

FCN Earthquake Recovery Accountability Scorecard

Report

Waimakariri District Council

21 September 2011

“What most people believe and what actually happens in the aftermath of a disaster are two different things.

The movies, the media, and the authorities have too often insisted that we are a chaotic, selfish species and ought to fear each other. Yet in the wake of almost every major disaster a wave of altruistic and brave improvisation saves lives, forms communities, and shapes many survivors experiences.

The most startling thing about disasters ... is not merely that so many people rise to the occasion, but that they do so with joy.

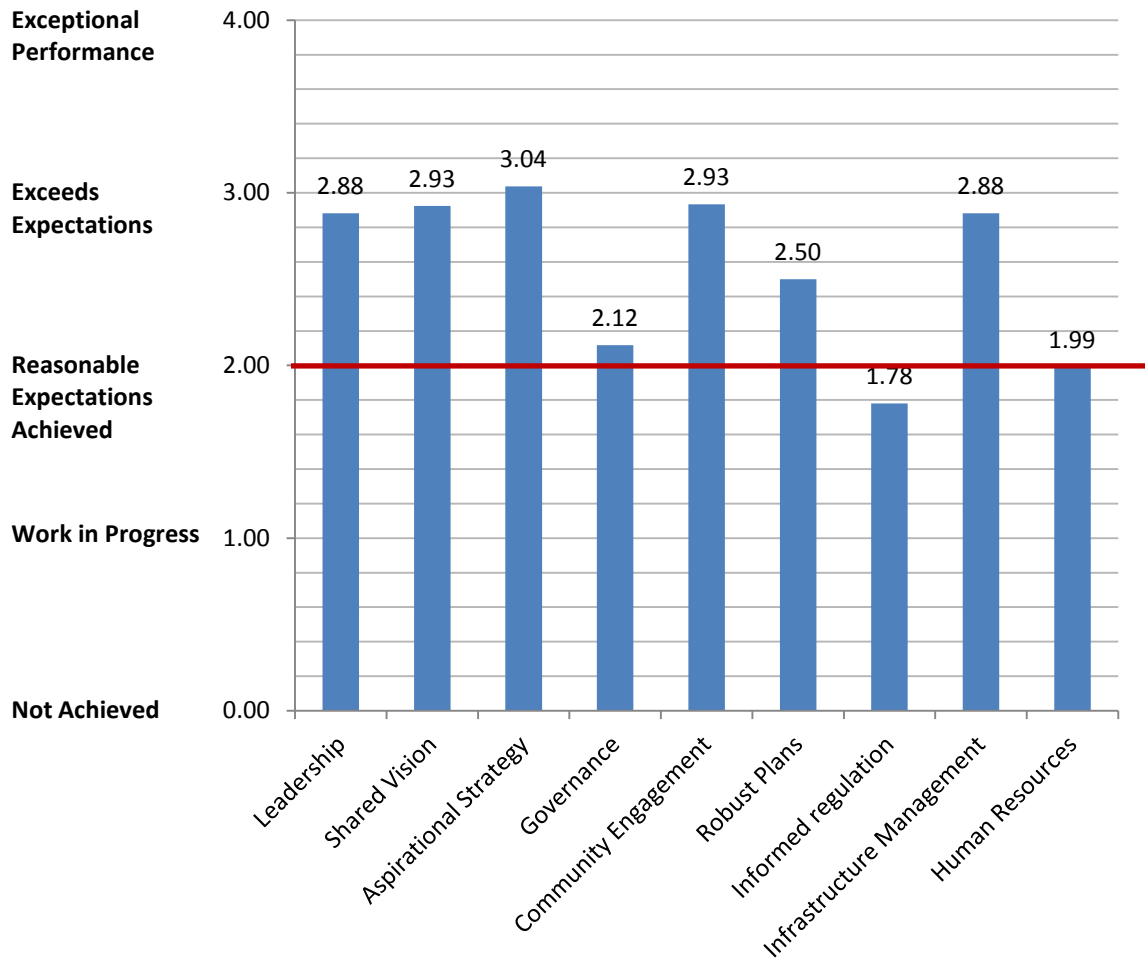
That joy reveals an ordinarily unmet yearning for community, purposefulness, and meaningful work that disaster often provides.

These spontaneous acts, emotions, and communities suggest that many of the utopian ideals of the past century are not only possible, but latent in everyday life.

A disaster can be a moment when the forces that keep these ideals from flowering, those desires from being realised, fall away.”

Rebecca Solnit 2009 (A Paradise Built in Hell: The Extraordinary Communities that Arise in Disaster)

Accountability ScoreCard Waimakariri DC Scores



SCORECARD

	Score	%
Leadership	2.88	72.1
Shared Vision	2.93	73.1
Aspirational Strategy	3.04	75.9
Governance	2.12	52.9
Community Engagement	2.93	73.3
Robust Plans	2.50	62.5
Informed regulation	1.78	44.5
Infrastructure Management	2.88	72.0
Human Resources	1.99	49.7

4 = Exceptional Performance

3 = Expectations Exceeded

2 = Reasonable Expectations Achieved

1 = Work in Progress

0 = Not Achieved

Summary of comments

- Waimakariri District Council has performed considerably above expectations and, in the view of the FCN, sets a benchmark for other statutory decision makers with responsibility for earthquakes recovery to seek to emulate
- The past 12 months have been full of challenges as a result of the sequence of earthquakes but additionally because of the decisions made outside the district which have had enormous impacts on delivery of planned recovery actions
- Waimakariri is an exemplar for the passion, commitment and enthusiasm of its leadership of its community – evident throughout this evaluation in the scores it has achieved in the critical success factors
- But even in such a significant performance there are areas where focus and delivery can be improved so that lessons learned today do not have to be re-learned in future.
- The recovery from the earthquakes is a long-term endeavour which will occupy the people of Waimakariri for many years – therefore thorough documentation now will help to ensure consistency of decision making in the longer-term
- Waimakariri's recovery will be significantly influenced by externalities generated as a result of the decisions of CERA, ECan and Christchurch City, not least the likely migration of significant numbers of people and businesses into the District to escape the damage in the east of Christchurch. These externalities need to be reflected more comprehensively in strategies and plans of the Council (and also of CERA)

Assessors

Brett Anderson	FCN
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Evaluation

Purpose

The purpose of this evaluation is to provide informed, balanced and independent feedback to statutory decision makers and the public about the quality of governance, leadership and management of the recovery from the earthquakes of 2010 and 2011.

The key to a successful recovery from major disaster is the quality of the ongoing relationship developed between the leadership of the recovery process and the community that leadership serves.

Therefore issues of openness, transparency, listening, continuing community focus and engagement are fundamental to ongoing trust and confidence in the eventual outcomes.

The FCN Earthquake Recovery Accountability Matrix is a tool designed to test our expectation that:

- those whom we entrust with the responsibility to remedy the damage which has been done will do everything they can to deliver the best outcome for the future of Canterbury, even when that is difficult, and
- the elements which research, and the experience of others, tells us are critical, are at the core of their approach to decision making.

It is our intention that, when the public sees the local and central government entities which have responsibility to lead the recovery have been appropriately held to account, the level of confidence in leadership and decision making will increase.

Our evaluations have been designed so that the initial assessments will provide a benchmark for the measurement of future progress.

Process

A team of six assessors, representative of the Future Canterbury Network, the community and the entity being evaluated, considers the evidence and assigns an agreed score for each of the performance elements in the Matrix.

The primary categories of evaluation are Leadership and the eight Key Recovery Performance Indicators (KRPI).

1. Shared Vision
2. Aspirational Strategy
3. Governance
4. Community Engagement
5. Robust Plans
6. Informed Regulation

7. Infrastructure Management
8. Human Resources

Each KRPI has a number of Critical Success Factors (CSF). There are 41 CSFs in total. See Appendix A

A checklist identifies the evidence we would expect to be available to support an assertion that the CSFs have been considered and successfully addressed.

Waimakariri District Council (WDC)

Background

The magnitude 7.1 earthquake which struck on 4 September 2010 had its epicentre in the previously unknown Greendale fault in the Selwyn District. Extensive damage was experienced in Kaiapoi, Kairaki and the Pines Beach areas of Waimakariri District. In addition many thousands of damage reports arose across the District and even some homes in Oxford are total economic losses.

Aftershocks tended to occur on or close to the Greendale fault for some time. Further damage arose from the earthquake of 22 February centred at Lyttelton and to a lesser extent from the 13 June earthquake.

WDC has coped not only with earthquakes but also with external disruption to recovery plans as CERA and the Government have, as a result of the cumulative extent of land damage, changed the basis on which decisions were previously made, sending everyone back to the drawing board.

WDC is a distinctly divided district where some parts are heavily impacted by earthquake effects and are located in significant red zones whereas other parts of the district have suffered only slight damage and where “business as usual” rules the day. Maintaining an appropriate balance in servicing the needs of these communities of interest is a vital and ongoing concern.

The future of the damaged parts of Kaiapoi and the other heavily impacted parts of the district is still fraught with uncertainty. Frequent aftershocks, though diminishing in magnitude and periodicity, have continued to destabilise and mitigate against a speedy recovery.

Council staff provided 4 volumes (1578 pages) of Council documents and other papers to establish the base line evidence for the FCN evaluation. The documentation may not have illustrated all aspects of the accountability framework but the five hours of Panel discussion drew out other aspects that were less well documented. In some cases it was clear from the depth of the advice given to Council by staff that conclusions could be drawn about the detailed knowledge which lay behind the advice.

Leadership

In this evaluation leadership has not been identified as a separate KRPI – instead we have identified a range of Critical Success Factors from the whole Matrix which, when combined, allow us to assess accurately the quality of leadership. Leadership is multidimensional and is evidenced in how decisions are made and other activities are undertaken.

Altogether 17 dimensions were collated to assess leadership. Perception of the quality of leadership is often a direct reflection of the urgency of the need to demonstrate it.

Score 2.88 – Reasonable expectations exceeded

It is clear from research that the qualities of leadership required during recovery from a major earthquake are qualitatively different to those which are most apt during the response phase.

In the recovery phase successful leadership focuses on community and consensus building to minimise the impacts of previously established negative trends in the community and to maximise the speed and direction of recovery.

As identified by Olshansky et al *“An effective leader can provide Vision, work with community organizations, communicate with other government agencies, and take decisive actions.”*

Assessment

The evidence is clear that leadership performance of elected Council leaders and Waimakariri staff has been significantly ahead of community expectations. A frequent refrain is that Council leaders have shown character and courage in times of great stress and that their sympathy and empathy for the plight of those most affected has shone through at all times.

In particular, the community and FCN assessors scored WDC as achieving exceptional performance in those dimensions which focused on meeting the needs of people and effective communications which maintained a sense of momentum and making positive progress.

It also needs to be said that the size and nature of the District and thence its organisational structure has meant WDC has not been confronted by the same intensity and issues of leadership which will impact a larger entity.

Despite the high quality of performance there are areas where Waimakariri District Council acknowledges it needs to improve.

A principal area of weakness is in the failure of leaders to devote as much energy and time to the staff of WDC as they have to their community. There is a need to ensure staff are safe at home so they can devote their energies to service of their community. Being safe at home relates not just to physical safety but also to emotional safety and the Council runs the risk of significant staff burnout if it does not pay greater attention to the need for recuperative time.

Leadership also includes the ability to recognise the need to learn from experience so that mistakes of the past are not repeated. Critical to the concept of continuous improvement as a dimension of leadership is the capture and consolidation of learnings from today's events.

WDC has acknowledged it has to devote more time and energy to ensuring it does not consign future generations of leaders and the community to the task of relearning things which have already been learned today.

KRPI 1 - Shared Recovery Vision for Future

Score 2.93 – Reasonable expectations exceeded

The language of this KRPI and the CSFs indicate a need to demonstrate the Council has thought through and captured an idea of where the community wants to be in future - after the recovery from the earthquakes is complete.

It is critical this leads to a decision making approach which:

- builds on shared understandings
- stretches Council into innovative rather than business as usual thinking
- ensures Council and its community have an eye to a future where current shortcomings are overcome
- creates a place that people want to come to despite the experience of the earthquakes.

Assessment

“This is no time for ease and comfort. It is time to dare and endure.”
Winston Churchill

At the core of any successful recovery lies a strong sense of direction and a shared Vision about where the end of the recovery journey might be. The words become a rallying call when times are tough.

The articulation of a Vision provides a touchstone for all future decision making and provides communities with a yardstick for progress.

The WDC Vision has been evident in all communications and activities.

“New Foundations” the banner under which the community recovery operates evolved from the *“Build it back, better!”* slogan that has been at the core of the Vision taken out daily into the community by Waimakariri DC staff and elected Councillors as they have led the recovery from the devastating impacts of the September and February earthquakes.

The Vision is *“about values and what we do and what we say rather than about having a written statement”*.

In addition WDC has had to cope with significant changes as a result of external decisions.

A Vision and a Plan for the future were in the public domain prior to June but, as a result of decisions by Central Government due to the extended earthquake sequence, have been turned on their head. As a result a new process is underway to define a new Vision and Plan. This is expected to take 3-6 months.

The community response has been phenomenal – which carries with it a sleeping tiger for the future.

Community expectations have become very high on the tide of a highly effective performance by the District's leaders. Continuing to meet those high expectations will be a challenge of major proportions with the threat of disappointment ever present.

WDC has become a trusted advisor to its people and its communities. This results in an oft-repeated declaration *"We made a choice to live in Kaiapoi – and thank God we did!"* – despite the damage in the red zones and the magnitude of the tasks which face most who want to stay there.

That trust and confidence is very vulnerable – particularly to the impacts of decisions made by external agencies.

WDC will find it difficult to maintain its positive momentum when many decisions which are fundamental to the outcomes for Kaiapoi, Kairaki and the Pines Beach red zone communities will not be made by the local Council.

Having embarked on a highly inclusive, responsive and people friendly journey so far it has the opportunity to complete that journey in good order providing it continues to do what it has done so well so far.

As a long-time participant in local government said *"I don't think I've ever seen - anywhere – where a Council has sat down so effectively and talked with its community so completely without spin."*

Despite the challenges (and maybe because of those same challenges) WDC does need to have a clear (and measurable) public statement of its Vision as the corner stone of future decision making.

KRPI 2 - Aspirational Strategy for the Achievement of the Recovery

Score 3.04 – Reasonable expectations exceeded

If the Council is to achieve its Vision it must support it with a strategy the community can aspire to which address economic, health, cultural, social and environmental needs.

The strategy must be of the people and for the people so it builds future resilience.

And importantly the strategy must recognise nothing will happen in isolation.

Assessment

“Part of the problem is that no-one is in total control – not even the Government!”

The assessment panel was impressed by the very comprehensive picture WDC was able to paint of its desire to provide an aspirational strategic framework for its recovery actions.

There was ample evidence throughout the supplied documentation which demonstrated:

- clear goal setting drawn from sound research into the needs and aspirations of the community;
- regular and very well attended community forums and report back sessions
- explicit incorporation of Vision objectives into strategies
- being solutions focused
- keeping people’s needs at the forefront of decision making
- good documentation of agreements with key partners
- processes for identifying and managing interdependencies

Waimakariri DC had a Town Centre Strategy and Growth Strategy in place before the earthquakes which recognised the longer term needs on the district to plan effectively for the future.

Therefore it had a very good platform to work from when re-assessing its urban development strategy for the future. A comprehensive set of plans and opportunities were developed and distributed widely very quickly for rebuilding Town Centres after the first earthquake.

Following the subsequent earthquakes and the declaration of red, white and orange zones the Council has found it difficult to implement its Town Centre strategy because of:

- business uncertainty about the effect of the red zone decisions on business activity
- difficulty securing investment capital and insurance support
- The need for businesses to access working capital (which WDC can't provide)

WDC admits to feeling helpless *"We can do the things we're responsible for but we struggle with the timing of work and can't upset a fragile state. We have yet to effectively partner with business in part because of differing views in the business community. We're also unclear about the overall level of support for local government's role in economic development."*

The Council feels it is struggling with a perverse RMA process and is spending *"far too much money fighting business development in the north of Christchurch."*

"Strategy development is constrained by uncertainty because we are trying to put together a new jigsaw puzzle."

WDC has also identified a potential difficulty as it tries to meet the needs of communities unaffected by the earthquakes.

However, the Council believes that one of the positives to come out of the earthquakes is the sense of community which has been generated and has been struck by the very tolerant response it has received from the community as evidenced by the recent annual plan process.

On the positive side the establishment of the Kaiapoi Earthquake Hub has meant that its ability to effectively manage interdependencies with other agencies has been an outstanding positive and people have been able to take appropriate and calculated risks because of their relationships.

WDC provided the assessors with ample evidence it exceeded reasonable expectations in all the critical success factors of this KRPI.

KRPI 3 – Governance

Score 2.12 – Reasonable expectations achieved

Effective governance process requires holding management to account through robust reporting and measurement. In the aftermath of a major disaster effective governance becomes critical if trust and confidence is to be maintained.

Assessment

Good governance tends to be a process which is largely driven by compliance requirements. In the local government sector governance is subject to several statutes.

Therefore the ability to exceed reasonable expectations in this KRPI is very highly constrained and a score above 2 is hard to achieve.

The Assessment Panel scored WDC as achieving reasonable expectations (i.e. a 2) with only two qualifiers.

There was clear evidence that organisational KPIs had been defined and were effectively driven down through the organisation to ensure they framed organisational and individual performance.

A transparent decision making process well supported by robust information and analysis was also evident – as one would expect.

Where WDC substantially exceeded expectations was in the publication of organisational performance information which enabled informed external judgement and also in its efforts to regularly appraise community responses to decision making through community forums.

Other than this assessment WDC had not received a rating on its leadership and governance performance and thus was rated as a work in progress.

The panel would expect to rate this question differently at our next evaluation.

KRPI 4 - Effective Engagement and Communication with Community

Score 2.93 – Reasonable expectations exceeded

In the field of communications it is often true that perceptions are reality. And in the aftermath of a major disaster, where every bit of information is vital to help people make sense of their altered lives, the importance of effective engagement and communication cannot be overstated.

Research also shows us that the two-way process of effective communication is even more important in recovery from disaster than at any other time.

Assessment

WDC has taken a very proactive, considered, transparent and honest approach to community engagement and communications. The quality and effectiveness of what it has done is reflected in the high score it achieved in this rating.

Every channel has been effectively and frequently utilised to ensure the community not only knows what has been happening on their behalf but that understanding of the reasons why is also high.

The Assessment panel was struck by the comprehensive and intensive nature of the messaging:

- Direct face-to-face delivery of Newsletters to quake affected people by Council staff and volunteers meaning there was always someone from the Council to talk to
- Publication of special issues of the local newspaper paid for by Council
- A regular and updated version of a Questions and Answers publication which addressed every imaginable question and supplied an answer each time (137 questions at the end)
- Specially branded email, on-line and hardcopy Newsletters making sure there was little or no timing gap in information flows
- Regular community meetings
- Well structured and resourced customer support services

The panel heard that WDC Customer Support staff handled 75% more workload in September 2010 than they'd ever handled before – with no extra staff resource.

People's need to congregate and share their experiences was recognised early on and will continue to be a feature of the way in which WDC maintains its connection with the community it serves.

WDC hasn't undertaken a structured audit or appraisal of its communications and engagement strategies so far on the basis of cost and current utility (things seem to be working well). It will be important at some point in time to capture the things which have worked well and those which haven't for future learning. This could well be a project which WDC engages a university student to undertake as part of their academic studies.

WDC also points out that it is getting regular very positive feedback from residents associations and that its community based pastoral care teams are now visiting over 600 homes a week to find out what is happening in the community and what people's needs are – and just making sure they know the rest of the community and the Council cares.

It's hard to fault the performance of this KRPI.

KRPI 5 – Robust Plans for the Future

Score 2.50 – Reasonable expectations achieved

For recovery outcomes to be maximised plans must explicitly incorporate measures to implement the Vision and strategies they are derived from.

Plans must also form the basis for ongoing dialogue with people and communities to ensure they achieve objectives of increased resilience, affordability, practicality and that they will result in valued outcomes.

Assessment

“Planning is in a bit of a cusp area. There are two main issues: what to do about the red zone once people leave; and evolving a plan for provision of land for people to build on.”

Waimakariri District Council receives a rating which reflects the uncertainty of the position many of its residents in the earthquake impacted areas (Kaiapoi, Kairaki and Pines Beach) are in and also a degree of uncertainty among Council staff.

Evidence presented to the Assessment Panel shows planning is problematic in a situation where there had been a full risk identification and mitigation plan put in place for the Kaiapoi rebuild until *“the government pulled the plug”*. Meaning that while the Council was previously able to take strong ownership of implementing plans for recovery it is now much more up in the air and uncertain about the future.

“CERA is now involved in this district in a way which it wasn’t before. Which means we are busy forming a relationship with CERA and engaged in a process of willing engagement.”

WDC planning and implementation processes have worked well because of an ability to rely strongly on relationships between managers and the trust they have for each other. The size of the organisation has made this outcome more achievable than may be possible in larger organisations.

Economic expectations of the recovery plan have been hardest to fulfil and are likely to remain problematic. How to address these is a significant issue for the future – particularly if confidence in the future is to be maintained. Some capital projects have been pushed out because of economic viability and timing issues.

Several initiatives such as “Shop Kaiapoi” and facilities for youth have been rolled out to try to address evident weaknesses but to date there has been no research into measurement of the impacts of plans – that’s an activity waiting for the research community to address.

KRPI 6 – Informed Regulatory Decision Making Processes and Outcomes

Score 1.78 – Work in progress

The opportunity exists, in the aftermath of disaster, to reconsider regulatory compliance issues and the appropriateness of existing regulatory practice.

Councils must pay particular attention to facilitating recovery by removing unnecessary pre-existing barriers and enforcement behaviours.

It is acknowledged this is a difficult part of Council's work because many of the rules under which the Council operates can only be changed by Council through a highly technical process.

Assessment

The rating for this KRPI is the lowest awarded and reflects that this area of recovery activity is still a work in progress.

WDC explains that it has taken advantage of those things which are easy to do but it has been constrained by higher priorities elsewhere.

WDC also feels it is somewhat constrained by the lack of a finalised CERA plan for the re-build because many of the issues with the RMA could well be addressed at the central government level.

WDC is complying with statutory requirements for openness and predictability of its decision making processes in the regulatory area and therefore would struggle to achieve a higher rating.

It provided an assurance it is doing what it can to expedite the delivery of new residential sections to the market and that it has speeded up its processes. Staff are working with developers and builders to deliver faster outcomes from consenting processes but have to continue to keep in mind the balance of interests between affected communities.

The Council felt it could improve its performance under the KRPI if it published a regular analysis of its regulatory performance – the Assessment Panel agreed.

KRPI 7 – Prudent provision and Maintenance of Community Infrastructure and Facilities for Community Well-being

Score 2.88 – Reasonable expectations achieved/exceeded

The reasonable expectation is that decision makers will review existing plans to ensure infrastructure and facility restoration and development specifically reduces future risks and enhances resilience.

We would expect to see evidence of coordination with neighbouring entities to maximise opportunities for leveraging improvements; encouragement of and consideration of community input; sound asset management practice. Because the aftermath creates a learning and improvement opportunity we would expect to see evidence that the opportunity is recognised and a fundamental part of the process going forward.

Assessment

The evidence presented by WDC clearly shows that a wide range of community infrastructure assets have been effectively managed and maintained for community well-being.

Sewerage, water, roading, bridges, sports facilities community facilities were all significantly affected by the earthquakes. The Assessment Panel was impressed by the speed with which services were restored in many cases and effort which went in from the Council to ensure its communities could feel safe.

Multi-year plans exist which are consistent with the Vision for the District post earthquakes. A huge effort has gone in to ensure there is wide public knowledge of the status of infrastructure and to manage expectations about restoration.

A very thorough and highly commendable job has been done in this KRPI.

KRPI 8 – Appropriate Human Resources

Score 1.99 – Work in progress/Reasonable expectations achieved

Like leadership the quality of the recovery is significantly determined by the quality of human resource applied and the decisions which are made to enhance existing resources. It is clear that the style of management in recovery mode is vastly different to that which maximises success in response mode.

It is not possible for an entity to replace the human resource it has on hand at the point of transition but it can institute programmes to assign responsibilities to existing staff who have the requisite personal attributes and skill sets. It can also augment existing skills through focused staff development programmes to ensure they are better prepared to manage the multitude of tasks they are confronted with.

An organisation is only as good as the people it employs and therefore it is also critical to ensure staff are appropriately managed to minimise their personal stress and maximise their personal recovery.

Assessment

WDC's approach to applying its human resources effectively has been very much about aligning values and skill sets. Some contract employees have been brought in to fill key roles and other staff have been shifted to roles where they were clearly suited to the tasks.

"We have worked to fill the bus and worried about the seating arrangements later"

As a result a tight knit team of very dedicated and hard-working people has formed the core of the WDC response around CE Jim Palmer and new Mayor David Ayers. This team can take the credit for the high scores achieved in the rest of this evaluation.

An early decision to establish a formal Earthquake Recovery Committee comprising all Councillors and the Chair of the Kaiapoi Community Board played a critical part in the success of the WDC. The committee had delegated powers from the Council to approve activity within a comprehensive budget allocation.

So, while the Council gets a high rating for its creativity in staffing its response and recovery appropriately and the focus it has had on speed of decision making to facilitate stability there are still things which are a work in progress.

In particular it needs to do more on reassessing its staff training programmes to make sure they're fit for purpose as the District moves forward. Some redesign is likely to be necessary to up-skill or re-skill people for the demands of a changing District.

Two other areas for focus so that the Council doesn't suffer from staffing and employee issues are:

- Start capturing some data on the impact of work force changes on existing staff and
- Develop more effective support initiatives for staff who are personally impacted by the earthquakes or the response and recovery efforts

"We had to take some people down to Kaiapoi in the response phase to see the people who we were helping but we have failed to address the continuing high stress and pressure being experienced by key staff"

WDC runs a risk of serious organisational performance impairment as a result of staff burnout or alienation if employee support programmes which are designed to meet staff needs are not implemented in the near future.

Future Canterbury Network (Inc)

Founding Funders



Hon Philip Burdon, Lady Adrienne Stewart, Ernie Henshaw

Individual Sponsors

Graeme Ewing

Barbara Stewart

Appendix A

The Key Recovery Performance Indicators

N.B. Issues of affordability and practicality will be important qualifiers in assessing Critical Success Factors throughout this Matrix and particularly in relation to Plans for the Future.

Recovery Indicator	Critical Success Factors
<i>Shared Recovery Vision for Future</i>	<ol style="list-style-type: none"> 1. Does the Vision meet, reflect, give effect to the aspirations of the community? 2. Does the Vision encourage bold, exciting, inclusive and innovative thinking about solutions? 3. Does the Vision encourage people to stay in or come to Canterbury and Christchurch? 4. Does the Vision contribute to the development of social capital (i.e. trust, confidence in the future, feeling valued) in the community? 5. Does the Vision include a set of principles to guide and measure future decision making?
<i>Aspirational Strategy for Achievement of the Recovery Vision</i>	<ol style="list-style-type: none"> 6. Does the earthquake recovery strategy set reachable goals, take the community with it, reflect knowledge of the aspirations and needs of: <ol style="list-style-type: none"> a. people, including their economic, health, cultural, social and environmental needs, and b. the needs of communities including the business community, the arts and cultural sector, the sports community etc? 7. Does the strategy encourage solutions that enhance strengths and reduce weaknesses? 8. Does the strategy identify robust processes for managing interdependencies? 9. Does the strategy develop pathways for the involvement of other key participants in realising the strategy?
<i>Governance</i>	<ol style="list-style-type: none"> 10. Does the Governance process include regular appraisal of identified key performance Indicators? 11. Is the governance process transparent? 12. Is leadership unifying? 13. Is there a focus on encouraging leadership from within the community?

	<p>14. Are leadership decisions consistent with the Vision and the Strategy?</p> <p>15. Do governance decisions reflect a robust process of choosing between well researched alternatives?</p> <p>16. Do governance decisions recognise the potential for conflict and include processes for effective conflict resolution?</p> <p>17. Does the governance process include analysis of multiple dividend possibilities from decision choices?*</p>
<p><i>Effective Engagement and Communication with the Community</i></p>	<p>18. Are the perceptions of stakeholders about the quality of engagement and communication subject to regular assessment?</p> <p>19. Do communications strategies and approaches meet the needs of diverse audiences?</p> <p>20. Is there an accessible and transparent process for community and public perceptions to feed back into decision making?</p> <p>21. Is there evidence that community feedback is having a positive impact on decision making and the impacts are being reflected back to the community?</p> <p>22. Is there a clear communications strategy which encourages dialogue with communities and which is regularly tested for effectiveness?</p>
<p><i>Robust Plans for the Future</i></p>	<p>23. To what extent are plans consistent with the Vision and the strategy?</p> <p>24. Have plans been shared widely with affected people and communities?</p> <p>25. Do plans reflect community needs?</p> <p>26. Do plans seek to eliminate weakness and enhance strengths?</p> <p>27. Do plans give confidence they will result in valued outcomes for people, for business and communities?</p> <p>28. Are plans affordable and practical and therefore able to be implemented?</p> <p>29. Do plans explicitly reflect integrated consideration of economic, cultural, social and environmental well-being?</p> <p>30. Do the plans establish a basis for measuring multiple dividend impacts¹ from planned outcomes?</p> <p>31. Are plans updated and adjusted in light of information</p>

¹ **Definition of Multiple Dividend Analysis:** For the purpose of this Matrix, Multiple Dividend Analysis means the extent to which evaluation, planning and decision making has taken into account, and where possible generates positive outcomes, across social, cultural, environmental, economic and political Indicators. The term is similar to “Triple Bottom Line” and endeavours to extend the approach in two respects: increasing range of consideration from 3 to 5 Indicators, and moving beyond a compliance and reporting approach to one where expectations of positive outcomes/impacts are assessed resulting in win-win-in outcomes e.g. decisions about infrastructure can generate positive economic, social, cultural and environmental outcomes – which are then reported as such.

	and feedback from communities?
<i>Effective Regulatory Decision Making Processes and Outcomes</i>	<p>32. What evidence is there of regulatory philosophy and evaluation practice that:</p> <ul style="list-style-type: none"> • seeks the minimum necessary intervention to achieve clearly stated desired outcomes • weighs the costs of regulation with its benefits from among alternatives • reflects community views of those likely to be affected • exercises legislative discretion (where it exists) in a responsive and transparent manner? <p>33. How well does regulatory processing performance compare with statutory requirements and/or declared targets in terms of:</p> <ul style="list-style-type: none"> • speed and/or effectiveness of decision making • clearly and reasonably stating the reasons for regulatory decisions? <p>34. what evidence is there that the regulatory requirements of recovery activities have been assessed and regulatory processes streamlined as a result and are those adjustments proving effective?</p>
<i>Prudent Vision and Management of Community Infrastructure and Facilities for Community Well-being</i>	<p>35. How does planning for infrastructure and facility restoration and development specifically reduce future risk and achieve enhanced resilience?</p> <p>36. In planning and implementing restoration and development is there evidence of:</p> <ul style="list-style-type: none"> - effective interagency coordination/collaboration around appropriate and shared priorities/opportunities? - consideration of community views in setting service standards/ levels of service - sound asset management practice <p>37. Do plans include clear achievement goals and timetables?</p> <p>38. Are the anticipated outcomes in the plan subject to regular assessment and reporting?</p>
<i>Appropriate Human Resources</i>	<p>39. Are clear processes (training, knowledge transfer, leadership etc) in place to ensure attributes and knowledge of key staff are matched to the requirements of the Vision and strategy?</p> <p>40. Does the organisation employ people with the right attributes and skill sets to maximise the opportunities afforded by the recovery?</p> <p>41. What support structures are in place and what initiatives have been taken to address the personal needs of staff affected by the earthquakes and recovery?</p>