

Resilient Westport Steering Group
Minutes
Thursday, 28th September 2023 11.15am – 12.30pm

Present:

Mike Mendonça, Chair

Steve Gibling, CEO, BDC

Peter Haddock, Chair WCRC

Darryl Lew, CEO, WCRC

Mayor Jamie Cleine, BDC

Paul Barker, DIA

Deputy Mayor Andrew Basher, BDC

Simon Chambers, NEMA

Caroline Dumas, DIA

In Attendance:

Daniel Bellam, DIA

Sam Scott, WCRC

Nic Costley, WCRC

Penny Bicknell

Peter Blackwood, WCRC

Graeme Campbell

Paul Zaanen

Mark Healy

1. Welcome and Introduction

The Chair welcomed Steering Group members.

2. Apologies

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

3. Declaration of interest

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

4. Confirmation of Minutes

The Minutes from the previous meeting (25th August) were confirmed.

5. Status report

The Steering Group **noted** the draft status report, and that the format would be matured and developed as the programme progresses.

6. Programme Risk Register

The Steering Group:

- **Endorsed** the draft framework proposed.
- **Approved** the detailed risk and treatments described.

In addition, the Steering Group requested that the following risks be added to the register:

- The potential for cost escalation as the programme progresses.
- Delay in Government formation post-election impacting on Ministerial decision making for the programme.
- Failure to attain multi-agency buy-in and alignment with the Buller adaptation plan.

[The updated risk register is appended to these minutes].

7. **Update: design reconciliation report**

The Steering Group:

- **Noted** that the report writers are confident that the concept design for the structural solutions described in the business case is sound and that the identified issues have been identified and can be addressed through the refinement of the design in the preliminary design, consent and procurement phases accompanied by a risk register.
- **Endorsed** the report as the basis of advice to Ministers for the drawdown of funds for structural flood protection.
- **Noted** that BDC and WCRC intend to write to the incoming Minister of Local Government and Minister of Finance outlining the Resilient Westport programme, and seeking support for timely drawdown of funds.

8. **Strategic communications and engagement: approach and resourcing**

The Steering Group:

- **Endorsed** the proposed work programme.
- **Endorsed** the request to allocate \$15,000 from the Secretariat funding allocation to engage a selected Communication and Engagement Specialist to provide a high-level communication and engagement strategy.
- **Notes** that the CEOs of BDC and WCRC are delegated to engage a suitable contractor.

9. **Communications and Engagement from this meeting**

No specific media releases are planned from this meeting. Upcoming media releases include:

- WCRC is planning a release about the design reconciliation report.
- BDC has recently released about its funding agreement with DIA and details of the working relationship with Independent Chair.

10. **Next meeting**

The Steering Group agreed to meet again on 17th November, most likely at West Coast Regional Council offices in Greymouth.

The meeting closed at 12:30pm

Risk Register as at 7 October 2023

Risk ID	Risk Name	IDENTIFY				ASSESS			TREAT				ALLOCATE		REVIEW & MONITOR				
		Risk (Event & Result) Description	Risk Type	Date Raised (dd/mm/yy)	Raised By	Likelihood (Initial)	Impact (Initial)	Initial Risk Rating	Mitigation Description	Likelihood (Residual)	Impact (Residual)	Residual Risk Rating	Mitigation Action Owner	Mitigation Action Due Date	Progress Update Log	Next Review Date	Trend	Status	Date Closed (dd/mm/yy)
Rw001	Steering Group parties unable to agree	If Steering Group members are unable to reach agreement on key decisions, public support is likely to erode	Scope	24 Sep 2023	Steering Group Chair	Unlikely	Major	High (10)	Clear agreed terms of reference Principles of engagement agreed No surprises policy All media releases via Chair	Unlikely	Minor	Low (2)	RWSG Chair	30 Jun 2023			=	Open	
Rw002	Public frustration at inaction	If the general public perceives that progress is too slow, people may take their own action and confidence in the Steering Group will be undermined	Schedule	24 Sep 2023	Steering Group Chair	Likely	Major	High (12)	Communications and engagement plan that ensures easily available and up to date science and evidence Public access to Steering Group reports and papers	Likely	Major	High (12)	All RWSG members	30 Jun 2023			=	Open	
Rw003	Further flooding or other natural disaster	If there is another extreme weather event (or other natural hazard) while the Steering Group is determining the way forward, there is likely to be substantial psycho-social impact and recrimination, with possible insurance withdrawal	Health & Safety	21 Sep 2023	BDC WCRC	Unlikely	Severe	Extreme (13)	Early warning and communication of risk Short term measures activated	Unlikely	Moderate	Medium (6)	Councils	30 Jun 2023			=	Open	
Rw004	Integration of stormwater systems	If the flood bank is not integrated with the stormwater system, the integrity of the programme may become compromised. This could be exacerbated if 3w reforms do not proceed as currently legislated	Benefits	21 Sep 2023	BDC WCRC	Unlikely	Major	High (10)	Integrated planning between WCRC and BDC BDC sufficiently resourced for SW	Unlikely	Moderate	Medium (6)	Councils	TBC			=	Open	
Rw005	Operating costs of managing assets	The addition of new assets will have an operating cost that will put pressure on the community	Budget	21 Sep 2023	BDC WCRC	Likely	Major	High (12)	Advice to Councils and RWSG to be supported by analysis that indicates likely impact on rates	Likely	Major	High (12)	Councils	28 Sep 2023			=	Open	
Rw006	Delay in Government decisions	If Ministerial decisions are delayed, the programme progress may slip	Schedule	24 Sep 2023	DIA	Likely	Major	High (12)	Draw downs progressed as early as possible Early engagement with Ministers post election	Likely	Major	High (12)	DIA	14 Oct 2023			=	Open	
Rw007	Masterplanning - delays	If masterplanning takes significantly longer than expected, dependent projects may drift resulting in inaction	Schedule	24 Sep 2023	Steering Group Chair	Unlikely	Major	High (10)	Project plan with clear milestones Significant community engagement	Unlikely	Major	High (10)	BDC	TBC			=	Open	
Rw008	Masterplanning - community engagement	If masterplanning does not bring the community along, a large portion of the work programme is unlikely to proceed	Resource	04 Sep 2023	BDC	Likely	Severe	Extreme (14)	High level engagement strategy to be commissioned which will assist in understanding budget requirements for enqagement	Likely	Severe	Extreme (14)	BDC	TBC			=	Open	
Rw009	Increase in costs of flood bank structures	If the overall costs of the structures have increased from the costings in the Business Case, there may not be enough funds to deliver the scope	Budget	28 Sep 2023	WCRC	Likely	Major	High (12)	Preliminary designs will assist in understanding costs and mitigations	Likely	Major	High (12)	WCRC	TBC			=	Open	
Rw010	Construction timeline v. funding	The Govt draw down is currently set at 2 years, whereas the timeline for construction is estimated at 4 years	Budget	28 Sep 2023	DIA	Likely	Moderate	Medium (7)	DIA vote fiscal management will be required to ensure the funding allocation is available	Likely	Moderate	Medium (7)	DIA	TBC			=	Open	
Rw011	Masterplanning - multi agency alignment	If alignment between agencies is not reached, additional funding may not be forthcoming and the scope may need to be reduced	Scope	28 Sep 2023	BDC	Likely	Major	High (12)	Work collaboratively with multi agencies to agree deliverables, scope and tools for funding	Likely	Major	High (12)	BDC	TBC			=	Open	