Rotorua Te Arawa Lakes Strategy Group Informal Workshop Pack

DATE: FRIDAY 14 JUNE 2024

COMMENCING AT TIME: 9:30AM

VENUE: BOPRC Rotorua Office, Waiariki Room, Corner Fenton & Pukaki Street, Rotorua

Table of Contents

Informal Workshop Outline

1. **Karakia Whakatuwhera/Opening Prayer**

2. **Ngā Hōnea/Apologies**

3. **Strategy Group Review Session**

   Facilitated by Elva Conroy (Refer Attachments 1 and 2)

   Part 1 Lakes Strategy (1 hour)

   1. Discuss outcomes of the recent desktop review of the Lakes Strategy

   2. Confirm the Strategic Priorities or Focus Areas for the Lakes Strategy (and as a result, for the RTALSG and Lakes Work Programme)

   3. Confirm next steps for the Lakes Strategy

   Electronic copy of the **Vision and Strategy for the Lakes of the Rotorua District** available via this link: [Vision and Strategy Lakes of Rotorua](#)

   Part 2 RTALSG - Review next steps (30 minutes)

   4. Discuss next steps in terms of the other recommendations from the RTALSG Review.

   Attachments

4. **Workshop Closes**

Attachments

Attachment 1 – Workshop Paper

Ki:	Rotorua Lakes Strategy Group
Nā:	Elva Conroy, Conroy | Donald Consultants
Rā:	5 June 2024
Kaupapa:	Workshop (Strategy Group Review)

A short workshop will be held on 14 June 2024, as directed by the Rotorua Te Arawa Lakes Strategy Group (RTALSG). This workshop will cover the following:

Part 1 Lakes Strategy (1 hour)	1. Discuss outcomes of the recent desktop review of the Lakes Strategy. 2. Confirm the Strategic Priorities or Focus Areas for the Lakes Strategy (and as a result, for the RTALSG and Lakes Work Programme). 3. Confirm next steps for the Lakes Strategy.
Part 2 RTALSG Review next steps (30 minutes)	4. Discuss next steps in terms of the other recommendations from the RTALSG Review.

1. Context - 22 March 2024 Workshop

Our last workshop was held on 22 March 2024. The intention of that workshop was to develop a pathway to implementing the recommendations from the RTALSG Review Report. This would:

- Build on and improve what we already have (i.e. we're not starting from scratch)
- Identify short term and medium actions to progress improvements.
- Focus on only two recommendations as a starting point - Recommendations 1 (Terms of Reference – Purpose of RTALSG) and 5 (Governance Oversight).

I would like to acknowledge everyone who participated in the workshop. I understand that reviewing some of the basics (e.g. elements of collaborative governance; RTALSG purpose and linkage with Strategy) might have been tedious, but it was essential to ensure everyone was on the same page so we can move forward together.

The outcomes of this workshop (attached) were circulated on 26 March 2024.
This included a directive for a brief review of the Strategy along with an additional workshop to discuss the outcomes and confirm next steps.

Attachment 1 – Workshop Paper

2. Outcomes of brief review of the Lakes Strategy

Key outcomes:

- The Lakes Strategy is a product of its time but its needs to be simplified significantly to be useful and fit for purpose.
- The Vision must remain unchanged, as its included in the Settlement Act.
- There are too many layers e.g. 3 elements / outcome statements; 9 focus areas; 11 goals. Many of the goals are not goals, but instead represent our way of working.
- There are opportunities to shorten the length of the Strategy.
- There are opportunities to embed Te Tūāpapa o ngā Wai o Te Arawa / Te Arawa Cultural Values Framework.

The following is a brief desktop review of the Lakes Strategy 2013 – it is not an effectiveness review nor informed by past reviews by Strategy Group partners.

First Impression	
First Impression 1. How large is the document? 2. Is the strategy easy to navigate? 3. How does the strategy look? 4. What works well? 5. Any other comments?	1. 36 pages – could certainly be shorter. There is a lot of superfluous content. 2. No: 　a. Has a 'typical flow' but would benefit from clustering sections better or using section dividers as it moves from Overview to Vision / Strategic Direction to implementation/monitoring/review. 　b. Needs a 'plan on a page' diagram at the start (the one on pg 2 is not clear) 　c. There are a lot of 'layers' to the current framework: 　　⇒ Vision then 　　⇒ "Elements" x 3 (Connected, Iconic, Prosperous) then 　　⇒ Outcome statement x 3 then 　　⇒ Key focus areas x 9 then 　　⇒ Goals x 11 3. Great use of photos, quotes and children's drawings. Fonts are clear. BUT it is cluttered with repetitive tables along with too many colours, photos and design elements. LESS IS MORE 4. Reflection of community feedback and use of questions for sub-headings. Foreword prepared by each partner. 5. Below: 　a. Logos – RLC logo will need to be updated. 　b. Does RTALSG have its own identity / logo like Te Maru o Kaituna? Could be a future action? 　c. PDF format - The interactive PDF (with clickable index and table of contents) is a useful feature. 　d. Needs to incorporate Te Arawa Cultural Values Framework. And any other key changes since 2013 (except references to legislation).

Attachment 1 – Workshop Paper

Part 1 **Context or Introduction** (pages vi-2)	• Good content (although there is too much of it). • A 3rd generation strategy would not need to describe the 'journey' to this level of detail. Only needs to cover – WHAT (strategy purpose, intended use), WHO (is the RTALSG) and WHERE (geographic scope)
Part 2 **Heart of Strategy** (pages 3-7)	*This Part of the Strategy should be focused on the Strategic Direction: Vision, guiding principles/values, outcomes* • A 3rd generation plan would not need to state "what the community told us". That should already be embedded. • Pg 3: Vision is nice and clear – good explanation. Key elements aren't particularly clear (do they relate to the lakes or people?) – suggest new framework or terminology to better capture meaning. • Pg 4: What do we want to achieve? I assume better wording could be "what does success look like". Then generally describe and possibly include KPI's later in the strategy. Pull in content from Pg 25 • Pg 5 & 6: How will we do it? What will it take? These need to go later as it's delivery focused. • Pg 7 – what's already been done? I'd move to Part 1 context as its part of the scene setting. Needs to be updated and maybe shown in a diagram. • Pg 8 – Principles – retain (option to reduce to 5) – ensure that this is how the RTALSG is operating, so its not just words. Outcome statements need to be included here.
Part 2 Delivering the Strategy (pages 9-26)	*This Part of the Strategy should be focused on the areas of focus to deliver the vision and outcomes.* • The structure is unclear e.g. element > outcome statement > focus areas > goals > targets > indicators > data sources is A LOT. It does not recognise the interconnected across elements/outcomes/focus areas etc. • The content between pages 9-26 are too detailed. • Pg 10 – delivery of the strategy (monitoring, review) needs to be towards the end. P26 – Future legacies of the Strategy – unsure what this is? It looks like 'leftover content'.
What could a refreshed Strategy look like?	1. Simpler, straight to the point and shorter. 2. Outcomes focused; values/principles driven 3. Provide clarity for implementation via action (which could be developed in parallel)

Attachment 2 – Outcomes 22 March 2024 Workshop

Ki:	Rotorua Te Arawa Lakes Strategy Group (RTALSG)
Nā:	Elva Conroy, Conroy | Donald Consultants
Rā:	25 March 2023
Kaupapa:	Outcomes of RTALSG Workshop

This document collates the outcomes of the workshop of RTALSG members and associated management and staff on 22 March 2024. A Menti Survey was used to collate and show collective ideas in real-time. The raw feedback is <u>attached</u>.

What was the purpose of the workshop?

The RTALSG Review Report (Review Report) recommended overhauling the group – this is not the right term to use – it is about making improvements and evolving the RTALSG into something better.

The purpose of the workshop was to develop a clear pathway forward to implementing the recommendations from the Review Report. Discussion would:

- Build on and improve what we already have (i.e. we're not starting from scratch)
- Identify short term and medium actions to progress improvements.
- Focus on only two recommendations as a starting point.

Where does each organisation fit?

Each organisation within the RTALSG has its own roles and responsibilities.

What connects the three organisations, where the circles converge, are the Rotorua Te Arawa Lakes.

Around that intersect (in red) is the Strategy Group.
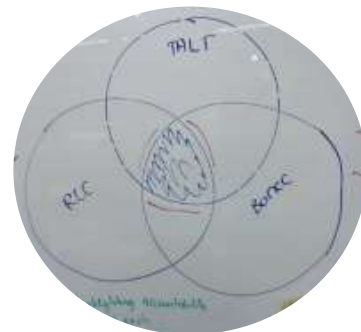
ANALOGY 1: 3-legged stool

3-legged stool – RTALSG is the seat, the partner organisations are the legs.

Greater connectivity needed between RTALSG Chair and CE's of partner organisations

Once the stool is more 'stable', there can be greater connectivity between RTALSG and/or partner organisations with community/stakeholders/interest groups.

1

Attachment 2 – Outcomes 22 March 2024 Workshop

How did reading the Review Report make you feel?

This question was important to highlight that variety of feelings / responses in relation to the Review Report.

While some attendees were vocal at the workshop about feeling hopeful, some attendees were disappointed and disheartened. This is evident within the feedback as well as the Dec 2023 RTALSG workshop notes.

What do you hope to see / hear / feel by the end of the workshop?

Overall, the feedback highlighted:

- Greater cohesion, partnership and active participation
- Unified view on top priorities and goals
- Greater strategic focus and commitment to action

as crucial elements for the care and enhancement of the Te Arawa Lakes.

COLLABORATIVE GOVERNANCE

The RTALSG is a form of collaborative governance (or co-governance).

The delivery of the Lakes Programme by all three organisations is a form of collaborative management (or co-management).

## What can we do together that we can't do alone?

Collaborative governance can:

- influence government decisions and enable large-scale actions that may not be achievable individually.
- enable shared responsibility, projects, resourcing and funding.
- result in connected action and greater environmental impact.

What are the key elements of successful collaborative governance?

- Being clear on the Why / Wai
- Having a clear purpose
- Having clear roles, while acknowledging the responsibilities and accountabilities of each organisation
- Shared values and/or guiding principles
  (EQUITY | RESPECT | RECIPROCITY | HUMILITY | CONNECTIVITY)

2

- Shared learnings, resourcing and language
- Connecting the community so they know what we are doing and we know where they want help / to help
- Enables contribution of community and stakeholders

What is the difference between governance oversight and operational oversight?

Governance = Direction	Operational = Delivery
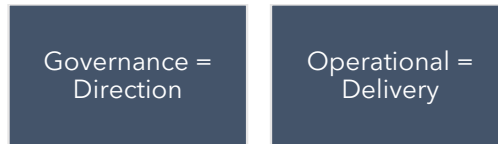
ANALOGY 2: Olympic-level Rowing to explain the difference

- The boat is going towards the finish line (or overarching vision)
- The rowers (project delivery by partner organisations) work together to achieve common goals. They must communicate effectively, coordinate their efforts, and synchronise their actions to propel the boat forward.
- The Coxswain (RTALSG) play a crucial role in guiding / steering the boat to keep it moving to the finish line. They guide the rowers and ensure alignment with overall objectives.

Trust and communication: Olympic rowing teams rely on trust and communication to perform at their best. The rowers trust the coxswain to provide the right guidance and direction, while the coxswain trusts the rowers to execute their roles effectively.

Adaptability and strategy: Olympic rowing teams need to adapt to changing conditions and adjust their strategy accordingly to maintain momentum and overcome challenges.

What do we do to ensure the Lakes Strategy guides our work planning and decision making?

The role of the RTALSG is to provide leadership in relation to the implementation of the Strategy.

While the Lakes Programme has primarily concentrated on achieving water quality goals (as per Deed Fund), other Strategy outcomes or focus areas have not been incorporated into the planning, execution, or reporting processes.

Additionally, each partner organisation is carrying out projects which align with the Strategy. However, these projects are not currently captured by the Lakes Programme.

3

Attachment 2 – Outcomes 22 March 2024 Workshop

CASE STUDY: Te Maru o Kaituna River Authority

Te Maru o Kaituna River Authority (TMOK) was established by the Tapuika Claims Settlement Act. The purpose of the co-governance partnership is the restoration, protection, and enhancement of the environmental, cultural and spiritual health and well-being of the Kaituna River.

In 2018, TMOK released the Kaituna River Document (a.k.a. river strategy).

https://www.kaituna.org.nz/our-plans/kaituna-river-document/

in 2019, TMOK released Te Tini a Tuna (Kaituna Action Plan). This Plan outlines priority actions over ten years to deliver on the vision, objectives and outcomes of the Kaituna River Document.

https://www.kaituna.org.nz/our-plans/kaituna-river-action-plan/

In terms of the question on the previous page, the RTALSG should:

1. Refresh the Strategy and develop an action plan in 2024.
2. Ensure the Lakes Programme delivers projects that align with the Strategy and Action Plan.
3. Ensure that all reporting aligns with the Strategy and Action Plan.
4. Ensure that all new RTALSG members go through an induction process, in relation to the RTALSG purpose, the reason for its inception along with key foundational documents.

The existing Lakes Strategy has a lot of good content. A simplistic approach to a Strategy refresh could involve the following:

5. Elva to carry out a brief review of the Strategy and summarise in a table by early June 2024. To cover: what is still relevant? what is superfluous? What is missing?
6. Elva to hold a 1-hour workshop with RTALSG on 14 June 2024 to confirm:
   a. Outcomes of Strategy review.
   b. Strategy outcomes – status quo or something else?
   c. Guiding values and/or principles.
   d. Next steps for Strategy and action plan development.

Rotorua Te Arawa Lakes Strategy Group Informal Workshop

Mentimeter

Purpose: To develop a clear pathway to implementing the recommendations from the review report.

We will:

- Build on and improve what we already have (i.e. we're not starting from scratch)
- Identify short term and medium actions to progress improvements.
- Focus on Recommendations 1 and 5 as a starting point.

Attachment 2 – Outcomes 22 March 2024 Workshop

Mentimeter

4. Overall Findings

The Strategy Group, Lakes Programme or Deed of Funding would not exist without the Te Arawa Lakes Settlement Act.

In our opinion, the Strategy Group and associated Lakes Programme does not:

- restore the mana and rangatiratanga of Te Arawa.
- establish a meaningful relationship between Crown and Te Arawa.
- ensure that the relationship comprises mutual trust and cooperation.

In particular, Section 3 of this report highlighted significant concerns and deficiencies with the Strategy Group and associated Lakes Programme.
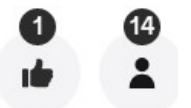**Critical changes are needed - it is not working for all partner organisations.**
Nor is it delivering outcomes equitably for all lakes.

Attachment 2 – Outcomes 22 March 2024 Workshop

Mentimeter

1. How did reading the Review Report make you feel?

45 responses

doc is at the wallaby mee

agree to accommodate stak

lacking independence

hopeful for change

hopeful

excited

inadequate

opportunity

interesting

way forward

relieved

keen

actions

rubbish

disappointed

awhi

positive

focused

heard

ka pai

enheartened

collaborative action

disheartened

big opportunity

frustrated

good

dissapointed

need to step up

a better way forward

Attachment 2 – Outcomes 22 March 2024 Workshop

Mentimeter

2. What do you hope to see/hear/feel by the end of this workshop?

Clear list of actions and timeframes	What is the priority action/s	Action not talk fest	Unified view on our top priorities
The group still exists	Connected, strategic, action-oriented	clear next steps, a sense of committment to partnership and foundational focus, love for our lakes	Joint goals and collaborative action plan

👍 1   👤 14

Mentimeter

2. What do you hope to see/hear/feel by the end of this workshop?

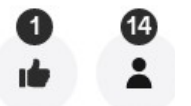|			
Agreed strategy for short, medium and long term objectives	Strengthened relationshi	Direction on way forward.	Committment to actively participate from everyone
Greater cohesion	Alignment in goals and a commitment to actions to achieve them.	Genuine partnership	Alignment in goals and a commitment to actions required to achieve them

1 👍   14 👤

Attachment 2 – Outcomes 22 March 2024 Workshop

Mentimeter

2. What do you hope to see/hear/feel by the end of this workshop?

A solid foundation for Te Arawa Lakes enhancement and restoration off the back of agreement on the way forward.	Iwi community drivers	A joint strategy to move forward in partnership an acknowledgement of Te Arawa's crucial leadership role.	Commitment to actively participate

👍 1　　👤 14

Attachment 2 – Outcomes 22 March 2024 Workshop

Attachment 2 – Outcomes 22 March 2024 Workshop

Attachment 2 – Outcomes 22 March 2024 Workshop

Mentimeter

These terms are sometimes used interchangeably because their definitions are not well understood. Governance focuses on strategic matters, while management is concerned with day-to-day operational responsibilities. When used correctly, the terms can describe the extent of decision-making powers (see Figure 2).

Figure 2
Comparing co-management and co-governance

Co-management	Co-governance
The collaborative process of decision-making and problem solving within the administration of conservation policy.	Arrangements in which ultimate decision-making authority resides with a collaborative body exercising devolved power – where power and responsibility are shared between government and local stakeholders.

Office of the Auditer General (2016). Principles for effectively co-governing natural resources

Mentimeter

3. What can we do together, that we can't do alone?

Move forward	Greater influence over central govt	Enable environmentally responsible housing development	provide a united front
Protect and preserve our lakes.	Combined resources far exceed the individual entities.	Unified position with govt	Unify our policies and actions rather than operate in silos

5 👍 16 👤

Attachment 2 – Outcomes 22 March 2024 Workshop

Mentimeter

3. What can we do together, that we can't do alone?

Share responsibility	Influence large scale action	Achieve more as a collective than individually	Combined action
A lot	Collectivise community	Use shared language	Be in agreeance to disagree, respectful of each others contributions

5 👍 16 👤

Mentimeter

4. What are the key elements of successful collaborative governance?

BRAIN DUMP

5
👍

Governance oversight

Mentimeter

Attachment 2 – Outcomes 22 March 2024 Workshop

The Strategy Group has lost its governance oversight function. It has deserted itself of good effective governance over the programme, instead dropped its responsibilities and become merely a reporting forum ...

– Review Report

Mentimeter

# 5. Governance vs operational oversight: whats the difference?

Governance sets outcome targets and holds ops accountable.OPS delivers on the ground	Governance = direction, operational = delivery	Direction setting and results monitoring versus tasks execution	Setting strategic issues and direction for staff
Operational oversight critical to deliver outcomes	Policy vs practice	Governance - strategic/ long term thinking, political leadership, oversight, direction. Operational - delivery, community leadership, technical advisors, autheticators of real enviro results.	To hold Arapeta to account

👍 1   👤 7

Strategy as Foundation
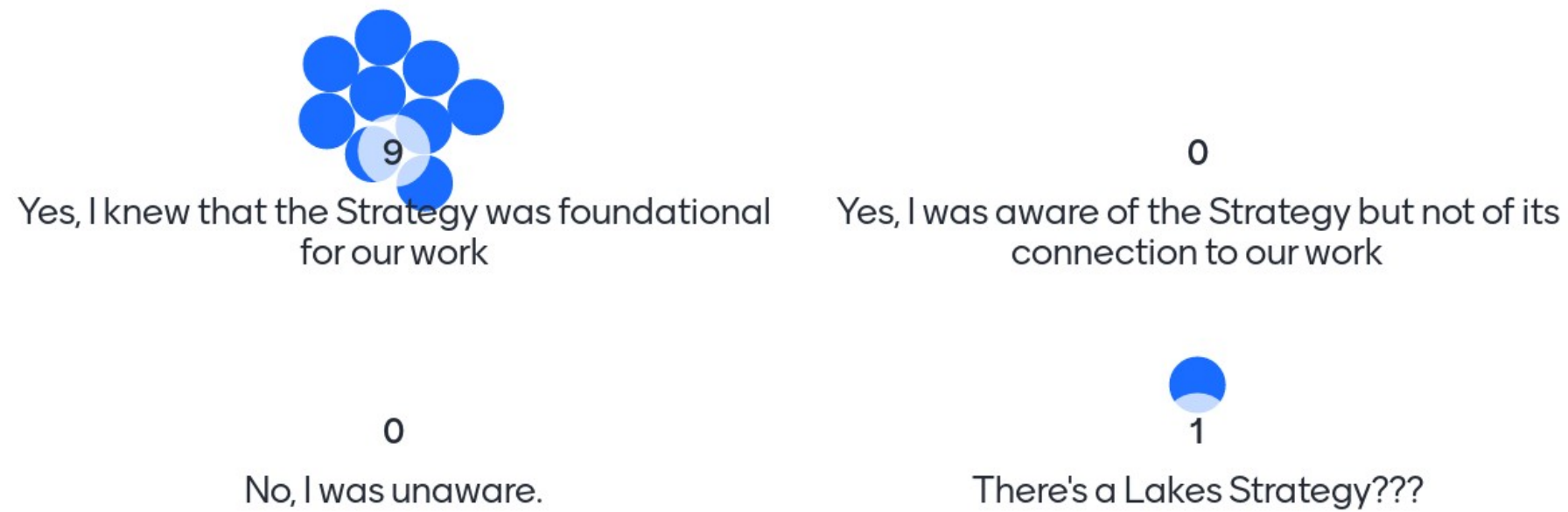
Attachment 2 – Outcomes 22 March 2024 Workshop
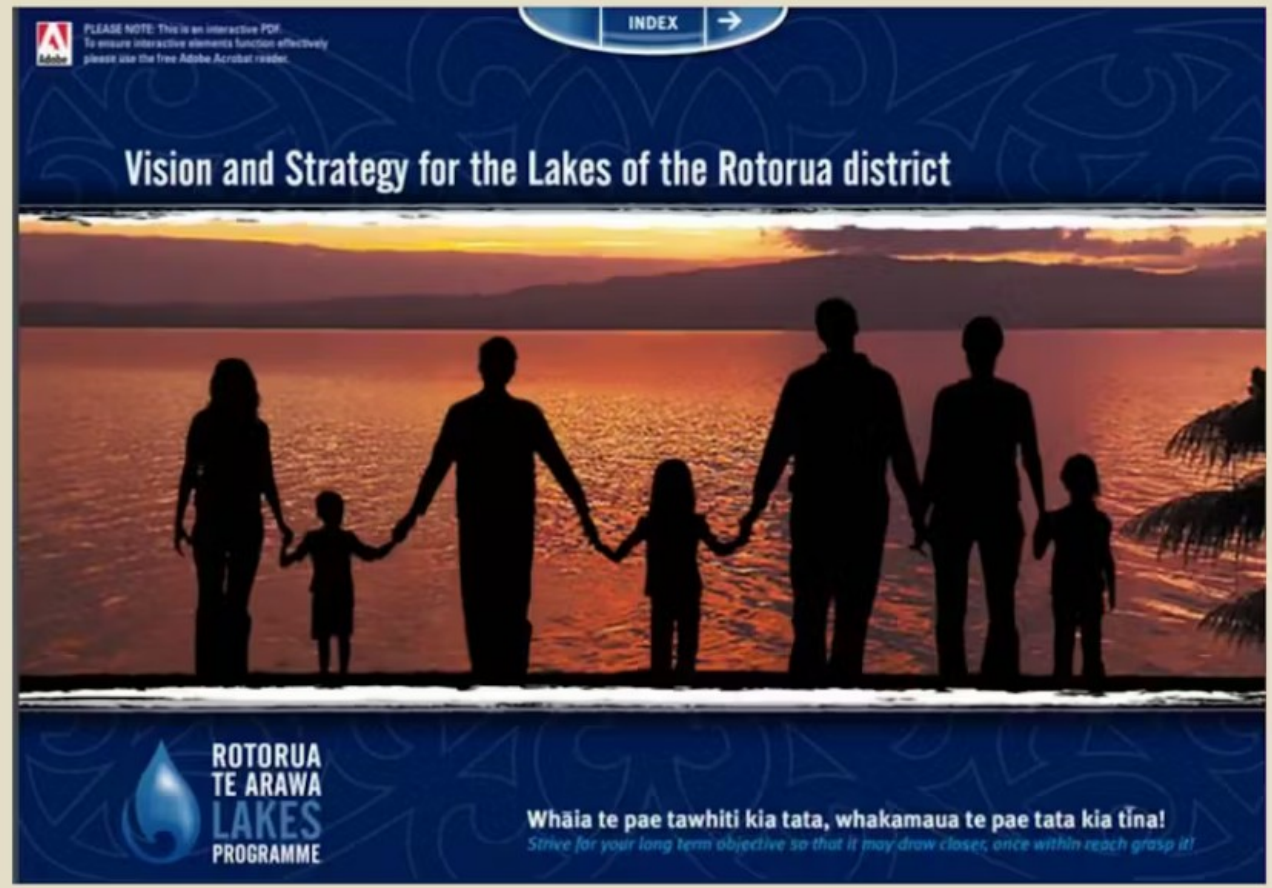
"Provide leadership to the organization's and the community in relation to implementation of the Vision and Strategy for the Lakes of the Rotorua District..."
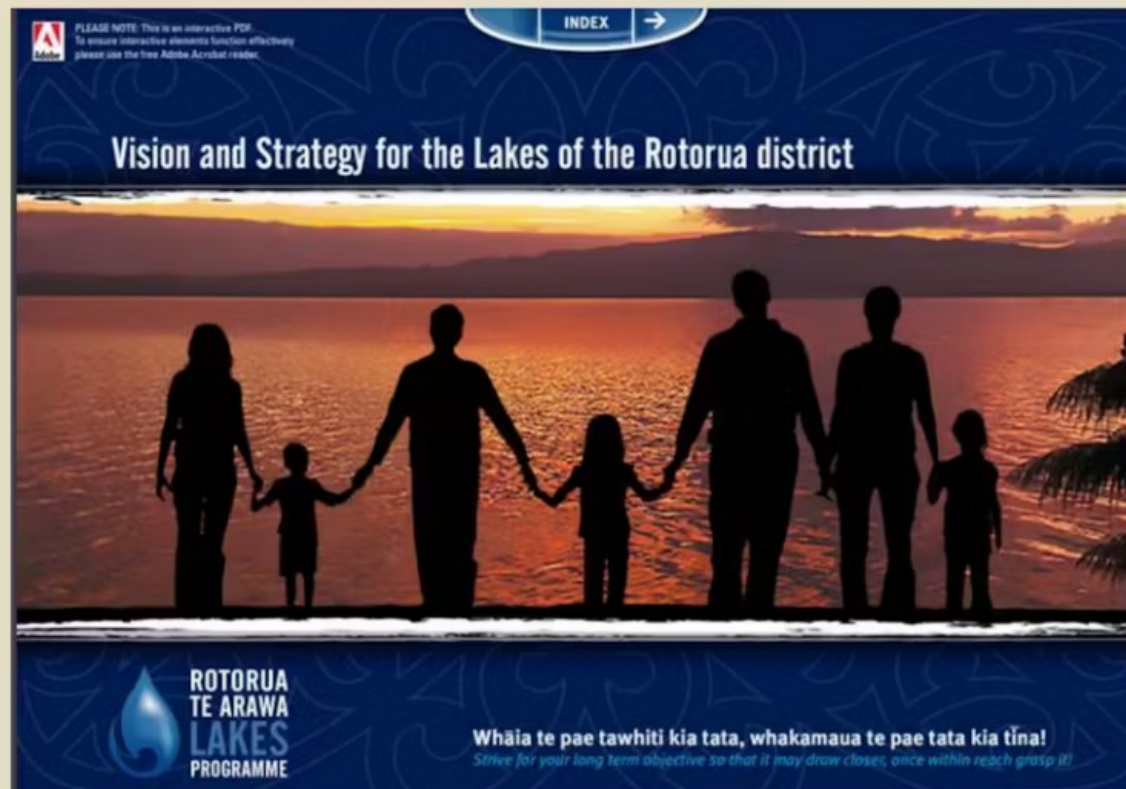
Mentimeter

Prior to the Review Report, were you aware of the importance of the Lakes Strategy?

9

Yes, I knew that the Strategy was foundational for our work

0

Yes, I was aware of the Strategy but not of its connection to our work

0

No, I was unaware.

1

There's a Lakes Strategy???

1 👍   10 👤

Attachment 2 – Outcomes 22 March 2024 Workshop

Attachment 2 – Outcomes 22 March 2024 Workshop

Mentimeter

Strategy Goals

The Strategy is implemented collaboratively

The community is engaged and informed about lakes catchment issues

Knowledge is linked to action and adaption occurs

The lakes catchment is managed through Te Arawa values

The lakes catchment offers residents and lake users a range of high-quality experiences

Nutrient inputs are reduced to levels which ensures water quality meets community expectations

The health of ecosystems including habitat for kai roto has improved since 2013

A developing lakes catchment economy that supports resource use efficiency and improved water quality

A lakes catchment management framework that enables iwi to pursue sustainable business ideas and initiatives

Attachment 2 – Outcomes 22 March 2024 Workshop

Mentimeter

Rotorua Te Arawa Lakes Strategy Group

| Te Arawa Lakes Trust | Bay of Plenty Regional Council | Rotorua Lakes Council |

Te Arawa Lakes Settlement Act 2006

Attachment 2 – Outcomes 22 March 2024 Workshop

Mentimeter