

**Meeting:** Rotorua Te Arawa Lakes Strategy Group Workshop

**Meeting Date:** 14 June 2024

---

## **Tabled Documents**

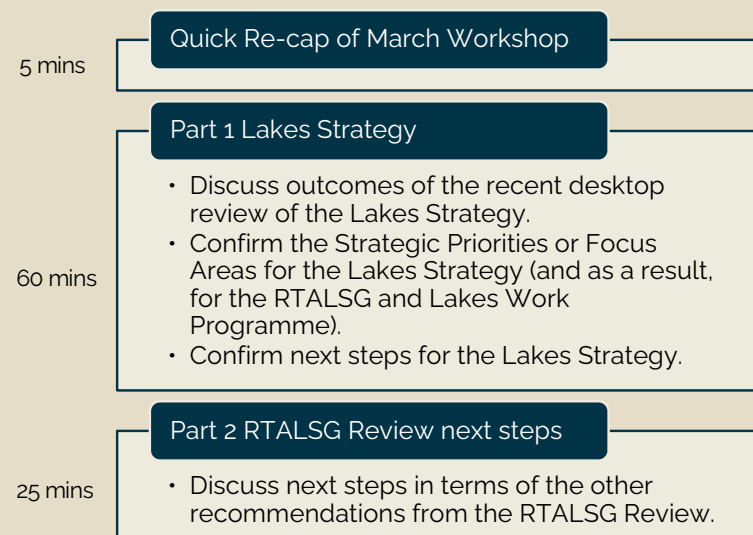
---

### **Lakes Strategy Workshop Presentation**

**Presentation 20240614 RTALSG Strategy Review Workshop Slides  
Elva Conroy - 14 June 2024**

**2**

# Rotorua Te Arawa Lakes Strategy Group Workshop



# Quick Recap: March Workshop

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).

Collaborative Governance

Governance Oversight

Strategy as Foundation

*You can't keep doing the same thing,  
the same way and keep expecting  
something different to happen*

# Quick Recap: March Workshop

## 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).

### ANALOGY 1: 3-legged stool

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

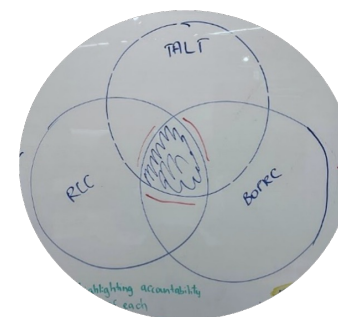
### What can we do together that we can't do alone?

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)



# Quick Recap: March Workshop

## Governance Oversight



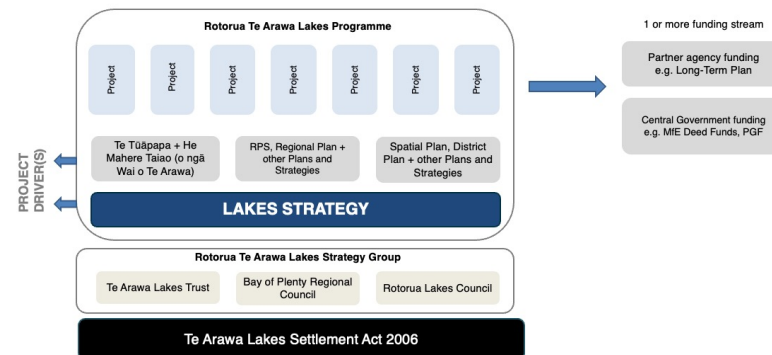
### ANALOGY 2: Olympic-level Rowing to explain the difference

- 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.

# Quick Recap: March Workshop

## Strategy as Foundation

"Provide leadership to the organisations and the community in relation to implementation of the Vision and Strategy for the Lakes of the Rotorua District..."



# Quick Recap: March Workshop

Coordinated  
do-ey to  
deliver the  
Vision

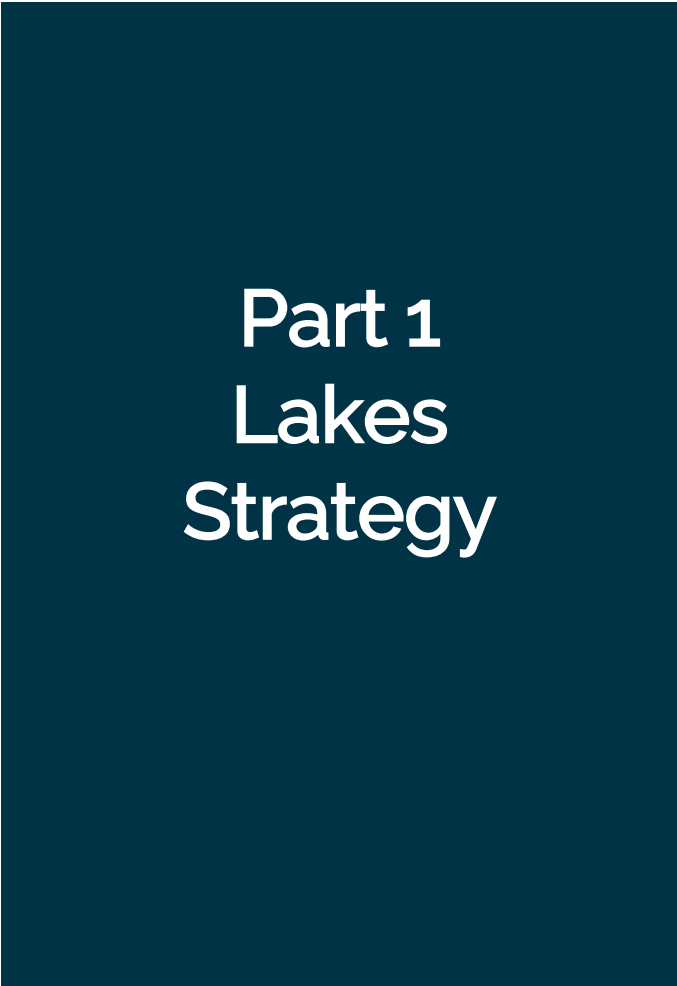
## Resulting Actions

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?

Questions / Comments?



## Desktop Review

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.

What could a refreshed Strategy look like?

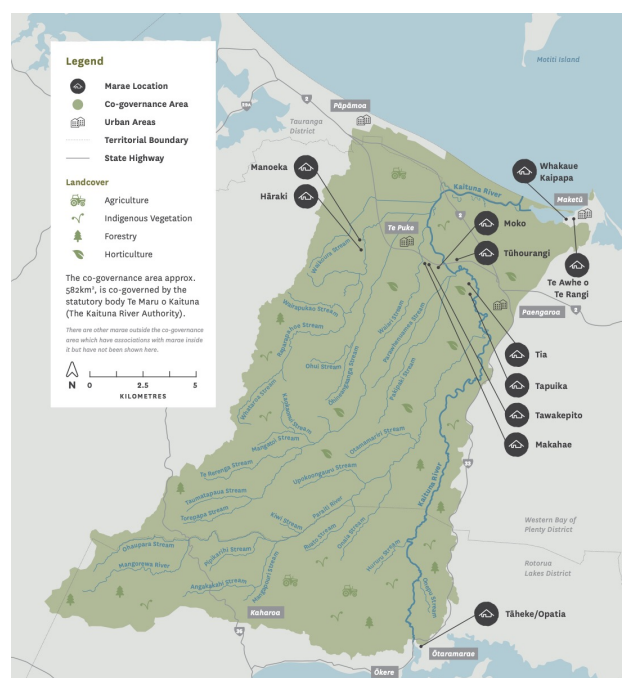
1. Simpler, straight to the point and shorter.
2. Outcomes focused; values/principles driven
3. Provide clarity for implementation via action (which could be developed in parallel)

*Could the Strategy be refreshed via simple & speedy process?*



# Part 1 Lakes Strategy

## Case Study: Te Maru o Kaituna River Authority



<https://www.kaituna.org.nz>

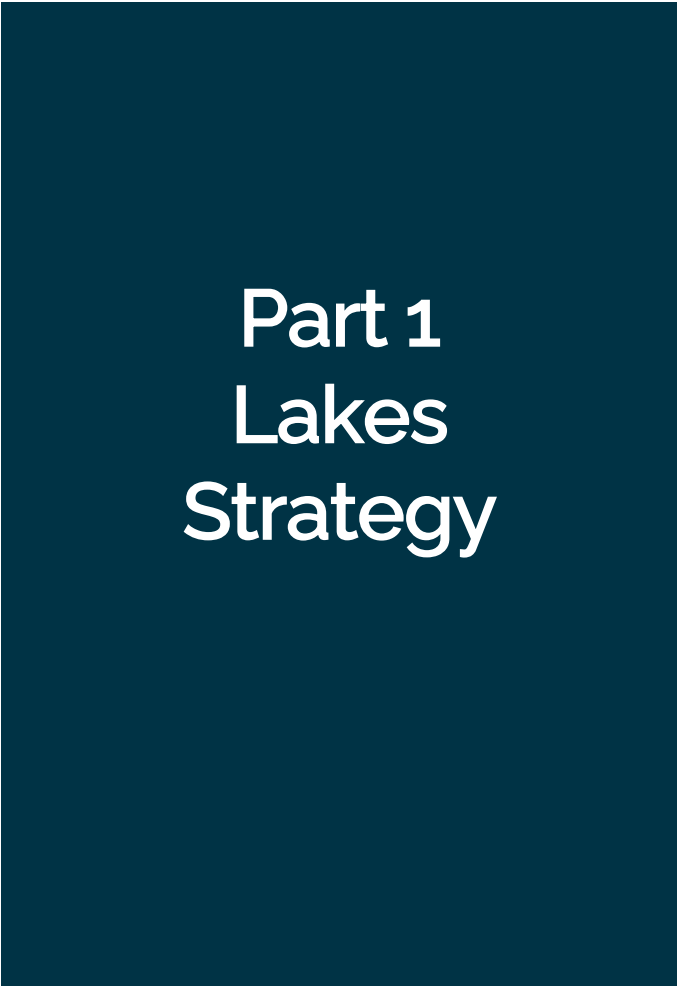
"to promote the restoration,  
protection and enhancement of the  
well-being of the Kaituna River and  
its tributaries"

Iwi:

- Tapuika Iwi Authority Trust.
- Te Kapu o Waitaha.
- Te Pūmāutanga o Te Arawa Trust (Ngāti Pikiao)
- Te Tāhuhu o Tawakeheimoa Trust (Ngāti Rangiwewehi)
- Ngāti Whakaea

Councils:

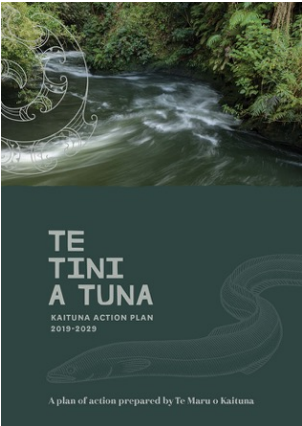
- Bay of Plenty Regional Council.
- Rotorua Lakes Council.
- Western Bay of Plenty District Council.
- Tauranga City Council.



Case Study:  
Te Maru o Kaituna River Authority



Strategy 2018



<ul style="list-style-type: none"> <li>The cluster of priority actions in this plan are inspired by what a tuna needs to thrive: <ul style="list-style-type: none"> <li>good quality water;</li> <li>good habitat and,</li> <li>good connection or passage through the Kaituna catchment.</li> </ul> </li> </ul>
<p><b>PRIORITY ACTION 1:</b> Take collective responsibility for improving the health and well-being of the Kaituna River and its tributaries</p> <p>Project 1: Lowland drains and drainage canal improvement project</p> <p>Project 2: Freshwater quality and quantity limits project</p> <p>Project 3: Consented takes and discharges project</p> <p>Project 4: Focus catchments project</p> <p>Project 5: Farm environment plans project</p>
<p><b>PRIORITY ACTION 2:</b> Create a network of healthy and diverse Kaituna habitats and ecosystems</p> <p>Project 6: Post Kaituna River re-division enhancement project</p> <p>Project 7: Wetland re-creation project</p> <p>Project 8: Kaituna habitats network project</p> <p>Project 9: Pātaka kai project</p>
<p><b>PRIORITY ACTION 3:</b> Connect our communities and visitors to our river and to our projects</p> <p>Project 10: Kaituna community connection project</p> <p>Project 11: Kaituna River access project</p> <p>Project 12: Kaituna cycleway/footway project</p> <p>Project 13: Kaituna cultural and historical heritage project</p> <p>Project 14: Upper catchment 'gateway' project</p> <p>Project 15: Coastal park network project</p>
<p><b>ENABLING ACTION 1:</b> Collect good information about the health of the Kaituna River and its tributaries</p> <p>Project 16: State of the Awa integrated monitoring and reporting project</p> <p>Project 17: Kaituna catchment network mapping project</p>
<p><b>ENABLING ACTION 2:</b> Establish a Kaituna River restoration and enhancement fund</p> <p>Project 18: River restoration and enhancement fund project</p>

# Part 1 Lakes Strategy

Method:

1. Individual brain-dump – 1 idea per post-it
2. Group session – collate / group ideas by type on flipchart paper + add more ideas
3. If there is time, check out each others ideas – tick/circle ones that you like
4. If there is time, report back key themes

## BRAINDUMP Strategic Priorities / Focus Areas

### Vision (since 2010)

The lakes of the Rotorua district and their catchments are preserved and protected for the use and enjoyment of present and future generations, while recognising and providing for the traditional relationship of Te Arawa with their ancestral lakes.

### RTALSG Purpose and Role

#### Purpose

To contribute to the promotion of the sustainable management of the Rotorua Te Arawa Lakes and their catchments, for the use and enjoyment of present and future generations, while recognising and providing for the traditional relationship of Te Arawa with their ancestral lakes.

#### Role

- Provide leadership to the organisations and the community in relation to implementation of the Vision and Strategy for the Lakes of the Rotorua District, originally adopted in 2000 and refreshed version adopted by the Strategy Group in 2013.

## Where should we - as a collective – be focusing our efforts?

Focus on topics rather than projects / solutions

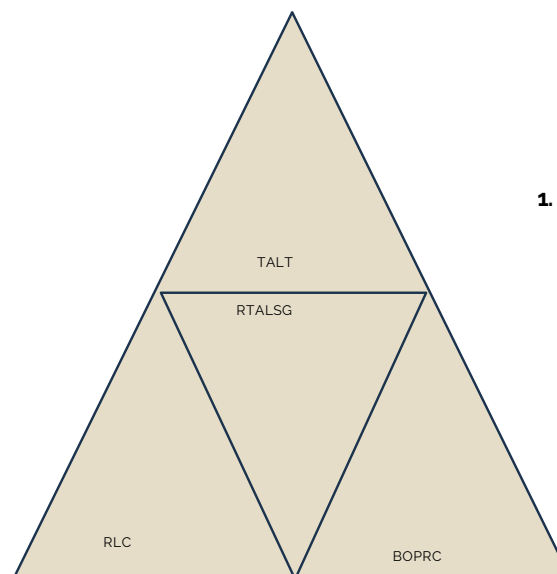
Think wider than what we have been doing - what **could** we be doing?

Ignore funding / cost

# Part 1 Lakes Strategy

2 questions  
1 idea per post-it

## BRAINDUMP Strengths



### Vision (since 2010)

The lakes of the Rotorua district and their catchments are preserved and protected for the use and enjoyment of present and future generations, while recognising and providing for the traditional relationship of Te Arawa with their ancestral lakes.

1. What is a strength of my organisation in achieving the Vision?
2. What is our collective strength in achieving the Vision? What can we do together that we can't do alone?

# Part 1 Lakes Strategy

Where to from here?

Questions / Comments?

Part 2  
 RTALSG  
 Review –  
 what's  
 next

Recommendation	To Do	In Progress	Complete
<b>Recommendation 1:</b> The Vision and Strategy Document must underpin the Lakes Programme. All planning and reporting to the Strategy Group must align with this document.		✓ In place ~9 months?	✓ Agreement in Principle
<b>Recommendation 2:</b> Carry out a refresh of the Vision and Strategy Document to embed Te Tūāpapa o ngā wai o Te Arawa and include new/emerging issues. <del>No changes are suggested to the themes, focus areas and goals.</del> An action plan could be developed to ensure focused action and form the basis for the Lakes Programme irrespective of the source of funding		✓ Confirm priority areas, update strategy, write action plan	✓ Brief review
<b>Recommendation 3:</b> Elevate the status and role of TALT within the Strategy Group and associated Lakes Programme.		✓ TALT update	
<b>Recommendation 4:</b> Future proofing Chair arrangement through training and preparing a succession plan for future Te Arawa chairs to ensure that both technical and cultural aspects are met.	✓ Develop approach		
<b>Recommendation 5:</b> All Strategy Group members to wānanga potential solutions to the matters raised through interview feedback, particularly in relation to governance oversight function, partnership and equity as well as connectivity with the community. Wānanga must be facilitated by an independent facilitator who specialises in governance matters.		✓ Put into practice	✓ March workshop
<b>Recommendation 6:</b> Carry out a review of the Deed of Funding agreement by the Crown and all Strategy Group partners.	?	?	
<b>Recommendation 7:</b> TALT to carry out a review of their Protocol Agreement with Ministry for the Environment and initiate a Mana Whakahono-ā-Rohe agreement with individual partner agencies.		✓	
<b>Recommendation 8:</b> Hold regular inductions with new Strategy Group members and staff from partner agencies.	✓ Develop approach		