

# Statement of Intent

1 July 2014 – 30 June 2018



---

**Published in September 2014 by**  
Canterbury Earthquake Recovery Authority  
Christchurch, New Zealand

Presented to the House of Representatives pursuant to section 39 of the Public Finance Act 1989

G.66 SOI (2014)

**Contact**

Canterbury Earthquake Recovery Authority  
Private Bag 4999, Christchurch 8140  
info@cera.govt.nz  
0800 7464 2372 toll-free  
www.cera.govt.nz

**Citation**

Canterbury Earthquake Recovery Authority (2014). Canterbury Earthquake Recovery Authority  
Statement of Intent 2014-2018. Christchurch: Canterbury Earthquake Recovery Authority.

**ISSNs**

ISSN 2230-4029 (Print)  
ISSN 2230-4037 (Online)



**Crown copyright ©**

This work is licensed under the Creative Commons Attribution 3.0 New Zealand licence. You are free to copy, distribute, and adapt the work, as long as you attribute the work to the Canterbury Earthquake Recovery Authority (CERA) and abide by the other licence terms. Please note you may not use any departmental or governmental emblem, logo, or coat of arms in any way that infringes any provision of the Flags, Emblems, and Names Protection Act 1981. Use the wording 'Canterbury Earthquake Recovery Authority' in your attribution, not the CERA logo.

# Contents

---

<b>Foreword from the Minister for Canterbury Earthquake Recovery .....</b>	<b>4</b>
<b>Introduction from the Chief Executive.....</b>	<b>6</b>
<b>Nature and scope of functions .....</b>	<b>8</b>
Scope .....	8
Legislation.....	8
Purpose .....	9
Functions .....	9
<b>Operating environment .....</b>	<b>10</b>
Recovery Strategy.....	11
Recovery Strategy programmes .....	12
<b>Strategic direction .....</b>	<b>13</b>
Strategic intentions .....	14
Measuring CERA's performance .....	15
<b>Organisational health and performance.....</b>	<b>18</b>
CERA's structure.....	18
CERA's people .....	19
Credible and effective leadership.....	20
Health, safety and wellbeing .....	20
Assessing staff engagement and organisational health.....	20
Equal employment opportunity reporting.....	21
Corporate services.....	22
Managing risk .....	22
Governance .....	23

# Foreword from the Minister for Canterbury Earthquake Recovery

---

In the years ahead the focus is on building certainty and confidence in the recovery. The recovery and rebuild process is well underway, but it is a journey we will be on for some time to come. To keep greater Christchurch on track to becoming an exciting location for the future, we need to provide a level of certainty and confidence to residents and investors.

With the findings of the Port Hills zoning review announced earlier in 2014, CERA has come to the end of the zoning process. While not without its challenges, the Crown offer has helped thousands of residents move on with their lives. In total, 7,349 properties were zoned red on the flat land, and among them only 133 property owners chose not to accept an offer. In the Port Hills, 713 properties were zoned red and their offer process continues.

Decisions about the future use of red-zoned areas in greater Christchurch will be a very important area of work this year. There will be extensive public participation to give residents an opportunity to have their say on how this land should be used.

I expect to see continued progress in the repair and rebuild of the region's housing stock. The Land Use Recovery Plan will ease housing pressures considerably, creating new options for development across greater Christchurch. These developments include social and affordable housing. This year, work will also start on a residential development in the East and North frames of the central city as part of a wider plan to increase the central city population by 25 per cent within the next five years.

The rebuild is a catalyst for economic growth not just in the Canterbury region, but across the country as a whole. It presents a unique opportunity to be innovative in how public sector agencies engage with the construction sector. The anchor projects within the central city rebuild are a case in point.

Construction has already begun on several anchor projects (Te Papa Ōtākaro/Avon River Precinct, Bus Interchange, and the Justice and Emergency Services Precinct). This year we will also see work start on the Metro Sports Facility, the Health Precinct, the Margaret Mahy Family Playground (as part of Te Papa Ōtākaro/Avon River Precinct), the Innovation Precinct and the East Frame.

This Statement of Intent sets out CERA's key priorities. The rebuild of greater Christchurch remains one of the Government's four priorities, and the substantial funding and resources allocated to the region reflect the importance of Canterbury to the national economy. Significant government and private sector investment, coupled with the resilience and determination of greater Christchurch residents, will ensure the city will be a great place to be for residents and visitors alike.

---

I am satisfied that the information on strategic intentions prepared by CERA in this Statement of Intent is consistent with the policies and performance expectations of the Government.



**Hon Gerry Brownlee**  
**Minister for Canterbury Earthquake Recovery**

# Introduction from the Chief Executive

---

International experience shows that recovery from a major natural disaster takes time. We are on track, but there is a lot still to do. CERA exists to help return greater Christchurch to a prosperous place in which to live, work and play. The intention is to do this as quickly as possible and, to achieve this, CERA needs to maintain momentum in the recovery. Now, more than ever, the focus is on implementation and delivery.

We are starting to see some real progress in the rebuild and recovery of greater Christchurch. There is no longer a central city cordon and, with much of the central city demolition work now complete, the balance has tipped in favour of development. CERA maintains a map of all the new buildings that are popping up in the city, along with returning businesses. It is heartening to see how the number of places on that map grows every week.

However, a recovery is so much more than just the repair and rebuild of physical structures. The challenges that the earthquakes have created are ongoing, as is the process of rebuilding lives as we adjust to this new environment.

CERA has clear priorities for the rebuild and recovery of greater Christchurch. These are to:

- build and maintain confidence in the rebuild and recovery
- strengthen community resilience and social infrastructure
- drive the central city rebuild
- support the residential repair and rebuild
- facilitate land use planning and drive infrastructure delivery.

To maintain confidence in the rebuild, we need to build certainty. This year our focus is very much on showing tangible progress against our work programme, as outlined in the *Recovery Strategy for Greater Christchurch: Mahere Haumanutanga o Waitaha*. Another strong focus is on demonstrating strong leadership to coordinate action across greater Christchurch.

I am conscious that we need to maintain the pace of the rebuild and repair of homes and I meet regularly with insurers and the Earthquake Commission to push that point. CERA is also working closely with our recovery partners to address some of the possible roadblocks that may hold back the repair and rebuild process.

The release of the Land Use Recovery Plan is another indication of progress. It not only addresses short- and medium-term housing and business needs, but also puts in place policies that will ensure long-term residential growth that is well-designed, people-focused and sustainable.

CERA is actively engaging with individuals and community organisations to help provide the support and infrastructure needed to encourage community resilience. This year we will implement the Community in Mind psychosocial strategy which guides the investment in and delivery of services as well as fostering community-led recovery. We will also deliver the updated social monitoring data via the new versions of the Canterbury Wellbeing

---

Index, the CERA Wellbeing Survey and the Youth Wellbeing Survey. These results will inform decision making, particularly on providing and targeting psychosocial services.

CERA is proud to support a number of community-led wellbeing initiatives. For example, 'Let's Find & Fix', led by the New Zealand Red Cross, aims to identify the most vulnerable and those in need of temporary repairs. A second example is 'In the Know', which is a website initiative led by a group of community representatives, including the Canterbury Communities' Earthquake Recovery Network (CanCERN). Its aim is to make it faster and easier for Canterbury residents to get information about the residential rebuild and repair process.

Within the central city, the anchor projects are clear markers against which we can measure the progress of the rebuild aspects of the recovery. Four anchor projects are already underway, with a further five starting in the coming year. Private sector development is also on the increase. We are now getting a glimpse of the cutting-edge city that Christchurch will be. We continue to work hard to ensure a strong funding base for the rebuild and, together with the Ministry of Business, Innovation and Employment, we are facilitating the flow of information in order to help the private sector make informed investment decisions on market capital intentions.

CERA is also working closely with its recovery partners, and in particular with Christchurch City Council, to ensure accurate, timely and cost-effective public communications. In the coming year we will be looking at more ways to deliver value for money and make better use of resources.

I am acutely aware that the journey towards recovery is uneven. The achievements in some areas are diminished by a lack of progress in others. In maintaining the momentum in the recovery, CERA remains focused on lifting the bar across all indicators of progress.

This Statement of Intent outlines how we organise ourselves to deliver on our commitments to the greater Christchurch community and to the Minister for Canterbury Earthquake Recovery. I am proud of the way CERA staff are working to meet our obligations and I have every confidence in their ability to deliver the rebuild and recovery of greater Christchurch.

In signing this statement, I acknowledge that I am responsible for the information on strategic intentions contained in the Statement of Intent for the Canterbury Earthquake Recovery Authority. This information has been prepared in accordance with section 38 and section 40 of the Public Finance Act 1989.



**Roger Sutton**  
**Chief Executive**



# Nature and scope of functions

---

## Scope

CERA provides services to the Minister and Associate Minister for Canterbury Earthquake Recovery within the parameters of the Canterbury Earthquake Recovery Act 2011 (the CER Act).

CERA's role is to:

- provide leadership and coordination for the ongoing recovery effort
- focus on economic recovery, restoring local communities and making sure the right structures are in place for recovery
- enable an effective and timely recovery
- work closely with Te Rūnanga o Ngāi Tahu, Christchurch City Council, Selwyn District Council, Waimakariri District Council and Environment Canterbury – collectively referred to as the ‘strategic partners’ – and engage with local communities of greater Christchurch, the private sector and the business sector
- keep people and communities informed
- administer the CER Act.

## Legislation

CERA was created by the State Sector (Canterbury Earthquake Recovery Authority) Order 2011.

CERA administers the Canterbury Earthquake Recovery Act 2011, which expires in April 2016 (five years after the enactment of the legislation). Although the legislation that provides the Minister and the Chief Executive with special powers expires, an end date for CERA as an agency has not yet been set. CERA will work with partners to ensure recovery momentum is maintained in the lead-up to and following the expiry of the CER Act.

The Minister has statutory reporting requirements under the CER Act. Under section 73(7) the Minister must present a copy of the Canterbury Earthquake Recovery Review Panel's recommendations on a draft Order in Council to the House of Representatives. Under section 88 the Minister must report quarterly to the House on the powers exercised under the CER Act by the Minister or the Chief Executive, and under section 92 the Minister must report to the House annually following a review of the operation and effectiveness of the Act.

The Public Finance Amendment Act 2013 requires CERA to provide information on strategic intentions for the forthcoming financial year and at least the following three financial years. Hence this Statement of Intent, which includes CERA's strategic intentions, is for the period 1 July 2014 to 30 June 2018.



---

## Purpose

The purposes of the CER Act are set out in section 3. They are:

- (a) to provide appropriate measures to ensure that greater Christchurch<sup>1</sup> and the councils and their communities respond to, and recover from, the impacts of the Canterbury earthquakes:
- (b) to enable community participation in the planning of the recovery of affected communities without impeding a focused, timely, and expedited recovery:
- (c) to provide for the Minister and CERA to ensure that recovery:
- (d) to enable a focused, timely, and expedited recovery:
- (e) to enable information to be gathered about any land, structure, or infrastructure affected by the Canterbury earthquakes:
- (f) to facilitate, co-ordinate, and direct the planning, rebuilding, and recovery of affected communities, including the repair and rebuilding of land, infrastructure, and other property:
- (g) to restore the social, economic, cultural, and environmental well-being of greater Christchurch communities:
- (h) to provide adequate statutory power for the purposes stated in paragraphs (a) to (g).

## Functions

The functions of the Minister, for the purpose of giving effect to the CER Act, are set out in section 8.

The functions of the Chief Executive, for the purpose of giving effect to the CER Act, are set out in section 9.

---

<sup>1</sup> The term 'greater Christchurch' is defined in section 4 of the Canterbury Earthquake Recovery Act 2011 as "the districts of the Christchurch City Council, the Selwyn District Council, and the Waimakariri District Council, and [it] includes the coastal marine area adjacent to these districts".

# Operating environment

---

CERA is operating in a complex and continually changing environment as it moves through the fourth year of a recovery process that will take decades. CERA's understanding of greater Christchurch's recovery pathway has evolved since the first major earthquake. Although no two disasters are the same, the recovery of greater Christchurch is on track when compared with international disaster recovery timeframes, and taking into account the unique features of both the disaster and the recovery here.

CERA (along with the Minister for Canterbury Earthquake Recovery) is responsible for delivery of a number of key programmes to support the *Recovery Strategy for Greater Christchurch: Mahere Haumanutanga o Waitaha*. It has been necessary to make many difficult and complex decisions to advance the recovery. Almost all of these decisions have been unique and have had to be made in a timely fashion to clarify future options.

CERA's key roles in continuing to support the recovery involve providing quality policy advice to the Minister to enable informed decision making, strong engagement with strategic partners, and a high level of communication and engagement with the community as a whole on recovery objectives and progress.

CERA's operational environment has become more complex as recovery has progressed. CERA continues to balance the wider community's desire for a speedy and efficient recovery and reconstruction with the need to involve the community in determining the nature of that recovery.

The Canterbury Earthquake Recovery Act 2011 expires in April 2016. While no decisions have been made on what happens post April 2016, work is underway to ensure the recovery momentum continues from that time.

---

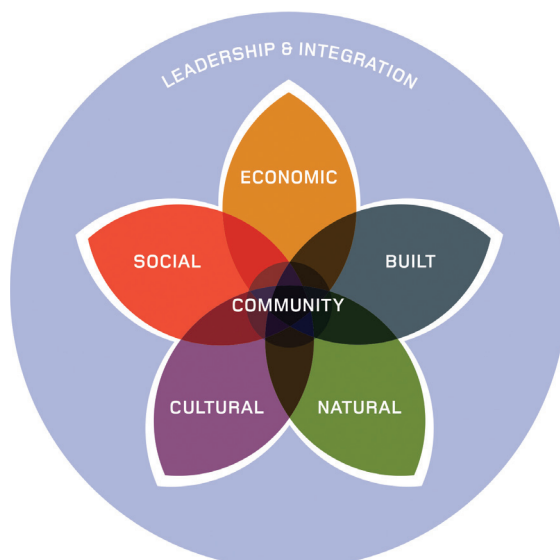
## Recovery Strategy

The *Recovery Strategy for Greater Christchurch: Mahere Haumanutanga o Waitaha* (the Recovery Strategy) is the key reference document that guides CERA's programmes of work, including the development of Recovery Plans under the CER Act.

The Recovery Strategy aims to:

- provide overall direction to all individuals and organisations who have a role in recovery activities
- coordinate recovery activities by helping those individuals and organisations to identify the interests they have in common and to understand the need to work together in their recovery activities
- give the community confidence that recovery is well-planned and progressing
- take every opportunity to restore, renew, revitalise and enhance greater Christchurch.

The Recovery Strategy outlines the overall vision, goals, priorities and key programmes for the recovery within six component areas: leadership and integration; economic recovery; social recovery; cultural recovery; built environment recovery; and natural environment recovery.



## Recovery Strategy programmes

CERA cannot achieve the recovery by itself. Instead, it works in collaboration and partnership with local government, business, insurers, Te Rūnanga o Ngāi Tahu, other central government agencies, and community groups. While CERA is mandated to take the lead on some matters in the recovery, in other areas it has a facilitating or monitoring role, which it implements through established governance frameworks.

CERA's operating model involves delivering, enabling or supporting across a large work programme to achieve the implementation of the Recovery Strategy. Where CERA is not leading a programme, other agencies or strategic partners are taking the lead in delivery.

The table below shows CERA's roles as delivering, enabling or supporting the programmes from the six components of the Recovery Strategy.

Social	Leadership & Integration	Economic	Cultural	Built	Natural
<ul style="list-style-type: none"> <li><b>D</b> Community Resilience Programme</li> <li><b>D</b> Residential Red Zone Programme</li> <li><b>E</b> Effective Government Services Programme</li> <li><b>S</b> Education Renewal Recovery Programme</li> <li><b>S</b> Canterbury District Health Board Recovery</li> </ul>	<ul style="list-style-type: none"> <li><b>D</b> Recovery Governance Coordination Programme</li> <li><b>S</b> Iwi Māori Recovery Programme</li> <li><b>D</b> Monitoring and Reporting Plan</li> <li><b>E</b> Communications and Engagement Programme</li> <li><b>D</b> Central City Leadership</li> <li><b>D</b> Maintaining Recovery Momentum</li> <li><b>D</b> Christchurch Central Delivery Programme</li> </ul>	<ul style="list-style-type: none"> <li><b>E</b> Greater Christchurch Business and Investment Attraction and Retention Programme</li> <li><b>E</b> Business Environment Programme</li> <li><b>E</b> Labour Market Programme</li> </ul>	<ul style="list-style-type: none"> <li><b>S</b> Arts, Culture and Heritage Collections Programme</li> <li><b>S</b> Heritage Buildings and Cultural Heritage Places Programme</li> <li><b>S</b> Sport and Recreation Programme</li> </ul>	<ul style="list-style-type: none"> <li><b>D</b> Land and Land Use Programme</li> <li><b>D</b> Demolition and Operations Programme</li> <li><b>E</b> Housing Recovery Programme</li> <li><b>D</b> Infrastructure Programme</li> </ul>	<ul style="list-style-type: none"> <li><b>S</b> Natural Environment Recovery Programme</li> </ul>

Note: Roles are categorised as D = delivering, E = enabling or S = supporting.

# Strategic direction

---

The rebuild of greater Christchurch remains a priority for the Government. CERA's primary goal is the focused, timely and expedited recovery of greater Christchurch.

The following are CERA's key priorities.

## **Build and maintain confidence in the rebuild and recovery.**

- Set clear priorities and demonstrate tangible progress
- Coordinate action, leadership and procurement
- Develop an initial framework for maintaining recovery momentum beyond 2016.

## **Strengthen community resilience and social infrastructure.**

- Enable and support communities to lead recovery and rebuild social infrastructure
- Support the implementation of the Community in Mind psychosocial strategy
- Monitor progress to identify emerging issues and trends.

## **Drive the central city rebuild.**

- Complete central city demolition
- Lead the design and delivery of scheduled anchor projects
- Develop investible opportunities and facilitate investment
- Continue implementation of the Christchurch Central Recovery Plan.

## **Support the residential repair and rebuild.**

- Identify and address impediments to repairing damaged houses (including insurance)
- Support home owners through insurance, repair and rebuild processes
- Support development of new and temporary initiatives
- Monitor the quality of the rebuild stock.

## **Facilitate land use planning and drive infrastructure delivery.**

- Complete the voluntary Crown offer process
- Complete clearances of Crown-owned properties in the residential red zone
- Test and agree options for future use of the residential red zone
- Enable continued repair of horizontal infrastructure
- Lead and support planning implementation.

## Strategic intentions

### Government Priority

Rebuild greater Christchurch

### CERA's Overall Outcome

A focused, timely and expedited recovery for greater Christchurch

### CERA's Priorities

**Build and maintain confidence in the rebuild and recovery**

**Strengthen community resilience and social infrastructure**

**Drive the central city rebuild**

**Support the residential repair and rebuild**

**Facilitate land use planning and drive infrastructure delivery**

### CERA's performance areas

Set clear priorities and timelines and communicate these widely

Keep greater Christchurch residents informed about recovery progress

Coordinate a total programme view of all public sector rebuild activity

Provide market information on the public sector construction schedule

Develop an initial framework for maintaining recovery momentum beyond 2016

Monitor the progress of social recovery

Support the implementation of the Community in Mind psychosocial strategy and programme of action

Operate a contact centre to provide helpful and timely assistance to residents

Complete central city Demolition and Operations Programme

Complete anchor project land acquisition programme

Lead the design and delivery of scheduled anchor projects

Develop and support the implementation of the residential chapter of the Christchurch Central Recovery Plan

Support home owners through insurance, repair and rebuild processes

Work with key partners and stakeholders to advance the development of timely and affordable residential housing

Complete the clearance of Crown-owned properties in the residential red zone

Work with strategic partners to develop and test policy on future use of residential red zone

Drive the efficient and effective repair of the greater Christchurch horizontal infrastructure

Provide quality advice for decision making

## Measuring CERA's performance

CERA has moved from managing urgent and reactive activities to managing recovery, and is now setting longer-term targets and key performance indicators. It has a delivery, enabling or supporting role across the various programmes and projects. Achieving the goals of many of these relies on the work of partners and stakeholders, and CERA will use a range of influence, tools and powers to achieve the required results.

CERA intends to measure its success in achieving its priorities against the targets listed in the table below.

Priority Area	Performance measure	Target
<b>Build and maintain confidence in the rebuild and recovery</b>	Set clear priorities and timelines and communicate these widely	CERA priorities agreed annually and communicated
	Keep greater Christchurch residents informed about recovery progress	Greater Christchurch Recovery Update published monthly
	Coordinate a total programme view of all rebuild activity funded by the public sector	Establish and maintain a programme performance and monitoring group  Report on programme performance to Ministers and agencies quarterly
	Provide market information on the public sector construction schedule	Master schedule updated quarterly
	Develop an initial framework for maintaining recovery momentum beyond 2016	Initial framework developed and tested with stakeholders
	Support Government to deliver better public services to greater Christchurch residents	Coordinate a partnership project with Christchurch City Council to facilitate co-located central and local government services in two geographic locations  Innovative service design focus incorporated in key government property co-location projects  Stage two of the Planning and Community Toolset project publicly available



Priority Area	Performance measure	Target
<b>Strengthen community resilience and social infrastructure</b>	Monitor the progress of social recovery	<p>Conduct a CERA Wellbeing Survey biannually until April 2016</p> <p>Update the Canterbury Wellbeing Index at least once per year</p> <p>Reports use the Index and Survey data to provide information on emerging social trends and issues</p>
	Support the implementation of the Community in Mind psychosocial strategy and programme of action	<p>Monthly report to cross-sectoral governance group</p> <p>Development and implementation of Integrated Service Delivery Model across Ministries of Health, Education, Social Development and Canterbury District Health Board</p> <p>Regular communication with community about social services and supports available</p>
	Operate a CERA contact centre to help residents in a timely manner	<p>98% of calls are answered first time (low percentage of calls are lost)</p> <p>Positive feedback is received after interactions with customer service staff</p>
<b>Drive the central city rebuild</b>	Demolition of all necessary central city buildings in anchor projects so that construction can proceed as scheduled	Demolitions completed by 31 August 2014
	Demolition of all residual central city buildings in anchor project precincts	Demolitions completed by 30 June 2015
	Complete anchor project land acquisition programme	Acquisitions completed by 30 June 2015
	Lead the design and delivery of scheduled anchor projects	Milestones and financial targets are met for each project
	Support the implementation of the transport chapter of the Christchurch Central Recovery Plan	Begin delivery of the first phase transport projects

Priority Area	Performance measure	Target
<b>Support the residential repair and rebuild</b>	Support home owners through their insurance, repair and rebuild processes	Support a sustainable Residential Advisory Service that meets the current needs of residents  Produce quarterly reports monitoring progress in residential insurance, rebuild and repair processes  Provide support to ensure delivery of the 'Let's Find & Fix' service  Ensure the 'Make it Right' service is able to be activated in response to weather events as required
	Work with key partners and stakeholders to advance development of timely and affordable residential housing	Continue to support partner agencies to progress the Awatea/ Carrs Road affordable housing development
<b>Facilitate land use planning and drive infrastructure delivery</b>	Complete the clearance of Crown-owned properties in the residential red zone	Complete clearance of all Crown-owned dwellings on the flat land residential red zone by 31 December 2014  Residual built structures and features cleared from Crown-owned properties on the flat land residential red zone by 30 June 2015  Complete clearance of 50% of Crown-owned dwellings in the Port Hills residential red zone by 30 June 2016
	Work with strategic partners to develop and test policy on future use of Crown-owned residential property	Complete initial community engagement on future use of the residential red zone by 31 December 2014
	Drive the efficient and effective repair of the greater Christchurch horizontal infrastructure	Monitor and report monthly on the performance of the horizontal infrastructure repair programme against time and budget
<b>All priority areas</b>	Develop high-quality policy advice to support decision making	Minister satisfied with quality of policy advice

# Organisational health and performance

---

## CERA's structure

CERA has a distinctive set of organisational challenges that arise from its unique status as a single-purpose, time-limited central government agency located outside Wellington with the potential for its functions to change over time.

CERA's organisational structure is designed to both deliver the operational aspects of the work programme in the most efficient and effective way and have the agility to respond to evolving roles and responsibilities.

Functionally CERA is structured into five groups, each of which is led by a Deputy Chief Executive reporting directly to the Chief Executive. These groups are:

- Social and Cultural Recovery
- Strategy and Governance
- Implementation/Christchurch Central Development Unit
- Communications
- Corporate Services.

CERA has developed a clear programme management framework with a matrix organisational structure that supports the delivery of the key objectives within it. This framework is broken into portfolios, programmes and projects. It gives CERA staff clearly assigned responsibilities and a clear direction to communicate, enabling better recovery leadership and progress.

---

## CERA's people

CERA at full establishment has 435 positions. Because of its time-limited life span, and because of the need for the right mix of skills to respond to particular requirements and roles as and when required, CERA has staff employed under a variety of employment arrangements. The majority are on fixed-term employment agreements; they are supplemented by staff seconded from other agencies and contractors.

Key goals for people, capability and performance are to:

- use innovative recruitment solutions to attract the best talent who are motivated by a genuine desire and passion to contribute to the recovery of greater Christchurch
- continually monitor and review roles, responsibilities, systems and structure to ensure CERA is delivering on its recovery priorities as effectively and efficiently as possible
- reward and recognise outstanding contributions to the recovery of greater Christchurch and celebrate successes along the way
- focus on the retention and development of key staff and commit to their ongoing development in preparation for careers beyond CERA
- create a supportive culture focused on the health, safety and wellbeing of staff and key internal and external stakeholders
- develop leadership capability.

---

## Credible and effective leadership

CERA's focus continues to be on developing its leadership group and on ensuring open, consultative and transparent communication from this group. Its leaders strive to exemplify CERA's purpose, vision and values in their work with each other, their staff, and their counterparts in other organisations in pursuit of recovery goals. CERA's structure is designed to support the delivery of the work programme and provides the opportunity for a cohesive approach to the leadership of the organisation.

Because it has developed a clear work programme and structure to support the delivery of the key objectives within it, CERA communicates a clear direction, enabling better recovery leadership.

## Health, safety and wellbeing

CERA works in a demanding environment where expectations and public interest are very high, meaning staff work under intense pressure. This work context remains a major focus as CERA expands or changes its responsibilities and as it moves further through the timeline for achieving its purpose.

As part of the workforce strategy, the demands and personal impacts on people are addressed through: a comprehensive CERA wellness programme; new employee support initiatives; use of secondments and project resourcing to manage workloads; and providing the tools for CERA staff and key stakeholders to feel supported and have their wellbeing addressed in the workplace.

It is also critical that CERA is focused on continually improving internal and external health and safety systems and processes and that it aligns with the Canterbury Rebuild Safety Charter commitments as well as the post Pike River taskforce recommendations (and subsequent legislation). CERA's aim is to be considered a leader in health and safety for the greater Christchurch rebuild.

## Assessing staff engagement and organisational health

The four tools CERA uses to assess staff engagement and organisational health are:

- the employee culture and engagement index – with the goal of achieving the agreement or strong agreement of over 85 per cent of staff across all categories in the annual culture and engagement survey

- 
- the personal development and performance management system – CERA will manage and evaluate individual performance and behaviours against roles and expected standards of the department. With this information, the department's collective performance capability against departmental outcomes, including the overall and individual group work programme and government priorities, can be assessed
  - informal 'pulse checks' of the organisation including those focused on wellness, the physical work environment, communication, learning and development and any secondary stressors such as insurance- or earthquake-related issues
  - health and safety data analysis relating to staff, contractors and subcontractors, which is monitored regularly with the goal of achieving a zero harm workplace for all key stakeholders.

## Equal employment opportunity reporting

CERA operates a personnel policy that complies with the principle of being a good employer in accordance with section 56(1) of the State Sector Act 1988. CERA's culture is one that values rather than tolerates differences. It allows for a flexible work environment, enabling our people to achieve their full potential.

CERA does not have a specific policy relating to equal employment opportunities. However, it is looking to develop one in the near future that demonstrates the organisation's commitment to equal employment opportunity and diversity. It is intended this overarching policy will unite existing organisational policies such as those on workplace bullying and harassment, health and safety, and recruitment. In accordance with sections 56 and 58 of the State Sector Act 1988, CERA places a strong emphasis on fostering a diverse workplace and inclusive culture: equality and diversity are central to the way CERA operates, rather than being part of any particular initiative.

CERA offers impartial recruitment and selection processes, as well as fair and reasonable employment practices and policies for all staff. Gender diversity at a leadership level is evident: two of the six members of the Senior Leadership Team are female, and there is a significant level of female representation at third-tier leadership level. While CERA does not record ethnic distribution, the integration of equality and diversity, as required by the State Sector Act 1988, forms a key aspect of its strategic planning, and ensures the best service to the government of the day and to New Zealanders.

---

## Corporate services

Core corporate services are successfully delivered through a shared services model with backbone infrastructure provided by the Ministry of Social Development. CERA will continue to use this arrangement, and enhance it where possible, in order to maintain low capital investment while still delivering quality services that meet our business needs.

## Managing risk

To be successful in its role, CERA is required to identify and manage the internal and external risks that can impact on delivering on its core outcomes and objectives. Risk management is a core internal process embedded in each programme, led and overseen by the Corporate Services group. A dedicated team actively manages the CERA risk and assurance programme.

CERA operates a comprehensive risk management framework that is consistent with the Australian and New Zealand international standard and meets its operating needs. The Senior Leadership Team regularly identifies and evaluates our biggest strategic and emerging risks, and ensures we take appropriate actions to manage these. A similar approach is taken for operational risks.

CERA has an independent Audit and Risk Committee to provide independent advice to the Chief Executive. It assists him in managing his responsibilities for the maintenance of systems of internal control, responsible resource management, and the management of risk.



---

## Governance

The Chief Executive is supported by five Deputy Chief Executives to form the Senior Leadership Team. The Senior Leadership Team meets to provide CERA-wide direction and leadership through:

- Senior Leadership Team meetings held weekly, which focus on strategic and tactical discussions to ensure appropriate coordination of activity through sharing operational intelligence
- Senior Leadership Team governance meetings held monthly, which focus on CERA-wide strategic decision-making and thought leadership across all portfolios, increasing the visibility of finance, information security, people and capability, and legal matters.

