

RFP - Project Leader

Upper Clutha Integrated Catchment Management Plan



INTEGRATED CATCHMENT MANAGEMENT PLAN	3
UCLT – WANAKA WATER PROJECT BACKGROUND	3
KEY INFORMATION	4
COMMUNITY VALUES AND INPUT	5
ICMP SCOPE	6
ICMP IMPLEMENTATION & OUTCOMES	7
ICMP PROJECT LEADER SKILLS	8
Appendix 1 - Outline ICMP Scope	9
Appendix 2 - Elements of best practice for effective integrated catchment management	12
Appendix 3 – Stakeholders & community groups	14
Appendix 4 – Upper Clutha Catchments Map	16
Appendix 5 – Process for managing Upper Clutha catchments	17

Integrated catchment management plan

The Upper Clutha Lakes Trust Board (UCLT) seeks to appoint a Project Leader to co-ordinate the development of an enduring integrated catchment management plan (ICMP) for the Upper Clutha catchments. This is a funded position within the five year Freshwater Improvement Fund Project (FIF) being managed by UCLT.

The ICMP seeks to enable the co-ordination of community actions by providing aligned leadership, development of an inclusive and collaborative communication strategy and process, and through working with the community to develop a comprehensive understanding of the lakes and waterway systems.

The Upper Clutha has diverse and complex catchments with many different types of water uses and users. The Upper Clutha community values the outstanding natural environment and prefers to be proactive rather than reactive.

UCLT believes that successful catchment management requires wide stakeholder engagement. UCLT is supporting and working with the community on several interlinked streams of work and the outputs from these projects will help to inform development of the ICMP.

- FIF Project
- Shaping our Future Taskforces (Queenstown and Wanaka) – collaboratively creating a long-term vision and roadmap for future generations
- Saber CULTURAL project – Dr Simone Langhans, ecosystem-based management plans for lakes and catchments
- ALREC – Alpine Lakes Research and Education Centre supporting the community vision for pristine lakes, rivers and streams

ICMP development represents a unique opportunity to guide the Upper Clutha community to share custodial responsibility for these nationally significant catchments with the regional and district councils. UCLT hopes that the ICMP can also be adapted to be used elsewhere in New Zealand.

UCLT – Wanaka Water Project background

In June 2018 UCLT secured FIF funding from the Ministry for the Environment (MfE), one of 34 projects nationally to improve freshwater management and the only project funded in the Otago region. The FIF fund focuses on water bodies in vulnerable catchments that are showing signs of stress, but which have not yet reached a tipping point.

The FIF project is sponsored by Otago Regional Council (ORC) with financial backing from Sargood Bequest, Million Metres (an initiative of Sustainable Business Networks) and Queenstown Lakes District Council (QLDC). The purpose of the FIF Projects is to protect water quality in the Upper Clutha catchments by limiting negative impacts of significant growth in agriculture, tourism and the urban environment.

The FIF project involves three key streams of work:

- Water planning: The development of a community-led water management plan supported by iwi, urban residents, tourism operators, visitors, farmers, scientists and regulators (Otago Regional Council and Queenstown Lakes District Council).

- Riparian Planting: Strategic plantings to restore riparian margins, led by Te Kāhano Aotearoa Trust in partnership with landowners, QLDC, ORC and other stakeholders.
- Applied research: Studying Wanaka stormwater runoff, supported by Catchments Otago and the University of Otago. This research will assess the effects of urban development on lake health and use results to define management measures.

UCLTB is focused on gaining a high level of community involvement across all three of the FIF work streams, in order to work out how to fix existing water issues and prevent any decline in water quality and ecosystem function.

A key milestone for the water planning work stream is:

That by December 2019 a collaborative water management plan will be developed and ready to be implemented, establishing the priorities for action to best manage the catchment, including community and iwi/hāpu values and input, catchment and lakes research questions and an annual review and decision process.

Key information

UCLT

UCLT is a charitable trust board incorporated under the Charitable Trusts Act 1957. The Trustees are Russell McGeorge (Chair), Jeff Donaldson, Calum MacLeod, Dr Don Robertson and Dr Amanda Bell.

Stakeholders

Stakeholders supporting and working with UCLTB include MfE, ORC, QLDC, Te Kāhano Aotearoa Trust, Sargood Bequest, Million Metres, University of Otago and Catchments Otago, Wanaka Community Board, Guardians of Lake Wanaka, Guardians of Lake Hawea, Department of Conservation, Forest & Bird, Shaping our Future, Fish and Game, MPI, Lake Wanaka Tourism, Deer Industry NZ, Criffel Station, Federated Farmers, Mt Aspiring Station and Mt Burke Station.

Project Leader

The Project Leader is an independent contractor role scoped as a 0.4 to 0.6 FTE position through to 31 December 2019.

The Project Leader may be an individual, supported by an organisation, or an organisation. The initial Project Leader appointment will be effective for the period September 2018 – December 2019 when the ICMP is due to be complete and ready for implementation. UCLT has a modest additional budget for the period January 2020 to June 2023 to provide for ongoing ICMP reviews and updates. Ideally, the Project Leader would continue to be involved with further ICMP refinements through to 30 June 2023, when the FIF project funding comes to an end.

Criteria for selection:

UCLT will use a range of criteria to evaluate potential Project Leaders, including face to face interviews. The ICMP is a complex undertaking, combining management of a broad project scope with balancing the needs of a diverse community.

The following is the minimum information to be provided by interested parties:

1. Prior experience related to catchment management and planning
2. Examples of past and current projects involving planning processes, community collaboration, stakeholder engagement, facilitation, bringing groups together

3. Proposed framework to be used to bring the ICMP together
4. Key personnel
 - a. qualifications and experience
 - b. communication skills (oral and written)
 - c. leadership and strategic thinking
 - d. financial management
 - e. availability, commitment
 - f. references
5. Estimated costs (including hourly rates and in-kind support offered, if any)
6. Comments on the Outline Scope
7. Reasons for wishing to be appointed Project Leader

Timeframe for appointment:

September 2018. The selection process involves final signoff by UCLT.

Reporting

The Project Leader will report to the FIF Governance Group. The role requires written reporting to funders and stakeholders, the FIF Governance Group (minimum six meetings per year) and quarterly milestone reporting.

The Project Leader will work closely with the FIF Water Plan Group and the FIF Project Manager on the development of the ICMP.

Contact information:

Mandy Bell, Chair FIF Governance Group Ph 027 443 4250 mandy@criffelstation.com

Community values and input

Freshwater stakeholders in the Upper Clutha include urban and rural residents, tourists, visitors, community groups, tourism operators, farmers (sheep, cattle, deer), agriculture, horticulture and aquaculture users, QLDC, ORC, Upper Clutha Lakes Trust, iwi (Ngai Tahu), Guardians of Lake Wanaka, Guardians of Lake Hawea, DOC, Fish & Game, University of Otago/Catchments Otago, Harbourmaster, Coastguard, commercial waterway users, recreational waterway users (anglers, boating, swimmers, water skiers), schools, Enviroschools, MfE, NIWA, LINZ, Landcare, AgResearch, Cawthron Institute, GNS, Touchstone and researchers from NZ and overseas.

UCLT has compiled community freshwater values from work done by ORC (From the Lakes to the Sea Nov/Dec 2017), Lake Wanaka Tourism, Shaping our Future forums, Shaping our Future's Upper Clutha Conservation Task Force report, LINK Upper Clutha, Beef & Lamb Mt Aspiring Field Day Workshops, key sections of the QLDC District Plan, Schedule 1 of ORC Plan Change 6A, Guardians of Lake Wanaka 2013 seminar¹ and community groups involved with freshwater.

¹ "Lake Wanaka – for better or for worse? Planning for the future. Seminar hosted by Guardians of Lake Wanaka 12 March 2013". See <http://www.doc.govt.nz/Documents/about-doc/role/guardians-of-lake-wanaka-seminar.pdf>.

ICMP scope

The ICMP scope is a framework integrating multiple strands:

- an enduring freshwater vision
- clear objectives and measurable outcomes
- iwi/hapu, community and local and regional government views and values
- policy, action and science requirements
- decision-making processes
- management methods (regulatory and non-regulatory)
- catchment issues, current and future

Development of the ICMP requires:

- Determining both what is and what is not part of the scope.
- Understanding the future usage of the document for implementation, and the audience it will address.
- Identification of current research streams and knowledge gaps.
- Developing an assessment process incorporating lakes bio-physical dynamics and lakes modelling.
- ICMP integration with existing plans such as Lagarosiphon Management Plan, ORC Water Plan, QLDC District Plan, Plan Change 6A.
- Ongoing collaboration with Dr Simone Langhans² to ensure SABER activities and outcomes inform the ICMP, including community values and expert opinions/modelling of alternate outcomes.
- Ongoing collaboration with the Wanaka Shaping our Future Water Taskforce to ensure the community's findings and recommendations inform the ICMP.
- Developing a process to facilitate Citizen Science activities and new opportunities arising from the community.
- Close management by the Project Leader to ensure ICMP development proceeds in accordance with the FIF project plan and that milestones are met.
- Establishing an ICMP review process.

It is expected that lack of meaningful data will affect the ICMP. Where this occurs, the ICMP should identify appropriate research questions.

The Project Leader will share information widely throughout the ICMP development process.

The outline ICMP scope is attached in Appendix 1. The outline scope is not exhaustive. The final scope will be determined in conjunction with the Project leader, taking into account a robust and in-depth community consultation process with the stakeholders and community groups listed in Appendix 3.

² Simone Langhans has received a Marie-Skłodowska Curie grant from the European Commission, supported by the University of Otago and the Basque Centre for Climate Change in Spain. Project titled SABER CULTURAL: Safeguarding Biodiversity and Ecosystem seRvices by integrating CULTURAL values in freshwater management. The SABER project runs for 2 years alongside the ICMP.

ICMP implementation & outcomes

The final expected outcomes from the ICMP will be detailed by the Project Leader in the first phase of the project, organised using the ISO framework of “plan-do-check-review” (refer Appendix 2).

Plan - planning and development phase

- Clearly state ICMP purpose and outcomes
- Clear understanding of issues and concerns
- Development of SMARTER (specific, measurable, affordable, realistic, time-bound, endorsed and relevant) objectives
- Identification of actions needed to effectively address the issues

Do – implement the plan

- Literature review including existing plans and policy
- Include input from QLDC/ORC from water sections of Plans and Policy statements
- Review of available data and assessment of attribute measurements needed
- Establish baseline measures and desired future (enduring) state
- Prepare the ICMP plan
- Document possible management actions for catchments and lakes
- Document implementation steps and required resources
- Define the gaps and projects needed to remedy the gaps
- Identify monitoring requirements (current and future)

Check - evaluate

- How to monitor ICMP outcomes in conjunction with relevant bodies
- Measure progress against baseline indicators
- Capture information to support additional projects

Review – continued monitoring in conjunction with stakeholders

- How to determine if ICMP is/was effective (both short and long term measures)
- Monitor policy changes, land use changes
- Knowledge sharing (stakeholders, other community water groups)
- Any change in baseline indicators required

ICMP Project Leader Skills

Skill matrix for Project Leader

- Leadership and facilitation
- Excellent communication, both written and oral
- Strong project management skills, able to deliver the ICMP on time – handle multiple concurrent activities/objectives, pull together all the strands, writing the plan in plain language
- Integrator & collaborator with broad understanding of water quality issues & knowledge - integrating skillsets, knowledge, networks, people (team approach)
- Expert knowledge - need to understand integrated catchments & science (not single dimensional)
- Modelling of outcomes; working with experts
- Prior Water Plan experience and advantage
- Good networks, able to foster community trust and embrace all the different groups/viewpoints
- Passionate about water
- Preferably Central Otago based

Appendix 1 - Outline ICMP Scope

1. Understand existing community values/expectations
2. Determine what is and isn't in the ICMP (objectives)
3. Describe future state (outcomes):
 - a. Ecosystem function
 - b. Biodiversity in water
 - c. Biosecurity (management of existing pests, avoidance of future pests)
 - d. Goals, eg for
 - Water quality
 - Nutrient limits
 - Trophic Level Index
 - Pathogen limits
 - Sediment, landslides & wash-outs (into water)
4. Review and model risks to rivers, wetlands, aquifers and lakes in the Upper Clutha using inputs from Science actions to establish guidelines and limits:
 - a. Urban development
 - Stormwater
 - Urban run-off toxins
 - Pathogens (viral, bacterial, protozoan)
 - Existing & future infrastructure needs
 - Rooding run-off
 - Nutrients – nitrates, phosphates, ammonia
 - Sediment run-off
 - b. Rural development
 - Herbicides, pesticides, fertilisers, top dressing
 - Burn-offs
 - Pathogens (viral, bacterial, protozoan)
 - Nutrients – nitrates, phosphates, ammonia
 - Sediment run-off
 - Loss of wetlands
 - Consented water volumes - irrigation/industry
 - c. Tourism/recreation
 - d. Flora and fauna
 - e. General
 - Policy and regulations
 - Use of technology
 - Flow reduction, level reduction, off-take
 - Bacterial, viral and protozoan pathogens
 - Biosecurity breaches, pest spread
 - Biological (e.g. species mix) and ecosystem function change, loss of biodiversity, loss of top predators (eels)

- f. Climate change
 - Temperature increase, wind increase, rainfall change, snow melt
- 5. Review existing plans and projects and determine how these integrate with the ICMP:³
 - a. Existing plans
 - ORC, QLDC legal requirements
 - National Policy Statement – Freshwater Management, Biodiversity
 - b. Existing and past projects
 - Lake snow, 380 Lakes, Lagarosiphon
 - Saber
 - Guardians of Lake Wanaka 2013 Seminar
 - Shaping our Future Water Taskforce
 - Touchstone
 - ORC SoE monitoring
 - Industry - Beef & Lamb, Deer Industry NZ, Federated Farmers
 - Te Kākano riparian planting
 - Other
- 6. Develop a catchment plan – one component of the whole consistent with Appendix 2 steps.
 - a. Document the desired future state of the Upper Clutha catchments
 - Define the catchments
 - Define the communities – rural, tourism, urban
 - What are the issues, current state, activities and where need to be/goals/limits?
 - KPI's
 - First steps – intermediary steps – long term
 - b. Needs analysis to deliver the future state
 - Research gaps
 - Modelling of proposed solutions
 - Scope and assessment of each solution
 - c. Identify baseline indicators.
 - d. Identify measures for social, economic, cultural and environmental outcomes, including:
 - Environmental
 - quality/ecosystem health & integrity maintained & improved
 - water quality and ecosystem health at or above level set through community and/or farm targets
 - water leaving properties at or above the standard of that entering the properties
 - environmental flow requirements of streams maintained
 - soil condition and health maintained and/or enhanced

³ There are limits to what ORC & QLDC can resource and fund. The ICMP will identify what is and is not covered by QLDC/ORC Long Term Plans.

- areas of high erosion risk land protected
- off-site environmental impacts of activities minimised
- biodiversity values recognised and maintained and/or enhanced

Social

- strong partnerships developed between stakeholders, with a focus on improved environmental quality for the long term
- on-farm and community lifestyle maintained or improved
- improved social harmony and reduced conflict on environmental issues

Cultural

- cultural and community values recognised and protected
- involvement/partnerships
- cultural health index/tangata whenua

Economic

- understand what is within and what is outside the community's control
- water quality and ecosystem functions meet community and tourism expectations
- efficient water use
- maintained productive capacity of the soil resource
- strengthened value-added opportunities
- costs and benefits of resource management shared equitably
- economic viability of enterprises and industries is understood
- infrastructural assets protected and damage from adverse events minimised
- cost of ICMP implementation and solutions

e. Delivery of solutions

- timeframe for delivery
- integration of solutions
- entities able to deliver on proposed solutions
- gaps
- implementation – action plan

f. Review process

- Enduring
- Leadership
- Community engagement

7. Assess and prioritise planting opportunities, linked to outcomes:

- a. Riparian planting candidate reaches/catchments
- b. Wetland creation/restoration candidate areas

8. Identify research questions, monitoring requirements, evaluation

- a. To address all of the above.
- b. Literature review.
- c. Include natural versus human influence (national park run-off vs developed land run-off).

Appendix 2 - Elements of best practice for effective integrated catchment management⁴

- 1 Plan: first order objectives – enabling conditions and elements of a good plan
 - 1.1 Planning
 - 1.1.1 Use of science, monitoring local and traditional knowledge to identify issues and drivers, identify an appropriate scale for the plan/project, set baseline and identify benchmarks to inform the setting of measurable objectives
 - 1.1.2 Internal and external stakeholders and their motivations are identified.
 - 1.1.3 Collaborative planning with all stakeholders
 - 1.1.4 Multidisciplinary planning with team approach amongst all stakeholders
 - 1.1.5 Vision defined for high level/ strategic outcomes with all stakeholders
 - 1.1.6 Management plan has clear logic, issue identification based on well developed fact base, SMARTER (specific, measurable, affordable, realistic, time-based, endorsed and relevant) objectives that are directly linked to resolving identified issues, anticipated 1st, 2nd and 3rd order outcomes and indicators (including for drivers and pressures) and articulated roles and responsibilities.
 - 1.1.7 Consideration of use of a range of implementation methods and tools
 - 1.1.8 Combination of short and long-term actions and outcomes
 - 1.1.9 Plan easy to use, to understand clearly workable and accessible to all stakeholders
 - 1.2 Legal and policy factors
 - 1.2.1 Plan consistent and integrated with other plans, policies and budgets
 - 1.2.2 Plan consistent with Treaty of Waitangi principles
 - 1.2.3 Can be strengthened by legislative framework and regulatory tools
 - 1.2.4 Consideration of all four wellbeings (Social, Cultural, Economic and Environmental) under Resource Management Act and Local Government Act
 - 1.3 Commitment and capacity
 - 1.3.1 Plan/ project sponsors clearly identified and roles and responsibilities of all parties spelled out and agreed (job descriptions, technical requirements & qualifications)
 - 1.3.2 Ability/capability of the ICMP to inform those implementing the ICMP (internal and external project staff and/or volunteers) to understand and work with policies, plans and hence fulfill their roles
 - 1.3.3 Ability/capability of project staff and/or volunteers to understand and work with technical information
 - 1.3.4 Local champions or representatives identified (where relevant)

⁴ Ministry for the Environment: Integrated Catchment Management – a review of literature and practice; A report by Environmental Communications Ltd; June 2010
<https://www.mfe.govt.nz/sites/default/files/Integrated-Catchment-Management-literature-practice-review.pdf>

- 1.3.5 Ability/capability/resourcing of project staff and/or volunteers to understand social processes and work collaboratively in multi-stakeholder situations including facilitation experience and supporting institutional and stakeholder group participation to achieve co-management
- 1.3.6 ICMP funding – priorities, projects already funded, adequate budgets for new projects (each specific implementation project) allocated to appropriate parties over appropriate timeframes
- 2 Do: second order outcomes – uptake and changed practices
 - 2.1 All stakeholders are actively engaged in ICMP implementation (public/private sectors, institutions, iwi and community)
 - 2.2 Positive changes in behaviours directly affecting resources of concern are visible at all levels of influence (land managers, public interest groups, iwi, local government)
 - 2.3 Implementation is documented and follows plan using adaptive management
 - 2.4 Project is flexible and able to take advantage of opportunities as they arise
- 3 CHECK: third order outcomes – monitoring the extent to which the plan delivers
 - 3.1 Monitoring and measurement of indicators for outcomes (Social, Cultural, Economic and Environmental) undertaken at all key points in the project cycle (short term, ongoing)
 - 3.2 Stakeholders/iwi engaged in monitoring
 - 3.3 Evaluation of monitoring results occurs in appropriate forums
 - 3.4 Targeted environmental and other wellbeings are maintained, restored or improved against baseline indicators, appropriate benchmarks and measurable objectives
- 4 REVIEW: Getting to fourth order outcomes by learning, adaptive management and sustainable management/development (5 – 10 yearly)
 - 4.1 Project outcomes reviewed against ICMP, project plan and objectives of any funding strategy and its implementation, using monitoring results across all four wellbeings under Resource Management Act and Local Government Act
 - 4.2 Review engages internal and external stakeholders and iwi
 - 4.3 Review times linked to decision making and budgetary timeframes
 - 4.4 Review findings linked to adaptive management, supporting organizational learnings and changed practices including policies as well as other plans and programmes
 - 4.5 New ICM projects build on knowledge from previous reviews in learning-centered organisations

Together these four frameworks provide a common terminology that promotes clarity and consistency in discussions of ICMPs.

Landcare Research has compiled an extensive list of links to Best Management Practices, Best Environmental Practices and Guidelines to assist with the management of catchments, coasts and our natural environment.

<http://icm.landcareresearch.co.nz/knowledgebase/bmps/>

Appendix 3 – Stakeholders & community groups

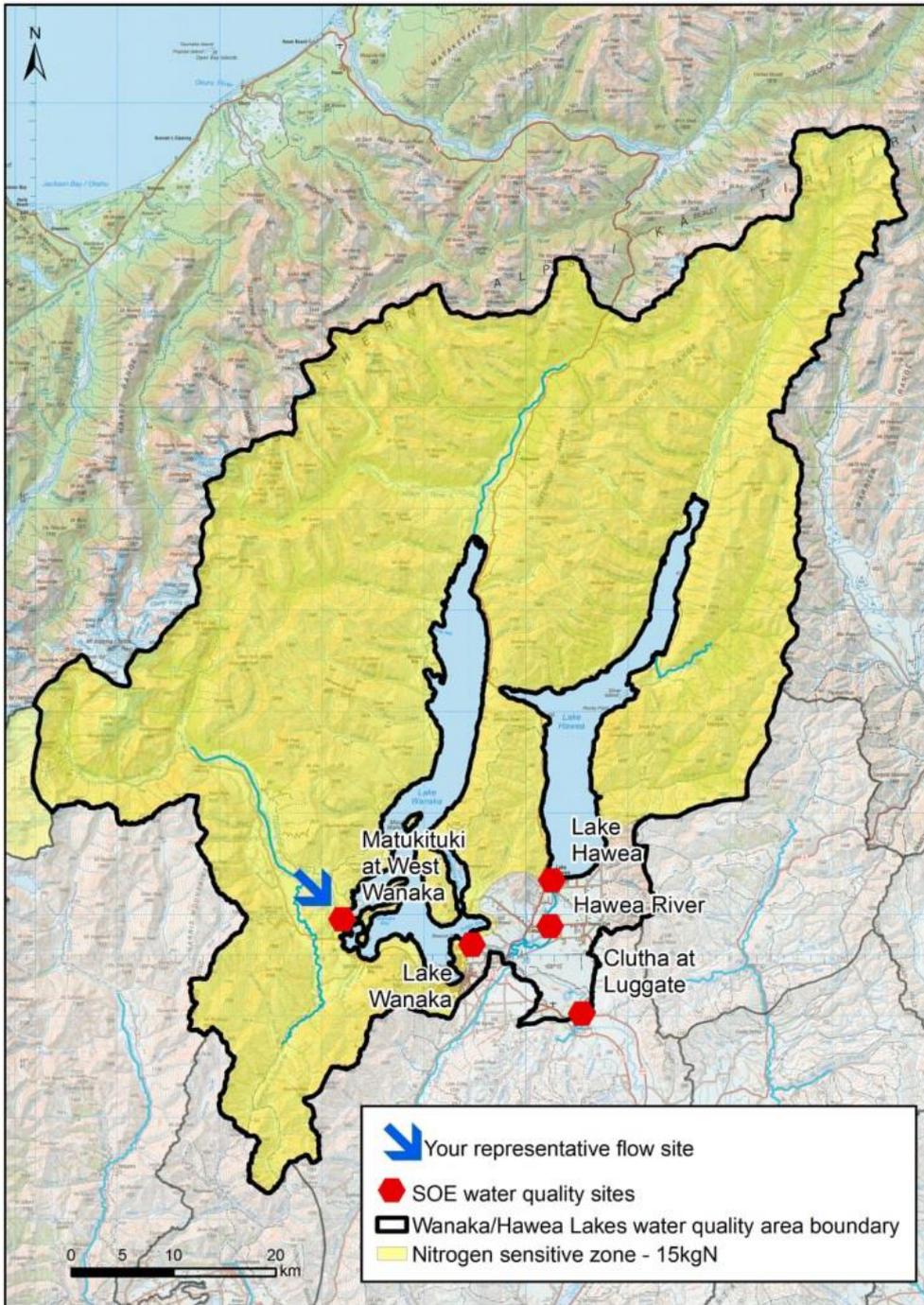
Ngai Tahu 4 Runanga: Puketeraki (Karitane); Moeraki; Otakou; Hokonui	Adventure Wanaka
AgResearch	Alpine Lakes Research and Education Centre
Alpine Fishing Guides	Beef and Lamb
Cardrona Landcare Group	Cardrona Distillery
Catchments Otago & University of Otago	Clutha Fisheries Trust
Cawthron Institute	Coastguard Wanaka Lakes
Clutha River Jets	Criffel Station, Criffel Water
Contact Energy	Department of Conservation
Deer Industry NZ, NZDFA	Eco Wanaka Adventures
Environment Canterbury	Environment Southland
Federated Farmers	Forest and Bird, Central Otago branch
Freemasons Charity Wanaka	Friends of Lake Hayes
GNS	Go Jets Wanaka
Grebe conservation (John Darby)	Guardians of Lake Hawea
Guardians of Lake Wanaka	Harbourmaster
Hatch Fly Fishing Wanaka	Hawea Community Association
Lake Wanaka Catchment Group	Lake Wanaka Tourism
Lake Wanaka Yacht Charters	Lakes Environmental projects
Landcare Research	Landcorp
LINK Upper Clutha	LINZ
MBIE	Million Meters
Ministry for the Environment	MPI
Mt Aspiring Station	Mt Burke Station

Upper Clutha Lakes Trust

Wanaka Water Project ICMP 22 August 2018

NIWA	NZ Landcare Trust
Otago Conservation Board	Otago Fish and Game Council
Otago Museum	Otago Regional Council
QLDC	River Journeys
Royal Society	Saber CULTURAL project
Sargood Bequest	Schools - MAC, Hawea, Holy Family, enviroschools
Shaping our Future	Southern Lakes Masters Swimming Club
Southern Rivers Flyfishing	Tarras Water Users Group
Te Kākano Aotearoa Trust	Telford Fishing and Hunting
Touchstone	UC Angling Club
University of 3rd age (2 groups)	Upper Clutha Lakes Trust Board
Veolia	Wanaka Adventures
Wanaka Catchment Group	Wanaka Chamber of Commerce
Wanaka Community Board	Wanaka Fly Fishing
Wanaka Lake Swimmers	Wanaka Rowing Club
Wanaka Yacht and Power Boat Club	

Appendix 4 – Upper Clutha Catchments Map



The area of the ICMP also includes catchments of the Cardrona River and Luggate Creek.

Appendix 5 – Process for managing Upper Clutha catchments

