

Agenda

Resilient Westport Steering Group Meeting 10

Date: 22nd March 2024

Time: 1pm – 3pm

Venue: ECan, 200 Tuam Street, Christchurch – Waiau Room

Teams Meeting: [Click here to join the meeting](#) Meeting ID: 423 604 177 863
Passcode: mav5f7

Members:

Mike Mendonça (Chair)	Darryl Lew, CEO, WCRC
Peter Haddock, Chair, WCRC	Steve Gibling, CEO, BDC
Brett Cummings, D/Chair WCRC	Paul Barker, DIA
Mayor Jamie Cleine, Mayor, BDC	Kathrine Biggs, NEMA
Francois Tumahai, Ngāti Waewae	Andrew Basher, D/Mayor BDC

Apologies:

In Attendance:

Daniel Bellam, DIA	Penny Bicknell (PM)
Peter Blackwood, WCRC	Amanda South (Comms)
Paul Zaanen, BDC	Mike Duff, BDC
Nathan Riley, BDC	

No	Item		Lead	
1	Welcome		Chair	
2	Apologies		Chair	
3	Declarations of interest		Chair	10m
4	Minutes (attached)		Chair	
5	Review of Actions		Chair	
5	Status report (attached)	Verbal update	Penny Bicknell	10m
6	Programme risk register (attached)	Verbal update	Penny Bicknell	15m
7	Update: DIA <ul style="list-style-type: none"> Briefing to Ministers Financial forecasts and template 	Verbal update	Paul Barker	15m
8	Scope and cost of designing an upgraded Westport stormwater system to integrate with the flood walls	Report	Steve Gibling	10m
9	SG approval of a one-year Comms and Engagement plan	Report	Penny Bicknell	5m
10	SG approval of reallocation of funding and option for Master Planning	Report	Penny Bicknell	10m
11	Discussion around Secretariat funding	To be tabled	Steve Gibling	10m
	Comms from this meeting		Chair	
	Agenda items for next meeting		Chair	
	Next meeting (proposed 24 May 10am – noon, BDC)		Chair	
	Closure		Chair	

	Who	Action	Status
1	Chair	Recirculate to Councils the strategic settings and programme benefits from the original business case to inform the reporting template adopted on 2 February 24.	Completed
2	WCRC	Present a report that outlines enhancing the early warning system (arrangements for wave buoy) to the next Steering Group meeting.	Agenda item for 24 May
3	Chair	Circulate Resilient Westport Steering Group agenda and presentations to WCRC for publishing. WCRC to redact commercially sensitive information prior to making material available.	Completed
4	DIA	Arrange an in-person meeting with Councils to resolve issues around communications and master planning and re-allocation of funding.	Completed
5	BDC	Outline to be provided to DIA describing how feasibility study into strategic land has been incorporated into Master Planning work streams.	Completed
6	BDC	A comms adviser to be engaged for a fixed term until 30 April using comms/engagement funding for the Secretariat. Contractor to be engaged by BDC for the period 26 February to 30 April.	Completed
7	BDC	A one-year Comms and Engagement plan to be prepared for Steering Group consideration incorporating input from DIA and WCRC.	Agenda item for 22 March
8	BDC WCRC	Prepare a report that outlines scope and cost of designing an upgraded Westport stormwater system to integrate with the ring bank. Report to incorporate: <ul style="list-style-type: none"> - Forming of integrated WCRC/BDC project team - Mike D, Penny, Peter B to discuss with CFO at BDC regarding cost of next stage of work - Scoping of project. 	Agenda item for 22 March
9	WCRC	Letter to DIA copied to Steering Group confirming that further technical investigations are to be funded as part of the structural flood protection project, meaning that remaining funding from the \$300k for technical redesign can be considered for reprioritisation. Required at DIA by 23 March.	Completed
10	WCRC	Furnish DIA with an overview of total structural flood protection project costs, stage gates for project, cost estimate of preliminary design and timing of its completion, and overall cost allocation between WCRC and Crown (including response to the questions in email to WCRC & BDC dated 20 February.)	Completed

Resilient Westport Steering Group Minutes

Friday, 2 February 2024 10am-12noon

Present:

Mike Mendonça (Chair)

Peter Haddock, Chair WCRC

Jamie Cleine, Mayor BDC

Andrew Basher, Deputy Mayor BDC

Darryl Lew, CEO WCRC

Steve Gibling CEO BDC

Katherine Biggs, NEMA

Paul Barker, DIA

In attendance:

Paul Zaanan

Daniel Bellam, DIA

Penny Bicknell

1. Welcome and introduction

The Chair welcomed Steering Group members.

2. Apologies

Apologies were accepted from Cr Brett Cummings, Deputy Chair WCRC, Francois Tumahai, Ngāti Waewae and Simon Chambers, NEMA.

3. Declarations of interest

The Chair advised a change in personal employment circumstances (he has accepted a position at Porirua City Council). Any conflict will be handled as outlined in the Steering Group's terms of reference.

Steering Group administrative tasks will pass to Penny Bicknell (Secretariat).

4. Confirmation of minutes

The minutes of the previous meeting (8 December 2023) were confirmed.

5. Status report

The Steering Group was updated on the programme status. The Secretariat noted there will be timeframe amendments and a re-assessment of the Government political landscape.

6. Programme risk register

The Steering Group was updated on the programme risk register (attached).

7. Update DIA

DIA gave an overview of the policy and Ministerial environment including the Government's 100-day plan priorities and Coalition agreement.

DIA also gave an overview of the draft dashboard template which focuses on key financial reporting but can also incorporate summary risk information which is already reported to the Steering Group. It was suggested that the Secretariat use this dashboard for consolidated reporting to the Steering Group.

There was interest in running a workshop on benefits realisation that draws on Government experience in benefits reporting as part of business cases.

DIA gave an update of liaison with other Government agencies in the context of developing low risk land in Westport.

The Steering Group:

- a. **noted** that the Chair will recirculate the benefits realisation work undertaken as part of the original business case.

- b. **noted** that Ministers stipulated in their June 2023 letter that their expectations must be met before funding for flood protection work – including structural work – can be drawn down;
- c. **noted** that unresolved elements of the redesign can be addressed by processes set out in the Te Uru Kahika review;
- d. **agreed** to adopt key revisions to the structural flood protection proposal from the initial business case that arise from the ten Te Uru Kahika review report recommendations, including: differing levels of protection across the flood protection design, minimising use of timber and/or concrete walls and further work to identify most appropriate flood protection at Carters Beach;
- e. **agreed** to adopt the Te Uru Kahika suggestion to use a risk register to ensure issues can be identified and managed using a staged approach to implementation; and
- f. **noted** that a preliminary design proposal will likely need to be considered and approved by ministers before significant payments are authorised.

Further, WCRC and BDC will work towards:

- planning for the interface with the stormwater system in Westport and the impact of different freeboard impacts on the Buller Bridge (with Waka Kotahi); and
- addressing many of the 18 technical risks identified in the Te Uru Kahika review through further refinements that may be required at the preliminary design phase.

8. Update WCRC

WCRC gave an update on the ‘quick wins’ completed work, work planned for the next three months and ring bank design work. WCRC would like to deliver invoices for approval before expenses are incurred.

9. Update BDC

Planning

BDC provided an update on options for land development, and the benefits and challenges associated with each option.

The Steering Group:

- **noted** that it would be beneficial for Council approaches to be generally consistent with DIA advice briefing to Ministers.
- **noted** that stormwater provisions need to be designed at the same time as structural flood protection work and that there is no current funding for a stormwater upgrade.
- **agreed** that BDC will report back to the Steering Group with advice around the integration and likely costs of stormwater upgrades.

Communications and Engagement

BDC presented the reports *Resilient Westport – Communications and Engagement Strategy and Implementation Plan* and *Resilient Westport – Master Planning, Comms and Engagement – Future Resourcing*.

The Steering Group

- **adopted** the strategy in principle.
- **directed** that no funding be allocated to additional branding or logos.
- **noted** the risk of deferring this decision on communications with the community.

- **requested** that BDC report back to an online meeting of the steering group with more specificity around the cost of the work across the life of the programme, reporting arrangements, and links to key project milestones.

Next meetings

- 13 February on line specifically to progress *Resilient Westport – Master Planning, Comms and Engagement – Future Resourcing*
- 22 March 1pm at Chateau on the Park in Christchurch following the LGNZ Zone 5/6 meeting. WCRC members plan to join the meeting by zoom.

10. The meeting closed at 12:12pm

Resilient Westport Steering Group Minutes

Tuesday, 13 February 2024 12noon-1pm, online

Present:

Mike Mendonça (Chair)

Peter Haddock, Chair WCRC

Jamie Cleine, Mayor BDC

Andrew Basher, Deputy Mayor BDC

Paul Barker, DIA

Steve Gibling CEO BDC

Katherine Biggs, NEMA

Brett Cummings, Deputy Chair WCRC

In attendance:

Monica Rogers, DIA

Daniel Bellam, DIA

Penny Bicknell

1. Welcome and introduction

The Chair welcomed Steering Group members.

2. Apologies

Apologies were accepted from Darryl Lew, CEO WCRC, Francois Tumahai, Ngāti Waewae and Simon Chambers, NEMA.

3. Resilient Westport – Master Planning, Comms and Engagement – Future Resourcing

The reports were revisited as resolved at the meeting on 2 February. The Steering Group **noted**:

- Further analysis is required to understand costings, reporting arrangements, and links to key project milestones.
- Key projects are now at a critical point, and there is now a risk that progress will be inhibited by process requirements.
- That the DIA and Council representatives agreed to meet in person as early as possible to ensure that the issues around project and programme reporting and decisions relating to funding are addressed in a timely fashion.

DIA, WCRC and BDC committed to resolving these outstanding issues prior to the next meeting.

4. Management of Steering Group Agenda and Presentations

The Steering Group **agreed** to make publicly available meeting agenda and presentations following the conduct of meetings. Any sensitive material will be assessed against LGOIMA prior to release.

5. Next meeting

22 March 1pm at Chateau on the Park in Christchurch following the LGNZ Zone 5/6 meeting. WCRC members plan to join the meeting by zoom.

6. Closure.

The meeting closed at 12:46pm.

Resilient Westport Action Register as at 20 Feb 24

	Who	Action	Status
1	Chair	Recirculate to Councils the strategic settings and programme benefits from the original business case to inform the reporting template adopted on 2 February 24.	Completed
2	WCRC	Present a report that outlines enhancing the early warning system (arrangements for wave buoy) to the next Steering Group meeting.	Agenda item for 22 March
3	Chair	Circulate Resilient Westport Steering Group agenda and presentations to WCRC for publishing. WCRC to redact commercially sensitive information prior to making material available.	Open
4	DIA	Arrange an in-person meeting with Councils to resolve issues around communications and master planning and re-allocation of funding.	Completed
5	BDC	Outline to be provided to DIA describing how feasibility study into strategic land has been incorporated into Master Planning work streams.	By 23 Feb
6	BDC	A comms adviser to be engaged for a fixed term until 30 April using comms/engagement funding for the Secretariat. Contractor to be engaged by BDC for the period 26 February to 30 April.	Open
7	BDC	A one-year Comms and Engagement plan to be prepared for Steering Group consideration incorporating input from DIA and WCRC.	Agenda item for 22 March
8	BDC WCRC	Prepare a report that outlines scope and cost of designing an upgraded Westport stormwater system to integrate with the ring bank. Report to incorporate: <ul style="list-style-type: none"> - Forming of integrated WCRC/BDC project team - Mike D, Penny, Peter B to discuss with CFO at BDC regarding cost of next stage of work - Scoping of project. 	Agenda item for 22 March
9	WCRC	Letter to DIA copied to Steering Group confirming that further technical investigations are to be funded as part of the structural flood protection project, meaning that remaining funding from the \$300k for technical redesign can be considered for reprioritisation. Required at DIA by 23 March.	Agenda item for 22 March
10	WCRC	Furnish DIA with an overview of total structural flood protection project costs, stage gates for project, cost estimate of preliminary design and timing of its completion, and overall cost allocation between WCRC and Crown (including response to the questions in email to WCRC & BDC dated 20 February.)	By 23 Feb (or very early 26 Feb)

Resilient Westport Steering Group

Title:	Programme Status Report
Date:	22 March 2024
Principal Author:	Penny Bicknell, Programme Manager
Authorised by:	Mike Mendonça
Attachment:	Status Report

Purpose

To provide the Steering Group with high level timeline of the overall programme of work.

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.

DIA is working on some amendments to the dashboard report tabled previously for incorporation into the Status reporting.

Recommendations

It is recommended that the Resilient Westport Steering Group:

- **Notes** the updated status report attached.

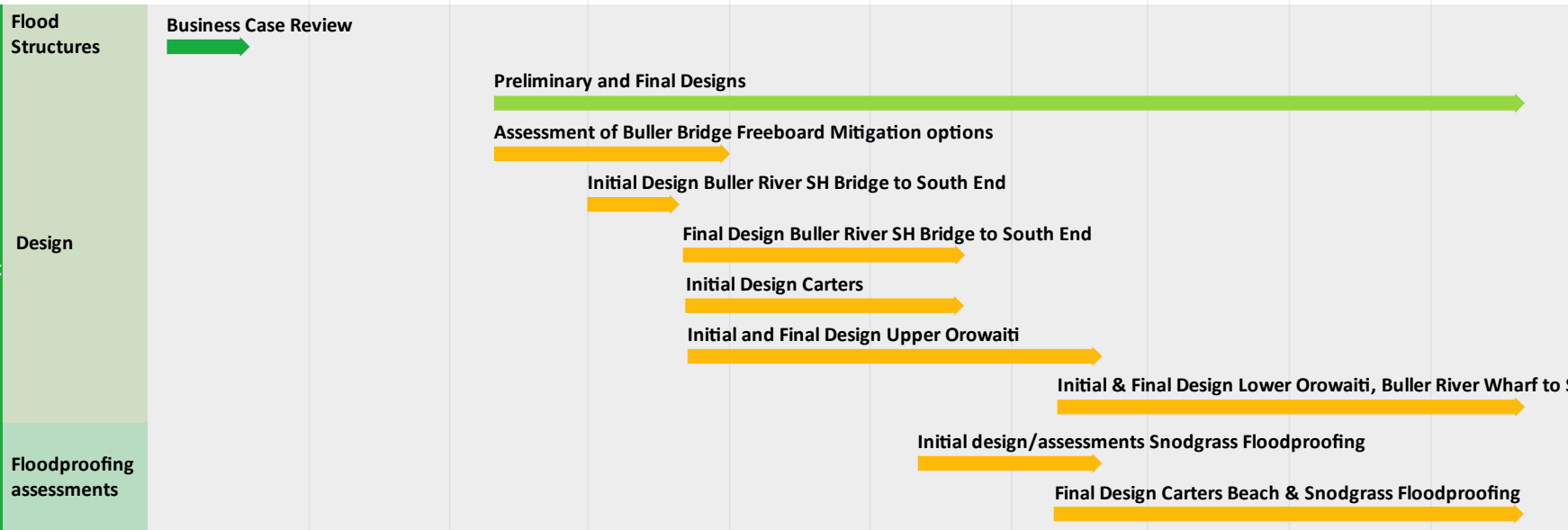
2023

2026

2023		2024				2025				
Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1
Aug	Nov	Feb	May	Aug	Nov	Feb	May	Aug	Nov	

Today

WCRC Protect

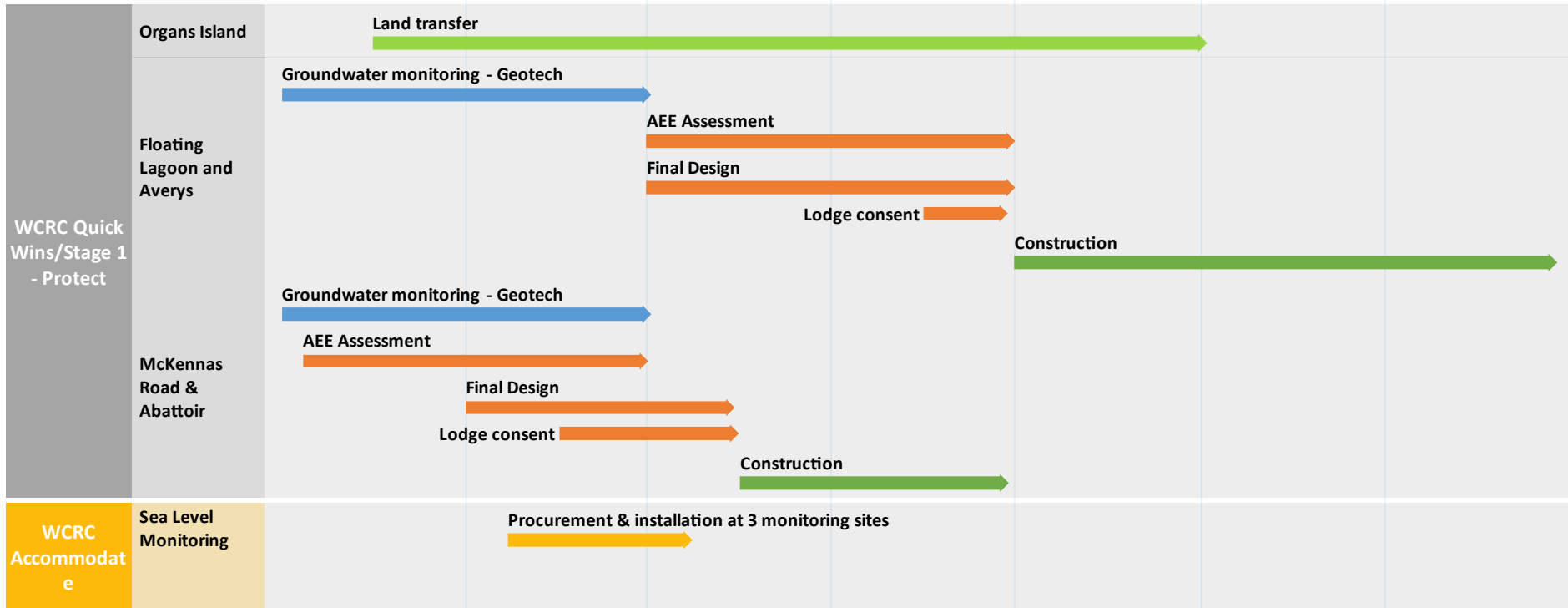


2023

2024

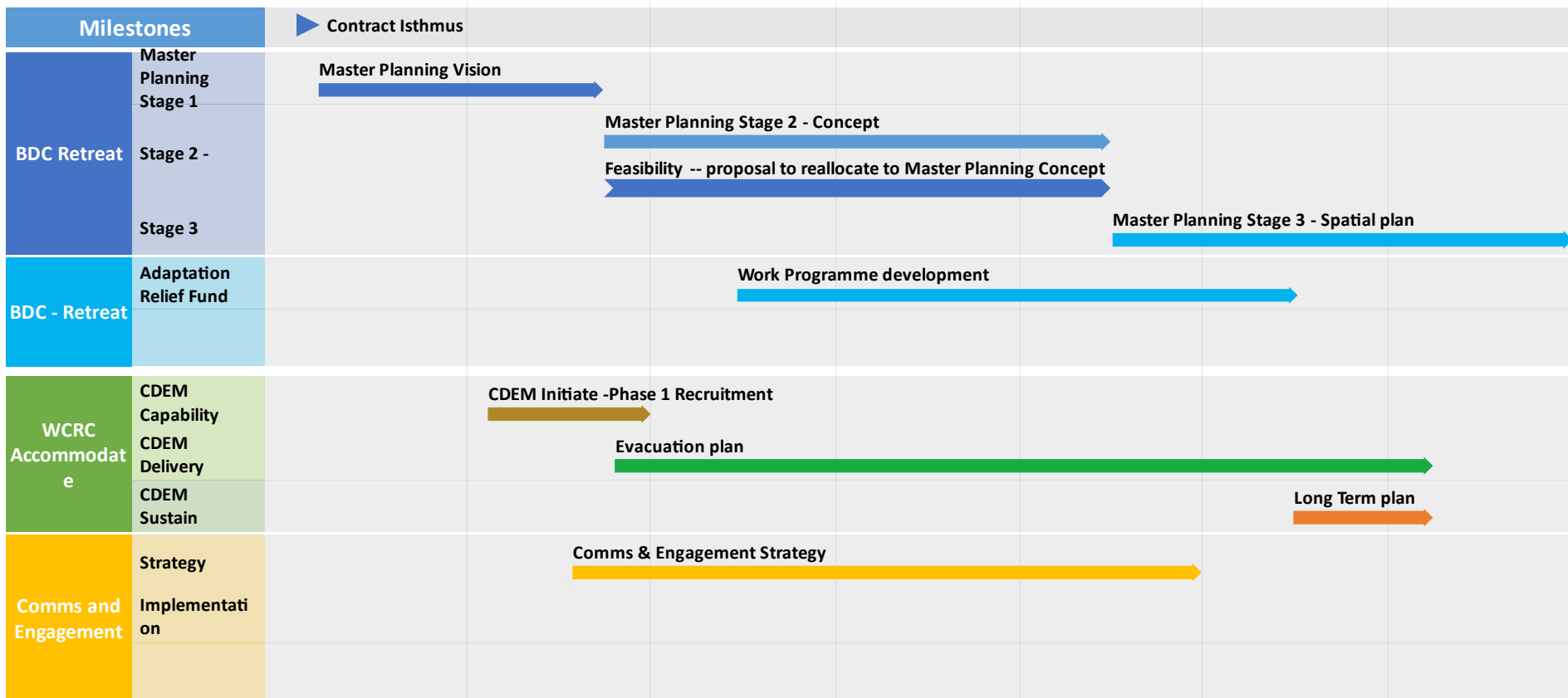
2023	2024								
Q4	Q1	Q2	Q3	Q4					
Nov	Jan	Mar	May	Jul	Sep	Nov			

Today



2023	2023		2024				2025				2025
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
	Sep		Jan	May	Sep		Jan	May	Sep		

Today ▲



Resilient Westport Steering Group

Title:	Programme Risk Register
Date:	22 March 2024
Principal Author:	Penny Bicknell, Programme Manager
Authorised by:	Mike Mendonça
Attachment:	Risk Register

Purpose

To provide the Steering Group with a summary of current programme risks and their mitigation and discuss whether the assessment and treatment of those highlighted needs to change.

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.

Since the Risk Register was approved in October 2023 it is prudent to review those risks that are related to changes to the programme and Government. The attached risk register from October has four risks highlighted for further discussion.

Recommendations

It is recommended that the Resilient Westport Steering Group:

- **Notes** the Risk Register attached for discussion
- **Update** the Risk Register with recommendations from today's discussion

IDENTIFY						ASSESS			TREAT				ALLOCATE		REVIEW & MONITOR				
Risk ID	Risk Name	Risk (Event & Result) Description	Risk Type	Date Raised (dd/mm/yy)	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 (dd/mm/yy)	Progress Update Log	Next Review Date (dd/mm/yy)	Trend	Status	Date Closed (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	Likely	Severe	Extreme (14)	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 flood bank is not integrated with the stormwater system, the integrity of the programme may become compromised. This could be exacerbated if SW reforms do not proceed as currently legislated. This is now exacerbated with the repeal of the previous	Benefits	21 Sep 2023	BDC WCRC	Likely	Major	High (12)	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)	Drawdowns 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)	High level engagement strategy to be commissioned which will assist in understanding budget requirements for engagement	Likely	Severe	Extreme (14)	BDC	TBC			=	Open	
RW009	Increase in costs of flood bank structures	If the overall costs of the structures have increased from the costings in the Business Case, there may not be enough funds to deliver the scope	Budget	28 Sep 2023	WCRC	Likely	Major	High (12)	Preliminary designs will assist in understanding costs and mitigations	Likely	Major	High (12)	WCRC	TBC			=	Open	
RW010	Construction timeline v. funding	The Govt drawdown is currently set at 2 years, whereas the timeline for construction is estimated at 4 years	Budget	28 Sep 2023	DIA	Likely	Moderate	Medium (7)	DIA vote fiscal management will be required to ensure the funding allocation is available	Likely	Moderate	Medium (7)	DIA	TBC			=	Open	
RW011	Masterplanning - multi agency alignment	If alignment between agencies is not reached, additional funding may not be forthcoming and the scope may need to be reduced	Scope	28 Sep 2023	BDC	Likely	Major	High (12)	Work collaboratively with multi agencies to agree deliverables, scope and tools for funding	Likely	Major	High (12)	BDC	TBC			=	Open	
RW012	Shortage and loss of staff	If there is a shortage of skilled staff or Contractors or Councils lose staff, this could delay completion of elements of the programme	Resource	19 Oct 2023	BDC/WCRC working group	Likely	Major	High (12)	Good documentation of progress reporting and handover to new staff/contractors	Likely	Moderate	Medium (7)	BDC/WCRC	TBC			=	Open	
RW013	Alignment of local teams	If local teams are not aligned and lack coordination in working together across the programme, this could cause delays and unnecessary expense	Schedule	19 Oct 2023	BDC/WCRC working group	Unlikely	Moderate	Medium (6)	Good communication between the teams to understand how the projects inter-relate and how the teams can collaborate to ensure the best outcomes	Unlikely	Minor	Low (2)	BDC/WCRC	TBC			=	Open	
RW014	Legislative changes and Govt/Ministerial changes	Legislative changes and Government/Ministerial changes could slow down the programme	Schedule	19 Oct 2023	BDC/WCRC working group	Likely	Moderate	Medium (7)	Setting up the x-agency steering group will assist in understanding and mitigating any changes	Unlikely	Moderate	Medium (6)	BDC/WCRC	TBC			=	Open	
RW015	Building development in flood risk areas	Continued building development in flood prone areas prior to any legislative changes will continue to put new home owners in the community at risk	Regulation & Compliance	19 Oct 2023	BDC/WCRC working group	Likely	Severe	Extreme (14)	Councils are unable to prevent development under the current legislation	Likely	Severe	Extreme (14)	BDC/WCRC	TBC			=	Open	

Resilient Westport Steering Group

Title: Resilient Westport Flood Protection Project Concept Study for Stormwater Pump-out solution as part of an Integrated Flood Protection Scheme

Date: 22 March 2024

Principal Author: Mike Duff

Authorised by: Steve Gibling

Attachment: N/A

Recommendations

It is recommended that the Resilient Westport Steering Group:

- 1) **Notes** that Buller District Council will be:
 - a) Proceeding with the concept study relating to the Stormwater Pump Out solution as part of a fully integrated flood protection scheme following the release of a Request for Proposal (RFP).
 - b) Will follow a Procurement Plan and will likely enter into negotiations to direct appoint Worley Ltd to complete the concept study.
- 2) **Confirms** that the project is to be delivered as an integrated scheme and not separate packages of works.

Purpose

A concept study for Westport's proposed Flood Protection Project is required to identify the key attributes of a fully integrated scheme, designed and built to mitigate future impact of natural flooding hazard events. The concept study will support a subsequent strategic assessment process aligned with Treasury's better business case model to justify further investment and seek Government funding opportunities.

Buller District Council (BDC) has prepared a Request for Proposal (RFP) seeking offer of services to complete the concept study for an integrated flood protection scheme as part of the Resilient Westport programme, jointly sponsored by BDC and West Coast Regional Council (WCRC).

A procurement plan has also been prepared recommending that, subject to negotiation and demonstration of value for money, Worley Ltd be direct appointed to complete the concept study.

Background

Westport faces unique challenges due to a significant catchment area, combined water and waste distribution network, small population, existing levels/locations of assets and properties, and a history of flooding events. BDC have identified an opportunity to develop a concept study for a fully integrated scheme to protect Westport from fluvial, pluvial, ground and seawater flooding with appropriate infrastructure including new flood walls, new pump out systems and upgrades to the existing stormwater network.

WCRC is already underway with the design and construction of the new flood walls. For this work, BDC is required to collaborate with WCRC for their flood wall solution. The study also needs to provide an assessment of the size, number, and costs of culvert penetrations or extending and/or upgrading existing culverts through the flood walls.

BDC is currently progressing the Westport stormwater model via Worley Ltd to identify required improvements and upgrades to the urban stormwater network.

The overall objective of the concept study is to identify the preferred option for Westport's integrated flood protection scheme and adequately describe the planning, design, construction and ongoing operational requirements.

The three (3) key scope items and packages of work that the integrated scheme needs to incorporate are:

1. New Flood Walls (designed and costed by WCRC)
2. New Pumpout Systems
3. Existing Stormwater Upgrade

Concept Study

The concept study will identify the key project attributes of a fully integrated protection scheme, designed and built to mitigate future impact of natural flooding hazard events. The concept study will support a subsequent strategic assessment process aligned with Treasury's better business case model to justify further investment and seek Government funding opportunities.

The concept study will identify and develop key project attributes of an integrated scheme, including design, modelling, technical specification, engineering, Rough Order Costs (ROC) for capex, opex, EPCM delivery and next front-end loading (FEL) planning phases (selection and feasibility), preliminary programme schedule, risk/opportunity assessment, planning, consents and approvals, HSEC, implementation, scope integration, commissioning.

Subject to the Procurement Plan being approved by the Buller District Council CEO the expected timeline for completion of this work is:

- Procurement Plan Approved 22-03-24
- Respondent Proposal Approved 12-04-24
- Concept Study Workshops & Draft Deliverables 31-05-24
- Final Deliverables Complete 28-06-24

Project integration

Staff have reviewed an initial project structure as to how the packages of work are, or could, be integrated. This work is ongoing and will be approved by the respective Chief Executives of West Coast Region and Buller District Councils following review of the concept study recommendations.

Resilient Westport Steering Group

Title: Resilient Westport – Budget Reallocation for Resilient Westport Communications and Engagement Implementation Plan

Date: 22 March 2024

Principal Author: Penny Bicknell, Programme Manager

Authorised by: Steve Gibling, CEO Buller District Council

Purpose

To provide the Resilient Westport Steering Group with a Communications and Engagement budget update and proposed budget reallocations to cover the Communications and Engagement Programme of work.

Strategic Context

At the 2 February meeting, the Steering Group adopted the Communications and Engagement Strategy and Implementation plan (*refer to attachment one - Communications and Engagement Strategy*) in principle.

This paper recommends reprioritisation of funding, specifically in the area of communications and engagement where it is evident that the resource and effort required is significantly greater than was anticipated in the business case.

It is also noted that the Steering Group directed that no funding be allocated to additional branding or logos. It is requested that the Steering Group reviews this position due to confusion being created in the community by the programme not having a distinct identity from that of the 2 councils. The budget contains a figure of \$1.5k to create a logo for Resilient Westport which will assist the Communications and Engagement team in delivering a clear programme of work that is distinct from the two Councils business as usual communications and avoid confusion for the Community.

Recommendations

It is recommended that the Resilient Westport Steering Group:

- **Approves** the recommendations for implementation of the Communications and Engagement plan, specifically:
 1. That the Joint Steering Group adopts this Communications and Engagement Strategy and Plan and appoints the Programme Manager to oversee the implementation.
 2. The Buller District Council hire two specialists, an Engagement Advisor for at least 15 hours a week, and a Communications Advisor for at least 15 hours a week. It is envisaged these positions will continue across two years from commencement (across 3 financial years).
 3. That a budget of \$216.6k be approved for immediate implementation of the strategy for twelve months.
 4. That the partner agencies sign a Media Protocol agreement to cement the collective work arrangement underpinning the Communications and Engagement implementation plan.

5. That a Resilient Westport “identity” be developed to assist in recognisability for Westport audiences, indicate alignment of projects, and to encourage ownership by those involved in the work(which is included in the budget) at approximately \$1.5k
 6. The new West Coast Regional Council Westport-based office shopfront will be repurposed as the Resilient Westport community engagement hub. It will be an information and engagement space, and home base for the Project Engagement Advisor.
- **Approves** the funding for a logo for Resilient Westport
 - **Notes** that a communications Advisor has been engaged in the short term from the Secretariat funding budget.
 - **Approves** the reallocation of \$216.6k funding from the \$300k funding set aside for the independent review of the Business Case and Tonkin & Taylor Report to the Communications and Engagement implementation budget in order to commence the first twelve months of this programme of work from 2 April 2024; and,
 - **Authorises** further analysis to be carried out on the \$1.5million Organ’s Island appropriation and the \$1million contingency fund with a view to a further reallocation of \$250k to cover the shortfall for further work after the first 12 months.

Background

Resilient Westport Communications and Engagement Implementation

To be successful, the programme of work across the PARA framework will be dependent on strong communication and engagement with the Westport community through clearly aligned and agreed messages from the respective Councils leading each of the work streams. Currently, there is no budget to deliver this programme of work.

Work is well underway across a range of projects covered within the \$22.9million Resilient Westport programme leaving a significant vacuum of communications and engagement to the community. To assist in the short term, a Communications Advisor has been engaged with funding from the secretariat budget to assist with writing media releases. The implementation programme outlined in the Communications and Engagement strategy should commence as soon as possible to ensure strong consistent communication and engagement with the Community.

Communications and Engagement Budget

The Budget to complete the implementation over three financial years (24 months) is shown below (Table 1) commencing 1 April 2024 and running through to 31 March 2026 with a total budget of \$466.6k covering all programmes included in the \$22.9million PARA framework across three financial years.

In order to commence the implementation programme immediately (April 2024), it is recommended that the Communications and Engagement team work with the available reallocated budget of \$216.6k as shown in Table.6 2, whilst further funding is sourced to complete the programme.

Table 1.

Resilient Westport Programme	2024	2025	2026	Total
Comms & Engagement Apr 2024 - Mar 2026	Apr- Jun	July-June	July - Mar	
Comms & Engagement Contractors	\$			
Setup costs	\$			
Comms collateral and media	\$			
Community meetings & Workshops	\$			
Community hub equipment and overheads	\$			
TOTAL				\$466,457

Table 2.

Community Engagement Budget estimates for 12 months	
Community and Engagement Advisors	\$
Set up costs	\$
Equipment, overheads, meetings and media costs	\$
Total	\$ 216,600

Resilient Westport Steering Group

Title: Resilient Westport – Budget Reallocations for Master Planning Programme

Date: 22 March 2024

Principal Author: Penny Bicknell, Programme Manager

Authorised by: Steve Gibling, CEO Buller District Council

Attachment: Isthmus Stage 2 Concept Proposal

Purpose

To provide the Resilient Westport Steering Group an update on options for the Master Planning Programme of Work.

Strategic Context

The Resilient Westport programme of work is a dynamic programme of work. As the programme progresses it may not align exactly with the business case completed in June 2022 and may need to be reprioritised as a result to ensure the outcomes can still be met.

This paper recommends alterations to several programmes of work and the reallocation of funding, specifically in the area of Master Planning and the Feasibility Study where it is now realised that the resource and effort required is greater than was anticipated in the business case.

At the Out of Cycle Steering Group of 13 February it was agreed that BDC and WCRC would meet with officials from DIA to ensure a full understanding of the work programmes, requirements and outputs and discuss options for reallocation of funding. Further to those discussions, four options for the Master Planning Stage 2 programme have been put forward for discussion.

The programme is now at a critical Go/No Go stage. Should a decision not be reached at this meeting, the programme will need to be paused which would add significant cost to reactivating the programme at a later date.

Recommendations

It is recommended that the Resilient Westport Steering Group:

- **Receives** the proposal for Stage 2 from Isthmus
- **Approves** Option **One** / **Two** / **Three** / **Four** in order to progress with the Master Planning programme of work:
 - a. **Option One** (total budget of \$864k) including the reallocation of \$250k funding from Feasibility Study to Master Planning and transition directly to Stage 2 utilising contingency funding to cover the [REDACTED] for the Programme Manager expenses;

or

- b. **Option Two** (total budget of \$725k) including the reallocation of \$250k funding from Feasibility Study to Master Planning and transition directly to Stage 2 without ongoing funding for the Programme Manager;
or
 - c. **Option Three** (total budget of \$725k) including the reallocation of \$250k funding from Feasibility Study to Master Planning and transition directly to Stage 2 and reduce the scope of work to include the Programme Manager expenses;
or
 - d. **Option Four** to pause the Master Planning exercise and undertake a rescoping of stage 2 with a view to producing a Development Plan for Alma Road for \$500k and a Feasibility Study for \$250k which would also need to be scoped.
- **Authorises** further analysis to be carried out on the \$1.5million Organ's Island appropriation with a view to identifying whether a reallocation to cover programme shortfalls is possible.

Background

Master Planning

Stage 1 Master Planning Vision

Buller District Council (BDC) allocated funding from the Better Off Fund to initiate Master Planning for the Greater Westport area.

BDC appointed the Isthmus Group via an invited Tender Process to deliver the first stage of the Master Planning framework – The Vision. The Isthmus Group began work in October 2023, with completion of Stage one expected early April 2024.

The budget for stage one is \$250k. It was agreed in November, to bring forward \$25k from Stage Two to engage subject matter experts in order to test 'Fatal Flaws' and ensure that this early stage of work is aligned with the hazard scape and constraints.

(Note, Programme Management Costs for Stage One have been met from the total Better Off Package and not attributed directly to this programme of work).

Stage 2 Master Planning – Concept Plan

Stage Two of the Master Planning framework has a funding appropriation of \$500k from the Multi-tool Business Case programme of works. With the reallocation of \$25k from stage two into stage one there is an available budget of \$475k

Isthmus have provided a proposal for Stage 2 of the Master Planning programme (refer to attachment 1 Concept Proposal) which would seek to transition directly from Stage 1 to Stage 2 through the Design Week workshops scheduled for the second week of April. These workshops will run over 3 days engaging with both Governance and Community Groups to test the Vision framework. The fee estimate of this proposal for Stage 2 is [REDACTED].

The proposal has been amended from the submission that was put forward with the original RFP taking into account a review of scope from the Stage 1 work. Due to insufficient funding to deliver Stage 2, four options have been put forward for consideration to deliver Stage 2.

Options

Option One (total budget of \$864k)

BDC is unable to provide staff to manage this programme of work as the Council is stretched to capacity to deliver the current Business as Usual programme. The programme requires a programme manager and a project manager for one year to manage the programme (see Table 1 budget).

In this option \$250k appropriation for the Feasibility Study would be reallocated to Master planning as much of the feasibility work has been completed through other BDC workstreams and also there is an element of feasibility outlined in this Master Planning Stage 2 Programme. This would give a total available budget of \$725k to complete Stage 2.

There would be an initial shortfall of approximately [REDACTED] which would need to be found in order to re-engage a Programme Manager for this next stage of the project. This would be a risk to the overall programme budget and would not be realised until other projects have been completed.

Table 1 – Option One Budget.

BDC Master Planning	Budget	Proposed	Commentary	Shortfall
Stage Two (Multi-tool Fund)	\$ 475,000			
Isthmus		\$ [REDACTED]	Fee Estimate	
Externals advice		\$ [REDACTED]	subject matter experts/civils	
Project Manager @ 40 hours/wk 12 months (2000 hours)		\$ [REDACTED]		
Programme Management 12 months @15 hours/wk + disbursements (950 hours)		\$ [REDACTED]		
Feasibility Study	\$ 250,000		Reappropriate Feasibility funding to Master Planning	
Total Stage two	\$ 725,000	\$ 864,000	Shortfall	
Total Shortfall			Investigate possible other funding options	\$139,000

Option Two (total budget of \$725k) - Recommended

Option two would be to retain the current scope of the project but this approach would progress without a dedicated Programme Manager. This would place more onus on the Project Manager and would require greater direction from the BDC Group Manager Regulatory Services in place of a Programme Manager.

The programme would need to be delivered for the total budget of \$725k with the recommendation of reallocation of the \$250k from the Feasibility study to the Master Planning Programme.

Table 2. – Option 2 Budget

BDC Master Planning	Budget	Forecast	Proposed	Commentary
Stage Two (Multi-tool Fund)	\$ 475,000			
Isthmus			\$ [REDACTED]	Cost estimate
Externals advice			\$ [REDACTED]	subject matter experts/civils
Project Manager @ 40 hours/wk 12 months (2000 hours)			\$ [REDACTED]	
				Reallocate Feasibility funding to Master Planning
Feasibility Study	\$ 250,000			
Total Stage two	\$ 725,000		\$ 725,000	

Option Three (total budget of \$725k)

Option three would be to reduce the scope of work to a budget of [REDACTED] with [REDACTED] for Project and Programme Management. The total budget of \$725k would include the reallocation of \$250k funding from Feasibility Study to Master Planning and transition directly to Stage 2. This option is an expensive option for resources and is unlikely to deliver the Master Planning Concepts required. This option is not recommended.

Table 3. – Option 3 Budget

BDC Master Planning	Budget	Forecast	Proposed	Commentary
Stage Two (Multi-tool Fund)	\$ 475,000			
Isthmus			\$ [REDACTED]	Rescope Stage 2
Project Manager @ 40 hours/wk 12 months (2000 hours)			\$ [REDACTED]	
Programme Management 12 months @15 hours/wk + disbursements (950 hours)			\$ [REDACTED]	
				Reallocate Feasibility funding to Master Planning
Feasibility Study	\$ 250,000			
Total Stage two	\$ 725,000		\$ 725,000	

Option Four (total budget of \$500k)

Option Four would be to halt the Master Planning programme, descope the project and look at delivering a Development Plan for the Alma Road Catchment. This would not deliver on the intention of the Business Case which was to provide a plan for the future of Westport, especially for those that are in high-risk areas. The Alma Road catchment development plan would give BDC a development plan which would enable high priced development only, potentially leaving those that could not afford to move in an even more disadvantaged position.

Westport has not had a new master plan in over 100 years and most development has been ad hoc driven by private investment. The opportunity to deliver a Master Plan is a critical strategic plan for the future of Westport across housing, infrastructure, economic growth, and social infrastructure. Stage 2 of the Master plan would build on the work delivered by

Isthmus in Stage 1. Halting the programme would effectively mean Stage 1 has been a waste of time and money.

To deliver option four, BDC would need to scope a Development Plan for \$500k and Feasibility Study for \$250k.

Benefits and Risks of each Option

OPTION	BENEFITS	RISKS
<p>Option 1</p> <ul style="list-style-type: none"> Retain Programme Manager Retain Project Manager External SMA as per scope for Stage 2 	<ul style="list-style-type: none"> Work programme continues with current staff base and adheres to SME advice and RFP response High level of Project and Programme Management Retains SME's Continuation of work programme seamlessly from Stage One to Stage Two with full scope 	<ul style="list-style-type: none"> Requires reallocation of Feasibility Fund to Master Planning Shortfall of funding required to fund a Programme Manager needs to be sourced High cost of resource to deliver this programme of work
<p>Option 2 (recommended option)</p> <ul style="list-style-type: none"> Retain Project Manager External SMA as per scope for Stage 2 Programme Management transfers to GM Regulatory (BDC) 	<ul style="list-style-type: none"> Promotes ownership of Master Planning to BDC Retains Project Manager Retains SME's Continuation of work programme seamlessly from Stage One to Stage Two with full scope 	<ul style="list-style-type: none"> Requires re-allocation budget from Feasibility Fund to Master Planning GM Regulatory (BDC) is stretched with BAU work
<p>Option 3</p> <ul style="list-style-type: none"> Retain Programme Manager Retain Project Manager De-scope project to ██████ for SMA 	<ul style="list-style-type: none"> Alignment with allocated budget Retains Project Manager Retains Programme Manager 	<ul style="list-style-type: none"> High volume of Programme and Project Management vs SME outputs (50/50) Won't deliver outcome required End plan may not be feasible/able to be implemented due to lack of resourcing (fatal flaws etc) as per the RFP
<p>Option 4</p> <p>Change scope completely:</p> <ul style="list-style-type: none"> Development Plan for Alma Road Catchment Feasibility Study 	<ul style="list-style-type: none"> Alignment with allocated budgets 	<ul style="list-style-type: none"> Delays to work programme Loss of SME's Sub-optimal outcome - wont address actual issues or deliver on the intentions of the Business Case End plan may not be feasible/able to be implemented due to lack of resourcing (fatal flaws etc) as per the RFP Waste of money in completion of Stage 1 work