

Agenda

Resilient Westport Steering Group Meeting 8

Date: 2nd February 2023

Time: 10am – noon

Venue: West Coast Regional Council Offices, 388 Main South Road, Paroa, Greymouth

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, Ngati Waewae	Andrew Basher, D/Mayor BDC

In Attendance: Daniel Bellam, DIA

Penny Bicknell

No	Item		Lead	
1	Welcome		Chair	5m
2	Apologies	Discussion	Chair	
3	Declarations of interest		Chair	
4	Minutes (attached)		Chair	
5	Status report	Verbal update	Penny Bicknell	5m
6	Programme risk register	Verbal update	Penny Bicknell	5m
7	Update: DIA <ul style="list-style-type: none"> • Briefing to Incoming Ministers • Financial forecasts and template • Liaison with Government agencies 	Report	Paul Barker	15m
8	Update: WCRC <ul style="list-style-type: none"> • Ringbank • Organs Island reforestation • Quick wins • Contingency • CDEM • Enhanced flood way 	Verbal update	Darryl Lew	40m
9	BDC: <ul style="list-style-type: none"> • Options for funding Masterplanning • Communications and engagement strategy update 	Report	Steve Gibling	40m
10	Agenda items for next meeting	Discussion	Chair	5m
	Next meeting (proposed 22 Mar 1pm Zoom)		Chair	
	Closure		Chair	

Draft

Resilient Westport Steering Group Minutes

Friday, 8 December 2023 10-11am (online)

Present:

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

In attendance:

Maureen Pugh, MP	Penny Bicknell
Monica Rogers, DIA	Daniel Bellam, DIA

1. Welcome and introduction

François Tumahai opened the meeting with a karakia, and the Chair welcomed Steering Group members and Maureen Pugh, Member of Parliament for West Coast-Tasman.

2. Briefing and discussion with Maureen Pugh, MP.

Steering Group members provided a progress report to Ms Pugh, and an outline of the risks and potential strategic opportunities. Ms Pugh expressed general support for the program, and provided advice on how to sustain the profile of the program to give it every chance of successfully realising anticipated benefits.

3. Apologies

Apologies were accepted from Andrew Basher, Deputy Mayor BDC.

4. Declarations of interest

None

5. Confirmation of minutes

The minutes of the previous meeting (17 November 2023) were confirmed.

6. Briefing to incoming minister update

DIA provided an update on the briefing the incoming Minister of Local Government, confirming that a more detailed briefing would be provided to the Minister requesting further drawdowns for Resilient Westport early in the New Year. To inform DIA advice to the Minister, a paper summarising the key parameters for the refinements to the structural flood protection design will be presented to the Steering Group at the next meeting.

7. Master planning future resourcing

BDC provided an overview of challenges around communications, engagement and master planning. BDC signaled an intention to request a rebalancing of resources at the next meeting.

In the meantime, the Steering Group **approved**:

- Reprioritisation of \$0.25m funding from a Feasibility Study to communications and engagement implementation;
- Deploying resource to implement the communications and engagement strategy prior to the end of 2023, contingent on budget availability; and

- Extension of contracts for project and programme management to 30 April 2024 (funded via \$28,742 from within component budget).

The Steering Group **noted** that a report on future funding needs for the master planning work will be presented for discussion by BDC at the next meeting.

8. Next meeting

The Steering Group will next meet on 2 February, potentially at Arahura marae (to be confirmed).

9. The meeting closed at 11am.

Westport Flood Resilience Steering Group

Title	Draft – Meeting Ministerial expectations for the proposed structural flood protection design
Date	15 December 2023
Principle author	Monica Rogers

Purpose

1. This paper sets out next steps for satisfying Ministers’ expectations ahead of the drawdown request for structural flood protection. It seeks to ensure that central government and Steering Group expectations are aligned.
2. It also sets out key assumptions around the amendments to the design of the structural flood protection and other conditions required to inform the DIA advice to ministers for drawdown of funding.

Background to Ministers’ expectations

3. Budget 2023 created a tagged contingency fund of \$22.9 million for flood resilience in Westport. The then Minister of Local Government wrote to councils and Ngāti Waewae on 27 June 2023 setting out the process for releasing funding from the tagged contingency. This letter noted that while ministers considered the Westport proposal in the Business Case to be generally sound it needed to be revised so that it:
 - a. relies less on universal long-term flood protection structures;
 - b. places greater emphasis on flexibility;
 - c. creates incentives to support a longer-term transition to relocate growth outside the flood zone; and
 - d. addresses the technical risks identified with the flood protection structures.

Key revisions to the proposal are needed

4. Our advice to ministers focuses on these expectations (a to d above). To make fulfilling these expectations concrete and measurable we have matched the elements of the project that still need resolving with their corresponding expectation. These are set out in the **following table**.
5. Key revisions to the structural flood protection that arise from the 10 recommendations in the Te Uru Kahika review of the Westport proposal include:
 - a. adoption of differing levels of protection in the ring embankment design
 - b. minimising the use of timber and/or concrete walls; and
 - c. further work to establish the most appropriate form of flood resilience for Carters Beach.
6. Further work was also identified for the interface with the storm water system in Westport and the impact of different freeboard impacts on the Buller Bridge (with Waka Kotahi).
7. Many of the 18 technical issues identified in the Tonkin + Taylor review commissioned by the Department are to be addressed through further refinements that may be required at the preliminary design phase.
8. The Te Uru Kahika report also identified the need for a risk register that can be used to ensure that the issues identified can be managed using a staged approach to implementation.

9. The report also states that all elements of the Westport flood risk management strategy are interlinked, so a change in one area may need to be allowed for by adjustments in other areas to ensure there is no gap in the overall strategy.
10. We expect that ministers will want to see a preliminary design document that shows how their expectations are met and that sets out timeframes and planning for resolving risks. It is likely that they will want to see this document before approval is authorised for further substantial funding. It is critical that the preliminary design phase addresses Ministers' expectations fully.

Next steps required

11. Clear phasing of work can ensure that Government and Steering Group expectations for timing are aligned and so that drawdowns are timed appropriately for the project.
12. Financial information including forecast expenditure will need to be provided by WCRC before the third week of January to inform our briefing.
13. We expect to be able to brief ministers from early next year. Exact timing will depend on government/Ministerial priorities, such as the 100-Day Plan, as well as progress of the project in meeting Ministers' expectations.

Recommendations

14. DIA recommends that the Resilient Westport Steering Group:
 - a. **note** 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;
 - b. **note** that unresolved elements of the redesign can be addressed by processes set out in the Te Uru Kahika review; and
 - c. **agree** that in order to address and meet Ministers' expectations councils will adopt the measures and actions set out in the attached table and summarised in paragraphs 5 to 8.
 - d. **Note** that a preliminary design proposal will likely need to be considered and approved by ministers before significant payments are authorised

Ministers' expectations	Scope/objectives	Proposed measures/actions
<p>Rely less on universal long-term flood protection structures and place more emphasis on flexibility</p>	<p>Proposed business case concept design featured high level of service in all areas where structural protection could be built, providing protection for the long term. This could dull incentives for other adaptation actions that may be safer or more affordable. Flood protection structures should provide protection for a shorter period that facilitates faster growth outside the flood zone.</p> <p>Avoids locking in expensive high level of service protection. Risks may shift over time and other adaptation measures will become available. Providing service levels that are effective in the short to medium term allows flexibility to select the best mix of adaptation options in the medium to long-term.</p>	<p>Te Uru Kahika report recommends variations to the level of protection in some areas such as the Floating Basin and the Orowaiti Lagoon. Councils to incorporate this recommendation in preliminary design and explore how other PARA elements can be adjusted to ensure there are other resilience measures for areas not protected by structural flood protection measures.</p> <ul style="list-style-type: none"> • Differing levels of protection in relation to variation in levels of risk across Westport • Refinement of flood risk management strategies to ensure incorporation of all relevant elements of the PARA approach • Commitment by both councils to more stringent measures and/or further integration of planning approaches to address pressures for further urban intensification in the area protected by stop banks • Active exploration of use of temporary barriers on the lower reaches • Active exploration of a wider set of flood resilience measures for residential properties in Carters Beach • Staged implementation of all elements of the business case including CDEM, Structural, Planning and cost management measures.

<p>Create incentives to support a longer-term transition to relocate growth outside the flood zone</p>	<p>The planning options (in the business case submitted to ministers) for limiting development in high-risk areas and incentivising development in lower risk areas do not provide sufficient assurance. The proposal originally considered fast-tracking hazard provisions under the proposed combined district plan and revising rules under the Building Code.</p> <p>Clear commitments required from both councils to support measures to limit/restrict further development within the ring-bank.</p>	<p>Te Uru Kahika report notes that planning rules need to be strengthened to reduce possibility of urban intensification. Councils to actively support options and implementation of planning instruments to restrict/limit new development within the ring-bank in collaboration with central government agencies.</p> <p>Councils have a multi-stage plan to design a master plan for growth of Westport on lower risk land. BDC is working on the vision plan now, before starting on the concept plan & feasibility.</p> <ul style="list-style-type: none"> • Commitment from both councils to master planning to develop land that has a lower flood risk in the greater Westport area.
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<p>Address the technical risks identified with the flood protection structures</p>	<p>The Tonkin + Taylor technical review of the proposed design identified 18 technical risks. Most of these risks need to be addressed at upcoming design phases.</p> <ul style="list-style-type: none"> • Alterations to preliminary design, detailed design and consideration at consenting to address technical risks, or third-party technical evaluation that new information shows the risk is no longer a concern, or third-party technical evaluation that a plan to mitigate the risk is acceptable. • Geotechnical investigation and design underway/resolved. • Minimising use of timber and/or concrete walls • Refinement of the alignment of stop banks and walls • Buller Bridge freeboard issues explored • Stormwater and flood protection interface coordination • Active risk management at all stages of the project 	<ul style="list-style-type: none"> • Councils agree to a process where resolution of all 18 technical risks will be undertaken by providing identified information particularly at the upcoming preliminary design or detailed design stages • WCRC reports to Steering Group on each technical risk and appropriate mitigations at the relevant project phase • Significance of freeboard impacts on Buller Bridge with mitigation options are explored with Waka Kotahi • Future BDC stormwater infrastructure upgrades are co-ordinated with WCRC flood protection works, including consideration of staged implementation • Implementation of robust programme risk management measures and associated reporting to the Steering group through use of project risk register and staged approach to implementation.
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Westport Flood Resilience Fund - February 2024

This report covers for Financial Year 2023/24, i.e. July 2023 - June 2024

Section One - Overall Summary

Key Status Indicators	Risk Rating Status				Comments and Expected Actions
	Project Tolerances	Last Month	This Month	Next Month	
1. Risk	●	●	●	●	[Examples used here are for guidance on how to use this section of the template only] For example, delay in Government decision... (a risk can be either positive/negative, and may or may not happen, while by contrast an issue is a problem and is happening right now).
2. Issues					Stormwater upgrades are required to support proposed flood protection ring-bank, however stormwater upgrade is not funded. A proposal is being prepared for Government.
3. Budget					Status has decreased to amber. The cost of x item is more than expected due to international supply chain constraints. Steering Group will be asked to allocate contingency fund to cover the increased cost.
4. Schedule					Actions are being completed this month within scheduled timeframes.
5. Scope					Scope of work has not increased or decreased during delivery of this project.
6. People Resource					Status has improved to green, forecast to remain at green as the project has gained an additional engineer on a six month secondment.
7. Benefits					On track and expected to remain. Expected project benefits were reviewed at x date Steering Group meeting.
8. Delivery Partners					Delivery partners are progressing well. Council engineers and construction team are progressing work within tolerances.

Risk Rating Status	Color	Level	Percentage
●	Green	Low	less than 15%
●	Yellow	Medium	15% - 50%
●	Orange	High	50% - 80%
●	Red	Extreme	above 80%

Section Two - Tagged Contingency

	2023/24 \$M's	2024/25 \$M's	Total \$M's
Tagged Contingency (TC) *	11.450	11.450	22.900
Drawdown 1			
Steering Group to commission technical expertise	-0.300		-0.300
Drawdown 2	-2.622	-0.060	-2.682
Governance and Programme Management Costs	-0.122	-0.060	-0.182
Feasibility Study	-0.250		-0.250
Development plan on lower risk land	-0.500		-0.500
Civil defence and emergency management	-0.750		-0.750
Catastrophe fund	-1.000		-1.000
Remaining Tagged Contingency (TC)	8.528	11.390	19.918

Remaining Tagged Contingency Breakdown

	Amount \$M's	TC Expiry Date **
Ring bank - structural flood protection	15.600	30-Jun-24
Organ's Island	1.500	
Property level adaptation fund	2.000	
Contingency	0.818	
Total	19.918	

* Cabinet has approved \$22.900m Tagged Contingency for West Flood Resilience Project - a ring-fenced fund set aside until 30 June 2024. Funding drawdowns are conditional on meeting Minister's expectations as set out in their June 2023 letter.

** Although the Tagged Contingency expires on 30 June 2024. It's important for the councils to work with DIA to ensure drawdowns are completed within the parameters of the Public Finance Cycle including period when changes can't be made.

Section Three - Current Month Financials

Item Description	PARA Element	Tagged Contingency			Accountable Council	Invoiced	Committed Funding	Co-investment			2023-24			2023-24			Whole of Life Cost			
		Approved Amount \$M's	Drawdown \$M's	Remaining \$M's				Crown \$M's	WCRC \$M's	Total \$M's	Year to Date			Full Year			Var \$M's	Fcst \$M's	Bud \$M's	
Governance and Programme Management Costs	Project costs	0.182	0.182	0.000	BDC	✓				0.000	0.000				0.000			0.000		0.000
Feasibility Study	Avoid	0.250	0.250	0.000	BDC	✓				0.000	0.000				0.000			0.000		0.000
Development plan on lower risk land	Relocate	0.500	0.500	0.000	BDC	✓				0.000	0.000				0.000			0.000		0.000
Ring bank - technical expertise for redesign of flood protection	Protect	0.300	0.300	0.000	WCRC	0.000				0.000	0.000				0.000			0.000		0.000
Civil defence and emergency management	Accommodate	0.750	0.750	0.000	WCRC	0.000				0.000	0.000				0.000			0.000		0.000
Catastrophe fund	Protect	1.000	1.000	0.000	WCRC	0.000				0.000	0.000				0.000			0.000		0.000
Ring bank - structural flood protection	Protect	15.600	0.000	15.600	WCRC	0.000				0.000	0.000				0.000			0.000		0.000
Organ's Island	Protect	1.500	0.000	1.500	TBC	0.000				0.000	0.000				0.000			0.000		0.000
Property level adaptation fund	Accommodate	2.000	0.000	2.000	BDC	0.000				0.000	0.000				0.000			0.000		0.000
Contingency	Protect	0.818	0.000	0.818	WCRC	0.000				0.000	0.000				0.000			0.000		0.000
Total		22.900	2.982	19.918			0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000

Resilient Westport Steering Group

Title:	Resilient Westport – Master Planning, Comms and Engagement – Future Resourcing
Date:	2 February 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 further update on the budget status for the Master Planning and Engagement programmes and proposed budget requirements and reappropriations of budgets.

Recommendations

It is recommended that the Resilient Westport Steering Group:

1. **Notes** the budget update provided with recommendations for reappropriation and further analysis to be carried out on the \$1.5m Organs Island appropriation with recommendations for budgeted expenditure
2. **Approve**
 - To reappropriate the \$0.25m funding from Feasibility Study to Master Planning and,
 - To reappropriate \$0.225m funding from the \$0.3m funding set aside for the review of the Business Case to the Communications and Engagement implementation
 - To immediately commence delivery of the Communications and Engagement implementation plan.

3. Background

Stage one 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 specialises in Master Planning and brings a multi-disciplinary team of urban designers, architects as well as strategic alliances with Civil Engineers, and Multi Hazard teams.

The Isthmus Group began work in October 2023, with completion of Stage one expected at the end of March 2024.

The budget for stage one is \$0.25m. It was agreed in November, to bring forward \$25,000 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.

At the completion of Stage One, it is forecast that there will be a surplus of \$11,200 to transfer back to Stage Two (See summary in Table 1). *(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 Two Master Planning – Concept Plan

4. Stage Two of the Master Planning framework has a funding appropriation of \$0.5m from the Multi-tool Business Case programme of works. As agreed at the November meeting, approval was provided by the Steering Group to bring forward an amount of \$25,000 into stage one for external technical advice leaving a budget of \$475,000

5. For planning purposes, an estimate was sought from Isthmus for delivery of Stage Two which will commence in April 2024. The proposed costs from Isthmus are \$500,000 which leaves the programme short of funding for Programme Management and Project Management. (Note: Isthmus has not yet been engaged for Stage two and the scope is still to be determined)

6. 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. This leaves the programme with a shortfall of \$402,800. (See Table one for proposed cost breakdown).

7. It is recommended that the \$0.25m appropriation for the Feasibility Study be reappropriated to Master planning as the feasibility is included in the scope of this programme. This would result in a shortfall of \$152,800 for the programme.

Communications and Engagement Implementation

8. In September, the Steering Group endorsed a drawdown of \$15,000 to deliver a Communications and Engagement Strategy. The purpose of this proposed strategy and implementation plan is to clearly map the ways and means to engage effectively with the local community in Westport, informing and educating them about the various workstreams. The aim is to address community frustration, facilitate understanding and ownership of the work programmes and assist in gaining participation in workstreams.

9. The final Strategy report is now complete and is presented to the Steering Group Committee in a separate paper.

10. Currently, there is no budget to deliver this programme of work. To be successful, the programme of work across the PARA framework will be dependent on strong communication and engagement with the Westport community.

11. It is recommended that this workstream commences as soon as possible to ensure strong consistent communication and engagement with the Community.

Budget Shortfall

12. In summary, there is a shortfall of \$152,800 to deliver the Master Planning Programme and a shortfall of \$25,000 to deliver the Communications and Engagement Implementation plan.

13. Total Shortfall: \$177,800

14. It is understood that the appropriation of \$1.5m for the purchase of Organ's Island has changed in scope and it is therefore recommended to investigate whether it is possible to reappropriate \$177,800 to these two programmes of work.

Table 1

BDC Master Planning	Budget	Forecast	Proposed	Commentary	Shortfall	Column
Stage one (Better off Fund)	\$ 250,000					
Isthmus	\$	\$				
Project Manager to 31 March		\$		to 31 March		
Stage Two B/F - externals advice	\$	\$		Subject matter experts as per Isthmus stage 2 scope to assess fatal flaws		
Total Stage one	\$ 275,000	\$ 263,800				
Stage Two (Multi-tool Fund)	\$ 475,000					
Funds unspent from stage 1			-\$ 11,200			
Isthmus			\$	Estimate - not a formal quote		
Externals advice			\$	subject matter experts/civils		
Project Manager @ 40 hours/wk 12 months (2000 hours)			\$			
Programme Management @15 hours/wk + disbursements (950 hours)			\$			
			\$		\$ 402,800	
Feasibility Study	\$ 250,000			Reappropriate Feasibility funding to Master Planning	-\$ 250,000	
Total Stage two	\$ 725,000		\$ 877,800	Shortfall	\$ 152,800	
Comms & Engagement Implementation	zero					
Comms & Engagement (collateral and staffing) 12 months			\$	Reappropriate surplus funding from Business Case Review	\$ 250,000	
Surplus from Business Case Review	\$ 300,000	\$ 75,000			-\$ 225,000	
				Shortfall	\$ 25,000	
Total Shortfall				Investigate possible reappropriation of Organ's island budget	\$ 177,800	

Resilient Westport Steering Group

Title: Resilient Westport – Communication and Engagement Strategy and Implementation Plan

Date: 2 February 2024

Principal Author: Penny Bicknell, Programme Manager

Authorised by: Steve Gibling, CEO Buller District Council

Purpose

To provide the Resilient Westport Steering Group with the final Communication and Engagement Strategy and Implementation Plan

Recommendations

1. It is recommended that the Resilient Westport Steering Group:
 - **Notes** the update provided
 - **Approves** immediate implementation of the Communication and Engagement Strategy and Implementation Plan

Background

2. At a 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.
3. At the September meeting, the group endorsed a drawdown of \$15,000 to engage a Communication and Engagement Specialist to provide a high-level communication and engagement strategy across both Councils.
4. A copy of the Communication and Engagement Strategy and Implementation Plan is attached. The estimated budget to deliver on this implementation plan is \$250,000 (see breakdown below).

Community Engagement Budget estimates	
Community and Engagement Advisors	\$ [REDACTED]
Set up costs	\$ [REDACTED]
Communications collateral & media costs	\$ [REDACTED]
Community meetings and workshops	\$ [REDACTED]
Community hub equipment and overheads	\$ [REDACTED]
Total	\$ 250,000

Work Programme

5. BDC and WCRC need a high-level Communication and Engagement Strategy for the Resilient Westport programme that will weave together the concurrent work packages delivered by the two Councils.
6. The Councils also need to ensure that other engagement on Council “BAU” work outside the Resilient Westport programme aligns with and / or avoids conflict with key engagement plans for the community (e.g., climate adaptation; Long-term Planning).
7. The Resilient Westport Plan requires tactful conversations and an ability to programme multiple strands of work into a calendar that satisfies all the communication and engagement requirements. It’s important the people of Westport understand their opportunities for engagement in each of the strands and know where to get information or ask questions.
8. It will also be important to ensure there is good internal understanding of the strands within both councils (staff and their elected representatives). This can be achieved by providing regular updates and key messages to staff and elected representatives through existing reporting channels via the Chief Executives.

Outcomes

9. The purpose of this proposed strategy and plan is to clearly map the ways and means to engage effectively with the local community in Westport, informing and educating them about the various workstreams. The aim is to address community frustration, facilitate understanding and ownership of the work programmes and assist in gaining participation in workstreams.
 - The plan focuses on a ‘one stop shop’ approach to engaging with the Westport community.
 - The community will see all stakeholders as working to solve this complex set of issues on their behalf. They may not agree with all the actions, but they will understand what’s happening.
 - Other outcomes which are underway and will also form background to the Communications and Engagement Strategy include supporting WCRC’s presence in Buller, with a “shopfront” in Westport – an engagement hub. WCRC needs to be seen as interested and engaged in Westport matters, and as a trusted partner and leader in the management of the Resilient Westport project.
10. The strategy will need to meet the LGA requirements, clearly articulate methodology and timing, and interweave workstreams to provide a meaningful engagement opportunity for the Westport community.
11. The Communications and Engagement Strategy and Plan includes:
 - Background and articulation of issues/challenges
 - Findings from research
 - Audiences defined
 - Objectives defined
 - Strategy for communications and engagement defined
 - Baseline Key messages (to be updated regularly)
 - Advice on best channels for engagement with different audiences

- Tactics schedule, including timeframes and responsibilities
- Indicative costs for implementation
- Reputation / communication risks and mitigations
- Evaluation measures

Next Steps

12. Immediate implementation and delivery of the plan, subject to endorsement and budgetary approval by the Steering Group Committee.

Resilient Westport Communications and Engagement Strategy

December 2023

Prepared by: Lee Harris, Director



Tui Hill Contracting
CMB 53, RD1 Runanga
West Coast 7873

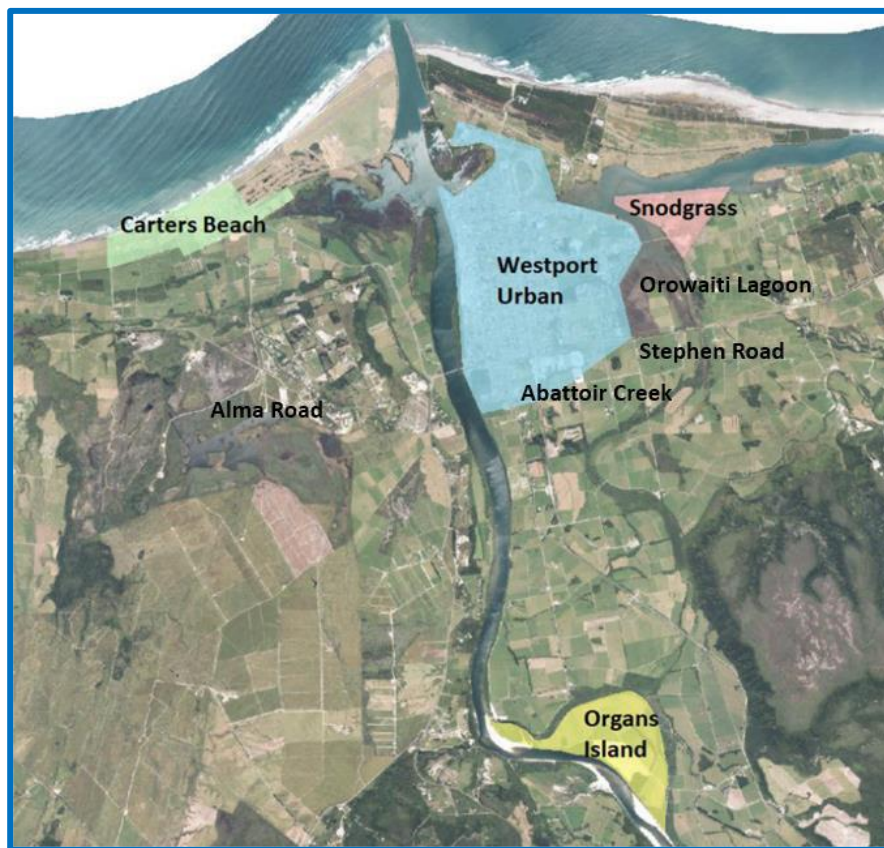


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Executive Summary



Westport township including Snodgrass and Carter's Beach are under serious threat from various weather and natural hazards.

The Buller District's vulnerability to the impacts of climate and weather issues are exacerbated by high levels of socio-economic deprivation in conjunction with a low-density population¹.

Following the July 2021 floods, NIWA produced a media release to explain that flood flows on the Buller River at that time were the largest recorded of any river in Aotearoa New Zealand in almost 100 years. Flooding issues are exacerbated by the low-lying land on which the Westport township is situated, in between the Buller and Orowaiti Rivers.

Proximity of Westport to the sea leaves local residents in danger of tsunamis, particularly with high-risk areas like Snodgrass Road and satellite communities at Carters Beach.

Like all of the South Island, Westport is also very vulnerable in the event of the predicted Alpine Fault 8.0 magnitude earthquake. Potential hazard issues beyond flooding also include sea level rise, liquefaction and Coastal accretion².

People's lives and livelihoods are at stake. There are yet to be any mechanisms to prevent people from buying and building in flood-prone or coastal-prone areas. The majority of the current housing stock is largely old, and not well-suited to withstand weather challenges. People have heard they may not get insurance "next time". There's little in the way of certainty. They feel they have little or no choice.

¹ Climate Adaptation Communications and Engagement Strategy.

² Pg 20, Other Natural Hazards, Co-Investment in Westport's Resilience report to Government, 30 June 2022

Initial conversations have indicated that the communications and engagement to date about Resilient Westport projects have been sporadic and reactive, with little in the way of resource available to assist in these endeavours to date. There is no one website for updates across the projects – some are led by the West Coast Regional Council, some by Buller District Council, and there’s an aligned Climate Adaptation project which is a joint Buller District Council and University of Canterbury initiative. People don’t understand what the projects are, and how they might be impacted by each project.

This Communications and Engagement Strategy and Plan sets out guidelines for ways to listen, inform and engage with the people of Westport. They have a right to understand their opportunities for engagement with each of the workstreams, and to know where to get information, ask questions, or offer ideas and feedback. It is also important to ensure there is good internal understanding of the projects within both councils (staff and their elected representatives). There is an opportunity for councillors as key influencers to aid in the communications and engagement through making key messages and up-to-date FAQs available to them throughout the lifespan of the various projects.

Recommendations

1. That the Joint Steering Group adopts this Communications and Engagement Strategy and Plan and appoints the Programme Manager to oversee the implementation of the following recommendations:
2. To ensure messaging is aligned, consistent, timely and relevant, it is recommended that the Buller District Council hire one Engagement Advisor for at least 15 hours a week, and one Communications Contractor for at least 15 hours a week. These two positions can both support and provide leave cover for each other when necessary and should report to the Programme Manager. It is envisaged these positions will continue for up to three years. The budget is currently for one year at \$63,450 for each position.
3. A list of best practice tactics are detailed in this Strategy and Plan. While there will always need to be a certain amount of “cutting the cloth” to fit the budget, it is recommended that a budget of \$235,085 be set aside for 2024. Some items in the budget will be one-off set-up costs, but budgets for 2025 and 2026 will need to be forecast in 2024.
4. Different agencies working on aligned programmes to sign a Media Protocol agreement.
5. An overarching forward-focused brand be developed in early 2024 to assist in recognisability for Westport audiences, indicate alignment of projects, and to encourage ownership by those involved in the work.
6. Discussions to be progressed as soon as possible for the use of the new West Coast Regional Council Westport-based office shopfront to be repurposed as a hub. While the office will be branded for WCRC, it would be useful for the new aligned project branding to also be visible on windows/signage. As well as an information and engagement space, it would be a home base for

the Project Engagement Advisor, for people to call in seeking information and offering feedback, and also provide space for staff or contractors from time to time.

7. The Buller District Council, West Coast Regional Council, Te Rūnanga o Ngāti Waewae, Joint Steering Group, key stakeholders and contractors are encouraged to operate with sensitivity and mindfulness when dealing with the people of Westport over these complex matters that are about protection of their lives and proper consideration of their livelihoods and assets.

Introduction & background

Buller District Council (BDC) and West Coast Regional Council (WCRC) need a high-level Communication and Engagement Strategy for what has been called the “Westport Resilience / Resilient Westport” programme that will weave together synergistic and concurrent work packages across several agencies involved in the recovery and resilience planning for the future of Westport.

Partnering with the two councils in delivering these programmes of work is Te Rūnanga o Ngāti Waewae, based at Arahura, just north of Hokitika.

Councils need to ensure that engagement on other Council work outside the “Resilient Westport”³ programme dovetails with key engagement plans for the community. The primary focus of the Communication and Engagement Strategy is the Resilient Westport Programme, in partnership with business-as-usual which will need to be acknowledged, and workplans dovetailed, to ensure success of both. The focus of this piece of work is around the future of Westport, as opposed to wider Buller where flood recovery and climate adaptation work is also underway.

As mentioned in the [Business Case to Government](#), the Westport situation following flooding in 2021 and 2022 has catalysed some strategic thinking with both Coast councils and MBIE, Kāinga Ora, Kānoa, NEMA and DIA. More operationally, Waka Kotahi is funding substantial roading reinstatement, and KiwiRail has been at the table.

Underlying Planning Principles⁴ about the way forward in the June 2022 Co-Investment in Westport’s Resilience report are important foundations for moving the community’s views about what Westport is and what needs to happen:

We realised early on that there is no silver bullet for Westport. We have therefore been working hard on expectations to make sure key stakeholders and the wider public are aware of this. In addition, there are some obvious constraints, dependencies and tasks that need to be carried out. In this regard, we have used the following principles to guide expectations:

- *We cannot protect every single bit of Westport.* It is simply not feasible or affordable.

³ While the terminology “Resilient Westport” has been used in this report for ease of identification, this strategy recommends developing a more suitable and people-friendly overarching brand.

⁴ Pg 32, Planning Principles, Co-Investment in Westport’s Resilience report to Government, 30 June 2022

- *It is unlikely that we will be able to build our way out of this forever.* While it makes sense in the short term to build some embankments and structural defences, in the long term the reality is that we are unlikely to be able to afford or will want to do this forever – a range of adaptation options will be necessary.
- We can't eliminate all the risk. In agreeing on the structural solutions, we need to be very clear that embankments and *other structural defences won't 'solve the problem'. Far from it – and no engineer will ever give a guarantee that the structures won't be overtopped – especially with more climate-related weather events now certain.*
- We don't have to do everything tomorrow. Proposed measures to avoid, retreat, and accommodate Westport flood risks will be delivered in an ordered sequence – some in the short term; some over the next 25-50 years.

In her engagements with the community post flooding, Homebuilders Chief Executive Lorraine Scanlon outlined that at the then Community Hub, they quickly learned you have to give the same message seven times in seven different ways before people would really hear and understand it. Lorraine's experience was that having a hub space for people to drop in and talk was most effective. She would talk through any FAQs or handouts with visitors before giving them the information to take with them. "People will take it home and put it on their tables and read it in their own time." People could gather and talk to each other at the hub.

- She also suggested setting up in the main street (i.e., outside Bradleys), "like a raffle stand" and giving out information, on a roster basis.
- [REDACTED] LTP pre-engagement mahi, going out directly to groups. "People want to be helpful, to know and understand what's going on."
- There were members of the community still struggling post-flooding and COVID, with "Long Anxiety" as a result.
- She suggested using NGOs to share dates of engagements/events early and get early reading/FAQs out.

Buller REAP Chief Executive Mary-Rose O'Loughlin wanted more transparency around the projects, with FAQs available for each one. She felt any column needed to appear in both the Messenger (a free community newspaper) and Westport News. Mary-Rose also suggested a folder of projects (listed in the Tactics below as a Public Compendium) with regular updates at Buller REAP, the Westport Library, Te Ha o Kawatiri, Homebuilders, doctor and dentist waiting rooms (*and Council offices*).

With an appeal to their important roles in the community at this crucial time in its history, other key Westport organisations and individuals may also be prepared to assist in helping to shape the projects so that they are more likely to find "buy-in" locally, they may also aid in disseminating messages and information, correcting misinformation and myth busting. These are some of the tools that are likely to be essential in getting Westport Inc engaged.



Objectives

1. To clearly map for the next 12 – 36 months the ways and means to engage effectively with the local community in Westport, so that
 - 75% of all Westport residents have had at least three communication pieces about the projects over the three years;
 - At least 75% of all public feedback indicates that people are aware of projects and their status;
 - At least some people turn up in person to all engagements.
 - When engagement is held, local knowledge and memory is acknowledged, and key points recorded.

Aim 1 is to address community frustration, facilitate understanding and ownership of the work programmes and assist in gaining participation in workstreams. Ensure the community's voices are heard throughout the programme, and at key junctures where significant decisions are to be taken⁵.

2.To align the different workstreams and set up systems to avoid duplication, make the most of opportunities to engage together and model partnership to the community.

Aim 2 is to avoid potential misunderstandings, confusion, or offense that could damage relationships or credibility.

Aim 3 is that the community trust in the ability of the partners to listen to them and act in their best interests.

3.To support the WCRC in the establishment of their Buller shopfront, and as a trusted partner and leader in relevant workstream issues.

Aim 4 is that the West Coast Regional Council's profile in Westport/Buller is lifted, with an understanding of their role.

Strategy

To the public of Westport, the different but aligned pieces of work that fall under the “Resilient Westport”, “Special Projects”, “Master Planning” and “Climate Adaptation” are confusing. They know little about what these projects are or mean for them. Added to that, the projects/workstreams themselves do not all easily sit together under one overarching brand. The Climate Adaptation work is currently focused on Buller-wide excluding Westport, while the other projects are Westport-focused.

Some projects do not require input from the public – they're the things that BDC and WCRC are getting on with. But they still need explaining and information. Without good information, stories fill the void and sometimes those stories become an accepted truth.

Westport people know first-hand that their lands are under threat. The project team needs to be careful about language to avoid panic, but also be at all times truthful in messaging that some properties will not be sustainable for much longer given the threats from flooding and other hazards; while other properties probably have a longer period of stability. Parts of the township may not be able to exist in place long-term. Many future-focused questions will need to be worked through with residents and their whānau, their insurance companies, banks, property developers, real estate agents, businesses/professionals, schools, NGOs, churches, sports groups and those using the town for their services.

The strategy outlined in these pages focuses on a more open, transparent and timely communications and engagement approach. This approach acknowledges we will need to support, share, be kind and be open in working together and with our communities. To ensure

⁵ Joint Steering Group Terms of Reference, 21 July 2023

alignment between projects and workstreams, communications and engagement staff and contractors will regularly check in with each other, looking for opportunities to work together, to avoid duplication and at all times be respectful of the time and input required from the people of Westport. Resilient Westport communications and engagement advisors will support content creation and coordination of efforts and opportunities.

Misconceptions continue about what is happening and long-term sustainability of the township. The project teams need to carefully approach their public discussions about the work they are carrying out (temporary fixes) and the unavoidable truths (the township cannot be the way and where it is now into the future). The reality of being flooded out of homes has overwhelmed residents, but they have largely been able to patch things up and continue to live in place. Brave conversations about the longevity of those solutions are ahead.

Communications and engagement pillars foundational across projects and workstreams:

1. **Personal engagement with the community.** Focus workstreams on listening with empathy in authentic engagement with the people of Westport – begin engagement with: “How’s things going for you and your whanau?” Set the scene.
 - a. Bring together ear to the ground community representatives/influencers (Reference/Focus Group) to help shape projects for Westport; and provide project owners with regular check-ins to listen and to test messaging. The first of such groups will be needed early 2024 for the Master Planning exercise.
 - b. Include stands at community events (i.e., Carter’s Beach market, Whitebait Festival, Buller Marathon...)
 - c. Drop-in encouraged at new hub
 - d. Provide feedback to the community so they understand how their input is being used.
 - e. Enable people and organisations to plan how they might support the mahi, including impacts on themselves, their organisations and their clients/customers.
 - f. Organise collaborative events (i.e., 2 x a year community meetings) that bring together workstreams to update the community in one place at one time (i.e., NBS Theatre)
 - i. opportunity to provide updates and answer questions
 - ii. to defuse brewing inconsistencies/myths
2. **Working together as partners.** Design and demonstrate partnership and ways of working better together.
 - a. Draft no surprises media protocol & contact list.
 - b. Internally share workstream key messages and any communications plans and public presentations
 - c. Communications and engagement staff/contractors visit each other in person at least annually to engage and discuss updates - demonstrate listening to, analysing, and utilising relevant local knowledge, but continuing to question whether the current way is the “right” way.
 - d. Agree to share communication updates and presentations through partner channels

- e. Bring together the key stakeholder parties regularly, to work through how to keep messaging aligned, potential risks/challenges and words on the street, by way of a monthly communications and engagement hui.
- f. Set up shared internal calendar for engagement – avoid duplication, find opportunities for shared engagement.
- g. Establish shared branding to align workstreams and create recognisability for aligned projects

3. **Provide multiple channels for information.** Ensure information is available in an empathic, timely, succinct fashion in plain English using joined up physical and online spaces

- a. All staff in partner organisations need to be aware of what's going on, and in particular front desk staff are updated with latest information/messaging
- b. Set up shared RW hub branded display space in the WCRC Westport offices.
- c. Online engagement platform accessed via BDC and WCRC websites
- d. Other tactics as below



What does success look like?

- 1. **Inclusive engagement:** Ensuring that a wide range of community members with diverse perspectives actively participate in the project.

2. **Acceptance of activities:** Achieving community acceptance, even if reluctant, of adaptation strategies and trigger points for future actions.
 3. **Community behaviour change:** Evidencing proactive steps taken by the community to adapt to challenges and changes.
 4. **Positive community sentiment:** Maintaining an optimistic and positive outlook within the community.
 5. **Integration into decisions:** Integrating community engagement into decision-making processes.
- Plus*
6. **People feel informed**

Scope

The scope of work to consider through the strategy and action plan include:

Resilient Westport Programme

All programmes included in the \$22.9m Resilient Westport PARA framework funded by Central Government

Other Critical Considerations

The following programmes are relevant to the work programmes in terms of ensuring that all communications are streamlined but are not included in the implementation of the Communications and Engagement strategy.

- Special Projects/Crown interventions since flood events
- Climate Adaptation
- Business as Usual activity

Communication and engagement aligned activities that will be pertinent to Westport people include WCRC and BDC LTP consultation, general community engagement and specific property owner engagement on the flood protection scheme and Stopbanks in particular, formal consultation under the RMA for consenting, engagement on master planning and the local adaptation plan, and the Te Tai o Poutini Plan (WCRC). Business as usual activity will be noted to avoid engagement clashes where possible.

Agencies and work programmes currently being planned include *(note lead Agency in brackets against each work programme):*

Protect (WCRC)

- \$15.9m (plus \$10.2m from WCRC) for floodwalls / “Stopbanks” to reduce the risk of flooding.
- \$1.5m for the reforestation of the Organs Island area.

Adapt (WCRC)

- \$500,000 to improve local emergency management capability
- \$250,000 for a sea level monitor / tide gauge to improve early warning systems

Retreat/Relocate (BDC)

- \$500,000 Master Planning

Avoid (BDC)

- \$250,000 Feasibility study

Other Work Programmes:

- WCRC Long Term Plan – engagement/consultation to start approximately end of March (WCRC)
- Te Tai o Poutini District Plan (WCRC)
- Te Tai o Poutini Coastal Hazards new maps – engagement has started (WCRC)
- Climate Adaptation – Buller – engagement has commenced (BDC/University of Canterbury/Resilient Org)
- 2024 – 2034 BDC Long Term Plan – engagement/consultation to start end of March and run through to 2 May
- Three Waters (BDC)
- Design of Omau Rd intersection (BDC)
- Changes to waste management (BDC)
- Speed bumps – early 2024 engagement/consultation (BDC)
- Other BAU programmes (BDC/WCRC)

Communications and Engagement about these initiatives will be delivered by the lead agency and assisted by the Resilient Westport Communications and Engagement Advisors to ensure streamlined communications with the Community.

Partners for Resilient Westport

Key partners for the Resilient Westport project are the Buller District Council, West Coast Regional Council and Ngāti Waewae.

Stakeholders

Key stakeholders include the Joint Steering Group, Government departments and contractors involved in the different workstreams, who need to be kept abreast of what other workstreams are doing, because:

1. When they're out talking about their own project, the public will expect them to know about related workstreams. They need to know key messages, latest updates and where people can get more information
2. High level messaging should be aligned.
3. There may be opportunities for shared engagement.
4. Communications channels should also be joined-up.

The final group of stakeholders includes the individuals and organisations who live in or frequent Westport for its services. They all have a vested interest in any proposals that will affect the township.

Stakeholder Group

Responsibility

Project governance (high engagement)

Joint Steering Group

Programme Managers

Project leaders (high engagement)

Buller District Council
West Coast Regional Council

Programme Managers

Key Partner (Keep well-informed, engaged)

Ngāti Waewae

Chief Executives, BDC & WCRC

Other Delivery Partners (Moderate engagement)

Government departments
CDEM

Mayor, Chair, Chief Executives, BDC & WCRC; Programme managers

Other Key Projects (Moderate engagement)

University of Canterbury/Resilience Organisations

Programme managers

Other Key Stakeholders (Moderate engagement)

Westport Rating District Joint Committee

Mayor, Chair, Chief Executives, BDC & WCRC

Other Stakeholders (Regular engagement)

Whānau & aligned groups
advisors

Education / Rangatahi-focused

Social Service / NGOs / Health providers

Older people & aligned groups

Environmental groups/organisations

Emergency Services

Sports and arts groups

Business leaders

Mayor, councillors, programme managers, communications & engagement

Media (Responsive & pro-active)

Mayor, Chair, Chief Executives, communications & engagement advisors,
Steering Group

The people we are engaging with

Several workstreams are aimed at trying to reduce the likelihood and frequency of flooding; and prepare Westport for other emergency events. People who are in vulnerable Coastal or flood-prone areas (or their friends/whānau – i.e., most of Westport) have quite likely recently had months of dealing with insurance companies, builders and council (some may still be trying to sort things out).

They will be feeling battle-shy and lacking in trust that things will be dealt with quickly and efficiently. They need reassurance, a clear pathway, understanding of options, and transparency.

When communicating and engaging with external audience groupings, we need to be mindful of:

- People who do not have access/do not use online technology frequently
- Social media users on one or more platform
- People directly affected by previous flooding
- People who will be affected by Stopbanks or other planned initiatives
- Ratepayers and residents
- Westport town service users (from outlying areas of Buller)
- Visitors / tourists



- The proportion of Westport residents born overseas is 9%, compared with 27% nationally.

As the representatives of the people of Westport and its regulatory bodies, councillors and staff are potential champions for the Resilient Westport pieces of work. Mayor and Councillors (BDC) and Chair and Councillors (WCRC) need to be kept updated with all key messages; updates; workshops (monthly or as required).

- Councillors – BDC & WCRC
- Staff – BDC (Thursday catch-up email), WCRC
- Front desk/call centre staff as a particularly important group for messaging; and listening to the people of Westport
- Steering Group
- All people involved in workstreams (including external contractors – Isthmus, Matt Gardiner)
- Communications and Engagement staff and contractors as a particular stakeholder group.

Support for Team carrying out engagement

The team carrying out the engagement with the Community need to be supported with psycho/social support where required on a regular basis recognising that there is high anxiety in the Community and some members of the community may be abusive to the team.



Principles / ways of working⁶

- Te Ao Māori is embedded in project thinking and design.
- Act in good faith, with honesty and impartiality, be seen to act for the good of Westport.
- Promote the programme with stakeholders and interested parties.
- Be prepared, engaged, constructive, open to suggestions, and actively assist with issue resolution and not re-litigating discussion at future meetings when agreement has already been reached.
- Ensure any confidential information remains confidential indefinitely, unless deemed otherwise or requested by LGOIMA.
- Ensure visibility and consistency of communication
- Engagement across the programmes – weekly meeting with all teams across the programmes to ensure strong engagement

⁶ Steering Group Terms of Reference, 21 July 2023



Conn's Creek slip, 10 February 2022


Overall Resilient Westport Key Messages

- Several projects are underway to reduce the impact of hazards (including flooding) on Westport.
- 'Absolute protection' is not possible - even when all these measures have been completed there will be a residual risk of hazards
- The Buller District Council and West Coast Regional Council are working collaboratively with iwi and other organisations and Government departments to plan safe growth areas for Westport.
- The Master Planning project is our first extensive future-planning since the late 1800s but sits alongside some hard decisions ahead for some people and their hazard-prone properties. We will be supporting our people through this.
- The BDC/University of Canterbury Buller Climate Adaptation project excludes Westport. The other pieces of work for Westport are the main focus for the overarching "Resilient Westport" project.

Tactics – Communications and engagement one year

Abbreviations: Resilient Westport (RW) Communications Advisor (C) Engagement Advisor (E)

Tactic	Timeframe	Responsibility	Cost estimates	Notes
Diary internal calendar for scheduling engagements and consultations Audience: Comms and Engagement staff/contractors	Ongoing	All C & E	Staff time i.e., 15 mins/week	
Stakeholder list (to be held at BDC). External projects will not be given access to the list, but BDC channels can be used for updates etc. Use list to plan engagement activities with specific groups. Audience: Comms and Engagement staff/contractors	February 2024 Maintain ongoing	All C & E, [REDACTED]	Staff time	<ul style="list-style-type: none"> Identify key stakeholders Broader stakeholders Audiences
Design overarching branding Logo/fonts/colours/online etc – to create instant recognisability and alignment Audiences: All	February 2024	RW C Advisor	Allow Plus, around 8 hours advisor time (develop brief, user test, tweaks, supplier management, signoffs)	See Appendix 1 To be used across all workstreams Draft Design brief
Stocktake of Westport-focused social media accounts Audience: All C & E advisors	February 2024	RW E Advisor	Staff time	To be used by all workstreams Likely BDC has a list already – check with [REDACTED]
Image/graphic bank Start gathering images related to different projects, including footage Audiences: All	Ongoing	RW C&E Advisor, BDC, WCRC, Climate Adaptation comms advisors	Staff time 1-2 hours/week to take images or gather material from other sources	RW C Advisor to manage

Tactic	Timeframe	Responsibility	Cost estimates	Notes
<p>Set up branded PowerPoint</p> <p>Start with project descriptions, key messages and an update slide for each, including a “where to next”</p> <p>Audiences: Presentation</p>	February 2024. Updates as required	RW C Advisor	Staff time, including signoffs. Keep updated	Need to maintain version control of public PowerPoints. Set up naming conventions for files.
<p>Survey Monkey to ask particular workstream questions (baseline, can be repeated annually and include feedback questions)</p> <p>https://bit.ly/47q5YQX</p> <p>Audiences: Online</p>	February 2024 Feb '25 Feb '26	RW E Advisor, supported by RW C Advisor	\$85 per user per month (allows map tracking/analysis) Staff time to organise & promote first survey	Provides baseline data which can later be evaluated against Check if BDC or WCRC has Survey Monkey account. Can also help engage with and disseminate messaging about disparate projects. Promote via Facebook advertising, media, column etc
<p>Media monitoring, to ascertain common understandings and pinpoint misconceptions/rumour</p> <p>Audiences: Internal, managers, staff and councillors as a gauge of the zeitgeist</p>	Ongoing	RW C Advisor	Check BDC & WCRC to see if they are already monitoring Staff time	Set up Excel spreadsheet to track articles; archive articles Might require subscriptions to i.e. The Press & Westport News Decide on courses of action to correct information
<p>Develop database for newsletters, updates</p> <p>Audiences: External, people who want detail regularly</p>	Ongoing	RW C&E Advisors	Staff time – two hours a month	Use i.e., Stakeholder list as a starting point, get email addresses, ensure there is a disclaimer/opt out etc...
<p>Monthly stakeholder updates</p> <p>Email project updates</p> <p>Audience: Councillors and staff BDC, WCRC, iwi, key stakeholders</p>	February 2024 ongoing	Programme Mgr, support RW C Advisor and wider C&E group	Staff time around 1 hour/month BDC IT to assist with set up	Set up from resilientwestport@bdc.govt.nz
<p>Produce Key Messages for each project/workstream. Update as necessary, check at least monthly.</p> <p>Audiences: All</p>	February & ongoing	All C & E, 	Staff time	<ul style="list-style-type: none"> Ensure messages are signed off and saved in SharePoint C & E folder.
<p>FAQs for each project</p> <p>Audiences: All</p>	February 2024;	RW C Advisor,	Staff time around 2 hours a month	RW C&E Advisor to manage

Tactic	Timeframe	Responsibility	Cost estimates	Notes
	Updates as required	BDC, WCRC, Climate Adaptation comms advisors		
Set up Resilient Westport Web pages – i.e. through Buller District Council Audiences: Online	February Ongoing	RW C&E Advisors With BDC	TBC (check [redacted] re IT costs. Staff time approximately 10.5 hours to work on content/set up, plus meetings; ongoing 1+ hour/week	Resilient Westport landing page, with sub-sites for workstreams
Resilient Westport Facebook page Audiences: Online/social media users	February set up; Post at least 3 – 5 times a week	RW C&E Advisors All C&Es managing and moderation	Staff time to set up and design and post regular content, including consultation with all C&E advisors	Set up privacy; moderation controls Needs to be shared on other local Facebook pages
Facebook advertising to promote workstreams Audiences: Social media users	Start in February, ongoing	RW C Advisor	Placements i.e., \$300 per month Staff time to organise	
Resilient Westport Let's Talk profile (Gracinus engagement platform) through BDC Audiences: Online	Set up February – March Ongoing	RW C&E Advisors With BDC	TBC costs Staff time to set up 10 hours & keep updated around 1 - 2 hrs/week	Work with [redacted] Own site would be \$11,000 p/a
Monthly Resilient Westport newspaper column – Westport News and Messenger Audiences: All	Starting February 2024 Monthly	RW C Advisor	Westport News \$281 Messenger \$390 per month. Staff time preparing, gathering content, signoffs etc 5 hours per month	i.e., 15cm x 4 columns display advert
Physical community noticeboards Audiences: People not online & passers-by	Build and install	RW E Advisor	Might cost i.e., \$500 each to build?	Check if Westport menz shed would fabricate – Jo Howard (Secretary)

Tactic	Timeframe	Responsibility	Cost estimates	Notes
<ul style="list-style-type: none"> • Inside at Mitre 10 • Buller Health • NBS Theatre • Pulse Energy Centre • Carter's Beach Domain Hall Plus, Supermarkets, Council & Library noticeboards	February/ March 2024 Update as required		Staff time: Planning, consents; get quotes; design; content; establish best locations & number etc; organise installation; content; any signoffs 20 hours + 2 hours a month to keep updated	03 789 7055 westportmenzshed@gmail.com There is a current notice board at the NBS but no space for flyers really; set up another Need to be waterproof
Project/workstream Fact Sheets Description of work; key messages; where to get updates; who to contact Audience: Visitors to hub Events Presentations Online users (social/website/engagement sites)	First publication February – March Updates as required	RW C Advisor with support from wider C&E group	Print in-house x 50 each A4; 5 A3 Graphic design est. 2/3 hrs each template x 7 Staff time: Preparing content; signoffs etc 15 hours x 3 updates	“Leave behind” for meetings/presentations Available at the hub (A4), noticeboards (A3), in compendiums (A4), plus online version ██████ Display an A3 poster at the Library front counter & Westport BDC for consultations / surveys.
Posters Where to find info; where to get updates; upcoming events Audiences: All Westport	As required, possibly 4 general, plus 3 events p/a	RW E Advisor	Design – shell template Printing Staff time including distribution	Print runs 100 A4 posters x 7 versions
Updates in Council newsletters BDC – 2 times a year WCRC Audience: Ratepayers	February 2024 (for WCRC newsletter in March 2024)	RW C Advisor with support from wider C&E group	Staff time to prepare, signoffs etc	Will need to book space Check deadlines
Mailchimp (or similar) newsletter At least quarterly, to online database Audience: Online users	First newsletter i.e., March 2024	RW C&E Advisors with support from wider C&E group	\$25/month for standard package, to 6000 email addresses/month Staff time 15 hours each x 4	Register names and emails for database at events, online, hub. Can also be posted on i.e., website/engagement site Set up i.e., resilientwestport@bdc.govt.nz

Tactic	Timeframe	Responsibility	Cost estimates	Notes
Video clips introducing each project – what it is; key messages; key people; timeframes Up to 3 minutes each 7 projects, filming/editing probably around 6/7 hours per project Audience: At events, info sessions, hub visitors, Online users	March – April 2024 (load on website/link to social Annual updates or as required)	RW C Advisor – scripting With support from wider C&E group	Contractor Staff time: brief; scripting; storyboards; signoffs, 8 – 10 hours each x 7 initial Two extra clips filming staff time	For hub screen, presentations, community meetings, Online – Let's Talk; BDC & WCRC website; Facebook i.e., Jamie Cleine & project leaders to front
Public compendiums For council, library, Buller REAP, Te Ha o Kawatiri, Homebuilders, doctors, dentist, Pulse Energy Centre, NBS, Donaldos, airport	March/April 2024 Update monthly	RW E Advisor	Folders x 12 60pp \$10 each Staff time to create, fill, distribute & update	Fact sheets Updates Feedback forms Must review, keep them updated
Event Stands i.e., Westport Whitebait Festival; Carter's Beach Market; Buller Marathon 2025 Audience: Locals coming out to watch marathon – waiting etc	Target i.e., 3 Westport events per year Other events as required	RW C&E Advisors	Gazebo Engagement booth Workstream panels Handouts – fact sheets Feedback forms Stall costs Staff costs, including staffing the stall	Hire gazebo or borrow BDC? i.e., to buy Hercules gazebo + two sides \$1200 Check deadlines for stalls
Giveaways Pens with website & phone number	February/ March	RW E Advisor	1000 pens Staff time to organise	Contact details to encourage people to ring or visit website.
Timely calendar (BDC) to list events/engagements/consultations for the public. https://bullerdc.govt.nz/your-council/meetings/	Ongoing	All C & E	Staff time 1 hour/month	<ul style="list-style-type: none"> Another channel to inform the public, will need to be promoted through several channels. Unclear about user numbers for Council calendar as yet.
Media releases Proactive (when news to distribute) and reactive (in answer to queries) Audience: Through media to community and stakeholders	As required	RW C Advisor	Staff time i.e., 6 releases each year, x 4 hours to produce, sign-off, distribute and follow-up	Note radio listeners on the Coast: Coast FM Radio New Zealand Other mainstream channels Use BDC media list Publish online/social

Tactic	Timeframe	Responsibility	Cost estimates	Notes
Call Centre scripting Ensure BDC and WCRC front counter/reception/phone staff have copies of Key messages, FAQs and contact details for people to talk to someone about the different projects (or drop in details re hub). Audience: Phone users	February 2024	RW C&E Advisors	Staff time	Keep the messaging updated – set a catch-up time i.e., monthly to talk them through any new messages/updates.
Monthly comms & engagement mtg (SharePoint) Audience: Comms and Engagement staff/contractors	Ongoing	RW C&E Advisors	Staff/contractor time to set up and meet, 1 hour each monthly meeting	<ul style="list-style-type: none"> • To enable clarity around wanting community input • Also, to enable clarity around opportunities for joined-up engagement • Aligning messages • BAU projects can be included in scheduling. There may be opportunities for aligning messaging.
Community information sessions i.e., 2 x a year Audiences: Across audiences. Works well particularly for people not online who want to hear in person and ask questions. Could have presentations i.e., from NIWA, insurance, banks, builders	Start March 2024 Ongoing	RW C&E Advisors to organise, input from all C&E	Hall hire Catering (tea/coffee/snacks) Advertising around events; Staff time 16 hours to set up each session (x 2)	i.e., NBS Theatre & online Shows transparency but can be problematic if dissenters, need good moderation. Updated FAQs Would be useful to have i.e., Mayor/councillors well-briefed. Include: Banners; newsletters; Fact Sheets; FAQs
Master Plan workshops To flesh out understanding, ownership, local knowledge, ideas Audiences: Residents and ratepayers, councillors	As required, probably starting March '24	RW C&E Advisors Isthmus	Hall/room hire i.e., Bridge Club, Club Buller or NBS Theatre Catering Advertising Staff time to organise 16 hours for 2/3 w/shops	Sign up to attend (cap numbers) Looking for input beyond reference group 2/3 per year? Isthmus to manage, some support over setting up

Tactic	Timeframe	Responsibility	Cost estimates	Notes
<p>Attend community / group meetings with updates and to get feedback.</p> <p>Audiences: NGOs; business community; sports; health groups</p>	Ongoing, at least twice a year	RW E Advisor, With project leads as often as possible	Staff time 3 hours a week at least, minimum	Need to be out in the community constantly correcting myths and answering questions, providing updates
<p>Street meetings</p> <p>For particularly vulnerable areas, a street meeting might be a useful tool to update residents and listen to concerns. Also, opportunities to sit out on the main street, i.e., outside Bradleys, with information.</p> <p>Audiences: Flood-affected residents</p>	As required	RW E Advisor to organise, project and workstream managers to present	Biscuits? Online advertising/posters Staff time i.e., 4 meetings x 6 hours each = 24 hours	Mayor and councillors could assist Take pull-up banners, fact sheets, sign-up forms for newsletter, gazebo if on suburban streets
<p>Reference/Focus Group – initially for Master Planning work. Possibility of further input into other engagements. Can be influencers/champions</p> <p>Audiences: Reference group & whānau</p>	February/March initial meeting Monthly for six months?	██████████ BDC, supported by RW E Advisor	Approximately i.e., \$150 meeting x 6 mtgs x 10 people Biscuits/refreshments Staff time	Pay Reference Group for their time, around 8 - 10 people. Will need terms of reference; selection process. Use RW offices for meetings
<p>BAU Staff meetings for BDC and WCRC (possibly Teams?), particularly front desk (go to them). Update with latest messaging, opportunity to ask questions. Also, ask them to share what they are hearing from residents.</p> <p>Audiences: BDC/WCRC staff</p>	Ongoing, suggest every two months or as required	Steve Gibling; Darryl Lew RW C&E Advisors	Staff time pulling together key messages/presentations	CC front desk with all updates and media releases. Ensure all staff know where to get info and where to tell people they can find info. Ensure all staff are information gathering – what questions etc?
<p>Programme Manager / team meetings</p>	Ongoing, weekly	Advisors Programme Manager; Project Manager	Staff time	Directions; issues; challenges; workplans

Tactic	Timeframe	Responsibility	Cost estimates	Notes
Fit-out at Resilient Westport Hub (WCRC shopfront); Audiences: Ambulatory; town shoppers	Set up January – February 2024 + ongoing i.e., panel updates	RW E Advisor ██████████ Support from RW C Advisor	TV Wall mount Furniture TBC Design & produce panels of project info Pull-up banners \$279 x 2 Staff time to organise, get quotes; sourcing; managing (including working with WCRC, content panels, signoffs) 25 hours	Hub fitout appendix Check if any furniture available through BDC or WCRC Check re colour printing (WCRC?) Catering
Hub Video engagement booth People to record their feedback. Photobooth can be moved. Potential to gift to BDC or WCRC at completion of project for other engagement (or shared Coast use) Audience: Hub visitors, Attendees at i.e., Westport events	By March 2024	RW E Advisor	iPad/Tablet Tablet stand anti-theft Photo Booth Staff time to organise & set up iPad etc	https://bit.ly/3SBYDtb https://bit.ly/3QC7wAA Menzshed to build? iPad Intro to Project presentation videos. Survey: What I love about Westport, what I think of projects
Launch / Opening February/March 2024 – invite key stakeholder/NGOs/influencers including media. Short presentation about what's going on (update) and why the hub has been set up Audience: Stakeholders; NGOs; Media?	March 2024	Advisors Programme Manager	Catering Staff time 25 hours	Mayor WCRC CE BDC CE Ngāti Waewae
Drop-in engagement at hub Daily talking to residents, providing info Audience: Ambulatory; town shoppers	March 2024 – ongoing	RW E Advisor	Staff time – an hour+ per week	Chocolate biscuits/tea/coffee for people dropping in for a chat. If hub doesn't have a receptionist/manager, more time will need to be allocated (see Admin budget below)

Tactic	Timeframe	Responsibility	Cost estimates	Notes
Admin	Ongoing	Advisors	Staff time - more hours at start, and at key points during project – around 3 or 4 hours a week each	Other: Induction; filing; background reading; speech writing; media training; meetings with local media; one-on-one engagement; any Health & Safety training requirements; travel time; mileage
Communications & engagement budget costs annual				Includes \$17,380 one-off costs
Budgeted Staff time RW Advisors Two contractors x 15 hours/week @ \$90/hour, 47 weeks/year				Total staff time allocated in this budget
Total costs				

Note: While advisors are engaged with different roles (Communications Advisor; Engagement Advisor), they are largely interchangeable and will be able to support each other i.e., for leave and where required.

Reputation / communication risks and mitigations

Considerations	Risk	Likelihood	Mitigations
People feeling left out, uninformed	Some feeling of a lack of information, and questions about the next steps	Likely	Use multiple channels and repeat messaging frequently. Own up to a need for more information if it is clear people are not understanding what is going on. Get on with getting information out in plain language and in a timely fashion.
Disjointed communications	Different people as spokespeople with different messages	Possible	Share consistent messaging and updates. Agree to no “rogue” conversations. (Agree media protocols). Media training where necessary. Refining messaging and “facts” where it is obvious things are going wrong.

Considerations	Risk	Likelihood	Mitigations
Public apathy	Wider public apathy would indicate failure to capture public imagination. Also, some battle fatigue	Possible	Community meetings; newsletter; media; updated website/social media. Good experts sharing real facts/analysis. Keep awareness high with regular updates through all channels
Confidential material becoming public	Careful with discussions and what is able to be shared in public.	Possible	Share consistent messaging and updates. Agree to no “rogue” conversations. Agreed media protocols.
Negative news coverage	Criticism of messaging, or expert advice.	Likely	Ensure all parties aligned on messaging. Where issues arise, agree on an approach. No rogue conversations. If anything is incorrect, contact media to put forward corrections; discuss their approach and continue to be approachable.
Fifth columnists try to derail projects	Climate “deniers” or known anti-flood protection measure proponents stymie or sabotage public meetings/processes	Possible	Will require careful management and moderation in both physical and online spaces. De-escalation training for staff Further interventions might include calling the Police if they are being threatening
Internal disputes or sensitivities	Recognise that these will occur to some degree throughout the projects.	Likely	Follow processes for resolving issues. Agree to keep differences of opinion out of media. Agree to media protocols. No rogue conversations.
Psycho/Social Needs	Recognise psycho/social needs of the team implementing engagement due to possible abuse – both online and in person	Likely	Offer counselling support to team Manage social media abusive behaviour Manage exposure of team to any specific individuals showing aggressive behaviour

Evaluation

Objective	Measurement	Status	Notes
<p>To clearly map for the next 12 – 36 months the ways and means to engage effectively with the local community in Westport, so that:</p> <ul style="list-style-type: none"> ○ 75% of all Westport residents have had at least three communication pieces about the projects over the three years; ○ At least 75% of all public feedback indicates that people are aware of projects and their status; ○ At least some people turn up in person to all engagements. ○ When engagement is held, local knowledge and memory is acknowledged, and key points recorded. 	<p>Record the number of communications that are issued through each channel.</p> <p>Google Analytics (or other measures) show at least 100 online users in the first six months.</p> <p>Record the number of community feedback received through each tactic. Record whether people are feeling informed; know about the projects; know where to get information; are talking about channels.</p> <p>Where there is no engagement through a channel or tactic in the first six months, rework the delivery of the tactic, or focus on other tactics.</p> <p>75% balanced or positive reports in media coverage</p> <p>At least 12 mainstream media stories per annum</p> <p>At least 50 responses in person or online when feedback is sought</p> <p>People turn up to all physical engagements.</p> <p>People engage with at least 50% of all online engagements.</p> <p>Feedback is archived and available for public perusal.</p>	<p>Update measures in June/July 2024 and six-monthly after that to set stretch goals.</p>	<p>Track Tactics to ascertain which ones are most successful.</p>

<p>To align the different workstreams and set up systems to avoid duplication, make the most of opportunities to engage together and model partnership to the community.</p>	<p>All projects are represented in the hub and online spaces by March 2024.</p> <p>Branded updates using plain English are produced at least quarterly for online, hub and print channels</p> <p>No calendar clashes of engagement over the next three years.</p> <p>At least five shared engagement events (i.e., community updates, presentations) throughout the next three years</p> <p>Communications and Engagement Advisors meet regularly to understand where projects are at, where there are opportunities for aligning/joined communications and engagement</p>		
<p>To support the WCRC in the establishment of their Buller shopfront, and as a trusted partner and leader in relevant workstream issues.</p>	<p>At least 10 visits in person by local people per week after the hub is set up.</p> <p>Public opinion at meetings, in letters to the editor, in social media posts, indicate some understanding of the West Coast Regional Council's role in the project.</p> <p>At least 10 positive mentions during either online or in person engagement of WCRC's role over the three years of the project</p>		

Appendix 1: Design Brief – overarching branding

Background:	<p>A number of initiatives are underway to prevent flooding and other hazards in Westport, protect the township, plan retreat options and measures, and prepare the community for the future. Some of these are being managed by the Buller District Council, some by West Coast Regional Council, and there are other organisations and government departments involved.</p> <p>For members of the public, an overarching brand will give the various aligned workstreams and projects a collective identity and create “recognisability”, i.e., oh that’s a Rethink Westport project. With a good brand, they will start to “own” the work. It makes it easier for staff working within these workstreams to talk about their work publicly – i.e. “I’m part of the Rethink Westport work”.</p> <p>Key stakeholders will find it easier to identify what they’re talking about.</p> <p>While the Joint Steering Group can continue to use “Resilient Westport”, there are concerns that the broader Westport population don’t understand the terminology, and have no concept of what’s involved, what’s in the tent and out of it. Other concerns are that the word “resilient” can have connotations about “digging your toes in” and “weathering the storms” then bouncing back (in place). It’s highly unlikely that is going to be possible for many people long-term.</p> <p>Creating a brand, publicly announcing/launching the brand and clarifying which projects sit under the brand title are all opportunities for sharing an aligned story with stakeholders / audiences. The story can also outline some of the other key parts around changing to a more open/transparent/timely communications and engagement approach.</p>
Client:	Resilient Westport
Signoffs:	Steering Group
Design:	<p>A logo and branding suite that can be used in:</p> <ul style="list-style-type: none">• Large printing: Banners/flags, shop signage• Online: Website, social media, video• Print media: Newsletters, newspaper adverts• Letterhead
Style:	Dynamic and warm

Associated words: Protecting; growing; retreating; bravery; hard decisions; tenacity; history/heritage; forward-thinking; shoring up; supporting; transitioning; transforming; way forward; future ready; thrive

Audiences: The people of Westport and Buller, particularly those impacted by recent flood events. These people are likely to lack institutional trust and want more transparency about what's going on.

What we want to achieve: Recognition of aligned workstreams that are to do with work to prevent flooding; and work to design a future Westport.

Timeframe: By mid to end-January 2024

Suggested titles: What's next Westport?
Rethink Westport - Shaping our future.
Westport Reimagined - Shaping our future.
Transforming Westport
Westport Way Forward

A file has been set up in the shared Communications and Engagement [SharePoint](#) folder to progress name ideas.

Note, the BDC tag line is Shaping our district.

Some programmes of work (i.e., Climate Adaptation) may not sit easily under an overarching brand but could still be co-located physically and online as “aligned” or “allied” work.



Appendix 2: “Resilient Westport” hub

The Flood Recovery Hub was largely a Psychosocial space, whereas this new RW hub will be focused on information and engagement throughout the lifespan of the projects.

Terms for use of WCRC front office area need to be agreed. Discuss staffing –a receptionist/office manager? How often will the office be staffed and by whom? How much room will there be for RW people? Will there be a booking system for the interview room? Phone line via BDC/WCRC or direct dial?

- i. Large screen for ppt or video updates (RW E Advisor to keep updated)
- ii. Wall space or panels/pull-up banners for different workstream information
- iii. Hub is staffed continuously i.e., 10 – 2.30 or 3pm Monday – Friday
- iv. Set up and publicise Hub open drop-in sessions when i.e., project owners/councillors and/or relevant staff are available to talk (have a work desk so they can get on with things in between) – posters on windows; noticeboards; advertising online and in print; social media posts etc
- v. Demonstrations/mini workshops – i.e., how to make/fill a sandbag; go-bag – could film these for online or make a zoom session
- vi. Sign up for i.e., an emergency management phone tree
- vii. I Love Future Westport / Resilient Westport pens as giveaways
- viii. Coffee table & i.e., four armchairs for chatting;
- ix. Compendium or pamphlet display for Fact Sheets/maps/designs etc;
- x. Suggestion box with paper/pen

Appendix 3: Timeframes

Attached Excel spreadsheets

Appendix 4: FAQs

What's happening in this Westport Protect, Avoid, Retreat/Relocate, Accommodate project?

- While these initiatives will help with design and delivery of flood protection, they are not a guarantee of damage from future flooding. In reality the measures are buying time to enable Westport to plan a more resilient future shape.

Where can I get more information?

- WCRC Resilient Westport Hub
- Resilient Westport online
- Other channels as available – i.e., newspaper columns

Who's paying for all of this?

- The Government has contributed \$22.9m towards several workstreams that form Resilient Westport.

Will we need to move?

- Some properties will not be sustainable for much longer given the threats from flooding and other hazards; while other properties probably have a longer period of stability.
- The township may not be able to exist in place long-term in the way it is now.
- What we're doing with these projects is working out what, and to some extent, where future Westport is.

What's happening with the floodwalls/Stopbanks?

Appendix 5: Key messages as of 30 November 2023

Resilient Westport Project

- Several projects are underway to reduce the impact of flooding on Westport and plan for the future – the Resilient Westport project.
- A Steering Group which includes members of both the Buller District and West Coast Regional Councils, Ngāti Waewae and central Government has been established to provide governance, oversight, and assurance of the deployment of \$22.9m of Government funding towards building a Resilient Westport.
- The work programmes include several projects across the PARA framework (Protect, Avoid, Retreat/Relocate and Accommodate) to deliver a Resilient Westport for the future.
- The work programmes need to carefully balance moving things along at pace with the need for good process and transparency.
- The community's voice is central to the programmes of work and there will be opportunities for engagement and feedback.

Programmes of Work:

Stage 1 protection – (Protect)

- Organs Island reforestation – Land transfer process underway and planning for planting.
- Floating Lagoon & Averys – geotechnical groundwater monitoring underway; a plan for a stopbank on the Avery's stretch of the Orowaiti River is estimated to provide protection from a one-in-100-year flood for the next 30 years of climate change.
- Abattoir Drain at Railway Bridge & McKenna Road - geotechnical groundwater monitoring underway; Assessment of Environmental Effects underway. All going well aiming to complete these two by the end of June 2024.

Flood Protection Structures (Stopbanks/floodwalls) Stage 2 protection (Protect)

- Peer reviews of the business case submitted to Government in June 2022 have now been completed. Next stage is preliminary design phase of the Stopbanks which will be strategically located around Westport.
- While these initiatives will help deliver flood protection, they are not a guarantee of prevention of damage from future flooding. These measures are buying time to enable Westport to plan a more resilient future.

Civil Defence Emergency Management (Accommodate)

- Recruiting for capability, delivery and sustainability is underway.

Water and sea level gauge (Accommodate)

- Funding has been approved for sea level monitoring and tide gauging to improve flood warning information.
- WCRC are completing assessments of the tidal and land monitoring requirements, auditing best practical options so the steering group can be assured of design before progressing to purchase of equipment.

Special Projects/Crown Interventions

Since the 2021 floods the Government has funded short-term projects including infrastructure and roading. A summary is needed for communications purposes (Flood Recovery Programme Manager)

Master Planning (Retreat/Relocate)

- Stage one of the master planning process has begun. BDC has engaged Isthmus Urban Design team (based in Christchurch) to develop a set of vision plans which will be used to engage with the community in early 2024.
- Isthmus has worked on projects around New Zealand and internationally.
- The Master Planning project will ensure we're planning for a future focused on social, environmental, affordability, prosperity, and culture.

- We're working in a partnership of community, iwi, business, local government, and national government.

Climate Adaptation

- BDC climate adaptation planning is a 3-year joint project by University of Canterbury & BDC. This was consulted on and agreed to during the last Long-term Plan process with the community in 2021.
- The project is called Future Buller and aims to find ways to respond to the changing climate and related events now, and into the future.
- The first phase of community engagement kicks off with a handful of drop-in sessions in late November and December across the district.
- It's important we get the community of Buller involved throughout the district's first adaptation planning cycle.
- In the second phase of community engagement, a visual tool called "Risk Explorer" will be shared mid-2024 with all the publicly available info about risk in the Buller District. We're aware that this will have huge implications, but we believe that knowledge is power, and everyone has the right to know and understand the risk so that they can make informed decisions.
- This work is in collaboration with the local community over the next three years. Future Buller is not making these decisions for anyone; we aren't going to force anyone to move or make decisions for them – that's not our role.
- This complements the huge amount of work underway for Resilience Westport, but it doesn't currently include Westport in our initial scope – it's the rest of the district.

Te Tai o Poutini Plan

- Te Tai o Poutini Plan is the new combined District Plan for the Westland, Grey, and Buller District Councils. It replaces the individual district plans and provides the Objectives, Policies, Rules, and Maps for how activities and resources are managed across the three districts.
- The team working on TTPP want feedback on the proposed coastal hazards map variation, to update coastal hazard mapping in the Plan, based on newly available and more accurate LiDAR data.
- This is not a formal submission process and as such there will be no hearing at this time. If the TTPP Committee decides to proceed with the Variation, then this is expected to be publicly notified for formal submissions at the end of February.
- The Buller coast from Hector north to Kahurangi Point are not included in this proposed variation to the Plan as updated data and modelling for those areas is not likely to be available for those areas until mid-late 2024.
- The level of coastal hazard risk that your property is subject to influences the activities able to be undertaken on it, so it is important you are aware of the proposed changes and have the opportunity to have your say.

2024 – 2034 BDC Long Term Plan

- The Buller District Council's plan for 2024 – 2034 called the Long-Term Plan (LTP) will have a significant impact on the daily lives of people living in our beautiful Buller.
- Everything going on over the last three years continues to have an impact on what we can do and what we need to consider for our next 10-year plan.
- Some tough decisions will need to be made in this Long-Term Plan to address the complex issues Buller is facing. The challenging part will be to align what is going on around us with what is affordable. As a community, we can't afford to do everything everyone wants, but Council will listen, decide the best course, and explain why the final decision is the way it is.

Three waters

- Taumata Arowai, the new water regulator, has issued notices and deadlines to councils around New Zealand with expectations to bring certain water supplies up to standard. This has put pressure on council to upgrade the district's water supplies or face fines and abatement notices.
- The direction from the Office of the Auditor General means council can't just kick issues down the road, leaving them for the next generation to solve. For Buller in particular, that implies we have to address the under-investment in the infrastructure network across the district. Also, we need to incorporate climate change and the impacts of flooding on our infrastructure.
- The change in government has created uncertainty due to the new government's position on Three Waters, which puts council into limbo on how to plan and budget for its water infrastructure.

Buller District Council Long Term Plan & West Coast Regional Council Long Term Plan Consultation

- As councils, we need to think about the big picture, what is happening around us, and balance priorities.
- By giving us your feedback, you can be part of deciding how you want your district to look over the coming 10 years.
- Check in and find out what we have done over the last three years, where we are now, and where we should go in the future.
- We need your ideas on the big decisions that are on the table for our community. Share your thoughts about the options you think are best for our community.

West Coast Regional Council Long Term Plan

- Westport was hit by severe flooding in July 2021 and February 2022. It is likely to face further flood events in the future.

- The West Coast Regional Council, Buller District Council and Te Rūnanga o Ngāti Waewae, on request of the Minister for Local Government, submitted a proposal for co-investment to improve Westport's flood resilience. In Budget 2023, the Government set aside \$22.9 million for a number of flood resilience initiatives.
- There is a significant programme of works ahead for both the Regional and District Council over the next two years. The Councils are committed to working together to present, where possible, joint community engagement processes in progressing these works. For the Regional Council, the funded packages of work include:
 - \$15.9m (plus \$10.2m from the Regional Council) for floodwalls / Stopbanks to reduce the risk of flooding.
 - \$1.5m for the reforestation of the Organs Island area.
 - \$500,000 to improve local emergency management capability.
 - \$250,000 for a sea level monitor / tide gauge to improve early warning systems.

Appendix 6: Call Centre Scripting - draft

Caller: I want to know what's happening with these flood and hazard projects the Government has paid \$22.9million for.

Advisor: Have you seen the updates

- Published monthly in the Westport News? Yes/No
- Published monthly in the Messenger? Yes/No
- In the Buller District Council's newsletter? Yes/No
- At the RW hub? Yes/No
- On the Buller District Council's website – RW pages? Yes/No

Advisor: Would you like me to send you out an update with fact sheets on different projects?

Can I have your address details, or would you prefer to call in to Council and pick it up?

Caller: Who can I talk to about this RW project?

Advisor: What would you like to know?

- Consult FAQs to see if the question can be answered

Can I get someone to call you back to answer that?

- Follow contact list for each project.

Are you able to drop into the WCRC hub between 10am and 3pm weekdays? Someone will be there and either can answer your question or will find out for you.

Appendix 7: What's already there in Social media community space:

Platform & name	Membership	Tone	Actions
Fb: Westport, the Good, the Bad and the Ugly https://bit.ly/40xV09D	151	Negative	Join; monitor
Fb: Westport community, it's not good, it's great! https://bit.ly/49pPD0t	4,400 members	Positive	Use for update posts, check allowed by admin; Monitor for sentiment
Fb: Westport: The Good, the Bad and the Ugly uncensored https://bit.ly/3sveYFv	4,300 members	Neutral	Use for update posts Monitor
Westport NZ Gig and Events Guide https://bit.ly/463PPzy	1100	Positive	Event posts
What's happening in Westport NZ https://bit.ly/468xe5i	473 members		Join monitor Post
Westport Going Ons https://bit.ly/475UFgN	1400 members	Positive	Join Monitor Post
Westport Outsiders			

Appendix 8: Monthly RW column in Westport News & Messenger

Resilient
Westport
logo


Shaping our future

Master Planning teams wants your feedback

The Isthmus Urban Design Team is in Westport this week talking to community organisations about their vision for Westport.

The team has been engaged to help plan what might be required in places like Alma Rd, and what future Westport will look like. They are listening to the community and its leaders to understand what people think is important and unique to our town.

They'll be based at the Resilient Westport Hub on Tuesday 13 February from 10am – 2pm if you want to drop in and ask about the project.



Emergency water supplies are trucked in to assist houses in Westport during the last flooding event.

Stopbanks out to tender

The design for new Stopbanks around Westport town has been reviewed and approved and is currently being prepared for tender.

The tender documents will go up on the GETS Government website shortly. To view the designs, call into the Resilient Westport Hub, open 10 – 2pm daily.

Climate Adaptation in wider Buller

The Climate Adaptation team is out and about in Granby and Waimangaroa this week to explain their tool...

Emergency management position in Westport

The West Coast Emergency Management team is recruiting for a ...

Resilient Westport Hub, West Coast Regional Council, x Palmerston St

Open weekdays 10am – 2pm

Visit www.Let'sTalk/Westport.co.nz or phone 03 788 ...

i.e., Monthly advert in Westport News and The Messenger (needs design/photos etc)

Appendix 9: Media Protocol

Between the Buller District Council, West Coast Regional Council, Ngāti Waewae, relevant contractors, and involved Government departments

1. This protocol provides guidance for all parties on the co-ordination of news media inquiries and proactive media opportunities concerning Resilient Westport workstreams, and relevant allied business as usual.
2. The agreed guidance recognises that:
 - 2.1. Buller District Council and West Coast Regional Council are leading the Resilient Westport workstreams on the West Coast, in collaboration with Ngāti Waewae.
 - 2.2. The Climate Adaptation project is being led by Di Rossiter and UC...
 - 2.3. That councillors of the above entities are entitled to speak out (including to news media) at any time over and above this agreement. A heads-up for other partners with adequate notice for preparing a response would be seen as helpful.
 - 2.4. Media inquiries may cross the workstreams of all of the above and may require co-ordinated responses.
 - 2.5. Media responses should be shared under a “no surprises” approach.
 - 2.6. A heads-up is expected for all proactive media activity, with as much notice as possible.
3. Buller District Council, West Coast Regional Council and Ngāti Waewae will notify each other of any media inquiries related to the workstream topics.
 - 3.1. Relevant funders or Government partners will be advised as an FYI, unless there is an expectation that they may be contacted by media, in which case an immediate heads-up is expected.
4. Each organisation respects the other’s right to formulate responses independently.
5. Agreed spokespeople for different workstreams are as follows:
 - 5.1. **Buller Mayor Jamie Cleine** and **BDC Chief Executive Steve Gibling** will speak about Resilient Westport, Master Planning, Climate Adaptation

5.2. WCRC Chair Peter Haddock, Chief Executive Darryl Lew and Principal Engineer Peter Blackwood will speak about Foodbanks, TTPP

6. Both as a matter of courtesy and for information cohesion, organisations will make best endeavours to notify each other of likely or intended responses, preferably by email or, if time is of the essence, verbally.
7. Where responses are to be divided between the organisations, media should be informed that their inquiry is being dealt with in this way and who is answering what explained.
8. Each organisation will also make best endeavours to advise each other and key stakeholders of any proactively arranged media releases, media interviews or editorial contributions such as Op-Eds regarding the development of localities, including the timing and the general content.
9. Buller District Council and West Coast Regional Council (with support from Ngāti Waewae) will work with the stakeholders to proactively highlight workstream programme updates.
10. This protocol is subject to revision by mutual agreement as engagement evolves through the life of the projects.

Appendix 10. Key contacts – Communications and Engagement

Name	Role / Organisation	Email	Phone
<p>[REDACTED]</p> <p>Manager Community Engagement</p>	<p>BDC</p>	<p>[REDACTED]</p>	
<p>[REDACTED]</p> <p>Communications Advisor (part-time</p>	<p>WCRC</p>	<p>[REDACTED]</p>	