

3. CMS Goals and Priorities

3.1 Conservancy Management Goals

The Conservancy is the leading Crown agency devoted to conservation management and advocacy in Canterbury, but the job of conservation is too large and too important for one organisation alone. The Conservancy must use its Crown funding and apply good scientific and management practices to maximise the conservation benefits that are achievable in the ten-year time frame of this CMS. Other organisations and individuals can, and will, contribute. Some difficult choices and clear conservation priorities must be made to optimise what can be achieved.

The following goals will guide the Department's management and advocacy in Canterbury over the next ten years. They are termed Conservancy Management Goals to distinguish them from the wider Canterbury Goals (see 2.5.2), which are not specific to any organisation.

3.1.1 Heritage

- To manage areas, natural resources and protected species under the Conservancy's guardianship for their contribution to indigenous biodiversity conservation.

The Conservancy is responsible for about 1350 units of land, the protection of important natural resources and protected species generally. It is necessary to prioritise management to maximise the benefits for nature conservation, using biodiversity criteria. This will involve the restoration and rehabilitation of threatened indigenous ecosystems, communities and species. Some areas will be managed with a historic or recreational focus, depending on their values and underlying land status. (These are described individually in Volume II).

- To identify and work towards adequate representation of the indigenous biodiversity of Canterbury in the protected natural area system.

The natural or intrinsic values of many areas are not adequately protected in Canterbury. To meet the goal of protecting a more representative range of Canterbury's indigenous biodiversity, it is necessary to identify these areas, using ecological and biogeographic principles and, where agreed, to seek their formal protection. This will include linking with existing protected areas or avoiding, remedying or mitigating any adverse effects from adjacent land on protected areas.

Practical conservation work and advocacy projects, such as fencing, and animal and plant pest control are essential to retain indigenous biodiversity in Canterbury. The Conservancy will identify the land, freshwater, and marine ecosystems in Canterbury, outline their representativeness to Canterbury's natural area system, develop guidelines for protection priorities, and seek to protect species and areas that are threatened and under-represented.

- To target threat control to sustain indigenous biodiversity in Canterbury into areas where significant natural resources are at risk and achievable management objectives can be met, using the most effective and efficient methods.

Much of the land managed by the Department is at risk from a variety of threats including plant and animal pests, wild animals and fire. It is therefore necessary to prioritise and identify indigenous ecosystems and set achievable protection objectives that optimise biodiversity outcomes. Particular attention will be paid to pre-emptive action to prevent further threats from developing and to integrate control across a range of threats. Animal and plant pests, and wild animals will be controlled to the level necessary to achieve intended outcomes (unless it is possible to achieve extermination), within the resources available to the Conservancy.

- To identify, protect and enhance a representative range of Canterbury's cultural and historic heritage with a focus on land managed by the Department.

Since the discovery of Aotearoa, successive waves of Waitaha, Ngāti Mamoe, Ngāi Tahu, French and British settlers have arrived in Canterbury, leaving their cultural imprints. It is important that these features are protected so that future generations know of their history, lifestyle, cultural artifacts and legends. The Conservancy will seek to ensure that a representative range of these features is adequately protected. The Conservancy will focus management on areas managed by the Department. The New Zealand Historic Places Trust is expected to target its work towards the protection of historic resources on private land.

- To identify, prioritise and contribute to the protection of a representative range of Canterbury's geological features and landforms.

A range of geological features and landforms needs to be recognised, and protected where appropriate. The New Zealand geopreservation inventory (see Kenny and Hayward, 1993) provides the basis for landform and geological conservation. Many geological features are protected as part of the land managed by the Conservancy. On other areas, the Conservancy will provide information to district councils and will advocate for the protection of vulnerable geological features.

- To identify, prioritise and contribute to the protection of Canterbury's distinctive landscapes and heritage landscape values.

Canterbury's landscape reflects the interaction between natural processes and human-induced changes and attitudes. Canterbury's landscape is very distinct in the New Zealand context. A large proportion of the alpine landscape is protected on land managed by the Department. Together, landforms such as the Southern Alps/Kā Tiritiri o te Moana, Banks Peninsula, the Canterbury plains, the high country, braided rivers and coastal lagoons are central to the identity and sense of place of Canterbury. These landforms are central features in Ngāi Tahu creation stories of Te Wai Pounamu, the South Island. The Conservancy will work with landholders and local government to identify and assess significant landscapes in Canterbury, with a focus on protecting those landscapes and their values that contribute significantly to indigenous biodiversity and geopreservation.

3.1.2 Treaty Of Waitangi

- To develop and maintain a co-operative working relationship with Ngāi Tahu to give effect to the principles of the Treaty of Waitangi.

The essential elements of the principles of the Treaty of Waitangi have been evolving through case law in the courts. At present they can be summarised as:

- the essential bargain
- partnership
- duty to be informed
- active protection
- avoid prejudicial actions

Ngāi Tahu is the Crown's Treaty partner with respect to Canterbury. Giving effect to the Treaty requires both parties to act reasonably and in good faith towards each other. The Department, as a Crown agency, is required to actively protect Ngāi Tahu Treaty rights. To do this in Canterbury, a joint ongoing programme with Te Rūnanga o Ngāi Tahu Papatipu Rūnanga is to be established, where agreed, to document traditional knowledge and management practices and related tikanga across all areas managed by the Department. The Conservancy will work with Ngāi Tahu at Te Rūnanga and Papatipu Rūnanga level to implement the Ngāi Tahu Deed of Settlement and the Ngāi Tahu Claims Settlement Act 1998 and to achieve long-term goals on matters of significance to them, such as:

- resource protection
- habitat maintenance and enhancement
- traditional fisheries
- other mahinga kai
- wāhi tapu and other taonga
- tikanga (customary use, management and interpretation)

3.1.3 Working With Others

- To develop and facilitate a shared conservation commitment between the Conservancy and the wider community through consultation and education

The Department can play an important role in furthering the wider appreciation and understanding of conservation in Canterbury. The Conservancy will undertake to raise awareness by maximising educational opportunities through publications, interpretation panels, educational training, talks, displays, visitor programmes and general public relations. The Conservancy will work with papatipu rūnanga to develop joint interpretive and educational programmes. A high public awareness of issues and the boards' and the

Department's role will be achieved by effective communication and the integration of advocacy and management work.

- To encourage the community to share in the active guardianship of areas and resources entrusted to the care of the Conservancy and others.

Conservation is a personal and community responsibility. While the Department is the responsible Crown agency and is expected to demonstrate clear leadership, it cannot succeed without the support of other individuals and organisations. The Department will endeavour to be a good neighbour where practicable. A shared approach on both public and private land between the Department; Ngāi Tahu; conservation boards; regional, district and fish and game councils; landholders and land managers; private enterprise; and conservation, recreation and community groups will produce the maximum efforts. Conservancy volunteer programmes, liaison with conservation groups, and community restoration projects will foster this partnership.

- To consult and co-operate with organisations and individuals who have a significant role in managing natural, historic and recreation resources to foster conservation in Canterbury.

The Department needs to liaise and co-operate closely with organisations and individuals who have either a role or a significant interest in the management of Canterbury's natural, historic and recreation resources. The involvement and commitment of these organisations and individuals is critical to the development of conservation in Canterbury and will recognise, appreciate, sustain and enhance Canterbury's natural, historic and recreation resources.

3.1.4 Recreational Opportunities

Consistent with the understanding, enjoyment and protection of Canterbury's natural and historic heritage:

- To encourage and assist in the provision of a range of appropriate recreational opportunities on land managed by the Department.

Many of the Conservancy's outdoor recreation activities such as tramping, hunting and fishing are in the backcountry. Others such as picnicking, skiing and short walks are easily accessible by vehicle, and are on the fringes of the backcountry. Fewer opportunities are found close to urban centres. This imbalance needs to be redressed, with a focus being on front country areas.

- To make provision for a range of recreational facilities and services to be provided by the Department, recreational groups and concessionaires, appropriate to the recreational level of use, recreational importance and adverse effects.

Maintenance of tracks, huts and other recreation facilities will be prioritised according to their use levels, recreational importance and safety benefits. This will achieve a more equitable and efficient use of the limited recreational budget. The vicinity of road-end car parks where a significant recreation demand occurs will be a priority for recreation development. Other groups will be encouraged to assist in maintaining facilities of lower use.

Commercial recreation can offer opportunities for people to take part in activities in which they would not normally participate (such as marine mammal watching, guided climbing and fishing). Demand for commercial opportunities is steadily increasing. Commercial recreation has the particular ability to generate both significant educational and awareness opportunities and income, but must be managed at a level that does not compromise nature conservation values and does not diminish the enjoyment of other users. The educational and public awareness opportunities provided by concessionaires will be fostered.

The Conservancy will monitor concessions and enforce conditions.

- To promote the protection of sports fisheries and freshwater habitats when consistent with indigenous fish conservation.

The Department will liaise with fish and game councils, Papitipu Rūnanga, regional and district councils and the community to advocate for water quality, riparian protection and minimum flows that maintain and enhance fisheries habitats.

3.1.5 Non-Recreational Uses

- To allow and manage appropriate commercial and community uses, compatible with the protection of natural and historic values.

A range of commercial and community uses can be accommodated on land managed by the Department, provided they are compatible with the protection of the natural and historic resources for which those lands were set aside. For example, easements to neighbouring properties, beehives, and broadcasting and telecommunication facilities. The onus will be on applicants to demonstrate that any adverse effects can be avoided, remedied or mitigated, and that the structures or activities cannot be accommodated elsewhere. Consultation will be undertaken with affected parties, Papatipu Rūnanga, interested groups and the general public, according to the nature of use applications. Environmental impact assessments will also be required for all significant developments, including all statutory consents. The Conservancy will monitor concessions and enforce conditions.

3.1.6 Management Style

- To set and maintain high-quality standards for the Conservancy's management of its responsibilities and dealings with the community.

The Conservancy will develop programmes and procedures that seek to consistently result in effective and efficient management and advocacy, such as:

- regular public participation opportunities
- regular meetings with key associate groups
- prompt and accurate responses to public and board inquiries
- efficient, effective and accountable use of Crown and other funding
- motivated, healthy and satisfied staff
- corporate services that effectively support conservation outcomes
- conservation training for staff including:
 - public awareness
 - project management
 - mountain, marine and backcountry skills
 - consultation
 - staff management
 - ecology, history, culture, landscape, recreation expertise
 - Ngāi Tahu settlement implementation

The Conservancy recognises that it has to set an example for the rest of the community in the quality of management, both to gain community acceptance for its work and to make the best use, in the interest of conservation, of the scarce resources at its disposal. This approach is the foundation of a successful partnership in the Canterbury community.

The Department is in the process of introducing Quality Conservation Management (QCM) procedures and systems for all its operations, based on quality management systems to ensure best practice for safety management, quality assurance and effective output delivery across all its functions.

The major components of a quality management philosophy are:

- a nationally consistent quality system at all levels in the Department
- identification and allocation of management accountability
- document control and recording systems
- consistent quality records
- management review and feedback loops
- training
- audit
- corrective action

A Quality Conservation Management system has the following four elements:

- Objectives: for managing quality and risk in operations
- Accountabilities: who must undertake actions and be accountable for them
- Procedures: to be followed in carrying out objectives and accountabilities
- Standards: to ensure consistency throughout the Department

By developing QCM systems the Department will ensure it meets the statutory requirements for all its operations within an environment of continuous improvement.

The principle objective of the Health and Safety in Employment Act (1992) is to prevent harm to employees while at work. The Department's general duty is to identify hazards and:

- where practicable, the hazard must be eliminated
- if elimination is not practicable, the hazard must be isolated
- if it is not practicable to eliminate or isolate the hazard completely, then the hazard must be minimised.

The aim of Conservancy management is to provide an excellent conservation management and advocacy service to the public. The Conservancy will seek to continually improve its performance, both by making more efficient use of resources (staff, finance, infrastructure) and by working with its neighbours, local authorities, visitors and conservation/recreational supporters.

3.2 Key Priorities

Consistent with 2.5.2 Canterbury Goals and 3.1 Conservancy Management Goals, the Department has prepared objectives and implementation statements for Places (Section 4) and Activities (Section 5) in the Conservancy.

Within each activity section, key priorities have been identified in accordance with the implementation statements. These priorities are to be put into effect in a number of places and are summarised in table form at the end of each place and activity section.

Key priorities, therefore, are both conservancy-wide priorities and priorities for the management of the particular place issues.

Table 3 is a summary of the known key activities the Conservancy intends to undertake and where they will be implemented. Most of the priority actions will be initiated within the first five years of the CMS implementation. Because of changing political and financial imperatives, not all priorities for the next ten years can be anticipated. The boards and the Department will in due course have to consider additional major activities or changed activities over the next ten years in addition to those identified in Table 3. This table illustrates the known stepping stones the Department needs to set in place to realise the improved conservation vision for the year 2005.