



Rotorua Te Arawa Lakes Strategy Group Informal Workshop Pack

DATE: FRIDAY 20 SEPTEMBER 2024

COMMENCING AT TIME: 9:30AM

VENUE: Bay of Plenty Regional Council Rotorua Office,
Waiariki Room, 1118 Fenton Street (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 No. 3**

Facilitated by Elva Conroy – Conroy Donald Consultants.

1. Progress to date on refreshed Lakes Strategy
2. Workshop session to confirm key components of refreshed Lakes Strategy
3. Where to from here?
4. Update on other recommendations from the RTALSG Review.

Attachments

1	Item 1: Refreshed Strategy Workshop Paper No. 3	3
2	Item 2: Rotorua Te Arawa Lakes Strategy Group Workshop Notes - 14 June 2024 (attached for ease of reference)	9
3	Item 3: Rotorua Te Arawa Lakes Strategy Group Workshop Presentations - 14 June 2024 (attached for ease of reference)	16

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

4. **Workshop Closes**

Ki: Rotorua Te Arawa Lakes Strategy Group
 Nā: Elva Conroy, Conroy | Donald Consultants
 Rā: 17 September 2024
 Kaupapa: Refreshed Strategy Workshop (1 hour)



A short workshop will be held on 20 June 2024, as directed by the Rotorua Te Arawa Lakes Strategy Group (RTALSG). This one hour workshop will cover the following:

1. Progress to date on refreshed Lakes Strategy
2. Workshop session to confirm key components of refreshed Lakes Strategy
3. Where to from here?
4. Update on other recommendations from the RTALSG Review.

This workshop will result in a draft Lakes Strategy and accompanying Implementation Plan, which will be presented to the RTALSG in December 2024.

1. Progress to date on refreshed Lakes Strategy

We have been piecing together the refreshed Lakes Strategy over the last six months. The RTALSG workshop in March 2024 identified key elements to the ways in which members will work together to enhance the health and wellbeing of the Rotorua Te Arawa Lakes.

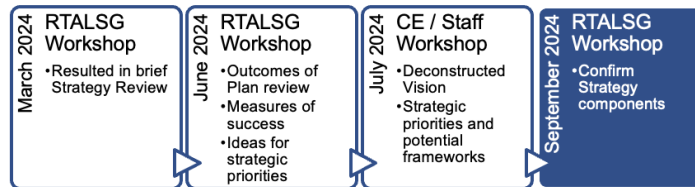


Figure 1. Process to date for refreshed Lakes Strategy

A brief review conducted in May 2024 highlighted the potential to simplify and streamline the strategy, making it more concise and outcomes-focused.

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.

Figure 2. Key findings from brief Lakes Strategy review

2. Key components of refreshed Lakes Strategy

The refreshed Lakes Strategy must include, at a minimum:

- Where we want to be – clear statements of the future state.
- How we get there – where best to focus action / effort to achieve the Vision.

These elements form the foundation and framework for the Strategy (including Implementation Plan) as well as RTALSG work programme and reporting.

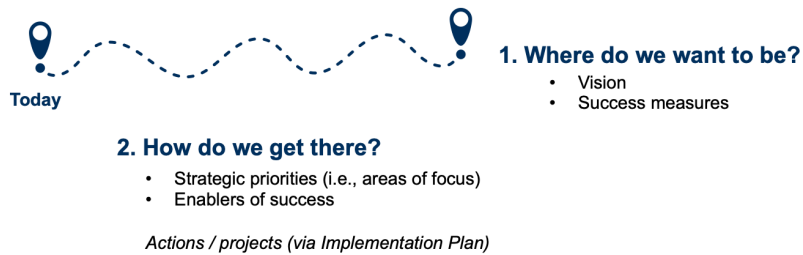


Figure 3. Key elements for refreshed Lakes Strategy

Future state - Vision

The Strategy Vision remains unchanged as it is embedded within the Te Arawa Lakes Settlement Act. The Vision was ‘deconstructed’ during a CE/staff workshop in July 2024. These aspects highlight the scope of the Strategy.

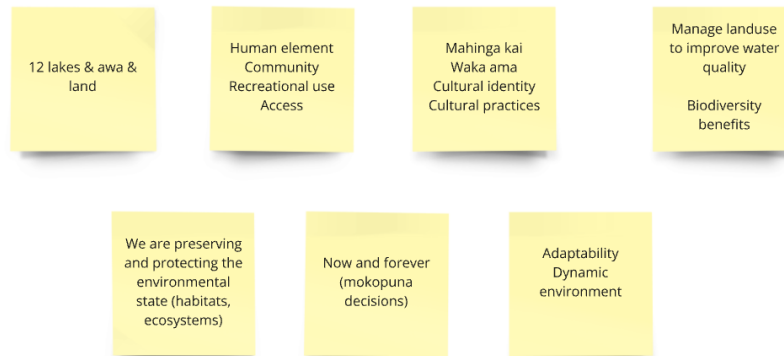


Figure 4. Deconstructed Vision

Action: RTALSG Members to confirm if there is anything missing from Figure 4.

Future state - Success measures

The June 2024 RTALSG workshop included a brief exercise to imagine the ‘future state’ including how we would ‘know’ that the Lakes Strategy was implemented successfully.

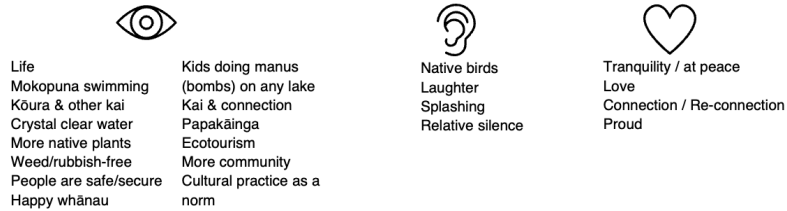


Figure 5. Imagining success – what would we see, hear and feel?

Action: RTALSG Members to confirm if there is anything missing from Figure 5.

How we achieve the vision - ideas for action

The above exercise was useful to identify key themes for continued or future action.



Figure 6. Key themes from success measures exercise

The June 2024 RTALSG workshop also included a brain dump of ideas – via Post It Notes – of where the RTALSG should be focusing their collective efforts. These ideas, clustered by general theme, are provided in Appendix 1.

The refreshed Strategy will outline our long-term **strategic priorities** and **enablers**. The implementation plan will include **priority actions over a shorter time period**.

Term	Meaning	Example
Strategic priorities	What needs to be achieved – high-level themes or areas for focused action that align with the Vision.	Ecological health of lake ecosystems
Priority actions	How it will be achieved - actionable initiatives, projects or interventions that align with one or more strategic priority.	New wetlands Lake weed management
Enablers	What is needed to support those efforts – supporting conditions to ensure an action is possible or carried out effectively.	Research and monitoring Funding

Action: RTALSG Members to workshop the strategic priorities, actions and enablers for the refreshed Lakes Strategy, based on the ideas generated in June 2024.

Use of Strategic priorities as framework

The following is a brain-dump of the thinking around the framework for the Strategy. As outlined earlier, the core elements discussed at the workshop will form the foundation and framework for the Strategy (including Implementation Plan) as well as RTALSG work programme and reporting.

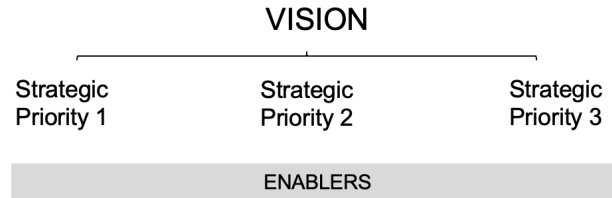


Figure 7. General framework for a Strategy

To date, a range of frameworks have been explored, including the Lakes Strategy and the Wai Framework within the Te Arawa Lakes Trust Environmental Plan.

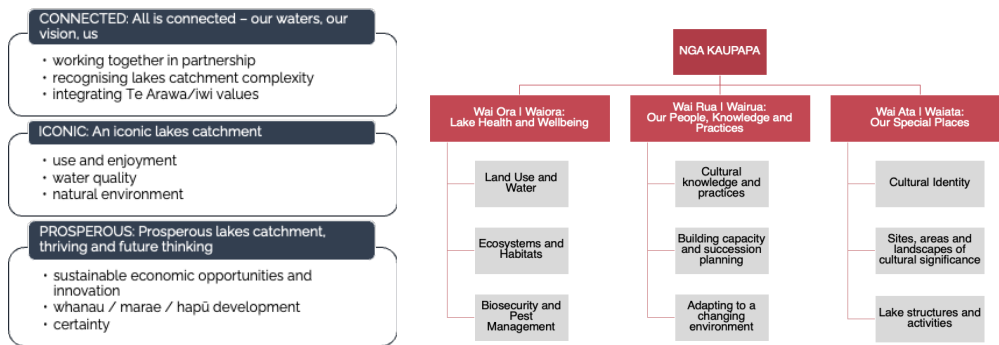


Figure 8. Strategic Priorities within current Lakes Strategy and TALTE Environmental Plan

Other examples of the ways in which the focus of the RTALSG could be clustered, via Strategic Priorities include:

- Adapting the Wai Framework to a RTALSG context. This requires careful crafting to ensure it is carried out with integrity.
- Utilising the key themes from the Success Measures exercise – Ecological, Cultural, Community.
- Focus on ‘needs’ in terms of ‘roles’ – What the lakes need, in terms of physical health (Lakes); Governance and leadership (RTALSG), Empowering kaitiaki / Kaitiakitanga in action (Hapū and community led action)
- Personify the Lakes and apply known frameworks from the Health Sector (Tapa Whā/Te Whetū) – a person has optimal health when they have a healthy mind, body and spirit and strong connection to family/community and land.

The draft framework for the Strategy will be confirmed in the coming weeks, guided by the outcomes of this workshop.

3. Where to from here?

The outcomes from this workshop will be circulated to RTALSG members by late September 2024. The draft framework of the refreshed Strategy (priority focus areas, enablers) will be completed in the coming weeks. If wanted, this draft framework can be circulated to RTALSG members in late October 2024. This is to check in with the Strategic direction before drafting commences on the Implementation Plan.

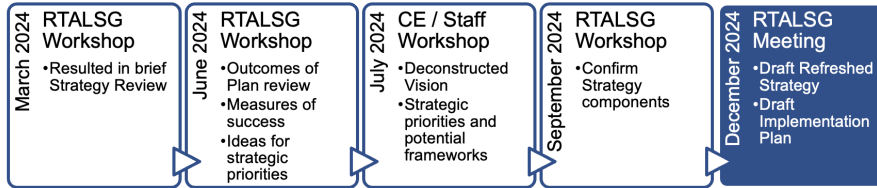


Figure 9. Process until December 2024

4. Update on other recommendations from the RTALSG Review

Like the RTALSG workshop in June 2024, we will briefly touch on progress on the remaining recommendations from the RTALSG review.

- Recommendation**
- Recommendation 1:** The Vision and Strategy Document must underpin the Lakes Programme. All planning and reporting to the Strategy Group must align with this document.

- Recommendation 2:**
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. ~~No changes are suggested to the themes, focus areas and goals.~~
An action plan could be developed to ensure focused action and form the basis for the Lakes Programme irrespective of the source of funding

- Recommendation 3:** Elevate the status and role of TALT within the Strategy Group and associated Lakes Programme.

- Recommendation 4:** 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.

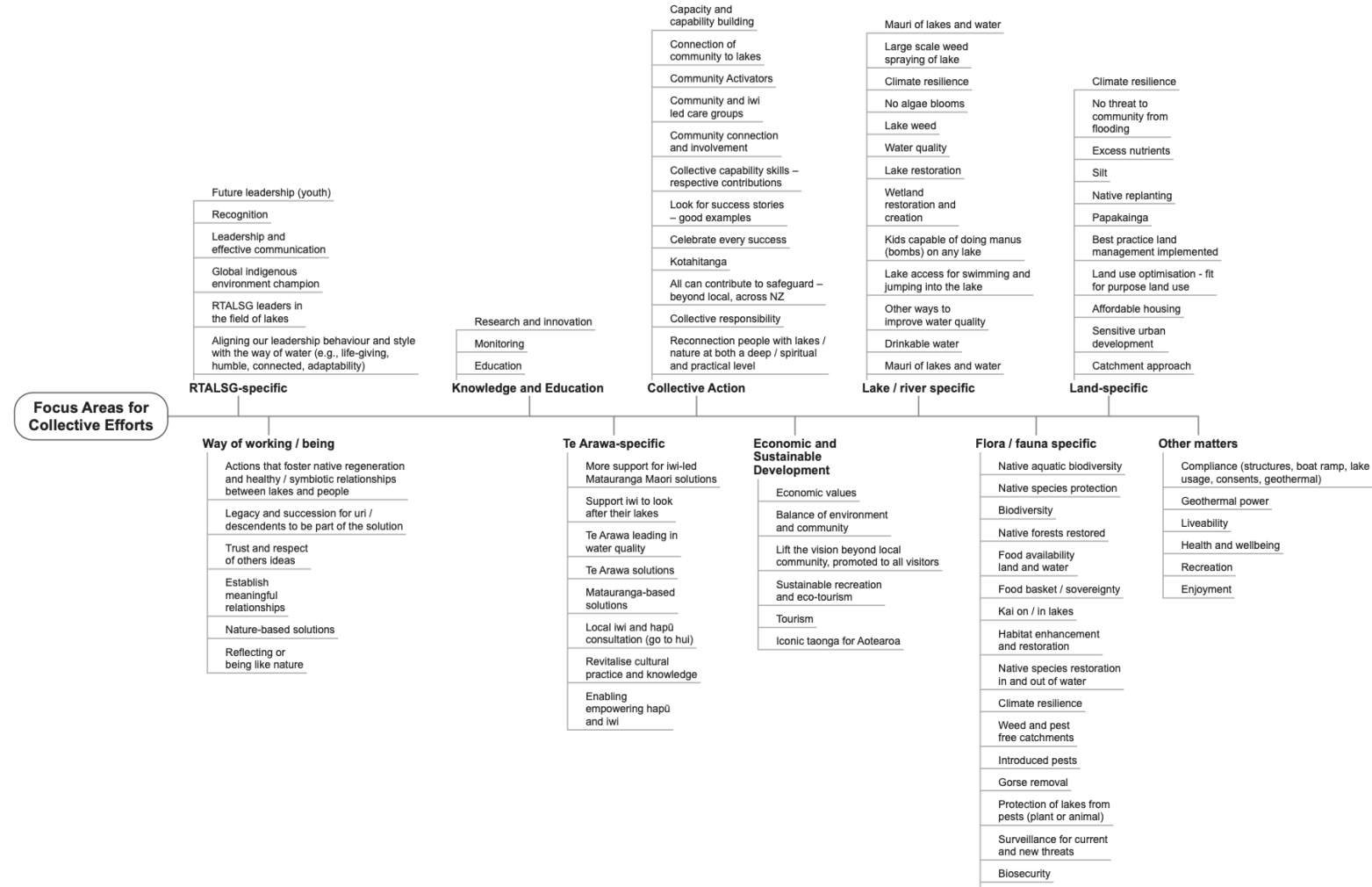
- Recommendation 5:** All Strategy Group members to wānanga potential solutions to the matters raised through interview feedback, particularly in relation to governance oversight function, partnership and equity as well as connectivity with the community. Wānanga must be facilitated by an independent facilitator who specialises in governance matters.

- Recommendation 6:** Carry out a review of the Deed of Funding agreement by the Crown and all Strategy Group partners.

- Recommendation 7:** 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.

- Recommendation 8:** Hold regular inductions with new Strategy Group members and staff from partner agencies.

Appendix 1. Ideas from June RTALSG workshop



Informal Workshop Notes

Rotorua Te Arawa Lakes Strategy Group Workshop

Held: 9:30 am, Friday 14 June 2024, BOPRC Rotorua Office, Waiariki Room, Corner Fenton & Pukaki Street, Rotorua and via Zoom (Audio Visual Meeting)

Heamana Chairperson: Pou Tākiwaiora Arapeta Tahana

Heamana Tuarua Deputy Chairperson: Deputy Chair Kevin Winters (Bay of Plenty Regional Council Toi Moana (BOPRC)) (via Zoom)

Ngā Kopounga Members:

- Te Arawa Lakes Trust (TALT)**
Nuki Nicolson; Mariana Te Rangi
- Rotorua Lakes Council (RLC)**
Mayor Tania Tapsell; Cr Gregg Brown; Phill Thomass - Lakes Community Board Chair (Alternate)
- BOPRC**
Cr Te Taru White (Alternate)
- Ministry for the Environment (MfE) (Observer)**
Lorena Stephen, Director, Investments, Policy, Implementation and Delivery (via Zoom)

Te Hunga i Tae Ake In Attendance:

- TALT:** Geoff Rolleston - Interim Chair; Dr Daryn Bean - Tumu Whakarae (Chief Executive); Haimona Te Nahu - Environment Manager; Soweeta Fort-D'Ath - Lakes Programme Coordinator; William Anaru - Biosecurity Manager (Via Zoom)
- RLC:** Stavros Michael - Deputy Chief Executive Environmental and Infrastructure Solutions
- BOPRC:** Cr Lyall Thurston; Helen Creagh - Rotorua Catchments Manager; Rosemary Cross - Senior Projects Manager, Rotorua Catchments; Melissa Williams - Communications Partner; Ashleigh Grant - Kaikarere (Communications Partner); Merinda Pansegrouw - Committee Advisor
- External:** Stewart Edward - Rotorua Trust Chairperson; John Gifford - Lakes Water Quality Society.

Ngā Hōnea

Apologies: Chairman Doug Leeder (BOPRC)

**1. Karakia Whakatuwhera
Opening Karakia**

Karakia whakatuwhera provided by Arapeta Tahana.

2. Workshop Purpose

Facilitated by: Elva Conroy, Conroy Donald Consultants.

Following the presentation of the Independent Review Report to the Rotorua Te Arawa Lakes Strategy Group (RTALSG), the purpose of Workshop No. 2 was to:

- Discuss outcomes of the recent desktop review of the Lakes Strategy
- Confirm the strategic priorities/focus areas for the Lakes Strategy (and as a result, for the RTALSG and Lakes Work Programme)
- Confirm next steps for the Lakes Strategy and other recommendations from the RTALSG review.

3. Lakes Strategy

3.1 PART 1 - Lakes Strategy Review

Presentation 20240614 RTALSG Strategy Review Workshop Slides Elva Conroy - 14 June 2024: Objective ID A4697548

Key Points:

- Re-cap of the 22 March 2024 Workshop No.1 outcomes:
 - Develop a pathway to implementing the recommendations from the RTALSG Review. This would:
 - Build on/improve what was already in place
 - Identify short and medium term actions to progress improvements
 - Focussed on two recommendations as a starting point: Recommendation 1: Terms of Reference/Purpose of RTALSG and Recommendation 5: Governance Oversight
 - Agreed that “you cannot keep doing the same thing, the same way and keep expecting something different to happen”
 - Looked at “what can we do together that we can’t do alone?” Collaborative governance could:
 - influence government decisions and enable large-scale actions that may not be achievable individually
 - enable shared responsibility projects/resourcing/funding
 - Result in connected action/greater environmental impact
 - Key elements of successful collaborative governance
 - Governance Oversight (direction vs. delivery)
 - Strategy as foundation
 - Resulting actions:
 - Refresh the Strategy/develop an action plan in 2024
 - Ensure the Lakes Programme delivered projects that aligned with the Strategy and Action Plan
 - Ensure all reporting aligned with the Strategy and Action Plan

ROTORUA TE ARAWA LAKES STRATEGY GROUP WORKSHOP
INFORMAL WORKSHOP NOTES

14 JUNE 2024

- Ensure 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 had a lot of good content - required a simplistic approach to Strategy refresh.

Desktop Review




- Lakes Strategy was a product of its time but needed to be simplified significantly to be useful/fit for purpose
- Vision needed to remain unchanged, as it was embedded in the Settlement Act
- There were too many layers: 3 elements/outcome statements; 9 focus areas/11 goals. Many of the goals were not goals, but instead represented a way of working
- There were opportunities to shorten the length of the Strategy
- Opportunity to embed Te Tupapa o ngā Wai o Te Arawa/Te Arawa Cultural Values Framework
- A refresh could offer:
 - Simpler/straight forward/to the point/shorter
 - Outcomes focused/values/principles driven
 - Clarity for implementation via an action plan
- Suggested a refresh of the strategy via a simple and speedy process
- Cited Te Maru o Kaituna River Authority as co-governance partnership case study/example (10-year Action Plan, with actions grouped per activity/projected-based approach).

Key Points - Members:

- Highlighted the importance of establishing a sense of ownership/celebration/community connection
- All needed to be “in the same waka” - with an agreed travel of direction (establishing a common interest)
- Leading role by iwi/hapū was of critical importance
- Collaboration/mutual support
- Strategy Group to focus on “strategy” matters
- Required a simplified strategy.

“Brain dump” - Strategic Priorities/Focus Areas

- Thinking ahead (at least 50 years), with a successful strategy roll-out completed, looking at a favourite lake, what would be seen/heard/felt:

		
<ul style="list-style-type: none"> • Mokopuna swimming • Life • Ecotourism • Koura • Papakāinga • More native plants • Crystal clear water • Kai & connection • More community 	<ul style="list-style-type: none"> • Birds • Laughter • Splashing • Relative silence 	<ul style="list-style-type: none"> • Tranquillity • Peace • Love • Connection • Re-connection • Feeling Proud

ROTORUA TE ARAWA LAKES STRATEGY GROUP WORKSHOP
INFORMAL WORKSHOP NOTES

14 JUNE 2024

<ul style="list-style-type: none"> • Weed free/rubbish free • Happy whānau • People safe/secure • Cultural practices the norm 		
---	--	--

Where should we as a collective be focussing our efforts, with a focus on topics rather than projects/solutions (thinking wider - what “could” be done)

Key Points - Members:

- Suggested framework: Wai Ora/Taiao (health and wellbeing of the taiao) /Wai Rua (connection to the lakes) / Mokopuna Decisions & Guidance
- Wai Ora (health and wellbeing of the taiao)
 - Water quality/wetland restoration/native forests restored/best practice land management implemented
 - Biosecurity/gorse removal/large scale weed spraying/defend against new aquatic incursions/surveillance for current and new threats/core to TALT as lakebed owners - removal of invasive weeds
 -
 - Compliance
 - Innovation
 - Community and iwi lead care groups
 - Nature based solutions
 - Local iwi and hapū consultation
 - Drinkable water
 - Other ways to improve water quality
 - Native replanting
 - Catchment approach
 - Actions that restored native regeneration and healthy/symbiotic relationships between lakes and people
 - Land use optimisation/fit for purpose
 - Addressing human created contaminants/silt/excess nutrients/no algae blooms/mauri of lakes and water
 - Native species protection/address introduced pests
 - Balance environment and community
 - Nature solutions by innovation/technology
- Wai Rua (connection to the lakes)
 - Food sovereignty/kai/revitalise cultural practices and knowledge
 - Recreation/enjoyment/sensitive urban development/economic values/community connection and involvement/tourism
 - Establishing meaningful relationships
 - Kids capable of doing manus (bombs)
 - Reflecting/being like nature
 - Reconnection/Identity/recognition
 - Community activities
 - Reconnecting people with lakes/nature
 - No threat to community
 - Purpose/meaning/fulfilment for daily life around lakes
 - Connection of community/sustainable recreation/liveability
- Mokopuna Decisions & Guidance:
 - Climate change - resilience/research & innovation/geothermal potential
 - Future leadership (Youth)
 - Education
 - Geothermal power
 - Capacity and capability building

ROTORUA TE ARAWA LAKES STRATEGY GROUP WORKSHOP
INFORMAL WORKSHOP NOTES

14 JUNE 2024

- Leadership (future leadership)
 - Te Arawa Leading in water quality
 - Supporting iwi to look after the lakes
 - Support for iwi-lead Mātauranga mauri solutions
 - Aligning leadership behaviour and style with the way of water (life giving/humble/connected/adaptability)
 - Leadership/effective communication
 - Enabling/empowering iwi/hapū
 - Collectable capability skills/respective contributions/lift the vision beyond local community/promote to all visitors/global; indigenous environment champion
 - All to contribute to safeguard - beyond local - across New Zealand
 - Look for success stories - good examples/celebrate successes
 - Iconic taonga for Aotearoa
 - Required a perception change of what Rotorua and the Lakes were about - recapture past successes (community to feel valued)
 - Acknowledged that the Lakes needed to be seen as “the jewel in the crown”.

Where to from here?

Key Points - Elva Conroy:

- Encouraged members to think about “what was the strength of each organisation in achieving the vision”
- To think about what our collective strengths were in achieving the vision. “What can we do together that we cannot do alone”
- To consider how long the process to review the strategy should take/level and consultation process that would be required.

1.2 Part 2 - RTALSG - Review what would be next

Key Points - Elva Conroy:

- Summarised progress made to date in addressing the recommendations made following the Independent review of the Rotorua Te Arawa Lakes Strategy Group since December 2023
- Actions completed/in progress:
 - Recommendation 1: Vision and Strategy Document to underpin the Lakes Programme - agreed in principle
 - Recommendation 2: Carry out a refresh of the Vision and Strategy - have confirmed priority areas and in the process of review
 - Recommendation 3: Elevate the status and role of TALT within the Strategy Group and associated Lakes Programme - in progress
 - Recommendation 5: All Strategy Group members to wānanga potential solutions to the matters raised through interview feedback - addressed in March 2024 workshop
 - Recommendation 7: 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 - in progress
- Matters still to be addressed:
 - Recommendation 4: Future proofing Chair arrangement - to develop an approach

ROTORUA TE ARAWA LAKES STRATEGY GROUP WORKSHOP
INFORMAL WORKSHOP NOTES

14 JUNE 2024

- Recommendation 6: Carry out a review of the Deed of Funding agreement by the Crown and all Strategy Group partners
- Recommendation 8: hold regular inductions with new Strategy Group members and staff from partner agencies – to develop an approach.

Key Points - Members:

- TALT:
 - Would be important not to work in silos
 - Values needed to be incorporated/embedded at a strategic level
 - To identify workstreams/key priorities/embedding TALT in workstreams and working more collaboratively/collectively
 - TALT to liaise with Ministry for the Environment (MfE) and other responsible ministries/ministers (Ministry for Primary Industries (on Biosecurity matters)/Department of Conservation/Climate Change Minister to navigate and development of an understanding of requirements, with the goal to replenish the Deed Funding
 - Elevating the status of TALT within the Strategy Group would also include Te Arawa iwi/hapū involvement (iwi/hapū fresh water statements/environmental plans)
- BOPRC
 - Highlighted the importance of relationships (i.e. analogy of the co-governance group being three-legged stool)
 - Required collective action – strength in common interest
 - Relationship based on commonality
- Lakes Water Quality Society (LWQS)
 - Process needed to engage communities much more strongly
 - Strategy Group needed to connect more with communities – at a grass-roots level - more friendly/more frequently
 - Required continued communication/informal engagement
- Pou Tākiwaiaora
 - Supported the concept of independence for the Strategy Group Chair
 - Members needed to consider why relationships in the past had been challenging and what could be done to address this going forward; ultimately “needed to understand what we should be fixing”
- John Gifford referenced a previous model that had been successful and encouraged all to review the valuable documental history: LWQS Symposium 2006 “Rotorua Lakes 2006, Wonderful Lakes – What Value? Who Pays?”, *The Rotorua Lakes Protection and Restoration Action Programme, Proposals, Costs, Progress*, a paper by Paul Dell (Page 45). The article was available via this link: <https://lakeswaterquality.co.nz/wp-content/uploads/symposiums/2006-symposium-proceedings.pdf>
- A key issue that needed to be addressed with the Crown was the challenge that the original settlement deed funding model included four lakes only; this has since evolved to include kaitiakitanga over Te Arawa 14 lakes
- Critical that all partners needed to pull in the same direction
- RLC: Emphasised that water quality of the lakes had always being a top priority for Councils; pointed out that Councils were required to prioritise affordability, balance priorities, also for communities outside of funded schemes.

Key Points - Elva Conroy:

- Reminded that the intent of the treaty settlement was to (1) restore mana and rangatiratanga of Te Arawa; and (2) establish a meaningful relationship of mutual trust and co-operation between Crown and Te Arawa

ROTORUA TE ARAWA LAKES STRATEGY GROUP WORKSHOP
 INFORMAL WORKSHOP NOTES

14 JUNE 2024

- Goal was to ensure the intent of the Settlement Act was upheld

4 Conclusion

Pou Tākiwaiora Arapeta Tahana thanked Elva Conroy for facilitating the discussion and Strategy Group members for the insightful kōrero:

Key Points:

- Emphasised the importance of ensuring that communities “loved” the lakes in order to ensure that they saw the lakes as a priority too
- Real connection between this group and communities was critical
- Believed that the state of the lakes was a reflection of the behaviour of the people; fixing the lakes would be about fixing our relationships and our behaviours as people, starting with the Strategy Group.

Next workshop: 20 September 2024

11:30am - Workshop closed.



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

- 5 mins Quick Re-cap of March Workshop
- 60 mins Part 1 Lakes Strategy
 - Discuss outcomes of the recent desktop review of the Lakes Strategy.
 - Confirm the Strategic Priorities or Focus Areas for the Lakes Strategy (and as a result, for the RTALSG and Lakes Work Programme).
 - Confirm next steps for the Lakes Strategy.
- 25 mins Part 2 RTALSG Review next steps
 - Discuss next steps in terms of the other recommendations from the RTALSG Review.

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

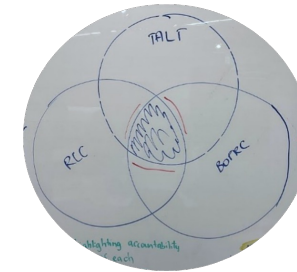
Quick Recap: March Workshop

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



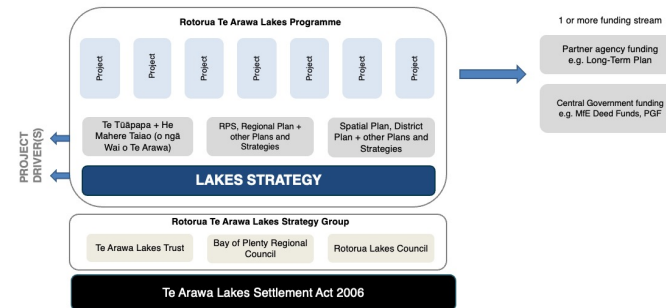
ANALOGY 2: Olympic-level Rowing to explain the difference

- 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

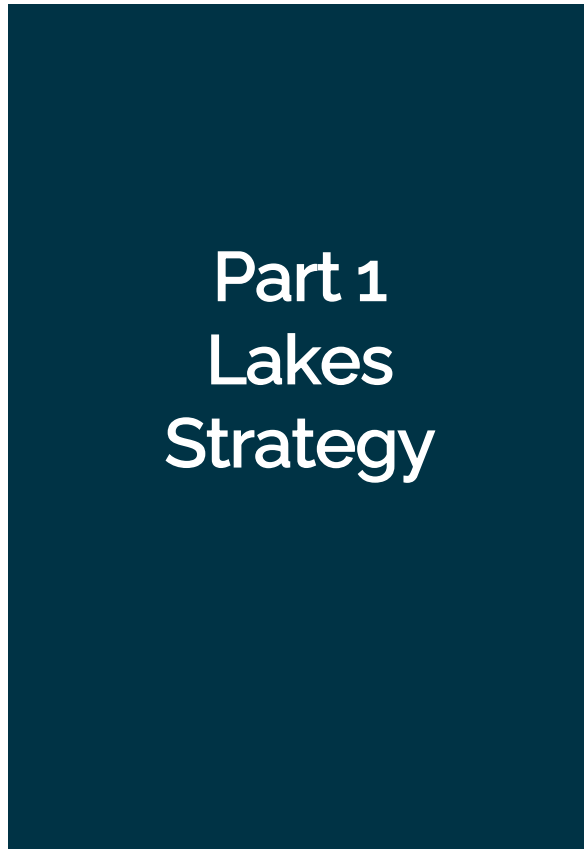
Resulting Actions

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)

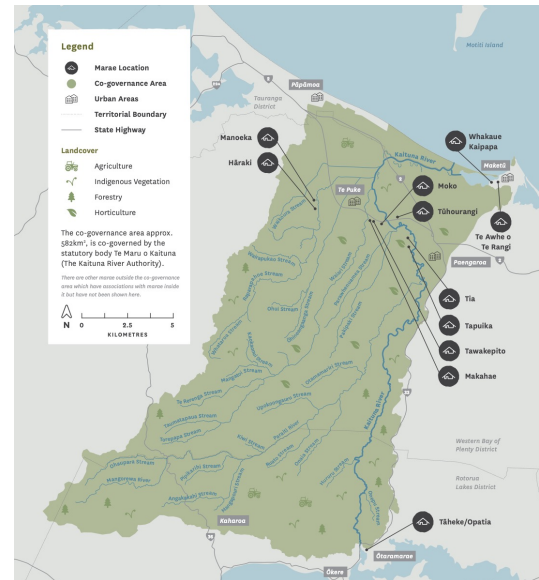
Could the Strategy be refreshed via simple & speedy process?

Elva Conroy - 14 June 2024

Item 3 RTALSG Workshop Presentation - 14 June 2024

Part 1 Lakes Strategy

Case Study: Te Maru o Kaituna River Authority



"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 Pūmautanga o Te Arawa Trust (Ngāti Pīkiao)
- Te Tāhuhu o Tawakeheimoa Trust (Ngāti Rangiwewehi)
- Ngāti Whakauae

Councils:

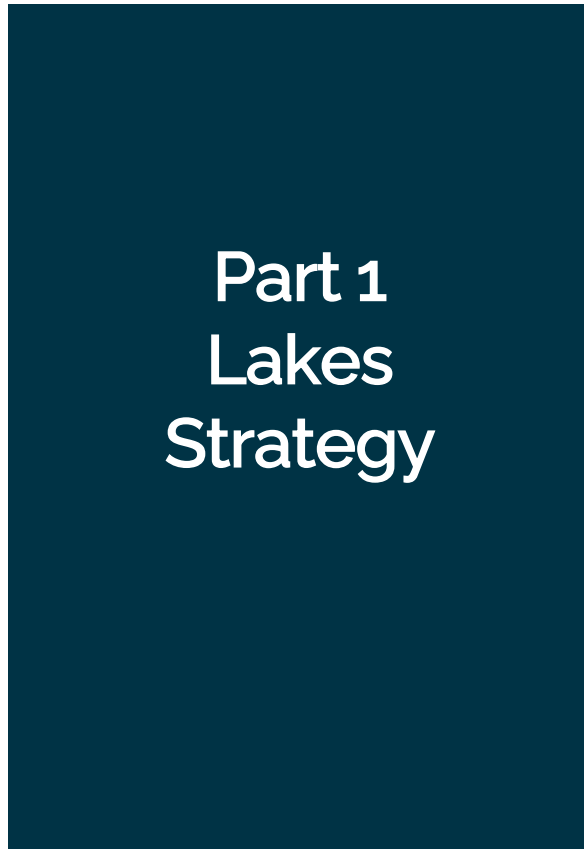
- Bay of Plenty Regional Council.
- Rotorua Lakes Council.
- Western Bay of Plenty District Council.
- Tauranga City Council.

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

Elva Conroy - 14 June 2024

Item 3 RTALSG Workshop Presentation - 14 June 2024

Elva Conroy - 14 June 2024



Case Study: Te Maru o Kaituna River Authority



Strategy 2018



- The cluster of priority actions in this plan are inspired by what a tuna needs to thrive:
 - good quality water;
 - good habitat and,
 - good connection or passage through the Kaituna catchment.

PRIORITY ACTION 1: Take collective responsibility for improving the health and well-being of the Kaituna River and its tributaries

Project 1. Landfill drains and drainage canal improvement project
Project 2. Freshwater quality and quantity limits project
Project 3. Concrete dams and discharge project
Project 4. Feces catchments project
Project 5. Farm environment plans project

PRIORITY ACTION 2: Create a network of healthy and diverse Kaituna habitats and ecosystems

Project 6. Teitaki Kaituna River re-connection enhancement project
Project 7. Wetland re-creation project
Project 8. Kaituna habitats network project
Project 9. Hekeka-hai project

PRIORITY ACTION 3: Connect our communities and visitors to our river and to our projects

Project 10. Kaituna community connective project
Project 11. Kaituna River access project
Project 12. Kaituna cycleway/footway project
Project 13. Kaituna Cultural and Historical heritage project
Project 14. Upper catchment gateway project
Project 15. Coastal park network project

ENABLING ACTION 1: Collect good information about the health of the Kaituna River and its tributaries

Project 16. State of the Awa integrated monitoring and reporting project
Project 17. Kaituna catchment network mapping project

ENABLING ACTION 2: Establish a Kaituna River restoration and enhancement fund

Project 18. River restoration and enhancement fund project

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

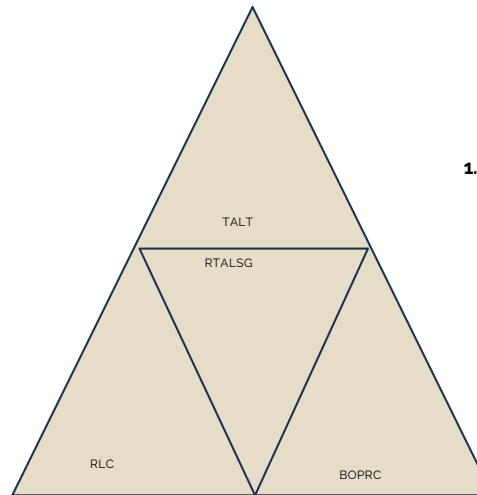
Think wider than what we have been doing - what **could** we be doing?

Ignore funding / cost

Part 1 Lakes Strategy

2 questions
1 idea per post-it

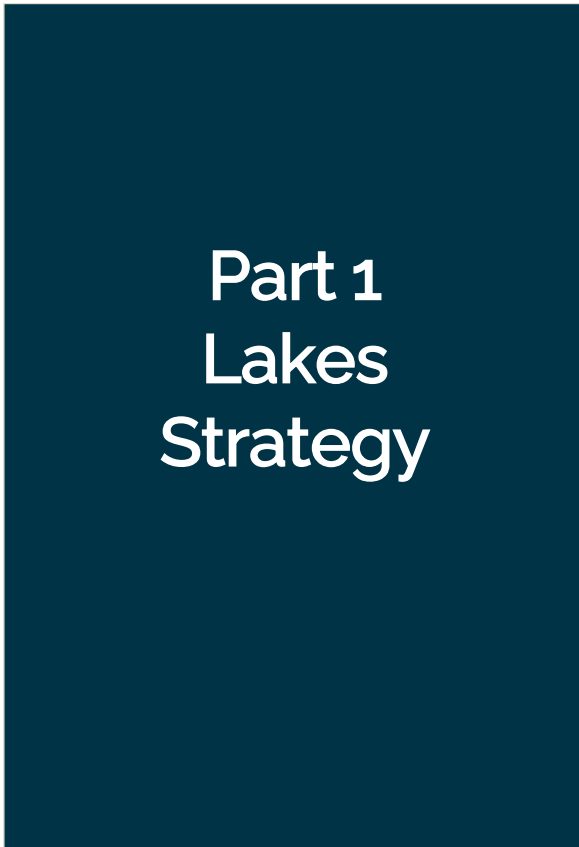
BRAINDUMP Strengths



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?



Where to from here?

Questions / Comments?

Part 2
RTALSG
Review –
what's
next

Recommendation	To Do	In Progress	Complete
Recommendation 1: 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
Recommendation 2: 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. No changes are suggested to the themes, focus areas and goals. 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
Recommendation 3: Elevate the status and role of TALT within the Strategy Group and associated Lakes Programme.		✓ TALT update	
Recommendation 4: 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		
Recommendation 5: 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
Recommendation 6: Carry out a review of the Deed of Funding agreement by the Crown and all Strategy Group partners.	?	?	
Recommendation 7: 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.		✓	
Recommendation 8: Hold regular inductions with new Strategy Group members and staff from partner agencies.	✓ Develop approach		