

Meeting: Rotorua Te Arawa Lakes Strategy Group Workshop

Meeting Date: 22 March 2024

Tabled Documents

Workshop Pack Item 3.1

**Tabled Document 1 - RTALSG Workshop Outcomes & Menti Survey
prepared by Facilitator Elva Conroy**

2

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 attached.

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:

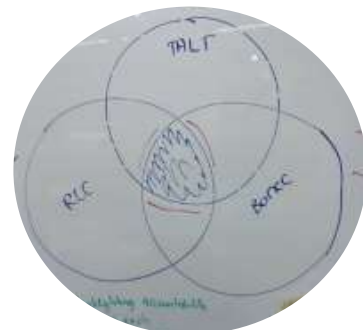
- Build on and improve what we already have (i.e. we're not starting from scratch)
- Identify short term and medium actions to progress improvements.
- Focus on only two recommendations as a starting point.

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.

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:

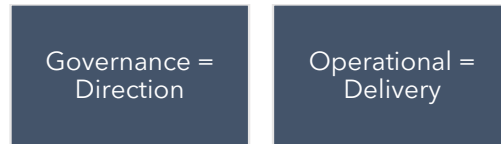
- influence government decisions and enable large-scale actions that may not be achievable individually.
- enable shared responsibility, projects, resourcing and funding.
- result in connected action and greater environmental impact.

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)

- 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?



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.

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/>

<p>PRIORITY ACTION 1: 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. Concentrated takes and discharges project</p> <p>Project 4. Focus catchments project</p> <p>Project 5. Farm environment plans project</p>
<p>PRIORITY ACTION 2: Create a network of healthy and diverse Kaituna habitats and ecosystems</p> <p>Project 6. Post Kaituna River re-diversion enhancement project</p> <p>Project 7. Wetland re-creation project</p> <p>Project 8. Kaituna habitats network project</p> <p>Project 9. Pūhaka hui project</p>
<p>PRIORITY ACTION 3: 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>ENABLING ACTION 1: 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>ENABLING ACTION 2: Establish a Kaituna River restoration and enhancement fund</p> <p>Project 18. River restoration and enhancement fund project</p>

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



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.



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.**



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

45 responses





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





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





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





Collaborative Governance



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 Auditor General (2016). Principles for effectively co-governing natural resources





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

👤



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



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

BRAIN DUMP





Governance oversight



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*





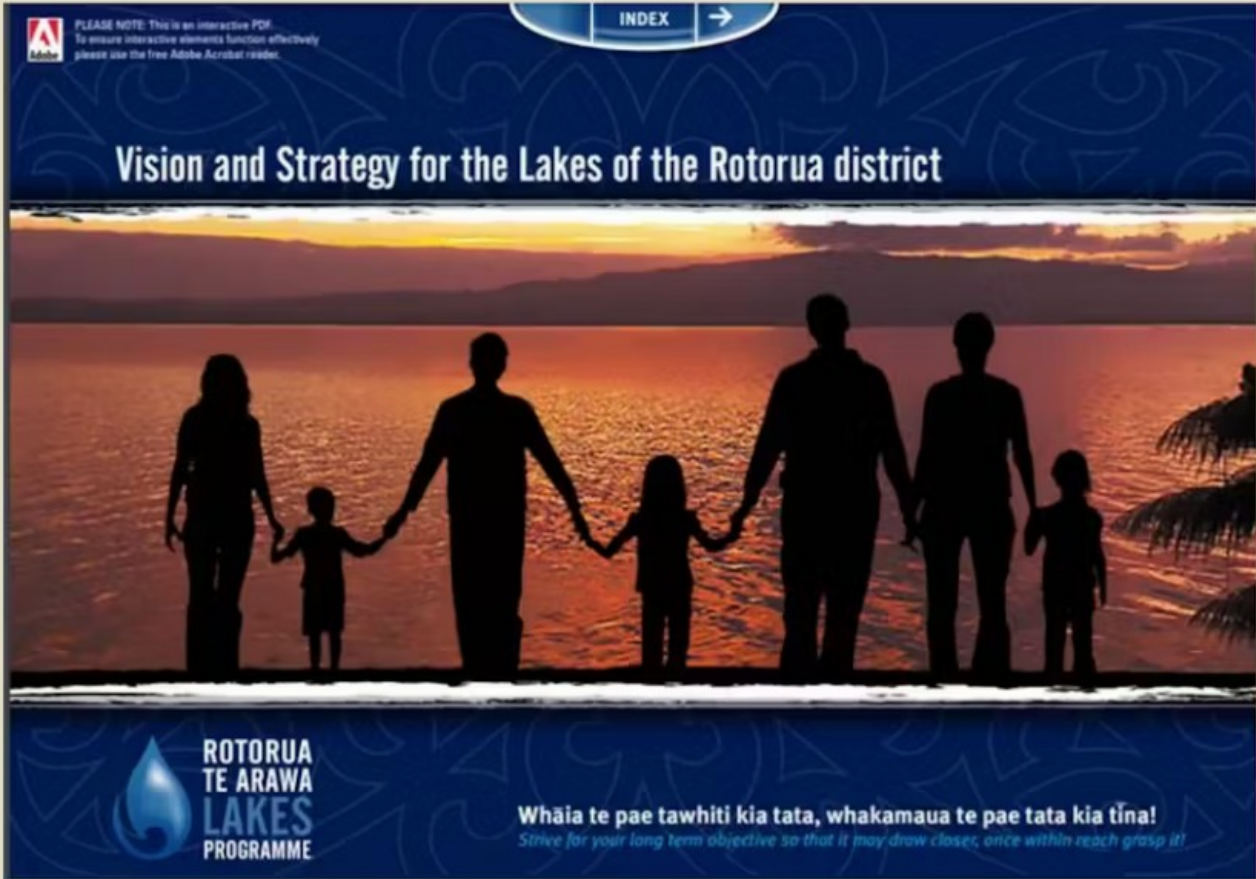
5. Governance vs operational oversight: whats the difference?

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, authenticators of real enviro results.	To hold Arapeta to account



Mentimeter

Strategy as Foundation

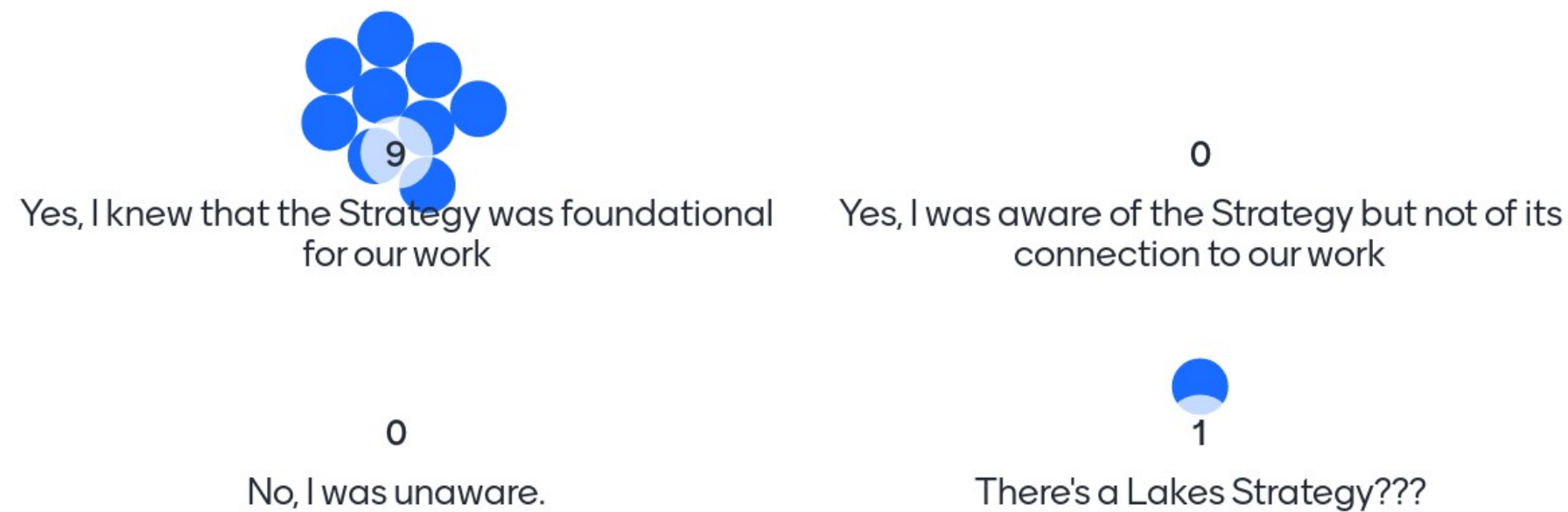


Mentimeter

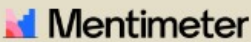
“Provide leadership to the organization's and the community in relation to implementation of the Vision and Strategy for the Lakes of the Rotorua District...”



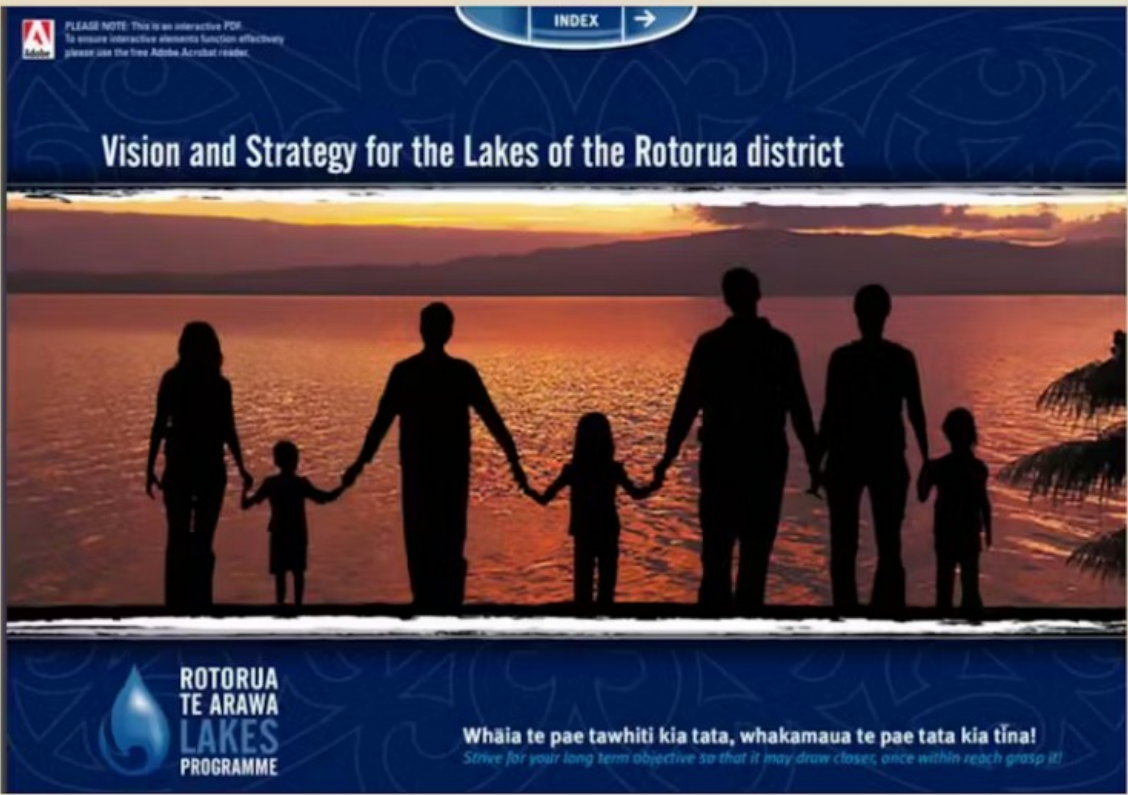
Prior to the Review Report, were you aware of the importance of the Lakes Strategy?



Vision



The lakes of the Rotorua 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.



Three themes

Nine focus areas

11 goals

CONNECTED: All is connected – our waters, our vision, us

- working together in partnership
- recognising lakes catchment complexity
- integrating Te Arawa/iwi values

ICONIC: An iconic lakes catchment

- use and enjoyment
- water quality
- natural environment

PROSPEROUS: Prosperous lakes catchment, thriving and future thinking

- sustainable economic opportunities and innovation
- whanau / marae / hapū development
- certainty







What do I mean by
Strategy as Foundation?





