

**Report on the data
gathered at the Healthy
Rivers Stakeholder
Workshop – Design of a
Collaborative
Stakeholder Group
(28/08/13)**

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Acknowledgements

The Healthy Rivers/Wai Ora 'Stakeholder Workshop - Design of a Collaborative Stakeholder Group' involved a number of individuals and teams that worked incredibly hard over a short period of time in order to ensure its success.

The design process modelled the collaborative ideals of the workshop, however particular mention must go to Wendy Boyce, Helen Ritchie, Lynnda McLachlan, Jenni Somerville and Jo Bromley for their contributions, time commitment and hard work in bringing the workshop to life. Thanks also to Janine Hayward and Emma Reed for their work on the data collection and processing.

Other people and groups whom made this workshop possible include Vaughan Payne, Tim Manukau, Norm Barker, Jacqueline Henry, Erin Wilson, Vivien Twyford, as well as the sub-facilitators, sorters, Te Roopu Hautuu members, Councillors/River Iwi governance, everybody else who helped contribute to the day's success and of course the roughly 130 workshop participants who took time out of their busy lives, bought into the collaborative process and delivered the data that informed the outcomes of the workshop.

Thank you all.

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Purpose of this report

The purpose of this report is to provide feedback on the data gathered at the workshop and what the implications are as a result of the analysis of this data.

This will be achieved by outlining the methodology for the collection and processing of the data, presenting the major findings and discussing the implications of the Workshop.

“We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible”. This is the promise of collaboration as set out by the International Association for Public Participation (IAP2). It is clear from this promise that one of the initial steps in any collaborative process should be to get the relevant people all in the same room in order to generate advice by the innovative forming of solutions. This was the successful aim of the Workshop.

Nāu te rourou. Nāku te rourou. Ka ora ai te iwi.

With your basket and my basket the people will prosper.

DRAFT

Executive Summary & Recommendations

It was vital to obtain the data gathered at the 'Stakeholder Workshop – Design of a Collaborative Stakeholder Group' ("the Workshop") in order to inform the Project Partner's decisions on the makeup of the Collaborative Stakeholder Group ("CSG"). It also provided other implications for the Collaborative Stakeholder Group and the Project as a whole. These other implications are the focus of this report.

The Methodology section of this report outlines what tasks the participants had at the Workshop and how the information that resulted from these tasks was handled. This includes both activities that occurred during the Workshop and analysis that has occurred after the Workshop.

The Major Findings section of this report contains this analysis and several tables and graphs to supplement the analysis. Of particular note are:

- The number of questions surrounding the 'Project Structure or Process, including Co-governance'. There were more questions on this subject area than any other area.
- The 'allocation of seats to sectors' task which helped inform the composition of the CSG. The raw data for this task is very informative.
- The number of responses that indicate 'Communication' skills as an attribute necessary to be an effective CSG member. 'Communication' skills were the most recognised attribute in this task.

The Discussion and Implications section of this report outlines the ramifications of the analysis contained in the Major Findings section. Of particular note are:

- The Size of the CSG as determined by the Workshop participants. The size of the CSG will be 20 members.
- The composition of the CSG as determined by the 'allocation of seats to sectors' task. There will be 16 seats allocated to sector groups, 13 of these are for specific sectors and 3 of these are unallocated sector seats that all sectors can apply for. There are also 4 seats put aside for community representatives that can be applied for.
- The 'skills' exercise has essentially created a list of criteria, and potential weightings, for decision makers to use when evaluating CSG candidates.
- The community representation percentage identified by the Workshop participants was 20%, aligning with the Project Partners view on community representation.
- The nomination process was voted on and 'Option 1', sectors nominate their own representatives, was the clear majority preference.

The Appendices section of this report contains:

- The report to the Policy and Strategy committee of the Waikato Regional Council on the outcomes of the workshop.
- The Draft Terms of Reference for the CSG.
- The Workshop agenda.
- Photos from the Workshop.

Recommendations

Following the IAP2's promise of collaboration it is recommended the findings of this report are considered as the advice and innovations of the stakeholders who attended the Workshop. Hence it is recommended that this advice be incorporated into the decision making process "to the maximum extent possible."

Background

Background on the Healthy Rivers/Wai Ora Project

The *Healthy Rivers: Plan for Change/Wai Ora: He Rautaki Whakapaipai* will work with stakeholders to develop changes to the regional plan to help restore and protect the health of the Waikato and Waipa rivers, which are key to a vibrant regional economy.

The plan change will help achieve reduction, over time, of sediment, bacteria and nutrients (nitrogen and phosphorus) entering water bodies (including groundwater) in the Waikato and Waipa River catchments.

Waikato and Waipa River iwi and Waikato Regional Council are partners on this project, as set out in settlement and co-management legislation for the Waikato and Waipa rivers.

Background on the ‘Stakeholder Workshop – Design of a Collaborative Stakeholder Group’

The ‘Stakeholder Workshop – Design of a Collaborative Stakeholder Group’ (“the Workshop”) took place on Wednesday the 28th of August 2013 at the Te Rapa Conference & Function Centre in Hamilton. The Workshop involved around 130 stakeholders from a range of sector and community interests from the catchment and beyond.

The focus question for the day was:

“How can we best establish a Collaborative Stakeholder Group that is representative, creative and effective, so that it provides useful information to Council and iwi decision-makers for the Waikato and Waipa rivers, whilst staying firmly connected to Waikato communities?”

The Workshop had a facilitated, collaborative approach that allowed participants to be directly involved in the decision making process, as opposed to being merely consulted with.

In general, feedback from the workshop was positive and optimistic about the collaborative approach taken. Some of this feedback is shown below:

- “I thought the process of managing the vexed question of size and representation on the Stakeholder Group was excellent”
- “... definitely one of the best types of these meetings that I’ve been to.”
- “Excellent, format worked splendidly. Getting everyone to mix and mingle, people should leave feeling they have had the opportunity to share.”
- “Great, everyone worked together. Well run, very efficient, very clear. Got through the business in a reasonable period of time, and no extreme pressure”.

However, there were some concerns from participants, particularly around the process and the role of the Council in the process. Some of this feedback is shown below:

- “It is going to be too big of a step to form the CSG based on nominations per sector from today.”
- “Number eliminates outliers. Middle ground? Do other way – fundamental problem of democracy.”
- “Council has to have more political skin and also to take leadership in this process and not adopt this ‘hands off’ approach of leaving it with CSG to come up with solutions.”
- “Council should be more accountable for the outcome and hence should be at forefront with leadership role”.

Methodology

Purpose

The Workshop purpose was to discuss forming a collaborative stakeholder group (CSG) with a focus on developing recommendations for the:

- composition of the group (i.e. what sectors should be represented)
- preferred group size
- the allocation of seats to sectors
- skills required of representatives
- the preferred process for nominating members.

The Workshop process

The recommendations were compiled from data collected from the Workshop participants and then processed at the workshop for the participants to see the collated results. The participants worked with each other in groups of 4 or 8, mixing the groups up in between tasks. The predominant resources the groups used were vivid pens, A1 flip chart paper, pieces of coloured card, their sector knowledge, their intellect and their understanding and reasoning skills.

Task One – Statements and Questions

The initial task for the participants was to write down on post it notes ‘what they know about the project so far?’ and ‘what questions do you have at this point about the project and/or the CSG?’ and stick the post it notes onto large sheets of A1 flip chart paper. These sheets were collected up by the sub-facilitators and the questions were sorted (by the sorters and sub-facilitators) into categories on a sticky wall. A couple of reoccurring and pressing questions were selected by members of the project team to answer before moving on to the next stage. The ‘what we know’ statements and the questions have been analysed further post workshop and the results of this analysis are outlined in the ‘Major Findings’ section of this report.

Task Two – Sectors that should be represented

The second task for the participants related to the composition of the group, in terms of sectors. They were asked to write down on coloured cards the sector groups they thought should be represented on the CSG, using the Draft Terms of Reference (“DTOR”) for the CSG as a guide. Once completed the sector cards were gathered up by the sub-facilitators and sorted into overarching sector categories (by the sorters and sub-facilitators). The results of this sorting were quickly typed up into a spreadsheet that had:

- a ‘sector’ column that included the titles of the overarching sector categories
- a ‘this includes’ column that listed all of the sector card information in the original words of the participants so they could see which category their data had been grouped into
- a ‘No. of CSG members for this sector’ column that was left blank for the ‘allocation of seats to sectors’ exercise (Task Five).

Task Three – Size of the CSG

Whilst this spreadsheet was quickly rushed off to the printers the participants began their third task, coming up with a number for the size of the CSG that they believed was best. The participants were asked to read a section in the DTOR that contained information about the advantages and disadvantages of a smaller group and a larger group. Then, in their table

groups, the participants wrote down a number on a piece of coloured card. One representative from each table group was asked to bring their number to the front of the room and the participants were then asked to arrange themselves in order of lowest to highest number. This showed the range of numbers for CSG size that were provided. A sorter then compiled these numbers into a spreadsheet and calculated the median and average of the data, as well as the median and average of the data minus 20%. At this stage it was also seen as prudent to calculate the median and average (and median and average minus 20%) if the single outlier was removed (one table group suggested 180 as their preferred size for the CSG). This data was calculated as well; however this calculation did not change the median minus 20% figures which was to be used for the next task. This figure was 16 seats and the 20% of remaining seats (4 seats) were removed at this point to indicate the seats that would be set aside for community representatives.

Task Four – Sector connections to the rivers

Next the participants were asked to group themselves into the sectors which they most identified with. These groups were then asked to talk amongst themselves and identify the ways in which their sector connects to the rivers. A spokesperson from each group was then asked to give a short presentation on their sectors interests in the river and identify what their sector could contribute to the CSG.

Task Five – Allocation of seats to sectors

The fifth task for the participants was to allocate the 16 seats from task three to the sector groups identified in task two. To this end each table group was given 16 beans to use as a visual distribution tool and an A3 printed spreadsheet from task two upon which they could distribute their beans and write down their final decisions. The participants were asked to allocate their beans to the sectors they thought would lead to:

- the most effective CSG, effective in this case meaning “able to make recommendations that are adoptable by the co-governance partners”
- the creation of a CSG that will represent everyone’s interests

The participants were also asked to “approach this exercise as individuals with the best interests of the whole in mind”. Participants were also told that that they “may leave sectors with no beans if your group thinks this is right”. Once a decision was reached on the allocation of seats to sectors the participants wrote down their numbers in pen on the A3 printed spreadsheets.

The participant groups were then given an additional 4 ‘bonus beans’ to allocate in addition to their previous allocation. These ‘bonus beans’ represented the 4 seats that had previously been set aside for community representatives. The participants were tasked with allocating these beans and then indicating in a different coloured pen, on the printed spreadsheets, which sectors their additional allocation of seats had been given too.

The printed spreadsheets which by this stage had both the original 16 bean allocation numbers and the 4 bonus bean information were then taken to the sorters by the sub-facilitators in order to collate the data. The results were presented back to the Workshop participants later in the day and these results are also outlined and expanded upon in the ‘Major Findings’ section of this report.

Task Six – Identification of skills needed to be a CSG member

At the same time as the data was being processed the Workshop participants were asked to write down skills they believed were necessary for a CSG member to have in order to be effective member. Each participant was given three pieces of coloured card and was asked

to write down three skills they believed are necessary in order to be an effective CSG member. Participants were then asked to create small groups and have a discussion on this topic which would eventuate in the group picking their top 5 skills. These skills were then placed on another sticky wall by the participants and have been subject to post workshop analysis and categorisation. The results of this analysis are presented in the 'Major Findings' section of the report.

Task Seven – Community representation percentage

The next task the participants were asked to undertake was to consider in their groups the proposed allocation of 20% of the CSG seats to community representatives. The groups were asked to consider what they thought was a fair community representation percentage and to write this number on a piece of coloured card. Like task two the groups were asked to select a representative to bring their number to the front of the room and arrange themselves in order of lowest to highest. This showed the range of opinions and a sorter recorded the numbers down. The results of this exercise are presented in the 'Major Findings' section of this report.

Task Eight – Nomination process options

The data from the above task helped inform the next task which involved selecting a preferred process for the nomination of CSG members. Two options were presented to the CSG members:

- Option 1: the suggested nomination process from the DTOR that “sectors select their own representatives” and community representatives are “invited to submit expressions of interest and a selection process will be undertaken for these people by decision makers”.
- Option 2: the alternative nomination process that “all nominees are submitted, including sector nominees, and then selection occurs by the decision makers”

The groups of participants were asked to consider these options and write a list of pro's and con's for each option. Once the groups had reached a decision they were asked to write their preferred option number on a piece of card. The facilitator then asked groups who had written down option 1 to hold up their cards and then the groups who had written down option 2 to hold up their cards. The data was recorded and the results are displayed in the 'Major Findings' section of this report.

Task Nine – CSG connection to the wider community

An additional task the participants were asked to complete was to list some methods that the CSG could use to stay connected to the wider community. These were recorded on A1 flipchart sheets of paper and once finished the groups were asked to present a few of their ideas to the rest of the Workshop participants.

Task Ten – Information stakeholders need in order to make a nomination

The final task for the participants involved a question and answer type process in order to determine the information the Workshop participants felt they needed in order to make a nomination to the CSG. A sub-facilitator distributed a roving microphone around the room for participants to voice their ideas which were written up by the facilitator on A1 flipchart paper at the front of the room. This information has subsequently been analysed and the results are exhibited in the 'Major Findings' section of this report.

Major Findings

The Workshop delivered a large amount of data from the Workshop participants that has been carefully processed and analysed in order to collate the results and find common themes among the participant's answers. The findings are set out below under headings of the tasks listed in the 'Methodology' section.

Task One (Part A) – Statements on what they know about the project

There was a broad range of knowledge about the project that the stakeholders exhibited in their statements. Some participants seemed to have a very good understanding and others knew "very little" and had just come into the process.

The most common responses (24.06%) were around water quality. For example one participant said they knew the project was about "improving water quality of the Waikato and Waipa River Catchments, agreeing on a plan to manage point and non-point discharges and managing N [nitrogen], P [phosphorus], microbial and sediment discharges" and another said the "aim is to improve the quality of the Waikato and Waipa River Catchments".

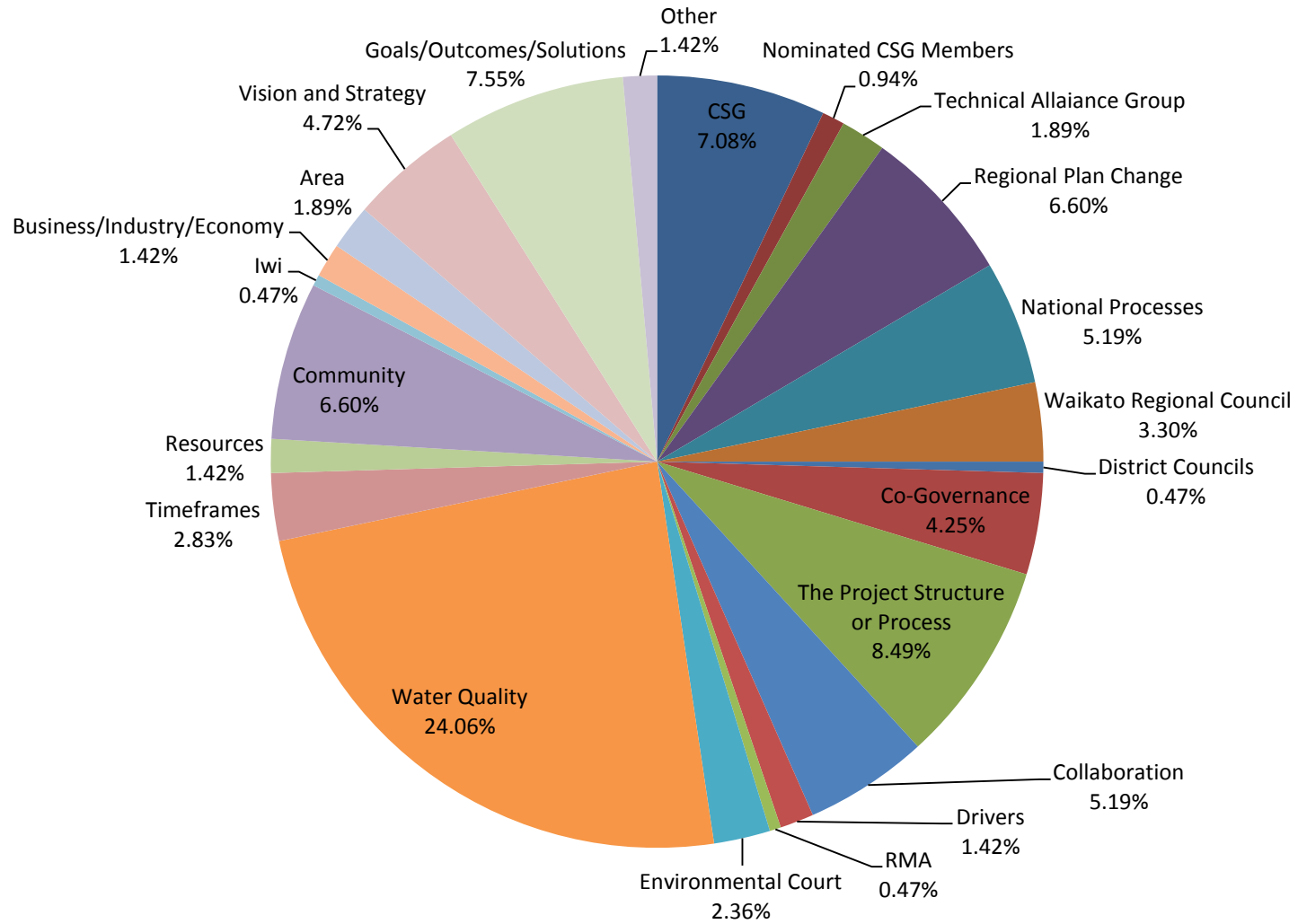
The Project Structure or Process (8.49%) was the second largest category. Answers generally were centred on how many components will need to be considered in the process, such as the "technical, scientific, cultural and social" components and that many competing interests will need to be balanced, such as the "environmental and economic" interests. Others noted the desire for "Evidence based decision making".

The Goals/Outcomes/Solutions category (7.55%) was the third largest category. This category contained concerns about what the water quality limits would look like and responses involving the need for change in order for solutions to be created. For instance one participant noted that "solutions will require change", whilst another thought there would be a "possibility of imposing tougher restrictions on discharges to the catchment". One more participant thought that there was "no clear goal, [or] measurements of success"

Other categories of areas they had knowledge of in relation to the project included:

- CSG (7.08%)
- Community (6.60%)
- Regional Plan change (6.60%)
- Collaboration (5.19%)
- National Processes (5.19%)
- Vision and Strategy (4.72%)
- Co-governance (4.25%)
- Waikato Regional Council (3.30%)
- Timeframes (2.83%)
- Environmental Court (2.36%)
- Area (1.89%)
- Technical Alliance Group (1.89%)
- Business/Industry/Economy (1.42%)
- Drivers (1.42%)
- Other (1.42%)
- Resources (1.42%)
- Nominated CSG members (0.94%)
- District Councils (0.47%)
- Iwi (0.47%)
- RMA (0.47%)

What they knew about the Project



Task One (Part B) – Questions they had about the project

There was an equally broad range of questions the stakeholders had about the many diverse and interconnected aspects of the project.

Overall the largest category of questions (22.82%) was around the project structure or process, including Co-Governance. Stakeholders wanted to know more about the process, “how is the project going to ensure transparency to community and stakeholders”. They also had questions surrounding the structure, “what kind of framework will be established to enable us to progress the issues”. Co-governance was also an area that stakeholders were unsure about, “how does it [the CSG] fit into the Waikato River Act”.

The second highest scoring categories were the Sector Representation and Composition category (10.68%) and the Budget, Time and Costs category (10.68%).

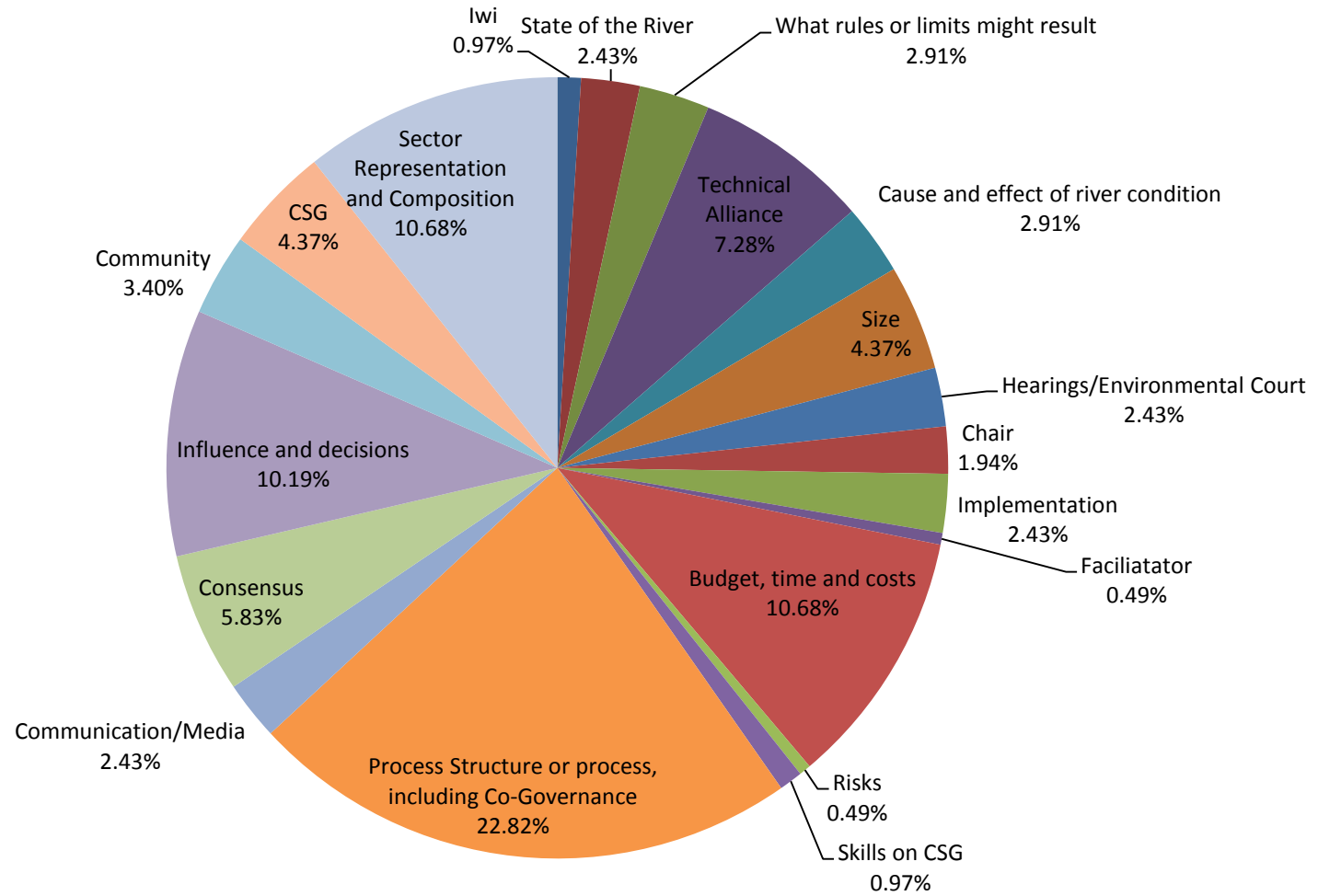
Questions surrounding the representation and composition of the CSG were abundant, “How do you get even representation”, “Are all sectors/groups represented”.

Equally abundant were questions around the time and costs of the process, “How much will this process cost”, “What will be the workload of members of the CSG”.

Other categories of questions they had in relation to the project included:

- Influence and decisions (10.19%)
- Technical Alliance (7.28%)
- Consensus (5.83%)
- CSG (4.37%)
- Size (4.37%)
- Community (3.40%)
- Cause and effect of river condition (2.91%)
- What rules or limits might result (2.91%)
- Communication/Media (2.43%)
- Hearings/Environmental Court (2.43%)
- Implementation (2.43%)
- State of the Rivers (2.43%)
- Chairperson of the CSG (1.94%)
- Iwi (0.97%)
- Skills a CSG member needs (0.97%)
- Facilitator (0.49%)
- Risks (0.49%)

Questions they had about the Project



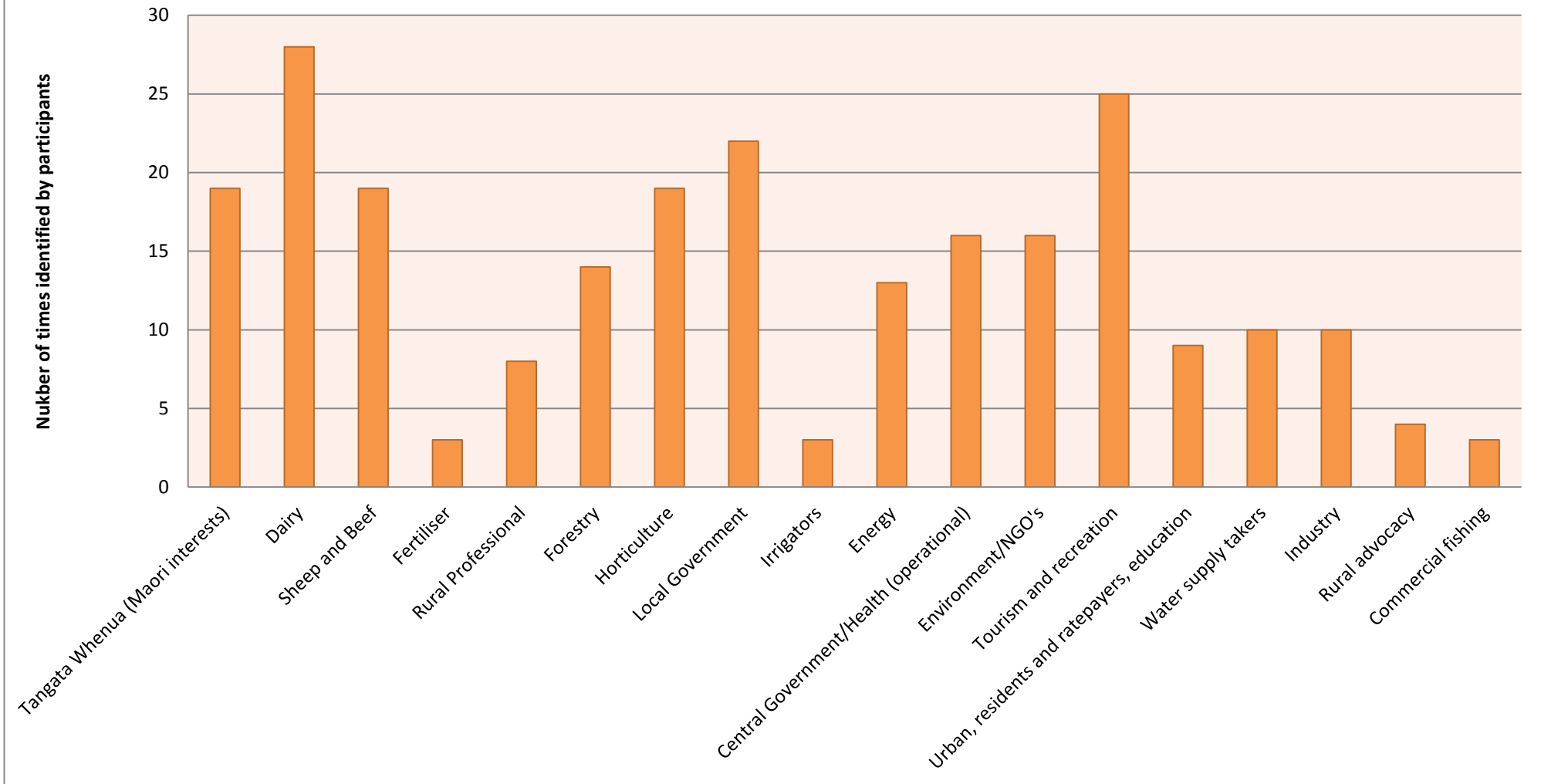
Task Two – Identification of sector groups

Participants identified a multiplicity of sectors with a stake in the rivers and these were classified into sector groups by the sorters and sub-facilitators. The most common sector identified was Dairy with 28 participant groups identified this sector as having a stake in the rivers, the second most identified sector was Tourism and Recreation with 25 participant groups identifying this sector and the third most identified sector was Local Government with 22 participant groups identifying this sector as having a stake in the river.

The full list of sector groups is listed below along with the number of times they were identified as a sector that should be represented on the CSG by participants:

- Tāngata Whenua (Māori Interests) – 19
- Dairy – 28
- Sheep and Beef – 19
- Fertiliser – 3
- Rural Professional – 8
- Forestry – 14
- Horticulture – 19
- Local Government – 22
- Irrigators – 3
- Energy – 13
- Central Government/Health – 16
- Environment/NGO's – 19
- Tourism and Recreation – 25
- Urban, residents and ratepayers, education – 9
- Water Supply Takers – 10
- Industry – 10
- Rural Advocacy – 4
- Commercial Fishing – 3

Sector Groups identified by the Workshop participants



Task Three – Size of the CSG

The participants worked together in groups of around eight for this exercise in order to come up with a figure for their preferred group size of the CSG. The range of sizes for this exercise generally varied between 15 members (the lowest figure) and 30 members. There was one outlying piece of data with one participant group having 180 members as their preferred group size. The results are as follows:

Results from the CSG size task	
<u>Median</u>	<u>20</u>
Average	28.74
Median (excl outlier)	20
Average (excl outlier)	20.33
<u>Median – 20%</u>	<u>16</u>
Median – 20% (excl outlier)	16

The 'Median' figure (20) was used to determine the size of the CSG. The "Median – 20%" figure (16) was the figure used to determine the number of seats to be allocated among sector groups. The remaining 4 seats were set aside for community representatives.

Task Four – Sector connections to the rivers

This task involved the sectors stating their connections to the rivers and there are no major findings or results associated with this task.

Task Five (Part A) – Allocation of sector seats to sector groups (16 seats)

This task proved to be the most time intensive and complicated task the participants were asked to complete. The goal was to allocate their beans to the sector groups that were indicated on the printed spreadsheets without altering the sectors listed. Nevertheless, roughly 30% of the groups of participants were in disagreement with the classifications of the sector groups and changed their printed spreadsheets to reflect this. However, whilst this is worth noting it did not have an impact on the results of this task. The highest allocation of beans to a single sector was 5, with one participant group allocating 5 beans to the 'Tāngata Whenua' sector and one participant group allocating 5 beans to the Dairy sector. The data from this task was averaged for each sector group and presented in table format to the Workshop participants.

The results from the initial part of this task, allocating the 16 sector seat beans, are set out below in the format they were shown to the Workshop participants on the day:

Sector	Number	Sector	Number
Tāngata Whenua	1.46	Energy	1.08
Dairy	2.32	Central Government/Health (operational)	0.38
Sheep and Beef	1.46	Environment/NGO's	1.30
Fertiliser	0.27	Tourism and Recreation	1.05
Rural professional	0.49	Urban/Residents & Ratepayers/Education	0.49
Forestry	1.05	Water Supply Takers	0.78
Horticulture	1.00	Industry	0.97
Local Government	0.84	Rural Advocacy	0.62
Irrigators	0.11	Commercial Fishing	0.32
		Total	16

Task Five (Part B) – Allocation of sector seats to sector groups (20 seats)

The second part of this task involved allocating 'bonus beans' to the sector groups in addition to the beans which the participants had already allocated. Most participant groups divided up their 'bonus beans' to different sectors; however some groups chose to give more than one bonus bean to a sector group. Five groups of participants gave a sector group two 'bonus beans', one group of participants gave a sector group three 'bonus beans' and one group of participants gave a sector group all four of their 'bonus beans'.

The top 5 sector groups whose average increased the most as a result of the 'bonus bean' allocation were:

- Urban, residents and ratepayers, education
- Environment/NGO's
- Local Government
- Sheep and Beef, and
- Tourism and recreation

The results from the second part of this task, allocating the 4 'bonus bean' seats, are set out below in the format they were shown to the Workshop participants on the day:

Sector	Number	Sector	Number
Tāngata Whenua	1.68	Energy	1.24
Dairy	2.59	Central Government/Health (operational)	0.62
Sheep and Beef	1.78	Environment/NGO's	1.68
Fertiliser	0.32	Tourism and Recreation	1.35
Rural professional	0.68	Urban/Residents & Ratepayers/Education	1.22
Forestry	1.14	Water Supply Takers	0.92
Horticulture	1.03	Industry	1.14
Local Government	1.22	Rural Advocacy	0.81
Irrigators	0.16	Commercial Fishing	0.43
		Total	20

Task Six - Identification of skills needed to be a CSG member

The participants provided a lot of data as to what skills they believed a CSG member needed in order to be effective. This resulted in 17 categories of skills being identified from a combined total of 145 responses.

The most common responses tended to focus on 'Communication' skills with 30 responses fitting into this category. This category included skills such as a "Willingness to listen" and being "Articulate", as well as skills like an "ability to communicate with people from a variety of backgrounds" and being "Personable/Relationship building".

The second most common response category was skills to do with 'Open-mindedness'. This category included skills such as an "ability to see a wide range of views", being "willing to accept new ideas and solutions" and an "ability to walk in other's shoes and leave personal bias at door"

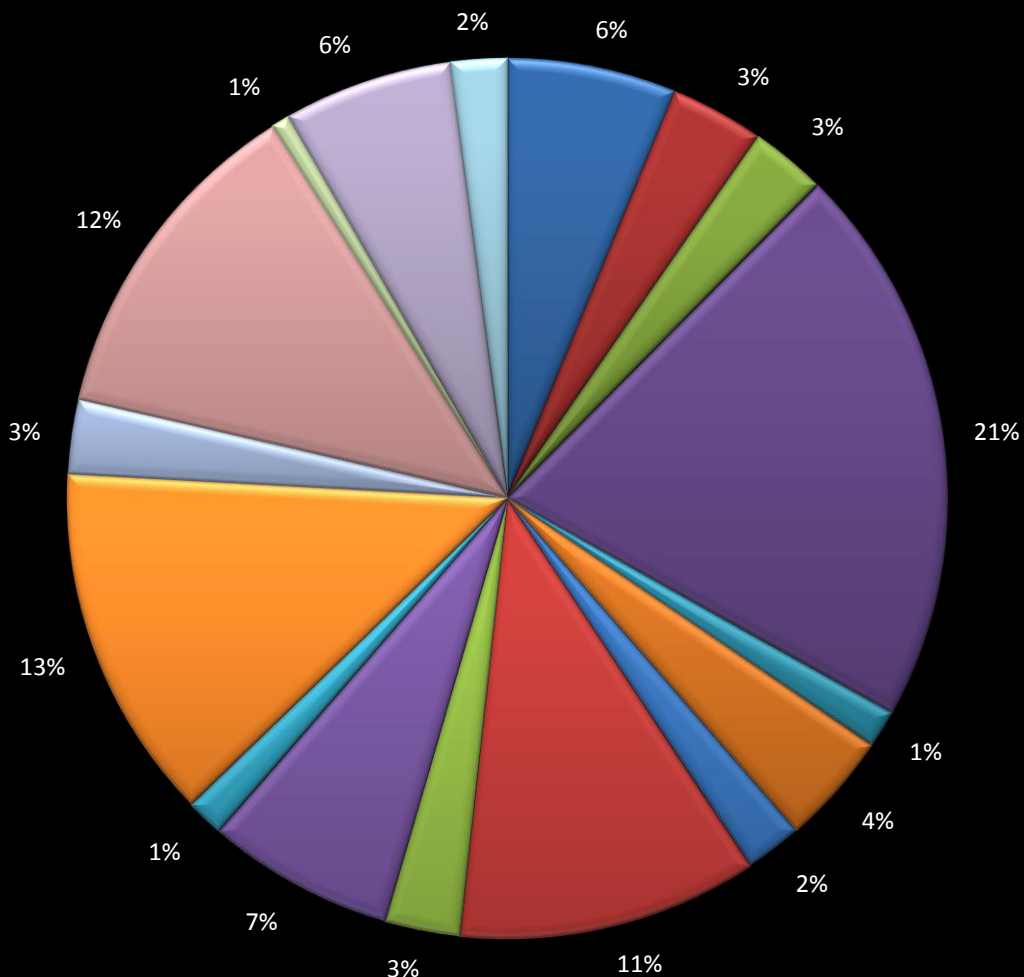
The third most common response category was skills to do with being 'Representative of and respected by their sector group'. Skills in this category included, being able to "have a strong understanding of the sector they represent" and CSG members "need to be respected by the sector they represent".

The fourth most common response category was skills to do with 'Strategic, critical, innovative and solution orientated thinking'. Skills in this category included, being "solution focused", being a "critical thinker" and being able to "see the big picture".

There were a number of other categories of skills identified and a graph of the distribution of responses to these categories is shown below:

Skills needed to be a CSG member

- Team working skills
- Specific skills in technical areas
- Leadership skills
- Communication Skills
- Patience
- Capacity to learn
- Honesty/Integrity
- Strategic, critical, innovative and solution orientated thinking
- Capacity to devote time
- Cabability to understand technical information
- Local knowledge/Locally based
- Open-mindedness
- Pragmatism
- Representative of and respected by their sector group
- Previous collaboration experience
- Commitment to the process
- Values



Task Seven – Community representation percentage of the CSG seats

An important and informative task the participants undertook was to consider, in their groups, the percentage of the CSG seats that should be allocated to community representatives. The project’s opinion was that 20% of seats were a fair proportion but the Project Partners were interested in and open to other suggestions from the Workshop participants.

The range of responses generally varied from 0% through to 20%, with a few responses that were alternative to a single percentage figure. The median response was for 20% community representation.

<u>Community representation percentage responses</u>	
0%	3
10%	12
20%	14
Other responses	3

Some groups of participants stipulated that half of the community representatives should be from rural backgrounds and half should be from urban backgrounds. Other participant groups thought that community representatives should have 4 seats, rather than a percentage of the total number of seats. One participant group decided they would need to “know the composition of the 80%” before being able to make a decision on the community representatives percentage.

Task Eight – Nomination process options

The important task of deciding which nomination process to select the CSG representatives by resulted in a clear majority of participant groups favouring option 1 (sectors pick their own representatives). The results of the voting are displayed in the table below:

Option 1	24 votes
Option 2	6 votes

The participants were also asked to write down the pros and cons of each option. The number of pros and cons for each option are displayed in the table below:

Option 1		Option 2	
Pros	Cons	Pros	Cons
86	17	36	30

Some participant groups only wrote down pros for each option and not cons which could partially explain the lack of cons identified. However it is apparent that the number pros identified for option 1 are significantly larger than the number of pros identified for option 2, and the number of cons identified for option 2 are significantly larger than the number of cons identified for option 1.

Some of the pros identified for option 1 included:

- “More credibility with their sector”
- “Stakeholders choosing the person they think will do the best for their sector”
- “Less bias from WRC”

Some of the cons identified for option 1 included:

- “Sectors could put forward different people”
- “Some [sectors] may find hard to self organise”
- “Sector could make a bad choice”

Some of the pros identified for option 2 included:

- “Helps ‘disorganised’ sectors”
- “Decision makers have quality control they could use that to ensure a good mix”
- “Selection on skills as opposed to representation”

Some of the cons identified for option 2 included:

- “Loss of sector mandate”
- “Not really democratic”
- “Sector groups may not agree with decisions so potentially more plan change appeals”

Task Nine – CSG connection to the wider community

An additional task the participant groups were asked to do was to consider what methods the CSG could use to stay connected to the wider community.

This resulted in a lot of feedback that has been categorised in order to identify key themes. These included:

- Transparent reporting and process
 - “open door policy”
- Regular communication from the CSG and CSG led engagement
 - “CSG have regular communications/quarterly outputs, receives questions and comments, responds to stakeholders”
- Ensure the CSG is well resourced
 - “Support resources available to CSG to enable efficient dialogue with stakeholders”
- Utilise existing meetings and fora where possible
 - “Use all existing sector channels”
- Conduct larger stakeholder meetings and workshops
 - “Bring this bigger forum together, either quarterly or 6 monthly (periodically)”
- Develop social media avenues of communication
 - “Twitter and social media (Facebook)”

Task Ten – Information stakeholders need in order to make a nomination

The final task was the question and answer style session that took place in order to determine what information stakeholders needed in order to make a nomination for a CSG member. The participants needed to know what was “expected of nominees” in order to know which candidates were the most suited to be nominated. This also involved knowing what the “estimate of time required/workload” would be and how the “allocation of costs” would take place. Finally, they also wanted “clarity on the next steps” and “reporting back at the end of this process”.

Discussion and Implications

Discussion

The Workshop provided a large amount of information from stakeholders. Whilst all of this information is interesting and of value, only the major findings that have provided significant results are discussed below. The relevant tasks to be discussed are set out under the headings that were set out in the 'Major Findings' section. The key highlights are briefly revisited, what the key highlights indicate is discussed and the implications for the Collaborative Stakeholder Group, the project and the health and wellbeing of the rivers are examined.

Task One (Part B) – Questions they had about the project

Key highlights

- There were many questions about:
 - project structure or process, including co-governance
 - sector representation and composition
 - budget, time and costs
- There were few questions about:
 - skills a CSG member needs
 - facilitator
 - risks

What the key highlights indicate

The number of questions surrounding the project structure, process and co-governance indicates a lack of understanding on these topics. As the project structure and process is in many ways still in development, due to the set up of the CSG and Technical Alliance yet to occur, questions on these 'unknown' areas were bound to occur. In fact the entire purpose of the Workshop was dedicated to helping solve some of the questions surround the structure of one part of the project, the CSG. The number of questions surrounding co-governance indicates awareness that the project is in partnership with iwi, but perhaps also highlights a lack of wider understanding about what this actually entails and what each party's role in the process actually is.

There were also a number of questions surrounding 'sector representation and composition' and 'budget, time and costs'. These questions about 'sector representation and composition' were particularly apt as they related to the purpose of the Workshop. The large numbers of these questions indicate that the focus of the Workshop was on the participant's minds. The questions about 'budget, time and costs' indicated an awareness that the project will take a long time and that it will require a large amount of resourcing in order to complete it. The timeframe to complete the project in was a reoccurring question of the participant groups.

The lack of questions regarding the skills a CSG member needs is potentially concerning as it related to one of the key tasks of the Workshop. However in the 'identification of skills needed to be a CSG member' task a large number of skills were identified by participant groups. From these two pieces of information we can conclude that the reason for a lack of questions regarding skills of CSG members is due to participants already knowing the kinds of skills a CSG member will need.

There were also a lack of questions regarding the facilitator and risks. This indicates that these topics are of lesser priority than some of the other topics the participant groups had questions about.

Implications for the Collaborative Stakeholder Group

The discussion above brought attention to the lack of clarity surrounding the sectors that would represent the CSG and the overall composition of the CSG. These questions have now been answered in regards to the sectoral composition with the results from 'Task 5 – allocation of seats to sectors' providing the information requested (more detail on this is provided later). The remaining step is to identify the actual individuals who will be CSG representatives.

Implications for the project

The discussion also emphasises the importance of the Workshop in order both to answer the questions and to achieve greater clarity around the project structure and process.

Task Two – Identification of sector groups

Key highlights

- The sectors that were most identified by stakeholders were:
 - Dairy
 - Tourism and Recreation
 - Local government
- The sectors that were least identified by stakeholders were:
 - Fertilisers
 - Irrigators
 - Commercial Fishing

What the key highlights indicate

The common response of the dairy sector came as no surprise given that the majority of the participants present identified with this sector. Local government was also perhaps unsurprising as territorial authorities have a role in assisting the implementation of the regional plan change. The number of responses for the Tourism and Recreation sector was conceivably unexpected, not as the identification as a sector, but in terms of the number of responses relative to the other sectors identified. An explanation for this lies in the classification of this sector. About 50% of the responses for this sector were for "Tourism" and around 50% were for "Recreation", and whilst these groups are heavily interdependent it is plausible that some participant groups identified both "Tourism" and "Recreation" as separate sectors which would account for the relatively large number of responses in this category.

The sectors that were least identified were also to be expected. Again this is in terms of relative numbers of responses rather than identification as a sector, i.e. compared to some of the other sectors these sectors have an arguably smaller stake in the project.

Implications for the Collaborative Stakeholder Group

The number of responses a sector received has a high degree of correlation with the number of seats that were allocated to that sector. For instance, 'Dairy' (the sector with the most responses) was allocated 2 seats, 'Tourism and Recreation' 1 seat and 'Local government' 1 seat; whilst the sectors least identified all missed out on seats on the CSG. An anomaly from this general correlation is the 'Central Government (operational) and Health' sector which was relatively highly identified as a sector yet did not receive a seat on the CSG. This is likely a result of representatives from this sector at the Workshop declaring that whilst they believed their sector did have a stake in the project, and as a result should be kept informed about the project, they did not deem it appropriate that they should have a seat on the CSG. This in turn doubtless influenced the voting in the 'allocation of sectors to seats' task.

Implications for the project

This correlation supports the decisions made by participant groups in the 'allocation of sectors to seats' task and, as a result, the overall mandate of the composition of the CSG. The declaration from the 'Central Government (operational) and Health' sector participants also calls attention to the importance of keeping stakeholders informed about the project, including, and perhaps in particular, stakeholder sectors not represented in the CSG.

Task Three – Size of the CSG

Key highlights

- The median size identified was 20
- The lowest size identified was 15
- There was one outlier figure of 180

What the key highlights indicate

The size of 20 represents a middle ground between a small group and a large group. The participants were presented with the benefits and risks of both a small CSG and a large CSG. Hence for the median size of 20 to be identified as the optimal size this indicates that participants wanted a balance between the two group extremes.

The lowest size identified was 15, even though the suggested size range in the Draft Terms of Reference for the CSG was 12-30 members. This signifies disinclination on behalf of the participants for a CSG that is too small.

The outlier figure, according to the participant group who came up with the figure, is aimed at representing the number of participants who were at the Workshop. Although only around 130 stakeholders actually attended the Workshop, 180 stakeholders were invited to attend. This perhaps identifies an apprehension that is common to collaborative processes, that their sector might be 'left behind' and that engagement will occur only with select parties.

Implications for the Collaborative Stakeholder Group

The size of 20 identified for the CSG has been agreed upon by the project partners and will be the size of the CSG. This agreement between stakeholders and the project partners gives a strong mandate as to the size of the CSG. However it is worth noting that participants held a disinclination for a CSG that is too small.

Implications for the project

The outlier figure accentuated what is perhaps one of the most important tasks for the project; ensuring that all stakeholder sectors are engaged with and are not 'left behind'. The Stakeholder Engagement Strategy (available on the Healthy Rivers website) outlines several strategies to engage with different stakeholder groups. However these strategies need to become actions and these actions need to be bought into by both parties; the party initiating the engagement and the party responding to the engagement.

Task Four – Sector connections to the rivers

Key highlights

- This exercise highlighted the large amount of stakeholders present that identified with the Dairy sector
- This exercise also provided evidence to the active listening skills of the participants
- Some of the stakeholders that identified with the 'Tāngata Whenua' and the 'other' category were unhappy with the name given to their category

What the key highlights indicate

This task allowed the participants a small opportunity to understand each sector's perspective and connection to the rivers. This in turn created more informed individuals when it came to the voting aspect of the 'allocation of seats to sectors task'.

The stakeholders that identified with the 'Tāngata Whenua' and 'other' categories, and were unhappy with the titles given to their sectors, demonstrated the importance of names and how language can affect how something is viewed. As a result of this feedback the 'Tāngata Whenua' sector has been renamed as the 'Māori Interests' sector, and the 'other' category has been renamed as the 'Urban/Residents and ratepayers' sector.

Implications for the Collaborative Stakeholder Group

This task helped to influence the 'allocation of sector seats to sector groups' task and provided some worthwhile context for the participants about the other stakeholders present.

Implications for the project

It is imperative that accurate and appropriate language is used by the project in all aspects of its work. However it is acknowledged that knowing what language to use in a given situation is not always easy and that as long as the correct meaning is conveyed and the best intentions are present then stakeholders are likely to understand and forgive any language mistakes.

Task Five (Part A) – Allocation of sector seats to sector groups (16 seats)

Key highlights

- There were a large number of participant groups who disagreed with the categorisations made
- The results from this section; the sectors to be represented on the CSG
- As a consequence of the results from this exercise some sectors have missed out on representation on the CSG.

What the key highlights indicate

Whilst around 30% of participant groups made changes (of some kind) to the sector sheets they were given, this did not have any influence on the results. However, it is worth noting as it highlights the assumptions the participant groups were making, e.g. a couple of groups assumed, whether rightly or wrongly, that the 'Urban/Residents and ratepayers' sector was the equivalent of a 'Community' sector. It also brought attention to specific responses (all responses were documented in the 'this includes' category) and whether or not the participant groups agreed they should be included in the sector category, and in some cases where additional responses should be included in the sector category.

The results from this section informed the project partner's decision on the composition of the CSG and provide a strong mandate for this composition. However, 6 sectors are not guaranteed representation on the CSG and at least 3 sectors will not be represented.

Implications for the Collaborative Stakeholder Group

As a product of this task the composition of the CSG has been decided upon. The CSG will have 20 members, comprising:

- 1 Māori interests
- 2 Dairy
- 1 Sheep and Beef
- 0 Fertiliser
- 0 Rural professional
- 1 Forestry

- 1 Horticulture
- 1 Local Government
- 0 Irrigators
- 1 Energy
- 0 Central Government (operational) and Health
- 1 Environment/NGO's
- 1 Tourism and recreation
- 0 Urban/Residents and ratepayers
- 1 Water supply takes
- 1 Industry
- 1 Rural advocacy
- 0 Commercial fishing
- 3 unallocated sector seats (call for expressions of interest from all sectors/interests listed above)
- 4 community seats.

This allocation was made on the basis of rounding the data received to the nearest whole number. This left 3 unallocated sector seats that all sectors can express an interest in applying for. It also includes 4 community seats which were based upon the 20% community representation percentage that was decided upon at the Workshop and by decision makers.

Implications for the project

The number of participant groups that altered their sector sheets, despite receiving specific instructions not to, again highlights the importance of accurate and appropriate language.

Task Five (Part B) – Allocation of sector seats to sector groups (20 seats)

Key highlights

- The 'Urban, residents and ratepayers, education' sector received a much higher allocation of seats as a result of this task
- The potential consequences for seat allocation if the results from this task were used instead of the previous task
- The sectors that would still miss out on seats if the results from this task were used instead of the previous task

What the key highlights indicate

As previously mentioned the 'Urban/Residents and ratepayers' sector was seen by some participant groups to be representative of a 'Community' sector. Hence under a scenario where no seats are specifically set aside for community representatives, many participant groups apportioned their 'bonus beans' to what was deemed to be the closest thing to a 'Community' sector.

Using the same methodology as the previous task, i.e. rounding the data to the nearest whole number, the results would be:

- 2 Māori interests
- 3 Dairy
- 2 Sheep and Beef
- 0 Fertiliser
- 1 Rural professional
- 1 Forestry
- 1 Horticulture
- 1 Local Government
- 0 Irrigators
- 1 Energy
- 1 Central Government (operational) and Health
- 2 Environment/NGO's

- 1 Tourism and recreation
- 1 Urban/Residents and ratepayers
- 1 Water supply takes
- 1 Industry
- 1 Rural advocacy
- 0 Commercial fishing
- 0 unallocated sector seats
- 0 community seats.

This would have given an additional seat to the 'Māori interests', 'Dairy', 'Sheep and Beef', 'Rural professional', 'Central government (operational) and Health', 'Environment/NGO's' and 'Urban/Residents and ratepayers' sectors. However, the 'Fertiliser', 'Irrigators' and 'Commercial fishing' sectors still not be represented and of course the community seats would not be set aside.

The above analysis provides an interesting look at what would have been the composition of the CSG if the Workshop participants had voted for 0% community representation in task seven.

Implications for the Collaborative Stakeholder Group

As the results from this task did not eventuate in the composition of the CSG, there are no significant implications for the CSG.

Implications for the project

This task provides the next best alternative (additional seats for some sectors) in comparison to the 4 community representation seats. The results from this task, in combination with the results from task seven indicate that the Workshop participants (as a whole) value community representation more than an additional seat for the sectors mentioned above.

Task Six - Identification of skills needed to be a CSG member

Key highlights

- The categories of skills that were most commonly identified were:
 - Communication skills
 - Open-mindedness
 - Being representative of and respected by their sector group
- The categories of skills that were least commonly identified were:
 - Patience
 - Local knowledge/Locally based
 - Previous collaboration experience

What the key highlights indicate

This task was highly successful at bringing to attention a number of key skills that a CSG member should have in order to be an effective CSG member. It also gave an opportunity for participants to debate and hear each other's opinions on this topic which in turn will assist participants in their consideration of candidates to represent their sector.

The categories of skills that were least commonly identified do not necessarily indicate that participants do not think these skills are important for CSG members. However, it does give an indication of the relative ranking participants may place on skills, i.e. participants are likely to prefer a CSG representative that has good communication skills over one that has previous collaboration experience.

Implications for the Collaborative Stakeholder Group

The skills identified help both the sector groups and the project partners to evaluate potential CSG candidates. It also helps potential community candidates to decide whether they have the necessary qualities needed to be an effective CSG representative.

Implications for the project

In many ways these skills are equally applicable for the project staff, project partners and wider stakeholders for the project. Hence it is worth noting that these skills are valued and that all individuals and stakeholders involved in the project should strive to embody these skills in the spirit of collaboration.

Task Seven – Community representation percentage of the CSG seats

Key highlights

- The median percentage identified was 20%
- There were three 0% responses
- The 'other responses' brought up interesting questions

What the key highlights indicate

The preferred community seat percentage identified by the participant groups was aligned with the initial position of the project of 20%. This provides a good mandate for this percentage of community representation on the CSG and is the percentage of seats that will be set aside on the CSG.

Out of 32 total responses only 3 responses were for 0% community representation. This indicates that most participants want some amount of seats set aside for community representation on the CSG.

The 'other responses' brought up questions regarding whether an upfront percentage of total seats is the best way to ensure the optimal amount of community representation on the CSG. Two participant groups indicated they would prefer a set number of seats (4 seats) put aside for community representatives, rather than a percentage. In this case, 20% of the total seats is equal to the 4 seats these participant groups are suggesting. Hence indicating that the participant groups may have some concern over the size of the CSG and whether or not the size identified (20 seats) in task 3 would be the size agreed on by the project partners.

Implications for the Collaborative Stakeholder Group

This task informed which results of task 5, a) or b), would be used to inform the composition of the CSG. As 20% community representation was the preferred community representation percentage, the results from task 5 a) were used in deciding the composition of the CSG.

Implications for the project

The general lack of 0% responses indicates that stakeholders (as a whole) value community representation on the CSG and we can infer from this that stakeholders believe that members of the Waikato and Waipa communities deserve and should have a voice in the project and on the health and wellbeing of the rivers.

Task Eight – Nomination process options

Key highlights

- There was a clear majority of participant groups who voted for Option 1
- There was a majority of identified 'pros' for Option 1 over Option 2
- There was a majority of identified 'cons' for Option 2 over Option 1

What the key highlights indicate

This task very clearly indicates that participant groups (in general) would prefer to select their own sector representatives as opposed to decision makers deciding upon sector representatives from a pool of nominees.

Implications for the Collaborative Stakeholder Group

The results of this task informed the nomination process for CSG representatives. Hence sectors need to discuss nominees and as a sector nominate a candidate(s) for their sector seats and/or the 3 unallocated sector seats.

Implications for the project

Sectors need to group and talk within themselves as a result of this task. This could have some indirect benefits for the project if groups within a sector help inform other groups within that sector about the project. However it could also have potential risks for the project if the information that these groups give to other groups is inaccurate.

Task Nine – CSG connection to the wider community

Key highlights

- Transparency was seen as a key requirement for the CSG
- Regular communication from the CSG and CSG led engagement was seen as a good way of staying connected to the wider community
- Ensuring the CSG was well resourced was identified as a priority.

What the key highlights indicate

Transparency and regular communication indicates a group of stakeholders who wish to be kept informed and are interested in what the CSG are going to be doing.

CSG led engagement with “farming and local communities” and “communities and general public” stakeholders is an aspect of the Stakeholder Engagement Strategy (strategies 10.4 and 10.5). Hence this connection to the wider community has been planned for and will be carried out as one of the functions of the CSG.

The CSG will have a challenging and time intensive role. This was noted by stakeholders and they accentuated the importance of ensuring the CSG is well resourced in order to achieve its aims.

Implications for the Collaborative Stakeholder Group

An implication from this task is that the CSG will need to be as transparent as possible in order to meet stakeholder expectations. This could be achieved via a number of different ways; however it's important to note in order to ensure that the CSG process is open and able to withstand the test of public scrutiny.

One method of achieving this is keeping in regular communication with the wider community and the wider group of stakeholders. It has been suggested by some of the participants, in their feedback, that large scale events such as the Workshop should be held again in order to keep participants informed. It is highly likely that if these events were to occur again that the CSG would be involved in this avenue of communication to the wider community.

Implications for the project

Stakeholders have recognised the size of the job the CSG is tasked with undertaking and the degree of resourcing needed to ensure the CSG can do its job effectively.

Task Ten – Information stakeholders need in order to make a nomination

Key highlights

- Stakeholders identified a need to know:
 - What was expected of CSG representatives
 - An estimate of time/workload for CSG representatives
 - The next steps in the process

What the key highlights indicate

The results indicate a keen desire to know more in order to make better informed nominations. Stakeholders quickly realised that the individuals who would be best to represent their sector on the CSG are likely to be time constrained and will need to have their time set aside early on in the process. Expectations of CSG representatives and the jobs they will be tasked with are also a key aspect of this.

Finally, stakeholders additionally indicated a desire to know ‘where to from here’ and how they could contribute further to the process.

Implications for the Collaborative Stakeholder Group

This task indicated that stakeholders were already beginning to consider potential nominees for their sector representatives and who may be most appropriate to represent their sector.

Implications for the project

This task further highlighted the large levels of interest this project is generating in the region and nationwide, as well as the importance of the health and wellbeing of the Waikato and Waipa rivers to stakeholders across a wide range of sectors.

Further Information

Further information on the Healthy Rivers/Wai Ora project can be obtained from the web site <http://www.waikatoregion.govt.nz/healthyrivers>

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Appendices

Appendix 1 – Report to the Policy and Strategy Committee

File No: 23 05 12

Date: 2 September 2013

To: Chief Executive Officer

From: Group Manager – Policy and Transport

Subject: Size, Composition and Nomination Process for Collaborative Stakeholder Group (CSG)

Section: B (For recommendation to Council)

Purpose

To report to Council on the outcomes of the Healthy Rivers: Wai Ora Stakeholder Workshop which was held on 28th August, 2013. This workshop was focused on co-designing a collaborative stakeholder group (CSG) to assist in the development of a Regional Plan change to address the priority issue of effects of discharges to land and water, in the Waikato and Waipa catchments.

Recommendations:

1. That the report “*Size, Composition and Nomination Process for Collaborative Stakeholder Group (CSG)*” (Doc #2817477 dated 2 September 2013) be received, and
2. That the Policy and Strategy Committee recommend that the CSG be established as follows:
 - Group size: 20 members, comprising:
 - 1 Māori interests
 - 2 Dairy
 - 1 Sheep and Beef
 - 0 Fertiliser
 - 0 Rural professional
 - 1 Forestry
 - 1 Horticulture
 - 1 Local Government
 - 0 Irrigators
 - 1 Energy
 - 0 Central Government (operational) and Health
 - 1 Environment/NGO's
 - 1 Tourism and recreation
 - 0 Urban/Residents and ratepayers
 - 1 Water supply takes
 - 1 Industry
 - 1 Rural advocacy
 - 0 Commercial fishing
 - 3 unallocated sector seats (call for expressions of interest from all sectors/interests listed above)
 - 4 community seats.
 - That each sector be invited to nominate a representative(s) to the CSG by 5pm, 17 October, 2013.
 - That sectors are requested to provide evidence of support from other stakeholders within their sector.
 - That nominations for the three unallocated sector seats and four community seats be made to Te Rōpū Hautū by 5pm, 23 October, 2013.
 - That nominees be invited to identify a delegate, should they be unable to attend a

meeting.

Background

The Stakeholder Workshop was held on 28 August 2013, and was attended by 128 people representing a wide range of interests in the project and approximately 30 representatives of the project partners. This workshop was the first step in the public process of establishing the Collaborative Stakeholder Group (CSG) which will guide the development of work leading to the regional plan change in 2015, relating to water quality and associated management issues.

In establishing the CSG, a collaborative engagement model has been adopted. In addition, it is important that the principles of consultation as set out in s82 of the Local Government Act 2002, are adhered to, including in particular, transparency and involving all those with an interest in the project.

The key topics discussed in the workshop included composition of the CSG, preferred size of the group, skills required of representatives and preferred process for nominating members. An overview of these matters is provided below and a more detailed summary is provided in Appendix 1.

Interim Chairperson

As outlined in the draft terms of reference for the CSG, an interim independent chairperson will be appointed. He/she will lead the formation and first few meetings of the CSG until a permanent chairperson is negotiated between the CSG and decision makers. An expression of interest process to fill this role will commence in October.

Preferred size of the group

The workshop was asked to identify the size of group that would be most effective and representative. The range was from 15 to 30, with one outlier of 180 (representing all those present). The preferred size for the CSG was 20. This also included a 20 per cent (or 4 seats) allocation for community seats to ensure a balance of perspectives and demographics around the table. When asked for feedback on the 20 per cent allocation for community representation, the workshop responded with a range from 0 to 20 per cent.

Composition of the CSG

Participants were asked to identify key stakeholder groups drawing on the suggestions in the draft Terms of Reference (TOR). In general, it was agreed that a wide range of representative parties should be involved in this project due to its far-reaching implications and it was recognised that a joint approach to seeking solutions for the project would be required. In some cases the sectors identified are not mutually exclusive. For example both Industry and Water Supply Takes potentially overlap with other sectors, which may present some coordination challenges for those sectors. Reflecting a collaborative approach, Te Rōpū Hautū have retained this recommendation from the workshop and wish to invite the sectors to explore opportunities.

Skills required of representatives

A wide ranging discussion was held on the skills that would be required in order to best inform this project. Common themes included: communication skills, strategic thinking, being able to consider others' positions, flexibility, focused on solutions, leadership, innovative. A more detailed analysis of these skill requirements will be taking place after the workshop. This analysis was not complete at the time this report went to agenda.

Preferred process for nominating members

Two options for nominating members to the CSG were discussed, with advantages being identified for each option. The preferred option was that stakeholders would take on the responsibility of discussing within their sectors and choose their own representatives for nomination onto the CSG. It was clear that skill sets and time commitments would be significant matters to be considered within each sector.

Te Rōpū Hautū Recommendations

Te Rōpū Hautū is the Healthy Rivers: Wai Ora Steering Group, which is comprised of council and iwi partner executive staff and the Waikato River Authority (as an ex officio member). Te Rōpū Hautū is accountable to the respective governing bodies for the success of the project.

Following the workshop this group discussed the success of the day and the recommendations which had arisen from the day. There was extensive discussion about representation and partnership roles and the need to ensure the composition of the group reflected both aspects. There was strong support for the recommendations arising from the day and Te Rōpū Hautū has added their support in forwarding and endorsing the recommendations, as set out in this report.

Workshop results on sector allocation were rounded to identify the appropriate sector representation to correspond to full person equivalents.

The result is that a group of 20 be formed as outlined below:

1. Thirteen representatives have been allocated to a sector, as was developed by stakeholders at the workshop.
2. Three sector seats were unallocated at the workshop, for which all sectors will be invited to submit expressions of interest.
3. Four community seats.

Assessment of Significance

Having had regard to the decision making provisions in the Local Government Act 2002 and Council's Policy on Significance, a decision in accordance with the recommendations is not considered to have a high degree of significance.

Next Steps

The workshop resulted in strong guidance on the way forward for establishing the CSG. Following ratification of the above recommendations, the next key steps at the staff level will be to prepare background information to circulate to the sector groups to assist in their nomination process.

Wendy Boyce
Social Scientist
Resource Information

Vaughan Payne
Group Manager
Policy and Transport Group

Appendix 1: Summary of the Stakeholder Workshop: Healthy Rivers: Wai Ora

1. Introduction

The primary goal of the Healthy Rivers: Wai Ora project is to develop a Regional Plan change that would address the adverse effects of point and non-point source discharges in the Waipa and Waikato catchments (including for example, nitrogen, phosphorous, sediment and bacteria). This project is a partnership between the Waikato Regional Council and the Waikato and Waipa River Iwi. It is recognised that it is a complex project technically and socially and that innovative solutions will be required.

In undertaking this project, Council and River Iwi have agreed to undertake a collaborative process to developing the Plan Change. The promise of collaboration is that: *“We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.”* The key principles for the project include public accountability, co-governance and co-management with the River Iwi, collaborative with the broader community and evidence-based decision-making.

The purpose of the workshop was to bring together a wide range of organisations and groups that have an interest in the two rivers with the aim of discussing how best to establish a collaborative stakeholder group (CSG). The CSG must be representative, in order for it to be effective in providing useful information to decision-makers and in order to stay connected to Waikato/Waipā communities. A list of sectors represented at the workshop is attached at the end of this summary report.

2. Background

The drivers for this Regional Plan change include:

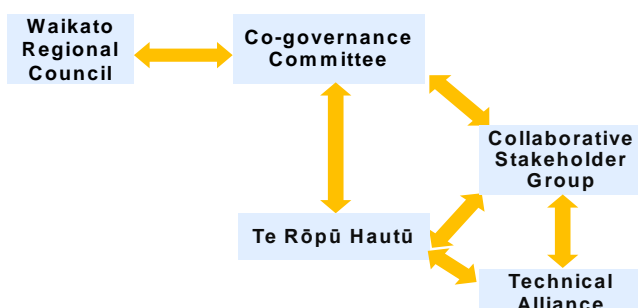
- the requirement to give effect to the *“Vision and Strategy for the Waikato River”*
- National Policy Statement on Freshwater which has addresses limits, targets and methods for achieving improved water quality
- water quality monitoring results which have been showing declining trends in water quality
- reviews of the effectiveness of the existing policy which has shown that more needs to be done to manage water quality issues
- Stakeholder expectations that the river enables for recreation, food gathering, economic uses, and to support our environmental reputation overseas.

The purpose of the CSG is to provide a channel for community involvement and to bring together the stakeholders to help define a common path forward. The CSG will consider community and technical information and make recommendations to the decision-makers.

Draft Terms of Reference (TOR) have been prepared for the CSG, and these will remain a draft until the CSG meets and confirms or changes them.

The structure of the project is shown in the diagram below:

Proposed project structure



3. Questions about the Project

The participants were asked about their knowledge of the project and what additional matters they wanted to know about. A wide range of questions and comments arose: covering matters from process through to project outcomes. The wide range of data collected will be analysed in more detail and fed back into the process as the project progresses, however some key themes that arose (and which would have an impact on the next workshop sessions) included:

- State of the river: The facilitators clarified that it would be a first step for the CSG to define the problem, with advice and information provided by the technical alliance
- Timing and workload of CSG: The facilitators anticipate that the CSG may need to meet one to two days at a time every 4-6 weeks until proposed notification from 2015
- Appeal rights under the RMA First Schedule process: It was clarified that the current process includes schedule one; and also acknowledged that RMA reform would present new options that would be considered by project partners and the CSG once they were in place
- Linking between the CSG and community: The facilitators advised that this would be decided by the CSG but clearly a communications plan would be required
- Consensus decision-making: The facilitators advised that the aim would be for the CSG to strive for consensus, and to be very clear about areas of disagreement.

4. Composition of the CSG

The workshop was asked to identify key stakeholder groups – sector groupings as well as community interests, using the suggestions of section 2.3 of the draft TOR. The recommendations from the workshop included the key sectors identified in the table below.

5. Size of the CSG

The workshop was asked to focus on how many people should be on the CSG to ensure it could operate effectively and remain representative. A range from 15 – 30 representatives was proposed (with one outlier suggesting 180 – the number who had been invited to the workshop). This provided a median of 20 and an average of 28 representatives. A nominal 20% was suggested by the facilitators as an allocation to ensure representativeness across the community and to achieve a balance of demographics e.g. urban, rural, youth, local people etc.

The workshop discussed how to keep communities in the loop i.e. how could the CSG most effectively extend back into the community. Examples of some of the suggestions made included:

- website & twitter
- established networks
- open floor time at CSG meetings
- development of a communications plan
- technical data to be held in a central place & readily accessible.

Likewise examples of some of the suggestions made regarding CSG processes included:

- need for strong support for CSG members
- good support resources to enable efficient dialogue i.e. properly resourced
- secretary to be responsible for transfer of knowledge
- ability to nominate others to help with CSG work
- transparent & objective reporting back

- CSG should assess gaps and address them
- strong Chair to direct when communication with wider community is needed.

The ideas captured from this session of the workshop will be further analysed and incorporated into the designing of the communications strategy and forwarded to the CSG to consider once it is established.

6. Interests in the Rivers

The workshop was asked to meet in their sector groups and discuss what their interest was in the River catchments and outline why the project mattered to them. Key themes arising from this exercise included:

- economic contributions and matching economics with social interests
- community and industry water takes
- sustainability, conservation, restoration & biodiversity interests
- nutrient management a key focus
- clean water for recreational uses
- clean water for health
- energy.

It was also noted that:

- participants are also part of the solution
- networks in some sectors can be coordinated across the country
- there is a need for a balance between social, environmental, economic and cultural interests.
- science information needs to be independent
- community members need to be involved to represent interests of current and future users.

7. Allocation of CSG seats to sectors

The workshop was asked to meet in their sector groups and discuss how they would allocate the seats available across the 18 sectors: firstly allocating 16 seats then 20 seats. The results from this exercise are shown in the table below:

Sector	Averages based on 16 seats	Averages based on 20 seats
Tangata Whenua	1.46	1.68
Dairy	2.32	2.59
Sheep & Beef	1.46	1.78
Fertiliser	0.27	0.32
Rural Professional	0.49	0.68
Forestry	1.05	1.14
Horticulture	1.00	1.03
Local Government	0.84	1.22
Irrigators	0.11	0.16
Energy	1.08	1.24
Central Govt/ Health	0.38	0.62
Environment/NGOs	1.30	1.68
Tourism & recreation	1.05	1.35
Urban/ residents & ratepayers/ education	0.49	1.22
Water supply takers	0.78	0.92
Industry	0.97	1.14
Rural advocacy	0.62	0.81
Commercial fishing	0.32	0.43

The calculations used in the recommendations relate to the left hand column, assuming 16 seats plus four community seats makes up a group of 20.

8. Skills required on CSG

The workshop was asked to identify the most critical skills for CSG membership. An extensive range of skills were identified. Some of the key themes included: communication skills, strategic thinking, being able to consider others positions, flexibility, focused on solutions, leadership, innovative. The data collated for this exercise will be analysed and used to help inform the background documentation that will be prepared for assisting sectors with their nomination processes.

9. Nomination process

The workshop was presented with 2 options for the nomination process: Option 1 was for the sectors to select their own representatives and Option 2 was for the sectors to submit unlimited nominations and for Iwi and Council to select the representatives. The workshop identified the following advantages for each of the options:

Option 1: Sector to select

- clear mandate for that sector
- more buy in if choose own rep
- industry responsible
- less bias from council selections
- onus on sector to choose best option
- can discuss amongst themselves
- candidate has support of sector groups

Option 2: Iwi and Councillors to select

- road test skill sets rather than just looking at sectors
- may be more democratic process
- easier for sectors that are not well organised
- council staff get to choose who they want to work with
- may reduce polarisation between sector groups and community groups
- more skill based

Following this discussion, the workshop strongly indicated that their preference was for Option 1. A further discussion was then held on whether the 20% allocation for community interests was about right or not. There was a range of views from 0 representation to 20% but a definite message that no more than 20% should be allocated to this sector.

10. Summary of the day and next steps

The facilitators recapped the key decisions from the day and asked what information was needed to help the sectors make their nominations. A range of matters were raised including:

- Draft Terms of Reference (this is available on: <http://www.waikatoregion.govt.nz/Council/Policy-and-plans/Plans-under-development/Healthy-Rivers---Plan-for-Change/The-process/>)
- Contact details of invitees so that sector groups can talk to each other
- Indication of costs and financial rewards
- Expectations of nominees and proxy members nominated up front (refer Draft Terms of Reference above)
- Code of engagement i.e. to act in good faith etc (this will be drafted at the first meeting of the CSG by the Group themselves and will be a KPI of the Interim Chairperson)
- Estimate of time required and timeline for length of involvement (refer Draft Terms of Reference)
- Option for co-chairs (may be an option to be considered by CSG when they select a permanent Chair)
- Retain an independent chair i.e. needs to be appointed from outside the CSG (confirmed)

- Whether chairperson will be appointed or nominated - preference for the CSG to choose from a list, however public accountability requires a transparent process
- When are other catchments due to be planned for (refer website)
- Clarity of next steps and process between workshop and feedback loops. The following slide was presented at the workshop, regarding next steps:

Next steps

1. **Te Rōpū Hautū meets this evening to consider feedback from today**
2. **Council processes**
 - 10 am, 29 Aug - Land and Water Quality Subcommittee
 - 10 am, 10 Sep - Policy and Strategy Committee
 - 1 pm, 26 Sep - Council
3. **Representatives identified by sectors by 18 Oct and confirmed by new council end Nov**
4. **Group meets from Feb 2014**



Wai Ora
HE RAUTAKI WHAKAPAIPAI

Maniapoto Māori Trust Board
Ikūkawa Charitable Trust
Te Arawa River Iwi Trust

Tōwharetoa Māori Trust Board
Waikato Raupatu River Trust
Waikato Regional Council

- Community nominations will be received by 5pm, October 23.

Finally a few extra comments were added:

- When asked what rules will be in place for sector nominations to be ratified, the facilitators clearly identified that this was the responsibility of the sectors themselves to determine
- When asked why the council was suggesting a 20% allocation for community interests, the facilitators responded that there was also a need to consider those areas of our communities which have a lesser voice and recognising the need to balance social and cultural factors
- It was agreed that fundamentally there is one task to be done i.e. the CSG needs to work together to get a solution
- There was a clear indication that the workshop had been valuable and that a repeat “big” meeting(s) would be valuable as this project progresses.

List of Sectors Represented:

SECTOR	ATTENDED	Not able to attend
Central Govt	5	
Catchment Liaison	4	2
Crown Research Institute	2	1
Community	1	
Energy	7	
Environmental	15	4
Farming - Dairy	6	1
Farming - Dry stock	2	
Farming - Dairy companies	12	
Farming - Consultant	8	1
Farming - Processing (Nutrients, Fertiliser, Meat)	9	2
Farming - Industry Forums (Federated Farmers, Dairy NZ)	6	1
Farming - Support Network (Dairy Women)	1	
Poultry Processor	1	
Finance (Banking)	2	1
Forestry	4	1
Health	1	
Horticulture	4	5
Recreation	3	1
Research	4	1
Tangata Whenua	14	8
Territorial Authority/Local Govt	15	7
Water User	1	1
Freelance Media	1	
	128	37

List of Sector Definitions from Workshop

Sector groups who should be represented			
	Sector	This Includes	No. Of CSG members for this sector
1	Tangata Whenua	Awhina group, iwi, maori land owners, iwi business	
2	Dairy	Dairy NZ, Dairy processing, dairy industry, dairy primary production, farmers, Fonterra, primary processing	
3	Sheep and Beef	Farmers, dry stock, dairy support/grazing, processing industry, pastoral farming,	
4	Fertiliser		
5	Rural professional	Agri business service industry, rural support, Primary industry servicing sector eg banks, NZ ARN, feed industry, banks	
6	Forestry		
7	Horticulture	Arable/feed, cropping, Foundation for Arable Research, Hort NZ, Arable/Hort	
8	Local government	catchment liaison subbies, Territorial authorities, Economic Development group, regional council	
9	Irrigators	Irrigation NZ	
10	Energy	Mighty River Power, power generators, Energy sector discharging heavy metals, big water users (energy etc)	
11	Central Govt/Health (operational)	DOC (operational), Waikato DHB; Crown (MFE, MPI), Land and Water partnership, [Central Govt in??]	
12	Environment/NGO's	Conservation, Forest and Bird, environmental groups, EDS and , Fish and Game, enhancement groups, conservation community groups, environmental NGOs	
13	Tourism and recreation	Fishing, rowing, boating, recreational sport, river trails/cycling, anglers, recreational users/observers, water body users, commercial users for tourism	
14	Other Urban, residents and ratepayers, education	Urban, research/extension, education providers/PR/Marketing, transport, investors, primary research, L&W forum rep-	
15	Water supply takers	water municipal, water users industry, watercare, Auckland water/communities, big water users (manufacturers etc), indoor livestock eg poultry, indoor hort	
16	Industry	mining and quarries, industry polluters, manufacturing, industry sector urban, rural industry	
17	Rural advocacy	FLOW, Fed Farmers, Rotorua/Taupo Fed Farmers	
18	Commercial Fishing	Aquaculture and fishing, eel fisheries	

Appendix 2 – Draft Terms of Reference for the Collaborative Stakeholder Group



Draft Terms of Reference – Collaborative Stakeholder Group

Acknowledgements

The Healthy Rivers / Wai Ora project team wish to gratefully acknowledge the input of many stakeholders in the preparation of this draft Terms of Reference. We particularly acknowledge the contribution of participants of the Land and Water Forum.

Status of the Terms of Reference

This draft Terms of Reference (TOR) is intended to be used as the basis for discussions with stakeholders about the process of establishing a collaborative stakeholder group.

The project team welcomes feedback and discussion of the TOR.

The TOR will remain in draft form until a collaborative stakeholder group has been formed and has collectively considered the contents of the TOR with project partners. Project partners are the Waikato Regional Council and Waikato and Waipa River Iwi.

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1 Introduction

1.1 Project Purpose

This document forms one of the base documents for the Healthy Rivers: Plan for Change/Wai Ora: He Rautaki Whakapaipai Project.

The primary goal of this project is for Waikato Regional Council and Waikato and Waipa River Iwi to jointly recommend that the Council notify a change to the Waikato Regional Plan.

The purpose of this plan change is to address the adverse effects of discharges in the Waipa and Waikato River Catchments.

The project plays a part in restoring and protecting the health and wellbeing of the rivers for current and future generations, as required by the *Vision and Strategy for the Waikato River/Te Ture Whaimana o Te Awa o Waikato*.¹

The plan change process is expected to traverse a complex range of issues, targets and policy options. The Waikato is a large diverse catchment – geographically, socially and culturally. The task for the Waikato and Waipa River catchments involves multiple targets across a range of ecosystems (rivers, wetlands, lakes) and communities.

1.2 Stakeholder Engagement Strategy

A Stakeholder Engagement Strategy has been developed for the project, which outlines a proposed approach to working alongside stakeholders and the community during the process.

The Stakeholder Engagement Strategy describes the decision-making context of the project, together with project phases and strategies to work alongside key people and communities. The strategy can be downloaded from the Waikato Regional Council website by searching using the key words “Healthy Rivers”.

One of the main strategies for working alongside those with an interest in this project is to establish a Collaborative Stakeholder Group (CSG). This Draft Terms of Reference (TOR) implements this strategy.

¹ Te Ture Whaimana o Te Awa o Waikato – the Vision and Strategy for the Waikato River. The Vision and Strategy is contained in the Waikato-Tainui Raupatu Claims (Waikato River) Settlement Act 2010, Ngati Tuwharetoa, Raukawa and Te Arawa River Iwi Waikato River Act 2010 and Nga Wai o Maniapoto (Waipa River) Act 2012. The Vision and Strategy has been deemed to be part of the Regional Policy Statement and is contained in Section 2 of the RPS. The Regional Plan must give effect to the Vision and Strategy (as it would with any other provision of the RPS).

2 Collaborative Stakeholder Group (CSG)

2.1 Purpose and role of the CSG

The purpose of the CSG is to:

- bring stakeholders together early to seek a common path forward
- actively involve those communities affected by the plan review process, so that lasting outcomes are achieved
- act as the central channel for stakeholder and broader community involvement
- intensively review and understand the technical, social, cultural and economic complexity of the project
- inform and guide decision makers.

Decision makers can then incorporate this advice and recommendations to the maximum extent possible, selecting feasible policy options to make gains for the rivers. These policy options will be based on sound information regarding social, cultural, economic and environmental values and impacts.

The role of the CSG will be to intensively review and synthesise technical and community material, to form recommendations to inform and guide policy development.

The main features of the CSG are that:

- it is an intensive, facilitated process, with a fair and transparent selection process
- it will receive information from and ask questions of the Technical Alliance, a diverse group of specialists from across a range of relevant disciplines
- the number of members will be approximately 12-30 people
- the participants must have time to adequately prepare for and attend approximately 10-12 one-two day workshops per annum.
- additional small topic-specific working groups may be established from time to time with additional stakeholder representatives
- the CSG will also meet with stakeholders who wish to talk with them to contribute their ideas.

2.2 Benefits of the CSG

The benefits of the CSG are:

- credibility of a group drawn from a range of stakeholders
- ability to have a range of voices in the room, bringing new ideas and innovations – resulting in greater uptake of policy on the ground
- a group able to dedicate a significant amount of time to understanding the wide range of information and views and the technical complexities of this task, to support time-constrained decision makers
- ability to create real solutions that can be implemented, leading to outcomes.

Ultimately the decision makers must understand the issues fully in order to make policy decisions. The CSG is a step along the way, helping to crystallise the issues from a mixed stakeholder perspective, and offering carefully considered views about how to proceed, while recognising that final decisions rest with decision makers. The CSG is one way to lessen the burden on decision makers with some well-thought out ideas.

2.3 Membership – makeup and group size

“Stakeholders” in this context refers to representatives of organisations that will be directly or indirectly affected by the plan review process, as well as to other community members who may have skills and perspectives to contribute to such a group. The CSG should be representative and skilful, including a wide range of interests from the catchment, a breadth of interests and backgrounds (including age, gender etc), and come from a spread of local communities. Declarations of interest should be stated.

Stakeholders include:

1. Tāngata whenua (Trusts, farming groups, community committees)
2. Primary industry (industry organisations, farmers, foresters, horticulturalists)
3. Other rural industry and primary industry support (fertiliser industry, banks, insurance industry, quarries, rural supply companies)
4. Central government (ministries, departments and other statutory bodies)
5. Local government (territorial authorities, catchment liaison subcommittees, economic development groups, community boards)
6. Non Government Organisations (environmental groups)
7. Water body users (energy, municipals, commercial, recreational)
8. Other industry and business organisations (tourism industry)
9. Community (ratepayers and residents associations, general public)
10. Research and educational organisations.

The group size will be approximately 12 to 30 members. Final numbers will depend on interest received, the range of groups identified and resourcing. Recommendations will be sought from stakeholders on the preferred size of group.

Additional topic specific working groups may be formed from time to time to support the work of the core CSG.

Advantages and disadvantages of smaller group size:

- Ability to have in-depth conversations with the whole group.
- A group of 12 can be seated so everyone can see each other, creating a sense of cohesion.
- A smaller group makes it easier to resource with an honorarium that reflects the amount of work they will do. Without this there is a constraint on what can be expected of people.
- More difficult to cover a wide range of interests.

Advantages and disadvantages of larger end of group size range:

- Easier to cover a range of interests, (including hapū/iwi, and landowners) with local (geographic) spread. These are important for the credibility of the group and to enrich its outputs with the full diversity of views.
- With a larger size group, in-depth discussion requires the use of small groups/break-outs – otherwise only a few people get to talk. This then necessitates report-backs and synthesis in the larger group. Overall, this reduces the number of tasks that can be completed in one meeting with quality input from the group.
- Larger numbers are harder to fit in a U shape without a large space in the middle and sense of separation.

2.4 Selection process

Stakeholders will be invited to identify a representative/s for their sector. Broader community representatives will also be considered to achieve a wide range of perspectives around the table.

A transparent selection process will take place, with these steps:

1. Hold a large, inclusive, multi-stakeholder workshop to discuss the Draft Terms of Reference, with a focus on developing recommendations for:
 - the sectors that should be represented in a collaborative stakeholder group and approximate number per sector
 - preferred group size
 - skills required of representatives
 - preferred process for nominating members.
2. Decision makers confirm list of key sectors and preferred size of group, including approximate number of representatives per sector.
3. Interim chairperson appointed.
4. Key sectors select their own representatives.
5. Broader community representatives (e.g. young people, local residents) will also be invited to submit expressions of interest and a selection process will be undertaken for these people by decision makers.
6. Interim chairperson oversees selection process.
7. Decision makers confirm list of members.
8. CSG commences.

In addition to the interests that people might be able to articulate, selections and nominations should be based on the following skills and attributes:

- the ability to participate productively in a group process, including communication skills (listening and acknowledging what has been said and stating views succinctly and clearly)
- the ability to consider issues from multiple viewpoints and to seek options open-mindedly and cooperatively
- the capacity to synthesise information (cultural, technical and social)
- a commitment to finding an agreed way forward that addresses the social, cultural, economic and environmental values, while advancing the Vision and Strategy for the Rivers.

A further consideration for selection and nomination will be a person's credibility and standing in a local community and their ability and authority to 'make things happen'. This will foster effective engagement with local communities throughout the plan change process, and generate respect for their guidance on decisions and implementation of policy changes.

There will be a requirement that the stakeholders can commit the necessary time and effort to understanding the issues, considering the input from the engagement processes, and having in-depth discussions about the best ways forward.

2.5 Chairperson and facilitator

An interim independent chairperson will be appointed prior to the formation of the CSG by decision makers. The chairperson will lead the formation and first meetings of the CSG, with the support of a facilitator, until a permanent chairperson is negotiated between the CSG and decision makers.

The role of the Chairperson is to lead the CSG by:

- running the membership nomination process of the CSG, with an eye on group dynamics and a spread of interests, and finalising this Terms of Reference
- acting as media spokesperson
- liaising with decision makers and stakeholders
- negotiating with project support staff regarding inputs to and outputs from the CSG, including inputs and outputs to and from the Technical Alliance
- assisting the group to develop and sign off on a Code of Conduct
- fostering an atmosphere of enquiry, respect, open-mindedness and group learning, supporting the group to strive for consensus
- maintaining a focus on outcomes, priorities, plausible results and resource constraints
- ensuring a fair and equitable group process, adopting as neutral a stance as possible
- foster and encourage leadership within the CSG members, as an enabler to establishing smaller working groups (where appropriate) with a leader appointed to drive toward outcomes on specific interest areas
- building the capacity of the CSG to participate in a collaborative process, bring a positive approach, and seek win-win solutions
- ensuring sufficient recording of key agreements
- negotiating, trouble shooting, and developing a conflict resolution process
- performance managing any member who is not complying with the Code of Conduct or Terms of Reference
- closing the CSG if it is considered no longer fit for purpose.

The role of the Facilitator is to:

- design an enjoyable and productive workshop style process to enable the CSG to progress its tasks
- facilitate input from all members of the CSG, so that every voice is heard
- suggest ways to work with differences of views
- support the CSG to continuously improve
- support processes run by any sub-groups formed by the CSG as well as broader engagement processes.

2.6 Duration, frequency and attendance

The CSG will be set up with the clear expectation of a finite process, to finish when the CSG makes its recommendations to council. This process is estimated to take approximately two years from the first meeting of the CSG. It is expected that members of the CSG will each be available to attend at least 90% of meetings and will have read the background material supplied prior to attendance.

CSG membership will be reviewed at a frequency agreed with the CSG. Because of the complexity of the issues that the CSG will discuss, it is proposed that delegations will not be accepted.

Expected frequency of meetings is monthly (e.g. 1 - 2 full-day workshops per meeting) but could vary with the task at hand. Meetings will be a facilitated intensive working-party style.

Specific tikanga/protocols and ground rules for meeting process will be agreed as part of developing the Code of Conduct at the first meeting.

The CSG will develop protocols to promote transparency of their processes (e.g. the possibility of members of the public attending some workshops/meetings).

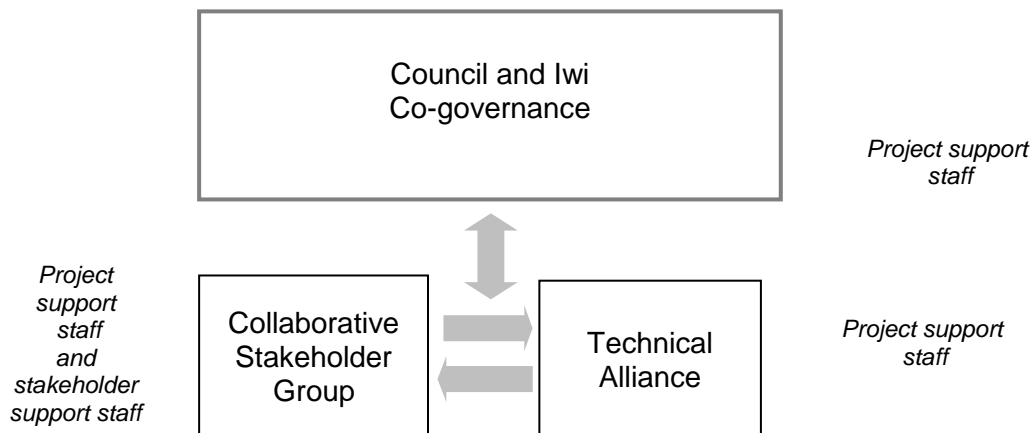
3 Reporting and linkages

The diagram below shows the relationships between the CSG, the Technical Alliance and decision makers.

Council and River Iwi and CSG: A strong and regular two way communication process is vital between decision makers, and the CSG. The CSG will report to Council and Iwi co-governance through the Chairperson and Project Manager. Membership of the CSG will include tangata whenua, while maintaining a separation of the decision making roles.

Decision makers will:

- make time to hear from the spokesperson of the CSG
- consider CSG proposals to the maximum extent possible
- attend CSG meetings as active or passive observers (on agreement from the chairperson), but will not participate in the decision making parts of the CSG
- may attend and support the CSG in community engagement processes that members of the CSG organise.



Form and frequency of reporting: Once formed, decision makers, the CSG and the Technical Alliance will agree on the most appropriate form and frequency of reporting, including reporting to the broader communities and stakeholders interested in this project.

Technical Alliance: The CSG will receive information from, ask questions of and discuss the outputs from the Technical Alliance within the parameters agreed above and in section 4 below (Givens).

Broader engagement process: The CSG will:

- support briefings of elected representatives as part of their broader communication roles. However this is not a formal reporting relationship
- design, lead and attend further stakeholder or local community engagement events to gather more input. Decision makers may attend and support this process.

Relationship with policy staff: Staff of the Waikato Regional Council may be responsible for drafting proposals, policies and options on behalf of the CSG as negotiated between the Chairperson and Project Manager. Similarly, staff of stakeholder organisation's may assist the CSG in various support roles, such as participating in additional specific working groups established by the CSG from time to time.

4 Givens

Decision makers will outline project givens, including that:

- the role of the CSG is to suggest plan changes that will progress the Vision and Strategy for the Waikato and Waipa Rivers
- the scope of issues to be addressed in the plan change
- resources and milestones will be defined by decision makers and negotiated by the Chairperson and Project Manager
- compliance with any relevant legislation and standards required of a statutory plan will be the responsibility of Waikato Regional Council staff, supported by the CSG
- the CSG will be the central channel for stakeholder and community engagement, and will design the wider engagement process, liaising with the Project Manager regarding resources and timelines.

4.1 Activities

The CSG will implement the Stakeholder Engagement Strategy by:

- reviewing existing information on iwi, stakeholder and community values
- receiving and considering technical advice, including from the Technical Alliance
- focusing discussion on the substantive issues facing the project
- gathering and receiving further input, including by designing and leading local community events and meeting with and hearing from people and groups involved with the Waikato and Waipa Rivers and their catchments
- discussing and synthesising technical and community information
- exploring implications of different options and striving for consensus
- guiding decision makers, including on the key information needs of each phase of the project including engagement processes, policy selection criteria, appropriate targets and best policy options.

Tasks will relate to the phases of the project outlined the Stakeholder Engagement Strategy, including:

- reviewing community values and identifying gaps
- developing policy selection criteria
- synthesising technical and community input
- identifying information gaps
- designing and leading broader stakeholder and community events
- informing and guiding decision makers.

It should be noted that:

- formal decision making rests with Council and Iwi (see Stakeholder Engagement Strategy and Footnote 1)
- project support staff (Council/Iwi) will work in partnership with the CSG to provide analysis, reports and draft plan provisions, while also ensuring compliance with the standards required for a statutory plan.

4.2 Outputs

Ultimately, the CSG will submit recommendations for plan provisions to Council and Iwi, with a report explaining key points of consideration and rationale for decisions.

Milestones along the way are those required in each of the phases outlined in the Stakeholder Engagement Strategy, including:

- a community engagement plan to gain wider input
- recommended policy selection criteria
- analysis of scenarios under different targets and policy methods, including a synthesis of community and technical information
- recommended targets and policy approaches.

4.3 Communications

The CSG chairperson will be the sole point of contact with the media. Other arrangements may be negotiated with the Chairperson as the process requires.

4.4 Evaluation and feedback loops

The following evaluation and feedback activities will take place:

- The CSG process will periodically include reflection and evaluation of progress
- Project support staff will attend the CSG as observers/resource people and feed back into their organisations.
- Regular feedback to decision makers will occur
- Updates to community and stakeholders will be regularly undertaken, with support from the Project Manager, and following presentations to decision makers
- Peer review processes will be developed to ensure robust stakeholder and community engagement processes are followed, and to enable the engagement process to be adapted along the way.

4.4.1 How will we know if the CSG is successful?

The CSG process will be considered successful if:

- the selection of members covers a range of interests, including tangata whenua and landowner interests, drawn from a broad range of stakeholder groups as well as broader community representatives
- the process is productive, where the CSG strives to reach consensus on ways forward at different stages of the policy making process, and writes up and presents these proposals to decision makers as recommendations
- advice and recommendations are technically sound, and advance the Vision and Strategy for the Waikato and Waipa Rivers and give effect to the National Policy Statement for Freshwater Management, with consideration of the social, cultural, economic and environmental values and impacts
- CSG members can articulate to decision makers, communities and stakeholders the basis for their recommendations
- recommendations receive serious consideration by decision makers
- decision makers understand the issues from all sides, and a balanced view is gathered of the challenges facing communities in the Waikato and Waipa catchments if different land management scenarios are put in place
- policy changes are seen as practical and achievable by local communities
- lasting solutions will be generated and the process will be considered to be credible because of the intensive involvement of stakeholders.

5 Resources to support the CSG

The CSG will require:

- a clear brief and understanding of the scope of the plan change, and the role of the CSG
- a clear understanding of co-governance and co-management, the Vision and Strategy
- information from the Technical Alliance in a form that is easily understood
- summaries of existing information on iwi / hapū, stakeholder and community values
- strong facilitation, staff and administrative support
- Waikato Regional Council policy staff will play an active role in supporting the CSG process, providing information inputs, analysis and reporting, as discussed and agreed with the Chairperson and Project Manager
- resources, including operating budget as negotiated between the Chairperson and Project Manager.

An honorarium may be available to those who would not otherwise be able to participate.

5.1 Reference material

The following references will be made available to the CSG to support their work:

- The Stakeholder Engagement Strategy especially Section 10.3 Stakeholder – Collaborative Stakeholder Group
- The principles and protocols of the Land and Water Forum (LaWF), which guided how members of the Forum worked together. Members of LaWF will be an invaluable resource to the Collaborative Stakeholder Group
- The Codes of Conduct of the Canterbury Zone Committees
- The International Association of Public Participation Standards and Spectrum (Attached)
- The Ministry for the Environment's Freshwater reform 2013 and beyond.

6 Glossary

Collaboration / collaborative approach: Collaboration describes the process of working intensively with a range of stakeholders in each aspect of a decision making process, including the development of alternatives and the preferred solution(s). Collaboration provides a greater level of input into the design of the approach and the options and solutions identified than consultation and many other forms of public engagement (LaWF, 2012). Collaborative approaches use active facilitation to ensure the most constructive use of all participants time (see also Attachment 1, the International Association for Public Participation's (IAP2) description of the different levels of public participation possible in any policy process.

Stakeholders: Refers to representatives of those who will be directly or indirectly affected by the plan review process.

Decision makers/ project partners: Under recent legislation, Waikato Regional Council and Waikato and Waipa River Iwi are the statutory decision makers and therefore project partners on this project. The underlying purpose of the three acts is to protect and restore the health and wellbeing of the Waikato and Waipa Rivers.

The acts set out a process to be used before the preparation, review, change, or variation of RMA planning documents. The council and each of the River iwi must discuss and recommend to council the process to be adopted for the preparation, review, change or variation and the general form and content of the plan.

The legislation requires that joint recommendations are made by each River iwi and council. These are:

- to commence the process to prepare, review, amend and/or vary a RMA planning document, and
- to notify the draft RMA planning document.

Waikato Regional Council retains final sign off authority to the plan change, providing that such decision making is consistent with the Vision and Strategy.

Joint Steering Group / Te Rōpu Hautu: This is the group that is responsible for the overall success of the project, Its members include executive representatives of the project partners (Waikato Regional Council, and Waikato and Waipa River Iwi).

Municipals: local government facilities such as drinking water and waste water processing facilities

Vision and Strategy: Te Ture Whaimana o Te Awa o Waikato - the Vision and Strategy for the Waikato River is intended by the Crown to be the primary direction-setting document for the Waikato River and its catchments (including the Waipa River). It was initially given statutory recognition via the two Waikato River Acts in 2010, and subsequently extended to incorporate the upper reaches of the Waipa River through the passing of the Waipa River legislation in 2012. It can only be altered by a change to the legislation or by the Waikato River Authority, as the statutory body appointed by the Crown.

The Vision and Strategy is deemed in its entirety into the Proposed RPS and regional and district plans must give effect to it. Importantly, if there is any inconsistent provision in any RMA planning document, including any national policy statement, the Vision and Strategy prevails.

IAP2's Public Participation Spectrum



Increasing Level of Public Impact

	Inform	Consult	Involve	Collaborate	Empower
Public participation goal	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.
Promise to the public	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
Example techniques	<ul style="list-style-type: none"> ■ Fact sheets ■ Web sites ■ Open houses 	<ul style="list-style-type: none"> ■ Public comment ■ Focus groups ■ Surveys ■ Public meetings 	<ul style="list-style-type: none"> ■ Workshops ■ Deliberative polling 	<ul style="list-style-type: none"> ■ Citizen advisory Committees ■ Consensus-building ■ Participatory decision-making 	<ul style="list-style-type: none"> ■ Citizen juries ■ Ballots ■ Delegated decision

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Appendix 3 – Stakeholder Workshop Agenda

AGENDA

Stakeholder Workshop – Design of a Collaborative Stakeholder Group

Time/date	9.30 am-4.30 pm, Wednesday 28 August 2013
Purposes	To discuss forming a collaborative stakeholder group with a focus on developing recommendations for: <ul style="list-style-type: none">• composition of the group (i.e. what sectors should be represented)• preferred group size• skills required of representatives• preferred process for nominating members.
Venue	Centennial Lounge, Te Rapa Conference & Function Centre, Ken Browne Drive, Te Rapa, Hamilton
Preparation	Please review the <i>Draft Terms of Reference – Collaborative Stakeholder Group</i>

8.30-9.15 am	Registration (tea and coffee will be served)
9.30 am	Welcome, mihi and karakia Outline of the day Project overview Key questions arising from project overview
10.30 am	Morning tea Composition of Collaborative Stakeholder Group (sectors/interests) Size of Collaborative Stakeholder Group and allocation of seats to sectors Skills required for Collaborative Stakeholder Group
1.30 pm	Lunch Summary of morning's discussion on design of group Nomination process for Collaborative Stakeholder Group Next steps, feedback form
4.15 pm	Closing comments and karakia



Healthy Rivers
PLAN FOR CHANGE

Maniapoto Māori Trust Board
Raukawa Charitable Trust
Te Arawa River Iwi Trust

Wai Ora

HE RAUTAKI WHAKAPAIPAI

Tūwharetoa Māori Trust Board
Waikato Raupatu River Trust
Waikato Regional Council

www.waikatoregion.govt.nz/healthyrivers

Appendix 4 – Photos from the Workshop



Groups of participants in discussion



A birds eye view of collaboration

Collaboration in action!



Participants writing their statements and questions about the project on post it notes





The Workshop was intensive, facilitated and fun for the participants



Around 130 stakeholder participants attend the Workshop

Stakeholders took opportunities to talk to and learn about other sector groups



The Te Rapa Conference & Function Centre provided a large open space for the groups of participants





**Community Engagement
workstream leader Wendy
Boyce talks to a stakeholder**



**Facilitator Helen Ritchie and
Policy workstream leader
Justine Young share a laugh**



**Project Sponsor Vaughan
Payne smiles for the camera**



**Project Manager Jo Bromley
and Councillor Norm Barker
have a photo together**



The allocation of seats to sectors task (“bean exercise”) was a task that required much debate



Participants enjoyed presenting their group’s decisions to the whole workshop





Facilitator Helen Ritchie in her element

The sorting team categorising stakeholder questions about the project



A sub-facilitator, Gabrielle Parson, looks on as a group of participants discuss a task



Sticky walls were used to place the participants information in an easy to view and categorise manner

