

Department of the Prime Minister and Cabinet

Inquiry into the Earthquake Commission Proactive Release January 2019

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Office of the Minister Responsible for the Earthquake Commission

Chair
Cabinet Economic Development Committee

Response to the Report of the Independent Advisor on the Earthquake Commission

Proposal

1. This paper advises Cabinet of the findings and recommendations of the Independent Ministerial Advisor to EQC on operational and other changes that would assist in the fair and fast resolution of outstanding Canterbury earthquake related claims.
2. The paper also seeks Cabinet's agreement to my proposed response to those recommendations, and asks Cabinet to note that I propose to release the Independent Ministerial Advisor's report.

Executive Summary

3. EQC has more than 3,000 unresolved residential property claims arising from the Canterbury earthquake events. This is a major issue for the affected homeowners, hampering their ability to draw a line under these events and get on with their lives.
4. In February 2018 I appointed an Independent Ministerial Advisor to EQC to work with the Board and management of EQC to make recommendations for operational and other changes that would assist in speeding up the resolution of outstanding claims. I have now received the Independent Advisor's report.
5. The report makes a number of recommendations concerning EQC's operations and capability. I propose to refer these to the EQC Chair for consideration.
6. Along with these immediate practical recommendations the report addresses some wide policy, legislative and institutional recommendations.
7. I propose to release the Independent Advisor's report following Cabinet's consideration.

Background

8. During 2010 and 2011, New Zealand experienced its most significant earthquake event sequence in modern times in the Canterbury region. EQC received over 583,000 claims for damage to approximately 168,000 residential dwellings from this event sequence.

- 9.** The scale of the event and the sheer volume of Canterbury earthquake claims to be processed posed obvious operational challenges for EQC. Multiple issues arose in relation to resolving the claims, including with respect to the claims handling process. Some of these have been addressed. However, the fact remains that more than seven years after these events, there are still claims that have not yet been resolved.
- 10.** EQC has more than 3,000 unresolved residential property claims. These mainly relate to land claims and remedial repair claims (i.e. repair claims that have been re-opened due to poor workmanship, incomplete repair scope or missed earthquake damage). This presents ongoing challenges for EQC. And more importantly, it comes with significant ongoing personal cost for affected Canterbury residents, hampering their ability to draw a line under these events and get on with their lives.
- 11.** Since coming to office, as a Government we have pursued a number of lines of work to make sure EQC meets the needs and expectations of New Zealanders.
- 12.** First, we have taken a number of steps to expedite the fast and fair settlement of the existing unresolved claims, and to improve the situation of those Christchurch residents grappling with unresolved claims. This included appointing an Independent Ministerial Advisor to EQC to work with the Board and management of EQC to make recommendations for operational and other changes that would assist in speeding up the resolution of outstanding claims. This is the focus of this Cabinet paper.
- 13.** The independent advisor's work sits alongside other actions we have taken, including:

 - Appointing a new interim chair of EQC, whom I am confident will put the interests of people at the forefront of EQC's mission and help push for fast and fair resolution of outstanding claims for the people involved.
 - Working through Treasury and MBIE to bring EQC, Southern Response and the insurance industry together to test the viability of a potential model which could see the management of all new Canterbury earthquake-related claims from insurance entities (EQC, Southern Response, other private insurers) consolidated into one vehicle from a future date.
 - Agreeing to establish the Canterbury Earthquakes Insurance Tribunal to provide an alternative pathway for claimants to resolve residential and land-related insurance claims.
- 14.** Further to that, looking ahead we want to emphasise a stronger focus on customer service in private insurers' and EQC's operations, and to make sure that EQC is effective in its role underpinning the private insurance market. Priorities here include:

- Agreeing in principle to establish a statutory inquiry into EQC to take stock of experience and lessons learned from dealing with the Canterbury earthquake events to ensure that EQC is better placed to meet future events.
- Progressing changes to the EQC Act that will simplify and speed up the claims process, and resolve issues with the EQC Act that have previously been identified by the Ombudsman and the Canterbury Earthquakes Royal Commission, and the previous Government's review of the EQC Act.
- Progressing reforms to insurance contract law. The reforms would aim to improve the market conduct regulation of insurers. This includes issues relating to disclosure (eg plain language contracts), and to remedies for breaches of insurance contracts.

Advisor's Recommendations and Proposed Response

15. The independent advisor's terms of reference are attached as appendix 1. The terms of reference requested that the advisor consider and report on, and if desired make recommendations in relation to:

- options for possible improvement in the management of Earthquake Claims by EQC;
- any constraints faced by EQC that may prevent timely resolution of the Earthquake Claims, whether arising from operational, resourcing, policy or legislative settings, or otherwise;
- any constraints caused by processes of other government agencies or private insurers to the extent that EQC's ability to resolve the Earthquake Claims in a timely manner are dependent on those processes;
- ongoing monitoring of the resolution of the Earthquake Claims; and
- any other related matter.

16. I have now received the independent advisor's report, attached as appendix 3.

17. The advisor's report makes a number of recommendations, that the advisor considers taken together should speed up the settlement of remaining claims so that claimants can move on with their lives knowing their earthquake damage has been dealt with fairly, fully and finally. These recommendations are summarised in appendix 2.

18. The key recommendations fall into several broad categories.

19. First, there are a number of recommendations regarding the structure, capability and operating model of EQC. This includes changes to strengthen the EQC's management of claims, focus on its communication with claimants and its relationship with stakeholders, and improve EQC data quality. While these recommendations look sensible, they are not a matter for Ministers. They would be for EQC to consider and implement. Accordingly, I propose that I endorse these recommendations, and refer them to the EQC Chair for consideration. The merits of the recommended changes to EQCs capability and operations will depend in part on decisions taken on wider policy changes, as outlined below.

20. The issues around data quality constitute a significant issue that in my opinion requires special attention and I will be highlighting this to the Chair. This issue has been further reinforced recently with discovery of new data omissions and problems.

21. Second, there are a number of recommendations regarding policy changes to be considered as a matter of priority to support the fair and fast resolution of unresolved claims. In particular:

- changes to increase EQC's flexibility to make certain payments. Specifically, the report recommends exploring extending the existing Protocol 1 to allow EQC to make limited cash settlements above the EQC cap, which would then be recovered from the private insurers; and exploring changes to allow EQC to reimburse a wider range of legitimate claim-related costs (such as for temporary accommodation) in certain circumstances. I have directed the Treasury to report to me by 30 June 2018 on the merits and practicalities of these proposals, including financial implications.
- extension of the Residential Advisory Service to 2020. This will allow quake affected homeowners in Christchurch to continue to access free and independent legal, technical and brokering assistance to progress their insurance claims. The Report also recommends expanding RAS to also cover psycho-social support for claimants. This is likely to cost around \$2.5 million per year. I have received advice from MBIE on this, and propose that RAS be extended for one year. MBIE has identified a fiscally neutral way to fund the first year costs of the extended service and I intend to seek funding for the second year through Budget 2019.
- clarification and alignment across EQC and the various insurers of the limitation period in respect of claims related to the Canterbury earthquakes. Limitation legislation provides for a 6 year time limit for starting litigation against EQC and/or private insurers where there is a dispute about insurance coverage. There is a difference in legal interpretation between insurers and EQC about when the 6 year period starts. This leads to considerable uncertainty, distress and inconsistent treatment for claimants, particularly where damage was missed when an assessment was done or where damage was inadequately repaired. This is a complex issue. I have directed officials to work with the major private insurers to find ways to extend and align the limitations period. Crown Law advice has also been sought.
- use of test cases. Court judgments can provide useful precedent for helping to resolve further cases with similar facts. EQC has taken test cases and declaratory judgment proceedings in the past to help clarify areas of law that are uncertain. I propose to advance this issue at pace by:
 - ensuring that EQC continues to work with lawyers and claimants to identify appropriate test cases on issues of law where precedents would be helpful for resolving other claims against it;

- taking Crown Law advice on whether there are appropriate cases for the Attorney-General to commence declaratory judgment proceedings, and proceeding with those cases, initially funded from within existing baselines up to \$500,000; and
- prioritising funding to take test cases and declaratory judgment proceedings, in consultation with relevant Ministerial colleagues.

22. Third, there are a number of recommendations that are more complex and will need further consideration. In particular:

- continuing work with the insurance industry and EQC to test the viability of a new model which could see the management of all new Canterbury earthquake-related claims from insurance entities (EQC, Southern Response, other private insurers) consolidated into one vehicle from a future date. I have signalled to officials that I am uncomfortable with this work continuing on its current trajectory due to the potential liability to the Crown and have instructed officials that such a model would only be viable if, amongst other things, it results in more timely and fair resolution of residential claims and no additional liability for the Crown.
- clarifying the Government's policy position and any potential response with regard to the fair and transparent resolution of on-sold damaged property claims.

These are difficult and complex matters, both of which are highly commercially sensitive, and with significant fiscal risk to the Crown. They also create a number of incentive issues that would need to be carefully worked through. I propose that we direct the Treasury, in consultation with MBIE, to report back to Ministers with advice, options and recommendations on the proposal for consolidated claims management, and preliminary advice on the treatment of on-sold property, by 31 July 2018.

23. Finally, there are recommendations regarding institutional changes to strengthen the monitoring arrangements for the EQC, and in particular which government department is best placed to undertake such monitoring. I propose that we direct SSC, in conjunction with the Treasury and MBIE, to report to Cabinet on options and recommendations for the monitoring arrangements, and the resourcing and capability of the monitoring agency, by 31 July 2018.

Governance of Work Programme

24. Progressing these proposals, in the context of the wider work programme related to EQC and insurance more generally, will require strong coordination and governance.

25. To that end, I recommend establishing a CEs group, chaired by DPMC and including SSC, the Treasury, MBIE, Justice and EQC, to monitor progress on this and related greater Christchurch insurance matters. This group would report to me on progress and any issues arising.

26. I will consult with other Ministers (in particular with the Minister of Finance on financial issues, the Minister of Commerce and Consumer Affairs on insurance issues, and the Minister of State Services on machinery of government issues) as the need arises.

Communications and Publicity

27. Subject to our discussion at Cabinet, I propose to release the independent advisor's report in full following Cabinet's consideration. There is likely to be high public interest in this report from affected Christchurch residents. I expect that the independent advisor will distribute the report to stakeholders who contributed to the report's findings.

28. In releasing the report, I propose to:

- welcome the independent advisor's report;
- note the suggestions for improvements to EQC's operations, and note that these have been referred to the EQC Chair for consideration;
- note that I have:
 - requested advice from the Treasury on the merits, practicalities, and financial implications of changes to increase EQC's flexibility to make certain payments;
 - agreed to extend the Residential Advisory Service for two years and to expand it to also cover other related support for claimants (subject to funding for the second year through Budget 2019);
 - asked officials to work with insurers to find ways to extend and align the limitation period in respect of the Canterbury earthquake related claims across EQC and the various insurers;
- note that some other issues highlighted by the advisor (such as claims consolidation, and the treatment of on-sold property) are more complex and will take more time to work through;
- note that we have asked officials for advice on changes to monitoring arrangements to help improve Ministers' confidence in EQC's financial and service performance going forward.

29. Care will be taken in discussing the recommendations in the Advisor's report on commercially sensitive matters (for example on claims consolidation, and the treatment of on-sold property) to not prejudice the Crown's options or limit later negotiating positions.

Risks

- 30.** Releasing the report is not without risk. In particular, the recommendations continuing work on a possible new model for new Canterbury earthquake-related claims, and for EQC settling claims related to on-sold property, may raise public expectations, and, if further work proceeds, pose fiscal risks to the Crown that will need to be managed.
- 31.** However, the issues underlying on-sold claims problems and poor claims management hand-over processes are already matters of public and industry comment. The report recommends continuing work that is already underway. As such, releasing the report, with appropriate communications, is unlikely in itself to materially heighten these risks.

Financial Implications

- 32.** This paper proposes to both extend the Residential Advisory Service for the 2018/19 financial year and expand the scope of its services to include other related support to homeowners and claimants affected by civil emergency. The proposal requires additional funding, estimated at \$2.5 million, to be met in a fiscally neutral manner through a combination of utilisation of 2017/18 underspends and 2018/19 fiscally neutral adjustments in Vote Building and Housing.

Legislative Implications

- 33.** There are no legislative implications from this paper.

Human Rights Implications

- 34.** The proposals in this paper are consistent with the New Zealand Bill of Rights Act 1990 and the Human Rights Act 1993.

Gender Implications

- 35.** The recommendations of the Independent Advisor will, as part of their purpose, support the rights of all New Zealanders and aim to improve the experience of all New Zealanders in relation to EQC claims management.

Disability Perspective

- 36.** The recommendations of the Independent Advisor will, as part of their purpose, support the rights of all New Zealanders and aim to improve the experience of all New Zealanders in relation to EQC claims management.

Regulatory Impact Assessment

- 37.** A regulatory impact assessment is not required for the proposals in this paper.

Consultation

38. This paper was prepared by the Greater Christchurch Group of the Department of Prime Minister and Cabinet. The Treasury, the Ministry of Business, Innovation and Employment, the State Services Commission, and the Ministry of Justice were consulted.

39. The Chair of the EQC has been informed.

Recommendations

40. I recommend that Cabinet:

- a. **note** that I have received the report of the independent advisor into EQC, tasked with recommending operational and other changes that would assist in speeding up the resolution of outstanding claims from the Canterbury earthquakes;
- b. **note** that I propose to endorse the recommendations that relate to EQC's operations and refer them to the EQC Chair for consideration;
- c. **note** that I have requested advice from Treasury by 30 June 2018 on the merits, practicalities, and financial implications of recommendations to increase EQC's flexibility to make certain payments;
- d. **note** that the Residential Advisory Service is not currently funded beyond the 2017/18 financial year;
- e. **agree** that, in the context of the report of the independent advisor into EQC, the Residential Advisory Service should be both extended for the 2018/19 financial year and expanded to provide for other related support services;
- f. **agree** that the 2018/19 funding requirement for the extended and expanded Residential Advisory Service, estimated at \$2.5 million, be met in a fiscally neutral manner through a combination of utilisation of 2017/18 underspends and 2018/19 fiscally neutral adjustments in Vote Building and Housing;
- g. **note** that an underspend in a related departmental output expense appropriation in Vote Building and Housing "Weathertight Services", estimated at \$1.7 million as at 30 April 2018, is available to meet the majority of the funding requirement for 2018/19, subject to finalisation of audited year-end accounts for 2017/18;
- h. **note** that, as audited year-end accounts for 2017/18 will not be finalised until around September 2018, it will be necessary to find an alternative funding source to provide for the first 3 months of the 2018/19 funding requirement for the extended and expanded Residential Advisory Service;

- i. **note** that the first 3 months funding requirement described above, estimated at \$0.625 million, can realistically be met through reprioritisation of 2018/19 funding from the related departmental output expense appropriation in Vote Building and Housing “Weathertight Services” but it will be necessary subsequently to top up this appropriation;
- j. **agree** to revise the scope statement for Vote Building and Housing departmental output expense appropriation “Residential Advisory Services” as follows, with effect from 1 July 2018:

Old scope	This appropriation is limited to the provision of insurance-related broker and advisory services to homeowners affected by a civil emergency to support their residential rebuild.
New scope	This appropriation is limited to insurance-related broker and advisory services and other related support for homeowners and claimants affected by a civil emergency, to support their residential rebuild.

- k. **approve** the following fiscally neutral changes to appropriations to provide for the first 3 months’ funding for the extended and expanded Residential Advisory Service, with no impact on the operating balance:

	\$m – increase/(decrease)			
Vote Building and Housing Minister for Building and Construction	2017/18	2018/19	2019/20	2021/22 & Outyears
Departmental Output Expenses: Residential Advisory Services (funded by revenue Crown)	-	0.625	-	-
Weathertight Services (funded by revenue Crown)	-	(0.625)	-	-

- l. **agree** that the proposed change to appropriations for 2018/19 above be included in the 2018/19 Supplementary Estimates and that, in the interim, the increase be met from Imprest Supply;
- m. **authorise** the Minister for Building and Construction and Minister of Finance jointly to confirm the necessary increase of the \$1.875 million balance to the Vote Building and Housing departmental output expense appropriation “Residential Advisory Services”, following completion of the 2017/18 audited financial statements;
- n. **authorise** the Minister for Building and Construction and Minister of Finance jointly to confirm the top-up of \$0.625 million to the Vote Building and Housing departmental output expense appropriation “Weathertight Services”, following completion of the 2017/18 audited financial statements;

- o. **note** that I intend to seek funding for the Residential Advisory Service beyond the 2018/19 financial year through Budget 2019;
- p. **note** that I have asked officials to discuss with insurers the possibility of clarifying and aligning the limitation period in respect of the Canterbury earthquake related claims across EQC and the various insurers;
- q. **note** that I intend that some existing EQC cases will be fast-tracked and that, if appropriate, declaratory judgment proceedings will be brought to clarify critical issues of law and interpretation that are impediment to resolution of claims;
- r. **note** that I will prioritise funding to take test cases and declaratory judgment proceedings, consulting relevant Ministerial colleagues;
- s. **direct** the Treasury, in consultation with MBIE, to report to Ministers by 31 July on:
 - i. advice, options and recommendations on whether it is viable and appropriate to continue to work on a new model under which the management of all new Canterbury earthquake-related claims from insurance entities (EQC, Southern Response, other private insurers) is consolidated into one vehicle from a future date;
 - ii. preliminary advice clarifying the Government's policy position and any potential response with regard to the fair and transparent resolution of on-sold damaged property claims;
- t. **direct** SSC, in conjunction with Treasury and MBIE, to report to Cabinet on options and recommendations for the arrangements for monitoring EQCs financial and service performance, including most appropriate agency, resourcing, and capability, by 31 July 2018;
- u. **agree** to establish a CEs group, chaired by DPMC and including SSC, the Treasury, MBIE, Justice and EQC, to monitor progress on this work programme and related greater Christchurch insurance matters, and to report to me on progress and any issues arising;
- v. **note** that I propose to release the independent advisor's report following Cabinet's consideration.

Authorised for lodgement

Hon Dr Megan Woods
Minister Responsible for the Earthquake Commission

Appendix 1: Independent Ministerial Advisor into EQC - Terms of Reference

The independent Ministerial advisor is appointed by the Minister responsible for the Earthquake Commission to work with the EQC Board and Management to provide advice to the Minister to speed up the resolution of outstanding insurance claims to EQC arising from the earthquakes that struck in Canterbury on or after 4 September 2010, including any aftershocks (the Earthquake Claims).

The purpose is to report to the Minister on operational changes needed for resolving any residual Earthquake Claims in a manner which ensures timeliness, cost effectiveness and high professional standards.

More specifically, the advisor, with input from the EQC Board and Management, will consider and report on, and may make recommendations in relation to:

- options for possible improvement in the management of the Earthquake Claims by EQC;
- any constraints faced by EQC that may prevent timely resolution of the Earthquake Claims, whether arising from operational, resourcing, policy or legislative settings, or otherwise;
- any constraints caused by processes of other government agencies or private insurers to the extent that EQC's ability to resolve the Earthquake Claims in a timely manner are dependent on those processes;
- ongoing monitoring of the resolution of the Earthquake Claims;
- any other related matter.

The independent Ministerial advisor will also work with MBIE on any related insurance issues, to coordinate advice to the Minister based on full information.

The advisor will not consider or report on, or make recommendations in relation to:

- any individual entitlement relating to a specific insurance claimant, or resolution of any specific insurance claims;
- the general governance arrangements of any agency;
- any individual employment matter or decision taken within any agency;
- the performance of any specific individual;
- any matters that are subject to mediation, litigation or arbitration proceedings;
- the re-opening of settled claims;
- legal precedents (with regard to actual insurance claims) that have been established by the Courts;
- any operational matters relating to any insurance claim other than the Earthquake Claims;

The timeframe for initial report to Minister will be 6 weeks from the date of appointment.

Appendix 2: Summary of Recommendations and Proposed Response

theme	recommendation	proposed response	responsibility
EQC Operational Structure	a. EQC hires another settlement team so that the case load for each team is approximately 100, which supports good familiarisation with each claim, and faster handling;	Endorse	Refer to EQC chair
	b. EQC considers how they will manage drainage issues within the new case management approach.		
EQC Operational Practice	a. A consistent operational practice model is urgently developed to ensure claims are dealt with to high standards across the Canterbury Business Unit.		
EQC Quality of Data	a. EQC immediately establish an expert data quality group led by the General Manager Technology;		
	b. EQC take a small team of experienced EQC staff, pull out all of the physical claims files relating to the remaining claims, and have the team sort, review, confirm and capture the key data; and		
	c. EQC publishes its ILVR semi-annually in a prominent place on its website, which include context and explanations for any large movements in the ILVR since the previous set of numbers.		
EQC Claimant Reference Panel	a. EQC establish a Claimant Reference Group, comprised of claimants and community representative advocates who are paid for their time and expertise, and with whom EQC senior management meets regularly.		
EQC Communication with Claimants	a. all information on their file be available to claimants on request;		
	b. the case management approach must include the development of communication standards for EQC with claimants, which set out that communications are respectful, empathetic, honest, timely, and that EQC staff do what they say they will do;		
	c. the EQC's Canterbury specific webpage be reviewed to ensure it is easy to read and is updated on a regular basis.		
EQC Relationship with private insurers	a. EQC senior management schedule regular, formal meetings with each private insurer to remove any barriers to resolving claims;	Endorse	Refer to EQC Chair
	b. EQC share information about all claims with the relevant private insurer with the aim of settling claims more quickly.		

EQC flexibility to make payments	a. EQC works with private insurers to extend the existing Protocol 1 to allow EQC to make cash settlements above the EQC cap, which would then be recovered from the private insurers.	Endorse Treasury to advise on merits, practicalities, and financial implications by 30 June 2018	Refer to EQC Chair Treasury
Temporary accommodation and other costs	a. EQC and Treasury work together on a proposal that could be put to the Minister for her to determine whether she supports a Ministerial Direction that would allow EQC to reimburse certain legitimate claim-related costs in certain circumstances.	Treasury to advise on merits, practicalities, and financial implications by 30 June 2018	Treasury
Residential Advisory Service and Psycho-social support	a. the RAS is extended for two more years to 30 June 2020 and its role is expanded to provide a "one-stop-shop" for claimants, incorporating psycho-social support for claimants.	Agree, subject to funding decisions for 2019/20	MBIE
Limitations	a. The Treasury and MBIE undertake policy work on whether the limitation period in respect of the Canterbury earthquakes could be clarified and made consistent across EQC and the various insurers.	Officials to discuss with insurers	DPMC, Treasury, MBIE
Test cases and litigation process	a. EQC continues to work with lawyers and claimants to identify appropriate test cases on issues of law where precedents would be helpful for resolving other claims and to fast track these where possible;	Endorse	Refer to EQC Chair
	b. the Government give ongoing consideration to ensuring that further litigation process innovation is supported where appropriate.	Agree	Justice
EQC Ability to Discharge Cases	a. The Treasury includes the discharge of claims as part of its policy work on the EQC Act.	Agree	Treasury
Claims management consolidation	a. The Treasury continues to work with the insurance industry and EQC to test the viability of a new model which could see the management of all new Canterbury earthquake-related claims from insurance entities (EQC, Southern Response, other private insurers) consolidated into one vehicle from a future date.	Treasury, in consultation with MBIE, to report back by 31 July 2018.	Treasury
On Sold Properties	a. EQC management engage with Treasury to seek clarity on the Government's policy position and any potential response with regard to the fair and transparent resolution of on-sold damaged property claims.	Treasury, in consultation with MBIE, to report back with preliminary advice by 31 July 2018.	Treasury
	b. Treasury work with EQC so that there is an agreed policy and legislative position for large scale insurance events in the future		

Performance Metrics	<p>a. EQC develop a more comprehensive set of layered measures, both quantitative and qualitative, for the main stages of the claims process;</p> <hr/> <p>b. EQC publishes these metrics on its website no less often than quarterly.</p>	Endorse	Refer to EQC Chair
Monitoring Arrangements over EQC	<p>a. that increased focus and resource should be directed to the monitoring function in Treasury related to service delivery; performance and future service risk, confidence by the public, institutional capability and its implementation of change;</p> <hr/> <p>b. MBIE and Treasury work on providing the Minister with advice on which government department in future is best placed to undertake such monitoring;</p> <hr/> <p>c. Treasury and MBIE meet jointly with the Minister at least quarterly to update her on their progress on the work arising from the recommendations in this report; and</p> <hr/> <p>d. EQC reports to the Minister on their progress with the implementation of the recommendations from this report that relate to EQC, to ensure that they are implemented in a timely fashion</p>	<p>Scope resource and capability requirements as a part of (b) below</p> <hr/> <p>Agree, with SSC</p> <hr/> <p>Establish a CEs governance group, including DPMC (chair), SSC, Tsy, MBIE, Justice and EQC, reporting to Minister EQC.</p> <hr/> <p>Agree</p>	<p>SSC, Treasury, MBIE</p> <hr/> <p>SSC, Treasury, MBIE</p> <hr/> <p>DPMC</p> <hr/> <p>EQC Chair</p>