

## Agenda

### Resilient Westport Steering Group Meeting #12

**Date:** 26<sup>th</sup> July 2024

**Time:** 10am – 12 noon

**Venue:** Via Zoom: <https://bullerdc-govt-nz.zoom.us/j/87651240092?pwd=cWdFS3ZXymRjZ1NQeXFvSUc1T0pBdz09>  
Meeting ID 876 5124 0092 Passcode: 003849

**Members:** Mike Mendonça, Chair  
Brett Cummings, D/Chair WCRC  
Mayor Jamie Cleine, Mayor, BDC  
Francois Tumahai, Ngāti Waewae  
Peter Haddock, Chair, WCRC

Darryl Lew, CEO, WCRC  
Simon Pickford, CEO, BDC  
Paul Barker, DIA  
Andrew Basher, D/Mayor BDC  
Simon Chambers, NEMA

**In Attendance:** Frédérique Bertrand, DIA  
Peter Blackwood, WCRC  
Paul Zaanen, BDC  
Chantel Mills, WCRC

Penny Bicknell (PM)  
Amanda South (Comms)  
Ilana Batchelor, WCRC  
Daniel Bellam, DIA

No	Item		Lead	
1	Welcome		Chair	10m
2	Apologies		Chair	
3	Declarations of interest		Chair	
4	Minutes (attached) and review of actions		Chair	
5	Status report, Financial Dashboard (attached) + Stormwater update (verbal)	Report	Penny Bicknell	5m
6	Programme risk register (attached) <ul style="list-style-type: none"> <li>Revisions from last meeting</li> </ul>	Discussion	Penny Bicknell	5m
7	Update: DIA <ul style="list-style-type: none"> <li>Financial and milestone reporting</li> <li>Central Govt update</li> </ul>	Verbal update	Paul Barker	10m
8	WCRC drawdowns from DIA to 30 June 2024	Report	Chantel Mills	5m
9	<ul style="list-style-type: none"> <li>Progress update on Preliminary Designs</li> <li>Breach modelling presentation and discussion</li> </ul>	Report Discussion	Peter Blackwood	25m
10	Emergency Management update programme and report	Report	Ilana Batchelor	5m
11	Master Planning update	Verbal update	Paul Zaanen	5m
12	Comms & engagement update	Report	Amanda South	5m
13	Afforestation of Organs Island proposal/PCNs	Report	Shanti Morgan	10m
14	Secretariat – meeting cadence, roles, scope, options and funding for year 2	Report	Simon Pickford/ Darryl Lew	10m
	Set date for workshop – Adaptation Fund criteria/eligibility		Chair	
	Agenda items for next meeting		Chair	
	Next meeting (27 September 10am – noon, BDC)		Chair	
	Close		Chair	

## Resilient Westport Steering Group Minutes

Friday, 31 May 2024 10:00am-12:30pm (meeting at Buller District Council chambers in Westport)

### Present:

Mike Mendonça (Chair)	Brett Cummings, D/Chair, WCRC
Mayor Jamie Cleine, Mayor BDC	Simon Pickford CEO BDC
Darryl Lew, CEO, WCRC	Katherine Biggs, NEMA
Paul Barker, DIA	Simon Chambers, NEMA

### In attendance:

Frédérique Bertrand, DIA	Dr Celine Cattoen-Gilbert NIWA
Paul Zaanan, BDC	Penny Bicknell (PM)
Daniel Bellam, DIA	Amanda South (Comms)
Peter Blackwood WCRC	Mike Duff BDC
Nathan Riley BDC	Aaron Pendergrast, WCRC
Cindy Fleming	Tom Hopkins, WCRC
Chantel Mills WCRC	

#### 1. Welcome and introduction

The Chair welcomed Steering Group members.

#### 2. Apologies

Apologies were accepted from Peter Haddock, Chair WCRC, Francois Tumahai, Ngāti Waewae and Andrew Basher, D/Mayor BDC.

#### 3. Declarations of interest

No declarations of interest were submitted.

#### 4. Confirmation of minutes

The minutes of the 22 March meeting were confirmed.

#### 5. Status report

The Secretariat gave an update on the programme status. BDC noted the stormwater concept study will be completed in mid-August 2024. Integrated programme milestone reporting can be provided before August.

#### 6. Programme risk register

The Secretariat gave an update on the programme risk register, and led a discussion on the risk mitigations that were due for review. Residual risk ratings were adjusted in the following table.

Risk ID	Description	Residual Risk	Comments at meeting
RW001	If Steering Group members are unable to reach agreement on key decisions, public support is likely to erode	low	Change initial risk rating to low

RW002	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	high	Noted that enacting communications plan ought to reduce this risk in time.
RW003	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	medium	Retain as medium residual risk.
RW004	If the flood protection is not integrated with the stormwater system, the integrity of the programme may become compromised. This is now exacerbated with the repeal of the previous Government's 3W reforms.	high or extreme	To be reviewed when stormwater report completed in August
RW005	The addition of new flood protection assets will have an operating cost that will put pressure on the community	high	Retain as high for both initial and residual
RW006	Legislative changes and Government/Ministerial changes could slow down the programme	low	Change initial rating from high to low
RW008	If master planning does not bring the community along, a large portion of the work programme is unlikely to proceed	High	Change initial rating from extreme to high
New risk	Risk of insufficient capability and capacity on the West Coast to deliver the Resilient Westport package.	low	New risk

## 7. Update DIA

DIA referred to the letter from the Minister of Finance and Minister of Local Government to both Councils and Ngāti Waewae dated 18 April confirming the draw down of the remaining Budget appropriation from the Government's tagged contingency.

DIA reminded Steering Group members that they will need to endorse payment of funds for initiatives in the Resilient Westport package as set out in funding agreements with both councils, before payments can be made. Payment terms in the funding agreements also need to be satisfied.

DIA noted the financial reporting tool provided to councils will be a useful way to track invoices and support project reporting to the Steering Group and Ministers. DIA noted that milestone reporting will be important as the project progresses into construction of structural flood protection. DIA confirmed that funding for Organs Island is to secure the land transfer, with the remainder going into general contingency.

DIA reminded the Steering Group that the end of financial year is approaching. Councils should submit invoices to DIA for any initiatives that are funded in 2023/24 and are well justified. Funding is appropriated for specific financial years with the expectation that it will be incurred during this time. Transfer of funding between financial years sometimes can be considered if there is a clear reason for this but is subject to Ministerial approval.

DIA gave an overview of the Government reforms underway that have relevance for the Resilient Westport package including work on National Direction for natural hazard decision making, the North Island Severe Weather Inquiry, the review of Kainga Ora, Local Water Done Well and the development of a Climate Adaptation framework.

#### **8. Insights from North Island Severe Weather Events property level adaptation funding**

NEMA gave an overview of the report on property level adaptation funding. NEMA noted the while the report will be helpful in highlighting potential fund design parameters, it does not explore the effectiveness of the funding. It was suggested that the Steering Group seek a follow up conversation with the Cyclone Recovery Unit to form an understanding of the effectiveness of the funding.

The Steering Group intend to define the objectives of the adaptation fund. The NIWA flood forecast presentation can be a source of information to inform the design of the adaptation fund. DIA communicated an expectation the fund had been appropriated in the Budget package to improve property level resilience, for example, raising property floor heights.

#### **9. Project Change Notice (PCN) Requests Process**

The Steering Group **adopted** the change notice process and **noted** the PCN raised by WCRC for \$216,000 reallocation of funds to communications and engagement.

#### **10. Progress update on resolution of 18 technical issues in Tonkin & Taylor Report and Carters Beach**

WCRC spoke to their paper *Resilient Westport – Progress Update on Resolution of 18 Technical Issues in Tonkin & Taylor Report*

The Steering Group requested access to any breach modelling that has been carried out. The Steering Group discussed the need to clearly communicate with the community about residual risk that exists even with flood protection has been built and how it can be managed across the PARA elements.

WCRC noted design work for flood protection alongside the Westport township will be completed in 2025. Flood protection options for Carters Beach will be considered at the same time in 2025.

#### **11. NIWA presentation on flood forecasting model and Flood warning wave buoy**

NIWA presented a flood forecasting model they have developed that can forecast flood water depth. The intention is to adjust the model to factor in proposed structural flood protection. WCRC will operate the flood forecast model to inform civil defence and emergency management. The Steering Group noted the potential benefit for Westport from this model and the enhanced early warning capability it provides.

#### **12. Update on Master planning, debrief from engagement sessions**

The Steering Group **noted** the change to the project manager's weekly hours from 40 to 32 hours per week during stage 2 master planning.

BDC reported that there was unanimous support from the people who attended two recent public workshops on master planning. BDC gave an overview of work Martin Jenkins are doing for Kainga Ora on understanding the drivers of Westport's property market. The Steering Group acknowledged the link with this work and BDC's work on master planning.

#### **13. Communications and engagement update**

The Steering Group:

- a) **noted** the communications and engagement update report;
- b) **approved** the design of the Resilient Westport logo for use in communications and engagement; and
- c) **noted** the communications protocol.

DIA asked to be informed ahead of key planned events and communications in instances where Ministers need to be informed. The communications protocol should be edited to include the sharing of key communications with DIA.

#### 14. Emergency Management Update Report

The Steering Group noted the update on Emergency Management.

#### 15. Secretariat – meeting cadence, roles, scope, options and funding for year two

BDC will meet with the DIA and WCRC to discuss options for the Secretariat and the Chair for year two.

#### Next meeting

The Steering Group will next meet on 26 July 10am-noon at Buller District Council in Westport.

**The meeting closed at 12:30pm**

#### Actions

Actions arising at this meeting in **bold**.

	Who	Action	Status
1	DIA + WCRC	DIA and WCRC to discuss the process for transfer of ownership of Organs Island and management arrangements going forward.	In progress
2	NEMA	To share advice on how East Coast property level adaptation funding could inform design of Resilient Westport adaptation fund.	Complete
3	BDC, + WCRC	Councils to present paper outlining the work required from the Resilient Westport secretariat, options for delivering this, and recommendations.	In progress
4	Secretariat	Book two-monthly Resilient Westport Steering Group meetings. To be held in Westport	
5		Identify funding options to cover year two of the communications and engagement budget.	In progress
6	Secretariat + DIA	Complete financial and project dashboard so it can be submitted at upcoming Steering Group meetings	In progress
7	Secretariat	<b>Update status report gantt chart to align with the milestone and timeframes tables that WCRC has sent to DIA</b>	

8	BDC & WCRC	Plan a workshop to define the objective for the \$2 million adaptation fund and management of residual risk from the flood protection scheme.	
9	Secretariat	Change risk review date for the risks reviewed at this meeting to six months from 31 May 2024	
10	WCRC	WCRC to circulate a report from Land River Sea on breach modelling at Westport to Steering Group members	

## Resilient Westport Steering Group

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Title:	Programme Status Report
Date:	26 July 2024
Principal Author:	Penny Bicknell, Programme Manager
Authorised by:	Mike Mendonça
Attachment:	Status Report

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### Purpose

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

### Background

The Resilient Westport Steering Group is responsible for requesting reports and information to ensure the Steering Group has adequate visibility to make decisions, monitor performance and provide direction. A high-level programme status report has been developed for this purpose and a dashboard summary of the financial status.

### Recommendations

It is recommended that the Resilient Westport Steering Group:

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

## Westport Flood Resilience Fund - July 2024

This report covers for Financial Year 2024/25, i.e. July 2024 - June 2025

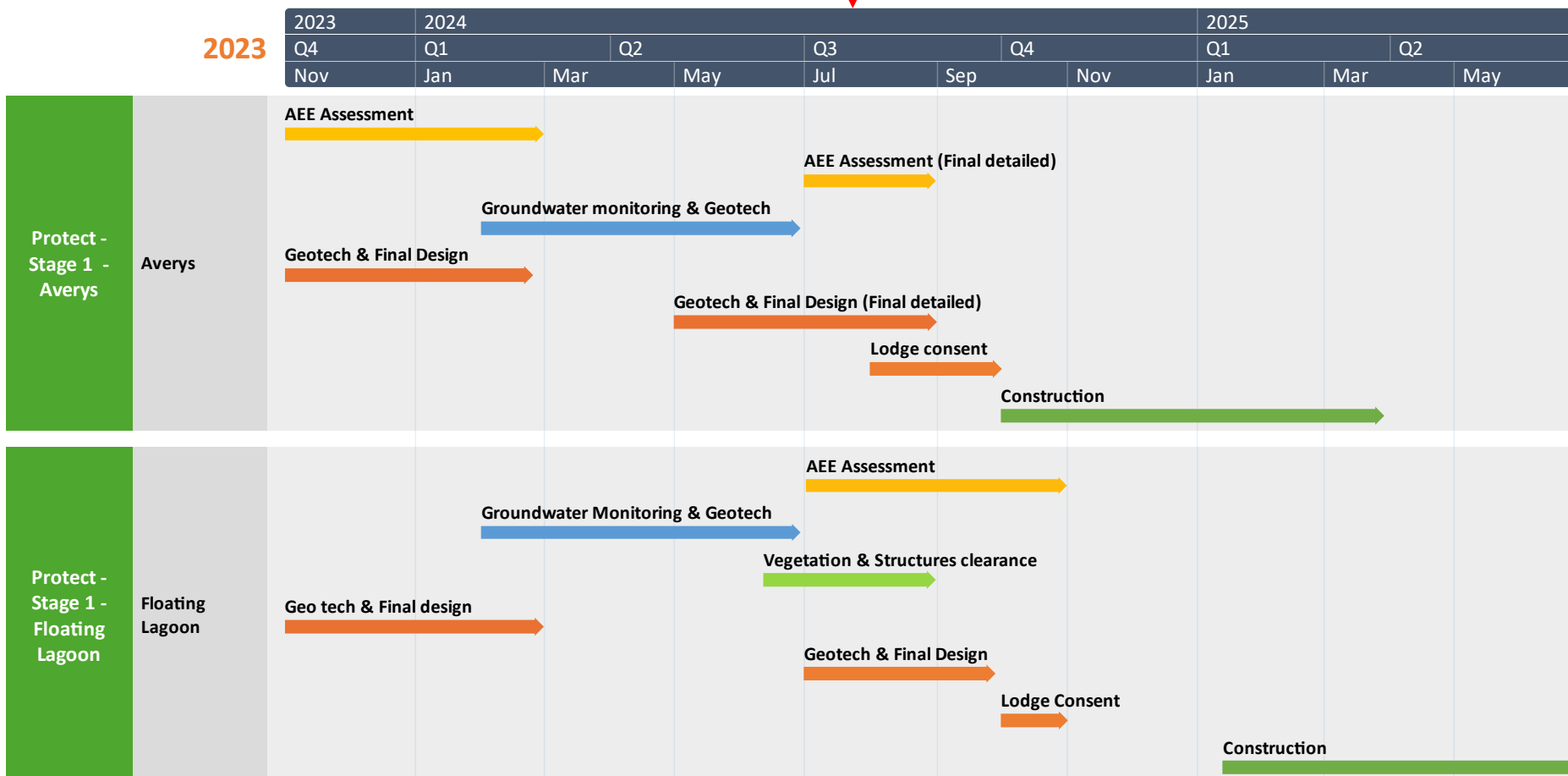
Section Three - Current Month Financials																			
Item Description	PARA Element	Tagged Contingency			Accountable Council	Invoice	Committed Funding	Co-investment			2023-24			2023-24			Whole of Life Cost		
		Approved Amount \$M's	Drawdown \$M's	Remaining \$M's				Crown \$M's	WCRC \$M's	Total \$M's	Year to Date			Full Year			Var \$M's	Fcst \$M's	Bud \$M's
											Var \$M's	Act \$M's	Fcst \$M's	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
Communications and Engagement Plan (new)	Project costs	0.217	0.217	0.000	BDC	✓													
Development plan on lower risk land	Relocate	0.750	0.750	0.000	BDC	✓				0.000	0.000				0.000			0.000	0.000
Ring bank - technical expertise for redesign of flood protection	Protect	0.083	0.083	0.000	WCRC	✓				0.000	0.000				0.000			0.000	0.000
Civil defence and emergency management and monitoring river/sea level	Accommodate	0.750	0.750	0.000	WCRC	0.708				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
protection	Protect	15.600	15.600	0.000	WCRC	0.000				0.000	0.000				0.000			0.000	0.000
Property level adaptation fund	Accommodate	2.000	2.000	0.000	BDC	0.000				0.000	0.000				0.000			0.000	0.000
Organ's island (costing from LINZ)	Protect	0.076	0.076	0.000		0.000													
General Contingency (remainder of Organ's Island funding)	Protect	1.242	1.242	0.000	TBC	0.000													
Contingency	Protect	1.000	1.000	0.000	WCRC	0.000				0.000	0.000				0.000			0.000	0.000
<b>Total</b>		<b>22.900</b>	<b>22.900</b>	<b>0.000</b>			<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>

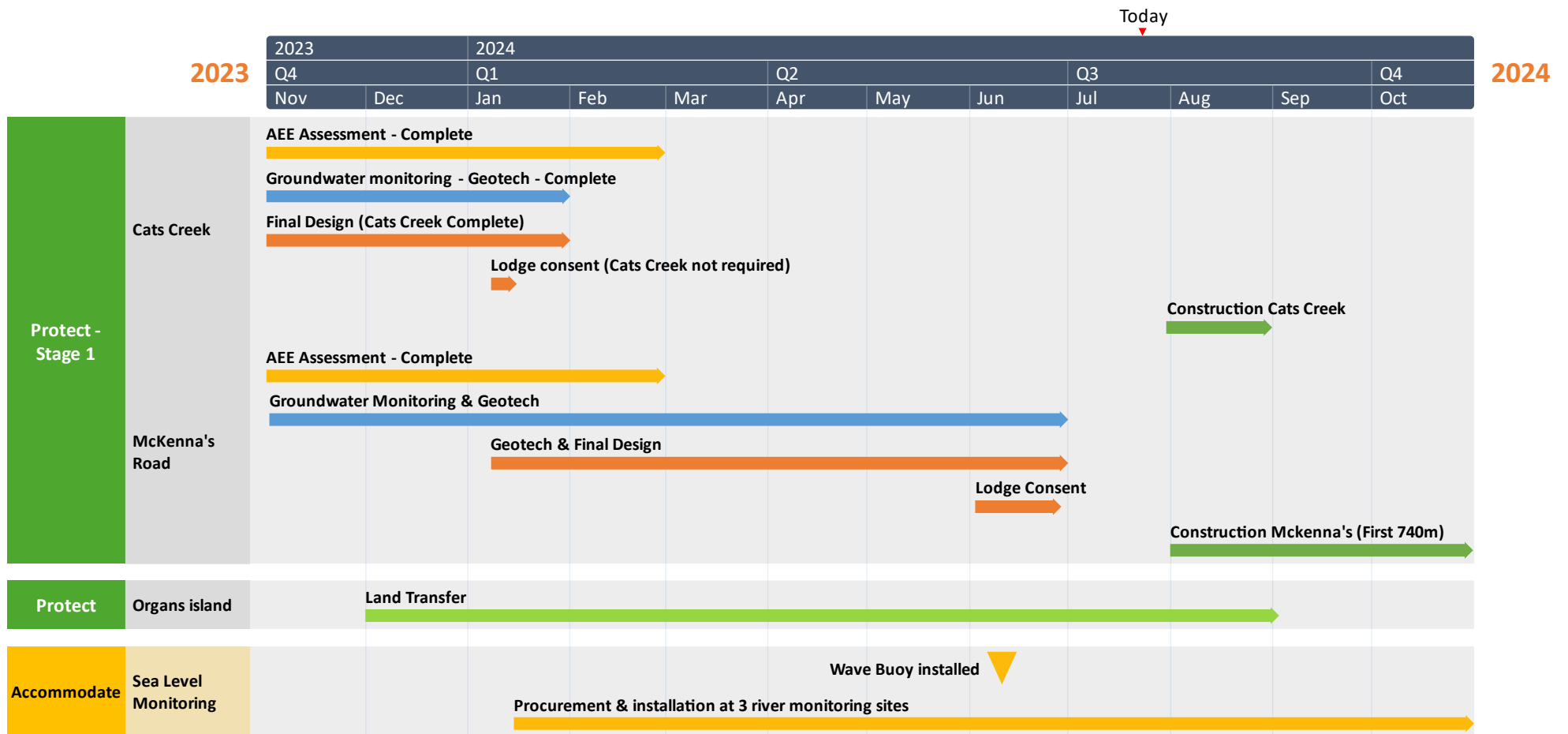


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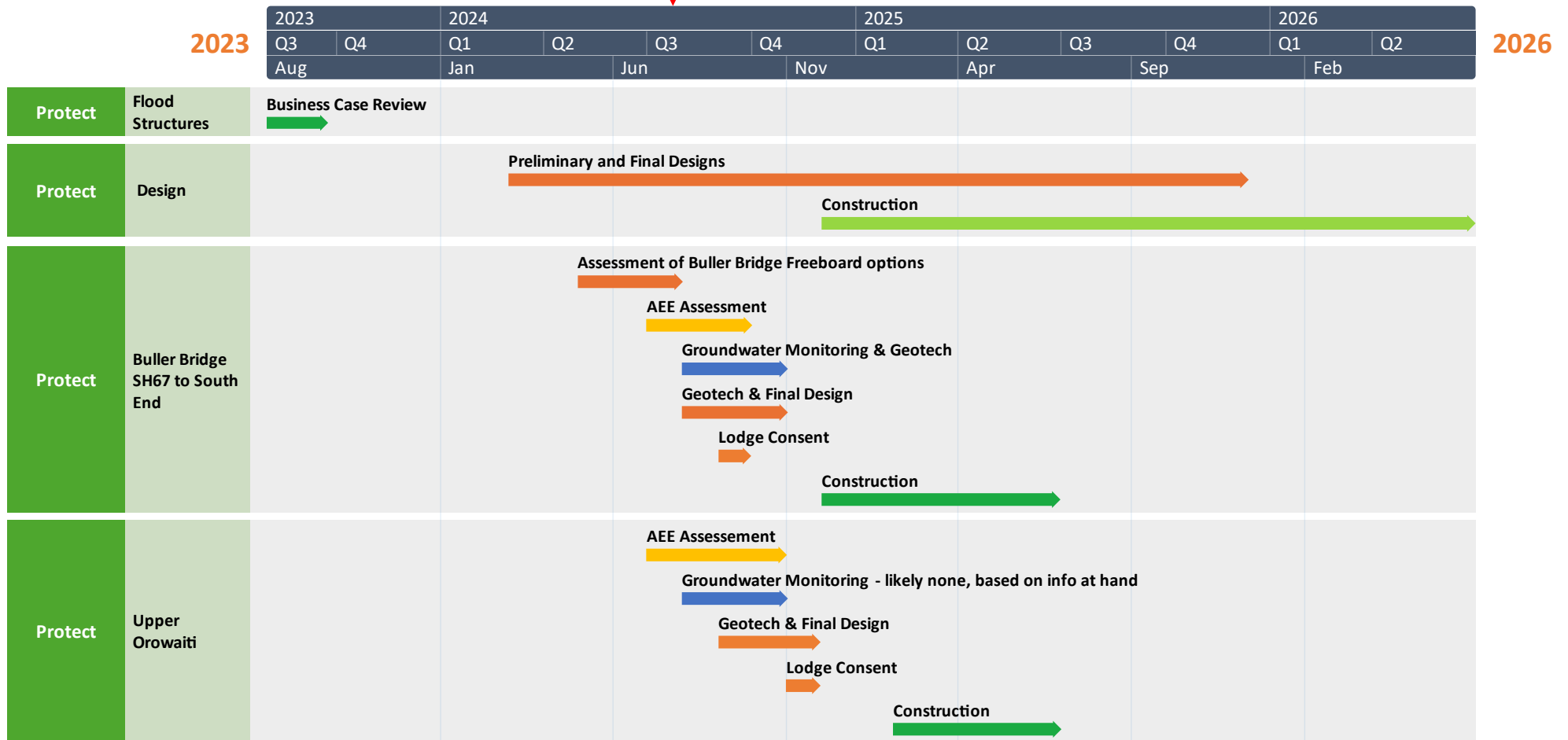
2023

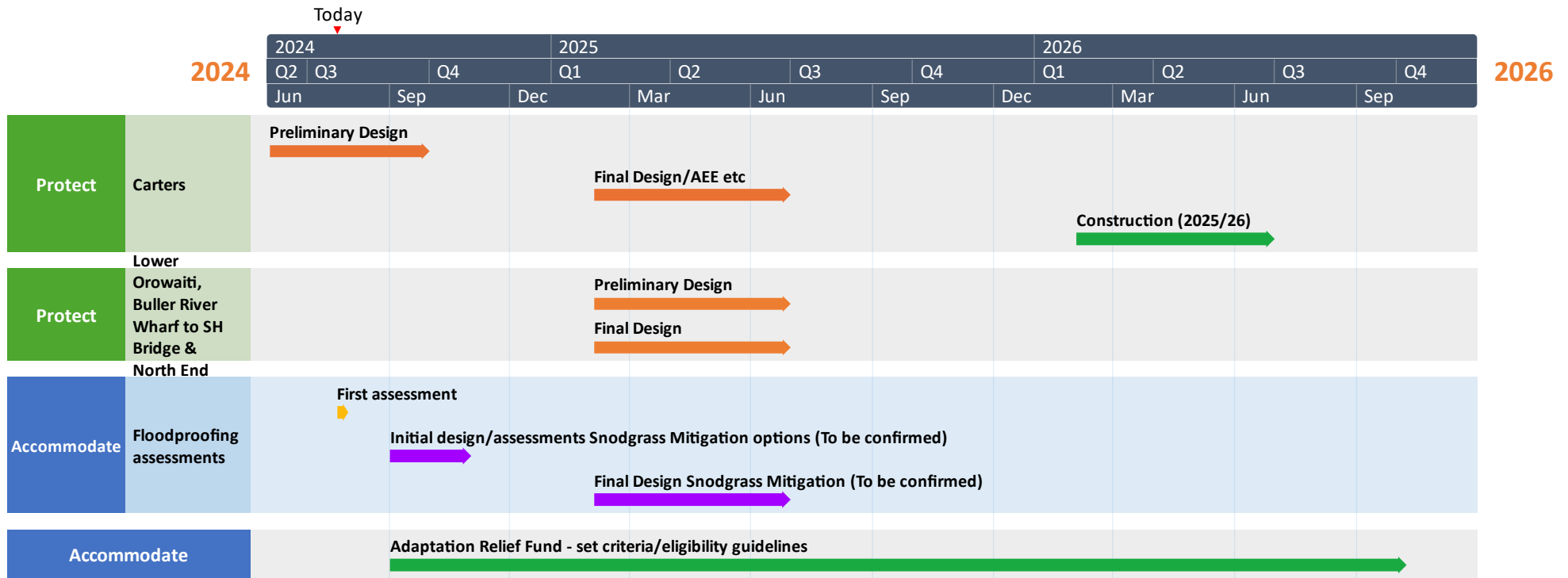
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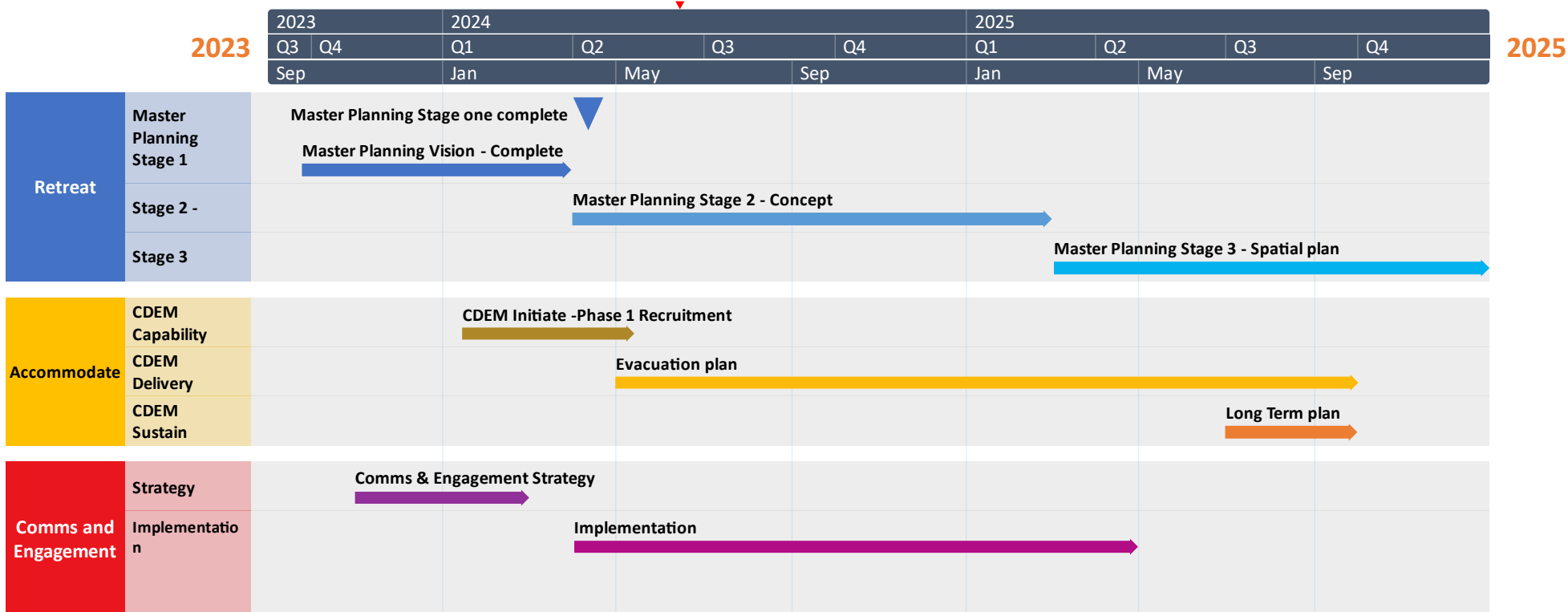


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Today



## Resilient Westport Steering Group

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<b>Title:</b>	Programme Risk Register
<b>Date:</b>	26 July 2024
<b>Principal Author:</b>	Penny Bicknell, Programme Manager
<b>Authorised by:</b>	Mike Mendonça
<b>Attachment:</b>	<a href="#">Risk Register</a>

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### Purpose

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

### Background

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

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

Since the Risk Register was approved in October 2023 it is prudent to review those risks that are related to changes to the programme and Government. The attached risk register from has several risks revised from the last Steering Group meeting (Risk #'s 1-6 and 8 plus 2 new risks).

Mitigation Action review dates were updated.

### Recommendations

It is recommended that the Resilient Westport Steering Group:

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

IDENTIFY						ASSESS			TREAT				ALLOCATE		REVIEW & MONITOR				
Risk ID	Risk Name	Risk (Event & Result) Description	Risk Type	Date Raised (dd/mm/yy)	Raised By	Likelihood (Initial)	Impact (Initial)	Initial Risk Rating	Mitigation Description	Likelihood (Residual)	Impact (Residual)	Residual Risk Rating	Mitigation Action Owner	Mitigation Action Due Date (dd/mm/yy)	Progress Update Log	Next Review Date (dd/mm/yy)	Trend	Status	Date Closed (dd/mm/yy)
RW001	Steering Group parties unable to agree	If Steering Group members are unable to reach agreement on key decisions, public support is likely to erode	Scope	24 Sep 2023	Steering Group Chair	Unlikely	Minor	Low (2)	Clear agreed terms of reference Principles of engagement agreed No surprises policy All media releases via Chair	Unlikely	Minor	Low (2)	RWSG Chair	30 Nov 2024			=	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 - need to enact communications plan which should reduce risk over time Public access to Steering Group reports and papers	Likely	Major	High (12)	All RWSG members	30 Nov 2024			=	Open	
RW003	Further flooding or other natural disaster	If there is another extreme weather event, or other natural hazard while the Steering Group is determining the way forward, there is likely to be substantial psycho-social impact and recrimination, with possible insurance withdrawal	Health & Safety	21 Sep 2023	BDC WCRC	Likely	Severe	Extreme (14)	Early warning and communication of risk Short term measures activated	Unlikely	Moderate	Medium (6)	Councils	30 Nov 2024			=	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 is now exacerbated with the repeal of the previous Government's 3W reforms.	Benefits	21 Sep 2023	BDC WCRC	Likely	Major	High (12)	Integrated planning between WCRC and BDC BDC sufficiently resourced for SW (Review once stormwater concept report completed) Funding and Staff resourcing sufficient	Unlikely	Severe	Extreme (13)	Councils	30 Sep 2024			=	Open	
RW005	Operating costs of managing assets	The addition of new flood protection 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	30 Nov 2024			=	Open	
RW006	Delay in Government decisions	Legislative changes and Government/Ministerial changes could slow down the programme	Schedule	24 Sep 2023	DIA	Likely	Minor	Low (3)	Drawdowns progressed as early as possible Early engagement with Ministers post election	Unlikely	Minor	Low (2)	DIA	30 Nov 2024			=	Open	
RW007	Master planning delays	If master planning 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	Master planning - community engagement	If master planning does not bring the community along, a large portion of the work programme is unlikely to proceed	Resource	04 Sep 2023	BDC	Likely	Major	High (12)	High level engagement strategy to assist in delivering engagement with the community	Unlikely	Major	High (10)	BDC	TBC			=	Open	
RW009	Increase in costs of flood bank structures	If the overall costs of the structures have increased from the costings in the Business Case, there may not be enough funds to deliver the scope	Budget	28 Sep 2023	WCRC	Likely	Major	High (12)	Preliminary designs will assist in understanding costs and mitigations	Likely	Major	High (12)	WCRC	TBC			=	Open	
RW010	Construction timeline v. funding	The Govt drawdown is currently set at 2 years, whereas the timeline for construction is estimated at 4 years	Budget	28 Sep 2023	DIA	Likely	Moderate	Medium (7)	DIA vote fiscal management will be required to ensure the funding allocation is available	Likely	Moderate	Medium (7)	DIA	TBC			=	Open	
RW011	Master planning - multi agency alignment	If alignment between agencies is not reached, additional funding may not be forthcoming and the scope may need to be reduced	Scope	28 Sep 2023	BDC	Likely	Major	High (12)	Work collaboratively with multi agencies to agree deliverables, scope and tools for funding	Likely	Major	High (12)	BDC	TBC			=	Open	
RW012	Shortage and loss of staff	If there is a shortage of skilled staff or Contractors or Councils lose staff, this could delay completion of elements of the programme	Resource	19 Oct 2023	BDC/WCRC working group	Likely	Major	High (12)	Good documentation of progress Preparing and handover to new staff/contractors	Likely	Moderate	Medium (7)	BDC/WCRC	TBC			=	Open	
RW013	Alignment of local teams	If local teams are not aligned and lack coordination in working together across the programme, this could cause delays and unnecessary expense	Schedule	19 Oct 2023	BDC/WCRC working group	Unlikely	Moderate	Medium (6)	Good communication between the teams to understand how the projects inter-relate and how the teams can collaborate to ensure the best outcomes. Need more coordination, particularly on stormwater and construction	Unlikely	Minor	Low (2)	BDC/WCRC	TBC			=	Open	
RW014	Legislative changes and Govt/Ministerial changes	Legislative changes and Government/Ministerial changes could slow down the programme	Schedule	19 Oct 2023	BDC/WCRC working group	Likely	Moderate	Medium (7)	Outside control, advocate where possible Possible fast track mitigation	Unlikely	Moderate	Medium (6)	BDC/WCRC	TBC			=	Open	
RW015	Building development in flood risk areas	Continued building development in flood prone areas prior to any legislative changes will continue to put new home owners in the community at risk	Regulation & Compliance	19 Oct 2023	BDC/WCRC working group	Likely	Severe	Extreme (14)	Councils are unable to prevent development under the current legislation. Mitigate where possible through hazard maps, information in LIMs, finished floor level heights, insurance availability.	Likely	Major	High (12)	BDC/WCRC	TBC			=	Open	
RW016	Affordability. Pressure on Rates	If there is no external funding for the stormwater system, there will be increased costs for the ratepayer	Budget	26 May 2024	Steering Group Chair	Likely	Major	High (12)	Once concept study costs are known, assess opportunities for external funding	Likely	Major	High (12)	BDC	30 Sep 2024			=	Open	
RW17	Procurement issues	Risk of insufficient capability and capacity on the West Coast to deliver the Resilient Westport package	Scope	26 May 2024	Steering Group Chair	Unlikely	Minor	Low (2)	Current market is soft, but if market conditions change this may need further mitigation	Unlikely	Minor	Low (2)	BDC/WCRC	30 Nov 2024			=	Open	

## Resilient Westport Steering Group

**Title:** Resilient Westport – WCRC Funding drawdowns

**Date:** 26<sup>th</sup> July 2024

**Principal Author:** Penny Bicknell, Programme Manager

**Authorised by:** Darryl Lew, WCRC Chief Executive

### Purpose

To provide Resilient Westport Steering Group (SG) with an update on WCRC funding drawdowns, invoiced to DIA on 24<sup>th</sup> June 2024 for the \$500k Civil Defence Emergency Management (CDEM) programme and the \$250k Wave/sea level gauge programme.

### Strategic Context

- At the August 2023 SG meeting, the SG supported the request to drawdown the CDEM \$500k to Vote Internal Affairs and recommended a phase one payment of \$40,000 + GST. The SG endorsed the high-level plan that required drawdown of funds over three phases. WCRC has now completed the recruitment of an Emergency Management Project Lead to manage this project through stages two and three to 30 April 2026.
- At the August 2023 SG meeting, the SG also supported the request to drawdown \$250k to Vote Internal Affairs for the \$250k Enhanced flood warning programme subject to further information being provided around GNS and NIWA costs.

### Recommendations

It is recommended that the Resilient Westport Steering Group:

- **Notes** that WCRC invoiced DIA for the remaining \$460k + GST for the CDEM programme on 24 June 2024 with supporting documentation.
- **Notes** that WCRC invoiced DIA for \$208,106 + GST on 24 June 2024 with supporting documentation for the Enhanced flood warning programme,
- **Notes** that DIA is reviewing invoices provided and will seek further information as required.

### Background

#### CDEM Capability Funding programme

1. WCRC presented the SG with the high-level plan of the three phases of the project on 4 August 2023 are:
  - Phase One – **INITIATE** (Indicative duration: 4 months), Cost estimate: \$40,000 + GST
  - Phase Two – **DELIVER** (Indicative duration: 17 months), Cost estimate: \$391,000 + GST
  - Phase Three – **SUSTAIN** (Indicative duration: 3 months), Cost estimate: \$69,000 + GST



2. WCRC invoiced DIA and received \$40,000 incl. GST in January/February 2024 for phase one of the CDEM capability programme – The GST discrepancy invoiced to DIA on 24 June 2024.
3. Phase Two has now commenced with the recruitment of a Project Lead through to 30 April 2026.
4. WCRC invoiced DIA for \$460k + GST on 24 June 2024 to facilitate the high-level programme of work and included supporting documentation for this draw down of funding.
5. Total invoiced by WCRC to DIA at 24 June 2024 is \$500k + GST, representing total funding under the funding agreement (signed 14<sup>th</sup> September 2023) for Building Westport's Emergency Management Capability project.
6. A copy of the draft Building Westport's Emergency Management Capability budget is included as Attachment 1 to this paper.
7. The project lead will develop a detailed project plan for future submission to the SG.
8. The project team will report back to the SG on achievements, along with actual vs budget tracking.

### **Enhanced Flood Warning programme**

1. At the August 2023 SG meeting, WCRC presented the SG with information requested in the previous SG meeting in July. The SG noted the additional information, supported the drawdown of the \$250,000 to Vote Internal Affairs, and recommended that tranche one funding (\$196,111) be allocated, subject to WCRC providing DIA with further information around GNS and NIWA costs, particularly the cost of the wave buoy.
2. WCRC has installed the wave buoy and applied \$208,106 + GST of the funding.
3. WCRC invoiced DIA on 24 June 2024 for \$208,106 + GST with supporting documentation for this draw down of funding.
  - (a) A detailed costing plan will be submitted to SG for the remaining \$41,894 + GST funding. Use of this funding is subject to Joint Ministerial approvals, which will be sought in mid-November. DIA will advise when this funding is available.

**Attachment 1:**

**DRAFT Project Budget for “Building Westport’s Emergency Management Capability”**

<b>DRAFT Project Budget</b>				
<b>Project: Building Westport's Emergency Management Capability</b>				
Updated: 16th July 2024				
	Project Phase(s)			
	1. Initiate	2. Deliver	3. Sustain	TOTAL Project Costs
<b>Personnel costs</b>				
Project Leader (i.e. 0.50 FTE)				\$ [REDACTED]
Admin support (i.e. 0.20 FTE)				\$ [REDACTED]
<b>Total Personnel costs</b>	\$ 48,160	\$ 233,168	\$ 42,240	\$ <b>323,568</b>
<b>Total Operating and engagement costs</b>	\$ 4,700	\$ 39,950	\$ 7,100	\$ <b>51,750</b>
<b>Capex - Systems</b>				
GIS	\$ -	\$ 65,000	\$ -	\$ 65,000
Resources - e.g. Emergency supplies cache	\$ -	\$ 60,000	\$ -	\$ 60,000
<b>Total Capex - Systems</b>	\$ -	\$ 125,000	\$ -	\$ <b>125,000</b>
<b>TOTAL PROJECT COSTS</b>	<b>\$ 52,860</b>	<b>\$ 398,118</b>	<b>\$ 49,340</b>	<b>\$ 500,318</b>

**Notes / Assumptions:**

- i. The Project Leader was appointed in mid-May 2024. A copy of the fixed term contract was provided to DIA on 24 June 2024 along with WCRC Invoice 224463. A copy of the contract can be made available to the SG separately to this paper if required as it is sensitive in nature.

The rate to secure the right person for the Project Leader role was higher than that anticipated when WCRC presented the high-level plan of the three project phases to the SG on 4 August 2023 (e.g. Phase 1 \$40k + GST, Phase 2 \$391k + GST, Phase 3 \$69k + GST). Updated draft budget by project phases

- ii. The Draft budget includes [REDACTED] administration support commencing in November 2024. The assumption is based on a 0.20 FTE. There may be scope to leverage this support from existing resources within the wider “Building Westport’s Flood Resilience” programme. This option will need to be investigated further with the relevant project managers in due course.
- iii. Operating and engagement costs are based on *an estimate* of approximately \$2350 per month.
- iv. Capital / Systems expenditure are based on estimated costs for:

GIS - \$65k for GIS systems data strengthening and more fit for purpose set-up / access to the web-based emergency management response platform (D4H).  
**Please see also “Resilient Westport – Emergency Management Project**

**Update; 2. Preparedness and Response Tools, Systems and Processes**” paper to SG 26 July 2024 (i.e. this meeting) for further information.

Resources – e.g. *Emergency supplies cache* - \$60k. Please refer to “**Resilient Westport – Emergency Management Project Update; 3. Resources (CAPEX)**” paper to SG 26 July 2024 (i.e. this meeting) for further information.

## Resilient Westport Steering Group

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Title: Resilient Westport – Progress Update on Preliminary Designs

Date: 26 July 2024

Principal Author: Peter Blackwood

Authorised by: Darryl Lew

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### Purpose

- To update the Steering Group on the resolution of the 18 technical issues in the Kawatiri Westport Flood Resilience Project.

### Strategic Context

- These 18 technical issues are agreed by West Coast Regional Council as important to address and track throughout the design and construction phases of the project. Whilst they are very normal engineering issues, that would all of course be addressed by management in the scheme development, they are a helpful summary to provide to Government.
- Each of the 18 issues has been examined and shown to be addressed favourably in an ongoing process.

### Recommendations

It is recommended that the Resilient Westport Steering Group:

- **Notes this report.**

### Background

- Te Uru Kahika, representing the Regional Councils and Unitary Authorities of New Zealand assisted the Buller Resilience Steering Group (the Steering Group) with the process for the release of Crown funding to improve Westport's flood resilience. They appointed a Technical Advisory Group (TAG) to independently report on the Kawatiri Westport Flood Resilience Project.
- In summary, Te Uru Kahika advised that they were confident that the Concept Design for the structural solutions described in the Business Case is sound and that the identified issues can be addressed through the refinement of the design in the Preliminary Design, consent and tender phase. To achieve this they proposed, amongst other things, the development of a Risk Register that can be used to ensure all matters are addressed and that a staged approach to implementation should now proceed at pace. This incorporated 18 Technical Issues. These are addressed in the Appendix to this report (see below – July updates in yellow highlighter)

Item	APPENDIX Description	Discussion	Resolution	Current Situation	Status
1	<p>The BBC is clear that it is not possible to eliminate flood risk and that the proposed Protect measures present residual risk. However, there is currently <b>insufficient information</b> in the BBC and supporting documents to enable the community and other stakeholders to <b>understand the nature and scale of consequences and impacts associated with that residual risk</b>. This information is necessary to understand the measures that may be required to manage and mitigate those risks, and in turn, to set appropriate expectations about the time the protections measures could or should “buy”.</p>	<p>Important to communicate residual risk. This has been done in many reports and presentations to the community to date. Risk graphing by G Williams also noted. NIWA risk-scape in BBC report showed extent of damage under various scenarios. Additional breach modelling runs provided before and described at this meeting. Important to determine which bank sections have the greater consequences of failure.</p>	<p>Additional breach modelling and analysis and communication to be provided to stakeholders (decision makers and community) at the conclusion of the <b>Preliminary Design</b> phase.</p>	<p>The breach scenarios completed by Matt Gardner of Land River Sea in the 11 December 2023 Memorandum showed that Flood depth difference maps demonstrate that, even under future climate RCP6.0 scenarios, there is a significant reduction in flood risk as a result of the banks being in place and that flood extents, depths and peak speeds will all be reduced overall as a result of the scheme. Flood damages and risk to life are therefore also expected be significantly reduced in the majority of breach scenarios investigated except for scenario 1, which is located immediately upstream of the Buller Bridge. Given the consequence of failure in this location, it is recommended that consideration is given to providing a higher standard of design for this section of stopbank. The breach scenarios subsequently completed under RCP6 climate</p>	<p>Breach scenarios with climate change have all been completed.</p> <p><b>It is recommended that for the section of stopbank located immediately upstream of the Buller Bridge, consideration is given to providing a higher standard of design for this section of stopbank.</b></p> <p><b>This is being highlighted in request for geotechnical design tenders.</b></p>

				change, show the same conclusions.	
2	<p>Conceptually, the main component of the Protect proposal, a ring bund around urban Westport, functions as “bathtub”. For smaller (more frequent) flood events it should provide protection by keeping the water out if properly designed and constructed. However, failure of the wall during a large flood event would result in the town being rapidly inundated with water. This <b>exacerbates the residual risk</b> to life and property for the larger events above the “do nothing” scenario. There is <b>not a precedent for this type of design in NZ</b>.</p>	<p>Extensive NZ precedent for ring banking described. Breach modelling undertaken has helped to articulate the actual scale of the risk being less than what might be expected.</p> <p>The importance of emergency response planning and preparation. That ERP will consider various breach scenarios and be designed to mitigate this risk. The need to consider consequences of failure of different sections of stopbank/wall and use more conservative design approaches where consequences are greater - an important component of mitigating this risk.</p> <p>The residual risk of further development / intensification needs to be managed. Reference to importance of government's Natural and Built Environment Act 2023 being a key element. Similarly, stormwater upgrades need to be funded and undertaken at same time to ensure proper</p>	<p>During <b>Preliminary Design</b> phase: Undertaking and communicating to stakeholders breach modelling and residual risks as above. ERP to consider various breach scenarios and be designed to mitigate this risk. More conservative design approaches to be considered where consequences are greater. Explore risk balancing options under PARA framework. Address and seek commitment to BDC stormwater upgrades and intensification management methods.</p>	<p>The McKenna and Cats Creek are the planned construction works in 2023/24. Neither these nor the Avery or Floating Lagoon stopbanks create a residual risk greater than the status quo. The only case where residual risk is exacerbated is from a failure of the Buller River stopbank upstream of the Buller Bridge (called “Breach 1” in Land River Sea Consulting Memorandum dated 11 December 2023).</p> <p><b>Whilst there is no “bathtub” risk of any significance, as for all flood protection schemes the residual risks need to be recognised.</b> These could come from overdesign floods (larger than 1% AEP) and/or stopbank breaches (despite the best geotechnical investigations). The breach modelling (refer point 3 below) identifies locations unwise for future development. Buller District Council are to commission a report on residual flood risk mitigation in order to identify</p>	<p>Planned for July to September 2024 design and consenting.</p> <p><b>BDC are requiring assessment of residual flood risks from future developments.</b></p>

		functioning of the flood protection system.		safe building practices. Prior to this WCRC will forward to BDC 1% AEP spreadsheets and GIS layers.	
3	No <b>breach modelling</b> analysis has been completed to demonstrate the consequences of failure.	As per Item 2 above. Additional breach modelling information was provided by Land River Sea (M Gardner) prior to TAG meeting.	During <b>Preliminary Design</b> phase as per Item 2 above.	Breach modelling completed for 1% AEP with and without climate change. Shows flows will follow roads and some low points. No risk to life.	Completed.
4	<b>Bathymetry changes</b> because of existing geomorphological processes and accelerated by climate change, are not accounted for in the LRS model and these changes would likely raise water levels in the Buller and Orowaiti during floods.	Previous investigations have looked at changing riverbed levels in the Buller River and Orowaiti Rivers. Need to consider longer-term trends vs short-term changes. Discussed option to make provision for maintenance dredging. G Williams noted that this had been investigated and shown to make no difference to flood levels. M Gardner noted that in detailed design sensitivity testing on bed levels would be undertaken to help set freeboard. Bed level monitoring is a key element - needs to be ongoing. Ongoing northward migration of Orowaiti River mouth and sea level rise means long term trend will be continued aggradation of the Orowaiti riverbed. This will also lead to a trend of increasing	Consider the implications of these various items again in <b>Preliminary Design</b> phase. Include further consideration of the practicalities, risks and benefits of trying to design the protection element of the PARA framework for climate change when the other elements of PARA are focussed on retreating.	<p>A detailed design memorandum entitled “Buller River Mean Bed Level Analysis” dated 2 November 2023 advises:</p> <p>“A mean bed level analysis has been conducted on the full set of cross section survey carried out between 1999 and 2021. The following conclusions can be drawn from the analysis:</p> <ul style="list-style-type: none"> <li>• <b>Results show that the bed of the Buller River is relatively stable overall, with only minor changes in bed level showing at most surveyed cross section locations.</b></li> <li>• The mouth of the river has degraded significantly following the 2021 flood event as is</li> </ul>	<p><b>On track.</b></p> <p>Monitor at five-yearly intervals or following a 5% AEP flood or great.</p>

		groundwater levels, and reductions in performance of stormwater drainage systems. Consensus that it does not make sense to design the scheme for RCP 6.5 river flows and sea levels.		<p>expected from such a high flow event.</p> <ul style="list-style-type: none"> <li>• The majority of the cross sections are showing a degradational trend over a period of 23 years and where aggradation is present, the cross section appears to have widened, giving the river more cross-sectional area and hence compensating for the loss of channel capacity.”</li> </ul>	
5	<p>The Protect scheme will <b>increase peak flood levels at the Buller Bridge by 600 mm, reducing the free board beneath the bridge to less than 200 mm</b>, significantly <b>increasing the risk of a bridge blockage and overtopping</b> of the Westport flood defences upstream of the Buller Bridge. This would have significant implications for evacuation planning as the bridge is the only route out of town for a large flood event (based</p>	<p>Effects vary with increasing design flows and whether airport (not Carters Beach) protection in place or not. Westport floodwalls are the key driver of freeboard loss. But Westport flood protection is also the key driver for works. Various possible mechanisms available to reduce risk at bridge crossings, including modification of available waterway area. Overflow is likely to occur toward lower area south of the bridge no matter what. Bed load management will not assist – details were included in BBC. Bridge modelling should be reviewed to ensure it is not over-</p>	<p>Consider further at <b>Preliminary Design</b> phase. Including review of bridge modelling and debris risk mitigation options.</p>	<p>WSP Consultants have been commissioned to assess whether there are viable and warrantable options for mitigating flood levels at the Buller SH67 Bridge. Their report is being completed in conjunction with modelling produced by LandRiverSea and is due for completion around 30 June 2024.</p>	<p><b>On track.</b></p> <p>WSP Draft report completed 30 June 2024. Appears to be some favourable findings, with further option being considered. Being discussed with NZTA.</p>



	on the assumption that for an event that would block the Buller Bridge the Orowaiti Bridge is also likely to be blocked / damaged).	conservative. Modelling should also explore effectiveness of mitigation options. Consideration should be given to modelling improved waterway scenarios for Orowaiti River bridge to help inform Waka Kotahi medium to longer term bridge replacement options.			
6	Design standards for an encirclement option need to be much higher than what is presented in the BBC, as the <b>consequences of failure are much higher than for non-encirclement</b> options (namely, increased potential for loss of life in the case of failure of the wall during a large flood event).	Similar to items 1 and 2. Agreed that encirclement option only provides a defined level of resilience against flood risks – this needs to be communicated to the community. It does not imply a need to build higher walls. Intensification of floodplain and emergency preparedness need to be actively managed. Further communication required to community about role of embankment as a community “flood risk mitigation” rather than as a “protection tool”.	During <b>Preliminary Design</b> : Explore rebalancing of upstream downstream design standard and/or other mitigation measures, including mandated intensification control and emergency preparedness. Consideration of more conservative design approach for high consequence sections to minimise failure to be included in preliminary and detailed design as an important risk mitigation tool.	Obviously upstream design standard and floodwalls through town adjacent to the Buller River need to be of the highest order, the 1% AEP RCP6 plus 600mm freeboard. Furthermore very detailed geotechnical design especially at locations crossing previous river paths. This geotechnical advice is well in train reaching final design stage for McKennas and Averys. Floating Lagoon to follow in parallel with the Buller River stopbank upstream of the Buller River Bridge. <b>Breach modelling shows the issue raised about the encirclement option is overstated.</b>	<b>On track.</b>  Appropriate depth of geotechnical investigations progressing.

7	<p><b>No geotechnical investigations</b> have been undertaken, which is a significant gap when trying to understand the feasibility and cost of the proposed designs. This is acknowledged in the BBC.</p>	<p>Some earlier boreholes were drilled for the concrete walls near the Buller River side of Westport. Recent Geotech investigation work for the initial projects has/is being undertaken by Davis Ogilvie to guidelines provided by Gary Williams.</p>	<p>Undertake additional necessary work in <b>Preliminary Design</b>.</p>	<p>Copious initial geotechnical reports completed and final reports well underway. Eight additional boreholes drilled and the material properties and groundwater levels being fed into the detailed geotechnical design.</p>	<p><b>Detailed geotechnical design on track.</b></p>
8	<p>There is a <b>mismatch between the heights for the stopbanks / floodwalls</b> used in the LRS modelling and what is presented in the BBC. This has implications for design assumptions and cost calculations.</p>	<p>Misinterpretation clarified (due to limited information provided to reviewers). Mismatch was a consequence of the Steering Group overriding the recommendation of technical group. However, all designs, quantities and costings in business case updated to reflect change, so no error or additional cost risk. Higher walls bring stability, constructability and consent-ability challenges. Raises issue of what are the standards being adopted for the scheme. Climate change allowed for everywhere, but this doesn't mean same level or type of protection is required.</p>	<p>During <b>Preliminary Design</b>: Review constructability and consent-ability and flood risk mitigation methodology, particularly in the Orowaiti Lagoon area. Consider reversion to the originally recommended standard at Orowaiti to rebalance risk.</p>	<p>Council approved midway scenario for Averys at Orowaiti Lagoon. Being 1% AEP including 600mm freeboard and 200mm allowance for roughly 30 years climate change.</p> <p>Will consider balance of Orowaiti area later in 2024.</p>	<p><b>Issue resolved by reviewers of T &amp; T report.</b> To consider design global warming standard for rest of Orowaiti Lagoon later in 2024.</p>
9	<p>Very <b>limited information</b> is provided <b>about the design</b>, and <b>concept sketches only</b> have been</p>	<p>Focus was on providing sufficient design detail to support a</p>	<p>Provide additional detail in <b>Preliminary Design</b>. Also review and update</p>	<p>Detailed design information provided in preliminary design plans and civil engineering reports. Lower Orowaiti will have</p>	<p><b>On track.</b></p> <p>Ongoing.</p>

	provided for the embankments and timber floodwalls.	reasonable cost estimate. More detail appropriate in next phase.	cost estimates after Preliminary Design.	“planter-box” stopbanks in constricted area near housing. These are very stable structures and aesthetically pleasing. <b>Lower Buller (downstream of SH67 bridge) will require very detailed analyses of floodwalls.</b> This area is programmed for design March to December 2025.	
10	<b>No design details</b> or conceptual sketches are provided for the <b>concrete sections</b> of the wall.	As above, focus was on providing sufficient design detail to support a reasonable cost estimate. It is noted though that Davis Ogilvie provided cost information on the timber walls. Costs for the concrete walls was provided by WCRC (from earlier such works). More detail appropriate in next phase.	Provide additional detail in <b>Preliminary Design.</b>	Refer point 9.	<b>On track.</b> Ongoing. These works occur in 2025/26.
11	<b>Timber floodwalls have not been used for rivers the size</b> of the Buller or Orowaiti rivers.	Reviewers accepted that statement is not correct. Timber floodwalls are not proposed for the Buller River part of the system. They have been used in similar situations in NZ. It was noted that gravel stopbanks would be used in preference to walls everywhere this was possible (likely more than	Further review, particularly of height and linear extent to be undertaken in <b>Preliminary Design.</b>	<b>Statement was incorrect.</b> Focus has been on segment by segment preliminary design, final design and construction. Refer point 9.	<b>On track.</b> Ongoing. Planter-box floodwalls in Lower Orowaiti in lower velocity environment and planned for 2025/25.

		shown) due to their lower cost and greater resilience.			
12	<b>Seepage path length</b> beneath the proposed walls and embankments is <b>substantially less than industry guidelines</b> such as the Bay of Plenty Regional Council guidelines for stopbank design.	Agreed that seepage analysis / path part of next stage.	Explore in more detail at <b>Preliminary Design</b> following geotechnical investigations.	Being explored by detailed Geotechnical Analyses following detailed testing of ground. The flood hydrographs for the 1% AEP with climate change will be tested.	Ongoing.
13	<b>Construction assumptions result in an under estimation of costs.</b>	Some misunderstanding resulting from changes in wall height. Construction methodology changes resulting from increased wall height were allowed for in the costing. Costs have been calculated using up to date (2021) unit-rates with suitable rate and quantity margins at each step. There is little that can be done about short-term fluctuations in construction costs. Any changes not able to be accommodated in the allowed contingencies will need to be absorbed by council and/or offset by value engineering / scheme design modifications and/or staging. Some staging and	Project costs to be reviewed as project evolves and scope and staging adjusted as necessary. Next review at <b>Preliminary Design</b> .	Awaiting rates from first construction works for Cats Creek/Abattoir Drain and McKenna stopbanks.  Significant contingency in current revised total estimate of \$23.97 million, funded:  Government \$15.6 million WCRC \$8.37 million	<b>On track.</b> Ongoing.

		phasing has been looked at previously.			
14	<b>Changes in groundwater levels overtime</b> have not been accounted for. This is acknowledged in the BBC, but still needs to be addressed.	Noted. Areas affected need to be managed by other means as sea level rise is realised. Also noted that Aqualinc have been commissioned to do a ground water model for BDC. This may be useful for an assessment of climate change impacts on ground water levels. Long-term sea-level rise will affect ground water levels. Pumping investments should recognise this – and be committed to early on.	Consider additional information and alternative risk management measures in <b>Preliminary Design</b> .	Bore holes are identifying groundwater levels. A further more detailed Aqualinc study commissioned between Councils. BDC carrying out detailed stormwater studies and assessing pumping requirements.  <b>It is likely that some areas will become vulnerable to high groundwater levels. Adaptation to these would be necessary. Note decision to only include 30 years climate change provision in Averys stopbank, enough time to consider adaptive mechanisms.</b>	<b>On track.</b> Ongoing. <b>Of most significance for groundwater levels for the Floating Lagoon. Water levels will be at ground level requiring conventional specialised seepage control.</b>
15	The Protect proposals are <b>not resilient to seismic events</b> and the proposal is <b>not “multi-hazard resilient”</b> .	No “affordable” structure is possible if AF8 earthquake occurs. Noted that if liquefaction occurs that damages flood protection structures it is likely that houses will be similarly adversely affected and there may be nothing to provide protection to. If liquefaction drops ground level, then a wider flooding problem may also then exist. There is no point in having over-designed	Issues and solutions to be explored further in <b>Preliminary Design</b> .	Again no “affordable” options for stopbanks. Wider issues as identified by reviewers of T & T report. To be further considered.  <b>An ability to respond rapidly to a seismic event was key to managing the risk</b>	To be considered

		banks. It was noted that an ability to respond rapidly to a seismic event was key to managing the risk from the next flood. Having a maintenance fund and reserves that can be called upon to commence work rapidly means that risks from awaiting insurance pay-out is greatly mitigated. Results of Geotech investigations will assist assessments.			
16	<b>Timber floodwalls will not be readily adaptable and repairable</b> as suggested in the BBC.	Timber walls are as repairable / adaptable as any other construction method – and in some instances may lend themselves to adaptation more than other structural options. Noted that timber and concrete walls have similar issues.	Consider further in <b>Preliminary Design.</b>	<b>Issue incorrect.</b>	Complete.
17	The assessment of low <b>consenting risk</b> for most of the works depends on assumptions that need to be tested and confirmed. The assessment does advise that further investigation will be needed to determine consent needs (and consent-ability) in areas	Good advice was provided to the technical group about “consent-ability”, but this will not be proven until final design and the proposition is fully tested via public processes. Wall height at Orowaiti Lagoon could be a consenting risk. Landowner agreements are key. No government funding of Carters Beach protection could be a	Progress resolution during <b>Preliminary Design</b> and <b>Consenting</b> phases	<b>Landowner agreements have been difficult to date.</b>  Agree with reviewers of T & T report “No government funding of Carters Beach protection <b>could be a consenting risk for Westport flood protection, as has an impact on Carters Beach.</b> Wall behind Carters Beach could present a Tsunami risk. These	In progress.  <b>Investigations proceeding well on options for protecting Carters Beach. Aiming for report to September Steering Group.</b>

	near the coast and where works in the riverbed/wetland areas are proposed.	consenting risk for Westport flood protection, as has an impact on Carters Beach. Wall behind Carters Beach could present a Tsunami risk. These issues need to be explored and resolved.		issues need to be explored and resolved.”  Carters Beach was deleted from the BBC proposal approval by Government. WCRC would like this to be reconsidered.	
18	The seven “protect” options considered prior to the selection of the current proposal presented in the BBC are different iterations of the same conceptual design (full encirclement of Westport). The proposal has <b>not considered a wider spectrum of protect options</b> (such as partial / targeted protection).	Not all options presented in Business Case. Previous options included cut to sea, partial options, river management options, just right bank (doesn't fix coastal flooding), Snodgrass options (cuts, causeways, buy-outs), etc. These are described in the appendix to the BBC report. Likely need to pull-forward this previous work on alternatives to support consenting. There would be value in preparing a long list to short list of options.	Consider further in <b>Preliminary Design</b> and <b>Consenting</b> phases	Options for partial/targeted protection for Carters Beach to be considered in March – December 2025, with construction if approved 2026/27.  Options for partial/targeted do not appear appropriate elsewhere.  Adaptation fund would be considered for Snodgrass and other houses outside scheme works.	Engagement with Snodgrass residents well underway. Adaptation options for Snodgrass being considered September-October, aiming for report to November Steering Group.

## Resilient Westport Steering Group

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**Title:** Resilient Westport – Emergency Management Project Update

**Date:** 26 July 2024

**Principal Author:** Claire Brown, Group Manager, West Coast Emergency Management

**Authorised by:** Darryl Lew, Chief Executive, West Coast Regional Council

### Purpose

To provide Resilient Westport Steering Group with an update on the Resilient Westport Emergency Management Project.

### Strategic Context

Under the 'Accommodation' section of the Resilient Westport PARA framework, \$0.5m was provisioned in support for enhanced Civil Defence and Emergency Management capabilities for Resilient Westport.

The programme of work is undertaken across three phases

- **Phase One** (*current phase*)  
Initiate (Programme planning)  
3-4 months
- **Phase Two**  
Deliver (Programme delivery)  
17 months
- **Phase Three**  
Sustain (Maintenance, review and testing of systems and processes, and consideration of LTP proposals)  
3 months

The initial start time of Phase One changed from September 2023 to May 2024 due to delays in recruitment and drawdown delays.

The attached update sets out the programme of work across Phases Two and Three in alignment with budget breakdowns. This is indicative of project direction that will be further refined overtime.

### Recommendations

It is recommended that the Resilient Westport Steering Group:

- **Receives and notes** this update on the Resilient Westport Emergency Management Project.



## Resilient Westport Emergency Management Project

### UPDATE – July 2024

Phase One (Initiate) of three has commenced.

Recruitment is complete with a contractor employed for an on average 20 hours per week until 30 April 2026.

Phase One includes project planning.

Planning is guided by the foundation blocks of the PARA framework, looking across the 4Rs (Reduce, Readiness, Response, Recovery) and the National Disaster Resilience Strategy, with a focus on:

- enhanced evacuation arrangements to reflect flood protection development;
- post flood protection build and breach scenarios; and
- maintenance and review of systems and processes for sustained evacuation planning across Westport (Phase 3).

The budget breakdown for this programme of work is:

<b>Enhanced Evacuation Planning</b> <i>Project delivery personnel, planning and implementation across Phases One to Three</i> <b>24 months.</b>	<b>\$323,568</b>
<b>Preparedness and Response Tools, Systems and Processes</b> <i>Phase Two</i> <b>17 months</b>	<b>\$65,000</b>
<b>Resources (CAPEX)</b> <i>Phase Two</i> <b>17 months</b>	<b>\$60,000</b>
<b>Community Capability and Resilience (OPEX)</b> <i>Phase Two and Three</i> <b>20 months</b>	<b>\$51,750</b>
<b>TOTAL</b> <b>24 months</b>	<b>\$500,318</b>

Below is an outline of initial project planning for delivery across Phases Two and Three centred around four project areas:

#### 1. Enhanced Evacuation Planning

*Combined project delivery personal, planning and implementation across Phases One - Three, 24 months - \$323,568*

- Aligning Flood Protection Wall build with community vulnerabilities/risks – i.e. across staged build of flood protection where are and who are the most vulnerable?
- Raising the flag- when to ‘prepare to evacuate’ and ‘evacuate’.
- How to evacuate and where to.

Enhanced evacuation planning has multiple linkages across social, cultural, environmental and economic domains. In acknowledging this, evacuation planning and delivery will need to shift over time during flood protection construction to accommodate real or potential vulnerabilities across these domains. The above is multilayered and informed by (but not exclusive to):

- civil engineer modelling,
- flood depth scenarios,
- zoned evacuation, community vulnerabilities and level of preparedness,
- residual and secondary risks (during and post staged construction),
- existing and improving planning response tools, systems, communications, information accessibility and early response triggers (hydrological modelling and existing stakeholder/critical infrastructure planning, preparedness, tools, systems and planning).

**2. Preparedness and Response Tools, Systems and Processes** *(Phase Two - \$65,000)*

Enhanced evacuation planning requires evaluation of current response tools and systems in phases prior to event, during and after. Critical to effective emergency response is the web-based emergency management response platform (D4H) alongside existing stakeholder/critical infrastructure planning, preparedness, tools, systems and planning. D4H is a response management tool used to enhance situational awareness of, and effectively manage tasking in an emergency.

A key focus for this project (but not limited to) will be improved alignment and exploration of opportunities for the strengthening and expansion of robust data, hydrological modelling, river and tidal monitoring and warning systems to inform D4H evacuation planning and response.

**3. Resources (CAPEX)** *(Phase Two - \$60,000)*

Phase Two, and into Phase Three, include budget to consider additional resources needed to support enhanced evacuation planning. This includes for example, consideration of an alternate and future Emergency Operation Centre (EOC) determined by risk and consideration of future Westport design and location, evacuation supplies to assist preparedness (household, business, schools, iwi, specific communities), and location of emergency supplies in strategic locations. This part of the project will be informed and occur concurrently with project areas 2 and 3 above and further support Phase Three (sustainability and applicability across the region).

**4. Community Capability and Resilience** *(Phase Two and Three - 20 months. \$51,750)*

Stakeholder engagement. This includes technical advice, local and central government, the business and community sector, including emergency services and critical infrastructure agencies.

Business Resilience and Continuity. Support business to develop resilience and continuity to better prepare for emergency's and adapt to a new post emergency environment.

Public awareness and education. This involves maintaining strong public awareness of enhance evacuation planning, and understanding of what the public can expect, and when.

Paramount will be careful and considered public messaging and awareness in alignment with wider Resilient Westport communications and messaging.

Budget has been allocated for contracted personnel to assist stakeholder engagement and public education and awareness over Phases Two and Three.

## Project Status to date

Phase One (Initiate) of three has commenced.

Activity to date across this phase includes:

- Understanding and establishing links with wider Resilient Westport Project Leads and governance (RW stand up meeting, ONO RW lead meetings, and RW steering group meetings)
- Induction, WCRC onboarding and establishing council network
- WC CDEM Group Manager meetings and project planning
- Background reading, information sourcing, and project scoping
- WC CDEM meeting- Buller and regional
- Meeting with river engineering and hydrology teams
- Early project planning, thinking, testing and discussions
- Early discussion regarding stakeholder engagement and public education personnel recruitment
- RW website content review – CDEM
- NIWA hydrological modelling training
- Administration and Resilient Westport and Buller EOC office sets

## Resilient Westport Steering Group

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**Title:** Resilient Westport – Communications and Engagement update

**Date:** 26 July 2024

**Principal Author:** Amanda South, Senior Communications Advisor  
Stephanie Newburry, Senior Engagement Advisor

**Authorised by:** Penny Bicknell, Resilient Westport Programme Manager

### Purpose

To provide Resilient Westport Steering Group with an update on Communications and Engagement activities

### Strategic Context

A Senior Communications Advisor and Senior Engagement Advisor commenced work in April 2024 to implement the approved Communications and Engagement Implementation Plan.

The Implementation Plan requested the development of Communications Protocols. The protocols are attached to this report for approval and adoption by the Steering Group.

### Recommendations

It is recommended that the Resilient Westport Steering Group:

- **Notes** the Communications and Engagement update report

### Progress to Date

- Launched [www.resilientwestport.co.nz](http://www.resilientwestport.co.nz) website (24 July TBC) with emails of [media@resilientwestport.co.nz](mailto:media@resilientwestport.co.nz) for media enquiries and [info@resilientwestport.co.nz](mailto:info@resilientwestport.co.nz) for general enquiries
- Launched our Facebook page and continue developing and posting content
- Set up a Mailchimp account, uploaded stakeholders and prepared a programme update Newsletter (24 July 2024 TBC).
- Mobile phone number for general enquiries to be used on RW information boards/website etc.
- Responded to seven media enquiries (since March), including a comprehensive response to Westport News on the third flood anniversary (updated in media log in SharePoint)
- Developing key messages for stakeholder engagement – affected landowners.
- Senior Engagement Advisor Steph Newburry is working extensively with WCRC (and BDC for Coates Street) on engaging with affected landowners. This includes meeting personally with some homeowners on Coates St (re Floating Lagoon), engaging with

- landowners concerned they aren't protected by the scheme and staying across early Nine Mile Rd engagement. A meeting was also held with Snodgrass Road residents that Resilient Westport attended.
- Ongoing Master Planning comms media and engagement support.
  - Attending design week two
  - EA participated in a spatial planning workshop in Christchurch (04/07)
  - Engagement and preparation for design week three workshops
- Issued four media releases (two on Master Planning and one on flood walls and one on Coates St engagement/Floating Lagoon) with follow up Facebook
- Developed June programme update (double page spread) in Westport News.
- Contributed to the BDC Connect newsletter (programme update)
- Created communications calendar in SharePoint
- Developed project key messages and distributed to key stakeholders.
- Developed and updated Communication Protocols.
- Developed the Resilient Westport logo.
- Stakeholder list was developed and will be an ongoing live document.
- Ongoing media monitoring and Westport focused social media accounts
- Development of project engagement register
- Responded to ten community engagement/inquiries relating to the Floating Lagoon project, Master Planning and Resilient Westport

## Engagements

- Te Tai o Poutini ROCC Programme launch with the Associate Minister of Police (04/06/2024)
- Snodgrass working group meeting (18/06)
- Presented at Kawatiri Women in Business meeting
- Master Planning community pop in (29/5)

*Note, the Resilient Westport office at 147 Palmerston Street is still undergoing renovations but is now staffed. It has been jointly branded with WCRC and Resilient Westport logos. The front area will be open at times for people to view and take away information on different projects. Opening times will be advertised for community engagement when available.*

*We are working on posters and take-away Newsletters and Fact Sheets for this space.*

## Resilient Westport Steering Group

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**Title:** Resilient Westport – Organ’s Island

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### Note from DIA on attached paper

**From:** Paul Barker <Paul.Barker@dia.govt.nz>

**Sent:** Tuesday, July 23, 2024 3:33 PM

**To:** Penny Bicknell <Penny.Bicknell@bdc.govt.nz>; mike mike <mike@cedilla.co.nz>

**Cc:** Becky Abley <Becky.Abley@dia.govt.nz>; Daniel Bellam <Daniel.Bellam@dia.govt.nz>; Adam Zhao <Adam.Zhao@dia.govt.nz>

**Subject:** RE: Organs Island update report for review

Final comments on this paper.

### Organ’s Island

- In his letter dated 18 April 2024 the Minister of Local Government clearly identified that funding not required for the Organ’s Island land transfer will need to be transferred to the remaining contingency
- The Finance Tracking Sheet confirms this transfer and there is no authorisation at this time for diverting the funding to afforestation initiatives on the land when it is transferred
- We recommend that if WCRC wishes to proceed with a case for afforestation this should be developed into a fully costed proposal to be considered against other possible draws on the programme contingency at an appropriate time when any unfunded costs become more apparent.

<b>Report</b>	<b>Organs Island afforestation update</b>
<b>Author</b>	Shanti Morgan, Group Manager Environmental Science
<b>Authorizer</b>	Darryl Lew, CEO WCRC
<b>Date</b>	26 July 2024
<b>Public Excluded</b>	No

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## Report Purpose

To update the Westport Steering Group on the progress with the Organs Island afforestation project as part of the resilient Westport flood protection scheme.

## Report Summary

The Organs Island component of the resilient Westport Flood Scheme is on track. However, funding uncertainties for implementation need to be addressed.

The project is being project managed by the WCRC Group Manager Environmental Science. The projects preparation phase which included, site inspection, team formation and land transfer is nearing completion.

Formal project planning will commence in quarter two 2024, dependent on confirmation of funding for implementation.

## Recommendations

***It is recommended that the Steering Group resolve to:***

- 1. Receive the report.*
- 2. Allocate funding for the afforestation project to ensure a planting plan can be established and plants procured*

## Issues and Discussion

### Background

The Organs Island afforestation project is a part of the larger Westport flood protection scheme. The project plan was presented to the Resilient Westport

Steering Group in October 2023. This report provides an update on the status of each of the project phases presented in that report.

The project is currently in the planning phase with the preparation phase largely completed by July 2024. The final stages of property transfer are being completed and are expected to be complete by Quarter two of the 2024/2025 FY.

This report outlines the current project plan and risks associated with the project.

### **Current situation**

The Organs Island afforestation project is an important component of the Westport flood protection scheme. By strategically reforesting organs island, the project intends to provide moderation of flood overflows down the Orowaiti river and provide biodiversity benefit.

The objective of the project is to:

1. Reduce Flood Risk:
  - a. Enhance the island's floodwater retention capacity.
  - b. Decrease flood-related issues to Westport.

Secondary co-benefit outcomes of the project are:

1. Biodiversity enhancement:
  - c. Restore native vegetation and habitats
  - d. Attract and support local wildlife.
2. Community Empowerment:
  - a. Raise awareness about the importance of afforestation for flood mitigation and the joint benefits of ecosystem restoration.
  - b. Encourage community participation in planting and maintenance activities.

The project has been divided into four key phases:

- Project preparation
- Planning and permitting
- Implementation, and
- Reporting and maintenance.



Phase one of the project included land tenure transfer, establishment of a project team and site assessment. This project phase is largely complete with the final stages of the land transfer still in progress. This project phase has been delayed by three months due to land surveying delays. However, the project in its entirety is on track.

## **Phase 1: Project Preparation (Q1 – Q4 2023/24)**

### **1. Land tenure transfer (Q1-Q3)**

- a.** The two land parcels that make up Organs Island currently administered by LINZ have been surveyed by WSP, the surveyed plans (Figure 2) have been approved by WCRC, DOC and LINZ and the copy of the plans has been lodged with the valuer to confirm final valuation for the official property transfer process.
- b.** The property transfer diagram supplied to the Westport Steering Group in October 2023 has been provided in this report, the updated status is circled in yellow, steps 1-9 of the process are complete (Figure 1).

**WSP** PROPERTY TRANSFER PROCESS ORGANS ISLAND



Figure 1: Organs Island property transfer process

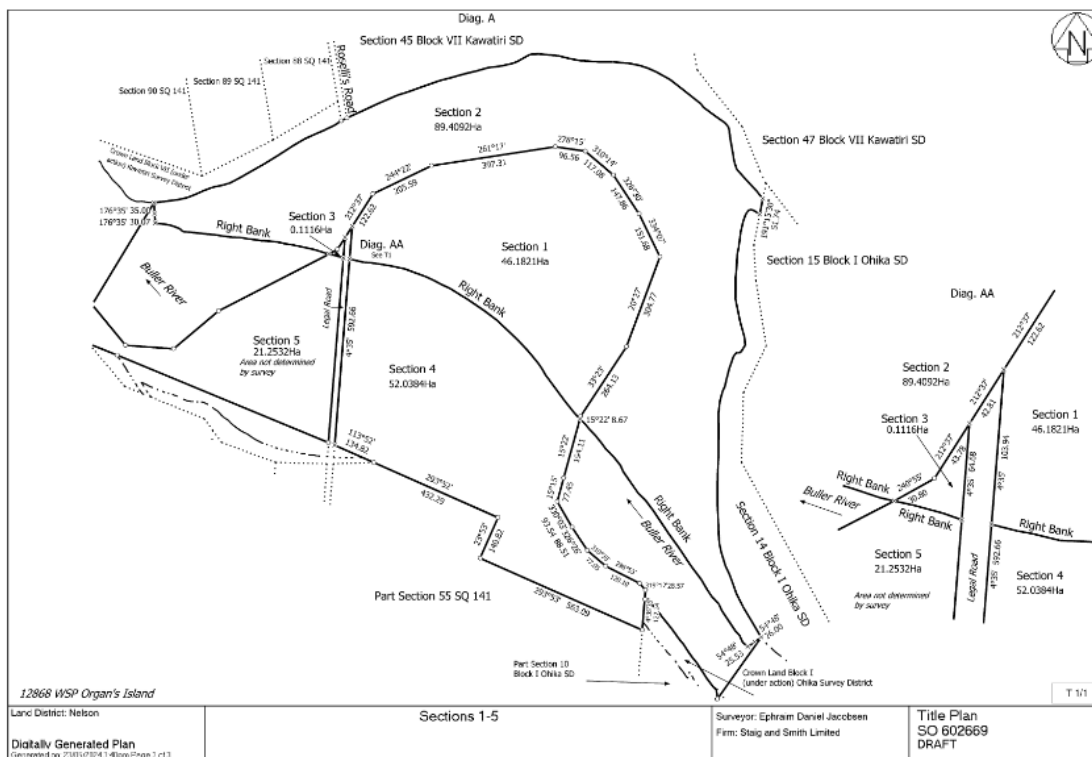


Figure 2: Final Surveyed plans for Organs Island land transfer

## 2. Establish a project team (Q2).

- a. The project team was established in Quarter two of the 2023/2024 FY and is outlined in Figure 3

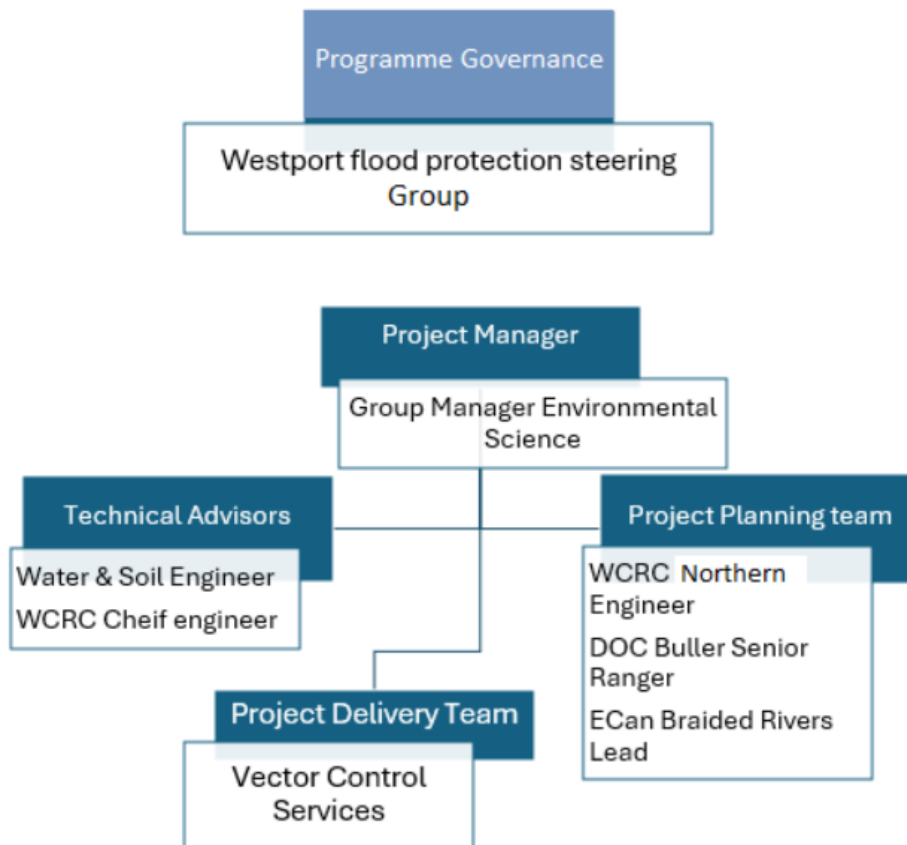


Figure 3: Project team, under Resilient Westport Steering Group

### 3. Site Assessment (Q3)

- a. The Project team undertook a site visit to understand the current state of Organs Island an initial assessment of the site and visit to a local nursery have assisted in draft a planting plan. However, modelling for flood protection outcomes is required prior to confirming the planting plan which will occur in phase two.

#### Phase 2: Planning and Permitting

The project is now entering the planning and permitting stage. However, budget is required to undertake modelling and confirm a suitable planting plan which will achieve the projects flood mitigation objectives.

The steps associated with this phase are planned:

## 1. **Project Design (Q1- Q2 24/25)**

- a. Project Management team
  - i. Development of the project plan, including species selection and planting techniques.
  - ii. Develop a detailed project budget.
  - iii. Consult stakeholders & interested parties.
  - iv. Utilise expertise with the Technical Advisory team.
  - v. Ensure compliance with local environmental regulations and land-use laws.
- b. Technical Advisory Group
  - i. Provide expertise in flood protection, ecology, species selection, and habitat restoration (TAG)
- c. Project Steering Group:
  - i. High-level review of the project plan regarding their responsibility for project funding and overall success.
- d. Resilient Westport communications advisor
  - i. Provide media support & Initial comms and community outreach regarding the project plan

## **Phase 3: Implementation (2024/25, 2025/2026, 2026/27 FY)**

1. Project Management (project Manager)
  - a. Manage project budgets, expenses, and financial reporting.
  - b. Reporting to the steering Group
2. Manage project logistics (Logistics Lead)
  - a. Manage the purchase of plants, equipment, and supplies.
  - b. Track and manage the inventory of seedlings, and equipment.
  - c. Organize the logistics of moving plants & equipment to and from project sites.
3. Afforestation as informed by the planting plan (Ops lead)
  - a. Managing on-site operations, including planting, maintenance, and monitoring.
  - b. Manage sub-contractors/volunteers responsible for tree planting, care, and maintenance.
  - c. Coordinate fencing as required.
4. Community engagement (Comms Lead)

- a. Build relationships with local communities and stakeholders, addressing concerns, and promoting project engagement.
- b. Organize community workshops, volunteer days, educational programs, and awareness campaigns.
- c. Manage media relations and communication about the project's progress and impact

#### **Phase 4: Monitoring and Maintenance (2027/28 FY)**

1. Reporting (project Manager)
  - a. Reports to the steering Group
  - b. financial reporting
2. Continued community engagement (Comms lead)
  - a. Support any community groups providing volunteer input
3. Growth Monitoring (Ops lead)
  - a. Regularly assess plant growth and survival rates.
  - b. Address any issues with pests, disease, or invasive species.

#### **Phase 5: Evaluation and Reporting (2029-30)**

1. Project Evaluation (project Management Team)
  - a. Assess the project's impact on flood mitigation and biodiversity.
  - b. Collect feedback from the community and stakeholders.
2. Final Report (project Manager)
  - a. Compile project data, including costs, growth rates, and flood mitigation effectiveness.

### **Considerations**

#### **Implications/Risks**

There is a project risk due to the unconfirmed budget for the planting plan. To establish the planting plan, hydraulic modelling is required, necessitating an investment from the Resilient Westport Steering Group.

The project budget was originally set at \$1.5 million, as detailed in the WCRC funding agreement, to cover planting costs. Ongoing operational funding after planting is to be covered by the WCRC (Figure 4). Additionally, an extract from the original business case underscores funding for afforestation rather than land acquisition. The reallocation of afforestation funding into the larger project contingency poses a significant risk, as confirming plants and planting plans promptly is essential to keep the project on track.

Westport Flood Resilience: Budget Summary				
	Description of request from councils	Amount requested in business case	Amount provisioned by Government funding	Explanation
Protect	Ring bank that fully encircles Westport and includes Carter's Beach	\$19.5m (plus council contribution of \$10.2m)	\$15.6m plus \$0.3m for redesign of structural protection	The Tonkin+Taylor assessment found significant technical issues in the original plan for a ring bank. These include heightened risk if walls are breached, risk of increased flood water levels at the Buller bridge, seismic risk and seepage concerns.  Structural protection will need to be redesigned to address these risks and take into account the level of co-investment from Government.
	Contingency	\$1m	\$1m	Supported, although further cost increases must be met by councils.
	Immediate emergency works	\$3.3m	\$1m	A contribution to restore West Coast Regional Council's emergency funds to pre-flooding levels.
	Planting of Organ's Island	\$1.5m	\$1.5	Government supports nature-based solutions to protect the community. Ongoing operating expenditure is for councils to fund, not the Crown.
Operating expenditure	\$6.5m	~		

Figure 4: WCRC contract budget summary

**Snip 2. Extract from "Westport Business Case"**

Table 1 Cost Profile

Initiative	The Ask		Comments
	Total Cost	Our Ask of Government	
<b>Protect</b>			
Westport ring-bank (Option B), plus Carters Beach	\$19,550,000	\$14,662,500	Year 1 (FY22/23) – planning and design Year 2-4 construction (75/25% split)
<b>Organs</b> Island reforestation	\$1,500,000	\$1,125,000	Years 2-17 – 3 x 5-year tranches
Immediate works on the Buller riverbank	\$3,300,000	\$3,300,000	Years 0-2
Operational expenditure Buller riverbank	\$3,000,000	\$3,000,000	Years 3 -10
Operational expenditure over ten years on Westport ring-bank and Carters Beach	\$3,500,000	\$2,625,000	Years 3 -10 <sup>2</sup>
Resource consents, owner agreement, Council project management, final design	\$1,000,000	\$750,000	Year 1
Contingency	\$1,000,000	\$750,000	

Figure 5: Business case extract indicating afforestation as a part of the budget (Not land acquisition)

### **Significance and Engagement Policy Assessment**

There are no issues within this report which trigger matters in this policy.



## Resilient Westport Steering Group

**Title:** Resilient Westport – Secretariat Budget and Resource

**Date:** 26 July 2024

**Principal Author:** Penny Bicknell, Programme Manager

**Authorised by:** Darryl Lew, CEO West Coast Regional Council  
Simon Pickford, CEO Buller District Council

### Purpose

To provide Resilient Westport Steering Group with a proposed budget and resource requirements for the secretariat function from 1 July 2024 for a period of one year (year 2 of the programme). Current contracts expire on 30 June 2024.

### Strategic Context

Year One of the Resilient Westport Secretariat budget allowed for an Independent Chair and a 'light touch' Programme Manager. It was also utilised to develop a Communications and Engagement Implementation Plan. The budget for Year One was \$121,520. The budget for Year Two was originally set at \$60,760.

The Resilient Westport programme of work is a dynamic programme of work. As the programme has developed over the last year, it has been determined that a greater resource will be needed to ensure a fully integrated programme of work.

This paper recommends Budget and Resource requirements for the Secretariat for Year Two of the Programme and a recommendation to review requirements for Year Three in March 2025.

### Recommendations

It is recommended that the Resilient Westport Steering Group:

- **Notes** the proposed scope of work for Year Two for the Secretariat (1 July 2024 – 30 June 2025) and requirement for Council Governance staff to assist with Meetings and Agendas
- **Endorses** the Secretariat budget for Year Two of \$227.8k with funding of \$160k required to be drawn from the general contingency fund through project change notices as set out in this paper
- **Notes** Year Three budgets are likely to be similar to Year Two. It is recommended to review the resource requirement for Year Three in March 2025

### Background

#### Current scope of Independent Chair

- Convening and overseeing administration of the Steering Group
- Co-ordinating parties to ensure efficiency and integration of effort
- Acting as spokesman for Steering Group matters
- Overseeing mechanisms for escalation of risk and removal of obstacles

- Obtaining endorsements by the West Coast Regional Council and Buller District Council of requests for funding drawdowns to DIA
- Overseeing the smooth running of the secretariat function of the Steering Group

The role will require no more than 1-2 days (maximum) per week.

### Future scope of Independent Chair

The initial scope reduced with the Programme Manager taking over the Steering Group administration role. However, more active leadership through chairing risk workshops and active chair responsibilities will be required in Year 2.

- Convene and oversee administration of the Steering Group, working with the Secretariat to develop and confirm agendas
- Request appropriate papers for presentation at Steering Group meetings to ensure good oversight and Governance of the programme
- Ensure Steering Group papers have been appropriately consulted and contain key information needed for decision making
- Chair Steering Group meetings and review draft minutes
- Oversee the smooth running of the secretariat function of the Steering Group
- Oversee mechanisms for escalation of risk and removal of obstacles
- Be available to support workshops with members of the Steering Group to set strategy and work programmes across the Resilient Westport programme of work
- Oversee transition arrangements to enable key programme responsibilities to be fully transferred to the respective councils before the end of calendar 2025

For Year 2, the role is costed at 8 meetings per year with 2 days per meeting plus disbursements and 4 half day workshops plus disbursements, totalling \$33,080 per annum from 1 July 2024 to 30 June 2025.

### Current scope of Programme Manager

Reporting to the Chair, the Consultant is an independent agent who will assist the Chair to oversee the development of papers and analysis required for the Steering Group.

It is expected that this role will require no more than 1-2 days (maximum) per week.

The Consultant will support the Steering Group to make sound decisions through:

- A high-level work programme using a Gantt chart (or similar) that enables the tracking of elements of the programme, and to ensure that key drawdowns, milestones and deliverables are advanced according to required timeframes.
- Ensuring that Steering Group reports, advice, analysis and agenda are provided in a timely fashion and in a style that supports good governance decisions.
- Identification of programme risks for the Steering Group, along with potential mitigations. Note – these are programme risks rather than individual project risks, which are the domain of the Councils delivering each project.

- Tracking of drawdowns against each project and reporting to the Steering Group.
- Liaising and negotiating between the various agencies to ensure their needs are met as best as possible.
- Other – The Consultant will provide further advice as required or by request from the Chair.

The Consultant is not:

- A spokesperson for the member organisations of the Steering Group.
- A representative of any single agency.

#### **Additions to scope of Programme Manager (January and March 2024)**

- Co-ordinate the Steering Group administration (Jan 2024)
  - Agenda, meeting schedule, invites and papers
  - Arrange publication of Minutes of Steering Group meetings once approved
- Manage the Communications and Engagement team to implement the approved Comms and Engagement Implementation Plan (March 2024)

#### **Future scope of Programme Manager**

Feedback from the project teams is that an increased level of co-ordination is required across the Programme to ensure a fully integrated programme of work.

Currently a Consultant (Worley's) has been commissioned by BDC to deliver a concept study relating to the Stormwater Pump out solution to deliver a concept for a fully integrated flood protection scheme and costing. This programme will need an increased level of co-ordination between the project teams. Both Councils are stretched to capacity to deliver the current Business as Usual programme.

It is recommended that preparation of meeting invites, agendas and collation of papers is handled by Governance staff from one of the Councils to assist the Programme Manager and Independent Chair.

It is proposed that the Programme Manager to the Steering Group role is expanded from the current 2 days per week to up to 3.5 days (28 hours) per week (plus disbursements).

The following scope is proposed for Year Two :

The Consultant will support the Steering Group to make sound decisions through:

- A high-level work programme using a Gantt chart (or similar) that enables the tracking of elements of the programme, and to ensure that key drawdowns, milestones and deliverables are advanced according to required timeframes.
- Ensuring that Steering Group reports, advice, analysis and agenda are provided in a timely fashion and in a style that supports good governance decisions.
- Identification of programme risks for the Steering Group, along with potential mitigations. Note – these are programme risks rather than individual project risks, which are the domain of the Councils delivering each project.
- Tracking of drawdowns against each project, conferring with DIA and reporting to the Steering Group.
- Provide quarterly reports to DIA in accordance with the funding agreements.

- Liaising and negotiating between the various agencies to ensure their needs are met as best as possible.
- Assist CEOs of both Councils to deliver on their programmes of work and required reporting to Steering Group and Government Agencies
- Provide strategic advice where possible to Project Teams for delivery
- Co-ordinate workstreams between the 2 Councils to ensure a fully integrated programme of work
- Ensure Communications between the project teams is streamlined, so that everyone is aware of the full programme of work
- Manage the Communications and Engagement team to implement the approved Comms and Engagement Implementation Plan (March 2024)
- Assist Project Leads to plan appropriate Engagement with the Community through each Council's Consultation staff and the Resilient Westport Comms and Engagement team.
- Other – The Consultant will provide further advice as required or by request from the Chair.

The role is costed at up to 28 hours per week (plus disbursements).

### Secretariat Budget – Year 2

Proposed Secretariat Resource Budget	Year 2	
	Jul 24-Jun 25	
Independent Chair (8 meetings per year @ 2 days per meeting)	\$	██████████
4 x half day workshops and preparation	\$	██████████
Disbursements (meetings and workshops)	\$	██████████
Programme Manager @ ██████████	\$	██████████
Disbursements - fortnightly visits to Westport	\$	██████████
Contingency	\$	10,500
<b>Total Budget</b>	<b>\$</b>	<b>227,760</b>
Current Year 2 Budget (drawn down)	-\$	60,760
Surplus funding from year 1	-\$	7,000
<b>Total Funding required</b>	<b>\$</b>	<b>160,000</b>

The proposed budget is likely to be similar in Year Three. It is recommended that the Steering Group should consider an approach for use of general contingency funds in terms of scope, drawdown process/timing of applications and approval. In this regard we note there may be a request at a later date to fund year three (approximately \$227k) of the secretariat function from the general contingency. We recommend the review of resource requirements is undertaken no later than February 2025.

It is recommended that the cost of the Secretariat budget for Year Two of \$160k is drawn from the general contingency fund.