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Entry Category (please tick one only for each entry – refer to the information on categories here)	<input type="checkbox"/> Innovation in Organisation and People Development <input type="checkbox"/> Transforming Service Delivery <input checked="" type="checkbox"/> Innovation in Council-Community Relations <input type="checkbox"/> Collaborative Government Action <input type="checkbox"/> Innovation in Policy and Regulatory Development
Name of Organisation submitting entry	Waitaki District Council
Name of Project	The Rebuilding of Haven Street, Moeraki
Project Summary (word limit – 150)	<p>Haven Street is the main route into the small coastal township of Moeraki in North Otago, and is home to around 80 permanent residents.</p> <p>It has a long history of subsidence, with successive councils spending many thousands of dollars in an effort to keep it maintained and open.</p> <p>Following a series of heavy rain events, a 200 metre section of Haven Street subsided and had to be closed in August 2013. Traffic was diverted up an alternative inland route into the township.</p> <p>The closure had a significant impact on the township and community, but Council was not in a position to rebuild the road without community support. It challenged the community to match the \$60,000 it was prepared to contribute.</p> <p>The community ended up raising more than \$130,000 in pledges and donations. In addition, under Council's supervision, they rebuilt Haven Street themselves using volunteers, and donated machinery and resources.</p> <p>(149 words)</p>

Strategic Context
(word limit – 300)

Supporting businesses and tourism are critical to achieving Council's vision of *"Grow Waitaki: The best place to live, work and play"*.

Moeraki is one of the jewels in our tourism crown. After Haven Street closed to traffic in 2013, local businesses and residents said they immediately felt the effect – that the township lost its vibrancy and 'mana'. Over the following year, the community lobbied hard to get the road rebuilt.

Although sympathetic, Council faced a strategic dilemma. Rooding budgets were stretched to the limit repairing our flood-damaged roading network. Ensuring access for milk tankers and vehicles on our large rural roading network (our economic lifeline) was a priority.

There was no budget available for Haven Street and it wasn't on our work programme at that time. Additionally, the Transport Agency would not subsidise the rebuild, and Council was concerned about investing in a road that was likely to continue subsidising.

However, the impact the road closure was having on the community was undeniable as their demands to reopen the road grew louder. Council underestimated the amenity value of Haven Street to the community.

So Council offered a compromise – "we'll contribute \$60,000 to rebuilding the road if you can match it".

The community responded not only with offers of money, but a proposal to rebuild the road themselves.

Council agreed, but using volunteers for a project of this scale had some significant risks, including:

- Volunteer/public health and safety
- Damage to adjoining private property
- Maintenance of engineering standards
- Volunteer capacity and conflict

Council sought to mitigate these by taking the following steps before any work commenced:

- Forming a project working group
- Agreeing a rebuild plan
- Commissioning a geo-technical survey/risk assessment
- Developing a health and safety plan for the volunteers
- Appointing a Council engineer as project supervisor
- Appointing volunteers to specific roles

(299 words)

<p>Project Management (word limit – 300)</p>	<p>Council engineer Graeme Butler was appointed to oversee the development of a plan for the road rebuild and its implementation. Graeme was responsible for ensuring engineering and other quality standards were met by the volunteers at all stages of the rebuild.</p> <p>The working group met regularly throughout the project to discuss progress and any issues that arose, and minutes of all meetings were kept.</p> <p>Volunteers were assigned roles based on their availability, expertise and experience. Roles included an on-site project manager and a health and safety representative.</p> <p>The rebuild plan was developed using the information from the geo-technical report, Council's engineering expertise, and the volunteers' expertise and local knowledge.</p> <p>Timeframes for the project were set by the volunteer group, based on their availability and capacity. The initial focus was on getting a supporting framework in place to ensure the project could be run as safely and smoothly as possible.</p> <p>The geo-technical assessment of the area was critical in evaluating the feasibility of the project. The assessment highlighted that it was essential to address drainage issues in the area before progressing with the rebuild plan. This became stage one of the project.</p> <p>Under Graeme's supervision, the volunteers undertook and completed the drainage work to a stage where work on the road could commence.</p> <p>It was at this point that a new idea for stabilising and rebuilding the road, using a concrete and steel 'curtain', was brought forward by a member of the community with previous experience in land stabilisation.</p> <p>Graeme researched the idea and concluded it was worth trying. The working group agreed to change the rebuild plan accordingly.</p> <p>Seeking and listening to community feedback and expertise, and amending our plans accordingly as the project progressed, became an integral part of managing the project.</p> <p>(293 words)</p>
<p>Relationship Management (word limit – 300)</p>	<p>Prior to and throughout the rebuild project, local community board representative Jane Carlyon played a pivotal role in relationship management and communication. Living in Moeraki, she was able to effectively convey the community's wishes to Council, while communicating the outcomes of discussions with Council back to the community.</p> <p>Once the project was agreed and commenced the working group became the formal means of communication between the community and Council.</p>

The group included all of the key volunteers, and Council representatives including Jane Carlyon, Waitaki Mayor Gary Kircher, Council's assets group manager, and project supervisor Graeme Butler.

The working group appointed a community liaison representative from the volunteers, whose role was to keep the community updated on project progress.

Communication with the wider community was through the delivery of flyers, local meetings, notices at the local pub and word of mouth (Moeraki is a small community, and news travels fast).

Communication with volunteers was mainly face-to-face. Site meetings were held regularly between Graeme, other Council engineers and volunteers – particularly the project manager. The mayor and chief executive visited the project site on regular occasions to discuss and monitor progress, and offer support.

Graeme Butler and the mayor played a pivotal roles in maintaining positive relationships with the volunteer group through being available as required, and liaising with other Council engineers and officers on the groups' behalf.

When Council representatives couldn't be on-site, there were frequent phone calls and emails.

In addition, the project manager and supervisor managed communication and relationships with business owners, and suppliers and consultants associated with the rebuild.

Council's chief executive kept the organisation informed on progress through his intranet update to staff.

The mayor liaised with media on the project and used his Facebook page to keep the wider community informed.

(294 words)

<p>Continuous Improvement (word limit – 300)</p>	<p>Council learnt that:</p> <p><i>It's best to strike while the iron's hot.</i> Momentum from within the community to rebuild the road peaked in December 2014. Council could have waited until the New Year to start planning, but acted immediately once the decision was made, which demonstrated our commitment to supporting the community. Had Council delayed unnecessarily, momentum and goodwill may have been lost.</p> <p><i>It pays to be flexible.</i> Although having a project plan was critical, being responsive to community feedback and adapting the plan accordingly earned Council a lot of goodwill and reinforced it was the community's project.</p> <p><i>Things will still go pear-shaped.</i> Working with a group of passionate volunteers who are contributing so much is immensely challenging. Although there was mutual respect and goodwill, it was tense at times and stressful. A memorandum of understanding with the volunteer group would have made it easier to manage this and will be recommended for all future Council-community projects.</p> <p><i>The community is our greatest asset.</i> Within this small community it turned out there was a wide range of skills and expertise available, and lots of people willing to give their time and resources. In trusting them to do the job, Council enabled this to flourish.</p> <p><i>There is a "bell curve of energy".</i> Even the most passionate, committed volunteers have their limit. Gauging their energy levels, and giving them support and a dignified off-ramp at the right time, maintained goodwill and ended the project on a good note.</p> <p><i>Amenity matters.</i> Prior to this project Council had become too focused on asset management, sometimes forgetting its purpose. It was a reminder that amenity value is as important as economic value.</p> <p>Overall, Council's confidence in working with the community has increased significantly and the lessons will be incorporated into future community engagement and project planning.</p> <p>(299 words)</p>
<p>Project Success (word limit – 900)</p>	<p>A road rebuilt – and much more...</p> <p>The impact of the Haven Street closure on the community was significant. By the time the road had been closed for more than a year, morale in the township was low and there was growing antagonism towards Council.</p> <p>In a petition to Council in June 2014, more than 280 people expressed their concerns and desire to see the road reopened. Comments included:</p> <p><i>"The road is key to the function and dynamics of the Moeraki Village and businesses"</i></p> <p><i>"For the betterment of the community and visitors alike, this road needs to be reopened."</i></p> <p><i>"Moeraki is dying. We want a vibrant village again"</i></p> <p><i>"Very disappointing to see such a beautiful vista being lost".</i></p>

Once Council had agreed the road should be rebuilt and the community confirmed its financial contribution, the easiest option would have been for Council to get the job done itself. However, the community had a strong sense of ownership over the road was adamant they wanted to do it, using volunteers and their own resources.

Empowering them to rebuild it themselves paid off hugely. By the end of the project, the community and local businesses had contributed:

- More than 3000 hours of voluntary labour
 - Around \$130,000 in pledges and donations
 - More than 80 morning teas and three weeks' worth of lunches for the volunteers
 - Donations of food and beer
- Most of the machinery required for the rebuild – including diggers, trucks, rollers and transporters
- More than 2300 cubic metres of rock and road metal, drainage pipe, 50 tonnes of recycled railway tracks

What was the outcome?

- The closed section of Haven Street was rebuilt and is far better than anything that was ever there before
- The road was reopened to traffic in June 2015
- Volunteers developed a picnic area, planted out the surrounding banks and established retaining walls around the road
- The community's sense of pride and achievement sky-rocketed. One of the key volunteers and financial contributors, Dave Ellis, said the most rewarding aspect of the project was the way it brought the community together, which was "worth more than any money".
- A strong sense of trust, goodwill and respect developed between Council and the Moeraki community.
- Businesses from elsewhere in Waitaki, inspired by the project, also donated their time, materials and machinery

The project's success exceeded what anyone had expected, including the volunteers.


"I'm proud of what we've done. I'd never, ever dreamt we'd end up with a product like that. Everyone should take a bloody bow" (Bill Pile, a local volunteer who committed hundreds of hours to the project).

Stepping up

Because the community made such a huge contribution to the project, Council made a point of stepping up in any way it could. The chief executive used his contacts throughout the district to source donations of extra materials for the job, staff expedited processes and found innovative ways to overcome barriers, and Council approved another \$60,000 to improve the approaches onto the rebuilt section of road. This included stabilising these points using the same concrete and steel curtain method that had been developed by the volunteers.

Council also produced a 60-page book to commemorate the project and massive contribution from the community. This was presented at the official road re-opening to all those who had volunteered or made a contribution.

	<p>Outside our comfort zone</p> <p>Handing over a public road to a community and allowing them to rebuild it themselves was unique for our Council - and as far as Council is aware, was unique for New Zealand.</p> <p>Because of the drainage and land stability issues in the area, and Haven Street's long history of subsidence, the rebuild was not straightforward and there were safety concerns. Trusting the community to do the job was an enormous leap of faith - everyone involved had to move outside their comfort zones.</p> <p>The concrete and steel curtain method used to stabilise and rebuild the road was also relatively unique and ambitious. Roading engineer and project supervisor Graeme Butler had the foresight and flexibility to amend the rebuild plan so this method out forward by the volunteers could be used.</p> <p>Transferable lessons</p> <p>It's hard to imagine that a project of this type and scale will ever be replicated in Waitaki, or that the community's contribution could be matched by another of similar size. However, the lessons and fundamental principles that emerged from this project will have a big influence on the way Council approaches our community and projects into future, and can be incorporated by any local authority. This approach includes:</p> <ul style="list-style-type: none"> • Being responsive to the community's needs (while also clearly establishing the need is genuine and that everyone has a stake in the outcome) • Taking opportunities to empower the community, and trusting them to drive and implement projects where possible • Getting a well-structured, agreed project management framework in place early (which includes an MoU) and ensuring it's well resourced • Listening to feedback, being flexible and prepared to adapt • Including key people from the Council and community in the project team, and making sure they have buy-in (having the Mayor involved and senior managers regularly on-site was important for morale and in demonstrating Council's support for the volunteers) • Agreeing specific roles and responsibilities for staff and volunteers <p>Never underestimate what a community can achieve when they have a stake in the outcome. They blew everyone away with their commitment and the enormity of what they achieved.</p> <p>(899 words)</p>
Support Material	<ul style="list-style-type: none"> ✓ Link to a 2-3 minute video uploaded on YouTube ✓ PowerPoint Slide in the correct 16:9 widescreen format ✓ An electronic file of your Organisation's Logo (in a format suitable for print, preferably an EPS with transparent background) ✓ Confirmation that a ticket has been purchased for our Gala Dinner ✓ Other (please describe): A PDF copy of <i>'More Than Just a Road'</i> – the book produced by Council and presented to people from the community who contributed to the rebuild.

<p>Requesting a space at The Marketplace (please note that space is limited – SOLGM will advise if the requested space is available shortly after entries close)</p>	<p><input type="checkbox"/> Please tick if your organisation wishes to book a Booth at The Marketplace to showcase your project. The booth must include at least one representative from your organisation being available at The Marketplace from 12pm to 6pm on the 14th of April (allow extra time before and after these times for set up and pack up) to talk about your project. The booth measures 2.4m wide and 1.2m deep and the surrounding panels can be used to for displaying project collateral. The booths will come with power, a small plinth and a stool.</p>
<p>Contact Details (The person to contact at your organisation in respect to this entry)</p>	<p>Name: Elly Finnerty Phone: 03 433 0300 Email: efinnerty@waitaki.govt.nz</p>
<p>Signature of your organisation's Chief Executive or Nominee</p>	<p>Signature: </p> <p>Name: Michael Ross</p> <p>Title: Chief Executive – Waitaki District Council Date: 2/2/2016</p>
<p>Entry Instructions:</p>	<p>Once completed please print, sign, scan and email this Entry to Raymond.horan@solgm.org.nz to reach him no later than 5pm on 3 February 2016. Please also attach to the email your support material as noted above. If you have not already done so please purchase at least one ticket (required as a condition of each entry) to the Gala Dinner.</p>