look at ways to mitigate IT related risks such as resilient server infrastructure and utilising cloud based services. Other technology projects are focussed on increasing the capacity of satellite connections and the upgrade of core functional systems.

We are continuing to make improvements within our records management system, including electronic record disposal and staff training, as we head towards meeting the requirements of the Public Record Act. We are also cognisant of our obligations to protect personal information under the Privacy Act.

Asset Management

The length of the logistics chain and the physical environment at Scott Base means that a highly-specialised approach to asset management is required

Scott Base

Scott Base was established in 1957. The base has evolved to 11 buildings which are the workplace and home for up to 100 people including scientists and support personnel. Some can spend up to 13 months living and working on site. The last major upgrade to the base was nearly forty years ago in the early 1980s.

Now its outdated buildings, facilities and systems are either past or are nearing the end of their functional lives.

The deteriorating facilities are creating workplace health and safety risks as well as operational issues that compromise science delivery capability. An independent Condition Assessment Report highlighted that the buildings do not meet the needs of users and present moderate to high compliance risks with an associated risk to the safety of personnel at the base. For example the water supply system is now 20 years beyond its design life and is extremely vulnerable despite repairs following the failure of critical components.

Redevelopment of Scott Base

To combat these risks a project to redevelop Scott Base is underway and in Budget 2019 the government approved funding to proceed with detailed design work and initial market engagement for the preferred design option. A bid for funding the full costs of redevelopment will be included in Budget 2021 based on the initial findings of an Implementation Business Case.

There are environmental challenges, complex logistics and risks inherent in a project of this scale in Antarctica, including the short summer period, transport challenges and the requirement to return all waste and materials back to New Zealand.

Interim Asset Management Plan

With a commitment in principle to the redevelopment of Scott Base, and given that the redevelopment will take approximately 8-10 years to complete, an interim asset management plan is under development to address the most pressing risks associated with current infrastructure and assets. Investment decisions will be risk based and cognisant of the impending redevelopment to ensure cost effectiveness. This plan will address routine replacement of items such as vehicles as well as more significant programmes such as replacement of the Base's four main water tanks.

Windfarm

The Ross Island Wind Energy system will reach the end of its design life in 2030, and the replacement of this asset will be included in the redevelopment project and budget bid. Further feasibility studies will be undertaken in order to ensure that an appropriate way forward is selected for this asset, examining options including re-life of the existing assets, replace with an asset of similar output or replace with an asset with increased output capacity. As for Scott Base, interim asset replacement decisions will be risk based and sensitive to a possible replacement decision in 2021.

CAPITAL EXPENDITURE INTENTIONS	2019/20 \$000	2020/21 \$000	2021/22 \$000	2022/23 \$000
Scott Base buildings & Windfarm (Existing)	1,393	3,380	2,891	1,795
Scott Base vehicles	864	198	1,056	1,169
Scott Base plant and equipment	674	1,013	534	247
Christchurch Office	90	84	85	87
Information technology	579	528	543	559
Life Cycle Replacement	3,600	5,203	5,109	3,857
Scott Base Redevelopment (New)	8,165	7,135	Subject to Funding Approval	
Total Capital Expenditure	11,765	12,338	5,109	3,857





Antarctica New Zealand

Antarctica New Zealand
Private Bag 4745
International Antarctic Centre
38 Orchard Road, Christchurch, New Zealand
Tel 64 3 358 0200 Fax 64 3 358 0211

Join our journey



www.antarcticanz.govt.nz