Date: Tuesday 25 February 2020  
Time: 10.00am  
Meeting Room: Room 1, Level 26  
Venue: 135 Albert Street  
Auckland

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

OPEN MINUTE ITEM ATTACHMENTS

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Note: The attachments contained within this document are for consideration and should not be construed as Council policy unless and until adopted. Should Councillors require further information relating to any reports, please contact the relevant manager, Chairperson or Deputy Chairperson.
The National Emergency Management Agency
As at December 2019

National Emergency Management Agency

- The National Emergency Management Agency (NEMA) was established on 1 December 2019, replacing the Ministry of Civil Defence & Emergency Management (MCDEM).
- All references to MCDEM are to be read as references to NEMA.
Emergency Management System Reform

Background to establishing NEMA

- Following the 2016 earthquake and tsunami and the 2017 Port Hills Fire, the previous Government commissioned a Ministerial review into how NZ responds to natural disasters and emergencies.
- Technical Advisory Group (TAG) report released.
- Government released its response to the TAG report and a programme of change (the Emergency Management System Reform) was established.
- Decision announced to establish the National Emergency Management Agency (NEMA)

National Emergency Management Agency

- NEMA is an autonomous Departmental Agency, hosted by the Department of the Prime Minister and Cabinet.
- NEMA provides system-wide leadership in reducing risk, being ready for, responding to and recovering from emergencies.
- We support and enable communities to manage emergencies, across all hazards and all risks.
National Emergency Management Agency

- The Deputy State Services Commissioner appointed Carolyn Schwalger as CE for an interim period. Carolyn has been the Programme Director for the NEMA transition since July 2019.
- Sarah Stuart-Black continues as Director of Civil Defence Emergency Management. Under the CDEM Act, the CE of NEMA and the Director of Civil Defence Emergency Management cannot be the same person.
- Sarah is Deputy CE of NEMA.

National Emergency Management Agency

- MCDEM’s management and staff have transitioned into NEMA.
- The NEMA organisational strategy, design and operating model will be developed and implemented during 2020.
NEMA’s role and function

NEMA will provide strong, national leadership to our distributed emergency management system.

NEMA’s role

• To work across central government and with local government, communities, iwi, and business to create an emergency management system that is ready and able to provide an effective and integrated response to, and recovery from, emergencies so as to reduce the impact of emergencies on NZ’s people, communities, property, critical infrastructure, economy, and environment.

NEMA’s function

• To enable the Director CDEM to meet their functions and duties and exercise their powers.

NEMA will

• Provide a clear sense of direction to the emergency management sector.
• Build the capability and capacity of the emergency management system to plan for, withstand, respond to, and recover from emergencies.
• Lead or support responses to, and recovery from, emergencies (irrespective of cause).
• Provide assurance to government and the public about the performance and capability of the emergency management system to respond effectively.
NEMA Transition Programme

Programme Workstreams

Programme Phasing

Phase 1: New

- Machinery of Government
- Transfer MOEM to NEMA
- Designing for the Future
- Stakeholders & Communications

Phase 2: New NEMA

Phase 3: Future State NEMA

- Machinery of Government
- Transfer MOEM to NEMA
- Designing for the Future
- Stakeholders & Communications
NEMA Transition Programme

Programme Governance

- Steering Committee
  Chair: Programme Sponsor

- NEMA Transition Programme Team
  Lead: Programme Director

- Working Group
  Chair: Programme Director

- Senior Officials Group
  Chair: EGE CDC

Top Down

Stakeholder engagement

Phase 1 - completed
- The mechanics of establishing an agency framework with few decision points.
- Lift and shift of MCDEM into NEMA – no substantive change.
- Focus on keeping stakeholders informed that the agency is established.

Phase 2
- Pre-consultation opportunities.
- Face-face engagement where possible, eg at CEG Chairs and NEMDG meetings.
- Consultation over the future design of NEMA with a wide range of stakeholders during 2020.
Our Approach to Resilience

Viv Heslop, Head of Resilience
February 2020
Definition of Resilience:
The ability to anticipate and resist the effects of a disruptive event, minimise adverse impacts, respond effectively, maintain or recover functionality, and adapt in a way that allows for learning and thriving.

Objectives our work is supporting:
8. Build the relationship between emergency management organisations and iwi/groups representing Māori, to ensure greater recognition, understanding, and integration of iwi/Māori perspectives and tikanga in emergency management.
10. Enable and empower community-level response and ensure it is connected into wider coordinated responses, when and where necessary.
13. Enable and empower individuals, households, organisations, and businesses to build their resilience, paying particular attention to those people and groups who may be disproportionately affected by disasters.
14. Cultivate an environment for social connectedness which promotes a culture of mutual help; embed a collective impact approach to building community resilience.
18. Recognise the importance of culture to resilience...enable participation of different cultures in resilience.
• Our approach to resilience building is underpinned by building capacity, encouraging social connectedness, and raising awareness about hazards, risks and emergency preparedness.

• We support the development of material, knowledge, skills, attitudes, behaviours and shared practice that motivate individuals, groups and communities to take action before, during and after an emergency.

• Our interventions are not designed to address underlying causes of vulnerabilities that might undermine resilience, but rather to work with those that may be more susceptible to the impacts of the hazards.

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Community resilience plans
Culturally and linguistically diverse communities
In Case of Emergency/Kotahi workshops
Community-led emergency centres
Community resilience groups
Mobile education app for children
Partnering with Māori to build disaster resilience

The concept of whakaorangatanga describes the process that Māori would apply to disaster resilience. The process is considered whakaorangatanga - the rescue, recovery and restoration of sustainable wellbeing – and may be applied to whānau, hapū, and iwi, tribal homelands as well as all community and part of New Zealand impacts by disasters. The whakaorangatanga process is underpinned by kaupapa Māori (cultural values), informed by mātauranga Māori (cultural knowledge and science) and carried out as tikanga Māori (cultural practices). These cultural attributes interact to co-create community and environmental resilience in the context of disasters.

- National Disaster Resilience Strategy

Our work programme includes:

1. Capturing the stories of Māori who have experienced disasters in Canterbury to help raise awareness in Auckland – through video and story-telling
2. Hosting a series of hui to share how kaupapa Māori, mātauranga Māori and tikanga Māori has shaped disaster resilience of Māori communities in Canterbury and elsewhere
3. Telling the stories of hazards and risks in Auckland from the perspective of Māori, through waiata, haka and other means which are culturally relevant and mana whenua led
4. Developing a network of kaitiāra to work with whanau to build disaster resilience, building on the success of navigators used by Ngāi Tahu in Canterbury
5. Developing whanau emergency response kitea to allow whanau to look after themselves
6. Identifying how cultural mapping and cultural narratives can be integrated alongside western knowledge in an emergency response and recovery

Relationships | Response | Resilience

- National Disaster Resilience Strategy
Resilience Partnerships Programme

1. Build understanding of role in emergency management
   - Elected Members Handbook
   - E-learning module
   - Quick reference guides – written and video
   - Workshops and scenarios

2. Work with Local Boards to tailor initiatives that suit their unique context
   With a focus on increasing awareness of hazards and risks, building capacity and social connectedness, we are currently inputting in development of Local Board Plans and will continue to look for opportunities to partner with Local Boards to deliver local initiatives.

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Auckland Emergency Management
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Languages

- Chinese
- Samoan
- Hindi
- Korean
- Tongan
- Te Reo Māori

Resources

- Translating for a Diverse Auckland
- Engaging with CALD Communities in Times of Disaster
- Guiding Framework for Diverse Populations
CALD Work Programme

**Context**

**Approach**

- Building our Practice
- Links with ethnic media
- Links with third sector and gov't agencies

**Examples**

**Approach**

The following are three areas which highlights our approach to improve CALD Communications and Engagements
Building our Practice

Building evidence-based practice to work with CALD communities through research partnerships.

Barriers to preparedness

- Optimism/Overconfidence
- Definition of Preparedness
- Awareness/Lack of Expertise
- Home = Safe
- NZ = Safe
- Someone will save me
- Cost
- Effort
- Low priority
- Fatality
- Social norming
- Who’s Civil Defence
- Time
**Links Ethnic Media**

- Ensure access to appropriate and accessible hazard, risks, preparedness information
- Getting public information to CALD communities in times of disaster

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**CALD Work Programme**

- Context
- Approach
- Examples
Pacific Engagement

Auckland is home to the largest Pasifika population in the world. They are disproportionately affected by everyday hardships which can be magnified in a disaster event.

Research

Establishing an understanding of Pacific peoples awareness of local hazards and best practice guidelines for disaster communications.
**Reach, Relevance, Receptiveness and Relationships**

- **Reach** - the degree to which any communication strategy will get to the people/group of interest.
- **Relevance** - the degree to which any communication is seen as being relevant to the target audience.
- **Receptiveness** - the degree to which engagement is done in ways that are seen culturally resonant.
- **Relationships** - the state in which two or more people or things are connected, or the state of being connected. 'Wa' is a relevant concept here.

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**Workshops**

Review current translated hazard, risks and preparedness information and resources with community.
Pacific Steering Groups

To co-develop information and resources to improve Pacific peoples awareness of local hazards, risks and preparedness.

Christchurch Mosque Attacks