

# Agenda

## Westport Flood Resilience Steering Group Meeting 4

**Date:** 28<sup>th</sup> September 2023 **Time:** 11:00am – 12 noon  
**Location:** DIA Room 1.02, 45 Pipitea St Wellington (note this is a room change)  
via MS Teams  
[Click here to join the meeting](#)

**Members:** Mike Mendonça (Chair) Darryl Lew, CEO, WCRC  
Peter Haddock, Chair, WCRC Steve Gibling, CEO, BDC  
Brett Cummings, Deputy Chair WCRC Paul Barker, DIA  
Mayor Jamie Cleine, Mayor, BDC Simon Chambers, NEMA  
Deputy Mayor Andrew Basher, BDC Francois Tumahai, Ngati Waewae

**In Attendance:** Daniel Bellam, DIA Sam Scott, WCRC  
Nic Costley Penny Bicknell  
Peter Blackwood, WCRC Graeme Campbell  
Mark Healy

No	Item		Lead	
1	Welcome		Chair	5m
2	Apologies		Chair	
3	Declarations of interest		Chair	
4	Confirmation of minutes (previously circulated)		Chair	
5	Status report	Report	Penny Bicknell	5m
6	Programme risk register	Report	Penny Bicknell	10m
7	Update: design reconciliation	Report	WCRC	20m
8	Strategic communications and engagement: approach and resourcing	Report	BDC	10m
9	Communications and engagement from this meeting	Discussion	Nic Costley	5m
10	Next meeting (proposed November)		Chair	
11	Closure		Chair	

# Resilient Westport Steering Group

## Minutes

Friday, 25<sup>th</sup> August 2023 10.00am - noon

### Present:

Mike Mendonça, Chair  
Mayor Jamie Cleine, BDC  
Deputy Mayor Andrew Basher, BDC  
Steve Gibling, CEO, BDC  
Sean Judd, (Previous Acting CEO), BDC

Peter Haddock, Chair, WCRC  
Brett Cummings, Deputy Chair, WCRC  
Darryl Lew, CEO, WCRC  
Paul Barker, DIA  
Simon Chambers, NEMA

### In Attendance:

Graeme Campbell  
Peter Blackwood  
Mark Healy

Paul Zaanen, BDC  
Connor McErlich, DIA  
Penny Bicknell

### Apologies:

Francois Tumahai, Te Rūnanga o Ngāti Waewae

#### 1. Welcome and Introduction

The Chair welcomed Steering Group members, and those in attendance.

#### 2. Apologies

Apologies were accepted from Francois Te Rūnanga o Ngāti Waewae.

#### 3. Declaration of interest

There were no declarations of interest for matters on the agenda.

#### 4. Confirmation of Minutes

The Steering Group approved the minutes from the 4 August 2023 meeting.

#### 5. Status and risk reporting

The Steering Group **noted** the need to identify programme risks and mitigation responses. BDC and WCRC agreed to meet to agree overall programme risks that can be presented back to the Group at the next available meeting.

#### 6. Updates

The Steering Group received updates on the following items.

##### *a. Structural flood protection design reconciliation*

It was **noted** that a team consisting of Graeme Campbell, Peter Blackwood, and Mark Healy will work on the flood bank design reconciliation. They will report to the West Coast Regional Council who will then bring any recommendations or actions back to the Steering Group for its consideration. A technical workshop will be convened in Wellington on 29 August as part of this process.

##### *b. Replenishment of catastrophe fund*

The Steering Group noted that WCRC had provided information to DIA to support the replenishment of the catastrophe fund from the allocated Crown funding.

##### *c. Improved CDEM management*

The Steering Group **noted** that recruitment is underway to grow capability in this area.

##### *d. Early warning system and flood monitoring*

It was **noted** that discussions had taken place between WCRC and NIWA about the early warning system and Buller flood modelling. Availability of the model to West Coast Regional Council staff was identified as an issue needing further consideration.

*e. Quick wins*

It was **noted** the survey works on the floating lagoon have been completed. WCRC is waiting on final Geotech reports which are expected to be completed in the following week.

*f. Organs Island*

It was **noted** that discussions on the transfer of ownership of Organs Island had taken place between DIA and LINZ (who currently administer the land). Further conversations are needed between DIA, LINZ, DOC and WCRC to firm up the appropriate mechanism for transfer. Clarification of requirements for transfer, such as surveying and valuation, will be needed before draw down of funding can proceed.

## **7. Funding agreements between the Councils and DIA**

The Steering Group noted arrangements for accessing Crown funding including:

- Westport flood resilience funding will be drawn down from a tagged contingency into Vote: Internal Affairs as a Non-Departmental Output Class (NDOC) appropriation.
- Separate funding agreements between DIA and the two councils will need to be signed. These agreements were currently sitting with each Council for confirmation / acceptance.
- Councils can then invoice DIA for eligible costs that are supported by the Steering Group (such as costs for the redesign of the flood protection and Chair/ Secretariat functions).

## **8. Master planning and low risk land acquisition**

The Steering Group received an update from BDC on master planning and strategic land acquisition.

## **9. Communications and engagement from this meeting**

The Steering Group **noted**:

- The ongoing flood risk to the Westport and Buller community.
- The need to proactively communicate with the community particularly on progress with the programme;
- A potential need for reconsideration of governance and engagement costs within the overall programme budget to account for a more active and higher profile communication/engagement strategy.

The Steering Group **agreed** to the following:

- a media release on 'quick win' projects and the work to be undertaken with the funding to be drawn down following Ministerial approval;
- the meeting minutes from the last meeting will be made public on the WCRC website.

## **10. Next meeting**

The Steering Group agreed to meet remotely on 28<sup>th</sup> September 2023 for one hour to consider the following work programme items:

- Item 5 – status updates and risk reporting;
- Item 6 a - update on the structural flood protection redesign work
- Item 6 d – flood monitoring and modelling; and
- Item 6 f – Organs Island.

**No other matters were raised. The meeting closed at 12:00pm**

Next meeting – 28<sup>th</sup> September 2023 (time and location to be confirmed).

## Resilient Westport Steering Group

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**Title:** Status Report

**Date:** 24 September 2023

**Principal Author:**

**Authorised by:** Mike Mendonça, Steering Group Chair

### **Purpose**

To provide the Steering Group with a snapshot of progress with the overall programme.

### **Recommendations**

It is recommended that the Westport Flood Resilient Steering Group:

- **Notes** the draft status report, and provides feedback on the format and content.

### **Background**

The Resilient Westport Steering Group is responsible for requesting reports and information to ensure the Steering Group has adequate visibility to make decisions, monitor performance and provide direction. A high level programme status report has been developed for this purpose and the first iteration is attached, the report will be matured as the programme progresses. It is intended that this report is a standing agenda item, and that it is a living document.

### ***Attachment***

Draft Status Report

<b>Initiative</b>	<b>Crown Funding</b>	<b>Lead</b>	<b>Status</b>	<b>Notes</b>
<b>Protect</b>				
Westport ring-bank (Option B), plus Carters Beach (plus WCRC \$10.2m)	\$15.6m \$0.3m redesign	WCRC		Redesign reconciliation update to be provided 28 September Steering Group
Organs Island reforestation	\$1.5m	WCRC		DIA assisting to connect WCRC, DOC and LINZ to progress
Immediate works on Buller riverbank	\$1.0m	WCRC		Planning underway
Contingency	\$1.0m	DIA		Ministerial approval provided for drawdown of funds from tagged contingency to Vote: Internal Affairs
<b>Avoid</b>				
Councils to report back to Govt on strengthening planning rules to limit further development and intensification in locations at high risk of flooding		BDC		Work in progress
<b>Retreat/relocate</b>				
Development plan at <del>Alma Road</del> in <u>low risk</u> areas to ensure positive community outcomes	\$0.50m	BDC		Ministerial approval provided for drawdown of funds from tagged contingency to Vote: Internal Affairs. Master planning underway.
Feasibility study into strategic land purchase at <u>low risk</u> <del>Alma or other</del> sites	\$0.25m	BDC		Not yet started - dependent on master planning
Adaptation Relief Fund to assist owners in areas like Snodgrass	\$2.0m	BDC		Not yet started, scoping required
<b>Accommodate</b>				
CDEM capability	\$0.5m	WCRC		Ministerial approval provided for drawdown of funds from tagged contingency to Vote: Internal Affairs. Work underway supported by NEMA
Sea-level monitor/tide-gauge Enhanced early warning system	\$0.25m	WCRC		Ministerial approval provided for drawdown of funds from tagged contingency to Vote: Internal Affairs.
<b>TOTAL</b>	<b>\$22.9m</b>			

# Resilient Westport Steering Group

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**Title:** Programme Risk Register

**Date:** 24 September 2023

**Principal Author:**

**Authorised by:** Mike Mendonça, Steering Group Chair

## Purpose

To provide the Steering Group with a summary of current programme risks and their mitigation.

## Recommendations

It is recommended that the Resilient Westport Steering Group:

- **Notes** the draft risk register attached.
- **Endorses** the draft framework proposed.
- **Approves** the detailed risk and treatments described.

## Background

The Steering Group's terms of reference outline the Group's responsibility to ensure that risks and issues are identified, mitigated, managed and appropriately escalated. A risk is defined as *circumstances that could occur in the future and would have an adverse impact on components of the programme*.

The Steering Group is focussed on risks to the *programme*, rather than risks to *projects*. *Project* risks are the responsibility of sponsor Councils to manage. Through early identification of risks, action plans can be put in place to eliminate or significantly reduce the impact of a potential risk.

At the Steering Group meeting on 25<sup>th</sup> August, BDC and WCRC agreed to meet to agree overall programme risks that can be presented back to the Group. BDC and WCRC plan to meet in early October. In the meantime a draft register has been established in order to collate programme risks that have been identified to date, and the first iteration is attached. It is intended that this register is a standing agenda item, and that it is a living document.

The risk register will be updated with feedback from the Steering Group.

## Attachment

Draft Risk Register

		IDENTIFY				ASSESS			TREAT				ALLOCATE		REVIEW & MONITOR				
Risk ID	Risk Name	Risk (Event & Result) Description	Risk Type	Date Raised	Raised By	Likelihood (Initial)	Impact (Initial)	Initial Risk Rating	Mitigation Description	Likelihood (Residual)	Impact (Residual)	Residual Risk Rating	Mitigation Action Owner	Mitigation Action Due Date	Progress Update Log	Next Review Date	Trend	Status	Date Closed
				(dd/mm/yy)															(dd/mm/yy)
Rw001	Steering Group parties unable to agree	If Steering Group members are unable to reach agreement on key decisions, public support is likely to erode	Scope	24 Sep 2023	Steering Group Chair	Unlikely	Major	High (10)	Clear agreed terms of reference Principles of engagement agreed No surprises policy All media releases via Chair	Unlikely	Minor	Low (2)	RWSG Chair	30 Jun 2023			=	Open	
Rw002	Public frustration at inaction	If the general public perceives that progress is too slow, people may take their own action and confidence in the Steering Group will be undermined	Schedule	24 Sep 2023	Steering Group Chair	Likely	Major	High (12)	Communications and engagement plan that ensures easily available and up to date science and evidence Public access to Steering Group reports and papers	Likely	Major	High (12)	All RWSG members	30 Jun 2023			=	Open	
Rw003	Further flooding or other natural disaster	If there is another extreme weather event (or other natural hazard) while the Steering Group is determining the way forward, there is likely to be substantial psycho-social impact and recrimination, with possible insurance withdrawal	Health & Safety	21 Sep 2023	BDC WCRC	Unlikely	Severe	Extreme (13)	Early warning and communication of risk Short term measures activated	Unlikely	Moderate	Medium (6)	Councils	30 Jun 2023			=	Open	
Rw004	Integration of stormwater systems	If the ringbank is not integrated with the stormwater system, the integrity of the programme may become compromised. This could be exacerbated if 3W reform proceeds	Benefits	21 Sep 2023	BDC WCRC	Unlikely	Major	High (10)	Integrated planning between WCRC and BDC BDC sufficiently resourced for SW	Unlikely	Moderate	Medium (6)	Councils	TBC			=	Open	
Rw005	Operating costs of managing assets	The addition of new assets will have an operating cost that will put pressure on the community	Budget	21 Sep 2023	BDC WCRC	Likely	Major	High (12)	Advice to Councils and RWSG to be supported by analysis that indicates likely impact on rates	Likely	Major	High (12)	Councils	28 Sep 2023			=	Open	
Rw006	Delay in Government decisions	If Ministerial decisions are delayed, the programme progress may slip	Schedule	24 Sep 2023	DIA	Likely	Major	High (12)	Draw downs progressed as early as possible Early engagement with Ministers post election	Likely	Major	High (12)	DIA	14 Oct 2023			=	Open	
Rw007	Masterplanning - delays	If masterplanning takes significantly longer than expected, dependent projects may drift resulting in inaction	Schedule	24 Sep 2023	Steering Group Chair	Unlikely	Major	High (10)	Project plan with clear milestones Significant community engagement	Unlikely	Major	High (10)	BDC	TBC			=	Open	
Rw008	Masterplanning - community engagement	If masterplanning does not bring the community along, a large portion of the work programme is unlikely to proceed	Resource	04 Sep 2023	BDC	Likely	Severe	Extreme (14)	To be determined 28/9	Likely	Severe	Extreme (14)	BDC	TBC			=	Open	

# Resilient Westport Steering Group

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**Title:** Design Reconciliation

**Date:** 24 September 2023

**Principal Author:**

**Authorised by:** Darryl Lew, CEO West Coast Regional Council

## Purpose

To seek Resilient Westport Steering Group endorsement of the flood bank design reconciliation.

## Recommendations

It is recommended that the Resilient Westport Steering Group:

- **Receives** the report (attached separately).
- **Notes** that the report writers are confident that the concept design for the structural solutions described in the business case is sound and that the identified issues can be addressed through the refinement of the design in the preliminary design, consent and tender phase.
- **Endorses** the report as the basis of advice to Ministers for the drawdown of funds.

**Attachment** (attached as a separate file)

Te Uru Kahika: Resolution of Issues Raised by the Review of the Kawatiri Westport Flood Resilience Project Better Business Case, 22 September 2023



# Resilient Westport Steering Group

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**Title:** Resilient Westport – Communication and Engagement Strategies

**Date:** 28 September 2023

**Principal Author:** Penny Bicknell

**Authorised by:** Steve Gibling, CEO Buller District Council

## Purpose

To provide the Resilient Westport Steering Group with a work programme to develop a Communication and Engagement Strategy that will inform overall programme costs and deliverables.

## Recommendations

It is recommended that the Resilient Westport Steering Group:

- **Notes** the work programme provided.
- **Endorses** the proposed Work Programme being undertaken.
- **Endorses** the request to drawdown **\$15,000** to engage a selected Communication and Engagement Specialist to provide a high level communication and engagement strategy.
- **Endorses** that the Chief Executives of Buller District Council and West Coast Regional Council have delegated authority to appoint a specialist to undertake the works described within the work programme.

## Background

At the previous meeting of the Steering Group, the Group noted the need to proactively communicate with the community particularly on progress with the programme. The Group also noted the need for reconsideration of governance and engagement costs within the overall programme budget to account for a more active and higher profile communication/engagement strategy.

The purpose of this document is to initiate the development of that high level Communication and Engagement Strategy that will weave together synergistic and concurrent work packages that spread over several agencies involved in the recovery and resilience planning for Westport.

## Discussion

It is clearly understood that meaningful and iterative engagement is core critical to Climate Adaptation and doubly so in a disaster response/recovery context such as the one that Westport is currently experiencing.

To address this, and to ensure that at a high level the intentions of workstreams are understood within the community, even if not completely supported, there is a desire shown by both Regional and District Council to run engagement activities which align with the PARA framework and the approved funding streams under the Multi Tool Business Case.

Although the primary focus of the development of the Communication and Engagement Strategy is in respect to the Multi Tool Business Case outcomes, due consideration will be given to the Business as Usual workstreams to ensure all communications are streamlined – communities need to be aware of the works that have been undertaken, are currently proposed and those that are future focused

Five distinct tranches of work are occurring which should be woven together to address community frustration and assist in gaining participation in pending workstreams.

1. **Multi Tool Business Case Outcomes**
2. **Special Projects/Crown interventions since flood events.**
3. **Master Planning**
4. **Climate Change Adaptation**
5. **Business As Usual activity**

Due to the complexity and nature of the projects it is deemed appropriate to engage a subject matter expert to assist the Steering Group and both Councils to develop a Communication and Engagement Strategy.

	Inform	Consult	Involve	Collaborate	Empower
Public Participation Goal	One-way communication providing balanced and objective information to assist understanding about something that is going to happen or has happened.	Two-way communications designed to obtain public feedback about ideas on rationale, alternatives and proposals to inform decision making.	Public participation in the process, designed to help identify issues and views to ensure that concerns and aspirations are understood and considered prior to decision-making.	Working together to develop understanding of all issues and interests to work out alternatives and identify preferred solutions.	The final decision making is in the hands of the public.  Under the LGA 2002, the Mayor and Councillors are elected to make decisions on behalf of their constituents.
Promise to the public	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns 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 that decision.	We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decision to the maximum extent possible.	We will implement what you decide.
Example tools	<ul style="list-style-type: none"> <li>• Factsheet</li> <li>• Website</li> <li>• Social media</li> <li>• Public notices</li> </ul>	<ul style="list-style-type: none"> <li>• Formal submissions and hearings</li> <li>• Focus groups</li> <li>• Online surveys</li> </ul>	<ul style="list-style-type: none"> <li>• Workshops</li> <li>• Focus groups</li> </ul>	<ul style="list-style-type: none"> <li>• External working groups (involving community experts)</li> </ul>	<ul style="list-style-type: none"> <li>• Binding referendum</li> <li>• Local body elections</li> </ul>

Figure 1 - IAP2 Engagement and Stakeholder Matrix

## Outputs

### High-level communication and engagement strategy

***This package of work will provide the Steering Group with an overview of engagement and communications required and will also provide an indication of the total project costs to be expected.***

#### **Estimated Delivery Time: 1 - 3 Months**

- Provide a run-sheet of activity that merges with known Consultation and Engagement activities
- Clearly articulate the methodology and timing of communication and engagement

- Interconnect the workstreams that are the responsibility of several agencies to ensure that the Westport Community has the ability to engage meaningfully
- An opportunity for:
  - Enhancement of community participation, ownership and support of various work packages
  - A 'one stop shop' approach to engaging with the Westport Community
  - Engaging with the Community in the process to ensure they are on board for the journey.

The creation of a staged Communication and Engagement Strategy will showcase activities and provide a base line for the relevant agencies to ascertain the total dollar value associated with the work.

*Stage one will comprise of the following activities (stage two will be the enablement of the strategy):*

Appointment of a relevant SME, appointed by the CEOs of WCRC and BDC, that will work collaboratively with WCRC, BDC and Steering Group members to develop a Communication and Engagement Strategy.

The appointed SME will work collaboratively and cross agency in the creation of a Communication and Engagement Strategy and Delivery plan.

A draft will be presented to the Steering Group for approval or amendment.

This package of work will also provide the agencies with a Delivery Plan to enact the Communication and Engagement Strategy, which will assist the relevant agencies in allocating a project budget to Communication and Engagement.

## **Conclusion**

All parties agree that community engagement and communications are critical to the success of various work streams and understand the risk presented if engagement is not a central element of our respective works.

To this end a detailed scope will be developed between WCRC and BDC and issued via an invited tender process to be administered by BDC.

A budget is still required for the work, Stage One will provide methodology and expected project costs for subsequent approval and budget allocations required.