



Canterbury Earthquake Recovery Authority

Statement of Intent

1 July 2011 – 30 June 2016

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Canterbury Earthquake Recovery Authority
Level 3, 7 Winston Ave
Papanui
Christchurch 8053

Private Bag 4999
Christchurch 8140

Telephone: 03 354 2600 or 0800 RING CERA
E-mail: info@cera.govt.nz

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Foreword from the Minister for Canterbury Earthquake Recovery

The earthquake in September 2010 and the tragic aftershock in February 2011 have direct implications for Canterbury, but also affect all New Zealand as effort is focused on rebuilding Canterbury. This recovery effort is a major priority for this Government.

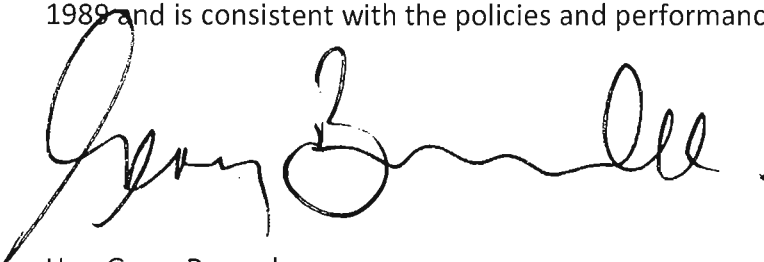
The recovery effort requires coordinated leadership and significant financial investment from central government. The Government has established the Canterbury Earthquake Recovery Authority (CERA) to provide strategic leadership and to coordinate activities to enable an effective, timely, and coordinated rebuilding and recovery effort in Canterbury.

CERA is a unique, local organisation with a clear function. It has been established based on lessons learnt from international experience and the response to the September 2010 earthquake, and comes with local Canterbury support for a single coordinating authority.

CERA has a challenging task ahead of it. However, CERA will not be solely responsible for the recovery effort. It will draw heavily on and support the efforts of other local, regional and central government bodies, business and community groups, the voluntary sector, iwi, and other affected parties. CERA will work in partnership with all these groups and, as the only public service department headquartered in Christchurch, will rely as much as possible on local knowledge, resources, and personnel.

I expect that CERA will complete its establishment early in the 2011/12 year so that it can focus fully on the recovery effort.

I am satisfied that the information on future operating intentions provided by CERA in this Statement of Intent is in accordance with sections 38, 40, and 41 of the Public Finance Act 1989 and is consistent with the policies and performance expectations of the Government.

A handwritten signature in black ink, appearing to read 'Gerry Brownlee', with a stylized flourish at the end.

Hon Gerry Brownlee
Minister for Canterbury Earthquake Recovery
April 2011

Introduction from the Chief Executive

CERA's role is to ensure that services and economic, social, community, and cultural well-being are restored to greater Christchurch. CERA operates in accordance with legislative measures which enable the Minister for Canterbury Earthquake Recovery and CERA to facilitate and direct, if necessary, greater Christchurch and its communities to respond to, and recover from, the impacts of the events in Canterbury.

CERA recognises the importance of its role for the people of Canterbury. CERA staff members are expected to embrace their responsibilities with a spirit of public service and a focus on providing timely and effective assistance to Cantabrians.

Interim staff members (most seconded from central and local government agencies) have moved quickly to establish CERA, so that the focus can shift rapidly from the response phase and functions previously carried out by the Civil Defence National Controller to the long-term recovery effort.

In 2011/12 CERA will focus on:

- completing establishment and recruitment of a full complement of permanent staff members
- exercising functions previously exercised by the Civil Defence National Controller, including cordon management, demolition (particularly in the central business district (CBD)), and decision-making around the restoration of public services
- developing a long-term Canterbury recovery strategy, including a process for public consultation
- preparing a future focus plan for the worst affected suburbs, based on sound scientific and technical information, and ensuring that support is provided to affected residents
- identifying and either developing or supporting the development of other recovery plans to ensure that the recovery strategy is implemented successfully
- communicating progress and important notices and updates to the people of Canterbury and setting up means to engage with local communities for their input into the rebuilding of greater Christchurch
- coordinating the Community Forum and Cross-Party Forum,
- collaboration with the Christchurch City Council, Environment Canterbury, Waimakariri and Selwyn District Councils, and Te Rūnanga o Ngāi Tahu.
- coordinating and monitoring the recovery actions of a large number of government departments, Crown agents, local government bodies, and representatives from the business and community sectors and iwi to ensure that the recovery effort is efficient, effective, properly sequenced, connected, and well communicated
- reporting quarterly to the House of Representatives as laid down in the Canterbury Earthquake Recovery Act 2011.

As is expected of all public service departments, CERA will ensure that it operates in a financially responsible manner, so that government funding for Canterbury will be spent as much as possible on the front-line recovery effort itself and not on back-office administrative functions.

Chief Executive Statement of Responsibility

In signing this statement, I acknowledge that I am responsible for the information contained in the Statement of Intent for the Canterbury Earthquake Recovery Authority. This information has been prepared in accordance with the Public Finance Act 1989. It is also consistent with the proposed appropriations set out in the Appropriations (2011/12 Estimates) Bill, as presented to the House of Representative in accordance with section 13 of the Public Finance Act 1989, and with existing appropriations and financial authorities.



John Ombler
Acting Chief Executive
April 2011



Stephen Yetman
Interim Director of Finance
April 2011

The Nature and Scope of Functions

CERA's mandate is laid out in the Canterbury Earthquake Recovery Act 2011. During 2011/12, CERA will:

- provide immediate support for the Minister for Canterbury Earthquake Recovery
- establish and maintain a close working relationship and work in close collaboration with local authorities (Christchurch City Council, Selwyn District Council, Waimakariri District Council, and Environment Canterbury)
- engage and consult with other local and central government agencies, Te Rūnanga o Ngāi Tahu, businesses, and the local community
- communicate regularly to affected persons on progress relating to recovery activities
- review and oversee existing operations on the ground
- gather information necessary to assess the best approach(es) to the long-term recovery
- develop a long-term recovery strategy
- coordinate and prioritise recovery plans
- exercise any other powers that might be conferred on CERA.

CERA's activities will cover the recovery necessary to restore the social, community, economic, and cultural well-being of greater Christchurch (covering the areas of Christchurch City and Selwyn and Waimakariri District Councils) including all infrastructure affected by the seismic events of September 2010 and February 2011.

CERA will work in collaboration with relevant local authorities. CERA will support local authorities to understand the magnitude of the recovery, and help to coordinate the efforts of local and central government, iwi, non-governmental organisations, the private sector, and greater Christchurch residents. The Mayors and elected councillors will continue to be responsible for their organisations and communities, and the Minister for Canterbury Earthquake Recovery and CERA will engage collaboratively with them. CERA will also support other government agencies in their work, and develop productive relationships with key stakeholders with roles in the recovery process, as well as local businesses and community organisations.

An important role for CERA is to prepare an overarching long-term recovery strategy for the rebuilding of greater Christchurch. The recovery strategy will provide a purpose for the recovery and address some of the high-level questions that will need to be addressed for the recovery to occur in a coordinated way. The recovery strategy will provide direction and coordination for a series of more detailed and specific recovery plans. CERA will prepare the recovery strategy in collaboration with the Christchurch City Council, Environment Canterbury, Selwyn and Waimakariri District Councils, Te Rūnanga o Ngāi Tahu, and other parties. It will also develop or coordinate the development of recovery plans by others.

Operating Environment

CERA will operate in a unique environment. The population of New Zealand's second largest city has been left without many services and infrastructure. CERA is now responsible for ensuring that such services and amenities are restored in as short a timeframe as possible. This is an unprecedented activity in the history of New Zealand.

As a result, CERA will be operating in an environment characterised by:

- the need for swift action, particularly around providing temporary housing, repairing infrastructure, helping businesses to re-open, and assessing houses, buildings, and land
- effective and efficient consultation with local residents, businesses, and other stakeholders
- appropriate control over significant amounts of government expenditure on the recovery effort
- the need to ensure that recovery roles and responsibilities are clear, so that activities do not overlap.

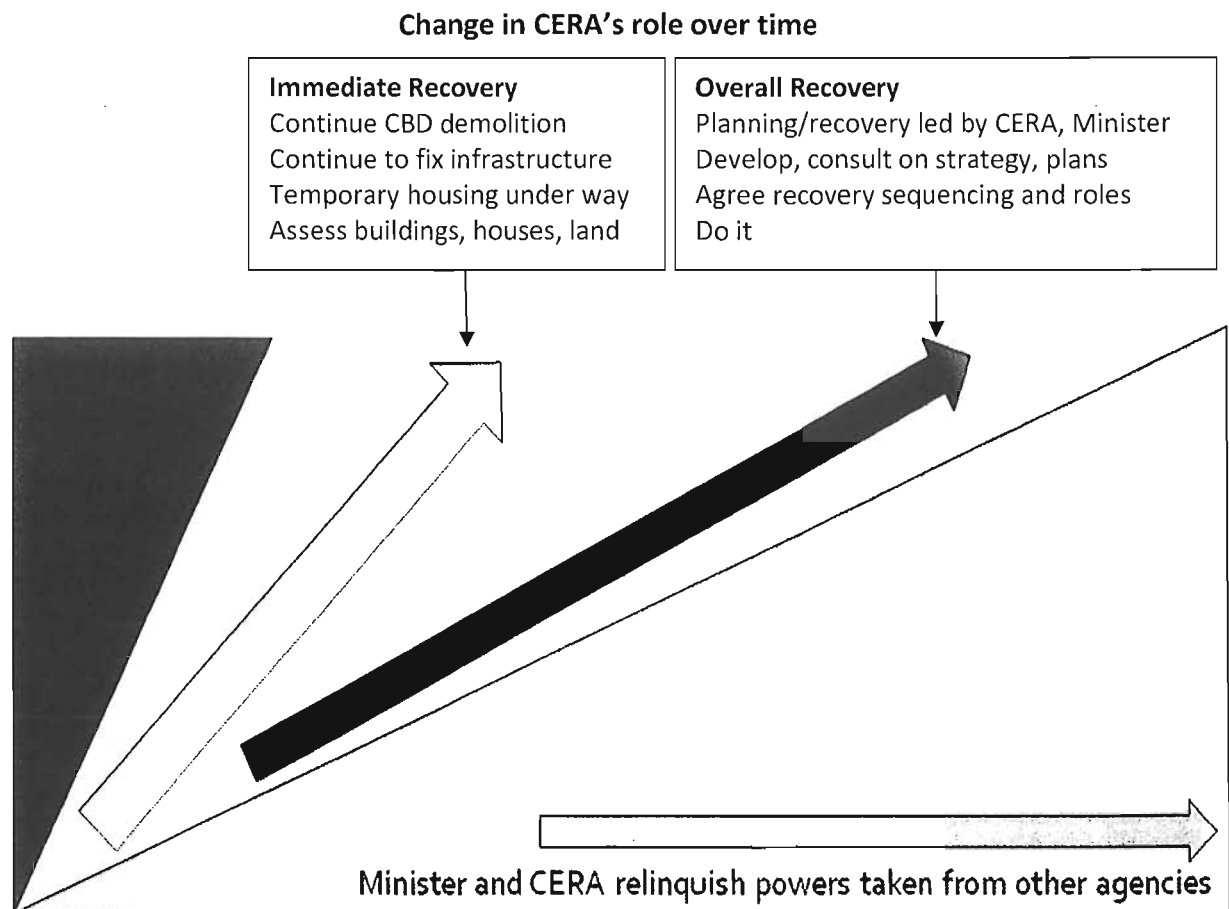
Overriding all will be the need to ensure that tough decisions about the future of greater Christchurch are being made. CERA will either make these decisions itself or will make recommendations to the Minister for Canterbury Earthquake Recovery. Not all decisions will be popular for all Cantabrians as some landmarks may need to be removed or changed and some areas of land may need to be reclassified for other uses. CERA will develop a mechanism to consult widely, work in partnership with affected parties, and communicate and explain its actions.

Strategic Direction

CERA's role is to exercise statutory powers provided under the Canterbury Earthquake Recovery Act 2011 to:

- ensure that councils and communities in greater Christchurch respond to and recover from the earthquake impacts
- enable community participation in planning the recovery of affected communities
- ensure that the recovery is focused, timely, and expedited, and based on sound information on affected land, structure, and infrastructure
- facilitate, co-ordinate, and direct the planning, rebuilding, and recovery of affected communities, including the repair and rebuilding of land, infrastructure, and property
- restore the social, economic, cultural, and environmental well-being of greater Christchurch communities.

CERA's focus will change over time. Planning on the long-term recovery strategy has begun, although most short-term effort will go into restoring physical infrastructure, demolishing at-risk properties, and meeting immediate needs. In the medium term, CERA will coordinate the implementation and monitoring of recovery plans. This will be followed by the gradual transfer of powers and responsibilities to other organisations, as illustrated below.



CERA will be reviewed annually, and this will provide the opportunity to ensure that CERA has the right capabilities, relationships, and structures in place.

Operating Intentions

CERA will track its progress against the outcomes sought outlined below. These apply to 2011/12 only and assume no significant impact from any further seismic activity. They reflect the focus of CERA's activities on immediate recovery in its first year as outlined in the diagram above. Objectives will be updated in CERA's future annual statements of intent.

Objective	Measure	Outcome sought
Planning for the recovery		
1. Establish CERA as a public service department	All permanent staff members are recruited and corporate support services are in place by 31 July 2011.	CERA focus and effort can be firmly focused on the recovery effort.
2. Prepare a future focus plan for the worst affected suburbs	A draft plan is developed, fully informed by scientific and technical land-use information.	Affected residents and other parties have access to high-quality information, so that they understand the basis for land-use decisions; land-use decisions are made expeditiously to provide certainty.
3. Involve community representatives adequately in recovery planning	At least six meetings are held of the Community Forum.	Community representatives provide formal input into recovery planning and the Minister and CERA receive appropriate information which can be incorporated into CERA's actions and decisions.
4. Present the first draft of the long-term recovery strategy for public consultation	A first draft is available for consultation by 30 September 2011.	Greater Christchurch residents have the opportunity to provide input into the first draft of the future of their city.
5. Present a draft long-term recovery strategy for consideration by the Minister	The Minister receives the draft long-term recovery strategy by 15 January 2012.	A long-term recovery strategy is developed and in place to guide the reconstruction, rebuilding, and recovery of greater Christchurch.
6. Complete planning for the restoration of priority infrastructure (outside the CBD)	A detailed plan is developed by 31 December 2011.	Affected residents know with certainty the timeline for restoration of priority infrastructure in their areas.
7. Provide input into the development of the Recovery Plan for the Christchurch CBD, led by the Christchurch City Council	The draft Recovery Plan incorporates views and input from CERA.	The draft Recovery Plan positions the role of the Christchurch CBD within the wider context of the greater Christchurch recovery strategy.

Objective	Measure	Outcome sought
Implementing the recovery		
8. Provide on-going advice and updates to the Minister for Canterbury Earthquake Recovery	The Minister reports satisfaction with the quality of reporting and policy advice received.	The Minister and Cabinet are fully aware of developments and enabled to make informed decisions.
9. Reduce areas blocked off by cordons	All areas currently blocked off are reopened by 30 June 2012.	Traffic movement is restored to pre-earthquake levels. Greater Christchurch residents gain full access to their city.
10. Restore full access to the Christchurch CBD	Full access is restored to the CBD by 30 June 2012.	Businesses and residents are able to access properties and make informed decisions about their future location.

Internal reporting will track progress against milestones throughout the year, and CERA will report against its objectives in its 2011/12 annual report.

CERA will report regularly to the Minister for Canterbury Earthquake Recovery and quarterly reports will be presented to the House of Representatives.

CERA recognises the importance of communication to the public and will undertake, wherever possible, to keep members of the public informed of its progress against the above objectives.

CERA will also prepare other plans, wherever possible following consultation, and according to timeframes agreed with the Minister for Canterbury Earthquake Recovery. Performance measures will be developed for these plans and reported appropriately.

Organisational Health and Capability

Staffing

Since its establishment in late March 2011, CERA has received support from other central and local government organisations which have offered secondees to CERA for the set-up phase. This means that, with the lifting of the national state of emergency, CERA is able to take on some of the functions from the Civil Defence National Controller in a seamless manner (while many functions will revert to the relevant local authority).

Recruitment is under way for a permanent chief executive, which will be followed by recruitment for other positions. It is anticipated that CERA will have approximately 50 staff members, although this may vary over time.

As with all public service departments, CERA will run open recruitment processes. Local Canterbury knowledge will be considered during recruitment processes. In its recruitment and ongoing management of human resources, CERA will operate an equal employment opportunities policy and, over time during 2011/12, will develop its policies and practices in areas such as employee engagement and training and development.

Infrastructure and processes

As a new public service department, CERA is establishing internal administrative, risk management, and management control processes. Furthermore, CERA is committed to acting in a financially responsible manner and is currently exploring options to contract support services from within government. This will not only ensure that CERA minimises its headcount and expenditure – while still obtaining the services that it requires – but will also enable CERA to become established as quickly as possible, to allow it to focus on the recovery effort itself.

Departmental Capital and Asset Management Intentions

CERA has two output classes:

1. Planning for the Canterbury Recovery: this involves drafting and consulting on the long-term recovery strategy, and developing and coordinating the presentation of recovery plans.
2. Implementation of the Canterbury Recovery Programme: this involves implementing or overseeing the implementation of short-term measures (for example, immediate infrastructure repairs) and actions which come out of the long-term recovery strategy, including the implementation of recovery plans.

CERA's budget will be set on an annual basis.

CERA intends to enter into an agreement to source support services from another government department. This will include the provision of items such as IT equipment, office furniture etc. CERA will not own those items.

Consequently, CERA's departmental capital expenditure for 2011/12 is forecast to be below \$100,000.