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**INTEGRATED MANAGEMENT:
FROM CONCEPT TO PRACTICE**

Integrated Management: from Concept to Practice

A thesis
presented in partial fulfilment
of the requirements for the degree
of
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at
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Abstract

New Zealand's key environmental management statutes are notable for requiring the integrated management of resources. This thesis explores the extent to which integrated management is actually occurring between two different agencies operating under the *Resource Management Act 1991* and the *Conservation Act 1987*. The level of integration between Tasman District Council and the Department of Conservation is analysed with reference to a case study of management issues along the coast of Abel Tasman National Park. The primary issue here is that increased human activity along the Park coast has attendant social and environmental impacts; these should be addressed in an integrated manner by both agencies.

The concept of integrated environmental management is defined and explained by means of a literature review. Following this, the potential for integrated management in the New Zealand context is assessed by reviewing the requirements of legislation and relevant commentary. Subsequent to developing this theoretical framework, research investigations centre on the Abel Tasman case study. First, interviews are conducted with those who prepared the *Proposed Tasman Regional Policy Statement* and *Proposed Tasman Resource Management Plan*; and the *Nelson-Marlborough Conservation Management Strategy* and *Abel Tasman National Park Draft Management Plan*, amongst other practitioners. Second, these plans are coded; and the findings of both research methods are then analysed.

It is shown that the degree to which integrated management can be achieved is dependent on institutional factors. New Zealand's environmental management regime contains both opportunities and barriers to the implementation of integrated management, and this is reflected in the case study. The extent to which integration is achieved between Tasman District Council and the Department of Conservation is limited, due to inadequate funding, staffing and statutory deadlines. Statutory and informal processes followed by the two agencies in preparing plans lacked the comprehensive interaction and effective co-ordination that are the key operational ingredients to integrated management. The lack of capacity within agencies is attributed to a lack of political commitment to the processes of integration. The

intentions embodied in the legislation are being compromised by pressure on agencies and staff to be cost-effective. Nevertheless, significant improvements to the regime were noted by practitioners.

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Contents

Abstract	iii
Acknowledgments	v
Contents	vi
List of figures	viii
Chapter One: Introduction	1
Thesis aim	2
Thesis objectives	3
Methodology	3
Structure of thesis	4
Chapter Two: Integrated environmental management	6
The need for integration	6
What is integrated environmental management?	8
Planning as a tool for achieving integrated environmental management	14
Barriers to integration	16
Summary	18
Chapter Three: The potential for integrated environmental management in New Zealand	20
Environmental management prior to 1984	20
Post-1984 environmental management reforms	22
Planning under the new regime	25
Opportunities for integration	29
Limitations on integration	31
Summary	34

Chapter Four: Research design and methodology	37
Case study	39
Methods	45
Chapter Five: Research results	52
Interview findings	52
Plan coding results	80
Chapter Six: Analysis	85
Processes of interaction, co-ordination and integration	85
Opportunities and barriers for integration	93
Extent of integrated management	102
Reflections on the case study and integrated management	105
Chapter Seven: Conclusion	109
Research aim and objectives	109
Research findings	110
Suggestions and observations	112
Appendix One: Functions of regional councils and territorial authorities	115
Appendix Two: Functions of the Department of Conservation	117
Appendix Three: Interview schedules	118
References	121

List of figures

Figure 1: Interaction and co-ordination during the management process	11
Figure 2: Planning structure under the RMA	27
Figure 3: Conservation management strategies and conservation management plans	28
Figure 4: Requirements for planning and integrated management under the RMA and Conservation Act (as amended)	36
Figure 5: Research design and methodology	38
Figure 6: Location of Abel Tasman National Park and boundary of Tasman District	40
Figure 7: Facilities and boundary of Abel Tasman National Park	42
Figure 8: Trends in visitor numbers on Abel Tasman National Park coast	43
Figure 9: Plan coding form	50
Figure 10: Plan coding results	81