

## **Waiohine FMP Project Team – suggested structure and working principles**

### **Waiohine FMP Project Team**

#### **Purpose**

The purpose of the Project Team is to undertake the following:

- Identify and recommend to the Steering Group areas of refinement to the draft FMP
- Identify, examine and recommend a preferred combination of FMP options to the Steering Group for consideration, endorsement and engagement with the community through the proposed FMP
- Refine the preferred combination of options based on community feedback and revise the FMP for Steering Group consideration and endorsement

#### **Composition**

Members of the Project Team are proposed to be appointed by the by the Steering Group with suggested membership as follows:

- Three WAG representatives with relevant knowledge and experience, one of whom will chair the Project Team
- Two GWRC technical specialists in flood risk management
- Two Iwi representatives (one each from Kahungunu ki Wairarapa and Rangitane o Wairarapa)
- An expert in river environmental values, such as an ecologist or representative of recreational groups

The suggested composition offers a manageable and proportionate response in terms of team numbers and representation. However, as refinement of the FMP and selection of a preferred option will be reliant on a range of technical inputs (e.g. engineering design, consenting, river and existing scheme management, emergency management, land use planning) provision should also be made to draw on additional specialist support as required (i.e. on an individual basis or through formation of a small, technical sub-group). This could include, for example, expertise from CDC, SWDC, GWRC or WAG.

Responsibility for identifying and appointing the Project Team chair (from people put forward from WAG) will sit with Council as this will be done as part of establishing the Steering Group.

#### **Role/Responsibilities**

To deliver on its purpose, the range of suggested responsibilities to be assumed by the Project Team include the following:

- Examine the results of the updated flood model and any implications for options development, and confirm acceptance of revised flood hazard
- Review any new information arising from the updated modelling and undertake/commission any additional technical assessments required
- Identify and analyse mitigation options, including such factors as engineering constraints, property impacts, costs, degree of acceptable risk

- Undertake targeted community engagement to inform and ‘ground truth’ the option identification process at the direction of the Steering Group
- Identify and recommend a preferred option to the Steering Group for community engagement
- Refine the preferred option based on community feedback and revise the Proposed FMP for Steering Group consideration and endorsement

### Waiohine FMP Project Team Culture

The community response to the draft FMP, and the political climate that prevailed at the time, has led to an unhealthy climate of distrust of GWRC in the local community in relation to the Waiohine FMP.

To ensure that the review process is carried out in an open and honest environment, we recommend that the Steering Group and/or the Project Team develop a statement of the culture that will guide their work. The following advice is drawn from Institute of Directors in New Zealand (2014), *The Four Pillars of Governance Best Practice*.

“Sound architecture and processes provide a platform for good governance but do not guarantee it. The key is to build a healthy culture operating within the architecture. This can only be created by effective interaction between skilled and experienced people.”

With this in mind, outlined below are a few key attributes that are markers of a high performing and functional governance culture:

- Dissent is not viewed negatively but managed with professional respect between members
- Trust is engendered to enable matters to be disclosed and discussed freely and frankly
- Members are encouraged to identify and present alternatives and to challenge their own positions and assumptions
- Members have a good balance of skills and exhibit a high level of interpersonal cohesion
- Members have a high standard of knowledge and make effective contributions

There may be some benefit in engaging someone to facilitate these meetings, take detailed notes etc.