
Final report of the Advisory Board on Transition to Long Term Recovery Arrangements

REPORT TO THE MINISTER FOR
CANTERBURY EARTHQUAKE RECOVERY



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Foreword from the Minister for Canterbury Earthquake Recovery

In December 2014 I established the Advisory Board on Transition to Long Term Recovery Arrangements (Advisory Board) to provide me with independent advice on the implications of the expiry of the Canterbury Earthquake Recovery Act 2011 and the transfer of functions undertaken by Canterbury Earthquake Recovery Authority (CERA) to more permanent agencies and arrangements.

The Advisory Board, chaired by the Rt Hon Dame Jenny Shipley, consists of 12 very capable members from a range of sectors - leadership, business, governance, community and social. Each member brings a valuable local perspective, backed up by practical experience and knowledge, to the table. This group has worked together effectively to quickly hone in on the important issues that continue to affect greater Christchurch and identify practical solutions for this next phase of regeneration.

In June 2015 the Advisory Board provided me with their First Report. Their advice was very useful and greatly assisted in the development of the Transition Recovery Plan and the Greater Christchurch Regeneration Bill.

The Advisory Board's Final Report sets out advice to assist a successful regeneration over the next five years. This Report not only speaks to me, as the Minister responsible for Canterbury Earthquake Recovery, but to government agencies, local organisations and the leaders and residents of greater Christchurch.

In the course of their work, the Advisory Board has engaged with many local leaders and stakeholders. They have built and extended local connections and networks that will assist greatly in the future.

I would like to note that the Advisory Board model has worked extremely well and I would encourage other ministers and agencies to adopt a similar approach in the future.

Lastly, I extend my sincere thanks to each of the members of the Advisory Board for the time and effort you have all put in to provide me with robust advice. You have made a significant contribution to the regeneration of greater Christchurch.

I have passed this Report on to Andrew Kibblewhite, Chief Executive of the Department of the Prime Minister and Cabinet, to lead a whole-of-government response. I am confident that this approach will ensure that agencies and organisations implement the Advisory Board's recommendations in a timely collaborative way. This will help ensure a seamless transition.

Foreword from the Advisory Board Chair

In June 2015 the Advisory Board on Transition to Long Term Recovery Arrangements (Advisory Board) wrote, *“In five years we hope the people of greater Christchurch have a strong sense of ownership and pride in the regeneration of their city and region. We want people to feel optimistic about the future. We want them to feel surprise and delight in the progress they see and experience.”* Huge progress continues to be made. While people and the city still face complex challenges, we have confidence that ‘everything is going to be alright’ for the people of this beautiful city and the surrounding region in the future.

In mid-2015 we provided the Minister for Canterbury Earthquake Recovery (the Minister), Hon Gerry Brownlee, with a wide variety of [recommendations](#) as to how to achieve that regeneration. Many of those recommendations are now being implemented, as set out in the [Transition Recovery Plan](#), which will guide greater Christchurch in its regeneration over the next five years. In our [First Report](#) we also set out our vision for the future of greater Christchurch and, again, much progress is being made toward achieving

that. However, there is still much work to do and leadership to be exercised if, in five years’ time, the people of greater Christchurch are to be living the lives they wish to live after going through such a major and life-changing experience as the Canterbury earthquakes.

The Advisory Board wishes to acknowledge and pay tribute to the people of greater Christchurch who have lived with the consequences of the earthquakes since 4 September 2010. While things have improved for the majority of people through repair, demolition, new construction and support services, the on-going resolution of outstanding insurance claims remains an urgent priority. Some people are suffering because of this and their cases will require a concerted and collaborative response to resolve; we request that all concerned accord it high priority.

The recovery and regeneration of greater Christchurch remains one of the Government’s top four priorities. The Prime Minister and Ministers all agree that the responsibility for it over the next

*Ka oi Rūaumoko
ara ake Waitaha*

*Despite the heaving earth
Canterbury will rise again*

five years should lie with the leaders of greater Christchurch, rather than from Wellington. The Canterbury Earthquake Recovery Authority (CERA) as an organisation, the outstanding people who took on this short-term role of leading and delivering in this exceptional circumstance, and the special legislative powers that expire in April 2016 have served greater Christchurch well during the recovery stage. The Advisory Board notes that while the Canterbury Earthquake Recovery Act 2011 confers significant powers, those special powers have only been used 28 times since the earthquakes, mainly at the request of lead agencies in greater Christchurch.

Going forward, the three Mayors of Christchurch City, Selwyn and Waimakariri, the Chair of Environment Canterbury, the Kaiwhakahaere of Te Rūnanga o Ngāi Tahu and the Chairs of Regenerate Christchurch and CrownCo will all have the opportunity, where justified, to request the Minister to act in the interests of the regeneration of greater Christchurch. We have every confidence he will act accordingly. We note, however, that special powers are exercised by a Minister and not delegated. To allow for such delegation, greater Christchurch will be supported by an innovative new piece of legislation that will enable delegation of special powers primarily at the request of the local leaders and with the support of the Minister. The Advisory Board strongly supports this approach.

Now regeneration is well underway and the step-change the Advisory Board called for is happening! We have had the opportunity to work with the leaders of greater Christchurch, Regenerate Christchurch, CrownCo, the responsible Ministers, heads of key government departments and private and community sector leaders. We have seen demonstrated willingness and commitment from all to step up to provide the leadership required for the successful delivery of this regeneration phase for the benefit of the people who call this special place home.

As we complete our work, we wish these local leaders well as they bring this next chapter of greater Christchurch's story to life.



Dame Jenny Shipley

Chair; on behalf of the Advisory Board

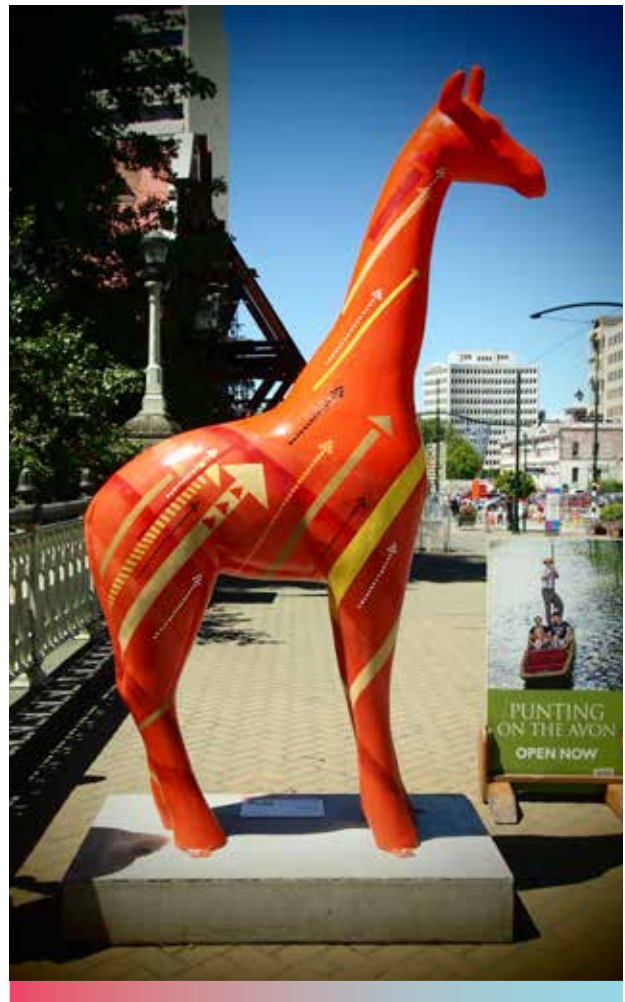
This Final Report has been presented to the Minister for Canterbury Earthquake Recovery, Hon Gerry Brownlee, by the members of the Advisory Board on Transition to Long Term Recovery Arrangements:

- Rt Hon Dame Jenny Shipley,
Chair of the Advisory Board
- David Ayers,
Mayor of Waimakariri District Council
- Dame Margaret Bazley,
Chairperson of Environment Canterbury
- Kelvin Coe,
Mayor of Selwyn District Council
- Hon Lianne Dalziel,
Mayor of Christchurch City Council
- Tā Mark Solomon,
Kaiwhakahaere of Te Rūnanga o Ngāi Tahu
- Gill Cox,
representing the business sector
- Leanne Curtis,
representing the community sector
- Mary Devine,
representing the business sector
- Maggy Tai Rākena,
representing the social sector
- Peter Townsend,
representing the business sector
- Darren Wright,
representing the community sector

Background to the Advisory Board, including scope of work and member biographies, is attached to this report as **Appendix A**.

Where have we come from in offering advice?

1. In December 2014 the Advisory Board was invited to assist in planning the requirements for the transition from CERA to a future state. We produced our First Report in mid-2015. We were delighted that our First Report formed the basis of many decisions announced by the Prime Minister in July 2015. These recommendations include proposed structures to serve the interests of the taxpayers of New Zealand and ratepayers of Canterbury in a successful regeneration process and made the strong case that special, though reduced, legislative powers were still required to achieve this. The Minister took this advice and his final Transition Recovery Plan included many of the Board's recommendations. Our advice also helped inform the Greater Christchurch Regeneration Bill, which is before the House of Representatives. The full list of our First Report's recommendations and the responses from Government and others is included as **Appendix B**.



One of 99 giraffe sculptures painted by local artists and exhibited throughout Christchurch for Christchurch Stands Tall fundraising campaign, November 2014-January 2015. Image courtesy of CERA.

Where are we now in terms of measurable progress?

2. The Advisory Board believes it is important to encourage everyone to embrace the progress made to date and look ahead towards what the future of the city will look and feel like. It will be different but it will also be exciting and will position Christchurch and Canterbury as a leading New Zealand city and region.

PROGRESS IN THE HEALTH SECTOR

3. The Burwood Health Campus and the Christchurch Hospital are currently undergoing a \$650 million redevelopment. This is the biggest ever regional investment in public health facilities in New Zealand.
4. The new Burwood Hospital ward blocks, outpatient department and back of house are now well over halfway complete. Completion is expected in 2016.
5. The preliminary design for the new Acute Services building within Christchurch Hospital has been completed and the development phase has begun. Completion is expected in 2018.

PROGRESS IN THE EDUCATION SECTOR

6. The Greater Christchurch Education Renewal Plan has made good progress to date, with:
 - two new schools complete at Halswell and Pegasus
 - 10 schools at pre-engagement stage

- 14 schools at master planning stage
- 10 schools at design stage
- 10 schools under construction
- 69 schools to enter the programme of work over time.

7. The [Christchurch Schools Rebuild Programme](#) is a whole-of-network approach to recovery and is the Ministry of Education's action plan for the schools rebuild. To help implement this plan, in 2013 the Ministry of Education secured \$1.137 billion from the Government over 10 years to renew, repair and rebuild 115 schools in greater Christchurch. The focus of the programme is gradually shifting towards design and construction.

PROGRESS WITH INSURANCE SETTLEMENTS AND WELLBEING

8. In our First Report the Advisory Board identified unresolved insurance issues and post-settlement issues as a key on-going cause of stress for residents in greater Christchurch.
9. As at 30 June 2015, of the 170,000 houses with a residential insurance claim for damage, 91 per cent had been settled by the Earthquake Commission (EQC) and private insurers. Of the 24,527 over-cap domestic claims, 66 per cent had been settled: 12,153 were cash settled and 4,053 had their rebuild/repair completed. The remaining claims are still in progress.

10. We note that while the insurance claim process is nearing completion, the increasing trend towards making cash settlements (rather than managing repairs) means that the physical repair and rebuild will take much longer than forecast.
11. Progress with the insurance settlements is intrinsically linked to wellbeing. Wellbeing is monitored by the Canterbury Wellbeing Index, CERA Wellbeing Survey and All Right? Survey. The key provisional findings from the October 2015 [All Right? Survey](#) shows a slight rise in the proportion of respondents reporting they have more health issues than they did prior to the earthquakes. A total of 92 per cent of respondents had made at least one insurance/EQC claim as a result of the earthquakes and 26 per cent of respondents had not settled these claims. In addition, 71 per cent of those surveyed agreed that the gap between 'haves' and 'have nots' has widened over the last five years.
12. The Advisory Board wishes to acknowledge the exceptional contribution the street art campaign has made to the general sense of support, reflection, encouragement and entertainment in greater Christchurch. We thank all those who have contributed to this remarkable collection of works and, in this way, to the wellbeing of all who have viewed them.

Progress with the central city rebuild:

*At June 2015, it was estimated that the city and greater Christchurch was **45%** of the way through a \$33 billion construction rebuild.*

*By the end of the first quarter of 2018, construction is expected to be **80%** through.*

13. Although delays in the Anchor Projects over the past 18 months have caused a sense of frustration, we wish to acknowledge that significant work is occurring behind the scenes to achieve the projects' milestones, which may not be readily visible to the public. We are confident that progress will soon be visible and that, when completed, these projects will add enormously to the success of the city.



Balletic 2014 by Owen Dippie, mural on the back of the Isaac Theatre Royal, Armagh Street, Christchurch, for RISE street art festival. Image courtesy of CERA.

14. As at December 2015, the status of significant Anchor Projects is as follows:

Bus Interchange:

The building was officially opened by the Minister on 29 October 2015.

Convention Centre Precinct:

Negotiations with the developer and the operator are underway.

Metro Sports Facility:

Negotiations with the preferred architect and engineers are well advanced. Design work is scheduled to commence in early 2016.

Te Papa Ōtākaro/Avon River Precinct:

Construction is well advanced on the section of The Terraces between Cashel and Hereford streets.

- **Margaret Mahy Family Playground:** The official opening took place on 22 December 2015.
- **Victoria Square:** The Victoria Square Restoration Plan has been released, completing a six-month community participation process. Construction is expected to commence in May 2016.

South Frame:

The detailed design stage has been completed. Construction is expected to commence in January 2016.

An Accessible City:

Phase 1 is underway, with construction of four out of nine Phase 1 projects already completed, and the remaining projects due for completion by March 2017.

Innovation Precinct:

Delivery of the public realm is expected to commence in early 2016.

Health Precinct:

The terms of agreement for the Health Research and Education Facility are being finalised. Site work is expected to commence in the first quarter of 2016.

Justice and Emergency Services Precinct:

Work is well underway and site works for the car park have commenced. Agencies are expected to move into the Precinct in 2017.

Performing Arts Precinct:

The Piano is under development and scheduled for completion in mid-2016. The Crowne Plaza is expected to be completed in early 2017 and work continues to integrate the Plaza with the rest of the Precinct.

Retail Precinct:

Several major projects are scheduled to be completed by late 2016, including BNZ Cashel Square, The Crossing car park, the ANZ Triangle Centre and The Terraces Stages 1 and 2.

Central Library:

Christchurch City Council is due to enter into a construction contract in the first quarter of 2016. Discussions with the Council on land tenure are on-going.

Earthquake Memorial:

Construction of the north-bank garden area commenced in November 2015. The south-bank main Memorial Wall is in the developed design stage.

East and North Frames Residential:

Fletcher Residential will provide about 940 new townhouses and apartments. Tenders have been released for construction of the public realm/ linear park, and related infrastructure work is due to commence in mid-2016.

Residential Demonstration Project:

CERA terminated the development agreement on 20 November 2015 as the developer was unable to secure adequate funding. Options for the future of the site are being considered.

The Stadium:

The Stadium Precinct Project is currently paused with no active work being carried out on its development. Work on the business case can commence as soon as approval is given and is expected to take approximately 12 months to complete.

Hagley Oval:

This was the first project to be completed, and was opened by the Prime Minister in September 2014. The Oval hosted 20,000 spectators during the 2015 Cricket World Cup.



Stay 2015 by Antony Gormley, Ōtākaro - Avon River, Cambridge Terrace, for SCAPE Public Art 2014/15. Image courtesy of CERA.

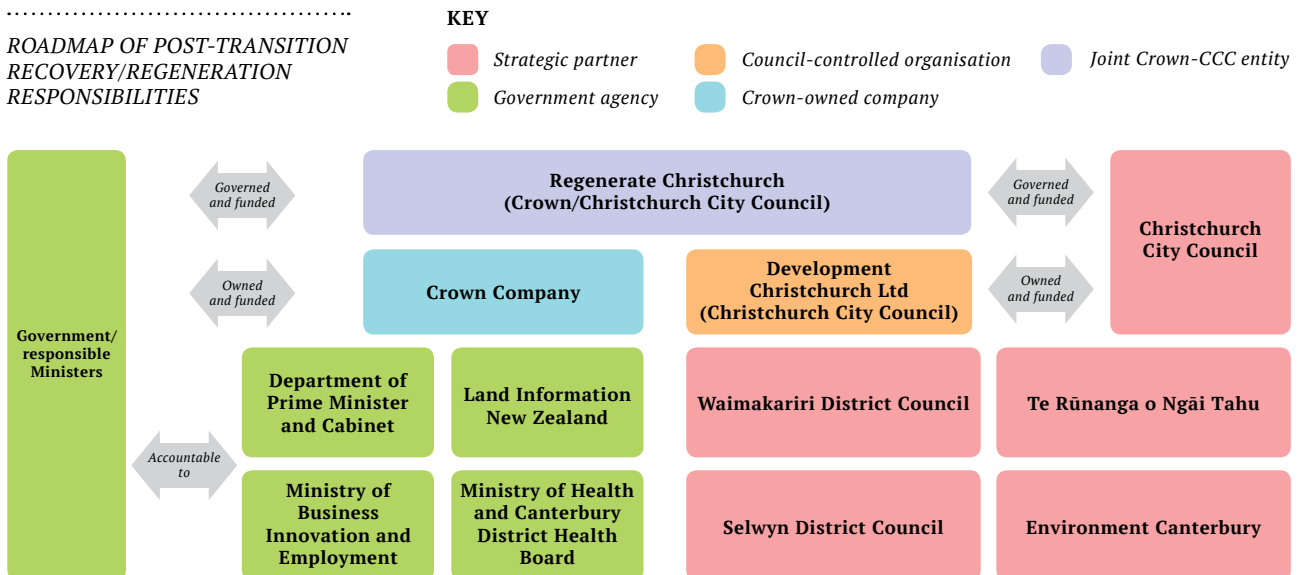
Where are we heading over the next five years?

15. The Advisory Board welcomes the Minister’s [Transition Recovery Plan](#), which sets out the transition of the Government’s role in greater Christchurch. It details the arrangements that will be in place over the five years from 2016 to 2021. It covers how and when the functions currently undertaken by CERA will be transferred to four inheriting agencies (the Ministry of Health, Land Information New Zealand, the Ministry of Business, Innovation and Employment and the Department of the Prime Minister and Cabinet) and new recovery entities (Regenerate Christchurch and ‘CrownCo’). In addition, the Plan deals with the new recovery arrangements between local and central governments.

16. The step-change in this new arrangement is that CERA will be replaced by inheriting agencies and new recovery entities, which will collaborate with local bodies, leaders and stakeholders to

drive greater Christchurch’s regeneration. In time, these functions will transfer back to agencies and organisations within greater Christchurch. Each of the new entities will have an independent board tasked with specific deliverables and accountability measures. We note the need to ensure that Te Rūnanga o Ngāi Tahu has the opportunity to provide input into the function and design of both CrownCo and Regenerate Christchurch.

17. As the transition progresses, it is important that people have clarity about which agency is responsible for what, and where they can go for assistance and information. We provide a roadmap of post-transition recovery/ regeneration responsibilities below and a more detailed diagram is attached (**Appendix C**) as a starting point and encourage efforts to refresh it regularly and to make it highly visible for the residents of greater Christchurch.



CRUCIAL APPROACHES IN THE NEXT PHASE OF REGENERATION

18. The Advisory Board notes that the structure for the next phase has been designed and the related law has been drafted (and is before the House of Representatives) – but that it is the local leaders who now have the main responsibility for injecting the culture of greater Christchurch to revitalise this magnificent city and the wider area. We believe local leaders understand the job to be done, where its emphasis should be, and how and who to call on to resolve outstanding challenges. Carrying through this job will require a ‘can do’ approach, recognising that for every problem there are multiple solutions. In addition, meaningful collaboration across communities, leaders and geography will be necessary to land on the preferred regeneration approach.
19. The Advisory Board wishes to emphasise that the leadership characteristics required for a successful regeneration are:
- a. visible, joined-up, innovative leadership that empowers local people and organisations but is decisive and effective. For recovery to be sustainable in the long term, it needs to be owned and led by the leaders of local communities, local iwi and local institutions
 - b. meaningful and committed collaboration and coordination across agencies, service providers and leaders with a people-centred service and solution focus at the forefront of this practice
 - c. continued focus on those people who continue to suffer and a determination to resolve the outstanding issues that lie at the heart of that suffering in a timely manner
 - d. strong governance operating in well-defined structures.

20. The Advisory Board held a high-quality engagement session with the chief executives of the inheriting agencies and their senior Christchurch-based officials and local leaders (including representatives from the Strategic Partners and business, health, education, insurance and community sectors). We can confirm that the chief executives of the agencies inheriting CERA functions:
- a. acknowledge that they and their agencies need to build stronger local relationships and networks and are clearly committed to doing so
 - b. have a solid understanding of what they are inheriting and are willing to work with local leaders to put the appropriate responses in place
 - c. listened to and took the opportunities to understand the issues raised, and gave assurances that strategies are under development for the appropriate response where required post-CERA. They also made a commitment to engage with local communities.

PSYCHOSOCIAL AND HOUSING RECOVERY

21. The Advisory Board endorses the measures outlined by the Government in the Transition Recovery Plan to give psychosocial issues continued priority, and to strengthen the existing service provision arrangements and the operational planning and coordination role of the Psychosocial Committee, as recommended in our First Report.
22. In our work in the second half of 2015, psychosocial and housing recovery has been a recurring theme of concern for all groups we have engaged with.
23. The high mental health needs of a small but particular group of people must be responded to. Some of these people with high needs have other complex and unresolved problems to do with housing, land and insurance. High priority must be given to working with and supporting this group in order to resolve the issues that can and will make a difference to their wellbeing going forward. We are pleased to report that the

Advisory Board has observed a willingness from all parties to innovate in order to find meaningful solutions in this area.

24. We note that, while the Ministry of Health is leading the psychosocial recovery at a national level, it has indicated that it will working hand in hand with the Canterbury District Health Board (CDHB, the local lead) and will collaborate across government departments, local bodies and local service providers to work effectively. If the people affected by the earthquakes are to be living the lives they wish to in the future, psychosocial recovery needs to be everyone’s business.

PSYCHOSOCIAL AND HOUSING RECOVERY RECOMMENDATIONS

25. The Advisory Board makes the following recommendations to ensure meaningful progress is made in this area.

RECOMMENDATION 1

A concerted and coordinated effort from agencies and support services is needed to undertake a renewed customer-focused approach.

26. Preferably this approach would involve clarity about where to go, as many of the outstanding challenges people are facing are multi-dimensional and require a comprehensive solution.

27. This approach is very important because, while the Advisory Board notes that community wellbeing is generally improving, recovery remains much slower for some population sub-groups: people with outstanding insurance claims, people facing complex repair and rebuild challenges (particularly multi-unit dwellings), those living in more damaged parts of the city, and those with pre-existing vulnerabilities. As we are at the most demanding end of the journey toward recovery, the Advisory Board recommends providing a targeted wrap-around service that has the power and resources to deliver solutions for these people and their families.

RECOMMENDATION 2

Responding agencies such as the Residential Advisory Service (RAS), Earthquake Support Coordination Service and other partners are reviewed and adapt on an on-going basis.

28. To be fit for purpose in 2016, services need to focus on helping residents to settle claims and reinstate dwellings alongside any other outstanding psychosocial support needs. They must demonstrate confidence that they are willing and able to do so. Key performance indicators (KPIs) set for such services should be outcome focused.

29. We recommend that RAS is resourced to establish a lead broker service that is empowered to use a case management and customised approach to resolve individual cases, especially assisting owners of multi-unit dwellings to reach a collective decision. Achieving this approach will require the full commitment of and meaningful engagement from government departments, EQC, the RAS technical panel, private insurers, Independent Advisors to RAS and community services to provide relevant solutions that the lead broker can put forward. The broker should be tasked with engaging with stakeholders at sufficient levels to allow decisions to be made and to clearly define and articulate the position of the resident.

30. The Advisory Board identifies that mediation services are currently available to both residents and insurers and would encourage all parties to use these services where they may be of some benefit. We would encourage all involved to ask what options are available to bring outstanding cases to a conclusion and that services be required to focus on doing just that.

RECOMMENDATION 3

Relevant data sets are shared between agencies, including EQC and public and private insurers and earthquake support services.

31. We acknowledge that there will be some practical issues, such as confidentiality, to work through but insist that this data sharing is essential and in the best interests of all concerned. The Advisory Board is of the view that data sharing is an absolute necessity to facilitate real change and to ensure the wellbeing of our community and our workforce. We recommend that RAS, insurers and EQC consider any impediments to their data sharing and that the Government and other agencies take steps to allow data to be shared. These actions are vital to the recovery of wellbeing for the people of greater Christchurch.

RECOMMENDATION 4

The Canterbury Wellbeing Index and CERA Wellbeing Survey continue to be funded to monitor the psychosocial recovery and provide visibility for vulnerable people.

32. We encourage the CDHB to work with Christchurch City Council on how this information and approach complement and work with the City's Resilient Cities Approach. We also encourage the parties to collaborate so that 'one source of truth' forms the basis of the monitoring data set, allowing meaningful decisions to follow.

RECOMMENDATION 5

33. The Advisory Board notes that DPMC will take a whole-of-recovery view, in which the Chief Executive of DPMC convenes regular meetings of chief executives from agencies with responsibility for psychosocial recovery. This group would be able to draw on the advice of the Psychosocial Committee when evaluating a whole-of-government response against priority indicators to better inform decision-makers' priorities and cross-cutting responses at the local level.

34. We note that the Chief Executives' Social Sector Group meets monthly in Wellington and the CDHB will establish a Canterbury Governance Committee by January 2016, to be chaired by the Chief Executive of the CDHB.

35. The Advisory Board recommends:

The Chief Executives' Social Sector Group:

- *adds greater Christchurch psychosocial recovery as a standard agenda item to its meetings; and,*
- *invites the Chair of the Canterbury Governance Committee to present at its meetings to connect up Canterbury and Wellington.*

36. These meetings would be conducted in a regular and meaningful way to deal with these areas of greatest human concern and would ensure psychosocial recovery remains a top priority. We note the need to include Te Rūnanga o Ngāi Tahu in the cross-agency group tasked with providing advice to DPMC.

RECOMMENDATION 6

37. Outstanding and emerging issues in the housing recovery impact on both the settlement of claims and post-settlement environment. The Advisory Board recommends:

MBIE facilitates a working group of Wellington and greater Christchurch-based leaders and experts, including community leaders to identify the outstanding and emerging issues and drive the solutions or necessary work streams.

RECOMMENDATION 7

The Government investigates whether measures are needed to ensure that central government's business-as-usual requirements (for example the requirement on local authorities to determine Easter Sunday trading regulations for their areas) are not distracting local leaders and decision-makers from regeneration.

38. Such measures might include use of the Order in Council provisions under the Canterbury Earthquake Recovery Act 2011 to exempt or defer specific requirements on local government, or provisions in the Greater Christchurch Regeneration Bill that would allow local government to seek such exemptions or deferrals in the future. The Advisory Board observes the enormous on-going pressures that result from the earthquakes on leaders and their officials, and believe the public interest is best served by them putting all their energy into work that is essential to the on-going recovery and regeneration of the city and greater Christchurch.

CENTRAL CITY DEVELOPMENT

39. To achieve the vision for Christchurch City and greater Christchurch, its people must have confidence in their future, investors must have confidence to invest and developers must have confidence to develop.

CrownCo

40. The entity provisionally named 'CrownCo' has been established to focus purely on the delivery of many of the Crown's Anchor Projects. CrownCo will collaborate with Christchurch City Council and its 'Development Christchurch Limited' organisation to maintain momentum in the central city rebuild. This new Crown entity should deliver the step-change in approach needed to complete the anchor projects and precincts in an effective and timely manner.

41. In October 2015 Minister Brownlee announced the appointment of Ross Butler to the position of Chair of CrownCo. We are encouraged to hear that Mr Butler will be focused on providing certainty around the delivery of the anchor projects to the residents of greater Christchurch.

Regenerate Christchurch

42. The Advisory Board supports the Government's response in establishing Regenerate Christchurch. We are of the view that the central city requires a predictable business context to regenerate the central city.

43. In December 2015 Minister Brownlee and Mayor Dalziel announced the appointment of Andre Lovatt to the position of Chair of Regenerate Christchurch.

CENTRAL CITY DEVELOPMENT RECOMMENDATIONS

RECOMMENDATION 8

Areas of focus for Regenerate Christchurch.

44. The Advisory Board recommends that Regenerate Christchurch place sharp focus on:
- driving a mental shift from the rebuild challenges to one of optimism and energy
 - establishing a clear point of entry for investors and developers, to expedite this process
 - continuing to consider establishing a special purpose unit to better expedite and streamline the planning, consenting and approval processes.

RECOMMENDATION 9

A strategy for the central city.

45. The Advisory Board strongly encourages Regenerate Christchurch and CrownCo to work with existing entities to articulate a strategy for the central city that private sector developers and investors can enthusiastically support.

RECOMMENDATION 10

Communication and community engagement.

46. The Advisory Board recommends that Regenerate Christchurch and CrownCo communicate to the public their intentions and engagement strategy in a way that facilitates leadership and outcomes that will contribute to the building of confidence and a sense of momentum supported by visible results.

STREAMLINED PLANNING PROCESSES

47. In our First Report, the Advisory Board noted the need for a much improved planning experience to facilitate the next stage of the rebuild.
48. We acknowledge the progress that Christchurch City Council has made in facilitating consent approvals with developers under the existing Partnership Approvals process. Since September 2010, a total of 984 building consents have been issued in the central city, with a total value of \$1.3 billion. Of these, 24 per cent were for residential construction and 76 per cent were for non-residential projects. Consents issued in the first six months of 2015 were valued at \$301 million, compared with \$520 million for the 2014 year and \$236 million for 2013.
49. We understand further initiatives are also underway that may deliver significant improvements. We welcome such initiatives. However, we note risk remains given that the effectiveness of the existing 'case management style' processes within the central city is yet to be fully proven. Ensuring the success of those processes, so that regeneration achieves the momentum required, will require the on-going attention of Christchurch City Council and its Chief Executive.

ECONOMIC STRATEGY

50. Greater Christchurch has experienced exceptional economic growth and a strategy is required to maintain growth into the future. The leaders of greater Christchurch will need to turn their minds to how they can capitalise on points of difference to stimulate Christchurch's economy. There is a real opportunity here to enhance the economy, developing it from its already successful commodity base by adding an innovation-based economic edge that will attract people to the city and its environs.
51. We note that the [Canterbury Development Corporation](#) (CDC) and [Canterbury Mayoral Forum](#) have published complementary economic development strategies for Christchurch city and Canterbury respectively.



Left to right: Dame Margaret Bazley (Chair, Environment Canterbury), Kelvin Coe (Mayor of Selwyn district), Lianne Dalziel (Mayor of Christchurch City), David Ayers (Mayor of Waimakariri district); inset: Tā Mark Solomon (Kaiwhakahaere, Te Rūnanga o Ngāi Tahu). Image courtesy of CERA.

52. These strategies acknowledge that while the earthquake rebuild is currently a major driver of growth in Canterbury's gross domestic product, the fortunes of Christchurch and its agricultural hinterland are interdependent.
53. The Canterbury Mayoral Forum has proven to be a highly successful and collaborative group (refer **Appendix D**). The Advisory Board received a presentation on the Mayoral Forum's progress with the economic strategy for Canterbury following the earthquake period.

We strongly recommend this work of the Mayoral Forum continues.

It was deeply impressed with the progress to date and, in addition to initiatives outlined in this report, would encourage all parties to continue to engage through the Mayoral Forum to promote the medium-term economic recovery and social recovery of greater Christchurch and Canterbury for the benefit of all residents and citizens who live in this region.

STEP-CHANGE IN LEADERSHIP AND LEADERSHIP MODEL

54. The first five years post-earthquake have required the support of the New Zealand Government and the leadership of CERA. From our consultation with greater Christchurch leaders, it is clear that they are willing and ready to step up and take leadership responsibility over the next five years, with the closely aligned support of the Government.
55. This is a significant shift in leadership. Our assessment is that the Mayors of Christchurch city, Waimakariri district and Selwyn district, the Chair of Environment Canterbury and the Kaiwhakahaere of Te Rūnanga o Ngāi Tahu are not only willing, but also ready to make this change. We have been deeply impressed, too, with many other key leaders across the greater Christchurch community and the Mayors of the Canterbury region, all of whom have expressed their public commitment to seeing that this next five years delivers a truly regenerated city.

Key advice to deliver success

56. The Advisory Board encourages the leaders of greater Christchurch to join up and step out together, when appropriate, as a united front to trigger the step-change as leadership shifts from central government back to local people, with the intention of ensuring public confidence in their collective commitment to decisive leadership on the issues that matter. From April 2016, all the requisite structures, processes and legislation will be in place and we believe all the responsible leaders are committed to making the transition work. They will need the public’s support as they already have carried a huge weight of responsibility on behalf of the people of greater Christchurch.

57. The Advisory Board notes and recommends:

Existing local networks must be used where possible (rather than duplicating or circumventing existing networks or creating new ones).

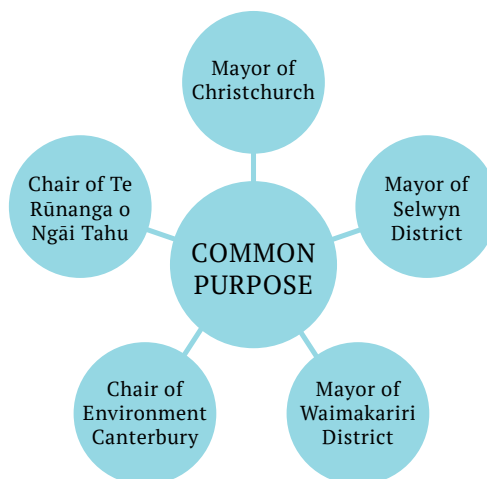
58. The Advisory Board notes that the refresh of the Urban Development Strategy is critical. We re-emphasise our earlier advice that the leadership team of the three Mayors, the Chair of Environment Canterbury and the Kaiwhakahaere of Te Rūnanga o Ngāi Tahu need to increase their visibility and provide confidence to residents that they have a greater Christchurch plan and are working closely together. We are of the view that it is imperative that local leaders are seen to be leading this process.

59. Leaders may like to consider taking a portfolio approach similar to that of the Canterbury Mayoral Forum, where appropriate and effective.

GOVERNANCE AND ACCOUNTABILITY IN TRANSITION

60. The Advisory Board in this report has already noted the importance of local leaders’ clear purpose and strong accountabilities. For the purpose of emphasis, we wish to further state that the Advisory Board has applied particular attention to future governance and accountability requirements in order to achieve a successful transition from the first five-year period of recovery to the next five-year period of regeneration. In addition to designing the structure that is now well in place, the Advisory Board convened a series of conversations, including a full-day workshop where the chief executives of the four inheriting agencies all gathered together and engaged meaningfully and effectively with key leaders from the community of Christchurch and the greater Christchurch region.

61. The chief executives also brought with them their key Christchurch-based person to establish important and valuable networks. The Advisory Board is confident that a leadership matrix for the future is now visible to all those who are responsible.



Leaders need to coalesce around a hub towards a common purpose.

62. While the governance structures are well understood, the success of the next five years will rely entirely on leaders taking the initiative and collaborating across sectorial responsibilities with a focus on regeneration. The Advisory Board believes it is not desirable to design any further hierarchical governance structures. We are of the view that Ministers, their chief executives and the direct reports to the chief executives responsible for Christchurch will be held accountable from the Wellington point of view. Furthermore, we believe the Mayors and Chairs of Canterbury, the Chairs and board of Regenerate Christchurch and CrownCo, plus other Chairs and board members of key organisations, who can contribute to both the regeneration and the economic and social recovery of greater Christchurch, will commit to a strategy of meaningful and solution-driven collaboration, decision making and operational delivery. To make this happen, we encourage the use of outcome-specific KPIs to achieve focus and create momentum.

63. We note that many key leaders from the private sector also took part in this workshop. They too demonstrated their complete willingness and determination to make the transition to regeneration for the next five years a positive, constructive and results-driven experience.

64. The Advisory Board was pleased to see the level of commitment made by those present at the workshop. This includes a determination to meet regularly to share ideas and experiences, to refocus on areas that need emphasis and to wind down services that are no longer required as they meet those milestones. The next five years will require flexibility and adaptability, but these characteristics are appropriate in the regeneration phase.

65. The Advisory Board wishes to express its complete respect and admiration for the way that the current Minister, the three Mayors, the Chair of Environment Canterbury, the Kaiwhakahaere of Te Rūnanga o Ngāi Tahu and other key leaders in areas of significant responsibility in the region have taken up their leadership responsibilities. We are aware that not only have they delivered business as usual for their significant areas of responsibility, but they also have successfully overseen major new projects

while often grappling with complex family and personal recovery issues themselves. This work has required exceptional leadership, personal commitment and, in some instances, sacrifice and the Advisory Board thanks and wishes to acknowledge those involved. In doing so, we note the high expectations that will continue to rest on the shoulders of these leaders in this next regeneration phase and we are confident they will take on this responsibility on behalf of us all with continued dedication and diligence.

GOVERNANCE AND ACCOUNTABILITY IN TRANSITION RECOMMENDATIONS

66. The Advisory Board recommends the following:

During the early stage of the regeneration phase, the Prime Minister and the Minister for Canterbury Earthquake Recovery meet regularly and invite their chief executives to report directly to them on the step-change progress outlined in this report.

67. The Advisory Board encourages holding these meetings in Christchurch from time to time so that the Prime Minister and Ministers can satisfy themselves that progress is being made.

68. We urge that Government Ministers agree to engage with Christchurch City Council on a bilateral basis with regular engagement, similar to the Crown and Auckland City’s procedures.

69. The Advisory Board recommends that the chief executives of the four inheriting agencies meet no less than six-monthly, and more often if necessary, with the three Mayors, the Chair of Environment Canterbury, the Kaiwhakahaere of Te Rūnanga o Ngāi Tahu, the Chairs of CrownCo and Regenerate Christchurch and key leaders of communities of interest across greater Christchurch.

Outstanding recovery matters that require further consideration



REGIONAL TRANSPORT

- 70. In our First Report we indicated that we would give further consideration to the effectiveness and capacity of greater Christchurch public transport, roading and rail networks.
- 71. We received briefings from Environment Canterbury and the New Zealand Transport Authority (NZTA). We were satisfied that work in this space is well underway and were assured that NZTA will work with Environment Canterbury to complete the necessary work, and therefore we have concluded that no advice from the Advisory Board is required on this matter.
- 72. However, we would like to emphasise the importance of regional transport networks and public transport. Regional transport networks are strongly related to the economic prosperity of a region. There has been a significant shift in population that has occurred as a result of the earthquakes and that will continue as the rebuild and regeneration of the city proceed. Further, the future of the Canterbury economy is dependent in part on a growing agricultural industry. Having a strategic, multi-modal approach to regional transport will ensure that we can continue to support growth in this industry.
- 73. Following the earthquakes, patronage of public transport decreased significantly. Ensuring we have customer-focused, efficient public transport in place will be crucial as people begin to move back in to the Central City to live, work and play.
- 74. We encourage those responsible for the next phase of regeneration to keep regional transport at the front of their minds.

75. We note that integrated regional transport and infrastructure investment is one of the seven key focus areas in the Regional Economic Development Strategy.

POST-SETTLEMENT ISSUES

76. In our First Report we expressed concern about the insufficient recording of information on land and building repair and remediation. Twenty-thousand earthquake-damaged properties have been cash-settled. Currently it is ‘buyer beware’ – there is no complete record of as-is, where-is sales, incomplete repairs or partial remediation of land that future property buyers can access. This information is not always on the land information memorandum (LIM) report. We note that the full impact of issues may not be realised for 10–30 years.

POST-SETTLEMENT ISSUES RECOMMENDATION

77. The Advisory Board recommends the following:

.....

The Government forms a view on whether or not the insufficient recording of land and building repair and remediation information should be regulated within the next 12–24 months.

.....

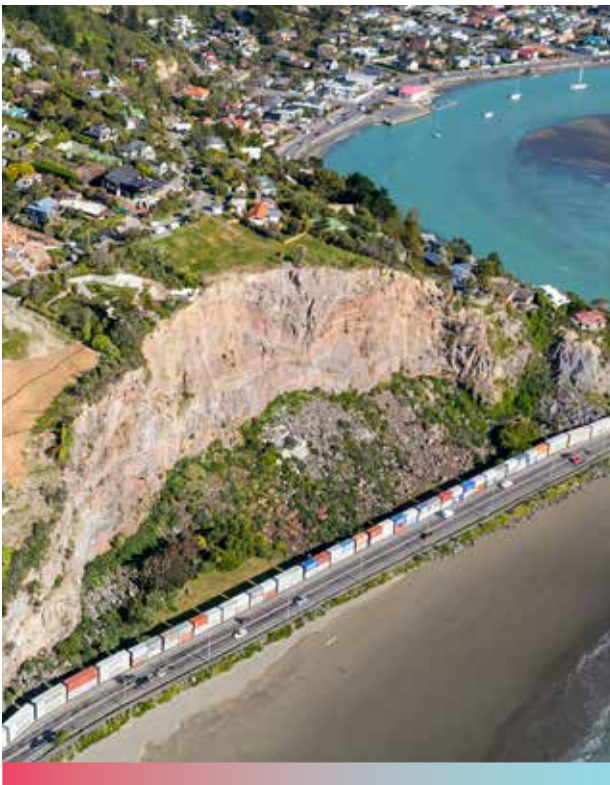


THE FOUR 'C's

78. Success in the future will be best represented by significant progress being made. Some of the symbols holding back that sense of progress can be described succinctly as the four 'C's. We note that often people have expressed a completely understandable frustration around recovery issues as signified most clearly by the four 'C's of:

- a. containers
- b. cones
- c. the Cathedral
- d. the Convention Centre.

79. These have become symbolic of people's hopes, aspirations and momentary frustrations as they wonder whether we are there yet. We would encourage all those involved in key areas where decisions are yet to be made and progress is yet to be completed, to be mindful that while people remain uncertain about what the future will look like, they will continue to have doubt around the recovery.



Main Road, Redcliffs, Christchurch, showing cliff collapse and barrier wall of containers. Image courtesy of CERA.

80. It is the Advisory Board's hope that, sooner rather than later, a strategy can be found:

- to replace the containers that stretch from Sumner to Ferry Road in a safe and appropriate manner
- that recognises traffic cones, while completely essential from a public safety point of view, should be used only where necessary and used less often as other traffic solutions are found
- that is mindful of giving consideration to those working so closely on matters related to the Cathedral and recognises the Cathedral's place at the heart of the city, so that as soon as decisions are made about its future the people of Christchurch will gain certainty concerning the future of their city
- that will see ground broken on the Convention Centre site. We believe as soon as this facility changes from being a prospect to a reality, it will contribute to people's sense of optimism and wellbeing and they will feel more confident that the promised next generation of economic and event activity is becoming a reality.

81. The Advisory Board notes that many good people are diligently working on each of the 4 'C's and in no way is our observation intended to be a criticism but rather a psychological benchmark.

82. We are now five years on and we hope that regeneration over the next five years will see each of these areas dealt with as decisively as possible and in a way that allows people to feel that they are moving towards 'living a life they would wish to live' without these symbols holding them back.

Conclusion

WHAT DOES SUCCESS LOOK LIKE?

83. In the next five years, we foresee that there will be some complex issues facing the leaders of greater Christchurch on the road from recovery to regeneration, but such issues should not be shied away from. The Advisory Board believes that we have completed our work in advising the Minister on this phase of the transition from recovery to regeneration. We believe that significant and extraordinary leadership commitment is present in Christchurch and greater Christchurch, and this has been regularly demonstrated to us.
84. The Advisory Board believes the next five years will be yet another important part of the recovery and regeneration journey. In five years' time, the Christchurch City Council and the key leaders of the region should be able to be proud of a completely rebuilt city. Many solutions around the use of red zone land will have been achieved, some of the difficult decisions referred to in this report will be all but resolved and most of the insurance claims will be well and truly settled.
85. These leaders, with Government and the Minister in support, no longer require Advisory Board input and therefore we propose to the Minister that we conclude our work by the end of 2015. We have been privileged to offer advice, support and recommendations to the Minister and other key leaders since our inception in December 2014 and hope that in some small way we have contributed to the success now being achieved and the solutions now being applied. We will continue to make our own contributions as individuals going forward.

86. We are confident that, notwithstanding the challenges this City faces, in five years' time we hope people will be surprised and delighted by the progress they see and new experiences they have been through as their new and regenerated city has unfolded in front of them. We also hope that their resilience and optimism will see them living the lives they would hope to live, having come through such an exceptional experience!



Fanfare 2004 by Neil Dawson, Northern Motorway Christchurch, for SCAPE Public Art 2014/15. This sculpture plays an important role in creating a dynamic entrance to the city, adding a vibrant new identity to the Christchurch cityscape at this important time of regeneration. Image courtesy of CERA.

APPENDIX A:

Advisory Board Scope and Membership

In December 2014 the Minister for Canterbury Earthquake Recovery, Hon Gerry Brownlee, established the Advisory Board on Transition to Long Term Recovery Arrangements (the Advisory Board). The Advisory Board was asked to provide advice to the Minister for Canterbury Earthquake Recovery (and other Ministers, as requested) on the:

1. implications of the expiry of the Canterbury Earthquake Recovery Act 2011 on 18 April 2016
2. transfer of functions undertaken by the Canterbury Earthquake Recovery Authority (CERA) to more permanent agencies and arrangements.

The Advisory Board, chaired by the Rt Hon Dame Jenny Shipley, consists of 12 members, including representatives from the Canterbury business, social and community sectors.



DAME JENNY SHIPLEY,
CHAIR

Rt Hon Dame Jenny Shipley is an independent director. She is also a former Prime Minister of New Zealand and was MP for the Ashburton and Rakaia electorates for 15 years so brings to this role a deep knowledge and longstanding commitment to the people of the Region.

She brings extensive public and private sector governance and chairmanship experience, acquired in New Zealand and internationally. She has been an active member of the Canterbury Earthquake Recovery Review Panel and through this work has gained specialist experience of the recovery of greater Christchurch.

Dame Jenny has brought her personal network connections to this project. She knows the key leaders in the greater Christchurch region and has a deep knowledge of the public sector systems and has personal relationships with public service and Government leaders all of which have been an advantage to the project as she has undertaken this leadership role as chair of the Advisory Board on Transition reporting to the Minister and Government.



**DAME MARGARET
BAZLEY,
CHAIRPERSON OF
ENVIRONMENT
CANTERBURY**

Dame Margaret Bazley, ONZ DNZM Hon DLit, is currently the Chairperson of Environment Canterbury and has sat on a number of boards. She has also served as a member of the Waitangi Tribunal, chaired the New Zealand Fire Service Commission (until July 2011) and was Commissioner for the Inquiry into Police Conduct.

Dame Margaret has held a number of senior and significant roles in the Public Service, including as Secretary for Transport and Director General for Social Welfare.

Dame Margaret received the Order of New Zealand in 2012 and the Dame Companion in 1999, her honorary Doctorate of Literature from Massey University in 2008, and was awarded the Blake Medal in 2011 for her outstanding leadership.



**TĀ MARK SOLOMON,
KAIWHAKAHAERE
OF TE RŪNANGA O
NGĀI TAHU**

Tā Mark Solomon is committed to the betterment of his iwi, kotahitanga for Māori and the wider wellbeing of people and the environment. He is a strong advocate for the Māori economy and was instrumental in setting up the Iwi Chairs Forum (2005). He is the elected Kaiwhakahaere (Chair) of Te Rūnanga o Ngāi Tahu, a position he has held since 1998. He has represented his local Papatipu Rūnanga, Te Rūnanga o Kaikōura, since 1995 and is the current Chair.

In 2013 he was awarded Knight Companion of the New Zealand Order of Merit for services to Māori and Business. In April 2015 he received an Honorary Doctorate from Lincoln University as Doctor of Natural Resources, recognising his enduring interest and concern for our natural environment.

Tā Mark's current directorships include Te Ohu Kaimoana, Te Pookai Aronui Te Tapuae o Rehua Advisory Board on CERA Transition and he is a trustee of Pure Advantage and a member of the NZ China Council. He was an original member of the Minister for Māori Affairs Māori Economic Taskforce, established in 2009.



**HON LIANNE DALZIEL,
MAYOR OF
CHRISTCHURCH CITY**

Hon Lianne Dalziel was elected Mayor of Christchurch in 2013.

She was a member of Parliament for 23 years. While in Cabinet, she served as Minister of Immigration, Minister for Senior Citizens, Minister for Disability Issues, Minister of ACC, Minister of Commerce, Minister of Food Safety, Minister of Women's Affairs and Associate Minister of Justice.



**KELVIN COE,
MAYOR OF
SELWYN DISTRICT**

Kelvin Coe was elected the Mayor of Selwyn District in 2007.

Kelvin is very active in agriculture. He lives with his family on a mixed dairy, sheep and cropping farm in Canterbury which he and his family have farmed for the last 45 years.



**DAVID AYERS,
MAYOR OF
WAIMAKARIRI DISTRICT**

David Ayers was elected the Mayor of the Waimakariri District in 2010, a month after the earthquake of that year, and was re-elected unopposed in 2013.

His involvement in Local Government began in 1983 when he was elected to the Rangiora Borough Council. He remained a member of the council and its Rangiora District Council and Waimakariri District Council successors until he stood down in 2001. During that time he chaired finance and audit committees and was Waimakariri Deputy Mayor between 1995 and 2001. He was re-elected to the council in 2007.

In his professional life, David was a secondary teacher. He taught at Mairehau, Cashmere and Rangiora High Schools and was an Assistant or Deputy Principal at the latter two. He has an MA in History from the University of Canterbury.



**GILL COX,
REPRESENTING THE
BUSINESS SECTOR**

Gill was a Partner of Deloitte for 25 years; initially in audit and later in the areas of financial and strategic consulting. He was President of the New Zealand Institute of Chartered Accountants (NZICA) in 1992/93.

Gill is now a professional director and currently serves on the Boards of a number of significant business organisations in both the public and private sectors, and is also involved in the governance of a number of not for profit organisations.

Gill is a trustee of the Committee for Canterbury and in 2013 was made an Officer of the New Zealand Order of Merit for his services to business.



LEANNE CURTIS,
*REPRESENTING THE
COMMUNITY SECTOR*

Leanne Curtis has a background in teaching and community development and has been deeply embedded in the residential earthquake recovery since the September 2010 quake. She was a founding member of the Canterbury Communities' Earthquake Recovery Network (CanCERN) and worked as Spokesperson and Team Leader until CanCERN finished at the end of 2015. Leanne is now a Director of Breakthrough Services Ltd focusing on recovery consultancy and facilitation designed to support home owners' confident claim settlement.

Leanne's strengths are based on relationship building across the recovery agencies and an awareness of how residents are experiencing the recovery in different ways. She has been involved in a number of recovery forums in the Canterbury region following the earthquakes and remains committed to finding pathways for the residents of Canterbury to participate fully and confidently in their recovery.



MARY DEVINE,
*REPRESENTING THE
BUSINESS SECTOR*

Mary Devine currently holds directorship positions on Briscoe Group Ltd, IAG (Chair of Risk Committee), Meridian Energy Ltd (Chair of Remuneration & HR Committee) and Top Retail Ltd. Mary is a fellow of the New Zealand Institute of Management and in 2013 was awarded an ONZM for services to business. She has had a number of leadership roles including CEO of Carter Group Ltd, Managing Director of J. Ballantyne & Co., and CEO of EziBuy. She is currently Managing Director of Devine Consultancy Limited.

Mary holds a Bachelor of Commerce from the University of Otago and an MBA from the University of Canterbury. She has continued her professional development by attending the Company and Experienced Director courses through NZ Institute of Directors, Competitive Strategy at Harvard University and various courses run by Treasury Crown Development.



MAGGY TAI RĀKĒNA,
*REPRESENTING THE
SOCIAL SECTOR*

Maggy Tai Rākēna manages a local NGO social service organisation which specialises in recovery work with children, youth and adults who have experienced sexual violence. She holds governance executive roles for two national umbrella bodies serving the social service sector. She is the immediate past Chair of Social Service Providers Aotearoa and the present Chair of the Tauīwi Caucus of Te Ohāki a Hine – National Network Ending Sexual Violence Together (TOAH-NNEST). Maggy is also involved in a wide variety of other collaborative initiatives in the local social service space including Safer Christchurch, Canterbury Family Violence Collaborative and Right Service Right Time.

Maggy has previously chaired the boards of her local community centre, residents' association and school. She is a registered social worker with qualifications in Leadership, Management, Early Childhood Education, Community Psychiatric Care and Social Work.



**PETER TOWNSEND,
REPRESENTING
THE BUSINESS SECTOR**

Peter Townsend is the Chief Executive of the Canterbury Employers' Chamber of Commerce and has held that position since 1996. The Chamber, as the largest business support agency in the South Island, concentrates on assisting members to improve their enterprises; ensuring members can operate in a business-friendly environment; and encouraging new levels of business activity.

Peter holds several directorships including Chair of the New Zealand Defence Employer Support Council, Director of Pegasus Health (Charitable) Ltd, Member of Callaghan Innovation Grants Committee and Board Member of the Air Force Museum Trust. He is a Trustee of the Canterbury Youth Development Programme and was a member of the CERA Transitional Advisory Board until December 2015 when it was terminated.

Since 4 September 2010, and especially since 22 February 2011, Peter has been actively involved in earthquake recovery issues.

Peter is the Honorary Consul for Chile for the South Island, a Fellow of the Institute of Directors and a Fellow of the Institute of Management. Peter has a BSc (Hons) and a post Graduate Diploma in Business and in May 2014 Lincoln University made Peter an Honorary Doctor of Commerce for his services to business. In 2013 Peter received the Individual Leadership Award at the AUT Business School Excellence in Business Support Awards. In December 2013 Peter was made a Companion of the New Zealand Order of Merit.



**DARREN WRIGHT,
REPRESENTING THE
COMMUNITY SECTOR**

Darren has been the Chair of the Minister for Canterbury Earthquake Recovery's Community Forum since 2011 and has made a significant contribution in this role to the Canterbury Earthquake Recovery for the Greater Christchurch area.

Darren is a Board Member of Canterbury Communities' Earthquake Recovery Network (CanCERN) and was a member of Christchurch City Council's Master Plan Joint Advisory Group. He was the Chair of the Sumner Community Residents' Association and has been Governor of the Residential Advisory Service since 2013.

Darren is a founding trustee of the Committee for Canterbury and has been Deputy Chair and now trustee of the Sumner School Board of Trustees since 2006. Darren is the Deputy Chief Fire Officer of the Sumner Volunteer Fire Brigade and is a past President of the Mid Canterbury Fire Brigades Sub Association.

APPENDIX B:

Summary of Advisory Board Recommendations from our First Report and Responses

ADVICE TO THE MINISTER ON HOW TO BEST SUPPORT PEOPLE TO BE LIVING THE LIVES THEY WANT TO LIVE POST-EARTHQUAKES

RECOMMENDATION:

The existing cross-agency group (the Greater Christchurch Psychosocial Committee) be strengthened, formalised and tasked with providing advice to the Department of the Prime Minister and Cabinet (DPMC).

- Adopted in full – see the Final Transition Recovery Plan, Appendix 1: New central government arrangements (<http://cera.govt.nz/sites/default/files/common/cera-transition-recovery-plan-october-2015.pdf>).
- The Ministry of Health is the lead agency for psychosocial issues in greater Christchurch and will work closely with the Canterbury District Health Board to coordinate this work.
- Key partners also include the Ministries of Social Development and Education as well as the local authorities who lead community-led recovery.
- The Ministry of Business, Innovation and Employment will support the residential recovery by monitoring insurance settlements and brokering solutions to rebuild issues.
- The Department of the Prime Minister and Cabinet (DPMC) will take a whole-of-recovery view, with the Chief Executive of DPMC convening regular meetings of chief executives from agencies with responsibility for psychosocial recovery.

- This group will be able to draw on the advice of the Psychosocial Committee when evaluating a whole-of-government response against priority indicators to better inform decision-makers' priorities and cross-cutting responses at the local level.

RECOMMENDATION:

Develop a targeted set of key performance indicators for the regeneration phases of psychosocial recovery.

- Adopted in full – DPMC will take a whole-of-recovery view, including monitoring and reporting on recovery progress and coordinating the central government's response according to the monitoring and reporting framework outlined on page 18 of the Final Transition Recovery Plan (<http://cera.govt.nz/sites/default/files/common/cera-transition-recovery-plan-october-2015.pdf>).
- Also refer to the Canterbury Wellbeing Index (<http://cera.govt.nz/recovery-strategy/social/canterbury-wellbeing-index>) and the CERA Wellbeing Survey (<http://cera.govt.nz/recovery-strategy/social/wellbeing-survey>).

ADVICE TO THE MINISTER ON HOW TO REGAIN MOMENTUM IN THE CENTRAL CITY

RECOMMENDATION:

Establish a commercial entity to deliver Crown-led anchor projects and agreed joint Crown–Council projects through a commercial operational arm. The Advisory Board set out three possible options:

- **Option 1:** A Crown-owned, fully autonomous, Christchurch Development Agency
- **Option 2:** A Christchurch Central Regeneration Authority jointly established by the Crown and Christchurch City Council (CCC)
- **Option 3:** A CCC-led recovery approach.
- Adopted in part – the Government adopted a variation of Option 2:
 - a new joint Crown–Council entity called ‘**Regenerate Christchurch**’ to oversee the long-term development and enhancement of the central city, Christchurch’s residential red zone and New Brighton
 - a new Crown company provisionally called ‘**CrownCo**’ to complete the delivery and management of defined major projects, and future land divestment – the commercial operational arm

- Council-led arrangements for the attraction of private sector investment (**Development Christchurch Ltd**) and better facilitation of consent approvals with developers (**Partnership Approvals**).

- The Greater Christchurch Regeneration Bill was introduced into the House of Representatives on 22 October 2015, which establishes Regenerate Christchurch.

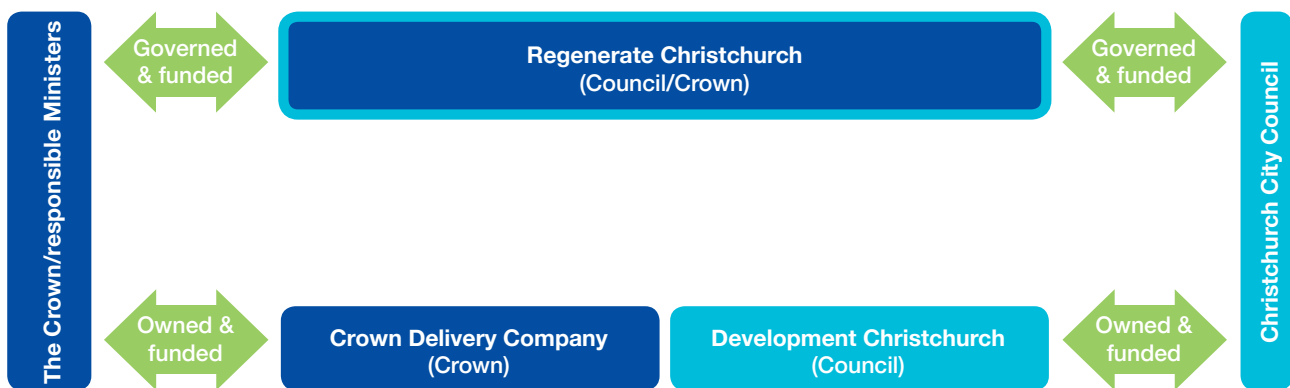
- Refer: www.legislation.govt.nz/bill/government/2015/0079/10.0/DLM6579202.html

RECOMMENDATION:

Chief executives of CCC, ECan and CERA should urgently take steps to establish a special purpose unit/body for planning, consenting and approvals for central city development.

- Partly adopted – the Partnership Approvals process is currently being reviewed by Christchurch City Council.
- CCC has proposed a new ‘fit-for-the-future’ structure that aims to streamline and simplify organisational processes, avoid duplication of workstreams and better interlink synergies, and be more community/customer focused with empowered and enabled front-line staff.
- Refer: <http://ccc.govt.nz/consents-and-licences/building-consents/before-you-build/partnership-approvals-service-for-developers>

Entities Focusing on Regeneration



Source: <http://cera.govt.nz/recovery-strategy/leadership-and-integration/transition-recovery-plan>

ADVICE TO THE MINISTER ON LEGISLATIVE CHANGE TO SUPPORT REGENERATION AND DEVELOPMENT

GENERAL PROVISIONS	
Recommendations	Government response
Definition of 'recovery' should be updated to be clear with upbeat and progressive language such as 'regeneration and development'. This will support the shift in narrative from emergency response to restoration and reconstruction.	Fully adopted
Amend the geographical application of the legislation so it is applied only to geographical areas that still require additional powers for recovery.	Fully adopted

POWERS TO BE RETAINED	
Recommendations	Government response
Retain powers for compulsory land acquisition by the Minister to expedite options for future land drainage, red zone management, realignment of infrastructure and public transport development if needed in the interests of recovery.	Fully adopted
Retain powers to make recovery plans and strategies and continue the existing recovery plans and strategies.	Fully adopted
Retain powers to gather and disseminate information.	Not adopted
Retain Orders in Council.	Fully adopted

POWERS TO BE AMENDED	
Recommendations	Government response
Amend power to direct owners to act for the benefit of adjoining or adjacent owners to make it more workable (section 52).	Fully adopted under s57

POWERS TO BE CREATED	
Recommendations	Government response
Create new powers to record and access information about land and building repaired.	Not adopted
Create new powers to enable land re-zoning, subdividing, amalgamating, developing and improving.	Not adopted

POWERS NO LONGER NEEDED	
Recommendations	Government response
Some directive powers no longer needed.	Fully adopted

ADVICE TO GREATER CHRISTCHURCH LEADERS – FIT-FOR-PURPOSE LEADERSHIP ARRANGEMENTS

RECOMMENDATION:

Reinvigorate the Urban Development Strategy (UDS) to include concepts of regeneration and development.

- Fully adopted – the UDS refresh will be introduced by end of July 2016.

RECOMMENDATION:

Support the reinvigorated UDS with a more visible leadership group.

- Partly adopted – a UDS Strategy Stakeholder Forum is underway but is yet to be ‘visible’.
- In its First Report, the Advisory Board advised rebranding the UDS Implementation Committee to be more strongly focused on future development to assist with its visibility and refreshed strategy and approach; and increasing the visibility of the Greater Christchurch Development Board as a collective leadership voice. These recommendations have been partially adopted.

RECOMMENDATION:

Local leader interface with central government – there will need to be a formalised ongoing relationship and regular communications between local leaders and Ministers and their respective departments.

- Fully adopted – a Christchurch leadership forum involving the relevant ministers and the Christchurch Mayor and city councillors will meet at least once a year to consider issues important to the city.

OTHER MATTERS RAISED IN OUR FIRST REPORT

- It was indicated that further consideration would be given to greater Christchurch public transport, roading and rail networks. The Advisory Board received briefings from the New Zealand Transport Agency and Environment Canterbury on regional transport. We concluded that there is a lot of good work underway in this space and advice from the Board is not required.
- In forming our recommendations, we have met with key local leaders and stakeholders including: Christchurch International Airport; the Bishop of the Christchurch Cathedral; and the Canterbury Museum. We have received regular updates on important pieces of work such as the Urban Development Strategy and Canterbury Water Management Strategy.

APPENDIX C:

Roadmap of Post-Transition Recovery/Regeneration Responsibilities



ROADMAP OF POST-TRANSITION RECOVERY/ REGENERATION RESPONSIBILITIES


KEY

- Strategic partner
- Government agency
- Council-controlled organisation
- Crown-owned company
- Joint Crown-CCC entity



APPENDIX D:

Canterbury Mayoral Forum



The Canterbury Mayoral Forum comprises the Mayors of the 10 territorial authorities and the Chair of the Canterbury Regional Council (Environment Canterbury).

The Canterbury Regional Economic Development Strategy was launched by the Minister for Economic Development on 28 August 2015. It represents the work of the 11 local authorities in the region – city, district and regional councils – with significant contributions from Te Rūnanga o Ngāi Tahu, the Canterbury Development Corporation (CDC), the Canterbury Employers' Chamber of Commerce and the Committee for Canterbury. The farming, transport, tourism, immigration, tertiary education and telecommunications sectors have also been involved.

In February 2015, the Mayoral Forum agreed seven priority work programmes to achieve this objective, with a lead mayor and council for each work programme. Lead mayors are supported by their colleagues, with groups of councils working together around specific actions.

The seven work programmes are:

- integrated regional transport planning and infrastructure investment
- digital connectivity (extension and uptake of fast broadband in rural areas)
- freshwater management and irrigation infrastructure
- value-added production
- education and training for a skilled workforce
- newcomer and migrant settlement support (skilled workers, cohesive communities)
- regional visitor strategy.

For more information, see: www.ecan.govt.nz/publications/General/CREDS-2015-08.pdf

APPENDIX E:

Inheriting Agencies' Briefs



To Advisory Board on Transition

From Andrew Kibblewhite, Chief Executive,
Department of the Prime Minister and Cabinet

Date 12 November 2015

PURPOSE

1. This briefing provides answers to the specific questions you have asked of me as Chief Executive of the Department of the Prime Minister and Cabinet (DPMC), one of the agencies inheriting Canterbury Earthquake Recovery Authority (CERA) functions.

KEY MESSAGES

2. The Canterbury recovery continues to be one of the Government's four top priorities. DPMC will lead the central government effort to ensure the recovery and regeneration of greater Christchurch is successfully achieved. DPMC has been involved in the recovery and regeneration of greater Christchurch since the beginning, and looks forward to having increasing involvement.

3. The medium-term outcome that DPMC has responsibility for is "greater Christchurch is viewed as an attractive and vibrant place to live, work, visit, and invest, for us and our children after us". This is the message that will underpin DPMC's activities in greater Christchurch.
4. The strategic focus for DPMC is "transitioning leadership of greater Christchurch from central government to local institutions". The acknowledgment that the decisions and decision-makers for the future of greater Christchurch rightly belong in greater Christchurch has underpinned decisions we are currently making about the form and location of staff.
5. With CERA ceasing to exist from 18 April 2016, in addition to taking on a number of specific functions, DPMC will be the lead central government agency monitoring the pace and timing of recovery. We will work with our colleagues in the other inheriting agencies – Land Information NZ, Ministry of Business, Innovation and Employment, and the Ministry of Health – as well as CrownCo and Regenerate Christchurch to monitor progress and to provide consistent and connected feedback as needed to all residents of greater Christchurch.
6. The inheriting agencies represent only a section of the government services being provided in greater Christchurch. Other departments, including the Ministry of Social Development, Ministry of Education, Ministry of Transport, and Police, continue to be involved and engaged in whole-of-government support for greater Christchurch, and have been undertaking significant capital investment in greater Christchurch.

BACKGROUND

7. The Transition Recovery Plan sets out Government's decisions on the transfer of recovery responsibilities from CERA to other central government agencies. As part of this transition, DPMC has been providing advice to Ministers and Cabinet, and CERA has been a departmental agency within DPMC since February 2015.
8. A business unit within DPMC, provisionally titled the 'Canterbury Group', will be responsible for providing advice to Ministers and Government. This includes:
 - providing policy advice on the regeneration of greater Christchurch, including the future uses of the Christchurch residential red zone;
 - engaging with local leadership and the local community on regeneration issues;
 - administering the new legislation;
 - supporting the establishment and ongoing operation of new entities – Regenerate Christchurch and CrownCo;
 - monitoring and reporting on the overall progress of recovery; and
 - part funding and/or joint governance of horizontal infrastructure repairs.
9. CERA functions will transfer to DPMC on 1 March 2016. This will be a straightforward transition, helped by the involvement that DPMC has had in greater Christchurch since the time of the first earthquake.
10. DPMC is also leading the legacy and learning programme, which helps to understand the situation in greater Christchurch, what can be learnt from the recovery efforts for much wider application, and how to best utilise the inherent linkages between DPMC's business units.
11. Between 20 and 30 October 2015, DPMC consulted with CERA staff on the proposed structure of the new business unit, including number, location, and type of roles. The outcome of that consultation is currently being considered and will be released on 26 November 2015.

GENERAL

Questions from the Advisory Board:

- **What is your view of the current state of play in greater Christchurch? And how have you formed this view?**
 - **What does your current greater Christchurch physical presence look like? And what will your future physical presence look like? What functions (inherited from CERA) will sit in Wellington?**
 - **What are the specific location arrangements for CrownCo and Regenerate Christchurch?**
 - **Please talk the Advisory Board through the DPMC structure and key contacts.**
 - **Explain any roles DPMC has in delivery.**
12. DPMC has been involved in the recovery and regeneration of greater Christchurch from the beginning, working in partnership with local institutions and other central government agencies, and has a good understanding of the current situation in greater Christchurch. With our additional responsibilities from 1 March 2016, we acknowledge the need for a more comprehensive understanding of the situation, and will be locating a business unit in Christchurch for this purpose.
 13. DPMC is based in the centre of New Zealand's system of government. DPMC provides advice to the Prime Minister, Cabinet, and Governor General on a daily basis across a range of policy issues. This is done through working closely with other government departments, leveraging networks, and through a highly competent and experienced staff.
 14. DPMC's physical presence in greater Christchurch is still being determined; however it is expected that the large majority of the Canterbury group will be Christchurch based. CERA staff were provided with a proposed structure on 20 October, and invited to comment on the number and location of future jobs. Final decisions will be announced on 26 November.
 15. DPMC currently has six business units:
 - a. the Policy Advisory Group
 - b. Security and Intelligence
 - c. Government House

- d. Cabinet Office
 - e. Ministry of Civil Defence and Emergency Management
 - f. Office of the Chief Executive.
16. The draft proposed structure suggests that a seventh business unit, the Canterbury Group, be established. The Director of the Canterbury Group will be Christchurch based, will report directly to the Chief Executive, and will be a member of DPMC's Executive Leadership Team.
 17. The specific location arrangements for CrownCo and Regenerate Christchurch are yet to be determined, but both will be largely Christchurch based.
 18. DPMC does not have any large-scale delivery roles. CrownCo will deliver defined major projects and manage and divest defined parcels of land owned by the Crown. To be successful, CrownCo will require strong commercial skills, effective project delivery and programme management capabilities. Regenerate Christchurch has been established as a joint Crown-Council urban development authority. Regenerate Christchurch will be governed by an independent board that will report to both the Crown and the Christchurch City Council, and DPMC will help to monitor its financial performance. After five years, it will become a fully Council Controlled Organisation owned by Christchurch City Council.

LEADERSHIP OF THE REGENERATION OF GREATER CHRISTCHURCH

Questions from the Advisory Board:

- **How will DPMC lead the regeneration of greater Christchurch?**
 - **Explain how DPMC will monitor and report on the overall progress of recovery.**
 - **How does DPMC plan to maintain oversight of monitoring and identify emerging issues?**
 - **Explain how DPMC will respond to emerging issues.**
 - **Will DPMC facilitate an annual Crown / Council forum?**
 - **How will DPMC provide advice to the Prime Minister and responsible Ministers going forward?**
19. DPMC will lead the remaining brokering, leading, and coordinating of the Government recovery effort, until such time as it can be transitioned to local institutions. We will monitor and report to the Prime Minister and Ministers on progress regularly, to ensure the regeneration of greater Christchurch can proceed at pace.
 20. DPMC is a nimble organisation, with a proven ability to respond quickly and efficiently to issues as they arise. We will continue to utilise these skills as we pick up aspects of the greater Christchurch regeneration.
 21. DPMC is open to facilitating an annual Crown/ Council forum, should that be desired by the residents of greater Christchurch. We would work with the other inheriting agencies and local institutions to determine the appropriate timing and scope of the forum.
 22. Providing advice to the Prime Minister and Ministers is a core function of DPMC; we do it well and often, and have a specific business unit with this as its core role. We will continue to advise the Prime Minister and responsible Ministers going forward.
 23. DPMC will have specific staff whose role is to liaise with stakeholders in greater Christchurch. The number, and specific roles of these staff are still being determined, but they will be largely based in Christchurch. The staff will help to develop an outreach strategy for communities of interest and local leaders.
 24. DPMC will utilise existing fora, including the Urban Development Strategy Implementation Committee, to liaise with the community about the rebuild. DPMC staff, including myself and the

STRATEGY AND COMMUNICATION

Questions from the Advisory Board:

- **How will your agency coordinate across government with a customer-needs led approach? And what will you do to ensure customers have a single point of entry?**
- **What is your outreach strategy for communities of interest and local leaders?**
- **What networks have you and your agency identified as critical?**

Director of the Office of the Chief Executive, have been, and will continue to be, accessible in the greater Christchurch area.

25. DPMC will continue to monitor and publish leading recovery indicators, provide advice to Ministers and engage with other stakeholders on the state of the recovery. Relationships with groups such as Te Rūnanga o Ngāi Tahu will be crucial, and as such are a priority for DPMC.

ACCOUNTABILITIES

Questions from the Advisory Board:

- **Please provide the KPIs, agreed accountabilities and specific deliverables of your agency for the functions you are inheriting from CERA.**
- **How will you know you are being effective?**
- **How will you measure to ensure you are being effective in delivering outcomes over the next 5 years?**

26. DPMC has an overarching outcome for greater Christchurch: “Greater Christchurch is viewed as an attractive and vibrant place to live, work, visit, and invest, for us and our children after us”. This will be the focus for DPMC in all involvement with greater Christchurch.

27. DPMC is currently working to develop specific accountability measures. Six draft measures are currently being considered:

- a. The Stronger Christchurch Infrastructure Rebuild Team (SCIRT) physical works programme is completed by the end of 2016 to agreed standards, programme and budget.
- b. The satisfaction of the Minister(s) with the policy advice service, as per the common satisfaction survey.
- c. Crown submissions on the Christchurch Replacement District Plan are completed within the statutory timeframes, approved by the Minister(s) and represented in hearings.
- d. The Minister(s) are satisfied or very satisfied that recovery progress is being addressed in a coordinated way across the recovery community.

- e. A summary report on overall recovery progress will be published at least twice a year.

- f. The wider horizontal infrastructure programme transition to Christchurch City Council is finalised by June 2017.

28. DPMC will monitor and report against these measures publicly, and to Ministers, over the next five years.

29. By 2021, the aim is that the Crown will have a normalised relationship with greater Christchurch and with local authorities. That means:

- a. no special legislation;
- b. central government agencies will deliver any remaining recovery-related services as business as usual;
- c. local authorities will be working within the same parameters as other local authorities throughout New Zealand;
- d. Regenerate Christchurch will be entirely controlled by Christchurch City Council; and
- e. the Crown’s role will be limited to completing the last few pieces of public sector rebuild.

PSYCHOSOCIAL RECOVERY

Questions from the Advisory Board:

- **What is your plan to identify, manage and support residents suffering from psychological stress, due to issues involving insurance, housing or physical trauma brought about by the earthquakes?**
- **What level of understanding do your staff have of trauma-informed approaches?**

Other suggested points to cover:

- **Explain how DPMC will facilitate engagement, brokering and collaboration across the recovery community.**

30. DPMC is very aware of the psychological stress still being experienced by residents of greater Christchurch – and conscious that the needs of these groups of stressed citizens will seldom be able to be addressed by a single government agency. We will work closely with the Ministry

of Health, which is leading work on psychosocial recovery, and support the Ministry and Canterbury District Health Board to align the efforts of agencies in support.

31. In line with Cabinet direction, I will convene regular meetings of relevant agencies to consider psychosocial recovery progress and whole-of-government response. We will work closely with our colleagues in the Ministry of Health, Te Rūnanga o Ngāi Tahu, and other agencies and groups to ensure a coordinated and thorough response to ongoing psychosocial issues.

CONCLUDING COMMENTS

32. DPMC is committed to greater Christchurch, as it has been over the five years since the initial earthquake. DPMC will continue to be available and accessible to the people of greater Christchurch, and will at all times focus on ensuring that greater Christchurch is viewed as an attractive and vibrant place to live, work, visit and invest, for us and our children after us.



To Advisory Board on Transition

From Peter Mersi, Chief Executive, Land Information New Zealand

Date 16 November 2015

PURPOSE

1. This briefing provides context to the presentation I will give at the Advisory Board meeting with the chief executives of inheriting agencies on Wednesday 18 November 2015. It also addresses the specific questions you have raised.

BACKGROUND CONTEXT

2. The Transition Recovery Plan sets out Government's decisions on the transfer of recovery responsibilities from the Canterbury Earthquake Recovery Authority (CERA) to other central government agencies.
3. Land Information New Zealand (LINZ) will be responsible for **completing demolitions and clearances and interim land management in the residential red zones**. The remaining responsibilities for demolitions and clearances include:
 - coordinating demolitions and clearances;
 - providing specialist technical advice;
 - managing contracts;
 - managing health and safety risks;
 - managing psychosocial impacts of demolitions on former residents; and
 - administering compensation claims where required.

The remaining responsibilities for interim land management in the residential red zones include:

- performing land ownership functions (holding, acquisition, disposal, amalgamation and subdivision);
 - undertaking day-to-day maintenance;
 - promoting community reassurance for residents;
 - dealing with requests for interim use of the land (in consultation with the Department of the Prime Minister and Cabinet); and
 - managing the land until a decision is made, by other parties, on future use.
4. CERA functions will transfer to LINZ on 1 December 2015.

GENERAL

Questions from the Advisory Board:

- **What is your view of the current state of play in greater Christchurch? And how have you formed this view?**
 - **What does your agency's current greater Christchurch physical presence look like? And what will your future physical presence look like?**
5. Christchurch is in a period of transition where positive progress has been made but a number of opportunities remain to be cemented. Positivity is high and the challenge for the future is to ensure that this attitude of positivity is maintained and developed to enable a consistent and coordinated recovery to reach an appropriate conclusion. This view has been formed through meeting with our key stakeholders in greater Christchurch as well as through our discussions with our staff in the Christchurch office. Further contribution has developed through our discussions with CERA staff and their insights on the challenges and opportunities.
 6. LINZ is well placed to build on the work of CERA in the residential red zone (RRZ) and to further develop opportunities with strategic partners to ensure that work programmes are completed on time both in terms of project deliverables

and the wider contribution to Christchurch regeneration. The functional transfer of the RRZ work programme is well aligned with our work in the Crown property area and efficiencies will be identified and incorporated into the existing processes where we feel these will benefit resourcing or process improvements.

7. We make sure New Zealand has accurate information about where people and places are, people have confidence in their property rights and Crown property is well managed for future generations. We encourage the use of location information and run New Zealand's survey and title system, which guarantees people's property rights. We also manage some of the Government's land and property, and support Government decision making around foreign ownership.
8. As an organisation we have been working on ensuring our strategic alignment with the activities we are responsible for. In the context of our Crown property responsibility this means unlocking the value of property through targeting New Zealand's property services and information so that people making decisions on Crown land, Māori land, and urban intensive areas can realise its potential. Better information through high quality data translates to better informed decision making.
9. We are keen to keep improving on the processes and relationships developed by CERA. We have a dedicated office in Christchurch in the central city and we are keen to establish our role as an inheriting agency contributing to the regeneration of greater Christchurch. Our people are key to ensuring that our physical presence is enhanced through relationships with strategic partners, stakeholders and the wider community. Our work is significant in the property space both as an administrator, owner and contributor to property data and land owned by the Crown.
10. We are transitioning 23 of CERA's existing team members and 4 support people, which means the institutional knowledge and relationships built up will be retained.
11. Over the next five years as the implementation of the regeneration focus takes effect in greater Christchurch, our role will evolve and require consideration of how we are contributing to meeting the expectations set out in the Transition

Recovery Plan. While we do not have all those answers now, it does require us to ensure that over the next five years we are adaptive and develop an in-depth understanding of RRZ activities. This will enable us to ensure that any future uses that remain to be identified are not restricted. This requires us to work with the community, central and local government agencies and other key stakeholders, in particular Environment Canterbury (ECan) and Te Rūnanga o Ngāi Tahu (Ngāi Tahu), to respond in a professional and considered way, through both our local presence and national perspective on Crown property issues. We anticipate this will create some challenges which the work we are doing now will enable us to confidently respond to when required.

STRATEGY AND COMMUNICATION

Specific questions from the Advisory Board:

- **How will your agency coordinate across government with a customer-needs led approach? And what will you do to ensure customers have a single point of entry?**
 - **What is your outreach strategy for communities of interest and local leaders?**
 - **What networks have you and your agency identified as critical?**
 - **How will you work with Regenerate Christchurch?**
12. Our customers' needs have been a major focus at LINZ, particularly over the last two years. In 2013/14, we realigned our organisation to make ourselves more outward-looking, and we are currently finalising our Strategic Plan, which has been framed with our customers in mind and places particular emphasis on unlocking the value of Crown property for New Zealand.
 13. LINZ is a major landowner in the South Island and has long-standing relationships with many stakeholders, including local government agencies that have an interest in the RRZ. More specifically, we have worked closely with CERA and local councils on various aspects of the residential red zone work over the last three years, and have detailed knowledge of the issues facing owners, residents and former residents in these areas.

14. These established relationships will ensure a joined-up approach to managing the red zones, and our previous experience with the properties will allow us to put the needs of greater Christchurch residents firmly into the framework of property management decisions.
15. We are taking a two-pronged approach to strategic community engagement. As part of our transition arrangements, we are taking on 23 CERA staff who have been working directly with these communities over the last few years. They have built up strong relationships with key groups and leaders, and will lead our engagement on a day-to-day basis.
16. The other aspect of our community engagement involves strategic communications developed in collaboration with CERA. In the first instance, we are working with CERA to make sure the communities affected by these transitions are aware that the properties are being transferred. We'll then be following up these initial contacts with our own communications in the weeks following the transition, with a view to scheduling a series of meetings in the New Year with key external stakeholders. LINZ will continue to collaborate with CERA's strategic partners, including the Christchurch City Council, Selwyn and Waimakariri District Councils, Environment Canterbury, and Ngāi Tahu. We have mature and productive working relationships with these councils developed over a range of projects including resolving the Canterbury property boundaries issue, and by virtue of being a major landowner in the region. In addition, we have a Memorandum of Understanding with Ngāi Tahu.
17. LINZ also has strong relationships with DPMC and other central government inheriting agencies. We already have productive working relationships with central and local government agencies through our business as usual activities. Our collaborative approach has been demonstrated through our involvement in the Natural Resources Sector.
18. LINZ will take a wide view in its management of the RRZ. We understand the strong connection that people have with the area they live in, and areas they have formerly lived in, and will ensure that communication is two way. We will marry this approach with the need to ensure options for interim use do not limit future use. We are also very mindful of our health and safety obligations and see them as paramount.
19. We have strategic relationships with a number of other Crown agencies managed through our Crown Property Centre of Expertise (CPCoE). As well as managing and disposing of Crown property on behalf of these agencies, CPCoE provides expert advice on how to get the most out of agencies' property portfolios. The CPCoE has signed Memorandums of Understanding with seven Crown agencies: CERA, NZ Police, Ministry of Education, Ministry of Justice, Department of Corrections, Department of Internal Affairs and Ministry for Primary Industries. We also maintain productive working relationships with agencies such as Department of Conservation (DoC), New Zealand Transport Agency (NZTA) and local authorities. In partnership with DoC we operate the National Property and Land Information System (NaPALIS) which enables us to manage over 40% of New Zealand's land mass as an asset.
20. We see this as a good model for our future relationship with Regenerate Christchurch. As well as providing it with CPCoE's support and advice on possible uses of the RRZs, we are able to offer it the expertise of the Registrar-General of Land, Surveyor-General, Valuer-General and Commissioner of Crown Lands.

ACCOUNTABILITIES

Specific questions from the Advisory Board:

- **Please provide the KPIs, agreed accountabilities and specific deliverables of your agency for the functions you are inheriting from CERA.**
- **How will you know you are being effective?**
- **How will you measure to ensure you are being effective in delivering outcomes over the next 5 years?**

21. LINZ has worked closely with CERA to identify and develop meaningful performance measures for the functions being transferred to LINZ. We held two joint workshops to understand the work and the intended outcomes of the functions, and to identify and assess potential performance measures.

22. The table below shows the Multi Category Appropriation agreed with The Treasury, along with the corresponding draft Statement of Performance Expectation (SPE) measures for 2015/16. We expect these measures will remain in place until the completion of Canterbury earthquake recovery functions. These measures will be finalised by 13 November and budget standards confirmed.
23. For each SPE measure, a detailed measure definition document has been prepared which sets out accountability and responsibility, definitions, a formula for calculating results, frequency of measurement and reporting, and defines the source data sets.
24. Progress against the SPE measures will be reported quarterly to the LINZ Executive Leadership Team, and to the Minister for Land Information. Performance results will also be reported in the LINZ Annual Report each year.
25. In addition to these SPE measures, work is underway to develop internal performance measures for functions transferring to LINZ, covering aspects such as health and safety, effective implementation of land treatment plans, interim land usage, and other insurance recovery metrics. These measures will be reported internally on a monthly and/or quarterly basis, and will inform our broader performance reporting to the Executive Leadership Team, Minister, and the Annual Report.

Vote	Vote Lands
Minister	Hon Louise Upston, Minister for Land Information
Department	Land Information New Zealand
Appropriation	Ownership and Management of Crown Land affected by Canterbury Earthquakes Multi Category Appropriation
Overarching purpose statement	The overarching purpose of this appropriation is to support the greater Christchurch regeneration through the purchase, clearance, maintenance and management of Crown land affected by the Canterbury earthquakes
Category Title	Clearance of Built Structures and Associated Works
Category Type	Non-Departmental Other Expenses
Category Scope	This category is limited to the clearance of built structures and other works deemed necessary on Crown-owned land affected by the Canterbury earthquakes
Comment	The category title currently agreed with Treasury is "Demolition and Making Structures Safe". Following discussion with CERA, this category will be amended to be "Clearance of Built Structures and Associate Works".
SPE measure/s (and budget standard)	<ul style="list-style-type: none"> • Clearances completed on Crown-owned properties in the flat land residential red zone (within X % of the agreed plan) • Clearances completed on Crown-owned properties in the Port Hills residential red zone (within X % of the agreed plan)
Category Title	Management and Clearance of Land
Category Type	Non-Departmental Other Expenses
Category Scope	This category is limited to costs arising from the management of Crown-owned land in the residential red zone
SPE measure/s (and budget standard)	<ul style="list-style-type: none"> • Land clearance and treatment completed on Crown-owned properties in the flat land residential red zone (within X % of the agreed plan) • Land clearance and treatment completed on Crown-owned properties in the Port Hills residential red zone Port Hills (within X % of the agreed plan) • Insurance recoveries received for Crown-owned properties in the residential red zone (within X % of the agreed plan)
Category Title	Mass Movement of Land
Category Type	Non-Departmental Other Expenses
Category Scope	This category is limited to assisting the Christchurch City Council response to the landslide hazards in the Port Hills exacerbated by the Canterbury earthquakes
SPE measure/s (and budget standard)	<ul style="list-style-type: none"> • 'Practical completion' is achieved for Christchurch City Council's mass land movement project (within X % of the agreed plan)

PSYCHOSOCIAL RECOVERY

Specific questions from the Advisory Board:

- **What is your plan to identify, manage and support residents suffering from psychological stress, due to issues involving insurance, housing or physical trauma brought about by the earthquakes?**
- **What level of understanding do your staff have of trauma-informed approaches?**

Other suggested points to cover:

- **Outline how you will monitor the impact of activities on the psychosocial wellbeing of those that remain in, and adjacent to, the residential red zone.**
- **Outline the connection between the residential red zone and psychosocial recovery.**

26. We will continue to contribute to community reassurance through maintaining community reassurance patrols, which have been set up by CERA. This enables us to maintain the ongoing interaction with the community in the RRZ, as well as with the wider community in greater Christchurch. It keeps us connected to NZ Police, the Fire Service, community patrols such as Community Watch and on a case by case basis to CDHB and social services. This multi-agency approach will also benefit from the contribution of our staff engaging in the community as we apply the 'good neighbour' principle to interactions with neighbours and residents in and on the periphery of the RRZ. This approach helps promote ongoing community reassurance, connections with vulnerable residents, and maintain visibility. It also mitigates against the development of anti-social behaviours and related issues as we undertake the protection and monitoring of RRZ land.

27. Our primary contribution to the psychosocial recovery components of providing services, support and information is through ensuring the multi-agency perspective continues to be applied in our interactions with other agencies working in this area and with both residents and former residents. In particular, we will closely with the Ministry of Health, which is leading the work on psychosocial recovery.

28. We will participate in the Chief Executives' Earthquake Forum to be convened by DPMC to consider psychosocial recovery and ensure a whole-of-government response.

RESIDENTIAL RED ZONE

Specific question from the Advisory Board:

- **How would you describe your role in the management of the residential red zone?**

29. As part of our existing functions, the Crown Property team within LINZ is responsible for operational and advisory services for Crown land. We provide regulatory leadership and advice, biosecurity management, capability building across government and policy advice on Crown property.

30. Our teams look after 8% of New Zealand's land area. That includes approximately 8,000 properties ranging from closed schools, courthouses and prisons to residential properties, commercial and industrial buildings, mines, Crown forest land and commercial forestry licences and high country pastoral leases.

31. We are mindful that the environment in which we are operating still contains some uncertainty for remaining residents within or adjoining the boundary of the RRZ. As with other portfolios we manage, it is a part of our focus to ensure that we engage with the wider community and maintain open communication with affected residents and former residents. We put Crown property management on a professional footing, developing comprehensive property management strategies, identifying cost savings and opportunities to add value.

32. LINZ will absorb, within its Crown Property team, all residual work relating to the interim land management functions in the RRZs. This includes: performing land ownership functions (holding, acquisition, disposal, amalgamation and subdivision); determining compensation claims where land has been compulsorily acquired; undertaking day-to-day maintenance of the land; and dealing with requests for interim use.

33. Our role extends to management of interim land management functions until a future use has

been defined for the RRZ. This role will require consideration of requests for public uses of the RRZ, such as the increased expectation that we will provide facilities for use of the land, identifying areas where access is not possible and acting on complaints or issues that arise. These matters will require careful consideration and will also provide an opportunity for engagement with the wider community, central and local government agencies and strategic partners such as Ngāi Tahu.

34. Currently, the role of the new Crown entity is being finalised. This provides an opportunity for collaboration on the processes and systems required to develop feedback and communication channels which will assist in defining the scope of our role.

OTHER MATTERS

Specific questions from the Advisory Board:

- **The Greater Christchurch Regeneration Bill provides for the Chief Executive to direct owners of adjoining properties to work together (clause 57). How do you plan to make this work? What, if anything, would you do to amend these powers?**
35. As an agency LINZ is required to work with multiple stakeholders in New Zealand, from property owners and professionals to iwi to foreign governments and their associated agencies. In addition to this role LINZ is 'home' to a number of statutory officers and is the administrator of property legislation. In this capacity it is necessary to assemble multiple parties in a common direction. The provision of the requirement to direct owners of adjoining properties to work together is consistent with other areas of our usual responsibilities.
36. The specific requirements under clause 57 are likely to require, in the context of management of the RRZ, a contribution to the issue of damaged retaining walls in the Port Hills. In this regard a considered approach is required to ensure that the multiple parties involved are consulted and their feedback is considered before developing an approach to resolving the issues. Our understanding is that work is currently being completed by CERA to understand

the extent of the issue and possible options to address the implications for residents. This work will also be contributed to by the Ministry of Business, Innovation and Employment's (MBIE's) development of guidelines around retaining walls as part of transfer of responsibilities. The ongoing need to be included in the development of policy will require a clear communication channel to ensure that the rationale for a potential exercise of the powers proposed is reasonably necessary.

37. We understand that MBIE has been working with CERA to provide advice to the Minister for Canterbury Earthquake Recovery on the legislative and non-legislative options available.

RISKS AND OPPORTUNITIES

Specific question from the Advisory Board:

- **What risks and opportunities have you and your agency identified in greater Christchurch?**

38. Risks include:

- health and safety, in particular completion of demolitions in the Port Hills;
- loss of intellectual property; and
- reputational risk

39. We have identified that the risks around the completion of demolitions in the Port Hills are significant. We are ensuring continuity by retaining the Ferry Road office and all of the current CERA team so that the delivery of projects in this complex environment is well managed and most importantly safe. The intellectual property held by the team has been developed through hands on experience and is assisted by the technical capability of relevant experts in their fields. The reputational risk and importance of the delivery of a coordinated, timely and safe work programme is also a key component of this work which we are mindful of as we develop our role.

40. LINZ has significant expertise in managing land owned by the Crown. We ensure that all the property management, disposals and acquisitions work is processed in an effective and efficient manner, ensuring our reputation remains strong across government through the delivery of

high quality outcomes and meeting our Crown property outcome of enabling appropriate economic, environmental and recreational uses of Crown-owned and used property. This expertise enables us to develop comprehensive property management strategies, identify cost savings and identifying opportunities to add value.

41. In the context of the RRZ this expertise enables us to navigate our day-to-day roles and responsibilities whilst also maintaining a strategic perspective of the land and contributing to an ongoing advisory role to the Crown primarily in discussions with Regenerate Christchurch and the new Crown entity to be set up.
42. A further opportunity exists for us to better define our relationship with the relevant councils in greater Christchurch and other key stakeholders such as ECan and Ngāi Tahu. Whilst we work with these groups successfully with our current LINZ operations, we look forward to the development of mature working relationships for the greater Christchurch regeneration.

CONCLUDING COMMENTS

43. LINZ provides leadership across government in the management and disposal of property. With the transfer of the RRZ to LINZ there is an opportunity to ensure the ongoing stewardship of the land and enable it to be administered in a cost effective and efficient manner until a future use for this land has been defined. This role includes an ability to implement the agreed direction through our expertise in the management of land owned by the Crown and through our facilitation of administration of land using our regulatory and operational capabilities. We will be mindful of the psychosocial impacts on residents, former residents and neighbours within the RRZ and broader community and ensure a multi-agency approach to support those affected.
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**MINISTRY OF BUSINESS,
INNOVATION & EMPLOYMENT**
HIKINA WHAKATUTUKI

To Advisory Board on Transition

From David Smol, Chief Executive, Ministry of
Business, Innovation & Employment

Date 16 November 2015

PURPOSE

1. This briefing provides context to the presentation I will give at the Advisory Board meeting with the chief executives of inheriting agencies on Wednesday 18 November 2015. It also addresses the specific questions you have raised.

BACKGROUND CONTEXT

2. The Transition Recovery Plan sets out Government's decisions on the transfer of recovery responsibilities from the Canterbury Earthquake Recovery Authority (CERA) to other central government agencies.
3. The Ministry of Business, Innovation and Employment (MBIE) will be responsible for **supporting the residential rebuild** and **monitoring the procurement of the public sector rebuild**. MBIE will undertake the remaining residential rebuild work including:
 - brokering solutions for emerging residential rebuild issues;
 - monitoring the pace and rate of insurance settlements; and
 - participating in the Residential Advisory Service governance and operational delivery of services.

MBIE will lead work on strategic procurement including:

- analysing progress of the rebuild, including of public sector agencies;

- providing procurement advice and coordination functions; and
- informing and engaging with the construction market.

4. CERA functions will transfer to MBIE on 1 December 2015.

GENERAL

5. My presentation to the Advisory Board on 18 November 2015 and answers to your questions below are founded on the following:

PURPOSE

6. Rebuilding Canterbury remains a Government priority and the Ministry is committed to helping the region get back on its feet and supporting people to get on with their lives. MBIE's work contributes to the Crown's medium term outcome, *Greater Christchurch is viewed as an attractive and vibrant place to live, work, visit and invest, for us and our children after us*.
7. The Ministry's purpose is to grow the New Zealand economy to provide a better standard of living for all New Zealanders and greater Christchurch is an important contributor to the New Zealand economy. While delivering economic growth and greater prosperity are core purposes of MBIE, this is undertaken within a framework of valuing social, human, environmental and economic outcomes.

APPROACH

8. We do this by creating an environment that supports businesses to become more productive and internationally competitive, and by increasing opportunities for all New Zealanders to participate in the economy through improved job opportunities, and by ensuring quality housing is more affordable.

Questions from the Advisory Board:

- **What is your view of the current state of play in greater Christchurch? And how have you formed this view?**

9. We have been involved in Christchurch since the 2010 earthquake working in partnership with CERA and other partner rebuild agencies across local and central government, and have a good view of the state of play in greater Christchurch. Following transition, and with our added responsibilities, we acknowledge the need for a more comprehensive understanding of the issues the region continues to face, particularly with housing recovery. Deepening this understanding will be one of our immediate priorities following transition.
10. Progress on the recovery is being made; however as we are 5 years into a potentially 15-20 year recovery and regeneration trajectory a large amount of work is still to be completed. MBIE has organised its Canterbury recovery contribution around seven areas of work – Central City & Regional Development, Science and Innovation, Skills and Labour, Procurement, Employment Standards, Housing, and Building Systems. Our information about the state of play in greater Christchurch, challenges and issues is gathered and reported regularly by our in-house expertise.
11. Our view on recovery has been informed by our integrated monitoring, modelling and analysis work, the Canterbury Earthquake Recovery Lookbook, insurer surveys, as well as active engagement with stakeholders (including Insurance Council of New Zealand (ICNZ), Earthquake Commission (EQC), CERA officials and community groups), MBIE initiated surveys, anecdotal evidence and formal, regular meetings on which MBIE is represented, such as cross-government senior officials groups.

ECONOMIC RECOVERY

12. In the next two years, greater Christchurch will continue to experience economic growth; however due to a range of factors, including lower commodity prices and an easing in the construction sector, real gross domestic product (GDP) in Canterbury is forecast to grow at a lower rate than the national total.
- Real GDP in Canterbury grew 0.4% in the year to March 2015, which is 1.9% lower than the national total.

- Labour participation has increased significantly, with an employment rate of 74.9%, and unemployment low at 3.3%.
- The Christchurch median house price was \$431,000 in October 2015, a 2.9% fall from the \$440,000 recorded in September.
- Residential rentals have reduced as repairs and new builds have eased demands. Mean rent for Canterbury is \$381 for October 2015; \$503 for Auckland; and nationally \$398.

13. The unemployment rate remains comparatively low and migration will still be needed to meet labour demand over the next three years as the rebuild shifts to more commercial work and a different mix of workers is needed. It is estimated that the rebuild workforce has reached an elevated level of 31,000 construction workers as of June 2015, and it will remain at this level for the next three years.
14. The Christchurch population is still below pre-earthquake levels, but greater Christchurch (taking into account Lincoln, Rolleston, Rangiora) is above pre-earthquake levels. Overall, Canterbury's population has increased by 12,200 people over the past year, with net international migration accounting for about half of that rise.

SOCIAL RECOVERY

15. Although there are signs of social recovery, those who are still dealing with unresolved insurance claims continue to report the highest levels of stress. Nineteen percent of all residents continue to feel stressed always or most of the time and this rate is notably higher for those with unresolved claims (35%) and those living with a health condition or disability (31%). There is a clear link between the stressors relating to housing and insurance issues and psychosocial wellbeing, as reflected in the Canterbury Wellbeing Index.

HOUSING RECOVERY

16. After the earthquakes, 167,700 residential dwellings (92%) within the greater Christchurch region suffered some degree of damage and had an associated insurance claim. The number of

red-zoned properties was calculated at over 7,000 dwellings.

17. At 1 April 2015, total demand for temporary accommodation from displaced residents is estimated to be about 5,800 households.
18. About 11,000 claimants outside the red zone have accepted a cash settlement for damage over \$50,000 at 1 April 2015.
19. There remain some areas for progress to be made in housing recovery. Although resolution of insurance claim settlements may be nearing completion (91% complete) the physical repair and rebuild of homes is only half-way through. Claims still to be settled include the most complex such as multi-unit buildings, and issues such as cash settlement and quality of repair continue to concern impacted homeowners.
 - As at 30 June 2015, of the 170,000 houses with a claim for damage, 91% per cent of residential insurance claims have been settled by EQC and private insurers. Of the 24,527 over-cap domestic claims, 66% have been settled with 12,153 being cash settled and 4,053 having their rebuild/repair completed. The remaining claims are still in progress (source: ICNZ website, August 2015).
 - The increasing trend towards cash payments, rather than repairs being managed through a project management office (PMO), means that the duration of the rebuild will be longer than forecast with a lower peak. It also means that more information and support needs to be provided directly to homeowners.
 - While private insurers forecast that 98% of all dwellings claims are expected to be settled by the end of 2016, claims still to be settled include the most complex (e.g. claims for land damage or multi-unit dwellings). Current forecasts are that 100% of dwelling claims, including repairs and rebuilds, will be completed by the end of 2018.

Questions from the Advisory Board:

- **What does your agency's current greater Christchurch physical presence look like? And what will your future physical presence look like?**
20. Just over 200 people work out of the Ministry's offices in Christchurch at Wrights Road, Nelson Street and Wordsworth Street, and at the airport. These people work in a range of roles including immigration, the labour inspectorate and resolution services. Our temporary accommodation team is also Christchurch-based.
 21. We have a new building opening about November 2016 as part of the Christchurch Integrated Government Accommodation (CIGA) precinct – the new Grand Central New Zealand building in Cashel Street. MBIE is the lead agency for the build and relocation programme and will be co-locating with the Ministry of Social Development and Department of Conservation.
 22. From 1 December 2015, we will have a dedicated Christchurch-based team operating out of Nelson Street that is working exclusively on the inherited functions. We are keen to retain specific CERA capability and institutional knowledge where possible to deliver the functions seamlessly from transfer date onwards. This team will work with local MBIE staff and Wellington-based staff who have been working on greater Christchurch's recovery for the past five years. The housing recovery programme and strategic procurement programme have been joint work programmes between CERA and MBIE, with MBIE now inheriting the CERA contribution. With the housing function, a key objective is to ensure there's no visible difference in the delivery of these functions for the homeowner.
 - **What do you understand MBIE's role to be within the remaining residential rebuild work, given that this function is outside your business as usual processes?**
 23. Support for the residential rebuild has been part of the Ministry's Canterbury Recovery Programme for the past five years.
 24. Support has included:
 - participation in the joint Housing Recovery Programme;
 - assistance organising repair-rebuild breakfasts and workshops with CERA on rebuild issues;
 - extensive involvement in developing solutions for multi-unit buildings – technical

guidance on how to rebuild multi-unit buildings (MUBs), developing a cross-agency booklet for homeowners on the repair and rebuild of MUBs, running training courses on how to repair/rebuild MUBs for industry.

25. In 2013, MBIE established a joint housing programme with CERA with three objectives – sufficient houses across a range of price points, safe and healthy housing repaired or rebuilt as soon as possible, and housing forms part of a safe, sustainable, productive urban form. MBIE leads the housing side, and will take over the CERA functions on the repair/rebuild side from December 2015.
26. From 1 December 2015, we will have sole responsibility for the following key functions:
- initiating and leading a partnership approach to housing recovery;
 - leading temporary accommodation villages and temporary accommodation support services – Canterbury Earthquake Temporary Accommodation Service (CETAS) has helped over 6,000 families to access temporary accommodation, with 1,000 families being accommodated within the temporary villages;
 - facilitating and expediting the repair or rebuild of people’s homes. This will include continued support to resolve homeowner issues stalling repairs and rebuilds through, for example, the Residential Advisory Service, and providing further technical guidance as required;
 - monitoring the housing market and the public sector rebuild, including ongoing monitoring of the quality of repair and other potential legacy and emerging issues, and working with government and local stakeholders to broker solutions;
 - educating homeowners who cash settle insurance claims on how to manage their own repair/rebuild;
 - working with insurers, Christchurch City Council (CCC) and other stakeholders to tackle complexities around cash settlements, multi-unit buildings, repair quality, and provide adequate repair information to the public.

27. We have some good insights already into what the Ministry’s role will be following transition of the housing recovery function. We acknowledge that there will be new areas of work/emphasis where we will have to upskill or develop new relationships – these will be particularly around psychosocial issues and deeper engagement with the community. Participation in the Chief Executives’ Earthquake Forum convened by the Department of the Prime Minister and Cabinet will assist MBIE to have a better view of psychosocial recovery progress and the whole-of-government response.

• **How will you manage relationships with private insurers and EQC to ensure there is integration?**

28. We will build on the good working relationships already established through the General Manager and Chief Executive insurer meetings, and through the coordinated efforts of DPMC to support faster resolution of claims. For example, these relationships saw the establishment by MBIE of a technical panel to support the Residential Advisory Service. We have existing relationships at different levels, such as the RAS Governance Group, and at more operational levels, such as those developed during the house inspection work programme.

STRATEGY AND COMMUNICATION

Questions from the Advisory Board:

- **What is your outreach strategy for the communities of interest and local leaders?**
29. The Ministry’s supporting role for CERA means we’ve not led engagement with communities of interest and local leaders, though we do have existing relationships at different levels to inform and help us achieve our programme deliverables across the Ministry’s seven work areas.
30. We are aware of the need for a more formalised approach for dealing with communities of interest and local leaders. We have an established relationship with many people in Christchurch City Council, Canterbury Development Corporation and Canterbury Employers’ Chamber of Commerce, and will look to understand and work closely with Regenerate Christchurch,

CrownCo and the Mayor's Office to identify who else we need to be having regular conversations with. Senior managers in MBIE will build deeper relationships with Council, and will provide high level leadership on economic and housing recovery, linking in with DPMC and the strategic partners, including Te Rūnanga o Ngāi Tahu, Waimakariri District Council, Selwyn District Council, and Environment Canterbury.

- **What networks have you and your agency identified as critical?**

31. Christchurch City Council (Lianne Dalziel, Mike Gillooly) and other strategic partners (listed above), Canterbury Development Corporation (Tom Hooper), Regenerate Christchurch, CrownCo, Canterbury Employers' Chamber of Commerce (Pete Townsend), insurers and their PMOs (numerous), Registered Master Builders (Dave Kelly), Certified Builders (Grant Florence), insurer advocates, central government agencies such as Department of Prime Minister and Cabinet, Ministry of Social Development (MSD), Ministry of Health (MOH), Ministry of Education, and Canterbury District Health Board, and community and social housing groups.

- **How will your agency coordinate across government with a customer-led approach?**

32. Through existing cross-government forums, such as the Canterbury Officials Group, with MSD, MoH and the Ministry of Education through our involvement on the Greater Christchurch Psychosocial Governance Committee, working parties contributing to the Urban Development Strategy Implementation Committee (UDSIC) and through MBIE's broader customer interface channels, such as CETAS and Resolution Services, and working back with DPMC.

33. We will review the effectiveness of this approach and work with stakeholders to identify how this coordinated effort could be improved.

- **How will MBIE ensure that the support currently provided to residential red zone home owners, private insurers and the private sector will transition effectively?**

34. MBIE is committed to maintaining recovery momentum and current service levels throughout transition. We recognise what CERA has achieved and delivered in the housing area and the many complex outstanding challenges.

35. As much as possible, we're seeking to retain people with specific residential rebuild expertise to ensure continuity through transition. This team will be co-located in Christchurch to ensure continuity, and existing relationships are maintained.

36. The Housing Recovery and Residential Rebuild functions are transferring because MBIE is already involved in some aspects of these areas of recovery, and they align with existing outcomes and priorities.

37. Some of these CERA functions can be aligned to MBIE's areas of responsibility, such as consumer and competition regulation, housing and construction market regulations and the Insurance and Savings Ombudsman service.

ACCOUNTABILITIES

Questions from the Advisory Board:

- **Provide the KPIs, agreed accountabilities and specific deliverables of your agency for the functions you are inheriting from CERA.**

38. These are the agreed accountabilities.

Support for the residential recovery involves:

- monitoring insurance settlements
- brokering solutions to rebuild issues
- participating in the Residential Advisory Service (RAS) governance and operational delivery of services.

Procurement accountabilities involve:

- Monitoring and reporting on procurement of the public sector rebuild.

- **How will you know you are being effective?**

39. We'll know that our interventions are effective because we will be helping claimants to settle and move the rebuild/repair part of the recovery and the completion of the public sector rebuild programme.

- **How will you measure to ensure you are being effective in delivering outcomes over the next 5 years?**

40. As well as regular reporting to Ministers, we will have some operational monitors:

- Monthly report to RAS Governance Group will be produced within two weeks after month end.
- The percentage of clients satisfied with the RAS will be no less than 80 per cent.
- Average RAS customer wait time between service registration and advisor appointment is no greater than five working days.
- The Market Intelligence Report will be produced three times a year.
- The Public Sector Rebuild Quarterly Report produced within three months after the end of each quarter.

PSYCHOSOCIAL RECOVERY

Questions from the Advisory Board:

- **What is your plan to identify, manage and support residents suffering from psychological stress, due to issues involving insurance, housing or physical trauma brought about by the earthquakes?**

41. While psychosocial recovery is progressing well at a “whole of population” level, we’re aware that some sub-groups, including those with unresolved insurance issues and people with existing vulnerabilities, are experiencing slower recovery. The Ministry of Health is leading the development of new local governance arrangements focused on effective strategic decision-making, escalation of issues and linkages between psychosocial recovery and other recovery areas. These arrangements will be implemented through the transition process and will involve relevant government agencies, including MBIE, with inclusion on the Chief Executives’ Psychosocial Forum to be convened by the Chief Executive of DPMC.

- **What level of understanding do your staff have of trauma-informed approaches?**

42. Many MBIE staff have been involved in greater Christchurch’s recovery since September 2010 and understand the impact of trauma. They were involved in the immediate emergency response to the earthquakes on the ground either as part of Operation Suburb or through building assessments. The manager of the new Christchurch-based team, Larry Bellamy, lives in Christchurch and lived through the earthquakes, and has a good understanding of the impact the earthquakes have had, and continue to have, on the wider community.

43. The Ministry also led the investigation into the collapse of the CTV building, working back closely with the victims’ families and the wider Canterbury community, and fronted many public meetings.

44. Over the years, we’ve visited many damaged homes and listened to affected people’s stories and hardships. Many of my staff have strong empathy for Cantabrians and continue to work hard to support the city’s recovery.

45. MBIE has more than 200 Christchurch-based staff who required a lot of support, particularly in the months preceding the quakes, and some of whom are still trying to resolve personal circumstances.

46. Our temporary accommodation service also operates out of Christchurch. They’ve learned to have a lot of empathy and have developed good listening skills. People are very stressed and upset by the time they reach CETAS. Dealing with the gamut of emotions is one of many challenges CETAS staff face, but they’re Cantabrians who get satisfaction from looking after their own and contributing to the region’s recovery.

47. Similar challenges are also faced by our people in Immigration, Resolution and Tenancy services.

Other suggested points to cover:

- **Outline the connection between housing recovery and psychosocial recovery.**

48. Our framework for delivering the housing recovery programme recognises the importance of the physical rebuild and repair for the recovery of greater Christchurch and the contributing role it plays in supporting psychosocial recovery of the greater Christchurch community. People with unresolved insurance issues and people with existing vulnerabilities experience slower recovery. These people need solutions to help them get on with their lives. We understand that while there may be a small percentage of affected homeowners awaiting resolution, this represents a reasonable number and so remains an important issue.

- **Outline how MBIE will monitor the psychosocial impact of emerging issues in relationship to housing recovery.**

49. Response has already been provided above.

HOUSING

Questions from the Advisory Board:

- **What work is MBIE currently doing to address the complex unsettled insurance claims, including those relating to multi-unit buildings?**

50. The Advisory Board on Transition recommended that legislative provisions be incorporated into the Greater Christchurch Regeneration Bill to help deal with issues relating to multi-unit buildings. MBIE has been working with CERA to provide advice to the Minister for Canterbury Earthquake Recovery on the legislative and non-legislative options available.

51. We provide financial and technical support to the Residential Advisory Service to help individual homeowners resolve unsettled insurance claims.

52. We continue to work closely with EQC and private insurers to get a better understanding of the complexities surrounding these vulnerable clients, but acknowledge we have no solutions yet.

- **How does MBIE plan to manage issues relating to owners who have taken cash settlements and are managing their own repairs?**

53. We are concerned about this, in particular the impact on the Christchurch housing stock if the repairs aren't managed well. We are also concerned that cash settlements may be inadequate to effect repairs, or not used.

54. We've produced a range of supporting Manage your repair/rebuild booklets for homeowners, and have been participating in seminars and videos produced through the In the Know Hub. We're currently working with CPIT on Manage your Rebuild courses for homeowners. Advice, Information and Education remain a key focus of our Canterbury work programme.

- **In their First Report the Advisory Board recommended that new powers be created to record and access information about land and building repairs. It is understood that MBIE and CERA officials are working on non-legislative solutions to this issue. Please provide the Advisory Board with an update on this work and your proposed solutions.**

55. MBIE is finalising advice about records and access to information about damage and repairs to the Minister for Canterbury Earthquake Recovery following extensive engagement with key stakeholders including Christchurch City Council, CERA, EQC, real estate agencies and building surveyors. We expect it will be difficult to provide reliable, detailed information about repairs, but will explore the feasibility of providing high level information on whether repair work was completed and if it included structural repairs.

RISKS AND OPPORTUNITIES

Question from the Advisory Board:

- **What risks and opportunities have you and your agency identified in greater Christchurch?**

56. Risks include:

- losing momentum while new structures are put in place;
- failure to build on existing relationships or identify the right relationships at local level, reducing the ability to work collaboratively;

- increasing numbers of cash settled homeowners deciding not to use the money to repair/rebuild their homes;
- large amount of residential remediation needed;
- progress hampered by insurer issues where the Government doesn't have levers.

57. Opportunities include the opportunity to:

- take stock and refresh Government's approach to rebuild issues – opportunity to develop a new strategy to more effectively broker solutions and show leadership in delivery of this strategy;
- build greater trust in the Government's contribution to recovery and regeneration, and show leadership to reassure communities of Government's ongoing commitment to rebuild Canterbury and establish the region as the economic hub of the South Island;
- apply lessons from Canterbury to improve management of risks to the built environment from natural hazards, and to improve community resilience.

CONCLUDING COMMENTS

58. MBIE plays an important role in the economic recovery of greater Christchurch. We support vertical and social infrastructure, including the safety of the rebuild, housing and strengthening building performance.
59. We facilitate opportunities for business growth and provide advice and services to support the efficient functioning of the labour market. This includes influencing the mix of workforce skills so the right skills are available.
60. Successfully rebuilding the Canterbury region is very important for New Zealand's economic future. It's been a priority for our Ministry for the past five years and we'll continue to throw our weight behind the combined government effort to ensure recovery momentum is maintained.
61. MBIE has a strong base to draw on from its involvement in the recovery to date; however we recognise that there is more to be done, with a number of outstanding issues and areas requiring dedicated emphasis for the next phase of recovery and regeneration. MBIE is committed to working to understand the issues in detail, such as the complexities constraining residential recovery, and to collaborating with local institutions and community to deliver solutions that support the future success of the people and region of greater Christchurch.



To Advisory Board on Transition

From Chai Chuah, Director-General of Health and Chief Executive, Ministry of Health

Date 16 November 2015

PURPOSE

1. This briefing provides context to the presentation I will give at the Advisory Board meeting with the chief executives of inheriting agencies on Wednesday 18 November 2015. It also addresses the specific questions you have raised.

BACKGROUND CONTEXT

2. The Transition Recovery Plan sets out Government's decisions on the transfer of recovery responsibilities from the Canterbury Earthquake Recovery Authority (CERA) to other central government agencies.
3. The Ministry of Health (MOH) will be responsible for working closely with the Canterbury District Health Board (CDHB) to coordinate **psychosocial recovery** work. Key partners in this work programme also include the Ministries of Social Development (MSD) and Education (MinEdu) as well as the local authorities who lead community-led recovery. On-going work includes:
 - continued provision of supports and services via the Community in Mind Strategy and Shared Programme of Action;
 - monitoring and reporting on community wellbeing;
 - identifying issues and emerging trends, and adapting services to address these; and
 - ensuring governance arrangements remain appropriate and effective.

4. MOH will take over accountability for CERA functions in two phases:

Phase 1 - Ensuring psychosocial recovery, on 1 December 2015

Phase 2 - Ensuring social and cultural outcomes, on 1 March 2016.

GENERAL

5. International evidence indicates that psychosocial recovery can take up to 10 years and although the majority of the population will recover fully, a minority will experience a lasting detrimental impact.
6. The recovery process in greater Christchurch is fully underway but it has only been four years since the last significant event (December 2011), and it is unsurprising that a significant minority continue to struggle with the psychosocial effects of the earthquakes. This is evidenced by the CERA Wellbeing Survey, the Health of the Nation Outcome Scale (HONOS) scores recorded within CDHB's Specialist Mental Health Service, and the research undertaken for the All Right? mental wellbeing promotion campaign.
7. Whilst many greater Christchurch residents are increasingly positive about their lives and progress being made on the earthquake recovery, a number of secondary stressors remain and agencies must continue to work effectively and visibly, both with each other and with community stakeholders.
8. MOH and CDHB have committed to working in partnership to deliver overall leadership of the psychosocial response in greater Christchurch. This will be supported by the inclusion of contractual arrangements for the delivery of specific psychosocial recovery services as part of MOH's core contract with CDHB's Community and Public Health team.
9. With the complex nature of the psychosocial recovery activities we are currently working with CDHB to establish the new Greater Christchurch Psychosocial Governance Committee (the Governance Committee) which will provide direction and guidance to the existing Greater Christchurch Psychosocial Committee (the

Psychosocial Committee). The Psychosocial Committee will continue to coordinate recovery activities throughout the greater Christchurch region.

10. These forums will provide MOH and CDHB with a critical platform to engage and work with other key stakeholders in the psychosocial recovery, including central government agencies, Territorial Local Authorities (TLAs), Te Rūnanga o Ngāi Tahu, Non-Government Organisations (NGOs), voluntary and community groups, and universities.
11. Psychosocial wellbeing is intrinsically complex and an effective response in greater Christchurch will require a coordinated whole-of-government approach across a large number of agencies, including MOH, CDHB, MSD, the Ministry of Business, Innovation and Employment (MBIE), Land Information New Zealand (LINZ), the Department of the Prime Minister and Cabinet (DPMC), CERA, the Earthquake Commission (EQC), MinEdu, the Department of Internal Affairs (DIA), the Ministry of Civil Defence and Emergency Management (MCDEM), the Ministry for Pacific Island Affairs (MPIA), the Health Promotion Agency, and Te Puni Kōkiri (TPK).
12. I will provide regular updates on progress to Chief Executives of relevant agencies in the Chief Executives' Psychosocial Forum, which is being convened by DPMC. That forum will also consider whole-of-government responses to psychosocial issues and emerging trends as identified through CDHB's monitoring and reported through the Psychosocial Committee and the Governance Committee.
13. Our ability to identify and respond to emerging psychosocial trends will be critical throughout the recovery period and consistent monitoring of people's wellbeing will be crucial to ensuring resources are focused in the right places. The CERA Wellbeing Survey (CWS), the Canterbury Wellbeing Index (CWI) and the Youth Wellbeing Survey (YWS) will continue to provide valuable data to support and direct psychosocial recovery efforts.
14. The Community in Mind Shared Programme of Action is, and will be, a key vehicle for engaging government, local authority and other stakeholders in a targeted series of recovery

initiatives, support services and engagement activities that combine to support psychosocial recovery across the greater Christchurch community.

15. The Canterbury Health System is large and well integrated by international standards. The alliancing model developed under the Canterbury Clinical Network recognises the importance of all partners in the wider health system operating in coordinated ways to support the aim of enabling Canterbury's population to stay well and take responsibility for their own health. The health system has numerous points of contact with citizens across primary, secondary and population services and is therefore ideally suited to lead greater Christchurch psychosocial recovery efforts.

ACCOUNTABILITIES

16. MOH, as lead agency, will be accountable for the overarching coordination and brokering across the psychosocial recovery sector in greater Christchurch. MOH's Office of the Director of Mental Health in Wellington will have overall management responsibility for transferred functions but the day-to-day relationship with CDHB will be managed by the MOH team based in Hazeldean Road, Christchurch.
17. Specifically, MOH's accountabilities for psychosocial recovery in greater Christchurch will include:
 - membership of the new Governance Committee;
 - national leadership of psychosocial recovery in the context of the overall Canterbury earthquake recovery process;
 - reporting to the Minister of Health, the Minister for Canterbury Earthquake Recovery, and other Ministers on psychosocial recovery functions being managed by the CDHB, including early advice on emerging risks and their management;
 - regular liaison with the Chief Executives or their delegates of other agencies involved in the psychosocial recovery process, particularly where those agencies are based in Wellington;

- appointing the chair of the Governance Committee; and
 - approving the Governance Committee Terms of Reference.
18. CDHB's Community and Public Health team will be responsible for local leadership, coordination, brokering, influence and support across the wider psychosocial recovery sector in greater Christchurch, as well as broader monitoring and reporting across the recovery domain with particular emphasis on psychosocial impacts. The team will continue to be located in Manchester Street, Christchurch.
19. Specifically, CDHB responsibilities will include:
- chairing the new Governance Committee;
 - backbone support for the Psychosocial Committee;
 - production and communication of the Canterbury Wellbeing Index;
 - production and communication of the CERA Wellbeing Survey;
 - oversight of the Youth Wellbeing Survey;
 - coordination and resourcing of the Governance Committee;
 - monitoring, analysis and reporting of the Canterbury Wellbeing Index, the CERA Wellbeing Survey, and the Community in Mind Strategy and Shared Programme of Action;
 - leading the development of strategies to address emergent issues likely to cause psychosocial stress, including business cases to support identified action plans;
 - liaison with local authorities and other partners around community wellbeing and how to improve it;
 - managing reporting requirements to local agencies through the Urban Development Strategy and Action Plan;
 - contributing to the national/international conversation about lessons of psychosocial recovery and emergency preparedness;
 - review and development of the Shared Programme of Action based on emerging trends and identified issues;
 - ensuring that ongoing resourcing is available for the delivery of psychosocial services and supports;
 - ensuring psychosocial services respond to the needs of the most vulnerable; and
 - ensuring activities are supported in target communities to promote community connectedness and build community capacity.
20. Current assessments indicate that both MOH and CDHB can absorb leadership and governance functions within existing resources.
21. It has been agreed that CDHB will be funded for three full-time equivalent staff to undertake the continuing work on coordination and monitoring of the psychosocial recovery and the continuation of social recovery monitoring through the CWS and the CWI.
22. Data gathered through the CWI, the continuation of the CWS and other research including that undertaken by the All Right? campaign will provide critical insight into psychosocial wellbeing across the region.
23. Our primary measure of success will be achieving year-on-year improvements in the Quality of Life measure in the CWS. This overall goal provides a fundamental self-assessment of people's wellbeing and therefore encompasses their feedback on all aspects of the earthquake recovery and any secondary stressors that remain.
24. We will develop future targets for the Quality of Life measure, in the context of similar surveys carried out elsewhere in New Zealand, and this will form the overarching performance target for psychosocial recovery for both MOH and CDHB.
25. In addition, we will identify and define a new high-level recovery indicator that supports our specific aim to 'improve the wellbeing of the people and communities most affected by the earthquakes'.
26. We will fully define our key wellbeing indicators by February 2016 with the aim of submitting a complete view to the Cabinet Economic Growth and Infrastructure Committee (EGI) in March 2016.

27. As well as regular reporting to Ministers, progress against key measures will be reported to various groups and forums, including:

- the Chief Executives' Psychosocial Forum;
- the Governance Committee;
- the Psychosocial Committee;
- MOH Executive Leadership Team; and
- CDHB Senior Leadership Team.

STRATEGY AND COMMUNICATION

28. Through existing networks, the health system already has significant reach across a wide range of communities, both geographical and cultural. New community leaders have emerged since the earthquakes and networks have grown iteratively. The health system has a strong and established communications team that is able to communicate through all media, including its own publications. CDHB's ability to reach into many communities is extended further through its ongoing partnerships with TLAs, Ngāi Tahu, and community groups.

29. Psychosocial recovery must be supported across all sections of the community and we expect to continue working at all levels, from the population-wide messaging of the All Right? campaign to the specialist services provided through Mental Health Services.

30. Under our responsibilities to Te Tiriti O Waitangi, and given existing inequity, partnership with Māori is a significant priority and we will work closely with Ngāi Tahu to ensure we respond effectively to any emerging psychosocial trends.

31. Housing, financial issues, parenting issues, and family violence are some of the important manifestations of psychosocial distress so priority will be given to working with the multiple agencies and networks who focus on these issues.

PSYCHOSOCIAL RECOVERY

Recovery services

32. Events of the past decade have left agencies in greater Christchurch with a very good understanding of disaster recovery and the psychosocial consequences of disaster.

33. MOH expects existing services and outreach to continue in the short term, and will work with CDHB and other stakeholders to identify emerging trends and adapt future services to respond appropriately.

34. Significant work is already underway through Specialist Mental Health services, primary care and many NGOs to reach and work with residents suffering from psychological stress.

35. There are also a number of cross sectoral initiatives, including the Earthquake Support Coordination Service and the Residential Advisory Service, that have been specifically set up to work with those affected by secondary stressors such as insurance issues.

Monitoring progress

36. Emerging issues will be identified by the CDHB and through the Governance Committee. Where these issues require a central government response, the Ministry of Health will be responsible for coordinating and brokering solutions. This will be achieved through existing relationships, particularly in the social and justice sectors, and through the development of new or strengthened relationships with other agencies, including MBIE, LINZ and DPMC.

37. Evidence of emerging issues will be gained through the CWS, CWI, All Right? research, ongoing analysis of international evidence and through analysis of anecdotal evidence picked up through a variety of local networks and agencies. It is expected that existing networks will include many of the agencies best placed to respond to issues as they emerge but that anything unexpected or particularly challenging will be escalated through the Governance Group to the appropriate level/agency for response.

38. The Social Monitoring Team at CERA has established good methods for monitoring

psychosocial recovery and it is expected that this work will be developed and adapted in the future, with many of the agencies already involved in the CWS and the CWI continuing to work alongside the MOH/CDHB team.

39. MOH and CERA are working together to develop a single high-level recovery indicator for wellbeing and are proposing to identify and define an indicator for: 'improving the wellbeing of the people and communities most affected by the earthquakes'.
40. The RHISE (Researching the Health Impacts of Seismic Events) has become a significant repository for evidence of recovery issues.

Collaborative approach

41. From time to time, there are unavoidable tensions in the relationship between MOH and DHBs. Such tensions are inevitable in such a close and long-term relationship and both MOH and CDHB recognise the need to be manage their relationship effectively.
42. The CERA transition process provides an important opportunity for us to strengthen our working relationship and to demonstrate to the people of greater Christchurch our combined commitment to their wellbeing.
43. Our working relationships will continue to improve through our roles on the Governance Committee, and through the regular meetings we conduct within a 'no surprises' culture.
44. The Psychosocial Committee has been a point of connection for much of this activity and this will continue through the roll out of the Community in Mind Shared Programme of Action.
45. The Canterbury Health System has been significantly focused on a 'health in all policies' approach which enables cross sector working on all aspects of disaster recovery and the social determinants of mental wellbeing in a recovery context.
46. Inter-sectoral collaborations have been deliberately focused on evidence based, strengths-based, culturally appropriate approaches focused to support the wider population.

Ministry of Social Development

47. MSD and MOH have worked very closely since September 2010, with MSD as the lead agency for psychosocial welfare, and that strong collaborative partnership approach has extended across many agencies and sectors over the past five years.
48. The close working relationship, at operational and strategic level between CDHB and MSD is illustrated by the co-chairing model that has led the Psychosocial Committee since September 2010.
49. The innovative services created under the leadership of MSD (Earthquake Support Coordination Service, 0800 Canterbury Support Line, free earthquake counselling, FLAG joint funders group, etc.) will continue to be run in partnership as appropriate and any decisions about continued need for these services will be ratified at the Psychosocial Committee to ensure a partnership approach.
50. Since 2012, MSD has been innovative in delivering programmes to support and grow community leadership and networks across the region – these successful initiatives are likely to pay dividends in terms of future community and psychosocial preparedness and CDHB intends to continue working alongside MSD to build on this investment.

Ministry of Education

51. MinEdu is an active member of the Psychosocial Committee.
52. MSD, CDHB and MinEdu work together on the Prime Minister's Youth Mental Health Project, which includes the ongoing work of the school-based mental health team employed by CDHB.
53. CDHB's Health Promoting Schools team continues to work in the most earthquake-affected schools.

Other inheriting agencies

54. The primary factors in psychosocial distress are often secondary stressors outside the control of the health system – for example, research by the All Right? campaign has indicated there are significant differences in health and wellbeing between those whose insurance and repairs issues

have been successfully completed and those who are still working their way through these processes.

55. Psychosocial recovery can be heavily influenced by the action of other inheriting agencies – for example, MBIE for housing – and it is critical that the CDHB develops/maintains relevant relationships at local level, and that MOH reflects these at a national level. This is likely to involve regular briefings with other inheriting agencies on the state of psychosocial recovery.
56. It is expected that the primary means for escalating issues and mitigating actions will be from the Psychosocial Committee to the Governance Committee, which is currently being established and which is expected to include these other agencies in its membership.
57. CDHB has considerable ‘on the ground’ experience of working in psychosocial recovery, both delivering programmes and working across agencies to ensure coordinated responses. This work, including the post-earthquake innovations such as the All Right? campaign and the school-based mental health team, has been funded by MOH and has established reporting mechanisms which will continue post-transition.

Other key stakeholders

58. CDHB will continue to co-chair the Psychosocial Committee, will chair the new Governance Committee, and will continue to engage with other stakeholders through active participation in the clinical, operational, cross-sector, research and evaluation programmes that support psychosocial recovery.
59. Our work with communities across greater Christchurch will be critical to psychosocial recovery and our existing relationships with Ngāi Tahu and other voluntary and community groups provide a strong foundation for ongoing community engagement.
60. CDHB has good working relationships with all of the TLAs covered by the Canterbury Earthquake Recovery Act. This includes a joint work plan with Christchurch City Council, active partnerships through the CWS and CWI working group, the Psychosocial Committee, Healthy Christchurch, the Urban Development Strategy Implementation

Committee refresh process, and multiple other linkages.

61. It is expected that these existing relationships will support the monitoring process required to ensure delivery of the Community in Mind Shared Programme of Action.
62. CDHB has confidence that each of these TLAs is already carrying out the responsibilities for community-led recovery described in Community in Mind.

RISKS AND OPPORTUNITIES

63. As years pass, it is understandably difficult for other regions to understand that psychosocial recovery in greater Christchurch is still not complete. International evidence suggests recovery could take up to 10 years from the end of the disaster so full recovery should not be expected until 2022. The process for legitimate issues in greater Christchurch to be weighed against pressing needs in other regions is a risk.
64. The ongoing psychosocial risk for the population increases as long as secondary stressors remain unresolved and the direct impact of these can be further exacerbated by poor management of recovery processes, in terms of both psychosocial wellbeing and the population’s trust in authorities. The Governance Committee will be well placed to help identify ways to improve these processes and oversee activities to reduce the distress of individuals and the wider community.
65. The lack of legislative mandate requiring agencies to provide requested data for analysis in the CWI is a risk that is likely to increase over time.
66. Across sectors, agencies in greater Christchurch have developed significant knowledge and skills in the field of disaster management and psychosocial recovery, and a number of innovative and successful programmes/services have emerged. There is an opportunity for these to be shared nationally and internationally.

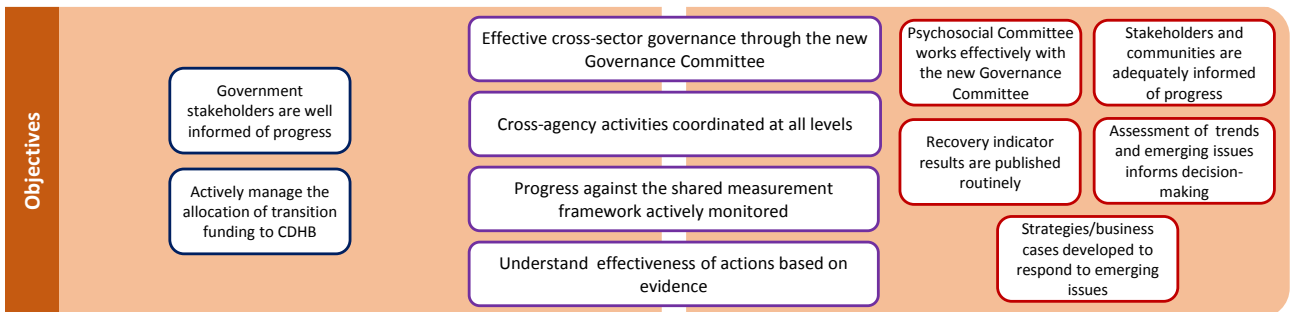
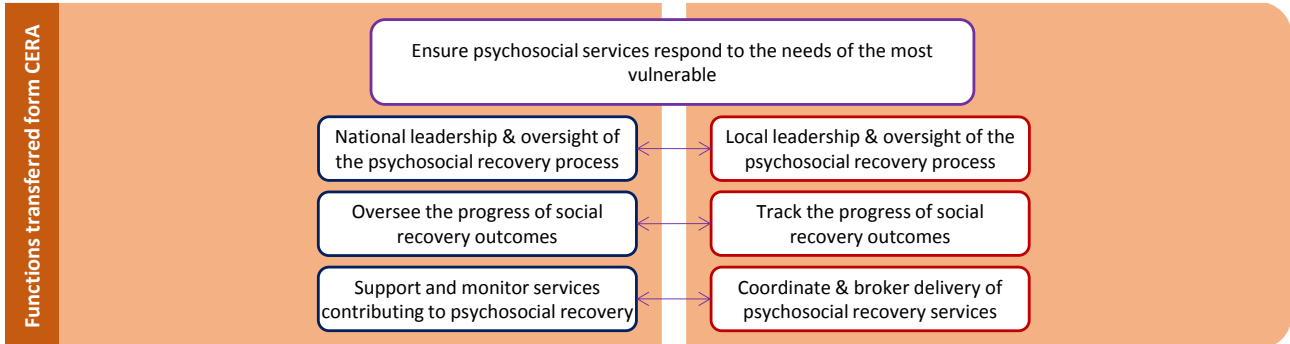
CONCLUDING COMMENTS

67. The transfer of overall accountability for psychosocial recovery to MOH aligns well with our vision for 'all New Zealanders to live well, stay well and get well'.
68. Integrating health and social care across public, private, NGO and professional boundaries is critical to a safe and sustainable health service.
69. CDHB is uniquely placed to drive improvements in psychosocial wellbeing throughout greater Christchurch through its clinical expertise, its strong roots in the community, and its established leadership role.
70. MOH and CDHB are committed to working in close partnership with each other, and with other government agencies, NGOs and community groups to ensure that psychosocial recovery in greater Christchurch continues.

Transfer of Responsibility for Psychosocial Recovery in greater Christchurch Accountability Diagram

Ministry of Health

Canterbury District Health Board



Measures

Externally Reported Measures <i>(Progress to be reported in Annual Report)</i>	
E1.	Early identification and analysis of risks to the on-going psychosocial recovery of Canterbury population and development of local and national strategies and actions to mitigate these identified risks.
E2.	The psychosocial recovery activities (including leading, delivering or brokering strategies and services across agencies by MOH and/or the Canterbury DHB) achieve overall improvement in the wellbeing of the people and communities most affected by the earthquakes and assist in moving towards a quality of life for people in Canterbury which is similar to or better than that experienced in other parts of New Zealand, as measured by the New Zealand Quality of Life Survey.

Internally Monitored Measures	Target
M1. Ministerial reporting mechanisms established	Dec-2015
M2. Ministerial reporting timely and accurate	100%
M3. Governance Committee established and chair appointed	Dec-2015
M4. Cross-agency participation in forums at all levels	>90%
M5. Expenditure against transition funding	On Target

Internally Monitored Measures	Target
C1. Governance processes established and operating effectively	Jan-2016
C2. Cross-agency participation in the Governance Committee	>90%
C3. Recovery indicator results published on time	100%
C4. Cross-agency activity register developed	Jan-2016
C5. Emerging risks and issues register developed	Jan-2016

