

## Christchurch City Council SUPPLEMENTARY AGENDA

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### Notice of Meeting:

An ordinary meeting of the Christchurch City Council will be held on:

**Date:** Thursday 25 June 2020  
**Time:** 9.30am  
**Venue:** Council Chambers, Civic Offices,  
53 Hereford Street, Christchurch

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### Membership

Chairperson	Mayor Lianne Dalziel
Deputy Chairperson	Deputy Mayor Andrew Turner
Members	Councillor Jimmy Chen
	Councillor Catherine Chu
	Councillor Melanie Coker
	Councillor Pauline Cotter
	Councillor James Daniels
	Councillor Mike Davidson
	Councillor Anne Galloway
	Councillor James Gough
	Councillor Yani Johanson
	Councillor Aaron Keown
	Councillor Sam MacDonald
	Councillor Phil Mauger
	Councillor Jake McLellan
	Councillor Tim Scandrett
	Councillor Sara Templeton

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22 June 2020

### Principal Advisor

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Note: The reports contained within this agenda are for consideration and should not be construed as Council policy unless and until adopted. If you require further information relating to any reports, please contact the person named on the report.

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<http://councillive.ccc.govt.nz/live-stream>



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## 19. Resolution to Include Supplementary Reports

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### 1. Background

- 1.1 Approval is sought to submit the following report to the Council meeting on 25 June 2020:
  - 20. Mayor's Report - Leading Christchurch's COVID-19 recovery
- 1.2 The reason, in terms of section 46A(7) of the Local Government Official Information and Meetings Act 1987, why the report was not included on the main agenda is that it was not available at the time the agenda was prepared.
- 1.3 It is appropriate that the Council receive the report at the current meeting.

### 2. Recommendation

- 2.1 That the report be received and considered at the Council meeting on 25 June 2020.
  - 20. Mayor's Report - Leading Christchurch's COVID-19 recovery

## 20. Mayor's Report - Leading Christchurch's COVID-19 recovery

Reference / Te Tohutoro: 20/579229

Report of / Te Pou

Matua:

Lianne Dalziel, Mayor, [mayor@ccc.govt.nz](mailto:mayor@ccc.govt.nz)

General Manager /

Pouwhakarae:

Dawn Baxendale, Chief Executive, [dawn.baxendale@ccc.govt.nz](mailto:dawn.baxendale@ccc.govt.nz)

### 1. Purpose of Report / Te Pūtake Pūrongo

- 1.1 For the Mayor to recommend to Councillors the attached report, the purpose of which is to establish an agreed framework to support the Council's leadership role in Christchurch's recovery from the effects of the COVID-19 pandemic.

### 2. Mayors Recommendations / Ngā Tūtohu o Te Koromatua

That the Council:

1. Note that, in the same way that it was recognised that the health response to COVID-19 would have to involve the team of 5 million, we as a city and region need to continue to work together as a team to both recover and reposition ourselves and our region for the future, and that this will require councils, government agencies, iwi, mana whenua, communities, NGOs, businesses and neighbourhoods to continue to work together collaboratively; we need to break down the silos within our organisations and between them.
2. Agree that, in this context, Council will continue to work with our strategic partners and communities to develop an integrated action plan for recovery from the impacts of the COVID-19 crisis to build a bridge between the initial response to the crisis and the repositioning of our city and Greater Christchurch to support the long-term social, economic, environmental and cultural wellbeing of our residents and businesses.
3. Agree that the action plan will be underpinned by the principles that we as a Council have adopted to guide the development of the Long Term Plan 2021-31 in order to ensure that we have a just and enabling environment for sustainable, adaptive, resilient communities and enterprises can prosper and thrive:
  - being open, transparent and democratically accountable
  - promoting equity, valuing diversity and fostering inclusion
  - building on the relationship with Te Rūnanga o Ngāi Tahu and the Te Hononga-Council Papatipu Rūnanga, reflecting mutual understanding and respect
  - taking an inter-generational approach to sustainable development, prioritising the social, economic and cultural wellbeing of people and communities and the quality of the environment, now and into the future
  - actively collaborating and co-operating with other local, regional and national organisations
  - ensuring the diversity and interests of our communities across the city and the district are reflected in decision-making.
4. Note the United Nations' (UN) global framework, which provides a strategy for the urgent socio-economic response, based on five critical pillars: Protecting health services and

systems; social protection and basic services; protecting jobs and small and medium sized enterprises, and the most vulnerable productive actors; macroeconomic response and multilateral collaboration; and social cohesion and community resilience.

5. Note the work undertaken by ChristchurchNZ to partner with other groups in the immediate response to the crisis and to lay the ground work for our economic recovery, including the recently established Christchurch Economic Recovery Forum which provides a mechanism for drawing on the experience and perspectives of local businesses and a broad range of stakeholders, and is the model we will adopt to establish a broader Socio-economic Recovery Forum.
6. Note that in the local context the immediate focus will be on the need to grow jobs across the entire employment continuum, including self-employment and entrepreneurship, and support economic activity, while looking for opportunities to help businesses pivot and to support the development of new sustainable models of business, employment, home ownership and education that enable communities to overcome the challenges that lie ahead whether they be as a result of the pandemic, a natural event such as an earthquake or the impacts of climate change.
7. Agree that the Council has an important direct recovery role in ensuring that the capital programme provides a steady and reliable pipeline of work to ensure that local construction companies and sub-contractors can continue to provide secure work, and to ensure in this context that the value for money procurement framework enables the council to be both agile and responsive.
8. Agree to adopt a Christchurch-wide framework for recovery that also seeks to catalyse renewal and encourages a thriving, resilient, prosperous city & region through:
  - good governance and inclusive leadership
  - enabling communities and enterprises to be self-sufficient and adaptive
  - collaborating with strategic partners and leveraging opportunities
  - promoting health and wellbeing
  - protecting and enhancing livelihoods
  - enhancing the environment
  - promoting and stimulating equitable and sustainable growth.
9. Agree that the recovery action plan will include indicators and performance measures and processes for ongoing monitoring (of both actions and outcomes) against a broader national and global context to enable regular reviews by management and governing bodies, as well as public reporting of results so our communities can see what progress is being made, as well as how they can contribute to success.
10. Agree that the Council will continue to work through the Greater Christchurch Partnership to resource and accelerate work on Greater Christchurch 2050, as the key piece of work for repositioning the city and neighbouring districts for a sustainable and more resilient future, with particular reference to:
  - setting a vision and plan for Greater Christchurch 2050 to achieve intergenerational wellbeing that also provides context for COVID-19 pandemic recovery actions
  - developing a cohesive and integrated approach to urban development and transport across the Greater Christchurch area, including the development of a fully integrated and

- efficient public transport system that actively promotes sustainable modes of transport over single occupancy vehicle use
- facilitating the development of an Urban Growth Partnership between the Greater Christchurch Partnership and central government.
11. Note the Canterbury Mayoral Forum's work programme to contribute to economic recovery planning which will inform the Mayoral Forum's Plan for Canterbury 2020-2022:
- develop and agree a priority list of regional infrastructure projects to improve regional resilience, road safety and mode shift
  - develop advice on measures that could ensure fair transition in the implementation of freshwater reforms
  - opportunities for structural change in the tourism sector (value, not volume)
  - future scenarios for international education
  - quantifying labour shortages in Canterbury and any opportunities for redeployment.
12. Endorse the Letter of Expectations we have submitted to the Chief Executive for the development of the Long Term Plan 2021-31, which focuses on risk and resilience and references our strategic directions:
- enabling active and connected communities to own their future
  - meeting the challenge of climate change through every means available
  - ensuring a high-quality drinking water supply that is safe and sustainable
  - accelerating the momentum the city needs
  - ensuring rates are affordable and sustainable
- with an addendum that references the impacts of the COVID-19 crisis and the need to build a bridge between the response and repositioning ourselves in the context of the strategic partnerships across Greater Christchurch for a sustainable and more resilient future.
13. Notify the External Advisory Group of the changes to the Letter of Expectations and invite them to factor this into their advice on the Long Term Plan 2021-31.

## Attachments

No.	Title	Page
A <a href="#">↓</a>	Mayor's Report - Leading Christchurch's COVID-19 recovery	8

## Leading Christchurch's COVID-19 recovery

### 1. Purpose of Report / Te Pūtake Pūrongo

- 1.1 The purpose of this report is to establish an agreed framework to support the Council's leadership role in Christchurch's recovery from the effects of the COVID-19 pandemic. I propose that the Council develop, in partnership with mana whenua, an overarching recovery plan that will set Ōtautahi Christchurch and Banks Peninsula on a deliberate and focused path to repositioning ourselves and our place in the region, while engaging with our diverse communities and all our strategic partners and alliances, including the government, in a collaborative and open way that is both enabling and transformative. This is not a 'business as usual' environment and this new way of working must become the way we do business from now on.
- 1.2 I also want councillors to reaffirm our commitment to the collaborative relationships that form the basis of the Canterbury Mayoral Forum and the Greater Christchurch Partnership.
- 1.3 Given the scale of the challenges we are collectively facing, we must work in a way that draws together the expertise and knowledge that is both internal and external to the council, and which draws on all the strengths that exist within our communities, be they communities of geography, interest or identity. Our work must transcend the standard boundaries and silos, both within our council and between our council and the strategic partners that we need to join with us. If we are to live up to our shared aspiration to be a city of opportunity for all, then we must put this into practice now.
- 1.4 In addition, the report also addresses the Council's 2 April 2020 resolutions to agree in principle to:
  - review our Strategic Directions, together with the Letters of Expectations issued to the Chief Executive and the External Advisory Group, in order to ensure they are 'fit for purpose' for the recovery as well as meeting our aspirational goals for the city; and
  - discuss with the Greater Christchurch Partnership the work that has been done on Greater Christchurch 2050 to ensure that it is also 'fit for purpose' as our collective post COVID-19 recovery plan for Greater Christchurch.
- 1.5 Note that the Greater Christchurch Partnership represents a collaborative approach to establishing and implementing an agreed strategic framework to manage growth and address urban development, regeneration, resilience and long-term economic, social, cultural and environmental wellbeing for the urban parts of Christchurch City and Selwyn and Waikamahiriri District Councils, and brings representatives of Ecan, Te Runanga o Ngai Tahu and the Canterbury DHB to the table, with support from the Department of the Prime Minister & Cabinet and the NZ Transport Agency (see diagram below). The initial Greater Christchurch Urban Development Strategy (UDS) was completed in 2007, followed by the Greater Christchurch Transport Strategy in 2012, the UDS Update in 2016, Resilient Greater Christchurch Plan in 2018, and the Future Development Strategy Our Space in 2018.





### Vision

*By the year 2041, Greater Christchurch has a vibrant inner city and suburban centres surrounded by thriving rural communities and towns, connected by efficient and sustainable infrastructure.*

*There are a wealth of public spaces ranging from bustling inner city streets to expansive open spaces and parks, which embrace natural systems, landscapes and heritage.*

*Innovative businesses are welcome and can thrive supported by a wide range of attractive facilities and opportunities.*

*Prosperous communities can enjoy a variety of lifestyles in good health and safety, enriched by the diversity of cultures and the beautiful environment of Greater Christchurch.*



## 2. Mayor's Recommendations / Ngā Tūtohu o Te Koromatua

That the Council:

1. Note that, in the same way that it was recognised that the health response to COVID-19 would have to involve the team of 5 million, we as a city and region need to continue to work together as a team to both recover and reposition ourselves and our region for the future, and that this will require councils, government agencies, iwi, mana whenua, communities, NGOs, businesses and neighbourhoods to continue to work together collaboratively; we need to break down the silos within our organisations and between them.
2. Agree that, in this context, Council will continue to work with our strategic partners and communities to develop an integrated action plan for recovery from the impacts of the COVID-19 crisis to build a bridge between the initial response to the crisis and the repositioning of our city and Greater Christchurch to support the long-term social, economic, environmental and cultural wellbeing of our residents and businesses.

3. Agree that the action plan will be underpinned by the principles that we as a Council have adopted to guide the development of the Long Term Plan 2021-31 in order to ensure that we have a just and enabling environment for sustainable, adaptive, resilient communities and enterprises can prosper and thrive:
  - being open, transparent and democratically accountable
  - promoting equity, valuing diversity and fostering inclusion
  - building on the relationship with Te Rūnanga o Ngāi Tahu and the Te Hononga-Council Papatipu Rūnanga, reflecting mutual understanding and respect
  - taking an inter-generational approach to sustainable development, prioritising the social, economic and cultural wellbeing of people and communities and the quality of the environment, now and into the future
  - actively collaborating and co-operating with other local, regional and national organisations
  - ensuring the diversity and interests of our communities across the city and the district are reflected in decision-making.
4. Note the United Nations' (UN) global framework, which provides a strategy for the urgent socio-economic response, based on five critical pillars: Protecting health services and systems; social protection and basic services; protecting jobs and small and medium sized enterprises, and the most vulnerable productive actors; macroeconomic response and multilateral collaboration; and social cohesion and community resilience.
5. Note the work undertaken by ChristchurchNZ to partner with other groups in the immediate response to the crisis and to lay the ground work for our economic recovery, including the recently established Christchurch Economic Recovery Forum which provides a mechanism for drawing on the experience and perspectives of local businesses and a broad range of stakeholders, and is the model we will adopt to establish a broader Socio-economic Recovery Forum.
6. Note that in the local context the immediate focus will be on the need to grow jobs across the entire employment continuum, including self-employment and entrepreneurship, and support economic activity, while looking for opportunities to help businesses pivot and to support the development of new sustainable models of business, employment, home ownership and education that enable communities to overcome the challenges that lie ahead whether they be as a result of the pandemic, a natural event such as an earthquake or the impacts of climate change.
7. Agree that the Council has an important direct recovery role in ensuring that the capital programme provides a steady and reliable pipeline of work to ensure that local construction companies and sub-contractors can continue to provide secure work, and to ensure in this context that the value for money procurement framework enables the council to be both agile and responsive.
8. Agree to adopt a Christchurch-wide framework for recovery that also seeks to catalyse renewal and encourages a thriving, resilient, prosperous city & region through:
  - good governance and inclusive leadership
  - enabling communities and enterprises to be self-sufficient and adaptive
  - collaborating with strategic partners and leveraging opportunities
  - promoting health and wellbeing

- protecting and enhancing livelihoods
  - enhancing the environment
  - promoting and stimulating equitable and sustainable growth.
9. Agree that the recovery action plan will include indicators and performance measures and processes for ongoing monitoring (of both actions and outcomes) against a broader national and global context to enable regular reviews by management and governing bodies, as well as public reporting of results so our communities can see what progress is being made, as well as how they can contribute to success.
10. Agree that the Council will continue to work through the Greater Christchurch Partnership to resource and accelerate work on Greater Christchurch 2050, as the key piece of work for repositioning the city and neighbouring districts for a sustainable and more resilient future, with particular reference to:
- setting a vision and plan for Greater Christchurch 2050 to achieve intergenerational wellbeing that also provides context for COVID-19 pandemic recovery actions
  - developing a cohesive and integrated approach to urban development and transport across the Greater Christchurch area, including the development of a fully integrated and efficient public transport system that actively promotes sustainable modes of transport over single occupancy vehicle use
  - facilitating the development of an Urban Growth Partnership between the Greater Christchurch Partnership and central government.
11. Note the Canterbury Mayoral Forum's work programme to contribute to economic recovery planning which will inform the Mayoral Forum's Plan for Canterbury 2020-2022:
- develop and agree a priority list of regional infrastructure projects to improve regional resilience, road safety and mode shift
  - develop advice on measures that could ensure fair transition in the implementation of freshwater reforms
  - opportunities for structural change in the tourism sector (value, not volume)
  - future scenarios for international education
  - quantifying labour shortages in Canterbury and any opportunities for redeployment.
12. Endorse the Letter of Expectations we have submitted to the Chief Executive for the development of the Long Term Plan 2021-31, which focuses on risk and resilience and references our strategic directions:
- enabling active and connected communities to own their future
  - meeting the challenge of climate change through every means available
  - ensuring a high-quality drinking water supply that is safe and sustainable
  - accelerating the momentum the city needs
  - ensuring rates are affordable and sustainable
- with an addendum that references the impacts of the COVID-19 crisis and the need to build a bridge between the response and repositioning ourselves in the context of the strategic partnerships across Greater Christchurch for a sustainable and more resilient future.
13. Notify the External Advisory Group of the changes to the Letter of Expectations and invite them to factor this into their advice on the Long Term Plan 2021-31.

### 3. Detail

#### Background

- 3.1 On 2 April 2020, I provided advice to the Council on the importance of the Council establishing recovery planning and implementation immediately, building on our strengths, engaging our communities and setting our city, Greater Christchurch and our region on a firm foundation to rebuild the economic and social fabric of our communities.
- 3.2 At that meeting, the Council resolved to:
- 3. Note the emergency management recovery plan and lessons learned from our earthquake experience, which mean recovery planning should commence immediately, building on our existing strengths (relationships and strategic frameworks) and engaging fully with all our diverse communities.*
  - 4. Note that work has commenced on the Christchurch Economic Recovery Package in partnership with ChristchurchNZ, and that we will be submitting projects in response to the government's call for infrastructure projects to enable the country to get to work as soon as possible after the lockdown.*
  - 5. Note the impact that Council decisions made at this time will have on our medium to long-term recovery and that these need to be factored into our Annual and Long-Term Plan processes.*
  - 6. Agree in principle to review our Strategic Directions, together with the Letters of Expectations issued to the Chief Executive and the External Advisory Group, in order to ensure they are fit for purpose for the recovery as well as meeting our aspirational goals for the city.*
  - 7. Note the features of the Greater Christchurch Partnership: Longstanding broad partnership (local government, central government & iwi); a strong foundation strategy; partnership through adversity; leading in wellbeing thinking.*
  - 8. Agree in principle to discuss with the Greater Christchurch Partnership the work that has been done on the Greater Christchurch Strategic Framework (Greater Christchurch 2050), to ensure that it is also fit for purpose as our collective post COVID-19 recovery plan for Greater Christchurch.*
- 3.3 This report provides further advice on the Council's recovery leadership role and the importance of continuing to work with our strategic partners and communities to drive the recovery and reposition ourselves and our region for the future, and identifies the key priority areas of work required to support a strong socio-economic recovery. The report also provides advice on Greater Christchurch 2050 and the implications of our recovery focus for the Council's strategic priorities and Letter of Expectations.

#### Impacts of COVID-19

- 3.4 COVID-19 is having an unprecedented impact on the social and economic wellbeing of countries around the world and can be expected to have significant ongoing impacts on our local communities. New Zealand's prompt response has, to a large extent, contained the potential impact on people's physical health and the health system. To date there has been an incredible response by the vast majority of New Zealanders which has



undoubtedly saved countless lives. However, COVID-19 is a highly contagious virus that has unfortunately resulted in serious illness, and the death of 12 people in Canterbury.

- 3.5 Wider impacts of the pandemic in New Zealand have resulted from the action needed to contain the virus. Border restrictions, temporary closure of all non-essential businesses and restrictions on people's movements, events and social activity have all had an unavoidable and immediate impact on the social and economic fabric of New Zealand. The full extent and range of impacts on communities is still uncertain. However, what we do know is that:

- **Economy:** There has been an immediate impact on economic activity and levels of employment in New Zealand. The economy is now in recession with the recovery path expected to be gradual and with significant scarring, particularly in the labour market. The Treasury expects real GDP growth to decline to -4.6% in the year to June 2020 and unemployment to reach close to 10% by September, before easing to around 6% by early 2022.<sup>1</sup> ChristchurchNZ's modelling estimates 12,600 to 25,400 additional job losses in 2020/21, with current estimates at the lower end of the scale, based on the country's success and speed in managing the health response. Some sectors will be more adversely affected than others.

The impacts are likely to be disproportionately felt by the more vulnerable members of our communities.<sup>2</sup> For example, job losses have already had the greatest impact on lower-skilled, younger and more vulnerable communities, including Māori and Pasifika. We can also expect an increase in under-employment from people working reduced hours, and two-income households losing one of their incomes and having no ability to call on the welfare system to assist with their financial commitments.

- **Social and cultural impacts:** The cumulative impact of other significant events experienced in Christchurch over the past decade will undoubtedly impact on the social and cultural wellbeing of our communities. However, vulnerability and resilience are not mutually exclusive, and the impacts of both can be experienced in different ways at the same time. As we have observed and experienced first-hand, people and communities will be affected and respond differently.

We know that pre-existing vulnerabilities will contribute to some members of our communities being disproportionately impacted, for example those in higher deprivation areas. Māori have traditionally been disproportionately represented in lower socio-economic measures and have also been disproportionately affected by infectious diseases, as have Pacific peoples.<sup>3</sup>

Loss of income has already resulted in an immediate increase in the number of households experiencing financial and material hardship. For example, foodbanks have experienced a sharp rise in the number of households seeking food parcels<sup>4</sup> and

<sup>1</sup> The Treasury, Weekly Economic Update, 15 May 2020 <https://treasury.govt.nz/publications/weu/weekly-economic-update-15-may-2020>

<sup>2</sup> For example, see Furceri D, Loungani P and Ostry J (2020) "How pandemics leave the poor even farther behind", International Monetary Fund

<sup>3</sup> Spoonley P, Gluckman P, Bardsley A, McIntosh T, Hunia R, Johal S and Poulton R (2020) "He Oranga Hou: Social Cohesion in a Post-COVID World", Kōi Tū: The Centre for Informed Futures

<sup>4</sup> The Salvation Army's Social Policy & Parliamentary Unit reports demand for food parcels over three times pre-pandemic levels, peaking in mid-April 2020. (Covid-19 Social Impact Dashboard, 8 May 2020)

the Ministry of Social Development has seen increased demand for Special Needs Grants and other supplementary assistance.<sup>5</sup>

Agencies across the country have expressed concern about the effects of social isolation, COVID-19-related anxiety, unemployment and loss of income on people's mental wellbeing. Experience from the Canterbury earthquakes and other events suggests that the secondary effects of measures to contain COVID-19 are likely to have a serious and sustained impact on mental wellbeing.<sup>6</sup>

The Police and social agencies are reporting an increase in family violence.<sup>7</sup> Education services have been disrupted but the extent of any detrimental impact on educational participation or attainment has yet be determined.

Sporting, cultural and religious activities have been all been disrupted, and hundreds of events have been cancelled. Many sports, arts and community groups are facing uncertainty due to their reliance on funding from sources such as gaming trusts, which have also been impacted.

- **Natural environment:** There have been mixed short-term effects on the environment, with an increase in household rubbish going to landfill, but less commercial waste, lower fuel consumption and reduced air pollution during the lockdown period. With the domestic economy now back at 95% of operating capacity, these gains appear to be short-lived. Achieving balance between the need to create jobs and activity across the economy and accelerating green investment will be an important point of focus during the recovery phase.

- 3.6 COVID-19 is a significant and evolving shock, from which the full extent of the impacts is still uncertain, and it may take years to recover. However, there may also be positive effects associated with the response to COVID-19 and, as with the Canterbury earthquakes, the recovery provides an opportunity to do things differently, to avoid re-creating the same pre-existing vulnerabilities and re-imagine a better long-term future for our communities.

### Council's leadership role in driving Christchurch's recovery

- 3.7 The Government has been and is continuing to lead a national response to COVID-19, but the recovery of local communities will be led locally. As Mayor, I acknowledge the importance of providing visible leadership in accordance with my obligations under the Local Government Act 2002. I will be exercising that role in terms of the recovery alongside Te Maire Tau, Upoko Te Rūnanga o Ngāi Tūāhuriri, in accordance with the relationship we have established through Te Hononga Council – Papatipu Rūnanga Council Standing

[https://www.salvationarmy.org.nz/sites/default/files/files/%5Bfile\\_field%3Atype%5D/sppu\\_covid-19\\_update3.pdf](https://www.salvationarmy.org.nz/sites/default/files/files/%5Bfile_field%3Atype%5D/sppu_covid-19_update3.pdf)

<sup>5</sup> Ministry of Social Development, <https://www.stats.govt.nz/experimental/covid-19-data-portal>

<sup>6</sup> Ministry of Health (2020) Kia Kaha, Kia Māia, Kia Ora Aotearoa: COVID-19 Psychosocial and Mental Wellbeing Recovery Plan, <https://www.health.govt.nz/system/files/documents/publications/covid-19-psychosocial-mental-wellbeing-recovery-plan-15may2020.pdf>; Gluckman P (2011) "The psychosocial consequences of the Canterbury earthquakes: A briefing paper", Office of the Prime Minister's Science Advisory Committee, <https://www.pmcsc.org.nz/wp-content/uploads/Christchurch-Earthquake-Briefing-Psychosocial-Effects-10May11.pdf>

<sup>7</sup> "Domestic violence calls to police increase in lockdown" Radio New Zealand, 1 May 2020.

<https://www.rnz.co.nz/news/national/415553/domestic-violence-calls-to-police-increase-in-lockdown>

Committee. I also intend to engage other leaders of the different governance bodies that exist in Christchurch.

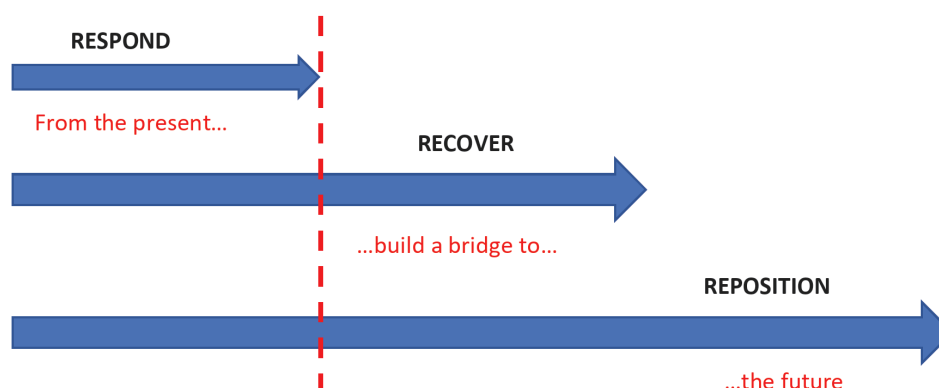
- 3.8 As elected representatives charged with promoting the social, economic, environmental and cultural wellbeing of communities, there is both an expectation and an opportunity for the Council to provide leadership at this time. There are many lessons from our experiences during the Canterbury earthquakes that the Council and our communities can build on and, whilst this situation is different in many respects, the onus is on the elected leaders of the city to offer good governance in this time of crisis.
- 3.9 This does not, of course, suggest or involve going it alone. To truly effect meaningful recovery it is imperative that the Council continues to work in partnership with mana whenua and Te Rūnanga o Ngāi Tahu, not only in recognition of our commitment to the principles of the Treaty of Waitangi but also to learn from and draw on the depth of knowledge and experience of Papatipu Rūnanga and Te Rūnanga o Ngāi Tahu in self-determination for their communities.
- 3.10 We must also continue to work closely with other councils and our colleagues within Greater Christchurch and the wider Canterbury region, building on the relationships and collaborative approach already well-established through the Greater Christchurch Partnership and the Canterbury Mayoral Forum. And we need to involve central government agencies to leverage the resources and support that they can bring to support the recovery effort.

#### Framework for Christchurch's recovery planning

- 3.11 Our response to COVID-19 needs to occur across three horizons: Respond, Recover, and Reposition. In the **Response** phase, the primary focus is on protecting lives and urgent action to support business survival, keeping as much of the economy functioning as possible and supporting households and livelihoods. This has largely been a government and health-led response and we have worked collaboratively with the lead agencies. In the **Recovery** phase, the focus is on a safe reopening of the economy by seeking to grow jobs and support economic activity, while looking for opportunities to help businesses pivot and to support the development of new sustainable models of business, employment, home ownership and education that enable communities to overcome the challenges that lie ahead.
- 3.12 The early leadership role of ChristchurchNZ in establishing the Economic Recovery Forum has provided a strong platform for ensuring collaborative relationships and partnerships are at the heart of the recovery and enable us to reposition the city. We will utilise the same model to ensure that the social and community sectors are able to contribute to this collaborative process, and to ensure that we are building on our strengths.
- 3.13 The **Repositioning** phase is about shifting our mindset from looking backwards and seeking to recover what we had, towards a focus on the future and creating a thriving city for our residents and visitors. It is about being bold and engaging innovative and curious minds to lift our ambitions for the city and define a new future for ourselves.
- 3.14 The focus of this paper is primarily on the recovery phase. While central government has taken a strong lead during the initial response phase (for example, through the wage subsidy scheme to help keep people connected to their employers and other initiatives to

provide financial assistance to businesses), central government is now looking to regional authorities and councils to lead the recovery.

- 3.15 The long-term repositioning of the city will occur through the Greater Christchurch Partnership's work to develop a strategic framework for 2050 (discussed later in this paper). As illustrated in the following diagram, what we need now is a deliberate focus on recovery whilst also seeking to catalyse renewal in order to build the bridge between where the city is now (as it transitions from emergency response) to where we aspire to be in the future (our collective vision for 2050).



- 3.16 In this context, the opportunity for a reset will be a key focus particularly in relation to the wider Banks Peninsula part of the council boundaries, given that they sit outside the 'urban development' boundaries of the Greater Christchurch Partnership. The lull in international tourism enables us, for example, to look at Akaroa and plan for a sustainable future without the immediate pressures that particular cruise ship operations have placed on that town.

#### Core principles

- 3.17 Recovery planning must be underpinned by the principles the Council has adopted to guide the development of the Long Term Plan 2021-31 in order to ensure that we have a just and enabling environment for sustainable, adaptive, resilient communities and enterprises can prosper and thrive:
- being open, transparent and democratically accountable
  - promoting equity, valuing diversity and fostering inclusion
  - taking an inter-generational approach to sustainable development, prioritising the social, economic and cultural wellbeing of people and communities and the quality of the environment, now and into the future
  - building on the relationship with Te Rūnanga o Ngāi Tahu and the Te Hononga-Council Papatipu Rūnanga, reflecting mutual understanding and respect
  - actively collaborating and co-operating with other local, regional and national organisations
  - ensuring the diversity and interests of our communities across the city and the district are reflected in decision-making.



- 3.18 These principles are consistent with principles for recovery set out in the Canterbury Civil Defence Emergency Management (CDEM) Group Plan<sup>8</sup>, the cornerstones of recovery in the New Zealand National Influenza Pandemic Plan<sup>9</sup>, and a range of national and international documents that are starting to emerge which discuss key considerations in recovering from the COVID-19 pandemic.<sup>10</sup> These all involve a strengths-based approach that empower and support local communities to determine their own recovery goals and priorities, and seek to avoid models that create dependency on funding or other allocation decisions that may not be sustainable into the future.

#### Key priorities for a strong recovery

- 3.19 In planning our recovery, we must take an integrated wellbeing approach and focus on achieving a strong socio-economic recovery. We cannot separate the economy from the people, nor the social impacts from the economic challenges we are facing. In doing so, we will need to consider all aspects of community wellbeing, including cultural and environmental wellbeing.
- 3.20 In developing this framework, we have noted the UN's global framework which provides a strategy for the urgent socio-economic response, based on five critical pillars: Protecting health services and systems; social protection and basic services; protecting jobs and small and medium sized enterprises, and the most vulnerable productive actors; macroeconomic responses and multilateral collaboration; and social cohesion and community resilience.<sup>11</sup>
- 3.21 The following diagram summarises the key priority areas of work, or commitments, needed to drive and support a strong socio-economy recovery for Christchurch, which has at its heart thriving, resilient prosperous city and region. For simplicity, each priority is identified as a distinct area of work, but, in practice, they overlap and reinforce each other. Two areas – good governance and inclusive leadership, and collaborating with strategic partners and leveraging opportunities – are fundamental to the way we organise ourselves and continue to work with communities and other agencies to progress work across the other priority areas (i.e. protecting and enhancing livelihoods through education, training, jobs and enterprise, while enabling communities and enterprises to be self-sufficient and adaptive). They range from promoting health and wellbeing to promoting and stimulating equitable and sustainable growth while ensuring that we are enhancing the environment.

<sup>8</sup> <http://cdemcanterbury.govt.nz/media/37550/canterbury-cdem-group-plan-updated-june-2018.pdf>

<sup>9</sup> <https://www.health.govt.nz/system/files/documents/publications/influenza-pandemic-plan-framework-action-2nd-edn-aug17.pdf>

<sup>10</sup> See, for example, United Nations, A UN framework for the immediate socio-economic response to COVID-19, April 2020; Global Mayors COVID-19 Recovery Taskforce; Ministry of Health (2020) Kia Kaha, Kia Māia, Kia Ora Aotearoa: COVID-19 Psychosocial and Mental Wellbeing Recovery Plan, Wellington: Ministry of Health, at as 15 May 2020

<sup>11</sup> United Nations, A UN framework for the immediate socio-economic response to COVID-19, April 2020 <https://unsdg.un.org/sites/default/files/2020-04/UN-framework-for-the-immediate-socio-economic-response-to-COVID-19.pdf>



***Good governance and inclusive leadership***

- 3.22 This commitment is about putting in place appropriate governance and management arrangements to support effective recovery decision-making, enable meaningful engagement with our diverse communities and strategic partners, and ensure that our collective efforts are well-coordinated, well-informed and making a difference. It is critical that roles, responsibilities and decision-making processes are clear so we all know who will do what, and how decisions will be made.
- 3.23 It is my expectation that the Council continues to work in partnership with mana whenua to oversee and coordinate Christchurch's recovery planning – at both governance and management levels. In light of the scale and extent of the challenges we are collectively facing, we also need to work in a way that transcends typical boundaries and organisational silos. We must work collaboratively within and across organisations to ensure a coherent and integrated approach which draws together the various strands and workstreams, avoids duplication of effort and makes the best use of our collective skills, expertise and resources. We need to be flexible and adaptive. This is too big a task for any one organisation acting alone.
- 3.24 We know from our experience following the earthquakes that recovery planning must be co-designed with our local communities. This commitment will therefore support work across the other priority areas to ensure that processes are in place to enable our diverse communities to be fully involved in recovery planning. It will also support the other priority areas of work in ensuring that decision-making is based on the best available data, evidence and information and draws on a wide range of expertise – locally, nationally and internationally.
- 3.25 In addition, this commitment will also develop mechanisms for accountability to ensure that agencies are focused on making real progress – not only in the delivery of agreed actions but in the achievement of the outcomes that we collectively aspire to. It is not enough to know that projects and initiatives are being implemented; we need to have

confidence that our efforts are effective and having positive results which support progress towards agreed collective objectives.

- 3.26 Work on accountability will include developing agreed indicators and performance measures and setting up processes for ongoing monitoring (of both actions and outcomes) against a broader national and global context to enable regular review by management and governing bodies, and public reporting of progress so the community can see what progress is being made. It will also involve continuing to work with responsible organisations to integrate recovery objectives and actions into their organisational performance frameworks (for example, through key performance indicators). A dashboard reporting approach will enable our communities to be able to see how what they are doing is contributing to the progress we are making.

***Collaborating with strategic partners and leveraging opportunities***

- 3.27 In order to achieve our recovery objectives, we must continue to seek opportunities to leverage a wide range of partnerships – including with central government, mana whenua and iwi, communities, the private sector, the Greater Christchurch Partnership, the Canterbury Mayoral Forum, NGOs and the media. In particular, we need to understand what central government and others are doing to support households, communities and businesses, so we can ensure that our efforts are aligned and amplify the intended outcomes. We are well placed to build on our existing collaborative relationships that were formed and/or strengthened in responding to the Canterbury earthquakes and other events.
- 3.28 In that context the guiding principles of the Urban Development Strategy mirror our collective ambitions:



***Greater Christchurch 2050***

- 3.29 The recovery provides an opportunity to do things better and to also address our pre-existing vulnerabilities. For Greater Christchurch, this means establishing much stronger decision-making connections between the city, districts and our Greater Christchurch partners. Joined-up planning and decision-making is essential to developing a cohesive and integrated approach to urban development and transport across the Greater Christchurch area, including development of a fully integrated efficient public transport system. A cohesive and integrated approach will help us achieve the best possible outcomes for Greater Christchurch and support a new relationship between Greater Christchurch and

central government as we continue to work together to develop an Urban Growth Partnership to drive our sub-region forward.

- 3.30 Greater Christchurch 2050 is developing the long-term aspiration for the Greater Christchurch urban area and the strategy for partner agencies to continue to work together to achieve it. This work remains highly relevant in a post-COVID environment and provides a strong basis for recovery planning that builds on the strengths and opportunities for our city, Greater Christchurch and the Canterbury region into the future. There is strong agreement across the Greater Christchurch Partnership that a long-term and joined-up approach is critical, particularly as we collectively look to reposition our city and peninsula with Greater Christchurch for the future. In order to facilitate the development of the 2050 strategic framework in the post-COVID environment, I have asked the Greater Christchurch Partnership Committee to move to a consensus-based decision-making model.
- 3.31 We also need to ensure that Greater Christchurch 2050 is properly resourced and accelerated so we all have a clear sense of our guiding star or long-term direction for the future when making recovery decisions. At its last meeting, on 12 June 2020, the Greater Christchurch Partnership Committee agreed that developing Greater Christchurch 2050 will be a key focus of its work programme for the next 12 months. The Committee also agreed on the importance of resourcing and accelerating this work. Separate advice will be provided to the Council seeking the Council's endorsement of these decisions.

#### *Canterbury Mayoral Forum*

- 3.32 On 27 March 2020, the Canterbury Mayoral Forum agreed to initiate work on five key issues that will contribute to economic recovery planning and inform the subsequent development of the Mayoral Forum's Plan for Canterbury 2020-2022. These areas of work include:
- Develop and agree a priority list of regional infrastructure projects to improve regional resilience, road safety and mode shift.
  - Develop advice on measures that could ensure fair transition in the implementation of freshwater reforms
  - Opportunities for structural change in the tourism sector (value, not volume)
  - Future scenarios for international education
  - Quantifying labour shortages in Canterbury and any opportunities for redeployment.
- 3.33 It is in our collective interests that we endorse this programme of work. Working in a collaborative way across the region will be good for Christchurch and good for the region.

#### ***Enabling communities and enterprises to be self-sufficient and adaptive***

- 3.34 As noted earlier, the social and economic effects of COVID-19 are likely to be felt unevenly across our local communities. This is expected to further highlight and disproportionately elevate existing inequalities within communities, expand the group of people who are struggling, and place strain on social cohesion and community resilience.<sup>12</sup> We are well-placed to both provide and enable local leadership given the existing networks within our

<sup>12</sup> Spoonley P, Gluckman P, Bardsley A, McIntosh T, Hunia R, Johal S and Poulton R (2020) "He Oranga Hou: Social Cohesion in a Post-COVID World", Kōi Tū: The Centre for Informed Futures; United Nations, A UN framework for the immediate socio-economic response to COVID-19, April 2020 <https://unsdg.un.org/sites/default/files/2020-04/UN-framework-for-the-immediate-socio-economic-response-to-COVID-19.pdf>

communities, community organisations and social agencies, and the work we are already doing to support resilient and connected communities.

- 3.35 Central government agencies are moving towards better regional coordination and are already looking to partner with regional authorities and councils in recovery plans and initiatives. We need to create an enabling environment that supports communities taking action for themselves, using our capacity to convene government agencies and social service providers to develop partnerships rather than risk creating further dependencies on funders (who themselves will be under pressure to reduce costs). Our focus should be on supporting independence through relationships and collaboration. We know from experience that resourcing communities to partner with councils and government agencies in this way (as with the Aranui Community Trust (ACTIS) and the Lyttelton Project, for example) is the greatest enabler of prosperous, sustainable and resilient communities.

***Promoting health and wellbeing***

- 3.36 The primary health response to COVID-19 is being led by central government. As we transition to recovery the Council and other local organisations will have a greater role in encouraging, supporting, enabling and empowering people to keep themselves, and others, safe and well. For the Council, this will include how we manage access to facilities, transport connections and our open space networks. Ongoing work will be required through the recovery phase to help keep our people and communities safe.
- 3.37 Others will also have important roles in encouraging, supporting, enabling and empowering people and communities to build social cohesion, capacity and capability and this requires a deliberate approach, coordinated effort and collective acknowledgment of those actors and their contribution to building social wellbeing. As with the earthquakes, these impacts of the response to COVID-19 are likely to have a sustained detrimental effect on psychosocial (social and mental) wellbeing. We therefore need a strong and urgent focus on strengthening the health and wellbeing of our communities.
- 3.38 The Council is a member of the Canterbury Psychosocial Committee, an interagency group which came into existence in September 2010 to plan, coordinate, promote and monitor the psychosocial recovery and wellbeing of the population of greater Christchurch. The Committee focuses on identifying emerging or ongoing wellbeing issues and how to address these. The Committee is convened by Community and Public Health and includes organisations such as the CDHB, Mental Health Education Centre, MSD, MOE, Red Cross, Te Puni Kōkiri, Ministry for Pacific Peoples, and the University of Canterbury. It will be important to draw on the expertise, capability and resources of the Committee, and its member organisations, to encourage, support, enable and empower our communities to co-create community-led recovery planning.
- 3.39 In supporting and strengthening the health and wellbeing of our communities, we can also draw on our own experiences following the Canterbury earthquakes. Many people reached out to support us in our time of need, and this time we can help ourselves, and reach out to help others. For example, recovery forums helped people understand the “recovery process”, including the different (non-linear) phases of recovery and the nature of the challenges we would face. They also alerted us to the opportunities that a crisis can present. There is a role for such recovery forums now, to enable decision-makers to listen and understand what the community wants to know, help prepare the community for what to expect and build capacity and capability within the community.



***Protecting and enhancing livelihoods***

- 3.40 Protecting and enhancing livelihoods is about taking action to protect jobs and incomes, whilst ensuring short-term actions do not create unintended downstream negative impacts. Central government has taken a strong lead during the initial response phase through the wage subsidy scheme to help keep people connected to their employers and other initiatives to provide financial assistance to businesses, such as government-backed loans and short-term interest-free loans for small business. The Reserve Bank also holds a numbers of monetary policy levers including Official Cash Rate cuts, loan-to-value-ratio changes and quantitative easing.
- 3.41 Budget 2020 includes a range of initiatives to build on the immediate economic response, including a targeted extension to the wage subsidy scheme, programmes designed to get people into jobs and training, major investment in infrastructure projects and targeted support for the sectors most affected by COVID-19.
- 3.42 Within Christchurch, work is also well underway with ChristchurchNZ working in close collaboration with the Canterbury Employers' Chamber of Commerce and other industry bodies to provide tailored support to help local businesses keep operating and move forward with confidence. ChristchurchNZ and local businesses and private sector partners are:
- driving a 'buy local' campaign to encourage people to spend in Christchurch again as quickly as possible
  - working to reactivate the domestic visitor economy, and
  - working with MBIE, MSD and tertiary education providers to support people transition from unemployment to training and jobs, through identifying employers and sectors most impacted and those with skills shortages and the opportunity to employ additional staff.
- 3.43 Protecting and enhancing livelihoods will continue to be an important focus for the Council and communities as the full impacts of COVID-19 become felt over the coming months and years. It is critical that, collectively, we do all we can to support and grow jobs and assist businesses so our communities are in the best possible position to 'weather the storm' and we have a strong platform from which to advance our aspirations for equitable and sustainable growth.

***Enhancing the environment***

- 3.44 The resilience of our socio-economic systems is dependent on the state of our natural environment. As emphasised by the UN<sup>13</sup> and others, the recovery provides an opportunity to do things better, including addressing key issues affecting our natural environment such as global warming, pollution and loss of biodiversity.
- 3.45 The Greater Christchurch Partnership has acknowledged this opportunity by agreeing that, the vision and plan for Greater Christchurch to achieve intergenerational wellbeing, Greater Christchurch 2050 will respond to climate change, with a view to moving towards a zero carbon economy. This approach is consistent with the Council's own strategic priority

<sup>13</sup> United Nations, *SHARED RESPONSIBILITY, GLOBAL SOLIDARITY: Responding to the socio-economic impacts of COVID-19*, March 2020 [https://www.un.org/sites/un2.un.org/files/sg\\_report\\_socio-economic\\_impact\\_of\\_covid19.pdf](https://www.un.org/sites/un2.un.org/files/sg_report_socio-economic_impact_of_covid19.pdf)

of “meeting the challenge of climate change through every means available”. Our recovery planning must ensure that we make the most of this opportunity.

***Promoting and stimulating equitable and sustainable growth***

- 3.46 As we move from the immediate response phase and take action to support households, businesses and communities to recover from the social and economic impacts of COVID-19, we need to pivot our focus to promoting and stimulating equitable and sustainable growth. This is about the broader and longer-term prosperity and wellbeing of our city and all of our diverse communities. It is an essential part of the ‘bridge’ to achieving our longer-term aspirations and repositioning of the city, which will be articulated through Greater Christchurch 2050.
- 3.47 Immediate work in this area needs to focus on ensuring Christchurch is able to effectively, quickly and intentionally partner with central government to attract investment into labour market development and transition, innovation and R&D, and hard and soft infrastructure designed to transition New Zealand to a sustainable and productive future, with a particular emphasis on the development of the Māori and digital economies designed to support high-value employment and decent work.
- 3.48 *Innovation and high-tech clusters:* These is an opportunity to leverage the collective effort already underway across a range of knowledge partners including iwi, tertiaries and industry to accelerate and amplify job creation through supporting entrepreneurs, start-up hubs and skills hubs and advancing sector plans into areas of strength including (food, fibre and agritech, advanced manufacturing, aerospace and future transport, hi-tech services, and health tech). These are areas of global growth opportunities where Canterbury can build high-value business and employment opportunities, and ensure local people have equitable access to high-value work.
- 3.49 *Manufacturing:* Recovery in this area focuses supporting the pivot of local manufacturing and tech capability to contribute more into our export sector supply chains and to reduce exposure, at least in the short and medium-term, and strengthen in the long-term vulnerable international supply chains.
- 3.50 *Construction:* Central government has announced significant increases in investment in infrastructure and facilities such as education and social housing. Construction not only supports short-term employment in the construction sector and supply industries, but if invested wisely, provides the platform infrastructure for future sustainable economic growth.
- 3.51 *Skills development and planning:* Long-term sustainable economic development necessitates a viable pipeline of the skilled workers to support the industries that have the greatest capacity to deliver regional prosperity. Accelerated Regional Skills Plans and action by local and central government, tertiaries, schools, iwi and industry bodies will ensure local people have the greatest possible opportunities to access high-value jobs within these industries.
- 3.52 Christchurch needs to quickly promote potential investments that would support long run local economic growth opportunities for our strongest industries and those with strong future growth potential, whilst also considering other sectors which are not ‘high value’ but do add positively to the vibrancy of a city – the arts and creative sector as an example.

#### Next steps in developing the recovery plan

- 3.53 COVID-19 is a major global shock, which is having a significant impact on New Zealand and on our communities. While the full extent of the crisis is unknown, it is clear that the socio-economic effects will be significant and could be prolonged. As central government has done, we must move at pace in our recovery planning to ensure the best possible long-term future for our city and our communities.
- 3.54 The next step is for the Chief Executive to put in place the organisational arrangements needed to support recovery management and to develop an integrated work programme that addresses the key priority areas to support a strong socio-economic recovery. This will include working with chief executives across the Greater Christchurch Partnership, and with other agencies, to ensure we continue to work collectively and make the most effective use of our combined resources to support recovery planning in the best interests of our city and the Greater Christchurch urban area.

#### Implications for Council's strategic priorities and Letter of Expectations

- 3.55 As noted, we resolved on 2 April 2020 to review our strategic direction, together with the Letters of Expectations issued to the Chief Executive and the External Advisory Group, in order to ensure they are 'fit for purpose' for the recovery as well as meeting our aspirational goals for the city.

#### Strategic priorities

- 3.56 When the Council adopted its strategic priorities for this term, we could not have predicted what lay ahead. Reflecting on the elements of each strategic priority, however, suggests that they remain as relevant to a post-COVID-19 environment as they did before:
- *Enabling active and connected communities to own their future* – the Council has an important role to enable "active and connected communities" recognising that social capital is the most important ingredient in successful communities, and the innate capability that exists within and emerges from communities of purpose reaffirms their responsibility for creating the kind of community they wish to be.
  - *Meeting the challenge of climate change through every means available* – this strategic priority reflects the urgency of the challenge we face as a relatively low-lying coastal city in a seismically active region, along with the additional challenges of having: an inadequate public transport system coupled with the highest single occupancy vehicle use in the country; and significant progress still to be made in our post-earthquake building obligations. This has not changed. The scientific and evidence-based decision making that led the response to the COVID crisis must be the approach we adopt with respect to climate action.
  - *Ensuring a high-quality drinking water supply that is safe and sustainable* – we adopted this strategic direction in recognition that we have an incredible aquifer resource, which we should be able to rely on to safely distribute untreated water to our residents, while recognising that they are susceptible in the future to nitrate incursion from intensified dairying in neighbouring districts. This is fundamental to the wellbeing of our communities and remains a priority.
  - *Accelerating the momentum the city needs* – this strategic priority remains important, acknowledging that our immediate focus must be on building the foundations for



recovery so that people and businesses have the confidence to make decisions and invest in the city. The purpose of recovery is to ensure that all aspects of the economy are functioning and able to move forward. From there, we can look to re-establish positive momentum in areas where it matters most, in particular on ensuring a vibrant, functioning central city, as well as regeneration of smaller centres such as New Brighton, Linwood, Woolston, Philipstown, Bishopdale.

- *Ensuring rates are affordable and sustainable* – This strategic priority is consistent with our medium-term commitment to responsible financial management. However, COVID-19 has created new challenges that require the Council to explore all aspects of its financial capacity and consider a more flexible approach both during and beyond the recovery phase. Our inter-generational responsibilities will require us to make investments now so that the burden is not transferred to future ratepayers in much higher costs.

3.57 I therefore propose that we recommit to these strategic priorities.

#### **Letter of Expectations for the Long Term Plan 2012-2031**

3.58 The letter of elected member expectations to support the development of the Long Term Plan (LTP) 2021 – 2031 (the Letter of Expectations) was finalised ahead of the COVID-19 crisis. As Councillors will recall, the Letter of Expectations emphasises the importance of risk and resilience being key drivers of the LTP in light of our Canterbury earthquake experience and the significant challenges the Council has faced from other unexpected events since. The Letter of Expectations also signals our expectations that:

- the Council's strategic priorities be embedded in the LTP
- forecast rates increases be constrained and clearly justifiable
- the process include early development of the Infrastructure Strategy, early engagement with Community Boards and Ngāi Tahu, sufficient time for Council briefings and discussion, and independent review and advice by the Mayor's External Advisory Group
- consideration be given to ways of enabling the community to be involved in the process, along with a plain language consultation document to enable the community to understand what is proposed.

3.59 These matters are just as important today as we start to grapple with the challenges for our communities in recovering from the impacts of COVID-19, and the opportunities for our city. I therefore propose that we endorse the Letter of Expectations submitted to the Chief Executive, with an addendum that references the impacts of the COVID-19 crisis and the need to build a bridge between the response and repositioning ourselves in the context of the strategic partnerships across Greater Christchurch for a sustainable and more resilient future. We should also notify the External Advisory Group of the addendum to the Letter of Expectations and invite them to factor this into their advice on the LTP.

