



Meeting of the Hawke's Bay Regional Council

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Hawke's Bay Regional Council
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Attachments excluded From Agenda *available online only*

Item	Title	Page
7.	Reimagining Flood Resilience	
	Attachment 1: Reimagining Flood Resilience for the Upper Tukituki and Heretaunga Plains flood schemes	2



Traverse
Environmental

Reimagining Flood Resilience: Upper Tukituki and Heretaunga Plains Flood Schemes

Report on Phase One: Project Design

Prepared for: Hawke's Bay Regional Council

18 December 2024



Report Overview

Prepared for: Hawke's Bay Regional Council

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Executive Summary

On the 13th and 14th of February 2023, Cyclone Gabrielle delivered an extraordinary amount of rainfall to the Hawke's Bay region, generating the largest flood flows on record for many of the region's rivers and severe flooding.

In late July 2023, an independent review was commissioned by HBRC to investigate the circumstances and contributing factors that led to flooding during Cyclone Gabrielle. The Hawke's Bay Independent Flood Review ("HBIFR") presented their report, containing 47 recommendations, to HBRC Councillors on 24th July 2024.

This project, *Reimagining flood Resilience for the Upper Tukituki and Heretaunga Plains flood schemes* (the "Reimagining Project") was established in direct response to the recommendations of the HBIFR, and the scheme reviews and capital works programmes that have been initiated post Cyclone Gabrielle.

The Reimagining Project is intended to take a long-term view, to determine what flood resilience in Hawke's Bay might look like in generations to come.

The Reimagining Project is currently intended to be actioned through four phases, with this report focused on Phase 1: Project Design.

The intention is that outcomes from this project will be available to inform the next iteration of HBRC's Long-term Plan, due to be consulted on in early 2027.

The original intent for this report was to present the outcome of in-depth, co-design discussions with project partners, with a particular focus on confirming an approach to establishing the project and designing Phase 2: Engagement and Option Assessment.

However, the capacity of project partners at this time has meant that this was not achievable.

While it was an option to delay this report and project establishment to create more space for co-design, HBRC have been clear that there is a need to make progress. Outcomes flowing from this project are required to drive long term flood resilience for people and communities.

This report presents options for project structure and potential methods for engagement through Phase 2. The broad context of discussions that have been held with project partners and other key stakeholders to date is presented and is reflected through a range of core engagement questions and project principles relating to engagement and option development. The report provides a series of recommendations for foundational project elements and suggested next steps. For the avoidance of doubt, it does not reflect a co-designed approach as originally intended.

In summary, this report recommends:

1. That the focus of the Reimagining Project is on the Upper Tukituki and Heretaunga Plains Flood Control and Drainage Schemes.
2. That HBRC's project partners in the Reimagining Project are:
 - o Mana Ahuriri
 - o Tamatea Pōkai Whenua
 - o Ngāti Kahungunu Iwi Incorporated
 - o Central Hawke's Bay District Council
 - o Hastings District Council
 - o Napier City Council
 - o Hawke's Bay Civil Defence and Emergency Management
3. Six draft core engagement questions to test with communities in Phase 2.

4. Draft principles relating to the engagement approach, to guide engagement activities and the "how" of working with individuals and communities in Phase 2.
5. Draft principles relating to the options that will be presented to HBRC councillors for decision making at the conclusion of the project.
6. With these draft foundations in place, HBRC should proceed to establish an effective project structure with project partners.
7. Following the establishment of the project structure, HBRC should work with partners to revisit a co-design approach and confirm project foundations and engagement approaches.

This report also sets out a recommended action plan for the first 6 months of 2025 to drive the commencement of engagement under Phase 2 of the Reimagining Project.

1 Introduction

On the 13th and 14th of February 2023, Cyclone Gabrielle delivered an extraordinary amount of rainfall to the Hawke's Bay region, generating the largest flood flows on record for many of the region's rivers and leading to extensive, widespread inundation.

Infrastructure was significantly affected, with approximately 6 km across the 248 km stopbank network breached; a total of 30 breaches and 28km weakened.

Immediately after the cyclone, Hawke's Bay Regional Council ("HBRC") formed a rapid rebuild team to urgently repair stopbanks that had breached or weakened. This delivery of capital works that would typically take years to design, plan and execute saw repairs completed in Heretaunga/Hastings within 4 months, and 99% of repairs to the network completed within 8 months¹.

HBRC were responsible for technical flood modelling and risk assessment of the land categorisation process established by central government in response to the Cyclone Gabrielle event. This work helped to develop hazard maps that were used to identify Hawke's Bay's provisional land categorisation zones.

A flood resilience programme was established in October 2023 to manage just over \$240 million worth of capital works to provide flood resilience for Category 2 properties across the Hawke's Bay region. The first ground works were begun in November 2024. It is expected that this work will be completed within four years, as per the funding agreement with central government.

In late July 2023, the Hawke's Bay Independent Flood Review ("HBIFR") was commissioned by HBRC to investigate the circumstances and contributing factors that led to the flooding in the Hawke's Bay region during Cyclone Gabrielle.

The scope of the review covered the performance of all HBRC owned and operated flood protection, control and drainage schemes during Cyclone Gabrielle, addressing: the origin and purpose of each scheme, including intended levels of service ("LOS"), the severity of the Cyclone Gabrielle event relative to scheme purpose and thirdly, the scheme maintenance and operation before, during and in the immediate aftermath of cyclone Gabrielle; and recommend improvements to scheme levels of service and maintenance or operational requirements for future events, having regard to climate change. The report of the HBIFR² was presented to HBRC Councillors on 24th July 2024.

Further independent reviews of the Hawke's Bay flood management schemes were undertaken by external consultants. Tonkin and Taylor were commissioned to review the two main schemes in Hawke's Bay, the Upper Tukituki flood scheme and the Heretaunga Plains flood scheme, which jointly provide a level of flood protection to 84% of the Hawke's Bay population.

This project, *Reimagining flood Resilience for the Upper Tukituki and Heretaunga Plains flood schemes* (the "Reimagining Project") was established in direct response to the recommendations of the HBIFR, and the scheme reviews and capital works programmes that have been initiated post Cyclone Gabrielle.

While acknowledging that the rapid repairs to existing stopbanks, and new flood mitigation works were required to continue to provide a level of flood resilience for Hawke's Bay communities, a longer-term view is required to reimagine what flood resilience might look like for generations to come.

The HBIFR states, *"This sense of community and local understanding of what happens during extreme flood resilience events is something that HBRC needs to harness as it works towards improving the flood resilience in Hawke's Bay. The networks and knowledge within communities need to be integrated with the council's approach"*.

¹ [Restoring our Environment Recovery Report V1.0-12-March-2024.pdf](#)

² [Report-of-the-Hawkes-Bay-Independent-Flood-Review-Digital-Version.pdf](#)

In particular, the Reimagining Project seeks to respond to the following recommendations from the HBIFR:

- *When designing new flood management works or improvements to existing systems, HBRC should consider the evolving best practice of "Making Room for the RIVER" in terms of lateral erosion and floodwaters. For example, secondary systems including spillways, diversions and storage areas should be considered with the objective of directing floodwater to identified areas with the lowest consequences to the communities of Hawke's Bay. In addition, these solutions should have known performance in super design events that enables effective event management including precautionary evacuations where appropriate. (3)*
- *HBRC should communicate and collaborate effectively with communities, mana whenua and stakeholders in the development and implementation of flood risk management solutions for areas subject to flood risk. (42)*
- *HBRC should make more and better use of local networks and knowledge that exist within communities as it leads the process of developing comprehensive flood risk management solutions and implements the physical works needed to improve flood resilience in Hawke's Bay. (43)*
- *HBRC should develop a collaborative process for developing flood scheme design involving the regional and district councils, mana whenua and the wider community. (44)*

1.1 Project Outline

The Reimagining Project is intended to determine what flood resilience in Hawke's Bay might look like in generations to come.

Council operates a wide range of flood resilience infrastructure and programmes (summarised in Section 2 of this report).

This project is focused only on the Upper Tukituki Flood Control Scheme ("Upper Tukituki Scheme") and Heretaunga Plains Flood Control and Drainage Scheme ("Heretaunga Plains Scheme").

It is possible the Council may wish to extend a reimagining approach to other flood schemes in future, however that is not within scope for this project.

The current approach is to deliver the project through 4 sequential phases as outlined in **Table 1**.

Table 1: Project Phasing

Phase	Purpose / Objectives	Indicative Timeframe
Phase 1: Project Design	Seek to co-design project fundamentals and engagement approaches with HBRC's partners	September 2024 – December 2024
Phase 2: Engagement and Option Assessment	Undertake engagement with HBRC's partners, mana whenua and communities, identify objectives and test and refine options	February 2025 – November 2026
Phase 3: Consultation and Decision Making	Formal consultation through HBRC's 2027 – 2037 Long Term Plan	March 2027 – June 2027
Phase 4: Implementation Programme	Commence implementation of outcomes (short, medium and longer term initiatives)	July 2027 onwards

1.2 Purpose of this Report

This report sets out recommendations for the commencement of the Reimagining Project. It presents a proposed approach to project establishment, based on discussions with project partners held from September to December 2024.

1.3 Report Development Process

This report was prepared by a core project team (the "Project Team") formed by:

- Louise McPhail, Manager Recovery, Hawkes Bay Regional Council
- Deborah Kissick, Principal Planner, Traverse Environmental
- Simon Bendall, Director, Traverse Environmental

The Project Team reported to and took direction from a Project Control Group formed to oversee this phase of work. The Project Control Group is chaired by Chirs Dolley, Group Manager Asset Management and involves 6 – 10 senior staff appointed from across HBRC, including from the Māori partnerships, science, regulatory planning, climate change, communications and asset management teams.

The Project Team attended a number of meetings with project partners and stakeholders from September – December 2024 to introduce the Reimagining Project, seek input, and test ideas.

Individual meetings and/or direct discussions were held with staff from:

- Mana Ahuriri
- Tamatea Pōkai Whenua (through HBRC's Māori Partnerships team)
- Ngāti Kahungunu Iwi Incorporated (through HBRC's Māori Partnerships team)
- Central Hawke's Bay District Council
- Hastings District Council
- Napier City Council
- Hawke's Bay Civil Defence and Emergency Management
- KiwiRail
- NZTA - Waka Kotahi
- Regional Recovery Agency: Infrastructure Pou

Additional engagement occurred through:

- A combined workshop with staff from Central Hawke's Bay District Council, Hastings District Council and Napier City Council
- A workshop with councillors from Central Hawke's Bay District Council
- A meeting with a representative from the Awatoto Industry Action Group
- A meeting with an independent expert experienced in psychology and the needs of people following trauma and disaster event recovery
- Meetings and discussions with council staff in other regions with relevant project experiences.

Workshops are also planned with councillors from Hastings District Council and Napier City Council early in the New Year.

Throughout this process, the Project Team attended two workshops with HBRC Councillors to confirm direction on key matters.

These meetings and discussions have directly informed the development of this report.

The Project Team wish to acknowledge that all organisations contacted for this work have their own capacity constraints and priorities. We wish to thank everyone that was able to give their time and energy to this process during a busy time of the year.

1.4 Co-Design Approach

The original intent for this report was to present the outcome of in-depth, co-design discussions with project partners, with a particular focus on confirming an approach to establishing the project and designing Phase 2: Engagement and Option Assessment.

The co-design concept for the project and its approach to mana whenua and community engagement was intended to:

- Ensure that mana whenua and community engagement, undertaken through Phase 2 of the project, is effective and delivers outcomes that HBRC can implement with confidence
- Secure support for the project and the overall approach from project partners
- Seek positive and effective relationships with project partners prior to project commencement

However, the capacity of project partners at this time has meant that this was not fully achievable.

While it was an option to delay this report and project establishment to create more space for co-design, HBRC have been clear that there is a need to make progress. Outcomes flowing from this project are required to drive long term flood resilience for people and communities. In order to ensure funding provisions are in place to implement these outcomes, some direction is needed for the next iteration of HBRC's Long Term Plan.

This report has sought to strike a balance. It presents advice that captures the broad context of discussions that have been held with project partners to date and provides a series of recommendations for foundational project elements and suggested next steps. For the avoidance of doubt, it does not reflect a co-designed approach as originally intended.

Given the significance of the issues being considered through this project, co-design with project partners is still considered an essential component to overall success; this report recommends (in Section 9) that co-design remains a key element to progressing the Reimagining Project.

2 Overview of Hawke's Bay Flood and Drainage Schemes

HBRC provides and manages 25 flood and drainage schemes in Hawke's Bay to reduce the risk of flood and erosion damage. A network of stopbanks, hydraulic structures and pump stations, river, stream and drainage channels are maintained by HBRC for this purpose.

The Upper Tukituki Scheme and the Heretaunga Scheme are the two major schemes in the region and are the focus for the Reimagining Project.

HBRC's overall aim for the schemes is to reduce the risk of flood and erosion damage while maintaining a high quality river environment.

Key outcomes have been identified for these schemes by HBRC and the community and are recorded in the respective Asset Management Plans for each scheme:

1. **The protection of life and communities** - by providing for the control of flooding within Scheme rivers and the draining of surface water from Scheme land so that the frequency, duration and extent of flooding presents minimal risk to human life, and community viability and disruption to the community is minimised.
2. **The sustainable use of land** - by providing for the control of flooding of Plains land within the Scheme, so that the frequency, duration and extent of flooding presents minimal risk to land uses, and business disruption risk is minimised.
3. **The protection and enhancement of ecology and water quality values** - by ensuring that flood management and maintenance practices do not have significant adverse effects on the ecology of rivers, streams and wetlands and ensuring that, where practicable, enhancement aspects are included as part of asset upgrades and renewals.
4. **The sustainable management of river sediment (gravel, sand and silt) resources** - by undertaking beach raking and gravel extraction to maintain the flood carrying capacity of the river channels and managing allocation of river gravel resources in a consistent and equitable way.
5. **The protection and enhancement of social and cultural values** - by providing for a wide range of amenity and recreation opportunities, and balancing conflicting uses and demands on river berm areas.
6. **The Protection and enhancement of Tangata Whenua values and interests** in the management of waterways and ecosystems of the Scheme.

2.1 Upper Tukituki Scheme

The Upper Tukituki Scheme covers the river plains of the Upper Tukituki River and its tributaries, the Waipawa, Makaretu, Mangaonuku and Tukipo Rivers (**Figure 1**).

The Upper Tukituki Scheme provides flood and drainage benefits for around 24,750 hectares of productive farmland and around 5,000 residents including within the urban centres of Waipawa and Waipukurau³.

The Upper Tukituki Scheme was constructed during the late 1980s. The capital cost of constructing the scheme was partially met from Central Government subsidy and partially from local rates.

³ Upper Tukituki Flood Control Scheme Asset Management Plan

Improvements were made following a review of asset performance along the Upper Tukituki River in 2008.

River assets in the Upper Tukituki Scheme are designed and maintained for storms with up to a 1% AEP (Annual Exceedance Probability); also referred to as a 1 in 100 year ARI (Average Recurrence Interval) or a 100 year event (1 in 100 chance in of occurrence in any given year).

The assets associated with the Upper Tukituki Scheme include: 76km of stopbanks; 213 deflection banks; 218km of river, stream and drainage channels and edge protection; 44 structures including culverts, floodgates and rock groynes; and approximately 93ha of land, including river berms and land underlying other Scheme assets.

The replacement value of Upper Tukituki Scheme assets currently equates to nearly \$42m, with around \$1m required per year to operate and maintain the assets.

HBRC's 2021-2031 Long Term Plan acknowledges gravel management is a key issue for this scheme and that removal of over 800,000m³ gravel is required to maintain existing capacity of 1:100 level of protection from Upper Tukituki Scheme. HBRC have benefited from the Government established Infrastructure Reference Group ("IRG") which has allocated \$5.12m in funding, in addition to the \$2.88m contribution by HBRC, for a three-year gravel extraction programme. Gravel management remains a key focus for HBRC.

An independent technical review of the Upper Tukituki Scheme is currently underway by consultants Tonkin + Taylor. The completed review provides an assessment of scheme performance during Cyclone Gabrielle, the expected performance during future events, and identify opportunities for improvement.

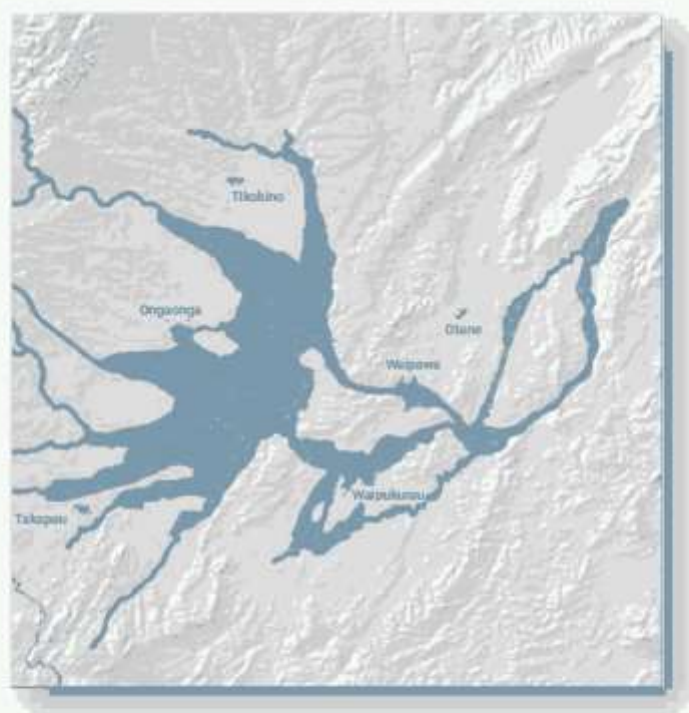


Figure 1 Upper Tukituki Scheme extent

2.2 Heretaunga Plains Scheme

Covering the low lying river plains of the Tūtaekurī, Ngaruroro and lower Tukituki Rivers, the Heretaunga Plains Scheme provides flood control and drainage benefits for approximately 39,000 hectares of land and around 138,000 people⁴ in the Hawke's Bay Region.

The scheme includes all of Hastings, Flaxmere and Havelock North urban areas, as well as most of the Napier urban area (Figure 2).

The Heretaunga Plains Scheme has evolved over a period of around 120 years, commencing as a result of efforts of Local River Boards in the late 1800's, through to the Hawke's Bay River Board, the Hawke's Bay Catchment Board, and since 1989, HBRC.



Figure 2 Heretaunga Plains Scheme Extent

River assets in the Heretaunga Plains Scheme are currently designed for storms with up to a 1% AEP (1 in 100 year ARI). HBRC's 2021 – 2031 Long Term Plan commits to an increased level of service for the scheme to 0.2% AEP (1 in 500 year ARI)⁵. At the time of Cyclone Gabrielle, only stopbanks on the left bank of the Tūtaekurī River at Taradale had been upgraded to the 0.2% AEP (1 in 500 year ARI) level of service (completed in 2022).

The assets associated with the Heretaunga Plains Scheme include 157km of stopbank and deflection banks; 576km of river, stream and drainage channels and edge protection; 217 structures including culverts, floodgates, control gates, weirs, rock groynes and pipelines; 5 detention dams; 18 pump

⁴ [Heretaunga Plains Flood Control Scheme Asset Management Plan](#)

⁵ [HBRC 2021-2031 Long Term Plan](#)

stations; 7 mobile pumps; 2 emergency generators and approximately 760ha of land, including river berms and land underlying other Scheme assets.

The replacement value of Heretaunga Plains Scheme assets currently equates to nearly \$159m⁶, with around \$30.2m of capital improvements and renewals planned in HBRC's asset management plan for the ten years 2017 – 2027. Annual maintenance costs for this scheme are in the order of \$8m per annum.

An independent review of the Heretaunga Plains Scheme is also currently underway by consultants Tonkin + Taylor with optioneering and costing still to be finalised.

2.3 Smaller Flood Control and Drainage Schemes

In addition to the major Upper Tukituki and Heretaunga Plains Schemes, there are a number of smaller flood and drainage schemes throughout the Hawke's Bay Region.

Assets making up these smaller schemes, with a collective replacement value of \$20m⁷, include:

- 15km of stopbanks,
- 31km of river channels and edge protection,
- 85km of drainage channels,
- 4 pumping stations, and
- 37 associated structures and culverts.

Independent technical reviews for these schemes are also underway through consultants.

For the avoidance of doubt, these smaller schemes are mentioned from completeness but are excluded from the Reimagining Project at this time.

⁶ [HBRC 2021-2031 Long Term Plan](#)

⁷ [Ibid.](#)

3 Engagement on Phase 1: Project Design

Prior to commencing engagement for the development of this report, the Project Team undertook a stakeholder mapping exercise to identify key stakeholders and partners in Phase 1 of the Reimagining Project.

A range of organisations and groups were identified in the following sectors:

- Iwi / Hapu / PSGE / Marae
- Central Government
- Local Government
- Primary Industry
- Commercial/Industrial/Utility providers
- Environmental
- Community Groups
- Emergency Services

It is noted that the Project Team did not attempt to identify specific communities or community members at this early stage. Communities will be a central focus for engagement through Phase 2 (Engagement and Option Assessment). For Phase 1 purposes, Territorial Authorities and elected members provided guidance on community considerations.

This section sets out those identified for direct discussions through Phase 1 and a broad outline of the feedback received.

3.1 Project Partners

With the focus on the Upper Tukituki and Heretaunga Plans Schemes, HBRC's partners in the Reimagining Project were identified as:

- Post Settlement Governance Entities ("PSGEs"):
 - Mana Ahuriri
 - Tamatea Pōkai Whenua
 - Ngāti Kahungunu Iwi Incorporated
- Territorial Authorities:
 - Central Hawke's Bay District Council
 - Hastings District Council
 - Napier City Council
- Hawke's Bay Civil Defence Emergency Management (CDEM)

For project partners, a collaborative approach to Phase 1 was taken, with consensus and agreement sought as key outcomes.

3.2 Key Stakeholders

There is an extensive list of key stakeholders in the long term future of the Upper Tukituki and Heretaunga Plans Schemes.

Work in Phase 2 of the Reimagining Project (Engagement and Option Assessment) will need to carefully identify these stakeholders and ensure that engagement is effective and commensurate.

For Phase 1, the Project Team sought to engage with a narrower band of key stakeholders to test project design ideas and seek initial feedback. These were identified as:

- Regional Recovery Agency
- KiwiRail
- Waka Kotahi – NZTA
- Awatoto Industrial Action Group ("AIAG")

It is noted that the AIAG has recently entered into a Memorandum of Understanding with HBRC and Napier City Council that outlines a framework for how the parties intend to work together to deliver enhanced flood mitigation for the Awatoto Industrial Area.

3.3 Key Messages from Project Partners

3.3.1 Post Settlement Governance Entities

All PSGE's expressed strong interest in the Reimagining Project.

There are however a wide range of existing and significant priorities for each PSGE. This leaves little capacity to consider new work like the Reimagining Project within a limited time window.

The Project Team were able to meet directly with senior staff from Mana Ahuriri, and through HBRC's Māori Partnerships team, direct discussions with senior staff from Tamatea Pōkai Whenua and Ngāti Kahungunu Iwi Incorporated took place.

While these were only initial conversations, some of the key discussion points included:

- A strong interest in the future of flood resilience in Hawke's Bay
- Effective engagement with mana whenua is critical
- As acknowledged in the HBIFR report, Māori have been disproportionately affected by Cyclone Gabrielle and other extreme weather events
- Effective and deep involvement in the Reimagining Project is sought, however capacity constraints need to be acknowledged and worked through
- Ngāti Kahungunu Iwi Incorporated expressed strong interest in direct involvement through staff that bring specialist technical knowledge

3.3.2 Territorial Authorities

The Project Team sought guidance from staff representatives for each of the three territorial authorities that are located within the Heretaunga Plains and Upper Tukituki Schemes; Napier City Council, Hastings District Council and Central Hawkes Bay District Council.

Initial meetings were held individually with each Council, followed by a joint workshop with staff representatives.

Staff are supportive of the Reimagining Project and sought involvement both in the design of the project and in terms of providing technical support once the project is underway, as needed.

The following is a summary of the key feedback and messages from staff:

- Awareness and sensitivity to the trauma experienced by the community during and in the aftermath of Cyclone Gabrielle and the associated ongoing recovery processes including land categorisation and coroner's inquest commencing.
- Important to be honest and transparent with the community about the complexity of the project.
- Consciousness of the volume of other engagement/processes currently underway and planned and the capacity for the communities to be involved in a meaningful way in everything that is important to them.
- The importance of local knowledge to decision-making.

- Importance of communicating the timeframes for solutions to be implemented, whatever they may be, and that there are likely to be long timeframes associated with any changes from status quo.
- Acknowledgement of the challenges in funding all the important projects/works Councils need to undertake and the reality that there isn't enough current funding for them all.
- Need to be clear on the service provided by stopbanks and what they are intended to achieve/protect
- The importance of clear information sharing on what is possible in terms of outcomes and the role of flood resilience/protection
- The importance of affordability of options and the need to quantify the levels of protection available and the associated costs of this.
- Acknowledgement of the role of insurance and the availability of this for the community. This is a space that is changing quickly.
- Opportunities for co-benefits to arise from the project alongside the key focus on flood resilience was identified as a potential opportunity.

3.3.3 Hawke's Bay Civil Defence & Emergency Management

An introduction to the project was made with representatives from Hawke's Bay Civil Defence and Emergency Management ("HBCDEM"). HBCDEM are key stakeholders in relation to event recovery and it is acknowledged that the project outcomes will, in time, impact their future work. HBCDEM are supportive of the project and wish to be involved in Phase 2 at a staff level.

3.4 Key Messages from those informing the project

In addition to the Project Partners identified above, the Project Team have engaged with a number of other organisations to inform the Phase 1 of the Reimagining Project. These include discussions with representatives from:

- Regional Recovery Agency
- KiwiRail / NZTA Waka Kotahi
- Awatoto Industry Action Group ("AIAG")

General feedback from these groups was an appreciation for early involvement and an interest in staying involved as the project progresses to the Engagement and Options Assessment in Phase 2.

The Project Team held discussions with professionals involved in flood resilience projects elsewhere in New Zealand. These discussions were particularly useful to understand experiences of implementation timeframes for flood resilience work which could be many decades in some cases.

The Project Team also benefitted from meeting with an independent expert experienced in psychology and the needs of people following trauma and disaster event recovery. This discussion provided the Project Team with valuable insights into the preparedness of the community to engage on matters that could trigger strong feelings following recent flood events. The need to provide a safe and secure space for engagement, with ample time for people to participate to enable trust to be built was identified as essential to the success of the project. This helped inform some of the project principles presented in Section 4.5.

4 Project Foundations

4.1 Spatial Extent

An early discussion with HBRC staff and councillors was to confirm the spatial extent for the Reimagining Project.

Spatial extent directly influences not only scale, time and resource requirements, but is central to determining who HBRC's project partners are, and the type of engagement necessary to achieve successful outcomes. **Table 2** presents the options considered.

Table 2: Project spatial extent options

Option	Description
1. Catchment approach	Spatial extent of project defined by river catchments – develop programme to work through all catchments over time
2. Major schemes	Focus on the two major schemes first – Upper Tukituki & Heretaunga Plains (excluding the associated drainage districts)
3. All schemes	Develop programme to work through all flood and drainage schemes managed by HBRC
4. PSGE area of interest	Spatial extent of project defined by PSGE area of interest – develop programme to work through each PSGE area sequentially
5. Territorial Authority jurisdiction	Spatial extent of project defined by PSGE Territorial Authority jurisdiction – develop programme to work through each jurisdiction sequentially

Option 2 – Major Schemes was confirmed by HBRC councillors as the preferred option in a workshop held in October. The schemes collectively provide a level of flood protection for 84% of the population of Hawke's Bay, making them a logical priority focus. These are also significant assets, with a broad body of existing knowledge and information available, and they benefit from up to date (in draft at time of writing) technical engineering reviews.

For the avoidance of doubt, the Heretaunga Plains Scheme includes nine drainage districts however, these are outside the scope of the Reimagining Project.

Other options were either too large and unwieldy at this time (e.g. catchment approach, all schemes) or unhelpfully introduced project boundaries that may inhibit option exploration (e.g. Territorial Authority jurisdiction).

It is anticipated that at the conclusion of this iteration of the Reimagining Project, HBRC may consider extending a project of this nature to other catchments / schemes / areas.

4.2 Mātauranga Māori

The Mātauranga Framework has been developed by HBRC over a 12-month period and is now in its working draft phase. To ensure its efficiency and delivery of expected outcomes, the Reimagining Project has been identified as a pilot initiative to test and further refine the Mātauranga Framework.

The Mātauranga Framework is a practical tool designed to guide how the HBRC appropriately engages with and incorporates Mātauranga Māori in its work. It validates the holistic approach to Te Taiao inherent in Mātauranga Māori and reflects the worldview of mana whenua partners. By creating space for Mātauranga Māori in design and decision-making processes, the framework aims to achieve improved, sustainable, and culturally inclusive outcomes.

4.3 Focus Areas

The following focus areas were workshopped with staff and councillors to provide a high-level view of what the project will seek to find answers to through engagement with partners, mana whenua, and communities.

The agreed project focus areas are:

1. What is the vision for the future of the flood schemes?
2. What design standard / level of service do we want from the flood control schemes?
 - a. Should this be the same everywhere?
 - b. How do we pay for it / what is affordable?
3. How do we manage storm events that exceed this standard?
4. How can flood scheme design and management weave through / reflect:
 - a. Mātauranga Māori
 - b. Nature based solutions such as "Room for the River" and other good practice approaches

4.4 Core Engagement Questions

The project focus areas set out above provide a foundation from which the Project Team developed core engagement questions. These are intended to be community-facing topics and questions that will be posed through engagement:

1. What do we want flood resilience schemes to deliver for our communities now and into the future?
2. How do we balance management of risks from flooding with affordability?
3. Some storm events will be too big for the schemes – how do we actively manage flood waters that overtop stopbanks?
4. How should flood resilience reflect Mātauranga Māori?
5. How can engineering solutions work alongside nature to provide improved flood resilience?
6. How much are communities willing to pay to increase their resilience to flooding, and how should this be paid for?

4.5 Principles

It was evident from discussions with HBRC councillors and external parties that the Reimagining Project presents a range of complexities and challenges that require careful navigation.

A significant matter raised was the level of trauma caused by Cyclone Gabrielle, and that many people and communities remain deeply affected by the event itself and aftermath. It was of critical importance to all those spoken to by the Project Team that the Reimagining Project was cognisant of and sensitive to these ongoing impacts.

These discussions lead the Project Team to prepare a set of principles to guide how the project would operate. The principles were workshopped through multiple channels and were refined substantially in response to feedback.

Through discussion, it became evident that there were two sets of principles required for the Reimagining Project; one to guide the 'how' of engagement, the other to guide the development of options for consideration.

These are presented below:

Engagement Principles: relate to the engagement approach itself, to guide engagement activities and the "how" of working with individuals and communities:

Te Tiriti grounded	<i>acknowledge and respect the special relationship Māori hold as partners under Te Tiriti o Waitangi.</i>
Inclusive	<i>ensure a broad cross-section of the community can effectively participate in a safe and collaborative way</i>
Empathetic	<i>be mindful of the ongoing impacts on people and communities from Cyclone Gabrielle and other extreme weather events.</i>
Trust	<i>rebuild community confidence in HBRC, local Councils and their delivery of outcomes for flood resilience.</i>
Open	<i>ensure clear and timely communication and be accountable and transparent in decision-making.</i>
Learning	<i>recognise the value of Mātauranga Māori and local knowledge and actively foster a shared understanding of flood resilience challenges and solutions.</i>
Proportionate	<i>tailor the level of engagement with individuals, communities and organisations to be commensurate to their exposure to flooding risks and consequences.</i>
Simplify	<i>reduce complexity and remove barriers to engagement to acknowledge people's busy lives</i>

Option Principles: relate to the options that will be presented to HBRC councillors for decision making at the conclusion of the project:

Practical	<i>be feasible, realistic and can be implemented.</i>
Robust	<i>be thoroughly evaluated, informed by Mātauranga Māori and local knowledge and be technically sound, while carefully considering benefits and risks.</i>
Equitable	<i>consider the unique needs and challenges of current and future generations and promote equitable and sustainable outcomes.</i>
Forward-looking	<i>drive well-informed, climate resilient and future-focused decisions that acknowledge lessons from the past.</i>
Complementary	<i>working with rather than against Te Taiao, aspire to achieve community enrichment, recreational opportunities and environmental enhancement alongside flood resilience outcomes.</i>
Predictable	<i>deliver predictable performance of flood schemes during over-design events</i>

5 Project Structure

Given the scale and scope of the Reimagining Project, establishing an effective project structure is considered essential.

The structure should establish:

- Effective participation by project partners,
- Strong project governance,
- Access to technical support,
- Project management discipline, and
- Clear responsibilities for decision-making.

5.1 Project Control Group

HBRC's Project Control Group has been effective at guiding the early work of this project to this point. There is clear benefit to its continued operation to provide internal (to HBRC) project oversight.

It would be beneficial to formalise the Project Control Group with a brief terms of reference to ensure that the group's purpose, mandate, membership and functions are clearly defined.

5.2 Project Structure Options

Beyond the internal Project Control Group, consideration of project partner participation and governance is needed.

Two options have been discussed with HBRC Councillors but are yet to be explored with project partners. These options are represented in **Figure 3** and **Figure 4** below.

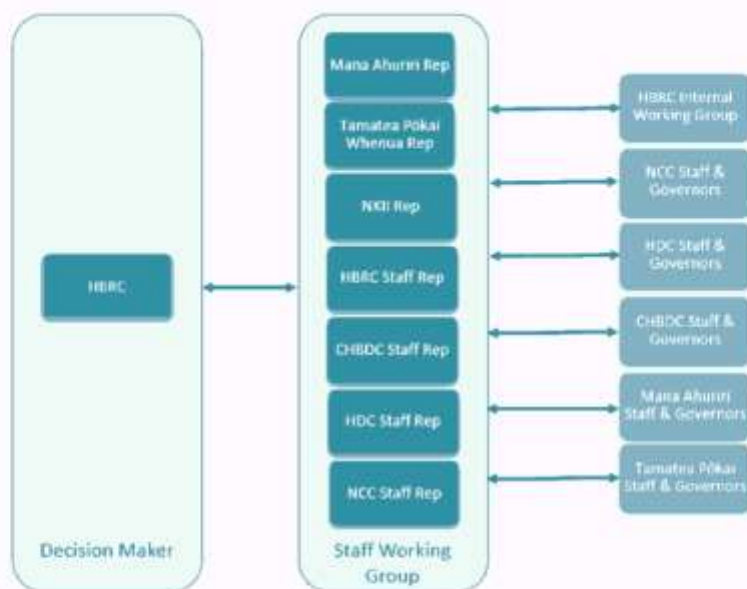


Figure 3 Project Structure Option 1

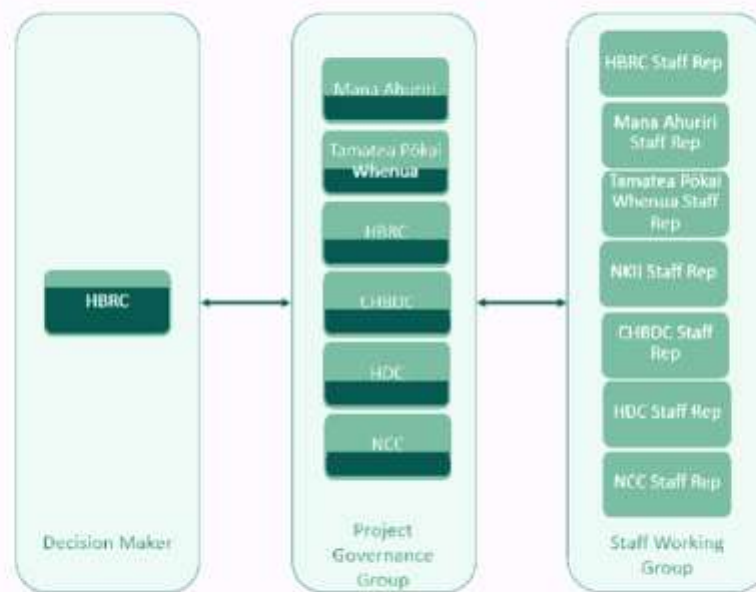


Figure 4 Project Structure Option 2

The key elements of both options are:

- HBRC, as the agency responsible for the Upper Tukituki and Heretaunga Plains flood schemes, retains final decision-making responsibilities for project outcomes
- Mana Ahuriri, Tamatea Pōkai Whenua, Central Hawke's Bay District Council, Hastings District Council and Napier City Council retain key roles, with both governance and technical participation.
- Ngāti Kahungunu Iwi Incorporated are primarily involved in a technical capacity, reflecting preferences expressed through preliminary discussions held to date.

The primary difference between the two identified options is that Option 1 operates primarily through a staff working group made up of representatives of all project partners, while in Option 2 there is a dedicated project governance group established.

While there has not been an opportunity to explore these options in any detail with project partners, feedback from HBRC Councillors has indicated that:

- The decisions made through the Reimagining Project will have significant implications for all project partners and the communities they represent.
- Effective participation by project partners is key to success.
- All project partners have capacity constraints, and where possible existing arrangements and structures should be utilised for efficiency.
- There is already a high number of committees and working groups in operation across project partners, and an associated reluctance to proliferate further structures and meetings, and in doing so place more demand on limited time and resources.

In combination, the feedback received to date suggests that Option 1 may be closest to a preferred project structure.

Testing these options and refining as necessary will be a key next step for HBRC to work through with its partners.

6 Phase 2 Engagement

The Upper Tukituki flood scheme and the Heretaunga Plains flood scheme jointly provide a level of flood protection for 84% of the Hawke's Bay population. A large and highly diverse range of people and organisations will have a strong interest in the future of these schemes and the Reimagining Project.

Good practice engagement approaches are constantly evolving, and there are many examples to learn from and adapt, and a significant opportunity exists for innovation.

It is also important to acknowledge that many people are already experiencing a degree of consultation fatigue from local and central government and others; the pace of change, new information and requests for input and involvement is often overwhelming.

Many people in Hawke's Bay are also still living with the aftermath of Cyclone Gabrielle and other events.

Tackling these issues and designing an effective engagement approach (or approaches) in response, alongside project partners, remains an important task. It is recommended that these discussions are captured in a communications and engagement strategy for the project as an early project deliverable.

To support these discussions, the Project Team have collated information on possible engagement methods which are presented in this section.

6.1 IAP2 Participation Spectrum

Engagement methods are considered on a spectrum of increasing community involvement/impact on decision making:

- **Inform** with the least community involvement, where the community is informed about a decision or course of action.
- **Consult** where community feedback is sought
- **Involve** where community involvement in ideas and solutions is sought and these findings are tested
- **Collaborate** where ideas and solutions are created with the community
- **Empower** where decision making powers are passed to communities.

This is illustrated in greater detail in **Table 3**.

Table 3 Engagement spectrum (Adapted from IAP2 International Federation 2018)

Category	Inform	Consult	Involve	Collaborate	Empower
Engagement purpose	<ul style="list-style-type: none"> Inform 	<ul style="list-style-type: none"> Comment Test proposals 	<ul style="list-style-type: none"> Critique and develop Comment Test proposals 	<ul style="list-style-type: none"> Create together 	<ul style="list-style-type: none"> Follow direction set by others
Goal for participation	To provide a balanced and objective information to assist stakeholders to understand the problem, alternatives and opportunities and/or solutions	To obtain stakeholder feedback on analysis, alternatives and/or decisions	To work directly with stakeholders throughout the process to ensure that stakeholders concerns and aspirations are consistently understood and considered.	To partner with the stakeholders in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	Place the final decision making in the hands of the public.
Promise to stakeholders	We will keep you informed	We will keep you informed, listen to and acknowledge concerns and aspirations and provide feedback on how stakeholder input influenced the decision	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
Level of Community Interest	<ul style="list-style-type: none"> Little or no public interest 	<ul style="list-style-type: none"> Impacts on stakeholders and community (some or all) 	<ul style="list-style-type: none"> Impacts on stakeholders and community 	<ul style="list-style-type: none"> Broad public interest including for Māori Moral considerations 	<ul style="list-style-type: none"> Broad public interest including for Māori Moral considerations
Project context	<ul style="list-style-type: none"> Decision(s) already made Unlikely to generate further public concern, involvement or response 	<ul style="list-style-type: none"> Options for solution identified Seek feedback and input 	<ul style="list-style-type: none"> Complex issue Wide-ranging impact 	<ul style="list-style-type: none"> Complex issue Wide-ranging impact Significant to key partners 	<ul style="list-style-type: none"> Broad public interest Policy development led by community/ partners

6.2 Engagement Methods

To assist further discussion with project partners, the Project Team identified a broad range of possible engagement methods sourced from literature and other project examples, and sought to narrow these options to those potentially appropriate for the Reimagining Project.

It was considered important that engagement methods provide for:

- Issue/opportunity identification and evaluation
- Alternatives to be considered, and
- Generating support for action.

The short listing of potential engagement methods was also based on the suitability of the method to achieve the engagement principles set out in Sections 4.4 and 4.5.

Short listed options range from consult to collaborate on the participation spectrum, but specifically do not include any options which empower the community to make decisions. This is because HBRC governors, as elected representatives, retain ultimate decision-making responsibility for outcomes from the Reimagining Project.

The Project Team consider that it will likely be necessary to utilise a range of engagement methods to tailor engagement to the particular community and matter being discussed.

The following introduces the possible engagement methods identified by the Project Team, with **Table 4** describing when each method can be used and possible resource requirements.

6.2.1 Community meetings / Hui

A 'traditional' form of communicating with the community. Generally supported by presentations by the Council and may involve invited technical experts. Provides opportunities for questions to be posed by community members and is intended to engage with a large proportion of the community to provide input into project direction.

Level of engagement: Consult

6.2.2 Drop-in sessions

A public information session, incorporating information displays accompanied by technical experts and the project team. This option is generally more informal than a public meeting as it allows the community to attend at a time convenient to them and speak directly to those involved in the project often on a one-to-one basis. This approach avoids the large group setting while still providing an opportunity for feedback from a large proportion of the community. Drop-in sessions can be effective when accompanied by interactive components and visual media and can be a place for instant feedback to be gathered.

Level of engagement: Consult

6.2.3 Wānanga

Whānau, hapū and iwi will have their own definition of wānanga, broadly speaking wānanga are about open discussion, where people are encouraged to bring their own thoughts, opinions and experiences about a particular topic or set of topics, to talk through differences and seek to come to a deeper understanding of the matters discussed. The Project Team stress that there hasn't been an opportunity to discuss holding wānanga as part of this project with project partners, and this should be explored through co-design processes.

Level of engagement: Consult, Involve & Collaborate

6.2.4 Community focus group

A small group or series of groups that are hosted by a facilitator about a specific/focused topic. Focus groups allow for open discussion that can be guided by a series of questions or statements which can inform or enhance the group's discussion. Each focus group will ideally have between 3-12 members to ensure discussions are effective. The groups will likely meet more than once but this can depend on the topic and the duration of each meeting.

Level of engagement: Consult & Involve

6.2.5 Community advisory/reference group or panel

A structured group of community and potentially stakeholder representatives, who meet regularly and operate under a clear Terms of Reference. The members share their views on a particular topic or area of interest in relation to a broader topic. These members can also act as a conduit between the broader community and the project team/Council. Each group/panel will ideally have 10-20 members depending on the representation needed and the complexity of the issues.

Level of engagement: Consult, Involve & Collaborate

6.2.6 Deliberative Democracy Forum / Citizen Assembly

A deliberative forum or citizen assembly is a group convened from a representative sample of the community. The group considers and deliberates on a topic, issue or proposal. The forum or assembly is generally carried out over a series of meetings, participants are tasked with making a decision, recommendation, or to find common ground. Each forum/assembly will ideally have 20-60 participants depending on the representation needed and the complexity of the issues.

Level of engagement: Consult, Involve & Collaborate

Table 4: Overview of Core Engagement Methods

Engagement Method	When to use method?	When method is not useful?	Estimate of costs \$ Low \$\$ Medium \$\$\$ High \$\$\$\$ Very High	Resource requirements
'Traditional' Community Meeting(s)	<ul style="list-style-type: none"> Useful to socialise an issue and refine/gather feedback on issues To seek feedback directly from attendees Can be used in conjunction with other engagement methods including surveys 	<ul style="list-style-type: none"> To test ideas To hear from quieter community members Gathering a range of views (i.e. if held at a time when people cannot attend e.g. evenings/weekends) 	<p>\$</p> <ul style="list-style-type: none"> Staff time to setup content and advertise event Preparation of presentation material Staff time to process feedback and prepare public update 	<ul style="list-style-type: none"> Venue Hosting costs (stationery, meals) Display materials/ collateral Public notices of event Independent facilitator (optional) Background information Technical expert support/ attendance at meeting Communication of outcomes
Drop In session(s)	<ul style="list-style-type: none"> Useful to socialise an issue and refine/gather feedback on issues Provides an opportunity to capture a broader cross section of the community through duration compared with community meeting Allows for one-on-one or small group engagement with project team/technical experts Can be used in conjunction with other engagement methods including surveys 	<ul style="list-style-type: none"> For members of the public to hear other views/ opinions feedback Members of the public gaining a detailed understanding of the matter/challenge 	<p>\$</p> <ul style="list-style-type: none"> Staff time to setup content + advertise event Staff and technical expert attendance over duration of events Preparation of display materials (static, visual interactive etc) Staff time to process feedback and prepare public update 	<ul style="list-style-type: none"> Venue Hosting costs (stationery, meals) Display materials/ collateral Public notices of event Independent facilitator (optional) Background information Technical expert support/ attendance at meeting Communication of outcomes

Engagement Method	When to use method?	When method is not useful?	Estimate of costs \$ Low \$\$ Medium \$\$\$ High \$\$\$\$ Very High	Resource requirements
Wānanga	<ul style="list-style-type: none"> Mātauranga Māori context, but broader application could also be possible Provide insights into issues and values of concern or interest To canvas views on discrete issues To 'test' a proposal or suggested outcome Useful to narrow issues Complex issues can be explored 	<ul style="list-style-type: none"> Members of the public gaining a detailed understanding of the matter/challenge 	<p>\$\$</p> <ul style="list-style-type: none"> Lower costs due to small attendance numbers, (dependent on number of meetings and number of groups) Independent facilitator(s) Staff and technical expert attendance as needed Meeting/ attendance fees or costs contributed to for participants 	<ul style="list-style-type: none"> Venue Hosting costs (stationery, meals) Inviting attendees Determine compensation for participation Facilitator / convenor Background information and information/fact sheets / resources for participants Technical expert support/ attendance as required / requested Communication of outcomes
Focus Groups	<ul style="list-style-type: none"> Provide insights into issues and values of concern or interest from a subset of the community Community can input into specific issue of interest which can then feed into addressing the broader challenge/ matter To canvas views on discrete issues To 'test' a proposal or suggested outcome Useful to narrow issues – can run several groups as part of a wider engagement process Complex issues can be explored Group members can canvas views of their connections/ neighbours to provide input Can be used in conjunction with other engagement methods including as sub-groups of a community reference group/ panel 	<ul style="list-style-type: none"> To capture input or feedback from large numbers of people Gain broad understanding of issues and/ or solutions 	<p>\$\$</p> <ul style="list-style-type: none"> Medium costs (dependent on number of meetings and number of groups) Independent facilitator(s) Staff and technical expert attendance as needed Meeting/ attendance fees or costs contributed to for participants 	<ul style="list-style-type: none"> Venue Hosting costs (stationery, meals) Appointing of participants (potentially through a nomination process) Determine compensation for participation Independent facilitator Background information and information/fact sheets / resources for participants Technical expert support/ attendance at meetings including TAG group Communication of outcomes

Engagement Method	When to use method?	When method is not useful?	Estimate of costs \$ Low \$\$ Medium \$\$\$ High \$\$\$\$ Very High	Resource requirements
Community Panel	<ul style="list-style-type: none"> Community provides insights into issues and values of concern Issues are complex, significant or strategic To increase group knowledge and understanding of the issue/question to ensure the group's recommendations are informed Able to explore complex issues over time Options are not yet clear. Understanding and deliberation is required from a broad cross-section of the community 	<ul style="list-style-type: none"> Fast decision making 	<p>\$\$\$</p> <ul style="list-style-type: none"> Regular meetings with technical expert attendance to inform the panel Independent facilitator Meeting/ attendance fees or costs contributed to for participants 	<ul style="list-style-type: none"> Venue Hosting costs (stationery, meals) Appointing of participants (potentially though a nomination process) Determine compensation for participation Independent facilitator Background information and information/fact sheets for participants Develop draft terms of reference for agreement by group Regular meetings that increase group knowledge and understanding of the issue/question Technical expert support/ attendance at meetings including TAG group Communication of outcomes
Deliberative Democracy Forum/Citizens Assembly	<ul style="list-style-type: none"> Broad cross-section of the community provides insights into issues and values of concern Issues are complex, significant or strategic To increase group knowledge and understanding of the issue/question to ensure the group's recommendations are informed 	<ul style="list-style-type: none"> When budgets are limited When options are not clearly identified/ defined 	<p>\$\$\$\$</p> <ul style="list-style-type: none"> Large number of attendees Regular meetings with technical expert attendance to inform the panel Independent facilitator(s) 	<ul style="list-style-type: none"> Venue Hosting costs (stationery, meals) Appointing of participants (potentially though a nomination process) Determine compensation for participation Independent facilitator(s)

Engagement Method	When to use method?	When method is not useful?	Estimate of costs \$ Low \$\$ Medium \$\$\$ High \$\$\$\$ Very High	Resource requirements
	<ul style="list-style-type: none"> There is a clear range of possible actions and responses that need to be considered and evaluated 		<ul style="list-style-type: none"> Meeting/ attendance fees or costs contributed to for participants 	<ul style="list-style-type: none"> Background information and information/fact sheets for participants Regular meetings that increase group knowledge and understanding of the issue/question Reporting on outputs Technical expert support/ attendance at meetings including TAG group

7 Complementary engagement methods

Alongside core engagement methods outlined in Section 6.2 above, complementary engagement methods can be used to ensure broad reach and input from those otherwise not directly involved.

These options can be used for example, to inform and educate, to help narrow issues, to gain a broad understanding of community views, to help define the problem/ issue, to identify those interested in being involved in the core engagement approach, to seek input from a wide cross-section of people, and to reach people that otherwise are not able to engage (time, resources, access, etc).

Complementary engagement can also be used to test outcomes from the core engagement method or enable broader input prior to decision-making.

It is likely that a package of complementary methods will be needed given the complexity and scale of the Reimagining project.

There are a wide range of potential complementary engagement methods. Some examples include:

- Interactive digital tools
- Videos
- Social media
- Project website
- Media briefings
- Online and postal surveys
- Innovative engagement tools to test scenarios / options and community sentiments at a broad scale
- Project newsletters
- Champions
- Workshops and presentations
- Information stands at community events

The project's communications and engagement strategy that is recommended as an early project deliverable with project partners should identify the range of complementary engagement methods to be deployed alongside the core approach(es).

8 Resource Requirements

Council have requested advice on potential resource requirements for Phase 2 of this project to assist with Annual Plan development and resource forecasting.

As discussed in Section 1.4, given time and project partner capacity constraints, a full scope for Phase 2 was not able to be co-designed with project partners. It is however recommended that co-design still takes place, following initial project establishment (refer recommendations in Section 9 below). Accordingly, the final form of engagement through Phase 2 remains uncertain, and this creates significant uncertainty in estimating resource requirements.

For budgeting and forecasting purposes however, **Table 5** provides an indication of potential resource needs.

Table 5: Resource Estimate for Phase 2

Financial Year	Anticipated activity	Potential costs
Financial Year 2024 (1 July 2024 – 30 June 2025)	Phase 1: <ul style="list-style-type: none"> Co-design Project establishment Early Phase 2: <ul style="list-style-type: none"> Early engagement Procurement Technical foundational work Software / tool acquisition 	\$150k <i>(shared across both Schemes)</i>
Financial Year 2025 (1 July 2025 – 30 June 2026)	Phase 2: <ul style="list-style-type: none"> Core engagement Complementary engagement activities Critical technical advice and inputs Optioneering Development of recommendations to HBRC 	\$700k <i>(Approximately allocated \$150k to the Upper Tukituki and \$550k to the Heretaunga Schemes to reflect relative scale and complexity)</i>
Financial Year 2026 (1 July 2026 – 30 June 2027)	Phase 3: <ul style="list-style-type: none"> Preparation of consultation material and analysis for Long Term Plan Long Term Plan consultation and decision-making 	\$300k <i>(shared across both Schemes)</i>

The costs outlined in **Table 5** are predicated on the following assumptions:

- That HBRC staff / internal resources are available to lead Phase 2, including:
 - 1 x dedicated project manager for the Heretaunga Plains Flood Scheme (approximately 0.5 full time equivalent ("FTE") role)
 - 1 x dedicated project manager for the Upper Tukituki Flood Scheme (approximately 0.5 FTE role)
 - 1 x project coordinator(s) to assist the project managers with logistics, organisation, etc. (approximately 0.5 FTE role)

- The Project Control Group remains in place and meets at least monthly to provide ongoing support and oversight
 - That there is access to other internal staff with specialist expertise for occasional advice and guidance (engineering, asset management, science, Māori Partnerships, communications and engagement, etc).
 - It is acknowledged that there is limited staff capacity and project requirements will need to be carefully managed within existing workloads and priorities.
2. That external /consultant support that may be needed for Phase 2 could include the following expertise, to be resourced by the project:
 - Design and lead core engagement activities which may include a combination of activities (wānanga, citizen panel(s), community panels, etc)
 - Access to flood modelling and flood engineering expertise (but excludes further modelling work and detailed technical assessments)
 - Cultural Values / Impact assessment
 - Ecological values / impact assessment
 - Social impact assessment
 - Economic impact assessment including cost benefit analysis.
 3. That the substantive engagement through Phase 2 will commence from 1 July 2025 and will be largely concluded by the end of that financial year (i.e. by June 2026).
 4. That participation by PSGE staff and governors will be appropriately resourced by the Project.
 5. That participants in any citizen assembly, wananga, and/or panel will not be directly remunerated, but will receive appropriate financial support to enable effective and broad participation by a wide cross-section of the community (mileage/transport, childcare, catering, administration support, etc).

9 Recommendations

As outlined in Section 1, the original intent for this report was to develop recommendations founded on in-depth, co-design discussions with project partners.

As this has not been possible in the time available, and acknowledging the range of factors that contribute to the need to make progress, the overall recommendation of this report is for HBRC to proceed with establishing a project delivery structure.

However, given the significance of the issues being considered through the Reimagining Project, co-design with project partners is still considered an essential component to overall success.

On that basis, the following presents recommendations to guide the establishment of the project, and a suggested action plan to drive progress.

9.1 Project Establishment Recommendations

1. That the focus of the Reimagining Project is on the Upper Tukituki and Heretaunga Plains Schemes.
2. HBRC's partners in the Reimagining Project are:
 - a. Mana Ahuriri
 - b. Tamatea Pōkai Whenua
 - c. Ngāti Kahungunu Iwi Incorporated
 - d. Napier City Council
 - e. Hastings District Council
 - f. Central Hawkes Bay District Council
3. Draft core engagement questions for the Reimagining Project are:
 - a. What do we want flood resilience schemes to deliver for our communities now and into the future?
 - b. How do we balance management of risks from flooding with affordability?
 - c. Some storm events will be too big for the schemes - how do we actively manage flood waters that overtop stopbanks?
 - d. How should flood resilience reflect Mātauranga Māori?
 - e. How can engineering solutions work alongside nature to provide improved flood resilience?
 - f. How much are communities willing to pay to increase their resilience to flooding, and how should this be paid for?
4. Draft principles for engagement are:

Engagement Principles: relate to the engagement approach itself, to guide engagement activities and the "how" of working with individuals and communities:

Te Tiriti grounded	<i>acknowledge and respect the special relationship Māori hold as partners under Te Tiriti o Waitangi.</i>
Inclusive	<i>ensure a broad cross-section of the community can effectively participate in a safe and collaborative way</i>
Empathetic	<i>be mindful of the ongoing impacts on people and communities from Cyclone Gabrielle and other extreme weather events.</i>

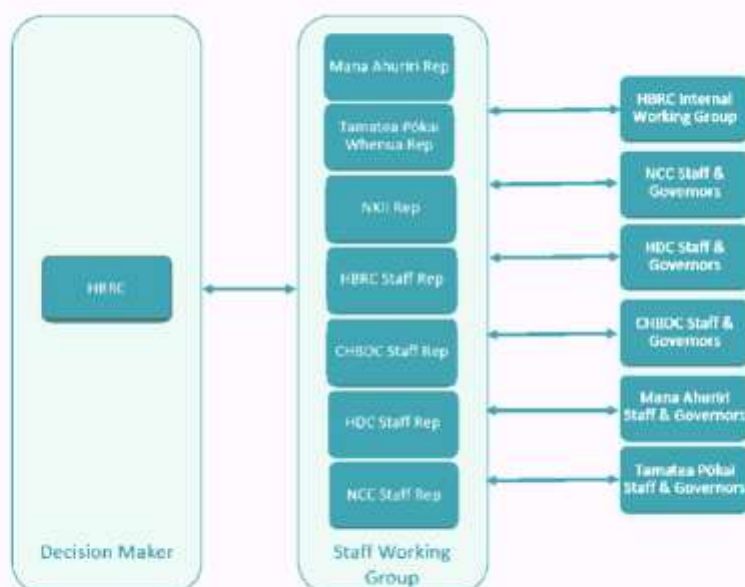
Trust	<i>rebuild community confidence in HBRC, local Councils and their delivery of outcomes for flood resilience.</i>
Open	<i>ensure clear and timely communication and be accountable and transparent in decision-making.</i>
Learning	<i>recognise the value of Mātauranga Māori and local knowledge and actively foster a shared understanding of flood resilience challenges and solutions.</i>
Proportionate	<i>tailor the level of engagement with individuals, communities and organisations to be commensurate to their exposure to flooding risks and consequences.</i>
Simplify	<i>reduce complexity and remove barriers to engagement to acknowledge people's busy lives.</i>

5. Draft principles for option development are:

Option Principles: relate to the options that will be presented to HBRC councillors for decision making at the conclusion of the project:

Practical	<i>be feasible, realistic and can be implemented.</i>
Robust	<i>be thoroughly evaluated, informed by Mātauranga Māori and local knowledge and be technically sound, while carefully considering benefits and risks.</i>
Equitable	<i>consider the unique needs and challenges of current and future generations and promote fairness and sustainability.</i>
Forward-looking	<i>drive well-informed, climate resilient and future-focused decisions that acknowledge lessons from the past.</i>
Complementary	<i>working with rather than against Te Taiao, aspire to achieve community enrichment, recreational opportunities and environmental enhancement alongside flood resilience outcomes.</i>
Predictable	<i>deliver predictable performance of flood schemes during over-design events</i>

6. With these draft foundations in place, HBRC should proceed to establishing an effective project structure with project partners, similar to the option shown below (to be tested with project partners).



7. Following the establishment of the project structure, HBRC should work with partners to revisit a co-design approach and confirm project foundations and engagement approaches.

9.2 Action Plan

Table 5 sets out a recommended action plan for the first 6 months of 2025 to drive the commencement of engagement.

Table 6 Recommended next steps

Recommended project step	Estimated timeframe
1. Formally establish the Project Control Group and confirm internal project resourcing	Jan – Feb 2025
2. Set up project structure and appoint members	Feb – March 2025
3. Co-design: <ol style="list-style-type: none"> a. Project Foundations (confirm principles & core questions) b. Confirm engagement approaches 	March – May 2025
4. Develop project plan including: <ol style="list-style-type: none"> a. Key tasks and milestones b. Timeline c. Resource needs and budget d. Develop Communications & Engagement Strategy 	March – June 2025
5. Commence Phase 2 engagement	July 2025 onwards