



13 MAY 2021

Tēnā koe

On 15 March 2021, you emailed the Ministry of Social Development (the Ministry) requesting, under the Official Information Act 1982, the following information regarding the Royal Commission of Inquiry (RCOI) into the Terrorist Attacks in Christchurch:

- *With respect, can MSD please release information about the direction to work with other public sector agencies to facilitate coordinated access to ongoing recovery support (as per recommendation 25). The information should include: any formal or informal direction from ministers, the response to this direction, and any reports/briefings on this work to relevant managers/ministers.*
- *At the same time, please release information about the establishment of the Collective Impact Board (recommendation 26). This should include the names of the representatives on the board, any letters of direction/expectation to representatives and any minutes/reports related to the board's work/meetings.*

On 13 April 2021, the Ministry emailed you to extend the timeframe for responding to your request.

The RCOI was commissioned by the Prime Minister, Rt Hon Jacinda Ardern in response to the attacks on Christchurch Mosques on 15 March 2019.

The terms of reference for this RCOI required it to look into what Public Sector agencies knew about the individual's activities before the attacks, measures agencies could have taken to prevent the attack, and measures agencies should take to prevent such attacks in the future.

The Ministry has also been asked by the Government to lead the work to support greater social cohesion in communities, an important safeguard against extremism and violent extremism.

On 8 December 2020 the Government published the Royal Commission of Inquiry Report into the Attack on Christchurch Mosques (the report).

The Government accepted all the RCOI findings and has also accepted in principle all 44 recommendations in the Report.

The Ministry has been appointed the lead agency for several recommendations in two key areas of the Report:

- Support the ongoing recovery needs of affected whānau, survivors and witnesses: Supporting the ongoing recovery needs of affected whānau,

survivors and witnesses is covered by Recommendations 25 and 26. This is an area where the Ministry has and continues to play a significant role.

Recommendations 25 and 26 of the Report specifically cover recovery support for victims and have been classified as follows:

- Recommendation 25: Recovery Support – Direct the Ministry of Social Development to work with relevant Public sector agencies and non-government organisations to facilitate coordinated access to ongoing recovery support for affected whānau, survivors and witnesses of the 15 March 2019 terrorist attack.
- Recommendation 26: Recovery Support – Investigate establishing a Collective Impact Network and Board or other relevant mechanism that enables Public sector agencies, non-government organisations and affected whānau, survivors and witnesses to agree a specific work programme to provide ongoing wrap-around services to affected whānau, survivors and witnesses.

The Kaiwhakaoranga Case Management Service has supported affected whānau, survivors and witnesses since April 2019 with a team of experienced Ministry case managers. Over time the service has evolved which means that some of the supports which were appropriate in the immediate aftermath may have been phased out or replaced with a more suitable support. The Ministry has listened to the community's feedback as well as submissions to the Royal Commission of Inquiry, and its recommendations.

Based on this, the Kaiwhakaoranga Case Management Service has expanded to support a wider group of affected whānau with a wider range of needs. Enhancements have also included secondments from Accident Compensation Corporation (ACC) and Immigration New Zealand (INZ) and continued strengthening of partnerships and processes to support affected whānau access a range of entitlements from across government. Advice from the Board will guide further development of the service.

More information about the Collective Impact Board can be found on the following link:
www.msd.govt.nz/about-msd-and-our-work/work-programmes/initiatives/ongoing-support/collective-impact-board-questions-and-answers.html

The Ministry has identified the following documents as being in scope of questions one and two of your request:

- Report, *RCOI: Options for establishing a Collective Impact Board*, dated 10 February 2021
- *Responses to Minister Radhakrishnan's handwritten questions noted in RCOI paper*, dated 12 February 2021
- Report, *Specialist Case Management/Navigation Service*, dated 18 February 2021
- *Candidate Information – Board Chair*, dated 11 March 2021
- *Self-Nomination Form – Board Chair*, dated 11 March 2021
- *Candidate Information – Community Representative*, dated 11 March 2021
- *Nomination Form – Community Representative*, dated 11 March 2021
- *Self-Nomination Form – Community Representative*, dated March 2021

Please note that report titled 'RCOI: Options for establishing a Collective Impact Board' is withheld in full under section 18(d) of the Act on the basis that the information requested will soon be made publicly available. This information will be published as soon as possible this year.

The document titled 'Responses to Minister Radhakrishnan's handwritten questions noted in RCOI paper' is withheld in full under section 9(2)(g)(i) of the act to protect the effective conduct of public affairs through the free and frank expression of opinions. I believe the greater public interest is in the ability of individuals to express opinions in the course of their duty.

You will note that the names of some individuals are withheld under section 9(2)(a) of the Act in order to protect the privacy of natural persons. The need to protect the privacy of these individuals outweighs any public interest in this information.

Some information is withheld under section 9(2)(b)(ii) of the Act as, if released, it would be likely to prejudice the commercial position of the person who supplied or who is the subject of the information. The greater public interest is in ensuring that the commercial position can be maintained.

Finally, some information is withheld under section 9(2)(f)(iv) of the Act as it is under active consideration. The release of this information is likely to prejudice the ability of government to consider advice and the wider public interest of effective government would not be served.

The principles and purposes of the Official Information Act 1982 under which you made your request are:

- to create greater openness and transparency about the plans, work and activities of the Government,
- to increase the ability of the public to participate in the making and administration of our laws and policies and
- to lead to greater accountability in the conduct of public affairs.

This Ministry fully supports those principles and purposes. The Ministry therefore intends to make the information contained in this letter and any attached documents available to the wider public. The Ministry will do this by publishing this letter and attachments on the Ministry of Social Development's website. Your personal details will be deleted, and the Ministry will not publish any information that would identify you as the person who requested the information.

If you wish to discuss this response with us, please feel free to contact OIA_Requests@msd.govt.nz.

If you are not satisfied with this response regarding information the Ministry holds in relation to recommendation 25 and 26 of the RCOI, you have the right to seek an investigation and review by the Ombudsman. Information about how to make a complaint is available at www.ombudsman.parliament.nz or 0800 802 602.

Ngā mihi nui



Kay Read
Group General Manager
Client Service Delivery



Collective Impact Board

Self-Nominated Candidate Information – Board Chair

The Ministry of Social Development is seeking self-nominations for the role of Board Chair of a new Collective Impact Board. The Board will give advice about how to enhance services for whānau affected by the events of 15 March 2019.

Candidates must nominate themselves for the role of Board Chair. Nominations may not be made on behalf of another person.

About the Collective Impact Board

The Collective Impact Board (the Board) is recommendation 26 of the Royal Commission of Inquiry (RCOI) into the terrorist attack on Christchurch masjidian on 15 March 2019.

The Board will enable public sector agencies, non-government organisations and affected whānau to agree on ongoing wrap-around services that best support affected whānau, survivors and witnesses.

The Collective Impact Board consists of the Board Chair, six Community Representatives as well as senior representatives from relevant government agencies.

Board Chair responsibilities

The Board Chair is a role for someone with:

- relevant governance and leadership skills and experience
- connection with the affected community
- an understanding of the Christchurch community.

The role of Board Chair has the same responsibilities as other Community Representatives on the Collective Impact Board.

In addition to these responsibilities, the Board Chair will:

- prepare and finalise an agenda for each meeting, to be distributed at least two working days before the meeting
- convene and facilitate monthly meetings
- sign off minutes from meetings
- ensure other members of the Board follow the Code of Conduct
- facilitate discussion and decisions and resolve conflict.

Detailed responsibilities

The Board Chair will:

- champion the views of whānau and people living in communities affected by the events of 15 March 2019, and support Board members to do the same
- be committed to work with a diverse range of community members and Board members for the greater good of the community impacted by the events of 15 March 2019
- engage widely with the community, bring together information on their issues and concerns, and inform the Board to develop the Kaiwhakaoranga Specialised Case Management Service - and support Board members do the same
- contribute to each Board meeting to ensure the voices of the community are heard and responded to, and support Board members to do the same
- keep up to date with issues and trends that effect individuals, whānau and communities
- facilitate meetings to enable all Board members to:
 - give advice and make high-level decisions on the future service needs of the community
 - actively contribute to discussions on the tasks and functions of the Kaiwhakaoranga Specialised Case Management Service
- assist with the ongoing development of the Kaiwhakaoranga Specialised Case Management Service to ensure it fulfils the needs of affected whānau and the community
- attend each Board meeting and undertake activities as required on behalf of, and responsible to, the Board as a whole
- prepare for meetings, read agendas, minutes, reports and other documentation required to actively participate in meetings
- understand and maintain confidentiality
- avoid or positively resolve potential conflicts of interest
- mediate effectively to ensure that all Board members can be heard and treated respectfully, and that a way forward has been agreed
- sign a Code of Conduct, and uphold the responsibilities of Chair and Board member, as detailed in the Terms of Reference.

The Board Chair will also:

- be able to see others' points of view and debate an issue calmly and assertively in a non-judgmental way
- have a passion for making a difference and improving people's lives
- have the skills to work with a diverse range of community members impacted by the events of 15 March 2019.

Commitment

The term of the Board Chair is 12 months from appointment.

Initially, the Board will meet monthly. This may change over time.

Co-Chair: A Co-Chair will be assigned to assist the Chair. If the Chair is not available to facilitate a Board meeting, then the Co-Chair or nominated Board member (the Acting Chair), will stand up.

Fees and support

Fees for attendance at meetings are in accordance with the *Cabinet Fees Framework - Group 4: All Other Committees and Other Bodies*.

The Board Chair will receive:

- \$575.00 (including GST) to prepare for and attend a scheduled full-day Board meeting
- \$287.50 (including GST) to prepare for and attend a scheduled half day Board meeting.

These rates reflect the Chair's extra responsibilities outlined in the Terms of Reference.

All meeting related fees payable to an individual are subject to withholding tax by Inland Revenue.

Board members will receive:

- secretariat support from the Ministry of Social Development
- access to training to develop their governance skills
- regular updates from the Kaiwhakaoranga Specialised Case Management Service
- support from the existing wider support network.

Board members representing government agencies will not receive additional remuneration for their membership and participation.

Appointment process

Nominations can be made from 15 March 2021 until 5pm on 29 March 2021. Late submissions will not be considered.

Candidates must nominate themselves for the role of Board Chair by completing the Self-Nomination Form - Board Chair. Nominations may not be made for another person.

A curriculum vitae (CV) is optional but appreciated. It is also recommended that self-nominated candidates provide a referee. Candidates are welcome to provide other documents to support their nomination.

Nominations should be emailed to the Ministry of Social Development at:
collectiveimpactboardnominations@msd.govt.nz

Candidates will be sent confirmation their email has been received.

The final selection of Board Chair will be made after the Board itself has been selected and announced. The Board and the Board selection panel will consider the nominations for Board Chair, and the final selection will be endorsed by the Associate Minister for Social Development and Employment.

The Chair will be appointed by 14 May 2021 and notified by the Canterbury Regional Commissioner for the Ministry of Social Development.

More information or translation support

- If you have questions, please email collectiveimpactboardnominations@msd.govt.nz
- If you need translation support services call 0800 453 771 or visit www.ezispeak.nz



Self-Nomination Form

Board Chair

Collective Impact Board

For translation support services

- call 0800 453 771
- visit ezispeak.nz

Use this form to nominate yourself for the role of Board Chair of the Collective Impact Board.

- ✓ You need to complete all parts of this nomination form.
- ✓ You need to sign and date this form.
- ✓ You may attach other documents to support your nomination if you want to.
- ✓ Send the completed form and supporting documents to
collectiveimpactboardnominations@msd.govt.nz

Nominations open on 15 March 2021 and close at 5pm on 29 March 2021.

Late submissions will not be considered.

The Ministry of Social Development is administering the nomination process for the Collective Impact Board on behalf of the Associate Minister for Social Development and Employment.

Complete this section if you are nominating yourself as Board Chair

(Self-nominating candidate to complete)

Your full name

Gender

Date of birth

 | | (DD/MM/YYYY)

Home address

(the place where you live)

Postal address

(if different from above)

Home phone

Work phone

Mobile phone

Email

We may contact you for further information regarding your nomination.

Reason for your self-nomination (Self-nominating candidate to complete)

Thank you for your interest in representing your community as Board Chair of the Collective Impact Board.

Please tell us about yourself, including the governance and leadership skills and experience you could bring to the role.

You may use more pages or attach other documents if you want to.

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Referee details

If you would like to give us the name of someone who supports your self-nomination, you may do so below.

We will contact them to ask why they believe you would be suited to the role.

Referee full name

Home address

(the place where the referee lives)

Postal address

(if different from above)

Home phone

Source: U.S. Census Bureau, *Marriage, Divorce, Remarriage in the 1990s*.

Work phone

Mobile phone

Email

Will you need extra support? (Self-nominating candidate to complete)

If you are appointed, would you need additional support to carry out your work as a member of the Board?
(For example, health, disability or language support.)

☐ No ☐ Yes ➤ Please provide details (This is so we can make sure you get the support you need)

Inland Revenue number (Self-nominating candidate to complete)

Do you have an Inland Revenue number?

To be paid as a member of the Board, you need to have an Inland Revenue number.)

☐ No ☐ Yes

Disclosure of interests and conflicts (Self-nominating candidate to complete)

As part of the selection process, candidates need to tell us about all relevant interests and conflicts that may affect their ability to effectively contribute to the Board.

A conflict of interest is when your personal interests or goals may affect your ability to do your job fairly and in a professional way. Personal interests can be financial or related to family, friends, or associates. Conflicts of interest may be actual, potential or perceived.

Please give details if you think you may have a conflict of interest, even if you are not sure, or it is a possible or perceived conflict of interest.

Self-nominated candidate authority and declaration

Self-nominating candidate to complete)

I declare that I have completed this application fully and truthfully.

I agree that if I have not done so, this application may be invalid and may disqualify my appointment should I be successful.

The information on this form is being collected for the purpose of assessing my nomination towards being a Community Representative on the Collective Impact Board. Pursuant to the Privacy Act 2020 I can ask to have this information and ask for it to be corrected if necessary.

Candidate's name (print)

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Candidate's signature

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Date (DD/MM/YYYY)

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For translation support services call
0800 453 771 or visit www.ezispeak.nz



**MINISTRY OF SOCIAL
DEVELOPMENT**
TE MANATU WHAKAHIATO ORA

Collective Impact Board

Candidate Information – Community Representative Board Member

The Ministry of Social Development is seeking community nominations for six Community Representatives on a new Collective Impact Board. The Board will give advice on how to enhance services for whānau affected by the events of 15 March 2019.

About the Collective Impact Board

The Collective Impact Board (the Board) is recommendation 26 of the Royal Commission of Inquiry (RCOI) into the terrorist attack on Christchurch masjidian on 15 March 2019.

The Board will enable public sector agencies, non-government organisations and affected whānau to agree on ongoing wrap-around services that best support affected whānau, survivors and witnesses.

The Collective Impact Board consists of six Community Representatives, as well as senior representatives from relevant government agencies.

Community Representatives on the Collective Impact Board

Community Representatives on the Collective Impact Board will:

- champion the views of whānau and people living in communities affected by the events of 15 March 2019
- be committed to work with a diverse range of community members and Board members for the greater good of the community impacted by the events of 15 March 2019
- engage widely with the community, bring together information on the issues and concerns they face, and inform the Board to develop the Kaiwhakaoranga Specialised Case Management Service
- keep up to date with issues and trends affecting individuals, whānau and communities
- contribute to each Board meeting to ensure the voices of the community are heard and responded to
- actively contribute to advice and high-level decisions on the future service needs of the community
- actively contribute to discussions on the tasks and functions of the Kaiwhakaoranga Specialised Case Management Service

- assist with the ongoing development of the Kaiwhakaoranga Specialised Case Management Service to ensure it fulfils the ongoing needs of individuals, whānau and members of the community
- attend each Board meeting and undertake activities as needed on behalf of, and responsible to, the Board
- prepare for meetings, read agendas, minutes, reports and other documents, so they can actively participate in discussions and decisions
- understand and maintain confidentiality
- avoid or positively resolve potential conflicts of interest
- sign a Code of Conduct and uphold the responsibilities of Board members, as in the Terms of Reference.

Community representatives will also:

- be able to see others' points of view and debate an issue, calmly and assertively in a non-judgmental way
- have a passion for making a difference and improving people's lives
- have the skills to work with a diverse range of community members impacted by the events of 15 March 2019.

Community representatives on the Collective Impact Board need to be over 18 years old.

Commitment and fees

It is anticipated that Community Representatives will be appointed for one year.

Initially, the Board will meet monthly. This may change over time.

Fees for attendance at meetings are in accordance with the *Cabinet Fees Framework - Group 4: All Other Committees and Other Bodies*.

Community Representatives will receive:

- \$395.00 (including GST) to prepare for and attend a scheduled full-day Board meeting
- \$197.50 (including GST) to prepare for and attend a scheduled half-day Board meeting.

All meeting related fees payable to an individual are subject to withholding tax by Inland Revenue.

Board members will receive:

- secretariat support from the Ministry of Social Development

- access to training to develop their governance skills
- regular updates from the Kaiwhakaoranga Specialised Case Management Service
- support from the existing wider support network.

Board members representing government agencies will not receive additional remuneration for their membership and participation.

Appointment process

Nominations can be made from 15 March 2021 until 5pm on 29 March 2021. Late submissions will not be considered.

There are two options to nominate community representative candidates:

- Affected whānau may nominate themselves to fairly and effectively represent their community. To do this, fill in the green *Self-Nomination Form - Community Representative*.
- Affected whānau may nominate someone else from the affected community to fairly and effectively represent them and their community. To do this, fill in the blue *Nomination Form - Community Representative*.

A curriculum vitae (CV) is optional but appreciated. Candidates are welcome to provide other documents to support of their nomination.

Nominations should be emailed to the Ministry of Social Development at:
collectiveimpactboardnominations@msd.govt.nz

Candidates will be sent confirmation their email has been received.

Once nominations have closed, a panel of community and government agency representatives will assess nominations against set criteria. Candidates who may meet the expectations of the role will be asked to meet with the selection panel. Following these meetings, the panel will recommend the preferred candidates to the Associate Minister for Social Development and Employment.

Candidates will be notified and appointed by 14 May 2021.

More information or translation support

- If you have questions, please email collectiveimpactboardnominations@msd.govt.nz
- If you need translation support services call 0800 453 771 or visit www.ezispeak.nz



Self-Nomination Form

Community Representative

Collective Impact Board

For translation support services

• call **0800 453 771**

• visit **ezispeak.nz**

Use this form to nominate yourself as a candidate to represent the community on the Collective Impact Board.

- ✓ You need to complete all parts of this nomination form.
- ✓ You need to sign and date this form.
- ✓ You may attach other documents to support your nomination if you want to.
- ✓ Send the completed form and supporting documents to
collectiveimpactboardnominations@msd.govt.nz

Nominations open on 15 March 2021 and close at 5pm on 29 March 2021.

Late submissions will not be considered.

The Ministry of Social Development is administering the nomination process for the Collective Impact Board on behalf of the Associate Minister for Social Development and Employment.

Complete this section if you are nominating yourself (Self-nominating candidate to complete)

Your full name

Gender

Date of birth

 | | (DD/MM/YYYY)

Home address
(the place where you live)

Postal address
(if different from above)

Home phone

Work phone

Mobile phone

Email

We may contact you for further information regarding your nomination.

Reason for your self-nomination (Self-nominating candidate to complete)

Thank you for your interest in representing your community as a member of the Collective Impact Board.

Please tell us about yourself, and the skills and experience you could bring to the role.

You may use more pages or attach other documents if you want to.

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Referee details

If you would like to give us the name of someone who supports your self-nomination, you may do so below.

We will contact them to ask why they believe you would be suited to the role.

Referee full name

Home address

(the place where the referee lives)

Postal address

(if different from above)

Home phone

Work phone

Mobile phone

Email

Will you need extra support? (Self-nominating candidate to complete)

If you are appointed, would you need additional support to carry out your work as a member of the board?
(For example, health, disability or language support.)

☐ No ☐ Yes ➤ Please provide details (This is so we can make sure you get the support you need)

Inland Revenue number (Self-nominating candidate to complete)

Do you have an Inland Revenue number?
(To be paid as a member of the Board, you need to have an Inland Revenue number.)

☐ No ☐ Yes

Disclosure of interests and conflicts (Self-nominating candidate to complete)

As part of the selection process, candidates need to tell us about all relevant interests and conflicts that may affect their ability to effectively contribute to the Board.

A conflict of interest is when your personal interests or goals may affect your ability to do your job fairly and in a professional way. Personal interests can be financial or related to family, friends, or associates. Conflicts of interest may be actual, potential or perceived.

Please give details if you think you may have a conflict of interest, even if you are not sure, or it is a possible or perceived conflict of interest.

Self-nominated candidate authority and declaration

Self-nominating candidate to complete)

I declare that I have completed this application fully and truthfully.

I agree that if I have not done so, this application may be invalid and may disqualify my appointment should I be successful.

The information on this form is being collected for the purpose of assessing my nomination towards being a Community Representative on the Collective Impact Board. Pursuant to the Privacy Act 2020 I can ask to have this information and ask for it to be corrected if necessary.

Candidate's name (print)

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Candidate's signature

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Date (DD/MM/YYYY)

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Nomination Form

Community Representative Collective Impact Board

For translation support services

- call **0800 453 771**
- visit **ezispeak.nz**

Use this form to nominate someone to be a Community Representative on the Collective Impact Board.
If you want to nominate yourself, please use the green Self-Nomination form.

- ✓ Please complete all parts of this form.
- ✓ The nominator (the person making the nomination) and the candidate (the person you are nominating) both need to sign and date this form.
- ✓ You may attach other documents to support your nomination if you want to.
- ✓ Send the completed form and supporting documents to **collectiveimpactboardnominations@msd.govt.nz**

Nominations open on 15 March 2021 and close at 5pm on 29 March 2021.

Late submissions will not be considered.

The Ministry of Social Development is administering the nomination process for the Collective Impact Board on behalf of the Associate Minister for Social Development and Employment.

Complete this section if you are nominating someone *(Nominator to complete)*

Nominator full name

Home address
(the place where you live)

Postal address
(if different from your home address)

Home phone

Work phone

Mobile phone

Email

I nominate the following person to represent the affected community on the Collective Impact Board:

Name of candidate:
(Write the full name of the person you are nominating.)

We may contact you for further information regarding your nomination.

Reason for nomination (Nominator to complete)

Please tell us why you are nominating the person. For example, you can explain:

- ✓ how you know them
- ✓ why they would effectively represent the interests and needs of the affected community
- ✓ the characteristics you think would make them a good community representative
- ✓ any other information you think is important.

You may use more pages or attach other documents if you want to.

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Complete this section if you are being nominated as a Community Representative *(Candidate to complete)*

Candidate's full name

Gender

Date of birth

____ (DD/MM/YYYY)

Home address

(the place where the Nominee lives)

Postal address

(if different from above)

Home phone

Work phone

Mobile phone

Email

Reason for interest (Candidate to complete)

Thank you for your interest in representing your community as a member of the Collective Impact Board. Please tell us about yourself, and the skills and experience you could bring to the role. You may use more pages or attach other documents if you want to.

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Will you need extra support? *(Candidate to complete)*

If you are appointed, would you need additional support to carry out your work as a member of the board?
(For example, health, disability or language support.)

☐ No ☐ Yes ➤ Please provide details *(This is so we can make sure you get the support you need)*

This image shows a single sheet of white paper with horizontal blue lines, resembling notebook paper. The lines are evenly spaced and run across the width of the page. There is no handwriting or other markings on the paper.

Inland Revenue number (Candidate to complete)

Do you have an Inland Revenue number?

(To be paid as a member of the Board, you need to have an Inland Revenue number.)

☐ No ☐ Yes

Disclosure of interests and conflicts (Candidate to complete)

As part of the selection process, candidates need to tell us about all relevant interests and conflicts that may affect their ability to effectively contribute to the Board.

A conflict of interest is when your personal interests or goals may affect your ability to do your job fairly and in a professional way. Personal interests can be financial or related to family, friends, or associates. Conflicts of interest may be actual, potential or perceived.

Please give details if you think you may have a conflict of interest, even if you are not sure, or it is a possible or perceived conflict of interest.

Nomination (Nominator to complete)

I nominate the person named in this form as a candidate for membership of the Collective Impact Board.

The candidate has consented to being nominated.

I have truthfully completed my details in this form.

Nominator's name (print)

Nominator's signature

Date (DD/MM/YYYY)

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Candidate authority and declaration (Candidate to complete)

I declare that I have completed this application truthfully.

I agree that if I have not done so, this application may be invalid and may disqualify my appointment should I be successful.

The information on this form is being collected for the purpose of assessing my nomination towards being a Community Representative on the Collective Impact Board. Pursuant to the Privacy Act 2020 I can ask to have this information and ask for it to be corrected if necessary.

Candidate's name (print)

Candidate's signature

Date (DD/MM/YYYY)

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**MINISTRY OF SOCIAL
DEVELOPMENT**
TE MANATŪ WHAKAHIA TO ORA

Specialist Case Management/Navigation Service

Date: 18 February 2021

Report no.: REP/21/02/139

Security level: IN CONFIDENCE

Priority: Medium

Action Sought

Hon Priyanka Radharishnan
Associate Minister for Social
Development and Employment

For Information

18 February 2021

Contact for telephone discussion

Name	Position	Telephone	1st Contact
Denise Jackson	Social Development Manager, Service Delivery	9(2)(a) 9(2)(a)	
Diane McDermott	Regional Commissioner for Social Development	9(2)(a)	<input checked="" type="checkbox"/>

Report prepared by: Denise Jackson, Social Development Manager

Minister's office comments

- ☐ Noted
- ☐ Seen
- ☐ Approved
- ☐ Needs change
- ☐ Withdrawn
- ☐ Not seen by Minister
- ☐ Overtaken by events
- ☒ Referred to (specify)

Comments

Date received from MSD

Date returned to MSD



Report

Date: 18 February 2021

Security Level: IN CONFIDENCE

To: Hon Priyanca Radhakrishnan, Associate Minister for Social Development and Employment

CC Hon Carmel Sepuloni, Minister for Social Development and Employment

Specialist Case Management/Navigation Service

Purpose of the report

- 1 Following informal feedback from the affected communities and some community groups this paper sets out key discussion points for the Collective Impact Board to inform the future development of the specialist case management/navigation service. This is in response to recommendation 25 of the *Report of the Royal Commission of Inquiry (RCOI) into the terrorist attack on Christchurch masjidain on 15 March 2019* (the Report).

Executive summary

- 2 The Ministry of Social Development (MSD) is the lead agency responsible for coordinating a whole of government approach to facilitate access to ongoing recovery support for affected whānau, survivors and witnesses of the 15 March 2019 terrorist attack in Christchurch. As per recommendation 25 of the RCOI Report, MSD is also responsible for working with relevant Public sector agencies and non-government organisations to facilitate coordinated access to ongoing recovery support for affected whānau, survivors and witnesses of the 15 March 2019 terrorist attack.
- 3 To incorporate and enable feedback of the RCOI and the community, a multidisciplinary team will be established as the mechanism for organising and coordinating the services required, to meet the needs of affected whānau, survivors and witnesses with ongoing needs, and the wider community.
- 4 MSD as the lead agency will second appropriate staff from Immigration NZ (INZ) and the Accident Compensation Corporation (ACC) to work with MSD case managers and together with MSD staff they will form the core Kaiwhakaoranga case management service. The team will be carefully selected to ensure that they understand the needs of the community, the expectations of the Collective Impact Board, and will bring skills that will compliment the overall team structure.
- 5 The Collective Impact Board, once established, will provide clearer direction and guidance, by defining the expectations and the parameters of the service. However, there is current expectation from the community that the service will continue to develop until the Collective Impact Board is in place.
- 6 Based on our proposed timeline, we aim to establish this service by mid-March 2021.
- 7 At the agency meeting on 25 February, officials would welcome your feedback on the proposed service enhancements.

It is recommended that you:

- 1 **note** that following feedback from the community and through RCOI engagement, MSD is establishing a multi-disciplinary team to provide ongoing support to affected whanau, survivors and witnesses
- 2 **note** that the multi-disciplinary team will be in place by mid-March 2021
- 3 **note** that officials would welcome any feedback you have on the proposed enhancements when we meet with you on 25 February to discuss work to set up the Collective Impact Board
- 4 **forward** this report to Hon Andrew Little, as the lead Minister responsible for coordinating the Government's response to the RCOI recommendations.

Agree / Disagree

9(2)(a)

Viv Rickard
Deputy Chief Executive
Service Delivery

18/02/21

Date

Hon Priyanca Radhakrishnan
Associate Minister for Social Development and
Employment

Date

Background

- 8 The RCOI Report was tabled in Parliament on 8 December 2020. Government has agreed in principle to all recommendations.
- 9 As well as other RCOI recommendations related to social cohesion, MSD is the lead agency for recovery support recommendations 25 and 26 of the report to:
 - 9.1 **Recommendation 25:** "work with relevant Public sector agencies and non-government organisations to facilitate coordinated access to ongoing recovery support for affected whānau, survivors and witnesses of the 15 March 2019 terrorist attack".
 - 9.2 **Recommendation 26:** "investigate establishing a Collective Impact Network and Board or other relevant mechanism that enables public sector agencies, non-government organisations and affected whānau, survivors and witnesses to agree on a specific work programme to provide ongoing wrap-around services to affected whānau, survivors and witnesses".
- 10 You have been delegated responsibility for these recommendations by the Minister for Social Development and Employment, Hon Carmel Sepuloni.
- 11 MSD provided you with advice on recommendation 26 regarding work to establish the Collective Impact Board (REP/21/2/078 refers).
- 12 In December 2020, Cabinet agreed to fund \$32.633 million from the Emerging Priorities Fund for seven initiatives that will enable the Government to continue to take action to improve social inclusion and cohesion in New Zealand communities. One of the seven initiatives was to establish specialist navigators and a Collective Impact Board to support the families of 51 Shuhadah and others affected by the attack with a funding of \$4.8 million over three years (\$1m over 2 years for the Collective Impact Board, and \$3.8m over 3 years for enhanced case management & navigation service).

Current Case Management Service (Kaiwhakaoranga Case Management Service)

- 13 Immediately following the 15 March 2019 attack on Christchurch mosques, early discussions identified the need for a Case Management Service to ensure that affected whānau, survivors and witnesses were able to access the support needed across the various Government and non-Government agencies. The service was referred to as the Kaiwhakaoranga Case Management service. The name of 'Kaiwhakaoranga' was gifted to the service response from Ngāi Tahu and broadly translates to 'Uplift to Wellbeing'.
- 14 MSD were tasked with setting up a dedicated case management service in April 2019. This service is still in place now. This specialist team is assigned to each family or individual based in New Zealand, including those outside of Christchurch. The case managers engaged with those affected at a place that felt secure for the family.
- 15 The team are proactive when working with individuals and families and have built a network across multiple agencies and NGOs to co-ordinate services or support tailored to the needs of those families. Our aim is to ensure that each family has one person they can talk to who also helps them navigate the numerous services and procedures to get all the help they need quickly and without adding additional stress. Ideally, support is provided in a seamless and coordinated way.
- 16 Over time we have developed and enhanced relationships across several Government and non-Government agencies, specifically:
 - Accident Compensation Corporation (ACC)
 - Immigration New Zealand (INZ)
 - Inland Revenue
 - Kāinga Ora and Ōtautahi Community Housing Trust
 - Canterbury District Health Board

- New Zealand Police (Family Liaison Officers)
 - Ministry of Justice (Court Victim Advisors)
 - Ministry of Education
 - Christchurch City Council
 - Victim Support
 - Purupura Whetu
 - Christchurch Resettlement Services
 - Canterbury Refugee Resettlement and Resource Centre
- 17 MSD case managers, as the first point of contact, support clients to access services across both Government and non-Government agencies; for example, assisting with immigration applications, meeting with the Accident Compensation Commission, and supporting people to open bank accounts. The support provided to clients is tailored to their needs e.g. our case managers supported clients to move homes by helping them shift furniture, and another case manager caught a bus with a client to support them to get to an ESOL programme. These are many examples of this type of support.
- 18 During 2019 and 2020, MSD case managers received comprehensive and ongoing training and support. The training covered topics such as:
- Cultural Competency
 - Psychological First Aid
 - Trauma Informed
 - Motivational Interviewing
 - Islamic Financial Awareness
- 19 Some of the training opportunities were also made available to partner agencies. Due to the nature of the event, case managers received ongoing professional and clinical supervision. A core team of case managers continue to deliver the service; currently 206 clients remain in the case management service.

What the RCOI heard from affected whānau, survivors and witnesses and additional feedback

- 20 A common theme heard by the RCOI was in relation to there being a lack of cultural understanding across Public Sector agencies, a perceived lack of effort to improve cultural capability, and policies and practices not pragmatic enough to support people's recovery needs from the terrible event.
- 21 The RCOI notes that families have been offered services that are transactional, short-term and relatively short-sighted. It also notes that there has been no deliberate undertaking to understand how the victim community functions, nor to recognise its complexities and the emotional experience and memory embedded in its story.
- 22 Since this feedback, the project team has received additional feedback through the engagement meetings held by the Department of the Prime Minister and Cabinet (DPMC) during the December meetings with local community groups who are supporting those effected by March 15 attacks. The main areas that came through the feedback directly related to the development of the service were:
- 22.1 Due to the ongoing issues with immigration and ACC entitlements, the community has suggested that we second an employee from each of these agencies to work within the team. The project team agreed that this would bring additional knowledge, help the whole team to navigate across these agencies and ensure the links are seamless for the families. These secondees would receive training to enable them to also work across disciplines, so that we can create a team that can provide a holistic and comprehensive service to individuals and families.
- 22.2 There was a strong feeling that we need to keep the same case managers for consistency, as there has been a high level of trust built with some of our MSD

case managers that the community want to keep. The project teams agree with this feedback and will integrate the secondees from ACC and INZ to the team.

22.3 The needs of the community will change over time and the service requires to be flexible both in terms of the tasks it completes and its capability. The skill set of the team will have to change to meet this need, therefore we will keep a small budget to pay for expertise or draw on the resources of our partners through the case conferencing process or from the current operational group (Kaiwhakaoranga). We discuss this in more detail further on in this paper.

First stage – focus on the building of the Kaiwhakaoranga team

- 23 The recommendations of the RCOI and feedback from the community confirm the need for the current case management service to be enhanced and further developed to enable better facilitation and access to ongoing recovery support.
- 24 To enable this and incorporate the feedback received so far, a multidisciplinary team will be established as the mechanism for organising and coordinating the services required, to meet the needs of affected whānau, survivors and witnesses with ongoing needs, and the wider community.
- 25 Many of the unresolved issues are in relation to housing, health and wellbeing, finance and immigration. MSD as lead agency, will second appropriate staff from Immigration New Zealand (INZ) and the Accident Compensation Commission (ACC) to MSD case manager roles. The secondees, together with MSD case managers will form the core Kaiwhakaoranga case management service.
- 26 The team will be carefully selected to ensure that they understand the needs of this community, the expectations of the Collective Impact Board, and will bring skills that will compliment the overall team structure. We will seek people who are already proven to be resourceful and have the ability to navigate services effectively across the government agencies, NGO's and other supports across Canterbury.
- 27 There was strong feedback from the community for increased support to access employment opportunities. Although the current team have had access to a Work Broker, a dedicated Work Broker will also form part of the multi-disciplinary team to ensure better employment support is provided. The role holder will have access to a network of Work Brokers and Programme Co-coordinators across the region.
- 28 The multidisciplinary approach will appropriately draw from the expert knowledge held by each individual case manager, to redefine problems outside of normal boundaries and reach solutions based on a new understanding of complex situations.
- 29 We considered the opportunity to have secondments from the health and housing sectors, however, believe our relationships are strong enough within Canterbury to ensure appropriate support is provided. If we identify roadblocks in people being able to access housing or health services and/or support, we will also consider contracted services and will have the ability through the Collective Impact Board Support Network to appropriately escalate.

Second stage – building the capability of the Kaiwhakaoranga team

- 30 A comprehensive training and development plan will be provided to all case managers including seconded staff from ACC and INZ that make up the Kaiwhakaoranga core team to ensure that they have the tools, knowledge and resources to be successful in their roles. **(Appendix 1)**
- 31 The Kaiwhakaoranga team will also have ongoing access for support, advice, mentoring and both professional and clinical supervision. Individual development plans and training needs will also be identified to ensure that the Kaiwhakaoranga core team are well equipped to deliver on the full expectations of the role.

- 32 The project team is considering appointing a service manager or senior practitioner to lead and support the team. This role holder will be responsible for fostering teamwork and building an effective and collaborative team, identifying support and training needs as the service develops, ensuring we deliver a responsive service.
- 33 Solution focused case consultation meetings will form part of the case management practice to share knowledge, develop best practice and input into successful action plans for individuals or whānau. This will also build the capability as they learn from each other, including providing peer support and the management/senior practitioner role.

The enhanced Kaiwhakaoranga service

- 34 The Collective Impact Board, once established, will provide clearer direction and guidance, by defining the expectations and the parameters of the service. However, there is a current expectation from the community that the service will continue to develop until the Collective Impact Board is in place. The seconded staff from ACC and NZI will provide immediate improvements, by increasing the knowledge of the team and broaden the range of tasks that can be completed within the team.
- 35 Core activities within the current service:
 - Work and Income Benefits ensuring families are receiving full and correct entitlements
 - MSD Housing Assessments and the access to the full range of housing products and services provided by the Ministry
 - Support with housing providers ensuring that the families have access to adequate housing and appropriate housing related support
 - Financial entitlements and tax related assistance from Inland Revenue
 - Support through the NGO sector such as financial management, or legal advice through Community Law
- 36 Current services that need to be enhanced:
 - Financial entitlements from ACC including access to other ACC funded support such as home help - developing a more seamless process
 - Immigration information and support families with completing the requirements for INZ applications- developing a more seamless process
 - More sustainable support from Licensed Immigration Advisors and assistance with the preparation work for visa and residence applications.
 - Better connection to wellbeing support such as counselling through existing support networks
 - Enhance the current employment support Career planning, CV writing, preparing for the labour market and job skill training
 - Driver licensing support
 - Increased community development to enhance social connection, building confidence/resilience within the community, for example support seedling groups to form access support etc.
- 37 Key principles of the Kaiwhakaoranga service include:
 - The Kaiwhakaoranga team will be flexible and adaptable and will walk alongside the families to provide tailored support as required, adjusting their approach dependent on the requirements of the individual or family the team is working with.
 - The Kaiwhakaoranga team will use a strength-based approach to enable the individuals and families to develop skills and competencies to aid recovery, take greater control of their lives and be able to fully contribute and participate in society in the way that is meaningful to them.
 - The Kaiwhakaoranga team will actively listen to better understand the recovery needs of individuals, whānau and the wider community, it will proactively seek advice

utilise the full resources available, seek out the best solution in order to get the best outcome possible.

- 38 The project team anticipates that we will need to explore the use of contracted services to support the work as we better understand the recovery needs that may identify gaps that can't currently be sourced within the networks available.

Support network/service the Kaiwhakaoranga team can coordinate

- 39 The core Kaiwhakaoranga team will be supported by a larger service support network. There is a wide service network due to MSDs current case management service and wider agency response that stood up after the events of March 15th.
- 40 The MSD Canterbury region also has established relationships with Government and NGO organisations who continue to provide support to the community such as Christchurch Resettlement Services, Purupura Whetu and Canterbury Refugee Resettlement and Resource Centre. These groups will continue to be part of the Kaiwhakaoranga operational group.
- 41 MSD provided funding for Community Connectors of 1.5 FTE to Christchurch Resettlement Service and Canterbury Refugee Resettlement and Resource Centre. The Community Connectors will be a further resource to support the multidisciplinary team and form part of the wider support network. More detail is contained in **Appendix 2**.

Stocktake of current services, identify gaps, procure

- 42 A stocktake of services provided by MSD, ACC and INZ following the 15 March 2019 attacks, has been completed (see Appendix 3 for more details).
- 43 This stocktake captures both the current and non-current services that have been or continue to be available. It also captures the permanent changes in policy and legislation that have been made that pertain specifically to the affected community.
- 44 Various community groups have accessed funding from the Community Activation Fund, the Community Capability and Resilience Fund, and the Building Provider Capability and Resilience Fund over the past 18 months. The region will continue to work with the community to identify and address gaps offering the full range of products and services available.
- 45 This stocktake is only stage one and will form the baseline of what is currently available and identify gaps that could be addressed through our current networks or will require escalation for further consideration.
- 46 Since the release of the RCOI findings, the Pathways to Employment programme with the NZ Red Cross has been extended to include those affected by the Mosques attacks and an increase to the funding for ESOL and driver licencing was approved (additional discussions for other support are underway and will complement existing programmes that have already been supporting this group).

Timeline

- 47 Table 1 sets out our proposed timeline for establishing the multi-disciplinary team.

Table 1: Proposed timeline for establishing the multi-disciplinary team

Activity	Method	By who	Completed by
Discussion with ACC seeking support for case manager secondment	Phone	RC	29/1/21
Discussion with INZ seeking support for case manager secondment	Face to face	RC	1/2/21
Agreement from ACC received for case manager secondment (for 1 year)			19/2/21
Agreement from INZ received for case manager secondment (for 1 year)			19/2/21
Job descriptions and overview of case manager roles developed and provided to ACC and INZ			19/2/21
Commencement dates for ACC & INZ case managers confirmed	Written confirmation received	RC SDM	12/3/21 (dependent on successful recruitment)
Advert for the MSD Work Broker are advertised in MyHr – fixed term contract for 1 year	Internal/external applications	SDM Recruitment partner	26/2/21 (Work Broker already aligned but may require a staff change for the longer term).
Advert for the MSD Case Manager are advertised in MyHR – fixed term contract for 1 year	Internal applications only as we expect current case managers to take up these roles for the longer durations	SDM Recruitment partner	26/2/21
Appointment of case managers confirmed	<i>Please note: Case managers are still currently working in this service- this is about confirming the additional length of the secondments to align</i>		5/3/21

	<i>with the duration of the service.</i>		
Interim line management of the Kaiwhakaoranga team is already in place running the current case management service			
Advert for the MSD SCM/team leader advertised in MyHR			26/2/21
SCM/team leader appointed			26/3/21
Multi-disciplinary team moved to central location 9(2)(a)			5/3/21 – 12/3/21
Induction training plan developed		SDM Team Lead CD	5/3/21
Induction training plan commences <i>Please note: That the current case managers delivering the service now will not need the full induction</i>		CD SDM External providers	12/3/21

File ref: REP/21/2/139

Author: (Denise Jackson, Social Development Manager, Canterbury and Diane McDermott, Canterbury Regional Commissioner, Service Delivery)

Responsible manager: (Kay Read, Group General Manager, Service Delivery)

Appendix 1: Kaiwhakaoranga Service Induction Training plan - high level overview

Day	Activity	Who	Delivered by
Day One	<ul style="list-style-type: none"> Welcome – Mihiwhakatau Our journey since 15/3/19 Our team – clarity of roles/location What the RCOI told us Understanding the expectation of the community High level overview of the expectations of the role and the reasons for a multi-disciplinary team Induction training plan overview Who do you report to? 	All team members	RC SDM CD
Two	<ul style="list-style-type: none"> On-line standard induction modules Code of conduct Privacy act/Official information act Health and safety Navigating in MSD systems (Doogle, MyHR etc) Act Safe 	Staff new to MSD	CD
Three	<ul style="list-style-type: none"> Benefit overview Understanding the benefit system 	Staff new to MSD	CD
Four	<ul style="list-style-type: none"> Housing Services Full continuum of housing services 	Staff new to MSD	CD Housing Advisor/Housing Assistant Manager

Five	<ul style="list-style-type: none"> • Employment services • Role of the WB • Industry Partnerships • Connected sites • Work readiness programmes 	Staff new to MSD + Work Broker	CD Work Broker
Day Six	<ul style="list-style-type: none"> • Trauma informed workshop 	All team members (refresher for current MSD Case Managers)	External provider 9(2)(b)(ii)
Day seven	<ul style="list-style-type: none"> • Cultural competency • Understanding the community – invite guest speakers from the community – what do they want us to know. 	All team members (refresher for current MSD Case Managers)	External provider 9(2)(b)(ii) 9(2)(b)(ii) We expect these to be on-going and not a one-off.
Day eight	<ul style="list-style-type: none"> • Deep dive into the increasing expectations of the role • What roles will the Collective Impact Board play? • What does holistic case management look like? • Being solution focussed? • Escalating cases • Case reviews 	All team members	RC SDM CD
Day Nine	Motivational interviewing (workshops/coaching sessions are likely to be on-going for 3 months)	All team members (refresher for current MSD Case Managers)	External provider 9(2)(ba)(ii)
Day Ten	<ul style="list-style-type: none"> • How do we use holistic assessment tools? • Developing action plans with our clients • Using the right tools at the appropriate points that support the individual needs of the individuals and wider whānau 	All team members	CD

	<p>Maximising our resources using the support network, services available through our partners</p> <ul style="list-style-type: none"> • Problem solving, initiating innovation and identifying potential service gaps. 		
Day eleven	<ul style="list-style-type: none"> • Your health and wellbeing – taking care of yourself • Understanding professional supervision • Systems training • Using CMS • Evidence tabs 	<p>Staff new to MSD</p> <p>Current Case Managers working in the service have these sessions already.</p>	CD

Appendix 2: Kaiwhakaoranga Service A3 attached in email

Appendix 3: Kaiwhakaoranga Service A3 attached in email

STOCKTAKE OF SERVICES PROVIDED BY MSD, INZ AND ACC following the 15/3/19 Mosque attacks.

Services and support provided by MSD, ACC and INZ following the 15/3/19 Mosque attacks.

Current support - MSD

Support Type	Service provided	Additional notes
Specialised Case Manager Service	A team of Case Managers assigned to families to deliver a specialised case management service navigating across agencies.	190 clients in service MSD case managers providing case management 9(2)(a) 9(2)(a)
Permanent exemption of donated funds	On 12/4/19 a 12-month income and asset exemption were applied to the donated funds. A permanent exemption was agreed to by the Minister on 5/2/20.	
Driving licencing (Support package)	Driver education and support to get a driving licence.	Initial funding of \$50K for 20/21 fiscal year Additional funding of \$70K approved for this fiscal year
Learning or improving English	ESOL available through English language partners	Included in the above funding
Money management	<ul style="list-style-type: none">• Money management skills through Christchurch Budget Service• Independent Financial Advice	Part of the Building Financial Capability programme
Employment Services	<ul style="list-style-type: none">• MSD Work Brokers• Red Cross Pathways to Employment programme	The Pathways to Employment programme was extended in December 2020 to extended to include the affected community.

Christchurch Mosque Welfare Payment	Welfare programmed established under sections 101 SSA 2018. The programme began 3/6/19.	9(2)(f)(iv)
Transitional Housing	Transitional Housing made available to those families who were not residentially qualified for emergency housing.	
Student Allowance and Loans	The 3-year residence test was waived for people with a Christchurch Response Visa (2019) for study starting after 1 January 21.	
Housing eligibility	<p>Legislation changed from 2 November 2020 to waive the 2-year residence test for people with a Christchurch Response Visa (2019) for:</p> <ul style="list-style-type: none"> • Public Housing • Housing Support products 	
Community Connectors	<p>Funding provided for Community Connectors until June 2022 to:</p> <ul style="list-style-type: none"> • Christchurch Resettlement Services • Canterbury Refugee Resettlement and Resource Centre (CRRRC). 	1.5 FTE in total
Community Activation Fund	Funding for one off community activities provided	<p>\$200K funding in 2019/20</p> <p>\$200K funding in 2020/21</p>

NGO support	Senior Advisor for MCP team is providing support to CRRRC to develop structure and processes	
Community Capability and Resilience Fund	44 applications for funding received from CALD agencies and organisations of which 8 were approved who directly support the Muslim refugee and migrant community.	
Building Community Capability and Resilience Fund	Funding has been provided to CRRRC to develop their Action Plan to support their CRRF application.	

Support provided that is no longer current - MSD

Support Type	Service provided	Additional notes
Civil Defence Payments Emergency Management Response	Across agency hub established. A dedicated team of Case Managers, including Muslim staff from Auckland, provided the early emergency management response to address financial and other immediate needs. Civil Defence payments made until other assistance such as the Welfare Programme payments commenced	Civil Defence Payments ended in July 2019
Emergency housing response	Temporary housing was made available at the Linwood Village (previously used by CETAS), through the Otautahi Community Housing Trust.	HUD provided funding from the Housing Frst budget to furnish the homes. The village was closed in January 2020 9(2)(b)(ii) 9(2)(ba)(ii)

Business Support	<ul style="list-style-type: none"> • Dedicated Work Brokers provided advice and support to Linwood businesses. • The Chamber of Commerce created a dedicated web page to house information on resources, contact and advice. • MBIE provided Business Support Grants for businesses directly impacted. • A Business Recovery Co-ordinator was funded to provide one on one support 	This funding and support ended in 2020.
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Current support ACC

Support Type	Service provided	Additional notes
Financial, Rehabilitation, Treatment	ACC continues to support those injured and survivors of the deceased who are eligible in many ways including ongoing treatment, rehabilitation and weekly compensation. Case management support continues to those injured in the attacks and will do so for as long as necessary	9(2)(a) clients are currently receiving case management support. Many others continue to have their treatment costs and medical care funded.
Community and agency contacts	ACC continues to work closely with the Muslim community and other agencies via joint meetings as required and by attending community meetings. A local unit manager remains as the	

	central point of contact for both the community and other agencies.	
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Support provided that is no longer current – ACC

Support Type	Service provided	Additional notes
Financial, Rehabilitation, Treatment	ACC were part of the across agency hub (see above MSD services no longer current). A dedicated case management team of 7 provided a ring-fenced service for gunshot injured and bereaved families.	9(2)(a) clients are currently receiving case management support. Many others continue to have their treatment costs and medical care funded.

Current support – INZ

Support Type	Service provided	Additional notes
Christchurch Response Visa (2019)	Established Christchurch Response (2019) permanent resident visa category	Current until April 2021
Dedicated Response team	Established dedicated Christchurch-based team to process visa applications and respond to questions and concerns.	

Immigration advice	INZ with support from MSD set up a group of licensed advisers and lawyers to provide specialist immigration advice free of charge. Dedicated email and phone line provided.	
Visa	Adopted discretionary approach to facilitate issue of a limited duration open work visa for emergency visa holders who had an open Ministerial request.	
Community engagement	Facilitated Muslim community information meetings involving senior INZ staff, ministers and partner agencies	

Support provided that is no longer current – INZ

Support Type	Service provided	Additional notes
Visa	Emergency visitor visa issued to 200+ family members of victims during the immediate aftermath of 15 th March.	INZ have returned to their usual procedures for approving and issuing visas.