



DRAFT

Christchurch Resilience Strategy

Preliminary Engagement Workshops

10th & 11th December 2014

Preliminary Engagement Workshops Christchurch
Preliminary Stakeholder Engagement Workshop
10th and 11th December 2014

Christchurch Resilience Strategy

Contents

1.0	Executive Summary - key observations	5
1.1	Health and Wellbeing	5
1.2	Leadership and Strategy	5
1.3	Infrastructure and Environment	5
1.4	Economy and Society	5
1.5	Overall themes	5
2.0	Introduction	7
3.0	Workshop Approach	7
4.0	Attendance	7
5.0	Workshops' Summary	8
5.1	Health and Wellbeing - Wednesday 10 th December, 9.30am – 12pm	8
5.1.1	Supporting livelihoods and employment	8
5.1.2	Meeting basic needs	10
5.1.3	Ensuring public health	12
5.2	Leadership and Strategy – Wednesday 10 th December, 2pm – 4.30pm	14
5.2.1	Promoting leadership and effective management	14
5.2.2	Empowering a broad range of stakeholders	15
5.2.3	Fostering long term and integrated planning	16
5.3	Infrastructure and Environment – Thursday 11 th December, 9.30am – 12pm	18
5.3.1	Enhancing and providing protective Natural and man Made Assets	18
5.3.2	Ensuring Continuity of Critical Services	19
5.3.3	Provides Reliable Communications and Mobility	20
5.4	Economy and Society – Thursday 11 th December, 2pm – 4.30pm	23
5.4.1	Promotes Cohesive and Engaged Communities	23
5.4.2	Ensures social stability, Security and Justice	24
5.4.3	Fosters Economic Prosperity	25
6.0	Next Steps	27

What we heard – *the larger the word, the more often we heard it*



1.0 Executive Summary - key observations

1.1 Health and Wellbeing

Perspectives on the determinants of health and well being ranged from the impact of small business, supporting family structures and training for lifestyle and life to housing, education and sport and recreation. The specific discussion on Ensuring Public Health Services yielded a firm view that there should be a focus on the determinants of well-being and health as opposed to “the provision of services”. Workshop discussions often focussed on the reactions, impacts and experiences learned during and after the earthquakes and recovery. The ongoing psychosocial issues facing many in the city was emphasised as well as the need to ensure an individual’s connectivity to their community as a means of building resilience at the grassroots level. The urgent and ongoing need for affordable housing was highlighted. The shortage of appropriate, affordable housing constrains achievement of positive health outcomes for people. Equity of access to services, health care and facilities are fundamental to good health and wellbeing and resilience. Changing workforce needs as the recovery is completed will impact on employment trends and work opportunities in the city: the longer term work prospects for rebuild migrant workers was mentioned frequently. Their integration into the fabric of Christchurch communities is important, to ensure cohesive communities and positive diversity.

1.2 Leadership and Strategy

This session prompted discussion around what is required to build and maintain effective leadership and relationships between political organisations and community leaders. There was a clear desire to move towards a more transformational style of engagement. In order to do that dialogue with the community needs to move beyond merely informing and transactional to become co-creational. Christchurch is currently in an extraordinary situation with its respective governance structures and the recovery of the city in the aftermath of the earthquakes has led to a range of non-traditional leaders emerging. This has brought considerable increased social capital but at times can also challenge the traditional structures. On reflection, the leadership and strategy dimension of the resilience framework underpins and is interwoven into the other three quadrants/dimensions of resilience, and is therefore better considered as part with them, and not separate to them.

1.3 Infrastructure and Environment

This session drew heavily on participants’ knowledge and experiences following the earthquakes. In discussing the resilience of hard infrastructure it was recognised that this can be interdependent on the local, national and even global context. The need for redundancy was discussed, both regarding hard infrastructure and in terms of household and business level resilience planning. New technologies, systems and planning models were all upheld as crucial to resilience planning. Interestingly there was a perspective that there is no consensus that we have fully developed an understanding of which assets are critical. This was also a clear recognition in this workshop of a global perspective that recognised the importance of trade and exports.

1.4 Economy and Society

Employment, increasing ethnic diversity, lack of affordable housing, greater need for social services and supports in the community, were identified respectively as being key opportunities and stresses at the moment. To build trust, decision-makers need to engage more with the under-represented, the ‘disgruntled’, especially youth, in an open and transparent way. NGOs are seen as a critical player in finding greater cohesion going forward. There was a clear message that there needs to be a clear understanding of the issues and those issues being under pinned with sound data in order for the business community to see a benefit in engaging with the strategy process.

1.5 Overall Themes

Discussions drew heavily on the experiences of the earthquakes. Ensuing conversations need to build on this but also frame resilience in a longer-term future context, beyond the city’s recovery.

Workshop participants contributed a wealth of expert knowledge and a ready understanding of the drivers and dependencies of factors of resilience. The contribution of the not for profit sector to the resilience strategy, across all quadrants, was recognised at all workshops.

Some of the specific issues raised during the two days:

- Build a more trusting relationship between communities and decision makers
- Nurture existing networks and support systems that connect local communities – local resilience is just as important as citywide infrastructure resilience
- Consider the impact and opportunity that the migrant rebuild workforce brings to the city now and in the future.

Repeatedly, there was overlap of key issues between each of the quadrants. Health, wellbeing, infrastructure, environment, economy and society are all interdependent dimensions of resilience, underpinned by the need for strong and effective leadership.

2.0 Introduction

This captures the output from the Christchurch Preliminary Stakeholder Workshops held over the 10th and 11th December, 2014 at the Fendalton Service Centre in Christchurch. The Workshops' primary objective was to identify who needs to be involved in developing and implementing Christchurch's resilience strategy. Associated objectives also included identifying, at a high level, the key issues affecting the City in each of the City Resilience Framework's (CRF) four dimensions: Health and Wellbeing, Leadership and Strategy, Infrastructure and Environment and Economy and Society. As such, workshops sessions were arranged into these four categories, with stakeholders corresponding to these areas of interest. Some attendees attended more than one session.

3.0 Workshop Approach

Each workshop session was two hours long and focussed on one of the four CRF dimensions. Following a brief introduction to urban resilience, participants were divided into three, largely self-selected groups to examine the sub-dimensions within each topic. In doing so participants were asked to define what each sub-dimension meant to them the context of the broader dimension, identify key issues related to the sub-dimension and identify key actors (institutions, organisations, individuals) whom they felt should be engaged as part of the resilience strategy building process. Participants were then given the opportunity to rotate to each group to build on the contribution of others.

4.0 Attendance

Wednesday 10 th December, 9.30am – 12pm	Wednesday 10 th December, 2pm – 4.30pm
Nicola Woodward, AVIVA Canterbury Evon Currie, Canterbury District Health Board Alistair Humphrey, Canterbury District Health Board Anna Stevenson, Canterbury District Health Board Dr Margaret Leonard, CPIT Denise Kidd, CERA Christine Hayden, Careers New Zealand Eve Lafferty, Barnardos Pauline Saunders, Ministry of Social Development Jason Pemberton, Youthink Sarah Epperson, Problem Gambling Foundation Claire Phillips, CCC Nigel Grant, CCC Leanne Keenan, CCC Alicia Palmer, CCC CDEM	Jane Morgan, CERA Peter Beck, Community Leader Leanne Curtis, CanCERN John Vargo, University of Canterbury Simon Markham, Waimakariri District Council Katherine Trought, Environment Canterbury Evon Currie, Canterbury District Health Board Neville Reilly, Civil Defence Emergency Management Bronwyn Hayward, Canterbury University Don Chittock, Environment Canterbury Evan Smith, Eastern Vision Clive Appleton, CCC Natural Environment Keith Tallentire, CCC Strategy and Planning Mike O'Connell, CCC Strategic Policy Allison O'Connell, EQC Board
Thursday 11 th December, 9.30 – 12pm	Thursday 11 th December, 2pm – 4.00pm
Colin Meurk, Landcare Research/Creative City Network Ken Strongman, University of Canterbury/Creative City Network Susan Krumdiek, University of Canterbury Chris Hawker, University of Canterbury Roger Fairclough, Treasury Mark Gordon, AECOM Chrissie Williams, Environment Canterbury Marion Gadsby, Environment Canterbury Paul Davey, CERA Jenny Dickinson, NZTA John O'Donnell, Orion Tamara McKernan, CCC Waste Robert Meek, CCC Waste and Waste Water John Moore, CCC Infrastructure Rebuild Tony Moore, CCC Urban Design Chris Gregory, CCC Assets and Network	Lynette Ebborn, Child Youth and Family John Vargo, University of Canterbury Michael Flatman, Canterbury Tourism Rhys Boswell CIAL Rob Lawrence, CECC Steve Clark, CERA Tom Hooper, Canterbury Development Corporation Suzanne Vallance, Lincoln University Penny Prescott, Canterbury Youth Workers Collective Alison O'Donnell, Earthquake Commission Claire Bryant, CCC Strategy and Policy Unit Maggie Tai Rakena, Manager of START Shane Murdoch, Cholmondeley Children's Centre

5.0 Workshops' Summary

THESE ARE VERBATIM NOTES FROM THE SMALL-GROUP DISCUSSIONS

5.1 Health and Wellbeing - Wednesday 10th December, 9.30am – 12pm

5.1.1 Supporting livelihoods and employment

What is it?

- Small businesses (1~90 per cent of businesses in Christchurch employ less than 5 people)
- Raising achievement of Maori, Pacific Islander population, disengaged youth etc.
- Equity of access to employment - for those who cannot be in employment, equity of access to things that support livelihoods
- Support the family structure and home environment
- Developing a shared vision of what outcomes we are trying to achieve
- Fostering creativity and access in the arts
- Training for lifestyle/life
- Unpaid employment volunteering
- Employment as the key metric (data)
- Migrant workforce
- Supporting cultural diversity
- Business continuity

Key Issues?

- Family structures/home environment:
 - o Housing
 - o Support for primary care givers
 - o Alcohol
 - o Domestic violence
 - o Gambling
 - o Education – parenting
 - o Life skills
- Equity of access
- Employment/volunteering/participation
- Urban design
- Transport, cost, options/choice
- Education
- Universal design
- What happens when the re-build finishes (uncertainty) – exit strategy, retraining, migrant workers
- Role of workplaces in supporting resources for adults
- Employment contracts – nature of agreements
- Under-employment, low wage employment
- Fragmented employment

- Potential future tensions from migrants and other communities regarding unemployment/employment
- Loss of traditional manual labour jobs due to mechanisation and technology
- What's the future economic plan?
- Quality of life , work life
- Recognise the existing and recent community-based structures and groups – how best to celebrate/foster participation?
- Needs ways to invest in the groups that seek empowerment – integrations, flexibility, enabling systems
- Decision-making needs to slow down in order to enable opportunities for participation
- Distributed leadership is a positive, as it can lead to greater participation in decisions/implementation and increased capability (Zone committees mentioned as an example of distributed leadership)
- Recognition of community leadership
- Participatory budgeting – leads to greater empowerment on local decisions and sense of community ownership
- Think of local groups/capacity as organisms rather than organisations

Who to engage?

- Youth (students, youth council, employed and unemployed)
- Earthquake disability leadership group
- Retiree/older representation
- Safer Christchurch Network
- Harm Minimisation Advisory Group
- Salvation Army/faith leaders
- Ministry of Pacific Island Affairs
- Te Mata Tini
- Human rights groups
- Maori leaders forum
- Commission
- Christchurch Business Leaders Group
- Canterbury Development (Tom Cooper)
- Ministry of Social Development (Child Youth + Family)
- Mental Health Services
- Unions
- Dr Caroline Bell (CDBH)
- Tenants protection (Helen Gatonyii)
- Ministry of Building, Innovation and Employment
- Public sector organisational resilience team (PORT) Kaye Taiora
- Banking – micro finance
- One Voice
- Social entrepreneurs
- Barnardos
- MBIE

- Food Banks/budgeting services
- Beneficiaries Advisory Service
- NZ trust
- Aviva
- Creative NZ

How to engage?

- Go to people
- Understand what is already happening/get involved/add value
- Communicate the value of the resilience strategy/address potential cynicism re its 'just another strategy'
- Elderly people should be engaged in the middle of the day
- Te Mata Tini might be difficult to engage before March so engagement should take place after that
- Source research to help information strategy

5.1.2 Meeting basic needs

What is it?

- Housing
- Nutrition
- Education
- Income
- Connectivity
- Sense of belonging
- Access to services
- Resources – heating/power
- Suitable housing
- Sport and recreation
- Sustained access
- Time
- Medical services
- Safety, physical, perception

Key Issues?

- Connectivity
- Closing the gap between academics and practitioners
- Fundamental social need for wellbeing
- The places where we live work and play
- Families sharing time to connect
- Increasing social isolation of the elderly and individuals and families
- Displaced communities, transition into new communities
- City/urban design for everyone needed in ChCh

- Children and young people's participate in community life including public space
- Cultural connectivity
- Communities of interest
- Equity
- Access for people with different abilities to access (education, culture, disability and traditions or communication styles)
- Safety - physical and perception of. How do we create a community that is self-sufficient (can define and meet their own basic needs)
- Maslow's hierarchy of needs
- Physically Healthy Environments – safety, emergency services
- Access to affordable, quality (dry, safe etc.), quantity, non-crowded housing

Who to engage?

- Christchurch City Mission, Methodist Mhurch (e.g. on the ground provider of basic needs) , Presbyterian Support Services
- Food co-op
- Public health unit
- Aviva (
- Finders to help relevant SHS, Canterbury Community Trust
- Strengthening communities team (CCC)
- Community safety team (CCC)
- Earthquake Commission
- Food and Grocery Council
- Business and Philanthropic Organisations
- Good Shepard Trust NZ
- Banks
- Budget Services, credit unions, microfinance
- Chamber of Commerce
- Food banks
- Faith based providers
- Te Raranga
- Social Service Providers – Networks SSTA
- Education – tertiary, principles network, ministry, informal groups, students associations, training providers
- Fletchers and other building contractors
- City council
- Pegasus health
- CERA
- Healthy Christchurch
- All social housing providers

- Existing inter-sectoral housing – warm winter, CEA
- TPA
- Housing NZ
- MBIE
- Salvation Army
- Landlords Associations
- CDHB, especially vulnerable persons housing
- Insurance companies
- Ngai Tahu
- RHISE researchers and other research groups

How to engage?

- Recognise the different communication styles and channels that people use
- Using the right channel for the target e.g. marginalised communities
- Engage the family unit (rather than the individual)
- Tailor/target services to particular group
- Recognise the less traditional vulnerable groups

5.1.3 Ensuring public health

What is it?

- Includes preventative treatment
- Includes well-being, not just 'health or 'public health'
- Determinants of well-being/health, not just about services

Key issues?

- Housing, key underlying issue
- Risk of compartmentalising issues
- Need to ensure a cross issue report with links between functions for example, an increase in alcohol related costs would lead to a funding shortfall elsewhere.
- Ensuring links between health and other areas of 'resilience'
- Psycho social impacts tend to be a mix of existing causes compounded by shocks and stresses
- Fostering hope – how?
- Education
- Hunger
- Immunisations – children especially.
- Self determination – building personal capacity and competency
- Equity regarding emergency response and ongoing access and inequalities
- Value of Health Impact Assessments
- Affordability and access to health services (regarding equality, info/knowledge)
- Negotiating the complexity of the systems that can support people

- Lack of people centred approach to breadth of health services (refs to 'placemaking' and 'pathways' user centred design)
- Cultural appropriateness and accessibility to healthcare
- Aging workforce, especially senior clinical staff
- Slippage from a very good public health system to manage care model (post EQ acceleration of this trend eg surgery)
- Transport – active transport, accessibility, community connectivity (UDS)
- Access to service / support

Who to engage?

- Community Boards
- National advocacy Trust (Jason)
- Consumer ops run by entities
- Each other
- Central / local Govt at high level (governance)
- Committee for Canterbury
- Pasifika Network
- Chief Science Advisor
- Healthy Christchurch Partnership
- Chief executives and elected members of the Strategy's governance group
- Recovery governance structure (transition planning is useful vehicle)
- Psychosocial committee
- Community Wellbeing Planners group
- Users

How to engage?

- Topics
 - o Does the Resilience Strategy take over from the Recovery Strategy? Or broader and take over existing strategies and collaborations eg Healthy Christchurch and the Psychosocial Committee
 - o What are individual collaborators prepared to give up for the greater good of effective and real collaboration
 - o What is our lifestyle costing us and is this how we want our public money spent?
 - o Expectations and user controlled design
- Tactics
 - o Champions
 - o Strategy steering group
 - o Relevant and purposeful

5.2 Leadership and Strategy – Wednesday 10th December, 2pm – 4.30pm

5.2.1 Promoting leadership and effective management

What is it?

- 2 way communication
- Effective governance
- Grass roots leadership
- Evidenced based – situation analysis/real time
- Long and short term vision
- Integrity
- Resourcing agility/adaptive capacity
- Empathy
- Understanding power structures
- Putting agendas aside for the greater good
- Trust
- Openness and accountability

Key issues?

- 2 way communication (bottom up/top down and the extent to which this needs to be regulated/embedded)
- Transparency
- Identify leaders in the community – bringing people along
- Implementation – prioritisation, evidence based, aligned
- Prioritisation
- Barriers/political agendas
- Trust and collaboration

Who to engage?

- Getting the right people - committed and with a mandate as well as willing and doers
- Bottom up (community groups, faith leaders, business leaders, NGOs, schools, local government, consumer goods, special interest goods etc.)
- Talk to those being led
- Youth
- Talk to the disgruntled

How to engage?

- Participatory
- Asking the right questions
- Empowering citizenship
- Validating what you hear regarding needs
- Crowd sourcing
- Self determining
- Civic investment

5.2.2 Empowering a broad range of stakeholders

What is it / Key issues?

- Leadership styles need to be vertical (cutting through hierarchies)
- Communities of leadership
- Empowerment needs to be horizontal
- Distributed or diffused leadership
- Governance bodies need to agree on values and rules of engagement and anchor engagement in these values, which could include: inclusiveness, involvement in participation, acknowledging diversity, seeking consensus, flexibility and honesty (expectations and opportunities to effect decision-making)
- Organisations need to 'let go' of their entitlement to power and have a commitment to enabling other leaders by removing barriers
- Ensure clear purpose in engagement
- Flexibility to capture and enable unexpected leadership
- Easily accessible funding windows that are responsive
- Flexibility to capture unexpected
- Recognise the disempowering factors
- Leadership has responsibility to identify and remove barriers
- Need confidence of knowing someone is listening that their needs will be addressed, results are seen, investment of time and engagement has obvious payback (either personally or collectively)
- Information channels are crucial – more important in somewhere than the actual info
- Trust is essential between collaborators/stakeholders/communities
- People's access to information –central vs local
- Decentralisation of services is good but costly?
- Methods of engagement need to work for people not just the organisations that set them up e.g. formal consultation processes don't work as they don't set up a dialogue
- Need to be ways of enabling community groups to be self-sustaining
- Identify how organisations/governments will model agreed values and behaviours (walking the talk)
- Leave room for the unexpected and self-identify (expect the unexpected)
- Inequitable opportunities to participate.

Who to engage?

- Depends on the scale/type of empowerment being discussed
- Engage with those who are least likely to participate/be involved in community life
- Communities of interest, identity, place, target populations
- Concern
- Community Boards

How to engage?

- It's got to be meaningful

5.2.3 Fostering long term and integrated planning

What is it?

- A clear and compelling vision/purpose
- As an alternate, emergent strategy and adaptive outcomes
- Benchmarks that are measurable, data, community feedback
- Buy-in, collaboration
- People need to see what's in it for them
- Understanding of dynamics/difficulties in engaging with people
- Collaborative conversations, with communities and organisations – co-creation
- Outcomes linked to inputs
- Structures/agencies serve the vision
- Clear, open, transparent communities and institutions 'letting go'
- Done with and by not done to
- Building on existing initiatives
- Alignment with leaders across agencies
- Triumphs of reform over management
- Community as an equal partner, everyone
- District plan
- Maslow's hierarchy of needs must be fulfilled for proper engagement
- Who is signing up to what (mandate)
- What are the future scenarios – what are the shocks/stresses we are planning for?

Key issues?

- Silos internally and externally
 - o Only see small part of the issue
 - o Prevents alignment
 - o Lack of sharing
 - o Distrust/disenfranchises people
 - o No one has the full picture
- Tight timeframes/competing demands, misaligned timeframes
- Culture of 'being done to' not doing
- Must be owned by everyone
- Cynicism/disenfranchisement
- May be difficult to find a vision that resonates for everyone
- Leadership – where's the plan
- Institutional defensiveness
- Lack of data overview
- Accentuate the stories – need to build upon priorities and initiatives

Who to engage?

- Eastern vision
- CACERN
- Ngai Tahu
- Chamber of commerce
- Children/school kids
- The disgruntled
- Residents' Associations
- Ministry of Awesome
- Committee for Canterbury

5.3 Infrastructure and Environment – Thursday 11th December, 9.30am – 12pm

5.3.1 Enhancing and providing protective Natural and man Made Assets

What is it?

- Natural systems
- Sand dunes, wetlands
- Act as buffers, provide protection of assets
- Provide ecosystem services
- Provide amenity and recreation
- Constructed systems - Rock fences, river stop-banks
- Inter-linkages between natural and constructed systems key (they don't perform protective functions in isolation from each other, best considered together)
- Land Use planning absolutely critical
- Network wide resilience planning vs/and planning for modular/distributed systems, zoned to provide asset services according to how the community is likely to fragment/group together after a shock event
- Asset strengthening/hardening. Orion do this to just exceed the strength of surrounding buildings

Key issues?

- No consensus that we have fully developed an understanding of which assets are critical
- More distributed solutions, at both householder (e.g. rooftop solar on houses) and neighbourhood (e.g. rooftop solar on libraries) scale.
 - o Councils need to 'let go' to enable this
 - o Community involvement will be critical to reduce NIMBY-ism, especially for infrastructure that people don't want to live next to (waste water treatment plants etc.)
- Re land use planning, strategic retreat needs to be much more strongly considered (from coastal/riparian zones), whilst ensuring that no more houses are built in these areas
 - o Greater offsets between developed areas and hazard areas
 - o Key issue is that the costs and risks are remote from decision makers
- Business continuity planning
 - o Perception is that government drives to encourage pre-planning through regulation and planning is cost plus, need to ensure that the value of this is clearly communicated
- Human connections critical for reducing consequences of both shocks and stresses – how can these be enhanced?
- Whole of system protection (e.g. barrage at river mouth) vs local scale protection (e.g. stop-banks). Need a much clearer picture of when there is a cost/benefit for this approach.
- Changing culture re acceptance of failure – everyone expects the power to be on all the time, need to encourage a lower expectation (or at least communicate the link between risk reduction and increasing cost).

Who to engage?

- Environment Canterbury
- Geotech Committees
- Consultants
- Universities
- NZ Geotech Society
- NZTA
- Clinical psychologists – NZ Psychological society
- Business continuity:
 - o Orion
 - o Other transport providers
 - o Generators – Meridian, Genesis

- BP, Caltex
- Councils
- M/E – Mike Smith
- RMA – Environment Canterbury
- Greater Christchurch
- Creative City Network
- Sustainable Otago
- Department of Conservation
- Community Boards
- Christchurch biodiversity partnership
- Businesses
- Developers – Ngai Tahu
- Industry bodies
- Investors
- Earthquake commission
- Treasury
- Universities

5.3.2 Ensuring Continuity of Critical Services

What is it?

- Utilities/user-based services:
 - Roads
 - Electricity
 - Transport system
 - Water
 - Fuel (LPG, natural gas)
 - Health – psychosocial particularly
 - Emergency services
 - Law and order
 - Communications
 - Fast moving consumer goods
- Qualities of continuity and critical services:
 - Agility/adaptive capacity
 - Navigating disruption
 - 'Business as usual'/keeping essential services operational
- Natural capital/ecosystem services as a crucial service/as the things that form the basis of the critical services (e.g. health of waterways/wetlands ensures water, fossil fuels and other fuel for electricity, transport etc.)
- Networks/interconnections:
 - Inter-modal transport

- Things that are too big to fail
- User vs the natural system
- Access

Key issues?

- Ability to be agile
- Clarity on leadership – roles, arrangements, controls
- Natural capital as the basis of all systems
- Organisational/internal resilience (plan to plan) is at the root of broader resilience
- Skill base (lack thereof), resources crucial (+how to attract this), also how to ensure skilled worker/imported resources are familiar with local equipment and systems
- Shifting capacity requirements, both user and natural systems (e.g. land – urban growth and sprawl)
- Shifting land use/growth/sprawl – services to these greenfield sites

Who to engage?

- Agencies and service providers (including e.g. supermarkets) at the organisational and operation level (rather than peak bodies)
- Lifeline group (leverage this existing group – John O'Donnell and Mark Gordon)
- Regional Emergency Management group – James Thompson ECAN
- Civil Defence/Emergency Services (there was disagreement around this)
- All levels of government

How to engage?

- At the organisational level (rather than planning and policy level)
- Bringing together existing/coalescing conversations, particularly those that would now be taking place on transition planning – of all capitals – natural, social and economic , e.g. for crucial services use existing lifeline groups – steering committee/working group meets a couple of times a year, EM group also has an existing group

5.3.3 Provides Reliable Communications and Mobility

What is it?

- Cellular network
- Intrapersonal communication
- Organisational communication
- Transport provision
 - Road, Rail, Sea, Air
 - Freight / private travel / public transport
 - Whole network
- Fuel supply

Key issues?

- There needs to be a robust level of service and this may include the need to agree what cannot be allowed to fail.
- Cascade failure
- Future-proof planning that includes capacity building

- Disjointed planning - Citywide planning is required where organisations have individual plans that feed into a citywide approach
- Strategic access. Prioritisation of certain goods and service during shocks.
- Mobility restriction during shocks due to infrastructure failure.
- Responding rapidly to changes in land use or following network failures.
- Ensuring that there are multiple options for mobility so that if one or some fail, mobility continues
- Local / national / international issue, with import and export of goods and services to and from Christchurch easily affected
- Need to assess and understand intrapersonal communication and community level communication. Community networks, noticeboards, libraries etc.
- The way in which information is communicated is important. Method of delivery and language can give either a positive or negative tone to the situation
- Spokespeople need to be carefully selected in a deliberate manner. Those who could be perceived to have an 'agenda' can negatively impact on the communication message
- There is a high reliance on the private car for travel
- Too reliant on the central city – need to develop community spaces places and resources
- Network management and effective planning for various scenarios
- Toxins etc as by-products from disaster and waste
- Transfer of communications to cable and the reliance on power for communications
- Lack of preparedness at a household / business level. Plan B planning required
- Integrity of communications and the communicator.. Who has the authority to make decisions and communicate these out following shocks.
- Long term planning – need to forecast the shocks and stresses of the future
- Population increases requires us to look at alternative transport and new technology
- Provision of power in homes/businesses

Who to engage?

- Service providers
 - o LPC, CIAL, Rail, Telecom providers, Power companies, Port of Timaru.
- Regional Transport Committees
- NZTA
- Freight operators
- CDHB (including mental health)
- Community groups
- Education hubs
- Civil defence network
- Communications advisors
- Property developers
- City planners
- Royal Society of NZ (Post census report)
- Building Standards (alternative power provision)

- MCDEM (fuel provision)
- Innovation Hub (new technology)
- Residential organisations

5.4 Economy and Society – Thursday 11th December, 2pm – 4.30pm

5.4.1 Promotes Cohesive and Engaged Communities

What is it?

- It's about creating equity – inequity constrains economic growth
- Strong communities – strong at the grassroots
- Queried the use of the word 'cohesive' – could suggest a bland, lack of diversity. Difference and diversity is good – enriching. The EQs have created an opportunity for the city to become more diverse. Need to celebrate this – festivals, recognise the presence and contribution of diverse populations in our community
- It's about building tolerance, becoming inclusive
- Local government has key role as community leader

Key issues?

- How do we make/retain community collaboration/neighbourliness permanent (i.e. not just an EQ response)
- Households are time-poor and lifestyles have changed – people have less time to invest in their local community life
- Need to invest NOW in the people who may have moved here for the rebuild but are staying for the long term
- We will have a vulnerable skills base – people who are easily employed during the rebuild but have fewer transferrable skills for the long term
- Retaining a young workforce – they need skills training, and knowledge/skills to transition into the longer term economy/workforce
- Invisibility of youth and child; a 'lack of delight' in young people
- Recognise vulnerable communities e.g. those who have been impacted by retreat
- Engagement with central government is crucial, as they are (or should be) significant funders and policy makers
- Need to invest in community capacity and leadership, so that it's ready and able to step up and be ready to lead
- Low unemployment at the moment – leads to 'the dignity of work', which helps create environment of engaged citizens
- Consider non-monetary systems, time banks or barter systems for exchanging skills, services and products

Who to engage?

- NGOs, especially those working in the area of community development
- Refer to Susanne Vallance's list of 460 NGO and voluntary organisations, collated after the earthquakes
- Child and youth sector, CYC, Youth Voice Canterbury, voices of youth
- Ngai Tahu
- Business sector – their collective organisations
- Landowners and residents associations
- Migrant communities
- Justice sector
- Disability
- Social Service Providers Aotearoa (SPA)
- CRIs and universities
- NZTA
- Regional Councils

- CDEM
- Sports clubs, churches, schools
- Community-level networks
- Red Cross
- Older adults

How to engage?

- Ensuring there is a strong feedback loop is crucial
- Engagement needs to be authentic and meaningful
- It's about framing the problem, not just finding solutions
- Not all people want or need to be engaged in a formal way – engagement can be simply talking to your neighbours: during times of stress, local engagement is more relevant than civic-level engagement
- Take a place-making approach – have the conversation about creating/nurturing resilient places
- Capitalise and build on existing activities/clubs/networks/churches/schools (melting pots) as they help foster a sense of place, ownership and contribution. NZ has a strong history and record of participation, contribution and voluntary effort

5.4.2 Ensures social stability, Security and Justice

What is it?

- Ensuring equality of access of opportunity (jobs, education etc.)
- Ensuring social equity and responsibility
- Access to information that is accurate, meaningful, helpful and honest (both stresses and shocks)
- Having a clear sense of place
- Reducing crime
- Supporting 'positive' disruptive elements (e.g. social activists)
- A strong and stable democracy with meaningful, honest and representative participation
- Trust between agencies and people, including
 - o Confidence in first responders (both professionals and community members)
 - o Trust between elected officials, agencies and people
- The city 'feels like home':
 - o Safe, not threatened, especially in public spaces
 - o Belonging
 - o Communal trust
- A flexible justice system that is focussed on rehabilitation

Key issues?

- Population churn (reducing social cohesion)
- Re-building the city centre in a way that optimises use, ensures people feel safe and gets the 'buzz back'
- Ensuring sufficient jobs
- Active and direct involvement in decision making (devolved) – agencies 'letting go' of control
 - o Increasing engagement of youth

- Inadequate mechanisms for engagement (e.g. written submissions suit well educated people with access to technology, not those that aren't educated etc.)
- Our criminal justice system is designed to punish, not rehabilitate
- Adjustment to migrants, less homogenous society is proving difficult
- Not good at dealing with emergent organisations (e.g. Youth Volunteer Army being turned away from sites during the earthquake) – symptomatic of lack of trust between professional and other first responders, big cultural issue in dealing with both shocks and stresses
- Inequality of consequence of shocks and stresses (spatial distribution, cultural groups etc.)
- Egalitarian culture is breaking down
- Big issue with vulnerable communities, don't think we are adequately addressing this
 - o Lots of anger
 - o Homelessness
 - o Hungry children
 - o Significant issue re stability and an inherent issue
- Access to justice is contingent on access to knowledge and resources (e.g. having a lawyer in your network scares agencies/business to act properly).
- Political risk aversion – filtering information as a result (reducing access to honest, accurate etc. information)

Who to engage?

- First responders
- Student volunteer army
- Ministry of Awesome
- CANCERN
- Faith leaders
- CCDU
- Technology innovators
- Residents' associations
- Educational institutions – schools etc
- Environmental NGOs
- Community safety
- Community trust – project Lyttleton, Aranui Community Trust
- Migrant committee groups (see Sue from Community Safety)
- Chamber of commerce
- Disabled community
- Maori community

5.4.3 Fosters Economic Prosperity

What is it?

- Resources
 - o Primary sector production
 - o Infrastructure/assets

- Industry/business
- Community assets
- Exports
- Potential growth areas
- Insurance
- Small businesses
- People
 - Families
 - Social networks
 - Community fabric
 - Policy
 - Knowledge economy
 - Education/talent/skills
 - Attracting people to the area and retaining skills – employment opportunities
 - Immigration
 - Economic handcuffs (stopping people from leaving e.g. debt)/low barriers to market entry
 - Scale – connectivity
 - High value jobs

Key issues?

- Residual uncertainty – perceptions of risk around the economy (e.g. new building stock , higher room rates, also current hotel room shortage vs flooding the market with too many hotels rooms which could have a long term impact on the whole industry in the region – very closely related to time/pace, discussed below.
- Technology – new services, regulatory and capability gap, high value jobs – capital
- Time/Pace disconnection – economy may benefit from moving at a faster pace than the community is ready for/can keep up with, also tension between the micro and macro, losing people
- Boom/bust related to an influx of incentives, stimulus in certain industries – how to sustain this?

Who to engage?

- Private sector – actual businesses/industry at the organisational level (rather than peak bodies), must include all sectors – from SMEs, manufacturing, finance/investment/banking, insurers, infrastructure etc.
- Social entrepreneurs – gap filler/greening the rubble (bringing different and disparate groups together)
- Community groups

How to engage?

- There are existing forums, however do not necessarily be tied into using this, it will need to depend on the form the engagement ends up taking – some existing forums that could be useful include the chamber of commerce subgroups/chamber sessions, Committee for Canterbury.
- Need a forum led by business for business – need to have carrots (incentives for engagement) – need to make the 'why; clear for business to care about resilience (risk and resilience – increased certainty, productivity)
- Need to be evidenced based with a defined output, data (and dollar) driven, commercial yields

6.0 Next Steps

The workshops gave us the opportunity to clarify the specific tasks in the strategy process, who we need to talk to and how we could do it. In terms of building on our collective workshop experience we need to further develop this engagement plan so that the tasks we have set in our weekly work plan reflect what we have learnt in this process.

At the end of January, a report will go to the City Council, recommending:

- The adoption of the City Resilience Framework for the development of the Resilience Strategy
- A citywide and regional governance structure for oversight of the Resilience Strategy.

In late January discussion will take place to analyse:

- Current programmes of work, priorities, strategies and policies that have a resilience focus or contribute to building greater organisational, community or personal resilience
- Assets(physical and social) that contribute to resilience
- 'Shocks and stresses' that need to be considered in building resilience

This is all part of the strategy's Phase 1 environmental assessment, due to be completed by the end of April. Building on this, Phase 2 develops the strategic plan for building resilience.

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