

FCN Earthquake Recovery
Accountability Scorecard

Report

Christchurch City Council

3 November 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.

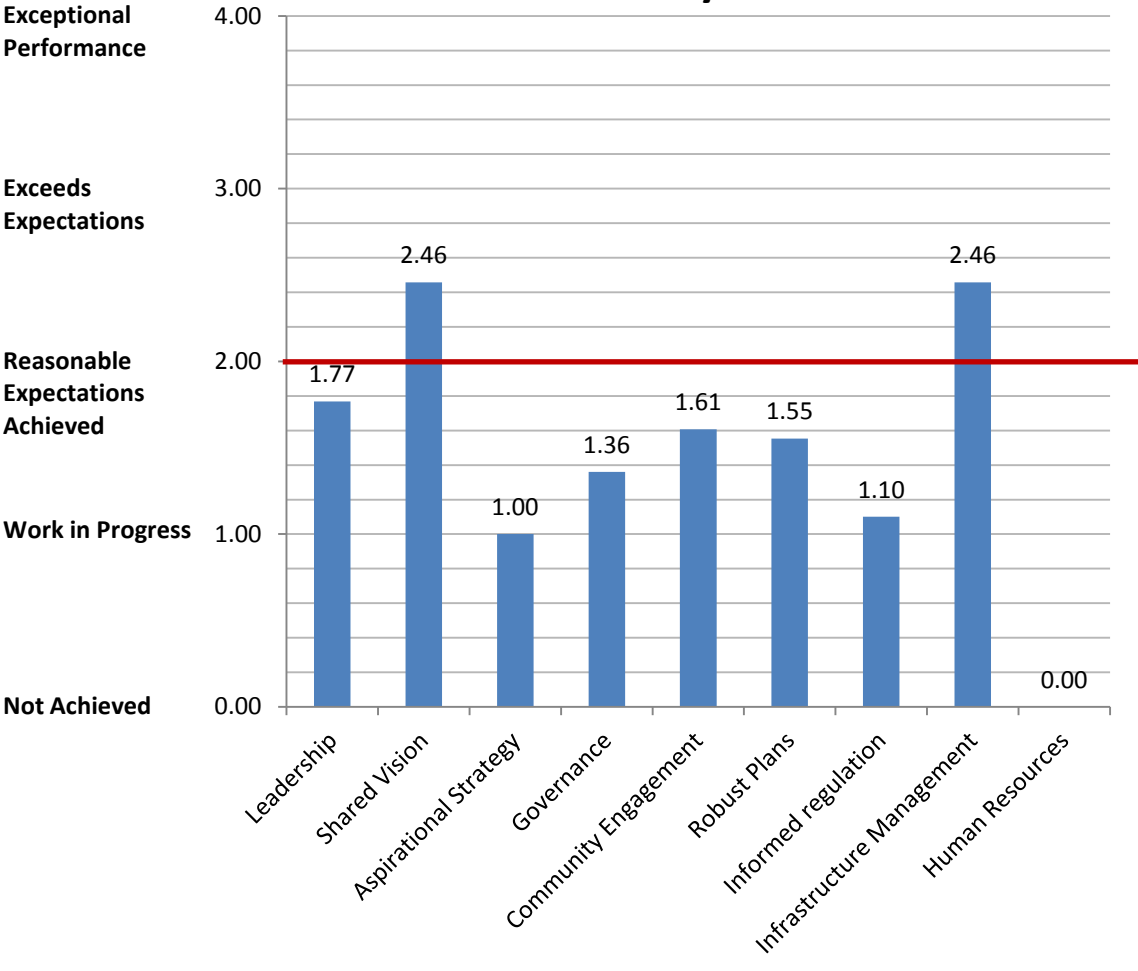
That joy reveals an ordinarily unmet yearning for community, purposefulness, and meaningful work that disaster often provides.

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 Christchurch City Scores



SCORECARD

	Score	%
Leadership	1.77	44.2
Shared Vision	2.46	61.4
Aspirational Strategy	1.00	25.0
Governance	1.36	34.0
Community Engagement	1.61	40.2
Robust Plans	1.55	38.8
Informed regulation	1.10	27.5
Infrastructure Management	2.46	61.4
Human Resources	0.00	0.0

4 = Exceptional Performance

3 = Expectations Exceeded

2 = Reasonable Expectations Achieved

1 = Work in Progress

0 = Not Achieved

Summary of comments

Christchurch City is the third of the organisations with statutory responsibility for managing the recovery from the Canterbury Earthquakes to be evaluated by the Future Canterbury Network.

Unlike Selwyn District Council and Waimakariri District Council which went before it, Christchurch City Council was not a willing participant in the evaluation process. This was not for want of trying on the part of the FCN.

The end result is that Christchurch City was evaluated on the basis of information available in the public domain and on the observations of members of the Assessment Panel, which included an elected Councillor, Glenn Livingstone of the Burwood-Pegasus Ward, who unofficially brought a Council perspective to the table.

As we have discovered with earlier evaluations the opportunity to consider and discuss the various dimensions of performance in depth results in a high degree of consistency of marking results among members of the Assessment Panel. That is not to say they always agree on the fine detail but the end scoring result is one which they can all support as being a fair reflection of their combined assessment.

Christchurch City scored well on the development of a shared vision for the future of the Central City. The draft plan consultation process was seen by the assessors as being highly effective and as giving a great opportunity for anyone who had an idea to make sure that idea was heard.

The city also exceeded expectations on the work it has done to restore, maintain and develop resilient infrastructure which was damaged by the earthquakes.

Unfortunately the city's leadership did not meet expectations in a number of areas which are critical to the achievement of the long term vision for central Christchurch and the wider city.

The relatively low scores awarded by the assessors are due to their view that the city has not maintained the energy and enthusiasm which was generated during the Share an Idea process to take that momentum forward.

We were unable to find any evidence that the city had translated the vision into a concrete strategy and plans which would allow the Council and citizens to effectively measure progress. This may be because the FCN was unable to find any documents from official Council sources. But it appears that even Councillors don't have that sort of information judging by the contents of the Council's website.

The Council may have fared better if it had engaged openly with the FCN Evaluation process but judging by the frequent decisions to take important matters into secret Council session there is a sense in which the lack of transparency is actually "situation normal" for Christchurch City.

In public at least the Council appears to be fractured at a time in its history where it needs to be united. Nothing was found during the evaluation which gave the assessors any sense that the

fractured state of affairs would not continue to exist without a desire on the part of the Council's leaders to adopt a more united approach.

If the Council continues to perform as it has in recent months it runs a serious risk to the delivery of a recovery which realises the ambitions of Christchurch people to take a huge opportunity to refashion their city in a new paradigm (including external intervention).

Christchurch City Council is elected to serve the people of Christchurch – we encourage the Council to resolutely, and in a united way, demonstrate that is its primary focus.

Background to Evaluation of Christchurch City

Christchurch City was severely affected by the earthquakes which struck between 4 September 2010 and June 13 2011 and in particular by the magnitude 6.3 quake which struck on 22 February resulting in the tragic deaths of 181 people.

In the immediate aftermath of the quakes on 4 September and 22 February the city's mayor, Bob Parker, played a major role in fronting the news media to keep the world informed about developments. This was a role Mr Parker was particularly suited to as a result of his many years of experience in television.

The FCN was established by a group of concerned Canterbury citizens who are united in their belief that a better and greater Canterbury can arise from the rubble of what was.

For that to happen those organisations which have statutory responsibilities for delivering the recovery must ensure they focus on a future which ameliorates previous weaknesses and builds on existing and yet to be discovered strengths.

Christchurch is the "capital" of the South Island even though it is principally an agriculture service centre.

The heart of Christchurch and therefore New Zealand's and the world's perceptions of the city were broken by the shattering earthquakes of 22 February.

The challenges are enormous – which is why it is of fundamental importance that the city's leadership articulates a vision of hope for a new future at all times.

Which is why it is of fundamental importance that the city's leadership takes responsibility for ensuring the community it serves shares and is committed to that vision of hope.

Which is also why it is of fundamental importance that the city's leadership doesn't let the community lose sight of the vision – even while the primary focus of daily activity is on restoration of services and critical infrastructure so that normal operations can resume.

This is because the new normal is vastly different from the normal that people experienced only 14 months ago.

It is too easy for those who are focused on restoration of services and infrastructure to lose sight of the vision – to put the realisation of the vision off to some future date.

Unless the vision drives everything which is done, on a daily basis, it will be lost - and the people of Canterbury will be the poorer for it.

The FCN Earthquake Recovery Accountability Matrix is designed to help decision makers take time out from the pressure of daily restoration to focus on recovery. It is also designed to report to the people of Canterbury on the quality of leadership, governance and management of the recovery of those who have statutory responsibility to deliver the best outcomes for the community.

The FCN approached Christchurch City on the same basis as it approached the contiguous territorial local authorities of Selwyn District Council and Waimakariri District Council – i.e. we wished to engage with the City on a positive basis.

Several meetings were held with the Mayor. The critical meeting in relation to this evaluation was held on 6 September during which the FCN representatives addressed questions raised by the Mayor about the detail of the evaluation process. The Mayor was non-committal about Council participation in the process (the preferred approach set out in the Matrix) but pledged to make relevant information available so an informed evaluation could be undertaken. The outcomes of the meeting were recorded in a letter sent to the mayor by the Chairman of the FCN, Hon Philip Burdon, next day (see Appendix B).

No acknowledgement or response was ever received by the FCN.

This response from Christchurch City contrasts sharply with the experience the FCN had with both Selwyn District Council and Waimakariri District Council. In both those evaluations the local body welcomed scrutiny by an external and completely independent group of people focused on the critical issues which will determine the success of recovery. Several discussions were held at senior level to ensure the districts understood the process and accepted it was fair and robust.

Those discussions were then finalised with formal Memoranda of Understanding and Evaluation Agreements setting out the process to be followed and the commitments of each party.

As the Scorecard Reports show, in each case the participation in the evaluative process was by senior executives and Councillors. In Selwyn's case the Chief Executive Paul Davey was present and contributed to the information flows throughout the evaluation though the named assessor was the District Recovery Manager, Douglas Marshall. Mayor Kelvin Coe was unable to participate because of a clash of appointments and was replaced by Councillor Mark Alexander.

At Waimakariri the Council assessors were Mayor David Ayers and Chief Executive Jim Palmer.

As a result the evaluations in both cases were able to include assessments informed by a much greater depth of knowledge than the papers which were presented.

Both Councils found the process and the outcomes valuable and have told the FCN they have built in revised recovery approaches to address the areas where the evaluations disclosed improvements can be made.

Completion of an evaluation using the Matrix is not dependent on Council participation, though it is desirable – as will become evident later in this report.

On 6 September the FCN advised the Mayor of its intention to undertake an evaluation irrespective of Council participation. Thus in early October a letter was written to Council Chief Executive Tony Marryatt and copied to the Mayor advising of the FCN's intention and enclosing a detailed request for information in line with the undertakings given by the Mayor in September. This letter was delivered by email and by normal post.

Once again no acknowledgement or response was ever received by the FCN.

Attempts to make contact by telephone and email likewise resulted in no response.

It was in these circumstances that an assessment panel including FCN members and community members was convened.

Councillor Glenn Livingstone accepted a request to join the panel to ensure that a Council voice was heard round the table even if that voice was an unofficial voice. A number of other Councillors were approached but were unavailable.

On Friday 11 November a final draft of this report was emailed to the Mayor and Chief Executive of Christchurch City with an invitation to meet to elicit any comments or fact based input the Council wished to provide to the final report.

The invitation was reiterated on Tuesday 15 November. The only response received was from Councillor Helen Broughton and as a result a number of matters of factual clarification were included in the final report.

Assessors

Amy Carter	FCN
Sacha McMeeking	FCN
Margaret Austin	Community
Peter Tuffley	Community
Glenn Livingstone	Christchurch City Council

Facilitator

Francis Wevers	FCN
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For Assessor Biographies see Appendix C

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 to whom we entrust 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 that research, and the experience of others, tell us are critical, are at the core of their approach to decision making.

It is our intention that, when the public sees that 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

Our preferred approach is that 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. On this occasion, for the reasons already explained above the assessment panel comprised 5 members, one of whom was a Councillor who was not a formal representative of the Christchurch City Council. The FCN believes the result is still robust and a true reflection of the extended discussion and evaluative process the members of the panel engaged in.

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. None of the CSFs or the questions in the checklist should be a surprise when assessing organisational performance or prudent governance, and similar tests will be found in many organisational and governance review documents.

Christchurch City Council (CCC)

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 the eastern suburbs as a result of liquefaction and land damage. Because the quake occurred in the early morning no fatalities occurred.

This all changed when the huge quake of 22 February struck in the middle of a business day.

Many buildings collapsed, 183 people died and huge swathes of the central city were damaged irretrievably beyond repair.

The immediate response to the earthquakes transferred to the Ministry of Civil Defence and Earthquake Management (MCDEM) within hours of the National Emergency being declared. This State of National Emergency was not lifted until 30 April 2011.

The scale of the disaster became apparent within a short period of time and as a result Parliament adopted special legislation creating the Canterbury Earthquakes Recovery Authority which was tasked with co-ordinating the recovery, developing an overarching strategy and several subordinate plans for specific issues such as transport, infrastructure etc.

Christchurch City Council effectively lost control of recovery planning and implementation for the majority of the city and was tasked with development of a plan for the central city (i.e. within the four avenues) only.

The Council and its staff had to do this while being significantly disrupted by the impacts of the earthquakes on its staff, its accommodation and its support services such as IT. Those impacts are still being felt.

Leadership

Score 1.77 – Reasonable expectations not achieved

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.

It is clear from independent academic 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 Christchurch City Council Leadership can take a lot of credit for the quality of the community engagement and consultation process it went through to develop the draft Central City Plan.

The assessors felt there was ample evidence that the community’s expectations were significantly exceeded by the leadership shown through the process of garnering ideas from the community about the future shape and feel of Christchurch Central City.

The fact that over 100,000 ideas were generated through the multitude of opportunities available to citizens attests to the success of the programme and the leadership of it.

Unfortunately, once the consultation ended much of the debate about the vision and the plan now happens behind closed doors or is largely opaque to the people of Christchurch. The evaluation was somewhat hampered by a lack of information and discussion with Christchurch City Council to illuminate the work which we assumed had occurred. We expect that the score achieved is lower as a result.

Council will no doubt consider the public hearings process to have been a continuation and the assessors conceded that is true. But the difference between the quality of initial community engagement and the follow through is substantial.

There appears to have been little translation of the grand ideas into strategies and effective communications to keep the ideas contained in the vision alive.

The assessors could find no evidence that anyone in the Council has taken personal ownership of the recovery vision and is willing to promote and advocate its goals.

The Council, during an intense debate about the re-appointment of the Chief Executive appeared to be riven by in-fighting and factional behaviour. Public perceptions about the Council have been negatively impacted as a result. This does not lead to confidence in leadership which needs common goals and behaviours which all Councillors can unite around irrespective of political background. Councillors have advised that many issues are being addressed effectively.

On the limited public information available to the Panel there is no apparent strategic direction other than the Central City Plan and no evidence that the priority focus of Council is on a long-term strategic vision of the whole of the city, not just the Central City. The Agendas and Minutes for Council meetings since the earthquakes discloses an extraordinary focus on “business as usual” or peripheral activity as opposed to consideration of the recovery challenges facing the city.

The Council was not in charge of the city during the whole of the period that the National State of Emergency existed. That was the responsibility of the National Controller of Civil Defence.

If the Council believes it is hamstrung by legislation it must advocate for a change which will put the need of its electors to be in charge of their own future first.

The assessors acknowledge that the Council was unable to persuade Parliament to change the legislation. The assessors also recognise the legislation creates a complex operating environment.

It is not too late. The Council still has the opportunity to demonstrate the visionary and transparent leadership Christchurch citizens have a right to expect of their Council.

Council has, with acuity amidst significant challenges, articulated the rallying cry of Christchurch citizens in the Plan. We now urge Council to resolutely promote the wishes and aspirations of its people, with unity and transparency.

That’s what leadership is and what Christchurch needs.

KRPI 1 - Shared Recovery Vision for Future

Score 2.46 – 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.

Christchurch City scored its equal top mark for the quality of its effort on developing a shared vision for the future of the central city. The *Share an Idea* consultation process which delivered 106,000 responses was seen by the assessors as a model of successful community consultation – though some concerns were expressed about the extent to which the process may have been seen as favouring citizens from certain socio-economic demographics.

However, the assessors recognised the enormity of the task and were highly impressed by the scale of the mass engagement of the public through the multifaceted community engagement programme initiated at the end of April. It seemed that no communications channel was left unexploited utilising broadcast media, print media, the internet, e-newsletters, a dedicated website and community meetings.

“There is no question but that community aspirations have been effectively identified by the Christchurch City Council.

It is clear from the published volumes of the draft central City Plan that the Council sought and listened to the ideas of citizens about what their city should look and feel like in future.

In the opinion of the assessors the Council significantly exceeded public and community expectations in the way it

- identified and documented those aspirations;
- drew on the language of submissions to frame its Vision for the future;
- developed a solutions focused and aspirational Vision Statement
- identified the pull factors which were aimed at retaining people in the community and
- set clear and measurable statements of principles for guiding future decision making.

The assessors awarded the highest mark possible for what they saw as an exceptional performance in publishing and making available to all citizens a very clear, easy to read and easily understandable statement about the process and outcomes of the visioning and community engagement programme.

The draft documents are a wonderful stake in the ground and set an appropriately high community engagement and information threshold for the Council to strive to achieve in future.

Assessors were universally concerned about the ability of the Council to continue to live up to the promise of this opening effort.

“The earthquakes have created an opportunity to build the city that people have wanted for a very long time. We would have liked an audacious and ambitious statement that creates a city which is not dominated by stacks of filing cabinets covered in glass.”

“We are a rural supply and service town – a large one – but a rural supply town nonetheless. We should treasure that and add value by becoming self sufficient and using 21st century technology to go in one leap from being a hick town to a 21st century city.”

“The ideas don’t appear to be channelled into something which gives them purpose.”

The assessors were impressed with the work being done on a transition – i.e. Greening the Rubble and Gap Filler programmes

An aspirational and challenging vision will only lead to valued outcomes in the event the promise is delivered.

Therefore the assessors were looking for evidence that:

- the vision is explicitly built into corporate strategy, plans and work programmes;
- employees understand the vision and incorporate its intentions into their work

- the vision is central to communication strategy and all published documents and communications initiatives

The above are the elements which build trust and confidence in leadership.

Careful scrutiny of the Council's agendas, minutes and other documents available in the public domain did not reveal any evidence that Council has taken the next step to incorporate its vision statement into Council working and governance documents and processes.

It may be argued by Council that it should wait until the process set out in the Canterbury Earthquakes Recovery Act has been completed before taking the next step but, in the absence of a formal presence from the Council around the assessment table, it was impossible to infer this course of action.

In addition the assessors felt it was not appropriate for Council to adopt this approach.

We urge Council to champion its Vision and determinedly lead the city into the future, on the most important stage ever confronted by a Christchurch City Council exceeding its statutory and moral obligation to lead the city forward.

The assessors acknowledged that the work which has been done is indicative of a huge commitment by staff and contractors to develop an outstanding piece of preliminary work. And while it can be inferred from statements made by some authorised staff that they are fully engaged with the vision there is no evidence that this is the result of good performance management programmes which seek to enhance strengths and eliminate weaknesses of staff or organisational performance.

The negligible evidence for the last three checklist items dragged the overall score for this Key Recovery Performance Indicator down and indicate a lack of understanding of the requirements of recovery leadership at the Council.

KRPI 2 - Aspirational Strategy for the Achievement of the Recovery

Score 1.00 – Reasonable expectations not achieved – work in progress

If the Council is to achieve its Vision it must support it with a strategy the community can aspire to which addresses 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

The assessors were unable to evaluate this KRPI and the associated Critical Success Factors because there is no evidence in the public domain which the FCN has been able to access which shows that Christchurch City Council has an aspirational strategy in place to ensure it achieves its recovery Vision.

The assessors felt the Council was not confidently taking the next steps needed.

While much of the responsibility for this may lie at the feet of the jurisdiction of CERA the Council must also share responsibility because it continues to have statutory responsibility to govern and lead Christchurch and its citizens.

The broad role of Government in the recovery should not imply the Council has to give up its voice on behalf of the people who elect it. In fact the assessors believe it is even more important now for the Council to make sure a voice of Christchurch is heard in the public domain advocating for the outcomes which are important to its citizens.

There was no documentary evidence available to the assessors that Council has:

- set what it considers to be reachable goals
- defined expected methodologies for effective engagement with people or communities going forward
- explicitly incorporated its vision into a strategy
- established how people's needs will be identified and addressed
- established solutions consistent with the vision
- defined processes for managing inter-dependencies
- documented agreements with key partners

- published a strategy
- built strategic goals into performance management systems at Council

However, the assessors were loath to give this KRPI a not achieved rating because it was acknowledged it would be difficult to put in place a documented strategy before the CERA strategy had been finalised.

And it is also possible to infer from the priorities which have been adopted by Council (principally the restoration of infrastructure and services) that there has been a strategic direction set.

The rating reflects confidence among the assessors that the Council is, or will be, working on a detailed strategic document to enable it to manage the recovery in a structured manner and to be able to report appropriately for performance management purposes.

KRPI 3 – Governance

Score 1.36 – Reasonable expectations not achieved – work in progress

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.

While the Central City Plan has well defined Key Outcome Statements and Targets there is no publicly available translation of these objectives into a governance or organisational performance management frame-work.

Similarly there is no evidence available that the Council has thought about its governance role in the context of setting organisational KPIs derived from the demands of managing the recovery that the Chief Executive and senior staff are responsible for and are assessed against on a regular basis.

To the extent there are KPIs associated with the annual plan we were surprised none of these appear to have been adjusted to reflect the recovery. While recognising the annual plan was prepared through an abbreviated process, and complicated by an enormous restoration work programme, we are concerned that the absence of publicly available KPIs constrain the ability of the Council to carry out its statutory duty to effectively govern the city in a transparent and accountable way..

The assessors felt it was clear from the evidence of the way other issues were addressed by Council that it understands the needs set out in the checklist i.e.

- establishment of organisational KPIs
- performance against KPIs being measured regularly
- organisation KPIs and management KPIs being consistent
- publication of performance reports

- critical decision making being conducted in public
- decision making being supported by robust information and analysis

In the absence of KPIs the assessors felt the Council could consider the following:

- maintaining key services to allow businesses and residents to function
- regular engagement and communications with all stakeholders
- transparency
- effective planning
- integration with other agencies
- fostering co-ordination and collaboration

How Council should measure these was, the assessors felt, a task for Council to determine. Without measurement it is impossible to determine whether activity is properly focused and prioritised.

While the absence of KPIs does not detract from the very good work being done in some areas it does create a vulnerability and risk that Council will be perceived not governing in the interests of the community which elected it.

In particular the assessors were concerned about the huge amount of Council business which appears to be conducted in public excluded sections of Council meetings.

We encourage the Council to adopt the common governance practice to record a summary of the decisions which have been made in public excluded business when the meeting returns to normal business. This protects sensitive information but also ensures the highest level of transparency possible.

Council already has many of the mechanisms it needs to do this job properly but the absence of any evidence that it has even thought in these terms is worrying because it demonstrates lack of effective leadership and significant risk to the city - and therefore results in the rating awarded.

KRPI 4 - Effective Engagement and Communication with Community

Score 1.61 – Reasonable expectations not achieved – work in progress

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

This section of the evaluation, like the rest of the Matrix, is focused on recovery rather than response.

It is acknowledged that the Councils' efforts (and particularly the Mayor's) during the response phase just after the earthquakes were quite inspirational at times. If there is any criticism it is that a "bunker" mentality developed and the Mayor and other response leaders came under quite intense vocal criticism for not venturing outside the safety of the Art Gallery.

But once the response phase ended and the recovery phase commenced a new style of communication and engagement became desirable.

The Council's draft Central City Plan demonstrates emphatically that it knows about and can effectively address the expectations of the community for effective engagement and communication of relevant information to help people make important decisions about recovery.

And while Council did really well on some aspects of community engagement and communication, the assessors felt the Council still had considerable work to do in this area on the basis of the evidence which was able to be gleaned from the public domain.

The fact there was no evidence available of regular internal audits of communications and engagement strategies (and confirmation that those strategies were revised in light of information from the audits) dragged down the overall mark.

There is also no sense of the ongoing communications effort maintaining a sense of momentum and making positive progress.

“At one level the city has done an excellent job but at other levels it has been woeful.”

“It is obvious the Council has adopted a defensive outlook and is in the mode of damage control.”

“On the IAP2 spectrum the Council has done some of the inform, consult and involve bits but hasn’t got anywhere near collaborating or empowering.”

While the Council was perceived to have effective processes for capturing and dealing with issues and complaints through its call centre it was clear the service was under-resourced.

Assessors personal experience of the use of the Community Boards demonstrated the Council had very effectively utilised an alternative means of addressing issues which arose in the community.

However, if the Council had responded positively to the FCN’s information request it appears likely that the Council could have met or approached community expectations over all of the critical success factors and checklist items considered by the assessors .

Again it is the follow through which has let the Council performance down and there’s every appearance of the Council having lost momentum and energy.

KRPI 5 – Robust Plans for the Future

Score 1.55 – Reasonable expectations not achieved – work in progress

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

Once again the assessors were only able to find partial evidence to answer the questions raised in the checklist because the Council failed to meet the Mayor's undertakings about provision of relevant information.

The principal document relied on was the draft Central City Plan which only applies to the Council's responsibility for the central city (i.e. inside the four avenues)

“There is no doubt that the Council has a plan [for the Central City] and that the plan is all that could be expected at this point in time.”

“Unfortunately there is no identification of risks to completion nor are there any strategies for addressing risks.”

It is clear the Plan includes clear milestones and time frames; establishes clear responsibilities for implementation; is supported by affected stakeholders, businesses and people and integrates economic, cultural, social and community activities.

Assessors reported anecdotal evidence that consents processes are causing extreme frustration for applicants. The absence of any reports to Council in the public domain to detail the patterns and statistics of consenting work and time frames means the assessors had no means of validating or disposing of the anecdotal evidence.

In addition, there continues to be no evidence that Council has built achievement of the plan's goals into an organisational and individual performance management structure which will give certainty to the people of Christchurch that their interests are always at the forefront of decision making choices.

Confidence in the commitment of Council leaders to the recovery vision will rapidly evaporate if the public perceives a likelihood that grand plans are no more than fleeting intentions.

“Council needs to demonstrate on an ongoing basis that it is taking people with it”

Assessors felt issues of the economic viability of the plan may need to wait until the plan is approved by Government but in the meantime *“the apparent failure to have strategic discussions with investment partners borders on the negligent; there appears to be no co-ordination with the investment community and no leadership; and nobody appears to trust the city or CERA to do the right job”*

KRPI 6 – Informed Regulatory Decision Making Processes and Outcomes

Score 1.10 – Reasonable expectations not achieved - 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 assessors lacked any documentary evidence other than Volume Two of the draft Central City Plan – a document which some external commentators believe is contradictory to the intentions of Volume One.

It was clear to the assessors the complexity of regulation in relation to the Central City Plan has increased rather than reduced, which tends to mitigate against a successful recovery.

The assessors felt the regulatory framework was still a work in progress and that it was too early to evaluate the current situation because the city is faced with circumstances which the current regulatory framework was never designed to address.

The assessors are hopeful that a more informed evaluation will be possible in 6 months time.

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

Score 2.46 – 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 Christchurch City Council is assessed as having exceeded community expectations with the restoration of infrastructure and services damaged by the earthquakes.

Clear progress continues to be made in meeting the needs of all communities for safe provision of electricity, water and sewage services.

The Council's website and communications demonstrate a clear resolve to address issues of ability to operate and restoration of those services which are absolutely essential for wellbeing.

The documents in the public domain show Council has exceeded expectations in:

- having a transparent, multi-year plan for maintenance and enhancement of infrastructure
- those infrastructure plans being consistent with the vision
- assessment of economic impacts
- speed of recovery being an important factor
- plans for infrastructure restoration and enhancement have been widely communicated
- clear processes for updating and adjustment of plans in light of later information

Where there is little information is on the measurement and reporting of impacts of plans.

KRPI 8 – Appropriate Human Resources

Score 0.00 – No evidence to allow this KRPI to be scored

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

There was no evidence available in any form which allowed the assessors to make a reasonable judgement about the extent to which Council had changed its human resource management policies and expectations to reflect the needs of an organisation managing a major recovery exercise on behalf of its community.

The Council appears to have been ignorant of the academic research which shows that the personal characteristics of post-response (i.e. recovery) managers are totally different to those needed during the response phase.

The assessors acknowledge that contractual arrangements can make this issue complicated. However, resilient organisations adapt and provide the necessary training and development opportunities to allow key staff to become more effective recovery managers.

There is no evidence that Christchurch City has even thought about this and therefore the assessors could not score it even as a work in progress. None of the Critical Success factors nor the items in the checklist could be verified.

This is a serious omission and carries huge risks for the future of the Christchurch recovery. It demonstrates serious lack of leadership and strategic thinking skills.

Maybe Council has thought and even done things about these issues – it had the opportunity to demonstrate it had done so but, in another serious lack of judgement, declined to take the opportunity offered to it.

Future Canterbury Network (Inc)

Founding Funders



Hon Philip Burdon, Ernie Henshaw

Individual Sponsors; Barbara Stewart, Graham Ewing

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
Shared Recovery Vision for Future	<p>Does the Vision meet, reflect, give effect to the aspirations of the community?</p> <p>Does the Vision encourage bold, exciting, inclusive and innovative thinking about solutions?</p> <p>Does the Vision encourage people to stay in or come to Canterbury and Christchurch?</p> <p>Does the Vision contribute to the development of social capital (i.e. trust, confidence in the future, feeling valued) in the community?</p> <p>Does the Vision include a set of principles to guide and measure future decision making?</p>
Aspirational Strategy for Achievement of the Recovery Vision	<p>Does the earthquake recovery strategy set reachable goals, take the community with it, reflect knowledge of the aspirations and needs of:</p> <p>people, including their economic, health, cultural, social and environmental needs, and the needs of communities including the business community, the arts and cultural sector, the sports community etc?</p> <p>Does the strategy encourage solutions that enhance strengths and reduce weaknesses?</p> <p>Does the strategy identify robust processes for managing interdependencies?</p> <p>Does the strategy develop pathways for the involvement of other key participants in realising the strategy?</p>
Governance	<p>Does the Governance process include regular appraisal of identified key performance Indicators?</p> <p>Is the governance process transparent?</p>

	<p>Is leadership unifying?</p> <p>Is there a focus on encouraging leadership from within the community?</p> <p>Are leadership decisions consistent with the Vision and the Strategy?</p> <p>Do governance decisions reflect a robust process of choosing between well researched alternatives?</p> <p>Do governance decisions recognise the potential for conflict and include processes for effective conflict resolution?</p> <p>Does the governance process include analysis of multiple dividend possibilities from decision choices?*</p>
<p>Effective Engagement and Communication with the Community</p>	<p>Are the perceptions of stakeholders about the quality of engagement and communication subject to regular assessment?</p> <p>Do communications strategies and approaches meet the needs of diverse audiences?</p> <p>Is there an accessible and transparent process for community and public perceptions to feed back into decision making?</p> <p>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>Is there a clear communications strategy which encourages dialogue with communities and which is regularly tested for effectiveness?</p>
<p>Robust Plans for the Future</p>	<p>To what extent are plans consistent with the Vision and the strategy?</p> <p>Have plans been shared widely with affected people and communities?</p> <p>Do plans reflect community needs?</p> <p>Do plans seek to eliminate weakness and enhance strengths?</p> <p>Do plans give confidence they will result in valued outcomes for people, for business and communities?</p> <p>Are plans affordable and practical and therefore able to be implemented?</p> <p>Do plans explicitly reflect integrated consideration of economic, cultural, social and environmental well-being?</p>

	<p>Do the plans establish a basis for measuring multiple dividend impacts¹ from planned outcomes? Are plans updated and adjusted in light of information and feedback from communities?</p>
<p>Effective Regulatory Decision Making Processes and Outcomes</p>	<p>What evidence is there of regulatory philosophy and evaluation practice that:</p> <p>seeks the minimum necessary intervention to achieve clearly stated desired outcomes</p> <p>weighs the costs of regulation with its benefits from among alternatives</p> <p>reflects community views of those likely to be affected</p> <p>exercises legislative discretion (where it exists) in a responsive and transparent manner?</p> <p>How well does regulatory processing performance compare with statutory requirements and/or declared targets in terms of:</p> <p>speed and/or effectiveness of decision making</p> <p>clearly and reasonably stating the reasons for regulatory decisions?</p> <p>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>
<p>Prudent Vision and Management of Community Infrastructure and Facilities for Community Well-being</p>	<p>How does planning for infrastructure and facility restoration and development specifically reduce future risk and achieve enhanced resilience? In planning and implementing restoration and development is there evidence of:</p> <p>effective interagency coordination/collaboration around appropriate and shared</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 outcomes e.g. decisions about infrastructure can generate positive economic, social, cultural and environmental outcomes – which are then reported as such.

	<p>priorities/opportunities? consideration of community views in setting service standards/ levels of service sound asset management practice Do plans include clear achievement goals and timetables? Are the anticipated outcomes in the plan subject to regular assessment and reporting?</p>
<p>Appropriate Human Resources</p>	<p>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? Does the organisation employ people with the right attributes and skill sets to maximise the opportunities afforded by the recovery? 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>

Appendix B:

Relevant correspondence with Christchurch City Council about Evaluation of Recovery Performance

The attached letters from the Future Canterbury Network followed discussions with the Mayor Bob Parker about the FCN and the role it intended to play in the recovery process.

None of the letters were responded to or even acknowledged despite the verbal assurances given by the Mayor.

The letter to the Chief Executive dated 1 October and the formal Information request dated the 4 October were emailed to the Council on 6 October and mailed on same day.

Future Canterbury Network

C/- Anderson Lloyd
PO Box 13-831
Christchurch 8141

www.futurecanterburynetwork.org

7 September 2011

Bob Parker
Mayor
Christchurch City
PO Box 237
CHRISTCHURCH

Dear Bob

Meeting with Future Canterbury Network

Thank you very much for making the time available yesterday to meet with the FCN so we could discuss with you our Earthquake Recovery Accountability Matrix.

I would like to stress again our assurance to you that the motivation for the FCN to undertake this work is so we can constructively engage with the City Council in the very difficult times ahead as Canterbury, and particularly Christchurch, seeks to recover from the damage caused by the earthquakes.

The Selwyn and Waimakariri District Councils have both signed an MOU and Agreement with us to undertake our Evaluation believing they will derive considerable benefit from going through the process.

You raised a number of issues of concern about our proposal which we sought to address with you.

We do not believe the time or effort required by the Council to meet the requirements of the Accountability Matrix will be onerous – in fact we believe that, because the scope of our Evaluation will be limited to the recovery, we believe the workload for the assessors will be one day every six months

The Evaluation will be conducted by 6 Assessors – two of whom would be from the Council, two from the community and two from FCN

To avoid any potential conflict of interest no-one who has had a role in the Council in the past would be included as an Assessor from the FCN

Prior to the publication of the outcome of the Evaluation the Council would have the right to comment on the proposed Evaluation Report

The FCN is very happy to sit down with the Chief Executive of the Council to ensure the Council is fully informed about the detail of our Matrix and our commitment to a scrupulously fair process.

We also reiterate our request of 13 August to be able to put our proposal in front of the Council itself.

I felt we had a very good discussion about constructive engagement and your acknowledgement of our desire to assist the city establishes a sound basis for moving this project forward.

In our view the Earthquake Recovery Accountability Scorecard will add substantial value to the Council's endeavours - that value will, of course, be greater if the Council participates to ensure the context within which the Evaluation is carried out is fully understood by all the Assessors.

We are delighted with your assurance that the Council will actively assist us to get important evaluative information in a timely manner.

We do hope we will be able to build a genuinely constructive relationship with the Council to assist in the very complex process of making sure the rebuild of the city provides the springboard for a new and revitalised Canterbury. We are committed in our desire to support the Council to do the best job it can for the future of Canterbury.

If you have any questions of clarification please ring our Executive Director, Francis Wevers (021 916010)

I look forward to your response.

Yours sincerely

A handwritten signature in black ink, appearing to read 'P Burdon', written in a cursive style.

Hon Philip Burdon
Chairman

Future Canterbury Network

C/- Anderson Lloyd
PO Box 13-831
Christchurch 8141

www.futurecanterburynetwork.org

1 October 2011

Tony Marryatt
Chief Executive
Christchurch City Council
PO Box 237
Christchurch Mail Centre
Christchurch 8140

Dear Tony

FCN Evaluation of the Earthquake Recovery Performance of Christchurch City Council

As previously discussed with His Worship the Mayor, Bob Parker, and as conveyed to you in earlier correspondence, the Future Canterbury Network intends to evaluate the performance of Canterbury local government entities and the Canterbury Earthquakes Recovery Authority.

I attach a copy of the Matrix we will use to undertake our evaluation. You will note that the Matrix process seeks documentary evidence so that the evaluation team will be able to make an informed judgement about the extent to which the entity being evaluated is observing best practice governance and management.

Thus far we have completed evaluations on the recovery efforts of both Selwyn District Council and Waimakariri District Council. Both have found it very helpful to have independent scrutiny of their efforts to date and have learned much.

Our intention is to undertake our evaluation of Christchurch City Council in the first or second week of November.

In light of the Mayors undertaking to provide the FCN with any information we requested which would enable us to undertake a fair and balanced evaluation I have attached a schedule of information requests. Could you please supply 7 copies of the information sought by 26 October so I can forward it to the evaluation team to enable them to read through it prior to the date for the evaluation taking place – which is scheduled for Thursday 3 November. Our experience with Selwyn

and Waimakariri shows us it takes 5-6 hours to complete the discussion and record the results of the evaluation process.

The Evaluation team is designed to comprise 6 people – two nominated by the Council, two from the community and two from the Future Canterbury Network.

We have identified community representatives and also those who will represent the FCN. At this stage the advice we have from the Mayor is that the Council will not be nominating participants.

We believe this is an opportunity missed on the part of the Council because it means that a vital perspective on what has transpired is omitted.

To seek to mitigate that issue, and to ensure a Council perspective is represented, we have been in discussion with Councillors separately and have identified a number who will be willing to bring their knowledge of the Council's perspective to the evaluation discussions.

For the sake of accuracy of our Report we would acknowledge their role as unofficial Council representatives.

I would encourage you to reconsider and advise us of two official Council representatives (who can be either Councillors or Council staff) who would undertake to make their assessments as part of the Assessment Panel.

I would also reassure you that the intention of the FCN is to assist the statutory decision making bodies to achieve the best possible outcomes from the recovery. If you consider the reports we have prepared on the outcomes of the Selwyn and Waimakariri evaluations you will note our approach is constructive and informed.

Yours sincerely

Francis Wevers
Executive Director

c.c. Bob Parker, Mayor

Information Request to Christchurch City Council for Earthquake Recovery Accountability Matrix

Please supply a representative sample of Council documents relating to the response to and recovery from the Canterbury earthquakes as follows:

- strategy papers, policy papers and reports prepared for Council or Council Committee or Community Board consideration
- reports on outcomes of meetings with external agencies and stakeholders including community groups
- relevant minutes of Executive team meetings
- relevant minutes of Council decision making meetings
- Council publications such as community newsletters, newspaper advertisements,
- communications with community groups

And in particular those documents which will provide evidence of the Critical Success Factors set out in the Accountability Matrix i.e.

- The Council's vision for the future of Christchurch and Canterbury
- The steps which the Council has taken to ensure the Vision is shared with the communities it represents
- The extent to which the vision forms a benchmark against which strategies, plans and operational decisions are developed and subsequently tested
- The articulation of the vision throughout strategies and plans
- The extent to which there are effective governance and management processes in place to ensure current and future decision making is consistent with the objective of maximising realisation of the vision
- The extent to which Council has worked effectively with other agencies and external stakeholders
- The extent to which there are communications strategies, plans and activities to ensure the Council continues to work to achieve the needs of the communities it serves
- The extent to which employee tasks and approaches are and continue to be aligned with the shared vision, strategies and plans

- The extent to which the Council is learning from the work it is doing to ensure mistakes aren't repeated in future
- The extent to which existing pre-quake weaknesses have been identified and considered
- The extent to which existing pre-quake strengths have been built on

4 October 2011

Appendix C:

Assessor Biographies

Amy Carter

Managing Partner of Carter Price Rennie Ltd, a prominent Christchurch Communications and PR Company.

Amy chose to specialise in public relations after various management roles in the areas of education, marketing, programme development, event management and communications. Her experience in these positions taught her to be a jack of all trades, to get the most out of a sometimes limited budget, and she quickly became aware of the benefits of working with, rather than against, the media.

Her areas of expertise include community engagement, internal communications, fundraising and event management and long term stakeholder communication strategies.

Amy also has significant experience in the third sector having been privileged to have worked with some iconic charitable organisations such as Surf Life Saving New Zealand, Swimming New Zealand, and St John.

Amy also is an appointed director or board member for a number of organisations seeking her advice and guidance.

Amy lives in Sumner with her family.

Sacha McMeeking

Sacha is Principal Consultant at Catalytic Consulting.

Recognised as an emerging New Zealand leader, she was the inaugural Fulbright Harkness Fellow in 2010. Formerly the General Manager of Strategy and Influence with Te Rūnanga o Ngāi Tahu, she was responsible for leading the external affairs portfolio for the Iwi spanning government engagement, public policy, brand and reputation.

Her accomplishments include:

- Designing the international advocacy strategy concerning the 2003 foreshore and seabed reform which resulted in the first successful human rights complaint concerning Iwi being upheld by successive UN bodies

- Developing a comprehensive corporate social responsibility framework and toolkit for Iwi and Māori organisations
- Negotiating a number of pioneering outcomes with government

She graduated from the University of Canterbury with a Master of Laws (First Class Honours) and then went on to lecture in the faculty in various fields (constitutional law, Māori legal issues, comparative indigenous rights and international law).

Sacha has been appointed to a number of boards, Trusts and government advisory bodies.

Margaret Austin

Margaret Austin was elected to Parliament in 1984 as Labour MP for Yaldhurst. Formerly she was a Science Teacher and Education Administrator, held a Teaching Fellowship at Canterbury University in 1970 and a Commonwealth Education Fellowship in London in 1980. As an educator she was active in science curriculum development, assessment and teacher education. She was involved in the establishment of the NZ Science Teachers Association and the NZ Educational Administration Society.

In Parliament she sat on the Communications and Road Safety Committee and Chaired the Education and Science Committee. Two years as Senior Government Whip preceded election to Cabinet with the portfolios of Research Science and Technology, Internal Affairs, Arts and Culture and Civil Defence. She was awarded the Royal Society silver medal in 1994 for services to science education and administration. From 1991 to 1996 her Portfolio responsibilities were Education and Research Science and Technology.

Margaret was awarded the MNZM in the Queens Birthday Honours in 1997, made a Companion of the Royal Society and a Fellow of the NZ Institute of Management in 2003. She was awarded the CNZM in the New Year Honours 2008 and received a D.Sc (honoris causa) from Lincoln University in 2006.

Since leaving Parliament at the end of 1996 she has Chaired two Education Inquiries at the direction of the Minister of Education. She was Chancellor of Lincoln University 1999-2005, chaired the National Commission for UNESCO NZ 1999-2006 and was President of the Presidents of National Commissions worldwide 2004 – 2007. Since 2006 she has been seconded by the Director General of UNESCO to undertake special projects. She was inaugural member and chair of Osteoporosis NZ 1998-2005 and chaired the Centre for Reproductive Medicine in Christchurch 1997–2007. She was elected to the Council of the Royal Society of NZ for the period 2006-2010 and as a Vice-President has responsibility for the Science Education and Technology portfolios. Currently she chairs the Community Advisory Board for Pegasus Health (2005 -), is Patron of Rutherford's Den (2008-) is a Board Member of Science Alive (2007 -) and the Arts Centre Trust (2010-) in Christchurch. She chairs the Mackenzie Tourism and Development Trust Working Party (2005 -) on securing International recognition for a Starlight Reserve located in the Aoraki/Mt Cook – Lake Tekapo District.

Peter Tuffley

Peter Tuffley is a resident of Beckenham and is currently Chair of the Beckenham Neighbourhood Association, a position he has held on four occasions since 1999. He has been an active member of the Association since 1980. Before coming to New Zealand from the UK he served for four years (1973~77) as an elected member of Surrey County Council, representing a ward with a population of c. 15,000.

Peter works as a Freelance Japanese to English language translator, having spent several years working in Japan with the Shimokamagari Town Education Board in the Hiroshima Prefecture.

He has previously worked for the Youth Hostels Association, as a Tutor in Japanese at Massey University and as a part-time Tutor in Japanese to English translation at CPIT.

Peter has also been active in the Christchurch Combined Resident's Association, in the Save Our Arts Centre group, as a member of the Christchurch Civic Trust and as secretary/newsletter editor of the NZ Japan Society of Canterbury.

He is a National Council Member and Canterbury Branch Secretary of the NZ Society of Translators and Interpreters and co-edits the NZSTI Journal.

Peter graduated from St John's College, Cambridge with a BA in Music and obtained an MA with Honours in Japanese at Massey University.

Glenn Livingstone

Glenn Livingstone is an elected Councillor from the Burwood-Pegasus Ward of Christchurch City. He has a Bachelor of Arts in Social Anthropology and Linguistics and a Bachelor of Theology in Pastoral Theology.

Prior to being elected to the Christchurch City Council Glenn was, for 21 years, a Presbyterian Minister, serving in the parishes of Newlands/Johnsonville in Wellington, Belfast/Redwood and Spreydon/Merivale in Christchurch.

Glenn has been a member of a number of boards, including chairing the Northcote Primary School Board for three years. A member of the Labour Party, he founded the party's Inter-Faith branch. His involvement in the community has extended to participation in multi-sport events, including the Coast to Coast endurance event three times.

Following the February 22nd earthquake, as the newly elected Councillor for Burwood Pegasus, he initiated three community hubs in the Ward, of which the longest serving was the Dallington Community Hub, running from March to November 2011.

Glenn is an unofficial representative of the Christchurch City Council on the Assessment Panel.

