I hereby give notice that an ordinary meeting of the Civil Defence and Emergency Management Group Committee will be held on:

**Date:** Wednesday, 29 August 2018  
**Time:** 10.30am  
**Meeting Room:** Room 1, Level 26  
**Venue:** 135 Albert Street  
Auckland

Komiti Ārai Tūmatanui me Te Toko Raru Ohorere / Civil Defence and Emergency Management Group Committee

OPEN AGENDA

**MEMBERSHIP**

**Chairperson**
Sharon Stewart, QSM

**Deputy Chairperson**
John Watson

**Members**
Cr Josephine Bartley  
Cr Ross Clow  
Cr Fa’anana Efeso Collins  
Cr Greg Sayers  
Cr Sir John Walker, KNZM, CBE

**IMSB Members**
Member Hon Tau Henare  
Member Dennis Kirkwood

**Ex-officio**
Mayor Hon Phil Goff, CNZM, JP  
Deputy Mayor Bill Cashmore

(Quorum 3 members)

Suad Allie  
Governance Advisor

24 August 2018

Contact Telephone: (09) 977 6953  
Email: suad.allie@aucklandcouncil.govt.nz  
Website: www.aucklandcouncil.govt.nz

**Note:** The reports contained within this agenda are for consideration and should not be construed as Council policy unless and until adopted. Should Members require further information relating to any reports, please contact the relevant manager, Chairperson or Deputy Chairperson.
Terms of Reference

Responsibilities and powers

The Civil Defence Emergency Management Group Committee is a statutory committee required under S12(1) of the Civil Defence and Emergency Management Act 2002 (CDEM Act) and is responsible for:

- being Auckland’s strategic forum for civil defence and emergency management planning and policy
- establishing an emergency management structure for the Auckland region
- developing, approving, implementing and monitoring the Auckland Civil Defence Emergency Management Group Plan
- developing, approving, implementing and monitoring other relevant strategies and policies relevant to the powers and functions of the Civil Defence and Emergency Management Group as identified in the CDEM Act
- performing the statutory functions of a civil defence emergency management group
- representing Auckland in the development of national emergency management policy including approving relevant policy and legislative submissions to external bodies
- engaging with Local Boards and local board portfolio holders on civil defence and emergency management issues.

The Civil Defence Emergency Management Group Committee will exercise the statutory powers outlined in the Civil Defence Emergency Management Act 2002 and the Auckland Civil Defence Emergency Management Group Plan. The Civil Defence Emergency Management Group Committee is authorised to approve use of the established emergency funding facility provided for emergency management.

Relevant legislation includes but is not limited to:

Civil Defence Emergency Management Act 2002; and
Hazardous Substances and New Organisms Act 1996.
Exclusion of the public – who needs to leave the meeting

Members of the public

All members of the public must leave the meeting when the public are excluded unless a resolution is passed permitting a person to remain because their knowledge will assist the meeting.

Those who are not members of the public

General principles

- Access to confidential information is managed on a “need to know” basis where access to the information is required in order for a person to perform their role.
- Those who are not members of the meeting (see list below) must leave unless it is necessary for them to remain and hear the debate in order to perform their role.
- Those who need to be present for one confidential item can remain only for that item and must leave the room for any other confidential items.
- In any case of doubt, the ruling of the chairperson is final.

Members of the meeting

- The members of the meeting remain (all Governing Body members if the meeting is a Governing Body meeting; all members of the committee if the meeting is a committee meeting).
- However, standing orders require that a councillor who has a pecuniary conflict of interest leave the room.
- All councillors have the right to attend any meeting of a committee and councillors who are not members of a committee may remain, subject to any limitations in standing orders.

Independent Māori Statutory Board

- Members of the Independent Māori Statutory Board who are appointed members of the committee remain.
- Independent Māori Statutory Board members and staff remain if this is necessary in order for them to perform their role.

Staff

- All staff supporting the meeting (administrative, senior management) remain.
- Other staff who need to because of their role may remain.

Local Board members

- Local Board members who need to hear the matter being discussed in order to perform their role may remain. This will usually be if the matter affects, or is relevant to, a particular Local Board area.

Council Controlled Organisations

- Representatives of a Council Controlled Organisation can remain only if required to for discussion of a matter relevant to the Council Controlled Organisation.
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1 **Apologies**

At the close of the agenda no apologies had been received.

2 **Declaration of Interest**

Members are reminded of the need to be vigilant to stand aside from decision making when a conflict arises between their role as a member and any private or other external interest they might have.

3 **Confirmation of Minutes**

That the Civil Defence and Emergency Management Group Committee:

a) confirm the ordinary minutes of its meeting, held on Wednesday, 30 May 2018 and the extraordinary minutes of its meeting, held on Wednesday, 4 July 2018, as a true and correct record.

4 **Petitions**

At the close of the agenda no requests to present petitions had been received.

5 **Public Input**

Standing Order 7.7 provides for Public Input. Applications to speak must be made to the Governance Advisor, in writing, no later than **one (1) clear working day** prior to the meeting and must include the subject matter. The meeting Chairperson has the discretion to decline any application that does not meet the requirements of Standing Orders. A maximum of **thirty (30) minutes** is allocated to the period for public input with **five (5) minutes** speaking time for each speaker.

At the close of the agenda no requests for public input had been received.

6 **Local Board Input**

Standing Order 6.2 provides for Local Board Input. The Chairperson (or nominee of that Chairperson) is entitled to speak for up to **five (5) minutes** during this time. The Chairperson of the Local Board (or nominee of that Chairperson) shall wherever practical, give **one (1) day’s notice** of their wish to speak. The meeting Chairperson has the discretion to decline any application that does not meet the requirements of Standing Orders.

This right is in addition to the right under Standing Order 6.1 to speak to matters on the agenda.

At the close of the agenda no requests for local board input had been received.
Section 46A(7) of the Local Government Official Information and Meetings Act 1987 (as amended) states:

"An item that is not on the agenda for a meeting may be dealt with at that meeting if-

(a) The local authority by resolution so decides; and

(b) The presiding member explains at the meeting, at a time when it is open to the public,

(i) The reason why the item is not on the agenda; and

(ii) The reason why the discussion of the item cannot be delayed until a subsequent meeting."

Section 46A(7A) of the Local Government Official Information and Meetings Act 1987 (as amended) states:

"Where an item is not on the agenda for a meeting,-

(a) That item may be discussed at that meeting if-

(i) That item is a minor matter relating to the general business of the local authority; and

(ii) the presiding member explains at the beginning of the meeting, at a time when it is open to the public, that the item will be discussed at the meeting; but

(b) no resolution, decision or recommendation may be made in respect of that item except to refer that item to a subsequent meeting of the local authority for further discussion."
Te take mō te pūrongo / Purpose of the report
1. To give the committee an update on recent issues and developments within the sector.

Whakarāpopototanga matua / Executive summary
2. Sarah Sinclair, Acting Director Auckland Emergency Management, will give a presentation on this matter.

Ngā tūtohunga / Recommendation/s
That the Civil Defence and Emergency Management Group Committee:
a) receive the update from Acting Director Auckland Emergency Management.

Ngā tāpirihanga / Attachments
There are no attachments for this report.

Ngā kaihaina / Signatories

| Author       | Suad Allie - Governance Advisor |
Update on the Coordinating Executive Group’s Meeting on 9
August 2018

File No.: CP2018/15734

Te take mō te pūrongo / Purpose of the report
1. To provide an update on the Auckland Coordinating Executive Group (CEG)’s discussions and substantive resolutions from its meeting on 9 August 2018.

Whakarāpopototanga matua / Executive summary
2. The Auckland Coordinating Executive Group convened for its third quarterly meeting on 9 August 2018. The meeting received presentations from members and others on a series of recent incidents (10 April Storm, Sims Pacific Fire), major upcoming events requiring multi-agency cooperation (APEC21), and internal strategic documents. The discussion concluded with multiple resolutions to support and further increase collaboration among CEG member agencies working in community resilience and emergency operations.

Ngā tūtohunga / Recommendation/s
That the Civil Defence and Emergency Management Group Committee:
a) note the contents of this report and the relevant substantive recommendations noted below made by the Coordinating Executive Group to the Committee.

Horopaki / Context
3. The Auckland Coordinating Executive Group (CEG) comprises senior Auckland Council and civil defence sector partner agency representatives. The CEG is responsible to the Auckland CDEM Group Committee, implementing the Group’s decisions and providing strategic advice.
4. Chaired by the Chief Executive of Auckland Council, the CEG convenes quarterly to discuss key Auckland civil defence sector issues. The role of CEG is to facilitate coordination, giving certainty to the Committee that matters of shared interest across the sector are being resolved in collaboration.

Tātaritanga me ngā tohutohu / Analysis and advice
5. The meeting on 9 August 2018 yielded productive discussion on key items spanning from recent incidents, major upcoming events, and emergency management strategic documents. What follows is a record of those decisions and substantive resolutions made by the CEG as well as items that were discussed by the group.

Summary of Coordinating Executive Group discussions and substantive recommendations made to the Auckland CDEM Group Committee

Health Sector Review of the April Storm
6. Dr Jocelyn Peach from the Waitemata District Health Board and the health representative on CEG, presented a review of the 10 April storm from the health sector’s perspective. The lack of visibility of some vulnerable groups was highlighted as a key issue during the response, especially, it was noted, as many elderly and disabled people relied on electricity for essential medical facilities.
7. To better prepare for future emergencies, the health sector will be embarking on a mapping exercise to better understand the needs and characteristics of vulnerable groups, outside of the medically dependent groups already identified, as well as with partner community organisations who have channels into more isolated groups.

**Substantive recommendation(s) made by the Coordinating Executive Group:**

i) Collectively develop recommendations for the Auckland Civil Defence and Emergency Management Group Committee, if required.

**Emergency Welfare Coordination in Auckland Discussion Document**

8. The CEG was asked to provide feedback on the Auckland Welfare Coordination Group (AWCG)'s Emergency Welfare Coordination in Auckland (Discussion Document). Agencies were supportive of the approach to overlay a broad strategic overview of welfare coordination atop operational sub-function plans to promote universal understanding of this field. Non-AWCG agencies such as Fire and Emergency New Zealand (FENZ) also expressed interest in closer involvement in the development of the detailed plan.

9. The CEG endorsed the document for further consultation and presentation to the Auckland Civil Defence and Emergency Management Group Committee.

**Substantive recommendation(s) made by the Coordinating Executive Group:**

ii) (endorse the Discussion Document) to proceed to the Auckland Civil Defence and Emergency Management Group Committee for approval to go out for consultation.

**Resilient Recovery Strategy**

10. The CEG received an update on the Resilient Recovery Strategy development and endorsed the new timeline for ongoing consultation and member engagement workshops.

**Substantive recommendation(s) made by the Coordinating Executive Group:**

iii) Confirm the rescheduling of the development of the Resilient Recovery Strategy such that:

- The draft Resilience Recovery Strategy is presented to the Coordinating Executive Group and the Civil Defence and Emergency Management Group Committee meetings in the first quarter 2019.
- Focused public consultation is undertaken in March – April 2019; and
- The Resilient Recovery Strategy is presented to the Coordinating Executive Group meeting and the Civil Defence and Emergency Management Committee for adoption in the second quarter 2019.

**Piha Community Resilience Pilot**

11. The CEG received an update on Auckland Emergency Management’s Piha Community Resilience Pilot Project. The initiative received positive feedback from CEG members with agencies resolving to work closely with Auckland Emergency Management in developing the Piha pilot.

12. Discussions also highlighted the need to continue such initiatives in other vulnerable areas across the Auckland region.

**Substantive recommendation(s) made by the Coordinating Executive Group:**

iv) Agree a planning responsiveness in Piha as a pilot for other community resilience plans.
Other items discussed

Sims Pacific Metals Fire Review
13. The CEG received an update on the Sims Pacific Metals Fire Learnings Review. To date, the reviewer has received over 30 pieces of feedback around the incident and is undertaking a fact-checking process to verify the information. CEG member agencies expressed ongoing support for the review and noted that the findings will be presented at the November meeting of the CEG.

APEC21
14. The CEG received a presentation update from ATEED and the Ministry of Foreign Affairs and Trade (MFAT) on the ongoing national preparations to host APEC21. Led by MFAT, the APEC21 Programme government structure involves multiple central government agencies.
15. Priority will be placed on minimising disturbance to Auckland, especially in light of the City Rail Link construction. The CEG confirmed that considerations around preserving above-ground emergency response and lifelines activity would require further planning. ATEED confirmed that the Programme would engage CEG members for detailed consultation in the future.

FENZ update on the common operating picture
16. Fire and Emergency New Zealand (FENZ) led a demonstration of their geographically-enabled computer-aided dispatch (CAD) system for CEG members, which provides a common operating picture for first responders. This newly updated CAD system initiates calls for service, dispatches units and manages resources in the field. In addition to incident information, the system features comprehensive map data – down to street and building level, including aerial images. It also allows emergency response users to leave commentary, pinpoint hazards and risks directly onto the map itself.

Ngā tāpirihanga / Attachments
There are no attachments for this report.

Ngā kaihaina / Signatories

| Author          | Sarah Sinclair - Acting Director Auckland Emergency Management |
Te take mō te pūrongo / Purpose of the report
1. To provide an updated list of Group Controllers, Group Recovery Managers and Group Welfare Managers for consideration and for appointment to those positions.

Whakarāpopototanga matua / Executive summary
2. The Civil Defence Emergency Management Act 2002 requires CDEM Groups to appoint “suitably qualified and experienced” personnel to the positions of Group Controller and Group Recovery Manager.
3. The National Civil Defence Emergency Management Plan Order 2015 requires CDEM Groups to appoint a “suitably senior and experienced” person to the position of Group Welfare Manager and to maintain a number of “suitable and experienced personnel as alternatives”.
4. The Auckland CDEM Group Committee approved the appointment of various individuals to these positions at the time of the adoption of the Auckland CDEM Group Plan in 2016. Given the change in personnel since then and in the ability of key personnel to fulfil the requirements of these important statutory positions an updated list of Group Controllers, Group Recovery Managers and Group Welfare Managers for consideration and appointment is presented.
5. Further, it is recommended that the Committee agrees to receive twice-yearly updates to the list of Group Controllers, Group Recovery Managers and Group Welfare Managers for consideration and for appointment as appropriate.
6. A complete and up-to-date list of Auckland’s Group Controllers, Group Recovery Managers, and Group Welfare Managers can be found in the appendices to this report.

Ngā tūtohunga / Recommendation/s
That the Civil Defence and Emergency Management Group Committee:

  a) note the updated list of Group Controllers, Group Recovery Managers and Group Welfare Managers provided for consideration;

  b) appoint those identified at Table 1 below as Group Controllers as per Section 26 of the Civil Defence Emergency Management Act 2002;

  c) appoint those identified at Table 4 below as Group Welfare Managers as per Section 62 of the National Civil Defence Emergency Management Plan Order 2015; and

  d) agree to receive twice-yearly updates to the list of Group Controllers, Group Recovery Managers and Group Welfare Managers for consideration and for appointment as appropriate.
Horopaki / Context

7. Under Section 26 of the Civil Defence Emergency Management Act 2002 (the Act), each CDEM Group must “appoint, either by name or by reference to the holder of an office, at least one suitably qualified and experienced person to be the person or persons who are to perform the functions and duties and exercise the powers of the Group Controller.”

8. Section 29 of the Act places the same requirement on CDEM Groups to appoint at least one “suitably qualified and experienced person” to the position of Group Recovery Manager.

9. Section 62 of the National Civil Defence Emergency Management Plan Order 2015 requires CDEM Groups to appoint a “suitably senior and experienced” Group Welfare Manager and to maintain a number of “suitable and experienced personnel” as alternatives.

10. Upon adoption of the Auckland CDEM Group Plan (2016-2021) in 2016 (CP2016/17633 refers) and of Appendix 1 to that document, the Auckland CDEM Group Committee approved the appointment of a number of Group Controllers, Group Recovery Managers and Group Welfare Managers (see Attachment A for the 2016 list).

11. Changes in personnel and the increase in the ability of key personnel to fulfil the requirements of the CDEM Group’s statutory appointments mean that Appendix 1 of the Group Plan needs to be updated and presented to the Committee for consideration.

12. At an extraordinary meeting on 4 July 2018 the Committee appointed an additional Group Controller and noted (CP2018/11796 refers) that an updated list of Group Controllers, Group Recovery Managers and Group Welfare Managers would be brought to the 29 August meeting of the Committee for consideration. An up-to-date list of Group Controllers, which takes in to account previous amendments made by this Committee is held at www.aucklandcivildefence.org.nz.

13. It is recommended that the Committee agrees to receive twice-yearly updates to the list of Group Controllers, Group Recovery Managers and Group Welfare Managers for consideration and for appointment as appropriate.

Tātaritanga me ngā tohutohu / Analysis and advice

14. At present, the Acting Director has, for practical reasons, separated the role of Group Controller and Director. This practice is in place at the Ministry of Civil Defence and Emergency Management and in some other CDEM Groups such as the Wellington Group where it is known to work well.

15. Given the depth in the numbers of those at Auckland Council who can fill the Controller position, which was further expanded on 4 July, a number of senior Controllers are working on a rostered on-call basis.

16. The role separation allows the Controller to focus on responding to an event, whilst the Director will focus on continuing to manage the department and staff, and support as a media spokesperson and stakeholder liaison.

17. The transition has ensured that Auckland Emergency Management has also reviewed other response roles and depth of resourcing, including updating the list of Group Welfare Managers.

18. There has been a number of personnel changes within Auckland Emergency Management and across those CDEM volunteers from across the Auckland Council family who support in filling key incident management positions. In addition, a number of council officers have recently completed the year-long Auckland Emergency Management and University of Auckland controller and leadership training programme.
Group Controller

19. The CDEM Group Controller is an important statutory position appointed under the Civil Defence Emergency Management Act 2002.

20. The primary roles of the Group Controller during a response are to:
   - assess impacts;
   - prioritise response measures;
   - monitor and direct agencies in their roles; and
   - coordinate and allocate resources where required.

21. It is important to note that while these roles do not require a declaration of a state of local emergency to be in place, (MCDEM, Director’s Guideline for CDEM Group and Local Controllers, 2014)), under declared emergencies the Group Controller has a number of additional powers including, for example, the power to clear roads and other public spaces; removing or disposing of dangerous structures and materials; providing for the rescue of endangered persons and their removal to areas of safety; providing for the conservation and supply of food, fuel and other essential supplies; and the prohibition or regulation of land, air, and water traffic to the extent necessary to conduct civil defence emergency management.

22. Given the importance of the Group Controller position to the effective functioning of civil defence emergency management, CDEM Groups are required to appoint “suitably qualified and experienced” personnel to perform the functions and duties and exercise the powers of the Group Controller.

23. An updated list of Group Controllers for consideration and appointment is provided below. It has been determined that those identified are “suitably qualified and experienced”.

### TABLE 1: Recommended new Group Controllers for appointment as per s26 of the CDEM Act 2002

<table>
<thead>
<tr>
<th>Name (A-Z)</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Craig Glover *</td>
<td>Head of Strategy and Planning</td>
</tr>
<tr>
<td>Fleur Aldridge *</td>
<td>Senior Solicitor Commercial</td>
</tr>
<tr>
<td>Jazz Singh *</td>
<td>GM Procurement Risk</td>
</tr>
<tr>
<td>Kiri Maxwell *</td>
<td>Principal Advisor Strategy and Partnerships</td>
</tr>
<tr>
<td>Mace Ward *</td>
<td>GM Parks, Sport and Recreation</td>
</tr>
<tr>
<td>Nigel King *</td>
<td>GM Customer Services</td>
</tr>
<tr>
<td>Parul Sood *</td>
<td>Waste Planning Manager</td>
</tr>
<tr>
<td>Ross Roberts *</td>
<td>Geotechnical and Geological Practice Lead</td>
</tr>
<tr>
<td>Viv Heslop *</td>
<td>Head of Transport Sustainability</td>
</tr>
</tbody>
</table>

* Completed 2017 Auckland Emergency Management / University of Auckland Controllers Programme

### TABLE 2: List of people to be removed as Group Controllers are

<table>
<thead>
<tr>
<th>Name (A-Z)</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aaron Davis</td>
<td>Head of Emergency Management Operations</td>
</tr>
<tr>
<td>Bryan Cartelle</td>
<td>Principal Rural Fire Officer</td>
</tr>
<tr>
<td>Stephen Drumm</td>
<td>Business and Finance Manager</td>
</tr>
</tbody>
</table>
Group Recovery Manager

24. The CDEM Group Recovery Manager is a statutory position appointed under the Civil Defence Emergency Management Act 2002.

25. The role of the Group Recovery Manager is to direct and coordinate the use of personnel, material, information, services, and other resources for the purpose of carrying out recovery activities. It is an important role with powers, functions and duties similar to those of the Group Controller. Recognising this importance, the Civil Defence Emergency Management Act 2002 places a requirement on CDEM Groups to appoint "suitably qualified and experienced" personnel to perform the functions and duties and exercise the powers of the Group Recovery Manager.

26. The list of Group Recovery Managers was updated most recently in May 2018. In the future, the list of Group Recovery Managers will be updated regularly. A complete and up-to-date list of Auckland’s Group Controllers and Alternate Controllers, Auckland’s Group Recovery Managers, and Auckland’s Group Welfare Managers can be found in the appendices to this report.

### TABLE 3: List of people to be removed as Group Recovery Managers are

<table>
<thead>
<tr>
<th>Name (A-Z)</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>David Middleton</td>
<td>Head of Welfare and Recovery</td>
</tr>
</tbody>
</table>

Group Welfare Manager

27. The CDEM Group Welfare Manager is a statutory position appointed under the National Civil Defence Emergency Management Plan Order 2015.

28. During response and recovery, the Group Welfare Manager is responsible for the coordination of the welfare services function. In response, the Group Welfare Manager is responsible to the Group Controller and during recovery to the Group Recovery Manager for the coordination of welfare services. In readiness and reduction, the Group Welfare manager coordinates the efforts of various welfare agencies and chairs the CDEM Group Welfare Coordination Group, whose members are the agencies responsible for each of the welfare services sub-functions in the CDEM Group area.

29. Given the importance of this role during both civil defence activations and in coordinating the efforts of a wide range of welfare agencies outside of activation the National Civil Defence Emergency Management Plan Order 2015 places a requirement on CDEM Groups to appoint a “suitably senior and experienced CDEM Group Welfare Manager” as well as alternatives.

30. An updated list of Group Welfare Managers for consideration and appointment is provided below. It has been determined that those identified are “suitably senior and experienced”.

### TABLE 4: Recommended list of Group Welfare Managers for appointment as per s62 of the National Civil Defence Emergency Management Plan Order 2015

<table>
<thead>
<tr>
<th>Name (A-Z)</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Catherine Cooper</td>
<td>Head of Resilience and Welfare</td>
</tr>
<tr>
<td>Daniel Mayo-Turner</td>
<td>Procurement Systems Lead</td>
</tr>
<tr>
<td>Graham Bodman</td>
<td>GM Arts, Community and Events</td>
</tr>
<tr>
<td>Kiri Maxwell</td>
<td>Principal Advisor Strategy and Partnerships</td>
</tr>
<tr>
<td>Mary Dawson</td>
<td>Manager Strategic Brokers</td>
</tr>
<tr>
<td>Shane Ta’ala</td>
<td>Senior Advisor Māori Responsiveness</td>
</tr>
</tbody>
</table>
TABLE 5: List of people to be removed as Group Welfare Managers are

<table>
<thead>
<tr>
<th>Name (A-Z)</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alison Dobbie</td>
<td>Principal Development Advisor</td>
</tr>
<tr>
<td>Catherine Gilhooly</td>
<td>Welfare Manager</td>
</tr>
<tr>
<td>James Hassall</td>
<td>General Counsel</td>
</tr>
<tr>
<td>Mike Ikilei</td>
<td>Manager Programmes and Partnerships</td>
</tr>
<tr>
<td>Parul Sood</td>
<td>Waste Planning Manager</td>
</tr>
</tbody>
</table>

Ngā whakaaweawe ā-rohe me ngā tirohanga a te poari ā-rohe / Local impacts and local board views

31. Group Controllers, Group Recovery Managers and Group Welfare Managers are responsible for performing and exercising a number of functions, duties and powers. Civil defence emergencies generally have local impacts. Though no specific local views have been considered in the drafting of this report, the recommendations contained in this report have no specific local impacts.

Tauākī whakaaweawe Māori / Māori impact statement

32. Auckland Emergency Management’s Māori Responsiveness Strategy contains a number of principles for staff and volunteers of Auckland Emergency Management, including Group Controllers, Group Recovery Managers and Group Welfare Managers to follow and uphold. The powers, duties and functions exercised by those in these CDEM appointments will be carried out in consultation with mana whenua and iwi where appropriate.

Ngā ritenga ā-pūtea / Financial implications

33. There are no financial implications arising from this report. Any resources required by Auckland’s Group Controllers, Group Recovery Managers and Group Welfare Managers can be met from within existing budgets.

Ngā raru tūpono / Risks

34. The Auckland CDEM Group is required to appoint suitably qualified and experienced personnel to perform a range of CDEM functions, duties and powers. It is important, therefore, that an adequate number of Group Controllers, Group Recovery Managers and Group Welfare Managers are appointed to fulfil these requirements.

Ngā koringa ā-muri / Next steps

35. Upon the appointment of those recommended as Group Controllers, Group Recovery Managers and Group Welfare Managers, Auckland Emergency Management will continue formal onboarding processes as appropriate to enable the appropriate exercising of functions, duties and powers.

36. Subject to Committee approval, twice-yearly updates to the list of Group Controllers, Group Recovery Managers and Group Welfare Managers will be reported to the Committee to ensure that Appendix 1 to the Group Plan remains as up-to-date as practically possible.
Ngā tāpirihanga / Attachments

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<tbody>
<tr>
<td>A</td>
<td>List of Auckland Group Controllers and Alternate Controllers, Group Recovery Managers</td>
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Ngā kaihaina / Signatories

<table>
<thead>
<tr>
<th>Author</th>
<th>Craig Glover - Head of Strategy and Planning</th>
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<tr>
<td>Authoriser</td>
<td>Sarah Sinclair - Acting Director Auckland Emergency Management</td>
</tr>
</tbody>
</table>
## Appendix 1: Updated list of Group Controllers, Group Recovery Managers and Group Welfare Managers

**Auckland's Group Controllers**

<table>
<thead>
<tr>
<th>Name (A-Z)</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Andrew Clark</td>
<td>GM Commercial and Finance</td>
</tr>
<tr>
<td>Craig Glover</td>
<td>Head of Strategy and Planning</td>
</tr>
<tr>
<td>Craig McIlroy</td>
<td>GM Healthy Waters</td>
</tr>
<tr>
<td>Fleur Aldridge</td>
<td>Senior Solicitor Commercial</td>
</tr>
<tr>
<td>Graham Bodman</td>
<td>GM Arts, Community and Events</td>
</tr>
<tr>
<td>Ian Maxwell</td>
<td>Director Community Services</td>
</tr>
<tr>
<td>Jazz Singh</td>
<td>GM Procurement Risk</td>
</tr>
<tr>
<td>Jennifer Rose</td>
<td>Head of Recovery</td>
</tr>
<tr>
<td>John Dragicevich</td>
<td>Director Auckland Emergency Management</td>
</tr>
<tr>
<td>John Schermbrucker</td>
<td>Head of Project Delivery</td>
</tr>
<tr>
<td>Kiri Maxwell</td>
<td>Principal Advisor Strategy and Partnerships</td>
</tr>
<tr>
<td>Mace Ward</td>
<td>GM Parks, Sport and Recreation</td>
</tr>
<tr>
<td>Mara Bebich</td>
<td>Stakeholder Manager</td>
</tr>
<tr>
<td>Matthew Walker</td>
<td>Group Chief Financial Officer</td>
</tr>
<tr>
<td>Nigel King</td>
<td>GM Customer Services</td>
</tr>
<tr>
<td>Parul Sood</td>
<td>Waste Planning Manager</td>
</tr>
<tr>
<td>Rachel Kelleher</td>
<td>Manager Regional Parks</td>
</tr>
<tr>
<td>Ross Roberts</td>
<td>Geotechnical and Geological Practice Lead</td>
</tr>
<tr>
<td>Sarah Sinclair</td>
<td>Chief Engineer / Acting Director Auckland Emergency Management</td>
</tr>
<tr>
<td>Victoria Walker</td>
<td>Head of Marketing and Publicity</td>
</tr>
<tr>
<td>Viv Heslop</td>
<td>Head of Transport Sustainability</td>
</tr>
</tbody>
</table>

**Auckland's Group Recovery Managers**

<table>
<thead>
<tr>
<th>Name (A-Z)</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alan Tresadern</td>
<td>Construction Performance Manager</td>
</tr>
<tr>
<td>Craig McIlroy</td>
<td>GM Healthy Waters</td>
</tr>
<tr>
<td>Jennifer Rose</td>
<td>Head of Recovery</td>
</tr>
<tr>
<td>Mace Ward</td>
<td>GM Parks, Sport and Recreation</td>
</tr>
<tr>
<td>Rob McGee</td>
<td>Head of Active Recreation</td>
</tr>
<tr>
<td>Sarah Sinclair</td>
<td>Chief Engineer / Acting Director Auckland Emergency Management</td>
</tr>
<tr>
<td>Wayne Brown</td>
<td>Principal Recovery Advisor</td>
</tr>
</tbody>
</table>
## Auckland’s Group Welfare Managers

<table>
<thead>
<tr>
<th>Name (A-Z)</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Catherine Cooper</td>
<td>Head of Resilience and Welfare</td>
</tr>
<tr>
<td>Daniel Mayo-Turner</td>
<td>Procurement Systems Lead</td>
</tr>
<tr>
<td>Graham Bodman</td>
<td>GM Arts, Community and Events</td>
</tr>
<tr>
<td>Kiri Maxwell</td>
<td>Principal Advisor Strategy and Partnerships</td>
</tr>
<tr>
<td>Mary Dawson</td>
<td>Manager Strategic Brokers</td>
</tr>
<tr>
<td>Rachel Orr</td>
<td>Principal Resilience and Welfare Advisor</td>
</tr>
<tr>
<td>Shane Ta’ala</td>
<td>Senior Advisor Māori Responsiveness</td>
</tr>
</tbody>
</table>
Update on the Development of the Resilient Recovery Strategy

File No.: CP2018/15741

Te take mō te pūrongo / Purpose of the report

1. This report seeks confirmation of the rescheduled timeline for the development of the Resilient Recovery Strategy and outlines progress since the April 2018 storm event.

Whakarāpopototanga matua / Executive summary

2. Auckland Emergency Management is undertaking the strategic recovery planning work set out in the May 2018 amendments to the Auckland Civil Defence Emergency Management Group (CDEM) Plan through the development of the Resilient Recovery Strategy. This planning work must be completed within the lifetime of the Group Plan, which is operative until 2021 in the first instance.

3. Workshops with local boards and advisory panels on the development of the Resilient Recovery Strategy were rescheduled due to the 10 April 2018 storm event. Initial engagement was not able to be completed until 12 July 2018. Engagement with iwi was also disrupted.

4. The resulting delays meant a good quality draft strategy is not able to be presented to the Auckland CDEM Group Committee on 29 August 2018 as originally proposed. Accordingly, the timeline needs to be rescheduled for delivery of the draft Strategy in the first quarter 2019, for the Committee's approval for public consultation. Public consultation would be undertaken through March - April 2019 with the Committee receiving the final draft Strategy for consideration and adoption in the second quarter 2019.

5. Rescheduling to this amended timeframe enables:
   - deeper engagement with local boards, advisory panels, the Independent Māori Statutory Board, mana whenua, Ministry of Civil Defence and Emergency Management and CEG members,
   - avoids the disruption associated with the Christmas/New Year school break,
   - better enables alignment with the review of Directors Guidelines on Recovery Management, and
   - completion of the CDEM Group’s strategic recovery planning work within the timeframe set by the Ministry of Civil Defence and Emergency Management.

6. The initial round of engagement with local boards and advisory panels has been completed. Key themes of comment received include distinguishing recovery from response, the importance of community groups and networks in recovery, the importance of communication and engagement, education, preparedness, resilience, and health and safety. Practical considerations were also raised, such as the importance of access to medicines. High level summaries of the main themes are set out in Appendix 1 and 2. A second round of engagement with local boards and advisory panels is being planned for November 2018.
Ngā tūtohunga / Recommendation/s
That the Civil Defence and Emergency Management Group Committee:

a) confirm the rescheduling of the development of the Resilient Recovery Strategy such that:

- the Civil Defence Emergency Management Group Committee will receive the draft Resilience Recovery Strategy in the first quarter 2019,
- focused public consultation will be undertaken in March – April 2019, and

Horopaki / Context

7. As reported to the committee in November 2017, amendments to the Civil Defence and Emergency Management Act 2002 required CDEM Groups to provide for strategic planning for recovery in their Group Plans by 1 June 2018. The report informed the committee that in addition to minor amendments to the CDEM Group Plan, Auckland Emergency Management would undertake strategic recovery planning through the development of the Resilient Recovery Strategy. [CP2017/24590 refers]. This work must be completed within the lifetime of the Group Plan, which is operative until 2021 in the first instance.

8. An update on the Resilient Recovery Strategy to the committee in February 2018 recommended that the Strategy be reported to the committee in August 2018 for approval for public consultation and in November 2018 for adoption. [CP2018/01314 refers].

9. This report seeks rescheduling of the timeline for developing the Resilient Recovery Strategy because of delays arising from the 10 April 2018 storm event. Meetings with the Papakura, Manurewa, Upper Harbour, Howick and Waiheke Local Boards to occur before 23 May 2018 had to be cancelled and rescheduled. Pressure on local board agendas meant engagement was not completed until 12 July 2018. The planning for engagement with iwi, then underway, was also disrupted.

10. Developing the 10 April Storm Recovery Action Plan and the minor amendments to the CDEM Group Plan for reporting to the CDEM Group Committee in May 2018 became the focus through this period. [CP2018/07899 and CP2018/07833 refer]. The committee adopted the minor amendments to the CDEM Group Plan (CIV/2018/16) and the electronic version of the Plan on Auckland Emergency Management’s web page has been updated.

11. These delays meant a good quality draft strategy is not able to be presented to the CDEM Group Committee on 29 August 2018 as originally proposed. Accordingly, the development of the Resilient Recovery Strategy needs to be rescheduled.

12. It is proposed that the draft Resilient Recovery Strategy is presented to the Committee at its meeting in the first quarter 2019, for approval for public consultation, and in the second quarter for adoption. These dates are well within the required timeframes set by the Ministry of Civil Defence and Emergency Management.
Tātaritanga me ngā tohutohu / Analysis and advice

Rescheduling development of the Resilient Recovery Strategy

13. Recovery is focused on the communities affected by an emergency. Recovery anticipates close involvement with local boards, particularly in the case of local incidents. The proposed rescheduling provides time for a second round of engagement with local boards. It is proposed to present to local board cluster meetings in November 2018 and provide an opportunity for local boards to comment on the draft Strategy prior to the Committee’s decision-making in 2019. (Please note – the first round of local board engagement is outlined below in paragraphs 21-23, and the main themes are summarised in Appendix 1.)

14. Similarly, arrangements are being made for a second round of engagement with the advisory panels in November 2018. The intention is to seek guidance from the panels on the design of public consultation, to ensure it is effective and efficient within its relatively short time frames. (Please note – the first round of local board engagement is outlined below in paragraphs 24-26, and the main themes are summarised in Appendix 2.)

15. Auckland Emergency Management is proposing two hui – one for central/south and another for the north/west – to be held in October 2018. The hui is an opportunity to introduce Auckland Emergency Management, the work the team does across the wider work programme as well as focusing on the development of the Resilient Recovery Strategy. The hui will be supported by individual meetings with iwi where requested. Auckland Emergency Management is continuing to liaise with the secretariat of the IMSB and Mana Whenua Kaitiaki Forum.

16. Arrangements have also been made to meet with member agencies of the Coordinating Executive Group to discuss perspectives and involvement in recovery.

17. The rescheduling also seeks to minimise exposure to the Christmas/New Year school break, with public consultation occurring over March – April 2019. The compressed timeframe will require thorough planning and the utilisation of resources across Auckland Emergency Management.

18. A further benefit is the prospect of better alignment with forthcoming Directors Guidelines on Recovery Management with the consolidated replacement for Directors Guidelines 04/05 and 05/05 due at the end of 2018 or early in 2019.

19. Key dates of the rescheduled timeline include:

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
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</thead>
<tbody>
<tr>
<td>Memo reporting back on engagement with local boards and Advisory Panels</td>
<td>September 2018</td>
</tr>
<tr>
<td>Engagement with the Independent Māori Statutory Board and Mana Whenua</td>
<td>ongoing (commence August 2018)</td>
</tr>
<tr>
<td>Engagement with MCDEM and CEG members</td>
<td>ongoing (Commence August 2018)</td>
</tr>
<tr>
<td>Hui (Central/South and West/North)</td>
<td>October 2018</td>
</tr>
<tr>
<td>Local Board Cluster meeting workshops</td>
<td>November 2018</td>
</tr>
<tr>
<td>Advisory Panel workshops</td>
<td>November 2018</td>
</tr>
<tr>
<td>CEG agree to public consultation on the draft Resilient Recovery Strategy</td>
<td>1st Quarter 2019</td>
</tr>
<tr>
<td>CDEM Group Committee approval of draft Resilient Recovery Strategy for public consultation</td>
<td>1st Quarter 2019</td>
</tr>
<tr>
<td>Public consultation</td>
<td>March – April 2019</td>
</tr>
<tr>
<td>CEG approval of the Resilient Recovery Strategy for adoption</td>
<td>2nd Quarter 2019</td>
</tr>
<tr>
<td>CDEM Group Committee adoption of the Resilient Recovery Strategy</td>
<td>2nd Quarter 2019</td>
</tr>
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</table>
Local Board Engagement

20. Engagement on the development of the Resilient Recovery Strategy with Auckland Council’s 21 local boards was scheduled to commence on 9 May 2018. The 10 April 2018 storm event required some workshops to be rescheduled. Securing new timeslots pushed completion of local board engagement out to 12 July 2018, due to the existing local board workload.

21. The workshops were viewed as the start of ongoing discussion with local boards on recovery and emergency management in general. Local boards were consulted on four broad areas in the context of an imagined major storm – Community strengths, priorities and vulnerabilities; Community preferences; Community appreciation of risk and Community influencers. A summary of the main themes is set out in Appendix 1.

22. Distinguishing recovery from response remains a key theme. The strongest feedback related to the depth, strength and importance of existing community groups and networks, and the importance of communication and engagement. Together they indicate the level of work required in communicating what recovery is about, and how it might be executed. Further detailed analysis is being undertaken to inform the development of the Resilient Recovery Strategy and its implementation, which will also be reported back to local boards.

Advisory Board Engagement

23. Auckland Council’s advisory panels communicate the interests and preferences of the community relating to specific portfolios. Planned engagement with advisory panels was similarly disrupted, though the lesser number of workshops meant engagement was concluded on 26 June 2018.

24. In the same way as with local boards, these workshops were viewed as the start of ongoing discussion on recovery and emergency management in general. The panels were consulted on three broad areas:
   - What would be the most important to you during disaster recovery?
   - What challenges to successful disaster recovery might you encounter?
   - What could be done now to improve disaster recovery?

25. A summary of the main themes is set out in Appendix 2. Key themes relate to education, preparedness and resilience. Health and safety is also a significant underlying theme. Practical considerations were also raised such as the importance of access to medicines. Further detailed analysis is being undertaken to inform the development of the Resilient Recovery Strategy and its implementation, which will also be reported back to the advisory panels.

Ngā whakaaweawe ā-rohe me ngā tirohanga a te poari ā-rohe /
Local impacts and local board views

26. While decision making under the Civil Defence Emergency Management Act 2002 is expressly the function of Auckland Council’s governing body, local boards are a key partner in emergency management in Auckland. Local boards maintain relationships with community organisations and special interest groups in their area and are responsible for identifying community preferences in relation to strategies, policies, plans and bylaws. Local boards play an important role in recovery following a significant event.

Tauākī whakaaweawe Māori / Māori impact statement

27. Auckland Emergency Management staff have met with the secretariat of the Independent Māori Statutory Board and of the Mana Whenua Kaitiaki Forum. Engagement is continuing with two hui being proposed for October 2018, supported by meetings with individual iwi where requested.
28. Recovery addresses the consequences of an emergency and their impacts across the natural, social, built and economic environments. The goals, objectives and execution of recovery holds implications for iwi, environmental guardianship, māori communities (iwi, hapu and mataawaka), marae, assets and the māori economy.

29. Better understanding these relationships and appropriate responses is the purpose of iwi engagement.

Ngā ritenga ā-pūtea / Financial implications

30. The development of Resilient Recovery Strategy is budgeted for and will be completed within the 2018/2019 financial year.

Ngā raru tūpono / Risks

31. The potential risk of an emergency requiring a recovery occurring before the completion of Resilient Recovery Strategy is mitigated by the deeper engagement and discussion, enabling the achievement of greater understanding and stronger relationships through the course of developing the Strategy.

Ngā koringa ā-muri / Next steps

32. Ongoing engagement with iwi, local boards and advisory panels as well as engagement with member agencies of the Coordinating Executive Group will be undertaken.

33. The Coordinating Executive Group and CDEM Group Committee will be appraised of progress on the development of the Strategy at their meetings in November 2018, through the regular report they receive on Auckland Emergency Management’s work programme.

Ngā tāpirihanga / Attachments

<table>
<thead>
<tr>
<th>No.</th>
<th>Title</th>
<th>Page</th>
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</thead>
<tbody>
<tr>
<td>A</td>
<td>Key Themes from Local Board Feedback</td>
<td>29</td>
</tr>
</tbody>
</table>

Ngā kaihaina / Signatories

<table>
<thead>
<tr>
<th>Author</th>
<th>Wayne Brown - Principal Recovery Advisor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authorisers</td>
<td>Jennifer Rose - Head of Recovery</td>
</tr>
<tr>
<td></td>
<td>Sarah Sinclair - Acting Director Auckland Emergency Management</td>
</tr>
</tbody>
</table>
### Key Themes of Local Board Feedback

<table>
<thead>
<tr>
<th>Community strengths,</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Existing community networks, groups and connections</td>
</tr>
<tr>
<td>• Community infrastructure (halls, places of safety etc) and services</td>
</tr>
<tr>
<td>• Local skills and knowledge, individuals’ self-reliance, resilience and preparedness (most common amongst rural and island local boards)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Community priorities</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Infrastructure and lifeline utilities (particularly transport networks, power, water)</td>
</tr>
<tr>
<td>• Communicating and engaging with communities</td>
</tr>
<tr>
<td>• Infrastructure and lifelines utilities (most common vulnerability, across rural and urban local boards)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Community vulnerabilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Geographic and natural environment vulnerabilities</td>
</tr>
<tr>
<td>• socio-economic vulnerabilities (e.g. access to technology, resources and mobility) and demographic issues (e.g. elderly populations, transient populations)</td>
</tr>
<tr>
<td>• Business and economic vulnerabilities (i.e. tourism, small businesses)</td>
</tr>
<tr>
<td>• Geographic isolation (for rural and island communities)</td>
</tr>
<tr>
<td>• Socially isolated and vulnerable communities</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strong community preferences</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Communicating and engaging with communities</td>
</tr>
<tr>
<td>• Tailoring communication to communities – such as ethnic radio stations and using social media.</td>
</tr>
<tr>
<td>• Using existing community communication networks</td>
</tr>
<tr>
<td>• Stream restoration and securing environmental heritage sites</td>
</tr>
<tr>
<td>• Infrastructure</td>
</tr>
<tr>
<td>• Local voices and local leadership (particularly in rural and island communities)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Community knowledge of risks</th>
</tr>
</thead>
<tbody>
<tr>
<td>• From most common to least, the reported risks included - Flooding, Inundation, Weather events, Slips, Petrochemical spills, Poor infrastructure and Located on a flight path</td>
</tr>
<tr>
<td>• High level of knowledge (about 50% of local boards), with variations related to length of time living in area, experience of local events and local patterns</td>
</tr>
<tr>
<td>• The lowest levels of awareness were reported in urban local board areas (one Board identified the April Storm as a wake-up call)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Community influencers</th>
</tr>
</thead>
<tbody>
<tr>
<td>• From most common to least, reported community influencers included - Community groups, networks and leaders, Schools, other education groups and sports clubs, Community infrastructure and service providers (such as health trusts), Emergency responders (particularly in rural and island communities) Religious organisations and Marae, BISD members.</td>
</tr>
</tbody>
</table>
### Key Themes of Advisory Panel Feedback

#### What would be the most important to you during disaster recovery?
- Appropriate communications and engagement with their communities (e.g. that communication channels were open, communication was accessible, and that communications were translated into appropriate languages)
- Health and safety issues were considered during recovery (ranging from ensuring the availability of medications, food and clothing, dealing with mental health issues in the community, and providing appropriate support and access to healthcare)
- Access to resources, including financial resources, supply chains for rural producers, and manpower for recovery
- Recovering infrastructure and ensuring access to lifelines
- Protecting the identity and cultural heritage values of the built environment
- Prioritising and making use of community networks and connections, and the importance of community infrastructure and services.
- Ensuring appropriate housing arrangements
- Incorporating local input into decision-making.

#### What challenges to successful disaster recovery might you encounter?
- Health and safety and communications and engagement most commonly identified challenges (including physical and mental health implications post-event,
- Potential for increased crime and its impacts on safety and wellbeing
- Rise of intolerance and discrimination
- Communicating effectively with diverse communities recognised as a particular challenge.
- Limited resources and achieving a timely recovery.
- Challenges of socially and geographically isolated communities
- Implications of failed infrastructure
- A lack of local knowledge, education and skills

#### What could be done now to improve disaster recovery?
- Improving education, skills, training and local knowledge
- Preparedness, self-reliance and resilience within communities could all be done now to improve disaster recovery.
- Communications and engagement with communities
- Readying community groups and networks for recovery (through community events to encourage neighbourhoods to get to know each other, and building relationships with organisations such as churches, maraes, schools, sports clubs and rainbow organisations)
- Future proofing infrastructure now (roads, building redundancy into the transport system, making power networks more reliable) and future proofing the built environment now (e.g. earthquake strengthening of buildings, universal design).
Te take mō te pūrongo / Purpose of the report
1. To update the Civil Defence and Emergency Management Group Committee on the progress of the Emergency Welfare Coordination in Auckland Discussion Document and to seek approval for ongoing consultation with the Auckland Welfare Coordination Group (AWCG) and other stakeholders.

Whakarāpopototanga matua / Executive summary
2. The Auckland Welfare Coordination Group (AWCG) have been working together to develop a plan to confirm how welfare services are delivered in Auckland during emergency events. The discussion document is the first step and outlines overarching responsibilities, principles, challenges and interdependencies across AWCG agencies, including which agency leads each sub-function. The document has been endorsed by the Coordinating Executive Group (CEG) on 9 August 2018.

3. Following the committee’s approval of the discussion document, the document will be distributed to AWCG member agencies for feedback as part of the consultation phase of the Emergency Welfare Coordination in Auckland Plan. Following consultation, the final draft plan will be brought to the CEG for endorsement prior to seeking the approval of the Auckland CDEM Group Committee in November 2018. Auckland Emergency Management will also seek consultation with other agencies and community stakeholders who are not part of the AWCG.

Ngā tūtohunga / Recommendation/s
That the Civil Defence and Emergency Management Group Committee:

a) note the contents of this report; and

b) approve the discussion document to go out for consultation as part of the next phase of the plan development.

Horopaki / Context
4. The AWCG have co-designed a refreshed approach showing and explaining how they intend to coordinate and deliver welfare services in Auckland. The discussion document is the first step and outlines the coordinated approach to managing the key responsibilities, interdependencies and relationships of AWCG partners whilst ensuring flexibility to cope with the changing nature of a response environment.

5. The discussion document has been developed across all AWCG members to ensure strong ownership sits with AWCG and to make sure that the roles and responsibilities across all agencies are clearly understood and to enable effective planning.
Tātaritanga me ngā tohutohu / Analysis and advice

6. The discussion document has been designed as a dual-purpose document. For an internal audience (AWCG and other key partners and stakeholders as necessary), the document provides a useful outline of joint responsibilities, principles, challenges and interdependencies. It is also designed to be used as an engagement and education resource for external agencies and individuals, and helps to facilitate a strategic understanding of welfare service delivery in an emergency context. During this phase of development, the audience for consultation goes beyond the AWCG to include other agencies that are active in emergencies but do not have a formal role (e.g. Neighbourhood Support).

7. For external audiences (public stakeholders), the document offers insight into how agencies work together to address some of Auckland’s key emergency welfare challenges. The document is intended to provide an external audience with transparency around who the AWCG is, what the members do and how welfare services are delivered. Using strong visual elements, the final plan will be designed to ensure maximum accessibility, enabling it to be used as a simple and concise public document.

8. The final plan will be used in conjunction with a continuously evolving operational toolkit. The toolkit will support AWCG, sub-function leads, and support agencies, and will comprise tools such as standard operating procedures, role descriptions and other operational documents and templates.

9. In addition to the toolkit, each lead agency will work with the supporting agencies to develop welfare sub-function action plans that connect to the national welfare sub-function operational arrangements. The overarching plan will set the strategic context of emergency welfare in Auckland, while each of the supporting sub-function plans will outline actions and deliverables relevant to each sub-function and will be owned by sub-function leads.
Ngā whakaaweawe ā-rohe me ngā tirohanga a te poari ā-rohe / Local impacts and local board views

10. The AWCG recognises the super diversity of Auckland communities. The development of the plan will focus on considering options for ensuring that members of culturally and linguistically diverse communities can access all services through the provision of appropriate information and services.

11. Similarly, efforts will be dedicated to fostering and encouraging communities to work together, for example, through relationship building with community hubs as providers of community connectiveness.

Tauākī whakaaweawe Māori / Māori impact statement

12. Respect for tikanga Māori will be upheld across all welfare preparation and response. As such, Te Puni Kokiri is a key member of the AWCG and is responsible for guiding the Māori considerations across welfare service delivery. There will also be extensive consultation with iwi and Independent Māori Statutory Board to seek input and advice on the discussion document.

Ngā koringa ā-muri / Next steps

13. The final plan will be brought to the CEG for endorsement prior to seeking the approval of the Auckland CDEM Group Committee in November 2018.

Ngā tāpirihanga / Attachments

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<thead>
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<th>No.</th>
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<tr>
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<td>Emergency Welfare Coordination in Auckland (Discussion Document)</td>
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Ngā kaihaina / Signatories

<table>
<thead>
<tr>
<th>Author</th>
<th>Catherine Cooper - Head of Resilience and Welfare</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authoriser</td>
<td>Sarah Sinclair - Acting Director Auckland Emergency Management</td>
</tr>
</tbody>
</table>
Emergency Welfare Coordination in Auckland

Discussion document
Attachment A

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Next steps

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Emergency Welfare Coordination in Auckland (Discussion Document)
### Key legislation

The Group is guided by key national legislation and plans including:

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<tr>
<th>Legislation</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>Civil Defence Emergency Management Act (2002)</td>
<td>This Act provides the legislative framework for Civil Defence in New Zealand, and outlines the welfare response required by Civil Defence Emergency Management Groups, to &quot;provide for the relief of distress, including emergency food, clothing and shelter (Section 85(d)).&quot;</td>
</tr>
<tr>
<td>The Guide to the National Civil Defence Emergency Management Plan (2015)</td>
<td>Sets out the arrangements, roles and responsibilities of agencies for the national management, or support to local management, of emergencies</td>
</tr>
<tr>
<td>The Directors’ Guidelines for Welfare Services in an Emergency (2015)</td>
<td>Provides a national foundation for improving the coordination of emergency welfare services</td>
</tr>
<tr>
<td>The Auckland Civil Defence and Emergency Management Group Plan (2016 – 2021); He tāpui tāngata hei āhuru mō Tāmaki Makaurau</td>
<td>Emphasises the importance of building the resilience of individuals, communities and Auckland as a whole</td>
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### Emergency welfare services across the 4Rs

Coordination of emergency welfare services is not only what takes place after an emergency occurs. We recognise that an integrated approach to the coordinated delivery of emergency welfare services across the 4Rs of reduction, readiness, response and recovery is needed to ensure the best outcomes for individuals, whanau and communities.
Our purpose

The core purpose of the Auckland Welfare Coordination Group is to deliver effective emergency welfare services to the Auckland region.

Reduction and readiness

• build and maintain strong inter-agency relationships
• ensure emergency welfare agencies have appropriate Business Continuity Plans through monitoring and evaluation
• plan for and establish arrangements for the effective delivery of emergency welfare services (Emergency Welfare Coordination in Auckland)
• ensure, where required, mitigation measures are implemented and maintained within and across agencies
• developing emergency welfare work programmes

Response and recovery

• act as an advisory, response and coordination group
• ensure consistent and needs-based delivery of emergency welfare services
• identify and engage with vulnerable communities
• provide regular and timely situation reports on the emergency welfare response to national and local agencies
• provide appropriate support and guidance in the recovery phase

The National Welfare Coordination Group (NWCG) provides strategic oversight of planning, development and coordination of emergency welfare services at the national level. NWCG supports all Civil Defence Emergency Management Groups at a regional level.
Emergency welfare principles

The Guide to the National Plan has five principles that guide emergency welfare planning and arrangements ensuring we keep the community at the centre of everything we do.

The principles applying to emergency welfare services are to:

- recognise the diverse and dynamic nature of communities; and
- strengthen self-reliance as the foundation for individual and family and whānau and community resilience; and
- ensure that emergency welfare services address the specific welfare needs of individuals and families and whānau and communities; and
- ensure flexibility in the services provided and how they are best delivered; and
- integrate and align with local arrangements and existing welfare networks.

Emergency welfare sub-functions

The Welfare Services in an Emergency Directors Guideline [DGL 11/15] identifies nine sub-functions below:

1. Registration – the collation of affected people’s details and identification of immediate needs.
2. Needs assessment – the detailed collation of affected people’s short term or ongoing needs.
3. Inquiry – a cross-agency process of reconnecting people who are out of contact with family or significant others (beyond usual means of contact).
4. Care and protection services to children and young people – providing statutory care and protection services to children and young people separated from their parent, legal guardian, or usual caregiver during an emergency.
5. Psychosocial support – providing psychological and social interventions that support community recovery.
6. Household goods and services – providing essential goods and services when access to these has been disrupted.
7. Shelter and accommodation – providing shelter and accommodation for people who have to leave their homes as a result of an emergency.
8. Financial assistance – providing essential immediate or longer-term financial assistance (including tax relief and ACC payments) from the government, and emergency grants from government and non-government agencies and organisations.
9. Animal welfare – providing assistance to all animals affected by an emergency, including the temporary shelter and care of companion animals and their reunification with owners.

Each of the welfare sub-functions has its own set of principles and is described in more detail from page 7 of this discussion document onwards, which includes guidance for the coordination and delivery of each sub-function.
Emergency welfare sub-functions

Welfare is made up of nine sub-functions. Each has an identified lead agency or agencies that are responsible for the coordination of that sub-function. Each sub-function also has a number of supporting agencies, some of which may be identified during an emergency to offer support.

The AWCG have identified challenges related to the sub-functions. These challenges should be taken into account in the development of the sub-function action plans.
Registration

Registration enables us to identify and document who requires assistance during and after an emergency. The registration process enables welfare agencies to implement their welfare response.

Principles

- Demonstrate a respectful and empathetic approach towards those affected by the emergency
- Uphold privacy of information
- Protect the autonomy of affected people by ensuring the process of registration is voluntary
- Ensure information is gathered and collated in a timely and accurate manner

Planning actions

- Decide what the mechanisms for registration are, both primary and back-up
- Make sure all staff have had background checks and are suitably trained
- Develop a plan for increasing numbers of registrars if the emergency event is large
- Ensure the registration process covers options for culturally and linguistically diverse communities

Response actions

- Make sure each affected person is registered. This can come from:
  - The person presents themselves at the registration desk/area, or to a registrar,
  - Contact is made with a registrar in a community setting (or via self-service in a remote setting)
- Use the EMIS Welfare Registration System to store registrations and inquiries whilst ensuring the privacy and security of personal information about all registrants

Challenges

- Language barriers
- Capability and capacity of registrars
- Lack of understanding of the purpose of registration
- Cultural barriers or fear of the registration process
Needs assessment

Needs assessment is the process of understanding the changing needs of people who have been affected by an emergency. It includes the system by which needs are identified and how the response to the needs are coordinated through the sub-functions.

**Principles**
- Promote and respect people’s self-reliance and how they can support each other
- Adopt a flexible and community-centred approach
- Understand that needs may not be immediately apparent and will differ between people and over time
- Respect people’s privacy
- Keep the process simple and timely

**Planning actions**
- Decide the mechanisms for needs assessment collection, referral and follow-up, both primary and back-up
- Make sure all needs assessors have had background checks and are suitably trained
- Develop a plan for increasing numbers of needs assessors if the emergency event is large
- Build partnerships with existing networks and relevant organisations to enhance communication channels with non-English language speakers

**Response actions**
- Work with support agencies for needs assessment
- Identify what support each person needs before referring them to the appropriate agencies
- Information collected will be collated by the Welfare function in the Emergency Coordination Centre

**Challenges**
- Language and cultural barriers
- Changing needs over time
- Collating large amounts of information

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**LEAD AGENCY**
Auckland Emergency Management

**SUPPORT AGENCIES**
- District Health Boards
- Ministry of Primary Industries
- Ministry of Social Development
- NZ Police
- NZ Red Cross
- Salvation Army
- St Johns
- Te Puni Kōkiri
- Victim Support

**INTERDEPENDENCIES WITH OTHER SUB-FUNCTIONS**
- Needs assessment has interdependencies with all sub-functions
Needs assessment (continued)

Welfare needs assessment framework

Principles

Guide the process below

EMERGENCY

Response

Quick Welfare Needs Assessment

Sample and efficient information required

Influencing factors: emergency type, size, severity, duration, location, communities, type of damage, needs, etc.

Readiness

Reach out to work with diverse communities to understand different needs

Influencing factors: emergency type, size, severity, duration, location, communities, type of damage, needs, etc.

Detailed Welfare Needs Assessment

Examination of detailed information and processes, detailed information collected, seamless information sharing between agencies

Ongoing Welfare Needs Assessment

Similar to detailed welfare needs assessment, different issues, feedback and focus

Recovery

Same process but changing level of detail and needs over time
Inquiry

The process of inquiry involves assisting family, whānau, and significant others to make contact, and the subsequent inquiries and investigations to ensure they are reunited.

Principles
- Inter-agency cooperation to manage inquiry functions
- Reconnecting people
- All agencies will abide by the Privacy Act 1993

Planning actions
- Encourage people to develop their own emergency plans that identify a means of contacting family members in an emergency, as well as where and how to meet in an emergency
- Build lead and support agency contingency plans to cope with increased public demand
- Establish a single non-emergency phone number for use during times of high-call volume

Response actions
- NZ Police will assist in missing person matters when a member of the public has exhausted their own means
- When the scale of the emergency is such that the Police cannot manage the volume of calls through their BAU processes, the Red Cross Restoring Family Links should be considered
- Ensure consistent public messaging around how and when to inquire with NZ Police as well as other alternatives
- NZ Police will continue to perform duties to ensure preservation of life and property

Challenges
- Ensuring quality information is provided to the inquiry group
- Getting people to see the importance of registering on the Red Cross Restoring Family Links

LEAD AGENCY
NZ Police

SUPPORT AGENCIES
- Auckland Emergency Management
- District Health Boards
- Ministry of Education
- Ministry of Health
- Ministry of Foreign Affairs and Trade
- NZ Red Cross
- Primary Health Care
- St Johns

INTERDEPENDENCIES WITH OTHER SUB-FUNCTIONS
- Registration
- Care and Protection of Children and Young People
### Care and protection of children and young people

**Principles**
- Children are kept safe and are cared for.
- Children are referred to NZ Police before referring to their parents, legal guardians or usual caregivers as soon as possible and take all reasonable steps to do so.
- Recognise the diverse and dynamic nature of emergencies and their consequences on children and young people.

**Planning actions**
- Make sure all agencies develop and maintain plans that outline how they will collectively ensure that the needs of children and young people are met.
- Ensure that people involved in the provision and care of children and young people in an emergency are vetted according to legislative requirements.

**Response actions**
- Identify children and young people who are separated from their families.
- Utilise support agencies information to identify caregivers and parents as soon as possible.

**Challenges**
- Working with homeless or transient youth.
- Getting back to a normal routine, for example, school.
- International students and language barriers.

**LEAD AGENCY**
- Oranga Tamariki

**SUPPORT AGENCIES**
- Ministry of Education
- Ministry of Health
- Ministry of Civil Defence & Emergency Management
- NZ Police
- NZ Red Cross
- Te Puni Kōkiri

**INTERDEPENDENCIES WITH OTHER SUB-FUNCTIONS**
- Inquiry
- Psychosocial Support
Psychosocial support

Psychosocial support during an emergency focuses on the interventions that are delivered to individuals and communities to ensure physical, psychological, and social difficulties are eased at times of stress and uncertainty.

**Principles**
- Recognise that individuals and communities need time to recover
- Reduce further harm
- Provide wellbeing strategies over intensive forms of psychosocial assistance
- Use the ‘look, listen, link’ approach

**Before an emergency**
- Identify what communication methods will be used between lead and support agencies
- Identify specialist support agencies to undertake the NZ Red Cross Psychological First Aid course and to participate in exercises
- Develop a contingency plan for delivery of services if support agencies are unable to assist
- Foster and maintain relationships with support agencies to assist with identification of vulnerable groups

**During an emergency**
- Use the psychosocial ‘look, listen and link’ model to support community recovery
- Provide targeted support through referral to health and other support agencies
- Continuously review and endeavour to understand the needs of the community, including vulnerable groups

**Challenges**
- Common understanding of what is ‘normal’ in emergencies
- Culturally appropriate support
- Changing nature of needs over time
- Accessing those in need of support
Household goods and services

Basic household goods and services may be provided to support affected people. This is a broad category, including food, water, clothing, bedding, furniture, medication, and hygiene requirements. Goods and services are provided until normal systems of supply become available again.

Principles

- Basic supplies are provided to support community resilience
- Work with community based support organisations to supply what is needed through mutual support
- The provision of household goods and services is only undertaken when the usual means of supply is insufficient or inaccessible
- Must at all times account for the dignity of those affected and consider culture, family make-up and religion where relevant

Planning actions

- Work with support agencies to develop integrated plans based on agency capability, capacity, and existing arrangements
- Work with Auckland Council Local Boards and regional community organisations to develop mechanisms that enable communities to help themselves
- Expand the range of supporting agencies to provide a flexible and appropriate response

Response actions

- The Emergency Coordination Centre Logistics function will work closely with the Group, Auckland Council departments, suppliers and community leaders to access goods and services
- Work with community networks to support them to coordinate a community response based on targeted needs

Challenges

- Coordination of multiple suppliers
- Supporting communities without disrespecting their innate resilience
- Managing offers of assistance and donated items
Shelter and accommodation

The purpose of the shelter and accommodation sub-function is to coordinate the provision of shelter and accommodation for people who have been displaced from their homes as a result of an emergency.

<table>
<thead>
<tr>
<th>Shelter</th>
<th>Emergency</th>
<th>Temporary</th>
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<tbody>
<tr>
<td>Provided usually in a communal facility</td>
<td>Provided to displaced people for up to two weeks</td>
<td>Provided to displaced people who cannot return to their homes for a prolonged period (weeks, months or years)</td>
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<tr>
<td>(but not necessarily a pre-designated Civil Defence Centre), for a few hours up to a few days only</td>
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Immediate need

Ongoing need

Transition from Auckland Emergency Management to Ministry of Business Innovation & Employment

Where the event progression suggests that longer-term accommodation is likely to be required, Auckland Emergency Management will ensure the Ministry of Business Innovation & Employment is involved in planning and is updated to enable a seamless transition to temporary accommodation.

The Ministry of Business Innovation & Employment’s Temporary Accommodation Service will activate depending on the scale of the emergency, its impact on residential housing stock, numbers of people displaced and the region’s capacity to resolve the needs of those people.

Ministry of Business Innovation & Employment Temporary Accommodation Coordination Contingency Plan

- Support individuals, households and communities to return to self-sufficiency as quickly as possible
- Affirm and fulfill the Ministry of Business Innovation & Employment’s roles and responsibilities
- Increase collective understanding and ability to meet the temporary accommodation needs of displaced people and affected communities
- Identify the capacity and capabilities necessary to provide a broad range of flexible temporary accommodation options
- Integration of temporary accommodation assistance with related community support services and long-term recovery efforts
Shelter and accommodation (continued)

Principles
- Encourage people to stay at home or with family and friends (when safe to do so)
- Take into account family and community connections and aim to keep families together and close to essential services such as schools and childcare
- People needing shelter and accommodation are likely to need other support services and should be referred accordingly
- Shelter options should be safe, hygienic and accessible to those who need them
- Avoid moving displaced people multiple times

Planning actions
- Lead agencies work together to plan the transition between shelter and/or emergency accommodation to temporary accommodation
- Work with support agencies to develop integrated plans for the shelter and accommodation sub-function including those people who may be able to shelter in place
- Identify communal accommodation options through the Civil Defence Centre designation programme and other facilities partnerships

Response actions
- Auckland Emergency Management’s welfare and logistics teams will work together to identify the needs of those displaced and the best practical shelter or emergency accommodation solutions
- Auckland Emergency Management and Ministry of Business Innovation & Employment will work together to ensure a seamless transition between shelter or emergency accommodation into temporary accommodation
- People accessing this sub-function will also be referred to other sub-functions for further support and will be encouraged through active case management to identify further accommodation options if return home is not possible

Challenges
- Housing availability in Auckland and shortage of commercial accommodation
- Geographical clustering of appropriate commercial accommodation options
- Auckland Emergency Management / Ministry of Business Innovation & Employment shared responsibility

LEAD AGENCY
- Auckland Emergency Management (Shelter & Emergency Accommodation)
- Ministry of Business Innovation & Employment (Temporary Accommodation)

SUPPORT AGENCIES
- Shelter & Emergency Accommodation
  - Ministry of Education
  - Ministry of Health
  - Ministry of Social Development
  - NZ Defence Force
  - NZ Red Cross
  - Te Puni Kōkiri
  - The Salvation Army

Temporary Accommodation
- Housing New Zealand
- Ministry of Education
- Ministry of Health
- Ministry of Social Development
- NZ Defence Force
- Te Puni Kōkiri

INTERDEPENDENCIES WITH OTHER SUB-FUNCTIONS
- Financial Assistance
- Household Goods and Services
Financial assistance

The Ministry of Social Development coordinates the provision of information about, and access to, the range of financial assistance available to people affected by an emergency.

Principles
- Agencies are responsible for determining whether eligibility criteria are met for the financial programmes they administer
- Participating agencies will provide information on the assistance available through their agency, including contact information
- People affected by emergencies have access to information on the range of financial assistance available through a variety of formats
- Agencies will liaise closely with other sub-function agencies to ensure that where multiple needs are identified, the individual and/or family receives a wrap-around service to meet those needs, including financial assistance

Planning actions
- Coordinate planning undertaken by all agencies involved in the provision of financial assistance
- Coordinate the development of public information, including culturally and linguistically diverse options, so people affected in an emergency know how they can access the services provided

Response actions
- Monitor the situation to ensure that available financial assistance meets the needs of those affected
- The amount and type of financial assistance will depend on need and eligibility. Extra measures of assistance can also be granted depending on the scope and scale of the emergency
- Pre-prepared information on and access to a range of financial assistance will be available through a variety of channels
- In a large scale emergency the Government 0800 Helpline may be activated in consultation with the Group and the National Welfare Coordination Group

Challenges
- Increasing public awareness of available support
- Coordination of multiple agencies
Animal welfare

Animal welfare helps provide for the needs of animals when their owners (or people in charge) are not able to do so themselves due to the consequences of an emergency.

Principles
- All animal owners, or people in charge of animals, should develop their own plans to care for their animals during emergencies
- Comprehensive emergency management to support an all-hazards and all-species approach

Planning actions
- Lead the development of animal welfare planning arrangements involving all animal welfare sub-function support agencies
- Develop plans to allow animals, accompanied by owners, to attend nominated Civil Defence Centres for registration

Response actions
- Coordinate the animal welfare sub-function for all animals (including animal rescue, animal shelter, food, water, husbandry and veterinary care and other essentials) delivered by support agencies. This includes companion animals, production animals, animals in research, testing and teaching facilities, zoo and circus animals and wildlife
- Animal rescue should be considered across welfare and operations functions in the Emergency Coordination Centre
- Resources should be mobilised as soon as possible during an emergency

Challenges
- Temporary housing of animals
- Dependence on assistance animals
- Risk of pet owners breaching cordon to retrieve animals
- Creating a scalable framework

LEAD AGENCY
- Ministry of Primary Industries

SUPPORT AGENCIES
(Shelter & Emergency Accommodation)
- Federated Farmers of New Zealand
- New Zealand Companion Animal Council
- NZ Veterinary Association
- Royal NZ Society for the Prevention of Cruelty to Animals
- Auckland Council Animal Management
- World Animal Protection

INTERDEPENDENCIES WITH OTHER SUB-FUNCTIONS
- Shelter and Accommodation
General considerations across all sub-functions

- **Respect:** We need to respect and show empathy towards those needing assistance.
- **Diversity:** We need to consider options for ensuring that members of culturally and linguistically diverse communities can access all services through the provision of appropriate information and services.
- **Privacy, information sharing and vetting:** All sub-functions need to abide by the Privacy Act (1993) and the Vulnerable Children’s Act (2014). All sub-functions involved in the collection of personal information or in working with children must be police vetted.
- **Existing community networks:** Effort needs to be given to fostering and encouraging communities to work together, for example, through relationship building with community hubs as providers of community connectedness.
- **Public information:** We need to ensure the use a variety of communication channels, many of which may already be in use, to reach communities in need. This includes consideration of how to reach people with communication difficulties, such as those that are hard of hearing.
- **Training:** People involved in the delivery of Auckland’s emergency welfare response and coordination must be suitably trained.
- **Information, Communication and Technology:** The Emergency Management Information System is the system that records information and maintains situational awareness during an emergency. The operate the systems requires computers or tablets, electricity and access to the internet. Where these are not available, other options will be used, for example, manual processes.
- **Business continuity planning:** All agencies must have business continuity arrangements in place to ensure they can contribute to delivery of their essential services and critical functions.
**Next steps**

**Emergency Welfare Coordination in Auckland Plan: engagement and revision**

- **September 2018**
  - Collate and incorporate discussion document feedback from:
    - Auckland Welfare Coordination Group (AWCG) and sector stakeholders
    - CEG
    - CDEM Committee
  - Draft plan content to Design Studio

- **October 2018**
  - Design complete
  - Prepare for reporting to CEG and CDEM Committee

- **November 2018**
  - Present the Welfare Plan to the Coordinating Executive Group (CEG) and Auckland CDEM Group Committee
  - Final Welfare plan approved and ready for distribution

- Present to November CEG and Committee for endorsement and approval

- **Development of the sub-function plans**
  - AWCG to develop the nine individual sub-function plans

- **Development of the emergency welfare toolkit**
  - Auckland Emergency Management to develop a Welfare toolkit with AWCG and sector input
Questions for discussion

Does the discussion document reflect your vision for how emergency welfare services should be delivered in Auckland during an emergency?

Is your agency’s role, including how you will work with partner agencies, clearly outlined?

How do you see your agency’s sub-function plans fitting under this discussion document?

To accurately reflect the interests of the Auckland Welfare Coordination Group, who else should be consulted?

What role does the wider Auckland community play in the successful delivery of emergency welfare services?
Piha Community Resilience Pilot Project

File No.: CP2018/15743

Te take mō te pūrongo / Purpose of the report
1. To provide an update on Auckland Emergency Management’s community resilience building initiatives in Piha.

Whakarāpopototanga matua / Executive summary
2. The Piha community is particularly at risk of natural hazards. In recent times, severe weather events have led to flash flooding, road closures and power outages in the community. This was exemplified by the storm events of 3 February, 10 April and 28 April 2018.

3. Recognising the community’s vulnerability to weather events, Auckland Emergency Management and the Waitākere Ranges Local Board initiated a Community Resilience Pilot Project encompassing both first responders and individual households. This involves developing a new Community Resilience Plan to increase community preparedness, which incorporates a plan for how first responders will work with this isolated community.

4. The project was kickstarted through a series of community meetings and a coordinated door-knocking exercise along Glenesk Road between April and August 2018, to advise residents on preparedness for flooding.

Ngā tūtohunga / Recommendation/s
That the Civil Defence and Emergency Management Group Committee:

a) note the information contained in this report.

Horopaki / Context
5. As a community, Piha has always been prone to natural hazards such as severe weather and associated flash floods. Over the years, Piha has had a Response Plan that guides the community’s response operations during an emergency. However, the Response Plan was not clear on responsibilities of community members and first responders.

6. On 3 February, 10 April and 28 April 2018, Piha was affected by a series of severe weather events that resulted in flash flooding throughout the area. This, coupled with power outages, road closures and other events, has prompted Auckland Emergency Management and the Waitākere Ranges Local board, to work together with the community to co-design a plan for how the community can build on their own resilience and have a clear plan of action for when events happen.

7. Community resilience planning is focused on identifying with individuals and community what actions the community can take themselves. This includes knowing where safe spaces are, having a household plan, knowing how to keep safe and access help, and how to utilise the resources that individuals and communities already have.

8. Practical tools are developed and shared with individuals and community, such as how to access clean water from their water tank, how to build a useful get ready kit and build shared understanding of the impacts of hazards.
Tātaritanga me ngā tohutohu / Analysis and advice

Community resilience planning in Piha

9. To better prepare for future events, Auckland Emergency Management is working with the Piha community in a pilot project to build community resilience and to develop an effective shared response to natural hazards.

The pilot project addresses:

a) how first response activity will safely occur;
b) co-development of practical tools for community to build their own resilience (of which first responders will be involved);
c) ensuring that community understands their local hazards and understands the impacts of the hazards on them; and
d) the review and assessment of the flood risk.

10. Our combined approach to community resilience and response will provide a shared understanding of what part everyone can play in their own resilience and their overall resilience of the community, and the roles and responsibilities of first response agencies.

Development of the Resilience Plan pilot project

11. Post the 10 April storm event the Waitākere Ranges Local Board, with support from Auckland Emergency Management, hosted a series of community meeting to address concerns around emergency events that have occurred in the Piha community over the previous two years. The workshops were facilitated to have a focus on the four key hazards: fire events, flooding, infrastructure failure (power outages) and severe weather.

12. The overall intent of the workshops was to acknowledge the resilience already present in community and to build further resilience. The workshops enabled the community to start a discussion on the impacts of those hazards and how the community can maintain their own sense of ownership over what they can do in these types of events and how first responders can work together better to address response activities.

13. These meetings enabled Auckland Emergency management to clarify its role during an emergency as a coordinating agency, the role of first response agencies, and the range of welfare support available during an emergency.

14. The outcome of these meetings was an agreement to develop a new Community Resilience Plan, with a focus on the following areas of opportunity:

a) being prepared for an emergency at home;
b) having facilities capable of becoming centres of coordination and refuge;
c) having special plans in place for most vulnerable areas, such as Glenesk Valley; and
d) improving communications and response planning across emergency services.

15. On 17 June 2018 the local board held a second public meeting to listen to community concerns and present the outcomes of the 17 May 2018 workshop. Between 30 to 40 local residents, local board members, staff and/or volunteers of Fire and Emergency New Zealand, NZ Red Cross, NZ Police, Vector and Auckland Council attended. Comments from this meeting have been incorporated into the draft Community Resilience Plan.

16. The local board held a further meeting with community leaders on 8 August 2018 to present the draft Community Resilience Plan, which clearly outlines actions that should be undertaken by community members to build preparedness. This will be distributed to the whole community for feedback.
17. The Coordinating Executive Group confirmed in their meeting on 9 August that first responders will work with the community to integrate, response planning into the new resilience plan.

18. Further meeting and workshops will be developed that focus on building the practical tools that community needs. The tools and resources developed with the community will enable Auckland Emergency Management to have a valuable resource that could be shared with other communities and individuals.

19. Auckland Emergency Management will work with first response agencies within the community to develop the Emergency Response component of the community resilience plan. This plan aims to ensure that first responders have and agreed response plan in place for events in the community, for example as shared plan of action on how we will manage flood response and evacuations and how our agreed actions are coordinated through the Emergency Coordination Centre (ECC).

20. The response planning aspect of the community resilience plan allows Auckland Emergency Management to provide the Piha community with a greater understanding of how we will manage emergency events. This response planning is focused on emergency services and our coordinated management of events, which ensure local emergency response teams can more operate more effectively.

21. This pilot approach, and community resilience plan template will be used to develop other community resilience plans across the region.

**Targeted community preparedness and alerting**

22. During the development of the community response plan, it was identified that having a key focus of risk prone areas and community identified risks was important to the community. One of these identified risks was the Glenesk Road flooding. Glenesk Road has flooded twice in 2018. During one event households were evacuated from their homes by boat, in another event the velocity of the water was too strong for the boats to be used and people were asked to remain in their homes.

23. Auckland Emergency Management's role is to identify, assess and manage hazards and risks, as well as to consult and communicate about those risks to communities. As part of the community resilience planning process Auckland Emergency Management, Healthy Waters and other partners across Auckland Council have been working together to understand the impact of those flooding events and how we can work with first responders to manage our response.

24. On 19 July, 31 July, and 6 August 2018, Auckland Emergency Management and members of the Waitākere Ranges Local Board conducted a door-knocking exercise along Glenesk Road, Piha, one of the worst affected areas during the flash flood event on 3-4 February 2018.

25. A package consisting of general and specific emergency preparedness information and a vehicle first aid kit were given to residents to guide the development of their household emergency preparedness and evacuation plan. A collective total of 51 houses were visited during this time.

26. During this initial session, the group visited thirteen households, of which five were registered for hazard alerts, and the remaining eight where no one was home were left with the information package and Auckland Emergency Management contact details. Residents were also encouraged to sign up for the Red Cross hazards App. On 31 July 2018, the houses where no one was home were revisited, and the remainder of the houses along Glenesk Road were individually visited by Auckland Emergency Management staff.
Flood risk management for Piha Stream

27. Concurrent to the development of the resilience plan, Auckland Council has worked on a Flooding Assessment report for Piha Stream (Glenesk Road), which includes possible monitoring and flood warning options.

28. This report was distributed to Waitākere ward councilors and the Waitākere Ranges Local Board on 20 August 2018. Piha residents with dwellings in the catchment will also receive a copy of the report on 22 August 2018.

29. It is expected that the Piha community, Waitākere Ward Councilors and the Waitākere Ranges Local Board will convene to discuss implications of the report in the near future.

30. The outcomes of ongoing community engagement about flood risk will be fed into the development of the Community Resilience Plan

Ngā whakaaweawe ā-rohe me ngā tirohanga a te poari ā-rohe / Local impacts and local board views

31. The Waitākere Ranges Local Board is a key partner of the initiative, having co-planned and participated in the door knocking exercises and community resilience discussions. Auckland Emergency Management received positive feedback on the efforts made to connect with Glenesk Road residents face-to-face.

Tauākī whahakaaweawe Māori/Māori impact statement

32. At the current time, there is no specific iwi engagement for this project. Going forward, Auckland Emergency Management will be working in accordance with the Council’s iwi engagement protocol. Due to this project being a pilot, we will seek to understand how iwi would like to be involved in the development of resilience plans. Our intent is to incorporate Maori outcomes across all the work we do.

Ngā koringa ā-muri / Next steps

33. Auckland Emergency Management and the Waitākere Ranges Local Board will continue to work with local first responders and vulnerable households to build community resilience.

Ngā tāpirihanga / Attachments

There are no attachments for this report.

Ngā kaihaina / Signatories

<table>
<thead>
<tr>
<th>Author</th>
<th>Catherine Cooper - Head of Resilience and Welfare</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authoriser</td>
<td>Sarah Sinclair - Acting Director Auckland Emergency Management</td>
</tr>
</tbody>
</table>
Te take mō te pūrongo / Purpose of the report
1. To provide an updated forward work programme for Financial Year 2018/2019 for the Civil Defence and Emergency Management Group Committee's approval, following endorsement by the Coordinating Executive Group (CEG).

Whakarāpopototanga matua / Executive summary
2. The CEG and Auckland CDEM Group committee forward work programme is a standing agenda item at CEG and committee meetings to help monitor the groups' key activities and deliverables.
3. The forward work programme outlines what the CEG and Committee will be working on over the FY2018/2019 financial year and consist of projects derived from actions in the Auckland CDEM Group Plan.
4. Auckland Emergency Management is responsible for reviewing the forward work programme at the beginning of each new financial year. The Civil Emergency Group (CEG) and Committee FY2018/2019 forward work programme is attached to this report, and was endorsed by the CEG on 9 August 2018.

Ngā tūtohunga / Recommendation/s
That the Civil Defence and Emergency Management Group Committee:

a) note the contents of this report; and

b) endorse the Civil Emergency Group and Committee forward work programme for FY2018/2019.

Horopaki / Context
5. The Auckland CDEM Group Plan includes a ‘Framework for Action', which summarises actions across the 5 R’s that Auckland must take to become a resilient region.

6. In line with these commitments, the CEG and Committee forward work programme for FY2018/2019 includes actions that are due to begin in June 2018 as well as ongoing strategic initiatives from past actions.

Tātaritanga me ngā tohutohu / Analysis and advice
7. The forward work programme's key activities in 2018-19 are:
   a) Auckland’s Resilient Recovery Strategy, which stems from actions 62, 65, and 69 of the Group Plan Framework for Action. This project has been carried over from the previous work programme and is due to be finalised in the first quarter of 2019. This change was due to delays in consultation as a result of the 10 April 2018 storm as well as the delayed release of the MCDEM Director’s Guidelines on Recovery. An update on the progress of the Resilient Recovery Strategy will be provided as part of today’s session.
b) Auckland’s Welfare Plan, which stems from action 56 of the Group Plan Framework for Action. This has carried over from the previous work programme due to the delays in consultation as a result of the 10 April 2018 storm. A discussion document containing key content from the Welfare Plan will be presented as part of today’s session. The Welfare Plan is due to be finalised in November 2018 following further consultation with the Auckland Welfare Coordinating Group (AWCG).

c) Auckland’s Public Education Strategy, which stems from action 21 of the Group Plan Framework for Action. This project stems from the Group’s vision to build a resilient Auckland through the empowerment of communities.

d) The Natural Hazards Risk Management Action Plan (NHRMAP), which stems from action 11 of the Group Plan Framework for Action. This document has also carried over from the previous work programme. The project was delayed due to the 10 April 2018 storm response and recovery efforts and the subsequent reprioritisation of efforts within Auckland Emergency Management. It is due to be finalised in November 2018.

8. The update on Building Resilient Communities will be rescheduled to November.

9. Finally, Auckland Emergency Management will present the Auckland Exercise Programme to the Civil Defence and Emergency Management Group Committee in the 1st quarter of 2019. This programme is being developed to raise the holistic operational capability of the department and will fulfil the Group Plan Framework for Action commitment to conduct annual national and regional exercises.

Ngā koringa ā-muri / Next steps

10. The CEG and Committee Forward Work Programme for FY2018/2019 will guide the groups’ work plan for the current financial year.

Ngā tāpirihanga / Attachments

<table>
<thead>
<tr>
<th>No.</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>A1</td>
<td>Forward Work Programme for FY2018/2019</td>
<td>63</td>
</tr>
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</table>

Ngā kaihaina / Signatories

<table>
<thead>
<tr>
<th>Author</th>
<th>Kathy Yan - Senior Advisor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authoriser</td>
<td>Craig Glover - Head of Strategy and Planning</td>
</tr>
<tr>
<td></td>
<td>Sarah Sinclair - Acting Director Auckland Emergency Management</td>
</tr>
</tbody>
</table>
## DRAFT Civil Defence and Emergency Management (CDEM)

CDEM Group committee and CEG Forward Work Programme 2018/19

This Civil Defence and Emergency Management (CDEM) committee is a statutory committee required under s12(1) of the CDEM Act 2002. The work of the committee and the CEG will build resilience across the social and cultural, business and economic, built and lifelines, and natural environments.

<table>
<thead>
<tr>
<th>Activity No.</th>
<th>Activity</th>
<th>CEG Action Needed</th>
<th>Date of CEG action</th>
<th>CDEM Group Committee Action Needed</th>
<th>Date CDEM Group committee action</th>
<th>Description of Activity</th>
<th>Linkage to Group Plan Action (Any)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Standing Agenda Items</td>
<td></td>
<td></td>
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<tr>
<td>1</td>
<td>Forward Work Programme</td>
<td>Endorse</td>
<td>Quarterly</td>
<td>Approve</td>
<td>Quarterly</td>
<td>To provide the CDEM Group committee with a plan of activity for the 2018/19 financial year.</td>
<td>N/A</td>
</tr>
</tbody>
</table>

| Strategy and Policy Development |
| 2.1 | Auckland’s Resilient Recovery Strategy | Endorse | 9 August 2018 | Approve document for public consultation | 29 August 2018 | To develop a Recovery Framework to align with national and regional direction. | Actions 62, 65, 69 |
| | | | | Adopt | 28 November 2018 | | |
| 2.2 | Auckland’s Welfare Plan | Endorse | 8 September 2018 | Update on discussion document and consultation plan | 29 August 2018 | To develop a Welfare Plan to align with national and regional direction. | Action 56 |
| | | | | Endorse final draft | 5 November 2018 | Approve final draft | 28 November 2018 |
| 2.3 | Auckland Group Controllers list | Not necessary | Not necessary | Approve | 29 August 2018 | To approve a revised list of Group Controllers, Welfare Managers and Recovery Managers. | Action 36 (part) |
### Attachment A

#### 2.4 Auckland’s Public Education Strategy
- **Endorse:** 1 February 2019
- **Approve:** 28 February 2019
- **Action:**
  - To develop a public education strategy to enhance disaster preparedness and measure public awareness and understanding of disaster preparedness through the Auckland Emergency Management quarterly Preparedness Monitor.

#### 2.5 Auckland’s Exercise Programme
- **Endorse:** May 2019 (exact date to be confirmed)
- **Approve:** May 2019 (exact date to be confirmed)
- **Action:**
  - To ensure the Auckland CDEM Group are capable to respond to and recover from an emergency and the capability and capacity required is well-understood.

### Strategic Initiatives or Projects

<table>
<thead>
<tr>
<th>#</th>
<th>Description</th>
<th>Timeframe</th>
<th>Action Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>Update on the Review of the 10 April 2018 Storm</td>
<td>Update: 5 November 2018</td>
<td>Update: 28 November 2018</td>
</tr>
<tr>
<td></td>
<td><strong>Agree to receive a report with recommendations from the review at the Committee in November 2018</strong></td>
<td>N/A</td>
<td></td>
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<td></td>
<td><strong>To ensure the lessons learned from events and exercises are realised.</strong></td>
<td>Actions 35, 40, 53</td>
<td></td>
</tr>
<tr>
<td>3.2</td>
<td>Develop a Common Operating Picture to enable efficient response across all agencies in an event (Formerly Interoperability)</td>
<td>Update: 9 August 2018</td>
<td>Update Not necessary</td>
</tr>
<tr>
<td></td>
<td><strong>To assess the interoperability of operations centres between agencies across the region and implement recommendation(s) as made by the Emergency Service Information and Communications Strategy.</strong></td>
<td>Action 37, 54</td>
<td></td>
</tr>
<tr>
<td>3.3</td>
<td>Building Resilient Communities</td>
<td>Update: 6 monthly reporting 9 August 2018 February 2019</td>
<td>Update: 6 monthly reporting 29 August 2018 February 2019</td>
</tr>
<tr>
<td></td>
<td><strong>To provide an update on the new empowerment approach and practical examples.</strong></td>
<td>Actions 29, 32</td>
<td></td>
</tr>
<tr>
<td>3.4</td>
<td>Update on the Sims Pacific Metals Fire Review</td>
<td>Update: 5 November 2018</td>
<td>Update on findings of the review 28 November 2018</td>
</tr>
<tr>
<td></td>
<td><strong>Update on findings of the independent review of the Sims Pacific Metals fire</strong></td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>3.5</td>
<td>Update on the Technical Advisory Group (TAG) Review on the Civil Defence sector</td>
<td>Update</td>
<td>February 2019</td>
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