
Resilient Westport Kawatiri

Steering Group – Terms of Reference

Document history

Author	Description of Change	Date	Version
Mike Mendonça	Initial draft	23 rd June 2023	V0.1
Mike Mendonça	Steering Group feedback	21 st July 2023	V0.2

To be reviewed: 30th June 2024

Document approval

Approved	Signature	Date
Jamie Cleine Mayor, Buller District Council		June 2023
Andrew Basher Deputy Mayor, Buller District Council		
Peter Haddock Chair, West Coast Regional Council		
Brett Cummings Deputy Chair, West Coast Regional Council		
Darryl Lew Chief Executive, West Coast Regional Council		
Sean Judd Acting Chief Executive, Buller District Council		
François Tumahai Chair, Te Rūnanga o Ngāti Waewae		
Paul Barker Department of Internal Affairs		
Suzy Paisley National Emergency Management Agency		

Context

In July 2021 heavy rainfall caused significant flooding with the Buller River breaching Westport’s flood defences, with 826 properties and over 2,000 people requiring evacuation. Three separate civil defence welfare centres were established to support displaced people in need of emergency accommodation. A total of 563 houses were written off or damaged representing 23% of the town’s housing stock.

While Westport was still in recovery mode, a second heavy rainfall event, in February 2022, saw a further State of Local Emergency declared in the District, with people in at-risk areas again evacuated. There was widespread local flooding with substantial damage in infrastructure and inundation of homes. For two days access to Westport was cut off, and water supply infrastructure was damaged.

The Government and insurers were quick to provide response and recovery relief.

The Insurance Council recorded claims of \$97.2m for the 2021 event for the West Coast, and \$54.8m for the 2022 event nationally. The Government itself provided a significant recovery package by way of a temporary accommodation village, infrastructure funding for water and transport, two tranches of recovery funding as well as social support. The total value of Government (including Waka Kotahi) support to date for these events is around \$100m.

On 17th February 2022 the Minister for Local Government wrote to the West Coast Regional Council and the Buller District Council inviting a set of solutions to enhance the flood resilience of the Buller District where the Government might consider co-investment. The co-investment would need to be described in an integrated package focussed on longer term flood resilience.

The Councils and Ngāti Waewae submitted a proposal in June 2022. The proposal was structured around the PARA framework:



The proposal offered to showcase Westport as a model for how small communities might rise to these challenges.

The proposal requested financial support from the Government of \$45.5m in 16 key initiatives. In May 2023 the Government agreed to provide \$22.9m as follows:

Initiative	Total (\$m)	Request of Govt	Funding Provided	Notes
Protect				
Westport ring-bank (Option B), plus Carters Beach (plus WCRC \$10.2m)	\$19.5m	\$14.7m	\$15.6m plus \$0.3m for redesign	Structural protection to be redesigned to address risk and take into account the level of co-investment from Government
Organs Island reforestation	\$1.5m	\$1.1m	\$1.5m	
Immediate works on Buller riverbank	\$3.3m	\$3.3m	\$1.0m	Restore WCRC emergency funds
Opex Buller riverbank	\$3.0m	\$3.0m	Not funded	
Opex ring-bank and Carters Beach	\$3.5m	\$2.6m	Not funded	
Consents, owner agreement, proj management, final design	\$1.0m	\$0.75m	Not funded	
Contingency	\$1.0m	\$0.75m	\$1.0m	Increases to be met by Councils
Avoid				
OIC or other fast-tracking mechanism for TTPP resilience provisions				Councils to report back to Govt on strengthening planning rules to limit further development and intensification in locations at high risk of flooding
Ability for BDC to align the Building Code with sensible flood resilience in TTPP				
Retreat/relocate				
Invest in infrastructure at Alma Road				
Development plan at Alma Road to ensure positive community outcomes	\$0.25m	\$0.25m	\$0.50m	Broad structure plan to guide development and include future land use, open spaces and infrastructure. Complement structural protection and support the move to develop in lower-risk areas.
Feasibility study into strategic land purchase at Alma or other sites	\$0.25m	\$0.25m	\$0.25m	
Adaptation Relief Fund to assist owners in areas like Snodgrass	\$10.0m	\$10.0m	\$2.0m	Raised floor heights, moveable flood barriers etc. Managed retreat not in scope.
Accommodate				
CDEM capability	\$0.5m	\$0.5m	\$0.5m	Over two years
Sea level monitor/tide gauge	\$0.25m	\$0.25m	\$0.25m	Via GNS and NIWA
Stormwater	\$12.0m	\$8.0m	Not funded	Affordable waters Steering Group
TOTAL	\$56.1m	\$45.5m	\$22.9m	

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.

The Councils supported by the Government and Ngati Waewae have established a Steering Group to provide oversight and assurance of the deployment of this funding in building a Resilient Westport.

Purpose

The purpose of the Steering Group is to ensure the successful delivery of Resilient Westport initiatives.

Objectives

- Reduce the extent, frequency and consequences of flooding from severe weather events on the Westport community, recognising and providing for the likely impacts of climate change.
 - Minimise increasing or transferring flood risk to other areas or properties within the catchment or wider region.
 - Ensure the community voice is heard throughout the programme, and at key junctures where significant decisions are to be taken.
 - Improve the ability of the Westport community to prepare for, continue functioning during and after, and recover quickly from flooding events, recognising that 'absolute protection' is not possible and that there will be some level of residual risk of flooding.
 - Reduce undue long-term financial burden on the community of flood mitigation and protection.
 - A framework is in place that is a model for other resilience projects.
 - Te Ao Maori is embedded in project thinking and design.
 - Project management practices and culture are considered best in class.
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Delegations

The Steering Group itself does not have formal financial delegations, and Steering Group members remain accountable to their parent organisation.

However, a condition of Government funding is that any drawdown from the Crown funds is first approved by the Steering Group comprising leaders from both Councils and iwi.

Responsibilities

The responsibilities of the Steering Group are as follows:

- Approve the objectives and the work plan, to be based on the initiatives in the table above and in so doing, provide the necessary authority and commitment to deliver actions within their agencies' mandates and areas of responsibility.
- Ensure the work is successfully delivered according to objectives, with expected benefits on track, operating within the agreed environment for decision making.
- If necessary, formally resolve to approve variations to the work programme and to these terms of reference.
- Endorse requests to DIA to trigger Ministerial approval for drawdown of funds.

- Make timely decisions on matters that have been escalated to the Steering Group by the Programme Team.
 - Request reports and information to ensure the Steering Group has adequate visibility to make decisions, monitor performance and provide direction.
 - Ensure that risks and issues are identified, mitigated, managed and appropriately escalated.
 - Members are to act as an advocate for the Steering Group, and champion to key stakeholders as appropriate.
 - Provide oversight and direction on identified project dependencies and wider organisational or community impacts.
 - Agree a Communications Engagement Strategy that enables community voices to input.
 - Be strong advocates and ensure adherence to Health and Safety requirements.
 - Engender a culture of mutual support and trust.
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General Expectations

This Steering Group is expected to place Westport at the forefront of climate resilience planning, and members are expected to reflect this aspiration in its actions and behaviour. Steering Group members are expected to:

- Perform their functions 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 communications.
 - Agree and accept these Terms of Reference.
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Membership

The Steering Group composition is determined by the Chair to allow efficient oversight of programmes. Composition may change over the life of the programme if there is consensus. Members and their responsibilities are listed in the table below¹:

¹ Further detail at Appendix A

Name	Project Role	Specific Responsibility
Mike Mendonça	Chair	Convening and administration of the Steering Group
Mayor Cleine Deputy Mayor Basher Chair Haddock Deputy Chair Cummings	Senior Elected Members	Champion and lead programme with respective Councils, Ministers and the media Monitor and control at a high level to ensure the programme meets its objectives.
Darryl Lew Sean Judd	Senior Executives	Ensure Council resources required are made available. Champions and leads communication to senior management and stakeholders.
Paul Barker	DIA	Integration with Crown processes and decisions
Suzy Paisley	NEMA	Integration with Crown resilience planning and processes

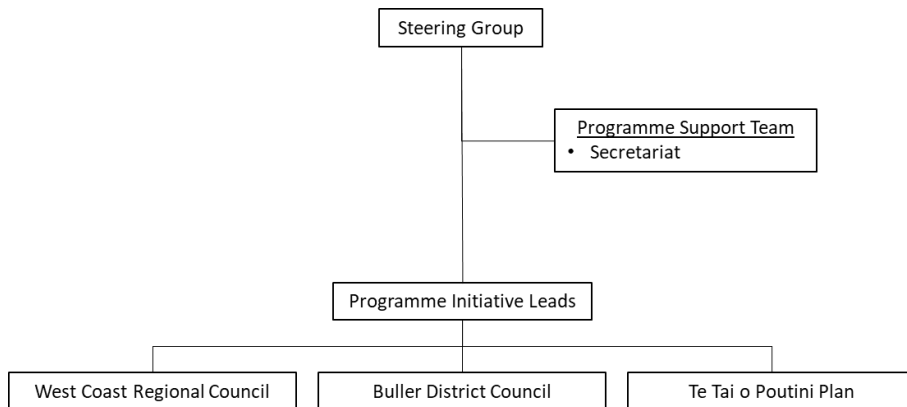
Programme Team

The work programme will be undertaken by Councils responsible for the initiatives on page 3 above. The majority of tasks are the responsibility of the West Coast Regional Council and it is anticipated that WCRC will provide the bulk of the programme team, with contributions from the Buller District Council and TTPP team as required.

The programme team will comprise staff from each Council, however these staff are not members of the Steering Group. The programme team is expected provide updates to the Steering Group, to answer for the programme’s progress and direction and to seek decisions from the Steering Group.

A secretariat will to ensure the smooth running of meeting administration. The secretariat will organise meetings, formally record key discussions, decisions and actions and distribute minutes.

As there is a very strong community engagement aspect to this programme, communications advisors and programme managers from respective Councils will be requested to provide support and advice. The overall structure of the programme will be:



Technical

Every day there exists a raft of issues that need to be resolved without the involvement of the Steering Group. It is expected that these issues will be dealt with in the line by the programme team, and co-ordinated wider if required.

While the Programme Team will use judgement, issues will be escalated where the issue:

- Impacts project timelines by more than a few days.
- Exceeds or appears it may be going to exceed budgets.
- Has high political or media sensitivity or interest.
- Affects the programme risk register.

Attendance

The expectation is that Steering Group members will always attend the Steering Group meetings – either in person or on line - with the only exception being sickness. The expectation will be supported by scheduled Steering Group meeting appointments for the length of the programme.

In the rare occasion where a member is not able to attend the Steering Group meeting, they will delegate their Steering Group responsibilities to their Deputy. The member must ensure this person is prepared for the Steering Group meeting and able to properly represent the member at the Steering Group meeting. Furthermore, it is expected that the member will inform the Chair of their intention not to attend and who will attend in their place.

Quorum

The expectation is that a minimum of five Steering Group members must be present in order for the meeting to proceed.

Decisions

The Steering Group is tasked with delivering a programme across two Councils. Ideally this will be achieved through consensus. Consensus does not mean unanimous agreement; there will be differing opinions between members.

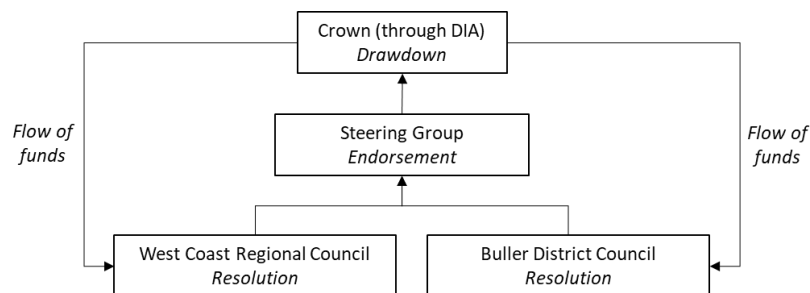
For the sake of clarity, consensus is a group process in which group members develop and agree to support recommendations in the best interests of the goal. Consensus can be defined professionally as an acceptable resolution, one that can be supported, even if not the ‘favourite’ of each individual.

The approach will be collaborative and co-operative. Members will strive to reach the best possible recommendations for the whole community rather than competing for organisational preferences.

Members must respect that ultimately some things might not be possible or might be non-negotiable.

Generally, the group will not vote on issues. If there is no resolution forthcoming on specific challenges, the Senior Elected Members will determine a course of action.

The Steering Group itself does not have delegated authority to make decisions. The authorising environment is as follows:



Availability of Information

Meetings will not be open to the public unless people are invited to speak or attend. This is to allow members to express free and frank views and for them to receive information from the programme team. However, meeting notes and presentations will be made available through Councils following each meeting as appropriate.

Conflict of Interest

Members are likely to have roles and interests that may overlap with the Terms of Reference. Where these interests may cause a conflict, real or perceived, Councils have processes for registering and managing these conflicts. Each member will be asked to complete a Conflict of Interest document after the first meeting. Mitigations for any conflict will be handled on a case-by-case basis.

LGOIMA Requests

All requests made under the LGOIMA will be managed by the Councils' respective programme teams. All requests for information from the public or media will be reported to the Steering Group for visibility.

Communications

A full Communications and Engagement Plan will be required from the programme team for each component and for approval by the Steering Group as early as possible.

The Plan must provide for local voices to be heard. It must also make maximum use of existing and planned vehicles, such as Long-Term Plan processes.

The Chair is the Spokesperson for the Steering Group itself, but Steering Group members will speak on behalf of their respective organisations and for the components of the work programme for which they are responsible.

Meeting Structure

The Project Steering Group will generally follow a standing agenda.

Agenda Item	Responsibility
Apologies	Chair
Minutes and Actions	Chair
Highlight Report – Q&A	Programme Team
For discussion/approval (Steering Group papers)	Programme Team
Risk Update	Programme Team
Review of Action Items/communication from Meeting	Chair
Next meeting	Chair

Meeting Packs

The programme team is responsible for distributing the Steering Group meeting packs to the Steering Group a minimum of three full working days prior to the meeting. Late papers will not be accepted for discussion or approval at the meeting.

Minutes

The secretariat is responsible for formally recording Steering Group discussions and decisions and distributing minutes to Steering Group members within five working days after the completion of the meeting.

Out of Cycle Meetings/Escalations

If it is necessary to have an out of cycle meeting to escalate urgent issues, the programme team will contact the Chair to request the out of cycle meeting. The Chair will issue an out of cycle meeting request to all Steering Group members and will schedule the meeting for the nearest available time. Due to the likely nature of any out of cycle meetings, all Steering Group members must attend out of cycle meetings.

Meeting Dates/Times

The Steering Group will meet on the following dates, with the venue alternating between WCRC and BDC:

Date	Time	Venue
23 June 2023	10am – 12 noon	BDC
21 July 2023	10am – 12 noon	WCRC
25 August 2023	10am – 12 noon	BDC
Tbc		WCRC
Tbc		BDC

Review

On or about 30 June 2024 the Steering Group will review these terms of reference to assess if they are fit for purpose and relevant.

Appendix A: Specific Responsibilities of Steering Group Members

Minister of Finance Minister of Local Government	DIA	Steering Group	Buller District Council	West Coast Regional Council	Ngati Waewae	Communities
<p>Provides a linkage point between work programme needs and Cabinet</p> <p>Allocation of funds</p> <p>Endorsement of Steering Group model</p>	<p>Administers government funding appropriated that sits within Vote Internal Affairs</p> <p>Provides advice (with other agencies) on work programme and associated matters</p> <p>Maintains an active relationship with the Steering Group members</p> <p>Develops, implements and manages funding arrangements with local authorities</p> <p>Receives, considers and processes payment requests</p> <p>Receives reports on expenditure and progress</p> <p>Liaises with other central agencies</p>	<p>Co-ordinates parties to ensure efficiency and integration of effort</p> <p>Provides mechanism for escalation of risk and removal of obstacles</p> <p>Endorses requests for funding drawdowns to DIA</p>	<p>Communicates, supports and consults committees as needed</p> <p>Advocates for communities' needs where applicable</p> <p>Develops and delivers work programmes for:</p> <ul style="list-style-type: none"> • With TPP strengthening planning rules to limit further development and intensification in locations at high risk • Alma Rd - plan to guide development and include future land use, open spaces and infrastructure in lower-risk areas • Manage the adaptation relief fund for initiatives such as raised floor heights, moveable flood barriers <p>Champions and leads programme with respective Councils, Ministers and the media</p> <p>Supports the Steering Group via the provision of administrative and other services</p> <p>Provides advice to the Steering Group on the progress of the programme and any issues that need escalation.</p>	<p>Communicates, supports and consults committees as needed</p> <p>Develops and delivers work programmes for:</p> <ul style="list-style-type: none"> • Structural protection • Organs Island reforestation • Restore emergency fund • Manage contingency • CDEM capability (with BDC) • Sea level monitor/tide gauge <p>Champions and leads programme with respective Councils, Ministers and the media</p> <p>Supports the Steering Group via the provision of administrative and other services</p> <p>Assists with guidance and direction of TTPP</p> <p>Provides advice to the Steering Group on the progress of the programme and any issues that need escalation.</p>	<p>Provides for Te Ao Maori perspective to be integrated into programme</p> <p>Identifies and assists with the management of issues, risks, and opportunities for Mana Whenua</p>	<p>Provides feedback on proposals which are the subject of consultation, via Long-Term Plans and other existing mechanisms</p>