



Earthquake Commission

**Tracking of Recommendations
Raised in the Independent
Ministerial Advisors Report**

September 2018

kpmg.com/hz



KPMG
10 Customhouse Quay
Wellington
New Zealand

PO Box 996
Wellington 6140
New Zealand

Telephone +64 (4) 816 4500
Fax +64 (4) 816 4600
Internet www.kpmg.com/nz

11 September 2018

Mr Chris Chainey
Chief Financial Officer
Earthquake Commission
Level 11, 100 Willis Street
Wellington 6011

Dear Chris

Tracking of Recommendations Raised in the Independent Ministerial Advisors Report

We are pleased to present our report from our review of the actions taken to address the recommendations to the Earthquake Commission (EQC) from the Independent Ministerial Advisors (IMA) report dated 26 April 2018, and other issues raised on the EQC management action register.

Our report relates to the work performed in accordance with our Engagement Letter dated 30 July 2018.

We thank the people at EQC for their input into this engagement. Should you have any queries with respect to this report, please contact me.

Yours sincerely

David Sinkins
Director

Disclaimers

Inherent Limitations

This report has been prepared in accordance with our Engagement Letter dated 30 July 2018. Unless stated otherwise in the Engagement Letter, this report is not to be shared with third parties. However, we are aware that you may wish to disclose to relevant Ministers offices elements of any report we provide to you under the terms of this engagement. In this event, we will not require relevant Ministers' offices to sign any separate waivers.

The services provided under our engagement letter ('Services') have not been undertaken in accordance with any auditing, review or assurance standards. The term "Audit/Review" used in this report does not relate to an Audit/Review as defined under professional assurance standards.

The information presented in this report is based on that made available to us in the course of our work/information provided by the Earthquake Commission. We have indicated within this report the sources of the information provided. Unless otherwise stated in this report, we have relied upon the truth, accuracy and completeness of any information provided or made available to us in connection with the Services without independently verifying it.

No warranty of completeness, accuracy or reliability is given in relation to the statements and representations made by, and the information and documentation provided by, the Earthquake Commission management and personnel consulted as part of the process.

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Additionally, we reserve the right but not the obligation to update our report or to revise the information contained therein because of events and transactions occurring subsequent to the date of this report.

Objective, Approach and Observations

Objective

The objective of this engagement was to review the actions taken to address recommendations in the Independent Ministerial Advisors report, to assess how effectively EQC has delivered, or is delivering, against the recommendations.

Approach

To achieve the above objective, we:

- Confirmed that all recommendations from the IMA report were transposed into EQC's action plan
- Where EQC believes an action arising from the IMA report has been completed, validated the actions taken were sufficient to address the IMA reports recommendation.
- Reviewed whether actions taken have been adequately completed and can be considered closed
- Where actions to address an IMA report recommendation is currently ongoing, provided an opinion as to whether the actions are likely to be sufficient to meet the requirement of the recommendation.

Overall Conclusion and Observations

The IMA report contained 28 recommendations, some of which were directed solely at EQC operations, some required EQC to support an initiative involving others and the remainder would be responded to by other agencies and EQC is a contributor or an observer to the initiative.

All the IMA report recommendations have actions against them and have either, been addressed, or have ongoing activities progressing. A cross agency insurance group led by DPMC is in place to further the initiatives that have multi agency responses.

The IMA report acknowledges the changes in the operational structure in Christchurch and this work has progressed with the CBU by design programme being embedded and subsequent changes in the EQC Executive Team. It is clear that these changes continue to provide a clear focus for the resolution of the Canterbury claims. Many of the recommendations have been addressed by actions that have subsequently become business as usual activities. EQC is now reporting on the continuing activities rather than the initial response to the IMA report which can be considered closed.

EQC had several initiatives underway relating to IMA report recommendations when the report was released. A process was undertaken to match those initiatives already in place to the recommendations in the report, with some EQC activities responding to more than one IMA report recommendation. Several initiatives were included in the CBU by design programme. The matching approach means that the actions responding may not have used the detailed process specified in some of the report's recommendations; however, the outcomes described in the report are largely being met.

The operational practice recommendations have been addressed however, consideration might be given to prioritising the 'steps to settlement' process for claims once Case Managers are familiar with the claims in their portfolio. We understand that some work is started but is in its infancy. This would be useful in both an individual and an aggregate sense, in that an individual claim would have a plan to settle, costs for settlement identified and grouped data would allow for the identification of any process, policy or business rule changes that might further increase the pace of claim resolution.

Communications with individual claimants have improved with the allocation of claims to Case Managers and the introduction of monthly outbound calls. New and revised processes for providing statement of works and claimants files on request were also introduced. These initiatives still have some way to go to be embedded. However, once they are complete customer interactions should be significantly improved.

Of the recommendations that remain to be resolved, the EQC website review and rebuild has the potential to make a significant customer impact. The website remains largely as it was and some information, while new, is still difficult to find.

A number of IMA and Board recommendations have been assigned to the DPMC taskforce. The taskforce reportedly created a prioritised list and individual initiatives are reported back to the Board as they progress. We are unable to

assess the DPMC work plan, however the known issues reported to the EQC Board points to progress being made on the individual recommendations actioned.

Detailed response to Independent Ministerial Advisors Report

1. Operational Structure of EQC

Recommendations

- a. *EQC hires another settlement team so that the case load for each team is approximately 100, which supports good familiarisation with each claim, and faster handling*
- b. *EQC considers how they will manage drainage issues within the new case management approach*

Actions in response

- a. As noted in the IMA report 'CBU by design' introduced a new operational structure. Additional settlement staff were hired, with expertise added from the insurance sector. The addition of fast track and escalation teams assists in improving the pace of claims handling. Engagement with customers through the Contact Centre and electronically has been improved to provide higher service levels.

All claims were allocated to Case Managers in late July and caseloads appear to be maintained below an average of sixty. The triage process continues the allocation process in a timely manner for reopened or new claims. At the time of our review Case Managers are working through a process to familiarise themselves with the claims in their care.

The IMA report recommendation has been met.

- b. EQC has engaged additional team members with drainage expertise into the settlement team. Additionally the new triage process identifies drainage claims, which will also assist in speeding up the response rate. EQC reporting indicates that consideration is being given to an electronic solution in CMSv.8 for drainage claims although any effort or investment in this area should be balanced against the intention to manage new claims in this way. EQC continues discussions with Christchurch City Council (CCC) to understand when the next wave of claims can be expected because of intended CCC communications with rate payers.

The IMA report recommendation has been met.

2. Operational Practice

Recommendations

- a. *A consistent operational practice model is urgently developed to ensure claims are dealt with to high standards across the Canterbury Business Unit*

Actions in response

- a. CBU by design has introduced the new claims operating model, which ensures consistency. The aim of the IMA recommendation was also to include high quality interactions with claimants. Through the process design phase, customer journeys have been mapped and standard communications with customers are included in the process. Monthly communications with each claimant were introduced through an outbound calling programme and continue in a format chosen by the claimant with their Case Manager.

While operating standards have been introduced, we note that regular monitoring ensuring consistency to the standards is not yet fully implemented. However, we are aware that a process for implementing managerial and independent assurance for consistency in decision-making and compliance to policy, business rules, and legislation has commenced.

A mediation panel and a process for escalating claim issues to the panel is established. Delegations are sufficient for the majority of issues that are escalated. There is also increased use of the Arbitrators and Mediators Institute of New Zealand Inc (AMINZ) to resolve claim challenges. The EQC Mediation Panel is set up to triage claim challenges before they are referred to AMINZ.

Once the quality assurance programme is fully implemented as BAU, the recommendation can be considered addressed.

3. Data Quality

Recommendations

- a. EQC immediately establish an expert data quality group led by the General Manager Technology;
- b. EQC take a small team of experienced EQC staff, pull out all of the physical claim files relating to the remaining claims, and have the team sort, review, confirm and capture the key data; and
- c. EQC publishes its ILVR semi-annually in a prominent place on its website, which includes context and explanations for any large movements in the ILVR since the previous set of numbers.

Actions in response

- a. A cross-functional group for data information leadership led by the Deputy Chief Executive Operations was established. The group has an action plan to respond to previous review recommendations and to ensure that data is accurate and consistently managed; a common language and definitions are applied; and that the interpretation of data is consistent. This result of this work is reported to the EQC Senior leadership and Board on a regular basis.

The majority of the commentary in the IMA report on data quality focussed on the confidence, externally and internally, held in the accuracy and reliability of data and the ability to hold 'one source of the truth'. Issues highlighted, included appropriate segmentation of claims for management, reporting and insights.

Subsequent to the IMA report, an independent review of the Christchurch claims data and the transfer to CMSv.8 from CMSv.4 was completed. The review found that the data within CMSv.8 and the Data Warehouse is reliable for the source for communicating the Christchurch claims position. The IMA report acknowledged the work EQC was doing to improve the understanding of claims management particularly the quantum and stage of claims. This work continues with the development of (30) key criteria to aid the segmentation of claims to assist in accelerating settlement of claims.

A number of reports have been developed that should standardise reporting, strengthen confidence and assist in telling the claims settlement story, both internally and externally. However there is still considerable analysis being completed 'off system' by disparate groups, even if the base data is from the same central source. This introduces a risk of poor analysis affecting internal confidence and end user performance. Focus for analysis should be in providing insights and maintaining the one source of truth for both internal and external reporting of claims management and performance.

Once the action plan is completed and the standards are fully implemented as BAU, the recommendation can be considered addressed.

- b. EQC has fully allocated all claims to Case Managers who at the time of this review were familiarising themselves with the content and requirements to settle the claims under their case management. Through this process, the intended steps to settle process and the implementation of the key data capture will enable the categorisation of claims to segment, which in turn will enhance reporting.

While not following the specific directions of the IMA report recommendation, embedding the claims management approach will address the intent of the recommendation.

The intended actions will address the substance of the recommendation.

- c. The ILVR report for June 2017 is available on the EQC website through the publications section. While it is not difficult to find the report, it does require either a search or the reader to know where it is found. There is an introduction to the report but the recommended context or a synopsis are not provided. We understand that the December 2017 report is to be released shortly which will address the recommendations intention about the frequency of publication. EQC could be more proactive around this topic given the continued public interest. There have been public statements made by EQC and EQC's Minister recently in relation to the future costs of remedial work. Adding these comments to the introduction to the ILVR or to the news section of the website may be of use. We also understand that some sections of the EQC website have been updated and there is a long-term plan to update the full website. This should improve the access to relevant data and information.

Part of the recommendation has been addressed with further initiatives required to complete.

4. Claimant Reference Panel

Recommendations

- a. *EQC establish a Claimant Reference Group, comprised of claimants and community representative advocates who are paid for their time and expertise, and with whom EQC senior management meets regularly.*

Actions in response

- a. Experienced reference group facilitators MSH Management Consultants has been appointed to enable the claimant reference group process. The reference group is still in the establishment phase but has developed a plan to engage with EQC on prioritised issues. The group, who are compensated for their time, have been working through the engagement process and have identified a number of initiatives that will enable a working relationship going forward. EQC's next steps are to finalise the Terms of Reference, formally appoint members and provide administrative support.

Once the process is embedded, the recommendation will be fully addressed.

5. Communications with Claimants

Recommendations

- a. *All information on their file be available to claimants on request;*
- b. *The case management approach must include the development of communication standards for EQC with claimants, which set out that communications are respectful, empathetic, honest, timely, and that EQC staff do what they say they will do; and*
- c. *The EQC's Canterbury specific webpage be reviewed to ensure it is easy to read and is updated on a regular basis.*

Actions in response

- a. EQC is changing its approach to fulfilling customer requests. New processes are to be implemented to ensure that requests are not treated as an 'OIA request' with an aim to responding in a timely (not waiting 20 days) and complete manner. Once the new processes are embedded the intention is to do outbound calls to customers to follow up their file requests to ensure that the data they've received is complete and accurate. New processes are also in place to complete the most common information request (statement of work) without delay.

These changes when fully implemented will address the recommendation.

- b. The case management approach includes communication standards embedded in the processes to improve the customer outcomes. These have been developed through the process design and customer journeys with feedback sought from customers. Each claim has a Case Manager appointed which means that customers can talk to a knowledgeable staff that are familiar with, and can act on, their claim.

The recommendation has been addressed.

- c. The EQC's Canterbury specific webpage has had some minor changes to it but is still largely as it was at the time of the IMA report and is probably the area of greatest opportunity for EQC to improve. We are aware that a discovery project to scope a complete website rebuild has been approved.

The recommendation requires several actions to be implemented.

6. Temporary Accommodation and Other Costs

Recommendation

- a. *EQC and Treasury work together on a proposal that could be put to the Minister for her to determine whether she supports a Ministerial Direction that would allow EQC to reimburse certain legitimate claim-related costs in certain circumstances.*

Actions in response

- a. EQC has worked with Treasury and Crown Law as recommended by the IMA, however no changes to the temporary accommodation policy have been made to date. EQC has completed a review of the temporary accommodation policy and continues to make payments within the current powers under the EQC Act.

EQC is awaiting further advice from Crown Law on the issue and will make any changes if required based on that advice. In the meantime, further work is being completed to shorten the policy to make it more user friendly and assurance is being sought through a review, that the policy is being applied consistently.

The actions taken will address the recommendation when completed.

7. Residential Advisory Service (RAS)

Recommendation

- a. *The RAS is extended for two more years to 30 June 2020 and its role is expanded to provide a “one-stop-shop” for claimants, incorporating psycho-social support for claimants.*

Actions in response

- a. RAS has been extended. EQC continue to work with the RAS to address issues identified relating to claims. A schedule of meetings has been implemented for weekly and monthly updates and resource has been allocated to the RAS relationship.

The IMA report recommendation has been met.

8. Relationship with Private Insurers

Recommendations

- a. *EQC senior management schedule regular, formal meetings with each private insurer to remove any barriers to resolving claims; and*
- b. *EQC share information about all claims with the relevant private insurer with the aim of settling claims more quickly. (Note that this recommendation overlaps with proposals in the EQC Amendment Bill that is currently before the Select Committee.)*

Actions in response

- a. Regular bilateral meetings are held with insurers at a senior level. In addition an Internal Governance Group provides strategy and coordination for dealings with insurers. A number of other structural changes have been made to operationally support the interactions with insurers.

The IMA report recommendation has been met.

- b. Confidentiality agreements are in place with insurers and an App has been developed to share information with insurers once security issues are addressed. In the meantime, EQC laptops have been provided to insurers to enable them to access their customers claim data on the EQC system.

The IMA report recommendation has been met.

9. Greater Flexibility to Make Payments

Recommendation

- a. EQC works with private insurers to extend the existing Protocol 1 to allow EQC to make cash settlements above the EQC cap, which would then be recovered from the private insurers.

Actions in response

- a. EQC has worked with Treasury on the Protocol 1 documentation. Discussions have been held with insurers who support the initiative. Memorandums of Understanding were provided to insurers and the practice initiated in August 2018.

The IMA report recommendation has been met.

10. Claims Management Consolidation

Recommendation

- a. The Treasury continues to work with the insurance industry and EQC to test the viability of a new model which could see the management of all new Canterbury earthquake-related claims from insurance entities (EQC, Southern Response, other private insurers) consolidated into one vehicle from a future date.

Actions in response

- a. This recommendation has been picked up by the DPMC led Canterbury Insurance Taskforce. The taskforce is developing a new service delivery model to streamline and integrate unresolved claims. The service model could also incorporate private insurers if they choose to do so. EQC continue to work through the development and logistics with the members of the taskforce for implementation.

The IMA report recommendation has been met.

11. Limitations

Recommendation

- a. The Treasury and MBIE undertake policy work on whether the limitation period in respect of the Canterbury earthquakes could be clarified and made consistent across EQC and the various insurers.

Actions in response

- a. This work is ongoing and is viewed differently by insurers, EQC and Treasury are engaging further to work through the issues.

The recommendation is addressed but the outcome is not yet attained.

12. EQC Ability to Discharge Cases

Recommendation

- a. The Treasury includes the discharge of claims as part of its policy work on the EQC Act.

Actions in response

- a. This action was transferred to the DPMC led Canterbury Insurance Taskforce and is part of the actions group's action list.

13. On Sold Properties

Recommendations

- a. EQC management engage with Treasury to seek clarity on the Government's policy position and any potential response with regard to the fair and transparent resolution of on-sold damaged property claims; and
- b. Treasury work with EQC so that there is an agreed policy and legislative position for large scale insurance events in the future.

Actions in response

- a. EQC has provided advice and updates to the EQC Board on the preferred approach to resolving on sold properties and have engaged Treasury in discussion on the risks associated with a Ministerial Direction including on the precedent for future events and impacts on the Crown. No decision has been taken on a Ministerial Direction at the time of our review.

The recommendation is addressed but an outcome is not yet attained

- b. EQC has engaged with Treasury and others in discussion on proposed policy and legislative changes for future events. Input has been provided into possible changes and the implications for future events.

The IMA report recommendation has been met

14 Test cases and litigation process

Recommendations

- a. EQC continues to work with lawyers and claimants to identify appropriate test cases on issues of law where precedents would be helpful for resolving other claims and to fast track these where possible; and
- b. The Government give ongoing consideration to ensuring that further litigation process innovation is supported where appropriate.

Actions in response

- a. EQC has been working with claimants to identify and fast track cases to take to court to address whether EQC owes a duty of care to subsequent purchasers where there is a shortfall in repair costs and any defective repairs. The fast track process involves both document exchange and technical skills with internal advisors working alongside external engineers. Although there is a willingness to take test cases where they can be identified the process is a long one and a case may not be heard until next year.

While cases may take time to resolve, the IMA report recommendation has been met.

- b. EQC is working with Crown Law on test cases and with Treasury on advice to the Minister on Ministerial Directions.

It may take some time for changes to become apparent however the actions address the IMA report recommendation.

15. Performance Metrics

Recommendations

- a. EQC develop a more comprehensive set of layered measures, both quantitative and qualitative, for the main stages of the claims process; and
- b. EQC publishes these metrics on its website no less often than quarterly.

Actions in response

- a. A new performance dashboard has been developed and approved by the EQC Board. The measures are comprehensive and reflect the Statement of Performance Expectations. The dashboard and brief commentary provide a clear picture of the Canterbury claim performance and service quality.

The IMA report recommendation has been met.

- b. The new dashboard has been published on the EQC website. The only improvement suggested would be to make a brief message on the website to alert users to the new dashboard as part of telling the EQC story.

The IMA report recommendation has been met.

16. Monitoring Arrangements over EQC

Recommendations

- a. *That increased focus and resource should be directed to the monitoring function in Treasury related to service delivery; performance and future service risk, confidence by the public, institutional capability and its implementation of change;*
- b. *MBIE and Treasury work on providing the Minister with advice on which government department in future is best placed to undertake such monitoring;*
- c. *Treasury and MBIE meet jointly with the Minister at least quarterly to update her on their progress on the work arising from the recommendations in this report; and*
- d. *EQC reports to the Minister on their progress with the implementation of the recommendations from this report that relate to EQC, to ensure that they are implemented in a timely fashion.*

Actions in response

- a. We are advised that Treasury has increased its capacity and is regularly meeting. EQC is providing more information of both a quantitative and qualitative nature to enable better assessments.

The IMA report recommendation has been met.

- b. This recommendation has been picked up by the DPMC led Canterbury Insurance Taskforce.
- c. This recommendation has been picked up by the DPMC led Canterbury Insurance Taskforce.
- d. Weekly meetings have been instigated with the Minister providing regular updates on the recommendations from the IMA report as appropriate.

The IMA report recommendation has been met.

Progress against IMA report recommendations

KPMG undertook an independent review of the actions taken in response to the IMA report in August of 2018. As part of the review, we assessed whether the actions addressed the recommendations, and reflected the intent of the recommendation in relation to the commentary of the report.

The following table outlines progress against the recommendations from the IMA report:

-  Recommendation has been addressed and activities are either BAU or are completed
-  Recommendation has actions in place to address; some activity requires completion to fully resolve
-  Recommendation requires several actions to be implemented
-  Recommendation has not been addressed

Report heading	IMA Report recommendation	KPMG Review
1. EQC Structure	a. EQC hires another settlement team so that the case load for each team is approximately 100, which supports good familiarisation with each claim, and faster handling	
	b. EQC considers how they will manage drainage issues within the new case management approach.	
2. Operational Practice	a. A consistent operational practice model is urgently developed to ensure claims are dealt with to high standards across the Canterbury Business Unit.	
3. Data Quality	a. A EQC immediately establish an expert data quality group led by the General Manager Technology;	
	b. EQC take a small team of experienced EQC staff, pull out all of the physical claim files relating to the remaining claims, and have the team sort, review, confirm and capture the key data; and	
	c. EQC publishes its ILVR semi-annually in a prominent place on its website, which includes context and explanations for any large movements in the ILVR since the previous set of numbers.	
4. Claimant Reference Panel	a. EQC establish a Claimant Reference Group, comprised of claimants and community representative advocates who are paid for their time and expertise, and with whom EQC senior management meets regularly.	
5. Communications with Claimants	a. All information on their file be available to claimants on request;	
	b. The case management approach must include the development of communication standards for EQC with claimants, which set out that communications are respectful, empathetic, honest, timely, and that EQC staff do what they say they will do; and	
	c. The EQC's Canterbury specific webpage be reviewed to ensure it is easy to read and is updated on a regular basis.	
6. Temporary Accommodation and other Costs	d. EQC and Treasury work together on a proposal that could be put to the Minister for her to determine whether she supports a Ministerial Direction that would allow EQC to reimburse certain legitimate claim-related costs in certain circumstances.	

Report heading	IMA Report recommendation	KPMG Review
7. Residential Advisory Services (RAS)	a. <i>The RAS is extended for two more years to 30 June 2020 and its role is expanded to provide a "one-stop-shop" for claimants, incorporating psycho-social support for claimants.</i>	
8. Relationship with Private Insurers	a. <i>EQC senior management schedule regular, formal meetings with each private insurer to remove any barriers to resolving claims; and</i> b. <i>EQC share information about all claims with the relevant private insurer with the aim of settling claims more quickly. (Note that this recommendation overlaps with proposals in the EQC Amendment Bill that is currently before the Select Committee.)</i>	 
9. Greater Flexibility to Make Payments	a. <i>EQC works with private insurers to extend the existing Protocol 1 to allow EQC to make cash settlements above the EQC cap, which would then be recovered from the private insurers.</i>	
10. Claims Management Consolidation	a. <i>The Treasury continues to work with the insurance industry and EQC to test the viability of a new model which could see the management of all new Canterbury earthquake-related claims from insurance entities (EQC, Southern Response, other private insurers) consolidated into one vehicle from a future date.</i>	
11. Limitations	a. <i>The Treasury and MBIE undertake policy work on whether the limitation period in respect of the Canterbury earthquakes could be clarified and made consistent across EQC and the various insurers.</i>	
12. EQC Ability to Discharge Cases	a. <i>The Treasury includes the discharge of claims as part of its policy work on the EQC Act.</i>	
13. On Sold Properties	a. <i>EQC has provided advice and updates to the EQC Board on the preferred approach to resolving on sold properties and have engaged Treasury in discussion on the risks associated with a Ministerial Direction including on the precedent for future events and impacts on the Crown. No decision has been taken on a Ministerial Direction at the time of our review; and</i> b. <i>EQC has engaged with Treasury and others in discussion on proposed policy and legislative changes for future events. Input has been provided into possible changes and the implications for future events.</i>	 
14. Test cases and litigation process	a. <i>EQC continues to work with lawyers and claimants to identify appropriate test cases on issues of law where precedents would be helpful for resolving other claims and to fast track these where possible;</i> b. <i>The Government give ongoing consideration to ensuring that further litigation process innovation is supported where appropriate.</i>	 
15. Performance Metrics	a. <i>EQC develop a more comprehensive set of layered measures, both quantitative and qualitative, for the main stages of the claims process; and</i> b. <i>EQC publishes these metrics on its website no less often than quarterly.</i>	 

Report heading	IMA Report recommendation	KPMG Review
<p>16. Monitoring Arrangements over EQC</p>	<p>a. That increased focus and resource should be directed to the monitoring function in Treasury related to service delivery; performance and future service risk, confidence by the public, institutional capability and its implementation of change;</p> <p>b. MBIE and Treasury work on providing the Minister with advice on which government department in future is best placed to undertake such monitoring;</p> <p>c. Treasury and MBIE meet jointly with the Minister at least quarterly to update her on their progress on the work arising from the recommendations in this report; and</p> <p>d. EQC reports to the Minister on their progress with the implementation of the recommendations from this report that relate to EQC, to ensure that they are implemented in a timely fashion.</p>	<p>●</p> <p>●</p> <p>●</p> <p>●</p>

Progress against Board actions

Report heading	IMA Report recommendation	KPMG Review
1 EOC Structure	<p><i>Case Managed claim model</i></p> <p><i>Each customer will have a dedicated Case Manager to guide their claim through the process. Appropriate numbers of experienced personnel will be required to implement this case managed model.</i></p> <p><i>Overall objective is to reach equilibrium on open and closed claims with no backlog by December 2018.</i></p> <p><i>See body of the report section Operational Structure of EOC</i></p>	 
2 Operational Practice	<p><i>Panel Mediation</i></p> <p><i>Set up of an internal mediation panel and the option for increased use of external mediation services.</i></p> <p><i>See body of the report section Operational Practice</i></p>	
3 Communication with Claimants	<p><i>Actively publicise/educate prospective purchasers (and legal/other advisors) on how EOC and Insurers deal with assigned claims that require remedials.</i></p> <p><i>Information on how EOC treat assigned claims and claim reviews is available on EOC website Canterbury section</i></p>	
4 Relationship with Private Insurers	<p><i>Negotiated settlements involving insurers on a case by case or portfolio basis.</i></p> <p><i>Included in Insurer finalisation negotiations see body of the report section Relationship with Private Insurers</i></p>	
5 Relationship with Private Insurers	<p><i>Removing the current requirement to have insurer "accept" the claim before paying to cap.</i></p> <p><i>Board approved change in February and practice in place for claims except for customers of Tower Insurance</i></p>	
6 Test Cases and Litigation Processes	<p><i>Arbitration Process</i></p> <p><i>Minister Responsible Earthquake Commission and Minister of Justice were developing an Arbitration model to apply to EOC and Insurers for unresolved claims</i></p>	
7 Test Cases and Litigation Processes	<p><i>Test cases and/or Declaratory judgements that clarify EOC liability</i></p> <p><i>Fast tracking processes developed and test cases identified see body of the report section Test cases and litigation process</i></p>	
8 Test Cases and Litigation Processes	<p><i>Pay the ILV and IFV components (or at least the IFV component) of land claims on hold as a result of IAG/Tower litigation</i></p> <p><i>EOC are examining requests that engineers undertake a more detailed review of information provided in the litigation for "on hold" properties; and determine to release all "on hold" properties, and assume the risk of double payment</i></p>	

Report heading	IMA Report recommendation	KPMG Review
9 Monitoring Arrangements over EQC	<i>Ministerial direction(s)</i> <i>Ministerial Directions advice and options provided to the EQC Board in March 2018</i>	

Contact us
David Sinkins Director Advisory T (04) 816 4827 E dsinkins@kpmg.co.nz

kpmg.com/nz

