

REGENERATE
CHRISTCHURCH
TE KŌWATAWATA



STATEMENT OF INTENT

2019-2021

Kia whakahaumanutia te whenua,
ngā tāngata me te tāone

*Let the land, the people
and the city be rejuvenated*

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PURPOSE OF STATEMENT OF INTENT

This is the third Statement of Intent (SOI) for Regenerate Christchurch. It responds to an updated Letter of Expectations (LOE) from the Minister for Greater Christchurch Regeneration and the Mayor of Christchurch on behalf of the Christchurch City Council.

As required by the Greater Christchurch Regeneration Act 2016, this SOI publicly states the activities and intentions of Regenerate Christchurch for the remaining term of the organisation, and the objectives that those activities will contribute to.

In developing this SOI, Regenerate Christchurch has engaged with the Department of the Prime Minister and Cabinet, and the Christchurch City Council.

Signed on behalf of the Board

Dr. Therese Arseneau
Chair

Date

STATEMENT OF RESPONSIBILITY

The Board of Regenerate Christchurch is responsible for the statements contained in Regenerate Christchurch's Statement of Intent and for the appropriateness of the assumptions, as well as the relevant disclosures made in them.

The Board is also responsible for establishing and maintaining a system of internal control, designed to provide reasonable assurance as to the integrity and reliability of financial and non-financial reporting.

Jen Crawford
Board Member

Date

ABOUT REGENERATE CHRISTCHURCH

Regenerate Christchurch was established under the Greater Christchurch Regeneration Act (the Act) in April 2016 to lead regeneration, engage and advocate effectively with communities and stakeholders, work collaboratively with others, and provide independent advice to decision makers. Regenerate Christchurch's obligations under the Act continue until the Act expires or is repealed.

Regenerate Christchurch's purpose is to support a vibrant, thriving Christchurch that has economic, social and lifestyle opportunities for residents, businesses, visitors, investors and developers.

Regeneration in the Act encompasses rebuilding and improving the environmental, economic, social and cultural well-being and resilience of communities, through urban renewal and development, restoration and enhancement.

During the first three years of operation Regenerate Christchurch has delivered a long-term vision for Cathedral Square, recommendations that Section 71 of the Greater Christchurch Regeneration Act be used to enable Redcliffs School to be re-located to Redcliffs Park; assessing and providing advice on the Cranford Regeneration Plan, the re-zoning of land for the Canterbury Sports Limited facility in Yaldhurst and changes to the residential unit overlay.

Most significantly, Regenerate Christchurch delivered the draft Ōtākaro Avon River Corridor Regeneration Plan to the Minister for Greater Christchurch Regeneration, which provides a bold vision, objectives and guidance to shape the future of the Regeneration Area. Regenerate Christchurch also provided advice to the Minister for Greater Christchurch Regeneration and the Christchurch City Council which included an assessment of the current performance of the central city, along with a series of recommendations for the Crown and Christchurch City Council to consider in responding to the current issues, challenges and opportunities – subsequently leading to the development of the cross agency Central City Action Plan.

OBJECTIVES

Regenerate Christchurch's objectives are set out in section 122(2) of the Act. They are:

- To lead regeneration in the area of Christchurch district that falls within greater Christchurch
- To engage and advocate effectively with communities, stakeholders, and decision makers to achieve its purpose
- To collaboratively work with others in achieving regeneration

ABOUT REGENERATE CHRISTCHURCH CONTINUED

FUNCTIONS

The functions of Regenerate Christchurch, as set out in section 123 of the Act, are to:

- Develop visions, strategies, and regeneration plans to assist in achieving regeneration
- Make recommendations and provide advice to the Minister on the development, revocation and amendment of planning instruments and changes
- Facilitate increased investment
- Provide advice to Ōtākaro Limited, Development Christchurch Limited, and others, on the regeneration outcomes being sought
- Comment on regeneration outcomes and interventions, and the contribution of Ōtākaro Limited and Development Christchurch Limited
- Provide independent advice on regeneration activities to the Council and to the Minister

OPERATING CONTEXT

Regeneration occurs in a complex and dynamic environment where the efforts of the public sector should be focussed on catalysing and accelerating activities, investment, interventions and outcomes to achieve additional benefits that would not otherwise have occurred, or which would have taken longer to deliver. Best practice city planning in this environment requires constant redefinition as the challenges change across the range of environmental, economic, social and cultural indicators, the impact of action becomes apparent (or not) and new opportunities emerge.

Whilst progress in the city's rebuild and recovery has been significant, Christchurch has not fully realised the benefits and outcomes anticipated by the Christchurch Central Recovery Plan and the associated public sector investment. To maximise the benefits of the significant private and public investment that has been made in Christchurch, an ongoing commitment to and focus on regeneration beyond the expiry of the Act will be required.

Given the important role the central city has for the wider city, the region and Christchurch's performance and contribution nationally, our Central City Momentum advice and subsequent updated analysis recommends Christchurch needs

to become a more dynamic city. Dynamic cities – measured by factors such as brand identity and perception, innovation ecosystems, social cohesion and integration, culture diversity and neighbourhood vibrancy – are proven to attract highly skilled people. Their efforts create new jobs and drive better environmental, economic, social and cultural outcomes.

While Regenerate Christchurch is responsible for leading the regeneration of Christchurch, not all the tools required to achieve a vibrant, thriving Christchurch are within our control. Therefore, collaboration amongst city agencies contributing to regeneration is a critical requirement. The Crown and Council have advised (via a Letter of Expectations) that, in their view, regeneration is now embedded in the everyday work of the Council and Crown, and their various agencies operating in Christchurch, and local agencies – including the Council – should begin assuming responsibility for some of Regenerate Christchurch's work sooner than originally planned.

The Board is seeking to facilitate the expectations of the Crown and Council, while acting in a manner consistent with the purposes, objectives and functions of Regenerate Christchurch as set out in the Act. In doing so, the Board is committed to

ensuring Regenerate Christchurch continues to be a lean and tight organisation at the same time as delivering quality advice and value for money, whilst acknowledging that an adapted resourcing and recruitment model will be necessary as the organisation begins to transition. The organisation may need to contract external resources.

Transition is an important consideration for the Board and will be a key element of the Board's work programme. The Board views an orderly transition as an important contribution to long term regeneration. A well-managed transition should seek to capture and share lessons and build knowledge and expertise in local agencies, thereby increasing the resilience of the communities that those agencies serve to pursue urban renewal and development.

ORGANISATION'S STRATEGIC OBJECTIVES

In contemplating the development of this Statement of Intent the Board has taken into consideration the Letter of Expectations¹, their assessment of the current phase of regeneration and the Board's responsibilities and obligations under the Act. In doing so, the Board has determined the following strategic objectives for organisational focus:

Regeneration Advice:

Provide advice on opportunities to support successful regeneration that could be enabled through the powers under the Act, and provide advice to the Minister and Council on any unique functions that only Regenerate Christchurch must undertake under the Act.

Collaboration and Engagement:

Collaborate and engage our community, stakeholders and partners towards a better Christchurch above all other interests.

Transition:

Plan, prepare for, and commence implementation of, an orderly and well managed transition.

¹The Letter of Expectations from the Council and the Minister, received on 24 May 2019, may be downloaded from the Regenerate Christchurch website.

WORK PROGRAMME

Regenerate Christchurch's work programme details the major areas of focus and the key priorities that are intended to be progressed during the remaining lifespan of the organisation.

The work programme underpins the corporate reporting documents that Regenerate Christchurch is required to produce and publish: a Statement of Intent, Statement of Performance Expectations, and an Annual Report.

PRIORITY	AREAS OF FOCUS
Regeneration Advice	<p>Key activities include:</p> <ol style="list-style-type: none"> 1. Provision of specific advice to the Minister and Council on interventions to unlock regeneration opportunities and when directed to do so, seek to overcome barriers to regeneration by optimising the use of the Greater Christchurch Regeneration Act (the Act). This advice will include: <ol style="list-style-type: none"> a. Provision of views, recommendations and advice to the Minister and Council on planning instruments developed under the Act. b. Provision of advice to the Minister and Council on the unique functions only Regenerate Christchurch can complete under the Act 2. Responding to any requests for regeneration planning advice from other agencies or entities, including the development of section 71 proposals and regeneration planning advice as requested by other agencies or entities. 3. Undertaking the necessary data gathering, research and analysis to enable "type appropriate" regeneration project delivery and advice. <p>Factors informing our approach to this priority include the specific priorities outlined in the updated Letter of Expectations (24 May 2019) and the purpose and functions under the Act.</p> <p><i>How will performance be assessed?</i></p> <p>Regenerate Christchurch will assess its performance in terms of the provision of Regeneration Advice by engaging directly with the Minister and Council in relation to the advice and seeking feedback on satisfaction with engagement and collaboration in the development of advice.</p> <p>Due to the reactive nature of the response function in terms of requests for regeneration planning advice from other agencies or entities, this is difficult to forecast or budget for in terms of resource and funding requirements. This will need to be acknowledged when assessing the performance of the organisation.</p>
Collaboration & Engagement	<p>Key activities include:</p> <ol style="list-style-type: none"> 1. Establish appropriate engagement mechanisms for engaging with our community, stakeholders and partners specifically to support delivery of the work programme. 2. Engage with other agencies, both at a management and governance level, to ensure meaningful collaboration. 3. The Board will actively seek to meet regularly with the Minister and Council to enable Regenerate Christchurch to make informed decisions in carrying out its work programme priorities. <p><i>How will performance be assessed?</i></p> <p>Regenerate Christchurch will assess its performance in terms of collaboration and engagement by seeking feedback from the Minister and Council in early 2020.</p>

WORK PROGRAMME CONTINUED

PRIORITY	AREAS OF FOCUS
Transition	<p>Key activities include:</p> <ol style="list-style-type: none"> 1. Build a genuinely agile operating model and prepare the organisation for transition within agreed limitations. 2. Commence transition planning in 2019-2020, undertaking necessary preparation and knowledge building for local agencies that are identified as responsible for ongoing regeneration leadership. 3. Actively transition project lessons, knowledge and expertise, as well as assets and responsibilities to local entities (as determined and agreed via transition planning), and to build capability and capacity in others. <p><i>How will performance be assessed?</i></p> <p>Regenerate Christchurch will assess its performance in terms of the development of an agreed transition plan and, once agreed, implementation against the transition plan.</p> <p>Factors that will influence performance are: confirmation of future institutional arrangements / ecosystem; confirmation of timing for transition; and readiness of others to inherit functions in an optimal manner.</p> <p>Transition can be complex and a source of distraction to an organisation's day to day work, especially the impact of transition on staff. The risk of staff turnover arising from transition uncertainty is a material concern to the organisation's ongoing capability and intellectual property. Mitigating any negative impact of this is a key priority and is essential to ensuring that organisational objectives and targets can be achieved.</p> <p>In addition, as a lean and tight organisation, so as to effectively address the challenge of recruiting staff as a result of uncertainty and transition, it is likely to be necessary for the organisation to operate a largely outsourced model.</p>

MEASURING OUR PERFORMANCE

Regenerate Christchurch is jointly monitored by the Department of the Prime Minister and Cabinet (DPMC) and Council. The intended approach and mechanisms for measuring the organisations performance include:

- Measuring quality and timeliness of advice;
- Six-month check-in with the Minister and Council on their satisfaction with our collaboration and engagement;
- Delivery against the agreed Transition Plan;
- Regular performance reporting to DPMC and Council.

WORK PROGRAMME FRAMEWORK (2019 – 2021)

This framework outlines the evolution of the work programme and the expectations that have been set by the Council and the Minister, the Regenerate Christchurch Board response to these expectations, and the respective organisational strategic objectives and priorities.

GREATHER CHRISTCHURCH REGENERATION ACT 2016

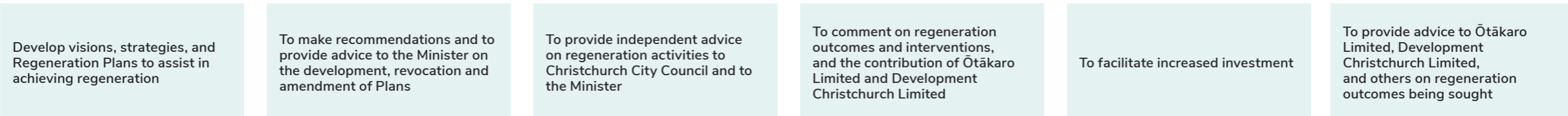
PURPOSE:

To support a vibrant, thriving Christchurch that has economic, social and lifestyle opportunities for residents, businesses, visitors, investors, and developers.

OBJECTIVES:

- To lead regeneration in the area of the Christchurch district that falls within greater Christchurch.
- To engage and advocate effectively with communities, stakeholders, and decision makers to achieve its purpose.
- To collaboratively work with others in achieving regeneration.

FUNCTIONS As per Section 123 GCR Act 2016

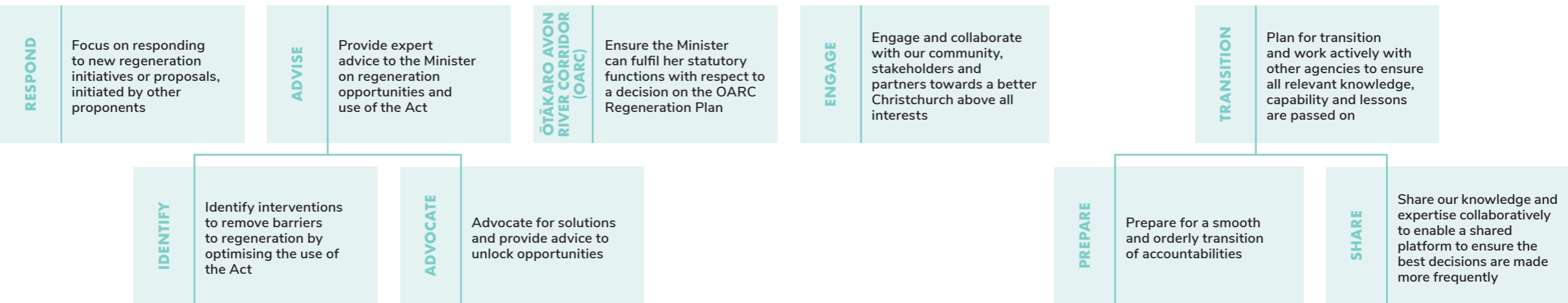


LETTER OF EXPECTATIONS 24 May 2019

EXPECTATIONS & PRIORITIES:

- Provide advice on regeneration opportunities.
- Continue to respond to requests for regeneration planning advice from other agencies or entities.
- Provide advice to Shareholders on any unique functions that only Regenerate Christchurch can undertake under the Act.
- Collaborate and engage with other agencies.
- Deliver value for money as a lean organisation, actively transition lessons, knowledge and expertise, as well as assets and responsibilities to local entities.
- Complete the work necessary to ensure the Minister can fulfil her statutory functions with respect to the approval of the Ōtākaro Avon River Corridor Regeneration Plan.

BOARD RESPONSE TO LETTER OF EXPECTATIONS



STRATEGIC OBJECTIVES 2019-2020



STATEMENT OF INTENT 2019-2021 Work Programme Priorities

- Provide specific advice to the Minister and Council on interventions to unlock regeneration opportunities, and when directed to do so, seek to overcome barriers to regeneration by optimising the use of the Act.
- Respond to requests for regeneration planning advice from other agencies or entities.
- Undertake the necessary data gathering, research and analysis to enable "type appropriate" regeneration project delivery and advice.
- Establish appropriate engagement mechanisms for engaging with our community, stakeholders and partners, specifically to support delivery of the work programme.
- Engage with other agencies, both at a management and governance level, to ensure meaningful collaboration.
- The Board will actively seek to meet regularly with the Minister and Council to enable Regenerate Christchurch to make informed decisions in carrying out its work programme priorities.
- Build a genuinely agile operating model and prepare the organisation for transition within agreed limitations.
- Commence transition planning in 2019-2020, undertaking necessary preparation and knowledge building for the local agencies that are identified as responsible for ongoing regeneration leadership.
- Actively transition project lessons, knowledge and expertise, as well as assets and responsibilities to local entities (as determined and agreed via transition planning), and to build capability and capacity in others.

FUNCTIONS AND OPERATIONS

GOVERNANCE

The Greater Christchurch Regeneration Act requires that Regenerate Christchurch is overseen by an independent board. The current Board consists of Dr Therese Arseneau (Chair), Jen Crawford and Bill Dwyer appointed by the Council, and Manaia Cunningham (Te Rūnanga o Ngāi Tahu) and Hilary Walton appointed by the Minister.

It is the responsibility of the Board to ensure that Regenerate Christchurch acts in a manner consistent with its purpose, functions and objectives as set out in the Act and this Statement of Intent.

The Board may delegate any of its functions or powers to a committee of board members, a board member, an employee of Regenerate Christchurch or to any other person or persons approved by the Minister and the Council. The Board remains responsible at all times for any delegated powers.

The Board of Regenerate Christchurch has established a Risk, Audit and Finance Committee to oversee the financial management of Regenerate Christchurch and to ensure that all finances are managed prudently. Regular financial reporting is provided to the Board.

In addition, the Board has also established an Employment and Remuneration Committee to assist the Board by providing advice on organisational Human Resource matters and good employer obligations.

ACCOUNTABILITY

Regenerate Christchurch's primary accountability under the Act is to the Council and the Minister. The Council and the Minister are responsible for:

- Overseeing and managing the Council's and the Crown's interests in, and relationship with, Regenerate Christchurch
- Appointing and removing Board members
- Setting Regenerate Christchurch's strategic direction and performance expectations, including producing a Letter of Expectations
- Reviewing the performance of Regenerate Christchurch

The Regenerate Christchurch Board and Executive will adhere to a 'no surprises' approach to ensure that the Council and Minister are informed as soon as possible of any major strategic initiatives, and any material or significant events that may be publicly discussed or which may require a Council or Ministerial response.

FINANCIAL MANAGEMENT

Regenerate Christchurch is jointly funded by the Council and the Crown. The Letter of Expectations received on 24 May 2019 confirms a funding commitment to a maximum joint funding of \$5 million per year.

ENGAGEMENT

Regenerate Christchurch will enable community input into decisions on the exercise of its statutory regeneration planning powers under the Act. Regenerate Christchurch will be well informed by its relationships with community and business organisations. Through its engagement, Regenerate Christchurch will ensure that it is well placed to understand and assess what is required to deliver balanced regeneration outcomes that are achievable and sustainable.

ORGANISATIONAL HEALTH AND CAPABILITY

Regenerate Christchurch is a unique organisation established to lead regeneration activities across Christchurch. Regenerate Christchurch is committed to recruiting people with the skills and qualities necessary to carry out their roles effectively, efficiently and in keeping with Regenerate Christchurch's values.

GOOD EMPLOYER

Regenerate Christchurch is committed to being a good employer and providing a safe working environment where all employees are treated fairly and with respect. Clause 37 of Schedule 5 of the Act states that Regenerate Christchurch must:

- Operate a personnel policy that complies with the principle of being a good employer;
- Make that policy (including the equal employment opportunities programme) available to its employees; and
- Ensure its compliance with that policy (including its equal employment opportunities programme) and report in its annual report on the extent of its compliance.

Regenerate Christchurch is also committed to the Human Rights Commission's seven key elements of being a good employer and this is interwoven into all aspects of Regenerate Christchurch's management. Regenerate Christchurch places a strong emphasis on fostering a diverse workplace and inclusive culture, and supports individuals in achieving their full potential.

HEALTH AND SAFETY

Regenerate Christchurch places the health, safety and wellbeing of its people as one of its highest priorities and is committed to ensuring zero harm to its staff, contractors, and visitors. Regenerate Christchurch takes a best practice approach to health and safety and not one that is simply compliance-focused. Regenerate Christchurch will achieve this through deliberate and effective leadership, implementing a robust health and safety framework and system and allocating the resources necessary to demonstrate excellent health and safety practices. Regenerate Christchurch has in place a health and safety framework that meets all of the requirements of the Health and Safety at Work Act 2015.

ORGANISATIONAL CAPABILITY

Regenerate Christchurch will be an organisation that continues to evolve and adapt over its lifespan. To ensure the work programme of Regenerate Christchurch is progressed, high calibre individuals will be recruited that have a broad mix of skills, experiences and perspectives. Organisational capability will be based on ensuring that there is clear understanding by employees and managers on how performance is measured and recognised.

CREDIBLE AND EFFECTIVE LEADERSHIP

The Board and executive leadership team will exemplify the value and visions of Regenerate Christchurch by being role models for all employees, by being publicly visible and by engaging and working closely with local communities, businesses and strategic partners.

SHARED RESOURCES

Regenerate Christchurch will endeavour to make full use of the capacity and skills of the Department of the Prime Minister and Cabinet, the Council and other central or local government entities to support Regenerate Christchurch's work programme. Where appropriate, Regenerate Christchurch will utilise secondments from its strategic partners to ensure the right skills and technical abilities are being deployed.

RISK AND FRAUD MANAGEMENT

Regenerate Christchurch is committed to proactively and consistently managing risk and recognises that risk management is critical to the success of the organisation. Regenerate Christchurch has a risk policy in place that minimises the impact and likelihood of a risk event occurring and the impact on the organisation. Regenerate Christchurch will be proactive in identifying the potential of either external or internal fraud and has in place a robust fraud management policy to identify fraud.

Published in 2019 by:

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Christchurch, New Zealand.

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