

Regenerate Christchurch

Statement of Intent

2016-2020



REGENERATE
CHRISTCHURCH
TE KŌWATAWATA





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 first Statement of Intent for Regenerate Christchurch.

In accordance with the Greater Christchurch Regeneration Act 2016, this Statement of Intent publicly states the activities and intentions of Regenerate Christchurch for the next four years, and the objectives that those activities will contribute to. Regenerate Christchurch has engaged with Christchurch City Council and the Minister supporting Greater Christchurch Regeneration, and considered the Letter of Expectations in the preparation of this Statement of Intent.

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 responsible for also 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.

Signed on behalf of the Board

André J Lovatt
Chair

Date 3 November 2016

Richard Holden
Board Member

Date 3 November 2016



About Regenerate Christchurch

Regenerate Christchurch is a new entity, established in April 2016 to lead the regeneration of Christchurch.

Regenerate Christchurch is governed by legislation through the Greater Christchurch Regeneration Act 2016 (Act). It is overseen by a board comprising of seven members, three appointed by the Christchurch City Council (Council) and four appointed by the Minister supporting Greater Christchurch Regeneration (Minister), one of which is a person nominated by Te Rūnanga o Ngāi Tahu.

The establishment and structure of Regenerate Christchurch signals a shift towards locally-led regeneration. It builds on and continues the work that the Council and the Crown have already undertaken since the Canterbury earthquakes. Maintaining and, where necessary, increasing momentum is important. Regenerate Christchurch is focused on achieving the regeneration of a city that the residents, business owners and investors in Christchurch desire. This is a hugely challenging task, which will require consideration of competing opportunities and the balancing of aspirations with affordability, to achieve regeneration outcomes that are sustainable.

Regenerate Christchurch represents a fresh approach to the next phase of Christchurch's on-going development. Fundamental to this, is testing conventional thinking and promoting different ways of doing things to optimise and achieve outcomes. As a leader of Christchurch, Regenerate Christchurch will work with the community, business organisations and its partners to achieve regeneration outcomes. Regenerate Christchurch will be outcome focused and actively identify opportunities to achieve regeneration through the utilisation of the Act to its full potential, either directly or through its strategic partners.

Vision

Regenerate Christchurch is at the heart of leading our city from recovery to regeneration. We want Christchurch to be a vibrant city that has opportunities for people to grow, connect and thrive. Our contribution will be through Regeneration Plans and leadership that will transform Christchurch.

Role

Regenerate Christchurch will lead and contribute to regeneration outcomes for the future of Christchurch. These outcomes will transform the environment, give confidence that progress is being made and attract capital, in its broadest sense, for the long term success of our city.



The functions of Regenerate Christchurch are set out in section 123 of the Act. They 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
- 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.

Regeneration encompasses reshaping the city to support the community's social, economic, cultural, and environmental wellbeing and resilience, resulting in a vibrant city where current and future generations can grow, connect and thrive.

Approach

Regenerate Christchurch is committed to working with communities and businesses. It will provide opportunities for community engagement, and be open to feedback. The support of the broader community is critical to the success of Regenerate Christchurch.

To support the achievement of its vision, Regenerate Christchurch will:

- Be result driven
- Lead the timely, focused and effective delivery of regeneration outcomes by:
 - demonstrating active leadership by working with others to develop, deliver and build understanding and broad support for regeneration strategies
 - using the statutory tools (Regeneration Plans) to facilitate, support and expedite planning and regeneration activities, and
 - providing information and advice on developing, advocating for and implementing strategies to support regeneration.
- Prioritise regeneration activities to ensure effort and resources are focused on those initiatives that will achieve the best regeneration outcomes for the whole city
- Take a long term perspective to ensure it makes a positive and lasting contribution for the future of the city
- Build strong, collaborative and constructive relationships
- Partner with the mana whenua of Ngāi Tahu hapu, Ngāi Tūāhuriri
- Ensure advice and decisions take account of different perspectives and priorities.



Strategic Objectives

Regenerate Christchurch has the following set of strategic objectives derived from the Act and the Letter of Expectations.

- **Collaborate** – we will establish and maintain strong working relationships with our regeneration partners including Te Rūnanga o Ngāi Tahu, Christchurch City Council, Environment Canterbury, Selwyn District Council and Waimakariri District Council, Development Christchurch Limited, Ōtākaro Limited and the Crown. Regenerate Christchurch will achieve this by adopting a collaborative approach to all of its work and through the provision of advice. This will support the timely and efficient development and implementation of Regeneration Plans and the achievement of regeneration outcomes.
- **Advocate** – we will promote the development of strategies and Regeneration Plans to achieve regeneration and provide advice and recommendations on the development of planning instruments under the Act.
- **Identify Regeneration Opportunities** – our initial focus will be on the following three priority areas:
 - **Central City** – evaluating progress and providing advice on what is required to increase momentum and support the regeneration of the central city, including whether the use of Regenerate Christchurch’s regulatory tools is required. This advice will recognise the public confidence in the Christchurch Central Recovery Plan and that retention of the fundamental principles of that plan remain important.
 - **Residential Red Zone** – determining the long term use and regeneration of residential red zone land in the Christchurch district by leading the development of visions, strategies and Regeneration Plans. Regenerate Christchurch will work closely with the Council to identify and understand infrastructure considerations, and with Ōtākaro Limited to identify opportunities that leave open some options for future use that might offer a financial return for the Crown.
 - **New Brighton** – in conjunction with Development Christchurch Limited, considering the current measures in place in New Brighton (including the New Brighton Centre Master Plan) and provide advice on what is required to increase momentum and to support the regeneration of this area.



Regenerate Christchurch will also seek to identify other opportunities within Christchurch where regeneration activities should be prioritised.

- **Increased Investment** – Development Christchurch Limited will lead the development and implementation of an investment strategy, working with Regenerate Christchurch and Ōtākaro Limited where appropriate.
- **Engage** – provide opportunities for public engagement on regeneration processes and planning in order to build understanding and broad support for regeneration outcomes.



Interim Work Programme to Deliver on Strategic Objectives

A key focus for the first year will be bedding in the new organisation and developing key relationships and priorities. This work will inform the development of a final work programme over the next six months.

The following are the initial key activities that will support the delivery of Regenerate Christchurch's strategic objectives.

| Activity | Commenced by ¹ |
|--|---------------------------|
| Central City | |
| Advise on any additional measures required to increase momentum and support the regeneration of the central city. | Q4 2016 |
| Lead a strategy to achieve regeneration of Cathedral Square and surrounding blocks. | Q1 2017 |
| Residential Red Zones (RRZ) | |
| Commence regeneration planning for the long term use of the Ōtākaro/Avon River Corridor lands. The spatial plan on page 9 sets out a high level plan of the activities that will be carried out in each of the three areas during the next six months. | Q3 2016 |
| Publish existing information about the flat land RRZ, including the information collated by the Canterbury Earthquake Recovery Authority, Christchurch City Council, Te Rūnanga o Ngāi Tahu and Environment Canterbury. | Q3 2016 |
| Commence land capability assessment work to support RRZ regeneration planning. | Q4 2016 |
| Assess, in conjunction with Ōtākaro Limited, the feasibility of constructing an open water course suitable for international water sports events in the RRZ. | Q4 2016 |
| Assess the Council's infrastructure, flood management and stormwater requirements for the RRZ. | Q4 2016 |
| Support the Council's estuary management work through the development of a Regeneration Plan and other strategies for the long term use and regeneration of the Southshore RRZ. | Q4 2016 |
| Submit a draft Outline for a Regeneration Plan for the first area of the RRZ Avon River Corridor lands to the Minister. | Q1 2017 |
| Confirm a programme for the development of Regeneration Plan(s) and other strategies for the long term use and regeneration of Brooklands and Port Hills RRZ areas. | Q1 2017 |
| New Brighton | |
| Assess existing and planned measures already in place and provide advice on possible additional initiatives. | Q3 2016 |
| Support Development Christchurch Limited and the Council with regeneration projects and activities planned for this area, including, where appropriate, the use of statutory tools. | Q3 2016 |

¹ Time periods refer to a calendar rather than financial year.

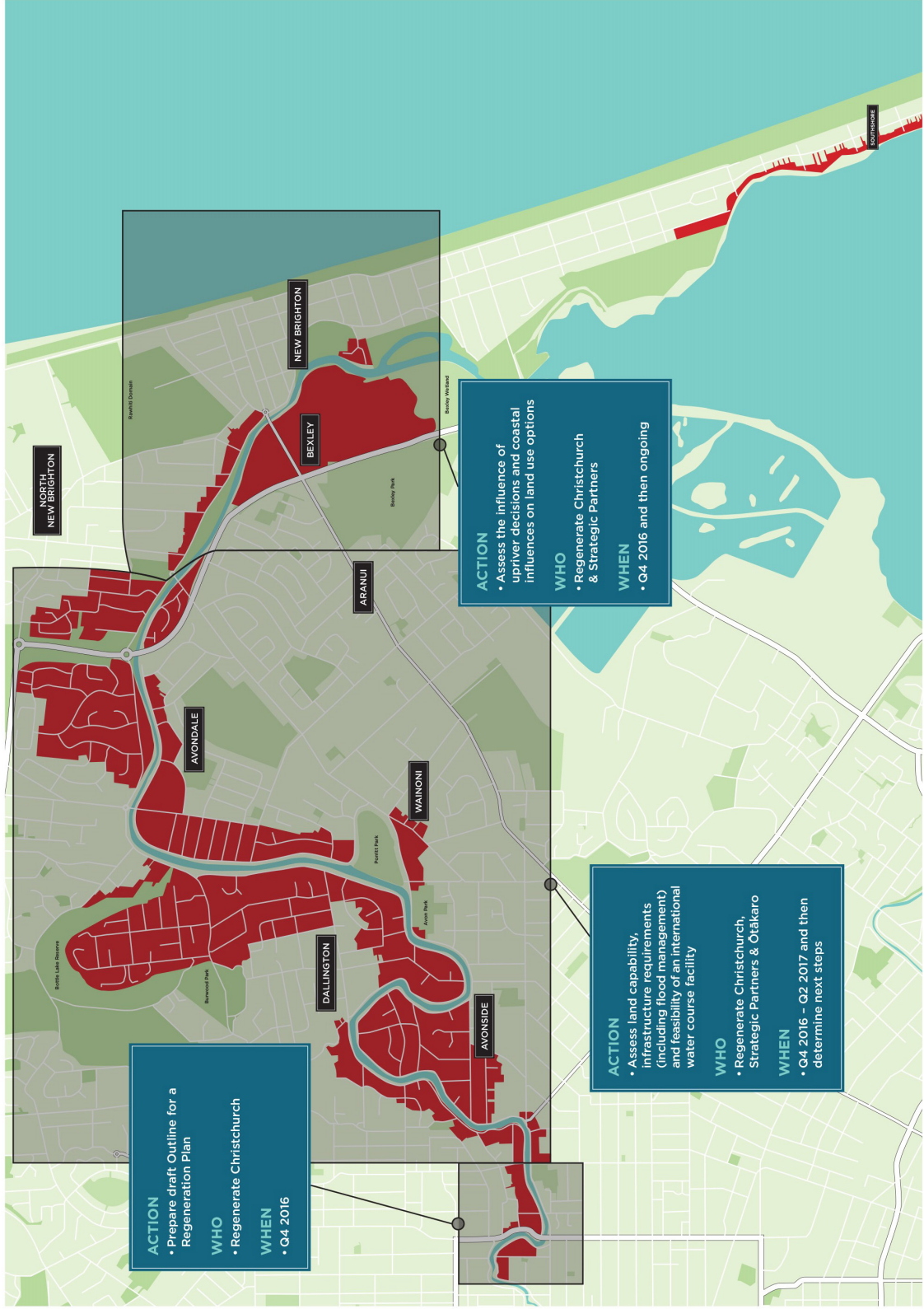


| Activity | Commenced by ¹ |
|---|---------------------------|
| Other Regeneration Opportunities | |
| Identify other areas or opportunities within the Christchurch district where regeneration activities should be focused and the use of statutory tools could be considered. | Ongoing |
| Provision of views, advice and recommendations on third party draft Outlines and Regeneration Plans. | Ongoing |
| Collaboration | |
| Co-ordinated, cross-agency approach for the development of planning instruments. | Ongoing |
| Establish and maintain relationships with regeneration partners to support the development of strategies for regeneration, including opportunities for joint procurement and shared services. | Ongoing |

¹ Time periods refer to a calendar rather than financial year.



Ōtākaro/ Avon River Corridor Residential Red Zone



Performance Measures

Regenerate Christchurch intends to measure its performance against the targets listed in the table below. Regenerate Christchurch will work collaboratively with its partners and stakeholders to achieve the identified targets.

| Strategic Objective | Measure | Target | | | |
|---|--|---|-----------------------------|-----------------------------|-----------------------------|
| | | 2016/2017 | 2017/2018 | 2018/2019 | 2019/2020 |
| Decisions on the long term use and regeneration of RRZ land | Regeneration Plan(s) developed for the Ōtākaro/ Avon River Corridor lands. | Three year target Regeneration Plan(s) prepared and submitted for the Ōtākaro/ Avon River Corridor lands | | | |
| | Regeneration Plan(s) submitted and/or strategies developed for other RRZ areas. | Three year target A Regeneration Plan(s) prepared and submitted and/or strategies developed for other RRZ areas | | | |
| Effective collaboration and engagement | Satisfaction of regeneration partners with Regenerate Christchurch's collaboration and engagement. | Satisfied or very satisfied | Satisfied or very satisfied | Satisfied or very satisfied | Satisfied or very satisfied |
| | Christchurch residents understand and support the role of Regenerate Christchurch. | 75% | 75% | 75% | 75% |
| Providing advice to the Minister on planning instruments | Minister satisfied with the quality and timeliness of advice provided by Regenerate Christchurch on planning instruments. | Satisfied or very satisfied | Satisfied or very satisfied | Satisfied or very satisfied | Satisfied or very satisfied |
| | Minister and the Council satisfied with the quality and timeliness of advice provided by Regenerate Christchurch on progress of regeneration, and whether any additional interventions are required. | Satisfied or very satisfied | Satisfied or very satisfied | Satisfied or very satisfied | Satisfied or very satisfied |
| Establish full set of performance measures | Full set of performance measures developed following confirmation of final work programme. | Achieved | N/A | N/A | N/A |





Functions and Operations

Governance

Regenerate Christchurch is governed by the Board. The Board must ensure that Regenerate Christchurch acts in a manner consistent with its purpose, objectives and functions 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.

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 expectations²
- 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, 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, receiving \$4 million per year from each. 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.

² The initial letter of expectations from the Council and the Minister, dated 14 April 2016, may be downloaded from the Regenerate Christchurch website.



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

Regenerate Christchurch will ensure its leaders understand the significance of their role in leading and driving regeneration to reshape the future of Christchurch. 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 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 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.



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