

NELSON TASMAN CIVIL DEFENCE EMERGENCY MANAGEMENT GROUP WELFARE PLAN (DRAFT)

HE WAKA EKE NOA

A canoe which we are all in with no exception



NELSON TASMAN
EMERGENCY MANAGEMENT

GROUP

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FOREWORD

FOREWORD FROM THE GROUP WELFARE MANAGER

We live in a beautiful part of the world, where outstanding natural beauty combines with a rich and diverse social and cultural environment to make Nelson Tasman a great place to live, work and raise families.

We also know that emergency events happen in our region, and that they will continue to occur in the future. Over the last few years we have seen wide scale local flooding and fire events, and we know that there is always the potential for significant events to occur, e.g. earthquakes/tsunami. These events can cause both physical and psychosocial harm to people and can also displace them, and their animals, from their homes and workplaces.

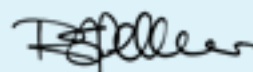
The Nelson Tasman Civil Defence Emergency Management (CDEM) Group has responsibility for working with partner agencies to reduce the hazards and risks in our communities, preparing our communities and planning with partner agencies for emergency events, responding to those events when they occur, and working alongside our communities to ensure they don't just bounce back, but 'bounce forward' in their recovery.

During and after an event people and their animals may be negatively impacted. They may need some additional support to help them recover. My role, as Group Welfare Manager, is to plan for, and respond to, those needs in line with the 4 Rs; reduction, readiness, response and recovery.

As part of our planning, we have developed this Group Welfare Plan. Its purpose is to provide direction and clarity around roles and responsibilities of the different agencies (central government, iwi, local government and non-government organisations) involved in providing welfare services following an emergency event.

Whilst the Group Welfare Plan is not specifically aimed at the general public, we know it may be of interest to individuals in our community who would like to know how we will deliver welfare services in an emergency. The digital version of this plan contains additional links to other sources of useful information. You can also find out more at the Nelson Tasman Emergency Management Group website: <http://www.nelsontasmancivildefence.co.nz/>

I'd like to take this opportunity to thank the many people who helped prepare this plan, and also to encourage you, as part of our community, to take personal responsibility for preparing yourself, your neighbours and whānau, and your workplace for the next emergency.



Rylee Pettersson
GROUP WELFARE MANAGER

FOREWORD FROM THE WELFARE CO-ORDINATION GROUP

As members of the Welfare Co-ordination Group, we are each committed to working strategically within our organisations and collaboratively with our partner agencies to plan for and deliver welfare services that meet the needs of our community both during and after an emergency.

We understand that emergencies can be highly challenging events for communities and the effects can be long-lasting. Our intention is to deliver our services in an emotionally and culturally sensitive way that understands and meets the needs of people affected by the event.

This Plan recognises that each of us brings our own organisation's strengths and skills to the response effort, and lists agreed values and principles which guide the way we deliver our services.

We also recognise that the wider community will step up when there is an emergency. We respect and appreciate those efforts and will look for innovative ways to work with those groups in order to meet our community's needs.

THE WELFARE CO-ORDINATION GROUP

Rebecca Mason and Nita-May Hippolite on behalf of:

Te Tainui Iwi

Graeme Brown on behalf of:



Allan Grigg on behalf of:



Wayne Ricketts on behalf of:



Sonia Fairie on behalf of:



Martin Tunley on behalf of:



Ronnie Gibson on behalf of:



Shane Graham on behalf of:



Pete Kara on behalf of:



Mike Heyward on behalf of:



INTRODUCTION

WHAT IS WELFARE?

In the context of Civil Defence Emergency Management (CDEM), welfare is the coordination and delivery of services and support to meet the basic physical, emotional and material needs of people affected by an emergency. These services are delivered by a range of governmental and non-governmental agencies, working together with the community to meet their needs.

Welfare also includes providing for the needs of animals when their owners are affected by an emergency.

THE PURPOSE OF THIS PLAN

The purpose of this Group Welfare Plan is to provide direction and clarity around roles and responsibilities of the different agencies (central government, local government and NGOs) involved in providing welfare services in the Nelson Tasman region following an emergency.

It also sets out some priority actions for the Welfare Co-ordination Group to include in their work programmes. These have been developed to ensure we continue to build our capacity and capability to respond to events when they happen.

The Plan is consistent with the principles in the National Civil Defence CDEM Plan 2015, to ensure that our focus is on our community.

When delivering welfare services we will:

- a. recognise the diverse and dynamic nature of communities and their cultural needs; and
- b. strengthen resilience at an individual, family and whānau, and community level; and
- c. ensure that CDEM welfare services address the specific welfare needs of individuals, families and whānau, and communities; and
- d. recognise animal owners' concerns about the welfare of their animals; and
- e. ensure flexibility in the services provided and how they are best delivered; and
- f. integrate and align with local arrangements and existing welfare networks.

(based on the National CDEM Plan 2015)

A TEAM EFFORT

Many agencies and organisations have a role in delivering welfare services in our community. The following have particular responsibilities under this plan:

We also acknowledge and appreciate the many other organisations and volunteers in our community who contribute to the welfare of our families, our whānau and our community.

LEAD AGENCIES AND THOSE WITH RESPONSIBILITY FOR LEADING WELFARE SUB-FUNCTIONS

- Ministry of Business, Innovation and Employment
- Ministry of Civil Defence and Emergency Management
- Ministry for Primary Industries
- Ministry of Social Development
- Nelson Marlborough Health
- Nelson Tasman Civil Defence Emergency Management Group
- NZ Police
- Oranga Tamariki

SUPPORT AGENCIES WITH SPECIFIC RESPONSIBILITIES

- Accident Compensation Corporation
- Citizens Advice Bureau
- EQC
- Federated Farmers
- Inland Revenue Department
- Insurance Council of NZ
- Ministry of Education
- Neighbourhood Support
- Nelson City Council
- New Zealand Defence Force
- NZ Red Cross
- NZ Companion Animal Council
- NZ Veterinary Association
- Royal NZ Society for the Prevention of Cruelty to Animals
- St John NZ
- Tasman District Council
- Te Puni Kōkiri
- The Salvation Army
- Top of the South Rural Support Trust
- Victim Support
- World Animal Protection

IWI

- Ngāti Kuia
- Ngāti Rārua
- Ngāti Tama ki Te Tau Ihu
- Te Ātiawa o Te Waka-a-Māui
- Ngāti Kōata
- Ngāti Toa Rangatira
- Ngāti Apa ki te Rā Tō
- Rangitāne o Wairau

MARAE

- Onetahua Marae
- Te Āwhina Marae
- Whakatū Marae

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A canoe which we are all in with no exception

HOW WE'RE STRUCTURED

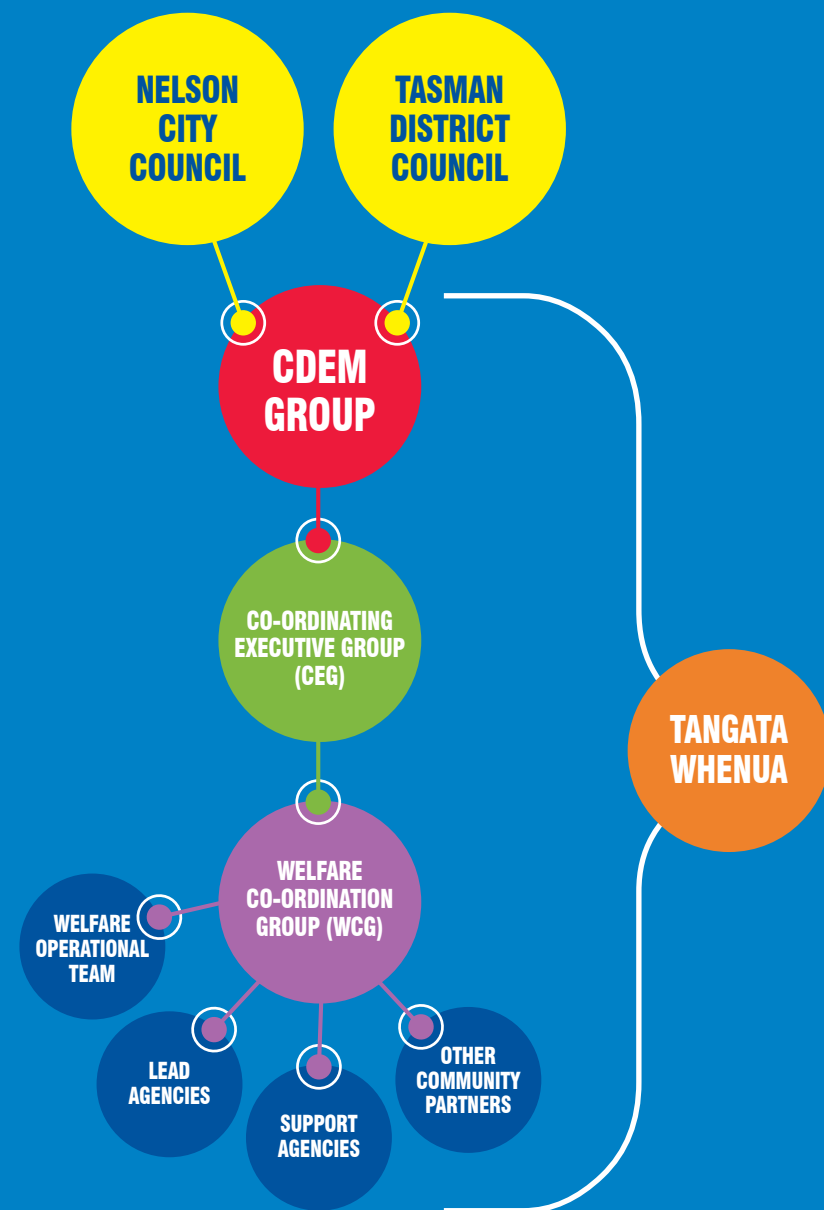
Welfare sits under the governance and management umbrella of the overall CDEM Group structure. This is summarised below.

CDEM Group – This is a joint committee of the two Councils and provides strategic governance to the Group. It is chaired by the Mayors of both Councils.

Co-ordinating Executive Group (CEG) – This Group is made up of senior representatives of iwi and other key emergency services and government organisations, and ensures a strategic overview and commitment of organisational resources to agreed projects and tasks. It is chaired by the CEO of Tasman District Council or Nelson City Council on an alternating annual basis.

Welfare Co-ordination Group (WCG) – This Group's role is to provide strategic and coordinated planning for the delivery of welfare services for the Nelson Tasman region. The WCG is chaired by the CDEM Group Welfare Manager.

The WCG is made up of representatives of the lead welfare services agencies as well as NZ Red Cross, Te Puni Kōkiri and iwi (for a list of member agencies, see page 8). Together, their role is to ensure that welfare service delivery is planned, organised, integrated, coordinated and supported across the 4 Rs (see page 23). The Group members share responsibility for delivery of the WCG Work Programme and for the development of this Plan.



The WCG's responsibilities include:

- lead welfare readiness activities including planning and relationship building with welfare service agencies
- provide leadership around the development of the nine welfare services sub-function plans
- ensure information sharing between local authorities and welfare service delivery agencies
- develop a Group Welfare Plan and Implementation Plan, carry out activities identified in those plans, and monitor and evaluate the Group Welfare Plan and Implementation Plan
- provide leadership in the planning and delivery of welfare services in an emergency across Nelson Tasman

During response, the WCG convenes as frequently as necessary and practicable. Its role is to ensure that each member agency operates as part of a coordinated collective, rather than as an individual agency.

Welfare Operational Team (WOT) – This is made up of representatives from a number of agencies that provide operational delivery of welfare services. It meets regularly to exchange information and plan for emergency response. The WOT reports to the WCG.

CDEM Group Welfare Managers – The Group Welfare Manager is responsible for the strategic coordination of welfare services (including Civil Defence Centres), supporting the local welfare response and liaison with welfare service agencies.

EOC Welfare Manager – When the Group EOC is activated, the EOC Welfare Manager is responsible for leading the welfare team, planning, coordinating and managing the delivery of welfare services to affected people.



JOINED UP THINKING

Welfare sits under the national framework and within the regional framework as set out below. The arrows show how different plans interact with each other.

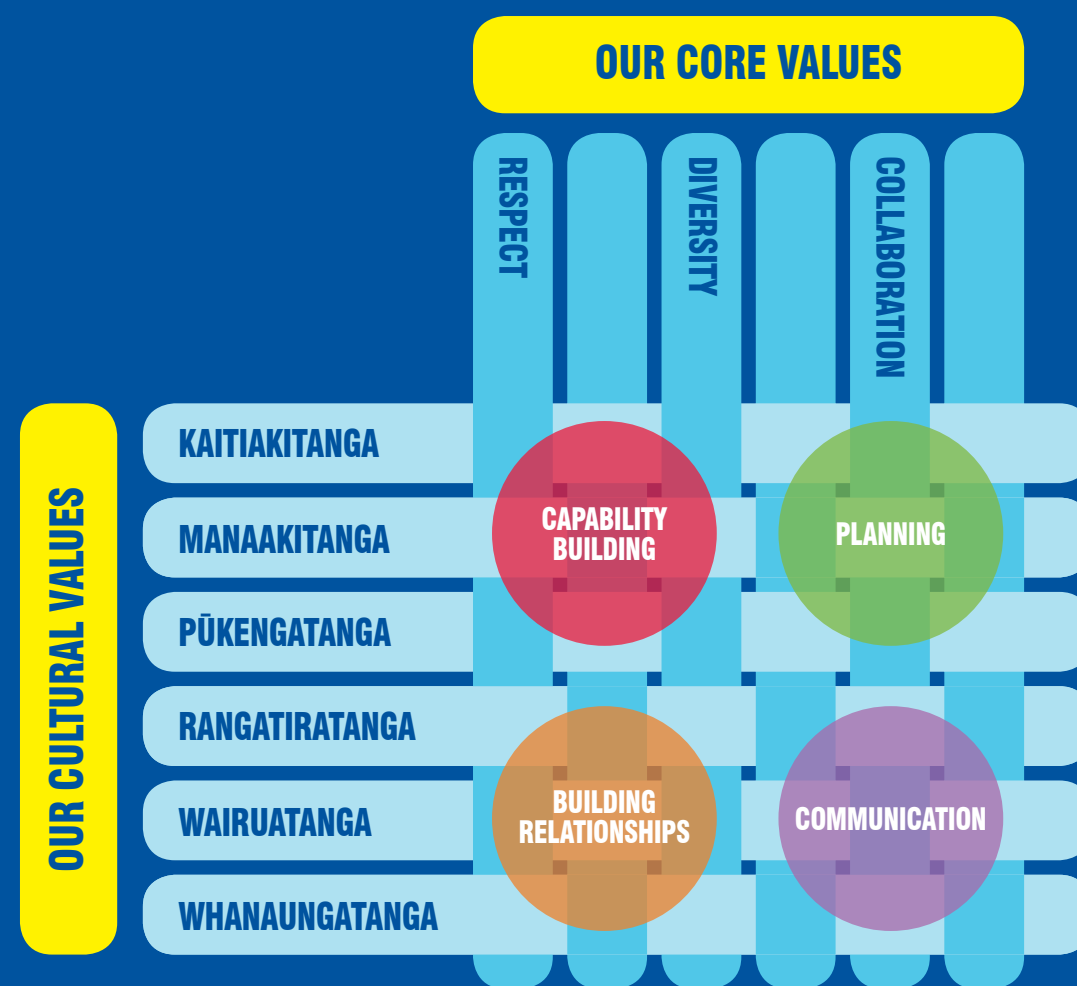


OUR VALUES

OUR CULTURAL VALUES ARE:

- **Kaitiakitanga** – Guardianship or stewardship. Includes all decisions relating to looking after the people and the land - the mauri, the wairua. Ensuring that the right presence is in place.
- **Manaakitanga** – Exemplary caring and kindness. Whenua manaakitanga across all areas. Also, the ability to mana ake all people and communities including people affected by emergencies, manawhenua, Māori, Pasifika, migrants, former refugees, and people or communities who may be vulnerable in an emergency. Includes social services, welfare, and whānau ora.
- **Pūkengatanga** - Skills and attributes to do what is needed. Ensuring that there are the skills that are needed for the Pou Āwhina, Pou Karakia and iwi liaison. The liaison role includes:
 - providing tikanga, cultural leadership and support, e.g. welcomes, farewells, karakia morning and night
 - ensuring that kawa is upheld
 - leading communications to iwi and whānau
 - supporting the EOC and the council communications process, e.g. press briefings
 - working with Ministers and Crown officials.
- **Rangatiratanga** - Leadership. Of the cultural space and supporting people to make the best decisions. Includes ensuring that tikanga (customs) which is appropriate to the area where an event occurs is carried out in the right way.
- **Wairuatanga** – Wairuatanga or wairua are used to speak of the spiritual dimension and practices pertaining to the spirit of an individual or living beings (as in the ‘wairua’ or spiritual essence of each living thing). Wairuatanga can be viewed as being interrelated to everything and as a fundamental aspect of health and wellbeing. Values, beliefs and practices related to wairua are considered important in high stress environments such as disasters for responders and affected communities. The Pouārahi¹ role will support, nurture and guide the implementation of Wairuatanga into the emergency management framework as a core value.
- **Whanaungatanga** – Relationships. Connecting and building formal and informal relationships across the region and particularly between the EOC and across iwi (including Ngāi Tahu where appropriate). Also includes relationships between departments/agencies, colleagues and the ability to leverage off broader relationships where there is a specific need or expertise.

1. The Pouārahi leads the development of strategic and operational relationships and initiatives, which are in partnership with Te Taihū (Whakatū, Tasman and Wairau) iwi, marae, Emergency Management and government agencies.



OUR CORE VALUES ARE:

- **Respect** – We need to respect and show empathy towards those needing assistance.
- **Diversity** – We consider options for ensuring that members of culturally and linguistically diverse communities can access all services through the provision of appropriate information and services.
- **Collaboration** – We work closely with each other to ensure that, where multiple needs are identified, wrap-around services can be provided to meet those needs.

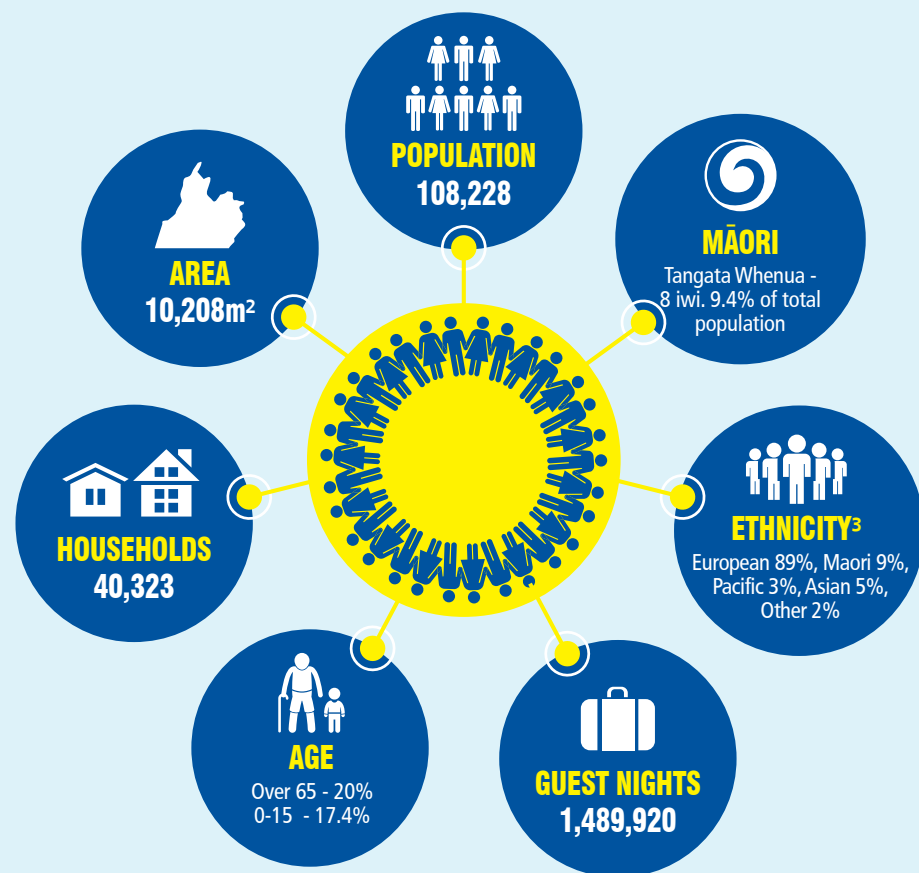
Our values underpin the way we work with each other, with tangata whenua and with our community, and in the way we deliver our key functions.

OUR REGION

NELSON TASMAN AT A GLANCE²

As with other parts of New Zealand, Nelson Tasman is facing social change which brings with it a number of issues for welfare planning, including:

- **Population growth** – The region’s overall population is growing at around 10% per annum. If maintained, this will see the population increase to 130,000 by 2043.
- **Ageing population** – The proportion of adults aged over 65 is projected to grow to above 35% by 2043.
- **Increased diversity** – Proportionally, the number of Māori and Pasifika people in the region is growing faster than other ethnicities, and the number of migrants whose primary language is not English is increasing.
- **Social isolation** – The number of one person households is increasing.



2. Demographic figures are taken from the 2018 census.

3. People can identify as more than one ethnicity.

OUR HAZARDS

A comprehensive risk assessment of the region's hazards is outlined below, which is reproduced from the Nelson Tasman CDEM Group Plan.



SUMMARY OF THE HAZARDS IN PRIORITY CATEGORIES

KEY:

Risk Rating	Moderate	High	Very High	Hazard Type	Natural	Biological	Technological
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LOWER PRIORITY														HIGHER PRIORITY															
Surface ponding (localised flooding)	Small catchment flooding	Roading transport accident	Air transport accident	Coastal erosion	Distant / regional tsunami	Civil unrest / criminal activities/ terrorist attack	Water supply - infrastructure failure	Urban fire	Slope failure - small scale	Snow	Wastewater - infrastructure failure	Rural fire (at urban interface)	Coastal inundation (storm surge/tidal effects)		Large catchment flooding	Communications / information systems - infrastructure failure	Drought	Slope failure - large scale	Roading - infrastructure failure	High winds	Dam break	Plant & animal pests/disease	Fuel supply - infrastructure failure	Electricity - infrastructure failure	Human pandemic	Local tsunami	Earthquake - Waimea/Flaxmore	Earthquake - regional (e.g. White Creek Fault)	Earthquake - Alpine Fault

THE ROLE OF TANGATA WHENUA

TE TAUHU O TE WAKA-A-MĀUI

Te Taihu o Te Waka-a-Māui is the prow of Māui's canoe – the top of the South Island. Today, eight tribes form the region's tangata whenua population. As the original people of Te Taihu, iwi have significant cultural knowledge about important historical sites and places across our region, which must be taken into account when an emergency affects those places.

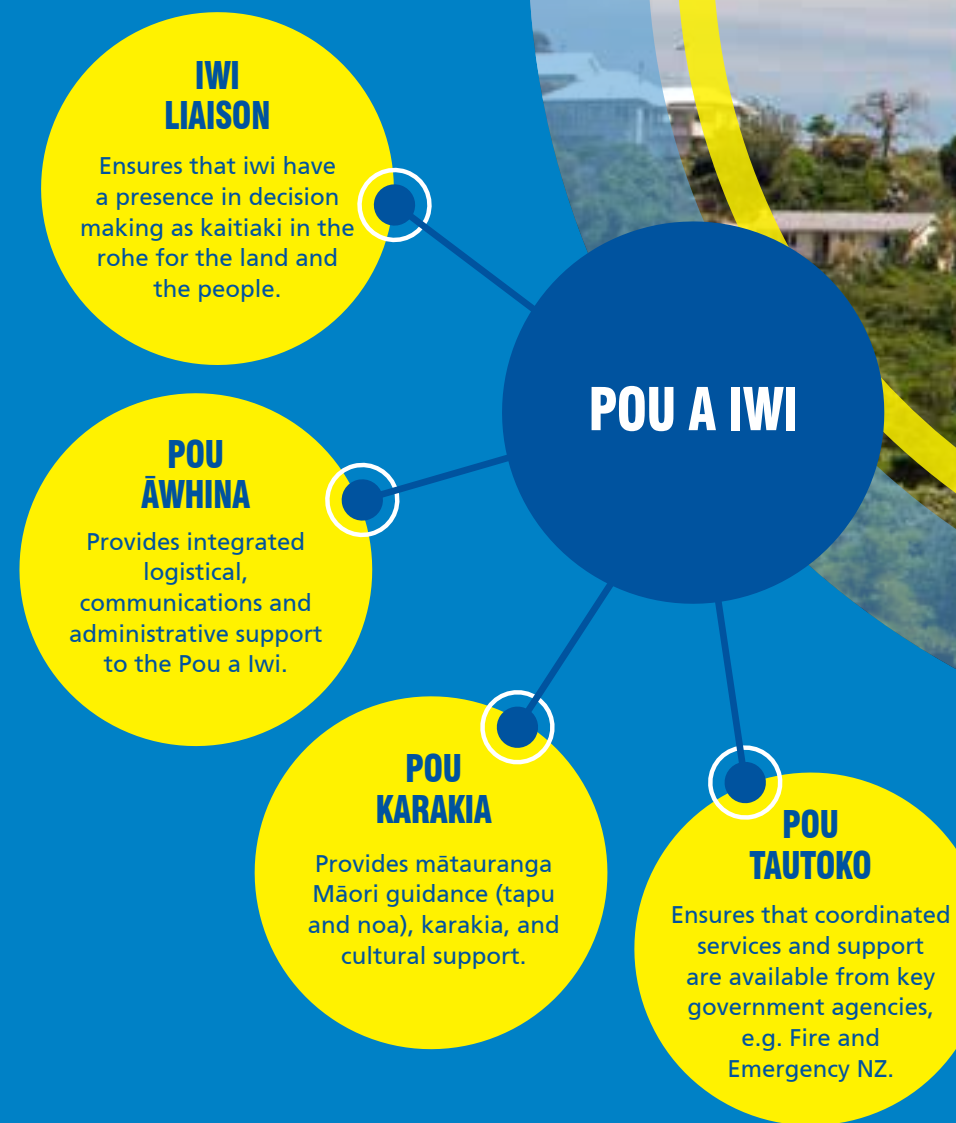
Iwi and marae also have a critical role in supporting the welfare of hapū and whānau during and following an emergency. They are able to quickly connect with the Māori community through their networks, and are also able to offer accommodation, shelter and food at their marae.

Currently Māori interests nationally are overseen by Te Puni Kōkiri, who have mandated welfare responsibilities and are members of the Welfare Co-ordination Group. They act as an initial point of contact and liaison with iwi and also provide culturally appropriate advice.

Within Te Taihu we are seeking further opportunities to strengthen our partnership and relationship with iwi and marae so that we can plan together how we can respond most effectively to the welfare needs of Māori in Te Taihu.

We know that early engagement and involvement in decision making must be at the heart of our partnership. Based on the structure developed during the Pigeon Valley fires, we have now included Pou a Iwi as a CIMS (Coordinated Incident Management System) function in Nelson Tasman. It represents iwi and whānau needs in an emergency. The diagram on page 21 outlines the four sub-groups which make up Pou a Iwi.

Across Te Taihu, we have engaged with a number of marae through our resilience planning. We are also members of a joint marae preparedness working group and have had some early discussion about the ways in which we can support a welfare response and provide appropriate training.





WHAT WE DO

THE 4 RS

We have adopted an integrated approach across the 4 Rs of emergency management (see diagram). We do this by maintaining strong inter-agency relationships, holding regular inter-agency committee meetings and training exercises, and through the development of plans, practices and tools (i.e. standard operating procedures) that we build and test together. These strong bases built in reduction and readiness help us to respond efficiently and effectively and assist our communities in their recovery journey.





REDUCTION

Ensure risk reduction and mitigation measures are implemented and maintained within and across agencies

Reduction involves identifying and analysing risks to life, animals and property from hazards, taking steps to eliminate those risks if practicable, and, if not, reducing the magnitude of their impact and the likelihood of their occurrence to an acceptable level.

Reduction in the welfare context means all measures undertaken prior to an emergency to reduce welfare needs before, during, and after emergencies. CDEM contributes to reduction in the welfare context in two primary ways:

- understanding communities, their risks and vulnerabilities: including identifying and analysing long-term risks to human life
- linking with welfare agencies' policies and programmes: a part of reducing the magnitude of the impacts of risks

FOCUS AREAS - REDUCTION

Vulnerable people – Better understand how to identify and support vulnerable people, who may be clients of a number of our agencies.



READINESS

Plan for and establish arrangements for the effective delivery of emergency welfare services

Readiness is about putting systems and resources in place prior to an emergency, in order to reduce the potential impact or consequences the event may cause.

Readiness actions include:

- strategic planning
- ensuring arrangements for welfare service delivery are in place with agencies and local providers (e.g. commercial accommodation providers)
- building relationships with welfare service agencies, iwi, marae, other stakeholders and community organisations
- building capability through training and exercising
- developing projects and supporting programmes that increase community resilience
- advocating for business continuity planning

FOCUS AREAS - READINESS

Population growth – As people come into the region, they understand and are prepared for the emergency events that might occur.

Diverse cultures – We present information in a way that is culturally sensitive and relevant to our diverse community.

Training and capability – We have enough staff and volunteers who have the right skills, knowledge and experience to provide welfare support.

Community resilience – We help build strong, connected communities that make their own preparations for emergencies.





RESPONSE

Identify and engage with communities to ensure appropriate needs-based emergency welfare services are delivered

The welfare response involves identifying and responding to the needs of people and animals affected by an emergency.

The Group Welfare Manager coordinates the response and is supported by a welfare team and various agencies. The level of response will escalate to the level required to manage the emergency.

Welfare response is needs-based. Resources are prioritised to those most affected and in most need of support. We recognise that, for some people, those needs may not become apparent until some time after the emergency.

There are nine sub-functions that make up the welfare response. These are led by different agencies and are discussed in the next section of this Plan.

FOCUS AREAS - RESPONSE

Community preparedness – We help build strong, connected communities that are resilient and able to provide support to each other during emergencies.

Community response – We know that informal community initiatives may be set up following an emergency. We need to work out how best to support those groups without compromising the overall welfare response.

Communication – Lack of information or inconsistent messaging can cause additional stress for people affected by an emergency. We will continue to look for ways to better coordinate and communicate with different groups in our community.

TRANSITION FROM RESPONSE TO RECOVERY

We recognise that the community will continue to have welfare services needs well beyond the response phase, and even beyond the period of interest by the media. It is important that, during the development of the sub-function plans, thought is given to the strategic withdrawal of emergency welfare services support and coordination. The ongoing needs of a community should be met by the business-as-usual practices of welfare services agencies and the communities themselves.

Points to consider include:

- What does the welfare function look like as it transitions into the social recovery pou?
- Are welfare function activities still required to the affected community?
- Can those services be delivered by agencies within business-as-usual activities?
- Are welfare services readily accessible to the affected community?
- What are the views of the service providers?
- Is coordinated reporting essential to decision making or just for information?

We acknowledge that withdrawal of emergency welfare services can be a sensitive topic, particularly if recovery is going to take a long time. The Group Welfare Manager must ensure that agencies are in agreement about the transition from emergency welfare services response to business as usual with recovery measures. The Social Recovery Manager and the Recovery Manager must also be in agreement about the approach being taken for emergency welfare services and ongoing community well-being support. The needs of the recovering community should always be the paramount consideration.



RECOVERY

Continue to deliver welfare services to affected communities to bring about immediate, medium-term, and long-term holistic regeneration of a community

Recovery is the coordinated efforts and processes used to restore community wellbeing following an emergency. The welfare recovery phase finishes when welfare support needs can be managed by agencies and organisations as part of their business as usual service delivery.

The recovery phase may last from a few weeks up to several years, depending on the scale of the emergency and the effects it has had on community wellbeing. We are committed to ensuring support continues to be made available for as long as it is needed.

As with the response phase, recovery recognises that for some people, needs may not become apparent until some time after the emergency.

FOCUS AREAS - RECOVERY

Navigators – People affected by an emergency may not know where to turn to for help, particularly when they have been affected by multiple impacts. Navigators can be used to bridge these gaps and to help point people in the right direction to be able to help themselves.

Social recovery – We need to manage the transition from response to recovery in a way that ensures consistency for our community.

NAVIGATORS

Navigators are individuals who help people and whānau significantly affected by an emergency event with their recovery journey. They do this by helping them navigate and prioritise their way through the different processes, tasks and services that are available, whilst ensuring that people and whānau stay self-reliant and resilient.

Navigators are people who:

- Help affected people prioritise their tasks in recovery (e.g. insurance, clean up, fund applications, accessing financial assistance and psychosocial support)
- Know what services are available to people post-event
- Are able to provide advocacy assistance
- Understand that people on the recovery journey pass through different phases, with different needs, at different times
- Encourage resilience and individual wellbeing

Navigators are not:

- Counsellors
- 'Do-ers' of tasks for individuals

The primary role of the navigator is to contribute to the wellbeing of affected individuals, family/whānau by supporting their

timely and coordinated access to the services they need to enable their timely recovery.

This service should leverage off relationships with iwi, NGOs, community and central and local government agencies and will link affected residents to already existing services and supports. It complements the role that rural facilitators (e.g. the Rural Support Trust) play in rural areas.

This approach requires investment to appoint navigators to provide the right support at the right time to affected family and whānau, through wrap-around recovery support services.

It is based on strengthening individuals, family and whānau so they can move forward in their lives with resiliency. It replicates the model put in place in Christchurch (following the 2010/2011 earthquakes) and in Hurunui and Kaikoura (following the November 2016 earthquakes).



WELFARE SUB-FUNCTIONS

The Welfare Services in an Emergency Directors Guideline [DGL 11/15] issued by the Ministry of Civil Defence and Emergency Management (MCDEM) identifies nine sub-functions. Each has an identified lead agency that is responsible for the coordination and delivery of services of that sub-function. Support agencies help the lead agency with the coordinated delivery of the sub-function (see diagram on right).

WELFARE PRINCIPLES

Each of the welfare sub-functions has its own set of principles and is described in more detail on the following pages. There are also some general principles that apply across all sub-functions:

- **Privacy, information sharing and vetting:** We abide by the Privacy Act (1993) and the Vulnerable Children's Act (2014). All people involved in the collection of personal information or in working with children must be police vetted.
- **Existing community networks:** We foster relationships with our community and encourage people to work together, for example, through relationship building with community hubs as providers of community connectedness.
- **Public information:** We work hard to reach people, using appropriate communication methods. Our planning includes consideration of how to reach people with communication difficulties.
- **Training:** We build capacity of people involved in the delivery of the emergency welfare response and coordination.
- **Business continuity planning:** We encourage our agencies to have business continuity arrangements in place to ensure we can contribute to delivery of essential services and critical functions during and after an emergency event.



THE ROLE OF LEAD AND SUPPORT AGENCIES



All welfare services agencies (lead and support) will:

- Take part in the sub-function cluster meetings
- Provide input to the development and review of their sub-function plan(s)
- Implement, monitor and review plans to ensure continuity of their essential services and contribution to a wider welfare provision
- Develop capacity and capability relevant to their role in an emergency
- Establish regular communication and reporting lines within local, regional and national offices and establish and maintain inter-agency communications
- Provide timely services and information on those services to affected communities to the Group Welfare Manager
- Support the welfare services function with additional people at national, regional and local levels where a need is identified and it is practicable to do so.



During reduction and readiness the lead agency for each welfare subfunction will:

- Set up a sub-function cluster
- Build and maintain relationships between support agencies
- Build and maintain relationships with iwi and/or marae
- Build understanding across the sub-function of the roles of different agencies
- Collaboratively prepare a sub-function plan with all support agencies to ensure that arrangements for delivery of the sub-function services are aligned
- Test, monitor and review the sub-function plan to ensure it stays up to date and relevant
- Participate as an active member of the WCG
- Ensure that the lead agencies of each sub-function have an internal system in place to be able to lead and resource the sub-function in an emergency.



During response and recovery, the lead agency for each welfare sub-function will:

- Ensure sub-function plans are being implemented
- Work with the Group Welfare Manager and other relevant support agencies to ensure that community needs are being met and that the scale of the response is appropriate to the emergency
- Work with iwi and marae to ensure that their needs are being met
- Collaborate with other agencies that are responsible for other welfare sub-functions to ensure that services and information are coordinated, integrated, and aligned to meet community needs
- Report on the coordination and performance of the welfare sub-function for which it is responsible to the Group Welfare Manager.



REGISTRATION

Registration is the process of collecting information about people who have been affected by an emergency and who may need help. 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
- Only register people who have been affected by the emergency and who have a need for welfare services

READINESS AND REDUCTION ACTIONS

- Lead the development of registration sub-function planning arrangements involving all sub-function support agencies
- Decide what primary and back-up mechanisms will be used for registration
- 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
- Explore the use of electronic tools for registration
- Ensure the registration process covers options for culturally and linguistically diverse communities

RESPONSE AND RECOVERY ACTIONS

- Make sure each affected person is registered. Registrations can come from:
 - Face to face in a Civil Defence Centre or in a community setting
 - Via online or phone from a remote setting
- Use the agreed Welfare Registration System to store registrations and inquiries whilst ensuring the privacy and security of personal information of all registrants

CHALLENGES

- Language barriers
- Capability and capacity of registrars
- Lack of understanding of the purpose of registration
- Cultural barriers/fear of the registration process
- Vulnerable/isolated people unaware of the need to register
- Identifying the correct way to gather the information (paper vs electronic) and the best way to store and analyse the registration data



**LEAD AGENCY
NATIONALLY**
MCDEM

**LEAD AGENCY
REGIONALLY**
CDEM Group

SUPPORT AGENCIES
Inland Revenue Department
NZ Red Cross

**INTERDEPENDENCIES
WITH OTHER
SUB-FUNCTIONS**
Needs Assessment
Inquiry

FURTHER INFORMATION
Director's Guideline – Welfare



NEEDS ASSESSMENT

Needs assessment is the process of understanding the changing needs of people affected by an emergency. It provides the basis for welfare agencies to deliver welfare services.

PRINCIPLES

- Promote and respect resilience and communities self-supporting 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

READINESS AND REDUCTION ACTIONS

- Lead agency to establish a sub-function cluster
- Lead agency to coordinate the development of a plan outlining how all agencies involved will manage the tasks associated with the sub-function
- Decide what primary and back-up collection tools will be used for needs assessment collection, referral and follow-up
- Make sure all needs assessors have had background checks and are suitably trained
- Ensure the lead agency provides training to support agencies
- 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 AND RECOVERY ACTIONS

- Work with support agencies to undertake needs assessment
- Identify what support each person needs before referring them to the appropriate agencies
- Information collected will be collated and analysed by the welfare function in the Emergency Operations Centre

CHALLENGES

- Language barriers
- Changing needs over time
- Coordinating multiple agencies' involvement with individuals/whānau
- Collating large amounts of information



**LEAD AGENCY
NATIONALLY**
MCDEM

**LEAD AGENCY
REGIONALLY**
CDEM Group



SUPPORT AGENCIES

Nelson Marlborough Health
Ministry for Primary Industries
Ministry of Social Development
NZ Police
NZ Red Cross
Salvation Army
St John NZ
Te Puni Kōkiri
Victim Support

INTERDEPENDENCIES WITH OTHER SUB-FUNCTIONS

Registration
All others

FURTHER INFORMATION

Director's Guideline – Welfare



INQUIRY

Inquiry involves helping family, whānau, friends and significant others to make contact with one another following an emergency when all other means of making contact have been exhausted.

PRINCIPLES

- Lead and support agencies working together to reconnect people
- People must have let enough time elapse and exhausted all means of making contact before the inquiry function will assist (this ensures that only genuine concerns are investigated)
- All agencies will abide by the Privacy Act 1993

READINESS AND REDUCTION ACTIONS

- Lead agency to set up a sub-function cluster
- Lead agency to coordinate the development of a plan outlining how all agencies involved will manage the tasks associated with the sub-function
- Encourage people to develop their own family plans that identify a means of contacting and meeting up with family members in an emergency

RESPONSE AND RECOVERY 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 business as usual processes, the Red Cross Restoring Family Links service 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

- Nelson Tasman can have high numbers of tourists generating language and time zone barriers
- Promoting the importance of registering with the Red Cross Restoring Family Links service
- Ensuring quality and genuine information is provided to the inquiry group
- Getting people to see the importance of registering on the Red Cross Restoring Family Links service



LEAD AGENCY NATIONALLY

NZ Police

LEAD AGENCY REGIONALLY

NZ Police

SUPPORT AGENCIES

MCDEM	Ministry of Health
CDEM Group	Nelson Marlborough Health
Ministry of Education	Health
Ministry of Foreign Affairs and Trade	NZ Red Cross
	St John NZ

INTERDEPENDENCIES WITH OTHER SUB-FUNCTIONS

Registration
Needs Assessment
Care and Protection of Young People

FURTHER INFORMATION

Director's Guideline – Welfare Restoring Family Links



CARE AND PROTECTION SERVICES FOR CHILDREN AND YOUNG PEOPLE

Delivery and coordination of care and protection services for children and young people who have been identified (after registration) as being separated from their parents, legal guardians or usual caregivers.

PRINCIPLES

- Children are kept safe and are cared for
- Reunite children with their parents, legal guardians or usual caregivers as soon as possible and take all reasonable steps to do so before referring to NZ Police
- Maintain strong relationships with community organisations and develop a clear understanding of the welfare needs of individuals and whānau
- Recognise the diverse and dynamic nature of emergencies and their consequences on children and young people
- If the emergency happens during school hours, children should remain at school, early childhood centre or with their caregiver for as long as possible

READINESS AND REDUCTION ACTIONS

- Lead agency to set up a sub-function cluster
- Lead agency to coordinate the development of a plan outlining how all agencies involved will manage the tasks associated with the sub-function
- Ensure that people involved in the provision and care of children and young people in an emergency are vetted according to legislative requirements, including the Vulnerable Children's Act 2014

RESPONSE AND RECOVERY ACTIONS

- Identify children and young people who are separated from their families
- Use support agencies' information to identify caregivers and parents as soon as possible
- The Oranga Tamariki National Contact Centre will be the primary contact point for reuniting families with missing children

CHALLENGES

- International students and language barriers
- Working with homeless or transient youth
- Confirming identity of young children



LEAD AGENCY NATIONALLY

Oranga Tamariki

LEAD AGENCY REGIONALLY

Oranga Tamariki



SUPPORT AGENCIES

CDEM
Ministry of Education
NZ Police
NZ Red Cross

INTERDEPENDENCIES WITH OTHER SUB-FUNCTIONS

Needs Assessment
Inquiry
Psychosocial support

FURTHER INFORMATION

Director's Guideline – Welfare
Managing stress in an emergency



PSYCHOSOCIAL SUPPORT

Delivery of support services to individuals and communities that ensure physical, psychological, and social difficulties are eased at times of stress and uncertainty.

PRINCIPLES

- Most people affected by an emergency will experience some level of distress
- Most people will recover over time, with the support of their families, whānau and their communities
- Most people's need for support will change over time
- A small number of people will need more specialist help, sometimes including assistance from specialist mental health and addiction services
- Psychosocial responses need to be appropriate to the emergency and to the needs of people and whānau

READINESS AND REDUCTION ACTIONS

- Lead agency to set up a sub-function cluster
- Lead agency to coordinate the development of a plan outlining how all agencies involved will manage the tasks associated with the sub-function
- Identify communities that may be vulnerable in an emergency
- Psychosocial support is included in the welfare function of exercises which Nelson Marlborough Health leads or participates in
- Primary health organisations have relationships with support agencies and with their communities that can be rapidly implemented in an emergency

RESPONSE AND RECOVERY ACTIONS

- Identify psychosocial needs in affected people
- Put planned initiatives into place (e.g. free GP and counselling visits, public campaigns)

CHALLENGES

- Common understanding of what is 'normal' in emergencies
- Culturally appropriate support
- Changing nature of needs over time and understanding that psychosocial needs may become highest weeks, months or years after the emergency (depending on the scale of the event)
- Accessing those in need of support
- Not treating people like 'victims'



LEAD AGENCY NATIONALLY

Ministry of Health

LEAD AGENCY REGIONALLY

Nelson Marlborough Health



SUPPORT AGENCIES

Nelson Bays Primary Health
 Ministry for Primary Industries
 Ministry of Education
 Ministry of Social Development

Te Puni Kōkiri
 NZ Red Cross
 Salvation Army
 Victim Support
 Community-based organisations

INTERDEPENDENCIES WITH OTHER SUB-FUNCTIONS

Needs Assessment
 Inquiry
 Care and Protection Services for Children and Young People

FURTHER INFORMATION

Director's Guideline – Welfare
 Managing stress in an emergency



HOUSEHOLD GOODS AND SERVICES

Providing basic household goods and services to affected people if normal providers are unavailable. Household goods and services can include 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 and recovery
- Work with support agencies to supply what is needed and work out how it can be best distributed
- 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

READINESS AND REDUCTION ACTIONS

- Lead agency to set up a sub-function cluster
- Lead agency to coordinate the development of a plan outlining how all agencies involved will manage the tasks associated with the sub-function
- Work with councils, local boards and regional community organisations to develop mechanisms that enable communities to help themselves
- Expand the range of supporting agencies and businesses to provide a flexible and appropriate response

RESPONSE AND RECOVERY ACTIONS

- The sub-function agencies will work with the EOC Logistics function, suppliers and community leaders to enable access to goods and services
- Work with marae and community networks to support their response based on targeted needs

CHALLENGES

- Coordination of multiple suppliers
- Supporting communities without encouraging dependency
- Managing offers of assistance and donated items
- Managing community-led centres



**LEAD AGENCY
NATIONALLY**
MCDEM

**LEAD AGENCY
REGIONALLY**
CDEM Group

SUPPORT AGENCIES

Nelson Marlborough Health
Nelson Bays Primary Health
Nelson City Council
Tasman District Council
Ministry for Primary Industries
NZ Defence Force
NZ Red Cross
Salvation Army

INTERDEPENDENCIES WITH OTHER SUB-FUNCTIONS

Needs Assessment
Shelter and Accommodation
Financial Assistance

FURTHER INFORMATION

Director's Guideline – Welfare



SHELTER AND ACCOMMODATION

Providing shelter (very short term, usually in a communal facility), emergency accommodation (for up to two weeks) and temporary accommodation (until people can safely return to their homes) for people who have been displaced from their homes as a result of an emergency.

PRINCIPLES

- Encourage people to stay at home or with family and friends (when safe to do so)
- Recognise and support the role that marae have in providing accommodation
- 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

READINESS AND REDUCTION ACTIONS

- Lead agencies to set up a sub-function cluster
- Lead agencies to coordinate the development of a plan outlining how all agencies involved (including marae) will manage the tasks associated with the sub-function, including the transition between shelter and/or emergency accommodation to temporary accommodation
- Identify community accommodation options, including Civil Defence Centres, marae and by developing partnerships with commercial accommodation providers
- Identify pet friendly commercial providers

RESPONSE AND RECOVERY ACTIONS

- The EOC welfare and logistics teams will work together to identify the needs of those displaced and the best practical shelter or emergency accommodation solutions
- The EOC Welfare Manager and the Ministry of Business, Innovation and Employment will work together to ensure a seamless transition between emergency accommodation into temporary accommodation
- People accessing this sub-function will also likely be referred to other sub-functions for further support
- MBIE to identify further accommodation options if return home is not possible

CHALLENGES

- Housing availability in the region and shortage of commercial accommodation in tourist season
- The availability of pet friendly rental and commercial accommodation
- Commercial accommodation options may be outside of people's home community, particularly for rural residents



LEAD AGENCY NATIONALLY

MCDEM
Ministry of Business, Innovation and Employment

LEAD AGENCY REGIONALLY

CDEM Group – shelter and emergency accommodation
MBIE – temporary accommodation

SUPPORT AGENCIES

Housing NZ	Ministry of Social Development
Nelson City Council	NZ Defence Force
Tasman District Council	Te Puni Kōkiri
Ministry of Education	Salvation Army Marae
Nelson Marlborough Health	Commercial accommodation providers

INTERDEPENDENCIES WITH OTHER SUB-FUNCTIONS

Needs Assessment
Financial Assistance
Household Goods and Services

FURTHER INFORMATION

Director's Guideline – Welfare



FINANCIAL ASSISTANCE

Providing a range of financial support to people and businesses affected by an emergency.

PRINCIPLES

- Lead and support agencies will provide information on the assistance available through their agency, including contact information and eligibility criteria
- People affected by emergencies have access to information on the range of financial assistance available through a variety of formats
- Generally people won't need to be clients of Work and Income to receive financial assistance in an emergency

READINESS AND REDUCTION ACTIONS

- Lead agency to set up a sub-function cluster
- Lead agency to coordinate the development of a plan outlining how all agencies involved will manage the tasks associated with the sub-function
- 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 AND RECOVERY ACTIONS

- Monitor the situation to ensure that available financial assistance meets the needs of those affected
- Extra measures of assistance can also be granted depending on the scope and scale of the emergency
- Pre-prepared information about the range of financial assistance and how to access it will be available through a variety of channels
- In a large scale emergency the Government 0800 Helpline may be activated in consultation with the Welfare Manager and the National Welfare Coordination Group

CHALLENGES

- Increasing public awareness of available support
- Clearly communicating what can and cannot be funded
- Duration of financial assistance (recognising that financial needs may change over time)
- Coordination of multiple agencies



LEAD AGENCY NATIONALLY

Ministry of Social Development

LEAD AGENCY REGIONALLY

Ministry of Social Development



SUPPORT AGENCIES

Accident Compensation Corporation
Earthquake Commission
Inland Revenue
Ministry for Primary Industries

Ministry of Business, Innovation and Employment
Insurance Council NZ
NZ Red Cross
Salvation Army

INTERDEPENDENCIES WITH OTHER SUB-FUNCTIONS

Needs Assessment
Shelter and Accommodation
Household Goods and Services

FURTHER INFORMATION

Director's Guideline – Welfare



ANIMAL WELFARE

Providing 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
- Where possible, pets and their owners are co-located or located close by when unable to stay at their usual dwelling or property

READINESS AND REDUCTION ACTIONS

- Lead agency to set up a sub-function cluster
- Lead agency to coordinate the development of a plan outlining how all agencies involved will manage the tasks associated with the sub-function, including identifying places where evacuated animals could be taken to (e.g. the A&P Showgrounds)
- Develop public messaging to strongly encourage animal owners to have emergency plans which include their animals (companion and production)
- Develop a relationship and hold combined meetings with the Rural Advisory Group for advice on production animals

RESPONSE AND RECOVERY ACTIONS

- Encourage owners to take their animals with them when evacuated. Where this is not possible, ensure that animals are moved to a safe place (with access to food and water)
- Coordinate the animal welfare sub-function for all animals (including animal rescue, animal shelter, food, water, husbandry and veterinary care and other essentials). This includes companion animals, production animals, animals in research, testing and teaching facilities, zoo and circus animals and wildlife
- Permit animal owners to return to their properties as early as possible to tend to their animals
- Animal rescue should be considered across both the Welfare and Operations functions in the EOC
- Integrate the role of Pou Karakia for deceased animals

CHALLENGES

- Temporary housing of animals
- Risk of stock loss/illness if not regularly attended
- Risk of animal owners breaching cordons to retrieve animals
- Creating a scalable framework
- Working with the owners of animals, who may be distressed and/or frustrated
- Encouraging animal owners to be prepared to manage their animals themselves in an emergency, to have plans to evacuate animals if need be, and to have identified safe places to hold animals either on the property or other pre-identified properties



LEAD AGENCY NATIONALLY

Ministry for Primary Industries

LEAD AGENCY REGIONALLY

Ministry for Primary Industries

SUPPORT AGENCIES

Federated Farmers NZ
 NZ Companion Animal Council
 NZ Veterinary Association
 The Royal NZ Society for the Prevention of Cruelty to Animals (SPCA)
 Nelson City Council
 Tasman District Council
 Rural Advisory Group
 World Animal Protection

INTERDEPENDENCIES WITH OTHER SUB-FUNCTIONS



Needs Assessment
 Shelter and Accommodation




FURTHER INFORMATION

Director's Guideline – Welfare Animals in Emergencies

IMPLEMENTATION PLAN

We are committed to an ongoing process of review and improvement as we plan and prepare for the next emergency. The following activities have been identified as priority actions in this Plan.

	Outcomes	Activity	Performance Measures	Lead Agency
 SUB-FUNCTION PLANNING	Lead agencies and support agencies work together efficiently and effectively to address community needs during a emergency Lead and support agencies incorporate the different components of social recovery in their sub-function plans	Sub-function committees established Sub-function plans completed and reviewed annually	Sub-function committee meetings are held and attended by relevant support agencies All sub-functions have prepared a sub-function plan	CDEM/lead agencies
 REDUCTION	Agencies are able to identify vulnerable people and ensure they have access to support following an emergency	Develop tools to identify vulnerable people	All sub-functions incorporate actions to support vulnerable people in their planning	All

	Outcomes	Activity	Performance Measures	Lead Agency
 READINESS	Readiness planning responses are co-designed with tangata whenua	Pou a Iwi working groups: <ul style="list-style-type: none"> EOC processes Marae readiness Navigators 	Working group meetings held Action plans developed	TPK/CDEM
	Migrants and visitors to the area are made aware of the hazards and appropriate responses	Develop multilingual information for new migrants to the area Work with Nelson Regional Development Agency and tourism app makers to provide relevant information	Surveys of new residents/visitors to determine awareness	CDEM
	A pool of trained, skilled staff and volunteers is available to help coordinate welfare services	Develop pool from council staff and the wider community	Adequate number of trained people available to respond	CDEM
	Our community is prepared to respond to welfare needs following a CDEM event	Community resiliency is supported and promoted by CDEM	Community resiliency messaging is promoted to communities in a variety of ways	CDEM
 RESPONSE	Tangata whenua are partners in the response	Establishment of Pou a Iwi	Pou established	Iwi/CDEM
	Ad hoc community groups that are set up during a CDEM event are appropriately supported	Develop tools for community response – simple guides that can be given to coordinators	Tools developed	Group Welfare Manager
	People and whānau affected by an emergency have clear and consistent information on available welfare support	Map main social media networks and develop guidance in conjunction with Public Education Public Information (PEPI) Committee for how they can support emergency response communications	Communication plans are developed that include digital media channels	CDEM
 RECOVERY	People and whānau affected by an emergency have support to help them access the services that they require	Identify and train people to take on navigator roles	Number of navigators registered who can provide support in and after an emergency	Navigator Working Group
	The Nelson Tasman region is able to recover quickly from emergency events	This Implementation Plan is reviewed annually to identify priority areas for focus	Annual review of plan implementation	CDEM



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